GRUPO LACOMER

Second Quarter 2026

Presentation

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

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More than 60 years of experience in the **Mexican Food Retail** market.

Stores: 93, with **424,037 sq.mts. of sale area**, in 4 different formats and one restaurant.
Geographic Distribution: 74% of the stores located in Mexico City metropolitan area and Central Zone of Mexican Republic.
Real Estate:
50 units **(which represent 64% of sales area)**
429 commercial spaces **(+75,000 sq.mts. leasable area);**
Employees: 18,670
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?", "La Comer en tu casa".***
4 Distribution Centers : Mexico City, Guadalajara, Querétaro and Monterrey
Strategy centered in the **ABC** socioeconomic levels that represents **21%** of the population; but **44%** of the income.

Corporate Structure

- La Comer is a product of the **spin-off** of Controladora Comercial Mexicana (CCM), where of the 197 stores it operated, **143 stores** were sold to Soriana.

Listed on the Mexican Stock Exchange
46% float

Major Shareholders
54% *

Free Float
46%*

*May. 2025

Real Estate subsidiaries

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

Target Market of **La Comer**

Medium and high income classes

1. It is not a well attended market

2. Customers values our attributes more

3. Potentially more profitable

4. Much more sensitive to consumer trends.

5. These are segments that better resist crises

6. We compete better against other players

Strategy

Differentiation: Variety, quality, and service – a superior consumer experience

- **Superior in perishable quality**
- **Pleasant shopping** experience
- **Superior shopping** environment
- Higher level of **service**
- **Premium and gourmet** products
- Collection of i**mported** products
- Specialized departments like **cava and prepared food**
- **Fair** and competitive **prices**
- **Omnichannel** capabilities

Formats

City Market

1. Sales area between **3,000 and 5,000 sq. mts.**
2. Located in **high income areas**
3. **Premium** and **gourmet** focus
4. Wide assortment of domestic and **imported products**
5. **Differentiated shopping experience**
6. **Personalized service**
7. **Strategic location**

La Comer

1. Sales area between **4,500 and 7,500 sq. mts.**
2. Located in **large shopping centers**
3. In addition to perishable and grocery products, this format offers **general merchandise and household appliances**
4. **Xpressa Café, prepared food and fine pastry**

Fresko

1. Sales area between **1,500 and 4,000 sq. mts.**
2. Located in **power centers** throughout large cities.
3. Neighborhood market with a selected variety of **special products (kosher, organic).**
4. **Excellent quality of perishables, freshness.**
5. Designed especially for a **convenient and quick purchase.**

Sumesa

1. Sales area between **300 and 700 sq. mts.**
2. Located in **middle and upper class** neighborhoods
3. **Agile, proximity – bases shopping**
4. **New image** for stores to buy perishables and groceries quickly and easily.
5. **24 hours** operation
6. **Xpressa Café**

