

GRUPO LACOMER



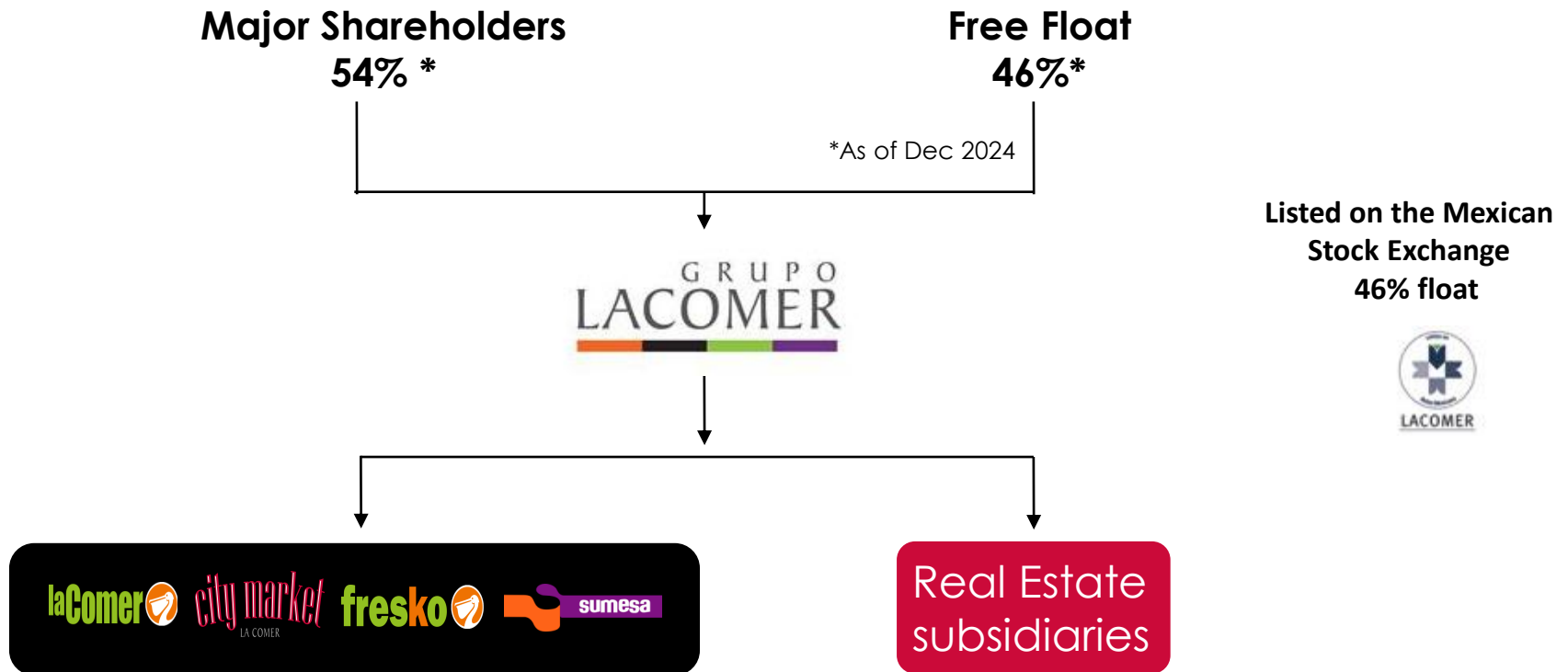
LA COMER SUMMARY



- More than 60 years of experience in the **Mexican Food Retail** market.
- **Stores:** 89, with 404,721 sq.mts. of sale area, in 4 different formats.
- **Geographic Distribution:** 50% of the stores located in Mexico City metropolitan area.
- **Real Estate:**
 - ✓ 46 units (of which 42 are stores that represent 62% sales area)
 - ✓ 395 commercial spaces (+75,000 m² leasing area);
- **Employees:** 17,500
- **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 Comercial when on January 1st 2016, 143 stores were sold to Soriana.

