Sigma Foods

Corporate Presentation

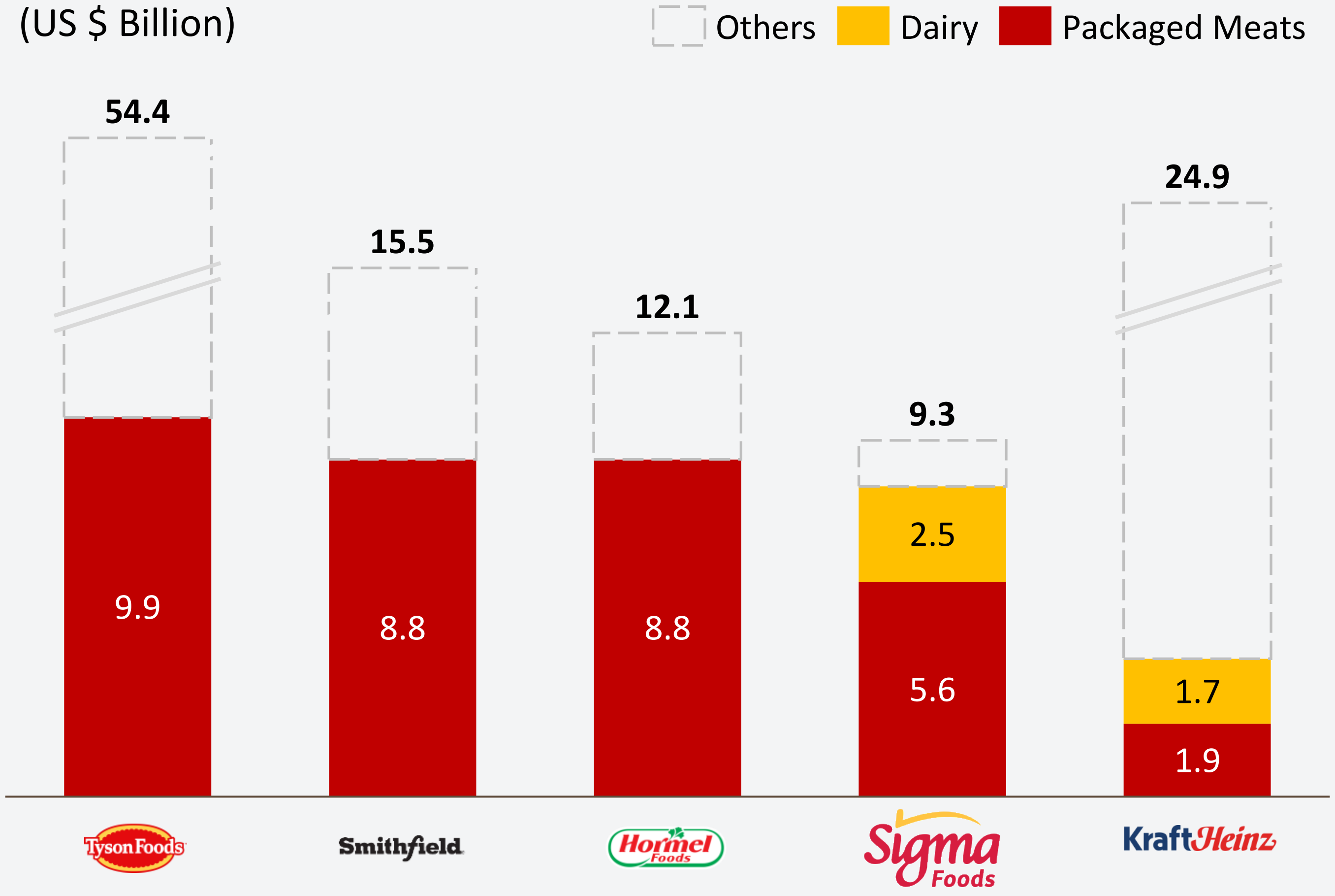
Disclaimer

This presentation contains forward-looking information based on numerous variables, expectations 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. Accordingly, future results are likely to vary from those set forth in this presentation. You should not place undue reliance on forward-looking information. All forward-looking information is made as of the date of this presentation, based on information available to us as of such date, and we assume no obligation to update any forward-looking information.

Sigma among top branded packaged meat players

US-Listed Peers

Revenue by category 2025
(US $ Billion)



Packaged Meats – Franks, lunchmeats, bacon, sausage, Iberico ham, pepperoni, etc.

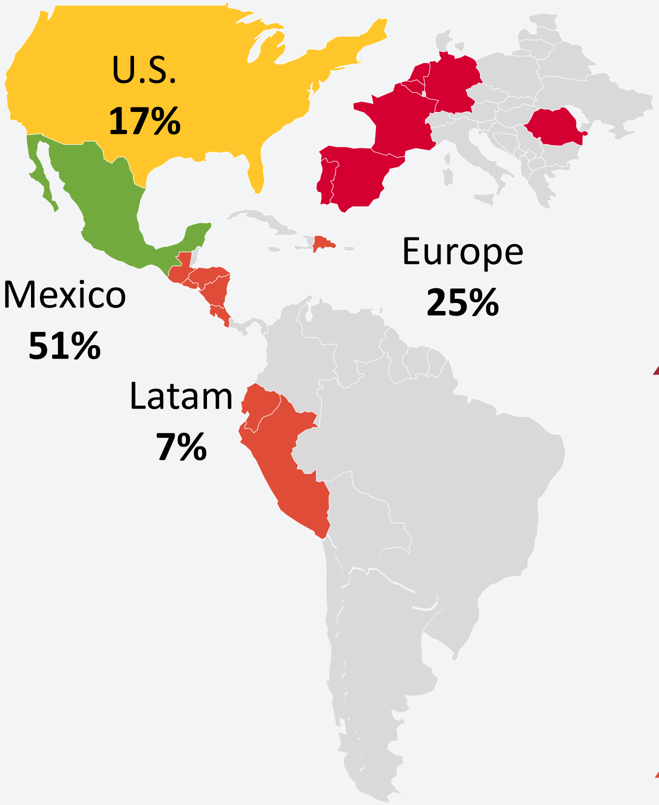
Dairy - Cheese, yogurt, spreads, creams, etc.

Other - Prepared foods, plant-based, high-protein snacks, etc.

* Packaged Meats reflecting reported segments for each peer: "Perishables" for Hormel Foods, "Packaged Meats" for Smithfield, "Prepared Foods" for Tyson, and "Meats" for Kraft Heinz

Diversified business model

Geography



Category

Cooked Meats 49%

Dairy 28%

Dry Meats 13%

Others 10%

Channel

Modern 54%

Traditional 32%

Foodservice 14%

Segment

High / Premium	25-30%
Medium	30-40%
Value & Low Cost	30-40%

Share of Revenue by geography, category, and channel calculated on an LTM basis at the close of 2Q26

Leading brands portfolio

16 Brands
>US $100M sales, each

100+ Total brands
across all consumer segments

Top brand with annual sales >US $1B

Mexico
- #1 Cooked meats
- #1 Cheese
- #1 Yoghurt

Europe
- #1 Cooked meats
- #1 Cooked meats
- #1 Ham & Fuets
- #2 Cooked meats

United States
- #1 Franks (vol.)
- #2 Bologna
- #2 Hispanic cheese

Latam
- #1 Cheese and spreads
- #1 Cooked meats
- #2 Cooked meats
- #2 Cooked meats
- #2 Cooked meats

Multinational production & distribution capabilities

Sigma Foods

	Sigma Foods				
Production Facilities	66	25	20	9	12
Distribution Centers	191	118	27	16	30
Points of Sale	640k	369k+	41k+	130k+	91k+
R&D Centers	2	1	1	-	-

Sigma Foods operates at a large scale

28

loops

around the world with our annual hotdog production

+250

trips

to the moon with the distance covered annually by our distribution fleet

Our annual yogurt production could fill an Olympic pool

Every

3

days

Enough Lunchmeat to give every person

+2

sandwiches

Track record of continuous growth in the food industry

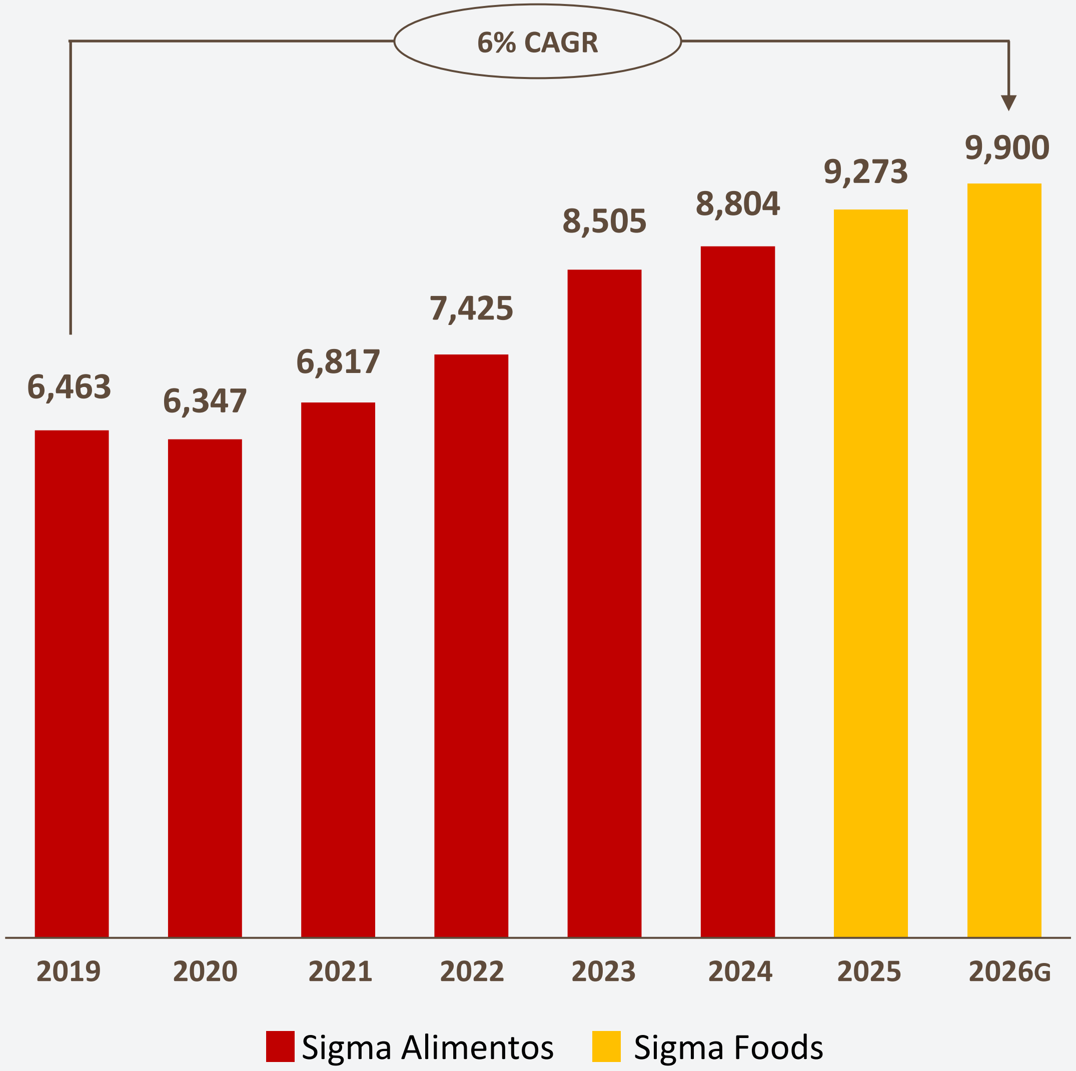
2000 → *2026G*

US $0.8 M — **12x** Revenue — **US $9.9 B**

4 *Countries* — **4x** Footprint — **17** *Countries*

32 M&A transactions in 29 years

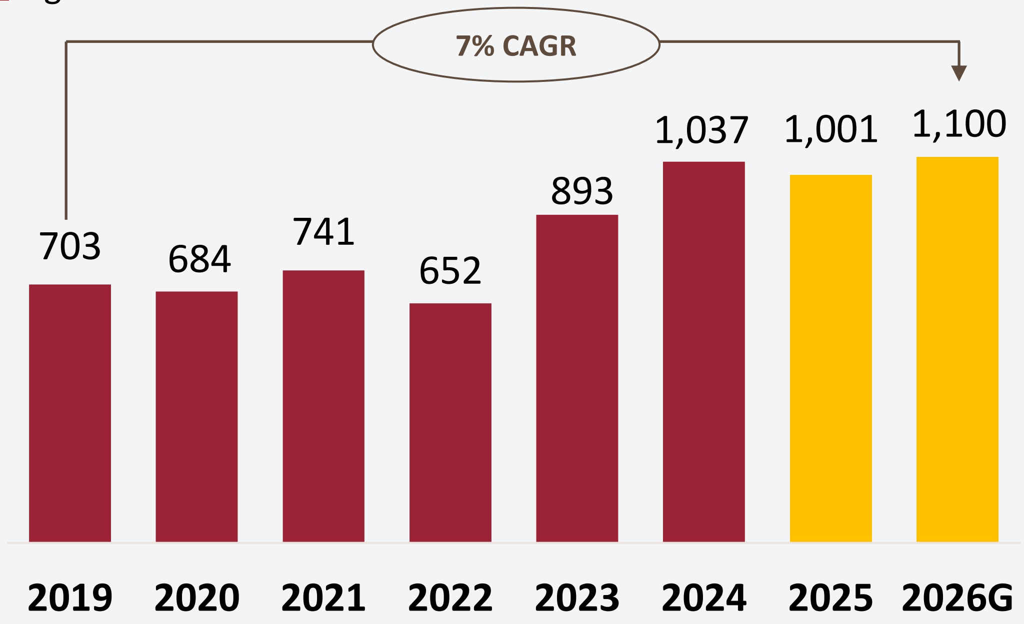
Revenue
(US $ Million)



