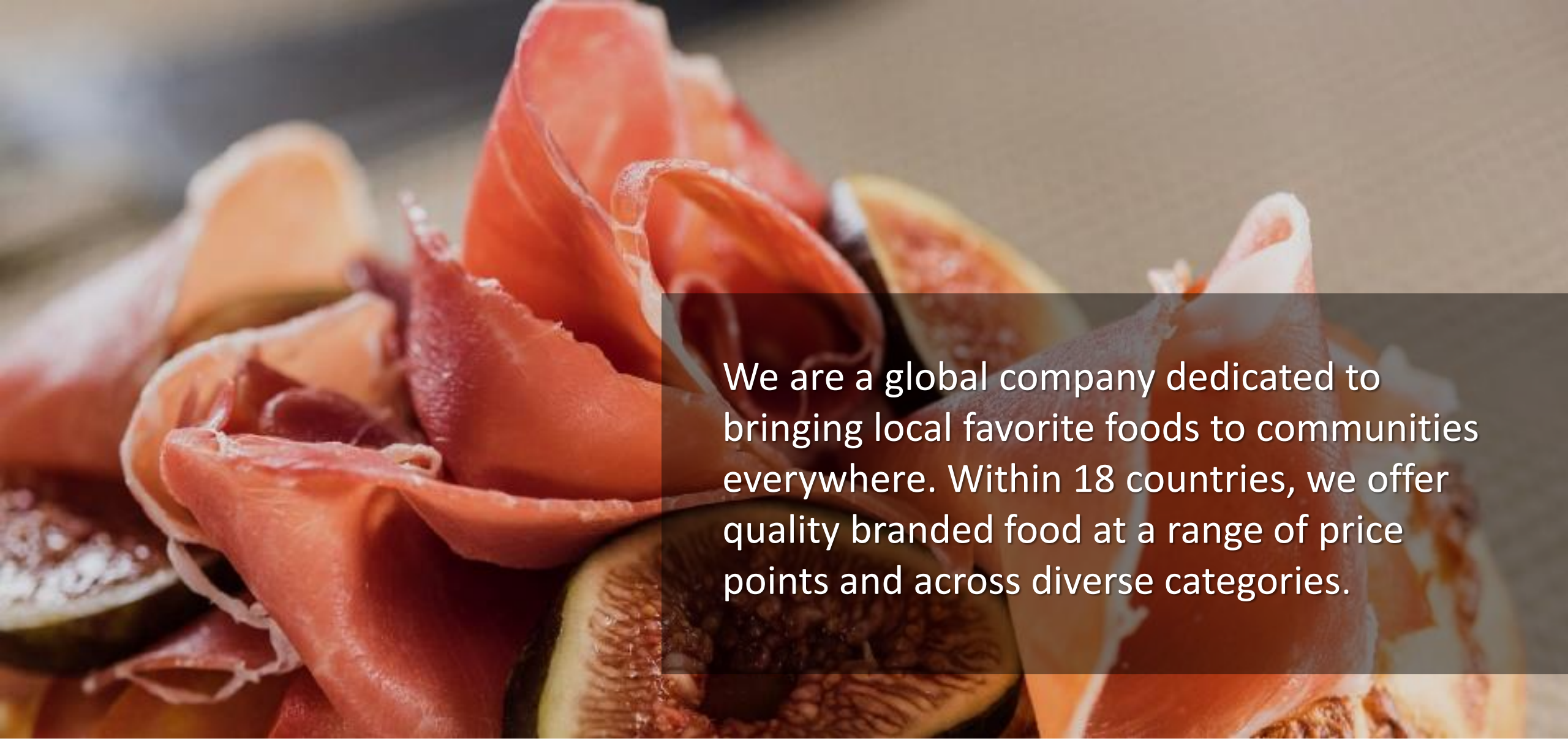
Sigma

Corporate Presentation **2Q19**



We are a global company dedicated to bringing local favorite foods to communities everywhere. Within 18 countries, we offer quality branded food at a range of price points and across diverse categories.

