

INVESTOR PRESENTATION

July 2023



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Agenda

1



Strengthening our Leadership in the Grain-Based Food Industry

2

Delivering Towards our Long-Term Strategy

3

Sustainability as Part of our DNA



The Largest Baking Company in the World⁽¹⁾ and a Leading Global Food Player



34 COUNTRIES

+100

brands

+9k

products

+3.4mm

points of sale

+56k

routes

215

bakeries and
plants

+1,600

sales centers

+143k

associates



US\$23.7 Bn

Market Cap⁽²⁾

US\$20.7 Bn

Net Sales⁽³⁾

US\$2.8 Bn

Adj. EBITDA⁽³⁾⁽⁴⁾

1.7x

Net Debt / Adj. EBITDA⁽⁵⁾

BBB+/Baa1/BBB+

S&P/Moody's⁽⁶⁾/Fitch

Figures as of March 31, 2023. Except for the numeralia, which includes the Natural Bakery acquisition in April 2023. Excludes Ricolino. (1) Source: Euromonitor as of 2022. (2) As of June 30, 2023. Expressed in US at the FX rate of \$17.12 Ps./US. (3) LTM Net Sales and Adjusted EBITDA with IFRS16 effect were Ps.\$407,701 million and Ps.\$54,990 million, respectively. Converted to US dollars using an average FX rate for the period of \$19.65 Ps./US. (4) Adj. EBITDA: Earnings before interests, taxes, depreciation, amortization and Multiemployer Pension Plans ("MEPPs"). (5) Adj. EBITDA w/o IFRS16. (6) Reflects Moody's upgrade on April 24, 2023.

Globally Present, Locally Committed



Market share leader within **7 categories**

U.S.

Premium bread
Breakfast
Buns & rolls

Canada

Bagels
Cakes
Sliced bread
Tortillas

NORTH AMERICA⁽¹⁾

+27K associates
81 bakeries

50.9%
Net Sales

41.5%
Adj. EBITDA

EAA⁽³⁾

16K associates
62 bakeries

Top 3 market share within 7 categories in most countries⁽⁴⁾



9.5%
Net Sales

5.2%
Adj. EBITDA

30.0%
Net Sales

46.6%
Adj. EBITDA

MEXICO

+77K associates
35 bakeries

Market share leader within **10 categories**



Sliced bread
Buns & rolls
Pastries
Cakes
Breadcrumbs

Toasted bread
Flatbread
Totopos
Tostadas
Bars

LATIN AMERICA⁽²⁾

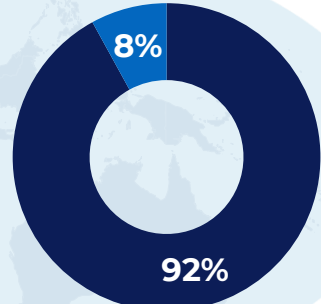
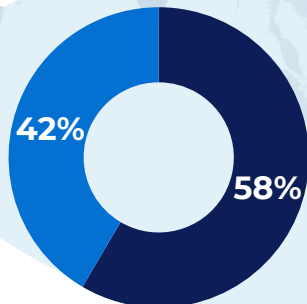
+23K associates
37 bakeries

9.6%
Net Sales

6.7%
Adj. EBITDA

Market share leader in sliced bread and buns & rolls

Net Sales⁽⁵⁾



■ Developed Markets⁽⁶⁾

■ Investment Grade⁽⁷⁾

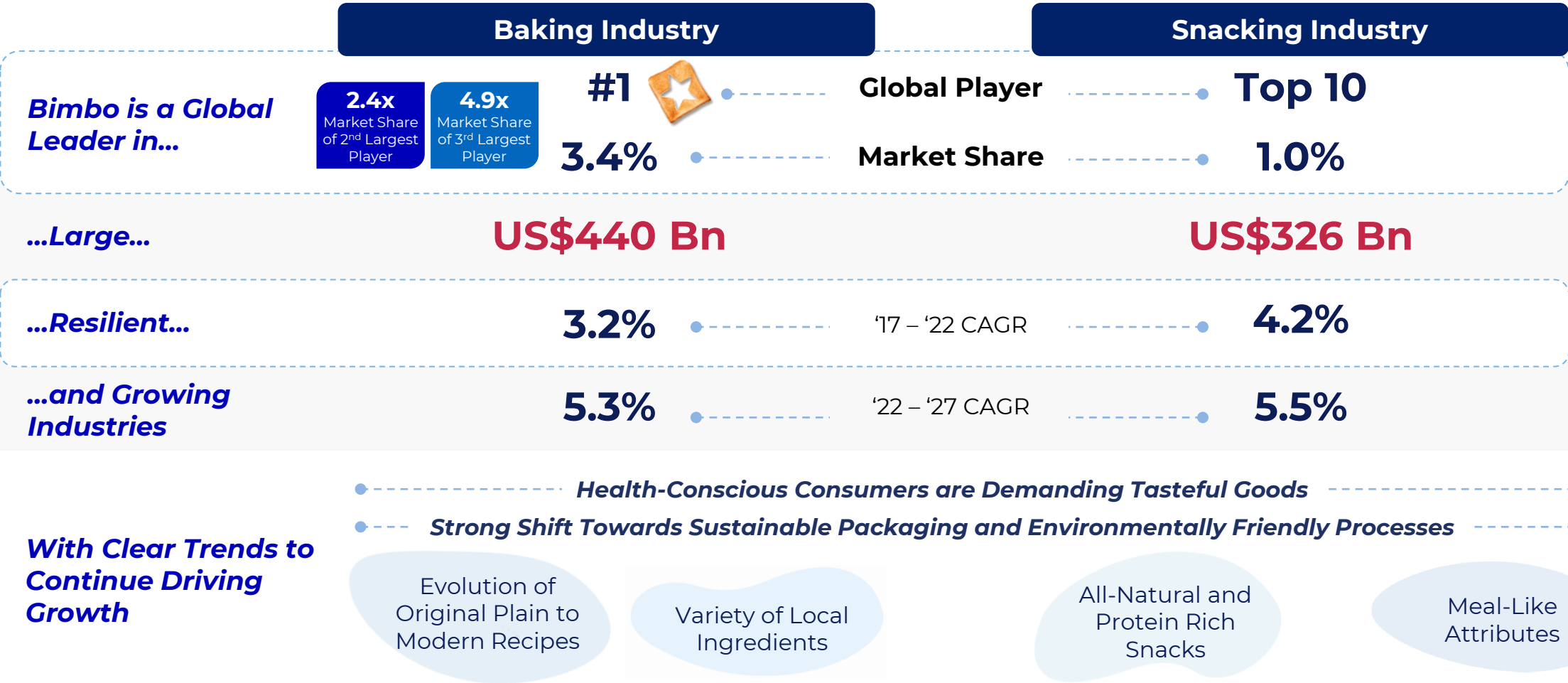
■ Emerging Markets⁽⁶⁾

■ Non-Investment Grade⁽⁷⁾

Figures as of March 31, 2023. Market share information from Nielsen, IRI and Company Information for the countries and categories where Grupo Bimbo participates.

(1) Includes operations in the US and Canada. (2) Includes operations in Central and South America. (3) Includes operations in Europe, Asia and Africa. (4) Buns and rolls category excluded in the UK and India. Cakes excluded in China, Morocco, and the UK. Bagels included only in the UK market. (5) Net Sales for the last twelve months ended as of March 31, 2023. Excludes Ricolino. (6) Developed markets considers Canada, France, Italy, Portugal, South Korea, Spain, UK, and the US. Emerging markets considers Argentina, Brazil, Chile, China, Colombia, Costa Rica, Ecuador, El Salvador, Guatemala, Honduras, India, Kazakhstan, Mexico, Morocco, Nicaragua, Panama, Paraguay, Russia, South Africa, Turkey, Ukraine, and Uruguay. As per MSCI classification. (7) Investment Grade considers Canada, Chile, China, France, India, Italy, Kazakhstan, Mexico, Paraguay, Spain, Portugal, South Korea, UK, Uruguay, and the US. Non-Investment Grade considers Argentina, Brazil, Colombia, Costa Rica, Ecuador, El Salvador, Guatemala, Honduras, Morocco, Nicaragua, Panama, Russia, South Africa, Turkey, and Ukraine.

