Investor

Presentation

First Quarter 2026

GRUPO BIMBO

NOURISHING A BETTER WORLD

AGENDA

1 **Strengthening our leadership in the baking and snacks industries**

2 Financial highlights | Focus on 1Q26

3 A strong growth trajectory built for the long-term

4 Our ESG journey

Global Baking Leader

and a Key Player in The Food Industry

Present in
96 countries

Operates in
39 countries

+100
brands

+56k
routes

+9k
products

+152k
associates

251
bakeries
and plants

+1.6K
sales centers

US$14.4 Bn
Market Cap[1]

US$22.9 Bn
Net Sales[2]

US$3.2 Bn
Adj. EBITDA[2,3]

2.5x
Net Debt / Adj. EBITDA[4]

Baa1/BBB+
Moody's / Fitch and S&P

Figures as of March 31, 2026. Bonel acquisition completed in April 2026 has been included in the footprint data. 1. Expressed in US using end of period FX rate of $18.0 Ps./US. 2. LTM Net Sales and Adjusted EBITDA with IFRS16 effect were Ps. $423,823 million and Ps.$60,715 million, respectively. Converted to US dollars using an average FX rate for the LTM period of $18.50 Ps./US. 3. Adj. EBITDA: Earnings before interests, taxes, depreciation, amortization and Multiemployer Pension Plans ("MEPPs"). 4. Adj. EBITDA w/o IFRS16.

Highly Diversified Company

with Leading Positions Across Categories

North America[1]

43.5% Net Sales

28.3% Adj. EBITDA

+25K Associates

77 Bakeries

Market share leader within
7 categories

U.S.

Canada

EAA[2]

Market share leader within
3 categories
in most countries[3]

12.9% Net Sales

10.0% Adj. EBITDA

+18K Associates

93 Bakeries

Mexico

33.1% Net Sales

55.8% Adj. EBITDA

+77K Associates

38 Bakeries

Market share leader within
9 categories

Latin America[4]

Market share leader within
3 categories

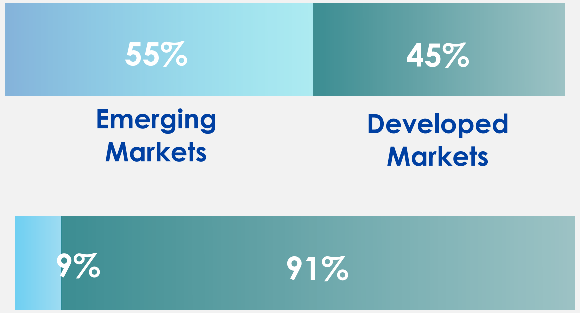
10.6% Net Sales

+26K Associates

5.9% Adj. EBITDA

43 Bakeries

Net Sales[5]



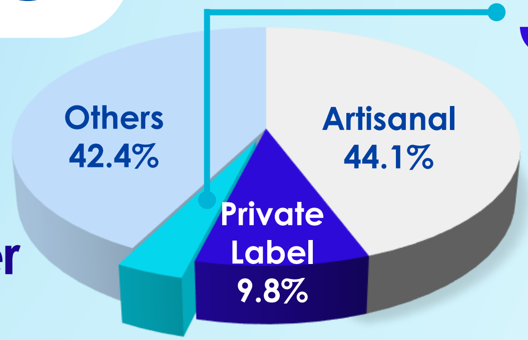
Figures as of March 31, 2026. Bonel acquisition completed in April 2026 has been included in the footprint data. Market share information from Nielsen, IRI and Company Information for the countries and categories where Grupo Bimbo participates. 1. Includes operations in the US and Canada. 2. Includes operations in Europe, Asia and Africa. 3. 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. 4. Includes operations in Central and South America. 5. Net Sales for the last twelve months ended March 31, 2026. Developed and Emerging markets, as well as Investment grade and Non-Investment Grade as per MSCI classification.

Leading Player

in Two Large, Attractive and **Growing Industries**

BAKING

#1
Global Player



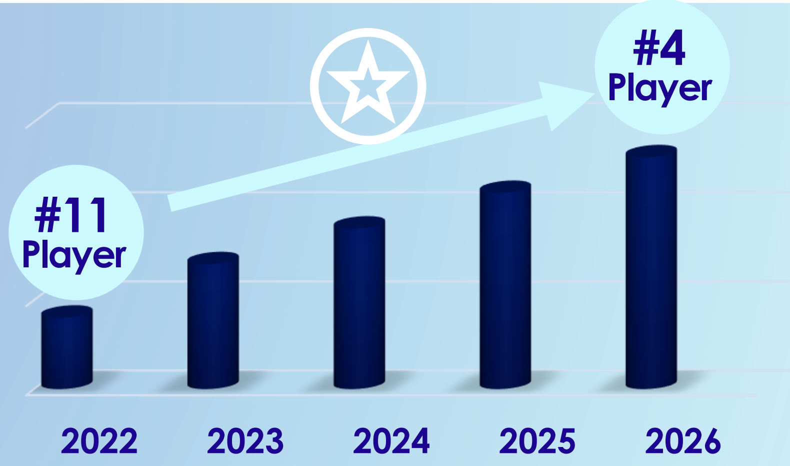
3.7% Market share

US$674 Bn	3.8%	3.4%
Market Size	CAGR 20-25'	CAGR 25-30'