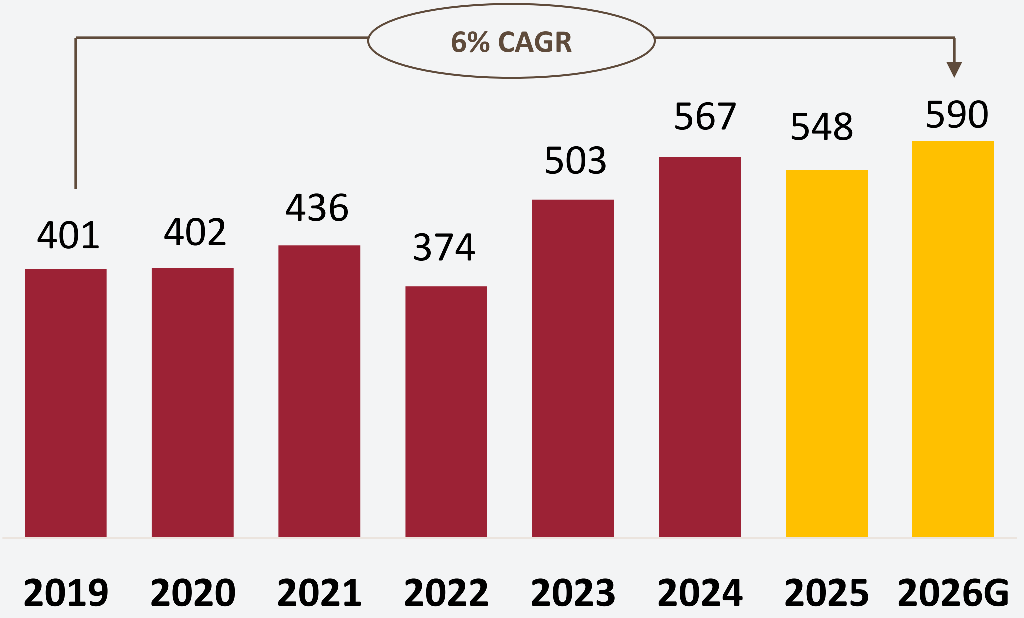
Strong execution driving profitability growth

Comparable EBITDA
(US $Million)

Sigma Foods
Sigma Alimentos



Comparable EBITDA per Ton
(US $)



Operating efficiencies

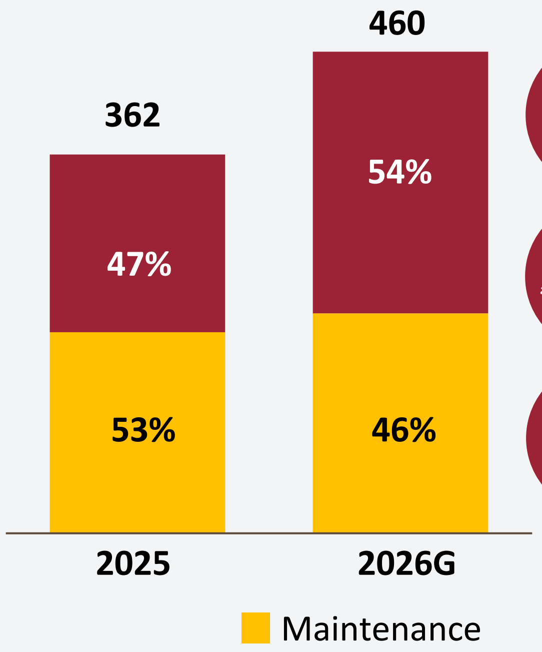
Raw material cost pass-through

Mix optimization

Profitability enabling investment & attractive returns

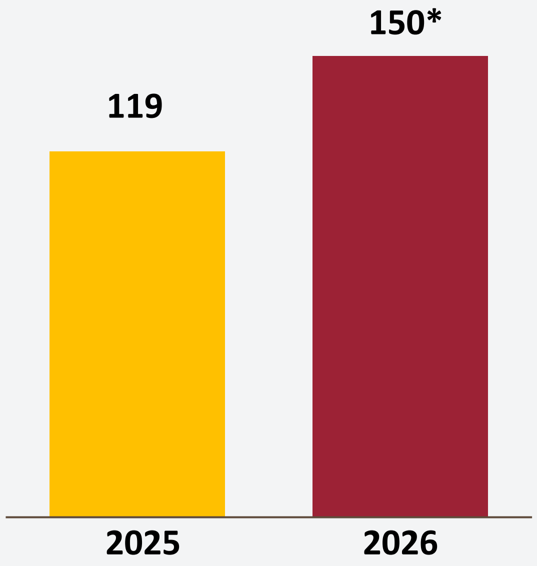
Sigma Foods

CAPEX
(US $ Million)



- Capacity Expansions
- Capacity Replacement
- Digital transformation

Dividends
(US $ Million)



*First installment of US $76M paid in April 2026

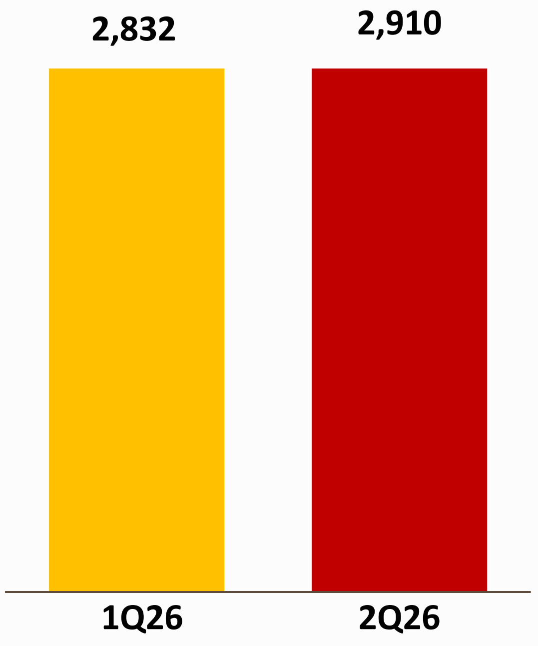
16% ROIC 3y Avg.

17% ROIC 2025

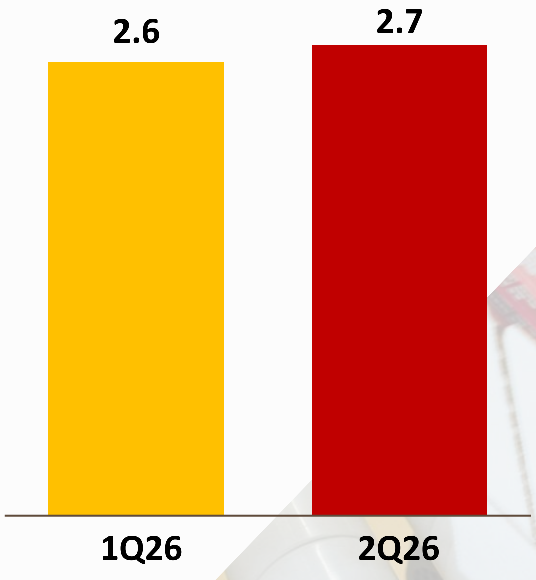
Investment-grade balance sheet

FitchRatings	S&P Global Ratings	Moody's
'BBB'	'BBB'	'Baa3'
Outlook Stable	*Outlook Stable*	*Outlook Stable*

Net Debt
(US $ Million)



Net Leverage Ratio
(Net Debt/EBITDA)



Sigma | Delicious Food for a Better Life

Financial Aspiration:

2x EBITDA in 10 years

Grow the core	Defend and grow our current sources of profitability		
New sources of revenue	High potential opportunities near the core	Global Categories to scale	New business models
Strengthen the organization	Evolve capabilities to enhance the organization's potential		
Explore the Future	Health through food	Responsible protein	

Grow the core

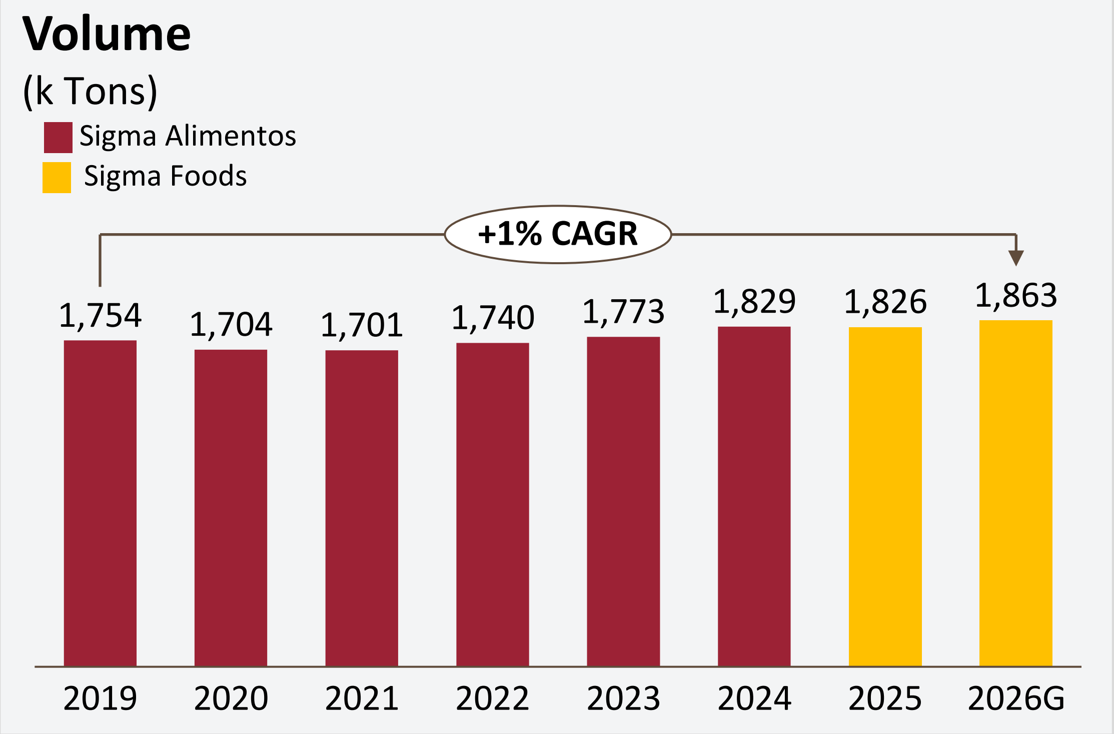
Defend and grow our current sources of profitability

