

alfa' Sigma

Disclaimer

This presentation contains forward-looking information based on numerous variables, expectations and assumptions that are inherently uncertain. They involve judgments with respect to, among other things, future economic, competitive and financial market conditions and future business decisions, all of which are difficult or impossible to predict accurately. Accordingly, future results are likely to vary from those set forth in this presentation. You should not place undue reliance on forward-looking information. All forward-looking information is made as of the date of this presentation, based on information available to us as of such date, and we assume no obligation to update any forward-looking information. Copyright© 2025 ALFA, S.A.B. de C.V. All rights reserved. Reproduction and distribution is forbidden without the prior written consent of ALFA, S.A.B. de C.V.



Investment Highlights

Multinational leader in the food industry delighting consumers with a portfolio of preferred, innovative brands



World-class brands across a diverse product portfolio

#1, #2 or #3 brand in all categories / markets



Strong understanding of consumer preferences

240,000+ consumer contact points annually



State-of-the-art innovation and R&D capabilities

~10% of sales coming from 1,800+ new products (launched in the last 3 years)



Robust cold storage distribution network across an extensive geographical footprint

Operate in 17 countries, 64 plants, 180+ distribution centers, 640,000+ weekly points of sale

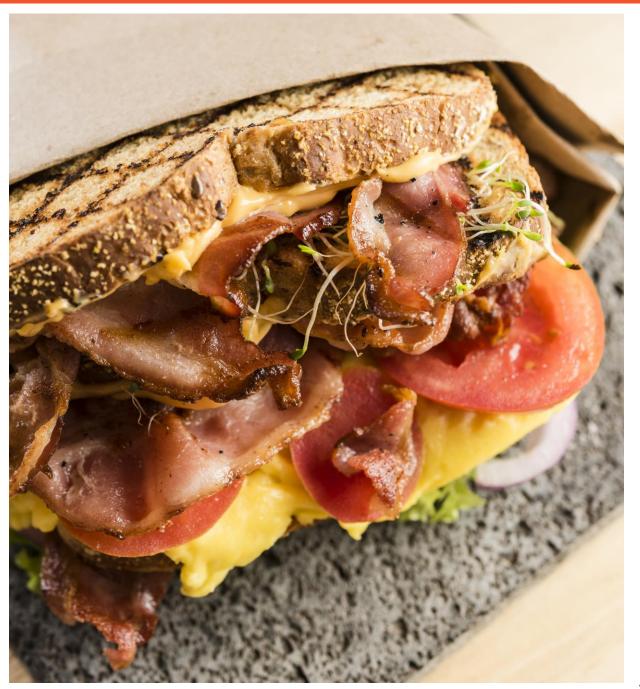


Industry-leading
performance with a
resilient supply
chain

16 consecutive quarters of YoY revenue growth in local currency; consistent cash flow generation

Underpinned by a **strong culture**, driven by a motivated employee base and engaged management team





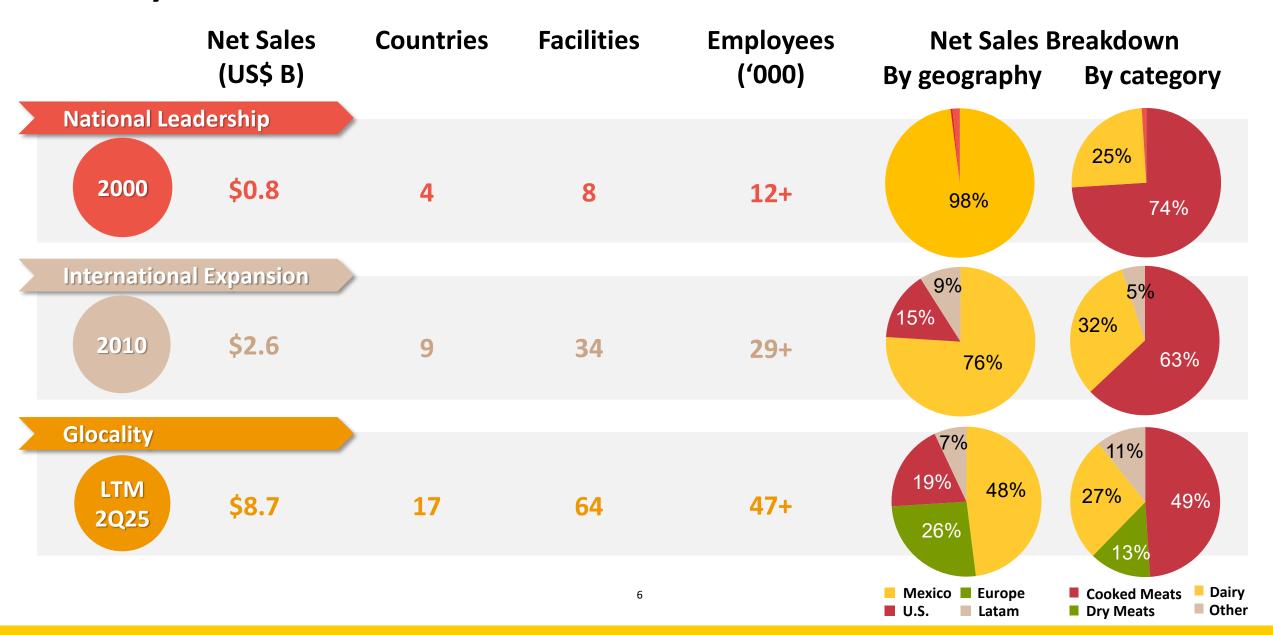
Transformation finalized; ALFA focused on SIGMA

ALFA shares started trading as a pure-play, packaged food business on April 7

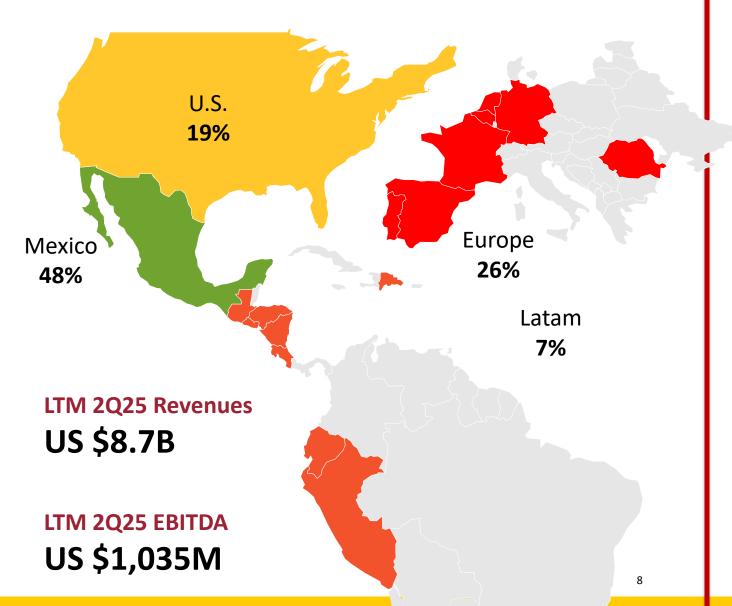
- Global Industry Classification Standard (GICS) changed to "Consumer Staples", aligned with corporate transformation
- Advancing preparations to change ALFA's name and ticker



A Story of Transformation



Presence in 17 countries



Leadership in key markets



#1 Cooked meats

#1 Cheese

#2 Yoghurt

U.S.

#1 Sausages (vol.)

#2 Bologna

#2 Hispanic cheese

Europe

#1 Cooked meats

#1 Cooked meats

#1 Ham y Fuets

#2 Cooked meats

Latam

#1 Cheese and spreads

#1 Cooked meats

#2 Cooked meats

#2 Cooked meats

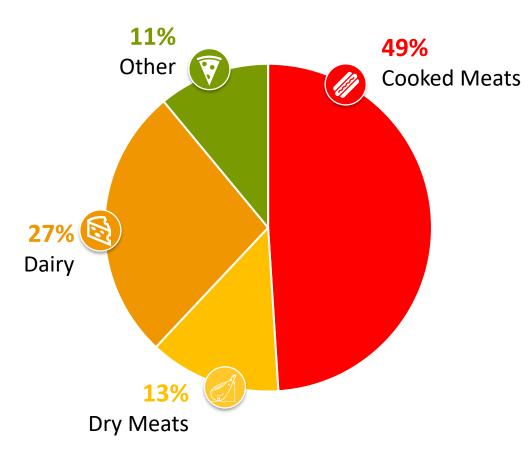
#2 Cooked meats





Four main Branded Product Categories





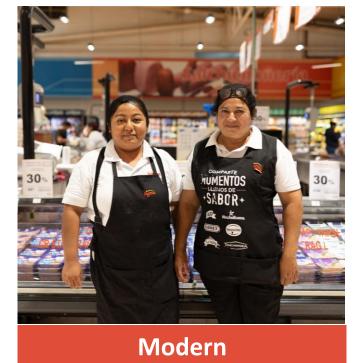


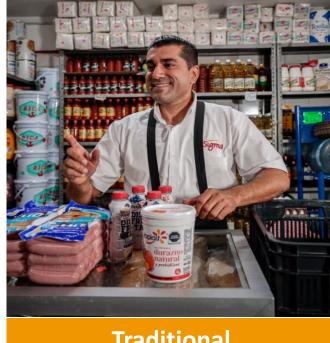
Leading Brands across diversified Market Segments





Multi-channel consumer reach







(% Sales)