Leading supplier to the world's most recognized **QSR brands** with presence across **91%** of the Global QSR market

SNACKS

TOP 5
Global Player



1.6% Market share

US$110 Bn	5.0%	2.9%
Market Size	CAGR 20-25'	CAGR 25-30'

Source: GlobalData, information reported as of 2025. Value M USD-2025.
Note: Baking Industry: Bread and Rolls, Cakes and Pastries, Cookies (Sweet Biscuits), Morning Goods, Energy Bars and Cereal Bars. Snacks Industry: Popcorn and Ready-to-Eat popcorn segments, Potato Chips Subcategory (Baked, Fried and Potato Chips segments) and Processed Snacks (Corn Chips, Extruded Snacks, Pork Rinds, Processed Snacks and Tortilla Chips segments). Ranking does not include Artisanal bakeries and Private Label.

Unmatched Reach:
Brands, Categories & Channels that **Drive Loyalty**

Leading brands across markets

Bimbo is the most chosen food brand in Mexico and **the top 5 brand among the FMCG**[1] sector in **Mexico and Latin American households**[2]

Categories

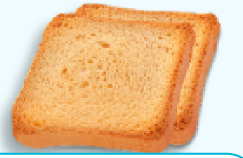

Sliced bread


Bagels


Artisan bread


Buns & rolls


Cakes


Toast


Salty snacks


English muffins


Pastries


Cookies


Tortillas & flatbread

Channels

Our distribution fleet travels every day the equivalent to **101 trips** in aggregate around the world

Retail	Supermarkets, convenience stores, among others
Traditional	"Mom & Pops"
QSR	Quick Service Restaurants
Others	Foodservice, wholesale, vending machines, etc.

1. Fast Moving Consumer Goods. 2. Source: Kantar World as of 2025.

Consumer – Led Growth:
Innovating Across Core & Emerging Categories

GROWING THE CORE

DAILY

BIMBO

i.e Simple recipes

Whole wheat bread from Mexico, made without artificial colors or preservatives

OROWEAT

i.e Elevating ingredient quality

Portfolio premiumization by grains and seeds

THOMAS'

i.e Focus on breakfast opportunities

#1 selling English muffin in the U.S. [1]

OCCASIONAL

Takis

i.e Differentiated snacks anytime

Expanding into new geographies

Little Bites

i.e Smart bites

#1 mini muffin brand in the U.S. [1]

St Pierre

i.e Empowering premium categories

#1 in-store bakery brioche brand in the US [1]

COVERING EMERGING NEEDS

The Rustik Bakery

Leading the artisanal bread trend

SANISSIMO

Attending new health & wellness trends

BIMBO Protein+

Protein-rich and gluten-free offerings

1. Source: Information Resources, Inc. as of 2025.

Innovation as a Strategic Growth Engine

1
We listen first:
Everything starts with the Consumer

Deep consumer understanding

Advanced consumer analytics and AI-driven insight

2
We co-create:
From insights to action

Smart Portions/ "Snackification"

Health & Wellness

Clean Label & Positive Nutrition

Premiumization

3
We deliver:
The right solution for every need

Expand across brands, formats, channels, and experiences

Adapt to local consumer needs

4
We collaborate:
Open Innovation for acceleration

Investment in startups

Alliances to improve and create disruptive products

GRUPO BIMBO | VENTURES
NOURISHING A BETTER WORLD

OLYRA

EVERY

5
We are competitive:
Success drivers

End-to-end value chain evolution

Global scale & strong brand penetration

Innovation Centers

Methodologies to experiment & learn fast

GB INNOVATION MODEL

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1Q26 Results: Solid Start to Year

Financial Results[1]

NET SALES

+4.8%

All-time high
Growth rate not seen in over 2 years

ADJ. EBITDA[2]

+15.2%

2nd consecutive quarter of double-digit growth

EBITDA MARGIN

+160bps → 14%

Strongest quarterly expansion since 2021

North America

Sales Back to Growth

Positive for first time since 2023

+120 bps → 8.6%

EBITDA Margin

EAA

Record Sales

+160 bps → 8.8%

EBITDA Margin

Mexico

Record Sales

+150 bps → 20.5%

EBITDA Margin[2]

