

GRUPO LACOMER



LA COMER SUMMARY

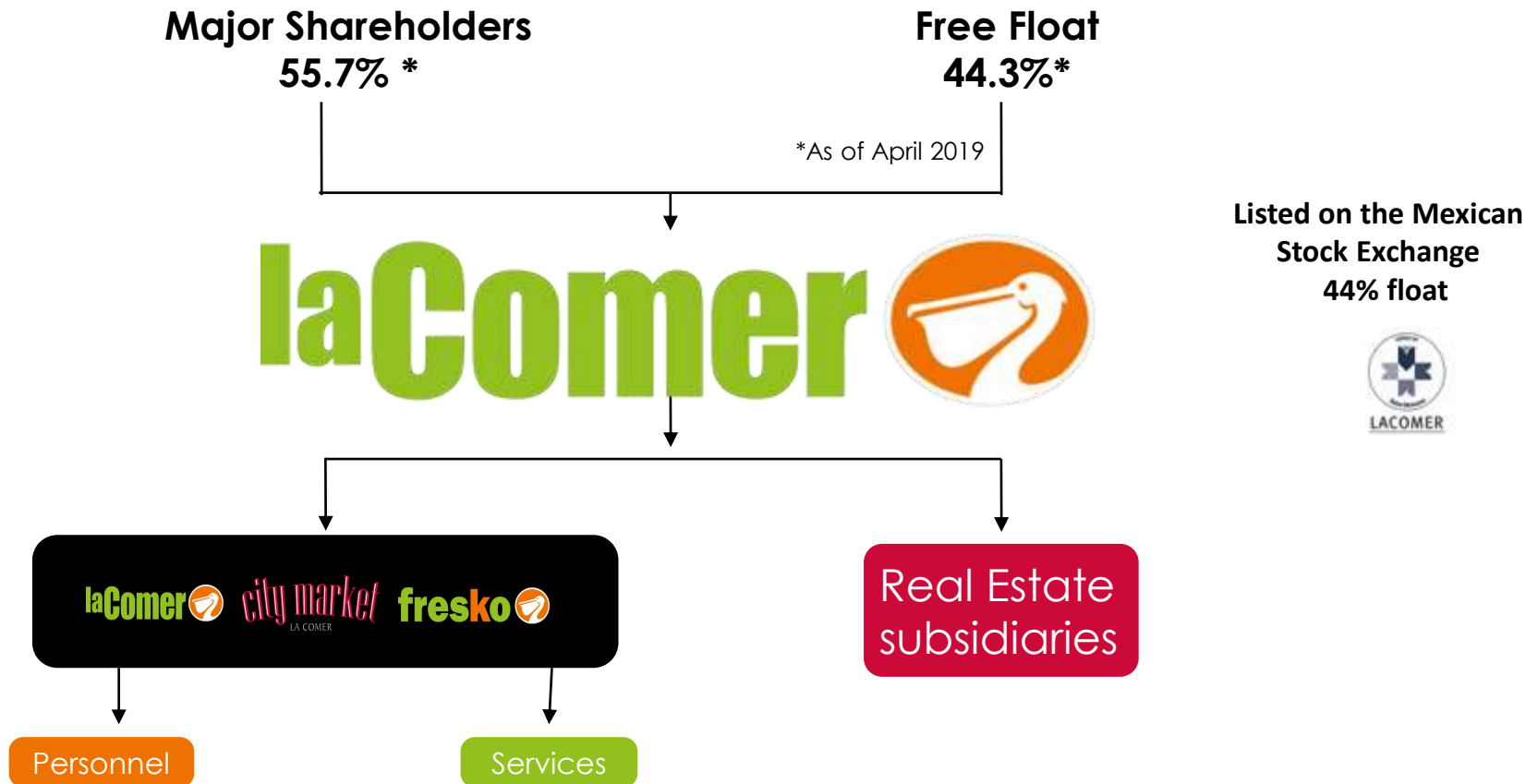


- Almost 60 years of experience in the **Mexican Food Retail** market.
- **Stores:** 73, more than 310,000 sq.mts. of sale area, in 4 different formats.
- **Geographic Distribution:** 60% of the stores located in Mexico City metropolitan area.
- **Real Estate:**
 - ✓ 47 units (of which 35 are stores that represent 61% sales area)
 - ✓ 340 commercial spaces (+70,000 m² leasing area);
- **Employees:** 13,331
