

GRUPO LACOMER



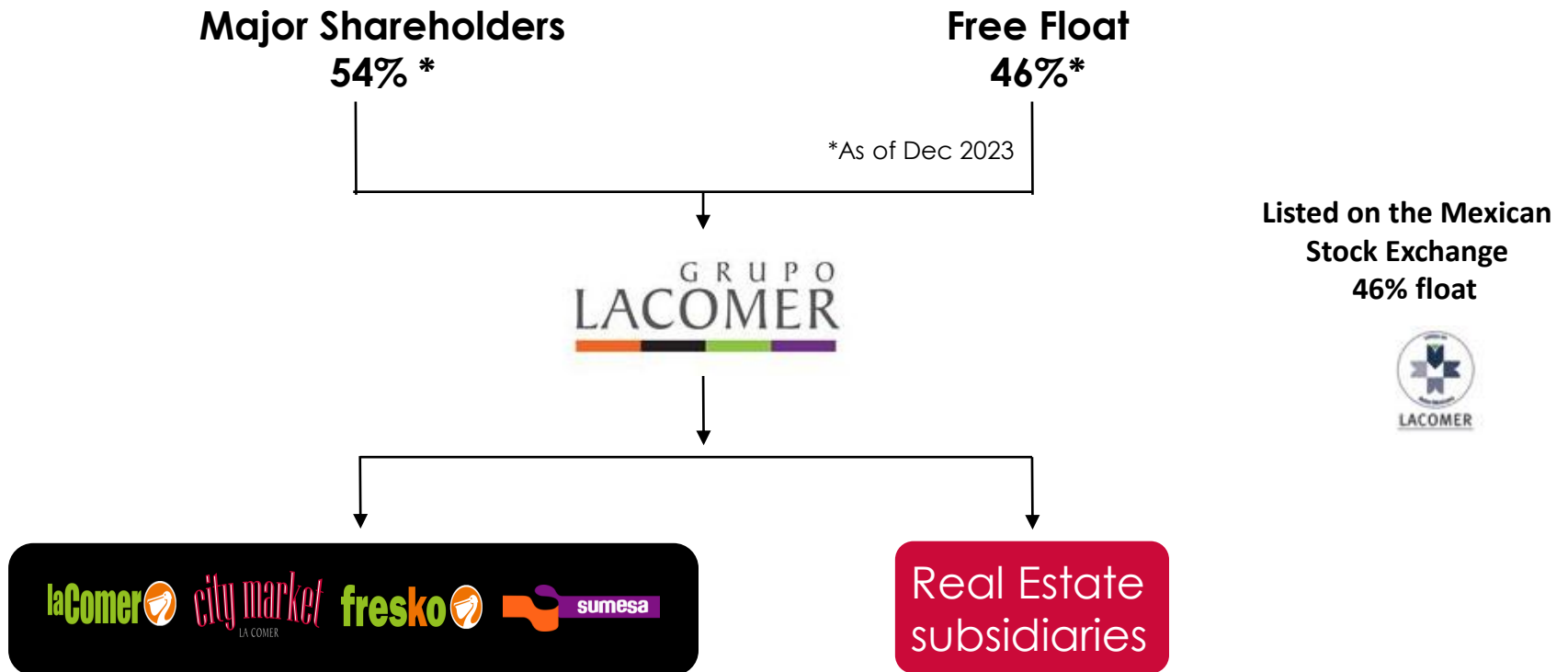
LA COMER SUMMARY



- More than 60 years of experience in the **Mexican Food Retail** market.
- **Stores:** 84, with **376,998 sq.mts. of sale area**, in 4 different formats.
- **Geographic Distribution:** 50% of the stores located in Mexico City metropolitan area.
- **Real Estate:**
 - ✓ 44 units (of which 42 are stores that represent 62% sales area)
 - ✓ 383 commercial spaces (+70,000 m² leasing area);
- **Employees:** 16,000
- **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?".
- **3 Distribution Centers:** Mexico City, Guadalajara and Monterrey.

