



Grupo Bimbo's Day

June 4, 2008





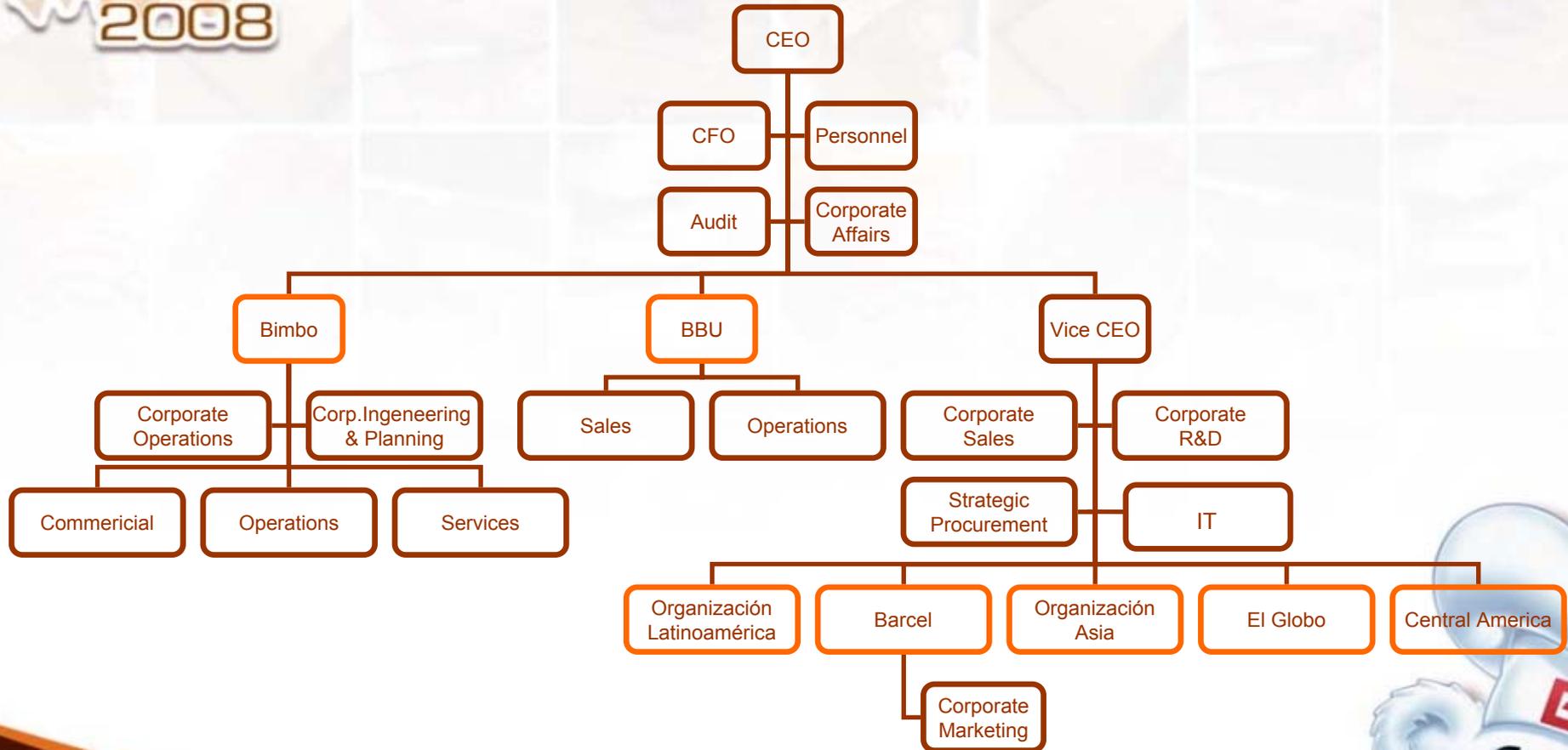
Daniel Servitje

Chief Executive Officer





Our Structure





Grupo Bimbo Today

Largest baker in the Americas
Presence in 18 countries



MEXICO

- #1 in baked goods
- #2 in cookies and crackers
- #2 in salty snacks
- #2 in confectionery
- #1 pastry chain

UNITED STATES

- #1 in the West
- #4 in the country

CENTRAL & SOUTH AMERICA

- #1 in 13 countries
- #2 in Argentina



Leader in Beijing and
Tianjing





In 2005...

