

Third Quarter 2025

INVESTOR PRESENTATION



AGENDA

1

Strengthening Our Leadership
In The Grain-based Food
Industry

2

Results & Progress Towards Our
Long-term Strategy

3

Our ESG Journey

Global Baking Leader and a Key Player in The Food Industry

 **+100**
brands

 **+9k**
products

 **249**
bakeries
and plants

**Presence in
91 countries**



**Operates in
39 countries**

+54k
routes 

+153k
associates 

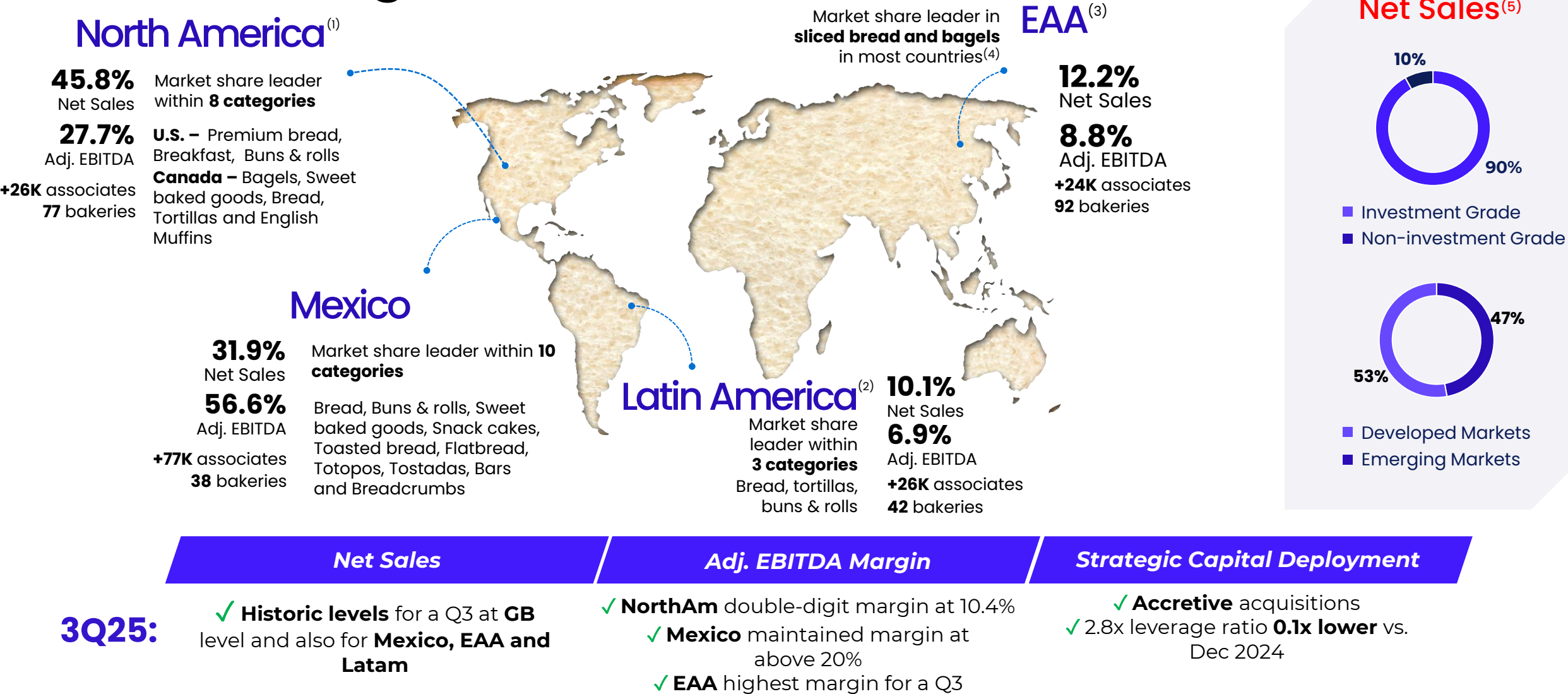
+1.5K
sales
centers 

US\$15 Bn
Market Cap⁽¹⁾

US\$22 Bn
Net Sales⁽²⁾

US\$3 Bn
Adj. EBITDA⁽²⁾⁽³⁾

Highly Diversified Company with Leading Positions Across Categories



Figures as of Sept 30, 2025. Market share information from Nielsen, Circana 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) Sliced bread leaders in China, Spain, Romania, India and Morocco. Bagels included only in the UK market. (5) LTM 3Q25 Net Sales. Developed and Emerging markets, as well as Investment grade and Non-Investment Grade as per MSCI classification. (6) Adj. EBITDA: Earnings before interests, taxes, depreciation, amortization and Multiemployer Pension Plans ("MEPPs").

Clearly Focused on the Attractive Grain-based Food Industry

Baking

#1 Global Player
1.2x larger than 2nd Player



Snacks

Top 10 Global Player



Bimbo is a Leader in...	3.7%	1.1%	market share
Large	US\$639 Bn	US\$183 Bn	market size
Resilient	2.8%	4.7%	CAGR 19-24'
Growing Industries...	4.7%	3.8%	CAGR 24-29'

...with Clear Trends to Continue Driving Growth:

- More **natural ingredients** and functional benefits

Preference on health and transparency
- Conscious snacking & Meal **snackification**

Local ingredients spreading globally

Our Strong Portfolio Of Leading Brands That Resonate With Consumers

North America

U.S.

CANADA



Mexico



Latin America



EAA



Strategically Positioned To Reach Our Consumers and Build Brand Loyalty

Leading Brands



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



Channels

Our distribution fleet travels every day the equivalent to **110 trips** in aggregate around the world

Retail	Traditional	QSR	Others
Supermarkets Convenience	"Mom & Pops"	Quick Service Restaurants	Foodservice Wholesale Vending machines

We are Geared to Meet Every Consumption Occasion In People's Life

Solve Morning Routines



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





Lunch Time Hero

Recent Mexican innovation with continued momentum, and now present in 14 countries



Snack Time Anytime



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





Social Gatherings

Prepared without added fats, colorants, or artificial preservatives, using a slow baking method that retains the natural flavor of the ancestral grains.



Enjoy Family Moments over Dinner



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



⁽¹⁾ Source: Information Resources, Inc. as of September 2025.