Traditional

Mexico **Europe** U.S. Latam



Extensive geographical footprint







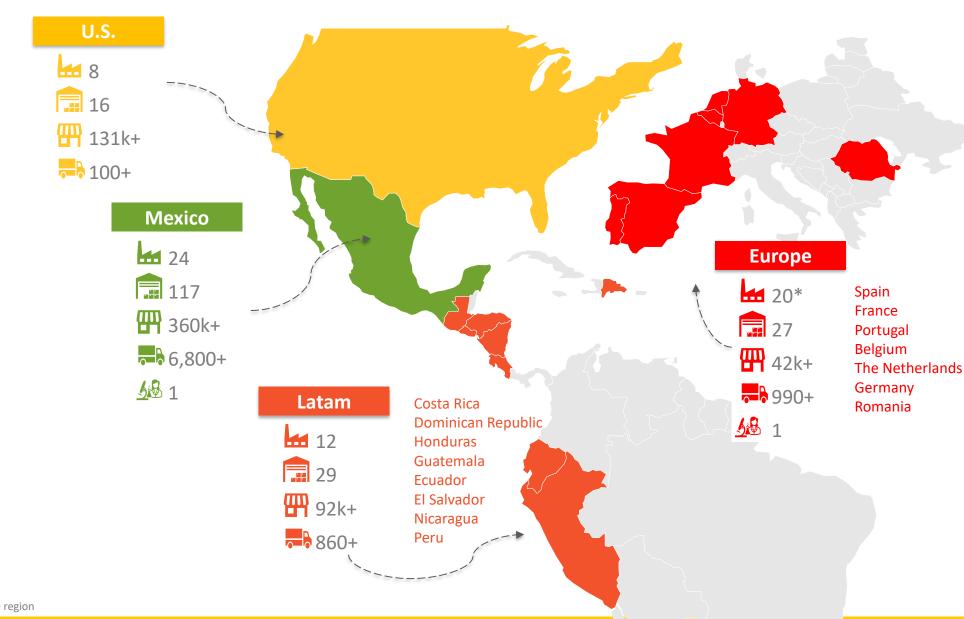
640k+ Points of Sale



8,800+ Vehicles



2 R&D Centers



Consumer-centric innovation

Innovation – Design Thinking

1,800+ New Product Launches in the last 3 years

10% of Revenue comes from innovations

Consumer Research

240,000+ Contacts / year









Research & Development

2 Technological Centers (Mexico & Spain)

260+ Specialists

12 Regional R&D Units

35+ Patents & IP

6 Analytical Sensory Panels

600+ Sensory Attributes

Proprietary Analytical Tools & models











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Purpose & Business Strategy



Meaningful, sustainable growth for generations to come



Purpose

Gives us a reason for existing beyond profit



Strategy

Sees where the world is going and what it needs from SIGMA



Becoming a future fit organization

Building our Purpose

Joy Connection

Joy Connection Promoting Health Sustainability

Delicious food

Present

Future

Sigma

Delicious Food for a Better Life



A promise to always provide great tasting, flavorful food K



Sigma Delicious Food for a Better Life





for a Better Life

An ambitious commitment to make life even better for both: people and planet

Business strategy based on four building blocks

• Financial objective: Mid-to-high single-digit organic EBITDA growth, complemented by M&A opportunities







Grow the Core

Through the years we have **developed a successful core business** that we continue to strengthen through:

- Deep consumer knowledge, innovation, and brand equity to exceed changing consumers' needs.
- Execution with excellence and efficiency to deliver a winning value proposition.
- Margin Expansion based on revenue growth, costsaving initiatives, portfolio optimization, and leveraging on scale.



New Sources of Revenue: High Potential Opportunities

Cross-fertilization to attend high-value-opportunities identified in each region:

Prepared Foods, Spreads, etc.



Cheese, Sausages, Lunch Meats, etc.



Traditional Channel, Foodservice, etc.



Fuet, Fresh Sliced, Dry Meat, etc.









New Sources of Revenue: Categories to scale





Plant-Based

High-protein Snacks

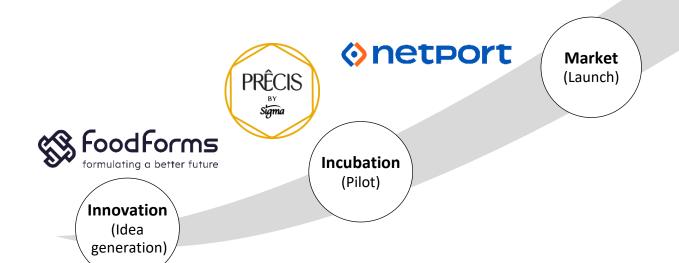


Growth Business Unit

Creation of new categories and business models:

- Dedicated teams
- Entrepreneurship
- Capacity-leveraged autonomy







Start-up acceleration program

6 editions!

Pilots 50+

Countries 60+

Allies 130+

Applications 2,000+



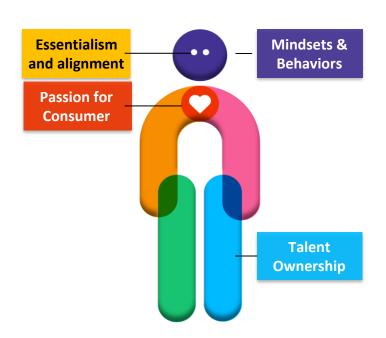


Strengthen the organization

Culture (Fundamentals)

Capabilities & Systems

(Our competitive advantage bets and the processes & data to support them)



Consumer-centric Marketing



Consumer-centric Innovation



Systems & Information Intelligence





Exploring the future

Forces of Change





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2Q25 Results



Note on changes to Alfa | SIGMA's Consolidated Financial Statements

Controladora Alpek

ALFA's shareholders approved the spin-off ALFA's share ownership of Alpek into a new, listed entity called "Controladora Alpek" on October 24, 2024, and received Controladora Alpek shares on April 4, 2025.

In accordance with International Financial Reporting Standards (IFRS), Alpek met the definition of a "Discontinued Operation" for purposes of ALFA's Consolidated Financial Statements. "Discontinued Operations" are the net results of an entity that is either being held for disposal or which has already been disposed of.

The changes in ALFA's Consolidated Financial Statements are as follows:

- ▼ The Consolidated Statement of Financial Position presents Alpek's assets as "Current Assets from Discontinued Operations" and its liabilities as "Current Liabilities from Discontinued Operations" beginning in 3Q24 until the distribution of Controladora Alpek shares to Alfa shareholders in early April 2025. Prior periods are not restated.
- ▼ The Consolidated Statement of Income presents Alpek's net revenues and expenses as a single line item "Profit (loss) from Discontinued Operations" as follows:
 - 2Q25: accumulated figures for the three days ended April 3, 2025
 - 1Q25: accumulated figures for the three months ended March 31, 2025
 - 2Q24: accumulated figures for the three months ended June 30, 2024
 - 2025: accumulated figures for the three months and three days ended April 3, 2025
 - 2024: accumulated figures for the six months ended June 30, 2024
- ▼ The Change in Net Debt presents Alpek's net inflows and outflows as a single line item "Decrease (Increase) in Net Debt from Discontinued Operations" as follows:
 - 2Q25: no figures presented related to Alpek
 - 1Q25: no figures presented related to Alpek
 - 2Q24: accumulated figures for the three months ended June 30, 2024
- ▼ The Change in Net Debt also presents Alpek's Net Debt balance as "Net Debt from Discontinued Operations" at the close of 3Q24. Prior periods are not restated, and the following periods do not present Alpek's Net Debt balance.







Alfa | SIGMA reports 2Q25 EBITDA of US \$305 million; YTD EBITDA of US \$576 million, with non-recurring items



Mexico

- Second-highest 2Q Revenue and Volume
- Currency-neutral EBITDA down 5%, mainly due to a decrease in the Foodservice channel



United States

- Record quarterly Volume and Revenue supported by National and Hispanic brands
- EBITDA up 1% YoY. Growth in National brands partially offset by Hispanic / European brands



Europe

- 2Q Revenues flat YoY supported by Torrente mitigation plan
- 2Q25 EBITDA of US \$85 million includes flood-related damage reimbursements.
- Plan to recover capacity in Spain underway

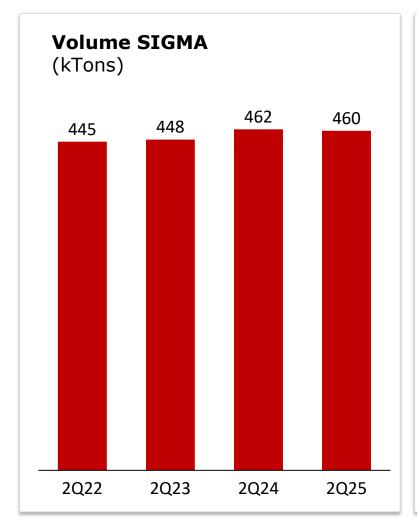


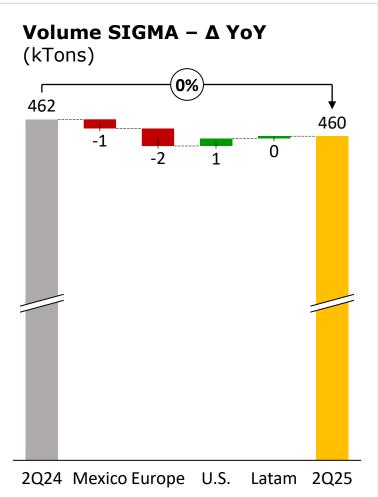
Latam

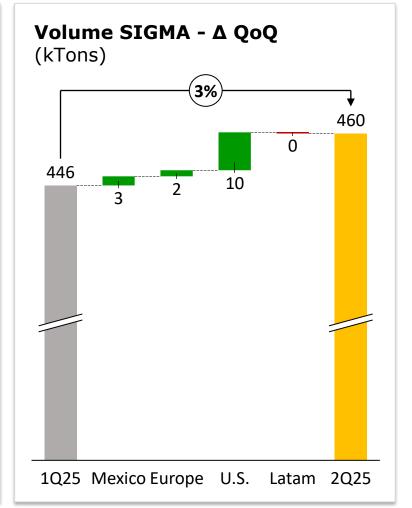
- Record 2Q Revenue driven by higher Volume and average prices
- 2Q25 EBITDA down 18% year-on-year primarily due to higher protein input costs