Sigma

A leading global food company

Net sales of
$6.3bn USD[1]

EBITDA of
$684 mm USD[1]

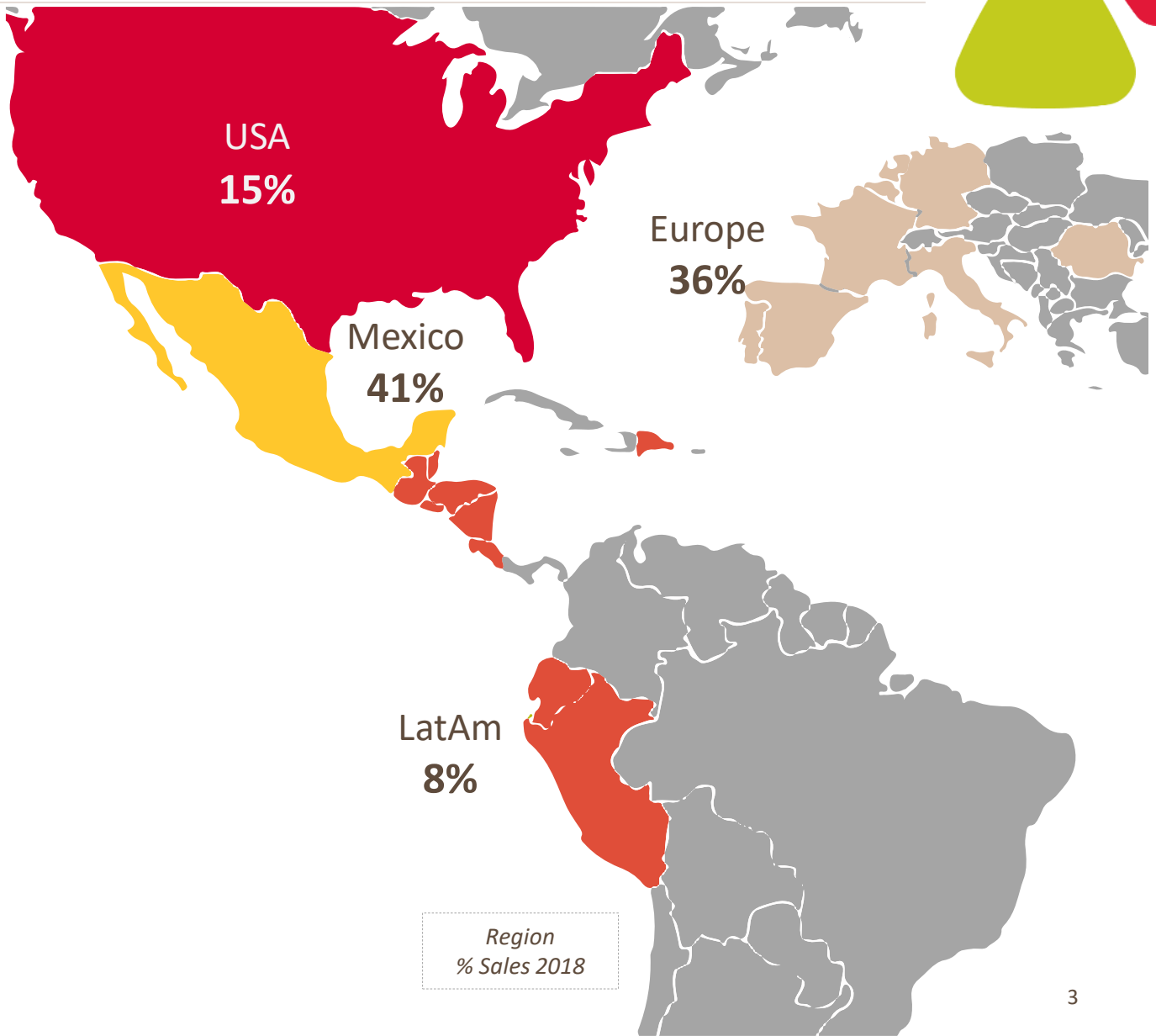
Product categories (% of net sales)

Cooked meats 59%

Dry meats 18%

Dairy 18%

Other categories 5%



Region
% Sales 2018

1) 2018

Sigma at a glance

Our Company

+642,000
Points of Sale

+6,800
Vehicles

208
Distribution Centers

69
Manufacturing Facilities

1.8 mm tons
Food sold in 2018

’13 – ’18 Net sales CAGR[1]
11%

Operations in
18 countries

+45,000
Employees
+60 nationalities

61% 39%

12 brands
with net sales
> US $100 mm

(1) In USD

Sigma as part of Alfa

A global holding established in 1974

Revenues: US$ 19,055 mm[1]

