



Fourth Quarter 2007 and Full Year Results and Highlights

- Growth of 13.8% in revenues and 2.6% in EBITDA⁽¹⁾ during 4Q07 and 16.9% and 14.1%, respectively, in the full year of 2007.
- Same-store sales increase of 2.0% in real terms in 4Q07 and 1.3% during the full year.
- Opening of 52 and 117 corporate stores during the fourth quarter and full year of 2007, respectively, totaling 806 corporate stores as of December 31, 2007, which represents a growth rate of 17.0%.

Mexico City, February 20, 2008. Today, Alsea, S.A.B. de C.V. (Mexican Stock Exchange or BMV: ALSEA*), the leading restaurant operator in Latin America, announced results for the fourth quarter of 2007 and the entire year. The attached results were prepared in accordance with the Mexican Financial Reporting Standards (MFRS) and have been adjusted in purchasing power as of December 31, 2007.

CONSOLIDATED RESULTS OF THE FOURTH QUARTER OF 2007

The following table provides a condensed income statement in millions of Mexican pesos (with the exception of EPS), the percentage of net sales that each line represents and the change in percentage for the quarter ended December 31, 2007, when compared with the same period of 2006:

| | 4Q 07 | Margin % | 4Q 06 | Margin % | Change % |
|-----------------------|--------------|-----------------|--------------|-----------------|-----------------|
| Net Sales | \$1,920.7 | 100.0% | \$1,688.4 | 100.0% | 13.8% |
| Gross Profit | 1,279.3 | 66.6% | 1,127.5 | 66.8% | 13.5% |
| EBITDA ⁽¹⁾ | 318.6 | 16.6% | 310.6 | 18.4% | 2.6% |
| Operating Income | 195.6 | 10.2% | (19.5) | (1.2)% | N.A. |
| Net Income | 144.4 | 7.5% | (36.0) | (2.1)% | N.A. |
| EPS ⁽²⁾ | 0.7690 | N.A. | 0.3753 | N.A. | 104.9% |

(1) EBITDA: Operating income before depreciation and amortization.

(2) EPS refers to the earnings per share of the last twelve months, and for comparative purposes the number of shares was adjusted based on the split of 4 to 1 carried out in 2007.

Net sales increased 13.8% to 1,920.7 million pesos in the fourth quarter of 2007, compared to 1,688.4 million pesos in the same quarter of last year. This increase was attributable to revenue growth in all of our brands and, to a lesser extent, to the increase in food distribution sales made to third parties.

The sales growth in all our brands was due to the opening of 111 corporate stores in the last twelve months and the acquisition of 6 Domino's Pizza units, as well as to the 2.0% growth in same-store sales during the fourth quarter, thanks to the continuous growth of this indicator in the Starbucks Coffee Mexico stores, as well as to the successful remodeling program of existing stores in Mexico and Latin America.





Gross profit decreased 0.2 percentage points, as a result of the price hike of our main raw materials which was partially offset by the effect of the revenue mix in Alsea's portfolio, owing to the fact that the business units with the highest growth in sales at present are the units with the lowest cost as a percentage of sales.

Operating expenses (excluding depreciation and amortization) increased 1.6 percentage points as a percentage of sales, from 48.4% in 4Q06 to 50.0% in the same period of 2007. This was mainly attributable to the aforementioned revenue mix, as well as to the increase in advertising expenses; expenses related to the judicial proceeding we have opened to obtain the proper compliance with the Constitutional Relief ("*Amparo*") Sentence regarding the 0% Value Added Tax rate on the food sales of our Domino's Pizza, Burger King and Popeyes stores; and, to a lesser extent, to the increase in expenses resulting from the changes in Alsea's organizational structure, in order to successfully support the future growth. These variations were partially offset by the marginality that was generated as a result of the increase in the number of units and the growth in same-store sales.

As a result of the aforementioned variations, EBITDA grew 2.6% to 318.6 million pesos in 4Q07, compared to 310.6 million pesos in the same quarter of 2006. The EBITDA margin declined 1.8 percentage points, from 18.4% in 4Q06 to 16.6% in the same period of 2007.

The operating income of the fourth quarter increased 215.1 million pesos, mainly due to the fact that in the fourth quarter of last year the change in the useful life of certain fixed assets was recognized, and to the increase in EBITDA, which was partially offset by the increase in depreciation and amortization as a result of having acquired the assets related to the expansion plan as well as the acquisitions made in the last twelve months.