- **Brands and logos:** La Comer, City Market, Fresko, Sumesa, Golden Hills, Farmacom, Pet's Club, Miércoles de Plaza, Monedero Naranja and the Pelican logo.
- **Marketing Campaigns:** "Temporada Naranja", "Miércoles de plaza", "¿Vas al Super o a La Comer?".
- **2 Distribution Centers:** Mexico City and Guadalajara.



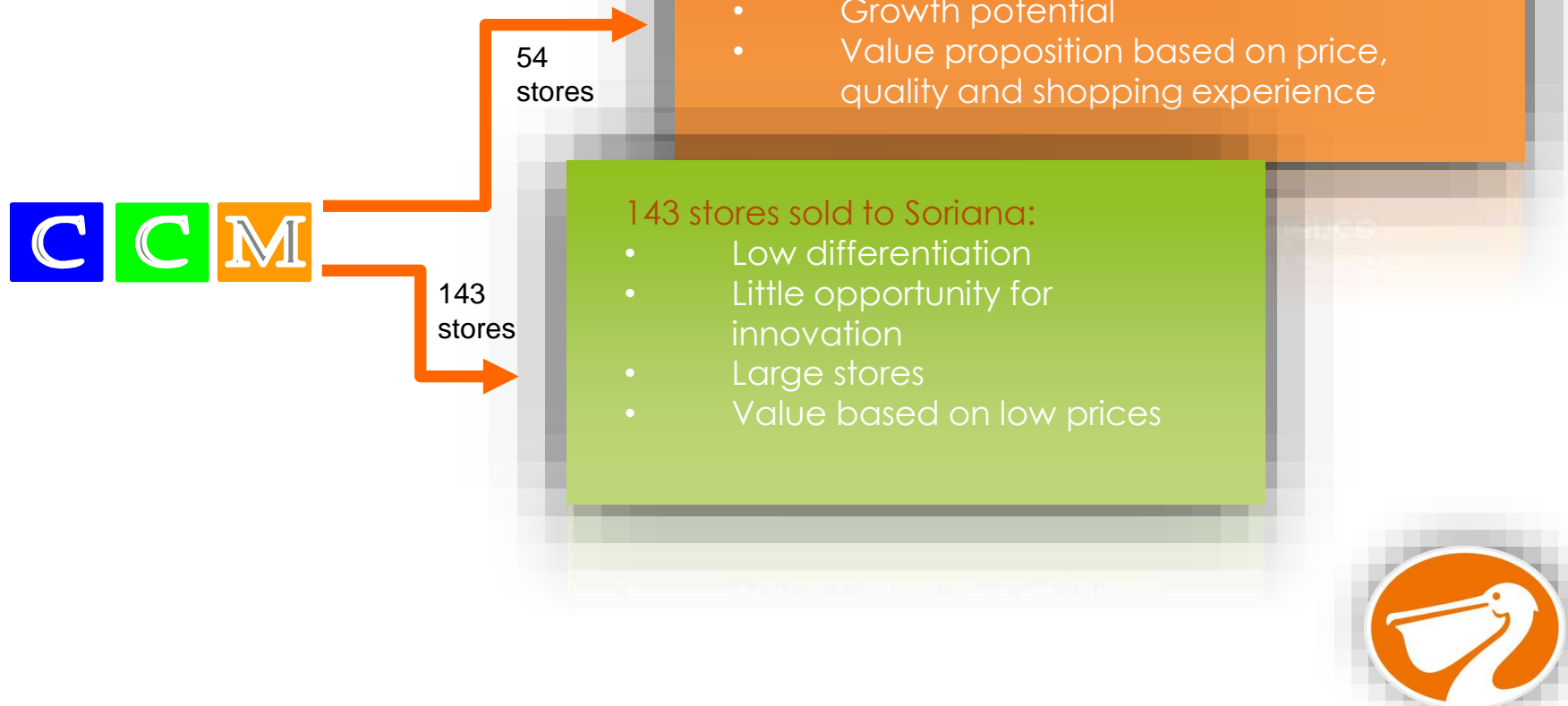
CORPORATE STRUCTURE

La Comer is the product of the spin-off of Comercial when on January 1st 2016, 143 stores were sold to Soriana.