CORPORATE STRUCTURE

La Comer is the product of the spin-off of Comerci 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



54
stores

In 2016 La Comer started operations with 54 stores:

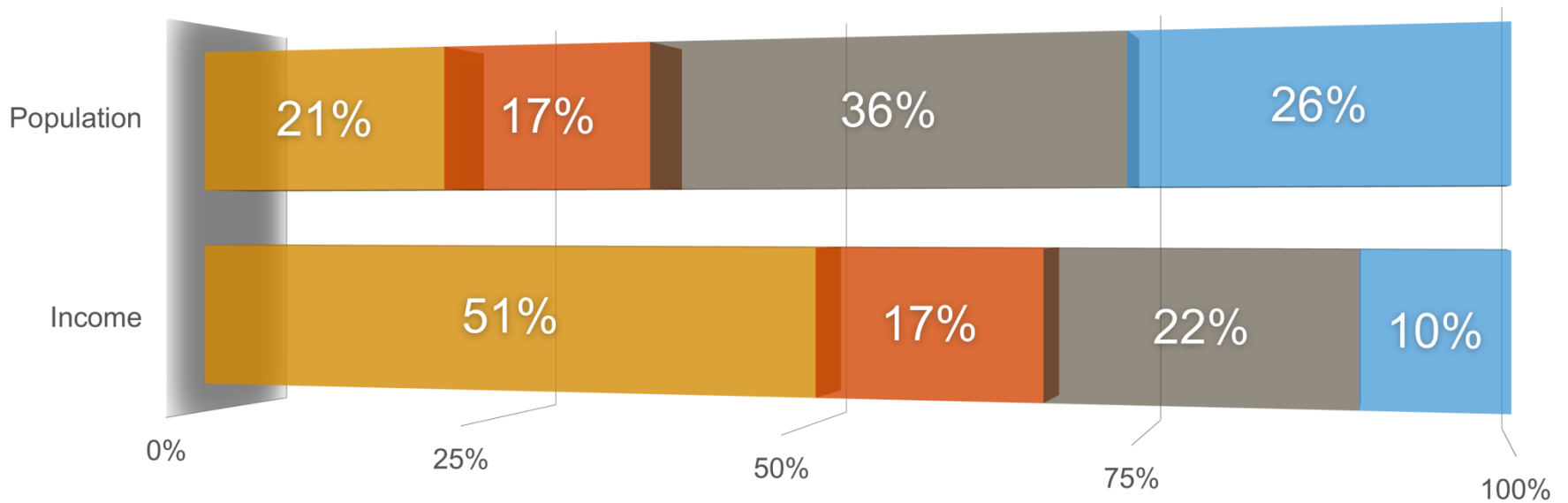
- Differentiation
- Focus on medium to high segments
- Medium and small formats
- Development of innovative concepts
- Growth potential
- Value proposition based on price, quality and shopping experience

143
stores

143 stores sold to Soriana:

- Low differentiation
- Little opportunity for innovation
- Large stores
- Value based on low prices