Global Baking Industry Leader with a Relevant Share in the Snacking Industry



Grupo Bimbo has Demonstrated the Flexibility to Quickly Adapt to Changing Consumer Preferences and is Uniquely Positioned to Capture the Growth Potential

Diversified Portfolio with Global Brands on Top of Mind of our Consumers

LEADING BRANDS



BBU was recognized by IRI⁽¹⁾ as the 4th fastest growing CPG company in 2022, and the fastest growing food company

Bimbo is the most chosen food brand in Mexico and Latin America's households⁽²⁾

CATEGORIES



CHANNELS

Retail

Supermarkets, convenience stores, among others

Traditional

"Mom & Pops"

QSR

Quick Service Restaurants

Others

Foodservice, wholesale, vending machines, among others

+1.1 MM daily store visits &
+31 MM equivalent units⁽³⁾
produced every day

Our distribution fleet travels every day the equivalent to **129 trips** in the aggregate around the world

Our Global and Local Brands Meet All Consumption Occasions

NUTRITION HACKERS



No added fats, colorants or artificial preservatives, prepared through a slow baking process that allows the original flavor of the ancestral and essential grains to be preserved

UPLIFTING TREATS



#1 mini muffin brand in the United States⁽¹⁾

RISE & SHINE



#1 selling English muffin and an all-American classic⁽¹⁾

BELOVED MEALS



Developed internally, present in 20 countries, became #1 mainstream bread brand in the US⁽¹⁾

HEALTHY CREATIONS



Recent Mexican innovation with continued momentum, now present in 9 countries

Proven Ability to Meet our Customers' and Consumers' Evolving Needs through Innovation

BEST NUTRITIONAL PROFILES

- Clean label
- Positive nutrition
- Smart portions
- Fortification



HEALTHIER PLANT BASED DIETS

- Cereal-diversity
- Nutritional balance



TRANSPARENT SUSTAINABLE BRANDS

- Nutritional transparency on-pack and online
- Post-consumption



KEY TRENDS

- Value added premium brands
- “Snackification”
- Health & Wellness



- Investments in startups
- Alliances to improve and create disruptive products



SUCCESS DRIVERS

- Scale, brand penetration, great products
- Innovation centers
- Consumer-driven



Agenda

1 Strengthening our Leadership in the Grain-Based Food Industry

2 Delivering Towards our Long-Term Strategy

3 Sustainability as Part of our DNA



Driving Consistent Growth and Profitability

EVOLUTION & GROWTH
in the Last 14 years

	2008 ⁽¹⁾⁽²⁾	2014 ⁽²⁾	2022 ⁽²⁾	
Net Sales	US\$7.4 Bn	US\$14.1 Bn	US\$19.8 Bn	2.7x
Adj. EBITDA	US\$0.9 Bn	US\$1.4 Bn	US\$2.7 ⁽³⁾ Bn	3.1x
Geographic Diversification (By Sales)				
Countries	18	22	34	1.9x
Bakeries & Plants	83	167	214	2.6x
Points of Sale (mm)	+1.8	+2.4	+3.3	1.9x
Baking Market Share ⁽⁴⁾	2.0% ⁽⁵⁾	3.1%	3.4%	1.4pp
Market Cap	US\$4.9 Bn	US\$13.0 Bn	US\$18.7 Bn	3.8x
CAPEX	US\$357 MM	US\$548 MM	US\$1.4 Bn	4.0x
Net Debt / Adj. EBITDA ⁽⁶⁾	2.7x ⁽⁷⁾	3.1x ⁽⁸⁾	1.5x	(1.2x)
Relevant Acquisitions				
Credit Ratings	Upgrade to baa1 by Moody's and bbb+ by S&P & Fitch in 2023			

(1) Results prepared in accordance with Mexican GAAP. (2) Net Sales, adj. EBITDA and CAPEX figures converted to US dollars using an average FX rate for the period, 2008 of \$11.16 Ps./US, 2014 of \$13.30 Ps./US and 2022 of \$20.10 Ps./US. (3) Figures with IFRS 16: Adj. EBITDA includes MEPPs adjustment. (4) Source: Euromonitor. Includes: Bread, Cakes, Pastries, and Dessert Pies and Tarts. (5) Calculated dividing the 2008 revenues of Grupo Bimbo of Ps\$82 Bn converted to US dollars using an average FX rate for the period of \$11.16 Ps./US by the baked goods' market value of US\$365 Bn as reported by Euromonitor. (6) Adj. EBITDA w/o IFRS16. (7) Leverage ratio pro-forma for Weston Foods acquisition. (8) Leverage ratio pro-forma for Canada Bread acquisition.

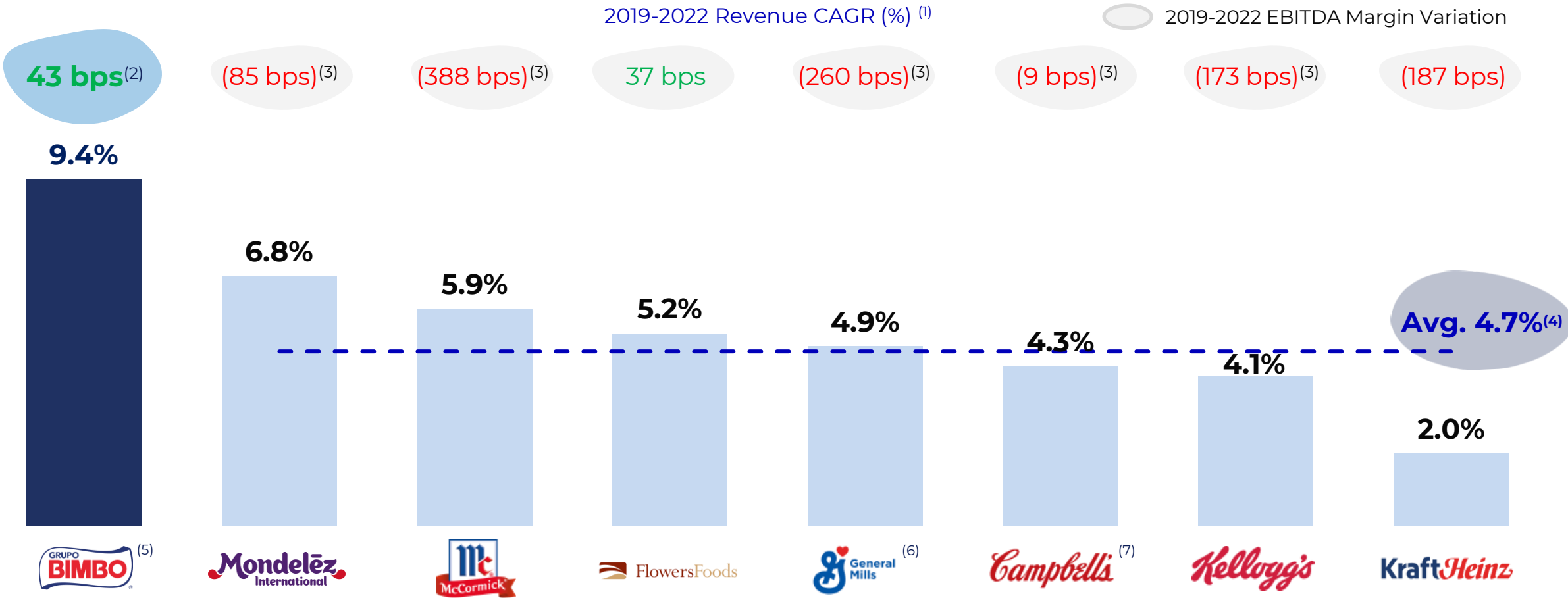
Grupo Bimbo Outperforms the Global CPG Industry

