Alsea

day 2022

PRESENTING

Alberto Torrado
EXECUTIVE PRESIDENT

Fernando González
CHIEF EXECUTIVE OFFICER

Rafael Contreras
CHIEF FINANCIAL OFFICER

Darío Okrent
CHIEF DIGITAL OFFICER

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Strong 4Q21 Results

Alsea

Sales

48.1%
+5,435 M VS 4Q20

8.7%
VS 4Q19

Same store sales

47.4%
VS 4Q20

10.3%
VS 4Q19

Positive EBITDA

25.5%
MARGIN

35.5%
+1,119 M VS 4Q20

20.8%
VS 4Q19

Net income

1,270%
+857 M VS 4Q20

25.5%
+188 M VS 4Q19

Strong 2021 Results

Sales

38.7%
+14,884 M
VS 2020

Reaching
91.8%
OF REPORTED
2019 SALES

Delivery share

23.4%
OF TOTAL SALES

Same store sales

30.7%
VS 2020

(3.4)%
VS 2019

Positive EBITDA

23.1%
MARGIN

78.0%
+5,394 M
VS 2020

Reaching
97.6%
OF REPORTED
2019 EBITDA

Healthy operating cash generation

6.9 billion
MXN

Debt Profile
December 2021

Alsea

$31,729
Total Debt | Pre IFRS16
(Million pesos)

3.8 years
Duration

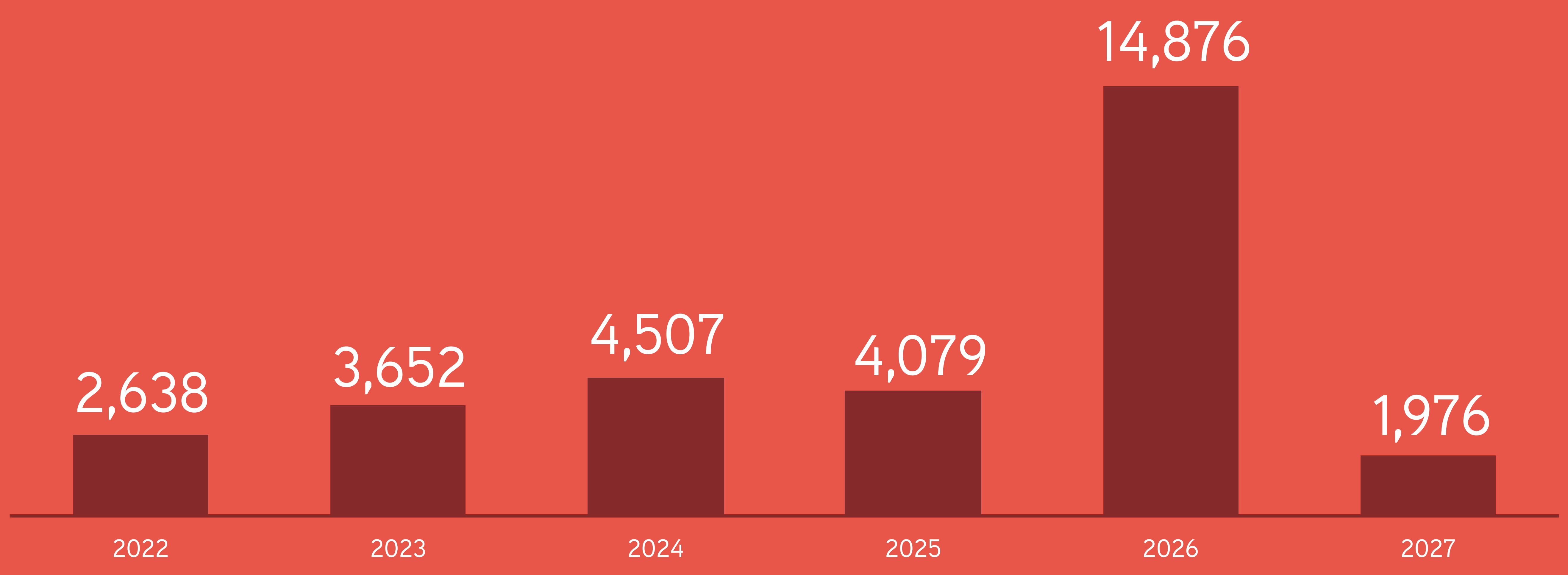
DEBT STRUCTURE

Pre IFRS:

	Breakdown	Rate
Mexican Pesos	63.6%*	9.50%
Euros	36.1%	2.05%
Chilean Pesos	0.3%	4.10%

DEBT MATURITIES

8%	12%	14%	13%	47%	6%



92% Long Term

8% Short Term

66% Fixed rate

37% Variable rate

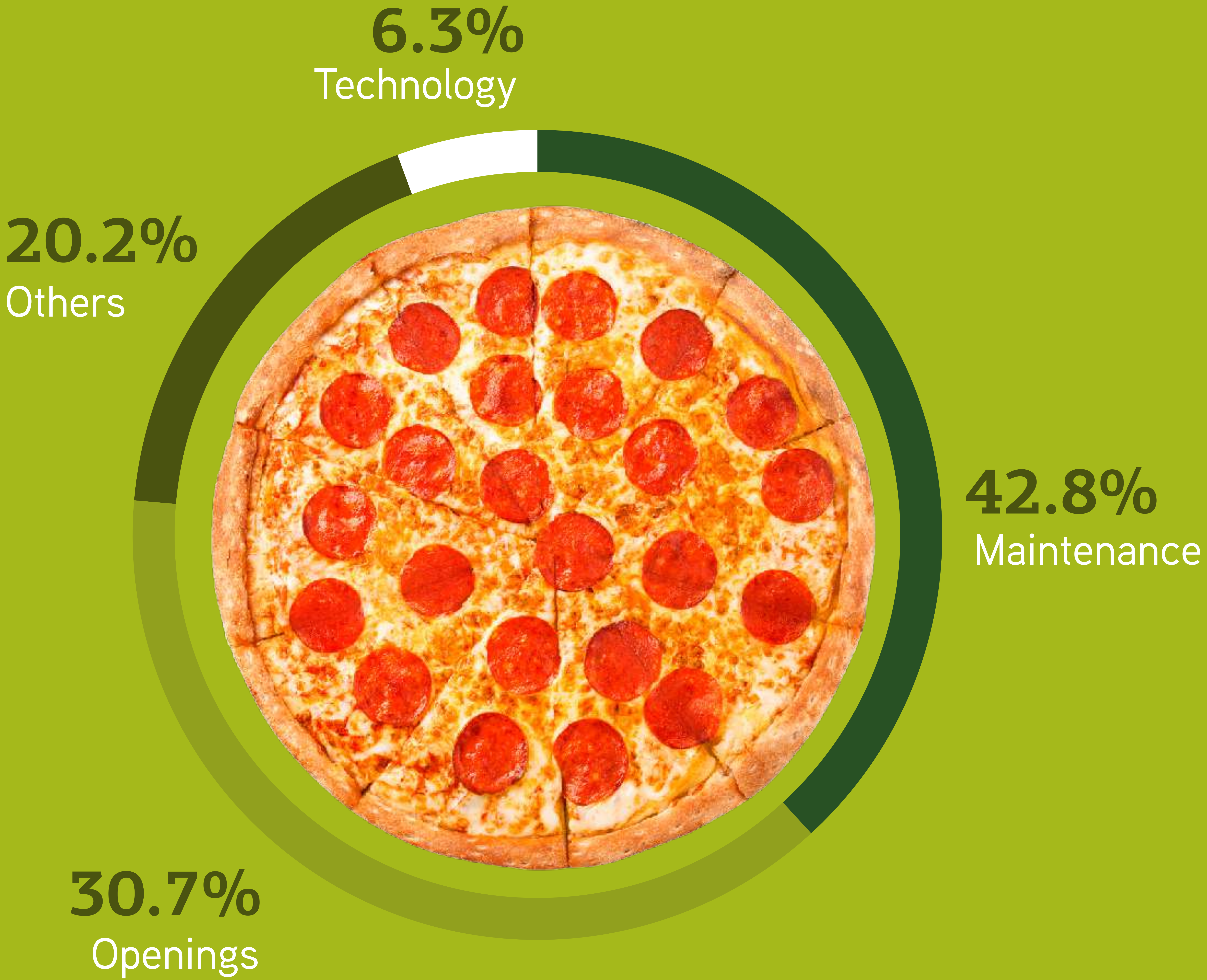
FIGURES IN MILLION PESOS
*MEXICAN PESOS DEBT INCLUDES USD BOND ISSUANCE.