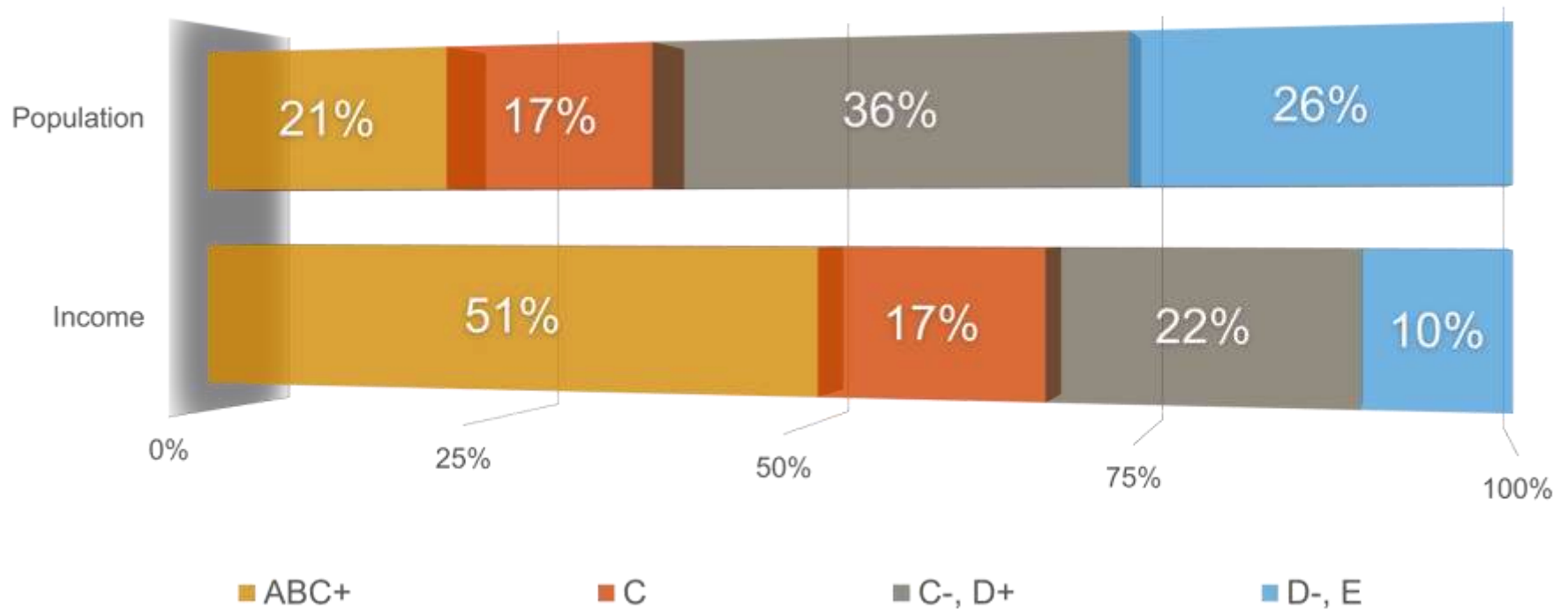


La Comer started operations on January 1st, 2016 with 54 stores

NEW LA COMER GROUP– SPIN-OFF RATIONALE



SOCIOECONOMIC LEVELS IN MEXICO

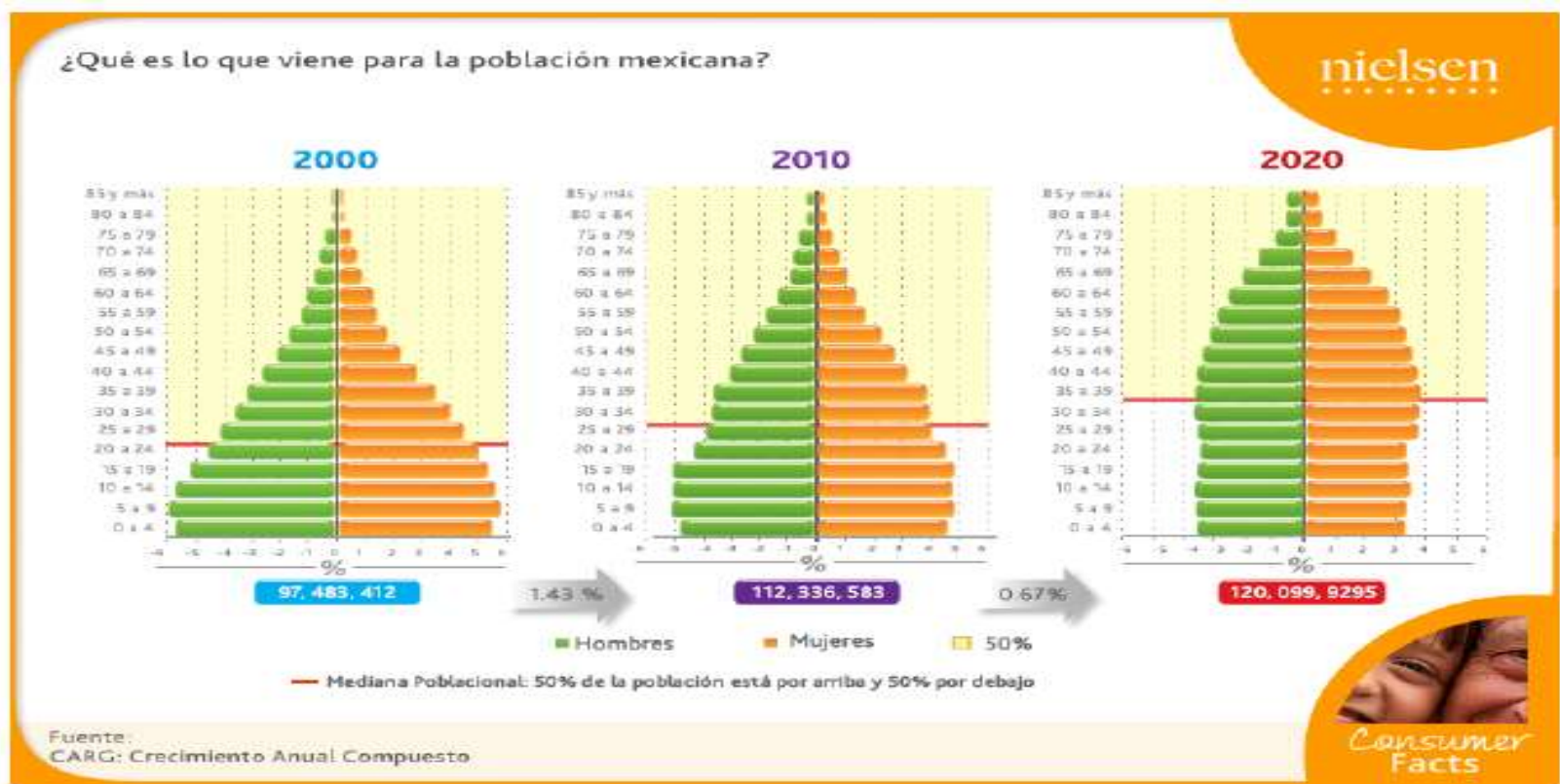


From 15% to 25% of income, used for food and basic necessities.
> Looking for quality and service

From 30% to 50% of income, used for food and basic necessities
> High sensibility to price



POPULATION IN MEXICO IS BECOMING LESS YOUNG



As Mexico becomes an “older” country, disposable income grows and the taste for “culture and sophistication” increases



MEDIUM AND HIGH INCOME CLASSES

Why?

