

Aalsea 

Aalsea 
DAY 
2023 


Pablo DE BRITO
Commercial & Business
Development Director

Cori GUAJARDO
Human Resources Director

Miguel CAVAZZA
Supply Chain Director

Armando TORRADO
CEO

José Luis PORTELA
CEO Asea
Europe

Rafael CONTRERAS
CFO

Alberto TORRADO
Chairman of the Board





Alejandro

TORRADO

CEO

Our Purpose

We bring
happiness
&
EXPERIENCES
FULL
-Of-
flavor

Alsea Culture

WAY TO WIN



VALUES

What we believe in:



OUR COMMITMENT

What we strive for

1. Developing the best team
2. Always making the best decisions for our customers and team members
3. Increasing the Company's potential to create value
4. Maximizing value for our shareholders

Strategic Business Model

elle



Key Strategies

People Capability	Commercial & Digital Capability	Operational Capability	Management Capability
<p>Attract, retain, develop, and engage top talent</p> <ul style="list-style-type: none">• Compensation• Work flexibility• Develop internal talent• Increase employee retention	<p>Digital transformation and cutting-edge marketing</p> <ul style="list-style-type: none">• Personalized Marketing• Data = Analytics and Insights• Pricing & Revenue Management• Accelerate CRM & Loyalty strategy• Digital and Omnichannel	<p>Constantly improve customer experience (operational excellence)</p> <ul style="list-style-type: none">• Continuous improvement of operational performance• Evolve the Guest Experience• Increase Customer Satisfaction	<p>Increase portfolio profitability</p> <ul style="list-style-type: none">• Portfolio Management (Brands & Geographies)• Strengthen our Franchisees

Fostering **Innovation** and Best Practices / Creating **Shared Value**

OBJECTIVES

Make our employees feel valued through culture, our values, and personal development

Commercial strategies focused on our clients and customer experience

Provide the best hospitality, food and ambiance, emphasizing that every customer is important.

CapEx allocation to the brands and geographies





Corría
GUAJARDO

Human Resources Director



People capability starts with taking care of the working experience so that we succeed with our customers

PEOPLE CAPABILITY MEANS...

Full Staffing at the Stores to deliver superior service



- People Promise across markets: dignity, wellbeing, development
- Recruiting model with AI, transferred to key markets
- Focus on critical zones per market (regional approach, “store zoning”)
- Personalization of working experience
- Fair Income as a core element of the HR and ESG strategy

- ✓ **Recruiting KPIs: 98% coverage, 5% critical stores, Time to Fill 7.4 days**
- ✓ **Employee Engagement: 4.02**
- ✓ **Fair income: main gap in Mexico with 77% and 2023 goal of 83%**
- ✓ **Turnover: 71.8%**

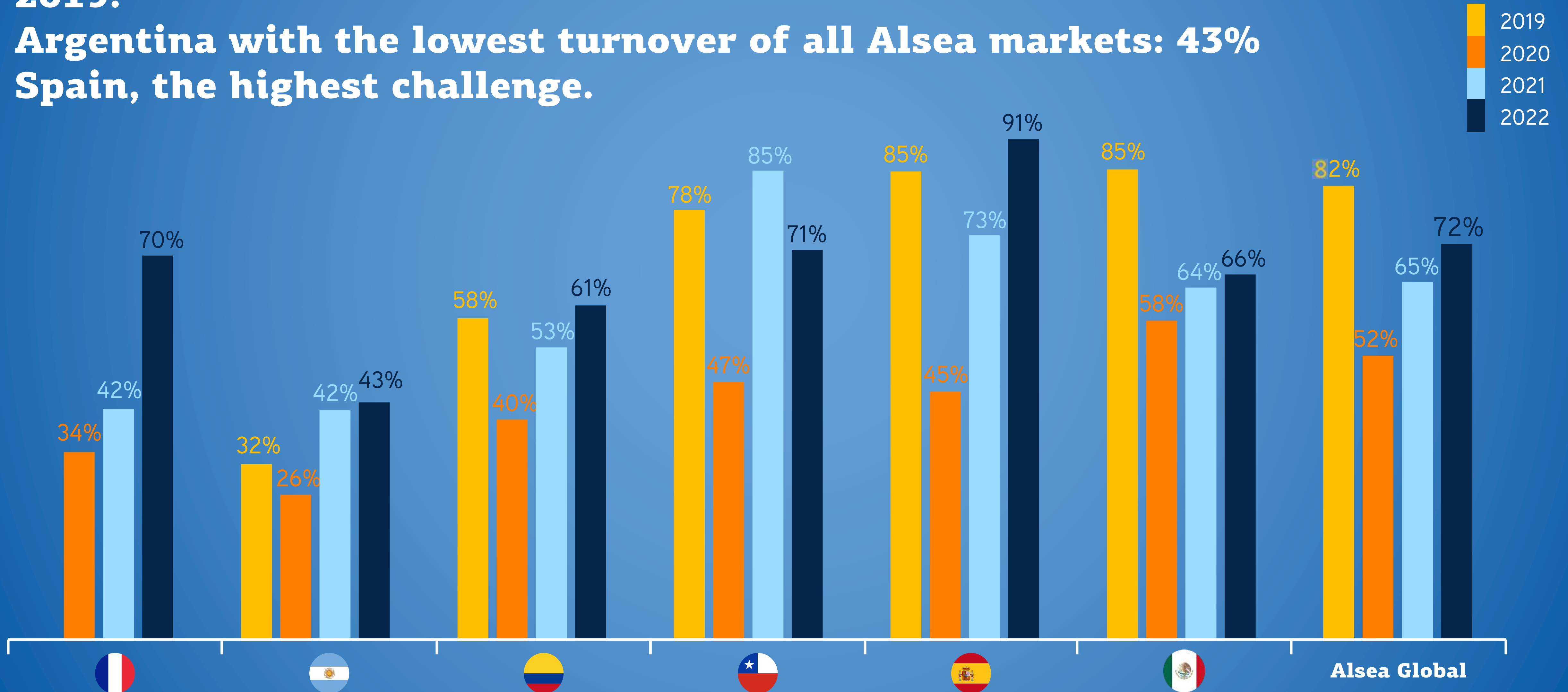


Turnover

Mexico with the lowest historical turnover rate: 66.3%, 19 pp less than 2019.

Argentina with the lowest turnover of all Asea markets: 43%

Spain, the highest challenge.



How much more would we sell if we had the best store managers?

PEOPLE CAPABILITY MEANS...

The Best Store Managers in the Industry to increase sales



- Evolve culture around the importance of the Store Manager (SM)
- New framework and global alignment on scope of role and success profile, personal development and wellbeing, professional and equity development
- Reimagine the role and experience they live when working for Alsea brands

- ✓ **SM Performance: 87%**
- ✓ **SM Turnover: 17%**
- ✓ **Internal sourcing of SM positions: 81.7%**
- ✓ **Competitive Compensation**
 - **Base salary: 86.2%**
 - **Total comp: 93.9%**



A team to set direction for the future and make sure we get there

PEOPLE CAPABILITY MEANS...



A diverse and competent Top Management team to drive profitability

- Building a global talent database: Top 30 + Top 100
- Planning a successful succession process for the C-level: gaps against best practices, internal development and external benchmarking
- Continuous redesign of the organization to strengthen career path

2022

Goals

✓ **TM positions with succession plan: 81%**

✓ **80% - 85%**

✓ **Internal sourcing of director-level positions: 79%**

✓ **80%**

✓ **Key Talent Retention: 83%**

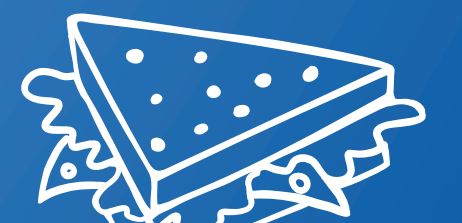
✓ **95%**

✓ **Female Directors: 23%**

✓ **40% by 2030**

✓ **Leadership Impact: 3.83**

✓ **3.92 by 2026**



Top Team alignment on KPIs that move the business forward and reflect capability development



SHORT-TERM VARIABLE COMPENSATION BASED ON

	SCOPE	KPIs
<i>25% Group Performance</i>	<ul style="list-style-type: none"> Asea Global Mexico Europe South America 	<ul style="list-style-type: none"> • % SSS growth • \$ EBITDA • ROA • EPS
<i>50% Perimeter Performance</i>	<ul style="list-style-type: none"> Mexico Europe South America Brands 	<ul style="list-style-type: none"> • % SSS growth • % Transactions growth • \$ EBITDA • ROA
<i>25% Role Performance</i>	<ul style="list-style-type: none"> Market Brand Area 	<ul style="list-style-type: none"> • 3 KPIs related to Customer, People, and Operational Excellence • ESG Metrics*

*For comisión leaders

LONG-TERM INCENTIVE (“BONO CRECE”, 3-YEAR) BASED ON:

✓ **ROE**

✓ **EPS**



■ 50% FIXED
■ 35% SHORT-TERM VARIABLE
■ 15% LTI



Miguel CAVAZZA

Supply Chain Director



Supply Chain Mexico

STRATEGIC FOCUS

Alsea
DAY
2023

Operational Excellence

- World Class Distribution Network: DCs & Center Points, own transportation fleet, tech / digital tools
- Internal drivers development through our Transportation Alsea College
- Technology Update WMS and Voice Picking

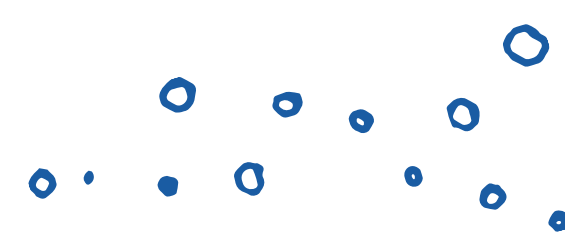
**+2,080
STORES**

**+250
COVERED
LOCAL
CITIES**



**+440
WEEKLY
ROUTES**

**+280 K
WEEKLY
COVERED KM**



net LogistiK

UKG

coupa

Vocollect

frogmi

ORACLE
CLOUD

Better Customer Experiences



- Assuring products supply through Sales and Operation Planning Process (including suppliers and Brand Portafolio)
- World Class standard KPI's
- Multi-Customer and specialized Multi-Temperature delivers
- Fleet control tower - Geolocation 24/7