CAPEX 2021

Alsea

2.4
billion pesos

84
openings



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We are
back
ON
TRACK

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Alsea Strategy
2022-2026

Alsea

Attract and retain the best talent

- Closer to the Business decision making
- Strengthen the pride of being part of Alsea
- Attract and retain the best talent
- Encourage and reinforce service

Build Customer Loyalty (Operative Excellence)

- Increase customer satisfaction
- Dynamism and innovation
- Improve the support areas and operation centres' service
- Cost inflation management

Cutting-edge marketing, innovation and technology

- Technology evolution
- Improve omnichannel customer experience
- Strengthen our analytics
- Back technology development

Grow profitably and orderly

- Focus on organic growth
- Franchise development
- Prioritize investment

Create shared value (Sustainability - ESG)

- Improve Alsea´s reputation
- Contribute to social development
- Improve ESG reputation
- Fulfill the best practices

Maximize Alsea's value

- Cash Flow generation
- Deleverage plan

Human Resources

Alsea's Purpose at the core of our Talent Strategy

Alsea

OUR PURPOSE SEEKS TO INSPIRE AND ENGAGE EMPLOYEES, CONNECT TO CUSTOMERS, AND GENERATE LONG-TERM SHAREHOLDER RETURN

To deliver in the promise of our purpose, HR strategy is focused on offering good jobs and building a company we are all proud of, based on 5 pillars

1 Productive teams, passionate about service

2 Be the highest paying employer in the industry

3 Human Leadership

4 Engage the best talent

5 Strong culture of customer-centric empowerment, and ownership

How do we track progress towards the purpose?

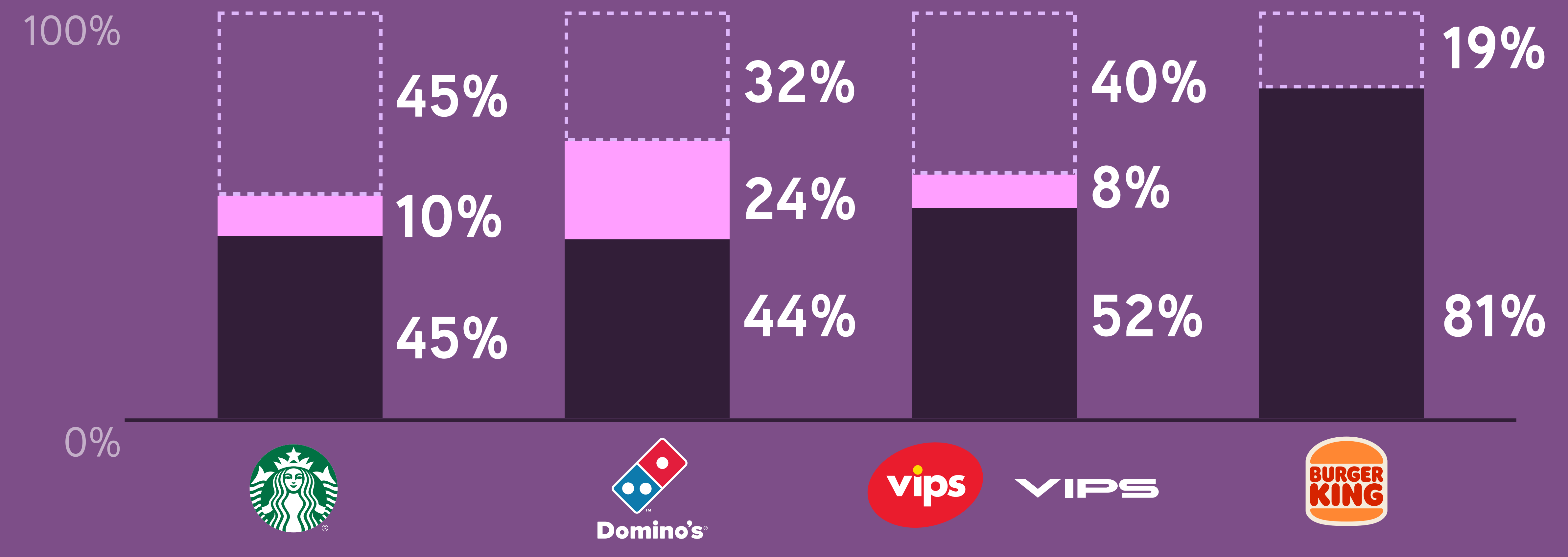
Alsea

	OUR 2022 GOAL...		OUR LONG-TERM VISION
By guaranteeing a Living Wage to all employees and a competitive compensation in every market	85%	FAIR INCOME	100%
	96%	BASE SALARY COMPETITIVENESS	100%
By offering Jobs where people want to stay, earn, and grow	67%	TURNOVER	60%
	93%	KEY TALENT RETENTION	97%
By setting the bar high: working for Alsea is an experience that makes people happy		ENGAGEMENT	
		LEADERSHIP	