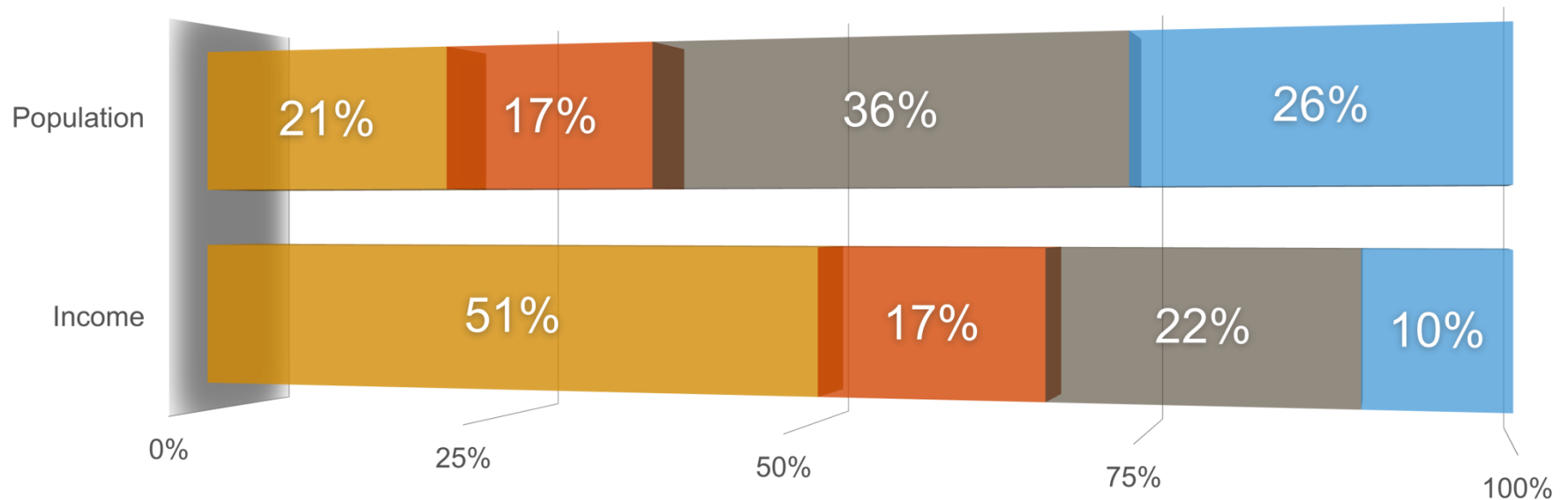


La Comer started operations on January 1st, 2016 with 54 stores

NEW LA COMER GROUP– SPIN-OFF RATIONALE



SOCIOECONOMIC LEVELS IN MEXICO



■ ABC+

■ C

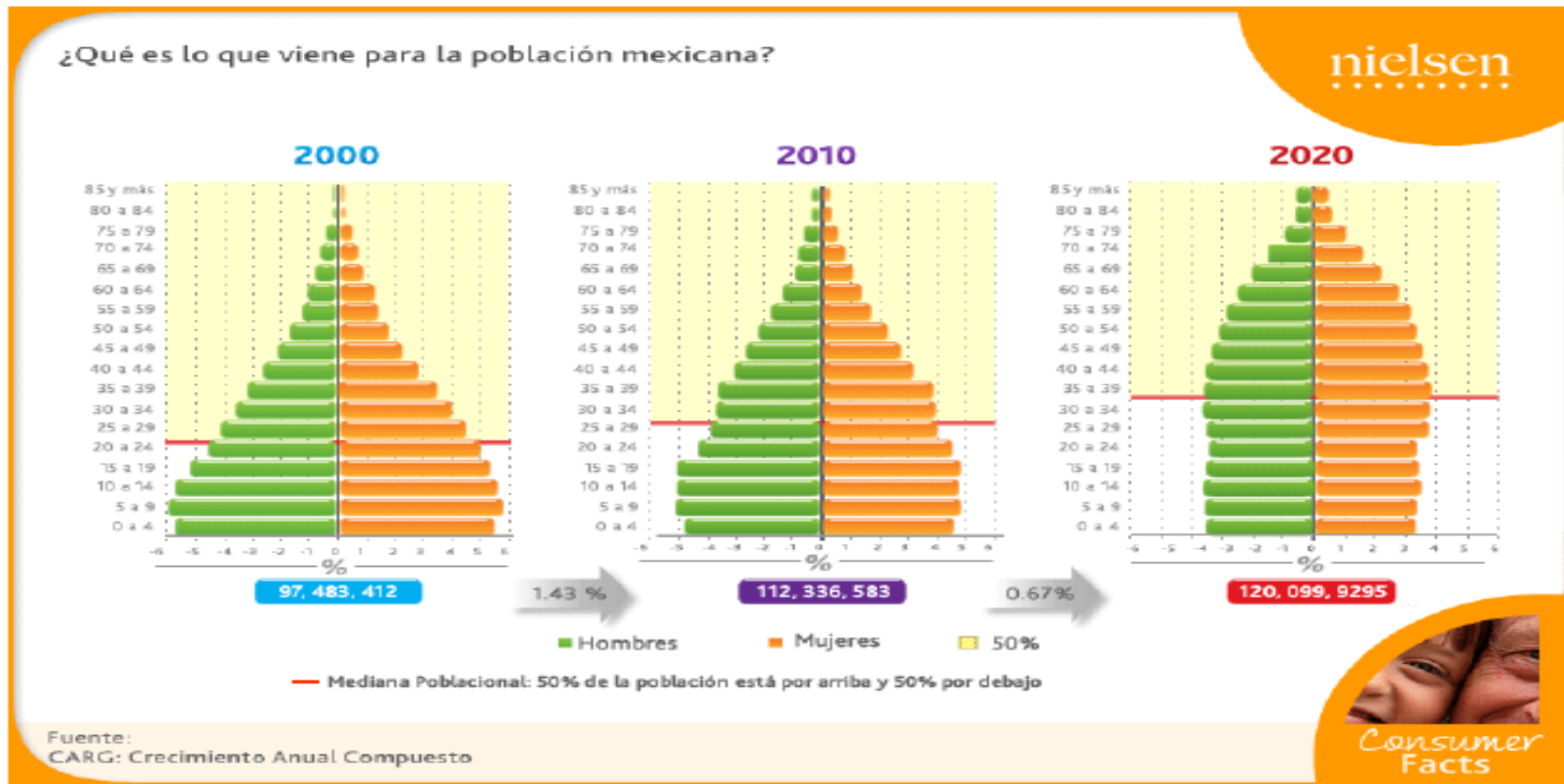
From 15% to 25% of income, used for food and basic necessities.
> Looking for quality and service

■ C-, D+

■ D-, E

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.
- 16 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.
- 22 stores as of today
- Sales area of about 1,500 to 4,000 square meters.
- Located in power centers throughout large cities.



FRESKO

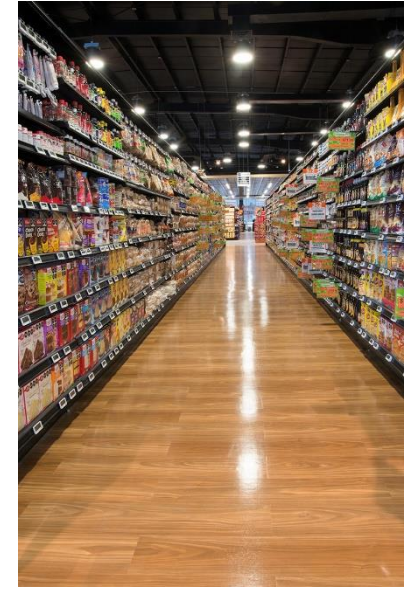




- In addition to perishable and grocery products, this format offers general merchandise and household appliances as tableware and linens, among others.
- La Comer offers greater range and variety of products .
- Specialized departments such as Xpressa Café, prepared food and fine pastry
- Located in 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.

