



1Q22

Earnings Presentation

April 25, 2022



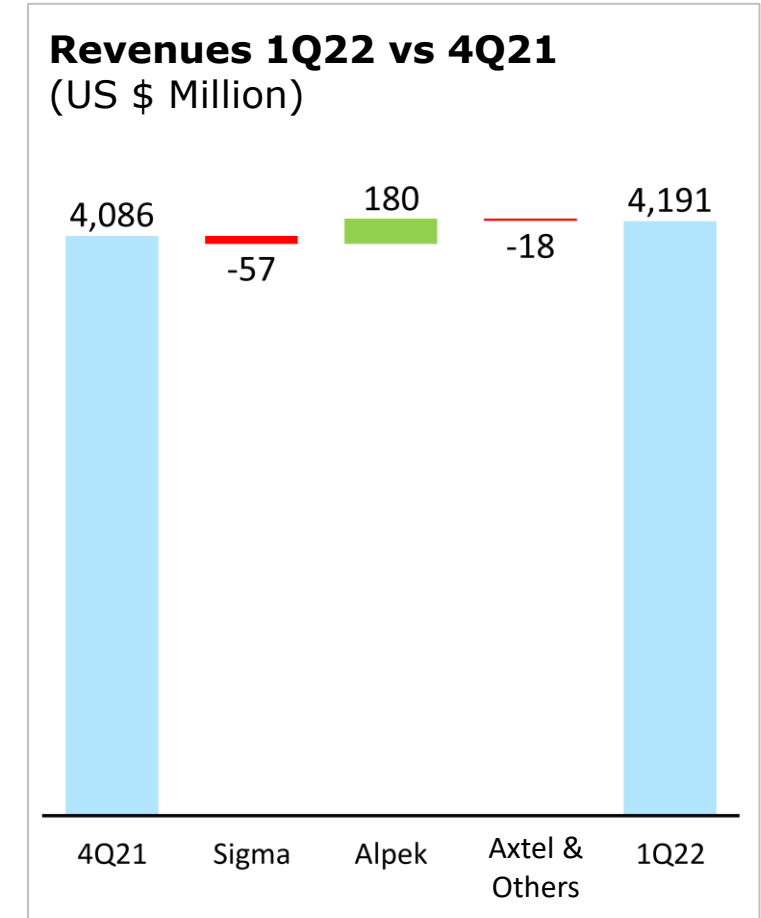
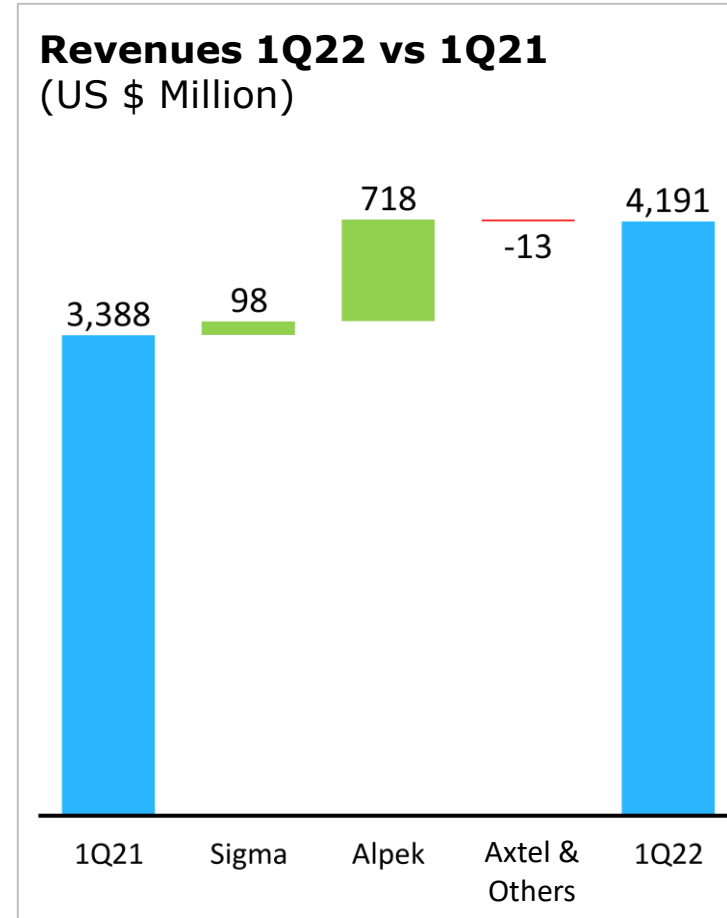
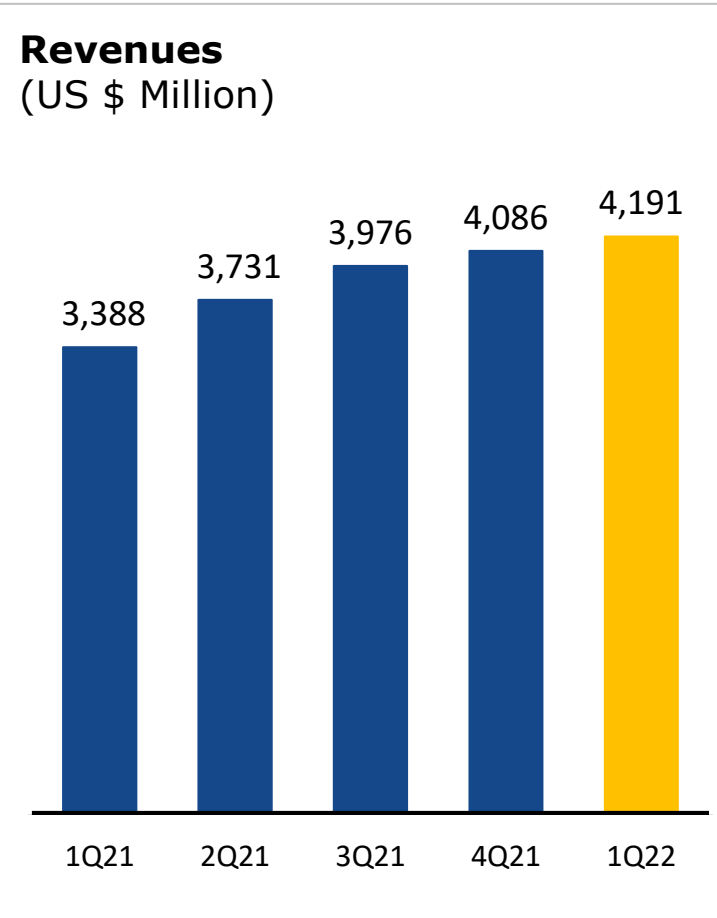
Safe Harbor

This presentation contains forward-looking information based on numerous variables and assumptions that are inherently uncertain. They involve judgments with respect to, among other things, future economic, competitive and financial market conditions and future business decisions, all of which are difficult or impossible to predict accurately. These uncertainties include, but are not limited to, risks related to the impact of the COVID-19 global pandemic, such as the scope and duration of the outbreak, government actions and restrictive measures implemented in response, availability of workers and contractors due to illness and stay at home orders, supply chain disruptions and other impacts to the business, or on the Company's ability to execute business continuity plans, as a result thereof. Accordingly, results are likely to vary from those set forth in this presentation. Copyright © 2022 ALFA, S.A.B. de C.V. All rights reserved. Reproduction and distribution is forbidden without the prior written consent of ALFA, S.A.B. de C.V.

- 2022 **EBITDA Guidance revised up 17%** to US \$2.283 billion
- **Record first quarter EBITDA** of US \$644 million
- **US \$196 million dividend** paid in 1Q22; 5% dividend yield
- Consistent progress on 3 key directives of ALFA's Unlocking Value process:
 1. **Reduce Leverage:** Sustained improvement in financial ratios, Net Debt to EBITDA of 2.3 times
 2. **Strengthen the businesses:** Octal acquisition at Alpek; Third edition of Tastech by Sigma®; and enterprise mobile customer additions at "Alestra Móvil"
 3. **Enhance independence:** New Advisory Board at Sigma