Market Holding Capacity

Alsea

Core Brands



Core Brands

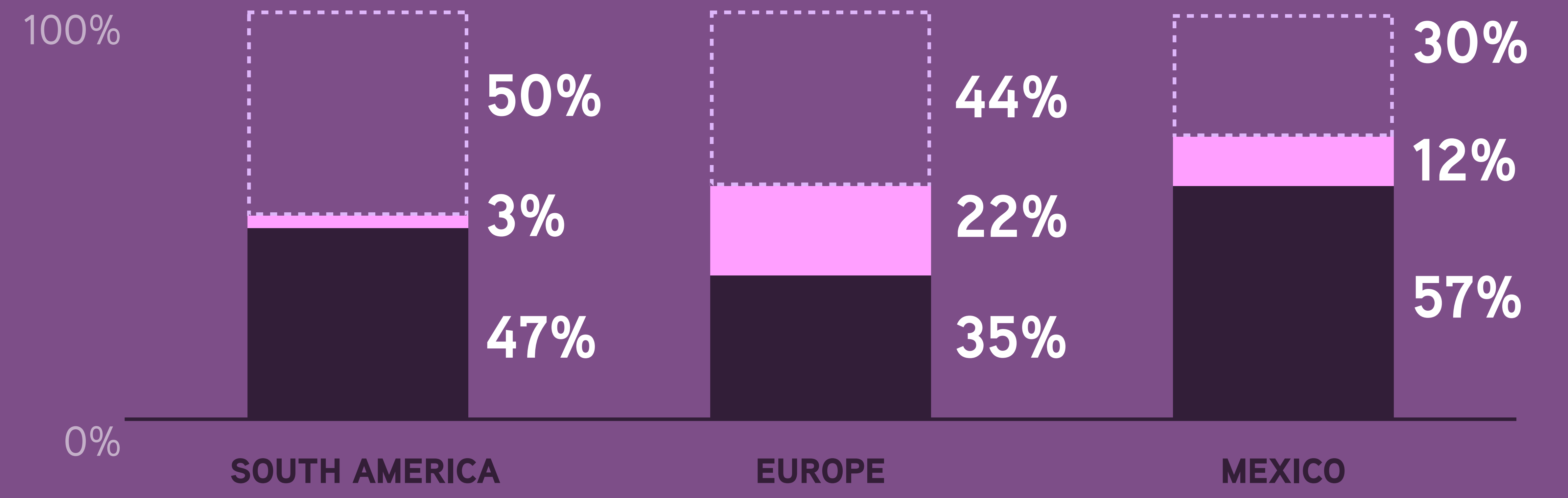
3,658
TOTAL UNITS

2,873 CORPORATE

785 SUB FRANCHISES

2,007 WHITE SPACE

Regions



Total Alsea

4,262
TOTAL UNITS

3,289 CORPORATE

973 SUB FRANCHISES

2,718 WHITE SPACE

668 South America | 1,097 Europe | 953 Mexico

CORPORATE SUB FRANCHISES WHITE SPACE

Starbucks

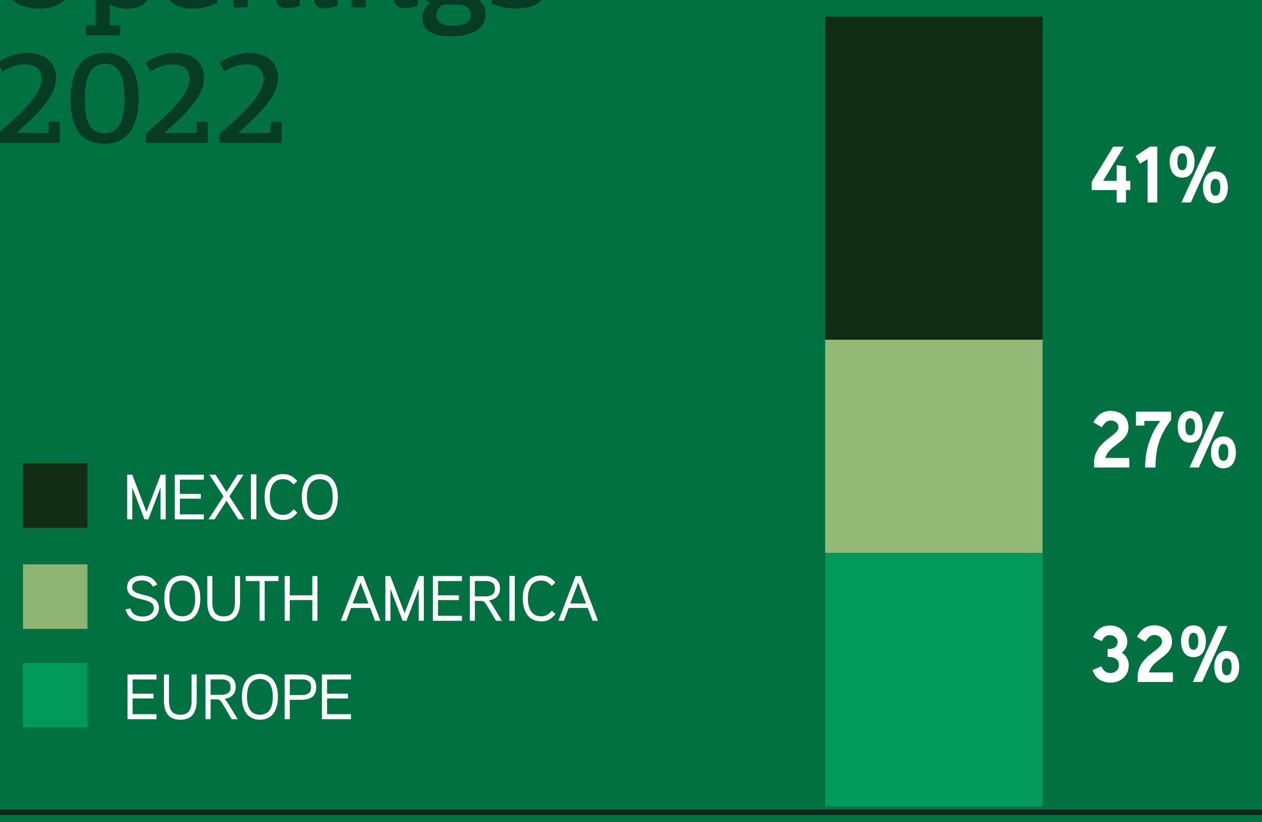
Alsea

Today
1,552
UNITS

Openings
120
AVERAGE PER-YEAR
2022-2026

~2,570
MHC

Openings 2022



Strategic Focus

ACCELERATED AND PROFITABLE EXPANSION

- Sub-franchising model in Europe
- Efficient store management

IMPROVE CUSTOMER EXPERIENCE

- Better CRM experience
- Starbucks Experience – Omnichannel
- Mobile Order and Pay
- Digital board menus

CONTINUE IMPROVING OUR BUSINESS MODEL

- Profitability of our store portfolio
- Selective innovation and product upgrade
- Innovation and communication
- Coffee Authority strategy

NEW CHANNELS & CONSUMPTION MOMENTS

- Convenience channels - Delivery, Drive thru, take out, car pick up
- New platforms to attract new consumers

SUSTAINABILITY LEADERSHIP

- Waste reduction offsetting cost effects
- Electricity, gas and water consumption reduction
- Increase ceramics | Reusables' use

Domino's Pizza

Domino's

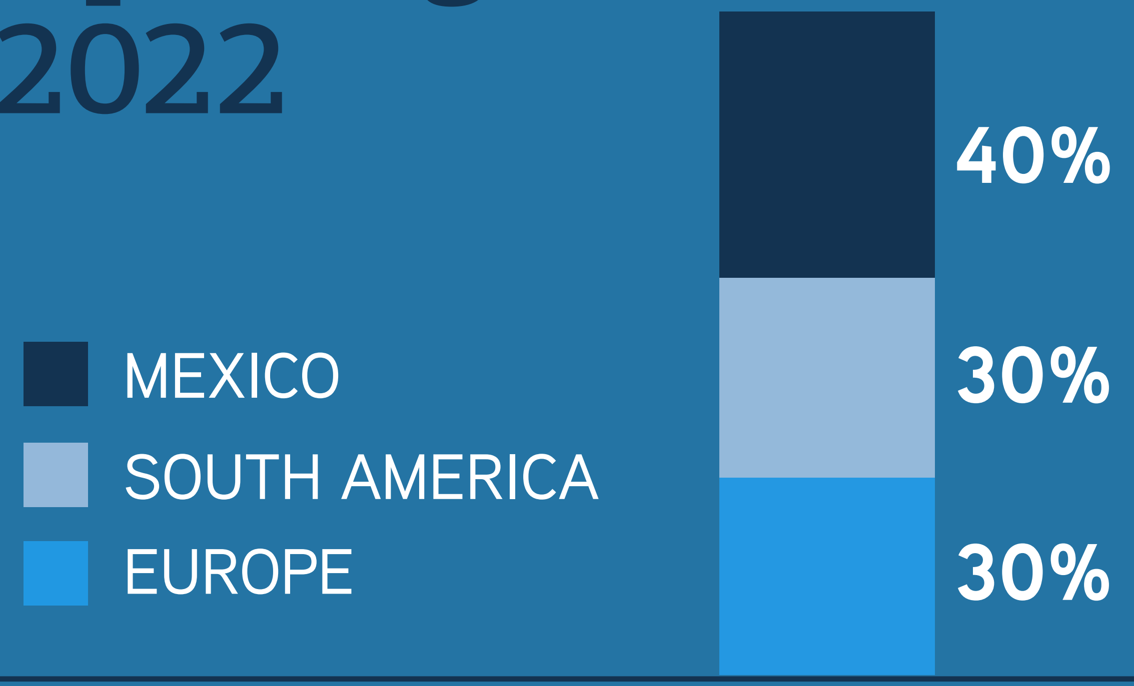
Alsea

Today
1,300
UNITS

Openings
75
AVERAGE PER-YEAR
2022-2026

~1,920
MHC

Openings
2022



Strategic Focus

CONTINUE BUILDING A LOVE BRAND (OPERATIVE EXCELLENCE)

- Maximize Digital, Product, Technology and System Innovation
- Improve delivery times
- Brand identity, product quality

NEW CHANNELS & CONSUMPTION MOMENTS

- Commercial Digital Transformation
- OLO to Cloud & Full Potential aggregators
- Dynamism through Innovation

PROFITABLE EXPANSION

- Benefit from the remaining MHC
- Evolution of franchise model to accelerate growth
- New store image

WIN IN A MORE COMPLEX AND COMPETITIVE ENVIRONMENT

- Differentiated positioning vs competitors
  - offer
  - price
  - innovation
  - fresh/young brand tone
- Best price value equation for the consumer

