

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

2 R&D Centers 260+ Food Scientists



Multi-channel refrigerated distribution network

640k+ points of sale visited weekly across 17 countries

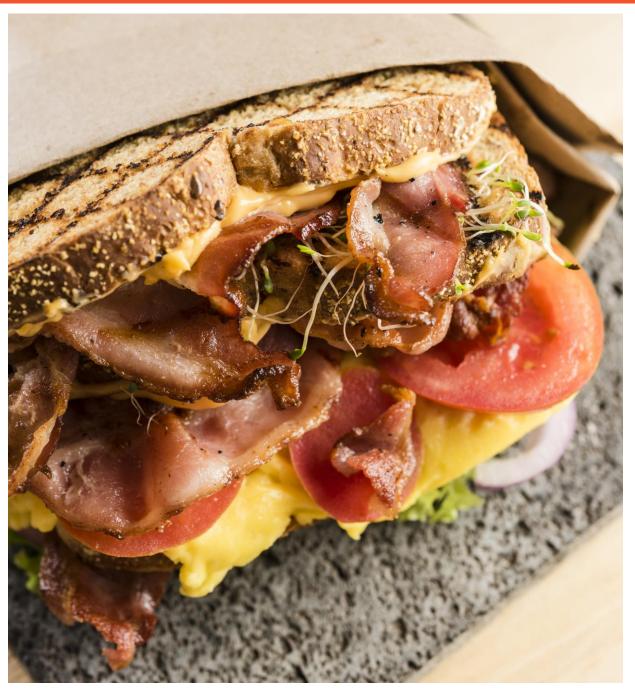


Industry-leading performance; resilient supply chain

Double-digit ROIC (USD) 16 quarters of Revenue growth in local currency

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



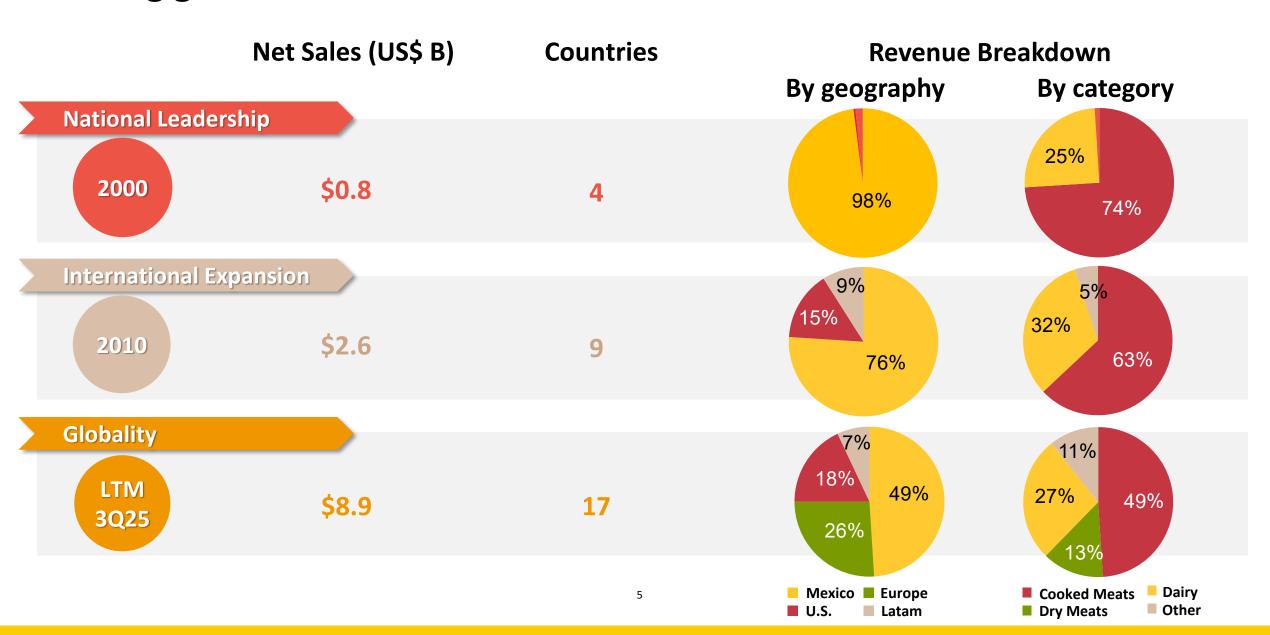


Transformation finalized; ALFA focused on SIGMA

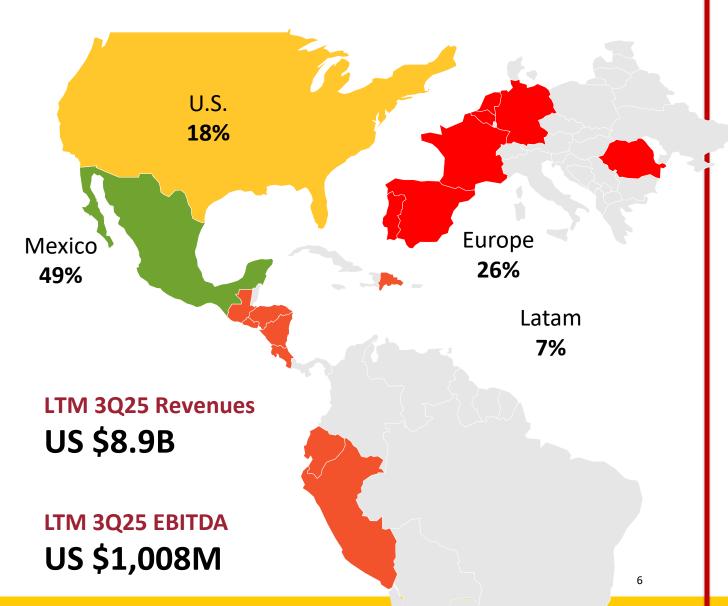
Advanced corporate rebranding initiative. ALFA name change proposal to be presented for shareholder approval shortly



Driving growth & transformation



Leading presence in 17 countries



Top player in key markets



#1 Cooked meats

#1 Cheese

#2 Yoghurt

U.S.

#1 Franks (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

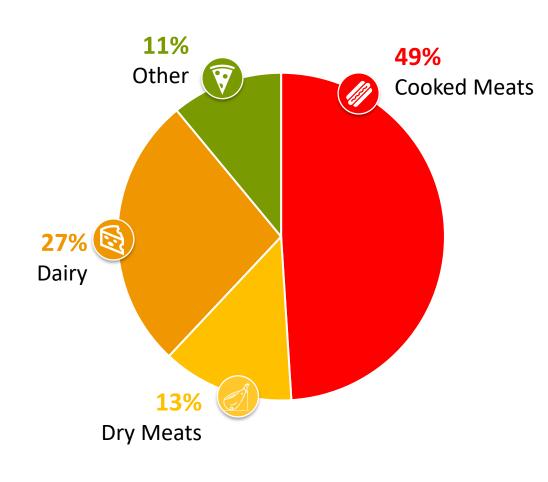
#2 Cooked meats





Branded product categories





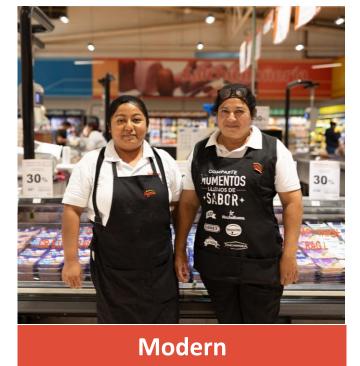


Leading brands across diversified market segments

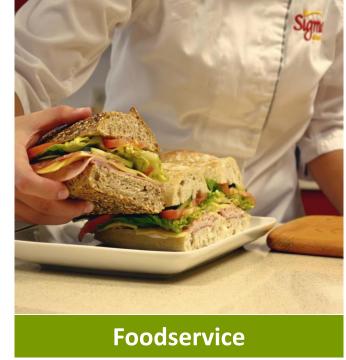




Multi-channel consumer reach







(% Sales)

