



Investor

Presentation

Second Quarter 2026

AGENDA



1

Strengthening our leadership in the baking and snacks industries

2

Financial highlights | Focus on 1H26

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

Operates in
39 countries

Present in
99 countries

+100
brands



+55k
routes

+10k
products



+152k
associates

250
bakeries and
snackeries



+1.6K
sales centers



US\$14.1 Bn
Market Cap¹

US\$23.4 Bn
Net Sales (LTM)²

US\$3.4 Bn
Adj. EBITDA (LTM)^{2,3}

2.5x
Net Debt / Adj. EBITDA (LTM)⁴

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

Figures as of June 30, 2026. 1. Expressed in US using end of period FX rate of \$17.5 Ps./US. 2. LTM Net Sales and Adjusted EBITDA with IFRS16 effect were Ps. \$421,423 million and Ps.\$60,914 million, respectively. Converted to US dollars using an average FX rate for the LTM period of \$18.0 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 America¹

42.6% Net Sales as a % of GB
28.2% Adj. EBITDA as a % of GB
+26K Associates
78 Bakeries & Snackerries

Market share leader within
5 categories

U.S.

Canada



Mexico

33.7% Net Sales as a % of GB
55.9% Adj. EBITDA as a % of GB
+76K Associates
37 Bakeries & Snackerries

Market share leader within
9 categories



Latin America⁴

10.8% Net Sales as a % of GB
5.7% Adj. EBITDA as a % of GB
+27K Associates
43 Bakeries & Snackerries

EAA²

Market share leader within
4 categories
in most countries³



12.9% Net Sales as a % of GB
10.2% Adj. EBITDA as a % of GB
+21K Associates
92 Bakeries & Snackerries

Market share leader within
4 categories
in most countries



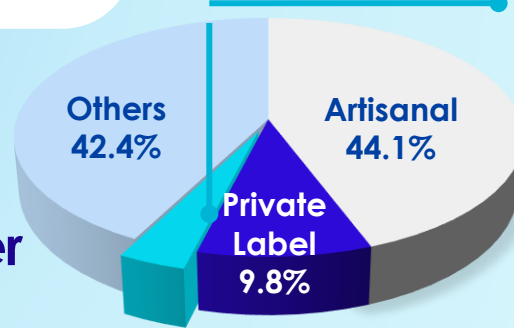
Figures as of June 30, 2026. Market share information from Nielsen, IRI and Company Information for the countries and categories where Grupo Bimbo participates as of May 2026 . 1. Includes operations in the US and Canada. 2. Includes operations in Europe, Asia and Africa. 3. Includes Buns and rolls category in the Spain and Portugal markets. Sweet Baked Goods in the Spain, Portugal and Tunisia markets. Bagels included only in the UK market. 4. Includes operations in Central and South America.

Leading Player

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

BAKING

#1
Global Player



3.7% Market share

US\$674 Bn
Market Size

3.8%
CAGR
20-25'

3.4%
CAGR
25-30'

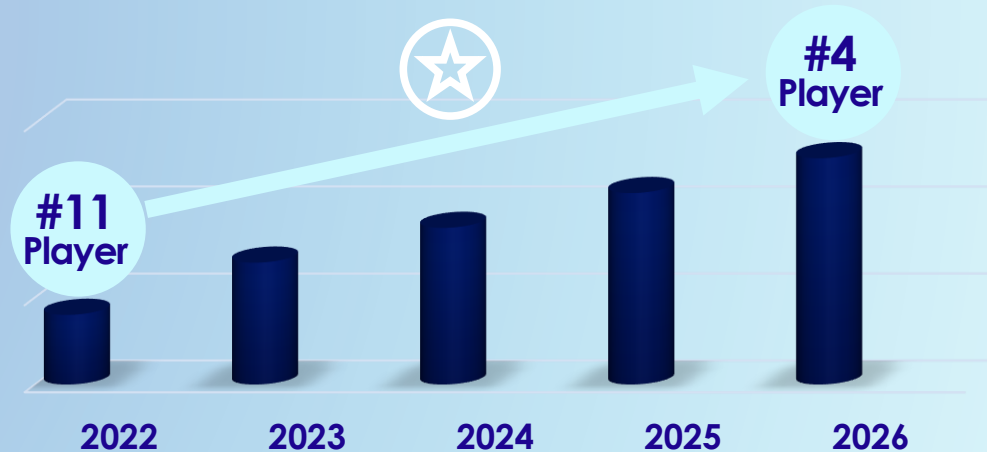
Leading supplier to the world's most recognized **QSR brands** with presence across