Consolidated net income increased 180.5 million pesos, mostly due to the 215.1-million-peso increase in operating income; and the positive variation of 11.8 million pesos in discontinued operations. These variations were partially offset by the 21.4-million-peso increase in other expenses, the 11.3-million-peso increase in the income tax provision, the negative variation of 9.9 million pesos in the interest in associated companies, and the 3.9-million-peso increase in the comprehensive cost of financing.

Earnings per Share (EPS)⁽²⁾ of the last twelve months ended December 31, 2007 increased 104.9% to 0.7690 pesos, compared to 0.3753 pesos of the last twelve months ended December 31, 2006.





RESULTS BY SEGMENT

The following table sets forth the net sales and EBITDA by business segment, in millions of Mexican pesos, for the fourth quarter of 2007 and 2006.

| <i>Net Sales by Segment</i> | <i>4Q 07</i> | <i>Cont. %</i> | <i>4Q 06</i> | <i>Cont. %</i> | <i>Change %</i> |
|--|------------------|----------------|------------------|----------------|-----------------|
| Food & Beverages Mexico | \$1,503.2 | 78.3% | \$1,379.9 | 81.7% | 8.9% |
| Food & Beverages Latin America | 189.3 | 9.9% | 131.8 | 7.8% | 43.7% |
| Distribution | 733.2 | 38.2% | 645.3 | 38.2% | 13.6% |
| Intercompany Operations ⁽³⁾ | (505.0) | (26.3)% | (468.5) | (27.7)% | 7.8% |
| Consolidated Sales | \$1,920.7 | 100.0% | \$1,688.4 | 100.0% | 13.8% |

| <i>EBITDA by Segment</i> | <i>4Q 07</i> | <i>Cont. %</i> | <i>Margin</i> | <i>4Q 06</i> | <i>Cont. %</i> | <i>Margin</i> | <i>Change %</i> |
|---------------------------------|----------------|----------------|---------------|----------------|----------------|---------------|-----------------|
| Food & Beverages Mexico | \$245.7 | 77.1% | 16.3% | \$215.8 | 69.5% | 15.6% | 13.9% |
| Food & Beverages Latin America | 22.9 | 7.2% | 12.1% | 15.6 | 5.0% | 11.8% | 47.4% |
| Distribution | 60.0 | 18.8% | 8.2% | 62.3 | 20.0% | 9.6% | (3.7)% |
| Other Businesses ⁽³⁾ | (10.0) | (3.1)% | N.A. | 17.0 | 5.5% | N.A. | N.A. |
| Consolidated EBITDA | \$318.6 | 100.0% | 16.6% | \$310.6 | 100.0% | 18.4% | 2.6% |

(3) For segment reporting purposes, intersegment operations are included in each of the segment operations.

Food and Beverages Mexico

During the fourth quarter of 2007, sales increased 8.9% to 1,503.2 million pesos, compared to 1,379.9 million pesos in the same period of 2006. This increase of 123.3 million pesos is attributable to the growth in units and to the positive variation in same-store sales.

EBITDA rose by 13.9% during 4Q07 to 245.7 million pesos, compared to 215.8 million pesos in the year-ago period. This increase in EBITDA is the result of the growth in revenues and the marginality generated as a result of the foregoing, which was partially offset by the negative effect in the cost of sales resulting from the price hike of the main raw materials, partially offset by the change in the revenue mix.

Food and Beverages Latin America

The Food & Beverages Latin America Division, created at the end of the fourth quarter of 2007 by the Burger King operations in Argentina and Chile and which had a total store count of 32 and 29 respectively, increased revenues 43.7% to 189.3 million pesos compared to 131.8 million pesos of the fourth quarter of last year. This is due to the growth in same-store sales as well as to the opening of eleven units during the last twelve months.

EBITDA increased 47.4%, totaling 22.9 million pesos, which accounted for an EBITDA margin of 12.1%, i.e. 0.3 percentage points more than in the year-ago period. This was mostly attributable to the same-store sales growth margin and to the larger number of units in operation, which was partially offset by a higher cost of sales as a result of the price hike in the main raw materials.

Distribution

During the fourth quarter, distribution sales rose by 13.6% to 733.2 million pesos, compared to 645.3 million pesos in the same period of 2006. This is attributable to a higher number of stores served, totaling 1,156 units at the end of the fourth quarter of 2007, compared to 1,015 units in the same period of last year, which represents an increase of 13.9%. Third-party revenues increased 2.9% to 261.1 million pesos.