Traditional

Mexico	40	43	17
Europe	78	14	8
U.S.	73	20	7
Latam	47	33	20



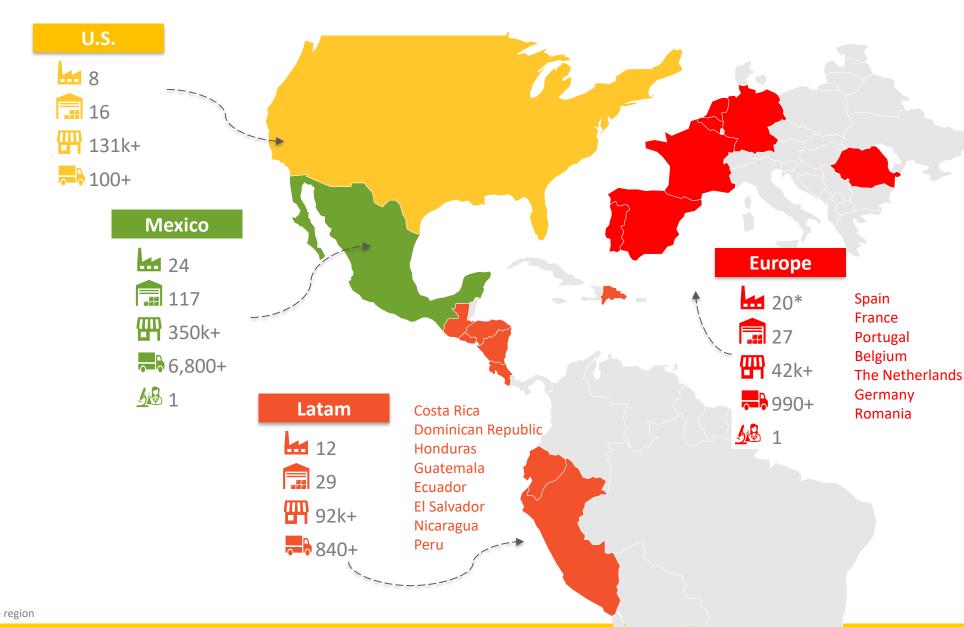
Multinational scale with local production & distribution capabilities







2 R&D Centers



Consumer-centric innovation

Innovation – Design Thinking

10% of Revenues from innovations

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

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

Joy **Connection**

Joy **Connection**

Promoting Health Sustainability

Delicious food

Present

Future





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: New business models





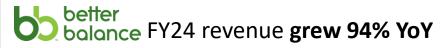
Plant-Based

High-protein Snacks



New Sources of Revenue: New business models

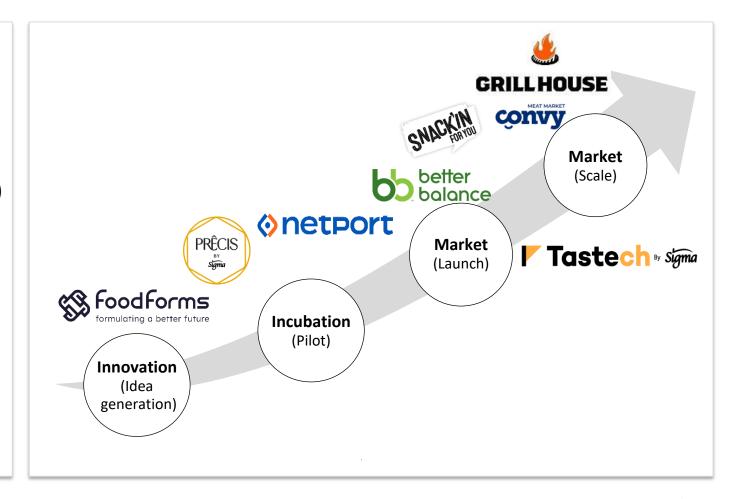
Some examples...



BB Franks **achieved 21% market share** in segment within 3 years since launch (Spain)

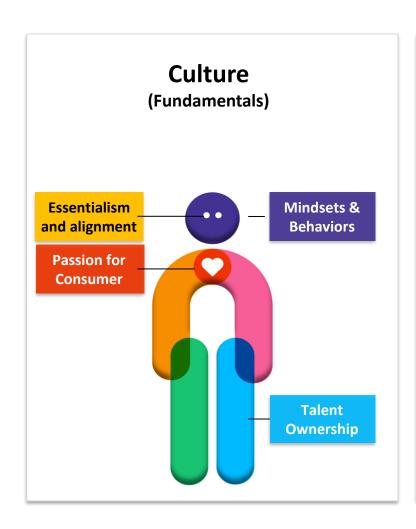
SNAU Formion HT Meat Stick monthly retailer sales grew 3x YoY in 2024

GRILLHOUSE FY24 revenue grew 134% YoY





Strengthen the organization: Evolve capabilities to enhance the organization's potential



Capabilities & Systems

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

Consumer-centric Marketing



Consumer-centric Innovation



Systems & Processes





Explore the Future: Health through food & Responsible protein

Biomass Fermentation



Precision Fermentation



Cellular Agriculture





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3Q25 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:
 - 3Q25: no figures presented related to Alpek
 - 2Q25: accumulated figures for the three days ended April 3, 2025
 - 3Q24: accumulated figures for the three months ended September 30, 2024
 - 2025: accumulated figures for the three months and three days ended April 3, 2025
 - 2024: accumulated figures for the nine months ended September 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:
 - 3Q25: no figures presented related to Alpek
 - 2Q25: no figures presented related to Alpek
 - 3Q24: accumulated figures for the three months ended September 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.





SIGMA reports EBITDA of US \$255 million in 3Q25; YTD Comparable EBITDA of US \$722 million, with non-recurring items



Mexico

- All-time high quarterly Revenues supported by selective price actions
- Resilient Volume; Retail channels outperforming Foodservice channel
- EBITDA down 6% YoY and up 11% QoQ.
 Sequential improvement driven by revenue management and favorable FX conversion



United States

- Flat Revenues YoY; higher average prices offset lower volume
- Growing penetration of Hispanic brands in mainstream channels partially offsets lower Volume in National brands
- Second highest 3Q EBITDA; down 19% YoY due to National brands volume and sales mix



Europe

- Revenues up 6% YoY supported by stronger FX; flat in local currency
- Sequential improvement in Volume and Eurodenominated avg. price
- EBITDA down 16% YoY reflecting combined impact of the Torrente plant flooding and higher turkey costs

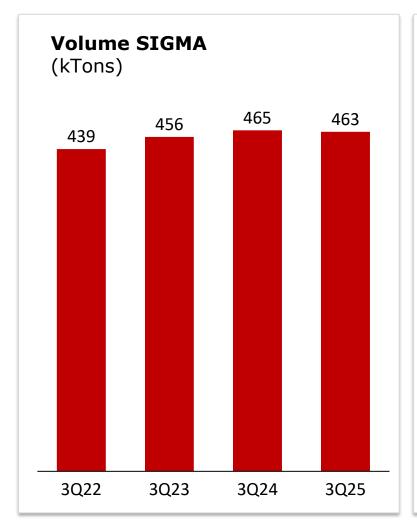


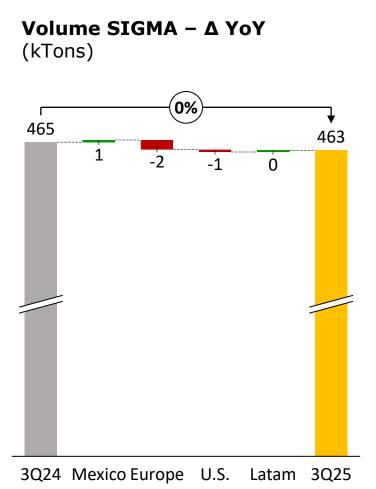
Latam

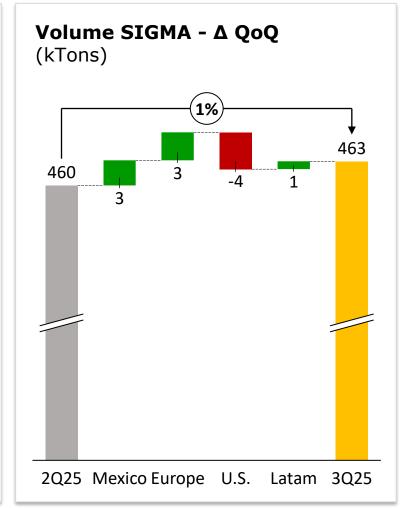
- Record 3Q Revenue driven by higher Volume
- 3Q25 EBITDA down 11% YoY amid higher costs; up 10% sequentially driven by operating improvements



