

ALFA Transformation

Final Spin-off

October 9, 2024




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- ▼ **ALFA's conglomerate composition being effectively simplified into wholly-owned food business**
- ▼ **Alpek fully capable of extending successful track record independent from ALFA**
- ▼ **Represents the final spin-off in ALFA's corporate simplification process**
- ▼ **Process aligned with previous spin-offs of ALFA's stakes in Nemak and Axtel**
- ▼ **ALFA, Sigma and Alpek's credit ratings recently affirmed by Fitch, Moody's and Standard & Poor, which incorporated recent developments and the proposed spin-off**

Corporate simplification milestones (2020 – 2023)



 **Nemak** spin-off (Dec 2020)
Innovative Lightweighting



Corporate expense reduction (-80% vs 2019)



Debt prepayment flexibility through successful
refinancing (US \$500 million)



axtel spin-off (May 2023)

Recent developments supporting final spin-off



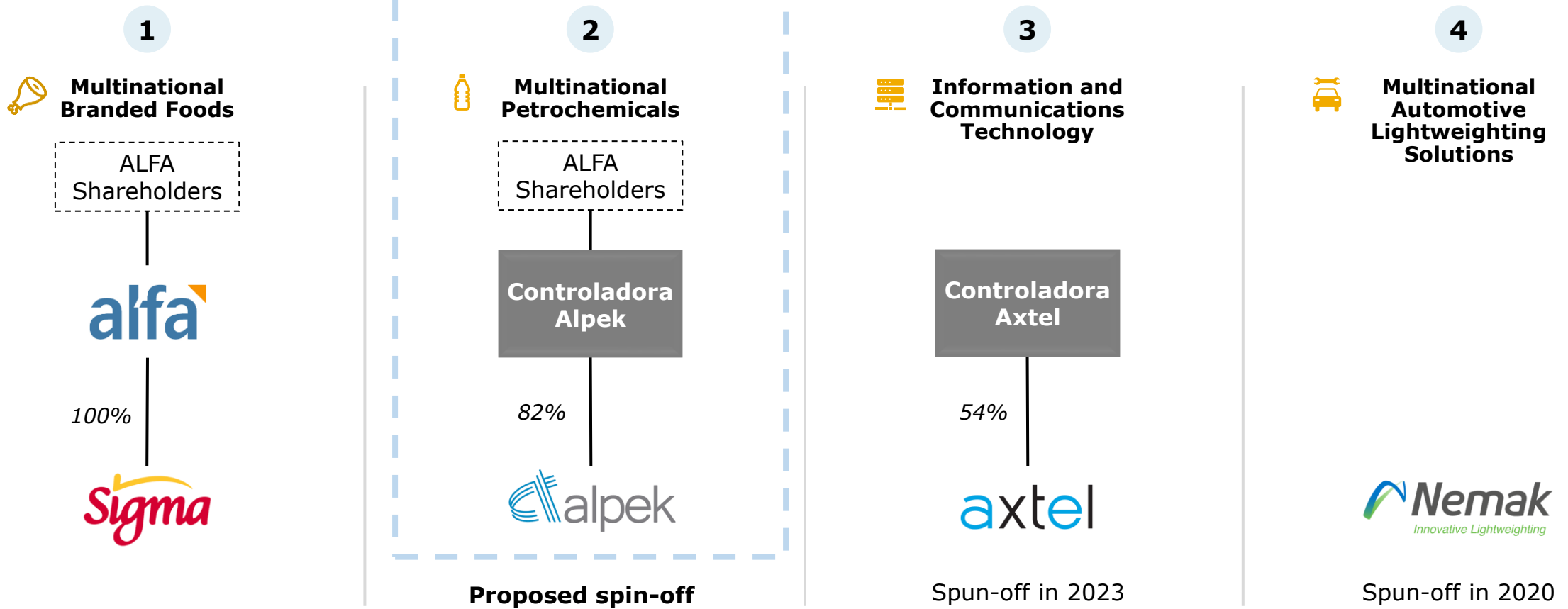
Capital Increase; US \$400 million debt reduction