91% of the Global QSR market



SNACKS

TOP 5
Global Player



US\$110 Bn
Market Size

5.0%
CAGR
20-25'

2.9%
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 FMCG¹ sector in Mexico and Latin American households²

Categories



Channels

Our distribution fleet travels every day the equivalent to **+100 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.

Consumer – Led Growth:

Innovating Across Core & Emerging Categories

GROWING THE CORE



i.e Simple recipes

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



DAILY



i.e Elevating ingredient quality

Portfolio premiumization by grains and seeds



i.e Focus on breakfast opportunities

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



i.e Differentiated snacks anytime

Expanding into new geographies



OCCASIONAL



i.e Smart bites

#1 mini muffin brand in the U.S. ¹



i.e Empowering premium categories

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



COVERING EMERGING NEEDS



Leading the artisanal bread trend



Attending new health & wellness trends



Protein-rich and gluten-free offerings

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

5

We are competitive:

Success drivers

End-to-end value chain evolution

Global scale & strong brand penetration

Innovation Centers

Methodologies to experiment & learn fast



AGENDA

1

Strengthening our leadership in the baking and snacks industries

2

**Financial highlights |
Focus on 1H26**

3

A strong growth trajectory built for the long-term

4

Our ESG journey



1 H26: Quality Growth, Strong Cash Flow and Continued Deleveraging

Financial Results¹

NET SALES
+4.7%

ADJ. EBITDA
+10.4%

ADJ. EBITDA MARGIN
+110bps → 14.2%

North America

Back to Growth

+110 bps → 9.3%

EBITDA Margin

Mexico

Outpacing Trends

+100 bps → 20.6%

EBITDA Margin

EAA

Strong Momentum

+150 bps → 10.3%

EBITDA Margin

Latin America

Mixed Results

-100 bps → 8.4%

EBITDA Margin

FREE CASH FLOW

Ps. \$12Bn

Returned Ps. \$5.3 Bn to shareholders

NET DEBT / ADJ. EBITDA

2.5x

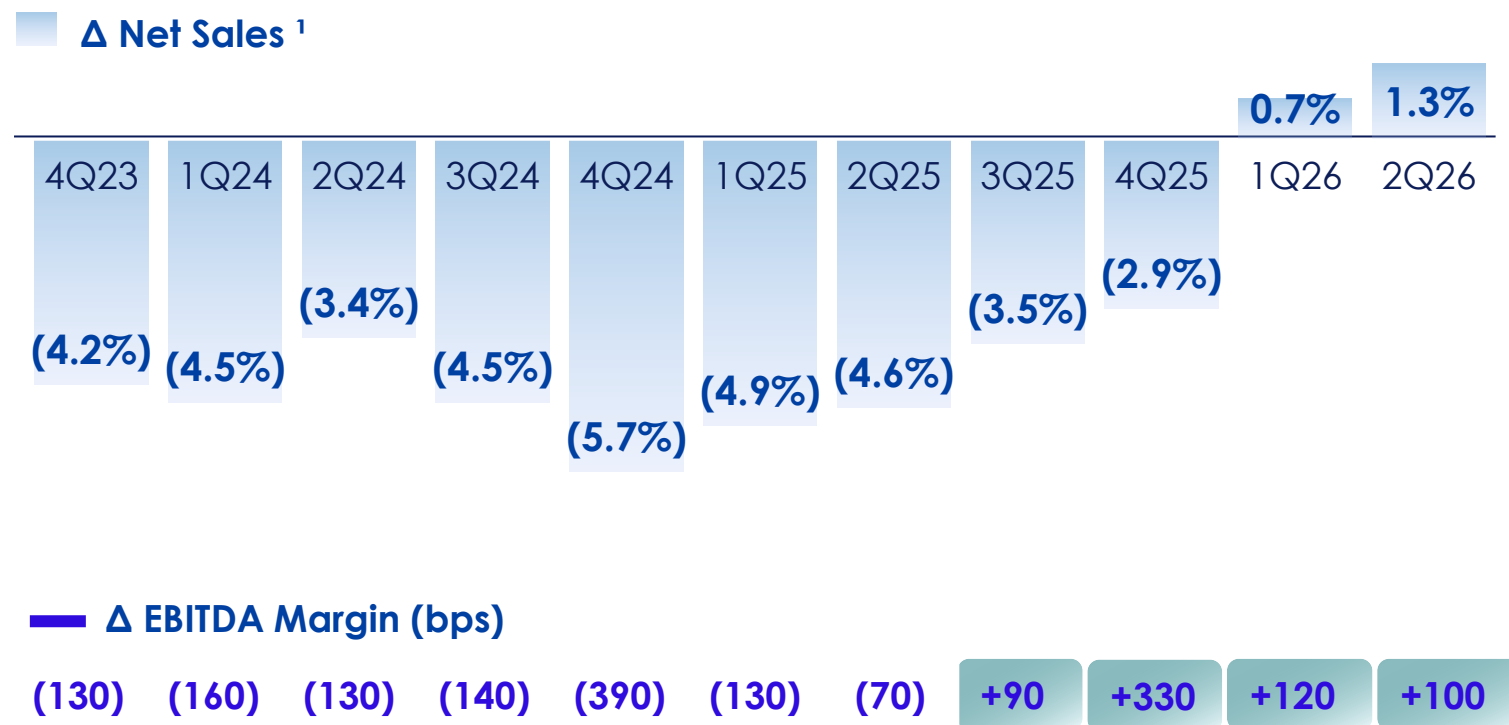
0.2x lower vs. Dec. 2025



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

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

Significant productivity benefits

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

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

Winning Across the Portfolio

Strengthening Competitive Position Across All U.S. Categories

2Q Sales Growth ¹	Salty Snacks	Premium Bread	Breakfast	Buns & Rolls	Sweet Baked Goods	Mainstream Bread
GRUPO BIMBO²	8.9%	2.1%	1.8%	0.9%	(0.2%)	(1.6%)
	3 rd consecutive quarter outperforming the industry by more than 700 bps	Back to positive growth. Now outperforming the industry	Leading the market for 2 nd consecutive quarter	4 th consecutive quarter outperforming the industry with positive growth	Outperforming the industry by 90bps	4 th consecutive quarter outperforming the industry
						
Industry	1.1%	1.3%	1.6%	(1.8%)	(1.1%)	(2.8%)
Private label	1.6%	7.8%	(1.1%)	(5.9%)	(0.8%)	(2.5%)