Resilient volume and effective revenue management amid higher protein input costs and Mexican Peso depreciation

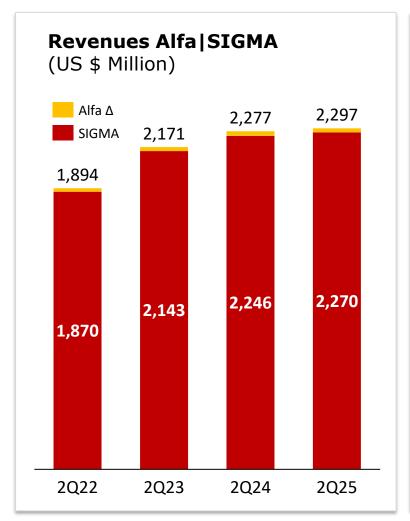


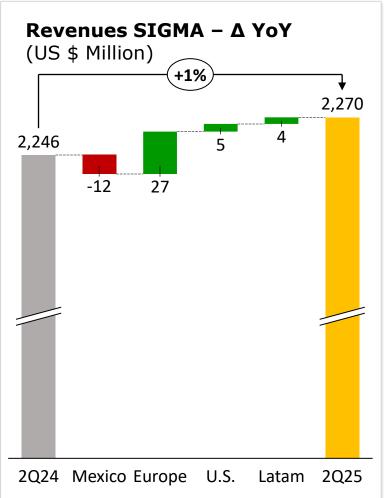


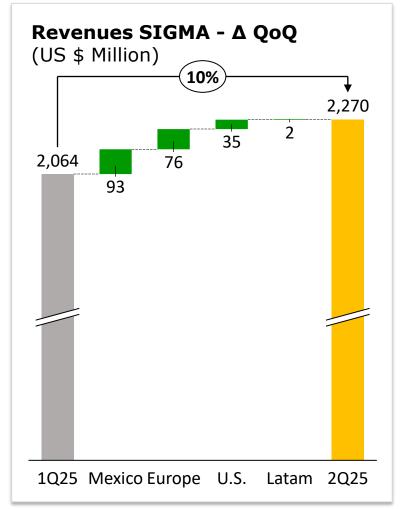




Revenue driven by resilient volume and effective revenue management



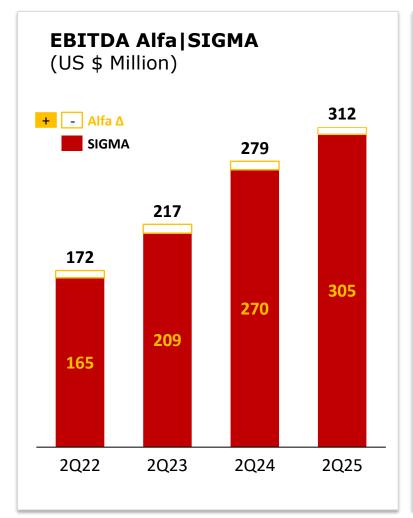


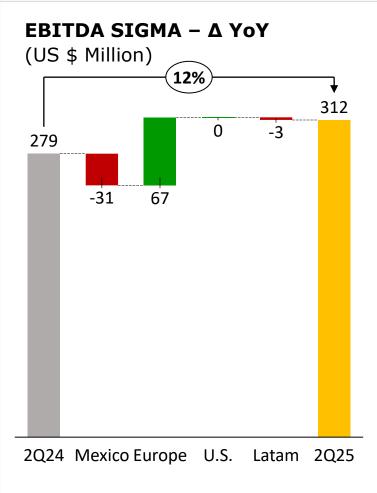


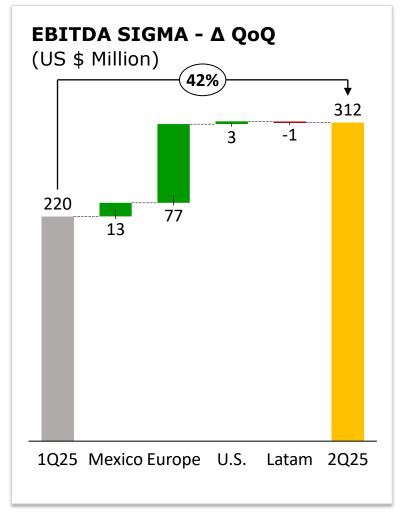




2Q25 EBITDA of US \$305 million includes non-recurring gain of US \$64 million from Torrente property damage reimbursements



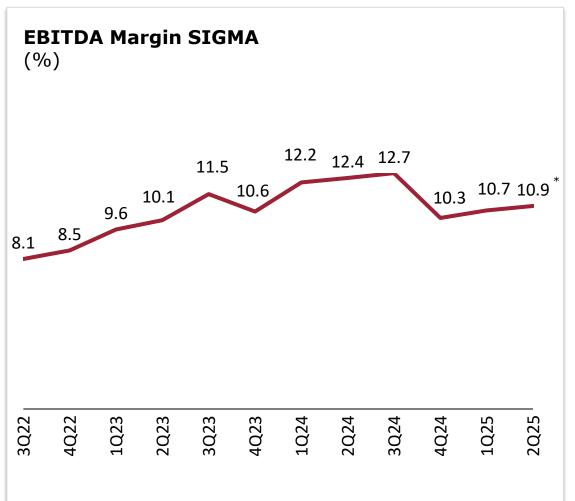


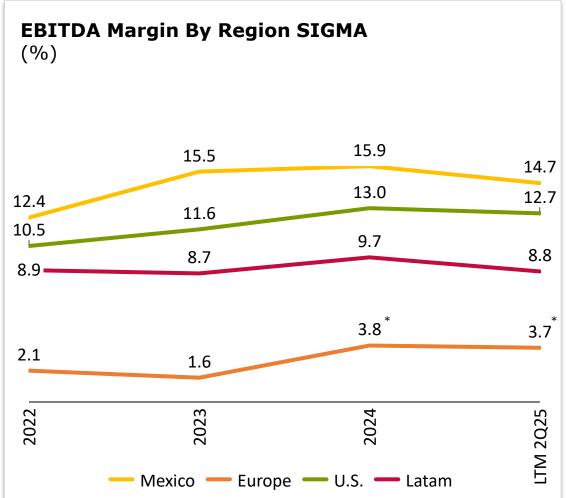






EBITDA Margin* expanded 25 basis points, quarter-on-quarter, driven by ongoing efforts to offset cost pressures

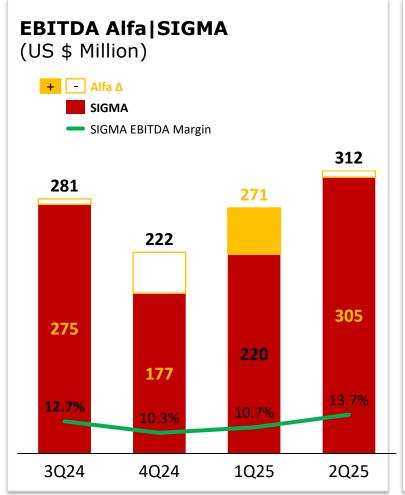


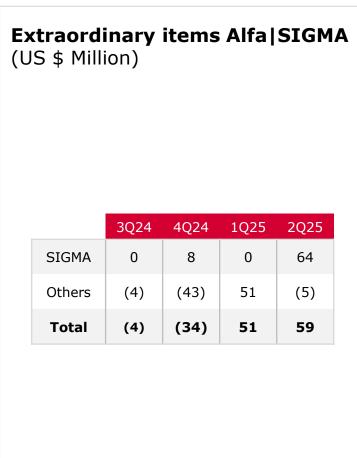


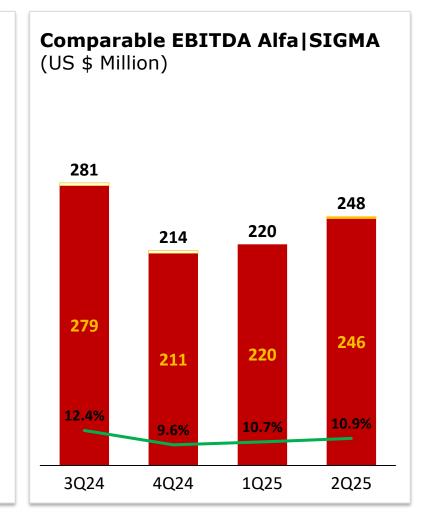




2Q25 Comparable EBITDA of US \$246 million, reflects FX conversion effect and higher-than-expected protein input costs