**+3.5 K
SKUs**

**+4.2 K
WEEKLY
DELIVERIES**

**>99.3%
IN STOCK**

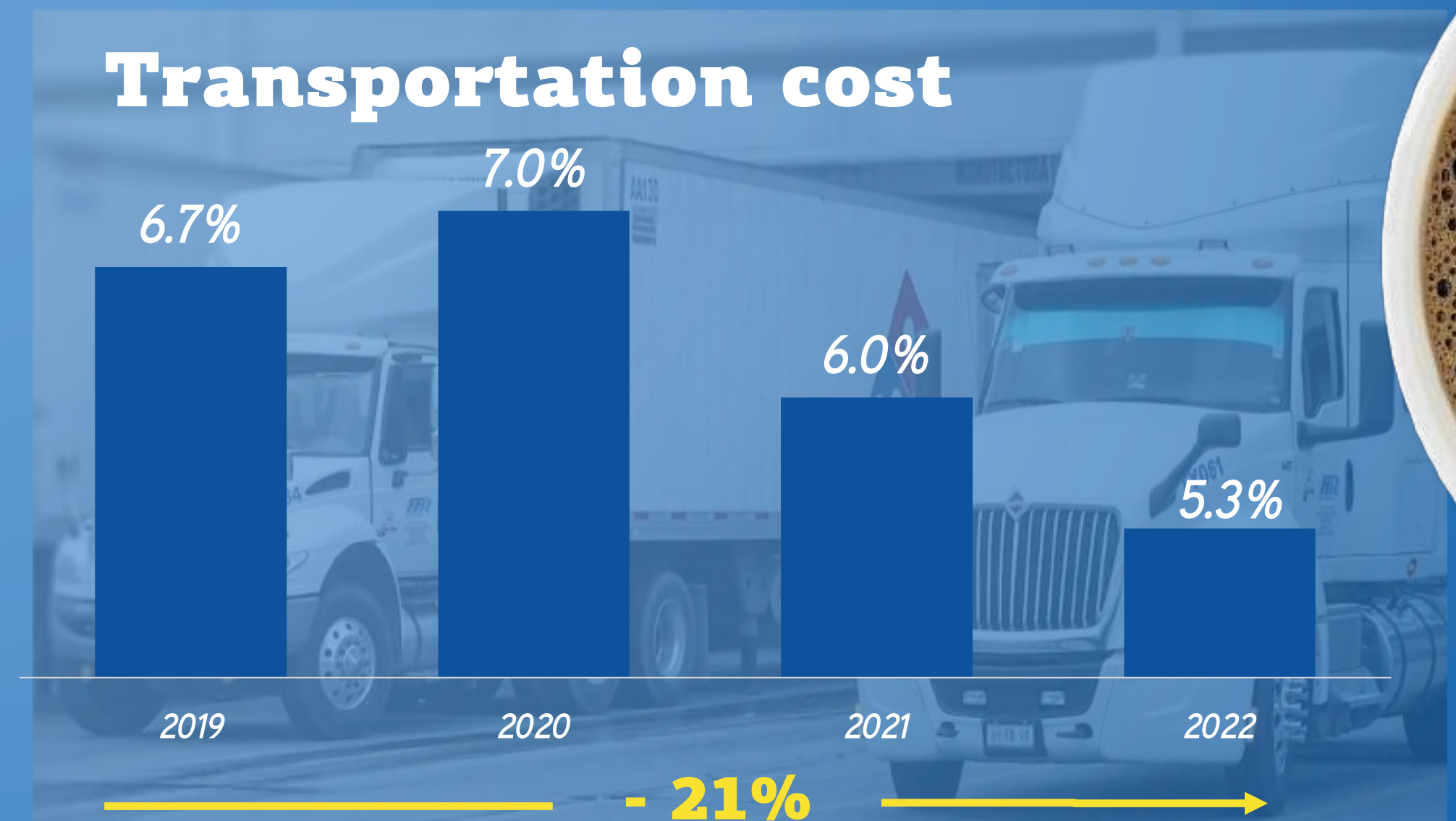
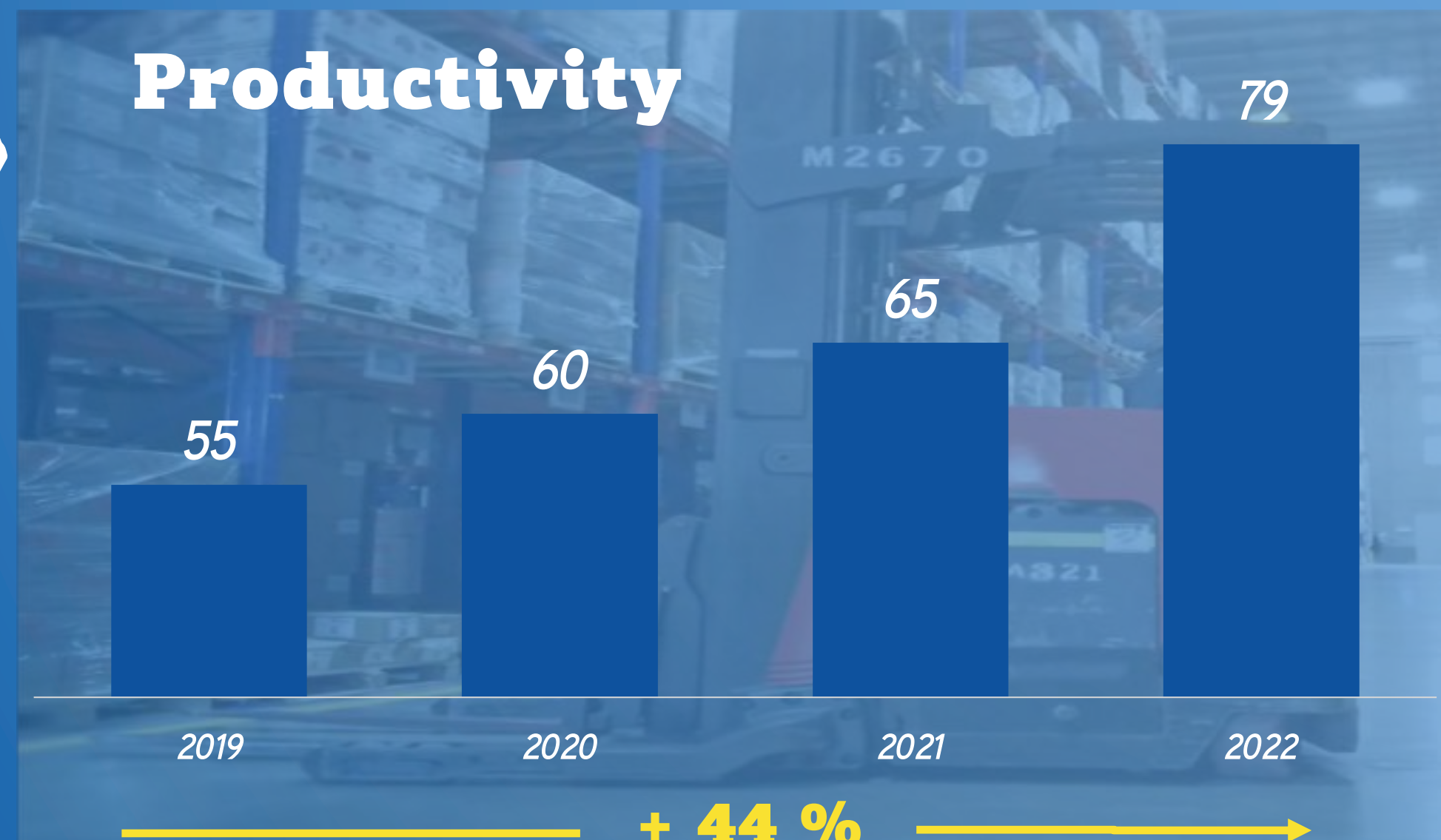
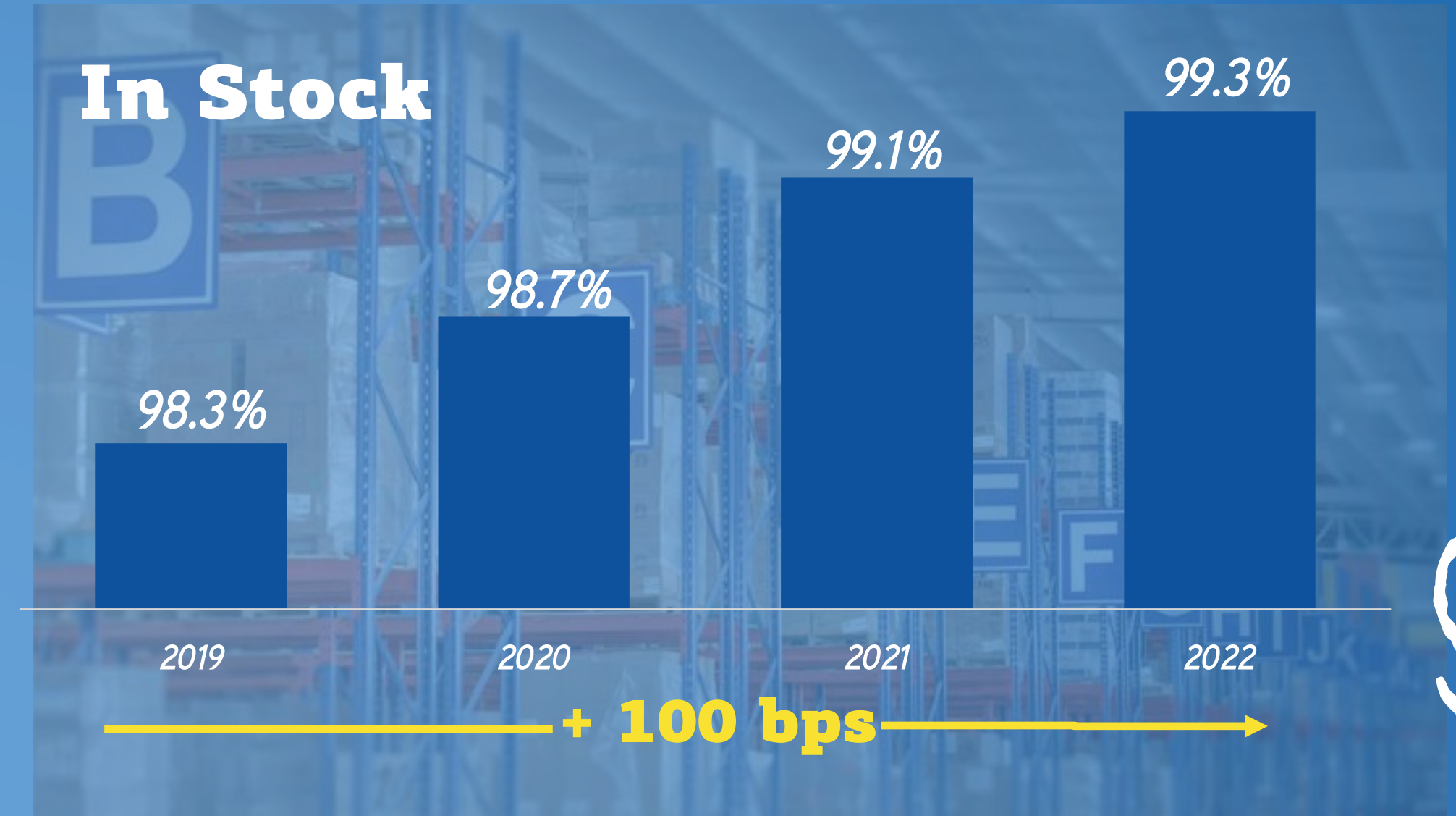
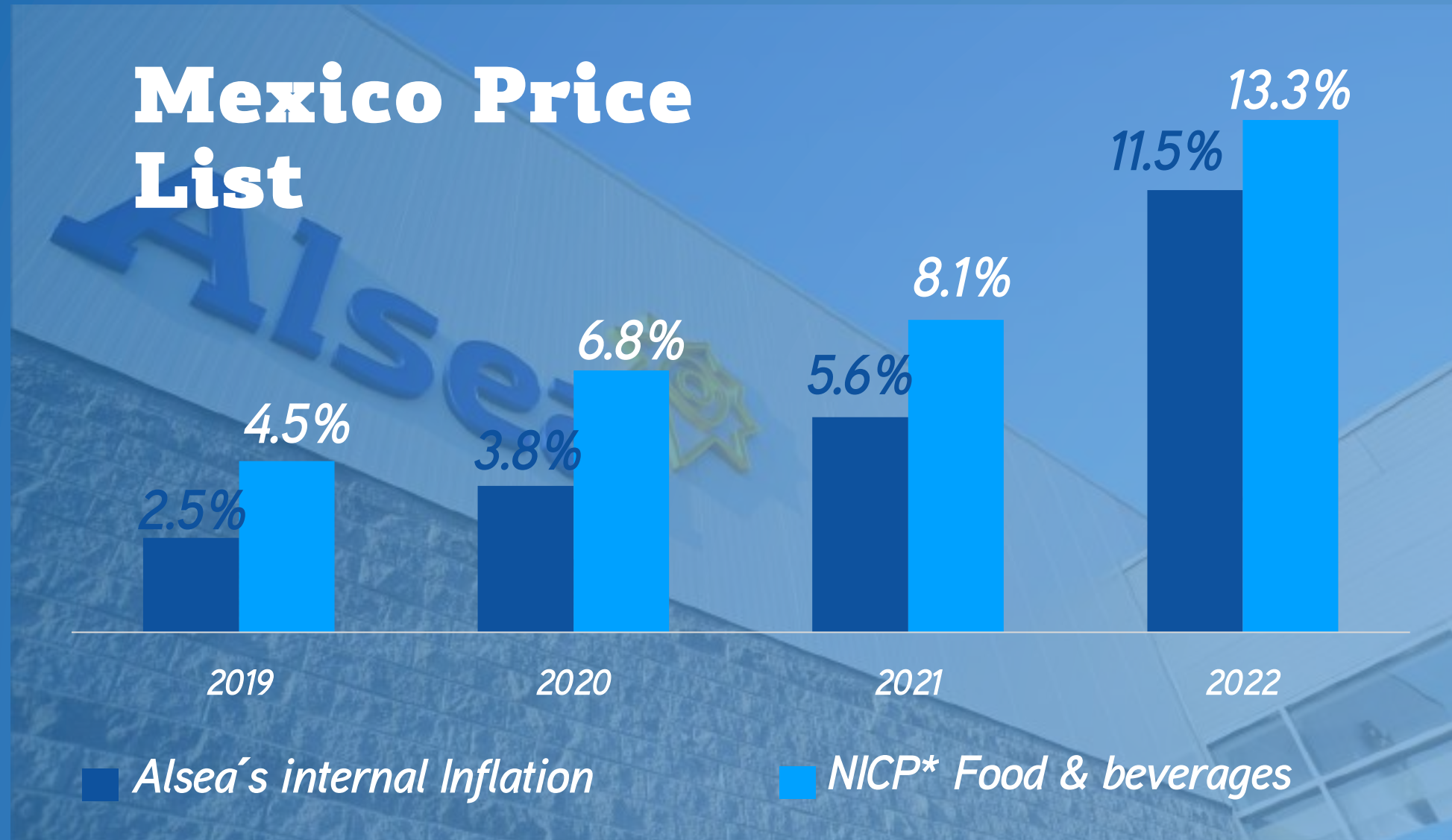
Profitable expansion