Latin America

Record Sales exc. FX

-30 bps → 9.2%

EBITDA Margin

FREE CASH FLOW

US $443M

+US $398M vs 1Q25

NET DEBT / ADJ. EBITDA

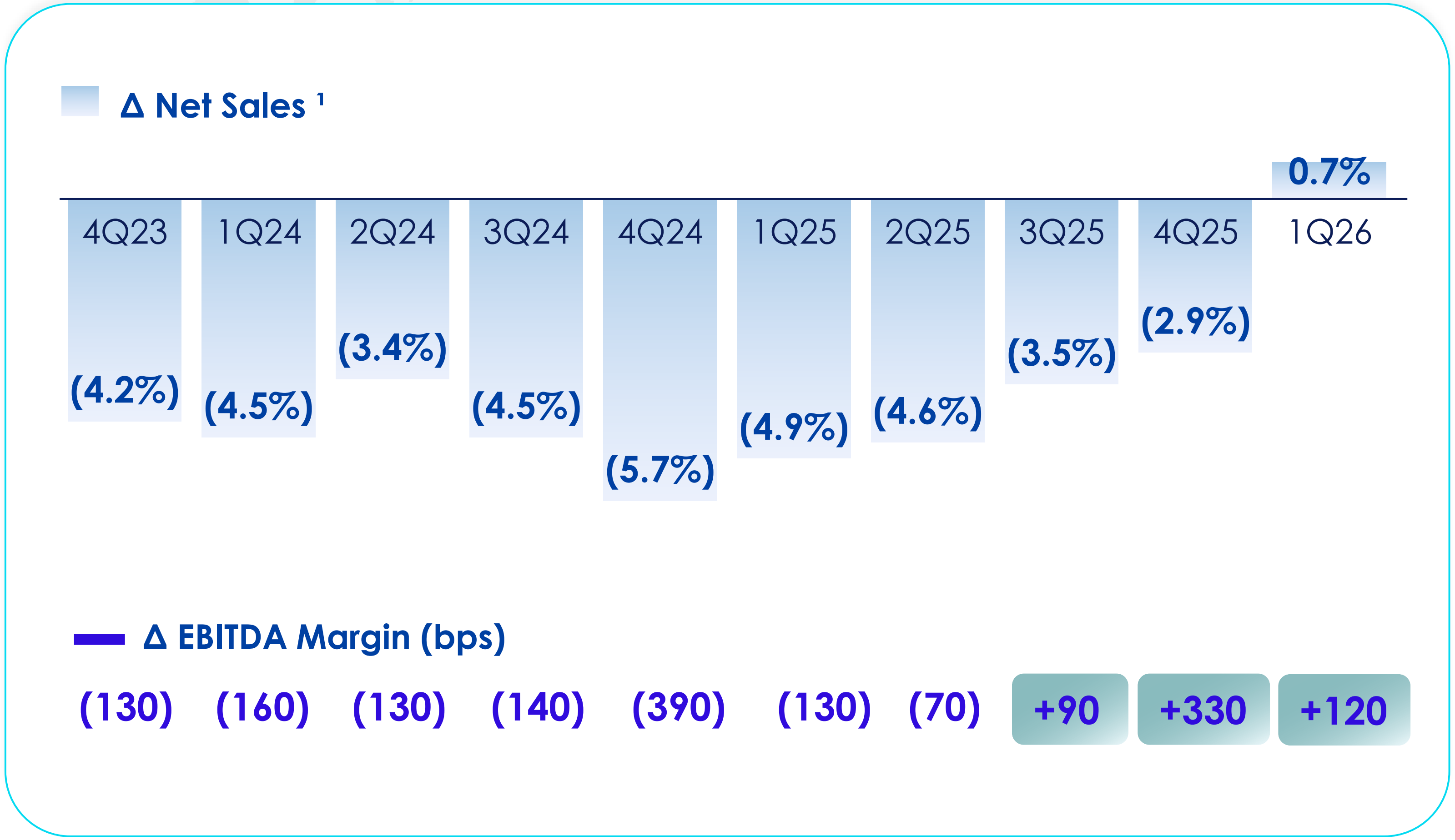
2.5x

0.2x lower vs. 2025

1. Year over year sales growth excluding FX rate effect. 2. Includes extraordinary income due to divestment in associated company.

North America Delivering Outstanding Results

Back to growth with clear sequential improvement and margin recovery



Transformation unlocking value

Stronger in-market execution

- Improved price-pack architecture
- Promotion discipline
- Enhanced frontline execution and service levels

Record productivity benefits

- Network efficiency
- Product and packaging optimization
- Procurement efficiencies
- Streamlined G&A structure

1. Year over year sales growth excluding FX rate effect.

Innovation & Execution

Driving U.S. Sales Growth Across Key Categories

	Salty Snacks	Breakfast	Premium Bread	Sweet Baked Goods	Mainstream Bread	Buns & Rolls
GRUPO BIMBO[1]	9.0%	4.9%	2.5%	1.4%	0.3%	(0.9%)
	Outperforming industry for 9 consecutive periods	*Highest growth level since 2023*	*Sequential improvement for 3 consecutive periods*	*Positive for the first time since 2023*	*Sustained topline stabilization*	*Seasonality effect; +4.2% YTD*
Industry	1.4%	1.2%	3.2%	0.4%	(1.9%)	(3.1%)
Private label	(0.5%)	(13.8%)	15.2%	(2.6%)	(2.7%)	(7.4%)