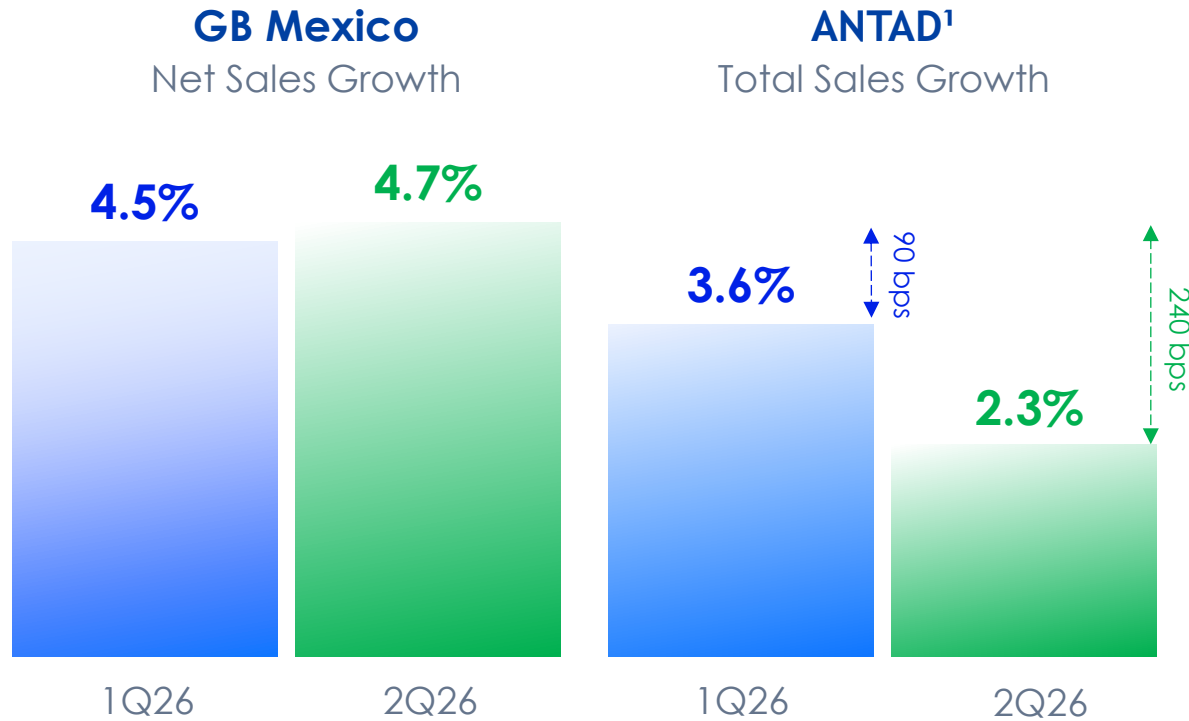
Gained market share across EVERY category for the first time since 2020

1. Source: Circana, U.S. dollar sales growth for the last 12 weeks ending July 5, 2026. Considers Multi-Outlet retailers and Convenience stores data in the US. 2. Data regarding Bimbo Bakeries U.S.A.

Mexico Continues to Outpace the Market

Growth in a Demanding Consumer Environment

~240bps gap widened from
~90bps in 1Q26



RESILIENCE

1 H 2 6 RESULTS

+4.6%

Sales Growth

20.6%

EBITDA Margin*

+100 bps

Margin Expansion*

*Includes extraordinary income due to divestment in associated company

Growth broad-based across categories and channels, supported by innovation, execution, and brand strength