Resilient Volume



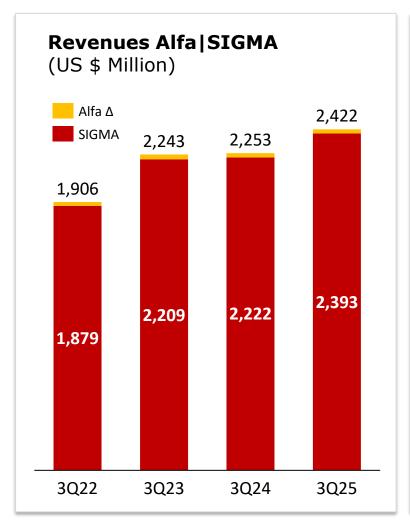


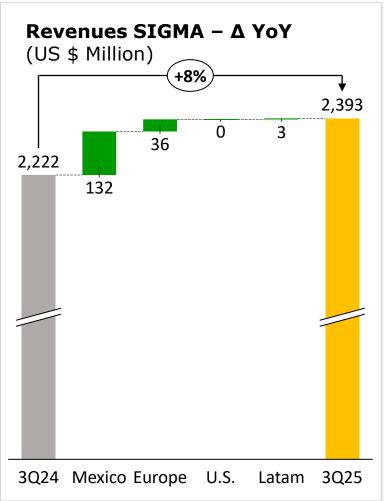


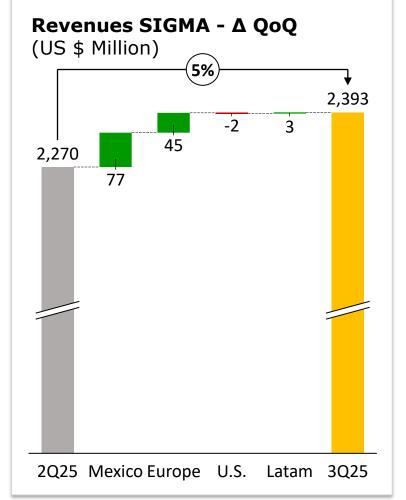




Revenue driven mainly by selective price actions

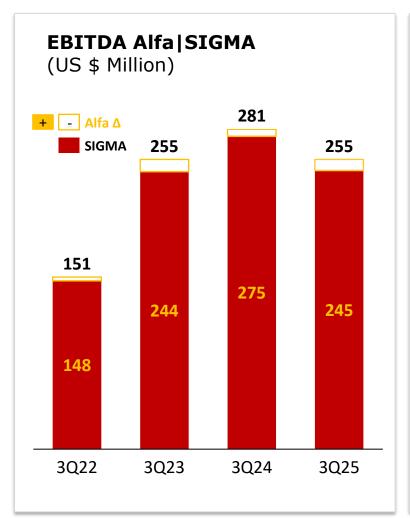


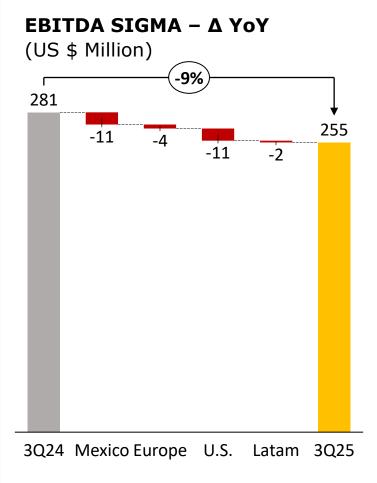


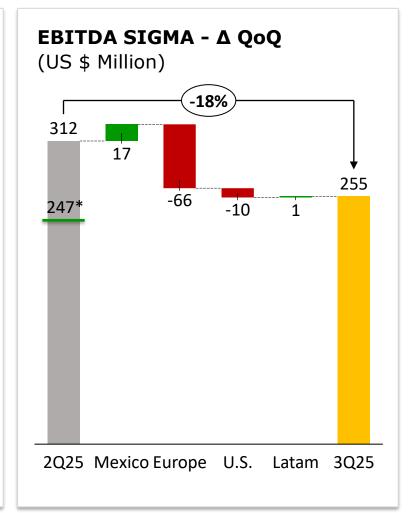




3Q25 EBITDA of US \$255M down 9% YoY due to raw material cost pressures; comparable sequential improvement driven by Mexico



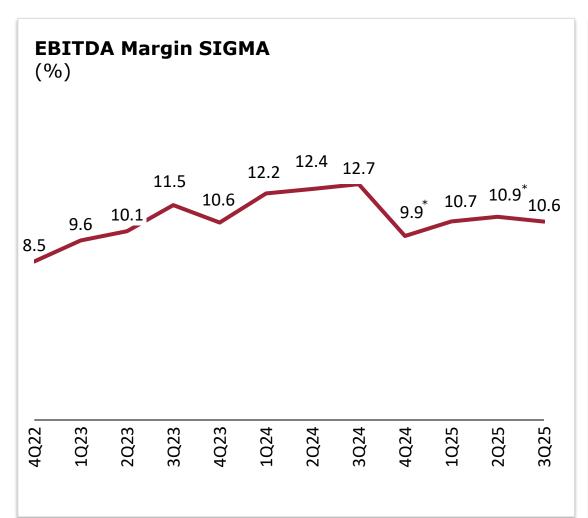


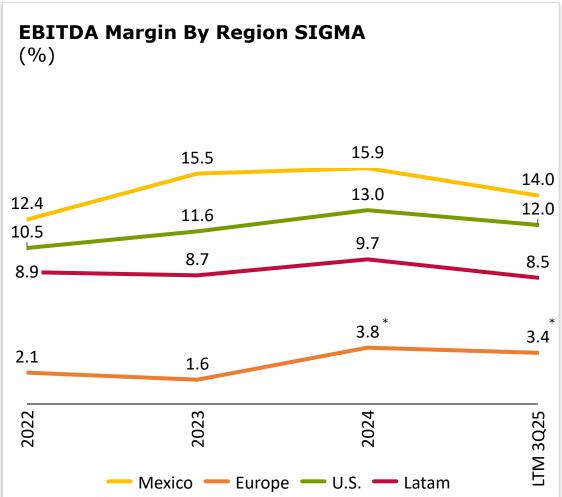






EBITDA margins reflect partial impact from higher protein costs

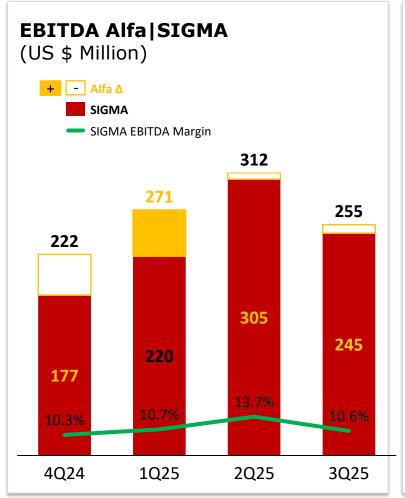


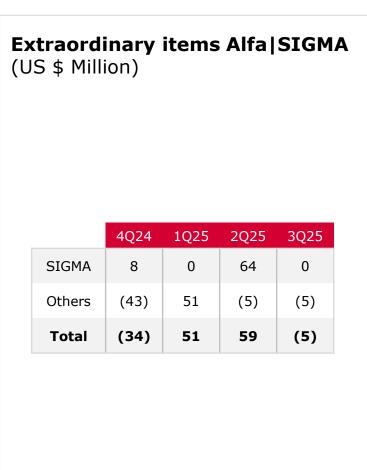


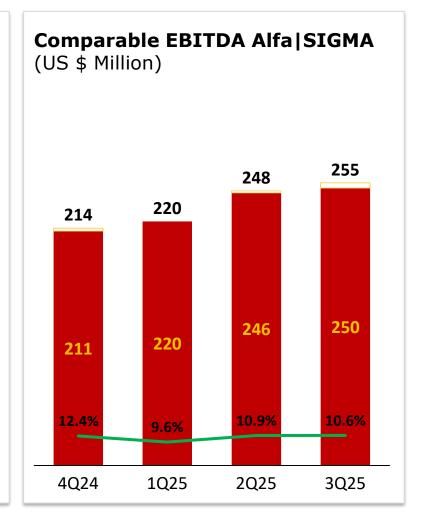




Comparable EBITDA of US \$255 with consistent sequential improvements year to date