Strong growth without sacrificing profitability

LAST 3 YEARS REVENUE GROWTH

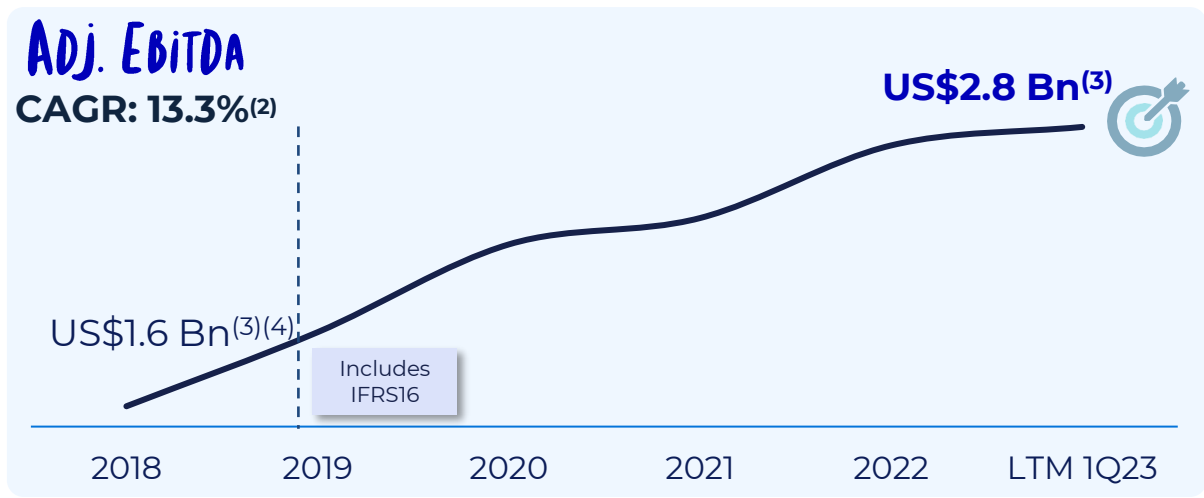
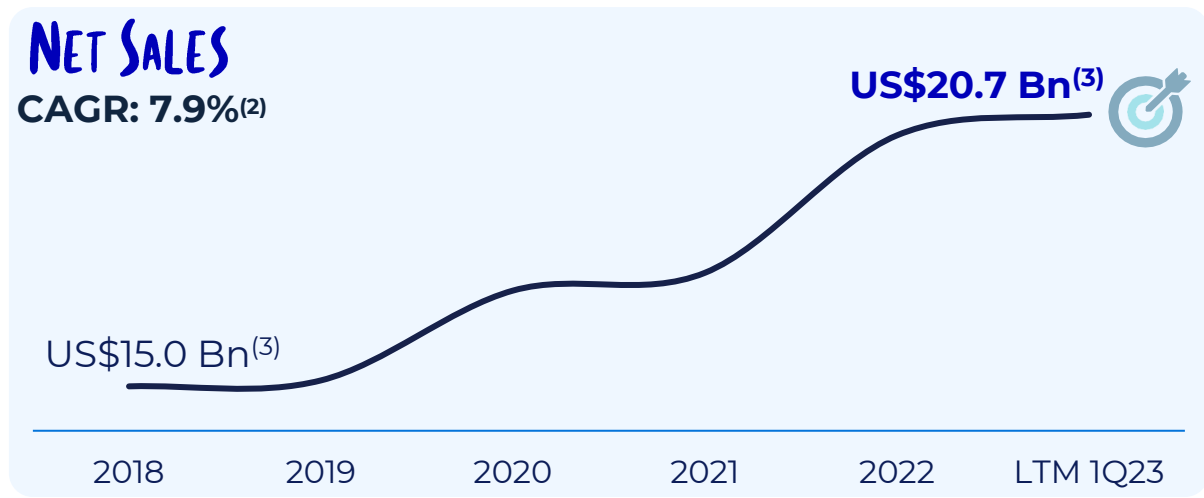
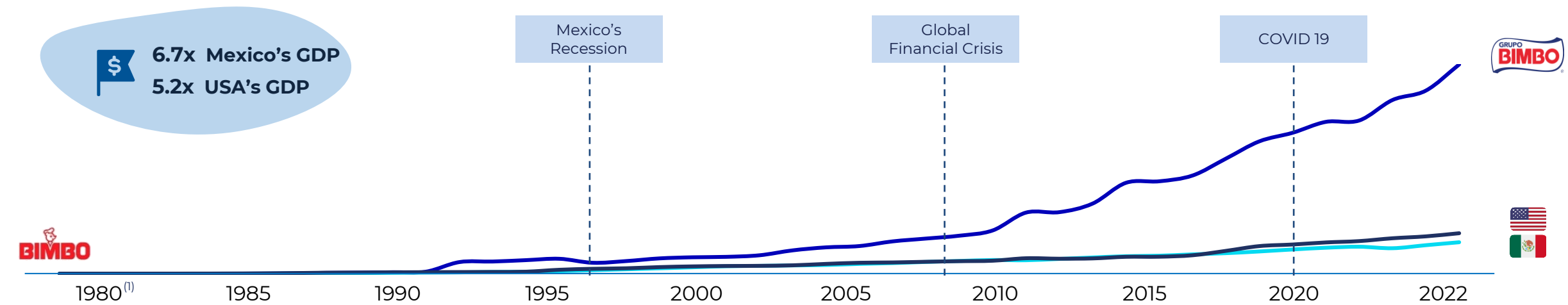
2019-2022 Revenue CAGR (%) ⁽¹⁾

2019-2022 EBITDA Margin Variation



Source: Companies' public filings and CapIQ.
(1) Revenue as reported in companies' public filings. (2) Adj. EBITDA w/ IFRS16: Earnings before interests, taxes, depreciation, amortization and MEPPs. (3) EBITDA as calculated by CapIQ. (4) Average excluding Grupo Bimbo. (5) Converted to US dollars using average FX rates for the periods of \$19.28 Ps./US for 2019 and \$20.10 Ps./US for 2022. (6) LTM information for the periods ending November for comparability purposes. (7) LTM information for the periods ending January for comparability purposes.

High Growth Business Model Even in Challenging Macro Environments



Figures expressed in US Bn. Ricolino's results have been removed for the year 2022.
(1) Grupo Bimbo consolidated Net Sales, Mexico GDP and US GDP using Base 100. (2) CAGR using a 4.25-year period. (3) Converted to US dollars using average FX rates for the periods of \$19.24 Ps./US for 2018 and \$19.65 Ps./US for LTM figures as of 1Q23. (4) 2018 Adj. EBITDA does not include the effect of IFRS16.

Highly Resilient Adjusted EBITDA Margin⁽¹⁾ and Adjusted EBITDA Margin⁽¹⁾ Expansion Across Geographies

