

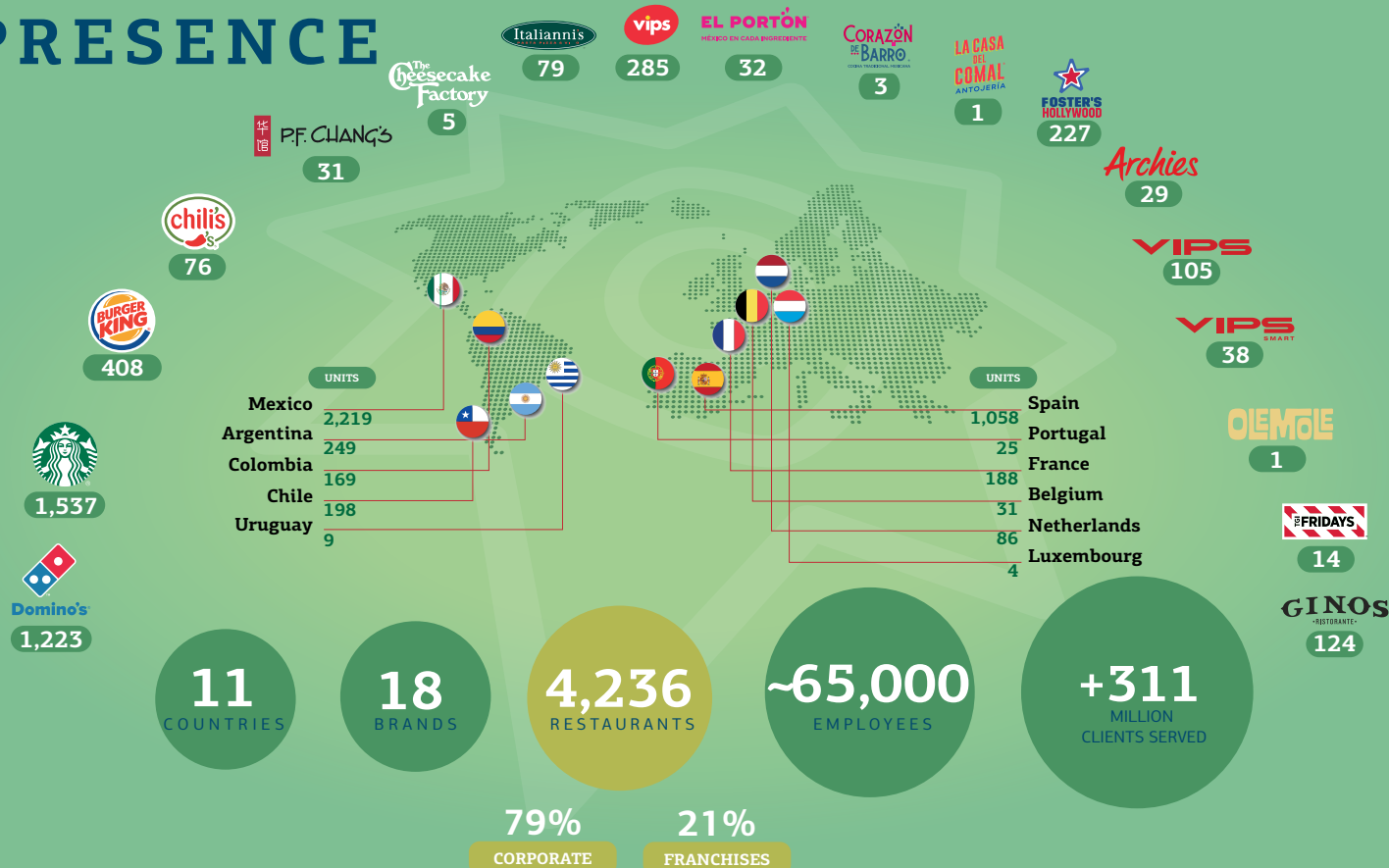


update

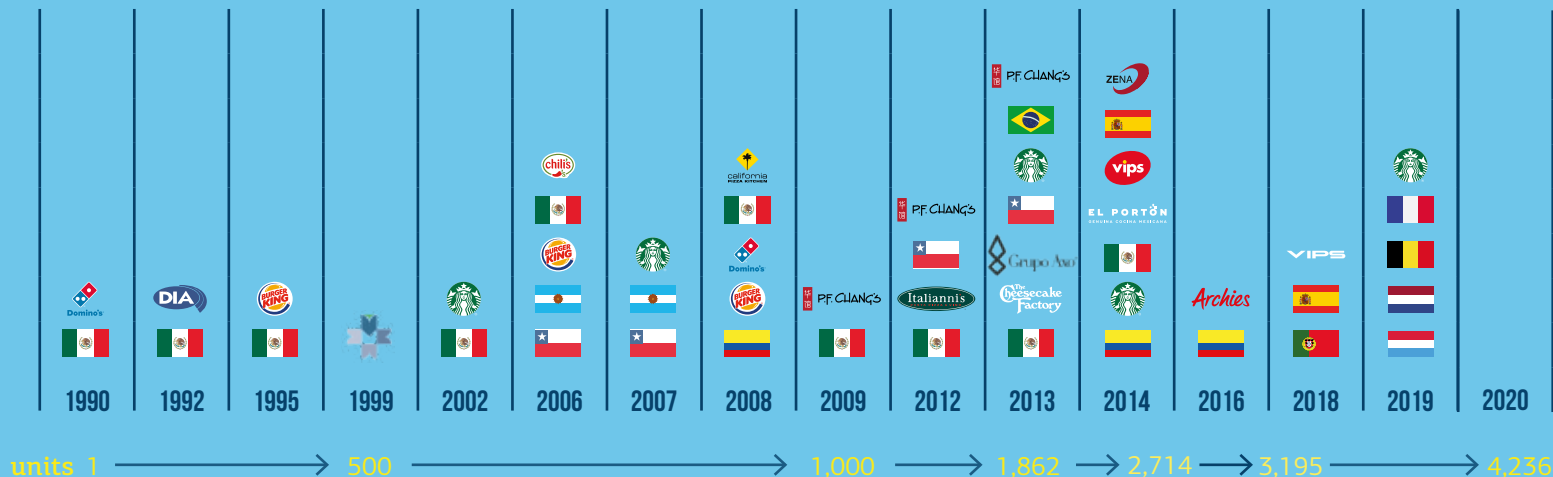
3Q20



OUR PRESENCE



ALSEA'S HISTORY



Launch

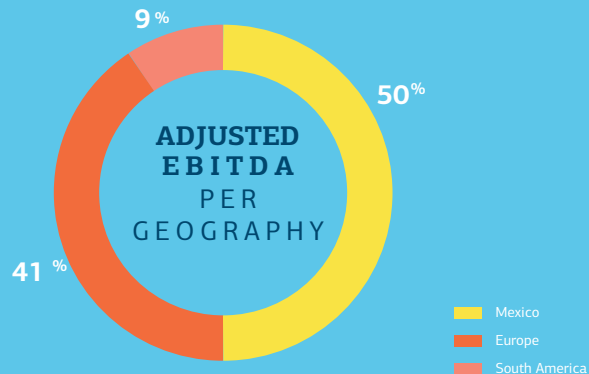
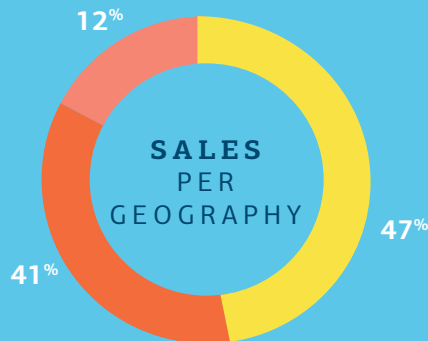
Business Model

Expansion

Consolidation

ALSEA TODAY

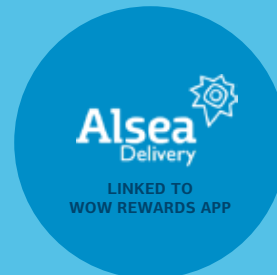
Stores	Corporate	Franchises	Total
	1,284	253	1,537
	807	416	1,223
	408		408
	336	24	390
	102	125	227
	88	36	124
	64	15	79
	76		76
	32		32
	31		31
	16	22	38
	29		29
	14		14
	5		5
	3		3
	1		1
	1		1
	1		1
TOTAL	3,335	901	4,236



 Mexico
 Europe
 South America

INNOVATION, CONSUMER, TECHNOLOGY

Multi-Brand Rewards program



mobile



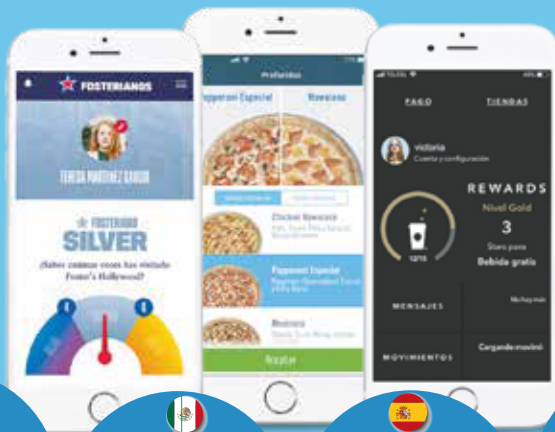
web



call center

INNOVATION, CONSUMER, TECHNOLOGY

APPS




Domino's
+2.5 million
DOMINO'S APP DOWNLOADS


2 million
STARBUCKS REWARDS MEMBERS


1.4 million
FOSTERIANOS


1.2 million
MEMBERS

ONLINE ORDERING
SHARE OF SALES
>25%


246,000
ARGENTINA


304,200
CHILE

Digital Coupon



- 3x more efficient than paper coupons
- 38.58% redemption
- Smart targeting according to customers' needs and preferences
- Evolution to an ecosystem of benefits and omnichannel promotions of our brands

strategy

3Q20



STRATEGIC DEFINITIONS

Purpose Ignite people's spirit.

Our Business We focus on the operation of restaurant chains, both corporate owned and franchisees and related business models that meet the food needs of customers inside and outside of their homes.

Value Proposition We are a company of people and for the people, committed to excellence in operation, acting with integrity and austerity. We execute with agility to deliver a surprising experience for our Clients and ensure extraordinary results, providing happiness even in the smallest details.

Our Commitment

1 Develop a world class team	3 Increase the value potential of the company
2 Consolidate Key Capabilities	4 Grow profitability faster than revenues

Way to win

Brand Portfolio	Best Talent	Best Operator	Marketing
Technology and Innovation		Synergy and Critical Mass	Sustainability