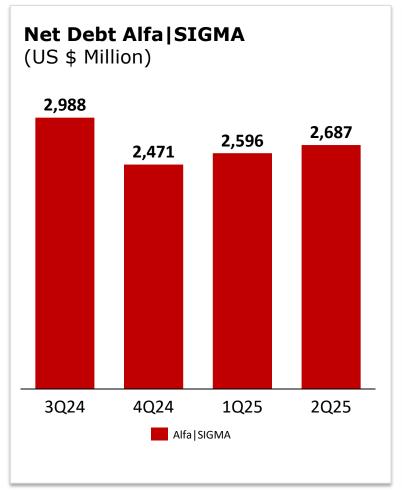


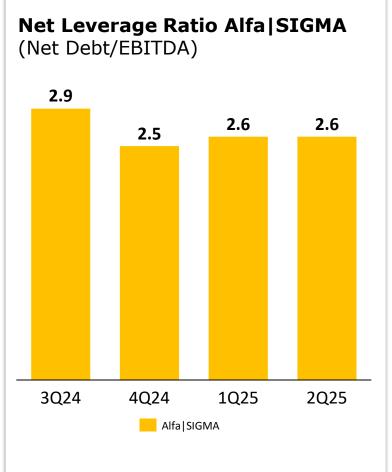






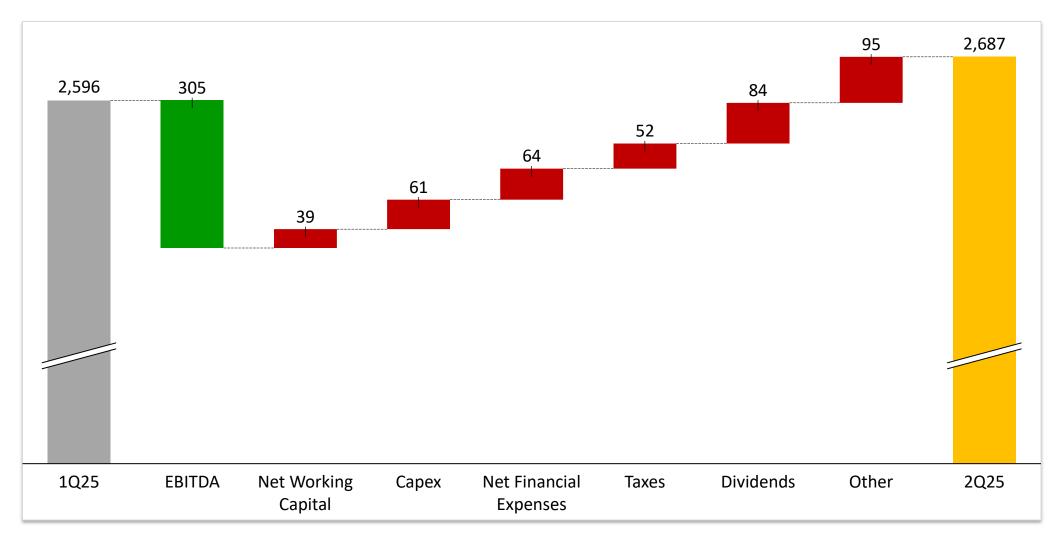
Alfa | SIGMA maintains solid financial position







Alfa | SIGMA change in Net Debt 2Q25 vs. 1Q25







Recent Developments

"Torrente" Spain Production Capacity Recovery Plan

- Includes projects for the construction of a new packaged meats plant in Valencia and for a capacity expansion in "La Bureba" plant (Castilla y León)
- Estimated investment of €134 million in Valencia and €23 million for "La Bureba"
- Projects funded largely through insurance reimbursements
- Working closely with local authorities. Their ongoing support remains instrumental in advancing the projects
- The new plant is expected to be fully operational by 2027
- SIGMA has received €88 million in insurance reimbursements, since the event

Sustainability

- Published SIGMA's 2024 Sustainability and UN Global Compact reports
- Obtained CDP Supplier Engagement Score of "B"; unchanged versus the previous rating (above industry average)
- Revalidated ISO 20400 commitment (Sustainable Procurement in Europe)
- Aoste plants recognized during France 2030 Laureates Ceremony for projects focused on tackling Climate Change

Campofrío moved up two spots (18th) year-on-year in Merco's "Companies and Leaders" ranking in Spain

- Second place in the Food sector
- Meat company with the best reputation in the country



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Governance & Management Team



Board of Directors

- MARIA TERESA ARNAL Entrepreneur; 25+ years of experience in tech (Google, Twitter & Microsoft)
- DIEGO CALDERON ROJAS CEO of Grupo Franca
- ENRIQUE CASTILLO SÁNCHEZ MEJORADA CEO of Tejocotes 134, S.C.
- ÁLVARO FERNÁNDEZ GARZA
 Chairman of the Board and CEO of ALFA, S.A.B. de C.V.
- ARMANDO GARZA SADA
 Chairman of the Board of Nemak, S.A.B. de C.V.
- BRENDA GARZA SADA Independent Advisor
- CLAUDIO X. GONZÁLEZ LAPORTE Chairman of the Board of Kimberly-Clark de México, S.A.B. de C.V.

- DAVID MARTÍNEZ GUZMÁN Founder and Managing Director of Fintech Advisory Inc.
- MIGUEL EDUARDO PADILLA SILVA Former CEO FEMSA.
- ALEJANDRA PALACIOS PRIETO
 Independent advisor on strategy, M&A, and regulatory compliance.
- ANTHONY PRALLE Former Partner and Managing Director BCG, Consumer and Operations in Spain.
- ADRIÁN G. SADA CUEVA CEO of Vitro, S.A.B. de C.V.
- ALEJANDRO RUIZ FERNÁNDEZ Independent Advisor
- RICARDO SALDIVAR ESCAJADILLO Former CEO / President of the BOD Home Depot Mexico / Tec de Monterrey.





Proven top management with an average of 20 years of experience across business areas

CEO

Rodrigo Fernández

Sigma CEO MBA Wharton

26

Business Units

Eugenio Caballero

CEO Mexico MBA Harvard

22

17

Juan Ignacio Amat

CEO Europe MBA INSEAD, MsC. Industrial Engineer UPM

Jesús Lobo

CEO USA
MBA Cornell University

(21)

(19)

Sergio Ramos

CEO Latin America
MBA University of Texas at
Austin

Gerardo Carcoba

CEO Foodservice MBA DUXX

(23)

Central Functions

Roberto Olivares

CFO – Finance MBA Duke **Gregorio de Haene**

CRISO - Research, Innovation and Sustainability
MBA ITESM

(42)

Beatriz Patrón

CTCO – Talent & Culture MBA IPADE

Alejandro Suárez

CIO – Information Technology Master in Operations Research George Washington University

Ó

Daniel Alanis

CGO - Growth MBA & Msc. University of Michigan

3

Ana María Henao

CMO – Marketing Business – EAFIT University.







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Sustainability



Sustainability

ENVIRONMENT

We focus on reducing our environmental impact by using resources more efficiently.

HEALTH AND NUTRITION

We promote healthy lifestyles through the nutritional profile of our products



WELLBEING

We commit to establishing conditions that motivate and make it easier for our employees and people to adopt habits that improve their quality of life.

SHARED VALUE

We create economic and social value through our strategic practices. stimulating development and strengthen our value chain.



Materiality Analysis

 In 2024, we began developing our first double materiality assessment in preparation for compliance with the Corporate Sustainability Reporting Directive (CSRD) and the International Financial Reporting Standards (IFRS) requirements.

MATERIAL TOPICS

HEALTH & NUTRITION

- A. Food safety and quality
- B. Healthy and nutritional food
- C. Reducing food waste
- D. Innovation, research, development, and scientific collaboration

WELLBEING

- H. Employee health, safety, wellbeing, and work-life balance
- I. Diversity, equal opportunity, and inclusion
- J. Employee training and development
- K. Organizational culture and work environment

SHARED VALUE

- E. Ethics and integrity
- F. Sustainable procurement and value chain management
- G. Economic performance

ENVIRONMENT

- L. Climate action
- M. Water management
- N. Circular economy and sustainable packaging
- O. Clean and efficient energy

MATERIALITY MATRIX







Sustainability highlights 2024

ENVIRONMENT













US \$10.6

million invested in initiatives related to mitigation of environmental impacts.

715

tons of virgin plastic avoided in our packaging in 2024.

19%

reduction of water usage per ton of food produced compared to 2018.

22%

reduction in CO2 eq emissions related to our plants and transportation fleet per ton of food produced compared to 2015.

WELLBEING













US \$20.5

million invested in employee wellbeing initiatives.

30.7

hours of training given on average to each employee.

23%

of employees participating in volunteering initiatives.

45%

reduction in accident rate vs 2018.

HEALTH & NUTRITION









US \$38.8

million invested in Research and Development.

98%

of our plants are GFSI (Global Food Safety Initiative) certified.

+1,930

new products launched in the last 36 months.

SHARED VALUE











57%

of purchases from suppliers with responsible practices (covering 80% of the purchase).

26,014

tons of food donated between 2015 and 2024.





Sustainability commitments progress

ACTION PILLARS	COMMITMENTS	2025 GOAL & KPIS	2025 GOAL VS. 2024 RE	SULTS
	Climate Action	20% of reduction in CO2 eq emissions relate transportation fleet, per ton of food produce		100%
ENVIRONMENT	Water Manager	ment 20% of reduction in water consumption per (compared to 2018).	ton of food produced	95%
	Cleaner Energy	67% of electricity used in our plants from cle sources.	eaner and renewable	97%
	Health and Safe	22% of reduction in the accident rate at our 2018).	operations (compared to	100%
WEELBEING	Professional De	velopment Increase by 11%, the number of training hour 2018).	rs per employee (compared to	100%
	Volunteering	10% of employees participating in volunteer	ring activities.	100%
HEALTH AND NUTRITION	Sustainable Inn	ovation Double the sales of products launched under portfolio* (compared to 2019).	the Health and Wellness	54%
	Pood Safety	100% of our plants with GFSI-endorsed certi 2018).	fication (acquired as of	98%
	Nutritional Info	rmation For markets without a local mandatory labeli of packaged products portfolio with nutrition	ng regulation as of 2018: 95% real facts on label.	87%
SHARED VALUE	Responsible Sou	urcing 80% of purchases from suppliers with enhan sustainability practices.	nced	71%
	Food Donations	Donate 25,000 tons of food (since 2015).		100%





SIGMA ESG Scores

JCDP	TCDP	TCDP	MORNINGSTAR SUSTAINALYTICS	S&P Global	
VALUE CHAIN ENGAGMENT A-F	WATER A-F	CLIMATE A-F	Risk	CSA 0 - 100	
В	С	В	27.5 Medium	43	
В	В	В	24.6 Medium	41	
B-	В	В	34.6 High	25	
D	С	С	36.69 Alto	-	
С	С	С	35.6 High	24	
	VALUE CHAIN ENGAGMENT A-F B B B D	VALUE CHAIN ENGAGMENT A-F B C B B B B C C C C C C C C C C C C C	VALUE CHAIN ENGAGMENT A-F WATER A-F CLIMATE A-F B C B B B B B B B B B B B B B B- B B D C C	VALUE CHAIN ENGAGMENT A-F WATER A-F CLIMATE A-F Risk B C B 27.5 Medium B B B B B B B 24.6 Medium B- B B 34.6 High D C C 36.69 Alto	