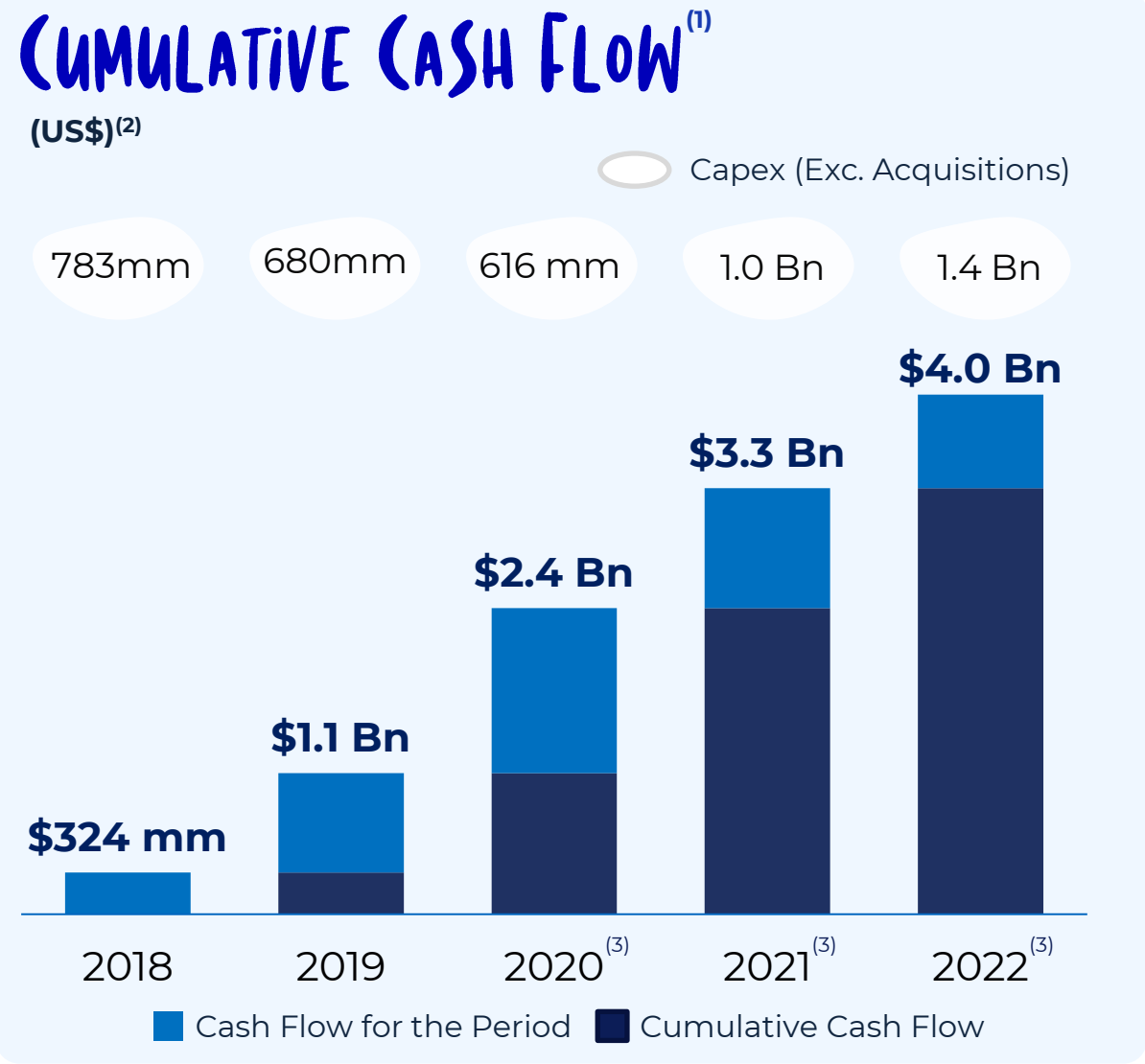
- ✓ Favorable price and product/mix
- ✓ Strong volume performance
- ✓ New manufacturing capabilities
- ✓ Increased scale
- ✓ Productivity investments driving SG&A efficiencies
- ✓ Strategic acquisitions
- ✓ Distribution network optimization
- ✓ Successful turnaround projects

Adj. EBITDA Margin %⁽¹⁾

	2018 ⁽²⁾	2019	2020	2021	2022	LTM 1Q23
Grupo Bimbo	10.9%	13.0%	13.7%	14.0%	13.4%	13.5%
North America	9.0%	11.3%	12.9%	12.2%	11.0%	11.0%
Mexico	18.2%	19.3%	18.3%	19.1%	17.9%	17.9%
LATAM	2.6%	2.2%	4.9%	7.0%	8.9%	9.5%
EAA	0.4%	6.3%	7.6%	7.9%	7.0%	7.3%

Ricolino's results have been removed for the year 2022.
(1) Adj. EBITDA: Earnings before interests, taxes, depreciation, amortization and MEPPs. (2) 2018 Adj. EBITDA does not include the effect of IFRS16.

Strong and Consistent Cash Flow Generation



2022 Key Figures (US\$):⁽²⁾

FCF: \$715 mm⁽¹⁾

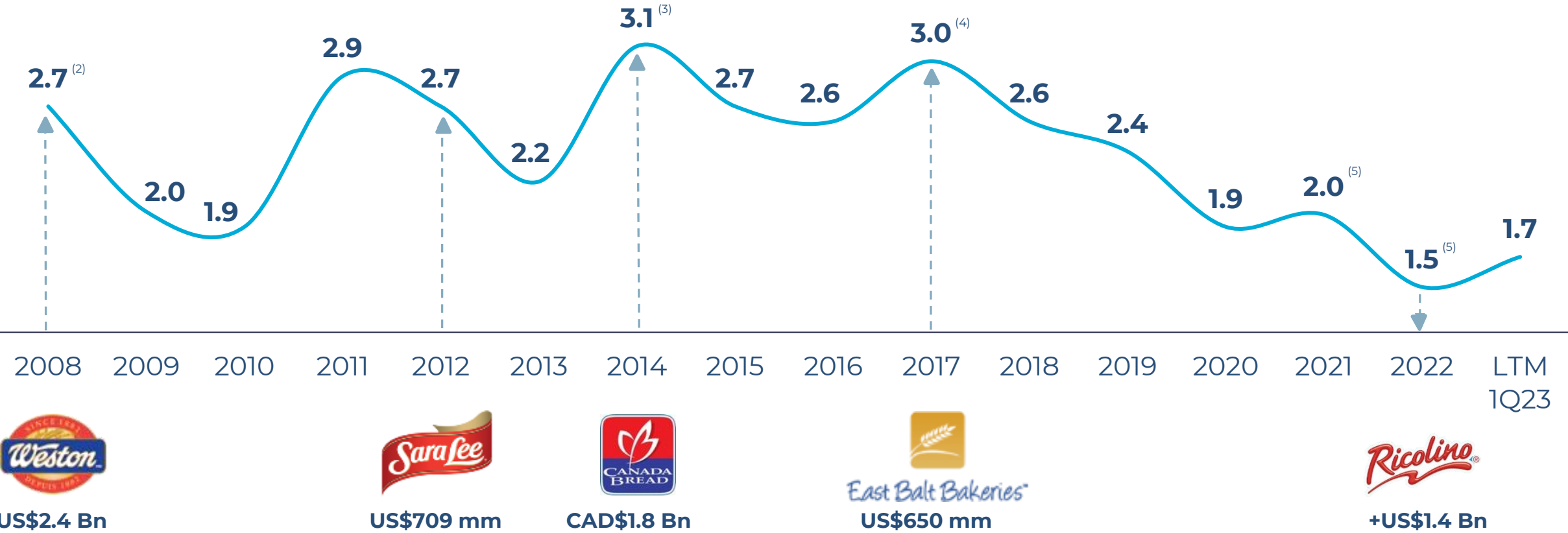
CAPEX: \$1.4 Bn⁽⁴⁾

Shareholders' Return: \$415 mm⁽⁵⁾

(1) Includes IFRS16 from 2019. FCF Formula = Adjusted EBITDA minus capital expenditures (i.e. cash used for the purchase of property, plant and equipment), income tax paid, plus net interest (i.e., interest received plus collection of derivative financial instruments minus interest paid and payment of derivative financial instruments) and change in working capital for the period. (2) Converted to US dollars using average FX rates for the periods of \$19.24 Ps./US for 2018, \$19.28 Ps./US for 2019, \$21.47 Ps./US for 2020, \$20.29 Ps./US for 2021, and \$20.10 Ps./US for 2022. (3) Excludes Ricolino. (4) Does not include acquisitions. (5) Includes extraordinary dividend from the sale of Ricolino of Ps.\$65 cents per share, equivalent to Ps.\$2.9 Bn, or US\$146 mm.