EBITDA reached 60.0 million pesos compared to 62.3 million pesos in the year-ago period, which accounted for an EBITDA margin of 8.2%, i.e. 1.4 percentage points less than in the same period of last year, as a result of the increase in cost of sales attributable to the change in the revenue mix and the increase in distribution expenses.

NON-OPERATING RESULTS

Comprehensive Cost of Financing

The comprehensive cost of financing in the fourth quarter of 2007 went up to 9.4 million pesos, compared to 5.6 million pesos during the same period of last year. This is attributable to the 12.1-million-peso increase in interest paid - net, owing to more leverage, which was partially offset by the favorable variation of 6.9 million pesos in the monetary position result and by the 1.3 million pesos in the foreign exchange result.

Other Expenses - Net

This item increased 21.4 million pesos in 4Q07 compared to the same period of 2006, mainly due to the recognition of a loss caused by a slump in the value of long-lasting assets that are used for the Popeyes' operation, which was partially offset by the income from the sale of fixed assets, related to the non-strategic stock sale program aimed at boosting the company's profitability.

Income Taxes

The Income Tax of 33.0 million pesos increased 11.3 million pesos in 4Q07 year over year, as a result of the 189.9-million-peso increase in earnings before taxes, which was offset by a lower effective income tax rate, owing to the application of tax losses.

Interest in Associated Companies

The interest in associated companies had a negative variation of 9.9 million pesos, mainly due to the fact that in 4Q06 the Domino's Pizza Brazil operations were reclassified as discontinued operations—resulting in a positive effect on the interest in associated companies—and, to a lesser extent, to the net loss of Starbucks Coffee Brazil during the fourth quarter of 2007.

Discontinued Operations

The 11.8-million-peso positive variation in discontinued operations was mostly due to the effect of having reclassified the aforementioned Domino's Pizza Brazil operations and, to a lesser extent, to the income obtained from the proceeds of the sale of the stock ownership of 50% of Cool Cargo's capital stock.

Minority Interest

Minority interest reached 1.4 million pesos in 4Q07, compared to 1.0 million pesos in the year-ago period. This increase of 0.4 million pesos mostly reflects the net income growth of Starbucks Coffee Mexico.





CONSOLIDATED RESULTS OF THE ENTIRE YEAR OF 2007

The following table provides a condensed income statement in millions of Mexican pesos (with the exception of EPS), the percentage of net sales that each line represents and the change in percentage for the year ended December 31, 2007, when compared with the same period of 2006:

| | 2007 | Margin % | 2006 | Margin % | Change % |
|-----------------------|-------------|-----------------|-------------|-----------------|-----------------|
| Net Sales | \$7,047.3 | 100.0% | \$6,026.4 | 100.0% | 16.9% |
| Gross Profit | 4,685.2 | 66.5% | 3,959.9 | 65.7% | 18.3% |
| EBITDA ⁽¹⁾ | 1,149.7 | 16.3% | 1,007.5 | 16.7% | 14.1% |
| Operating Income | 700.5 | 9.9% | 436.1 | 7.2% | 60.6% |
| Net Income | 489.1 | 6.9% | 228.6 | 3.8% | 113.9% |
| EPS ⁽²⁾ | 0.7690 | N.A. | 0.3753 | N.A. | 104.9% |

(1) EBITDA: Operating income before depreciation and amortization.

(2) EPS refers to the earnings per share of the last twelve months, and for comparative purposes the number of shares was adjusted based on the split of 4 to 1 carried out in 2007.

Net sales increased 16.9% to 7,047.3 million pesos in 2007, compared to 6,026.4 million pesos during the last year. This increase was attributable to revenue growth in all our brands and, to a lesser extent, to the increase in food distribution sales made to third parties.

The sales growth in all our brands was due to the opening of 117 corporate stores (including the acquisition of 6 Domino's Pizza units) and to the 1.3% same-store sales growth for the entire year of 2007, thanks to the favorable performance of this indicator in the Starbucks Coffee Mexico stores, and to the successful remodeling program of existing stores in Mexico and Latin America, as well as to the launching of several promotions in the different brands that make up our portfolio.

Gross profit increased 0.8 percentage points, as a result of the revenue mix in Alsea's portfolio, owing to the fact that the business units with the highest growth in sales at present are the units with the lowest cost as a percentage of sales. This was partially offset by the price hike of some of our main raw materials and the effect of the price strategy related to the launching of different promotions among some of our brands.