SOCIOECONOMIC LEVELS IN MEXICO



■ ABC+

■ C

■ C-, D+

■ D-, E

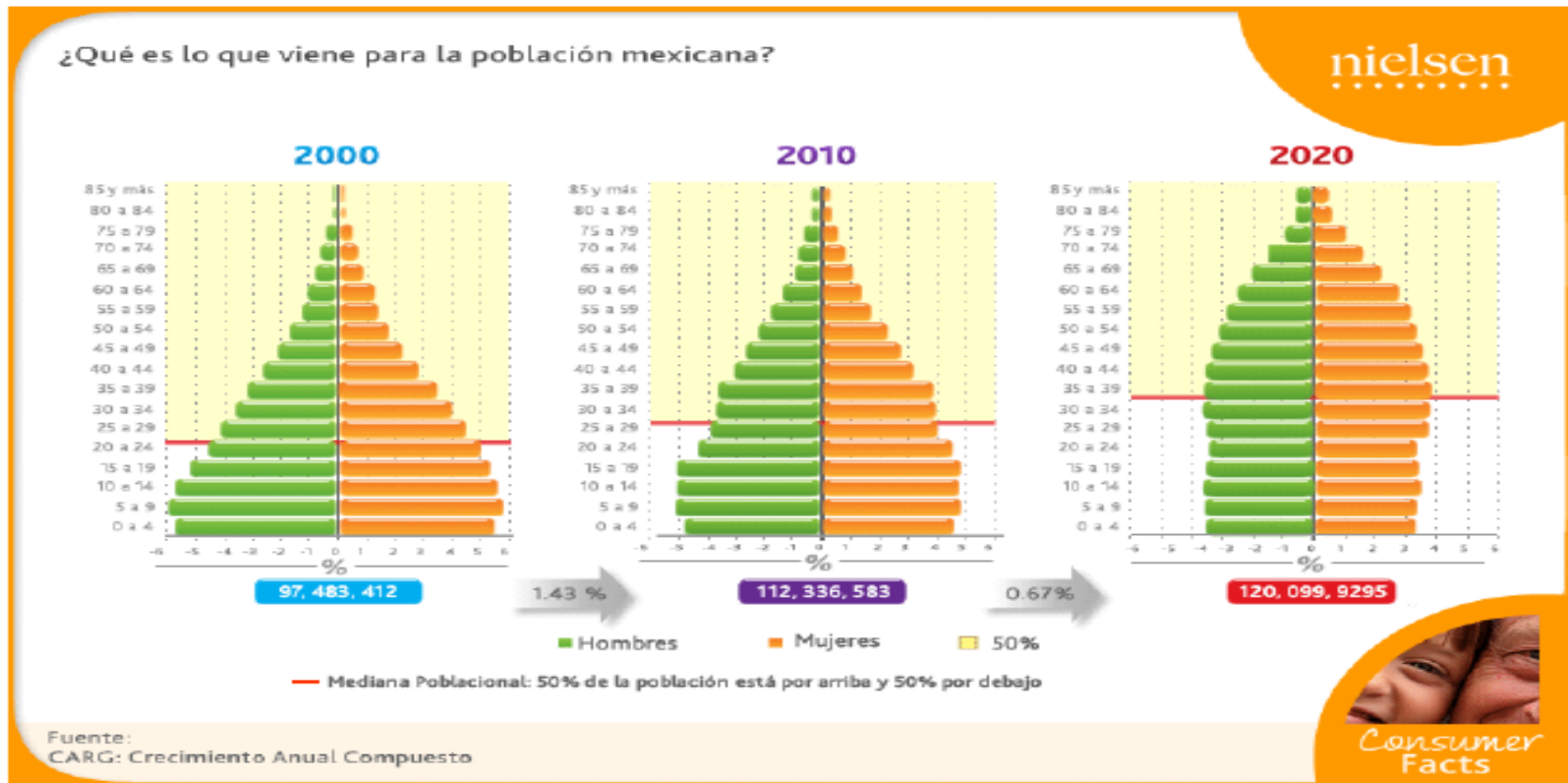
From 15% to 25% of income, used for food and basic necessities.

> 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

TARGET MARKET OF LA COMER

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

STRATEGY



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.

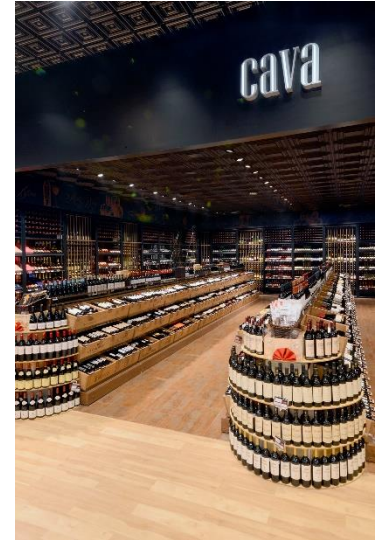


city market

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.
- 13 stores
- Sales area between 3,000 and 5,000 sq. mts.
- Located in high income areas

CITY MARKET





- 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.
- 21 stores as of today
- Sales area of about 1,500 to 4,000 square meters.
- Located in power centers throughout large cities.



FRESKO

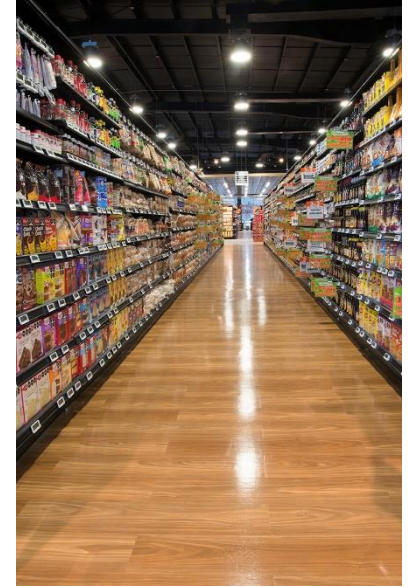


laComer

- 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





Home delivery service - Omni channel

Since the start of La Comer, an 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