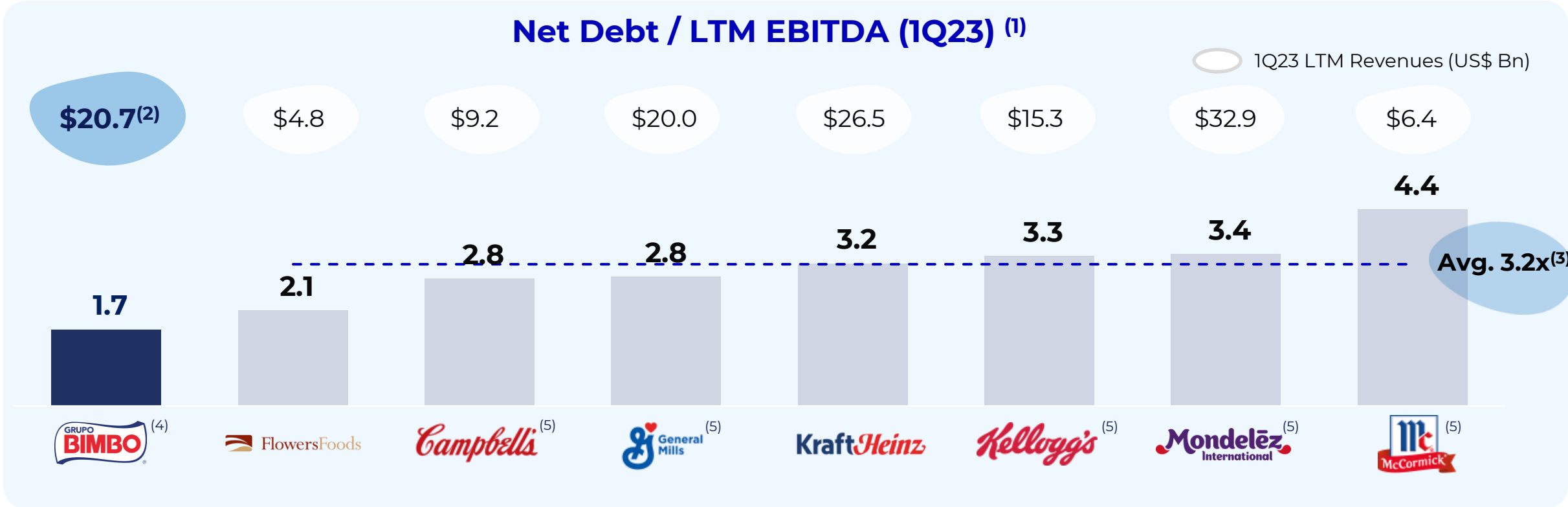
Sustainable Growth with Proven Ability to Deleverage

Net Debt / Adj. EBITDA⁽¹⁾



(1) Adj. EBITDA w/o IFRS16: Earnings before interests, taxes, depreciation, amortization and MEPPs. (2) The acquisition of Weston Foods was consummated in January 2009. Leverage ratio giving pro-forma effect to the Weston Foods acquisition as if such acquisition (and the incurrence of the indebtedness thereof) was consummated on December 31st, 2008. (3) The acquisition of Canada Bread was consummated in May 2014. Leverage ratio giving pro-forma effect to the Canada Bread acquisition as if such acquisition was consummated on May 31, 2014, and Adjusted EBITDA includes 5 months of the EBITDA reported by Canada Bread for such year. (4) The acquisition of East Balt was consummated in October 2017. Leverage ratio giving pro-forma effect to the East Balt acquisition includes 9.5 months of the EBITDA reported by East Balt for such year (Ps.\$1,060 mm or US\$56 mm converted at the exchange rate of \$18.92 Ps./US which is the average of the daily exchange rates published by Banco de Mexico for the year ended December 31st, 2017). Our Adjusted EBITDA for the year ended December 31st, 2017, was Ps.\$27,289 mm. (5) Includes Ricolino's divestiture to Mondelēz International, Inc. for an enterprise value of Ps.\$25.8 Bn.

Grupo Bimbo is a Premier Global Food Credit



Credit Rating (Moody's / S&P / Fitch)

Baa1	Baa2	Baa2	Baa2	Baa2	Baa2	Baa1	Baa2
BBB+	BBB	BBB	BBB	BBB	BBB	BBB	BBB
BBB+	BBB	BBB	n.a.	BBB	n.a.	n.a.	n.a.



Source: Companies' public filings and CapIQ.
(1) Net debt / EBITDA as reported in companies' public filings except for Campbell's, General Mills, Kellogg's, Mondelez, and McCormick for which it is not reported. Information of 2Q23 for Campbell's and General Mills which are the nearest data point to Bimbo's 1Q23 for comparability purposes. (2) Converted to US dollars using an average FX rate for the period of 19.65 Ps./US. (3) Average excluding Grupo Bimbo. (4) Adj. EBITDA w/o IFRS16: Earnings before interests, taxes, depreciation, amortization and MEPPs.; and excludes Ricolino. (5) EBITDA as calculated by CapIQ.

Conservative Debt Profile and Significant Liquidity

Total Debt: US\$5,111 mm⁽¹⁾

Avg. Tenor: **12.6 years**

Avg. Cost: **6.36%⁽²⁾**

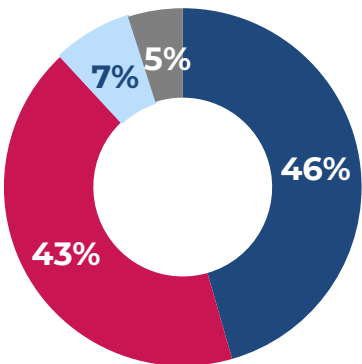
Net Debt / Adj. EBITDA: **1.7x⁽³⁾**

Ratings: **BBB+/Baa1/BBB+**
S&P/Moody's ⁽⁴⁾/Fitch

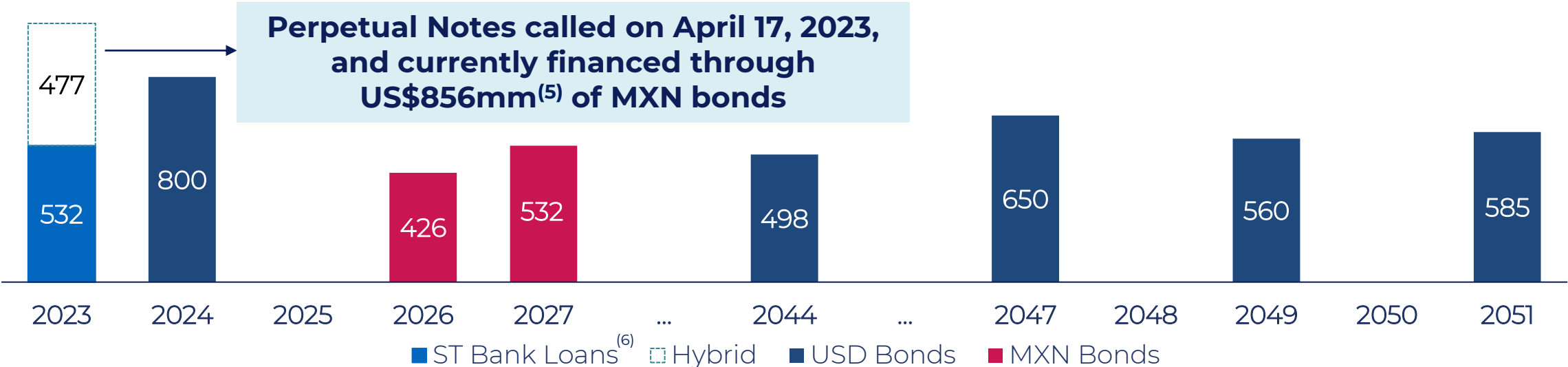
**US\$1.93 Bn in Undrawn
Sustainability-linked
Committed Revolving
Facility**

Currency Mix⁽²⁾

■ USD
■ MXN
■ EUR
■ CAD



Debt Profile 1Q23



Notes: Figures as of March 31st, 2023, converted with FX rate of \$18.1052 Ps./US. Amortization debt profile does not include US\$91 mm of long-term debt at subsidiary level (maturities range 2024-2031). (1) Figure net of issuance costs US\$40 mm; includes US\$490 mm of debt at subsidiary level. (2) Considers derivatives, withholding tax and additional costs. (3) Adj. EBITDA w/o IFRS16. (4) Reflects Moody's upgrade on April 24, 2023. (5) As of June 2, 2023, converted with FX rate of \$17.51 Ps./US. (6) Includes short term bank loans of US\$133 mm at Grupo Bimbo level and US\$399 mm at subsidiary level.