Grupo Bimbo OUTPERFORMS the Industry in 5 out of 6 categories

1. Bimbo Bakeries U.S.A. Source: Circana, U.S. dollar sales growth for the last 4 weeks ending May 16, 2026.

Unstoppable, Mexico Delivers its Best Quarter Ever

1Q26 Sales Growth

★ BIMBO

GB Mexico
Net Sales Growth

+4.5%

INDUSTRY

F&B Industry[1]
Mexico Average

+3.0%

RETAIL

ANTAD[2]
Food Retailers
Same-Store Sales

+1.4%

RESILIENCE

RECORD NET SALES FOR ANY QUARTER

Ps. $39,726 M

+4.5%	20.5%	+150 bps
Sales Growth	EBITDA Margin*	Margin Expansion

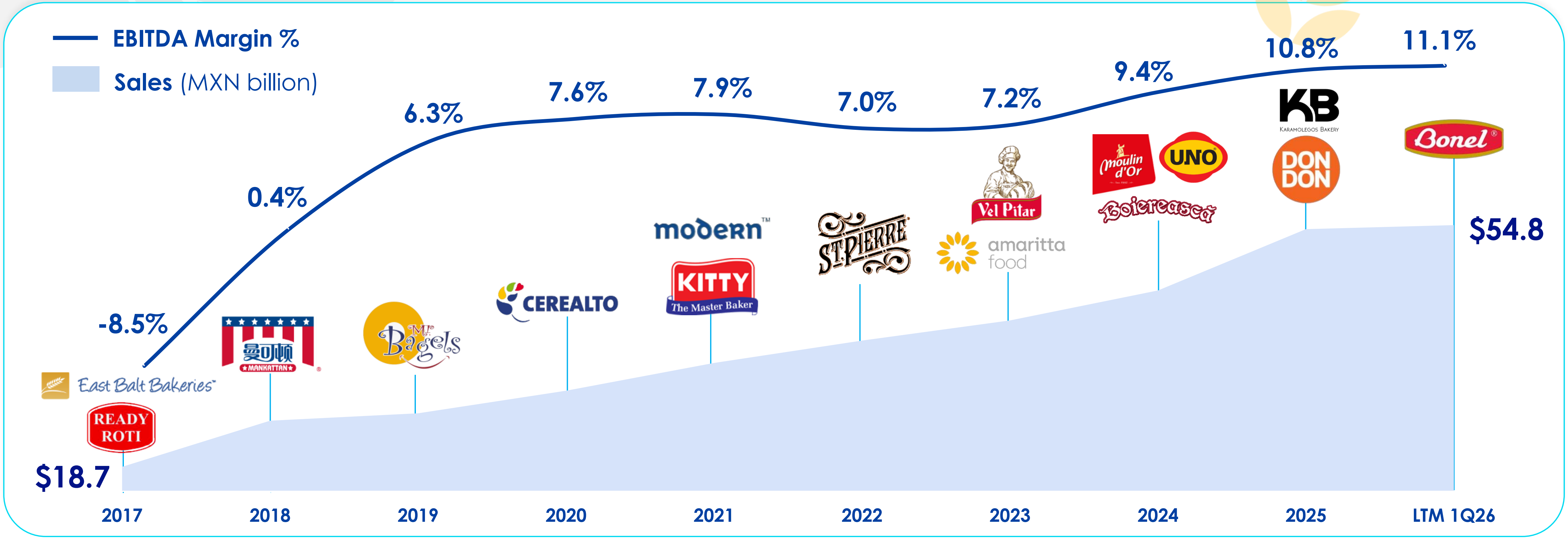
*Includes extraordinary income due to divestment in associated company

Our Mexico region grows **1.5x** faster than F&B industry & **2.3x** faster than ANTAD SSS

1. F&B Industry includes sales from the Mexico operations of KOF, Cuervo, Gruma, Sigma, and Arca Continental. ANTAD is the Spanish acronym for the Asociación Nacional de Tiendas de Autoservicio y Departamentales (National Association of Self-Service and Department Stores)

EAA: Built to Last

Accretive **Acquisitions**, **Margins** at All-Time Highs



★ RECENT ACQUISITIONS HAVE BEEN ★

ACCRETIVE

1Q26 RESULTS

+12.6%	8.8%	+160 bps
Sales Growth (ex-FX)	Adj. EBITDA Margin	EBITDA Margin Expansion

Strong Cash Flow Generation Fueled

by Operational Excellence

Free Cash Flow[1]

(USD millions)

+$398 M YoY

10× more cash generated vs 1Q25

Adj. EBITDA[2] — Record margin — ↑ $162 M vs 1Q25

CAPEX[3] — 1Q26 US $156m — ↓ $104 M vs 1Q25

Working Capital — 1Q26 US $215m — ↑ $163 M vs 1Q25

No Dividends & Acquisitions — $0 M vs 1Q25

Tax & Interest — $(30)M vs 1Q25

***US $166 million reserved in cash for bond maturity payment**

1. FCF Formula = Adjusted EBITDA w/o IFRS16 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. Adjusted EBITDA w/o IFRS16. 3. Does not include acquisitions.