Alsea's Culture



Winning Attitude



Engaged Leadership



Surprising Service



Collaborative Spirit



Attention to Detail

Focused on deep knowledge and an exceptional GUEST experience

DIVERSIFIED PORTFOLIO

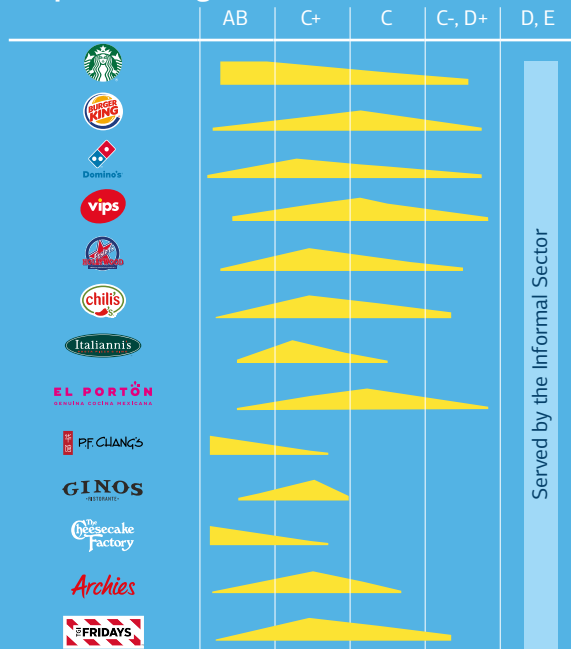
Actual Market
4,236 units

Population
+395
million

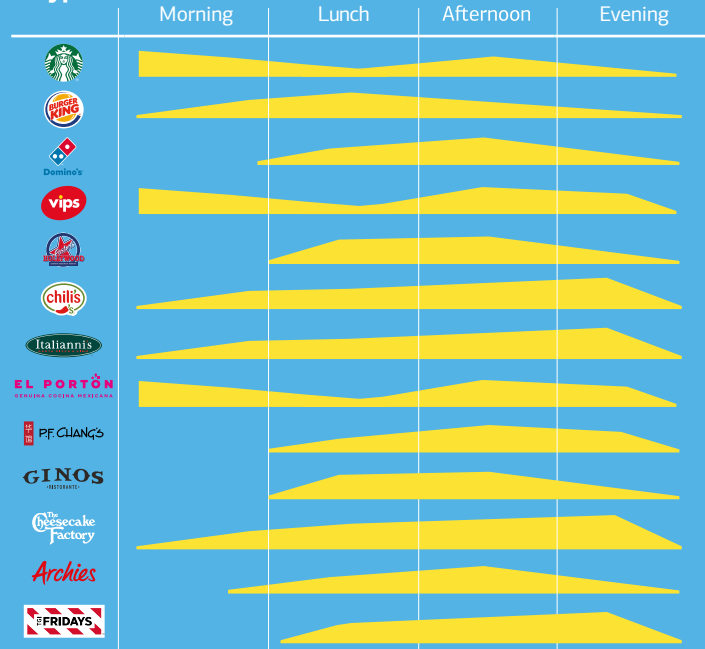
GDP USD
8,360
billion

+311
million clients

Population Segments



Dayparts



GROWTH STRATEGY



Growth

Organic Growth

SSS
Store Openings
New Brands
New Markets

+

Acquisitions

New Brands
Franchises & Sub-franchises
Existing Brands
New Markets

Operating Leverage

SSS
Units

+

Business Mix

Corporate
Franchised
Sub-franchised
Brands
Segments
Geographies

+

Operating Efficiencies

Cost of Sales
Pricing Strategy,
Expenses
Synergies
Best Practices



Margin Expansions

Solid
Business
Plan

+