- It is not a well attended market
- We compete better against other players
- The customer values our attributes more
- These are segments that better resist crises
- Potentially more profitable





Differentiation:

- Superior in perishable quality
- Pleasant shopping experience
- Superior shopping environment
- Trained employees and better customer support
- Premium and gourmet products
- Collection of imported products
- Specialized departments like cava and prepared food
- Fair and competitive prices



MISSION

Food retail company that best serves medium and high socioeconomic level in the country, offering the best shopping experience in the market based on quality, customer support and service.



BRANDS & FORMATS

La Comer is the umbrella that supports all formats to deliver a consistent brand image.



city market

LA COMER

- Wide range of gourmet products as wines, cheeses, meat, imported groceries, and organic products.
- Exclusive product agreements with international brands.
- Sophisticated atmosphere and high quality service.
- Prepared foods for consumption in and out of the store.
- Specialized departments of prepared foods as tapas, seafood, chocolate, ice cream, coffee and cakes.
- 12 stores
- Sales area between 3,000 and 5,000 sq. mts.
- Located in high income areas



CITY MARKET MONTERREY



fresko

LA COMER



- Neighborhood market with a selected variety of special products by local customs (kosher, organic).
- Excellent quality of perishables, emphasizing freshness.
- Designed especially for a convenient and quick purchase.
- 15 stores as of today
- Sales area of about 1,500 to 4,000 square meters.
- Located in power centers throughout large cities.



FRESKO MILENIO, QRO.



laComer



- In addition to perishable and grocery products, this format offers general merchandise and household appliances as tableware and linens, among others.
- La Comer offers greater range and variety of products .
- Specialized departments such as Xpressa Café, prepared food and fine pastry
- Located in large shopping centers.
- Sales area of 4,000 to 7,500 square meters



LA COMER AGUASCALIENTES





Home delivery service - Omni channel

Since the start of La Comer, a new area was created to focus in e-business and home delivery

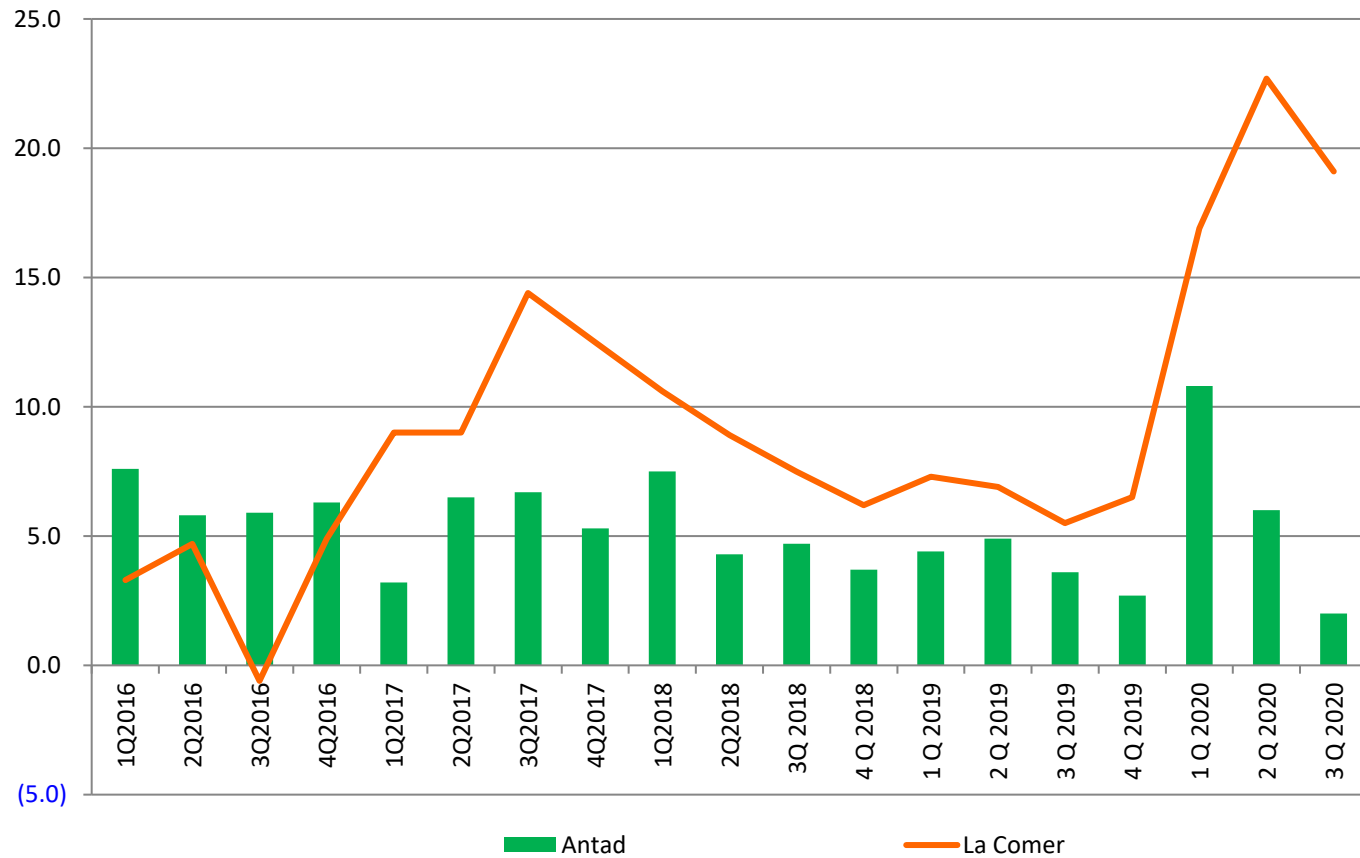
- Strategy of differentiation based on better service and unrivaled quality in perishables.