- Backhaul operation = transportation efficiency
- Sustainability. Optimization in energy consumption.
- Logistics Network Improvement and centralization keeping pace with company's growth
- CO₂ reduction



Supply Chain Mexico



Global Supply Chain

Region	Distribution	Transportation	Inventories	Manufacturing	
5PL	<ul style="list-style-type: none"> Distribution Transportation Procurement Replenishment Manufacturing 	<ul style="list-style-type: none"> 4 Distribution Centers 1 Warehouse 	<ul style="list-style-type: none"> Fast Food Road 140 Transportation units 	<ul style="list-style-type: none"> Asead's property 	<ul style="list-style-type: none"> 4 Manufacturing Plants Pizza Dough, Pastries, Bakery, Sandwiches, Processed Food, Meat Cuts
2PL	<ul style="list-style-type: none"> Procurement Manufacturing DP 	<ul style="list-style-type: none"> 3rd Party 3 Distribution Centers 3PL Axion log 	<ul style="list-style-type: none"> 3rd Party Axion log 3PL 	<ul style="list-style-type: none"> Axion log 3PL 	<ul style="list-style-type: none"> 3 Manufacturing Plants, Pizza Dough, Sandwiches, Pastries
2PL	<ul style="list-style-type: none"> Procurement Replenishment 	<ul style="list-style-type: none"> 3rd Party 1 Distribution Center 2PL Surfrigo 	<ul style="list-style-type: none"> 3rd Party Transportation Service 2PL DyD 	<ul style="list-style-type: none"> Asead's property 	-
2PL	<ul style="list-style-type: none"> Procurement Replenishment 	<ul style="list-style-type: none"> 3rd Party 1 Distribution Center 3PL Mega Frio 	<ul style="list-style-type: none"> 3rd Party Transportation Service 3PL Mega Frio 	<ul style="list-style-type: none"> Asead's property 	-
3PL	<ul style="list-style-type: none"> Procurement Replenishment Manufacturing 	<ul style="list-style-type: none"> 3rd Party Spain and Portugal → Conway (4PL) Holand → Bidfood (4PL) France → Transgourmet (3PL) 	<ul style="list-style-type: none"> 3rd Party Spain and Portugal → Conway (4PL) Holand → Bidfood (4PL) France → Transgourmet (3PL) 	<ul style="list-style-type: none"> 3rd Party Spain, Holand and Portugal → Logistic Service (4PL) France: Asead 	<ul style="list-style-type: none"> 4 Manufacturing Plants Meat Products and Sauces, Desserts and Cakes, Sandwiches and Sliced Fruit, Pizza Dough

Supply Chain Global Procurement

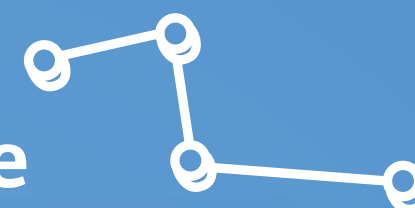
**Think Global
Act Local**
Global
Procurement Team



30%

- Of Global Spend \approx Top 20 Global raw materials
- Leveraging Alsea's global volume scale

**Mitigating Global
Inflation**
Creating a Competitive
Advantage



-3%

- Alsea's Global 2022 weighted avg. Inflation vs respective Global Food & Beverage INDEX
- -13.5% Alsea 2022 inflation vs Mexico's Food and beverage CPI

**2023 Focus
on Value**
Hedging + Annual
Negotiations



US \$240M

- Raw material with fixed prices, financial & physical hedge.
- Continue delivering savings on a year to year basis

**Developing Strategic
Partnerships**

- Key Suppliers of Cheese, Wheat, Oils, Proteins and Packaging



Manufacturing Efficiency

AND COMPETITIVE ADVANTAGES

Asean
DAY
2023



Strategic focus

11 Plants

- 4 Mexico
- 4 Europe
- 3 Colombia

Operational excellence

- Optimal capacity according to stores demand
- Equipment availability increased by using maintaining control technology
- World Class Quality controls SQF

Better customer experiences

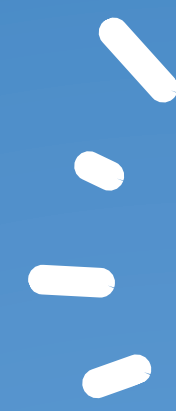
- Europastry new agreement
- New Products Development
- Predictive maintenance focused on operational continuity, security, quality and ongoing improvement
- Food technology that allows three temperatures manufacturing and distribution (packaging, pasteurization etc.)

Profitable expansion

- New implementation production lines : Chicken, ribs and tortilla production
- Efficiency and standardization at stores through Centralization improvement
- Development and production of private brands and Retail (CPG)

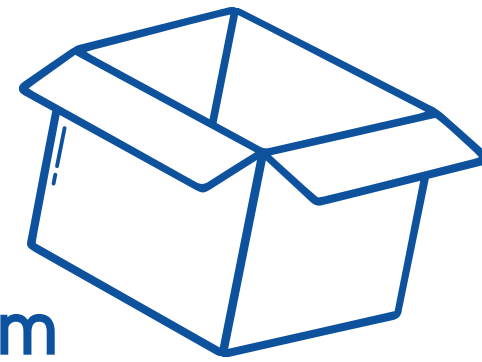


Food Quality



Guarantee the safety and quality of our products for each of the links in the supply chain

Supply



- Quality Assurance System Certified and recognized by GFSI (Global Food Safety initiative)
- Suppliers program: Safety, quality and social responsibility
- Microbiological, physicochemical, sensory analysis and application tests

Distribution



- SQF Certification
- Cool chain management until delivery of products to restaurants
- Traceability program

Manufacture



- SQF Certification
- IFT certification
- Integrated Quality and Safety Management System (SIGICA)



WE WERE RECOGNIZED WITH THE

logistics AWARDS 2022



Project:
“The Supply Chain Network Redesign”

Awarded by the organization **“Soy Logístico”**
together with the Ministry of Economy and the
Ministry of Communications and Transportation