Operating expenses (excluding depreciation and amortization) increased 1.2 percentage points as a percentage of sales, from 49.0% in 2006 to 50.2% in the last twelve months ended December 31, 2007. This was mainly attributable to the aforementioned revenue mix, as well as to the increase in advertising expenses; expenses related to the judicial proceeding we have opened to obtain the proper compliance with the Constitutional Relief ("Amparo") Sentence regarding the 0% Value Added Tax rate on the food sales of our Domino's Pizza, Burger King and Popeyes stores; and, to a lesser extent, to the increase in expenses resulting from the changes in Alsea's organizational structure. These variations were partially offset by the marginality that was generated as a result of the increase in the number of units and the growth in same-store sales.

As a result of the aforementioned variations, EBITDA grew 14.1% to 1,149.7 million pesos in 2007, compared to 1,007.5 million pesos in 2006. The EBITDA margin declined 0.4 percentage points, from 16.7% in 2006 to 16.3% during the last twelve months ended December 31, 2007.

The operating income of 2007 increased 264.5 million pesos or 60.6%, mainly due to the fact that during the fourth quarter of the previous year the change in the useful life of certain fixed assets was recognized, and to the increase in EBITDA, which was partially offset by the increase in





depreciation and amortization as a result of having acquired the assets related to the expansion plan as well as the acquisitions made in the last twelve months.

Consolidated net income increased 260.5 million pesos, mostly due to the 264.5-million-peso increase in operating income, the positive variation of 18.7 million pesos in discontinued operations, and the 11.7-million-peso decrease in the comprehensive cost of financing. These variations were partially offset by the 19.2-million-peso increase in other expenses, the 12.5-million-peso increase in the income tax provision, and the negative variation of 2.7 million pesos in the interest in associated companies.

RESULTS BY SEGMENT

The following table sets forth the net sales and EBITDA by business segment, in millions of Mexican pesos, for the entire year of 2007 and 2006.

| Net Sales by Segment | 2007 | Cont. % | 2006 | Cont. % | Change % |
|--|------------------|----------------|------------------|----------------|-----------------|
| Food & Beverages Mexico | \$5,450.6 | 77.3% | \$4,747.1 | 78.8% | 14.8% |
| Food & Beverages Latin America | 641.8 | 9.1% | 346.6 | 5.8% | 85.2% |
| Distribution | 2,620.2 | 37.2% | 2,329.4 | 38.7% | 12.5% |
| Intercompany Operations ⁽³⁾ | (1,665.4) | (23.6)% | (1,396.6) | (23.2)% | 19.2% |
| Consolidated Sales | \$7,047.3 | 100.0% | \$6,026.4 | 100.0% | 16.9% |

| EBITDA by Segment | 2007 | Cont. % | Margin | 2006 | Cont. % | Margin | Change % |
|---------------------------------|------------------|----------------|---------------|------------------|----------------|---------------|-----------------|
| Food & Beverages Mexico | \$833.8 | 72.5% | 15.3% | \$731.6 | 72.6% | 15.4% | 14.0% |
| Food & Beverages Latin America | 73.5 | 6.4% | 11.5% | 39.3 | 3.9% | 11.4% | 86.8% |
| Distribution | 214.6 | 18.7% | 8.2% | 202.3 | 20.1% | 8.7% | 6.1% |
| Other Businesses ⁽³⁾ | 27.8 | 2.4% | N.A. | 34.2 | 3.4% | N.A. | (18.8)% |
| Consolidated EBITDA | \$1,149.7 | 100.0% | 16.3% | \$1,007.5 | 100.0% | 16.7 % | 14.1% |

(3) For segment reporting purposes, intersegment operations are included in each of the segment operations.

Food and Beverages Mexico

2007 sales increased 14.8% to 5,450.6 million pesos, compared to 4,747.1 million pesos year over year. This increase of 703.5 million pesos is attributable to unit growth and to the growth in same-store sales.

EBITDA increased 14.0% during 2007, totaling 833.8 million pesos, which accounted for an EBITDA margin of 15.3%. This increase is the result of the growth in revenues and the marginality generated as a as a result of the foregoing.

Food and Beverages Latin America

The Food & Beverages Latin America Division increased revenues 85.2%, totaling 641.8 million pesos compared to 346.6 million pesos in 2006, which was partially due to the fact that these operations began to consolidate starting in May of 2006, to the growth in same-store sales and the opening of eleven units during the last twelve months.

EBITDA increased 86.8%, totaling 73.5 million pesos, which accounted for an EBITDA margin of 11.5%, i.e. 0.1 percentage points more than in the year-ago period. This is attributable to the marginality effect generated by the same-store sales growth and the increase in the number of units.