Burger King

Today
400
UNITS

Openings
15
AVERAGE PER-YEAR
MAINLY IN SOUTH AMERICA
2022-2026

~495
MHC

Strategic Focus

PROFITABLE EXPANSION

- Efficiency in current locations

OPERATIVE EXCELLENCE

- Ensure staff coverage and turnover control
- Customer's voice - Satisfaction tracking
- Focus on marginality, improving productivity and sourcing strategies

NEW AND BETTER CUSTOMER EXPERIENCES

- Digital kiosks openings
- Delivery sales via aggregators and own delivery
- Big Data to have better customer knowledge
- Digital transformation

Vips Mexico
Bussines Model Evolution

Today

257
UNITS

~450
MHC

Strategic Focus

OPERATIVE EXCELLENCE

- Focus on the brand's essence: attention, service, product and consistency
- Generate a database that allows better decisions and communication
- Product, category and seasonal innovation

BETTER CUSTOMER EXPERIENCES

- New service model to increase customer satisfaction
- Brand's digitalization to improve experience
- Customer's voice - Satisfaction tracking

PROFITABLE EXPANSION

- New commercial model focused on quantity, quality
- Growth through small size units

Vips "it is more"

Better loyalty promag
New consuption opportunities
Disruptive transformation of our business model
Enhanced menu structure

Supply chain

Overcoming inflation and global logistics pressure

- Various sourcing options
- Volume purchases
- Enabling substitute products
- Purchase anticipation
- Inputs and raw materials standardization
- Optimal inventories according to demand

ESG Goals
Sustainability 2030

Development

Community:

- 1 million people benefited
- 90% of workforce in volunteering
- $15 M USD collection

Collaborator:

- 5% of collaborators from high-priority groups (Diversity & Inclusion)
- Fair income that exceeds welfare baseline for 100% of our people
- 40% of the executive positions occuped by women

Growth

- Safest and highest quality food supply and preparation
- 100% suppliers audited
- Eliminate food waste in our Distribution Centers
- Options with no artificial flavors or colors in all our brands
- Consumer-facing information on all our brands/menus

Balance

- 100% of new units built under green store standards
- 100% clean energy
- Reduce electricity consumption by 25%
- Reduce water consumption by 35%
- 100% sustainable waste management
- Reduce 25% greenhouse gas emissions

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Alsea Digital World

Alsea

Delivery

43M
ORDERS

$12,512M
IN SALES
41.1% VS 2020

Omnichannel and Innovation

+16 channels
WEB, APP, AGGREGATORS, MARKETPLACES, ETC.