Year-over-year Revenue growth driven by Alpek and Sigma

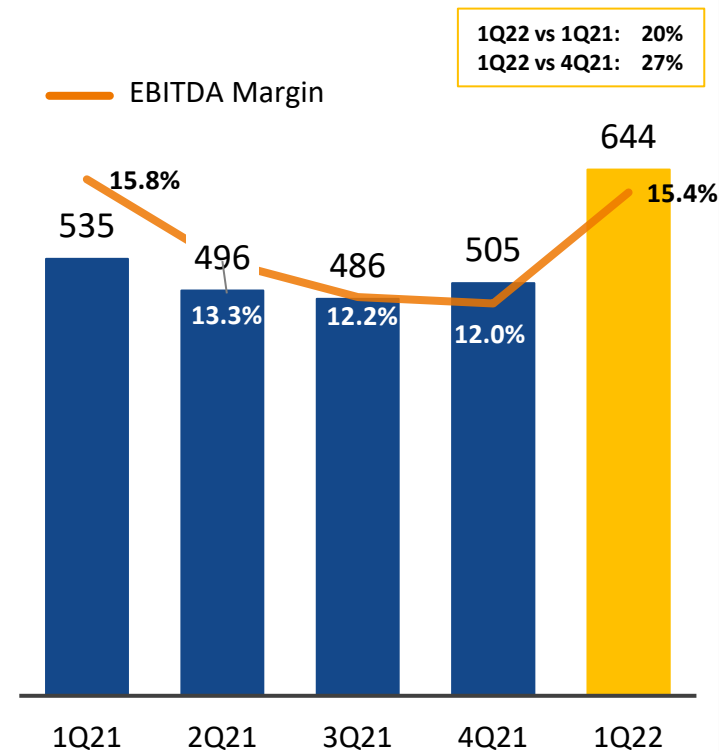
ALFA & Subs



Record first quarter Reported and Comparable ALFA EBITDA

ALFA & Subs

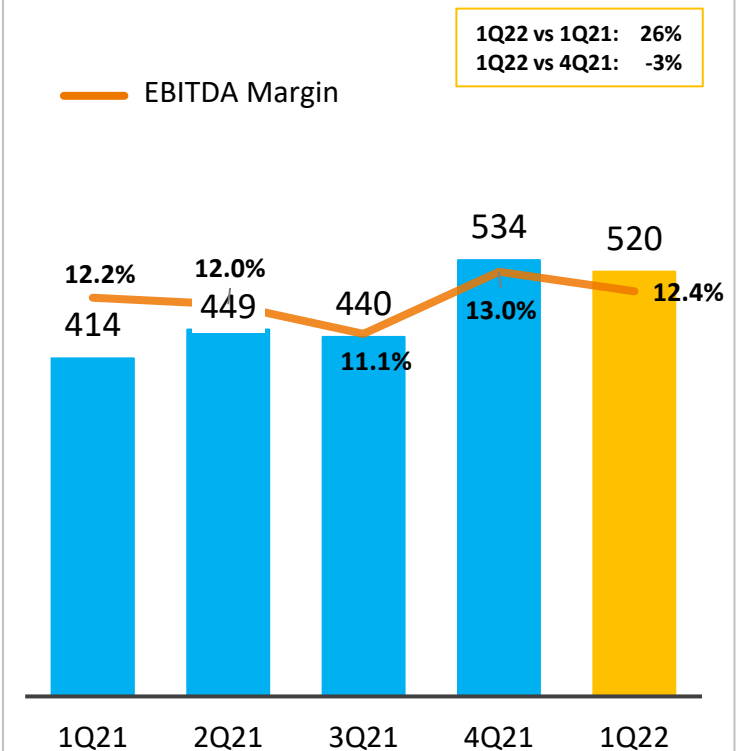
Reported EBITDA (US \$ Million)



Extraordinary Items (US \$ Million)

	1Q21	2Q21	3Q21	4Q21	1Q22
ALPEK Carry Fwd.	58	29	21	6	66
ALPEK Inv+Others	63	19	24	(37)	57
SIGMA	-	-	-	2	-
AXTEL	-	-	-	-	-
NEWPEK	-	-	-	-	-
TOTAL	121	48	45	(29)	123

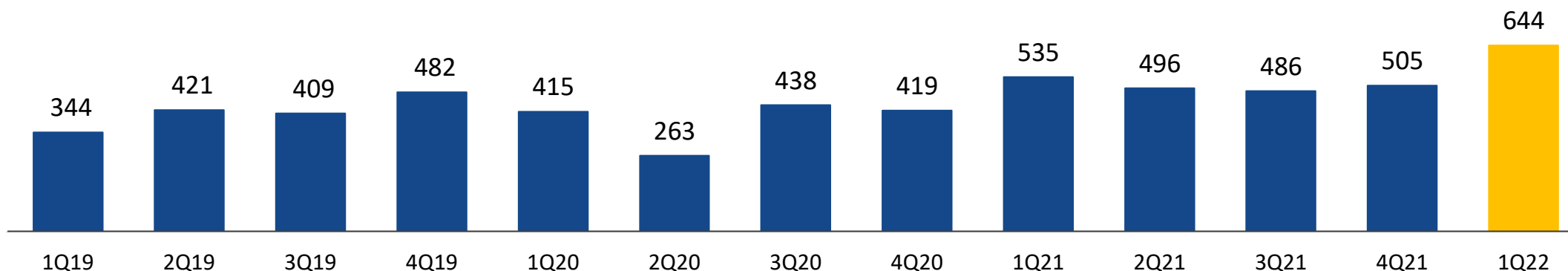
Comparable EBITDA¹ (US \$ Million)



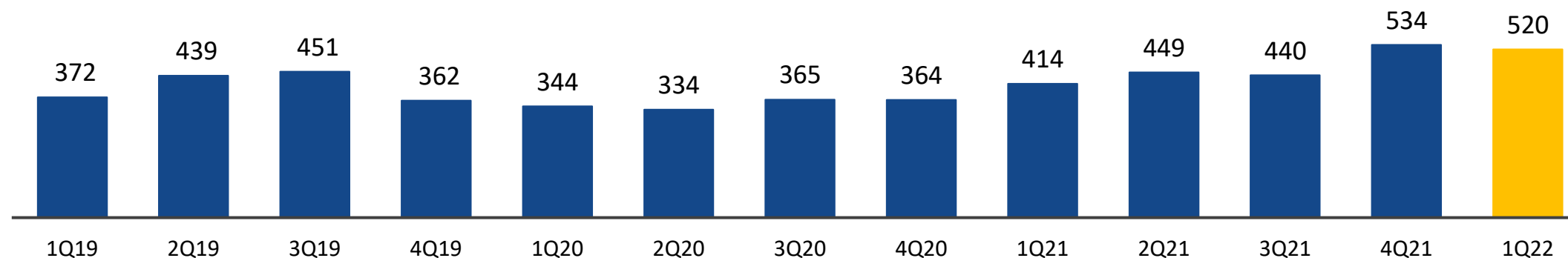
1. Extraordinary items include "Carry-forward gain (loss)" beginning 1Q21. Total figures from previous quarters include the carry-forward effect for comparability purposes.

Reported and Comparable EBITDA

Reported EBITDA (US \$ Million)



Comparable EBITDA¹ (US \$ Million)

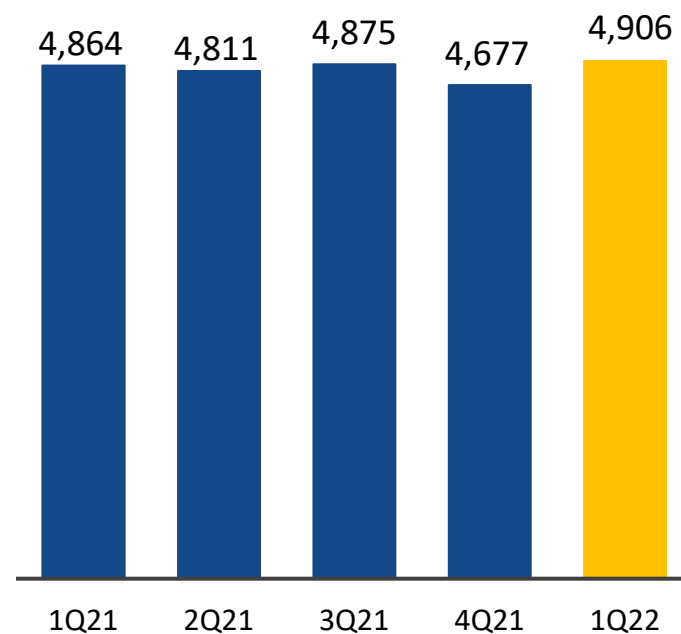


1. Extraordinary items include "Carry-forward gain (loss)" for all quarters.

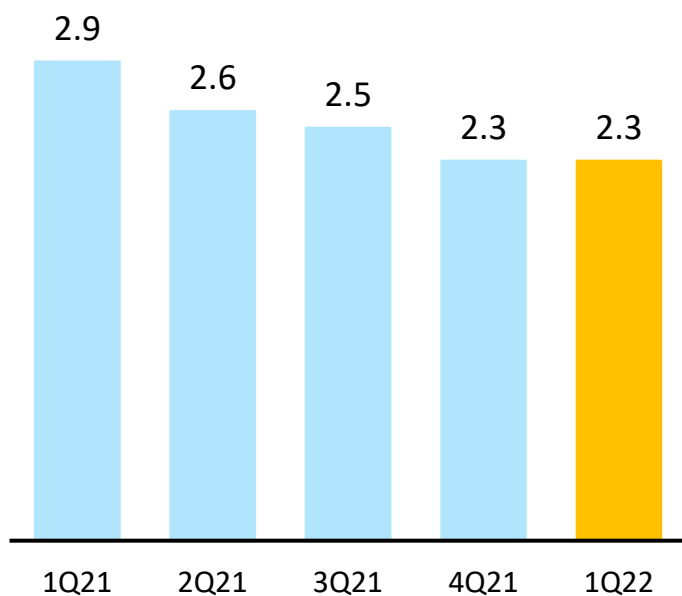
Sustained improvement in financial ratios