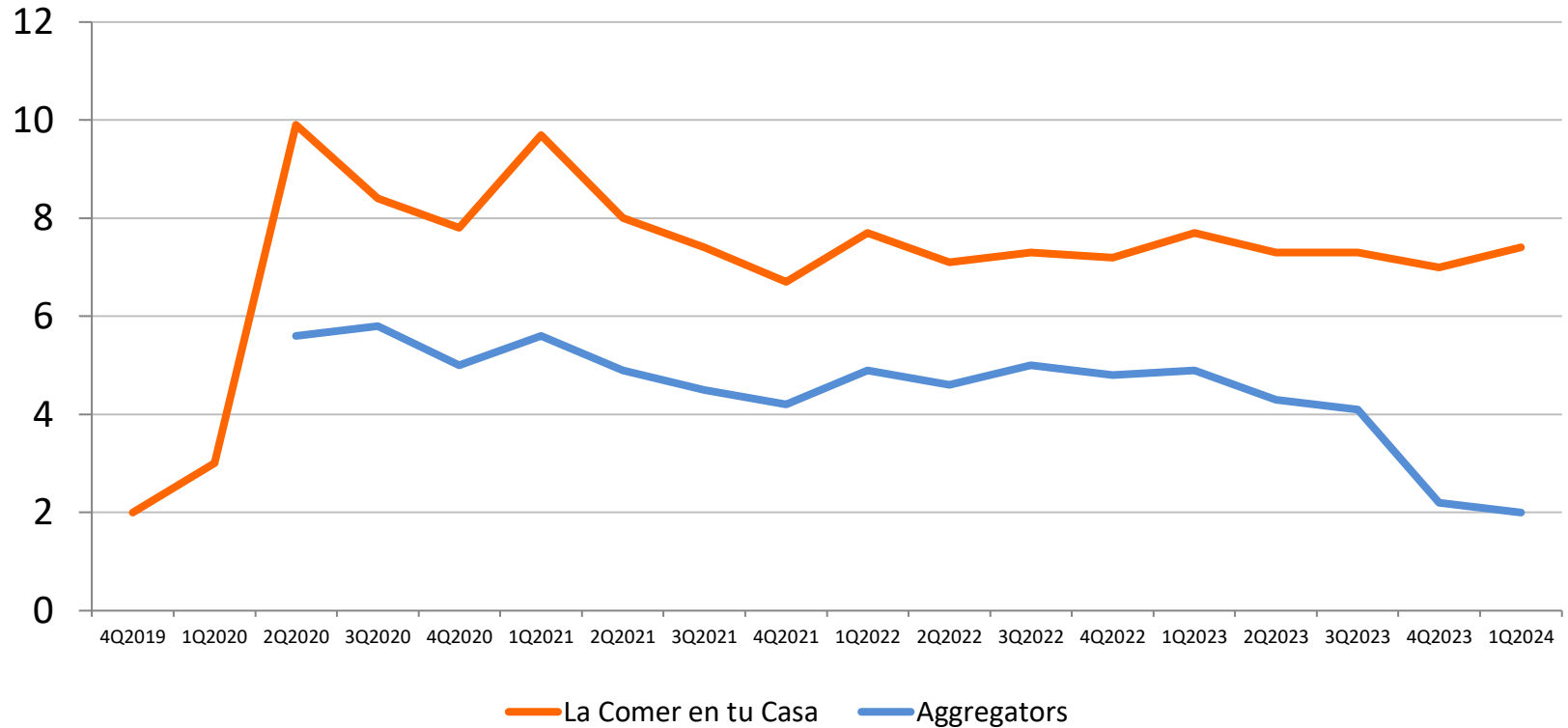
2021: Service improvement and specialization
High evaluation by customers