GLC Omnichannel Strategy

laComer EN TU CASA

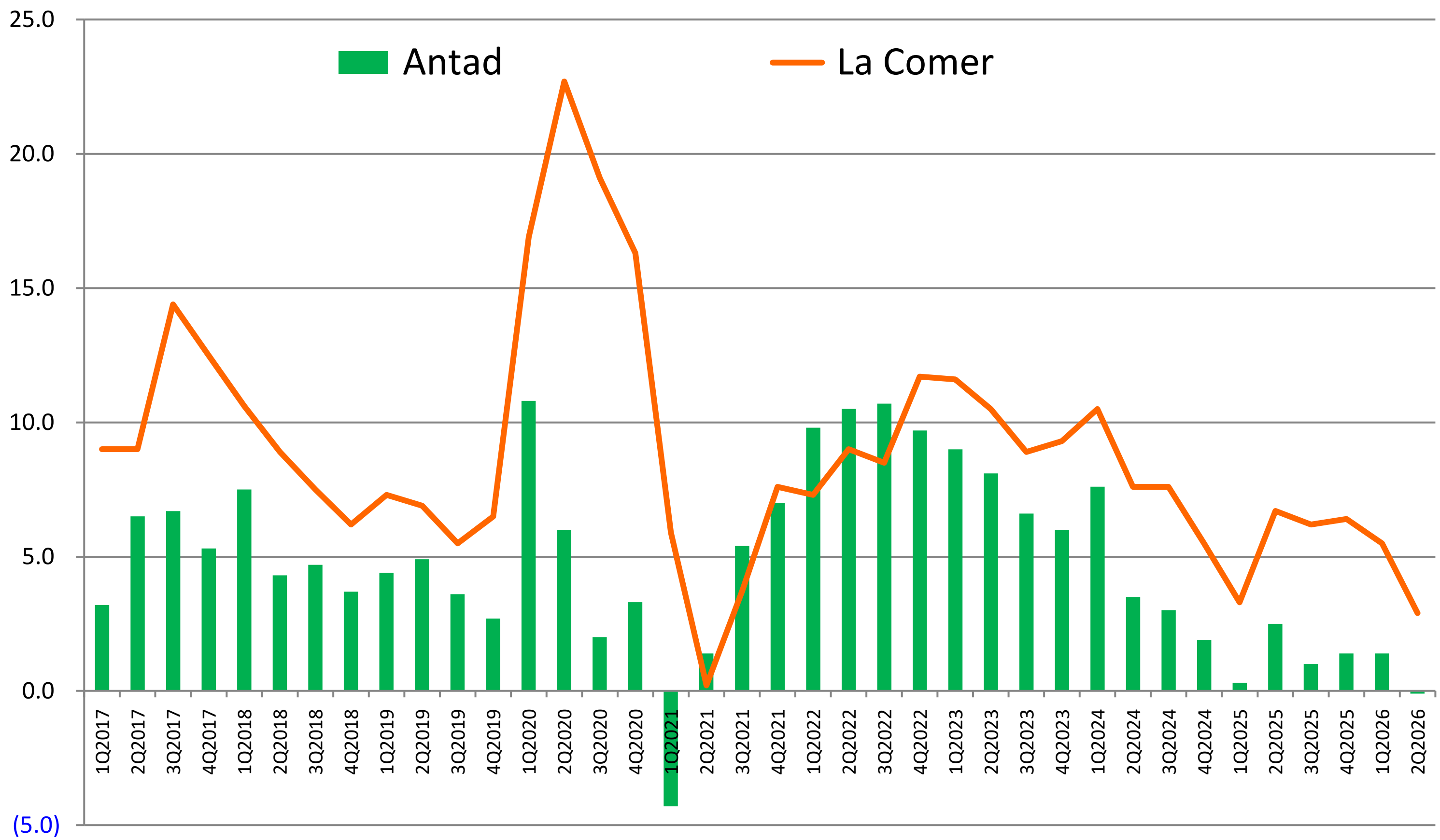
- Our Omnichannel model combining internal strengths and strategic partnerships is delivering solid profitable growth

1	2	3	4	5
Scheduled Delivery	**Store Pick Up**	**On Demand Delivery**	**Retail Media**	**Innovation Initiatives**
Deliver Convenient & Reliable full-basket orders	Enable Flexibility for customers who prefer self-pickup	Offer Immediacy through Last-Mile partnerships	Monetize Digital Properties & Enable promotions	Pilot Customer Experience, Coverage & Capacity improvements
Internal	**Internal**	**Partnership**	**Partnership**	**Mixed**

We continue to invest behind this strategic priority (infrastructure, technology & processes)

Food retail **SSS (Same Store Sales)** growth

Sector growth (%)