ALFA & Subs

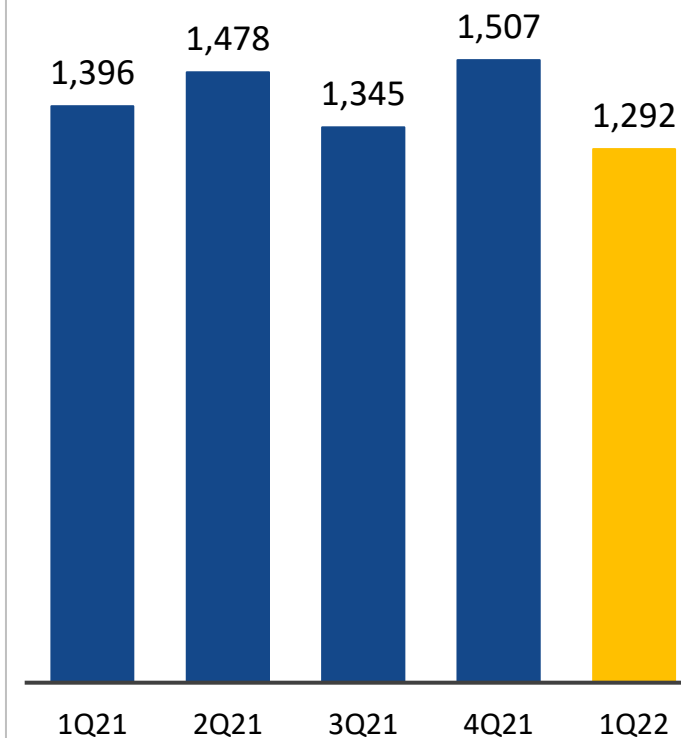
ALFA Net Debt (US \$ Million)



Net Leverage Ratio (Net Debt/EBITDA)



Cash (US \$ Million)

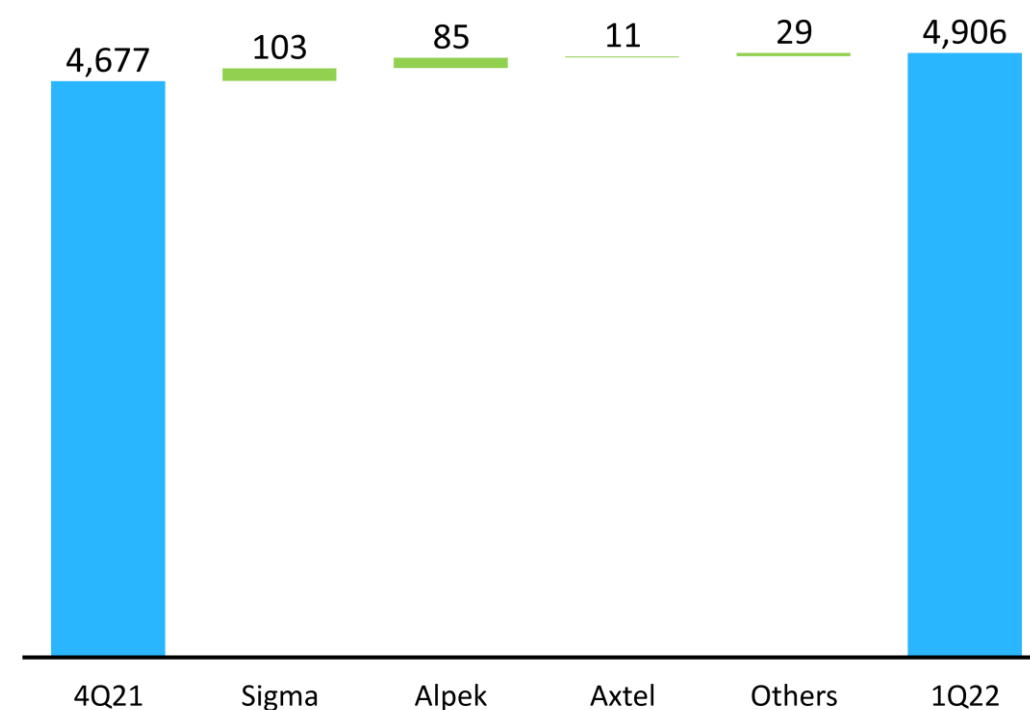


ALFA Net Debt increased US \$229 million versus year-end 2021, mainly due to higher investment in Net Working Capital at Sigma and Alpek

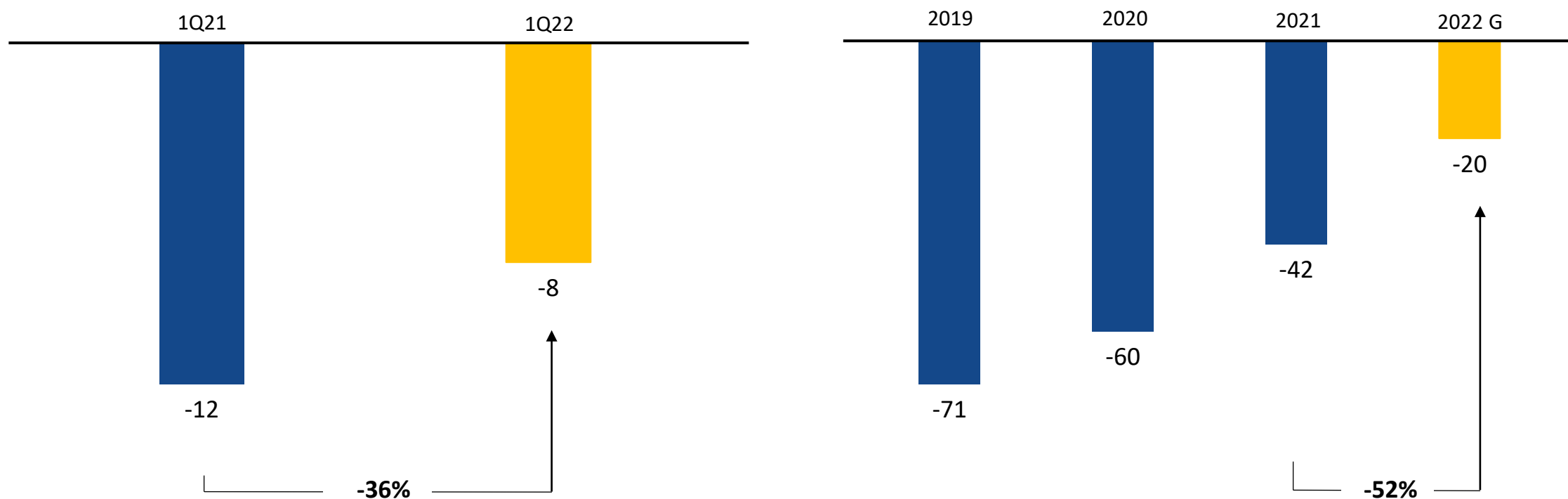
Change in Net Debt
(US \$ Million)

	1Q22
EBITDA	644
Net Working Capital	(305)
Capital Expenditures & Acquisitions	(92)
Net Financial Expenses	(87)
Taxes	(127)
Dividends	(266)
Other Sources (Uses)	4
Decrease (Increase) in Net Debt	(229)

Change in Net Debt 4Q21 vs 1Q22
(US \$ Million)



Consolidated ALFA EBITDA minus operating subsidiaries (US \$ Million)