EBITDA: US$ 2,858 mm[1]

One of the world's largest integrated polyester groups

A leading lightweight solutions provider for the auto industry

Leading global branded food company

33% of Total Revenues [1]
24% Total EBITDA [1]

IT and Communication services for the enterprise and government markets in Mexico

Hydrocarbons exploration and production in the US and Mexico

(1) In USD

Diversified workforce

+60 Different nationalities

+2,900
USA

+8,100
Europe

+28,000
Mexico

+45,000 Diversified workforce

+6,000
Latin America

Our Roles

39% *Operations and Logistics*

41% *Sales and Marketing*

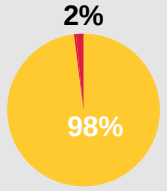
20% *Management*

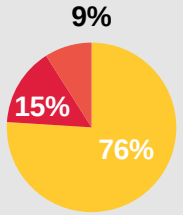
A unique story of transformation

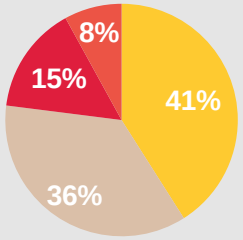
	Net sales (US$ mm)	EBITDA (US$ mm)	Countries	Facilities	Employees
National leadership					
2000	$882	$125	4	8	~12,500
International expansion					
2010	$2,618	$288	9	34	~29,000
Global player					
2018	$6,336	$684	18	70	~45,000

Net sales breakdown

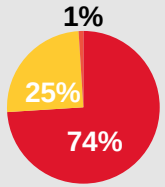
By geography

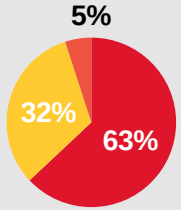


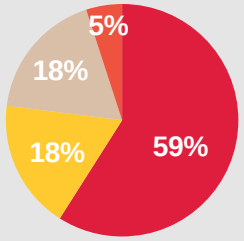




By category







Europe
US
Mexico
LatAm

Cooked Meats
Dry Meats
Dairy
Other categories

7.2x
2000 Net Sales

5.5x
2000 EBITDA

Strategic Priorities

Diverse portfolio of strong brands

Local favorites everywhere

Campofrío	Aoste	SAN RAFAEL DELICATESSEN	CHIMEX	sosua Sabores de Familia
Fiorucci DAL 1850	NAVIDUL desde 1948	FUD	BARS	NocheBuena
ENGAGEMENT QUALITÉ Justin Bridou	Revilla	La Villita	MONTEVERDE	Embutidos JURIS JUNTOS DESDE 1929
NOBRE	yoplait	ZAR EMBUTIDOS	BRAEDT CALIDAD ALEMANA 1885	ALIMENTOS DON DIEGO Compromiso de Calidad