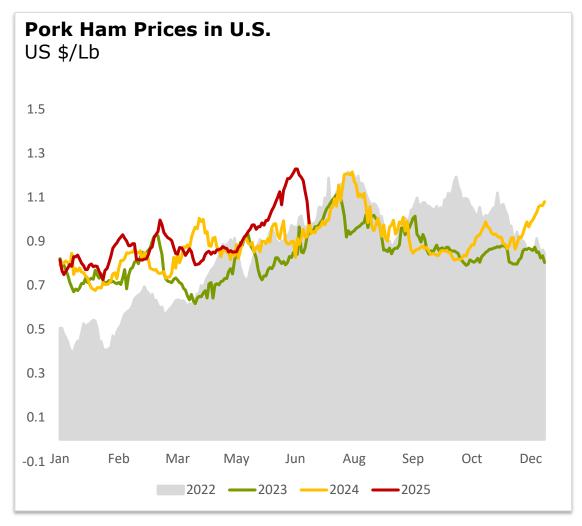


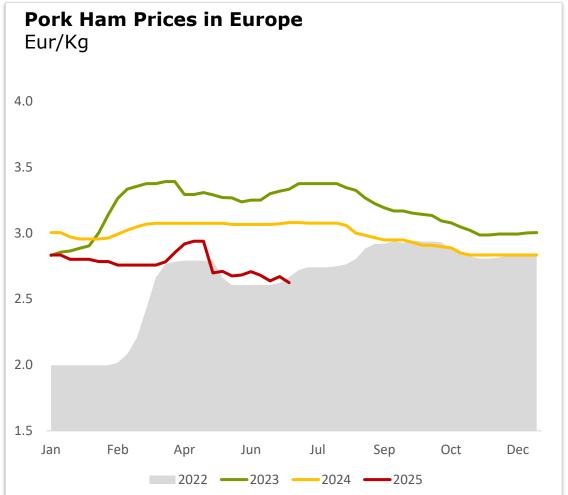
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Appendix



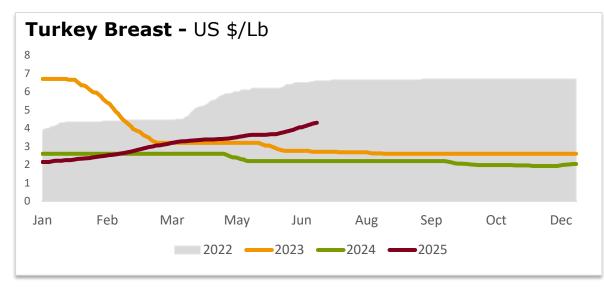
Pork ham price in U.S. and Europe

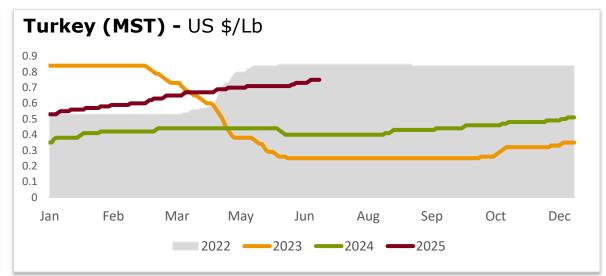


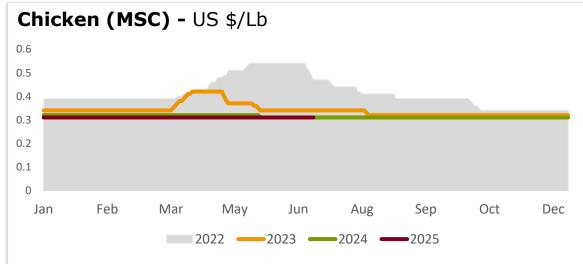


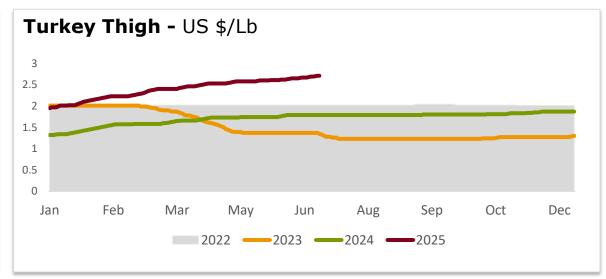


Poultry raw materials in the U.S.