Sustainable Growth with Proven Ability to Deleverage

Net Debt / Adj. EBITDA[1] Evolution

US $2.4 Bn

US $709 mm

CAD $1.8 Bn

US $650 mm

US $1.4 Bn
Divestiture

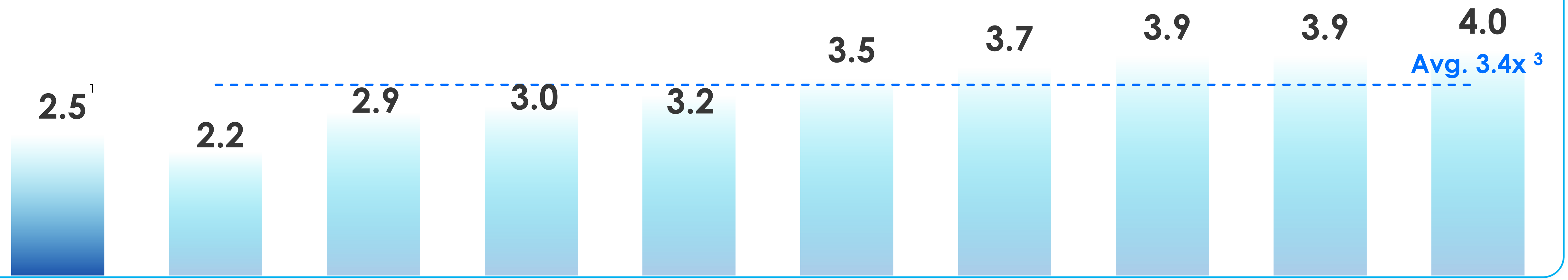
1. Adj. EBITDA w/o IFRS16: Earnings before interests, taxes, depreciation, amortization, rents and MEPPs. 2. The acquisition of Weston Foods was consummated in January 2009. Leverage ratio giving pro-forma effect to the Weston Foods acquisition as if such acquisition (and the incurrence of the indebtedness 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 million or $56 million converted at the exchange rate of Ps.18.92 per $1 dollar 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. $25.8Bn.

Solid Financial Performance

Translated into a High Credit Profile

Grupo Bimbo is a premier global food credit

Net Debt / LTM EBITDA[2]



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

Grupo Bimbo	PepsiCo	Nestlé	Kraft Heinz	Flowers Foods	McCormick	General Mills	Mondelēz International	Campbell's	J.M. Smucker
Baa1	A1	Aa3	Baa2	Baa3	Baa2	Baa2	Baa1	Baa2	Baa2
BBB+	A+	AA-	BBB	BBB-	BBB	BBB	BBB	BBB-	BBB
BBB+	n.a.	n.a.	BBB	BBB-	n.a.	n.a.	n.a.	BBB-	n.a.

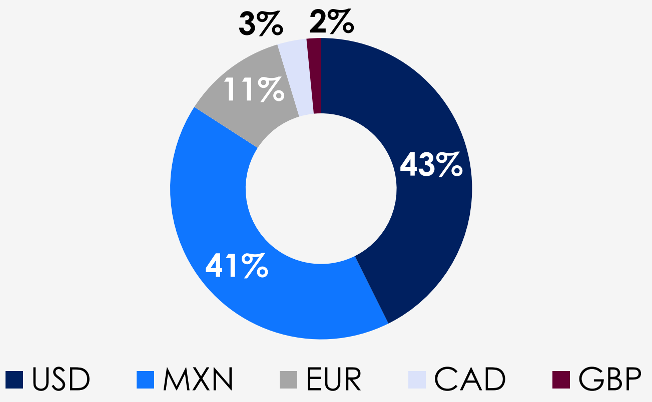
1. Adjusted EBITDA excluding IFRS 16: Earnings before interests, taxes, depreciation, amortization, rents and MEPPs. 2. Based on 1Q26 data, except for McCormick & Company and General Mills (as of Feb. 2026), The J.M. Smucker Company and Campbell's (as of Jan. 2026), and Nestlé (as of Dec. 2025). Data for Flowers Foods and Kraft Heinz were obtained from public company disclosures; data for the remaining companies was sourced from FactSet and CapIQ. 3. Average excludes Grupo Bimbo.

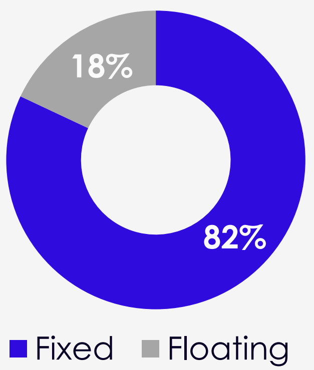
Conservative Debt Profile and Ample Liquidity

Total Debt: US $8,708 mm[1]

Avg Tenor: 9.76 years
Avg. Cost[2]: 6.45%

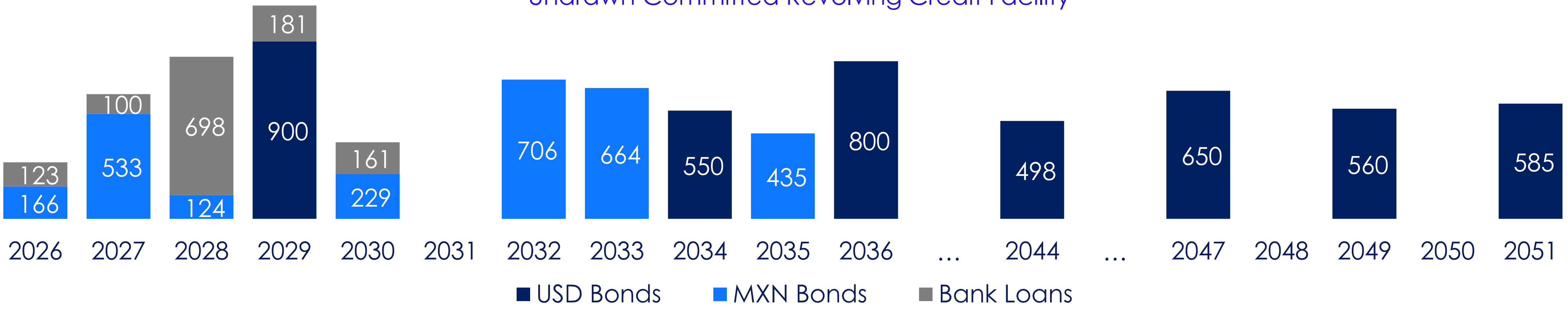
Currency and Rate Mix[3]





US $2.35 Bn

Undrawn Committed Revolving Credit Facility



Figures in US$ mm as of March 31, 2026 converted with end of period FX of $18.07 Ps./US. Debt profile does not include US $92 mm of long-term debt at subsidiary level (maturity range 2027-2034).
1. Net of issuance costs. 2. Considers derivatives, withholding tax, and additional costs. 3. Includes Derivatives.