Distribution

During 2007, distribution sales increased 12.5% to 2,620.2 million pesos, compared to 2,329.4 million pesos in 2006. This is attributable to the increase of 141 stores served, totaling 1,156 units at year-end 2007. Third-party revenues increased 2.4%, amounting to 967.1 million pesos.

EBITDA reached 214.6 million pesos compared to 202.3 million pesos in the year-ago period, which accounted for an EBITDA margin of 8.2%, i.e. 0.5 percentage points less than in the last year, mainly due to the price hike of some of the raw materials, as well as to the effect in the revenue mix, owing to the fact that the fastest-growing brands are the brands with lower margins for DIA.

NON-OPERATING RESULTS

Comprehensive Cost of Financing

The comprehensive cost of financing in the entire year of 2007 declined 38.1 million pesos, compared to 49.7 million pesos during the same period of last year. This is attributable to the positive variation of 7.4 million pesos and 3.7 million pesos, respectively, in the foreign exchange result and the monetary position result and, to a lesser extent, to the 0.6-million-peso decrease in interest paid – net, owing to a lower level of average leverage.

Other Expenses - Net

This item increased 19.2 million pesos in 2007, mainly due to the impairment recognized, from the long-term assets used in the operations of Popeyes, which was partially offset by the profit obtained from the sale of fixed assets related to the non-strategic asset sale program aimed at boosting the company's profitability.

Income Taxes

The Income Tax of 162.3 million pesos increased 12.5 million pesos during the twelve months ended December 31, 2007, compared to the year-earlier period, mostly due to the increase of 256.9 million pesos in earnings before taxes, which was offset by the application of tax losses.

Interest in Associated Companies

The interested in associated companies had a negative variation of 2.7 million pesos, mostly due to the net loss of Starbucks Coffee Brazil during the last twelve months ended December 31, 2007.

Discontinued Operations

The 18.7-million-peso positive variation in discontinued operations was mostly due to the effect of having reclassified the Domino's Pizza Brazil operations within this item, as well as to the income obtained from the proceeds of the sale of the stock ownership of 50% of Cool Cargo's capital stock.

Minority Interest

Minority Interest reached 10.7 million pesos in the twelve months ended December 31, 2007, compared to 6.5 million pesos in the year-ago period. This increase of 4.2 million pesos mostly reflects the increase in the net income of Starbucks Coffee Mexico.





BALANCE SHEET

Store Equipment, Leasehold Improvements and Property, Trademarks, Goodwill and Pre-operatives

The 632.2-million-peso variation is the result of an increase in store equipment, leasehold improvements and trademark rights, and of the increase in pre-operative expenses due to the expansion plan and to the acquisitions made in the last twelve months.

During the twelve months of 2007, Alsea invested a total of 1,081.4 million pesos, of which 1,021.0 million pesos were invested in store openings, renovation of equipment and the remodeling of the existing stores of all our brands, including the acquisition of the assets of Dopisin (a sub-franchisee of Domino's Pizza). The remaining 60.4 million pesos were invested, among other items, in the new production line of DIA, software and hardware equipment, as well as in the training facilities and the new corporate offices.

Recoverable Taxes - Net

The 339.8-million-peso increase in recoverable taxes – net of taxes payable, as of December 31, 2007, was mostly attributable to the Value Added Tax balance in favor of Operadora de Franquicias Alsea, S.A. de C.V. ("OFA"), which has not been refunded.

Deferred Income Tax

The Deferred Income Tax went from 89.0 million pesos as of December 31, 2006 to 214.4 million pesos at year-end 2007. This increase of 125.3 million pesos was mostly due to the recognition of the tax losses and, to a lesser extent, to the effect of the growth in accounts payable.

Suppliers

The 58.5-million-peso increase in suppliers was due to the growth in the company's volume of operations, partially offset by the one-day decrease in accounts payable to suppliers, which at December 31, 2007 was 39 days.

Accounts Payable

The 168.1-million-peso increase in accounts payable is mainly attributable to unpaid balances related to the 0% Value Added Tax rate on food sales, as well as the recognition of expenses related to the judicial proceeding we have opened to obtain the proper compliance with the Constitutional Relief ("*Amparo*") Sentence and, to a lesser extent, to the increase in the provisions for expenses, such as the executive bonus and other operating expenses related to the company's growth.