Alpek dividend; US \$100 million debt reduction

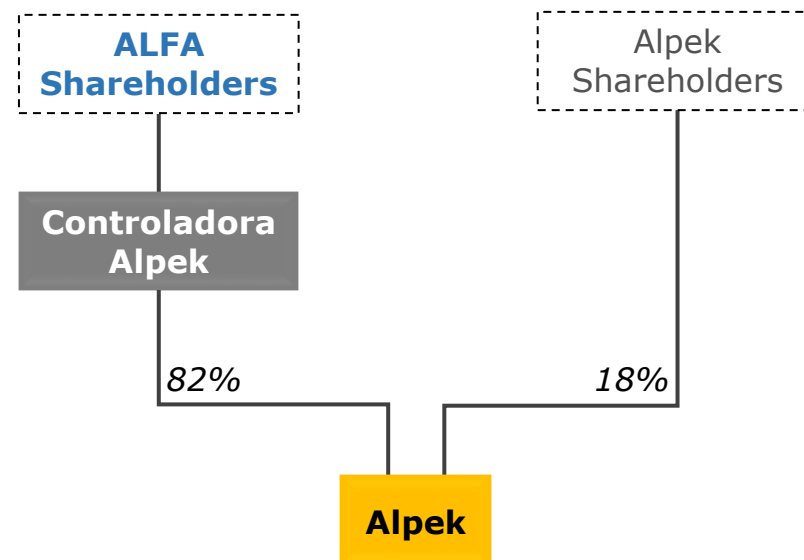


Received consents from bondholders



- Controladora Alpek will be constituted by ALFA as the spun-off company, listed in the *Bolsa Mexicana de Valores*
- ALFA plans to transfer all its Alpek shares and certain assets, liabilities and capital to Controladora Alpek
- ALFA shareholders will receive one (1) share of Controladora Alpek for each of their ALFA shares
- ALFA shareholders will retain their share ownership in ALFA which would own 100% of Sigma

Alpek Shareholder Structure (Post spin-off)





Oct 9	Oct 24	TBD	TBD	~2025
ALFA calls Extraordinary Shareholders' Meeting	ALFA holds Extraordinary Shareholders' Meeting	Notice of Share Distribution to ALFA Shareholders <i>(Following Controladora Alpek's registration and listing processes with the CNBV¹ and BMV²)</i>	Distribution of Controladora Alpek Shares	1 st Day of Trading of Controladora Alpek

Timeline 2022-2023 (11 months)

Jun 27, 2022	Jul 12, 2022	May 19, 2023	May 26, 2023	May 29, 2023
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Timeline 2020 (4.5 months)

Jul 30, 2020	Aug 17, 2020	Dec 4, 2020	Dec 11, 2020	Dec 14, 2020
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Market leading positions across the Americas and Worldwide in its “Polyester” and “Plastics & Chemicals” segments



Highly experienced management team with a solid track record navigating the petrochemical industry cycle



Robust, independent corporate governance that promotes transparency, accountability, and long-term value creation



Commitment to strong ESG performance and progress, aligned to leading international standards



Solid financial position with investment-grade credit ratings



Publicly listed on the *Bolsa Mexicana de Valores* since 2012



Diversified Portfolio with Leading Brands in Different Categories and Market Segments

Brands consistently achieving top market share across the countries where they operate, reflecting strong consumer preference

- 100+ brands spanning diverse segments for a broader reach
- 14 brands with Net Sales over US \$100 M