2022 EBITDA Guidance revised up 17% to US \$2.283 billion driven by Alpek

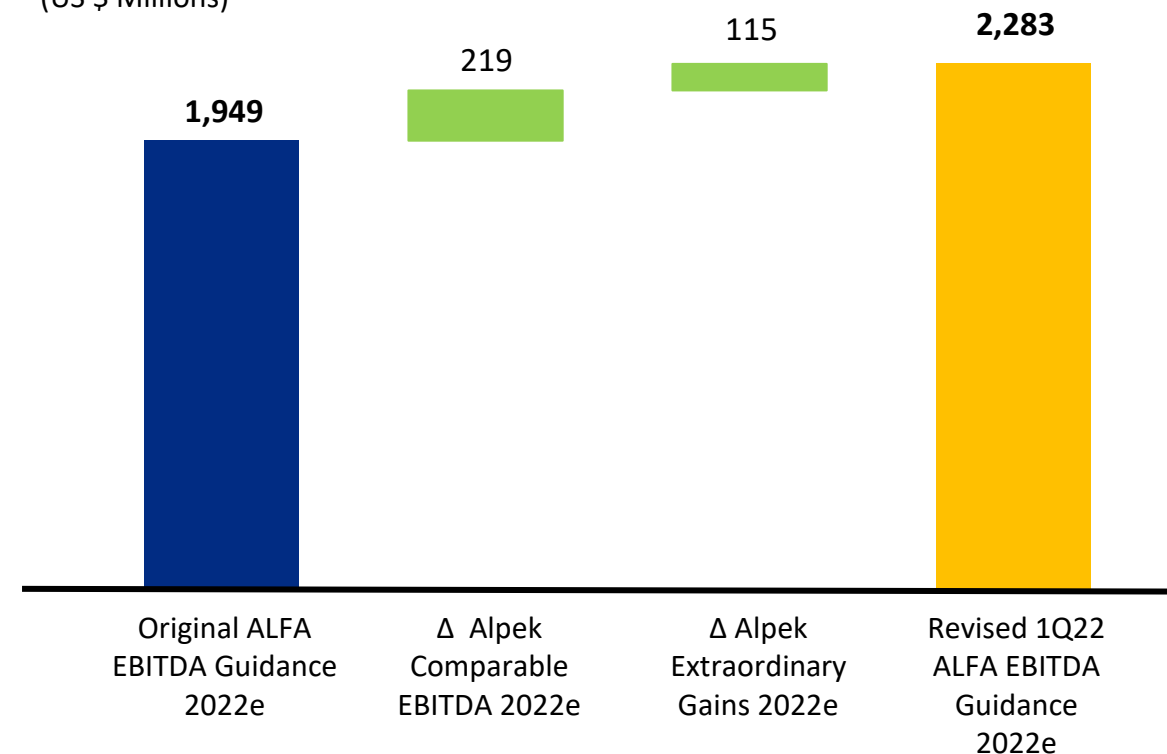


2022 EBITDA Guidance (Breakdown by Subsidiary)

(US \$ Millions)		Revised 1Q22	Original 2022
EBITDA	ALFA ¹	2,283	1,949
	Alpek ²	1,365	1,031
	Sigma	760	760
	Axtel	178	178

2022 EBITDA Guidance (Original vs Revised 1Q22)

(US \$ Millions)



1 - Includes US \$115 million extraordinary items from Alpek (Comparable EBITDA: US \$2,168 million)

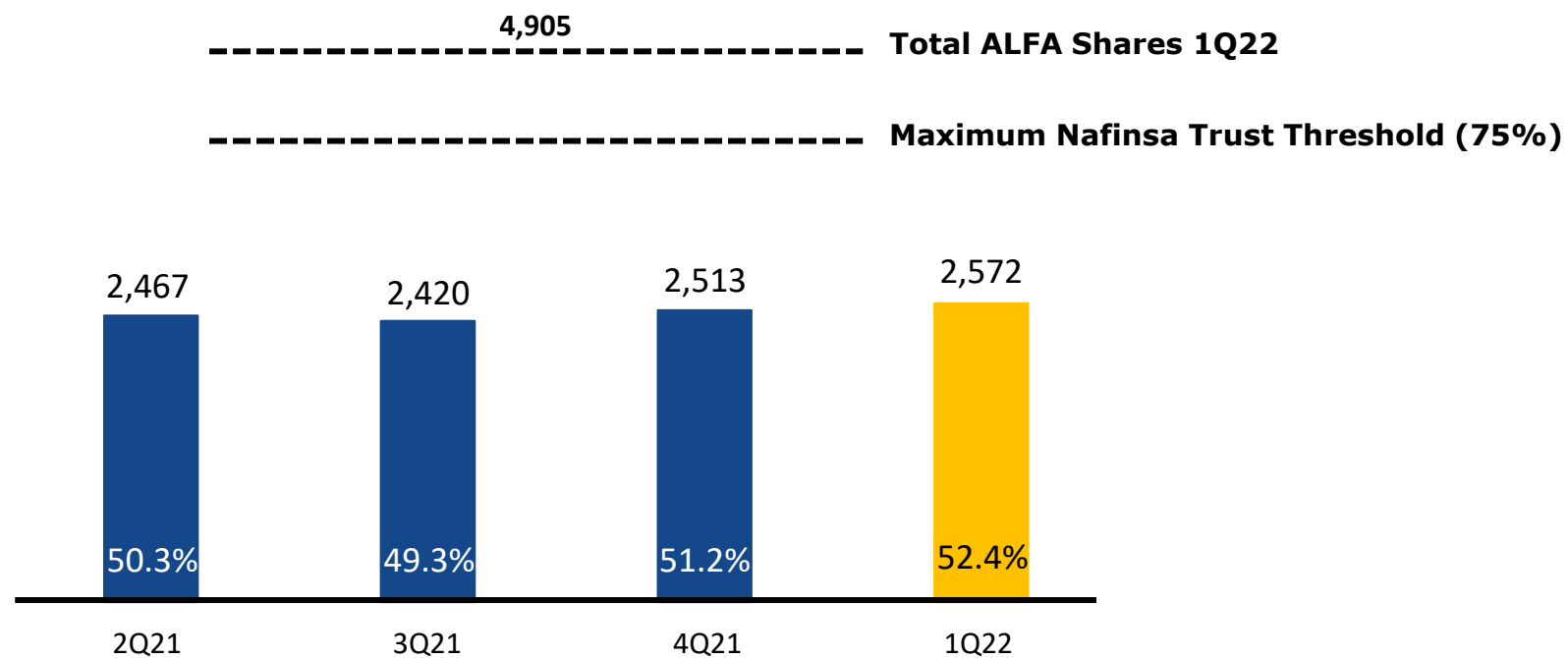
2 - Includes US \$115 million extraordinary items (Comparable EBITDA: US \$1,250 million)

Foreign ownership was 52.4% of total ALFA shares at the close of 1Q22



ALFA Foreign Ownership

(Millions of shares)



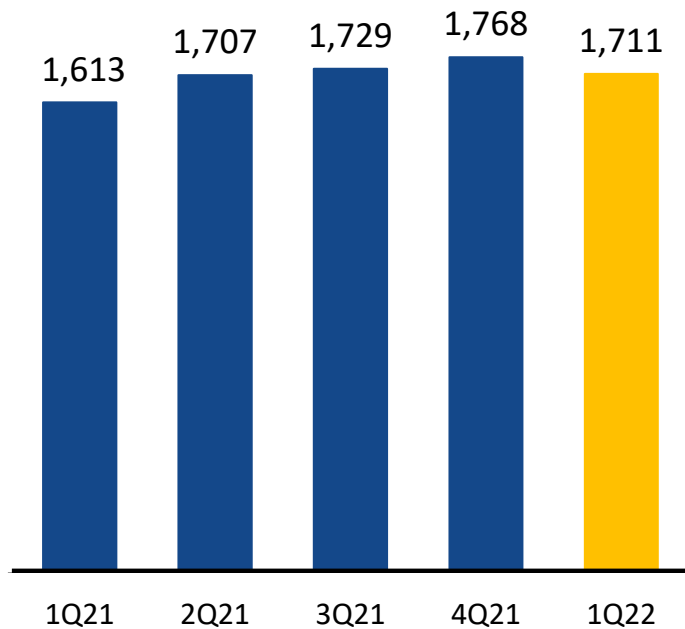


Sigma

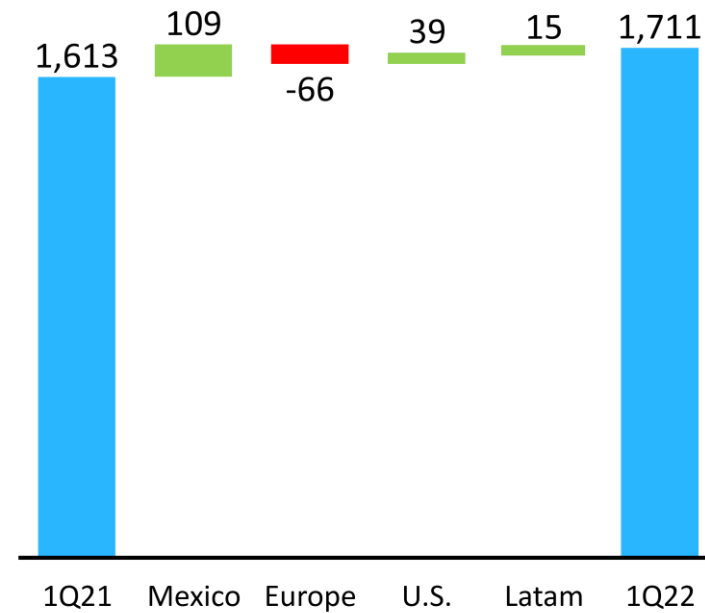
Earnings Presentation

- **Highest consolidated 1Q revenues** driven by Mexico, U.S., and Latam
- EBITDA impacted by **higher-than-expected energy and raw material costs in Europe**
- **2022 Guidance maintained**
- Formation of **new Advisory Board** comprised of 13 members; 62% independent
- **Foodservice Channel Revenue and EBITDA up** 38% and 68% YoY, respectively