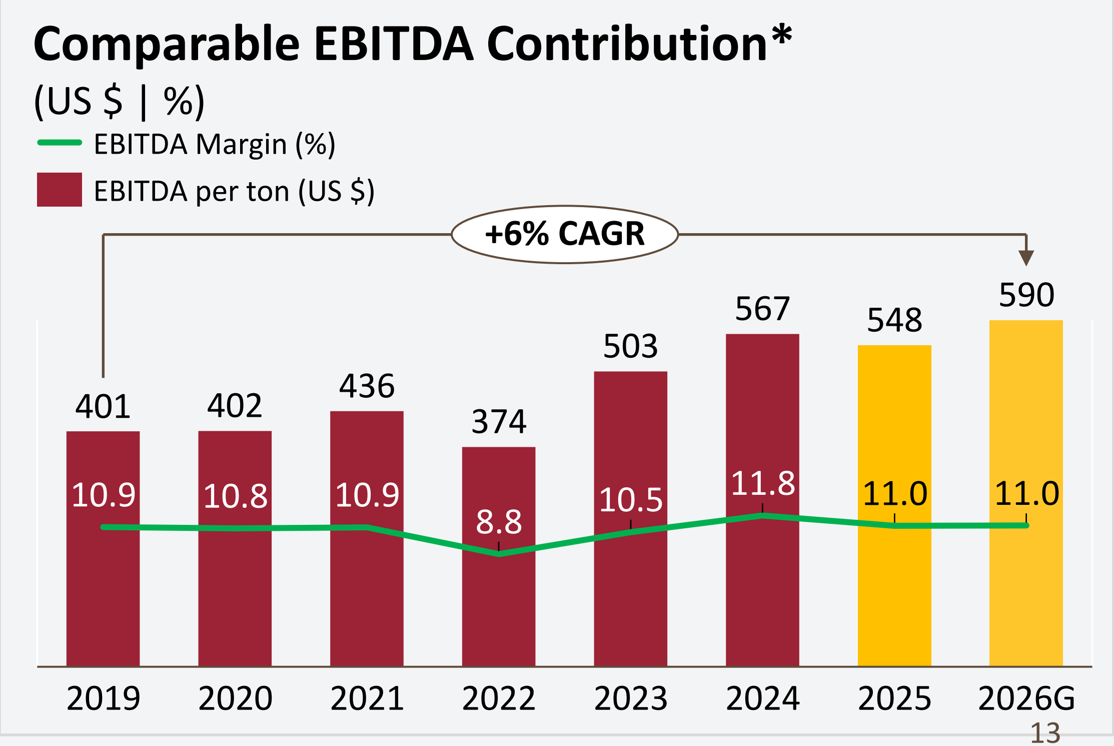
Top-line growth

- Consumer knowledge
- Innovation
- Brand equity

Profitability

- Global supply chain
- Multinational infrastructure
- Operational excellence
- Consistent Investment





*Adjusted to exclude net gains from Torrente plant Property Damage insurance reimbursements (2024: US $8M; 2025: US $63M)

- Center-plate Foods, Spreads

- Hispanic Cheeses, Dinner Sausages, Lunch Meats

- High-protein snacks

- Traditional Channel

New sources of revenue

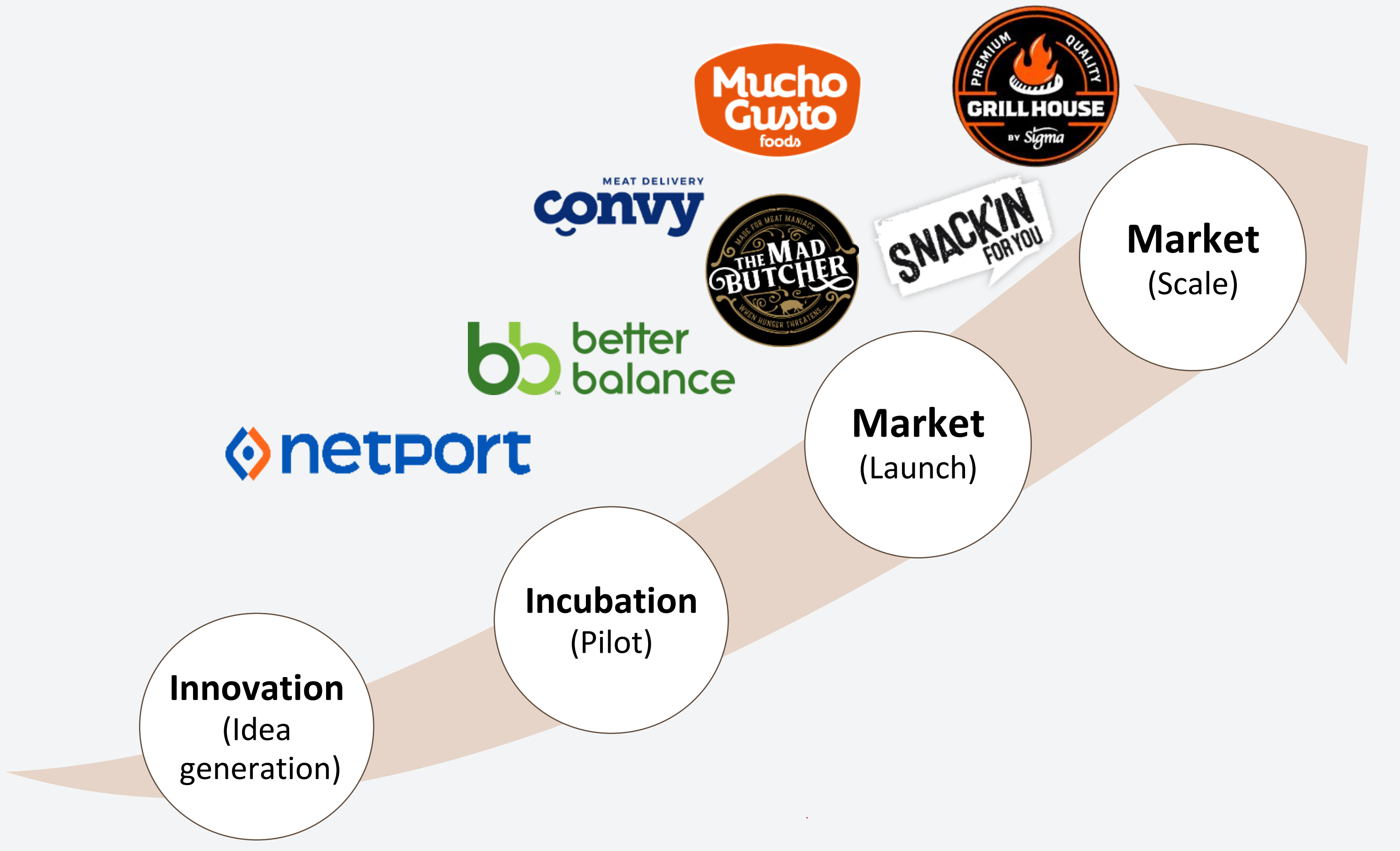
High potential opportunities near the core

Global Categories to scale

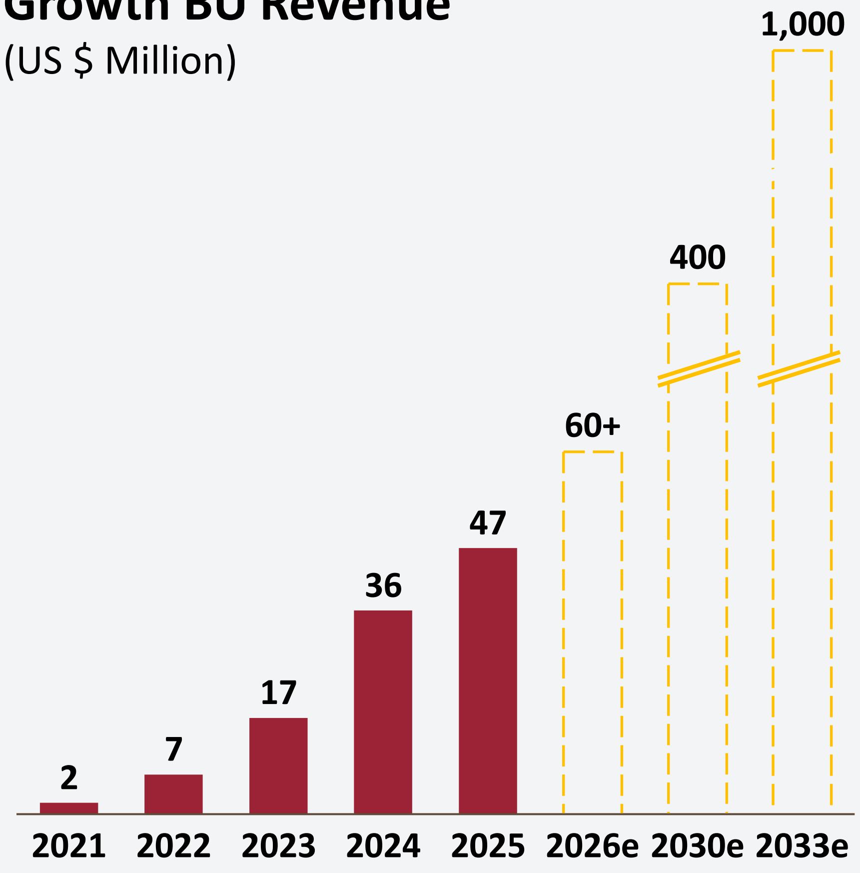
New business models

Sigma Foods

Developing the next **Billion-Dollar Business** at Sigma



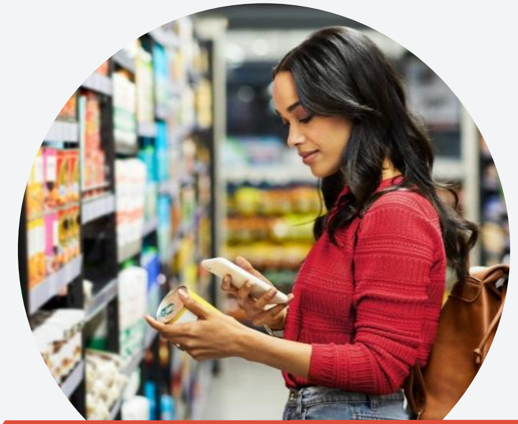
Growth BU Revenue
(US $ Million)



Evolve capabilities to enhance the organization's potential

Culture and select capabilities as **competitive advantages**

Culture



Consumer-centric Marketing

People-centered Innovation
(Sigma-IDEO design studio)

Systems & Processes

Health Through Food

Breakthrough health and wellness food solutions anchored on science-based benefits, aiming to support consumers to live better, for longer

Responsible Protein

Evolution of our products by diversifying our protein sources to deliver exceptional taste & nutrition and reducing our environmental footprint

Sigma Foods Investment Thesis

- Large-scale, diversified business model
- Leading position in every region / category
- Strong execution and track record
- Investment-grade balance sheet
- Attractive returns and growth potential

Sigma Foods

Appendix

Sigma | Delicious Food for a Better Life

17
Countries

1.9M
Tons of food*

100+
Brands

US $9.9B
Revenue*

640K
Points of Sale

US $1.1B
Comp. EBITDA*

* Sigma Foods 2026 Guidance

Diversified Business Model – by region

	Sigma Foods	Mexico	Europe	USA	Latin America
Revenue* (US $ M)	$9.6B	51%	25%	17%	7%
Category					
Cooked Meats	49%	48%	45%	57%	49%
Dairy	28%	40%	2%	23%	35%
Dry Meats	13%	2%	48%	4%	4%
Others	10%	10%	5%	16%	12%
Channel					
Modern	54%	41%	73%	72%	45%
Traditional	32%	42%	18%	21%	34%
Foodservice	14%	17%	9%	7%	21%

Share of Revenue by geography, category, and channel calculated on an LTM basis at the close of 2Q26

Sigma Foods - 2Q26 Highlights

Record 2Q Volume (+1%), Revenues (+6%), and Comparable EBITDA (+17%)

YTD Comparable EBITDA of US $548 million on track to reach Guidance

Paid first dividend installment of US $76 million, as approved by Shareholders

Mexico

All-time high 2Q Volume, Revenues, and EBITDA

Retail channels, Dairy, and Value Brands driving Volume gains

In local currency, 2Q26 EBITDA was up 11%, supported by improved price-cost alignment

US

2Q26 EBITDA of US $52 million, up 12% vs 1Q26, driven by summer seasonality

Acquired Roger Woods Foods, #1 smoked sausage company in the U.S. Southeast

Europe

Comp. 2Q26 EBITDA +8% YoY, reaching highest 2Q Comp EBITDA since 2021

Key milestones in Capacity Recovery Plan: advanced start-up process of new bacon lines at La Bureba and progress on the construction of the greenfield plant in Valencia

Latam

YoY growth in Volume (+2%), Revenues (+7%), and EBITDA (+29%)