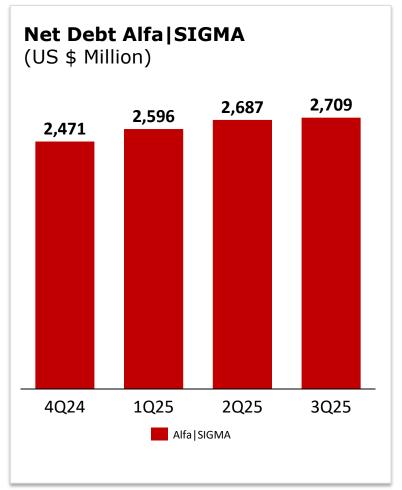


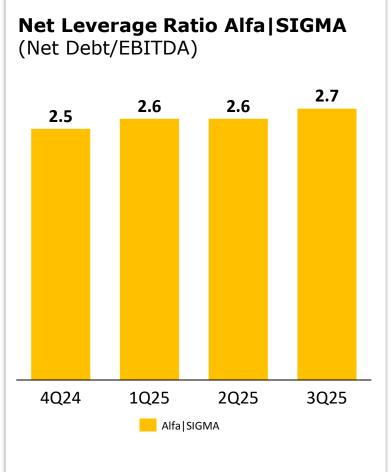






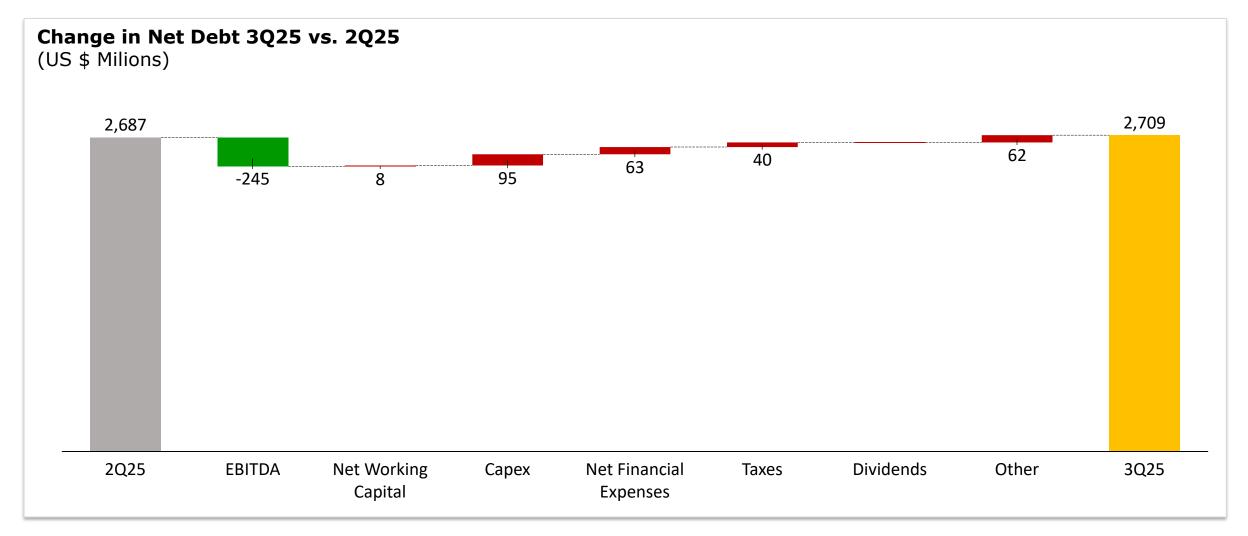
Alfa | SIGMA maintains solid financial position







Alfa | SIGMA - Net Debt slightly higher quarter on quarter





Recent Developments

Growth Business Unit

• In Mexico, SIGMA's snacks exceed 1 million units sold per month

• GRILLHOUSE Upcoming launch in first U.S. city (4Q25)

STUDIO, SIGMA's global center of excellence for consumer-centered design and innovation, advancing to boost core brands.

- 46 Physical prototypes developed
- 11 Innovation commitments established

To learn more visit: www.thestudiosigma.com

Alfa | SIGMA refinanced bank loan 26 months before maturity, at lower spread

- Original loan of US \$150M; USD-denominated, maturing in 2027
- Refinanced loan of Ps. \$3,000M; MXN-denominated, maturing in 2032, at lower spread

Alfa | SIGMA Dividend

- Board approved cash dividend of US \$35 million (US \$0.0063 per share)
- Paid on October 14, 2025

Sustainability

- Surpassed 80% goal of raw materials sourced from suppliers with sustainability practices (81%)
- Replaced 95% of fossil fuel-generated energy with biomass in Ecuador
- Installed 1,520 solar panels (984kWp) at the Imperial site in Belgium
- Improved Alfa | SIGMA's S&P CSA rating to 41, a 4-point annual increase.



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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)

(22)

Business Units

Eugenio Caballero

CEO Mexico **MBA** Harvard **Juan Ignacio Amat**

CEO Europe MBA INSEAD, MsC. Industrial Engineer UPM

Jesús Lobo

CEO USA **MBA Cornell University**

(21)

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**

Beatriz Patrón

CTCO - Talent & Culture MBA IPADE

Alejandro Suárez

CIO - Information Technology Master in Operations Research George Washington University

Daniel Alanis

CGO - Growth MBA & Msc. University of Michigan

3

Ana María Henao

CMO - Marketing Business - EAFIT University.

17

(42)

(19)









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Sustainability



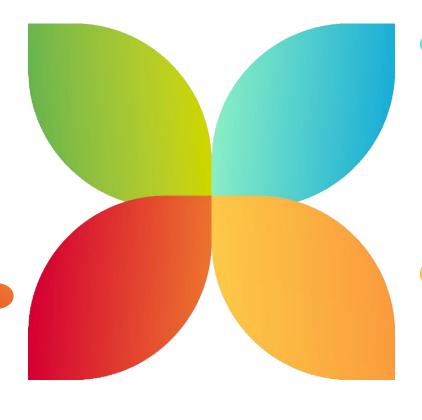
Sustainability

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 RESULTS	
	Climate Action	20% of reduction in CO2 eq emissions related to our plants and transportation fleet, per ton of food produced (compared to 2015).		100%
ENVIRONMENT	Water Management	20% of reduction in water consumption per ton of food produced (compared to 2018).		95%
	Cleaner Energy	67% of electricity used in our plants from cleaner and renewable sources.		97%
WEELBEING	Health and Safety	22% of reduction in the accident rate at our operations (compared to 2018).		100%
	Professional Developme	Increase by 11%, the number of training hours per employee (compared to 2018).		100%
	Volunteering	10% of employees participating in volunteering activities.		100%
HEALTH AND NUTRITION	Sustainable Innovation	Double the sales of products launched under the Health and Wellness portfolio* (compared to 2019).		54%
	Food Safety	100% of our plants with GFSI-endorsed certification (acquired as of 2018).		98%
	Nutritional Information	For markets without a local mandatory labeling regulation as of 2018: 95% of packaged products portfolio with nutritional facts on label.		87%
SHARED VALUE	Responsible Sourcing	80% of purchases from suppliers with enhanced sustainability practices.		71%
	Food Donations	Donate 25,000 tons of food (since 2015).		100%





SIGMA ESG Scores

	JCDP	TICDP	DCDP	MORNINGSTAR SUSTAINALYTICS	S&P Global
	VALUE CHAIN ENGAGMENT A-F	WATER A-F	CLIMATE A-F	Risk	CSA 0 - 100
Current	В	C	В	26.2 Medium	43
2023	В	В	В	24.6 Medium	41
2021	B-	В	В	34.6 High	25
2019	D	С	С	36.69 Alto	-
2023 Industry Average	С	С	С	35.6 High	24

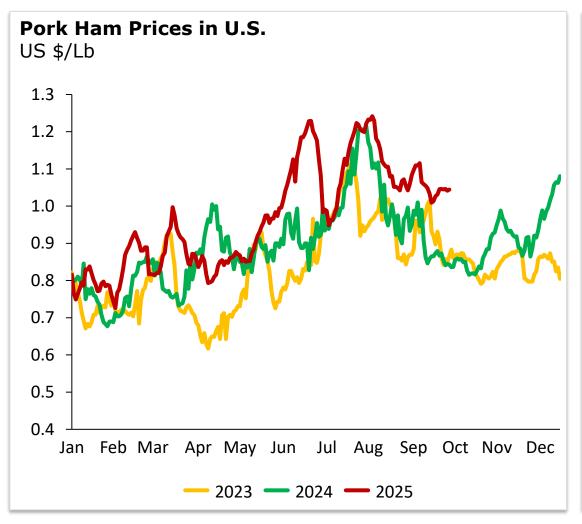


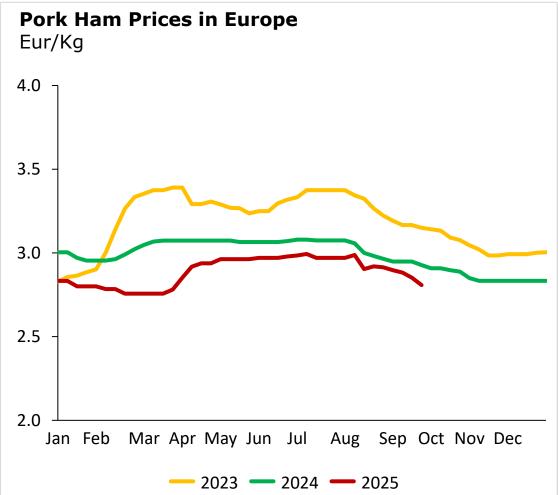
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Appendix