Multiple Channels to Reach Consumers



Modern Traditional Foodservice E-commerce



Extensive Supply Chain and Distribution Network as a Competitive Advantage

Tailored to adapt to the unique channels and needs of each market

Operations in
17
Countries

- 64 Manufacturing Facilities
- 179 Distribution Centers
- 640K+ Points of Sale



Consumer Centric Innovation Supported by R&D Platform

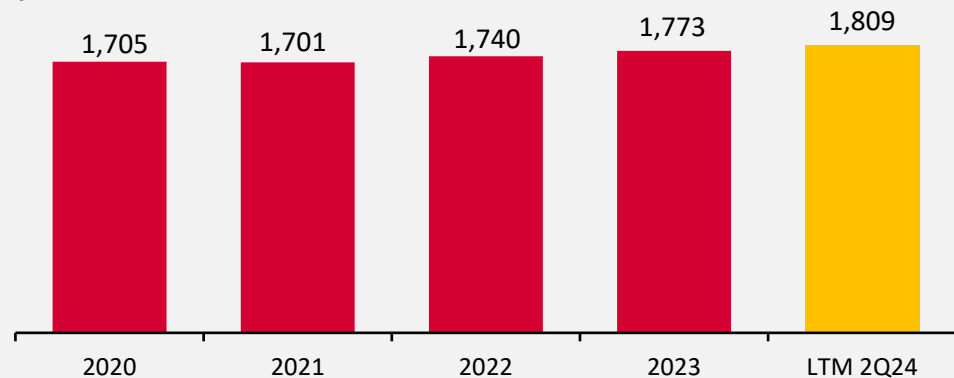
- 1,950+ Innovative Products Launched in last 3 years
- 10% of Revenues from Products Launched in last 3 years
- 2 Technological Centers (Mexico & Spain)
- 260+ Specialists



Volume

(K Tons)

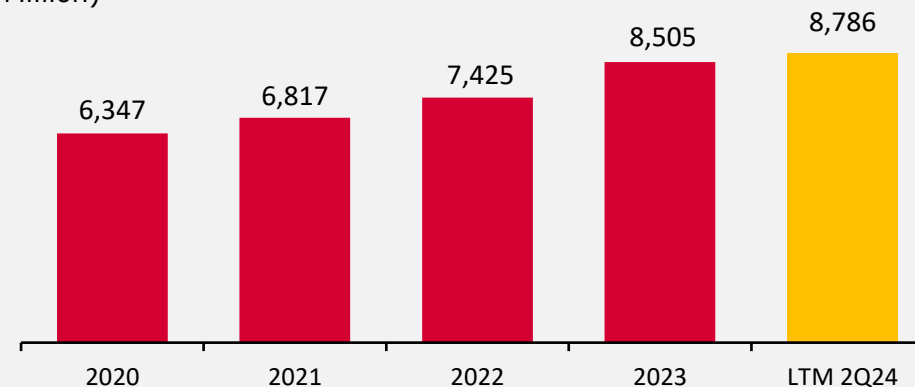
CAGR 2010-2023: **5.4%**



Revenues

(US \$ Million)

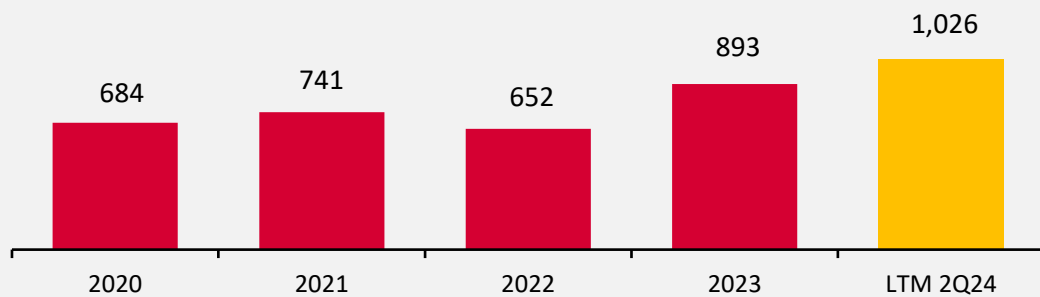
CAGR 2010-2023: **9.5%**



EBITDA

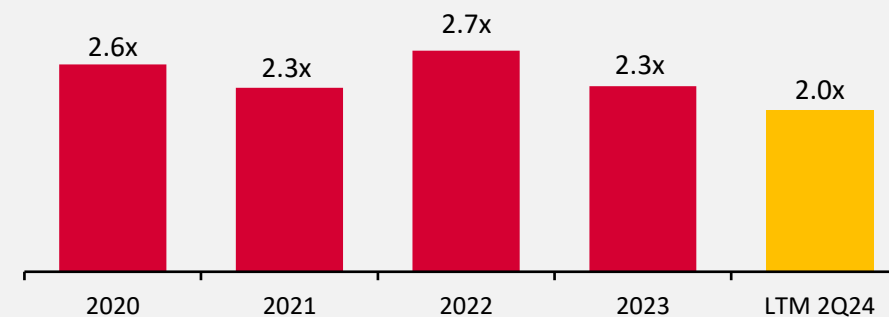
(US \$ Million)

CAGR 2010-2023: **8.5%**



Sigma Net Leverage Ratio

(Net Debt / EBITDA)





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