Fourth consecutive quarter with sequential EBITDA improvement

Fluid Macro Environment

Sigma Foods

Tailwinds

- Easing Raw Materials Prices
- Favorable Foreign Exchange

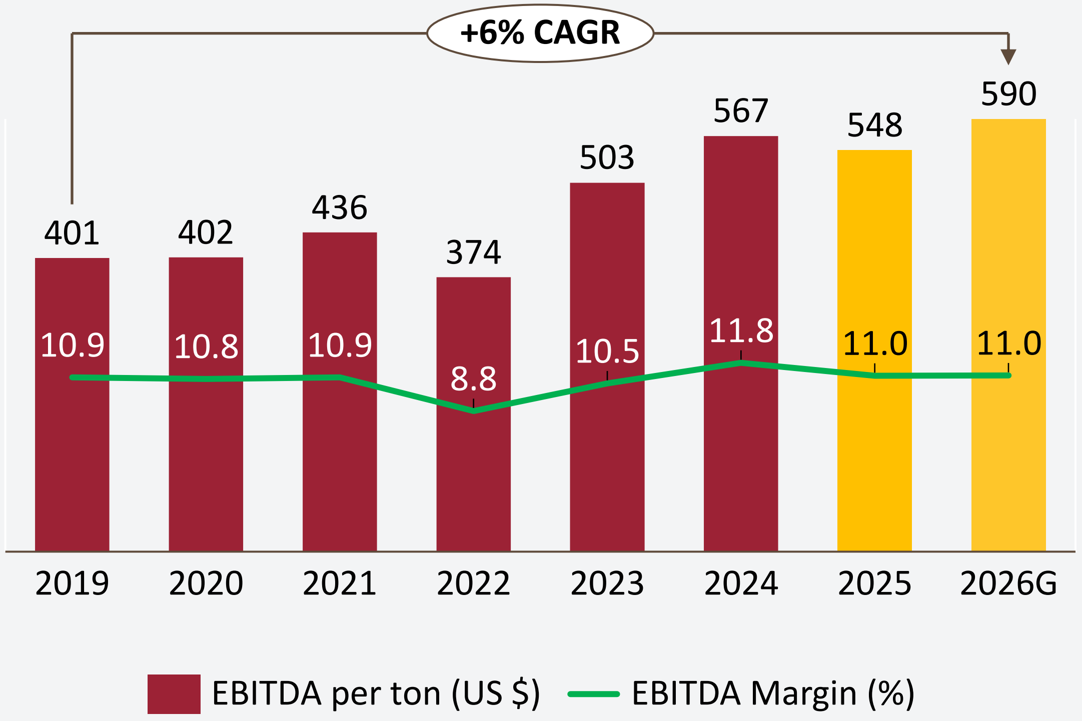
Headwinds

- Consumer Sentiment
- Energy, Plastic & Transportation Costs

Comparable EBITDA per ton and margin

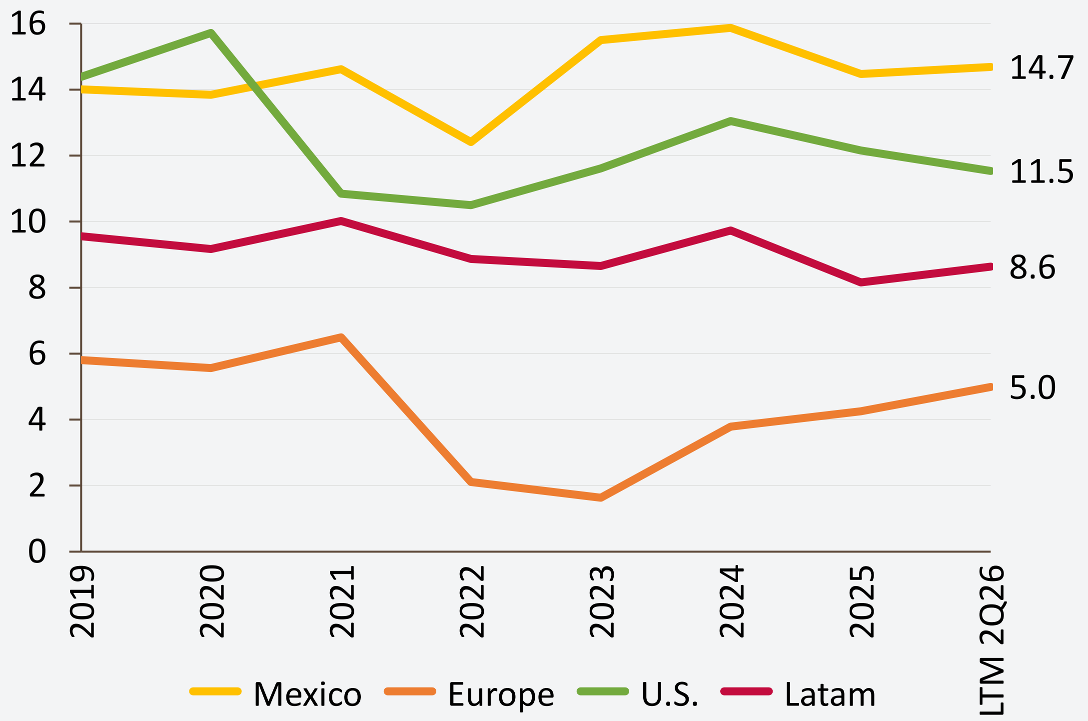
Comparable EBITDA Contribution

(% of Revenue and U.S. dollars per ton)

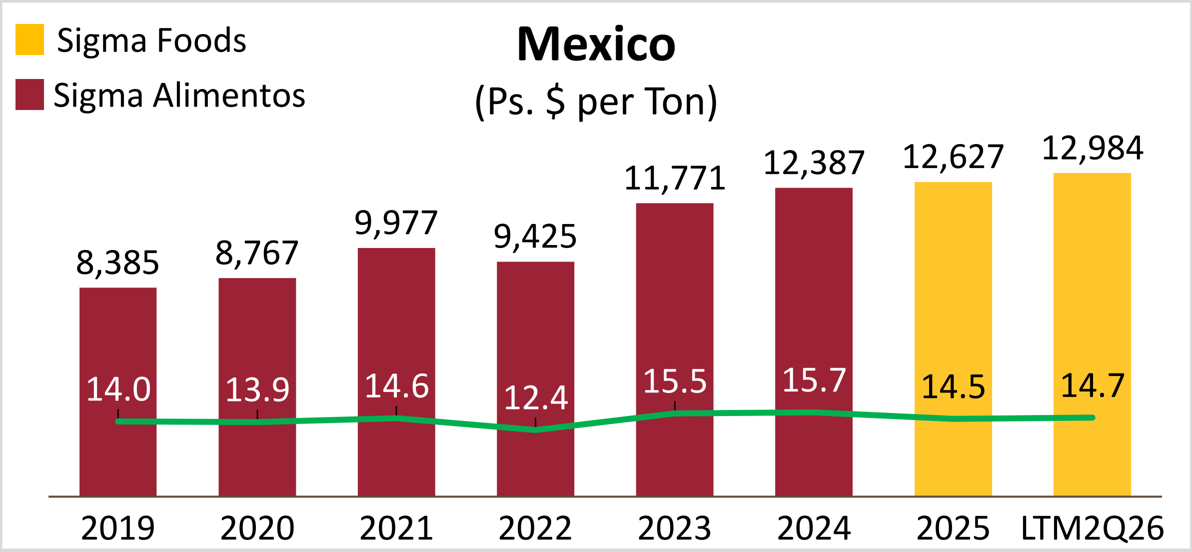


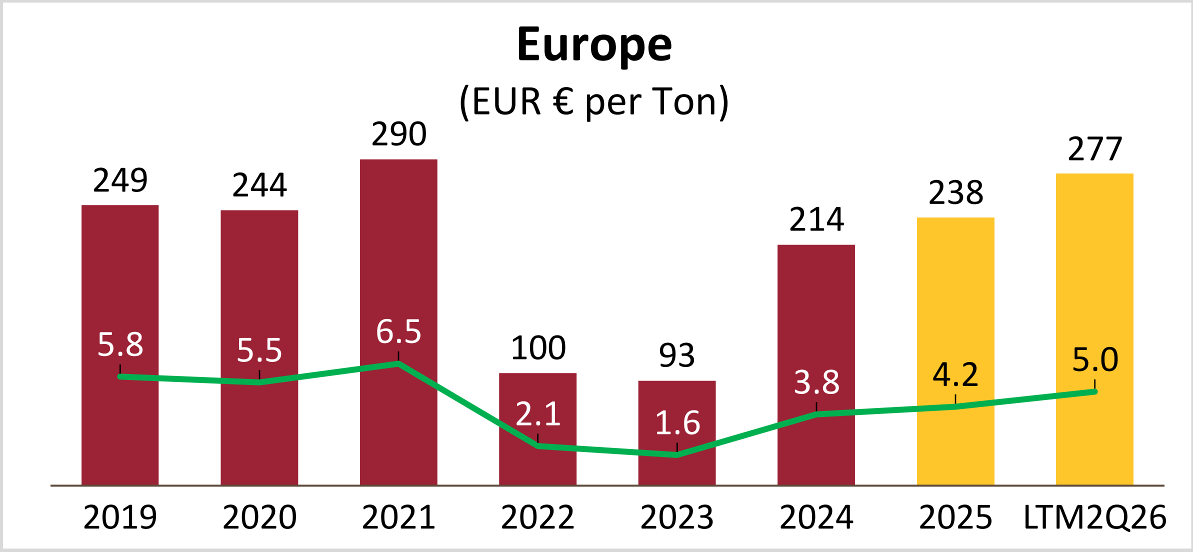
Comparable EBITDA Margin By Region

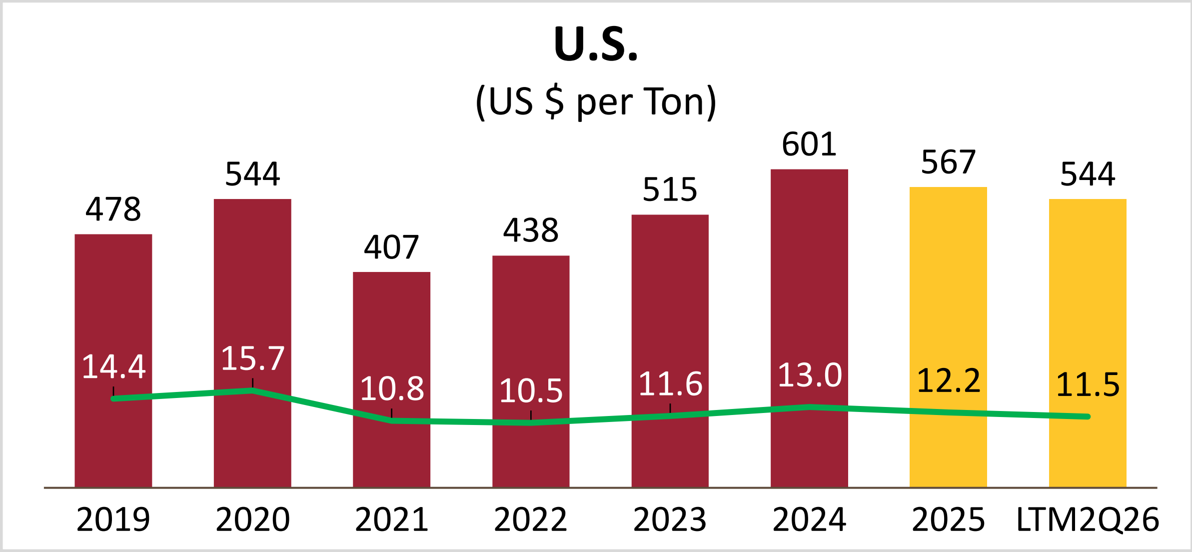
(%)

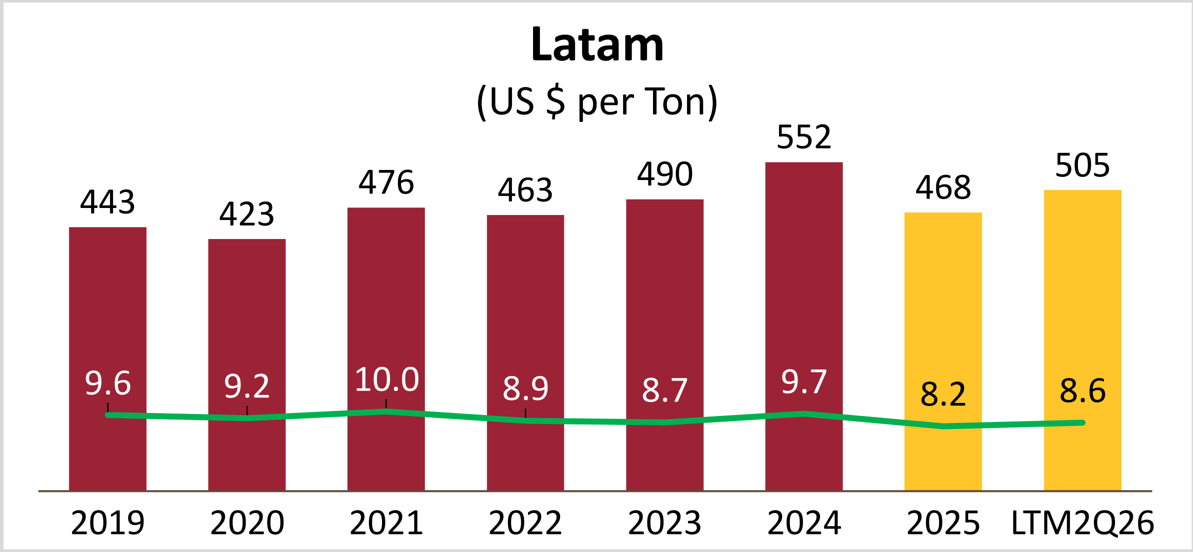


Comparable EBITDA (% of Revenue and per Ton)