Great
Execution

=

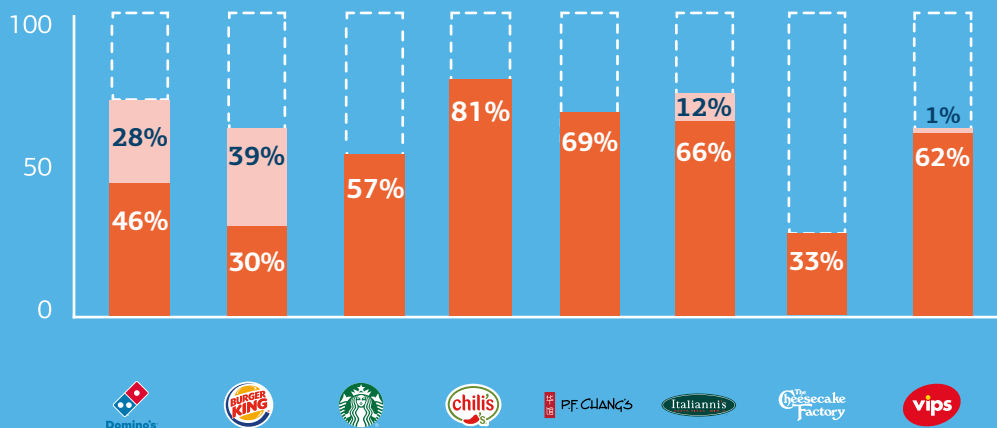
Formula
for Success

MEXICO STRATEGY

Market Holding Capacity with **significant** upside

Franchises
Corporate

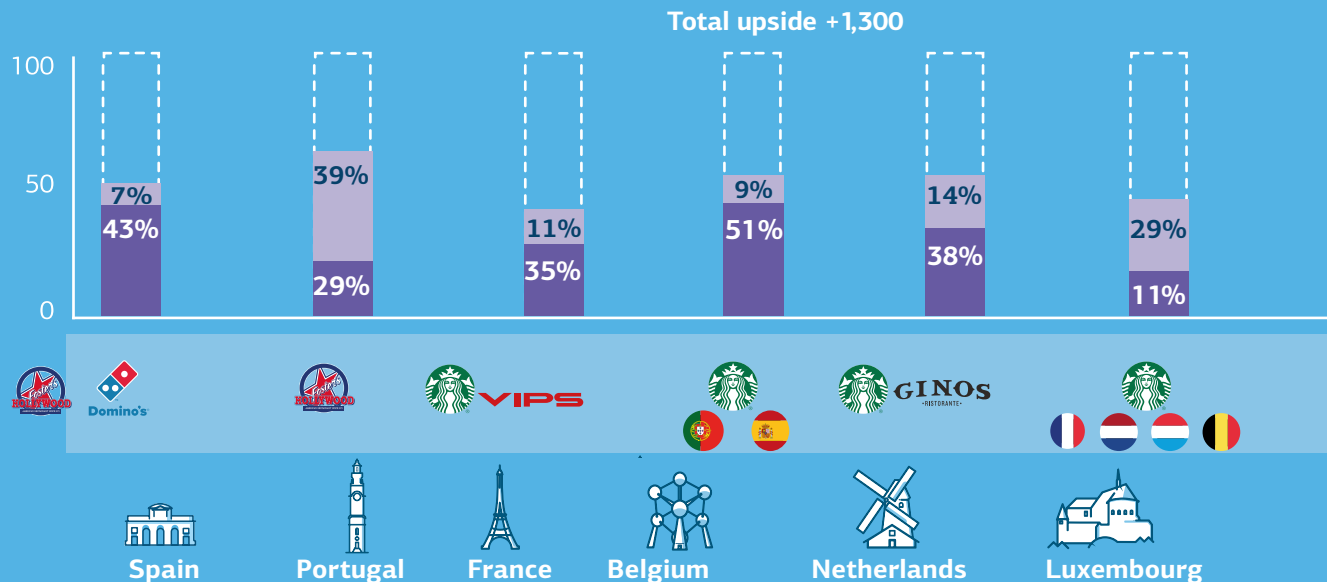
Total upside +1,685 stores



EUROPE STRATEGY

Market Holding Capacity with **significant** upside

Franchises
Corporate

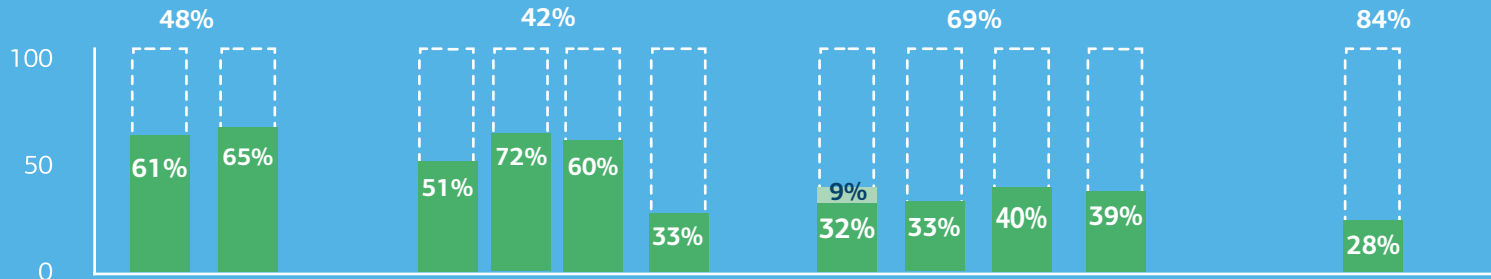


SOUTH AMERICA STRATEGY

Market Holding Capacity with **significant** upside

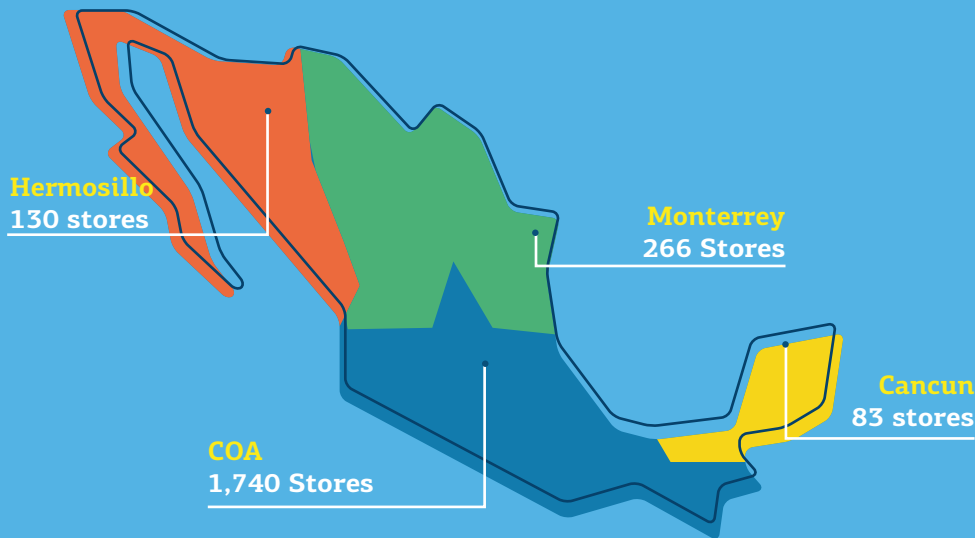
■ Franchises
■ Corporate

Available Market Opportunity +550



DISTRIBUTION CENTERS

México
4 distribution centers



Supply chain model
varies in region



Argentina

- Operation and distribution through a third party
- +300 suppliers
- +1,300 SKUs



Colombia

- Hybrid model of distribution (mix between own and third party resources)
- +4,000 SKUs