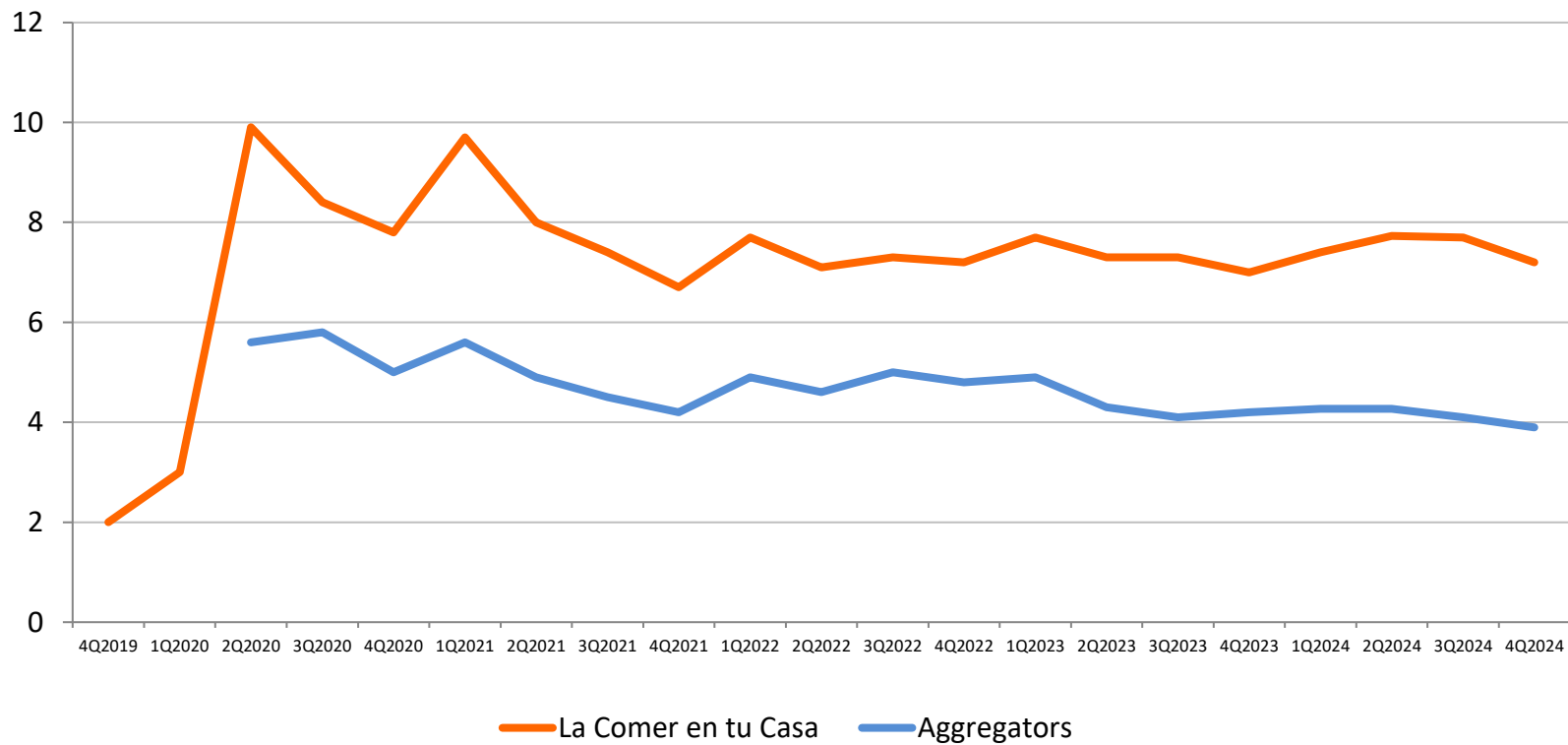
- 2016:** Improvement in operations and service
- 2017:** New, user friendly platform. Integrated with internal systems
- 2018:** Marketing campaign: *"Tú a lo tuyo y La Comer en tu Casa"*
New app
- 2019:** New forms of payments are included
Online Marketing Capabilities to the next level
Enhanced promotional 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