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Driving Consistent Growth

and Profitability

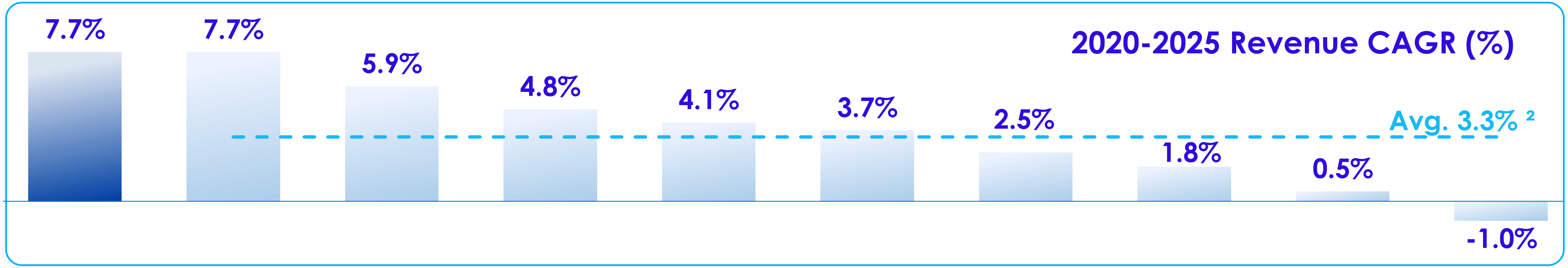
	2008 [1]	2018 [2]	LTM 1Q26 [2]	Evolution & Growth in the last 18 years
Net Sales (US$)	$7.4 Bn	$15.0 Bn	$22.9 Bn	3.1x
Adj. EBITDA (US$)	$881 MM	$1.6 Bn	$3.2 Bn[3]	3.6x
Geographic Diversification (By Sales)	NA 22%, Mex 64%, Latam 14%	NA 50%, Mex 31%, Latam 10%, EAA 9%	NA 43%, Mex 33%, Latam 11%, EAA 13%	
Countries	18	32	39	2.2x
Bakeries & Plants	83	199	251	3.0x
Baking Market Share[4]	2.1%[5]	3.2%	3.7%[6]	1.6pp
Market Cap (US$)	$4.9 Bn	$9.3 Bn	$14.4 Bn	2.9x
CAPEX (US$)	$357 MM	$733 MM	$1.1 Bn	3.1x
Net Debt / Adj. EBITDA[7]	2.7x[8]	2.6x[9]	2.5x	(0.2x)
Relevant Acquisitions	Weston, Sara Lee, Canada Bread, East Balt Bakeries			

1. Results prepared in accordance with Mexican GAAP. 2. Results prepared in accordance with IFRS. 3. Figures with IFRS 16. Adj. EBITDA: Earnings before interests, taxes, depreciation, amortization and MEPPs. 4. GlobalData. Includes: Bread, Rolls, Cakes, Pastries, Cookies (Sweet Biscuits, Savory Biscuits) and Morning Goods. 5. Calculated with 2009 revenues of GB and the baked goods' market value by GlobalData. 6. Information as of 2025. 7. Adj. EBITDA w/o IFRS16. 8. Leverage ratio pro-forma for Weston Foods acquisition. 9. Leverage ratio pro-forma for Canada Bread acquisition.

Grupo Bimbo Has Delivered Best In Class

Revenue Growth with Continued EBITDA Expansion

GRUPO BIMBO IS CLEARLY OUTPERFORMING THE GLOBAL CPG[1] INDUSTRY



	Grupo Bimbo[3]	Mondelēz International	PepsiCo	Nestlé[4]	McCormick[5]	Flowers Foods	Campbell's[5]	The J.M. Smucker Co[6]	General Mills[5]	Kraft Heinz
EBITDA Margin Variation ('20-'25)[7]	30bps[8]	(370)bps	70bps	20bps	(200)bps	(170)bps	(140)bps	(90)bps	(100)bps	(240)bps
Sales 1Q26 LTM	$23 Bn	$39 Bn	$95 Bn	$114 Bn	$7 Bn	$5 Bn	$10 Bn	$9 Bn	$18 Bn	$25 Bn

Source: Companies' public fillings, CapIQ and Nasdaq IR

1.Consumer Packaged Goods. 2. Avg. excluding Grupo Bimbo. 3. Revenue CAGR converted to USD using the average exchange rates for each period: Ps. 21.47/USD in 2020 and Ps. 19.22/USD in 2025. 4. Revenue CAGR converted to USD using the average exchange rates for each period: CHF $0.94/USD in 2020 and CHF $0.79/USD in 2025. 5. 2020–2025 Revenue and EBITDA CAGR calculated using LTM results, reflecting the Company's fiscal year ending in November. 6. 2020–2025 Revenue and EBITDA CAGR calculated using LTM results, reflecting the Company's fiscal year ending in January. 7. EBITDA as calculated by Nasdaq IR. 8. Adj. EBITDA with IFRS16: Earnings before interests, taxes, depreciation, amortization and MEPPs.