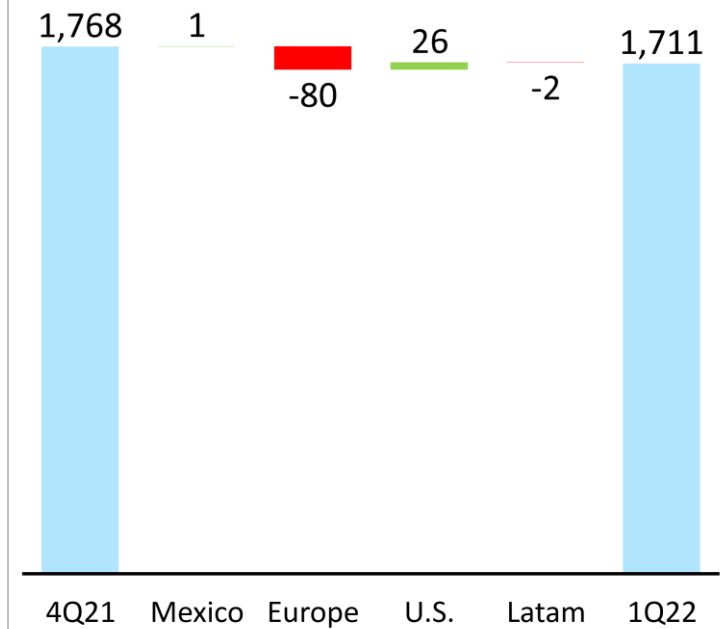
Revenues
(US \$ Million)



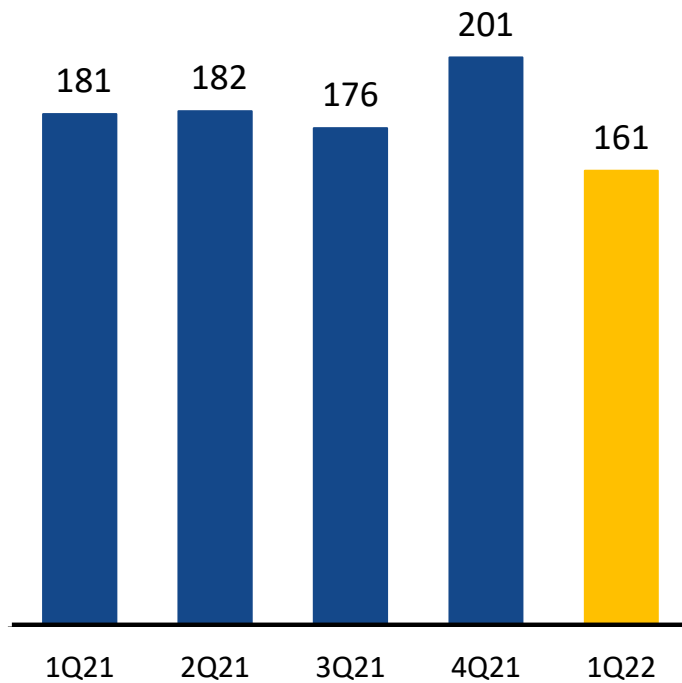
Revenues 1Q22 vs 1Q21
(US \$ Million)



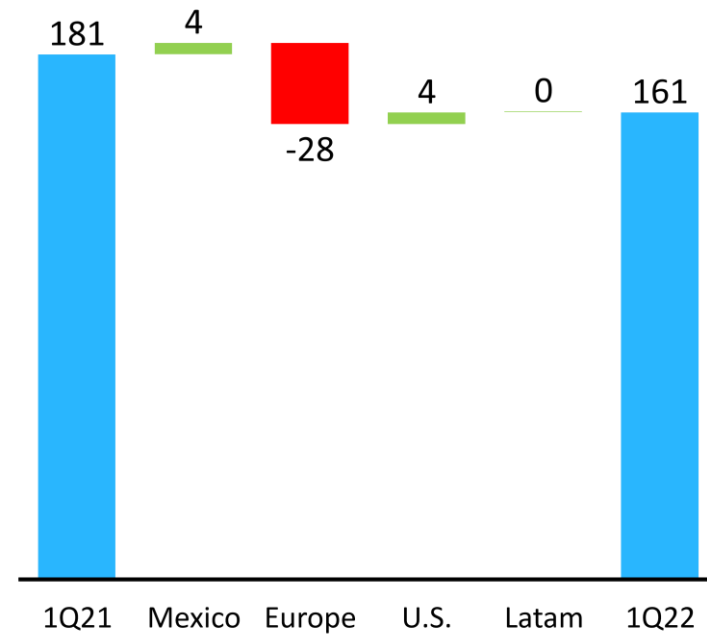
Revenues 1Q22 vs 4Q21
(US \$ Million)



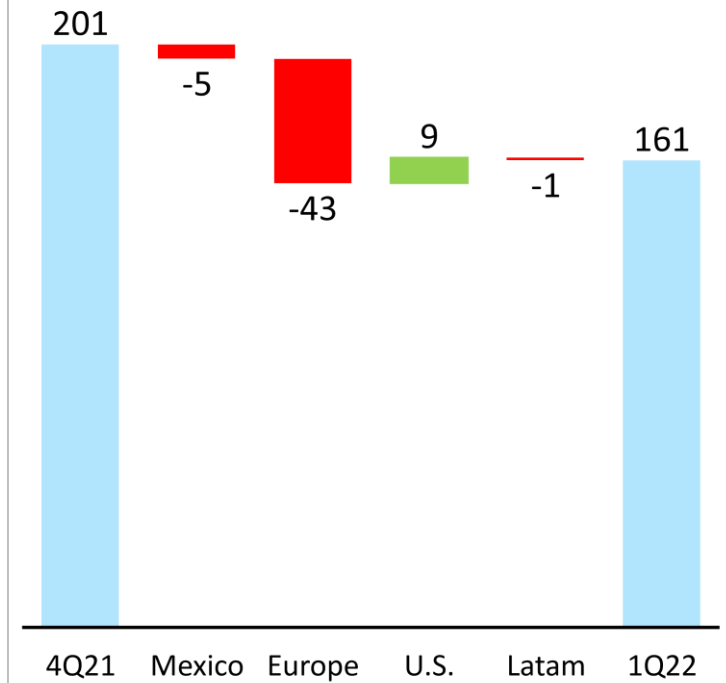
EBITDA
(US \$ Million)



EBITDA 1Q22 vs 1Q21
(US \$ Million)



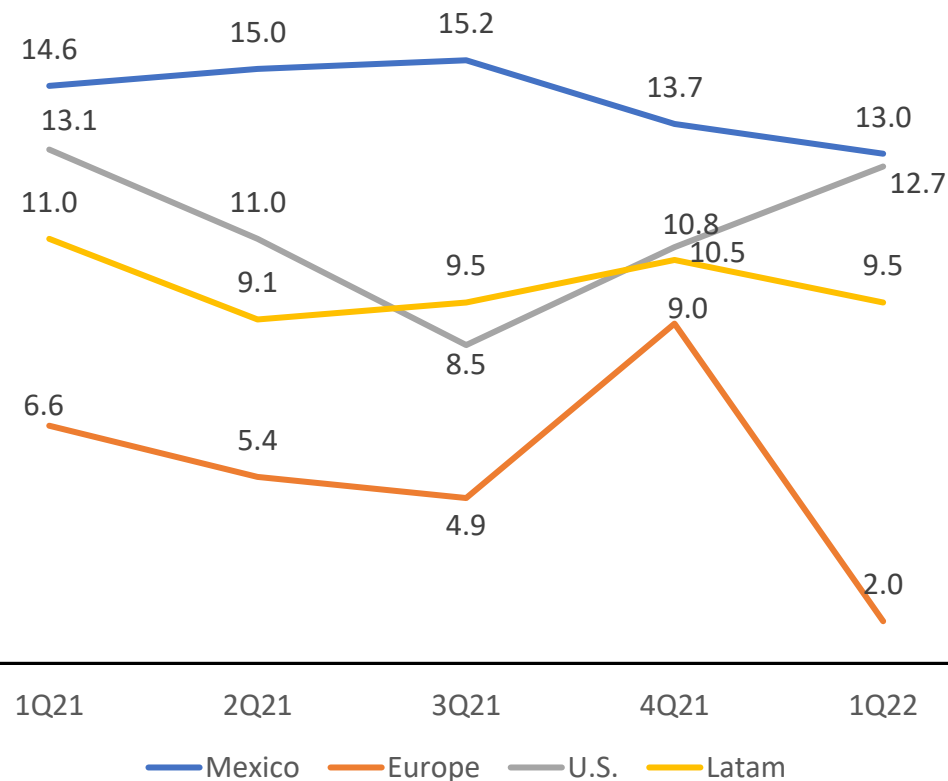
EBITDA 1Q22 vs 4Q21
(US \$ Million)