- 2016:** Improvement in operations and service
- 2017:** New, user friendly platform
 - Integrated with internal systems
- 2018:** Marketing campaign: *“Tú a lo tuyo y La Comer en tu Casa”*
 - New app
- 2019:** New forms of payments are included
 - Online Marketing Capabilities to the next level
 - Enhanced promotional activities
 - 2.0% of total sales
- 2020:** World Pandemic COVID 19
 - Extraordinary increases in the e-commerce platform



FOOD RETAIL SSS GROWTH

Food Retail Sector SSS Growth (%)



FINANCIAL DATA

	2016	%	2017	%	2018	%	2019	%
Net sales	14,757	100	16,635	100	19,119	100	21,591	100
Cost of sales	11,148	75.5	12,423	74.7	14,078	73.6	15,698	72.7
Gross profit	3,610	24.4	4,213	25.3	5,041	26.4	5,893	27.3
Expenses	3,184	21.6	3,441	20.7	3,994	20.9	4,775	22.1
Operating income	416	2.8	772	4.6	1,047	5.5	1,119	5.2
Op. income proforma*	416	2.8	576	3.5	817	4.3	1,119	5.2
EBITDA ⁽¹⁾							1,979	9.2
Op. cash flow ⁽²⁾	938	6.4	1,374	8.3	1,753	9.2	1,783	8.3
Op. cash flow proforma* ⁽²⁾	938	6.4	1,178	7.1	1,523	8.0	1,783	8.3

Million pesos

(1) Includes effects of IFRS 16

(2) Operating cash flow refers to EBITDA minus the flow for payment of rents, EBITDA without IFRS16 effects.

* Proforma - Excluding extraordinary effects from profit on sale of properties of \$ 196 million in 2017 and \$ 230 million in 2018.