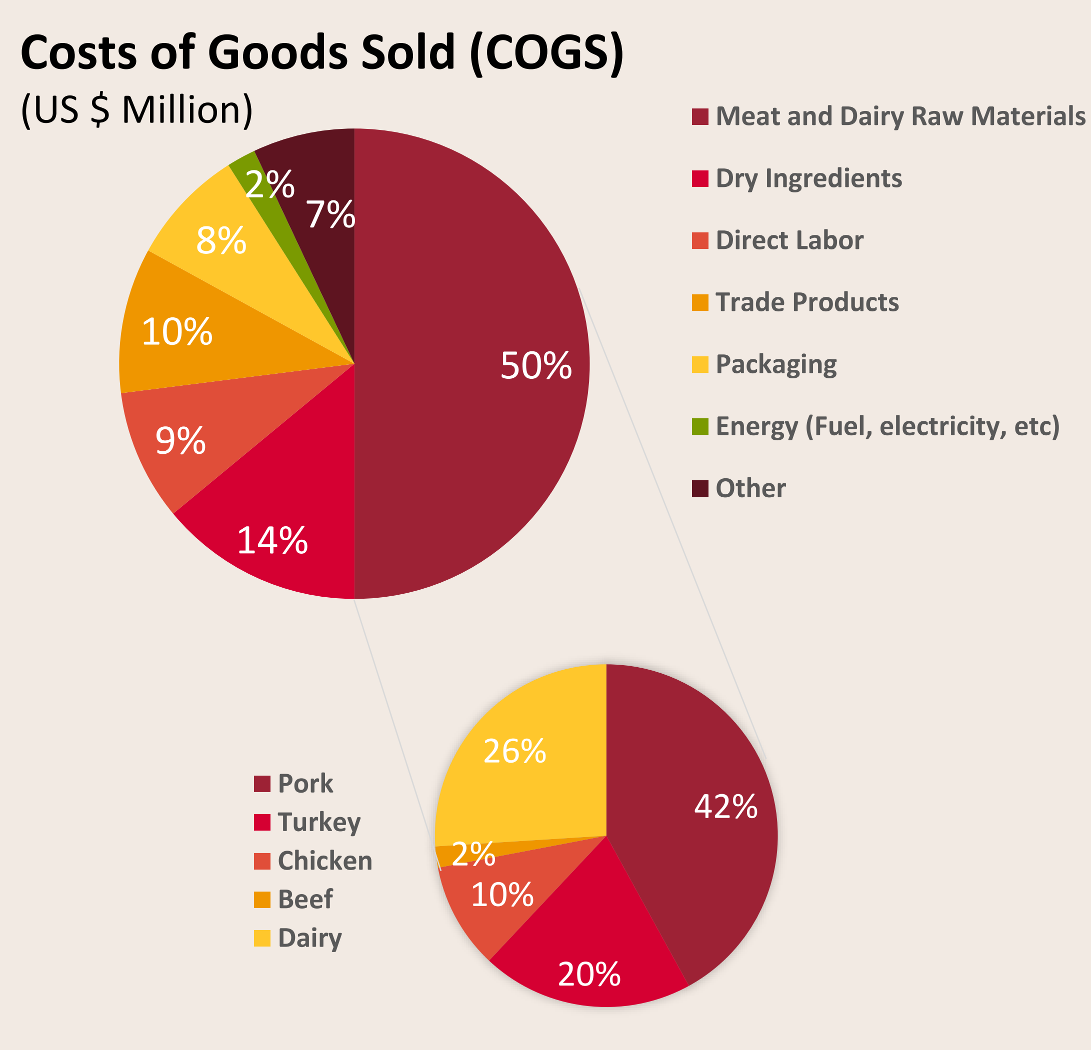


SIGMA Cost / Expense Structure LTM

Income Statement (LTM)	US $M	% of Revenue
Revenue	9,634	100
Cost of sales	(6,645)	(69)
Gross profit	**2,989**	**31**
Operating expenses and others	(2,173)	(23)
Operating income	**817**	**8**
Financial cost, net	(199)	(2)
Income before taxes	**621**	**6**
Income tax	(243)	(3)
Net consolidated income	**377**	**4**

COGS:
- Meat and Dairy raw materials – Pork, Turkey, Chicken, Beef, Milk Class III, Block Cheddar Cheese, NFDM, etc.
- Dry Ingredients – Seasonings and other non-meat or dairy raw materials
- Trade Products – Product purchases distributed in the Traditional and Foodservice channels.
- Packaging – Plastic Film, Labels, Capsules, Bottles , Lids , etc.
- Direct Labor – Compensation directly related to food production.
- Energy – Fuel, Electricity , Gas, etc.
- Others –Depreciation, Maintenance, etc.

SG&A:
- Selling – Distribution, marketing, wages, sales commissions
- Administrative – Wages, rents, utilities
- General – Other minor expenses



Change in Net Debt

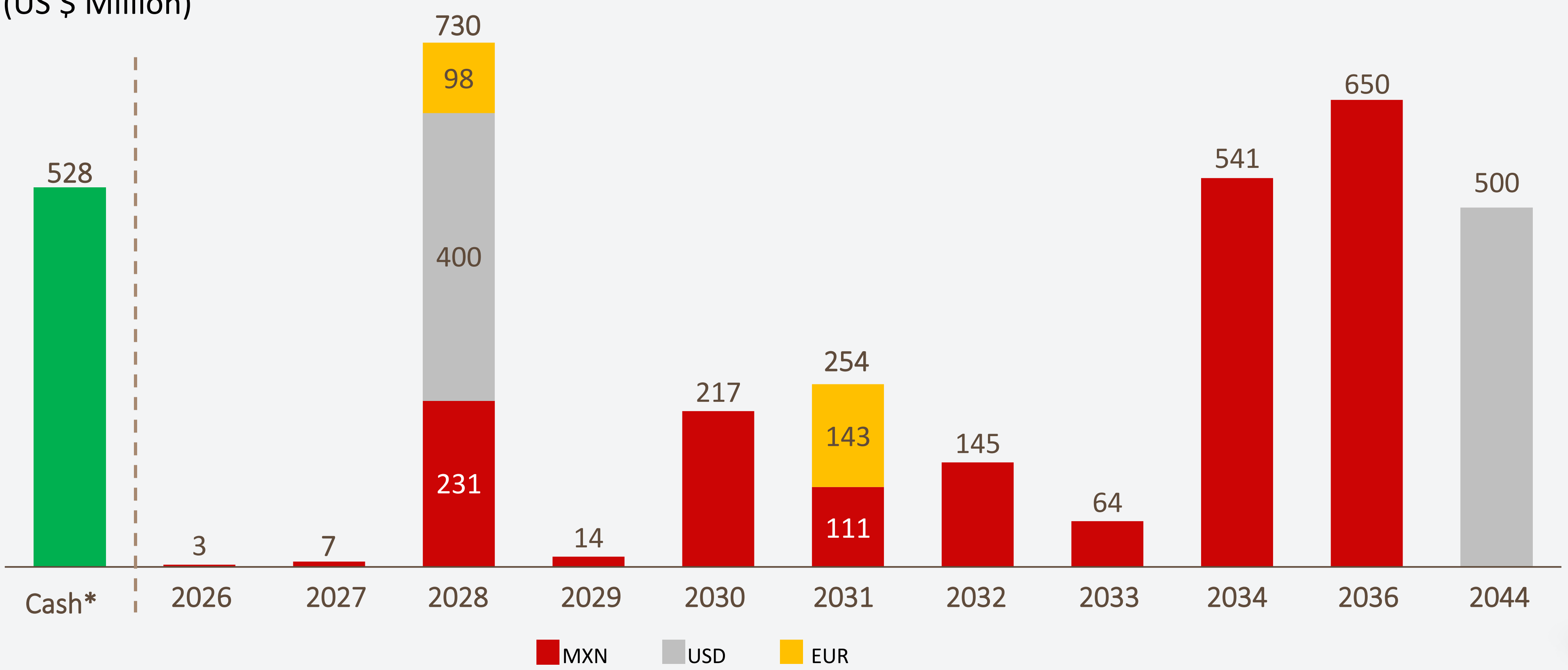
US $Million	2025	2026e
EBITDA	1,099	1,100
NWC	(208)	(130)
Cap Expenditures	(362)	(460)
Fin. Expense Net*	(251)	(300)
Tx	(199)	(240)
Dividends	(119)	(150)
Others Source (Uses)	(192)	(25)
Change in Net Debt	**(234)**	**(205)**
Final Net Debt	**2,705**	**2,910**
Net Debt / EBITDA	**2.5x**	**2.6x**

*2026 figure includes CCS unwind of US $28M

Sigma Foods Debt Profile 2Q26

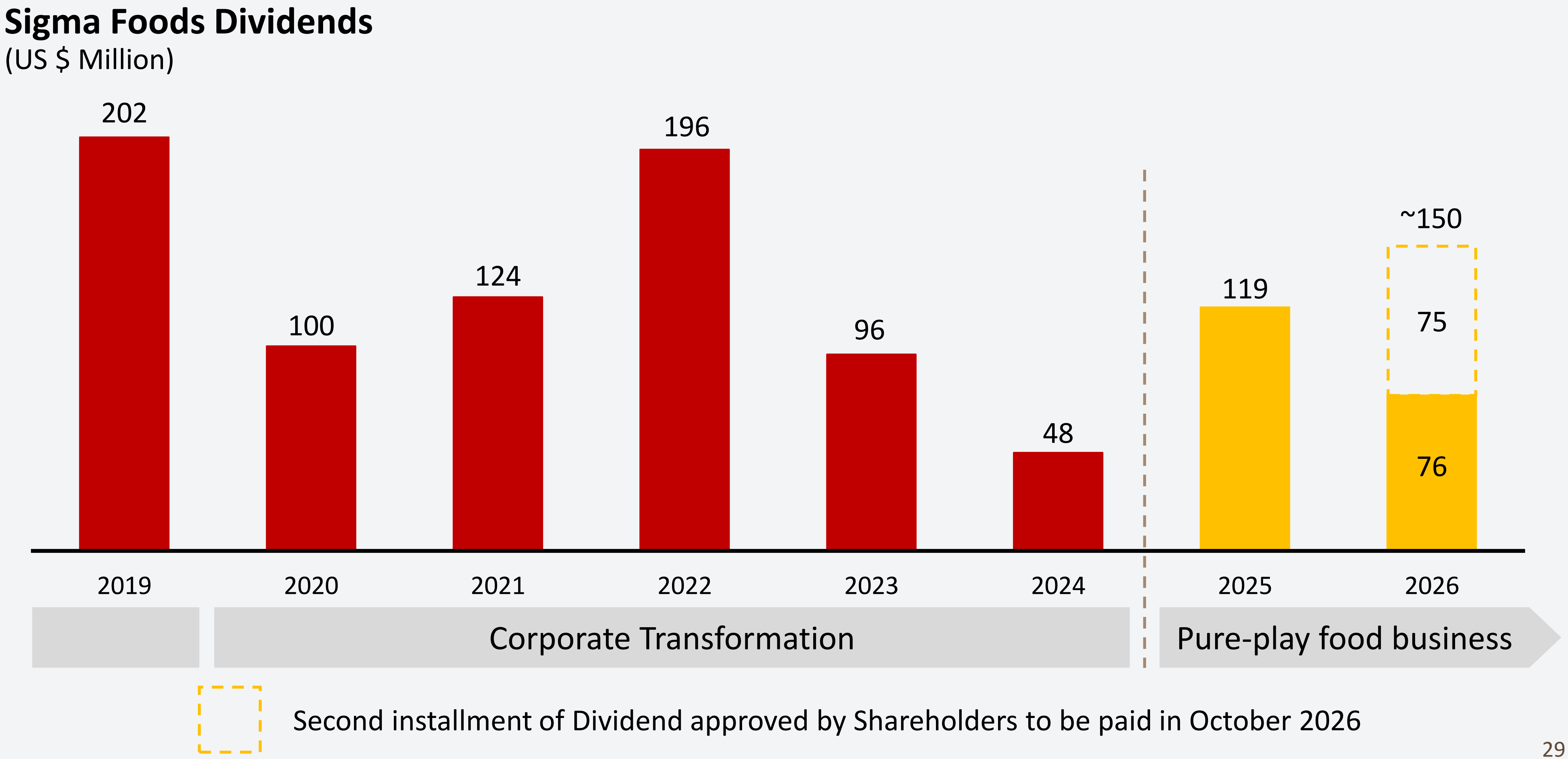
Debt Maturities and Cash

(US $ Million)