Sustained Profitability:

Margin Improvement Across Regions — with a Clear Path to Further Upside

Key Drivers

Mix & Volume
Favorable price mix and volume growth

Manufacturing
New capabilities improving cost structure and driving growth

Scale
Increased operating leverage across regions

M&A
Combination of accretive, strategic and synergy-driven acquisitions

Efficiency
Productivity gains driving SG&A savings

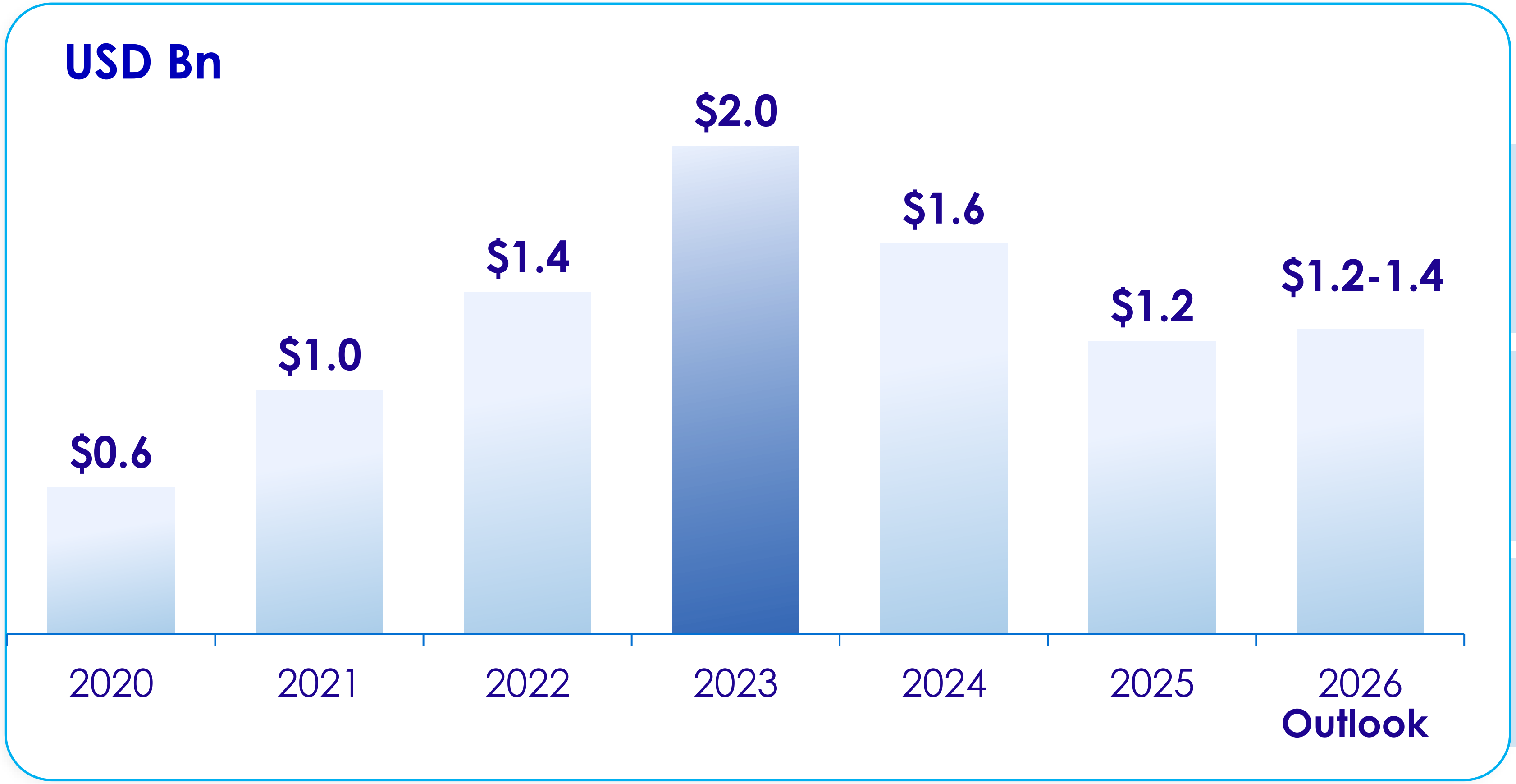
Distribution
Network optimization reducing logistics cost

Adj. EBITDA[1] Margin %

	2015	2020	2025	1Q25	1Q26[2]
Grupo Bimbo	10.7%	13.7%	13.9%	12.4%	**14.0%**
North America	8.3%	12.9%	9.0%	7.4%	**8.6%**
Mexico	17.6%	18.3%	20.4%	19.0%	**20.5%**
EAA	(4.4%)	7.6%	10.8%	7.2%	**8.8%**
Latin America	2.1%	4.9%	8.1%	9.5%	**9.2%**

1. Adj. EBITDA: Earnings before interests, taxes, depreciation, amortization and MEPPs. Ricolino's results have been removed since 2021. 2. Includes extraordinary income due to divestment in associated company at the Consolidated level and for Mexico.