At The Same Time Addressing Evolving Needs Through Our Innovation Pillars

6 Key Levers



Clean label
Positive nutrition
Smart portions
Fortified options

**Best
Nutritional
Profiles**



Circular economy
Nutritional
transparency on-
pack and online

**Transparent
Sustainable
Brands**



Cereal-diversity
Nutritional
balance

**Healthier
Plant Based
Diets**



Investments in
startups
Alliances to
improve and
create disruptive
products



"Snackification"
Health & Wellness
Value added
premium brands

Key Trends

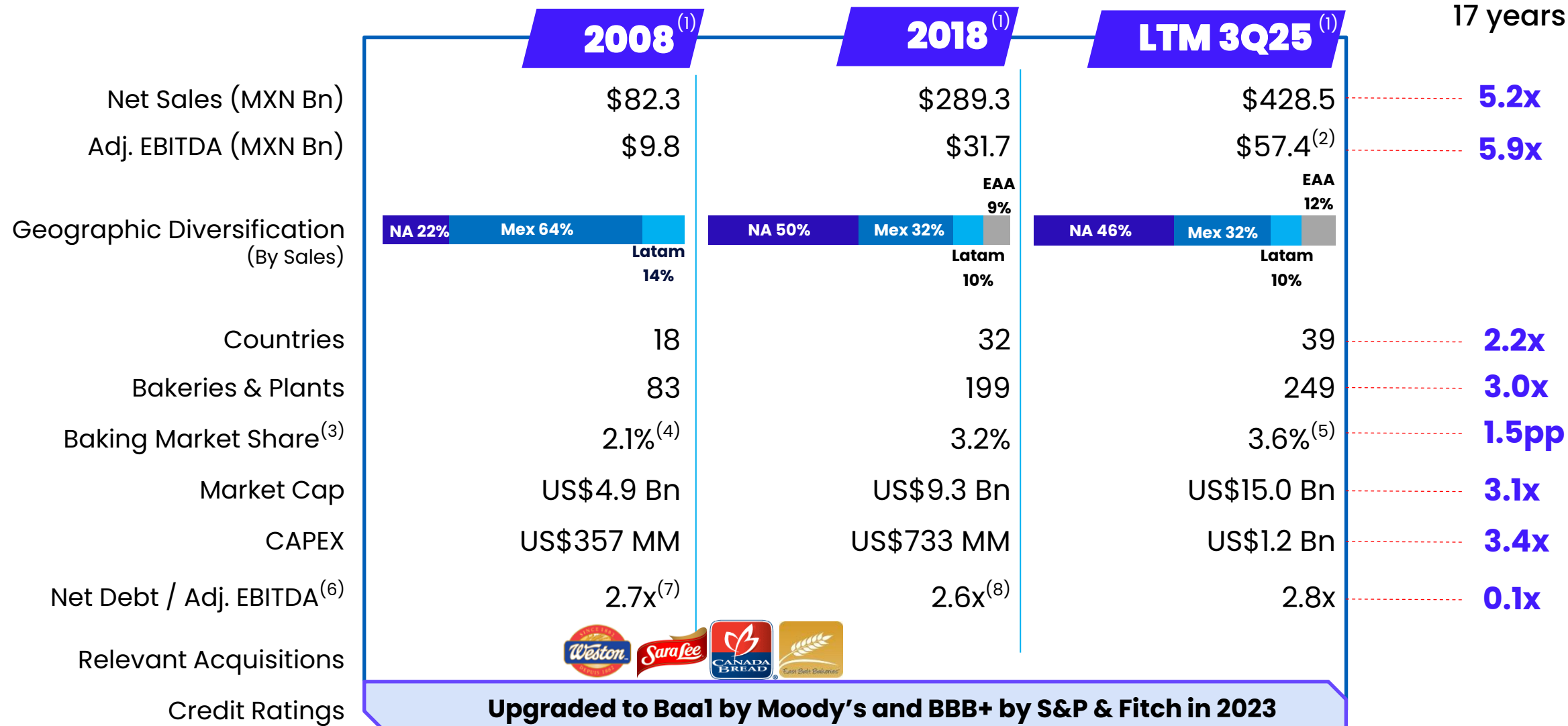


Scale, brand
penetration, great
products
Innovation centers
Consumer-driven

**Success
Drivers**

Driving Consistent Growth And Profitability

Evolution &
Growth in the last
17 years



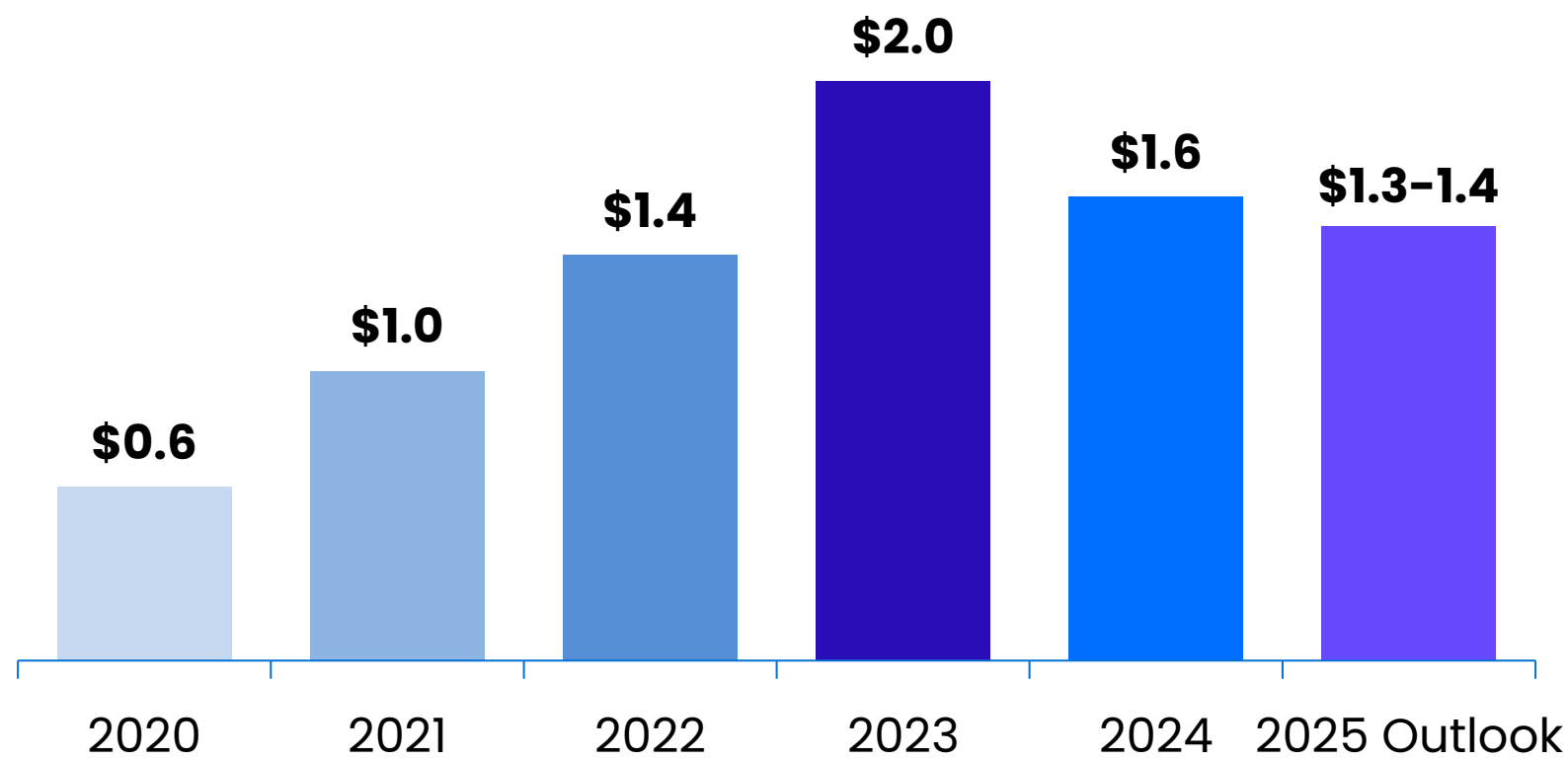
(1) Results prepared in accordance with Mexican GAAP. (2) Figures with IFRS 16. Adj. EBITDA: Earnings before interests, taxes, depreciation, amortization and MEPPs. (3) GlobalData. Includes: Bread, Rolls, Cakes, Pastries, Cookies (Sweet Biscuits, Savory Biscuits) and Morning Goods. (4) Calculated with 2009 revenues of GB and the baked