Responsible Financial Management

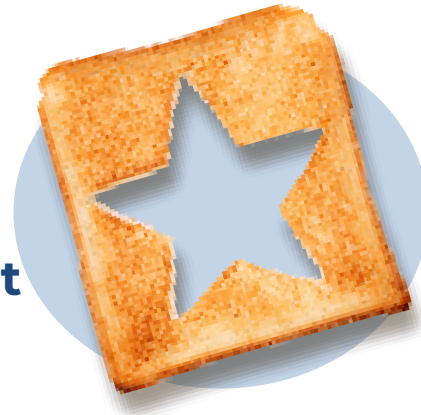
Committed to a robust balance sheet

1Q23 Net leverage: 1.7x

1Q23 Cash & Equivalents: US\$330 mm⁽¹⁾

Efficient working capital management

Ongoing efforts to continue improving working capital and value creation initiatives



Significant liquidity and financial flexibility

US\$1.93 Bn in committed revolving credit facility

Focused on reinvesting, prioritizing long-term growth and profitability

2022 CAPEX: US\$1.4 Bn⁽²⁾

Conservative risk management policies aligned with Corporate strategy

Hedging strategy for commodities and FX risks

Committed to strong investment grade

MOODY'S

Baa1

S&P Global

BBB+

FitchRatings

BBB+

Upgrade by 3 rating agencies in 1H23

Agenda

1 Strengthening our Leadership in the Grain-Based Food Industry

2 Delivering Towards our Long-Term Strategy

3 Sustainability as Part of our DNA





NOURISHING A BETTER WORLD

BAKED FOR YOU

Enable Planetary Diets
With Nutritional Diversity

BAKED FOR LIFE

Improve the lives of
everyone we reach

BAKED FOR NATURE

Protect and regenerate
our natural systems

Best nutritional
profiles for all



Strengthening
communities



Caring for our
people



Towards
zero waste



Transparent
sustainable
brands



Enabling
healthier plant
based diets



Convert into
regenerative
agriculture



Net zero
carbon
emissions



Environmental
standards

Product quality
and safety

Human rights and
labor standards

Sustainable raw
material sourcing



Our Carbon Emissions – Progress as of 2022

Scope 1

Represented **10%**
of our footprint

- 65% natural refrigerants
- +5,000 vehicles with alternative fuel, of which +2,500 are electric
- Energy efficiency actions reducing 2% of our Scope 1 emissions
- Search for new technologies for fossil fuel elimination



Scope 2

Represented **1%**
of our footprint

- 85% of electricity consumed comes from renewable sources
- Operations in 20 countries use 100% renewable electricity
- 115 photovoltaic rooftops worldwide and over 100,000 solar panels installed
- 82% reduction in Scope 2 emissions vs 2019 baseline



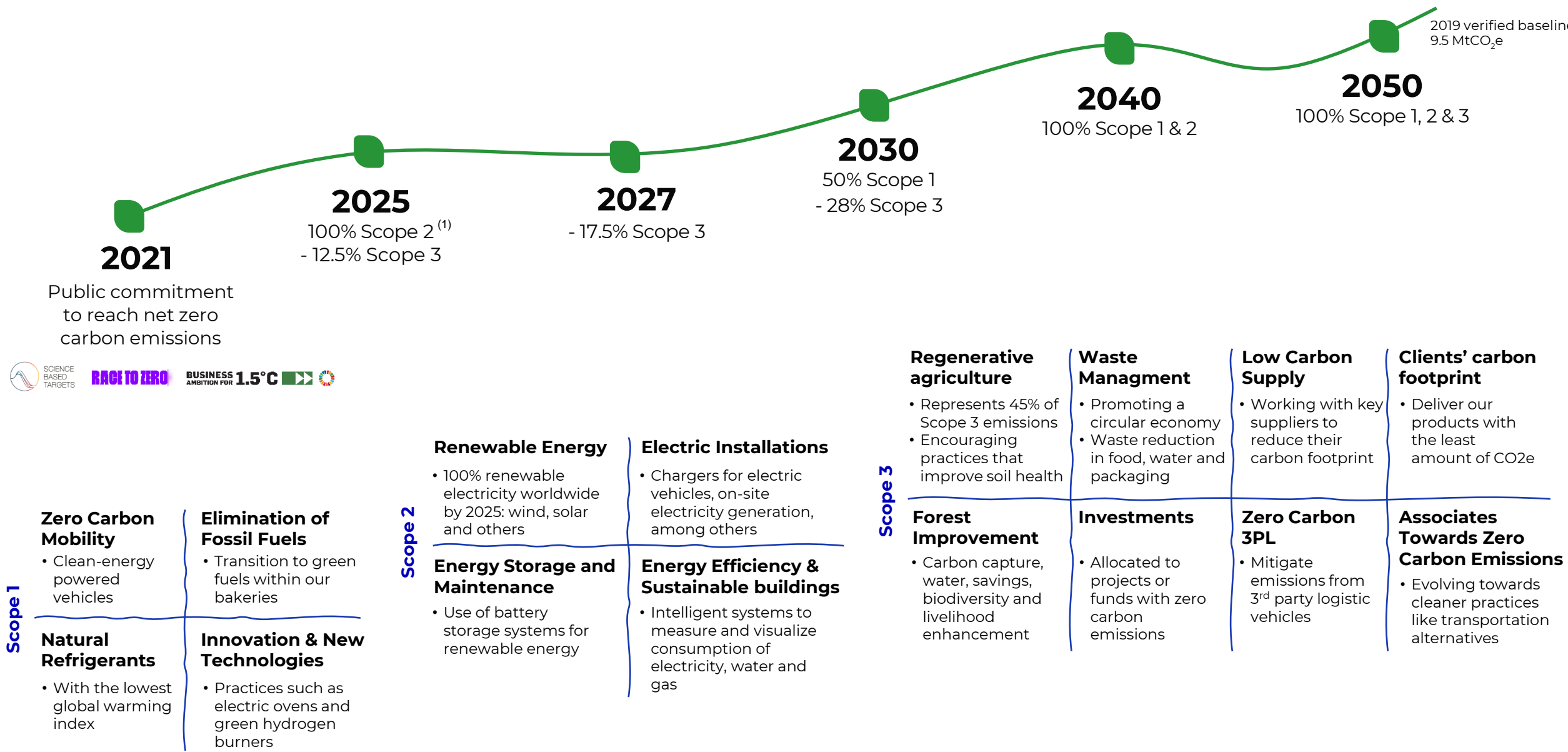
Scope 3

Represented **89%**
of our footprint

- +86,000 hectares with regenerative agriculture practices
- +300 suppliers joined the CDP⁽¹⁾ program
- 91% recyclable, reusable or compostable packaging
- 92.5% of treated water reused