Spain

- Operation and distribution through a third party
- Almost 90 M€ bought



Chile

- Operation and distribution through a third party
- 1,600 SKUs

ALSEA OPERATION CENTER

Total Land
74,500 m²
with 46,000 m² built
+50 docks

17, 228

Rack position

10,004	1,761	5,463
Warehouse	Refrigerated	Frozen



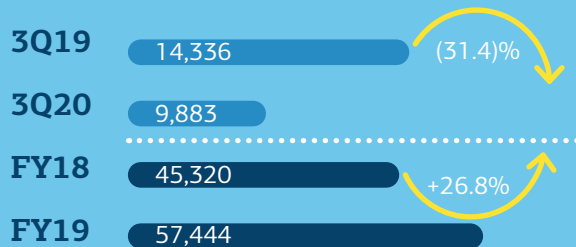
financials

3Q20

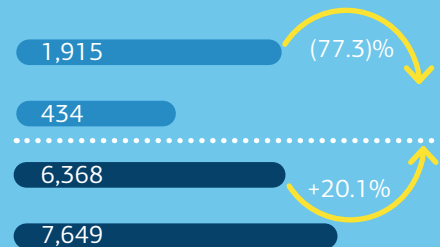


CONSOLIDATED RESULTS

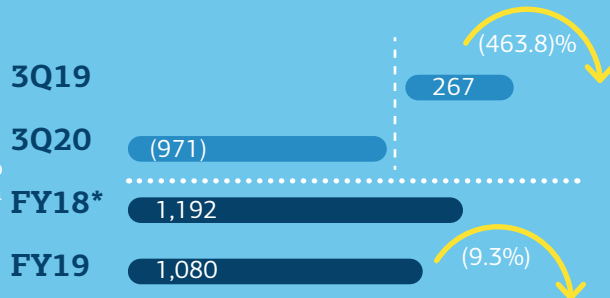
SALES* CAGR 20.3% ('14 - '19)



EBITDA*(2) CAGR 18.5% ('14 - '19)



NET ORDINARY INCOME*



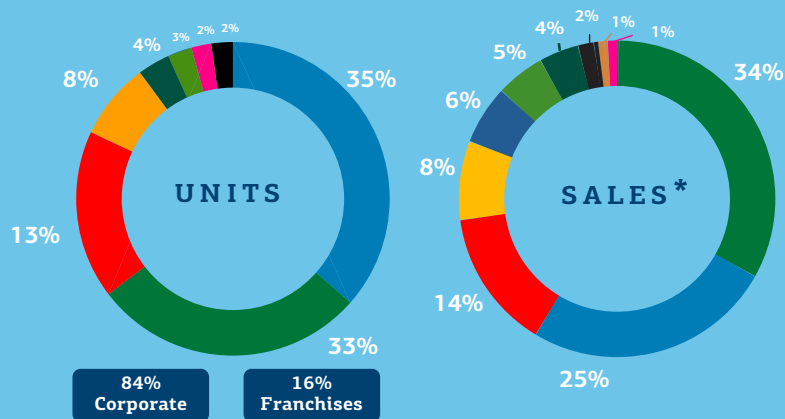
Excluding effect of IFRS 16, as well as the restatement due to the hyperinflation in Argentina

* Sales and EBITDA figures of 3Q20 impacted by Covid-19.

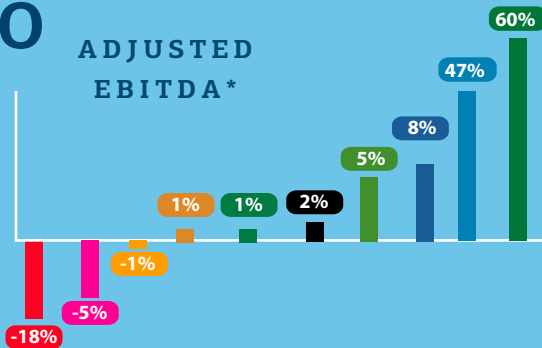
NET DEBT / EBITDA



BUSINESS OVERVIEW MEXICO



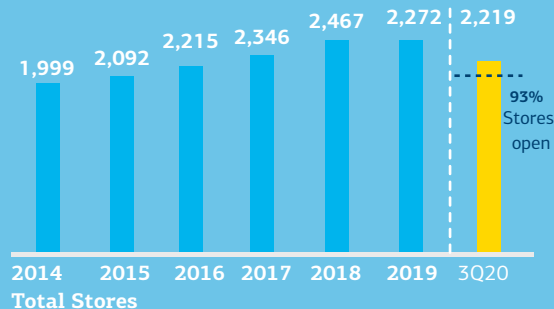
ADJUSTED EBITDA *



Results

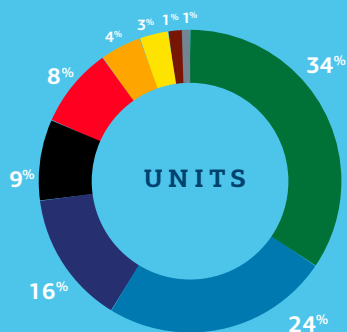
	3Q20	FY19
SSS	(29.6%)	3.4%
Revenues	\$4,569	\$27,217
Adjusted EBITDA	612	\$6,394
Margin	13.4%	23.5%

Adjusted EBITDA and Revenues figures in million pesos.
3Q20 - Excluding effect of IFRS 16.

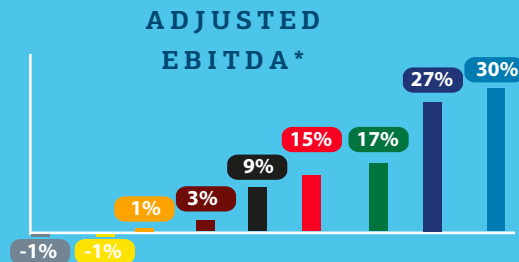
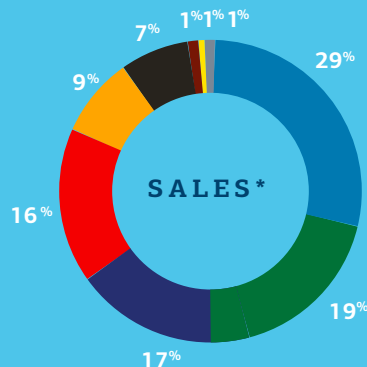