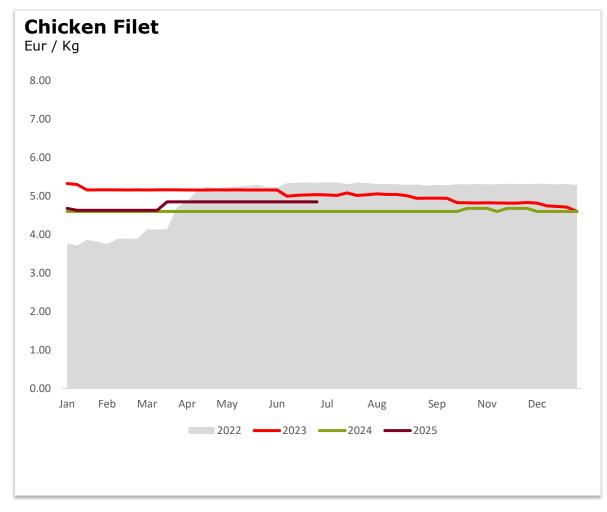


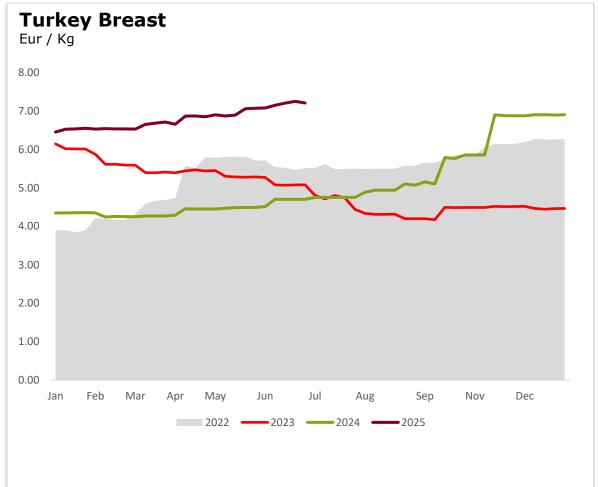






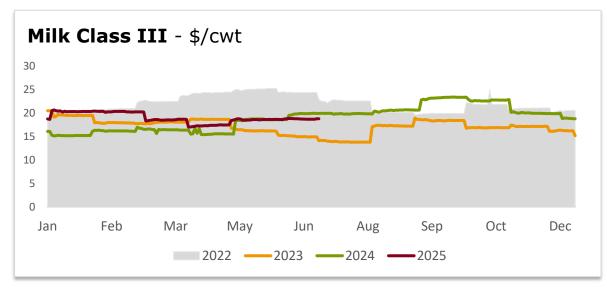
Poultry raw materials in Europe

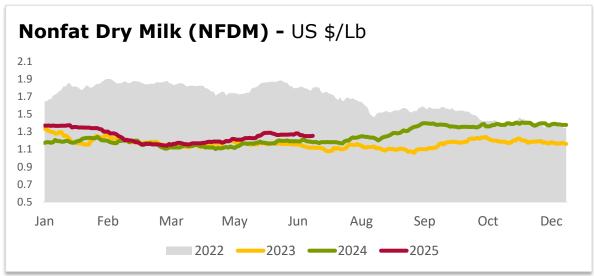


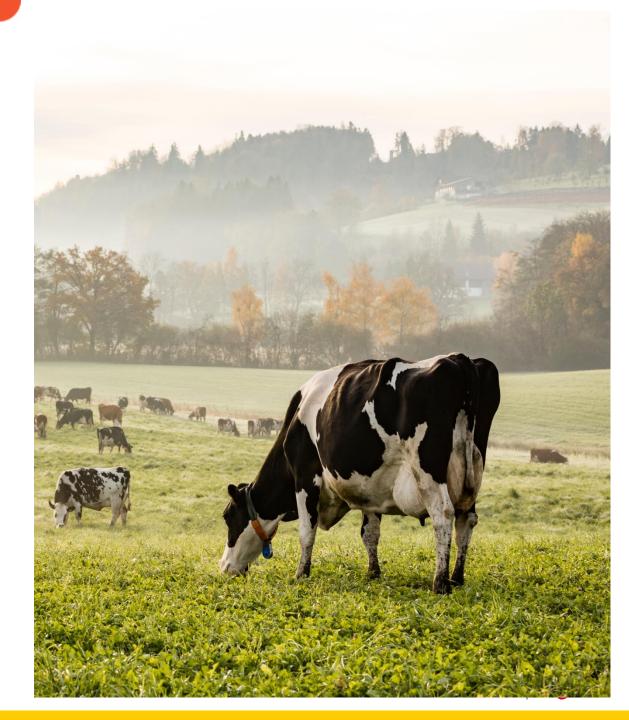




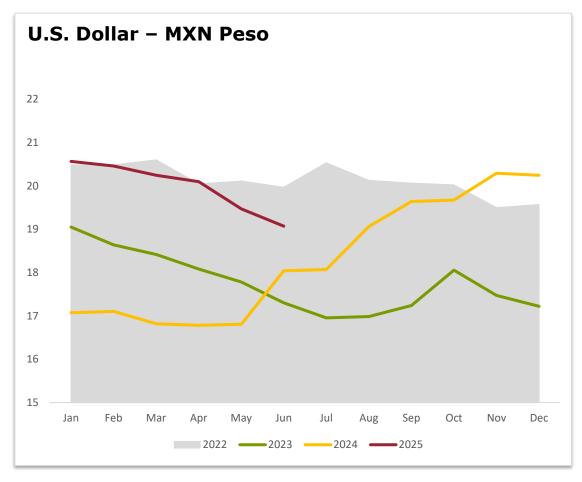
U.S. Dairy Raw Materials

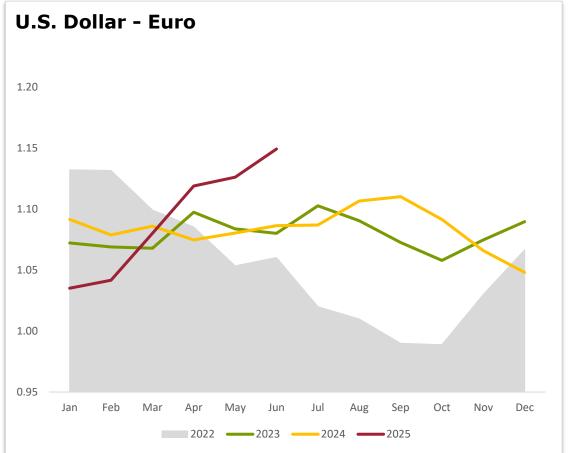






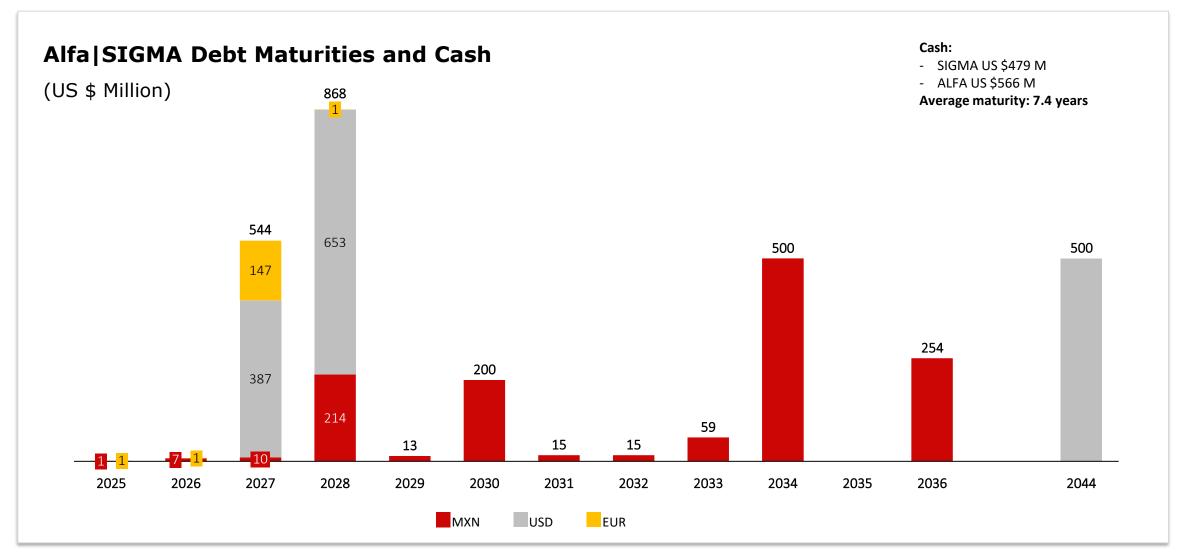
Currency Exchange Rates





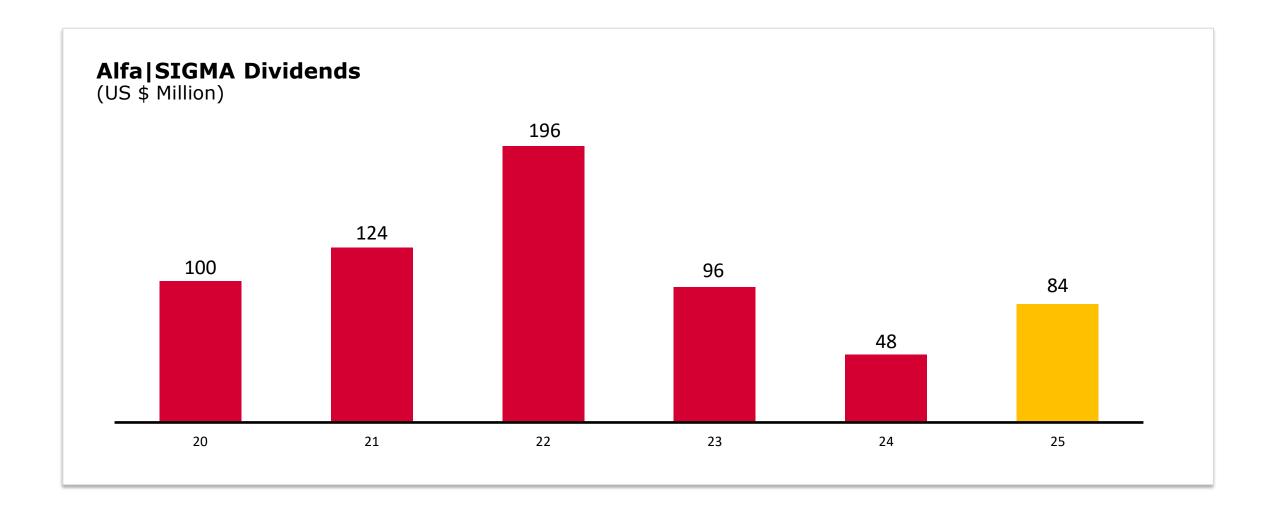


Debt Profile 2Q25





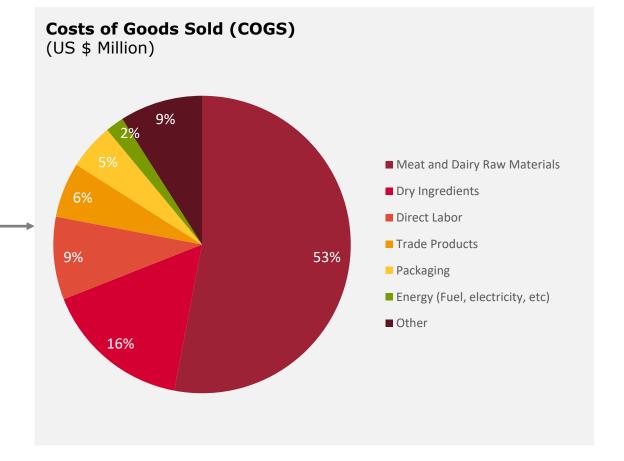
Dividends





SIGMA Cost / Expense Structure LTM

Income Statement (LTM)	US \$M	% of Revenue	
Revenue	8,721	100	
COGS	(6,107)	(70)	
Gross profit	2,614	30	
Selling expenses	(1,470)	(17)	
Administrative expenses	(452)	(5)	
Other income (expenses), net	80	1	
Operating profit	772	9	
Financial Income	21	0	
Financial expenses	(240)	(3)	
Gain (loss) due to exchange fluctuation, net	(30)	(0)	
Equity in income (loss) of associates	(0)	(0)	
Profit before income tax	583	7	
Income tax	(222)	(3)	
Net consolidated profit	361	4	



COGS:

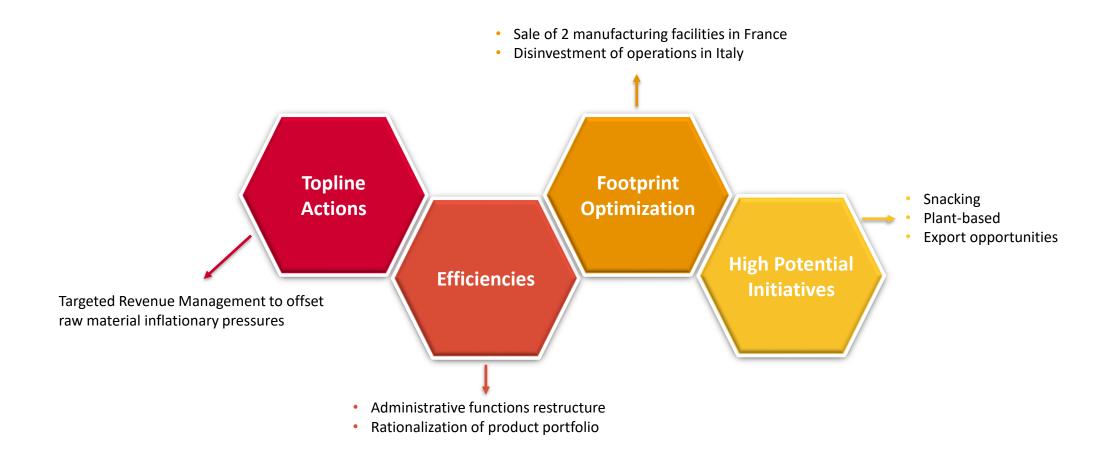
- Meat and Dairy raw materials Pork, Turkey, Chicken, Beef, Milk Class III, Block Cheddar Cheese, NFDM, etc.
- Dry Ingredients Seasonings and other non-meat or dairy raw materials
- Trade Products Product purchases distributed in the Traditional and Foodservice channels.
- Packaging Plastic Film, Labels, Capsules, Bottles, Lids, etc.
- Direct Labor Compensation directly related to food production.
- Energy Fuel, Electricity, Gas, etc.
- Others -Depreciation, Maintenance, etc.

SG&A:

- Selling Distribution, marketing, wages, sales commissions
- Administrative Wages, rents, utilities
- General Other minor expenses



Margin Expansion in Europe





Appendix: Key Raw Material Price References

This appendix provides a detailed explanation on how to obtain key raw material price references from public sources. This is not intended as an exhaustive list of the company's raw materials nor is it a direct representation of the company's actual costs.