What can you do
today
to build
our future?

2010

We are:

**The world leader in
the baking industry
and one of the best
companies in the
food industry.**

A Company with trustworthy, leading brands
for our Consumers.

Our Customers' preferred supplier.

A strong and sound company for our Stakeholders.

A forward looking Company.

An extraordinary place to work.





**What has happened
since 2005?**





1. A Company with trustworthy, leading brands for our consumers

- Deep consumer understanding
- Targeted product innovation
- A much stronger focus on health-oriented products
- Go-to-market strategies
- Crossover branding
- Pricing strategies
- Further distribution penetration





2. Our customers' preferred supplier

- Improve sales mix and drop size
- BBU category management know-how being transferred to all operations – *International Preferred Supplier Team*
- Channel segmentation strategies and, new and customized distribution schemes
 - Reach new points of sale
- Increase profitability
 - Tracking by product, category, route, channel

GB has achieved one of the highest standards in efficiency, productivity, sanitation and safety in the baking industry





3. A strong company for stakeholders and society

- Profitability level above industry average
 - ROIC: 12.8% (+2.5 pp)
- Continued turnaround of international operations
 - Argentina, Brazil, China, U.S.
- Operational improvements through IT enhancement
- Strong balance sheet
- Social responsibility
 - Environmental (*Premio Ecología Semarnat, Certificación Empresa Limpia*), educational preservation
 - Promote healthy and nutritional lifestyles
 - World Health Organization letter



4. A forward-looking company

- Quality
 - HACCP, ISO 9000 ➡ Massive plant certifications
 - 20% of product portfolio of “healthy products”
 - National Quality Award 2007
- Innovation
 - Research centers (4), corporate alliances
- Consolidation of the company’s presence
 - Acquisitions: 12 in the LTM
 - New markets: China, Panama, Uruguay
- Strong investment in supply chain, distribution and IT
- R&D activity





5. An extraordinary place to work

- Communications model
- Functional committees
- Total Alignment project
- Best practices sharing – Altamira
- Talent and leadership development
- Ranked among top 10 places to work for (“Top Companies” Survey)





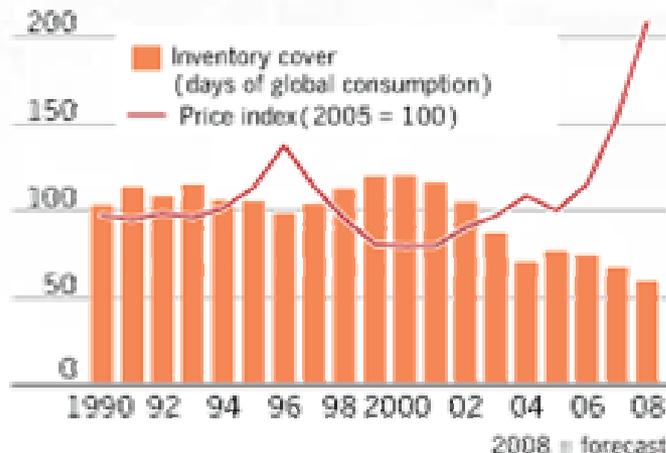
Challenges and opportunities faced



Challenges and opportunities faced

- Commodities environment

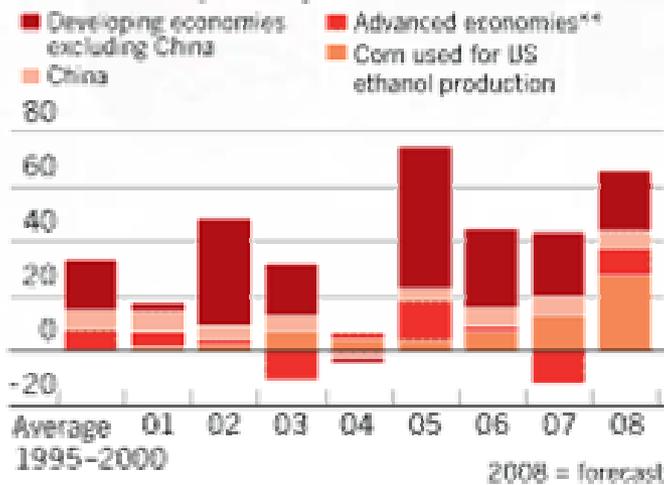
Price and inventory cover of major food crops*