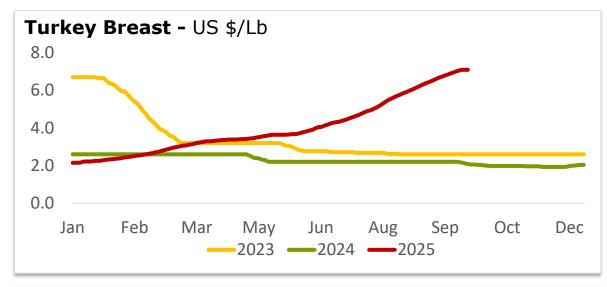
Pork ham price in U.S. and Europe

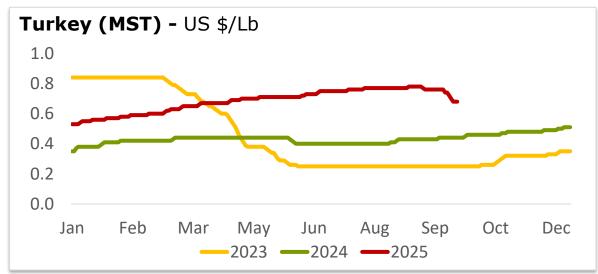


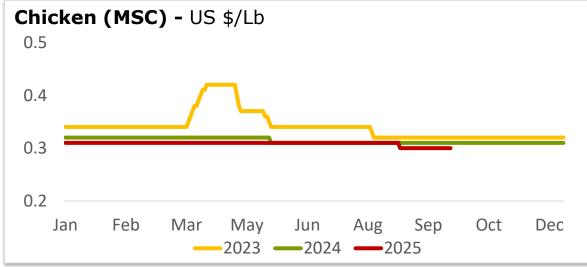


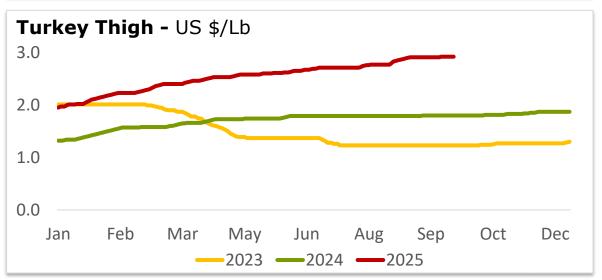


Poultry raw materials in the U.S.