goods' market value by GlobalData. (5) Information as of 2024. (6) Adj. EBITDA w/o IFRS16. (7) Leverage ratio pro-forma for Weston Foods acquisition. (8) Leverage ratio pro-forma for Canada Bread acquisition.

Highly Resilient Adj. EBITDA Margins and Expansion Across Most Regions

		Adj. EBITDA Margin %								
		2019	2020	2021	2022	2023	2024	LTM 3Q25	3Q24	3Q25
<ul style="list-style-type: none"> Favorable mix New manufacturing capabilities Increased scale Productivity investments driving SG&A efficiencies Accretive strategic acquisitions Distribution network optimization Successful turnaround projects with a long-term view Inflationary environment Weak consumption environment in the U.S. 	Grupo Bimbo	13.0%	13.7%	14.0%	13.4%	13.7%	13.6%	13.4%	14.7%	14.7%
	North America	11.3%	12.9%	12.2%	11.0%	10.5%	8.4%	8.1%	9.5%	10.4%
	Mexico	19.3%	18.3%	19.0%	17.9%	18.9%	20.3%	20.3%	21.9%	20.4%
	EAA	6.3%	7.6%	7.9%	7.0%	7.2%	9.4%	9.6%	10.0%	11.2%
	LatAm	2.2%	4.9%	6.2%	8.9%	9.6%	9.0%	9.2%	9.7%	8.6%

Adj. EBITDA: Earnings before interests, taxes, depreciation, amortization and MEPPs. Ricolino's results have been removed since 2021.