127K
ORDERS THROUGH
WHATSAPP

Domino's

10.5M Orders by **App and Web**

42% Sales through **Digital channels**

STARBUCKS REWARDS

$2.1MM **Sales** through the App

7.1K **Average Daily transactions**

Car Pickup, Pickup and In-App Delivery

Wow+

5.6 **Frequency in 2021**

64K **Customers** CheckIng-in

2.5M Registered **users**

Digital KPI's

Alsea

Wow+

Sales

2020	$903 M
2021	$1,627 M

Orders

2020	3.9 M
2021	7.3 M

SSS

2020	-28.96%
2021	31.70%

Frequency

2020	4.96
2021	5.63

Average Ticket

2020	$230.21
2021	$220.58

Lifetime Value

2020	$4,907.76
2021	$7,766.47

Tender

2020	5.13%
2021	6.69%

Digital Channels
Digital Presence of Alsea

Alsea

Own Channels

WOW+ APP
Check-In (Offline)
Delivery
Take-Out
WOW+ points

STARBUCKS REWARDS APP
Car Pickup
Pickup
Delivery
In-App paid

DOMINO'S OLO
Loyalty
Delivery
Mix paid
WOW+

VIPS
TDL

ECOMMERCE (MULTI-BRAND)
Take-Out
Delivery

CALLCENTER (MULTI-BRAND)
Take-Out
Delivery

3rd Party

AGGREGATORS (MULTI-BRAND)
Orders
Integration
Offers

New Channels

WHATSAPP (MULTI-BRAND)
Delivery

TEAMS (MULTI-BRAND)
Delivery

Other industries

PROMOTIONS
E-Games

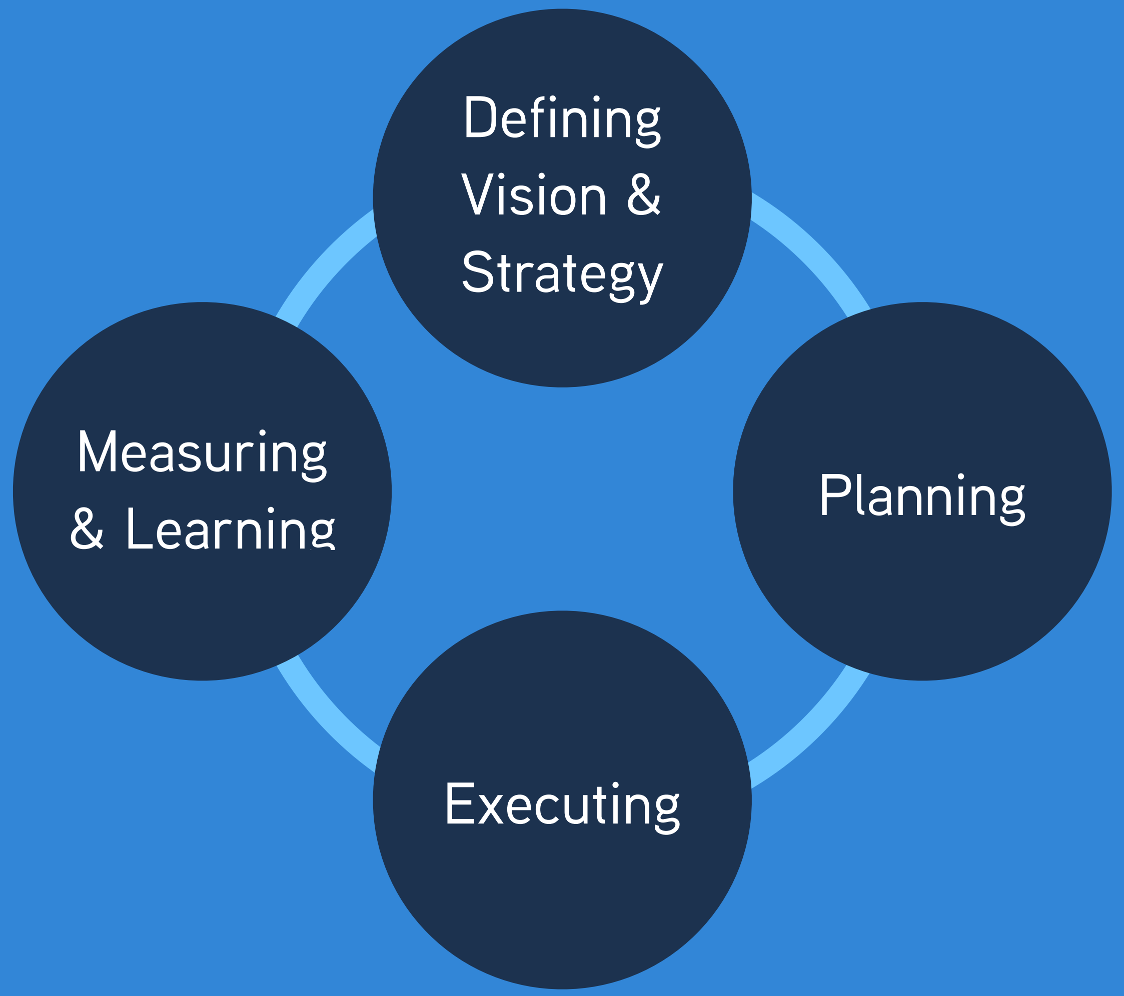
EXCLUSIVENESS
Streaming

ECOSYSTEMS
Marketplaces

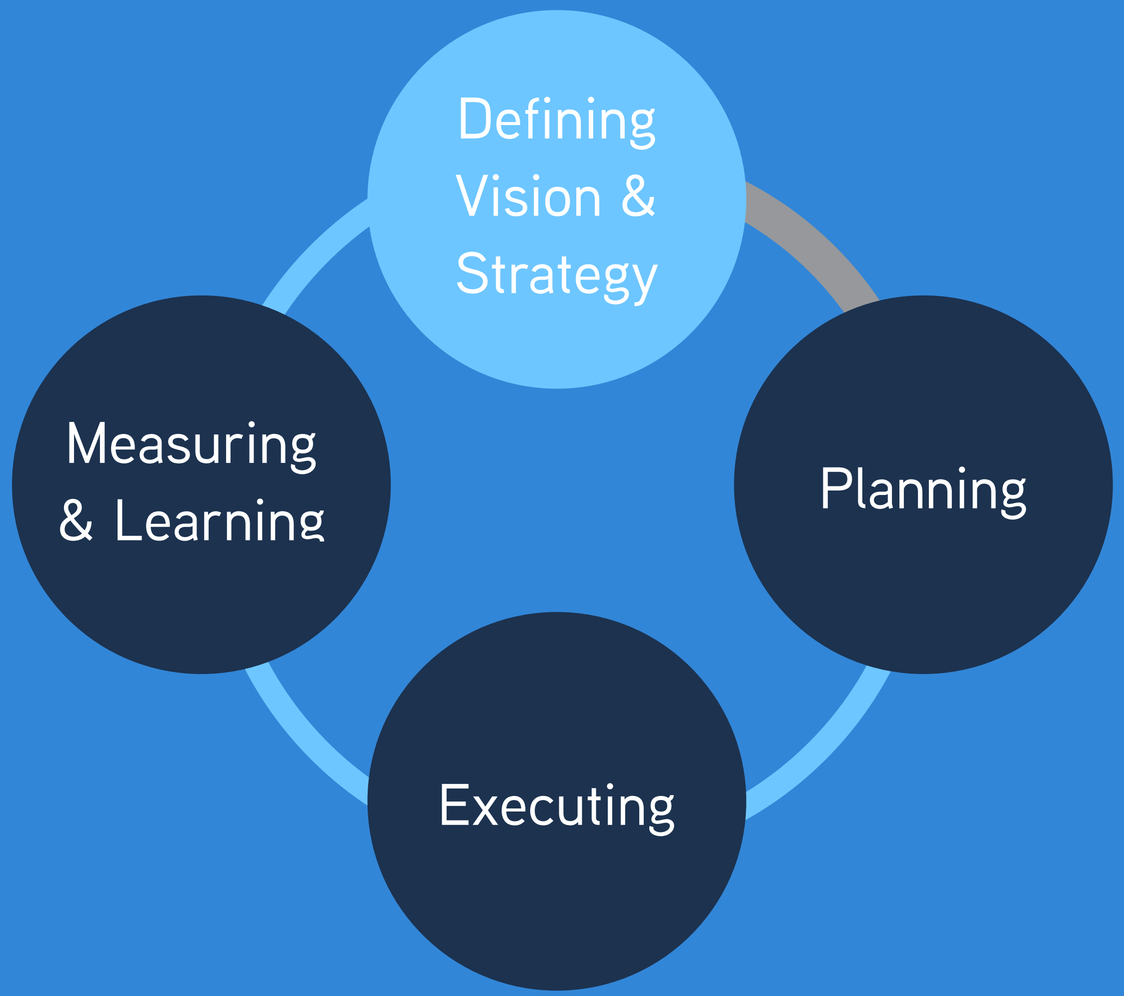
Organizational Transformation

Scaling the organization is vital to be able to develop global strategies and global executions, allowing a correct scalable work model for Alsea's growth and digital transformation

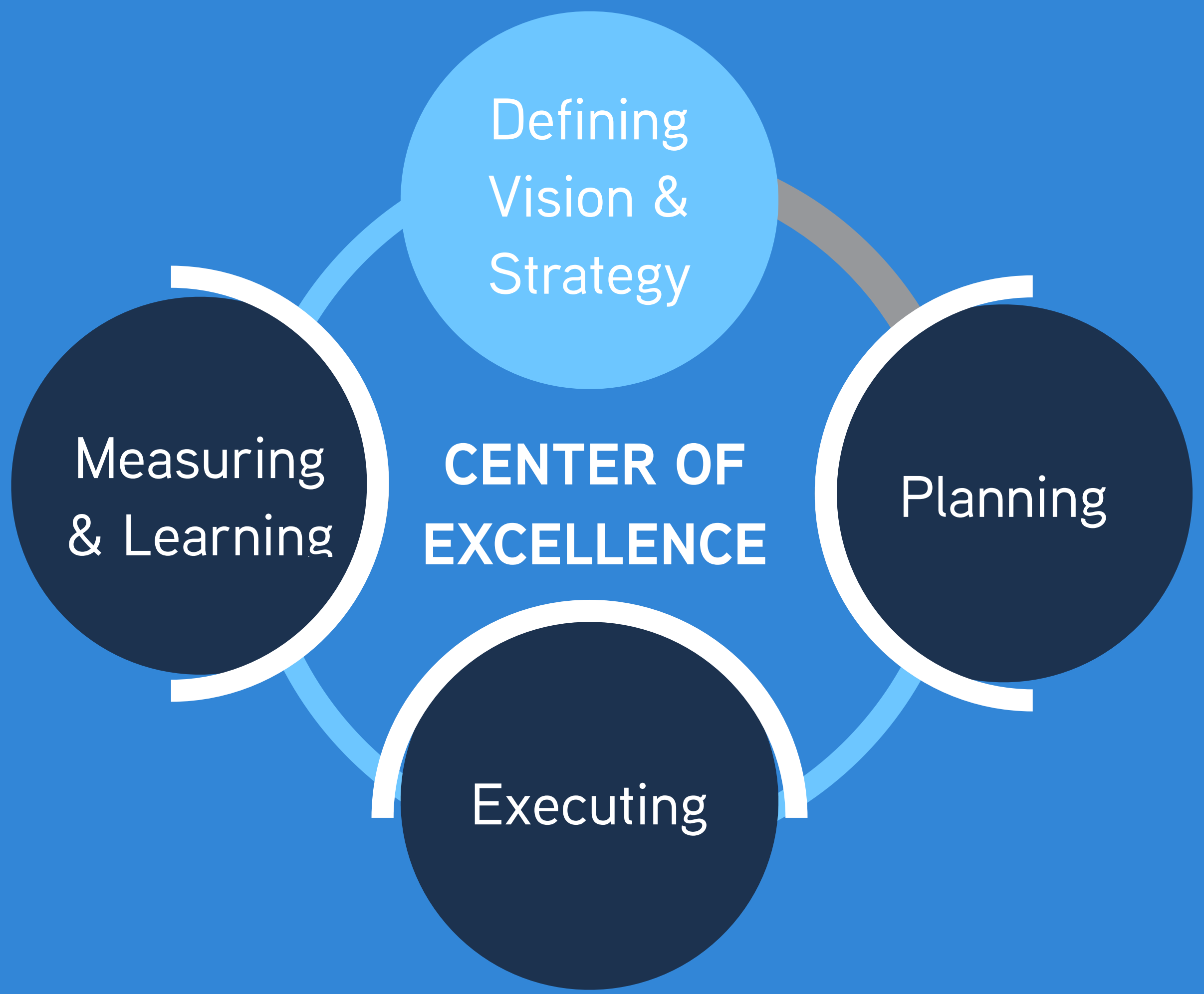
Alsea is here
LOCAL



G-LOCAL
GLOCAL MODEL



NORTH STAR
HUB MODEL



Marketing

Tech

Product

Pricing

Data

Logistics (delivery)