& 2024: We continue to improve and create new strategies

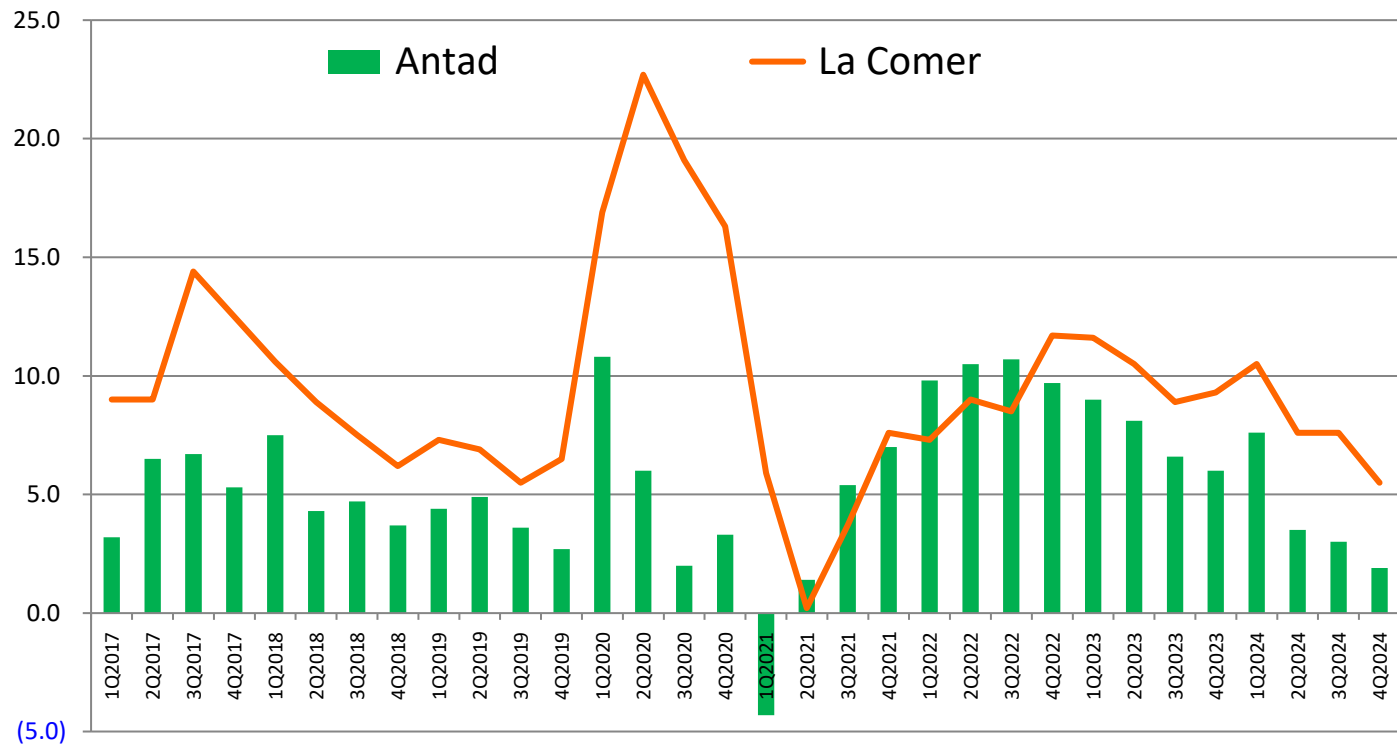
E-commerce La Comer en tu Casa

% of total sales



FOOD RETAIL SSS GROWTH

Food Retail Sector SSS Growth (%)