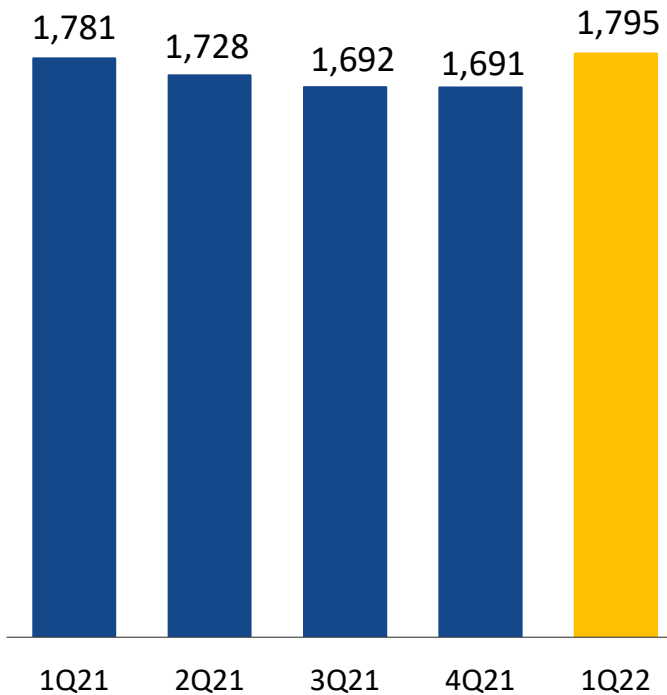
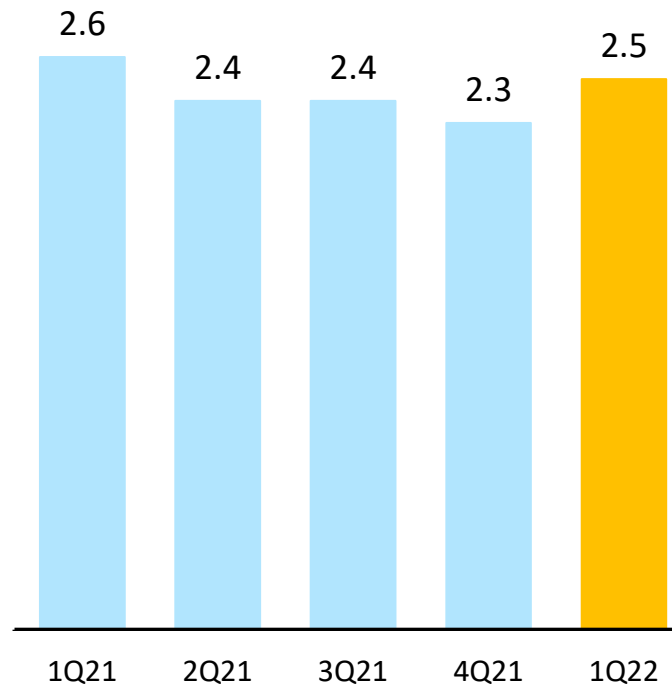
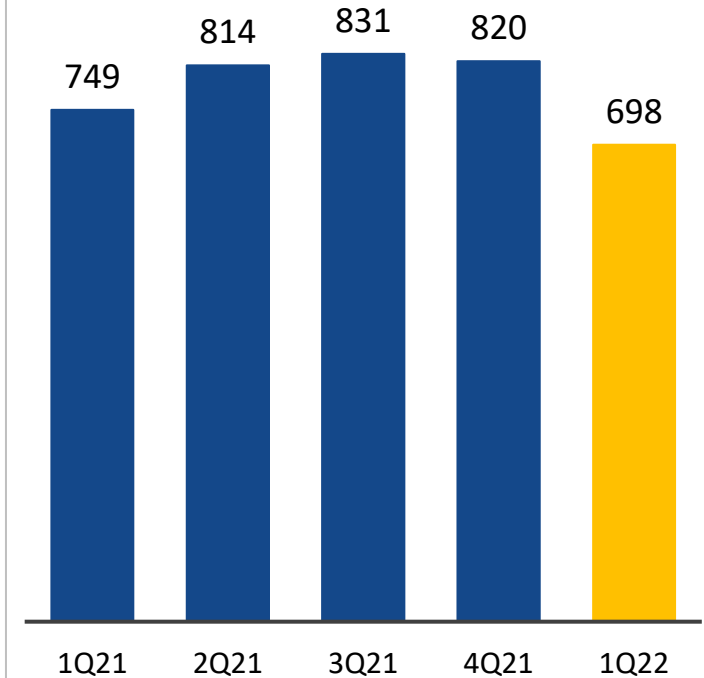


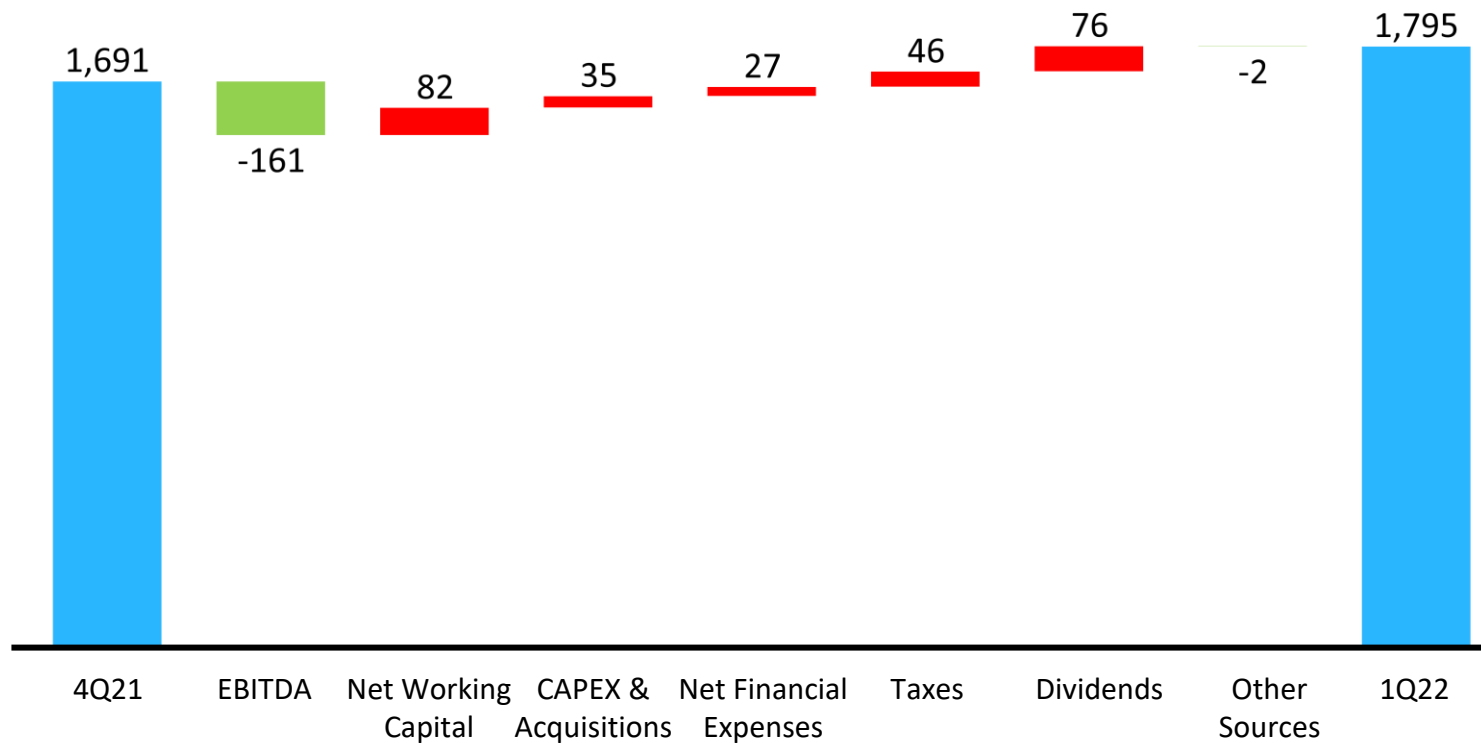
EBITDA Margin (%)