CENTRAL HUB LOCAL

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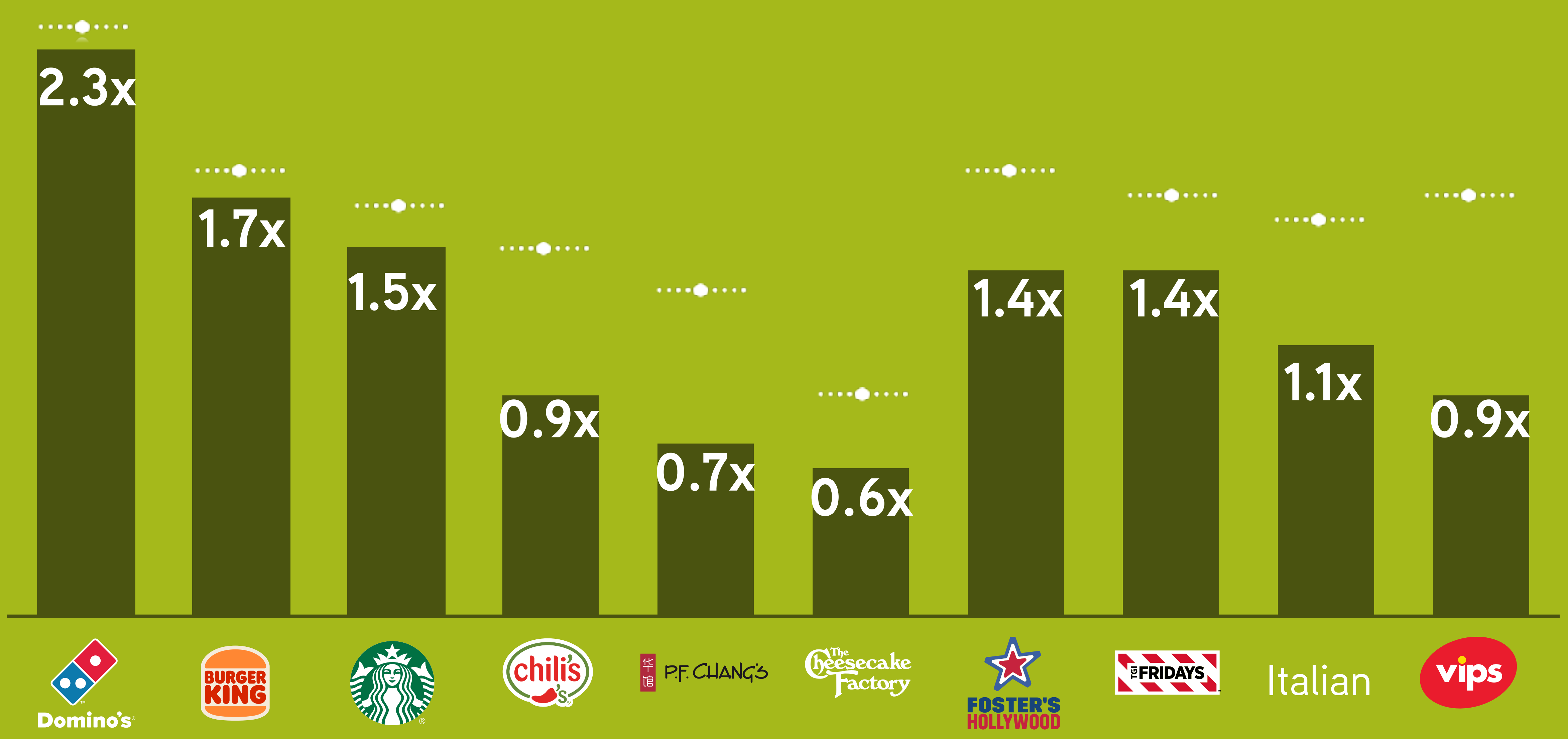
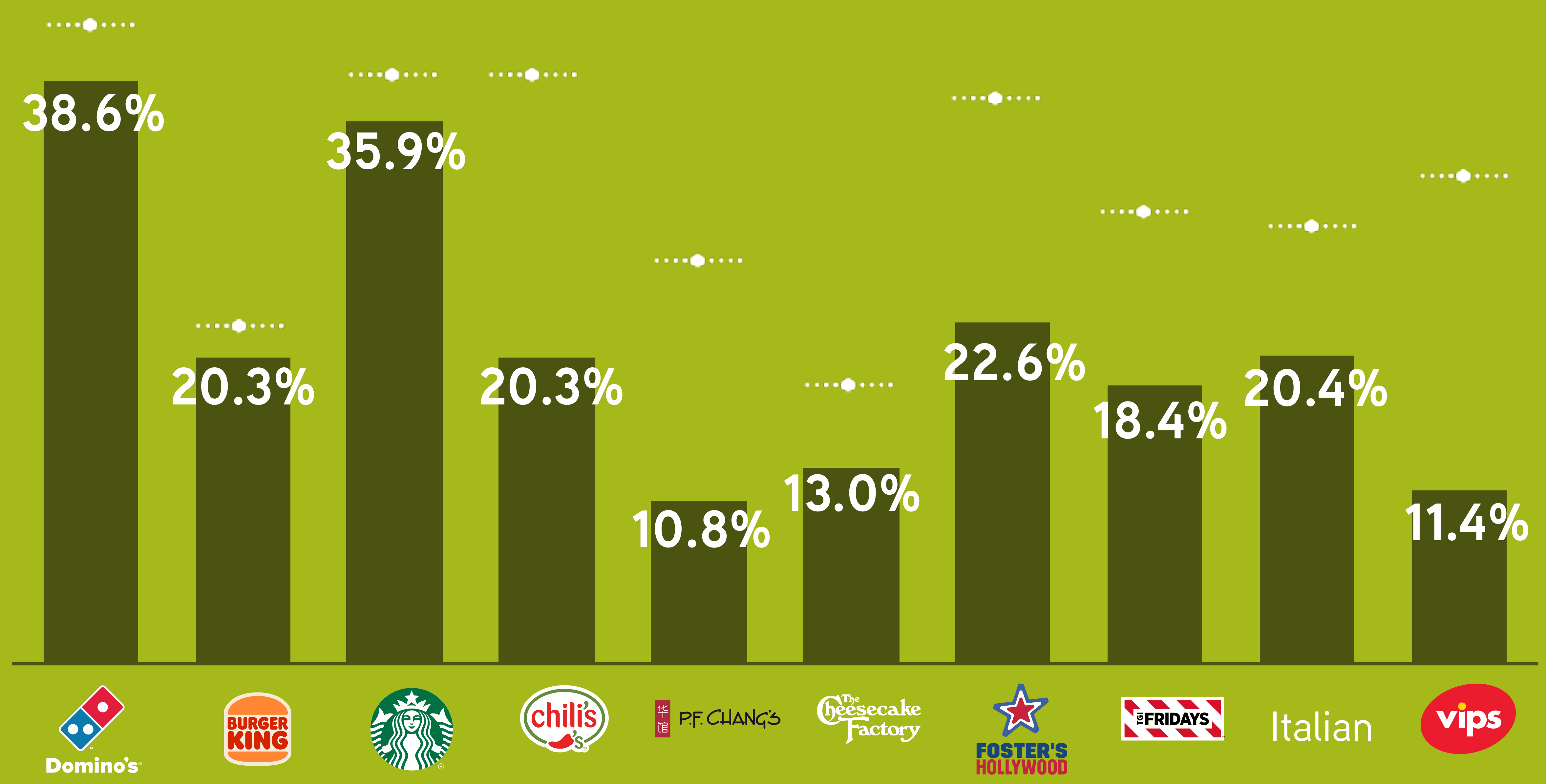
Focus on profitability
December 2021