Pablo DE BRITO

Commercial & Business
Development Director



Global Digital KPIs



DIGITAL CUSTOMERS



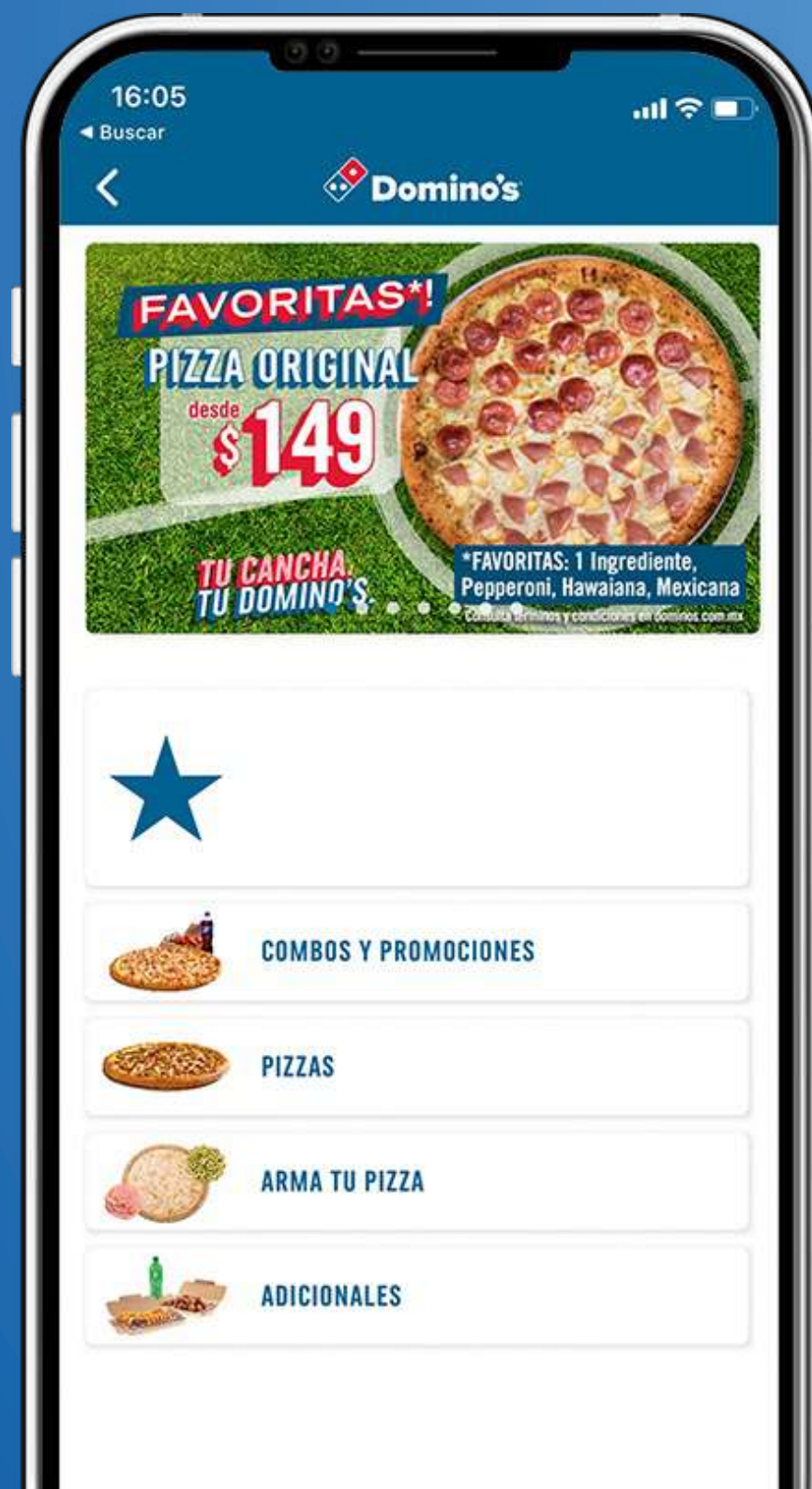
4,135,425
MEXICO



3,129,650
SOUTH AMERICA



3,042,242
EUROPE



TENDER
30%

DIGITAL SALES
18.8 Billion
31.5% ↑ Growth vs. LY

DIGITAL ORDERS
50 Million
11.6% ↑ Growth vs. LY

GROWTH vs. LY

TENDER

	43.7% ↑	21.8%
	18.9% ↑	41.9%
	36.1% ↑	25.2%
	20.5% ↑	13.6%

Data: Analytics & Insights

“Focused Analytics & Insights addressing Asea’s top value cases”

Market Research

Deep understanding of Customer, Brands, Competitor, Channels and Market Share.

Market share 2022

17% Mexico	10% South America	14% Europe
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- *Market Share by Geography, Channel & Segments*
- *Consumer Funnel*
- *Consumer Profile & Drivers*
- *Brand Equity & Advertising*

Pricing & Revenue Management

Sophistication of Pricing and Revenue Management.

1% - 1.5% annual EBITDA opportunity

- Price list Optimization & Tiering
- Elasticity Analysis
- Product & Channel Segmentation
- Competition Benchmark
- Price Study (Conjoint)
- Maximize Sales and GP

Customer & Digital Analytics

Move from Transaction to Relations. Customer Segmentation & Personalization increases consumption frequency by **2x** and reduces churn.

- *RFM Segmentation*
- *Consumer Preferences & Moments*
- *Customer Journeys*
- *Personalized Experience:*
 - *By Product*
 - *By Communication*
 - *By Promotions*



CRM & Loyalty Strategy

ASSURE CUSTOMER CENTRICITY APPROACH BY APPLYING SIMPLER RFM METHODOLOGY TO GUARANTEE CUSTOMER LIFETIME VALUE

~2-2.5x incremental revenue
(compared to non-loyalty customers)

RFM

Consumer Segment Behavior

ACQUISITION

**CRM & Loyalty
(Growth)**

RETENTION



Customer Clustering by Value

		Monetary Segment (Avg. Ticket)		
		LOW	AVERAGE	HIGH
Frequency Segment	NEW	Low value		
	LIGHT		Medium value	
	MEDIUM	Medium value		High value
	HEAVY		High value	Top value

Segment Churn Prediction

Segment Product Preferences

Net Promoter Score

Personalization based on RFM, churn likelihood, and product preference similarity

CRM & Loyalty Evolution



In house Loyalty Program



Loyalty Strategy 2023



Segmentation

New CLV* Segmentation Model

Digital Platforms

SDS Migration

Cloud Migration

Asea Omnichannel Platform

BKC Launch

Countries

Global Asea

Mexico, Spain & Colombia

Mexico & Spain

Mexico, Spain, Chile & Argentina

Penetration

14.1%

7.1%

21.3%

0.1%

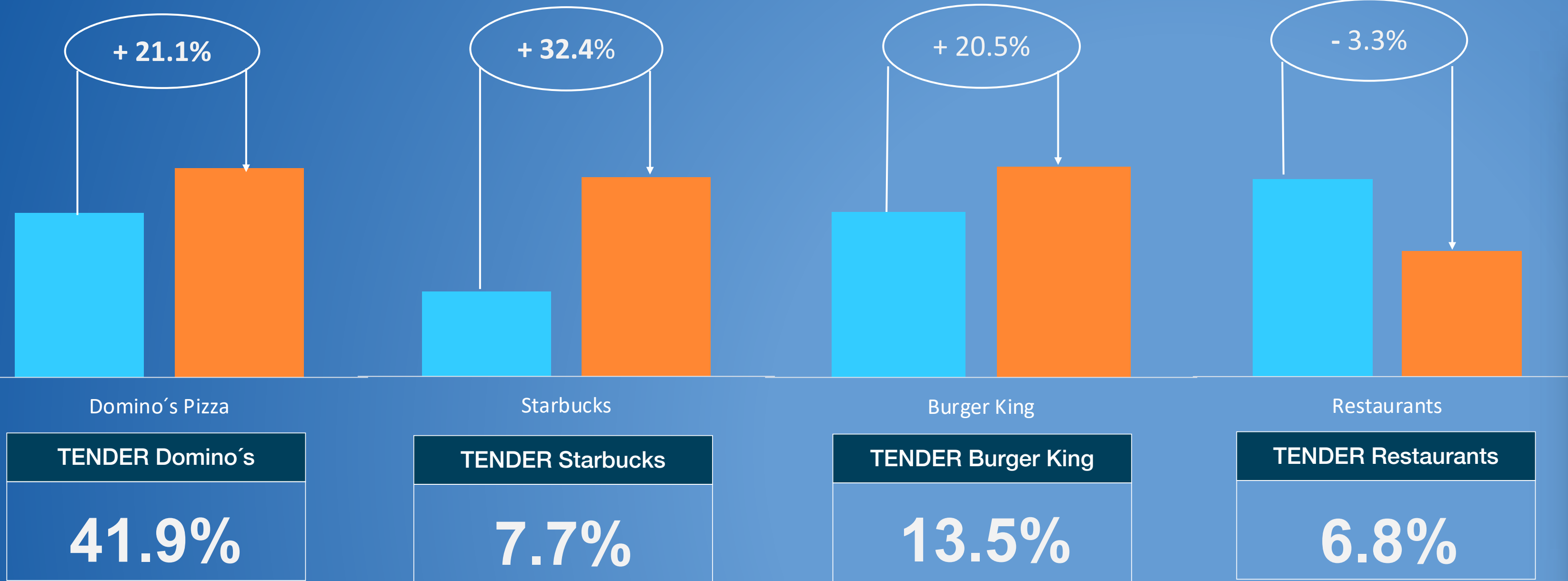


E-commerce & Delivery Aggregators

Digital Delivery Sales

*Results of 2022
*Figures do not include telephone

2021
2022



Delivery roles

Aggregators

- Capturing Incremental Sales & Share in Preferred Consumer Channel
- Strategies with ADS (ROAS 8), Offers and Segmentation

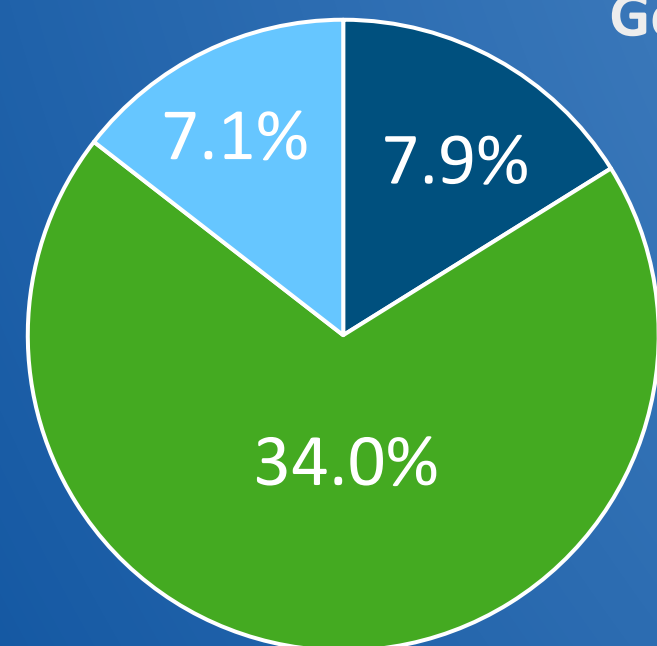
Own delivery

- Capture Most Loyal Customers Delivering Best Brand Value
- As the strongest vertical in-home delivery with its own platforms