Campaign: *“Cómo te gusta te llega”*

2022 & 2023: We continue to improve and create new strategies

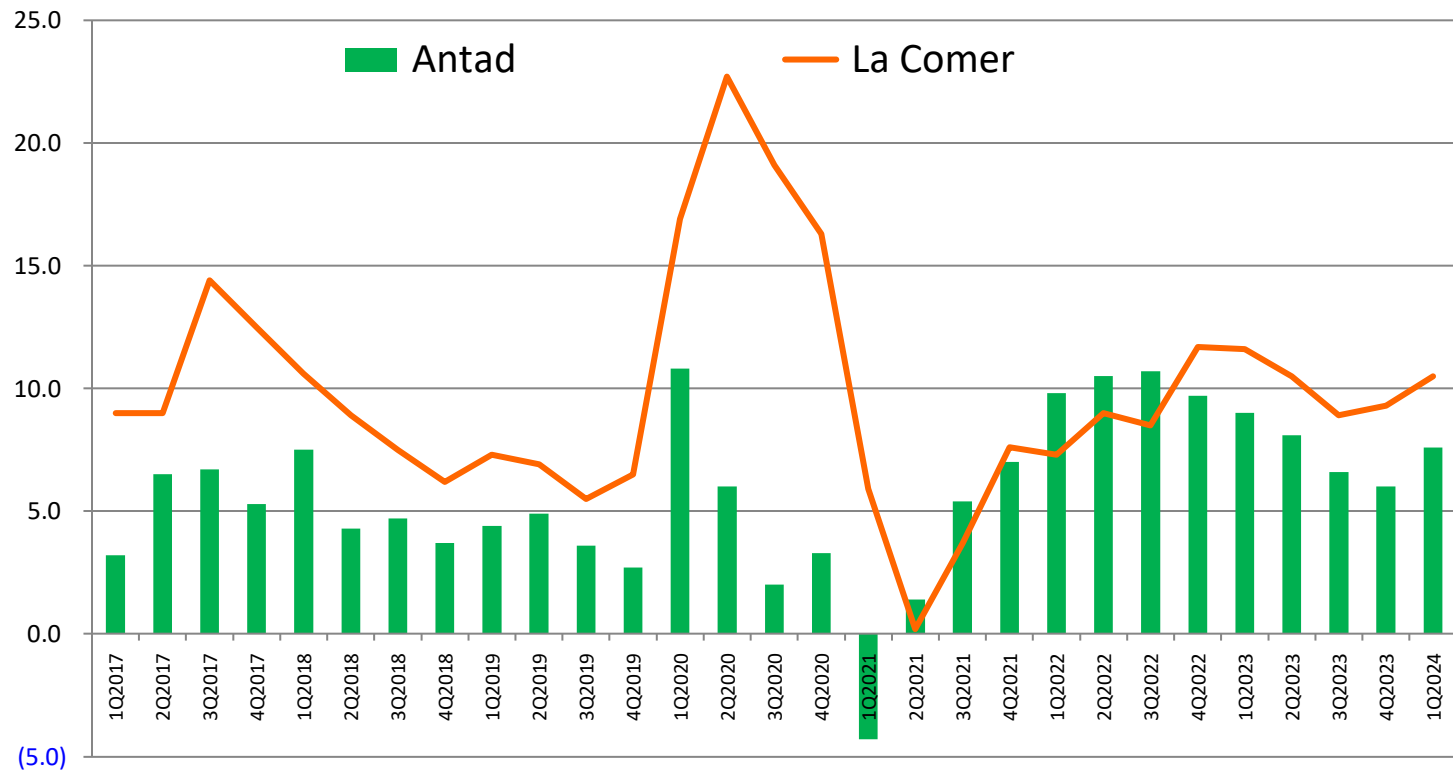
E-commerce La Comer en tu Casa

% of total sales



FOOD RETAIL SSS GROWTH

Food Retail Sector SSS Growth (%)



FINANCIAL DATA

	2016	%	2017	%	2018	%	2019	%	2020	%	2021	%	2022	%	2023	%
Net sales	14,757	100	16,635	100	19,119	100	21,591	100	27,021	100	28,906	100	33,436	100	38,465	100
Cost of sales	11,148	75.5	12,423	74.7	14,078	73.6	15,698	72.7	19,636	72.7	20,857	72.2	24,049	71.9	27,424	71.3
Gross profit	3,610	24.4	4,213	25.3	5,041	26.4	5,893	27.3	7,384	27.3	8,050	27.8	9,387	28.1	11,041	28.7
Expenses	3,184	21.6	3,441	20.7	3,994	20.9	4,775	22.1	5,651	20.9	6,241	21.6	7,140	21.4	8,462	22
Operating income	416	2.8	772	4.6	1,047	5.5	1,117	5.2	1,734	6.4	1,808	6.3	2,247	6.7	2,579	6.7
Op. income proforma*	416	2.8	576	3.5	817	4.3	1,117	5.2	1,734	6.4	1,866	6.5	2,311	6.9	2,764	7.2
EBITDA ⁽¹⁾	938	6.4	1,374	8.3	1,753	9.2	1,979	9.2	2,748	10.2	2,900	10	3,490	10.4	3,926	10.2