Capex Investments As A Top Priority, Consistent With Our Long-term Algorithm



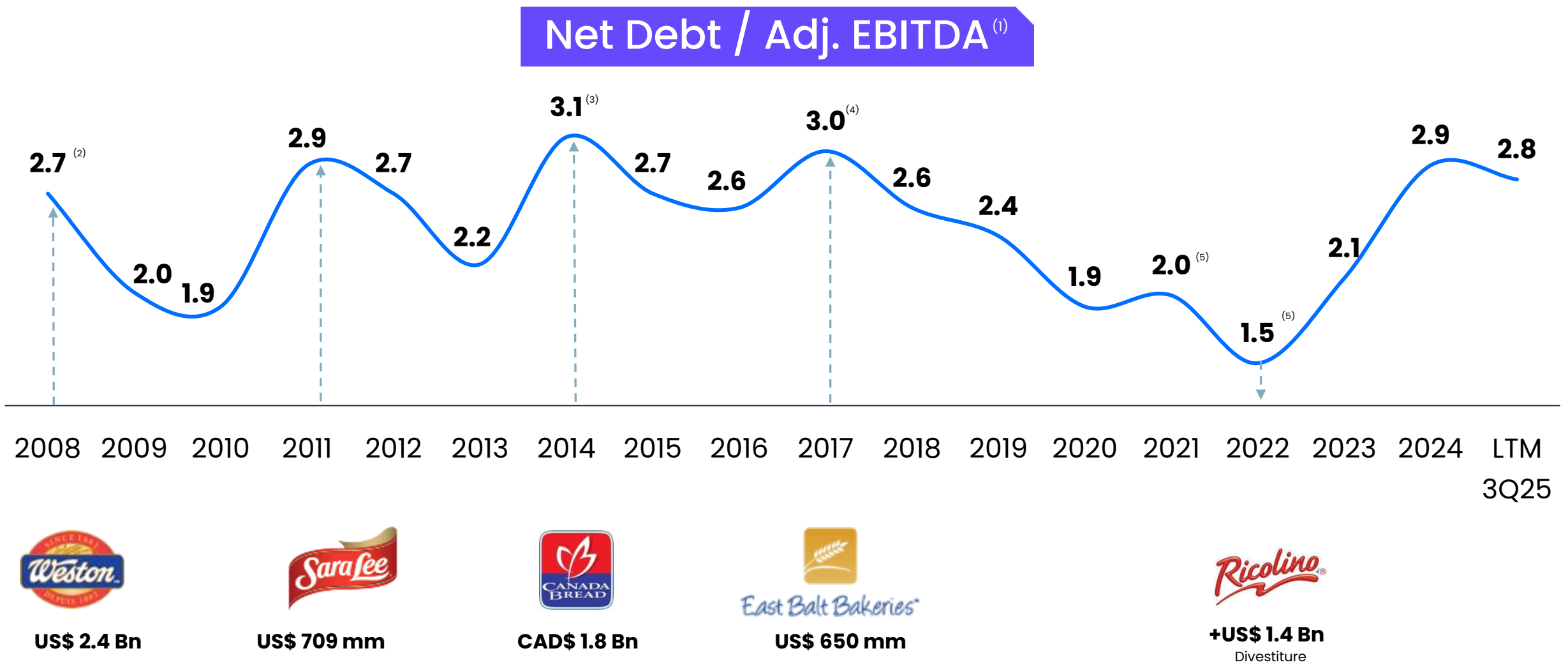
Elevated Multi-Year CAPEX Plan
to Enhance Our Capabilities and
Ensure Continued Growth