Pork

- USA USDA PM Ham, 23-27# Trmd Sel Ham
- USA USDA Pork Trimmings 42% Trim Combo, FOB Plant

Poultry

- USA USDA Chicken MSC, Some Skin, 15-20% Fat, Fresh
- USA USDA Turkey MST, Some skin, under 20% fat, Fresh
- USA USDA Turkey Breast, Young Tom, Boneless & Skinless, Fresh
- USA USDA Turkey Thigh Meat, Boneless & Skinless, Fresh

Dairy

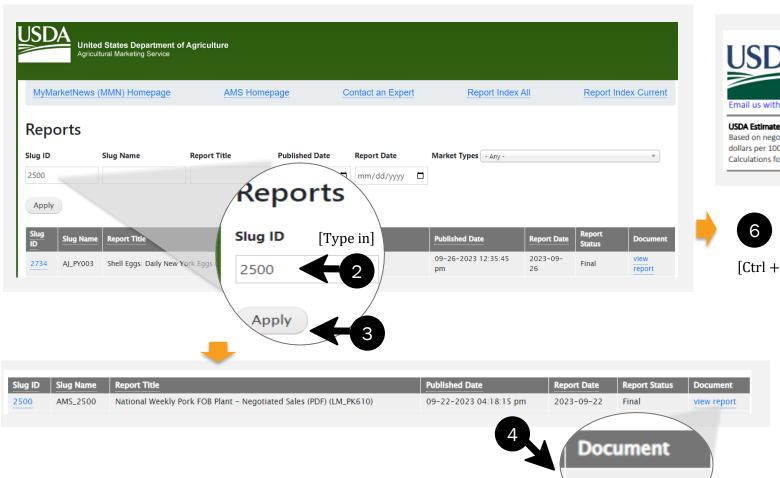
- USA USDA Milk Class III
- USA USDA Block Cheddar Cheese 40lb

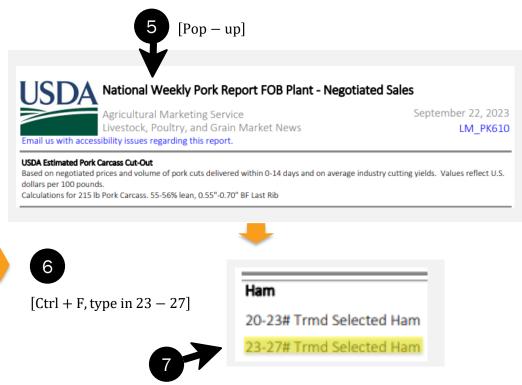


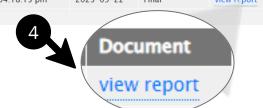
USA – USDA PM Ham, 23-27# Trmd Sel Ham

https://mymarketnews.ams.usda.gov/filerepo/reports



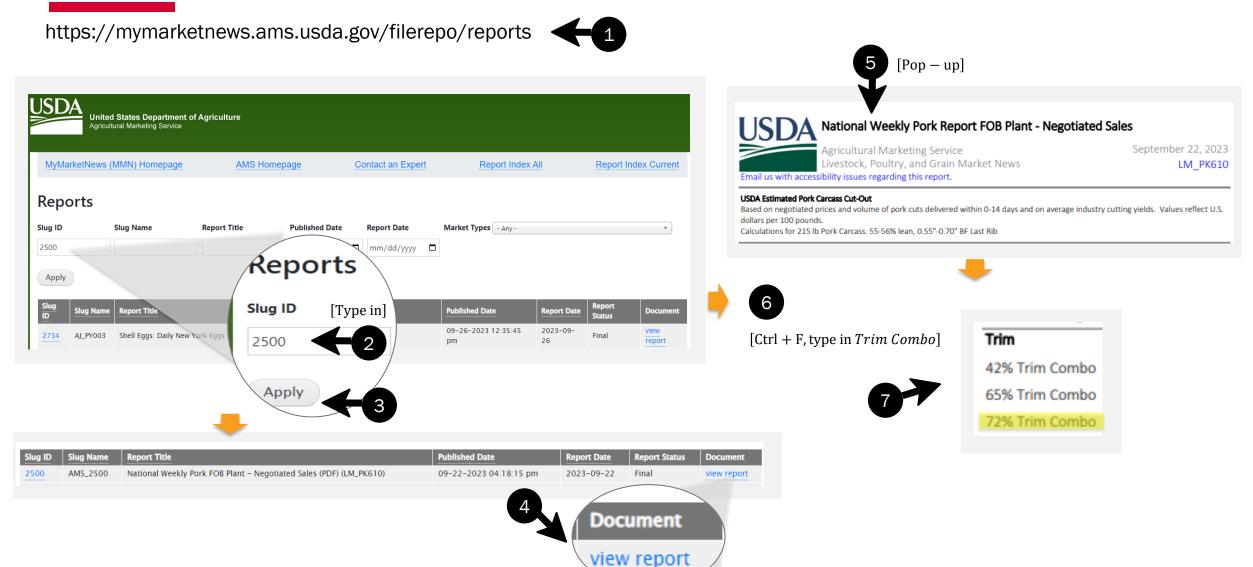






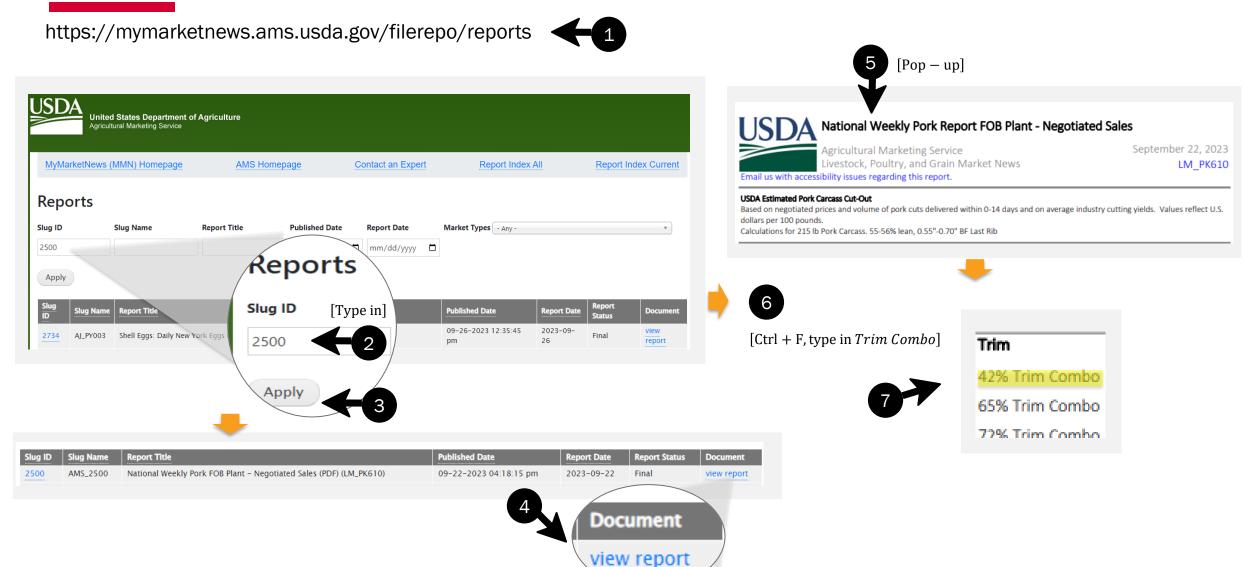


USA – USDA Pork Trimmings - 72% Trim Combo, FOB Plant



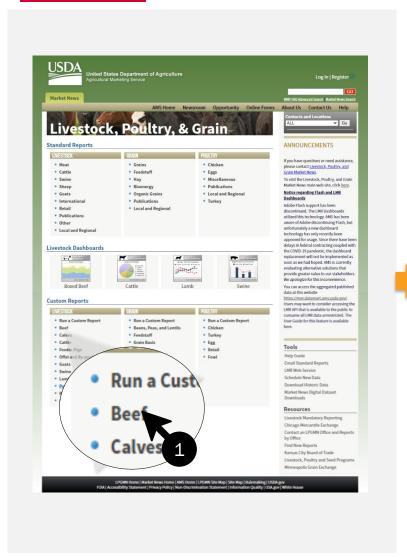


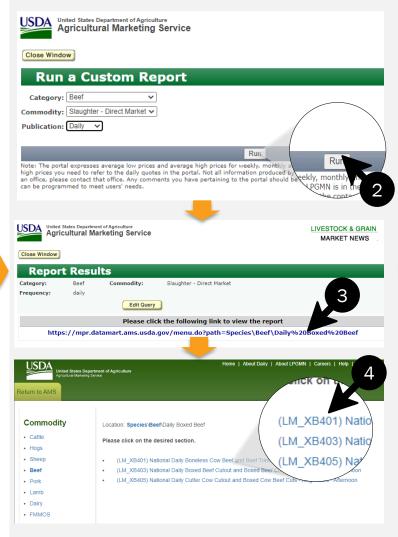
USA – USDA Pork Trimmings - 42% Trim Combo, FOB Plant