* Quarterly share figures for sales and Adjusted EBITDA

BUSINESS OVERVIEW EUROPE

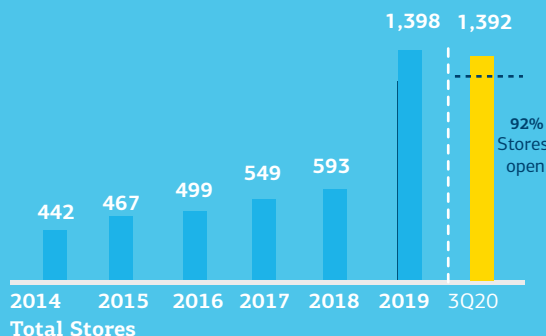


63% Corporate
37% Franchises



Results	3Q20	FY19(Zena)
SSS	(29.8)%	2.0%
Revenues	\$4,060	\$21,206
Adjusted EBITDA	509	\$3,755
Margin	12.5 %	17.7%

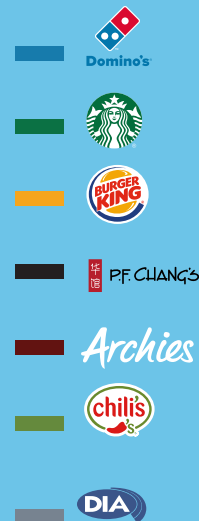
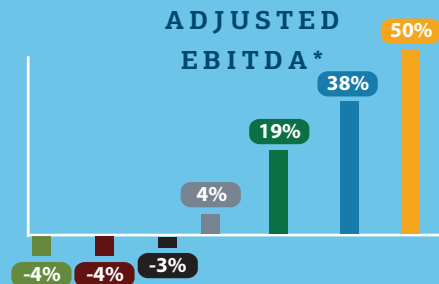
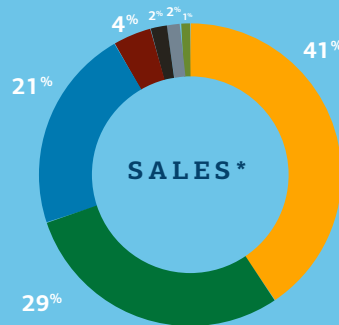
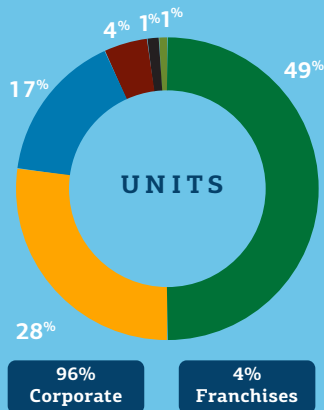
Adjusted EBITDA and Revenues figures in million pesos.
3Q20 - Excluding effect of IFRS 16.



* Quarterly share figures for sales and Adjusted EBITDA

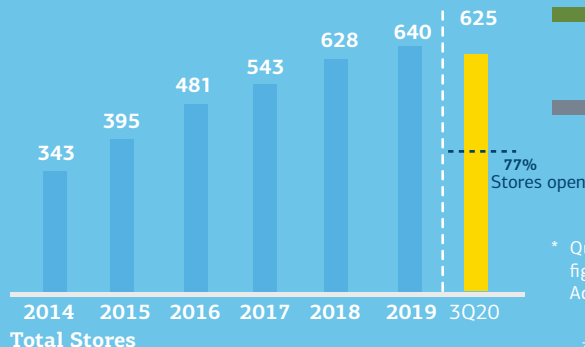
** Wagamama, Cañas y Tapas, BSF

BUSINESS OVERVIEW SOUTH AMERICA



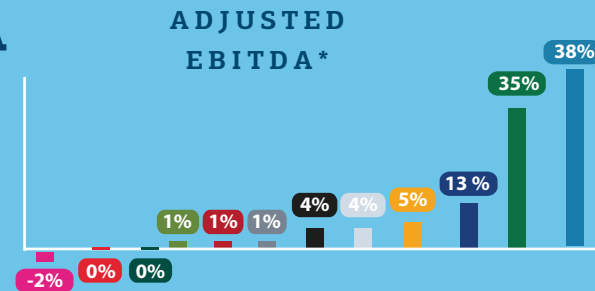
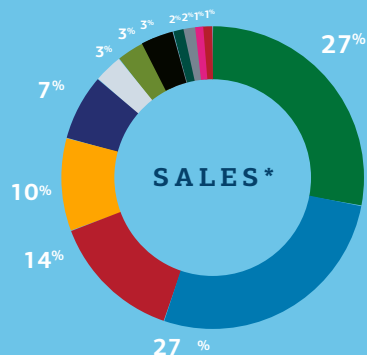
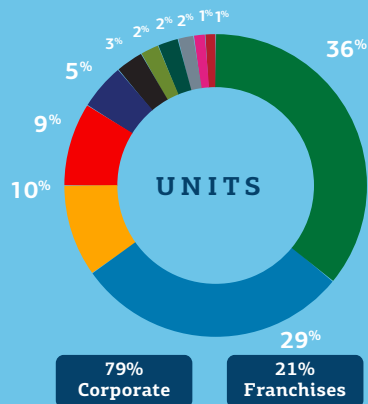
Results	3Q20	FY19
SSS	(36.5)%	14.6%
Revenues	\$1,203	\$9,021
Adjusted EBITDA	110	\$1,263
Margin	9.2%	14.0%

Adjusted EBITDA and Revenues figures in million pesos.
 3Q20 - Excluding effect of IFRS 16, as well as the restatement due to the hyperinflation in Argentina