GROWTH IN AGGREGATORS

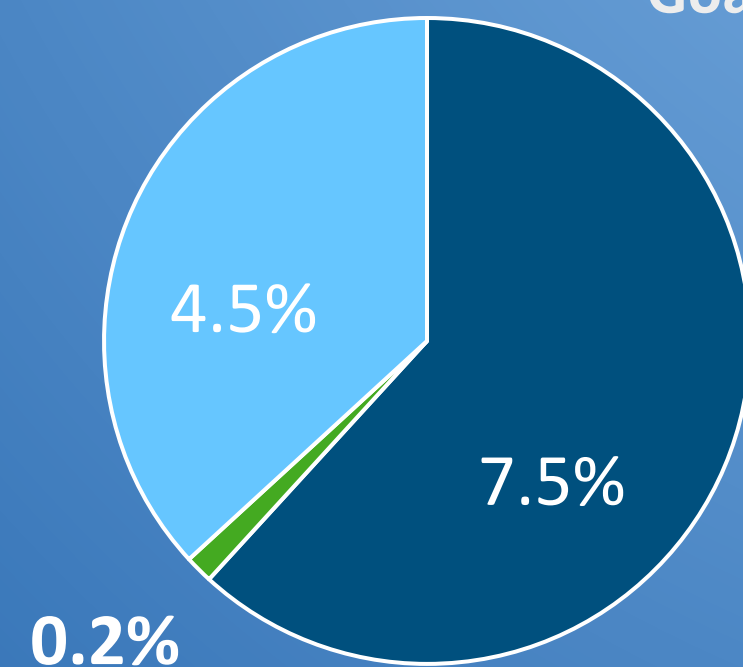
Domino's Pizza

Goal 49 %



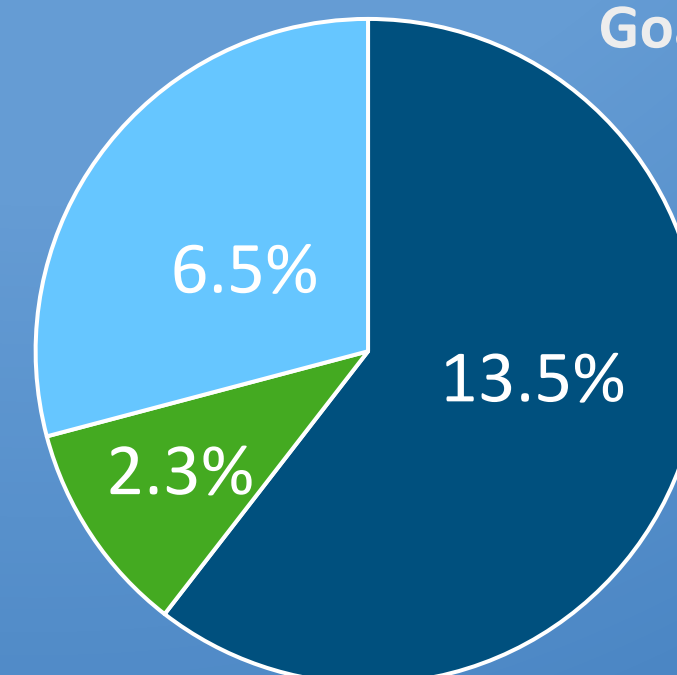
Starbucks

Goal 12 %



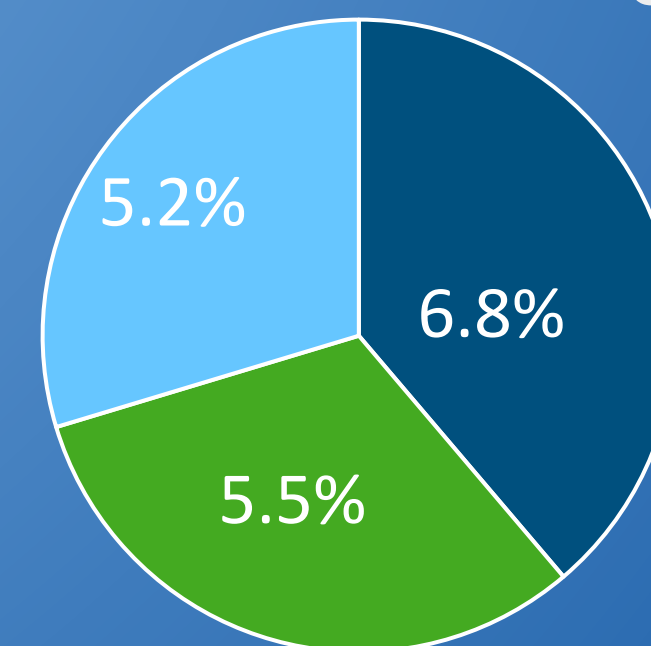
Burger King

Goal 20 %



Casual & Family Dining

Goal 12 %



Aggregators
Alsea Delivery
Opportunity



Digital transformation

STARBUCKS MEXICO



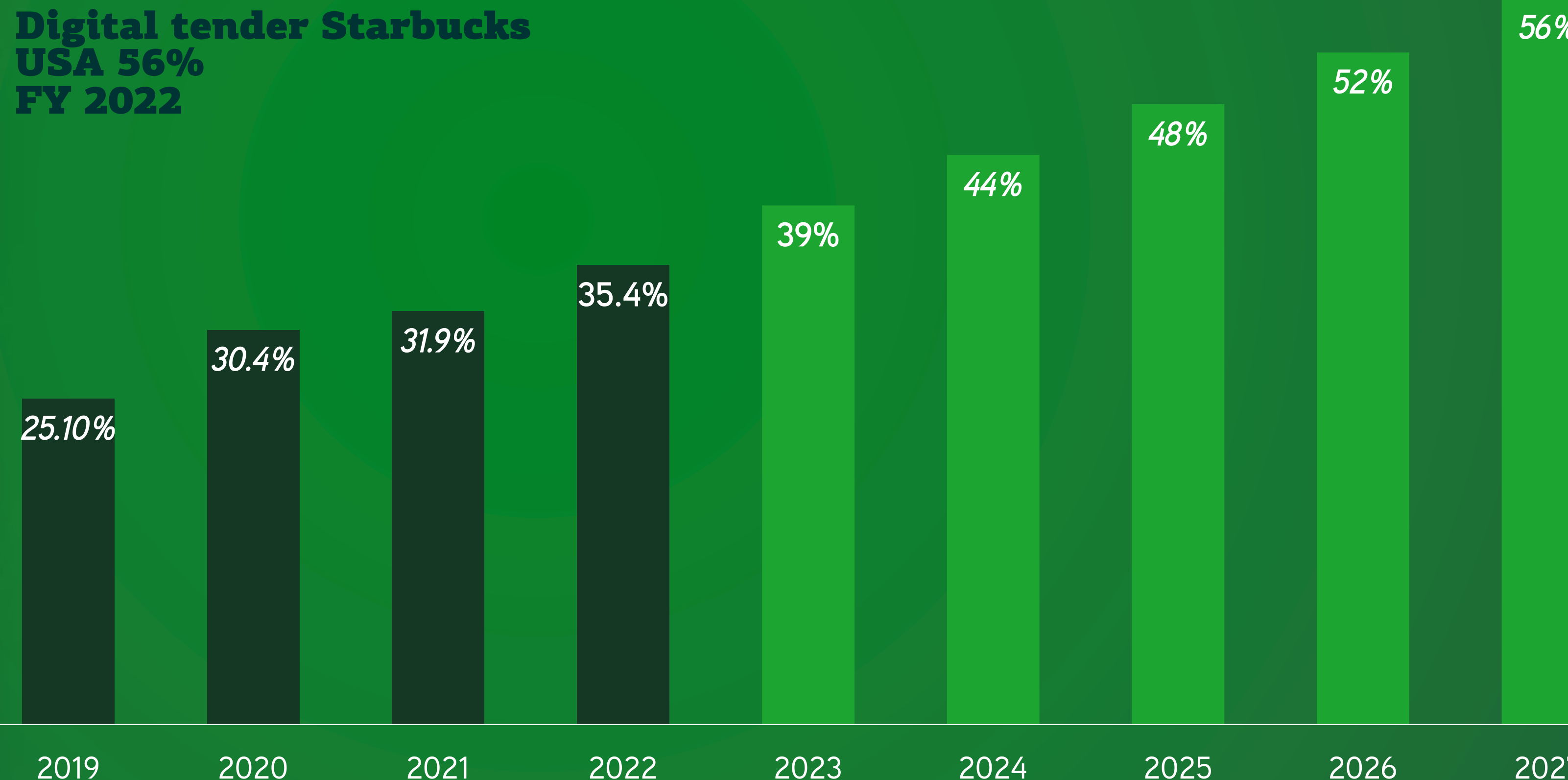
Digital Tender 2022
35.4%

TENDER DIGITAL MEXICO

Sales Starbucks Rewards
+50%
Starbucks total sales **+36%**

Active members (90 days)
726,696
+35% vs. LY

Frequency
2x
vs. Offline



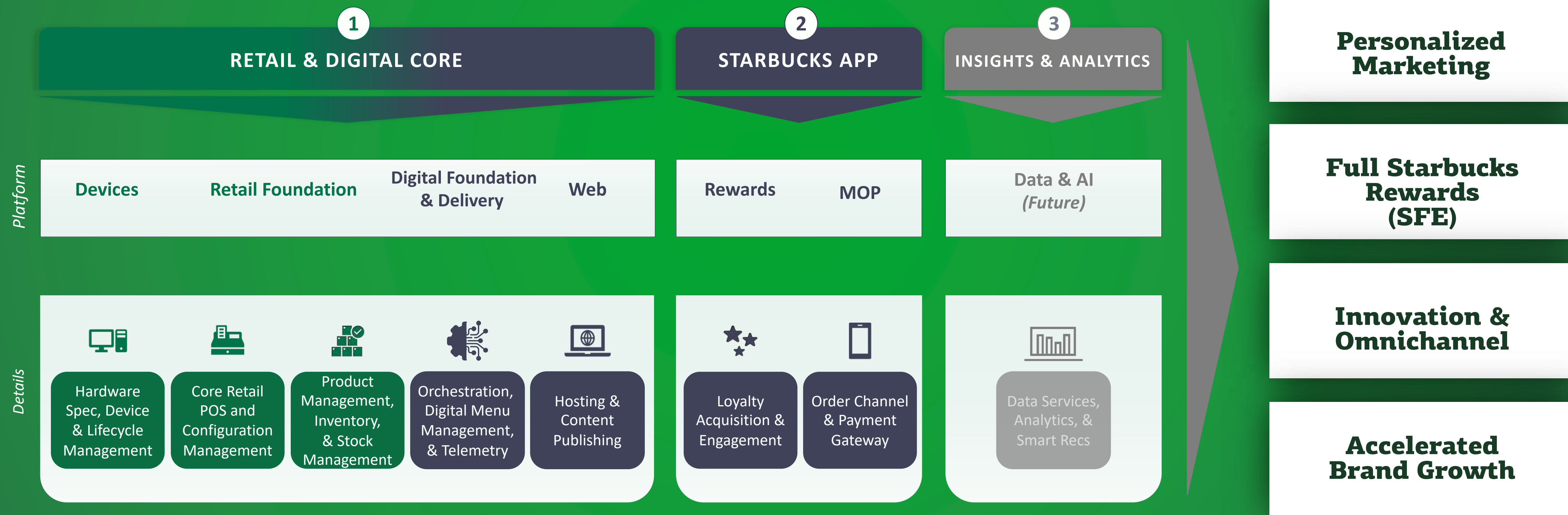


Digital transformation

STARBUCKS SDS



SDS is a technology solution designed to roll out consistent and innovative in-store and digital experiences for customers and partners internationally.



We will be investing 340 mdp in LAC for the implementation of SDS.