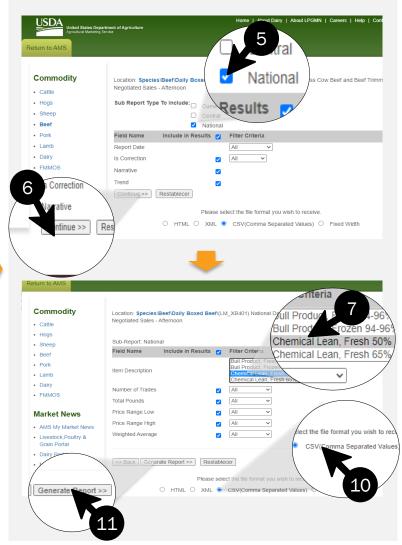




USA – USDA Beef Trimmings, National, FOB Plant, Fresh 50%







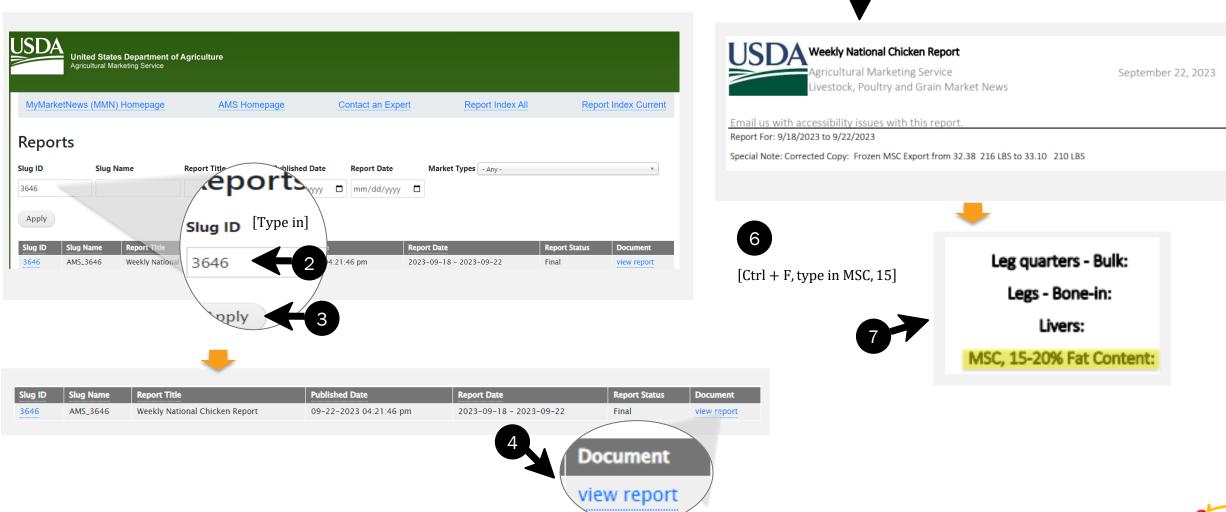


USA – USDA Chicken - MSC, 15-20% Fat, Fresh





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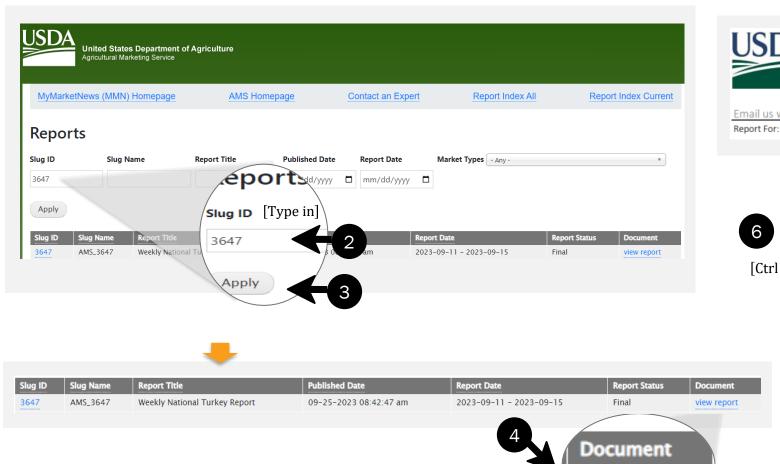


USA – USDA Turkey - MST, Some skin, under 20% fat, Fresh

https://mymarketnews.ams.usda.gov/filerepo/reports



view report







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Breast, Bone-in, Basted, 810 lb

Breasts, Boneless/Skinless,
Tom
Drumsticks, Tom
Frames, Pet Food

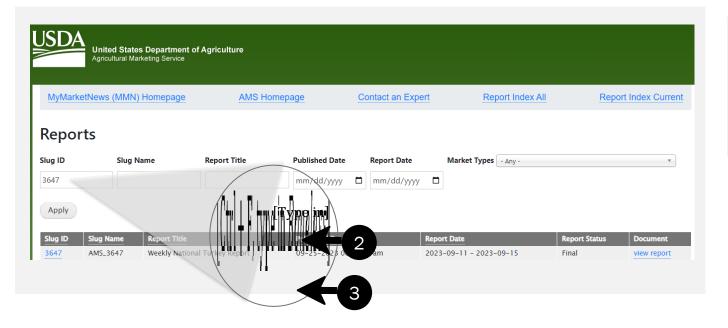
Mechanically Separated, 1520% Fat Content



USA – USDA Turkey - Breast, Young Tom, Boneless & Skinless, Fresh

https://mymarketnews.ams.usda.gov/filerepo/reports











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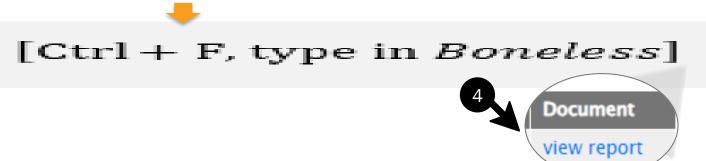
Breast, Bone-in, Basted, 810 lb

Breasts, Boneless/Skinless,
Tom

Drumsticks, Tom

Frames, Pet Food

Mechanically Separated, 1520% Fat Content

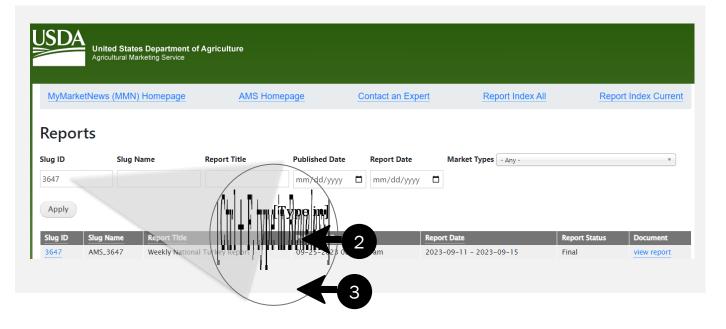




USA – USDA Turkey - Thigh Meat, Boneless & Skinless, Fresh

https://mymarketnews.ams.usda.gov/filerepo/reports











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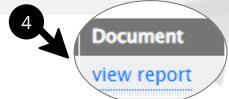
Gizzards,Defatted

Necks, Tom

Tails

Thigh Meat,Boneless
Skinless



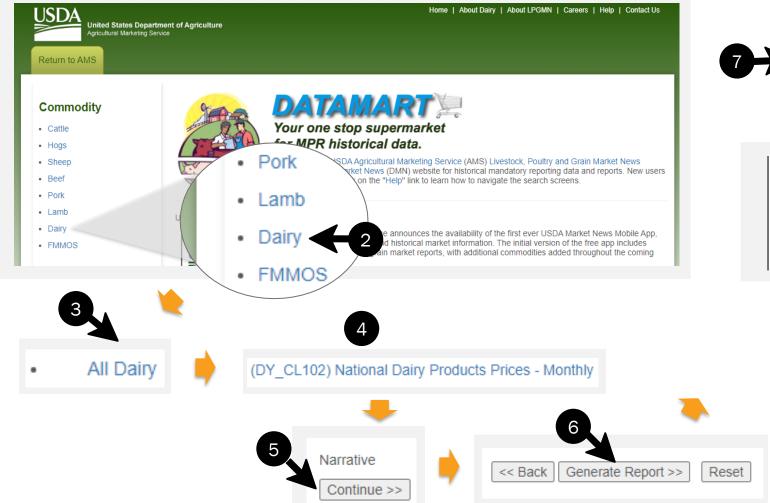




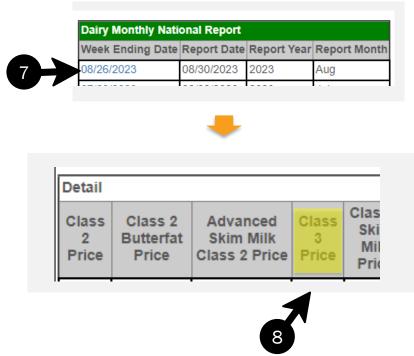
USA – USDA Dairy - CME, Milk Class III

https://mpr.datamart.ams.usda.gov/





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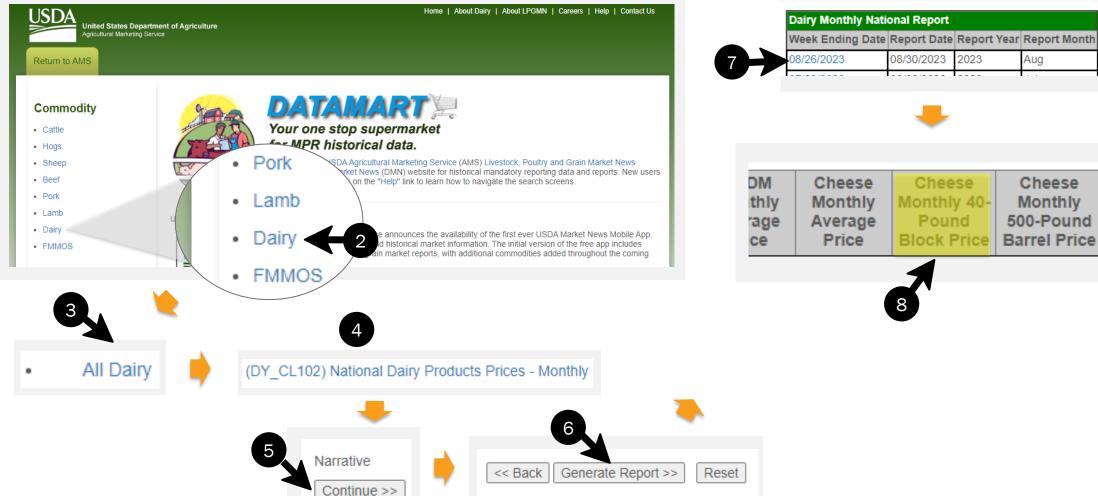




USA - USDA Dairy - Block Cheddar Cheese 40lb

https://mpr.datamart.ams.usda.gov/







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Contact

Hernán F. Lozano V.P. of Investor Relations T. +52 (81) 8748-2521 iralfa@alfa.com.mx