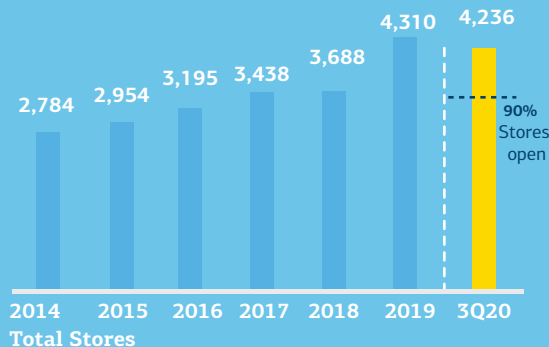
* Quarterly share figures for sales and Adjusted EBITDA

BUSINESS OVERVIEW ALSEA



Results	3Q20	FY19
SSS	(30.7)%	5.1%
Revenues	\$9,833	\$57,444
EBITDA	434	\$7,650
Margin	4.4%	13.3%

EBITDA and Revenues figures in million pesos.
 3Q20 - Excluding effect of IFRS 16, as well as the restatement due to the hyperinflation in Argentina



- Quarterly share figures for sales and Adjusted EBITDA
- Archies, The Cheesecake Factory, Kitchen, Vips Smart, Fridays.

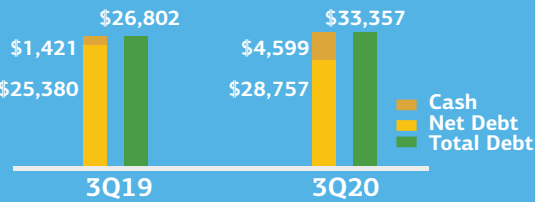
DEBT PROFILE

Capital structure	3Q20	3Q19
Net Debt / EBITDA	11.6x	3.3x
EBITDA / Interest Paid	1.1x	3.7x

Average cost 7.11%

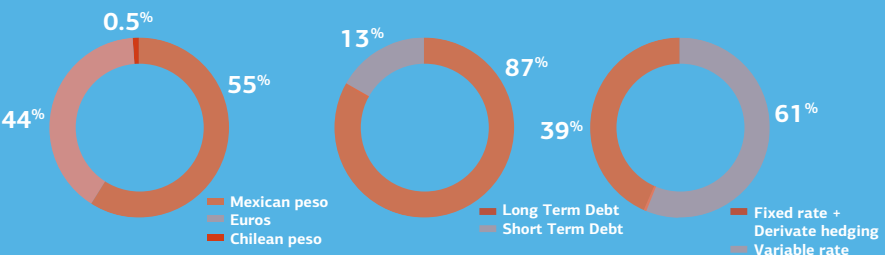
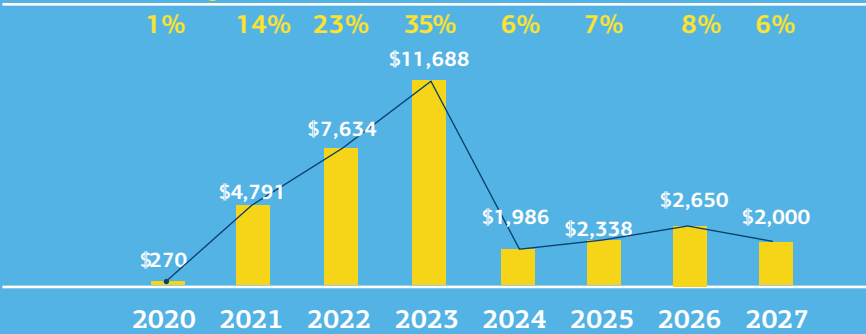
Peso	7.41%
Euro	1.94%

Debt structure	3Q20	Main banks
Bond Debt	24%	Scotiabank 11%
Bank Debt	76%	BBVA 11%
		Santander 10%
		Bank of America 6%
Duration	3.6 years	

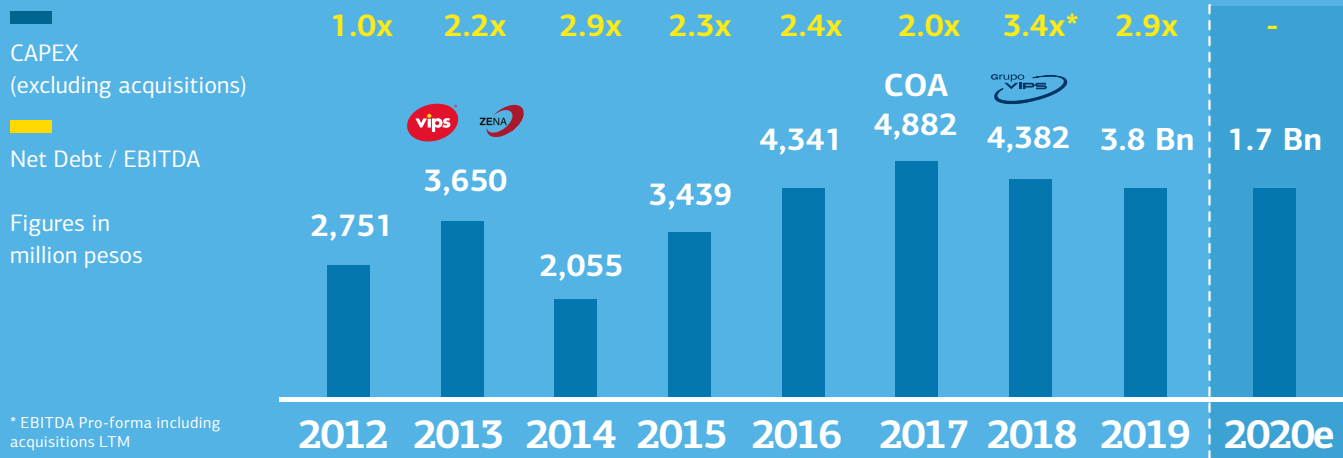


Figures in million pesos

Debt Maturity



LEVERAGE AND CAPEX



Note: Alsea has managed successfully complete the acquisition of new brands in its portfolio, improving its leverage level over time.