EBITDA Margin By Region (%)

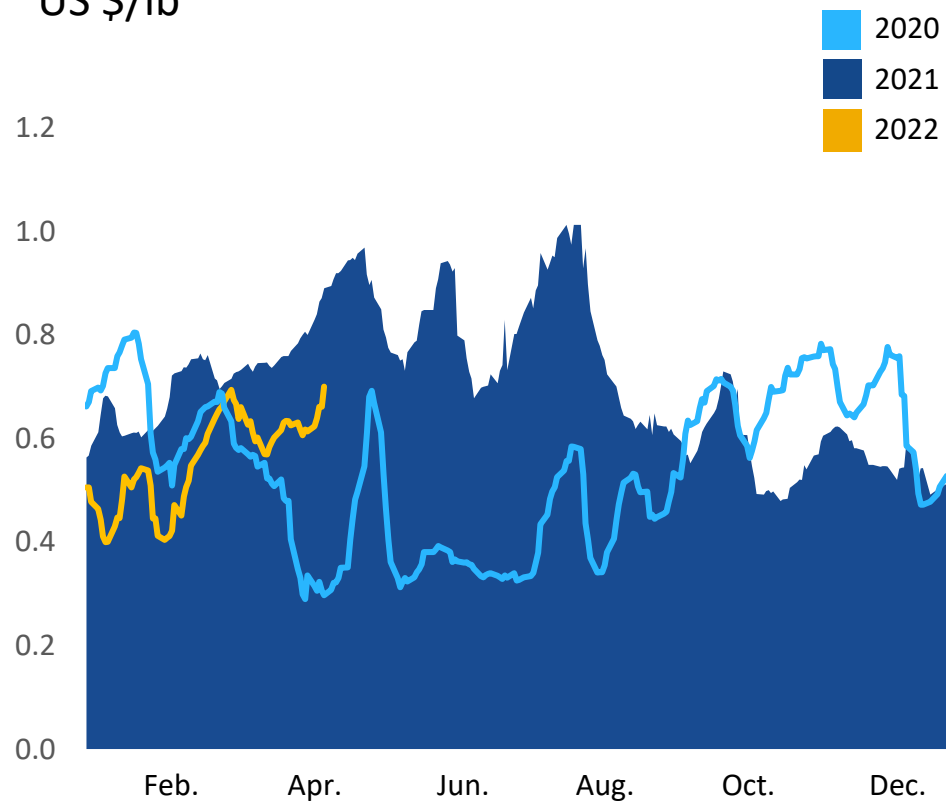


Net Debt
(US \$ Million)**Net Leverage Ratio**
(Net Debt/EBITDA)**Cash**
(US \$ Million)

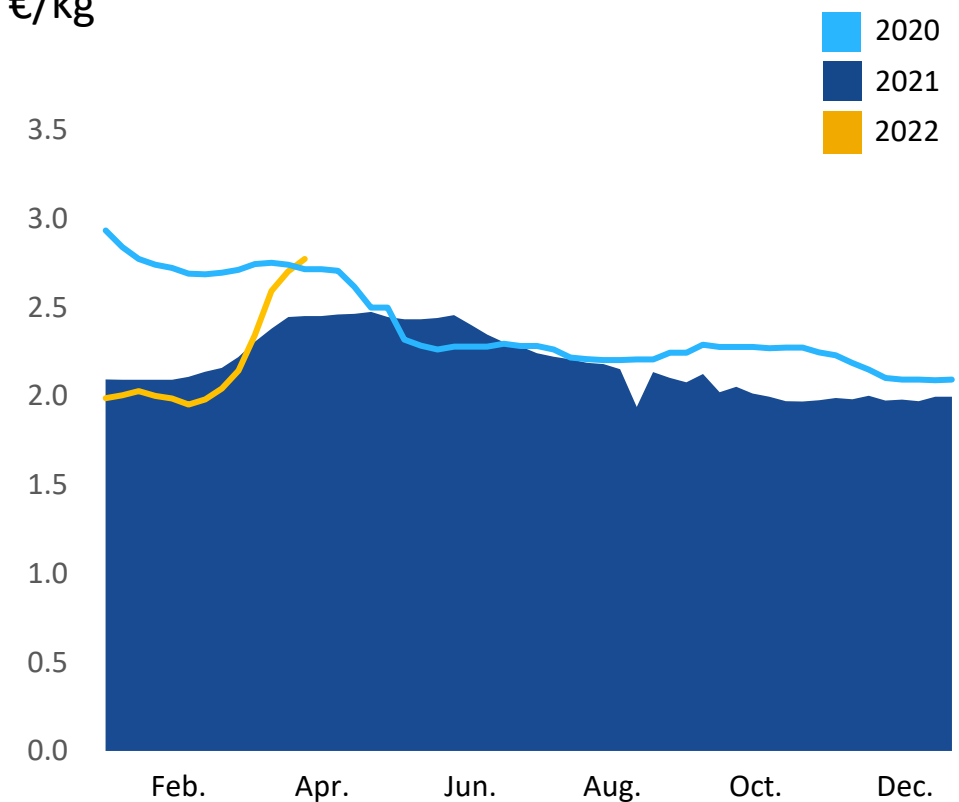
Change in Net Debt 4Q21 vs 1Q22
(US \$ Million)

- Net Debt up US \$103 vs 4Q21 mainly due to investment in Net Working Capital
- Net Working Capital reflects seasonal inventory purchases at higher prices
- US \$76 million Dividends paid in 1Q22
- ~86% of 1Q22 CapEx related to maintenance

Pork Ham Price in U.S.
US \$/lb



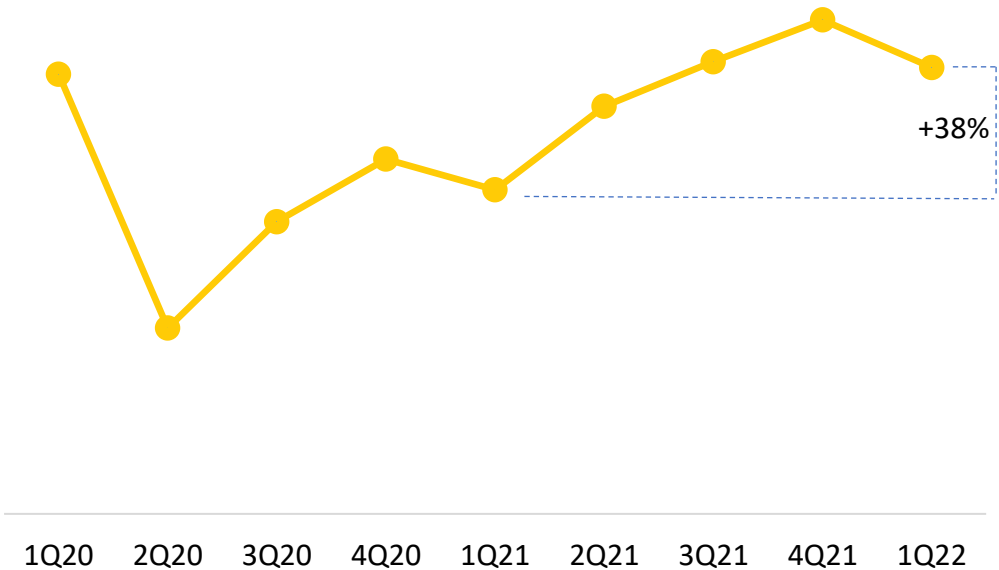
Pork Ham Price in Europe
€/kg



Key Highlights

- Growth BU
 - Official presentation of Better Balance® in Spain
 - Launched the third edition of Tastech by Sigma®
 - Reached 3 exclusive agreements to distribute Mexican snacks to consumers in six U.S. cities.
 - Grillhouse® began operations in two additional cities: Metepec and Chihuahua
- Sustainability
 - Published Executive Summary of 2021 Sustainability Report
- R&D and Innovation
 - 131 new products launched during 1Q22