스타벅스
DRIVE THRU



DRIVE THRU

DRIVE THRU

2.5M 淨空高 / CLEARANCE

DRIVE THRU

DRIVE THRU



Digital transformation

DOMINO'S DIGITAL CORPORATE SALES MX

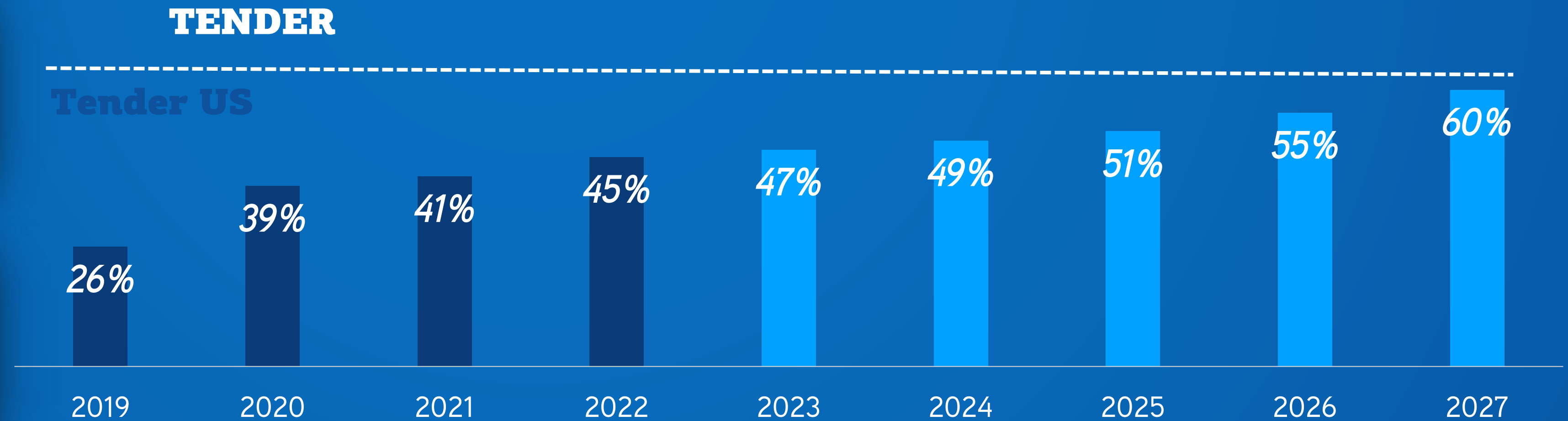
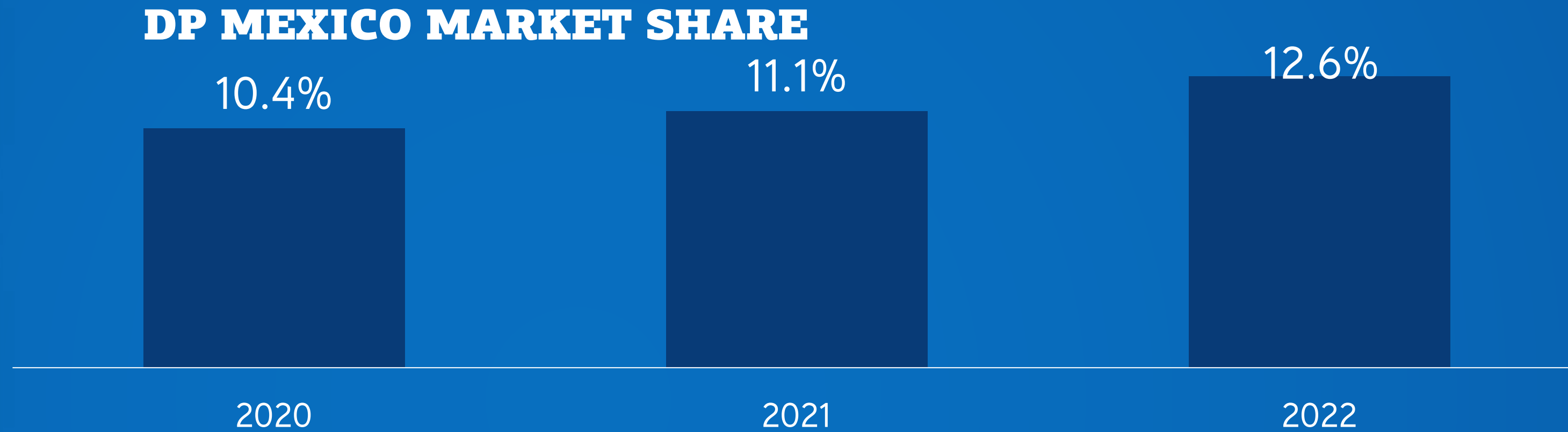


Tender
45%
Total Digital MX 36%

Sales
+26% vs. LY
Total MX +13% vs. LY

Active members
2.9M

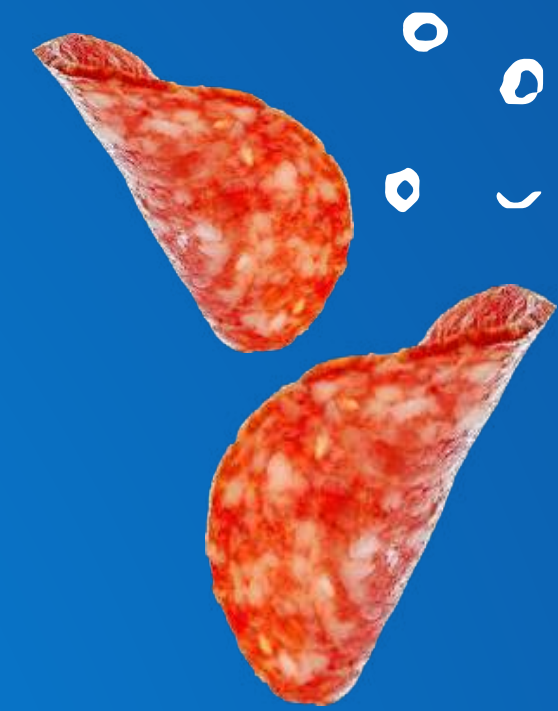
Digital frequency
3x
vs. Offline





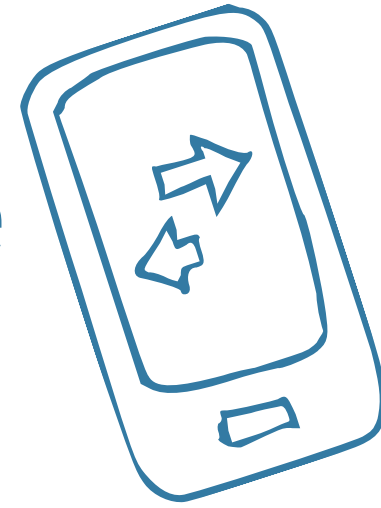
Digital transformation

DOMINO'S CLOUD



Asea DAY 2023

One e-commerce for Asea



Dominos Cloud eCommerce One solution to increment order conversion rate and sales in all of our Domino's Markets.

New tech to offer the best experience



Keep up with DPZ latest innovations



In-store tech to enable new solutions like driver tracking and order prediction.



Digital Shoulder Surfing

Get ahead of the rush predicting digital orders and improving delivery time.



Improve experience by allowing the customer to know where his order is at all times.



Inventory App

A new app to manage the store inventory in half the time.



A loyalty program to reward our customers and increase their frequency and AOV.

ADVANCED MAKELINE

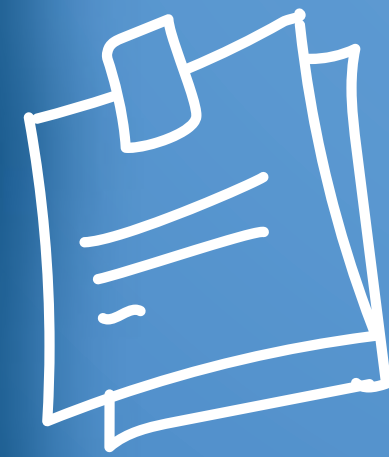
Building the restaurant of the future to double down our operations in the next decade.



José Luis

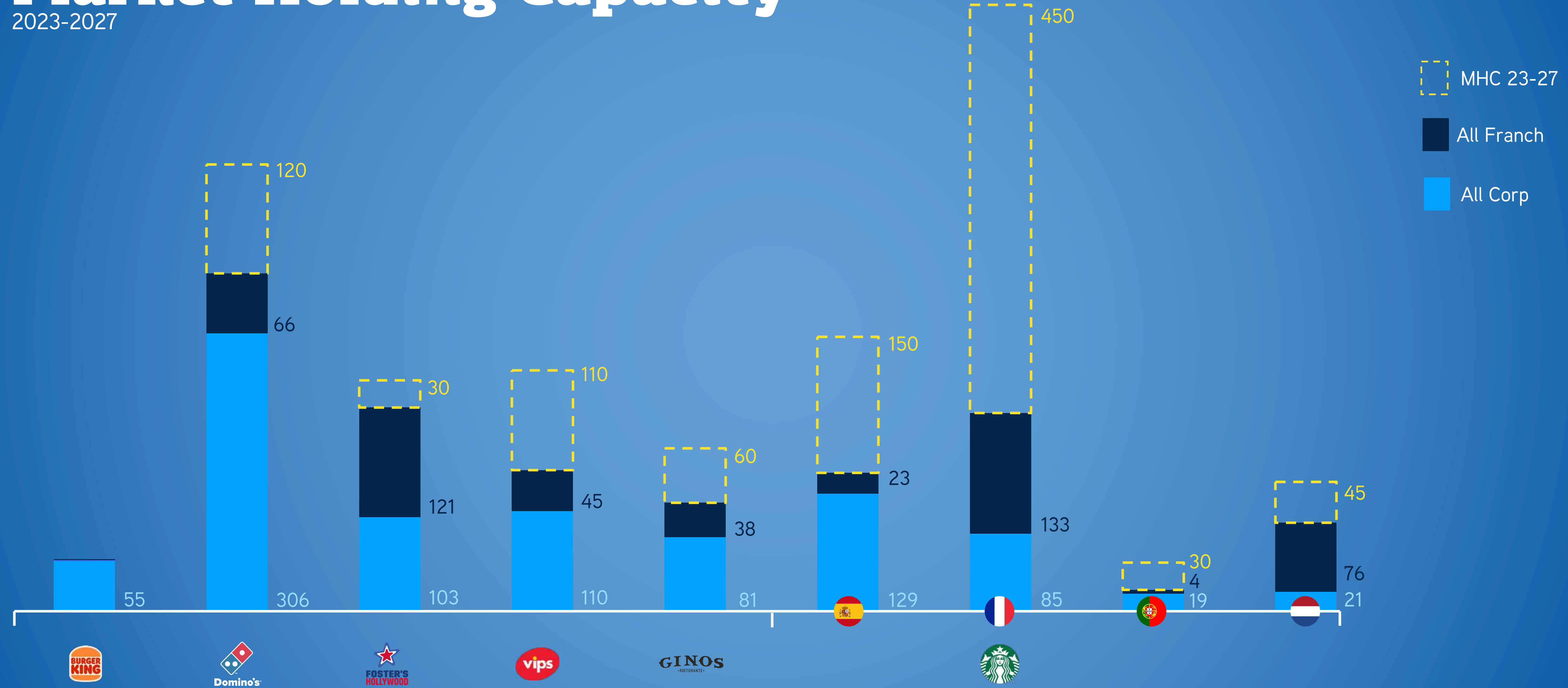
PORTELA

CEO Alsea
Europe



Alsea Europe Market Holding Capacity

2023-2027





France

- We hold a very profitable business, we plan to continue with the growth of our footprint
- Asea has developed commitments with the current franchisees to increase expansion
- The current paybacks ratio is in the range of ~3 years in terms of CAPEX/EBITDA
- Potential to open more than 200 new stores in the next 5 years

White Space in France and Iberia

- Native App that enables a seamless ordering experience along with compelling loyalty offering



Starbucks Rewards

- We currently hold the Starbucks Rewards App in France with an objective to reach ~350K loyal customers EOY
- In Iberia we will launch the tool in June with the commitment to interact with ~130K clients
- Our interest is to end 2023 with loyal customers representing ~15% of the revenues, with a high potential to grow in the upcoming years



Alsea Europe External Factors



- High Alsea CPI as a consequence of the 2022 escalation in raw materials

- 2023: Low double digit average inflation
- Significant increase in the mozzarella cheese partially offset by overstocking strategy

- Even when Alsea in Europe is facing a reduction in gross margin, we have been able to trespass to the final customer ~65% of the raw materials inflation
- We believe that we will recover the marginality in the next 2 years

- Even with the price increases, Alsea has recovered the pre-pandemic transaction levels

ELECTRICITY

- The average price for the electricity during 1Q23 is ~108 Euros/MWH, which represents less than half of the average price reported in 2H22.
- Alsea has invested a lot of time and resources studying different options such as Fixed Price Contracts, PPA's, Short-Term Hedges, etc.
- We believe that having passed a warm winter and with the increase projections of renewable energies in Spain and France, Alsea will be able to find new sourcing options at reasonable prices during the 2H23, either to hedge the possibility of a cold winter or to close a 2-year fixed price contract as we did in the past.