Debt

As of December 31, 2007, Alsea's total debt increased 536.2 million pesos to 1,033.4 million pesos, compared to 497.3 million pesos on the same date last year. This increase is mainly attributable to the development plan of the company's brands, as well as to the acquisitions made in the last twelve months.

As of December 31, 2007, 67.6% of the debt was long term, compared to 72.3% at year-end 2006. On the same date, 94.8% of the debt was denominated in Mexican pesos and 5.2% in Chilean pesos. The Company's consolidated net debt—compared to 2006—increased 571.1 million pesos, totaling 824.1 million pesos at year-end 2007 compared to 253.0 million pesos at year-end 2006.

Share By-back Program

As of December 31, 2007, the company had a balance in the fund set aside for the 4,518,124 share by-back, equal to approximately 71.6 million pesos in nominal terms. During the twelve months ended December 31, 2007, the company bought back 4,448,400 shares (net), equal to 69.5 million pesos and, during the fourth quarter of 2007, bought back 3,902,200 shares (net), equal to approximately 60.6 million pesos.





Financial Ratios

At year-end 2007, the company had complied with all the financial restrictions established in the long-term credit agreements. The net debt/EBITDA ratio was 0.72 times, the total liabilities/stockholders' equity ratio was 0.69 times, and the EBITDA/interest paid net ratio was 24.4 times.

The Return on Invested Capital (ROIC)⁽⁴⁾ increased from 9.6% to 14.9% during the last twelve months ended December 31, 2007. The Return on Equity (ROE)⁽⁵⁾ of the twelve months ended December 31, 2007 was 16.5% compared to 9.1% year over year. The increase in the aforementioned financial ratios is mostly due to the impact on results of the change in the useful life of certain assets that we recognized in the fourth quarter of 2006, as well as to the company's improved financial results during the last twelve months ended December 31, 2007. These effects were partially offset by the increase in recoverable taxes.





RELEVANT FIGURES

| BRAND | Stores 4Q07 | Stores 4Q06 | Variation | % Annual Variation |
|--|----------------|----------------|------------|-----------------------|
| Domino's Pizza Mexico | 411 | 402 | 9 | 2.2% |
| Starbucks Coffee Mexico | 195 | 117 | 78 | 66.7% |
| Burger King Mexico | 107 | 94 | 14 | 13.8% |
| Burger King Argentina | 32 | 27 | 5 | 18.5% |
| Burger King Chile | 29 | 23 | 6 | 26.1% |
| Popeyes | 9 | 9 | 0 | 0.0% |
| Chili's Grill & Bar | 23 | 17 | 6 | 35.3% |
| Total Corporate | 806 | 689 | 117 | 17.0% |
| Domino's Pizza Brazil | N.A. | 23 | (23) | N.A. |
| Starbucks Coffee Chile | 21 | N.A. | 21 | N.A. |
| Starbucks Coffee Brazil | 8 | 2 | 6 | 310.0% |
| Total Associates ⁽⁸⁾ | 29 | 25 | 4 | 16.0% |
| Domino's Pizza Mexico | 154 | 151 | 3 | 2.0% |
| Total Sub-Franchisees | 154 | 151 | 3 | 2.0% |
| TOTAL STORES | 989 | 865 | 124 | 14.3% |

| Financial Ratios | 4Q07 | 4Q06 | Change |
|--|--------|--------|---------|
| EBITDA ⁽¹⁾ /Interests paid | 24.4 x | 21.0 x | N.A. |
| Net debt/EBITDA ⁽¹⁾ | 0.72 x | 0.25 x | N.A. |
| Total liabilities/Stockholders' equity | 0.69 x | 0.49 x | N.A. |
| ROIC ⁽⁴⁾ | 14.9% | 9.6% | 530 bps |
| ROE ⁽⁵⁾ | 16.5% | 9.1% | 740 bps |

| Stock Ratios | 4Q07 | 4Q06 | Change |
|--|----------|----------|---------|
| Book value per share ⁽⁷⁾ | \$4.88 | \$4.26 | 14.6% |
| EPS (ttm) ^{(2), (7)} | \$0.7690 | \$0.3753 | 104.9% |
| EV ⁽⁶⁾ /EBITDA ⁽¹⁾ (ttm) | 9.1 x | 9.4 x | N.A. |
| Shares outstanding (millions) ⁽⁷⁾ | 618.8 | 623.3 | (0.72)% |
| Float | 37.1% | 36.0% | 110 bps |
| Stock price ⁽⁷⁾ | \$15.30 | \$14.72 | 3.9% |

⁽⁴⁾ ROIC is defined as operating income after taxes (ttm) divided by operating investment, net (total assets – cash and temporary investments – non-interest bearing liabilities).