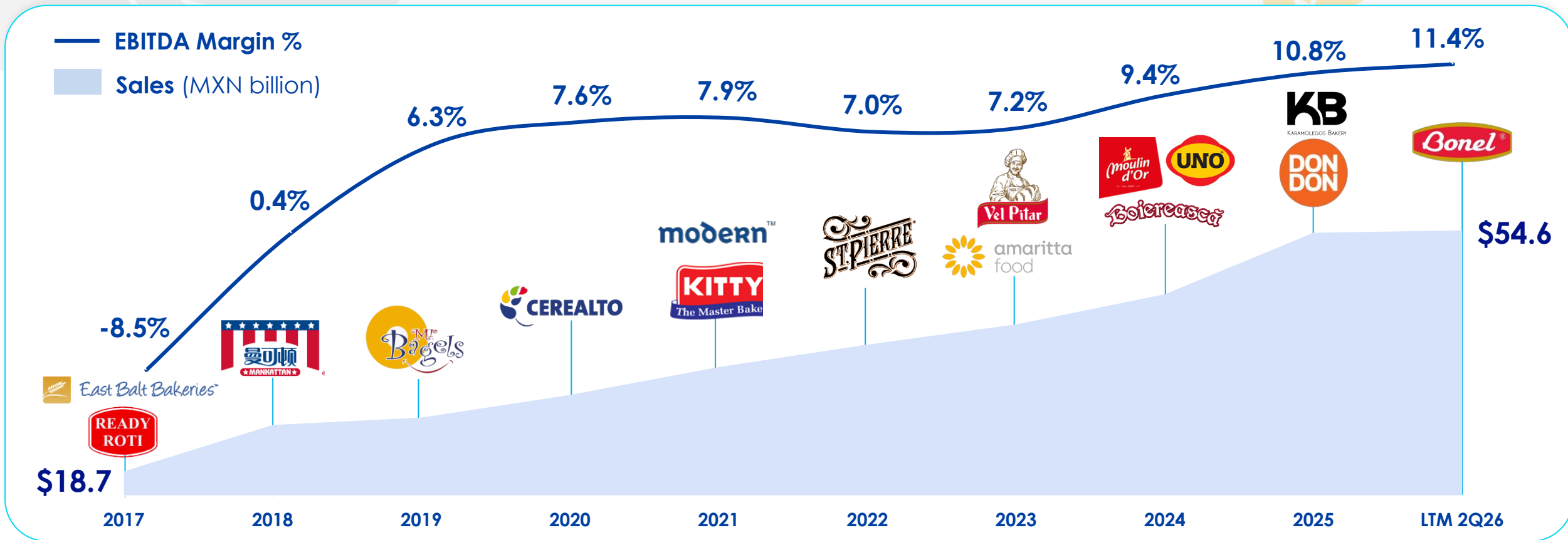


1. ANTAD is the Spanish acronym for the Asociación Nacional de Tiendas de Autoservicio y Departamentales (National Association of Self-Service and Department Stores), calculation considers Food Retailers total sales.



EAA: Built to Last

Strategic Acquisitions, Sustained Margin Expansion



★ RECENT ACQUISITIONS CONTINUE TO ★
**STRENGTHEN SCALE
AND CAPABILITIES**

1 H 2 6 RESULTS

+10.4%
Sales Growth (exc. FX)

10.3%
Adj. EBITDA Margin

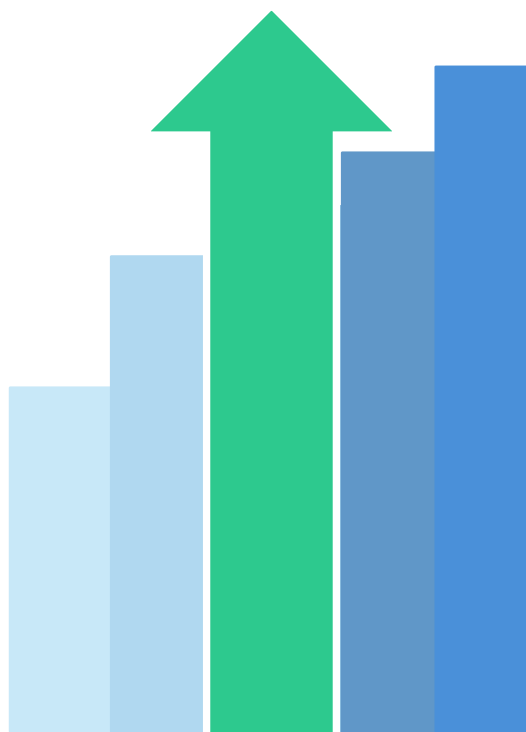
+150 bps
EBITDA Margin Expansion

Strong Free Cash Flow Generation

Supports Capital Returns and Deleveraging

Free Cash Flow¹

Ps. \$12Bn



Adj. EBITDA (ex IFRS16)

Ps. \$25.9 Bn



CAPEX

Ps. (\$6.9) Bn



Working Capital

Ps. \$2.6 Bn



Taxes

Ps. (\$4.4) Bn



Net Interest

Ps. (\$5.3) Bn

¹. Free Cash Flow Formula= Adjusted EBITDA w/o IFRS16 minus CAPEX (which does not include M&A), Taxes and Net Interest, plus the Working Capital for the period.



Sustainable Growth with Proven Ability to Deleverage

Net Debt / Adj. EBITDA¹ 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.