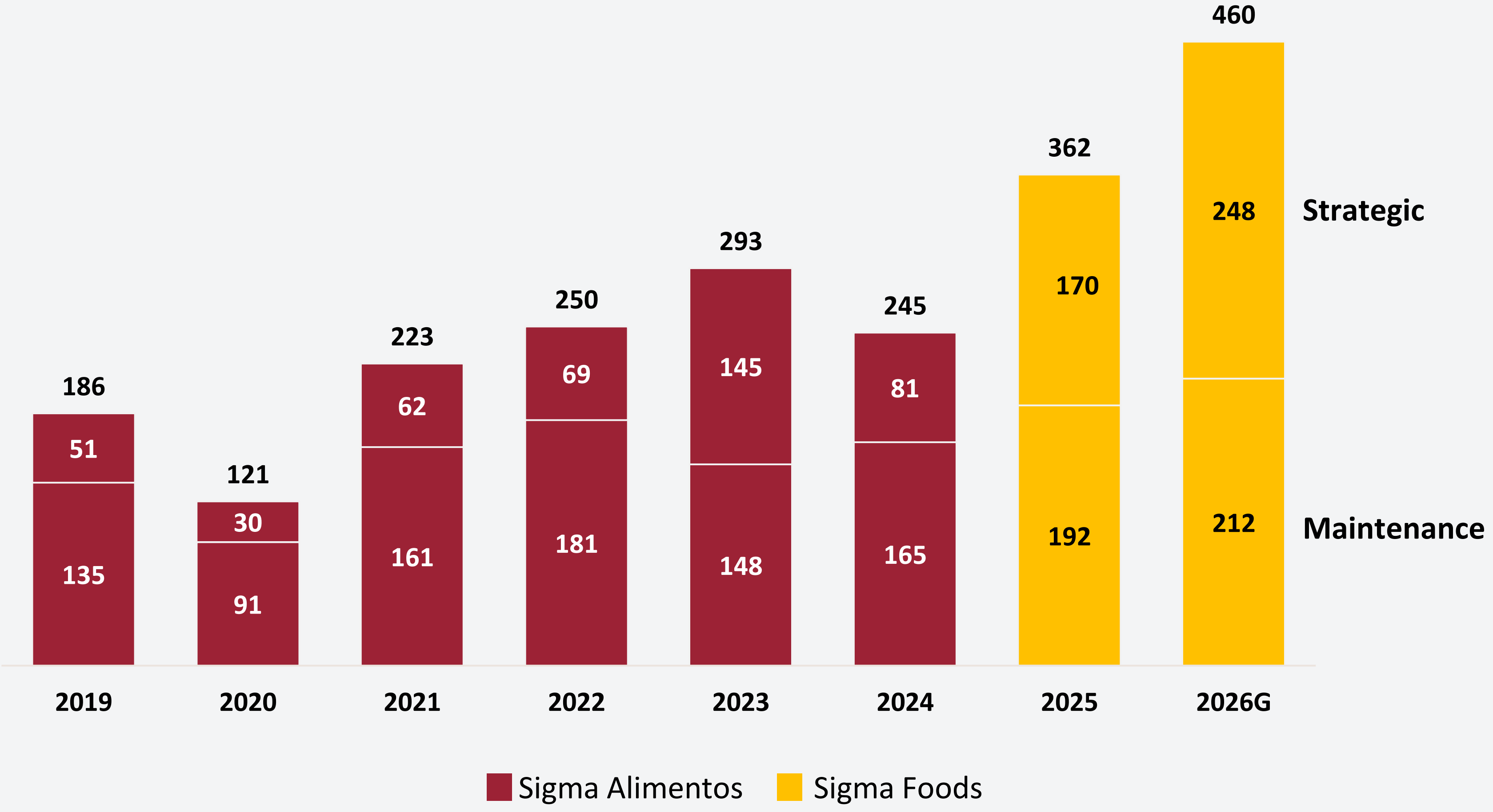
*Does not include restricted cash

Historical Dividends



Controlling-interest Dividends

Capex & Acquisitions - Strategic vs. Maintenance

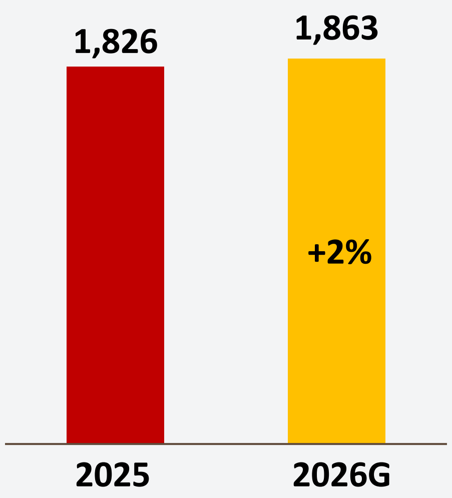


2023 includes Los Altos and Mt. Pleasant plant acquisitions

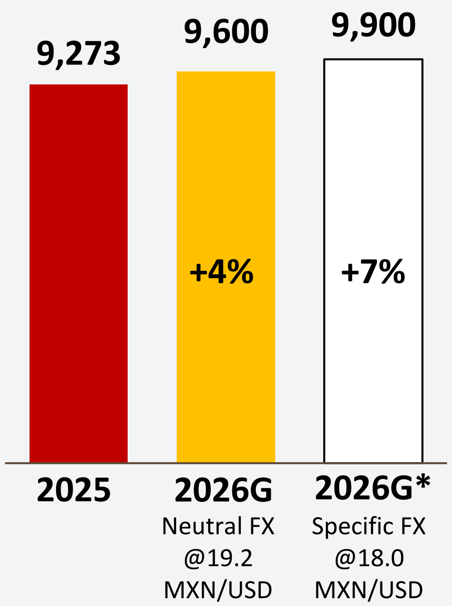
Continuous growth potential

2026 Guidance

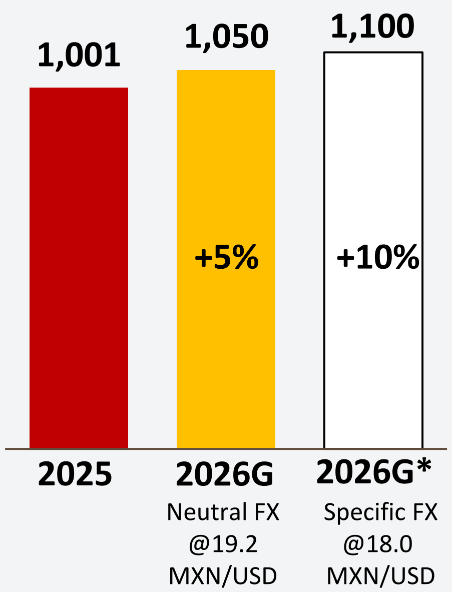
Volume
(k tons)



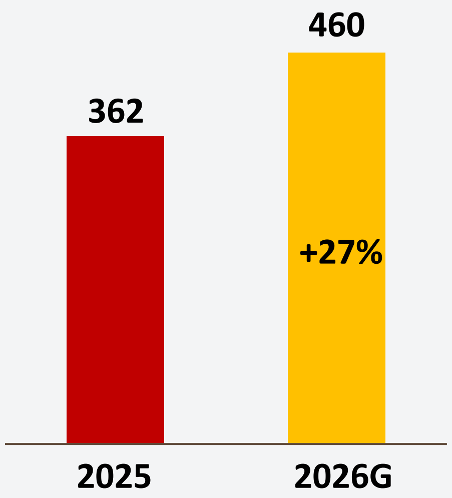
Revenue
(US $ Million)



Comparable EBITDA
(US $ Million)



Capex
(US $ Million)



Long-Term Algorithm

Volume
Low single digit

Revenue
Mid-to-high single digit

EBITDA
Mid-to-high single digit

Capex
3.5% of Revenues 2028+

Top management with 21 years of average tenure

CEO

27 **Rodrigo Fernández**
Sigma CEO
MBA Wharton

Business Units

24 **Eugenio Caballero**
CEO Mexico
MBA Harvard

1 **Juan Ignacio Amat**
CEO Europe
MBA INSEAD, MsC. Industrial Engineer UPM

22 **Jesús Lobo**
CEO USA
MBA Cornell University

38 **Sergio Ramos**
CEO Latam
MBA University of Texas at Austin

18 **Carlos Maldonado**
CEO Foodservice
MBA Wharton

Central Functions

18 **Roberto Olivares**
CFO – Finance
MBA Duke

44 **Gregorio de Haene**
CTSO – Technology and Sustainability
MBA ITESM

20 **Beatriz Patrón**
CTCO – Talent & Culture
MBA IPADE

34 **Alejandro Suárez**
CIO – Information Technology
Master in Operations Research
George Washington University

5 **Daniel Alanis**
CGO - Growth
MBA & Msc. University of Michigan

1 **Ana María Henao**
CMO – Marketing
Business – EAFIT University.

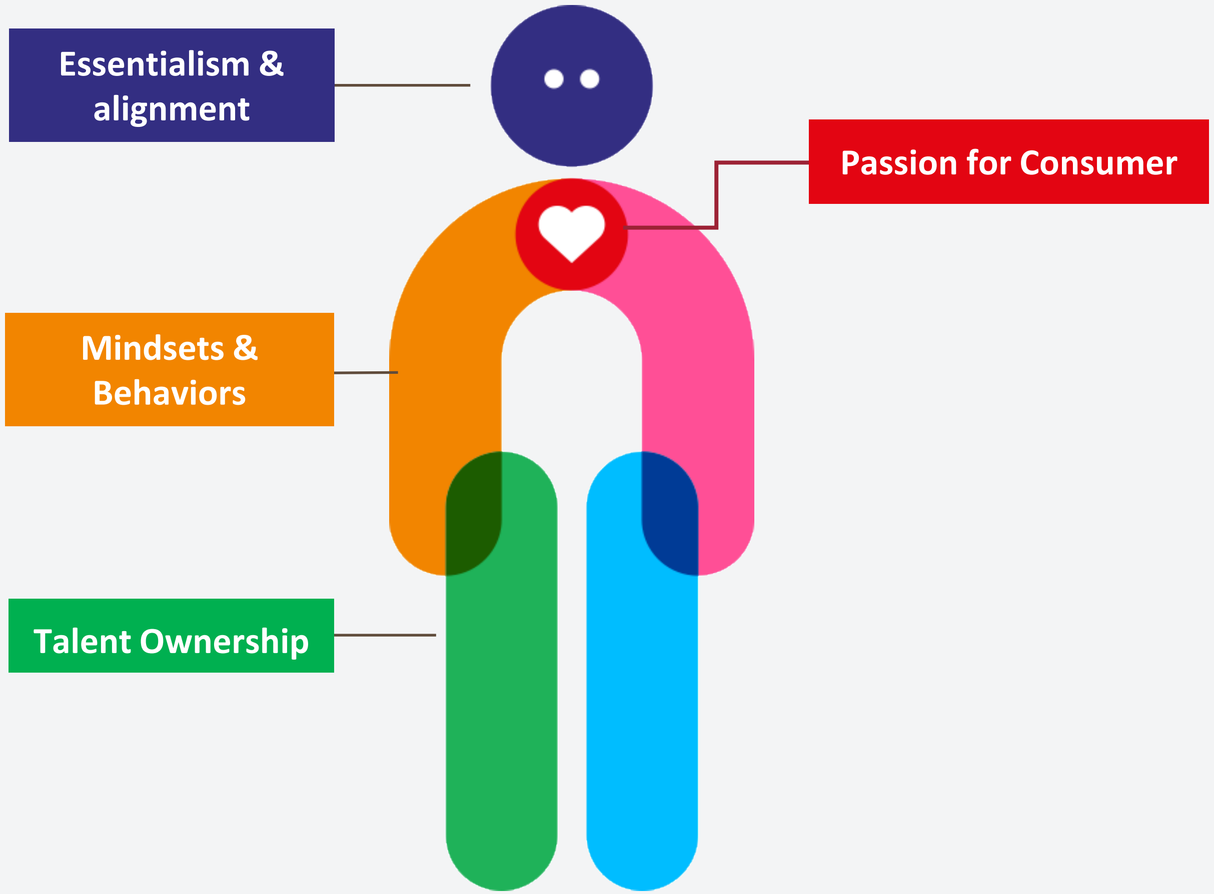
Years in the company

Sigma Foods Board of Directors

- **MARIA TERESA ARNAL**
  Entrepreneur; 25+ years of experience in tech (Google, Twitter & Microsoft)
- **DIEGO CALDERON ROJAS**
  CEO of Grupo Franca
- **ENRIQUE CASTILLO SÁNCHEZ MEJORADA**
  CEO of Tejocotes 134, S.C.
- **ÁLVARO FERNÁNDEZ GARZA**
  Chairman of the Board of Sigma Foods, S.A.B. de C.V.
- **ARMANDO GARZA SADA**
  Investor
- **BRENDA GARZA SADA**
  Independent Advisor
- **CLAUDIO X. GONZÁLEZ LAPORTE**
  Chairman of the Board of Kimberly-Clark de México, S.A.B. de C.V.
- **DAVID MARTÍNEZ GUZMÁN**
  Founder and Managing Director of Fintech Advisory Inc.
- **MIGUEL EDUARDO PADILLA SILVA**
  Former CEO – FEMSA.
- **ALEJANDRA PALACIOS PRIETO**
  Independent advisor on strategy, M&A, and regulatory compliance.
- **ANTHONY PRALLE**
  Former Partner and Managing Director – BCG, Consumer and Operations in Spain.
- **ADRIÁN G. SADA CUEVA**
  CEO of Vitro, S.A.B. de C.V.
- **ALEJANDRO RUIZ FERNÁNDEZ**
  Independent Advisor
- **RICARDO SALDIVAR ESCAJADILLO**
  Former CEO / President of the BOD - Home Depot Mexico / Tec de Monterrey.