⁽⁵⁾ ROE is defined as net income (ttm) divided by stockholders' equity.

⁽⁶⁾ EV is defined as market value plus net debt plus minority interest, and considers the price per share at the closing of each quarter.

⁽⁷⁾ To make information comparable, the number of shares of 2006 has been adjusted based on the 4 to 1 split carried out in 2007.

⁽⁸⁾ Associate Stores refers to the operations that are recognized under the equity participation method.





This press bulletin contains certain forward-looking information relating to the company's results and outlooks. However, the actual results may vary materially from said estimates. The information with respect to future events contained in this bulletin should be read jointly with the risk summary included in the Annual Report. Said information, as well as future reports made by the company or any of its representatives—either orally or in writing—may be materially different from the actual results. These forecasts and estimates, which were prepared referring to a specific date, must not be taken as a fact. The company is in no way responsible for updating or revising these forecasts and estimates, either as a result of new information, future events or other related events.

Its shares are traded on the Mexican Stock Exchange under the ticker symbol ALSEA.*

Diego Gaxiola Cuevas

Corporate Finance Director

Phones: (5255) 5241-7100 / 7152

ri@alsea.com.mx





ALSEA, S.A.B. DE C.V. AND SUBSIDIARIES
CONSOLIDATED BALANCE SHEETS
DECEMBER 31, 2007 AND 2006

(In thousands of Mexican pesos in purchasing power as of December 31, 2007)

| | December 31, 2007 | December 31, 2006 |
|---|----------------------|----------------------|
| ASSETS | | |
| Current: | | |
| Cash | \$ 209,327 | \$ 244,262 |
| Accounts receivable | 214,514 | 170,719 |
| Documents receivable | 95,408 | 39,798 |
| Inventories | 242,973 | 226,386 |
| Recoverable taxes | 594,897 | 197,116 |
| Other current assets | <u>79,075</u> | <u>62,793</u> |
| Total Current Assets | 1,436,195 | 941,074 |
| Equity interest in associated companies | 22,874 | 3,515 |
| Store equipment, leasehold improvements and property, net | 2,778,668 | 2,244,790 |
| Trademarks, goodwill and pre-operatives, net | 843,606 | 745,238 |
| Deferred Income Tax | 214,381 | 89,037 |
| Other Assets | 4,411 | 6,194 |
| Discontinued operations | <u>0</u> | <u>10,618</u> |
| Total Assets | <u>\$ 5,300,135</u> | <u>\$ 4,040,466</u> |
| TOTAL LIABILITIES | | |
| Short-term: | | |
| Suppliers | \$ 487,564 | \$ 429,084 |
| Taxes payable | 140,134 | 82,120 |
| Accounts payable | 424,605 | 256,478 |
| Related Parties | 42,790 | 16,596 |
| Short-term debt | <u>334,550</u> | <u>137,875</u> |
| Total Short-term liabilities | 1,429,642 | 922,154 |
| Long-term: | | |
| Long-term debt | 698,900 | 359,401 |
| Other liabilities | <u>39,503</u> | <u>36,342</u> |
| Total Long-term liabilities | 738,403 | 395,742 |
| Total Liabilities | <u>2,168,044</u> | <u>1,317,896</u> |
| STOCKHOLDERS' EQUITY | | |
| Minority Interest | 134,606 | 68,693 |
| Majority Interest: | | |
| Capital Stock | 534,365 | 536,624 |
| Additional paid in capital | 1,090,335 | 1,090,335 |
| Retained earnings | 890,412 | 802,621 |
| Fiscal year earnings | 478,437 | 222,177 |
| Cumulative translation effect from foreign entity | <u>3,938</u> | <u>2,118</u> |
| Majority Interest: | <u>2,997,485</u> | <u>2,653,876</u> |
| Total Stockholders' Equity | <u>3,132,091</u> | <u>2,722,570</u> |
| Total Liabilities and Stockholder's Equity | <u>\$ 5,300,135</u> | <u>\$ 4,040,466</u> |