Conservative Debt Profile and Ample Liquidity

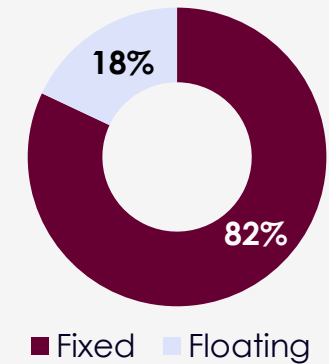
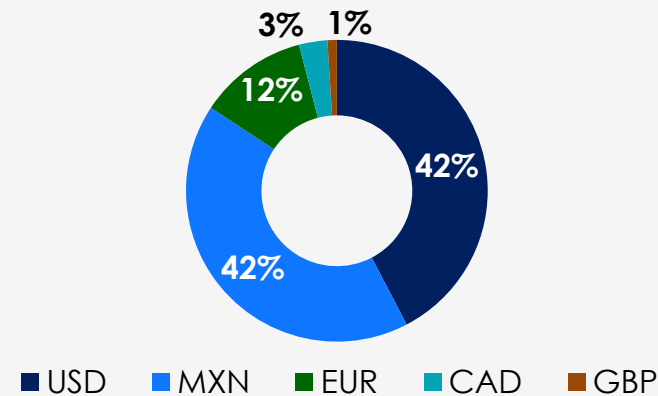
Total Debt: US \$8,796 mm¹

Avg Tenor: 9.5 years

Avg. Cost²: 6.5%

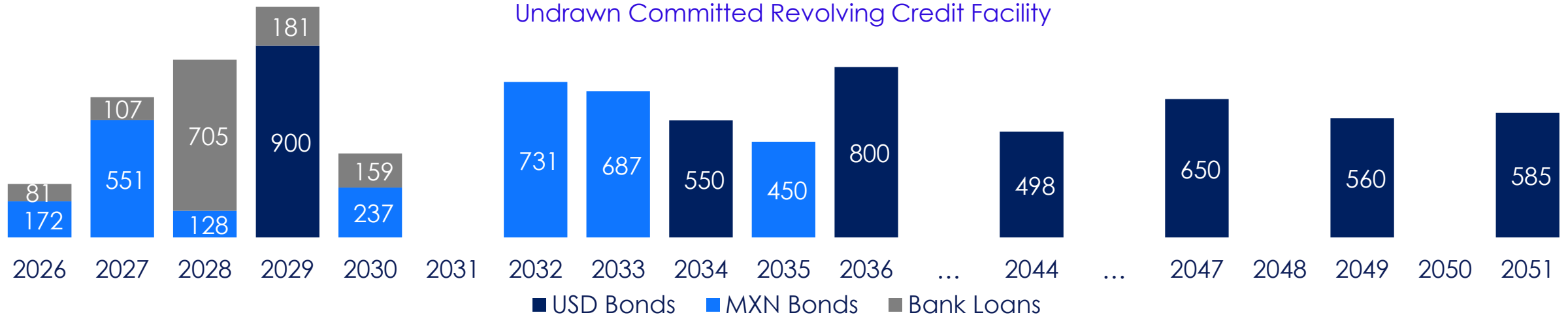


Currency and Rate Mix²



US \$2.35 Bn

Undrawn Committed Revolving Credit Facility



Figures in US\$ mm as of June 30, 2026 converted with end of period FX of \$17.47 Ps./US. Debt profile does not include US \$110 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.

AGENDA

1

Strengthening our leadership in the baking and snacks industries

2

Financial highlights | Focus on 1H26

3

**A strong growth trajectory
built for the long-term**

4

Our ESG journey



Driving Consistent Growth and Profitability

	2008 ¹	2018 ²	LTM 2Q26 ²	Evolution & Growth in the last 18 years
Net Sales (US\$)	\$7.4 Bn	\$15.0 Bn	\$23.4 Bn	3.2x
Adj. EBITDA (US\$)	\$881 MM	\$1.6 Bn	\$3.4 Bn ³	3.9x
Adj. EBITDA Margin	11.9%	11.0%	14.5%	2.6pp
Geographic Diversification (By Sales)				
Countries	18	32	39	2.2x
Bakeries & Plants	83	199	250	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	\$14.1 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				

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.