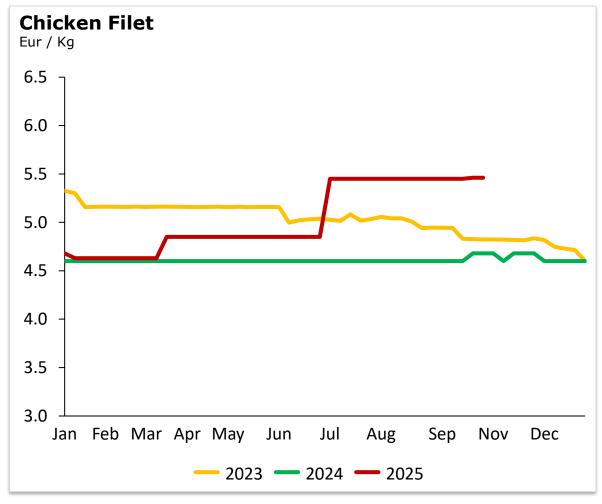


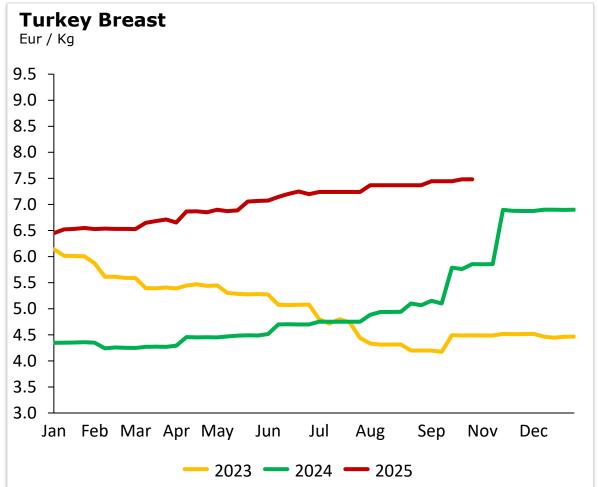






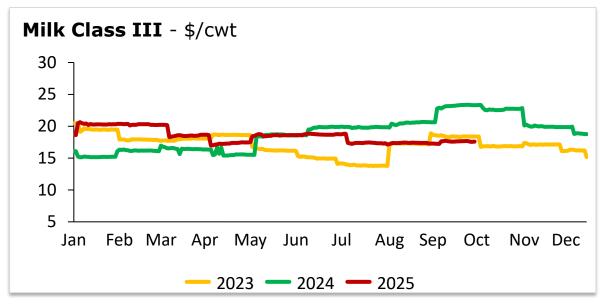
Poultry raw materials in Europe

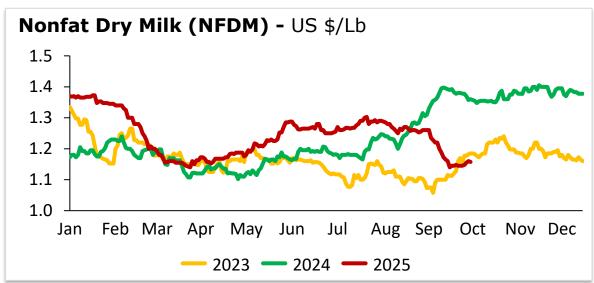


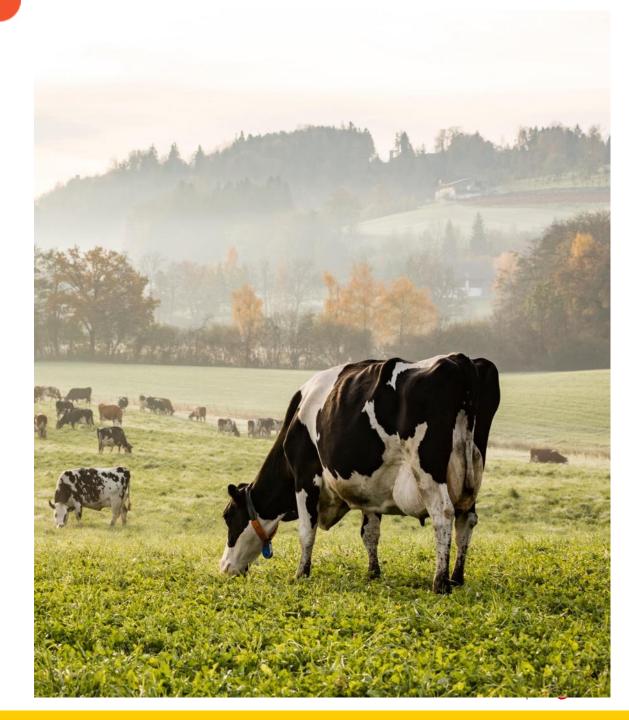




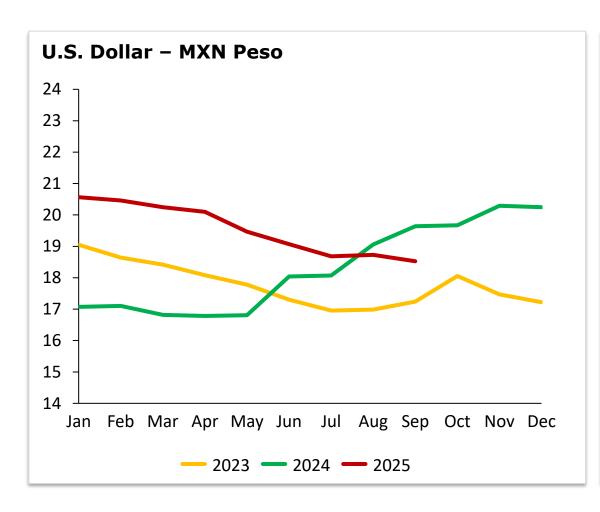
U.S. Dairy Raw Materials

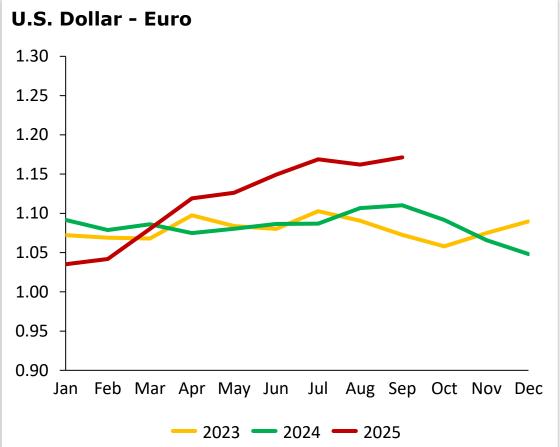






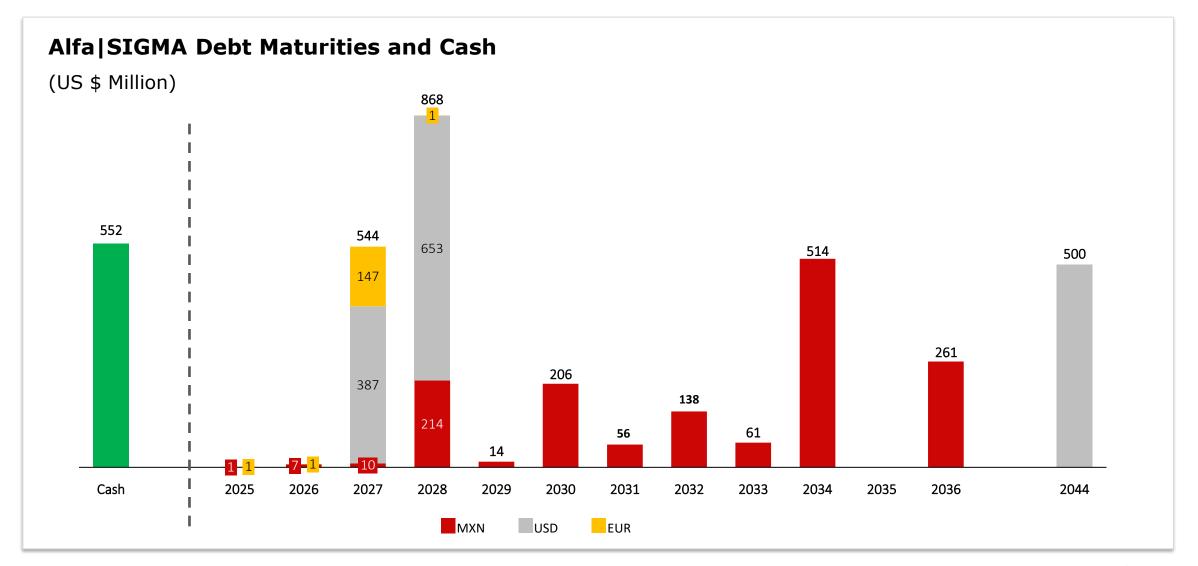
Currency Exchange Rates – Monthly Average



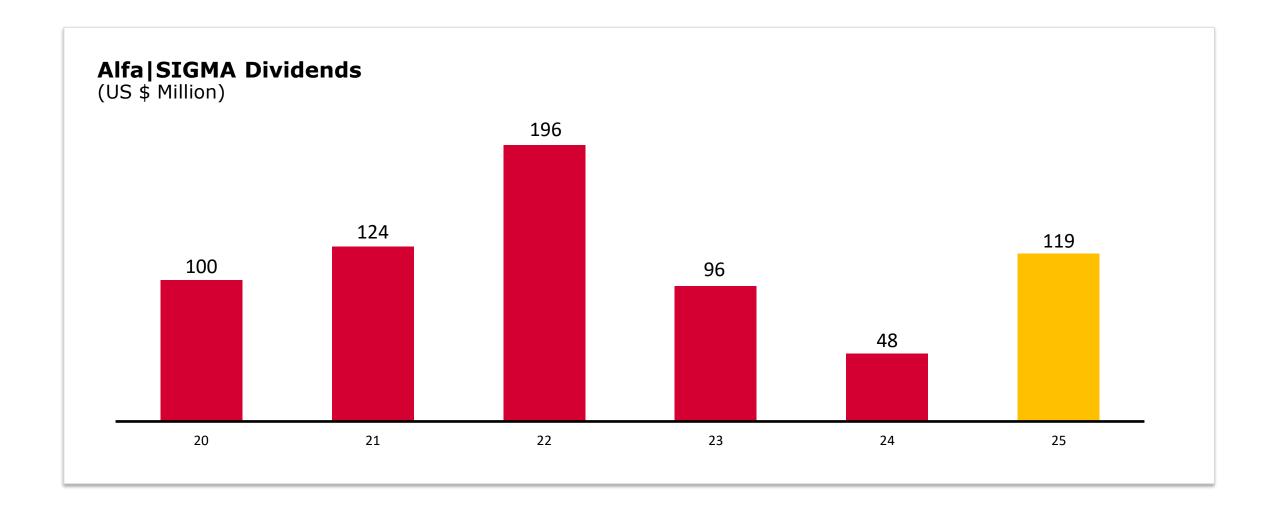




Debt Profile 3Q25



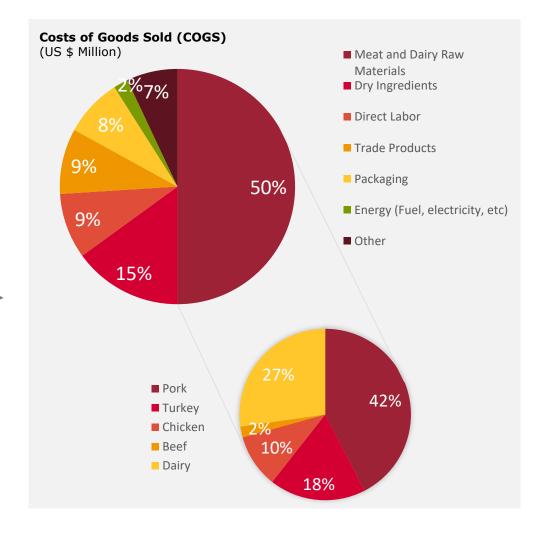
Dividends





SIGMA Cost / Expense Structure LTM

Income Statement (LTM)	US \$M	% of Rever	nue
Revenue	8,893	100	
Cost of sales	(6,277)	(71)	
Gross profit	2,615	29	
Operating expenses and others	(1,875)	(21)	
Operating income	740	8	
Financial cost, net	(226)	(3)	
Income before taxes	515	6	
Income tax	(214)	(2)	
Net consolidated income	301	3	_



COGS:

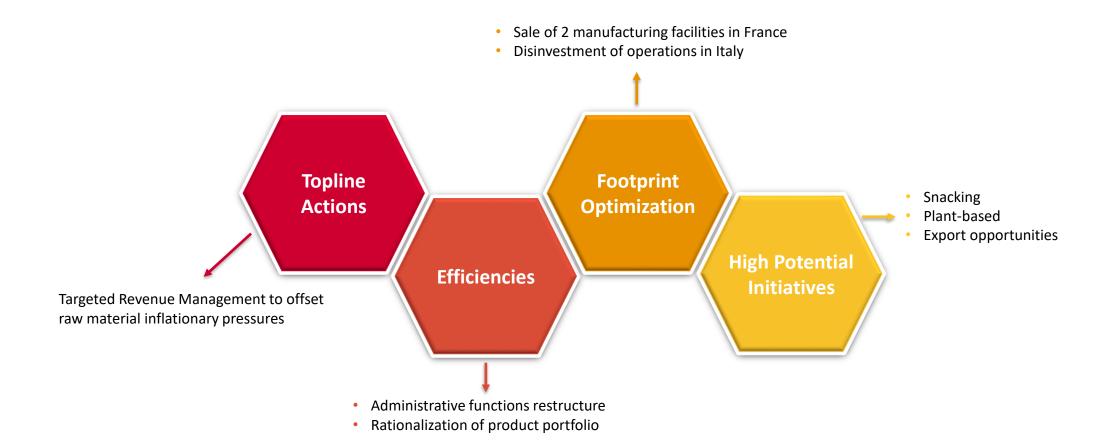
- Meat and Dairy raw materials Pork, Turkey, Chicken, Beef, Milk Class III, Block Cheddar Cheese, NFDM, etc.
- Dry Ingredients Seasonings and other non-meat or dairy raw materials
- Trade Products Product purchases distributed in the Traditional and Foodservice channels.
- Packaging Plastic Film, Labels, 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

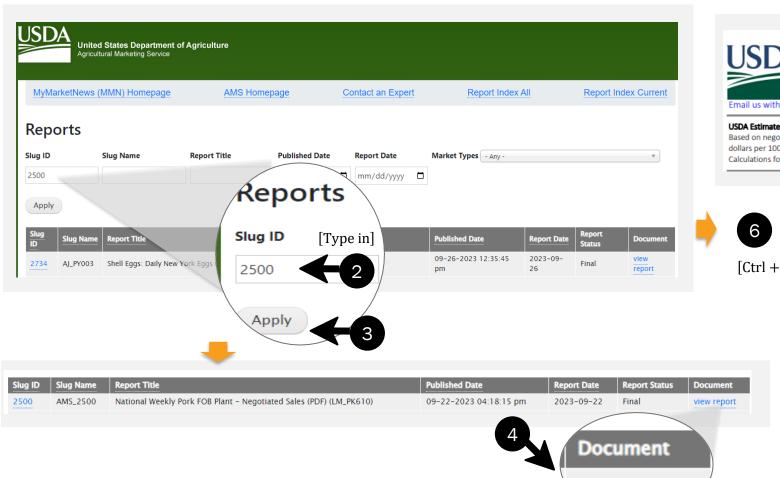
- USA USDA Milk Class III
- USA USDA Block Cheddar Cheese 40lb