Our CAPEX Strategy

Top priority
Business Continuity
Growth Expansion
Productivity

The peak investments have been completed

Sustainable Growth With Proven Ability To Deleverage

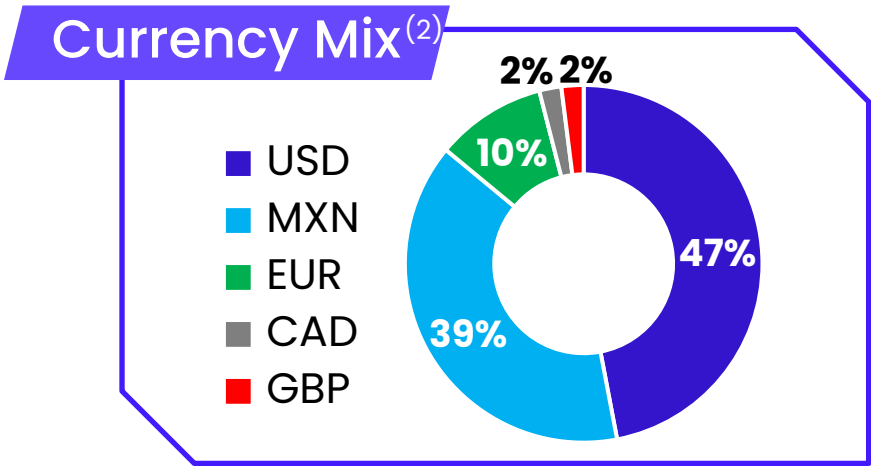


(1) Adj. EBITDA w/o IFRS16: Earnings before interests, taxes, depreciation, amortization and MEPPs. (2) The acquisition of Weston Foods was consummated in January 2009. Leverage ratio giving pro-forma effect to the Weston Foods acquisition as if such acquisition (and the incurrence of the indebtedness 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 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.

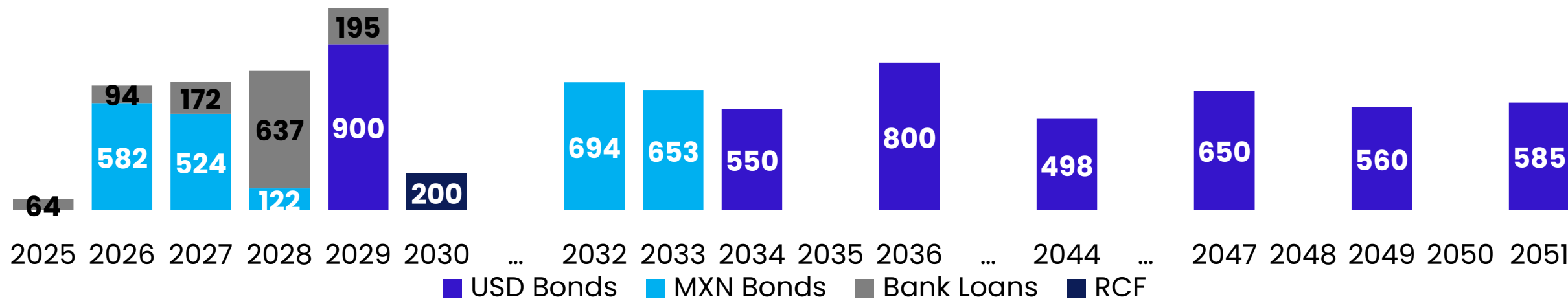
Conservative Debt Profile And Ample Liquidity

Total Debt US \$8,524 mm⁽¹⁾
Avg. Tenor 9.89 yrs.
Avg. Cost 6.41%
Fixed 82%

Ratings S&P BBB+ | Moody's Baa1 | Fitch BBB+



 **US \$2.15 Bn**
Undrawn Sustainability-linked Committed Revolver Facility



Figures in US\$ mm as of September 30, 2025 converted with end of period FX of \$18.38 Ps./US. Debt profile does not include US \$91 mm of long-term debt at subsidiary level (maturity range 2026-2034).
(1) Net of issuance costs (2) Considers derivatives and withholding tax.