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. EBITDA¹ Margin %

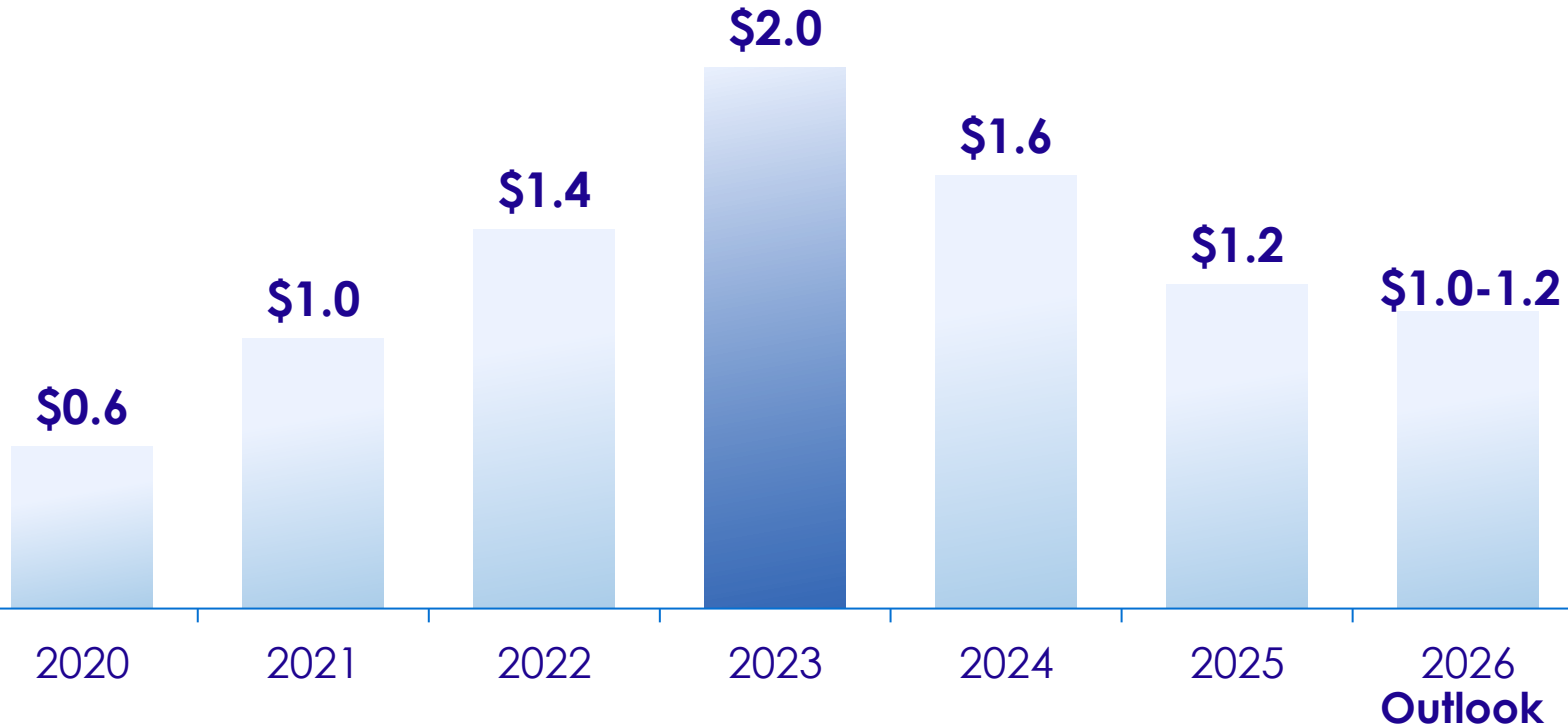
	2015	2020	2025	1H25	1H26
Grupo Bimbo	10.7%	13.7%	13.9%	13.1%	14.2%
North America	8.3%	12.9%	9.0%	8.2%	9.3%
Mexico	17.6%	18.3%	20.4%	19.6%	20.6%
EAA	(4.4%)	7.6%	10.8%	8.8%	10.3%
Latin America	2.1%	4.9%	8.1%	9.4%	8.4%

1. Adj. EBITDA: Earnings before interests, taxes, depreciation, amortization and MEPPs.

Capex: our Top Priority,

Consistent with our Long-term Strategy

USD Bn

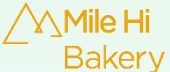


Our Capex Strategy

- 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

**Normalized CAPEX Outlook After
Elevated Investment Cycle**

Strategic M&A: Focused on Bolt-On Acquisitions

	New Geographies	Complementary/Synergistic	Differentiated Know-how & Capabilities
2026		 Tunisia	
2025	 Balkans	 Romania  Brazil	
2024	 Tunisia  Turkey	 Romania  Costa Rica	 Uruguay
2023	 Romania	 US  Canada  US	 Spain
2022		 UK & US	
2021		  India	

Avg. 5-year annual investment: US ~\$480 mm('21-'25)

Looking Forward

Raising our guidance despite higher inflationary headwind



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 70bps to 120bps	
CAPEX	US \$1.0-1.2 Bn	

Inflation impact Assumption

- 2026 assumes ~US\$70-90m inflation impact from geopolitical developments

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.