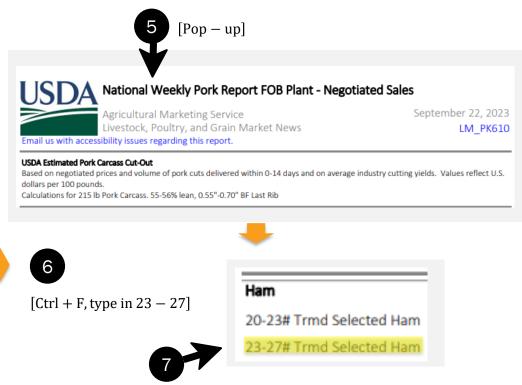


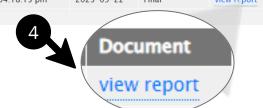
USA – USDA PM Ham, 23-27# Trmd Sel Ham

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



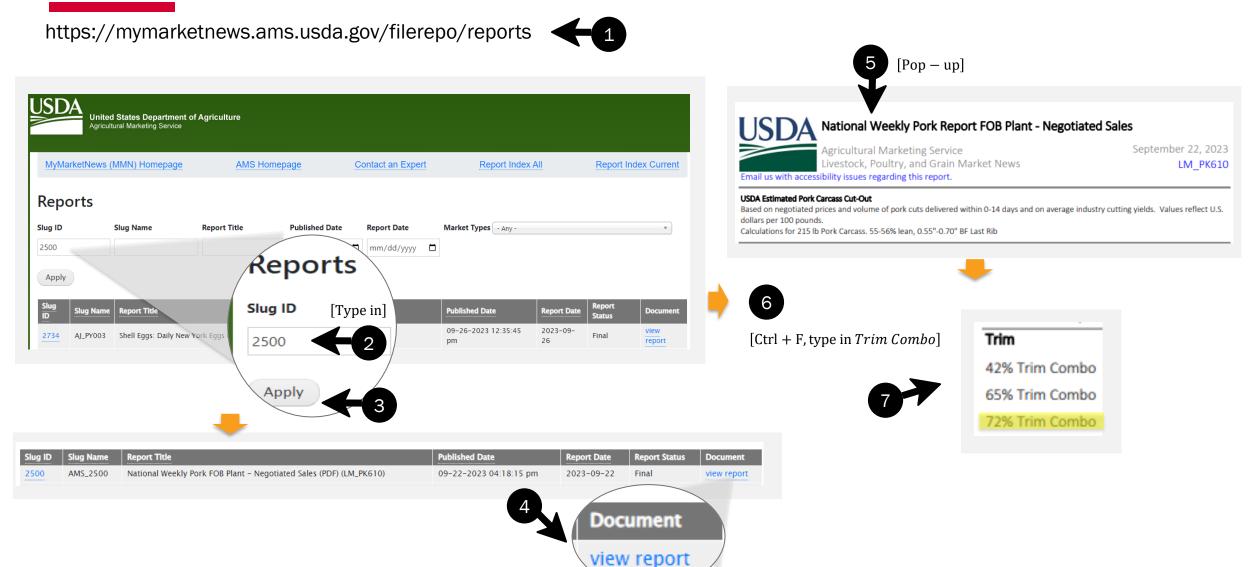






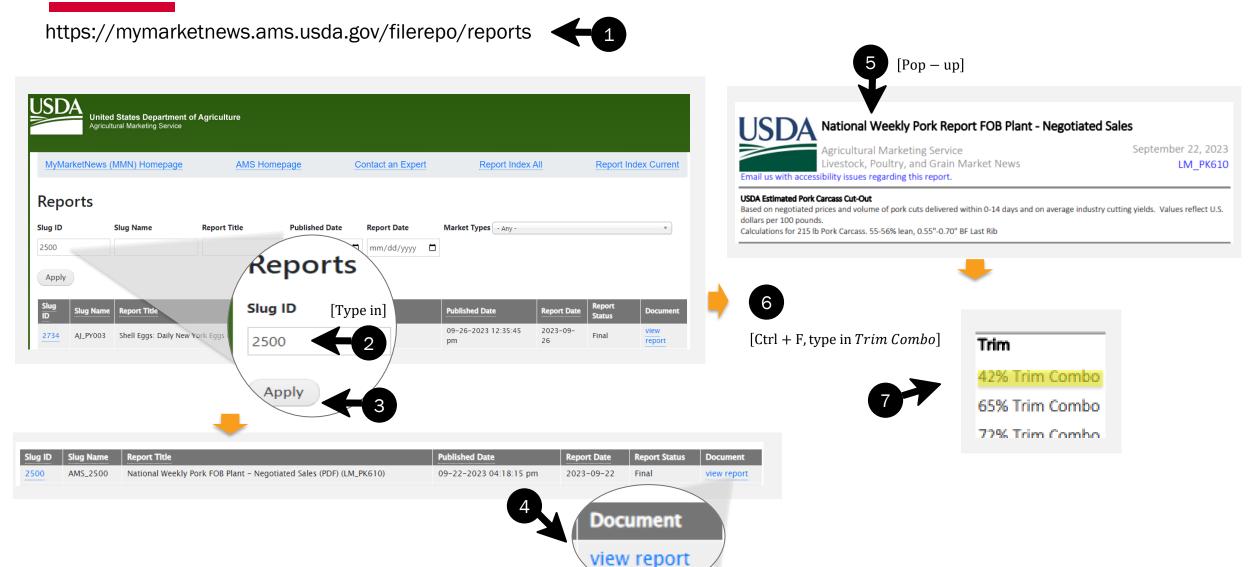


USA – USDA Pork Trimmings - 72% Trim Combo, FOB Plant



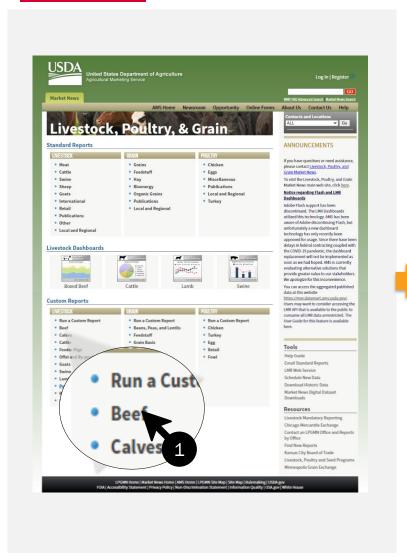


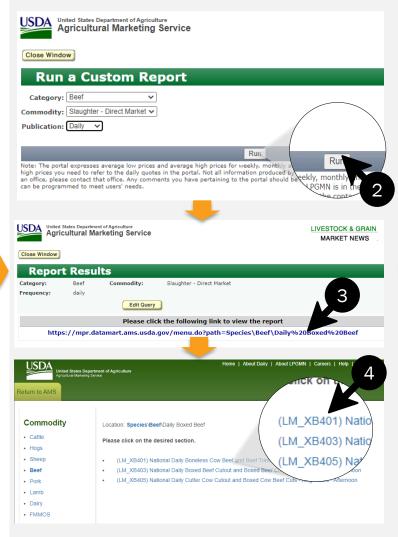
USA – USDA Pork Trimmings - 42% Trim Combo, FOB Plant