FINANCIAL DATA

	2016	%	2017	%	2018	%	2019	%	2020	%	2021	%	2022	%	2023	%	2024	%
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	43,277	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	30,607	70.7%
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	12,670	29.3%
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	9,668	22.3%
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	3,002	6.9%
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	3,132	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	4,498	10.4

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, and \$130 million of asset demolition.

FINANCIAL DATA

4Q2024 Income Statement

	4Q 2024				
	2024	%	2023	%	Var %
Net sales	11,422	100.0	10,396	100.0	9.9
Cost of sales	8,001	70.0	7,351	70.7	8.8
Gross profit	3,421	30.0	3,045	29.3	12.4
Operating expenses	2,852	25.0	2,545	24.5	12.1
Operating profit	569	5.0	500	4.8	13.8
EBITDA ¹	937	8.2	845	8.1	11.0
Net financial result	(1)	(0.0)	(3)	(0.0)	76.0
Taxes	160	1.4	94	0.9	69.6
Net Income	408	3.6	403	3.9	1.3
Same Store Sales (%)	5.5		9.3		
Clients (thousands)	22,545		21,288		5.9
Number of stores	89		84		6.0
Sales area (m ²)	404,721		376,998		7.4

*In millions of Mexican pesos,
EBITDA refers to Earnings before Interest, Taxes, Depreciation and Amortization.*

BALANCE SHEET

As of December 2024

Assets		Total liabilities and stockholders' equity	
Cash and Temporary investments	2,925	Trade payables	7,048
Clients (net account receivables)	1,283	Taxes payable	109
Recoverable taxes	9	Short-term lease liabilities	89
Inventories	5,678	Other accrued liabilities	450
Other assets	74	Current Liabilities	7,696
Current assets other than non-current assets	9,970	Long-term lease liabilities	2,133
Assets held for sale	-	Provisions for employee long term benefits	286
Total Current Assets	9,970	Deferred tax liabilities	157
		Total long-term liabilities	2,576
Property, plant and equipment (Net)	22,038	Total Liabilities	10,272
Property and leasehold improvements	617	Capital Stock	1,967
Right-of-use assets	1,956	Premium in issuance of shares	305
Intangible assets other than goodwill	6,278	Total Earned Capital	27,101
Deferred tax assets	80	Other comprehensive income	1,328
Other non-current non-financial assets	35	Total controlling interest	30,701
Total noncurrent assets	31,003	Stock Holders' Equity	30,701
Total Assets	40,973	Total liabilities and stockholders' equity	40,973

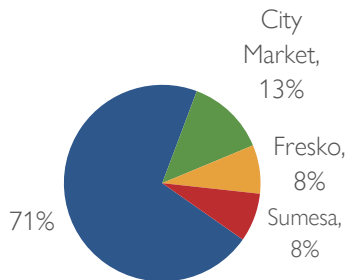
Million pesos

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**

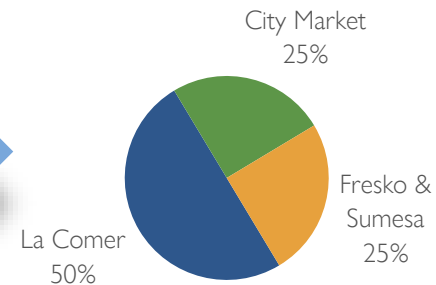
stores 54



Participation by format

**Year end
2026**

More than 100





Disclaimer

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laComer



fresko



LA COMER

city market

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