AGENDA

1

Strengthening our leadership In the baking and snacks industries

2

Financial highlights | Focus on 1H26

3

A strong growth trajectory built for the long-term

4

Our ESG journey



Clear and Ambitious Sustainability Strategy

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



Strong Commitment Towards our Sustainability Goals

2030 Goals

Baked for you

100% simple and natural recipes in baking and snacks

100% products will be part of a healthy plant-based diet

100% products with nutritional transparency

Baked for life

1 social impact project at least per work center

To create safe, healthy, diverse, equitable and inclusive workplaces

40% female talent in leadership positions

Baked for nature

Reduction of Co² emissions vs. 2019:
50% Scope 1 and 28% Scope 3

100% packaging supports a circular economy

200k hectares of wheat farmed through regenerative agriculture

50% reduction in food waste

20% reduction in water consumption vs. 2019

Progress as of 2025

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 HSR¹

1.59 TRIR²

270 Good Neighbor projects with +1.7 M beneficiaries

+30% leadership positions occupied by women

100% renewable electricity across operations vs 2020

100% of treated water is reused vs 2020

+500k 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

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



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

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

2026 | **WORLD'S MOST
ETHICAL
COMPANIES™**
ETHISPHERE

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



Thank you!

ir@grupobimbo.com

www.grupobimbo.com

Disclaimer

The information contained here in has been prepared by Grupo Bimbo, S.A.B. de C.V. (the "Company") solely for use at this presentation. This presentation does not purport to contain all the information that may be required to evaluate any investment in the Company or any of its securities and should not be relied upon to form the basis of, or be relied on in connection with, any contract or commitment or investment decision whatsoever. No representation or warranty, either express or implied, is made as to the accuracy, reliability or completeness of the information presented herein. This presentation has been prepared solely for informational purposes and should not be construed as containing any offer, invitation or recommendation to purchase, sell or subscribe for any securities in any jurisdiction and neither the issue of the information nor anything contained herein shall form the basis of or be relied upon in connection with, or act as an inducement to enter, any investment activity. This presentation should not be regarded by recipients as a substitute for the exercise of their own judgment in connection with any investment activity. The merit and suitability of an investment in the Company should be independently evaluated and any person considering such an investment in the Company is advised to obtain independent advice as to the legal, tax, accounting, financial, credit and other related advice prior to making an investment.

Any opinion expressed herein is subject to change without notice, and the Company is under no obligation to update or keep current the information herein. The Company accepts no liability whatsoever for any loss or damage of any kind arising out of the use of all or any part of this presentation. This presentation includes forward-looking statements. Such forward-looking statements are based on certain assumptions and current expectations and projections about future events and trends that may affect the Company's business and are not guarantees of future performance. Investors are cautioned that any such forward-looking statements are and will be, as the case may be subject to many risks, uncertainties and other unknown factors, including those relating to the operations and business of the Company. These and various other factors may adversely affect the estimates and assumptions on which these forward-looking statements are based, many of which are beyond our control. Forward-looking statements speak only as of the date on which they are made. The Company expressly disclaims any obligation or undertaking to update or revise any forward-looking statement, whether as a result of new information, future events or otherwise. The Company's independent public auditors have neither examined nor compiled this presentation and, accordingly, do not provide any assurance with respect to any information included herein. In light of the risks and uncertainties described above, the future events and circumstances discussed in this presentation might not occur and are not guarantees of future performance. Neither this presentation nor anything contained herein shall form the basis of any contract or commitment whatsoever. The information included in this presentation may not be reproduced or redistributed, passed on, or the contents otherwise divulged, directly or indirectly, to any other person or published in whole or in part for any purpose or under any circumstances without the Company's prior written consent.