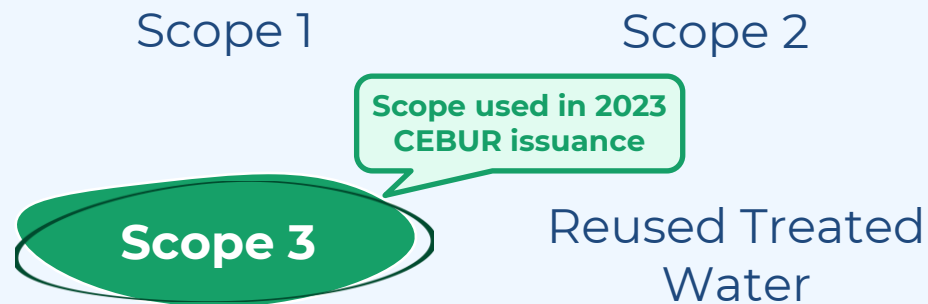


Our Path to Net-Zero Carbon



Sustainable Financing Framework

KPIs for Sustainability Linked Bonds



Green Eligible Project Categories

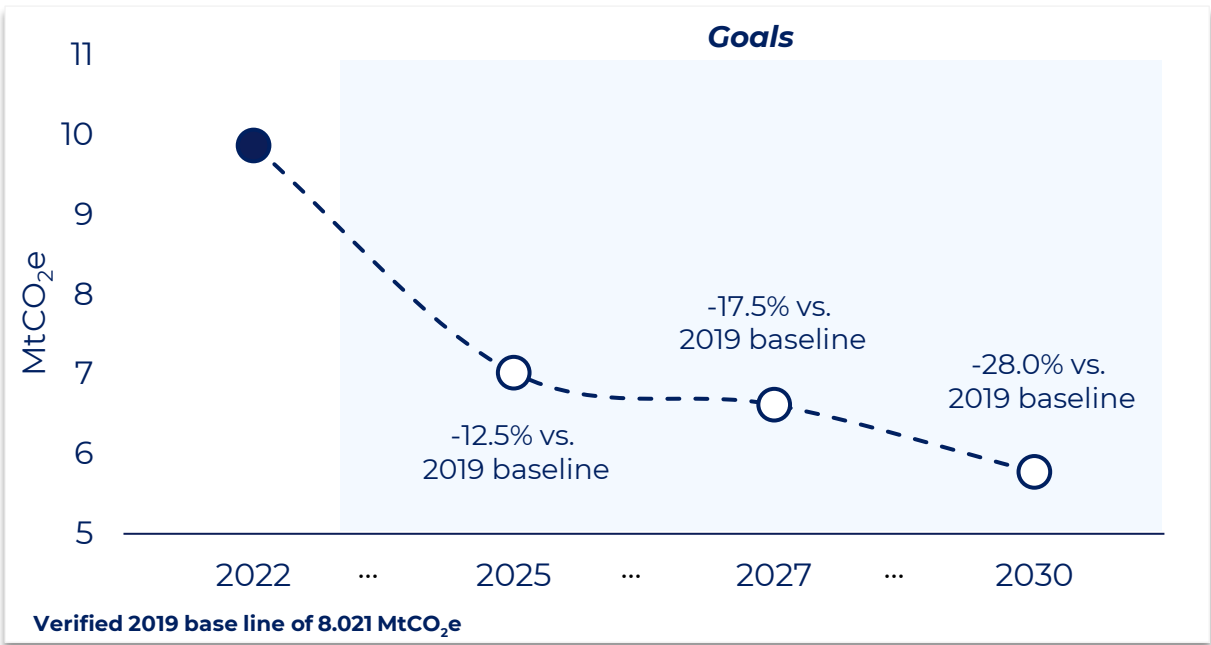
Green Buildings	Circular Economy
Renewable Energy	Water Management
Clean Transportation	Energy Efficiency
Pollution Prevention and Control	Management of Living Natural Resources and Land Use

Aligned with Best Practices and International Standards

Sustainability-Linked CEBUR: Leading with the Example

1st Scope 3-Only Issuance in LATAM

Largest Sustainability-Linked Corporate Bond in the Mexican Market



- Annual Reporting:** Grupo Bimbo will publish sustainability reports and keep readily available and easily accessible on the Grupo Bimbo website
- External Review:** KPIs will be verified by a third party on an annual basis

Successful Ps\$15,000 mm (~US\$856 mm eq)⁽¹⁾ 3Y and 10Y SLBs

Final Terms and Conditions		
Issuer	Grupo Bimbo, S.A.B. de C.V.	
Guarantors	Bimbo, S.A. de C.V., Bimbo Bakeries USA	
Rating	AAA (Mex) / mxAAA	
Instrument	CEBURES	
Issue Date	May 2023	
Format	Sustainability-Linked Bonds	
Ticket	Bimbo 23-2L	Bimbo 23L
Tenor	3 Years	10 Years
Amount (Ps\$)	\$3,000 million	\$12,000 million
Coupon Type	Floating	Fixed
Coupon	TIE28D + 10 bps	9.24%
SPT	2025: -12.5% Scope 3 GHG	2030: -28.0% Scope 3 GHG
Penalty / Step-up	Principal + 0.20%	Coupon + 0.25%
Observation Date	December 31, 2025	December 30, 2030

Source: Company Filings
(1) As of June 2, 2023, converted with FX of \$17.51 Ps./US.

A man in a light-colored short-sleeved shirt and dark pants is seen from behind, walking through a field of tall grass. The entire image is covered with a semi-transparent blue overlay. The text 'THANK YOU' is written in a white, casual, handwritten-style font across the middle of the image.

THANK YOU

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NOURISHING A BETTER WORLD

Appendix 1 - Leading Management Team with Top-Notch Corporate Governance

COMMITTEES

Steering Committee

Daniel Servitje	CEO
Diego Gaxiola	CFO
Rafael Pamias	COO
Mark Bendix	Executive VP, GB
Fernando Lerdo de Tejada	Executive VP, GB
Raúl Obregón	Chief Information & Transformation Officer
Juan Muldoon	Chief People Officer
Miguel Ángel Espinoza	President, Bimbo Mexico
Tony Gavin	President, BBU
Alejandro Rodríguez	President, Barcel

Audit and Corporate

Finance and Planning

Evaluation, Results and Nominations

BOARD OF DIRECTORS

39% independent
28% women

- **Changes in senior leadership team**, consistent with the succession plan and long-term vision
- Included in the **Bloomberg Gender-Equality Index 2023**
- **“One of the World’s Most Ethical Companies in 2022”** for the 7th consecutive year, by Ethisphere Institute
- **“Company with the Best Corporate Reputation in Mexico”**, for the 6th consecutive year, by Merco, and for the 7th consecutive year, Daniel Servitje was named the leader with the best reputation in the country



Appendix 2 - Capital allocation strategy prioritizing reinvestment in the Company

CAPEX

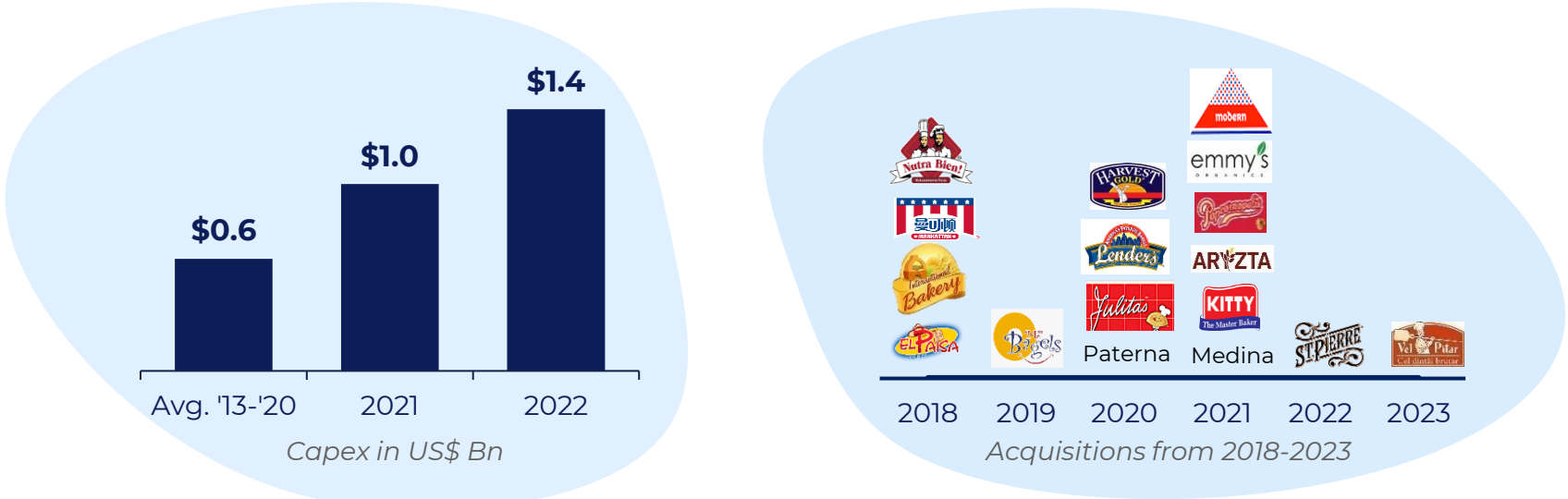
- Growth and expansion
- Implementation of automation solutions
- Business continuity: maintenance and quality