* Major food crops are wheat, corn, rice, and soybeans

Demand for major food crops

Difference from previous year in millions of tons



** Excludes corn used in US ethanol production

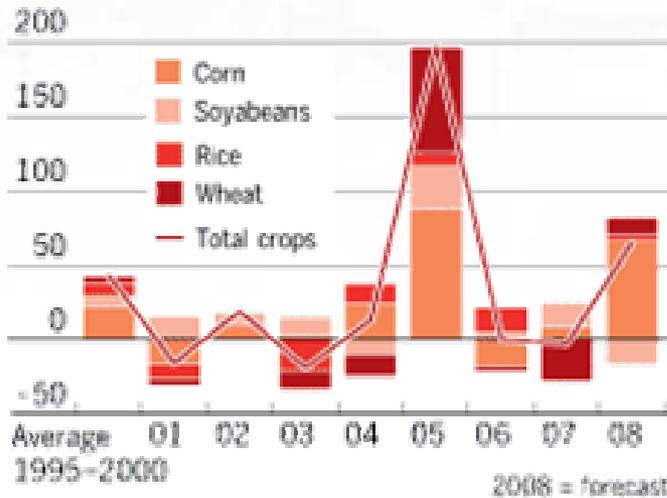


Challenges and opportunities faced

- Commodities environment

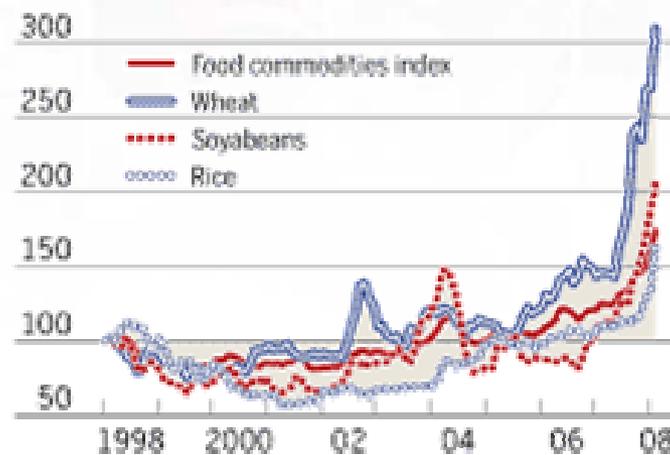
Production of major crops

Difference from previous year in millions of tons



Food crop prices

Index, Jan 1998=100





Challenges and opportunities faced

- New consumer habits
 - Health and nutrition
- Political and social environment
- Increased competition
- New cultures (ei. China)
- Achieve scale and critical mass in each market
- Reallocation of production capacity
- International profitability





Our track record





Our track record Rankings

Agrobusinesses, Food & Beverages* #55

Food Industry* #27

Latin American based food company** #1

Baking Industry** #2



* Source: www.foodandbeveragesinternational.com

** Grupo Bimbo



Our track record

A global leader in the baking industry



- 1) Grupo Bimbo, Kraft, Weston, Sara Lee and Flowers Foods figures as of March 31, 2008
- 2) IBC 12M figures, not audited, as of March 8, 2008
- 3) Yamazaki and Goodman Fielder figures as of December 2007
- 4) Kraft includes recent acquisition of Danone's biscuit business (12M)
- 5) Sara Lee includes North American and International Bakery



A track record of results

	2005	1Q08	% Change
Net sales	US\$ 5.0 bn	US\$ 6.9 bn*	34
Plants	73	83**	14
Countries	14	18	29
Routes	+29,000	+35,500	22
SKUs	+4,500	+5,000	11
Associates	+80,000	+97,000**	21

* LTM figures as of March 2008

** Includes new acquisitions data





Looking Ahead





Looking Ahead Growth as our Vision for 2010

- Constant innovation
 - New categories
 - New products
- Greater penetration of our distribution
 - New customers and points of sales
 - New channels: C-stores (U.S.), non-traditional (LatAm)
- Continue consolidating our presence via acquisitions
 - Existing markets
 - New markets





Looking ahead Profitability Improvement

- Goals focused on **productivity** increases
 - Kaizen projects
- **Targeted** pricing and resizing
- New **distribution** models
- Sustained **CAPEX**
- Ongoing **IT** investment
- Consolidate operations' **turnarounds**



Looking Ahead Challenges





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