Culture framework

Sigma Foods Fundamentals



Essentialism & Alignment – Achieve better results and work-life balance by intentionally choosing what really matters.

Passion for Consumer – Actively listen and comprehend consumer´s needs and emotions, centering our decisions on them.

Mindsets & Behaviors – Boost how we think, act, and interact to achieve continuous learning, assuming responsibility of our impact and creating trust.

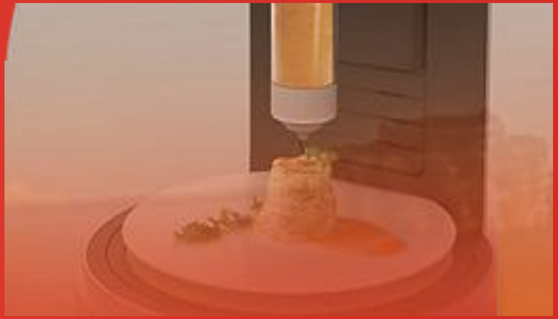
Talent Ownership – Assuming responsibility of our own growth and development, facing challenges and taking advantage of opportunities

Tastech By Sigma

2,850+ Applications

64 Countries / 66 Pilot Tests

Business Models



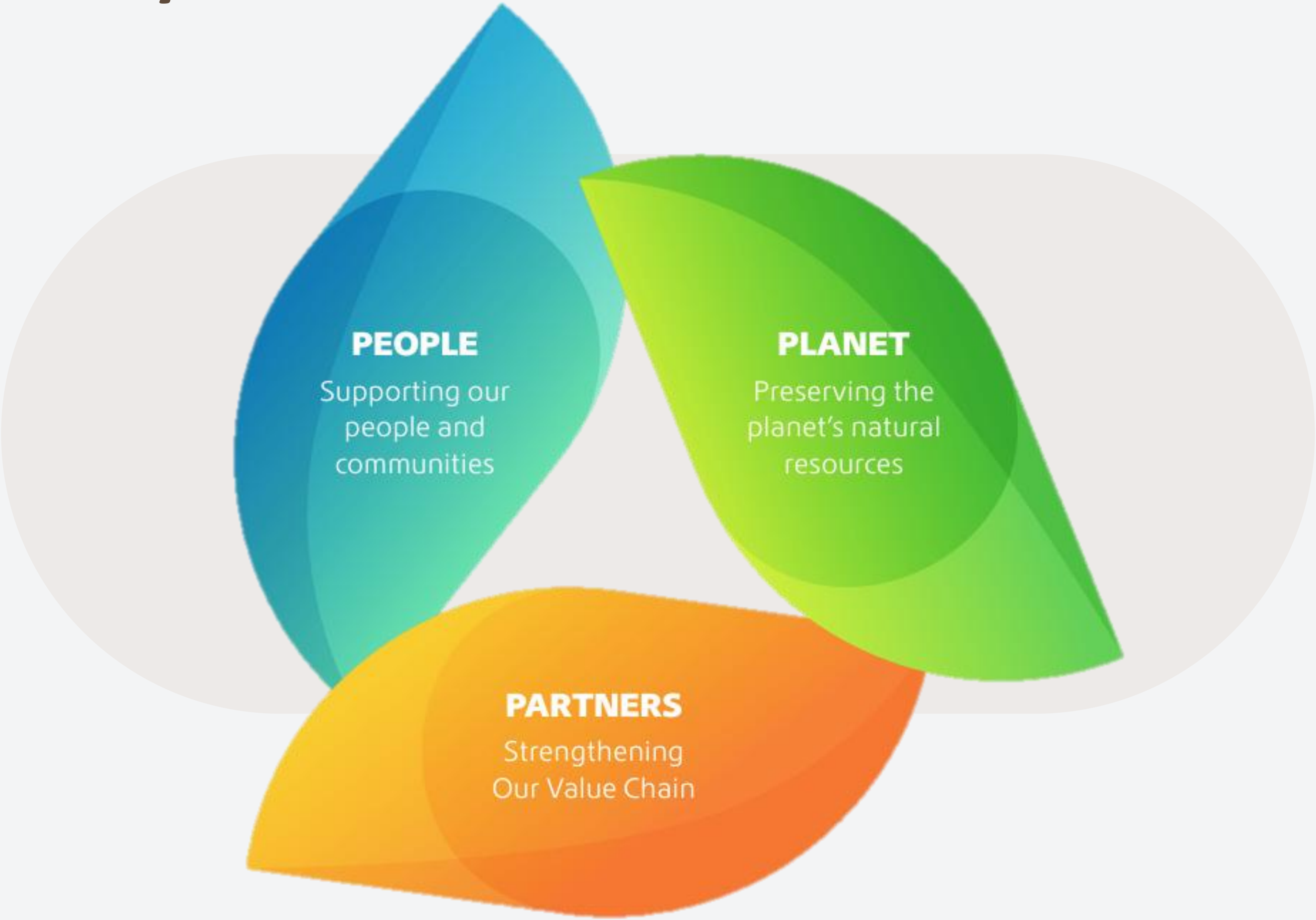
Future Foods

Power Connections

Green Technologies

Sustainability

Sustainability



Materiality Analysis

Sigma Foods

Double materiality assessment in preparation for compliance with the Corporate Sustainability Reporting Directive (CSRD) and the International Financial Reporting Standards (IFRS) requirements.

FOOD SAFETY AND QUALITY

- Safe food production and distribution by eliminating risks and implementing preventive controls.
- Our plants are certified to meet the highest safety and quality standards.

HEALTHY AND NUTRITIONAL FOOD

- Continually look to improve the nutritional profiles of our new products.
- Functional solutions to address specific nutritional requirements, plant-based ingredients, among other characteristics.

HEALTH,SAFETY,WELLBEING, AND WORK-LIFE BALANCE

- Prioritize our employees' wellbeing by protecting their physical and emotional health.
- Facilities adapted to prevent accidents, and we provide ongoing training through the Global 12 Best Practices Health and Safety Programs and the Total Productive Maintenance (TPM) program.

ETHICS AND INTEGRITY

- Committed to acting with integrity
- Adhering to our Global Code of Conduct

CLIMATE ACTION

- Best practices to identify, evaluate, control, and reduce potential environmental risks
- Projects to efficiently manage resources throughout our operations.
- Raise awareness about climate change and our responsibility in developing solutions.

WATER MANAGEMENT

- Committed to conserving water and using it efficiently, ensuring sustainable practices that minimize water consumption

2025 Sustainability commitments progress

ACTION PILLARS	COMMITMENTS	2025 GOAL & KPIS	2025 GOAL VS. 2024 RESULTS
ENVIRONMENT	Climate Action	20% of reduction in CO_2 eq emissions related to our plants and transportation fleet, per ton of food produced (compared to 2015).	100%
	Water Management	20% of reduction in water consumption per ton of food produced (compared to 2018).	100%
	Cleaner Energy	67% of electricity used in our plants from cleaner and renewable sources.	100%
WEELBEING	Health and Safety	22% of reduction in the accident rate at our operations (compared to 2018).	100%
	Professional Development	Increase by 11%, the number of training hours per employee (compared to 2018).	100%
	Volunteering	10% of employees participating in volunteering activities.	100%
HEALTH AND NUTRITION	Sustainable Innovation	Double the sales of products launched under the Health and Wellness portfolio* (compared to 2019).	87%
	Food Safety	100% of our plants with GFSI-endorsed certification (acquired as of 2018).	98%
	Nutritional Information	For markets without a local mandatory labeling regulation as of 2018: 95% of packaged products portfolio with nutritional facts on label.	87%
SHARED VALUE	Responsible Sourcing	80% of purchases from suppliers with enhanced sustainability practices.	100%
	Food Donations	Donate 25,000 tons of food (since 2015).	100%