FINANCIAL DATA

3Q Income Statement

	3Q 2020				
	2020	%	2019	%	Var %
Net sales	6,882.5	100.0	5,518.3	100.0	24.7
Cost of sales	4,999.4	72.6	4,015.6	72.8	24.5
Gross profit	1,883.1	27.4	1,502.7	27.2	25.3
Operating expenses	1,463.0	21.3	1,233.4	22.4	18.6
Operating profit	420.1	6.1	269.3	4.9	56.0
EBITDA ¹	668.3	9.7	488.4	8.9	36.8
Operational cash flow	614.3	8.9	440.1	8.0	39.6
Net financial result	8.1	0.1	3.6	0.1	125.0
Taxes and other	76.5	1.1	43.3	0.8	76.7
Net Income	351.7	5.1	229.6	4.2	53.2
Same Store Sales (%)	19.1		5.5		
Clients (thousands)	14,457		17,583		(17.8)
Number of stores	73		69		5.8
Sales area (m ²)	310,290		289,267		7.3

In millions of Mexican pesos,

1 EBITDA refers to Earnings before Interest, Taxes, Depreciation and Amortization.

2 Operating cash flow refers to EBITDA minus the flow for payment of rents, EBITDA without IFRS16 effects.



FINANCIAL DATA

Income Statement

	As of sept 2020				
	2020	%	2019	%	Var %
Net sales	20,130.4	100.0	15,842.9	100.0	27.1
Cost of sales	14,659.0	72.8	11,522.3	72.7	27.2
Gross profit	5,471.4	27.2	4,320.6	27.3	26.6
Operating expenses	4,109.3	20.4	3,455.2	21.8	18.9
Operating profit	1,362.1	6.8	865.4	5.5	57.4
EBITDA ¹	2,111.7	10.5	1,496.9	9.4	41.1
Operational cash flow	1,947.3	9.7	1,354.1	8.5	43.8
Net financial result	48.7	0.2	16.9	0.1	188.2
Taxes and other	222.4	1.1	145.7	0.9	52.6
Net Income	1,188.4	5.9	736.6	4.6	61.3

In millions of Mexican pesos,

1 EBITDA refers to Earnings before Interest, Taxes, Depreciation and Amortization.

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BALANCE SHEET

As of September 2020

Assets		Total liabilities and stockholders' equity	
Cash and Temporary investments	2,891	Trade payables	4,146
Clients (net account receivables)	784	Taxes payable	47
Recoverable taxes	29	Short-term lease liabilities	63
Inventories	3,212	Other accrued liabilities	413
Other assets	111	Current Liabilities	4,670
Total Current Assets	7,028		
		Long-term lease liabilities	1,313
Property, plant and equipment (Net)	14,480	Provisions for employee long term benefits	127
Property and leasehold improvements	626	Deferred tax liabilities	457
Right-of-use assets	1,327	Total long-term liabilities	1,897
Goodwill	44		
Intangible assets other than goodwill	6,278	Total Liabilities	6,566
Deferred tax assets	210		
Other non-current non-financial assets	448	Capital Stock	1,967
Total noncurrent assets	23,412	Premium in issuance of shares	265
		Total Earned Capital	19,882
		Other comprehensive income	1,760
		Total controlling interest	23,874
		Stock Holders' Equity	23,874
Total Assets	30,440	Total liabilities and stockholders' equity	30,440

Million pesos

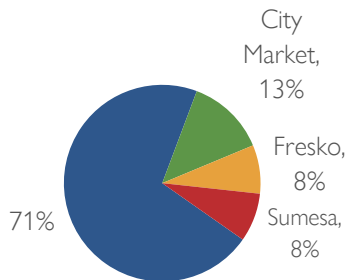


STORE OPENINGS

La Comer, has initiated an aggressive plan to open new stores to increase its scale of operation.

**Beginning La Comer
January 1st 2016**

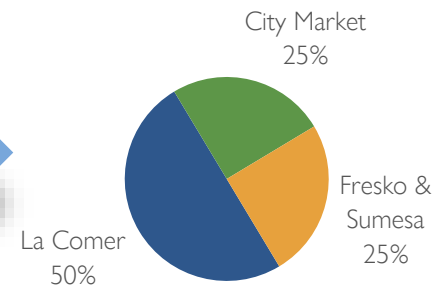
stores 54



Participation by format

**Year end
2023**

More than 100





Disclaimer

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city market

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