Alsea

ANUAL SALES / INVESTMENT



ROI - STORE LEVEL



2021 2019

Debt Profile
January 2022

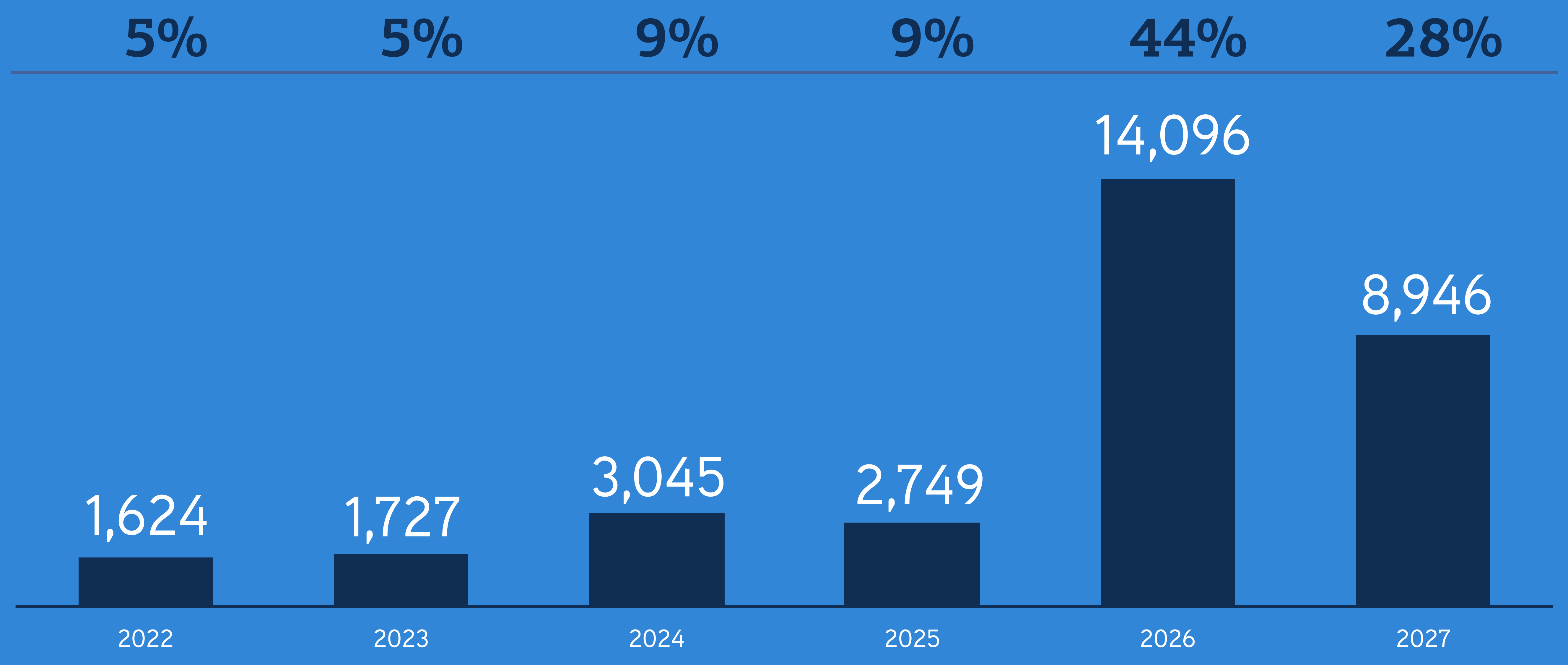
4.24 years
Duration

DEBT STRUCTURE

Pre IFRS:

	Breakdown	Rate
Mexican Pesos	62.2%*	9.08%
Euros	37.5%	4.27%
Chilean Pesos	0.3%	4.10%

DEBT MATURITIES



FIGURES IN MILLION PESOS
*MEXICAN PESOS DEBT INCLUDES USD BOND ISSUANCE.