Sigma

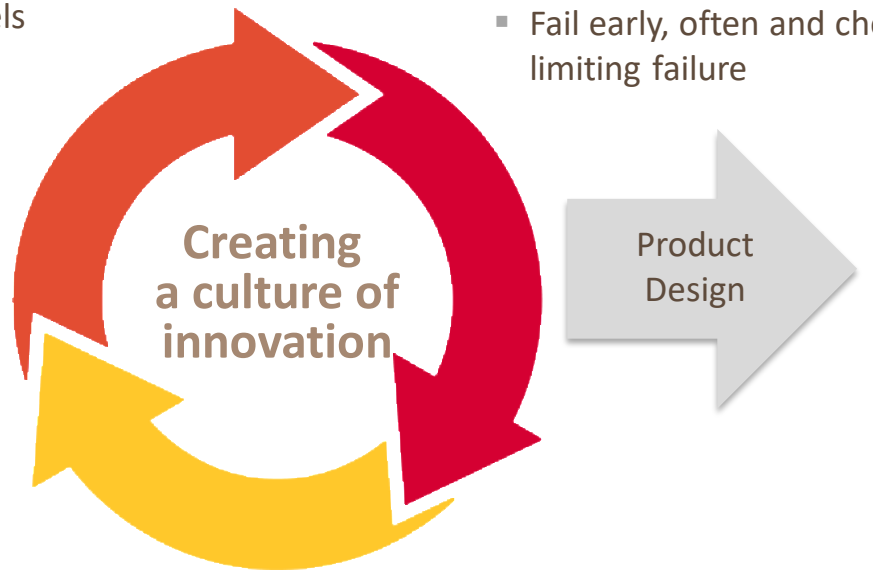
Consumer driven innovation

Consumer research process

- +260,000 contacts per year
- Proprietary mathematical models

Sigma Innovation system

- Iterative innovation process based on Design Thinking
  - Fail early, often and cheap, while limiting failure



Research & Development

- Specialized Facilities
- +200 Specialists
- R&D alliances with educational and governmental institutions
- Open Technology and scientific panels

Extensive supply chain and distribution network

Broad and efficient global sourcing, manufacturing and distribution footprint serving +642,000 points of sale

- Highest international safety and quality standards throughout the entire supply chain
- Professional sustainability practice
- Diversified supplier base – our larger supplier represents approximately 2%

Europe	US	Mexico	Latin America
25	6	25	13
18	14	137	39
+65,000	+83,000	+378,000	+116,000

Production facilities
69

Distribution centers
208

Points of sale
+642k

Experienced management team

CEO

Mario Páez
President & CEO
MBA ITESM / MBA Tulane
44

Business units

Eugenio Caballero
CEO Mexico
MBA Harvard
17

Ricardo Doehner
CEO Europe
MBA Michigan
22

Warren Panico
CEO USA
MBA Columbia Pacific University
21

Sergio Ramos
CEO Latin America
MBA University of Texas at Austin
31

Armando de la Peña
CEO Foodservice
Executive Programs
17

COO

Rodrigo Fernández
COO
MBA Wharton
20

Central functions

Roberto Olivares
CFO
MBA Duke
11

Gregorio de Haene
CTO
MBA ITESM
36

Luis Iturralde
CHRO
MBA ITESM
25

Alejandro Suárez
CIO
Master in Operations George Washington
27

Proven top management with an average of 25 years of experience across business areas

Years in the company

Talent development

Executives

Executive Programs
Graduate Scholarships
Mentoring Coaching

London Business School
Harvard Business School Executive Education
Cornell University
Tuck School of Business at Dartmouth
UDEM
Michigan Ross School of Business
IPADE Business School
Center for Creative Leadership
Tecnológico de Monterrey
Kellogg School of Management
bts
ie Business School
Duke University
Wharton University of Pennsylvania
Thunderbird School of Global Management
Stanford University
Programa Mentoring
Columbia Business School