ALSEA, S.A.B. DE C.V. AND SUBSIDIARIES
CONSOLIDATED INCOME STATEMENTS FOR THE THREE AND TWELVE MONTHS ENDED
AS OF DECEMBER 31, 2007 AND 2006
(In thousands of Mexican pesos in purchasing power as of December 31, 2007)

| | Three months ended December 31 | | Twelve months ended December 31 | |
|--|-----------------------------------|--------------|------------------------------------|--------------|
| | 2007 | 2006 | 2007 | 2006 |
| Net sales | \$ 1,920,708 | \$ 1,688,447 | \$ 7,047,270 | \$ 6,026,444 |
| Cost of sales | 641,430 | 560,916 | 2,362,069 | 2,066,515 |
| Gross profit | 1,279,278 | 1,127,531 | 4,685,201 | 3,959,929 |
| Operating expenses | 960,698 | 816,968 | 3,535,545 | 2,952,441 |
| Depreciation and Amortization | 122,992 | 330,106 | 449,111 | 571,408 |
| Operating Income | 195,588 | (19,543) | 700,545 | 436,081 |
| Integral cost of financing | | | | |
| Interest expense, net | 17,881 | 5,789 | 47,419 | 47,982 |
| Foreign exchange loss (gain) | (1,873) | (575) | (5,101) | 2,268 |
| Monetary position loss (gain) | (6,586) | 356 | (4,259) | (529) |
| | 9,422 | 5,570 | 38,059 | 49,721 |
| Other (Products) Expense, net | 11,755 | (9,646) | 19,292 | 105 |
| Income before taxes | 174,411 | (15,467) | 643,195 | 386,254 |
| Income Tax | 32,992 | 21,713 | 162,305 | 149,850 |
| Income (Loss) before equity income of affiliates | 141,418 | (37,180) | 480,889 | 236,404 |
| Equity income of affiliates | (2,408) | 7,537 | (2,653) | 0 |
| Continue Operations Result | 139,010 | (29,643) | 478,236 | 236,404 |
| Discontinued Operations Result | 5,438 | (6,389) | 10,907 | (7,775) |
| Consolidated net income | 144,448 | (36,032) | 489,143 | 228,629 |
| Minority Interest | 1,417 | 1,016 | 10,706 | 6,452 |
| Majority interest net income | \$ 143,031 | (37,047) | \$ 478,437 | \$ 222,177 |





ALSEA, S.A.B. DE C.V. AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF CHANGES IN FINANCIAL POSITION FOR THE
TWELVE MONTHS ENDED AS OF DECEMBER 31, 2007 AND 2006
(In thousands of Mexican pesos in purchasing power as of December 31, 2007)

| | December 31, 2007 | December 31, 2006 |
|--|-----------------------|-----------------------|
| Operating Activities | | |
| Net Income | \$ 489,143 | \$ 228,629 |
| Add Charges (deduce credits) to income not requiring (providing) funds | | |
| Depreciation and amortization, goodwill | 449,111 | 571,358 |
| Equity in results of associated companies | 2,653 | (1,451) |
| Income tax and employess statutory profit sharing | 6,984 | 4,833 |
| Deferred income tax | (125,344) | (134,927) |
| Funds provided by operations | \$ 822,547 | \$ 668,441 |
| Net financing from (investing in) operating activities: | | |
| Clients | \$ (43,795) | \$ 24,904 |
| Inventories | (16,587) | (61,858) |
| Suppliers | 58,479 | 72,887 |
| Payable Taxes | (339,767) | 111,785 |
| Other assets and other liabilities | 120,030 | 131,669 |
| Funds used in working capital | \$ (221,640) | \$ 279,387 |
| Funds provided by operating activities | \$ 600,907 | \$ 947,828 |
| Financing: | | |
| Increase in capital stock and minority interest, net | \$ 55,206 | \$ 729,105 |
| Repurchase of shares | (70,218) | 13,354 |
| Debt and payment loans, net | 536,174 | (332,047) |
| Dividend payment | (67,842) | (168,811) |
| Funds provided by financing activities | \$ 453,319 | \$ 241,602 |
| Investing: | | |
| Store equipment, leasehold improvements and property, net | (699,264) | (368,363) |
| Trademarks, goodwill and pre-operatives | (382,092) | (366,016) |
| Investment in shares of associated and subsidiaries | (15,937) | (377,313) |
| Efect from desincorporating subsidiaries | 6,312 | 0 |
| Monetary conversion effect | 1,820 | (4,727) |
| Funds used in investing activities | \$ (1,089,160) | \$ (1,116,418) |
| Decrease in cash | \$ (34,935) | \$ 73,011 |
| Cash beginnig period | \$ 244,262 | \$ 171,251 |
| Cash end of period | \$ 209,327 | \$ 244,262 |