Strategic M&A

- Focus on transactions that:
 - Complement our portfolio
 - Expand our presence
 - Expand our capabilities
 - Drive our profitability
 - Focus on the long term

Shareholder's Return

- Conservative dividend strategy
- Flexibility in share buyback program with legal reserve authorized for Ps.\$15,200 mm



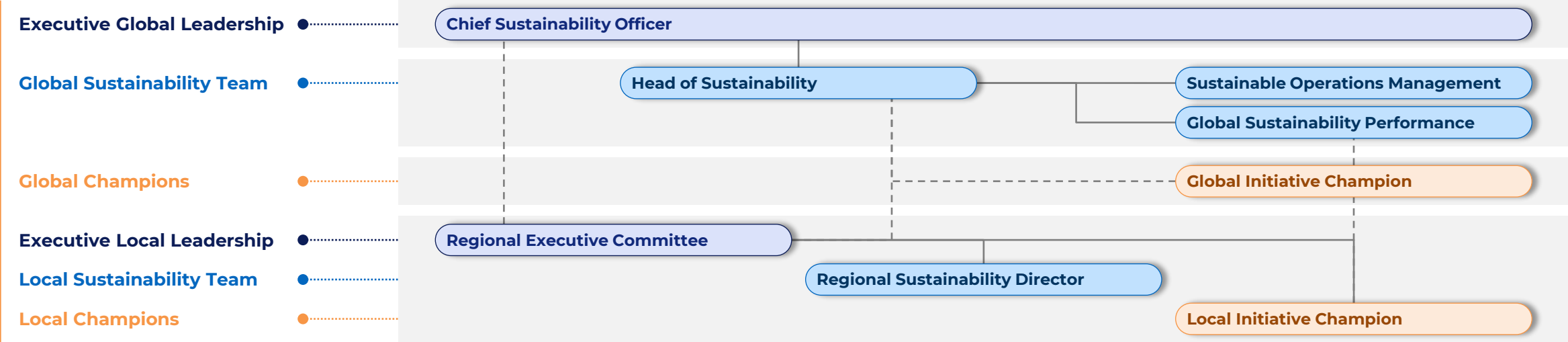
Source: Company fillings sent to the Mexican Stock Exchange
Capex under IFRS. Converted to US dollars using average FX rates for the periods of \$12.77 Ps./US for 2013, \$13.30 Ps./US for 2014, \$15.85 Ps./US for 2015, \$18.66 Ps./US for 2016, \$18.94 Ps./US for 2017, \$19.24 Ps./US for 2018, \$19.26 Ps./US for 2019, \$21.49 Ps./US. for 2020, \$20.28 Ps./US for 2021, and \$20.10 Ps./US for 2022.

Appendix 3 – Commitment and Progress Towards our Sustainability Goals

		2030 Goals	Progress as of 2022	Our Contribution to SDG ⁽¹⁾
BAKED FOR YOU	Best Nutritional Profiles For All	100% simple and natural recipes in baking and snacks	96% products for daily consumption fully complied with max levels established for nutrients to be limited according to internal nutritional guidelines. 35% of our sales come from products with ≥3.5 stars per the HSR ⁽²⁾ standard	2 ZERO HUNGER 3 GOOD HEALTH AND WELL-BEING 12 RESPONSIBLE CONSUMPTION AND PRODUCTION
	Enabling Healthier Plant-Based Diets	100% products will be part of a healthy plant-based diet	99% of our whole wheat bread and buns are part of a plant-forward diet 98% of our daily consumption portfolio is free of artificial flavors and colors	2 ZERO HUNGER 3 GOOD HEALTH AND WELL-BEING 12 RESPONSIBLE CONSUMPTION AND PRODUCTION
	Transparent Sustainable Brands	100% products with nutritional transparency	Definition of key topics to communicate with the consumer	2 ZERO HUNGER 3 GOOD HEALTH AND WELL-BEING 12 RESPONSIBLE CONSUMPTION AND PRODUCTION
BAKED FOR NATURE	Net Zero Carbon Emissions	Achieve the science-based target in line with a 1.5°C future Reduction of Co ₂ emissions vs. 2019: 50% Scope 1 and 28% Scope 3	100% renewable electricity in 20 countries, globally 85% of the energy we use is renewable +5,000 vehicles with alternative fuel, of which +2,500 are electric Highest score by CDP for our actions to mitigate climate change effects +100,000 solar panels and 115 photovoltaic rooftops installed worldwide	2 ZERO HUNGER 6 CLEAN WATER AND SANITATION 7 AFFORDABLE AND CLEAN ENERGY 10 REDUCED INEQUALITIES 11 SUSTAINABLE CITIES AND COMMUNITIES 12 RESPONSIBLE CONSUMPTION AND PRODUCTION 13 CLIMATE ACTION 14 LIFE BELOW WATER 15 LIFE ON LAND
	Zero Waste	100% packaging supports a circular economy	65 bakeries with zero waste to landfill 94% waste recycled globally 81% “War on Food Waste” initiative completed 91% recyclable packaging 92.5% treated water is reused	1 NO POVERTY 2 ZERO HUNGER 3 GOOD HEALTH AND WELL-BEING 6 CLEAN WATER AND SANITATION 12 RESPONSIBLE CONSUMPTION AND PRODUCTION 14 LIFE BELOW WATER
	Regenerative Agriculture	200,000 hectares of wheat farmed	+86,000 hectares of wheat farmed in the US and Mexico	2 ZERO HUNGER 6 CLEAN WATER AND SANITATION 10 REDUCED INEQUALITIES 11 SUSTAINABLE CITIES AND COMMUNITIES 13 CLIMATE ACTION 14 LIFE BELOW WATER 15 LIFE ON LAND
BAKED FOR LIFE	Strengthening Communities	1 social impact project at least per work center	+230 projects in Good Neighbor program +1M beneficiaries, supported by 205 work centers	1 NO POVERTY 4 QUALITY EDUCATION 13 CLIMATE ACTION
	Caring For Our People	To create safe, healthy, diverse, equitable and inclusive workplaces	1.96 TRIR ⁽³⁾ 25 average training hours per associate 26% of leadership positions are occupied by women	5 GENDER EQUALITY 8 DECENT WORK AND ECONOMIC GROWTH
				16 PEACE, JUSTICE AND STRONG INSTITUTIONS 17 PARTNERSHIPS FOR THE GOALS (4)

(1) Sustainable Development Goals. (2) Health Star Rating System. (3) Total Recordable Incident Rate. (4) SDGs applicable to almost all pillars of our strategy.

Appendix 4 – Sustainability Framework Structure and Roles



Global Sustainability Team

Setting the global strategic direction for Sustainability at Grupo Bimbo.
Responsible for setting the global level of ambition, including minimum standards, metrics, targets and parameters that all the global initiatives must comply with. And [arry] strategy adjustment.
Setting the governance models, provide tools to facilitate the initiatives effective implementation and provide support to Local Sustainability Teams and Global Champions.
Manage the stakeholder needs and communication.



Global Champions

Responsible for the effective deployment and implementation of the minimum standards and requirements provided by the global sustainability team.
Responsible for collating and report all performance metrics from the regions.
Identify areas of opportunity, regions and/or critical processes and provide support to Local Champions



Local Sustainability Team

Setting the regional strategic direction for Sustainability provided by Global.
Ensure that the region:

- Is tackling all key strategic areas and metrics
- Complies with all global mandated requirements

Measuring regional sustainability performance and submitting to the global team.
Managing regional governance model with regional champions that is recommended by global.



Local Champions

Managing and implementing the local strategic initiatives and projects for the respective focus area provided by Global.

Measuring regional sustainability performance for the specific focus area, and submitting to the local Sustainability Team and Global Champion