Middle Management

Management
Leadership

Gustav Käser Training International
Dale Carnegie® Training
ICAMI

Young Talent

Skill Development

Tecnológico de Monterrey
UDEM
ICAMI

Sales Force & Operation Workers

Productivity
Safety
Personal Development

TPM **HACCP** **Quality**

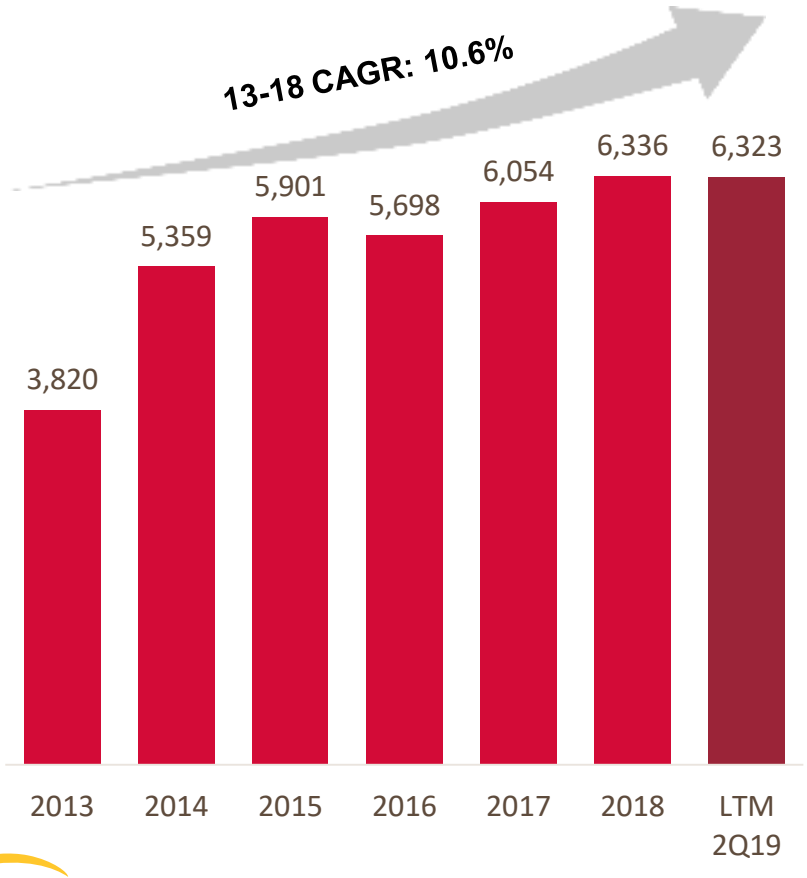
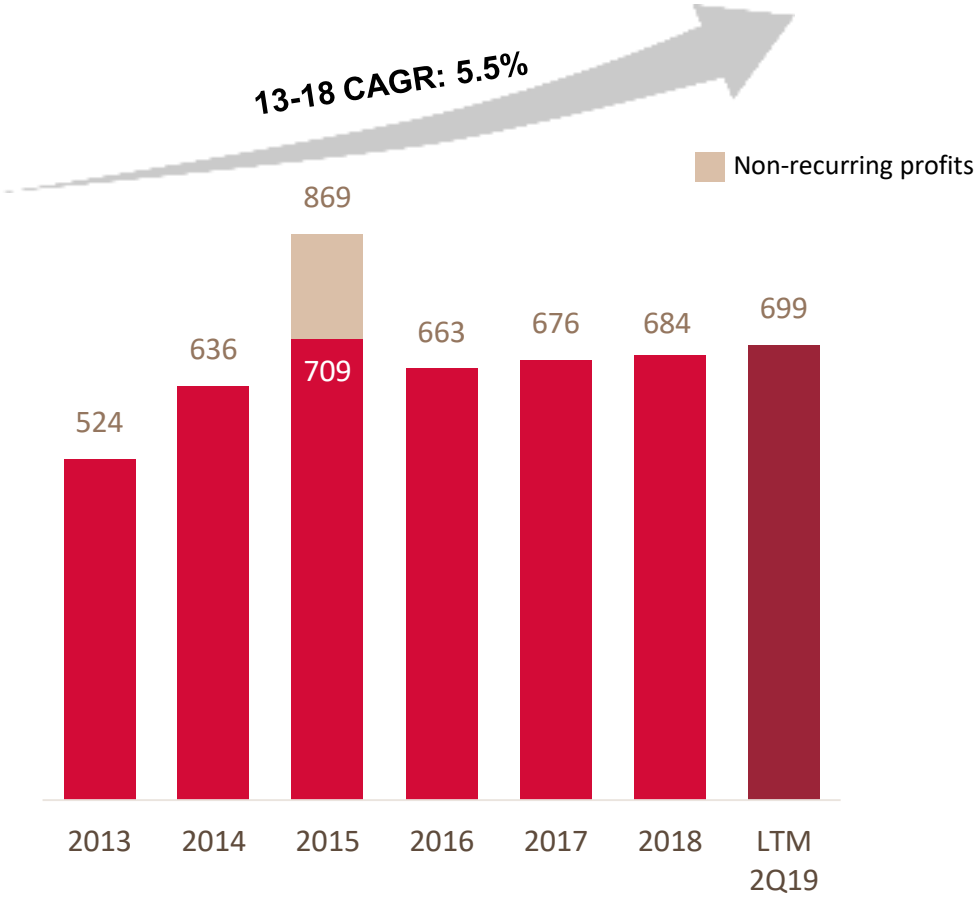
universidad sigma
ANSPAC

Sigma

Business Results

Strong and consistent financial performance

Net Sales
US $mm



EBITDA
US $mm