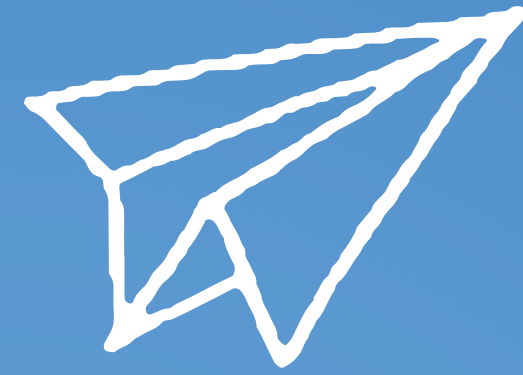




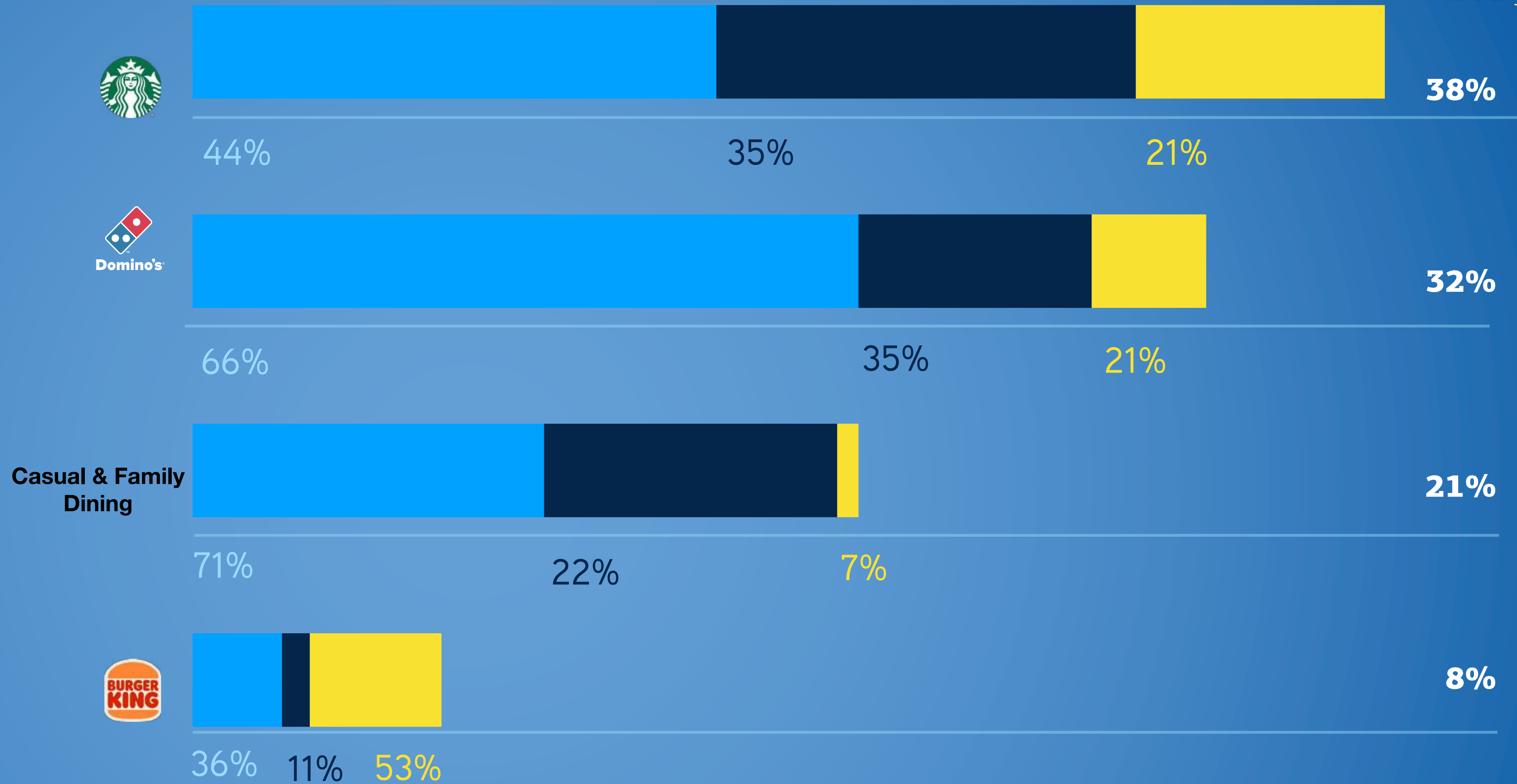
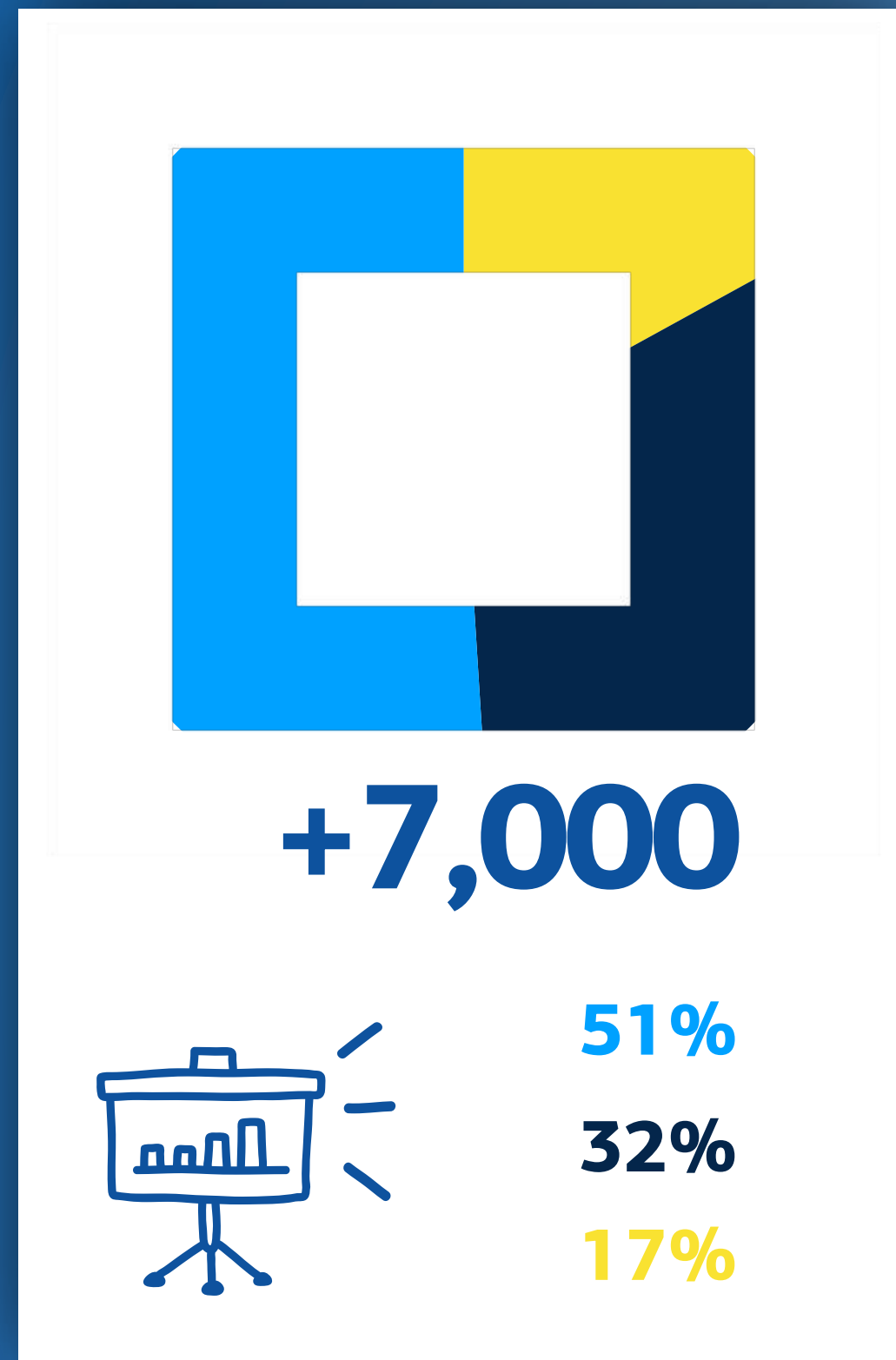
Armando

TORRADO

CEO



Alsea Market Holding Capacity



■ Mexico
■ Europe
■ South America

ALSEA
WHITE SPACE
+2,530

MEXICO
~880

EUROPE
~1,040

SOUTH AMERICA
~610



Starbucks

GLOBAL STRATEGIC PLAN 2023 - 2027



2022
2027

1,661 UNITS

+2,350 UNITS

2023

OPENINGS

690 APPROX

138 AVERAGE PER YEAR

86% CORPORATE | 43% EUROPE

14% FRANCHISEES | 36% MEXICO

21% SOUTH AMERICA

Key Strategies

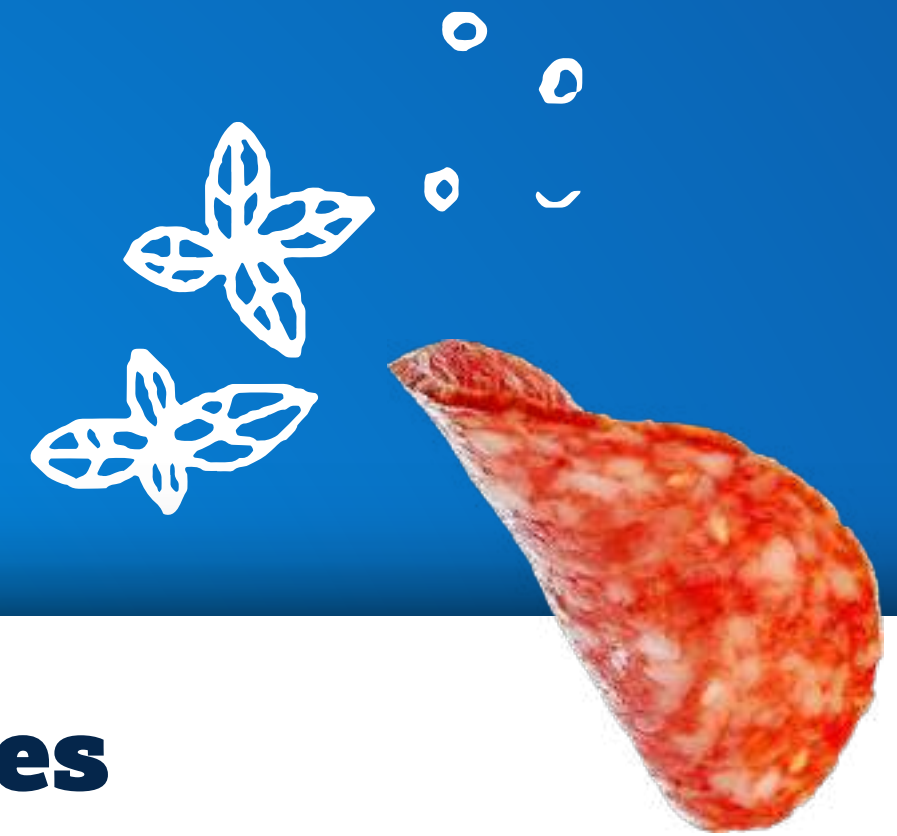
People Capability	Commercial & Digital Capability	Operational Capability	Management Capability
<ul style="list-style-type: none"> • Securing talent for growth • Improve the training process • Ensure positive work environments and partner experiences • Promote the brand's inclusion and diversity programs. 	<ul style="list-style-type: none"> • Value Optimization • Improve the communications content • Improving the customer experience through digital channels (Digital Ecosystem) 	<ul style="list-style-type: none"> • Strengthen our connection with customers to ensure second transactions • Ensure optimal operational performance through the quality of beverages, food, and operational tools. 	<ul style="list-style-type: none"> • Strengthen price optimization by region • Give priority to high margin products and sales within the portfolio • Implementing our food pairing strategy to increase transactions