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Responsible Financial Management Strategy

01

Committed to a robust balance sheet

3Q25 Net leverage: 2.8x

3Q25 Cash & Equivalents: US\$741 mm⁽¹⁾

02

Efficient working capital management

Ongoing efforts to continue improving working capital and value creation initiatives

03

Significant liquidity and financial flexibility

US\$2.15 Bn in undrawn committed revolving credit facility

04

Focused on reinvesting, prioritizing long-term growth and profitability

LTM 3Q25 CAPEX: US\$1.2 Bn⁽²⁾

05

Conservative risk management policies aligned with Corporate strategy

Hedging strategy for commodities and FX risks



2025 Guidance Reaffirmed

	2024 Outlook	& Results	2025 Guidance
NET SALES	Flat to low-single digit growth	+2.1% ✓	Mid single-digit growth
ADJ. EBITDA ⁽¹⁾	Low single digit growth	+1.0% ✓	Low to mid single-digit growth Flat to slight margin contraction
CAPEX	US\$1.8Bn	US \$1.6Bn	US\$1.3-1.4Bn



⁽¹⁾ Adjusted EBITDA with IFRS16 effect.

Leading Management Team With Top-notch Corporate Governance

Committees

Audit and Corporate

Finance and Planning

Evaluation, Results and Nominations

Steering Committee

Rafael Pamias	CEO
Diego Gaxiola	CFO
Jorge Guillermo Zárate	Chief Supply Chain Officer
Juan Muldoon	Chief People Officer
Raúl Obregón	Executive VP, GB
Fernando Lerdo de Tejada	Executive VP, GB
Mark Bendix	Executive VP, GB
José Manuel Guzmán	President, Bimbo Mexico
Alejandro Rodríguez	President, Barcel
Tony Gavin	President, Bimbo Bakeries USA

Board of Directors

Daniel Servitje – Executive Chair

39% independent

28% women

Recognitions

- Recognized as one of the **Most Ethical Companies in the World** for the ninth consecutive year, according to Ethisphere
- Recognized by Merco as the **Company with the Best Corporate Reputation in Mexico**, for the ninth consecutive year



Clear and Ambitious Sustainability Strategy




We are aligned to:



With Strong Commitment and Progress Towards our Sustainability Goals

2030 Goals

Progress as of 2024

<div><div>baked</div><div></div><div>FOR YOU</div></div>	<p>100% simple and natural recipes in baking and snacks</p> <p>100% products will be part of a healthy plant-based diet</p> <p>100% products with nutritional transparency</p>	<ul style="list-style-type: none">45% of sales accomplish ≥3.5 stars according to the Health Star Rating System (HSR)99% of daily consumption products are now free from artificial flavors and colorants94% of daily bread, buns & breakfast portfolio with positive nutrition+89M households reached with our Whole Grains Breads
<div><div>baked</div><div></div><div>FOR LIFE</div></div>	<p>1 social impact project at least per work center</p> <p>To create safe, healthy, diverse, equitable and inclusive workplaces</p>	<ul style="list-style-type: none">1.64 TRIR⁽²⁾29.4% leadership positions occupied by women266 Good Neighbor projects in 28 countries with +533,000 beneficiaries26 average training hours per associate
<div><div>baked</div><div></div><div>FOR NATURE</div></div>	<p>Achieve the science-based target in line with a 1.5°C future</p> <p>Reduction of Co² emissions vs. 2019: 50% Scope 1 and 28% Scope 3</p> <p>100% packaging supports a circular economy</p> <p>200,000 hectares of wheat farmed through regenerative agriculture</p>	<ul style="list-style-type: none">97% renewable energy in 28 countries7,572 vehicles with alternative fuels, 4,200 are electric19% reduction in our Scope 3 CO₂ emissions+130,000 solar panels installed in 9 countries94% of packaging made from recyclable materials100% treated water is reused vs 2020 base line+300,000 hectares of wheat and corn farmed through regenerative agriculture

Our Contribution to SDG⁽¹⁾



(1) Sustainable Development Goals. (2) Total Recordable Incident Rate.

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Thank You!



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