Million pesos

(1) Includes effects of IFRS 16

**Pro forma - Excluding extraordinary effects from profit on property sales of \$196 million in 2017 and \$230 million in 2018, \$58 million tax effect in 2021, \$65 million tax effect in 2022, and \$185 million extraordinary expenses in 2023..*

FINANCIAL DATA

1Q2024 Income Statement

	1Q2024	%	1Q2023	%	Var.
Net sales	10,242,956	100.0%	8,715,748	100.0%	17.5%
Cost of sales	7,197,400	70.3%	6,187,571	71.0%	16.3%
Gross profit	3,045,556	29.7%	2,528,177	29.0%	20.5%
Selling expenses	1,784,153	17.4%	1,541,148	17.7%	15.8%
Administrative expenses	317,503	3.1%	267,805	3.1%	18.6%
Other income	5,049	0.0%	8,094	0.1%	-37.6%
Other expenses	24,223	0.2%	1,622	0.0%	1393.4%
Operating profit	924,726	9.0%	725,696	8.3%	27.4%
Financial income	71,057	0.7%	75,538	0.9%	-5.9%
Financial expenses	56,193	0.5%	61,349	0.7%	-8.4%
Earnings before tax & profit sharing	939,590	9.2%	739,885	8.5%	27.0%
Income tax	184,357	1.8%	121,489	1.4%	51.7%
Net income	755,233	7.4%	618,396	7.1%	22.1%
Depreciation & amortization	369,055	3.6%	320,815	3.7%	15.0%
EBITDA	1,293,781	12.6%	1,046,511	12.0%	23.6%

In millions of Mexican pesos,

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

BALANCE SHEET

As of March 2024

Assets		Total liabilities and stockholders' equity	
Cash and Temporary investments	2,653	Trade payables	6,229
Clients (net account receivables)	1,361	Taxes payable	169
Recoverable taxes	5	Short-term lease liabilities	82
Inventories	5,064	Other accrued liabilities	490
Other assets	108	Current Liabilities	6,970
Current assets other than non-current assets	9,192	Long-term lease liabilities	1,845
Assets held for sale	-	Provisions for employee long term benefits	254
Total Current Assets	9,192	Deferred tax liabilities	54
		Total long-term liabilities	2,154
Property, plant and equipment (Net)	20,792	Total Liabilities	9,124
Property and leasehold improvements	618	Capital Stock	1,967
Right-of-use assets	1,710	Premium in issuance of shares	281
Intangible assets other than goodwill	6,278	Total Earned Capital	25,851
Deferred tax assets	213	Other comprehensive income	1,661
Other non-current non-financial assets	79	Total controlling interest	29,759
Total noncurrent assets	29,691	Stock Holders' Equity	29,759
Total Assets	38,882	Total liabilities and stockholders' equity	38,882

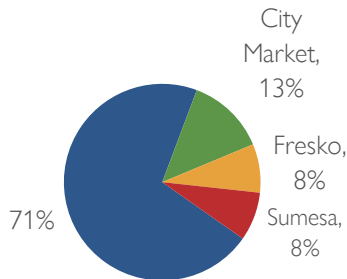
Million pesos

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

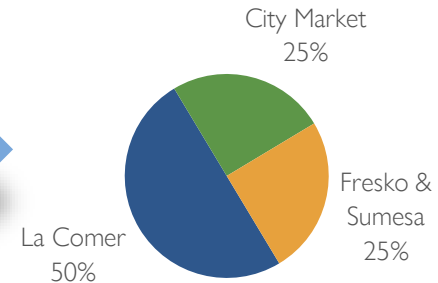
stores 54



Participation by format

Year end
2026

More than 100





Disclaimer

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fresko



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city market
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