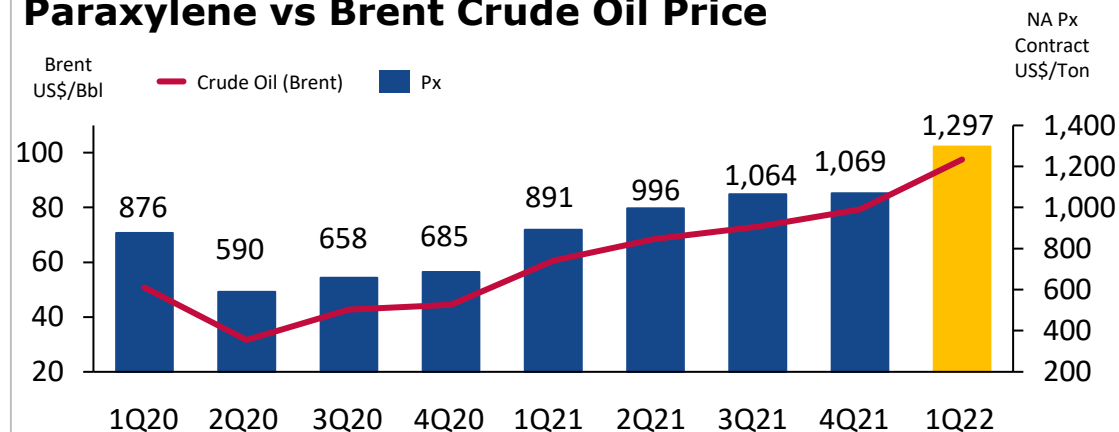
Foodservice Revenues - Continued Recovery (Base 100)



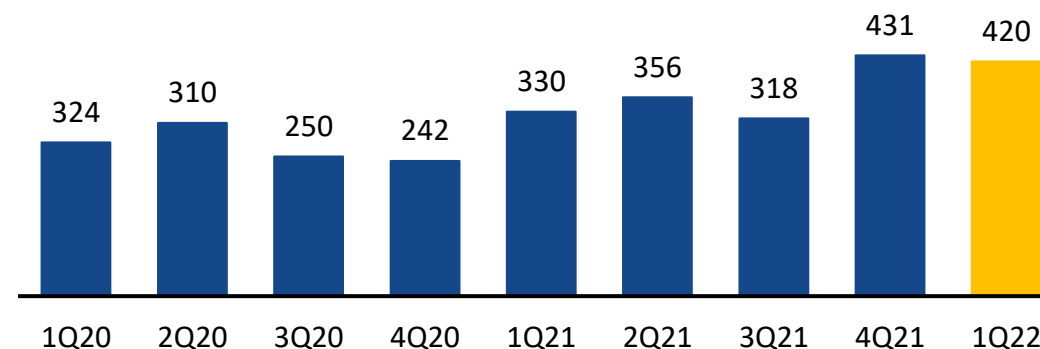
Highlights

- Volume increased to 1.22 million tons (+4% QoQ); on track with Guidance estimates
- Record-high Comparable EBITDA of US \$333 million due to strong reference margins in polyester, polypropylene and EPS
- US \$173 million Dividend paid to shareholders in 1Q22
- Leverage improved to 1.0x
- 2022 EBITDA Guidance raised 32% to US \$1.365 billion due to strong 1Q22 & higher margin forecast (2022 Comparable EBITDA Guidance: US \$1.250 billion, up 21%)

Paraxylene vs Brent Crude Oil Price



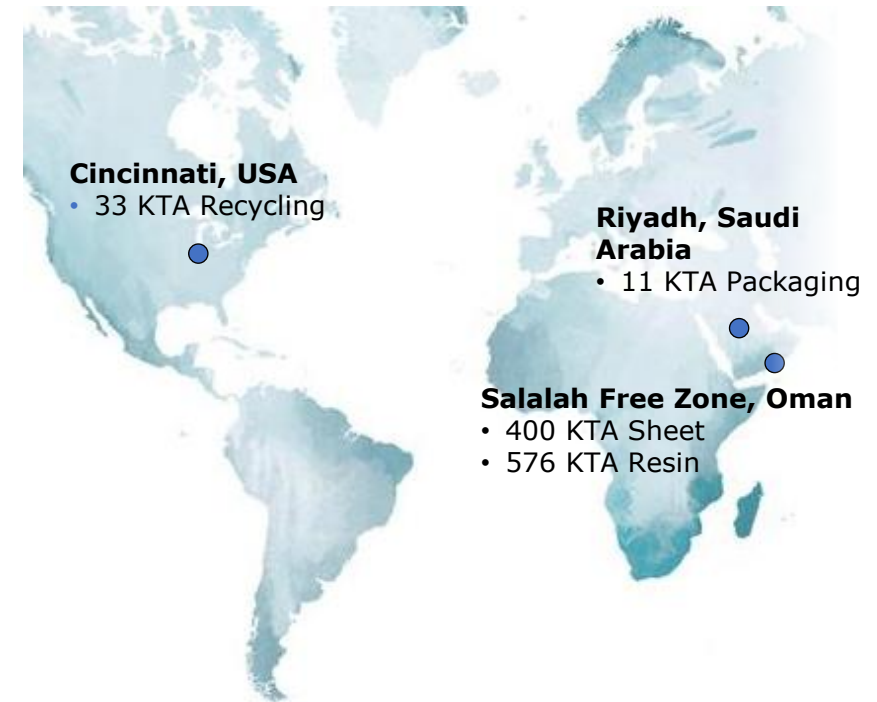
Asian Margins Px/MEG to PET (US \$ / Ton)



Highlights & Rationale

- Signed agreement to acquire OCTAL, expected closing in 2Q22
- Purchase price: US \$620 million (4.6x EV/EBITDA multiple¹)
- Major producer of PET sheet globally
- PET sheet with strong growth prospects and 100% recyclable
- Proprietary technology – lowest cost and 25% less carbon footprint

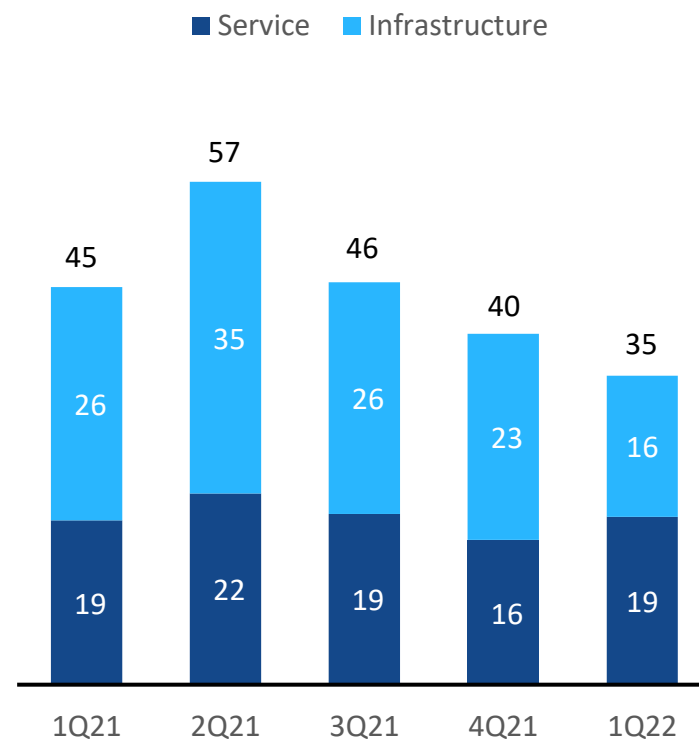
Octal Footprint



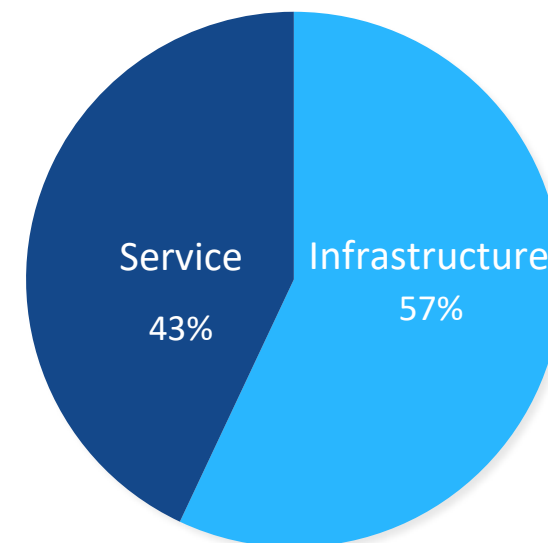
Highlights

- Results negatively impacted by semiconductor shortage, Gov segment sales, and lower revenue from large wholesale customer
- Digital Transformation revenues up 17% y-o-y in 1Q22
- 2022 EBITDA Guidance maintained; subject to potential revision
- Shareholders approved cancellation of shares equivalent to 60,713,052 AXTELCPOs and Ps. \$200 million share repurchase program
- Initiatives to accelerate strategic agenda include active discussions to evaluate potential partnerships

EBITDA (US \$ Million)



EBITDA by Business Unit (LTM: US \$177 million)





Contact

Hernán F. Lozano
V.P. of Investor Relations

T. +52 (81) 8748-2521
iralfa@alfa.com.mx