Domino's

GLOBAL STRATEGIC PLAN 2023 - 2027



2022
2027

1,370 UNITS

+2,000 UNITS

OPENINGS

633 APPROX

127 AVERAGE PER YEAR

46% CORPORATE | 17% EUROPE

54% FRANCHISEES | 68% MEXICO

14% SOUTH AMERICA

2023

Key Strategies

People Capability	Commercial & Digital Capability	Operational Capability	Management Capability
<ul style="list-style-type: none"> Competitive Compensation Talent identification and development Work Flexibility Comprehensive communication plan and culture strengthening 	<ul style="list-style-type: none"> Accelerate CRM & Loyalty Strategy Evolve Marketing Media Plan Secure Competitive Commercial Offers Evolve Brand Strategy Platform Generate LSM / Digitalization Culture 	<ul style="list-style-type: none"> Best Market Operator: difference vs. competition New Operational Management Model 5 Star Products Best in Class Management 	<ul style="list-style-type: none"> Strong economic business model for franchisee operators New business models, focus on carry out



Casual & Family Dining

GLOBAL STRATEGIC PLAN 2023 - 2027



2022
2027

1,006 UNITS

1,090 UNITS

OPENINGS

84 APPROX

17 AVERAGE PER YEAR

75% CORPORATE | 53% EUROPE

25% FRANCHISEES | 43% MEXICO

4% SOUTH AMERICA

2023

Key Strategies

People Capability	Commercial & Digital Capability	Operational Capability	Management Capability
<ul style="list-style-type: none"> Retain and stabilize teams in our stores Identify talent Increase employee engagement Grow internal talent 	<ul style="list-style-type: none"> Product innovation Digital innovation Category management Loyalty programs Omnichannel 	<ul style="list-style-type: none"> Continuously improve execution and operational consistency Gain new customers with outstanding service 	<ul style="list-style-type: none"> Opening a new store models Store remodeling and modernization strategy





Rafael

CONTRERAS

CFO



Projected Debt Profile as of December 2023

IN MILLIONS

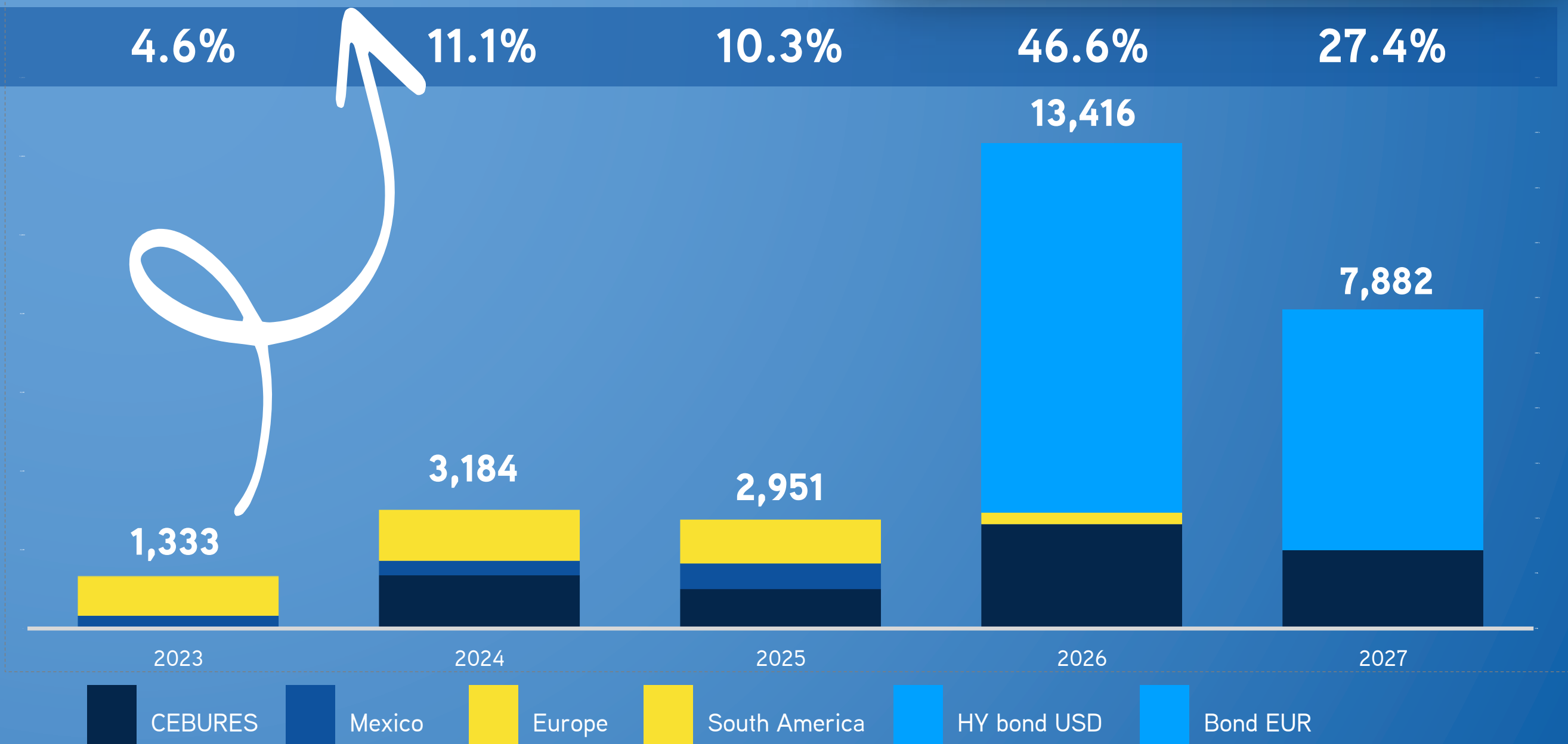
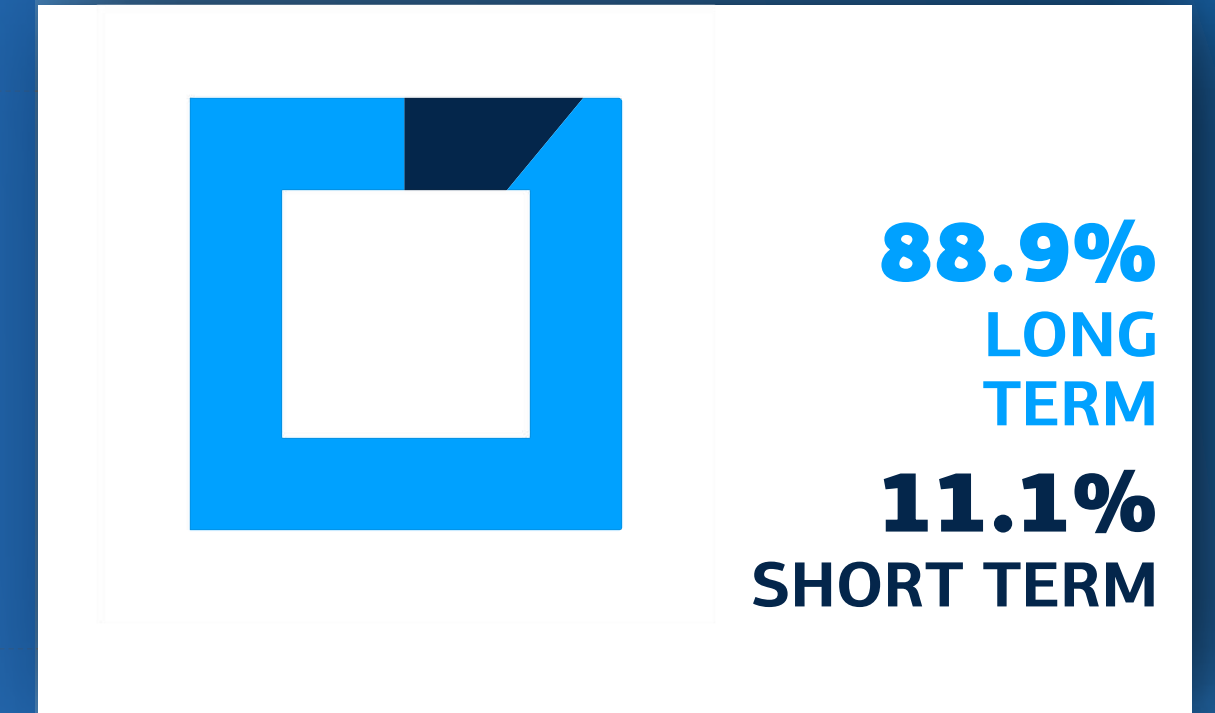


	BALANCE	TYPE	DURATION
Debt	\$27,434 MXN	85.32% Bond debt	2.54 years
	<ul style="list-style-type: none"> \$18,439 MXN (\$8,020 MXN & \$500 USD) \$8,983 MXN (491 EUR) \$12 MXN (\$505 CHP) 	<ul style="list-style-type: none"> <i>International Bonds</i> 59.12% <i>CEBURES</i> 26.20% 	
		14.68% Bank debt	
Cost	9.8% Average rate	<i>Rate by region</i>	
	70% Fixed	<ul style="list-style-type: none"> 11.7% 5.7% 3.5% 	
	30% Variable		

Debt maturity 2023 - 2027

2023

- We will liquidate the Clover and Santander Spain loans: \$270 MXN
- We will amortize \$721 MXN to Península, \$324 MXN to Bancomext and \$18 MXN to Banco de Chile



Guidance 2023



Top line Growth

OPENNINGS
250-290

180-200
CORPORATE
+
70-90
SUB FRANCHISES

CapEx

\$5.5
Billion pesos

SSS

14%-17%

Revenues

>13%

PRE IFRS16

>15%
EBITDA GROWTH

>13%
EBITDA MARGIN

~2.8x
GROSS DEBT/EBITDA

ROE
18%-19%

POST IFRS16

>10%
EBITDA GROWTH

>20%
EBITDA MARGIN

~3.3x
GROSS DEBT/EBITDA

ROE
21%-23%

Capex 2023

5.5
billion pesos

27.8%
EUROPE

51.8%
MEXICO

20.4%
SOUTH AMERICA

37.0%
OPENINGS

8.4%
OTHERS

12.4%
TECHNOLOGY

24.7%
MAINTENANCE

17.5%
REMODELINGS &
MODERNIZATION





Alberto TORRADO

Chairman of the Board



Q & A