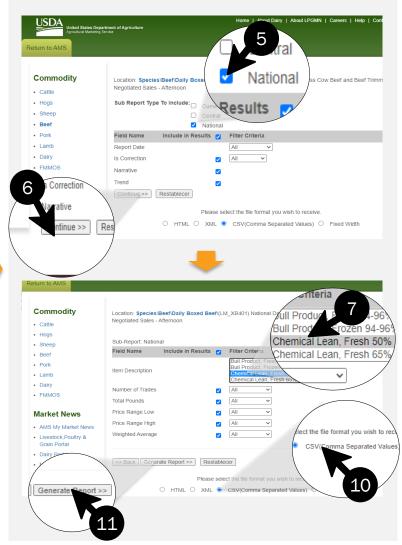




USA – USDA Beef Trimmings, National, FOB Plant, Fresh 50%







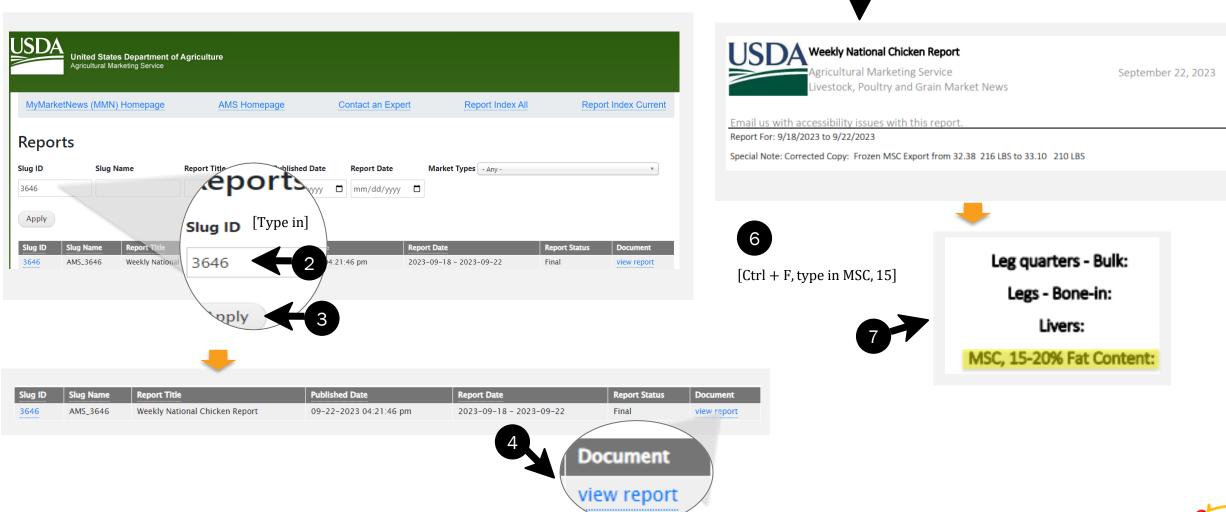


USA – USDA Chicken - MSC, 15-20% Fat, Fresh





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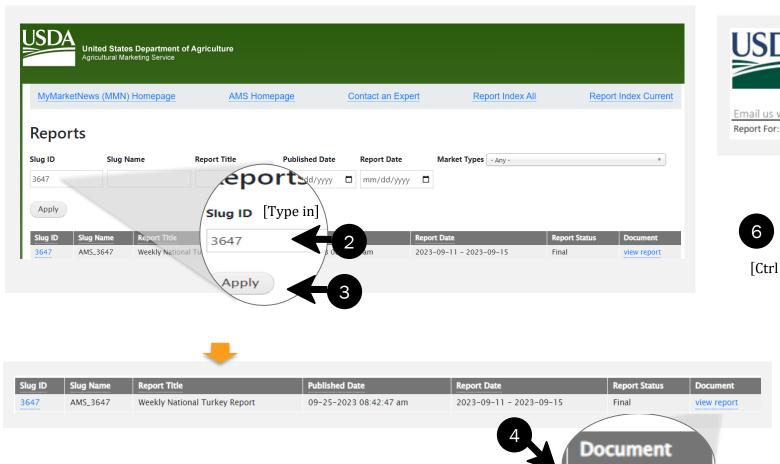


USA – USDA Turkey - MST, Some skin, under 20% fat, Fresh

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



view report







[Ctrl + F, type in 15 - 20]



Breast, Bone-in, Basted, 810 lb

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

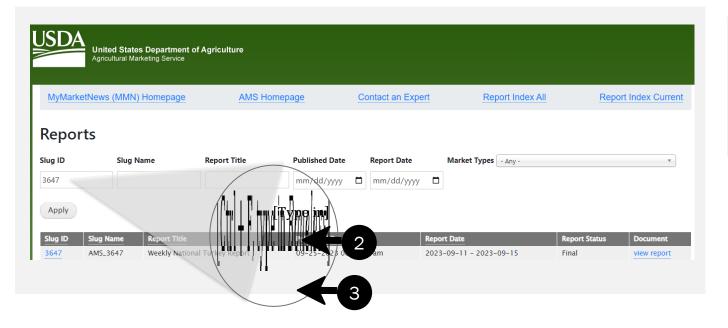
Mechanically Separated, 1520% Fat Content



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

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











[Ctrl + F, type in *Boneless*]



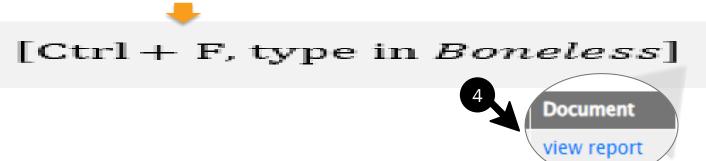
Breast, Bone-in, Basted, 810 lb

Breasts, Boneless/Skinless,
Tom

Drumsticks, Tom

Frames, Pet Food

Mechanically Separated, 1520% Fat Content

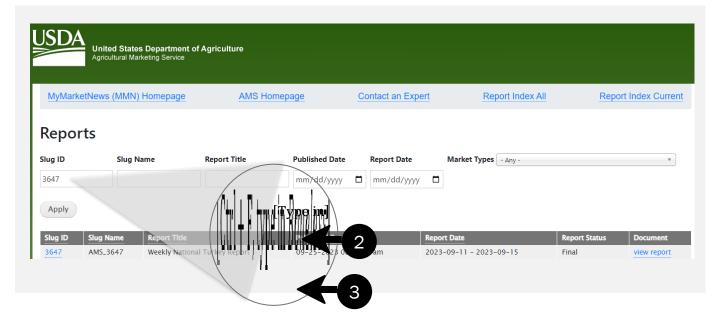




USA – USDA Turkey - Thigh Meat, Boneless & Skinless, Fresh

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











[Ctrl + F, type in *Boneless*]



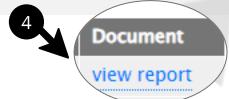
Gizzards,Defatted

Necks, Tom

Tails

Thigh Meat,Boneless
Skinless



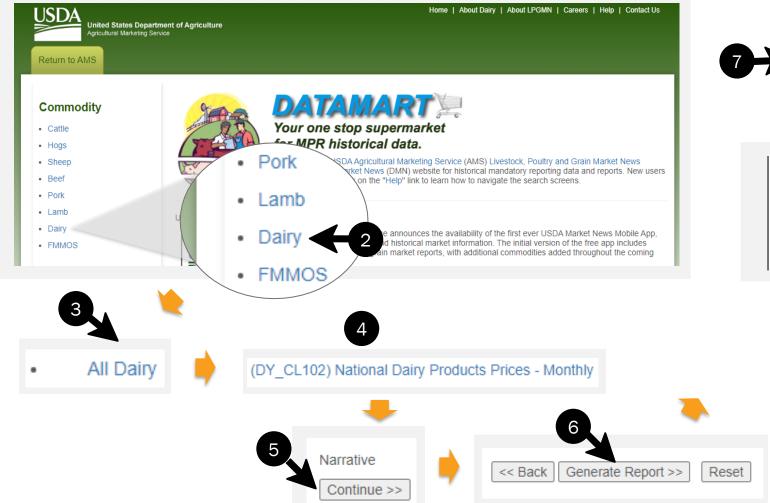




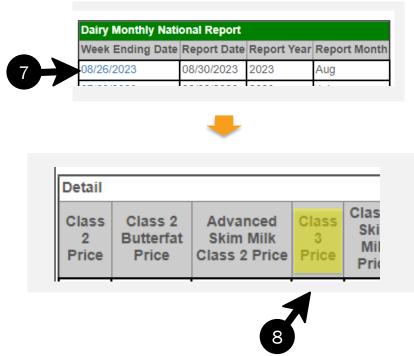
USA – USDA Dairy - CME, Milk Class III

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





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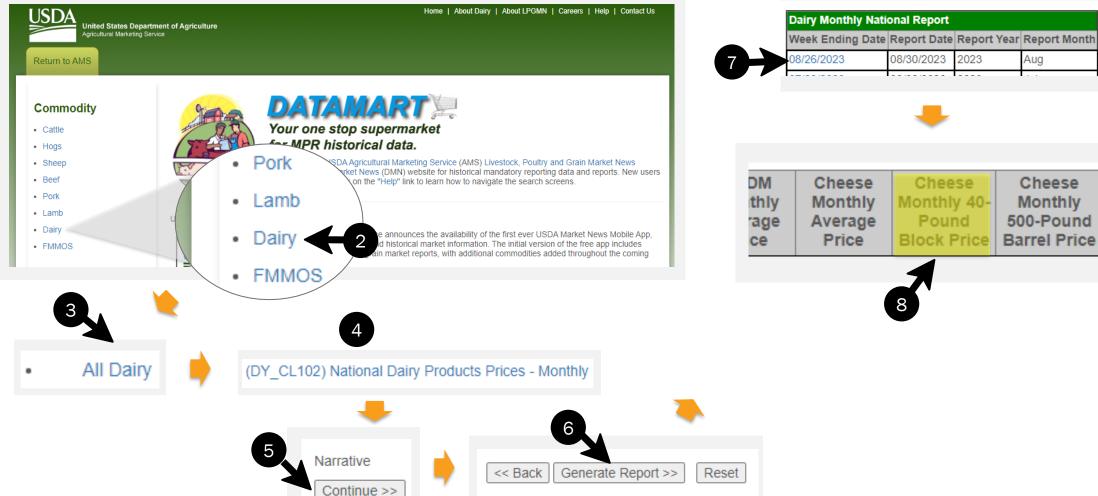




USA - USDA Dairy - Block Cheddar Cheese 40lb

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







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