Capex: our Top Priority,
Consistent with our Long-term Expectation



Our Capex Strategy

1. **Business Continuity**
   Maintaining operational excellence across all facilities
2. **Growth Expansion**
   New capacity, markets and production capabilities
3. **Productivity**
   Automation, technology and efficiency improvements

Elevated Multi-Year CAPEX Plan to Enhance Our Capabilities and Ensure Continued Growth

The peak investments have been completed

Strategic M&A: Focused on Bolt-On Acquisitions

	New Geographies	Complementary/Synergistic	Differentiated Know-how & Capabilities
2026		Bonel – Tunisia	
2025	Don Don – Balkans	KB Karamolegos Bakery – Romania; Wickbold – Brazil	
2024	Moulin d'Or – Tunisia; UNO – Turkey	3 Brutari – Romania; Zarcereña Panadería – Costa Rica	pagnifique – Uruguay
2023	Vel Pitar – Romania	Mile Hi Bakery – US; Natural Bakery – Canada; National Choice Bakery – US	amaritta food – Spain
2022		St Pierre – UK & US	
2021		Kitty The Master Baker; modern™ – India	

Looking Forward

	2026 Guidance	
	Excluding FX Effect	Including FX Effect
Net Sales	Mid single-digit growth	Flat to low single-digit decline
Adj. EBITDA[1]	Margin expansion between **60bps to 110bps**	
CAPEX	**US $1.2-1.4 Bn**	

2026 FX Rate Assumption

- Ps. $17.60/USD, which implies a Ps. $1.60 appreciation vs. 2025
- This FX assumption has a negative impact of close to 600 basis points on the expected top-line growth guidance

1. Adjusted EBITDA with IFRS16 effect.

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Clear and Ambitious Sustainability Strategy

NOURISHING A BETTER WORLD

BAKED FOR YOU	BAKED FOR LIFE	BAKED FOR NATURE
Enable Planetary Diets with Nutritional Diversity	Improve The Lives of Everyone We Reach	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**

Strong Commitment Towards our Sustainability Goals

2030 Goals

Baked for you	Baked for life	Baked for nature
100% simple and natural recipes in baking and snacks	1 social impact project at least per work center	Reduction of Co² emissions vs. 2019: 50% Scope 1 and 28% Scope 3
100% products will be part of a healthy plant-based diet	To create safe, healthy, diverse, equitable and inclusive workplaces	100% packaging supports a circular economy
100% products with nutritional transparency	40% female talent in leadership positions	200k hectares of wheat farmed through regenerative agriculture
		50% reduction in food waste
		20% reduction in water consumption vs. 2019

Progress as of 2025

Baked for you

- **100%** of daily products are now free from artificial flavors and colorants
- **98%** of daily bread, buns & breakfast portfolio with positive nutrition
- **48%** of sales meet the highest nutrition standards under HSR[1]

Baked for life

- **1.5** TRIR[2]
- **270** Good Neighbor projects with +1.7 M beneficiaries
- **+30%** leadership positions occupied by women

Baked for nature

- **100%** renewable electricity across operations vs 2020
- **100%** of treated water is reused vs 2020
- **+520k** hectares farmed under regenerative agriculture practices
- **99%** of packaging made from recyclable materials
- **7%** food waste reduction vs. 2020

1) 48% of sales accomplish ≥3.5 stars according to the Health Star Rating System (HSR). 2) Total Recordable Incident Rate

Best Nutritional Profiles

3.5 HEALTH STAR RATING

48% of the portfolio already **meets the highest nutrition standards**

Key nutrition focus areas

Clean Label

- Simple recipes
- Recognizable ingredients

Positive Nutrition

- Less sodium, added sugars & saturated fats
- More fiber & protein

Fortified Options

- Enriched with micronutrients like iron, zinc, vitamins A/D

Smart Portions

- Convenient formats
- Enhanced nutritional value per serving

Our ambition

2030

100%

- Simple & natural recipes
- Products supporting healthy plant-based diets
- Nutritional transparency

2025 Progress

- 100% Daily portfolio **free from artificial colors and flavors**
- 98% **Positive nutrition** compliance across daily consumption categories
- +90% Breads, buns, bagels and English muffins now provide **more fiber**
- 21% Daily portfolio with **simplified recipes** (<10–15 recognizable ingredients)

By 2026, 100% daily and occasional products free from artificial colors and flavors

Leading Management Team

with Top – Notch Corporate Governance

Board of Directors · 18 members

Daniel Servitje
Executive Chair

39%
Independent Members

28%
Women

Committees

1. Audit and Corporate
2. Finance and Planning
3. Evaluation, Results and Nominations

Recognitions

For the
10th consecutive year

Executive Team

Alejandro Rodríguez Bas	CEO
Juan Muldoon	Chief People Officer
Diego Gaxiola	CFO
Jorge G. Zárate	Chief Supply Chain Officer
Raúl Obregón	Executive VP, GB
Fernando Lerdo de Tejada	Executive VP, GB
Greg Koehrsen	President, Bimbo Bakeries USA
José Manuel Guzmán	President, Bimbo Mexico
Alejandro Pintado	President, Barcel México

GRUPO BIMBO
NOURISHING A BETTER WORLD

Thank you!

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