Ensure the Safety, Health and Well-Being of Our Customers, Employees and Communities

Our Customers



Our commitment is that we will implement the highest standard of sanitary and hygiene protocols

- Enhanced cleaning measures
- Sanitary filters to all employees and customers
- Use of mouth and face covers by all employees
- Precautionary daily sanitizations across all regions

Our Employees



Full support for the health and safety of our employees and comprehensive care to those impacted by Covid-19

- Immediate safeguarding of vulnerable group (+1,000 employees)
- Non-retail remote work
- Employee support
 - Deductible coverage for Covid-19 cases
 - Life insurance
 - Health insurance

Our Communities



Dedicated to serving our communities constructively through the lens of our mission and values

- Thanking front-line responders
 - 166,439 meals donated to Siglo XXI and La Raza hospital healthcare staff¹
- "Va por Nuestros Héroes" initiative
- "Va por mi Cuenta" campaign
 - 7,185 food parcels donated²
- 375 tons of food donated across all Alsea regions²
- Donation to "Red Nacional de Bancos de Alimentos" in order to purchase grains³

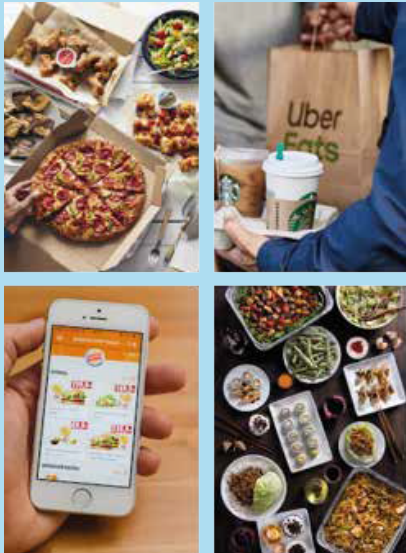
Alsea is taking a number of actions to protect the health and well-being of customers, employees and communities by maintaining maximum employment and controlling the spread of Covid-19 in accordance with expert and local public health authorities' guidance

Notes:

1. In addition to thanking the front-line responders, we have also donated 8,865 meals to patients and families being treated at Siglo XXI hospital
2. As of September 2020
3. 11 tons of grains were purchased, supporting 2,759 families across 11 states of Mexico

Continued Focus on Executing our Contingency Plan Through Short-term Revenue Initiatives

Delivery and technology at the core of Alsea's business provide flexibility to face the current situation



In-Store

Open stores in all markets following each country's regulations and guidelines and leveraging in-store alternatives such as drive-thru

Delivery

Leveraging Alsea's integrated delivery expertise to adapt to the changing situation – Domino's represents 70% of delivery sales¹

Aggregators

Multi-partner strategy, continued development of relationships with best in class delivery aggregators – 5 aggregators now represent 24% of delivery sales¹

Menu

Repositioning of menus and promotions based on distribution channel

Loyalty

Increasing member base receiving targeted promotions with re-engagement of 20% of inactive users and +300k new users through partnerships

Dark Kitchens

Operates 98 dark kitchens to maximize installed capacity and generate synergies between brands

Notes:

1. 2020 YTD, Mexico only

Contingency Plan Execution

Swift implementation and execution of action plan to enhance liquidity

1

Personnel

- Labor support initiatives supported by governments and unions (ERTE and "4x3")
Governments support programs: Spain, France, Argentina, Chile, Colombia, the Netherlands

2

G&A

- Lean and flexible corporate team with full capabilities to face new challenges
- Salary and compensation reductions / suspension of preoperative expenses

3

Brand Owners

- Temporary waiver of royalties (Starbucks, TCCF and other)
- Continuous negotiations to defer and reduce future payments

4

Lessors

- Rent contracts are 50% variable but have a minimum fixed amount, we have negotiated a reduction on fixed amount for 2Q20 and 3Q20
- Currently negotiating to have a larger variable component

5

Technology

- Unplugging and termination of non-core platforms and contracts
- Leverage on successful technology solutions

6

Supply chain

- Secured key supplies at attractive prices
- Transition to local suppliers (e.g. 57 products will migrate to local suppliers)
- Reduction of supply chain timing and routes (e.g. routes reduced from 540 to 200)
- Stricter inventory and spoilage controls

7

Advertising and Other Services

- Reduction in marketing expenses with reductions to brand commitments
- Negotiate and in some cases cancellation of non-essential contracts with other service providers (e.g. public relations and marketing agencies)

Contingency Plan Execution

Swift implementation and execution of action plan to enhance liquidity

1 Contactless experience and implementation of safety protocols in all units

2 Alignment of employee trainings to post-Covid-19 requirements

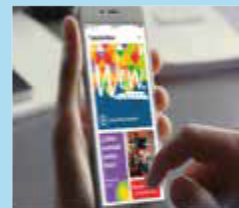
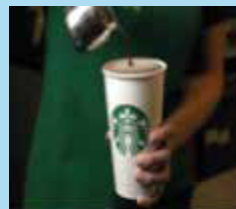
3 Reinforce alternative distribution channels while adapting our offerings (technology, payments, packaging, menus, etc.)

4 Value-added alternatives for customers considering economic situation

5 Focus on profitable investments

6 Focus on ESR investments

7 Strategic alliances



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The slides of this presentation, contains forward-looking statements regarding the Company's results and prospects. Actual results could differ materially from these statements. The forward-looking statements in this press release should be read in conjunction with the factors described in the risks summary in the Company's annual report, which, among others, could cause actual results to differ materially from those contained in forward-looking statements made in this press release and in oral statements made by authorized officers of the Company. Readers are cautioned not to place undue reliance on these forward-looking statements, which speak only as of their dates. The Company undertakes no obligation to publicly update or revise any forwardlooking statements, whether as a result of new information, future events or otherwise.