Financial Annual Data

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Net sales	**14,757**	**16,635**	**19,119**	**21,591**	**27,021**	**28,906**	**33,436**	**38,465**	**43,277**	**47,625**
Cost of sales	11,148	12,423	14,078	15,698	19,636	20,857	24,049	27,424	30,607	33,441
Gross profit	**3,610**	**4,213**	**5,041**	**5,893**	**7,384**	**8,050**	**9,387**	**11,041**	**12,670**	**14,184**
Gross margin	***24.5%***	***25.3%***	***26.4%***	***27.3%***	***27.3%***	***27.8%***	***28.1%***	***28.7%***	***29.3%***	***29.8%***
Expenses	3,184	3,441	3,994	4,775	5,651	6,241	7,140	8,462	9,668	10,620
Operating income	**416**	**772**	**1,047**	**1,117**	**1,734**	**1,808**	**2,247**	**2,579**	**3,002**	**3,564**
Operating margin	***2.8%***	***4.6%***	***5.5%***	***5.2%***	***6.4%***	***6.3%***	***6.7%***	***6.7%***	***6.9%***	***7.5%***
*Operating income proforma**	*416*	*576*	*817*	*1,117*	*1,734*	*1,866*	*2,311*	*2,764*	*3,132*	*3,401*
EBITDA (1)	**938**	**1,374**	**1,753**	**1,979**	**2,748**	**2,900**	**3,490**	**3,926**	**4,497**	**5,181**
EBITDA margin	***6.4%***	***8.3%***	***9.2%***	***9.2%***	***10.2%***	***10.0%***	***10.4%***	***10.2%***	***10.4%***	***10.9%***

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, $185 million extraordinary expenses in 2023, in 2024, $130 million of asset demolition and in 2025, $162 million profit from the sale of land.*

Store Opening

- **La Comer** carries out an **expansion** plan to open new stores, giving priority to the **Fresko** and **City Market** formats to increase its **scale of operation.**

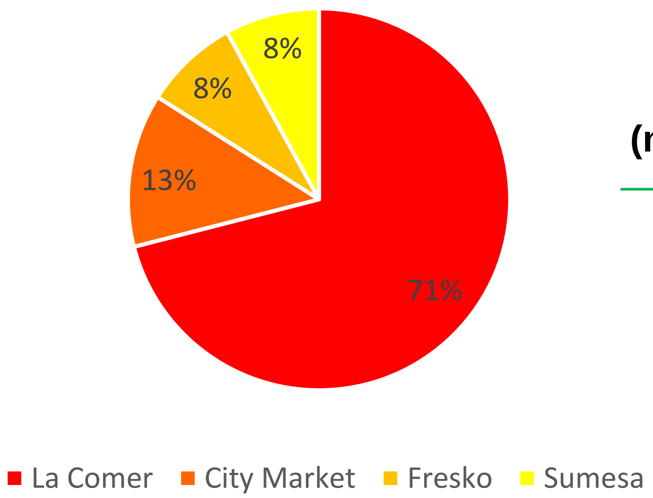
Beginning La Comer
January 1st 2016

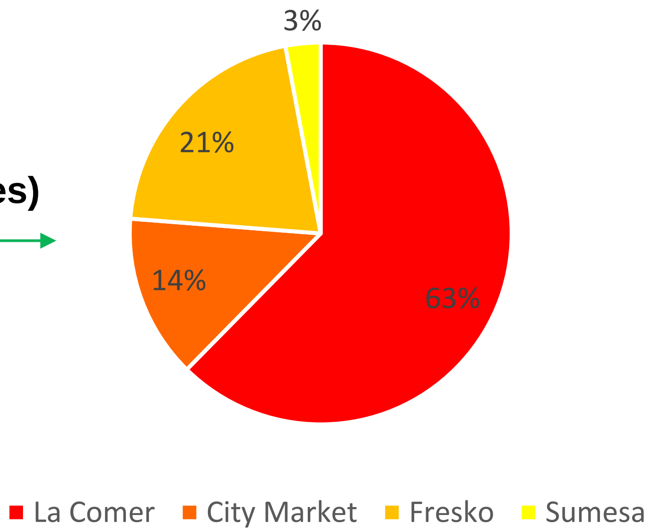
54 stores

As of today

93 stores

Stores by format
(number of stores)





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