98% Long Term

2% Short Term

80% Fixed rate

20% Variable rate

Guidance 2022

Alsea

BETWEEN
220 - 260
OPENNINGS

170-200
CORPORATE

50-60
SUB FRANCHISES

4.8
billion pesos
CAPEX

Top line Growth

Revenues >20%

SSS 15% - 19%

PRE IFRS16

EBITDA Growth: >25%

> 13% EBITDA MARGIN

~3.8x GROSS DEBT/ EBITDA

ROE 11% - 12%

POST IFRS16

EBITDA Growth: >20%

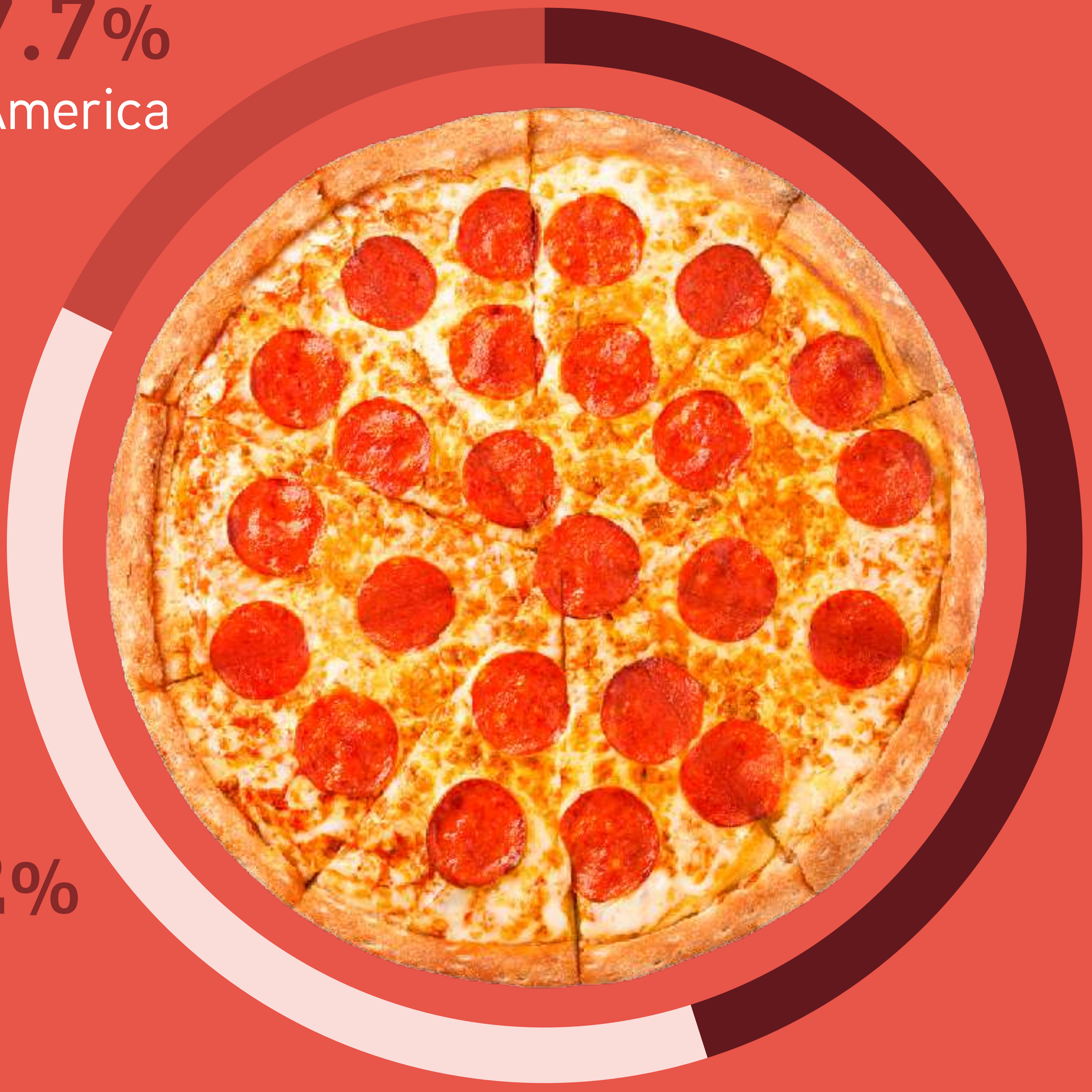
> 23% EBITDA MARGIN

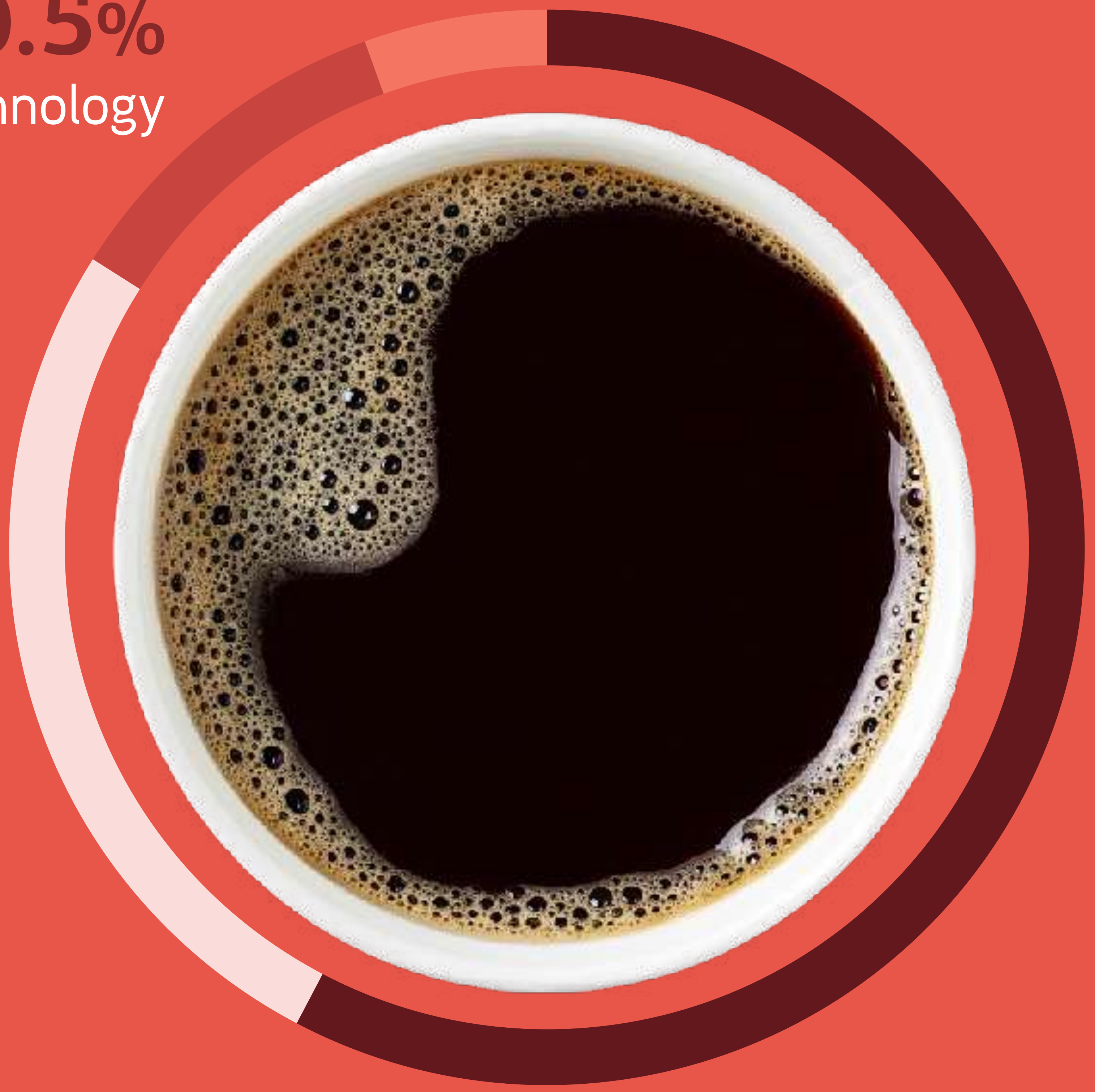
~4.0x GROSS DEBT/ EBITDA

ROE 11% - 12%

CAPEX 2022

4.8
billion pesos





Winning with Alsea
With Alsea

Alsea

Resilient business
BY HAVING A DIVERSIFIED BRAND PORTFOLIO AND GEOGRAPHICAL FOOTPRINT

Continuous growth
BASED ON A CLEAR STRATEGY, THROUGH:

- Fulfilling our market holding potential
- Reaching same store sales targets

Profit from new technological trends,
POSITIONING OUR BRANDS CLOSER TO OUR CLIENTS

- Loyalty programs
- Delivery platforms
- Strategic alliances

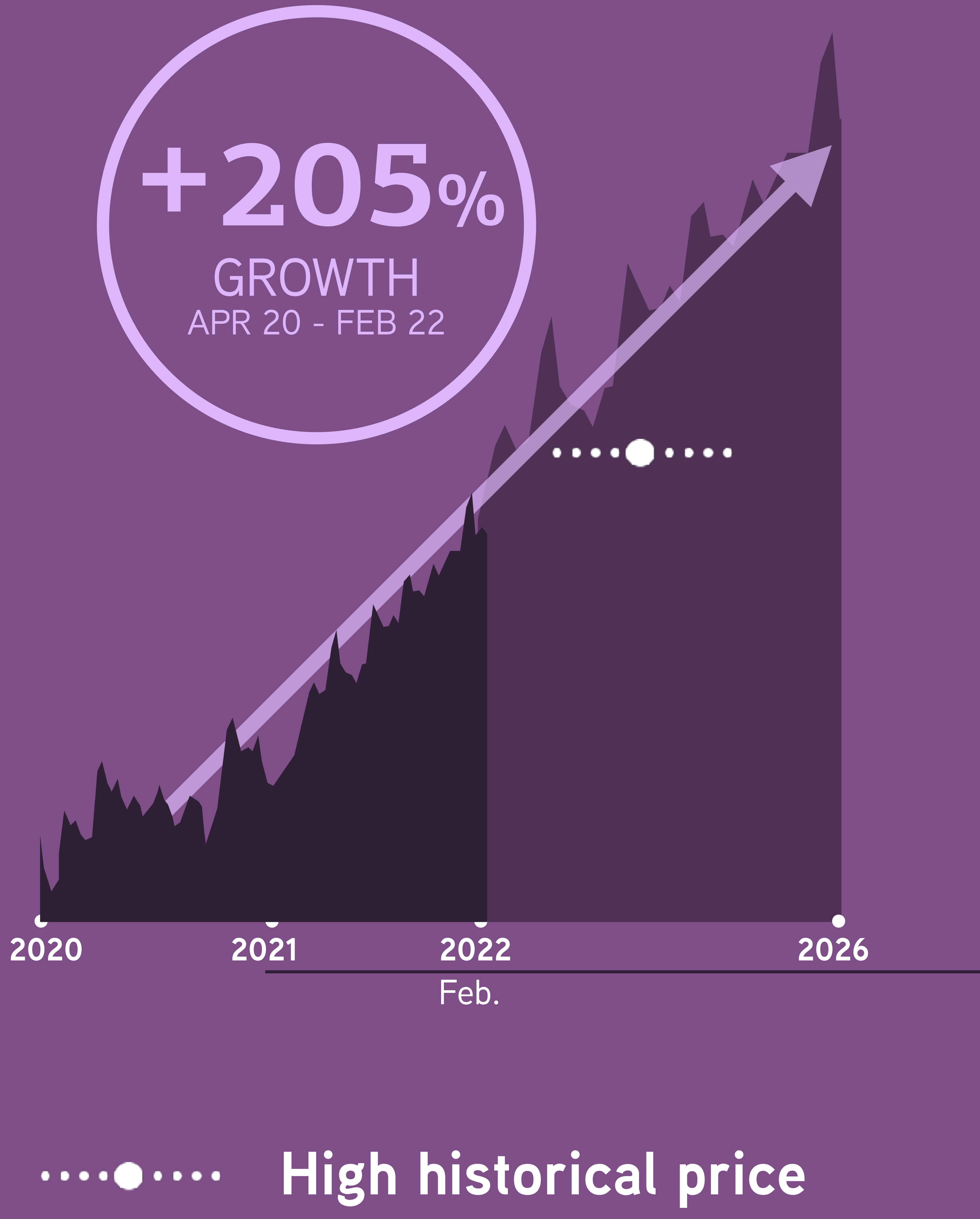
HIGH **Growth** INDUSTRY

STRATEGIC **partner** FOR GLOBAL BRANDS

Shared services MODEL

PROVEN TRACK **record**

INSTITUTIONAL CORPORATE **governance**



Q&A

Alsea