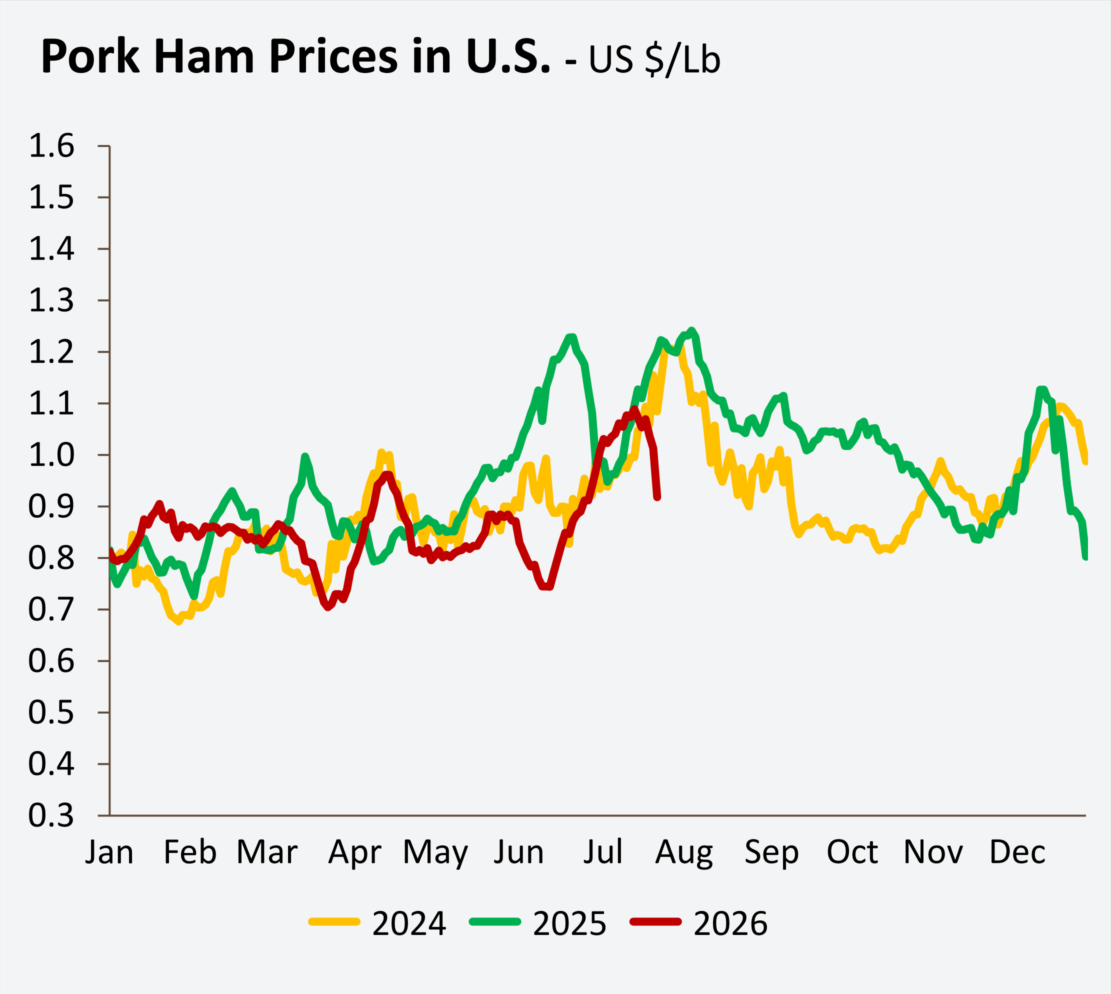
ESG Scores

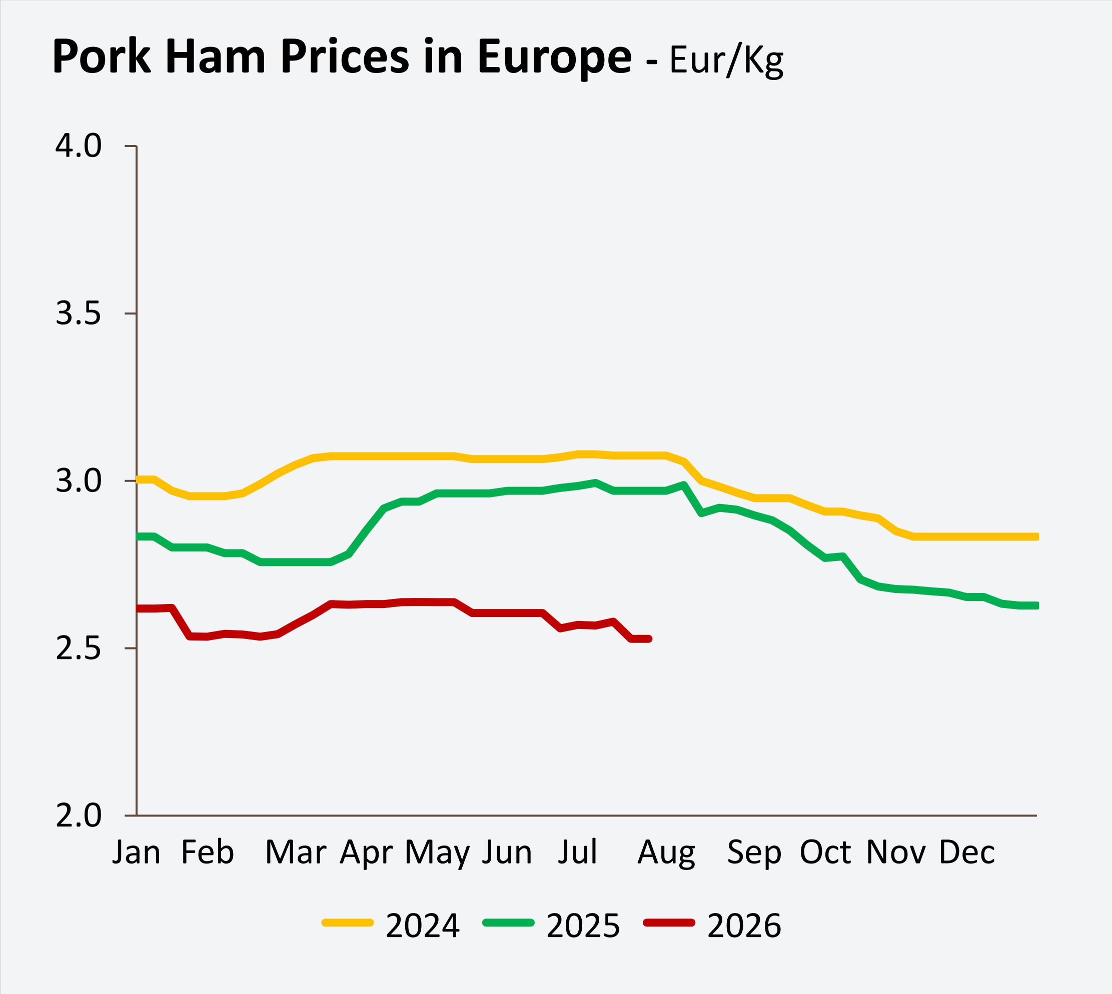
	CDP			SUSTAINALYTICS	S&P Global		MSCI
	SIGMA Value Chain Engagement A-F	SIGMA Water A-F	SIGMA Climate A-F	SIGMA Risk management score	SIGMA CSA 0-100	Sigma Foods CSA 0-100	Sigma Foods MSCI
Above Industry Avg.	✓	✓	✓	✓	✓	✓	
Current	**A**	**B**	**B**	**49.6**	**43***	**41**	**BB**
Industry average 25’	C	C	C	40.2	24	25	BBB

***In review process**

Raw Materials

Pork ham price in U.S. and Europe

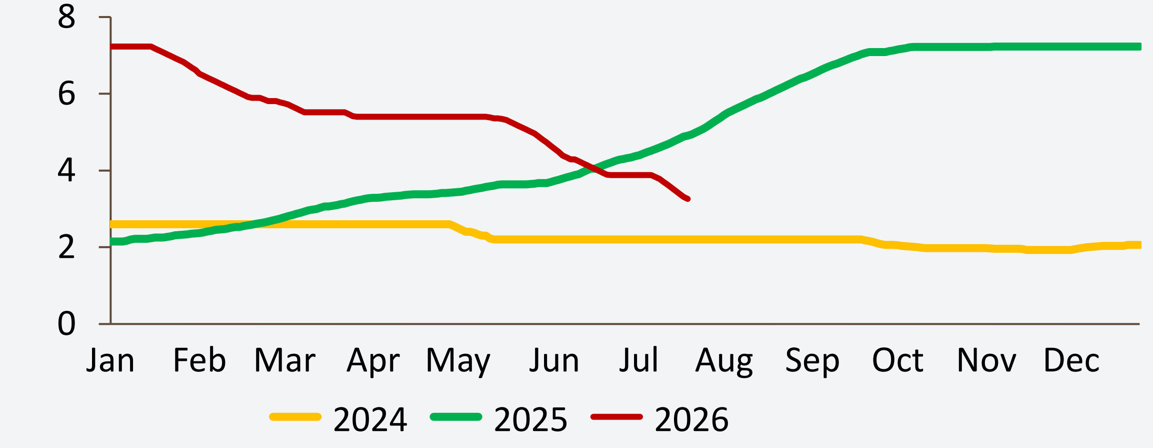




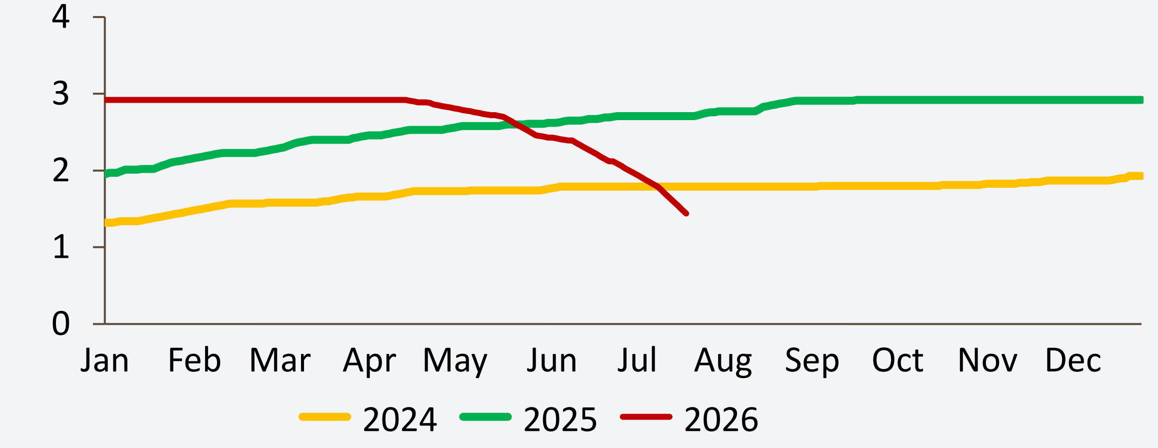
Source: USDA

Poultry raw materials in the U.S.

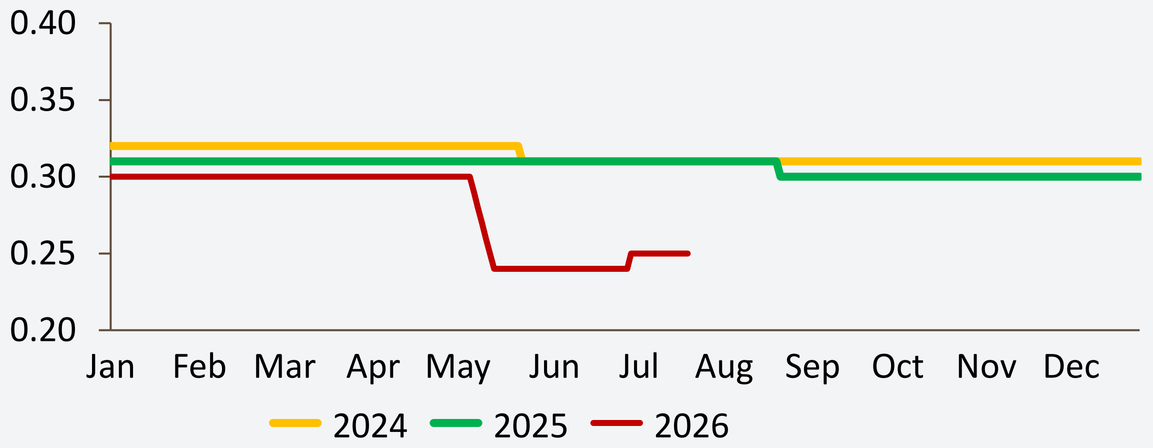
Turkey Breast - US $/Lb



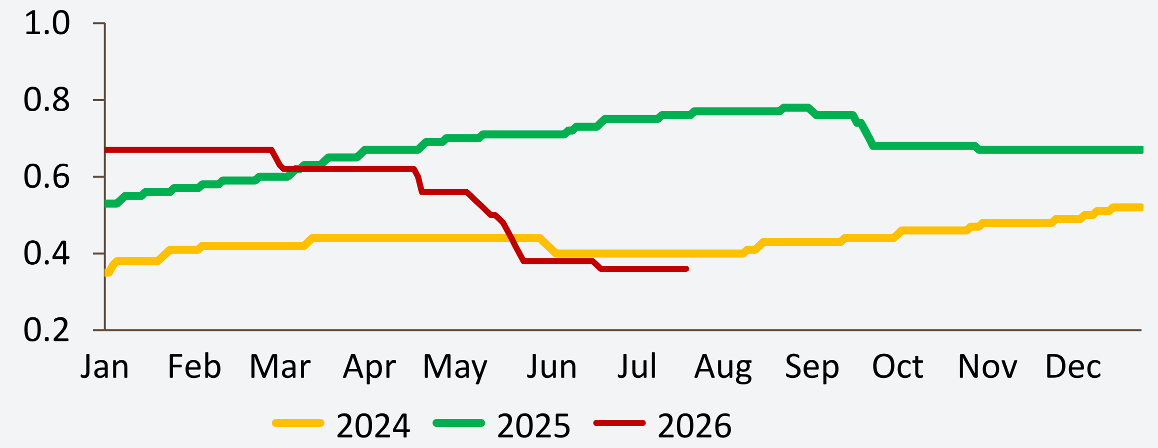
Turkey Thigh - US $/Lb



Chicken (MSC) - US $/Lb

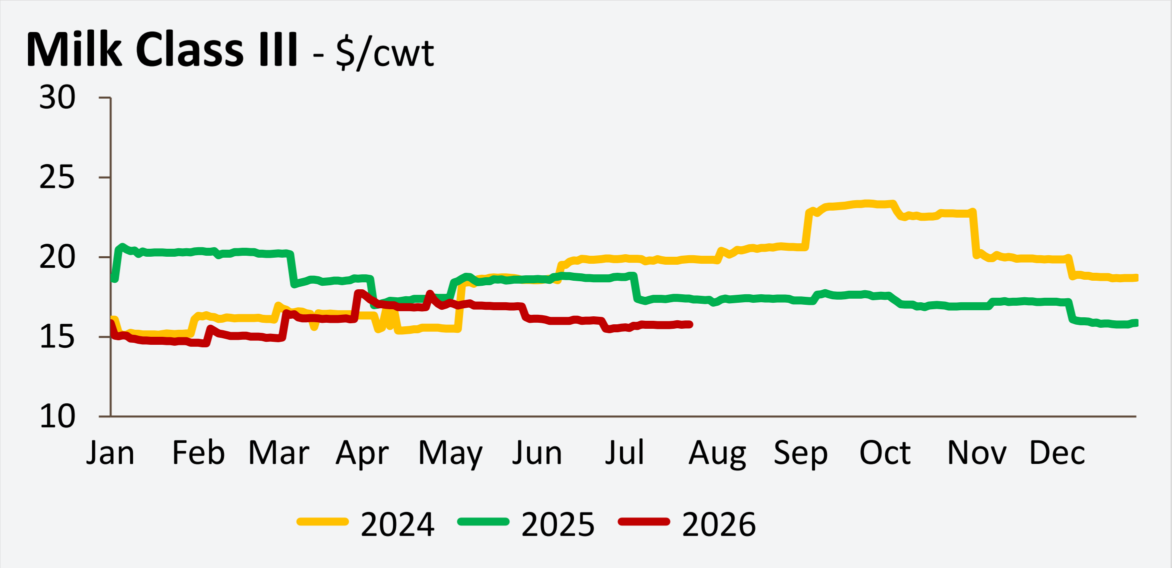


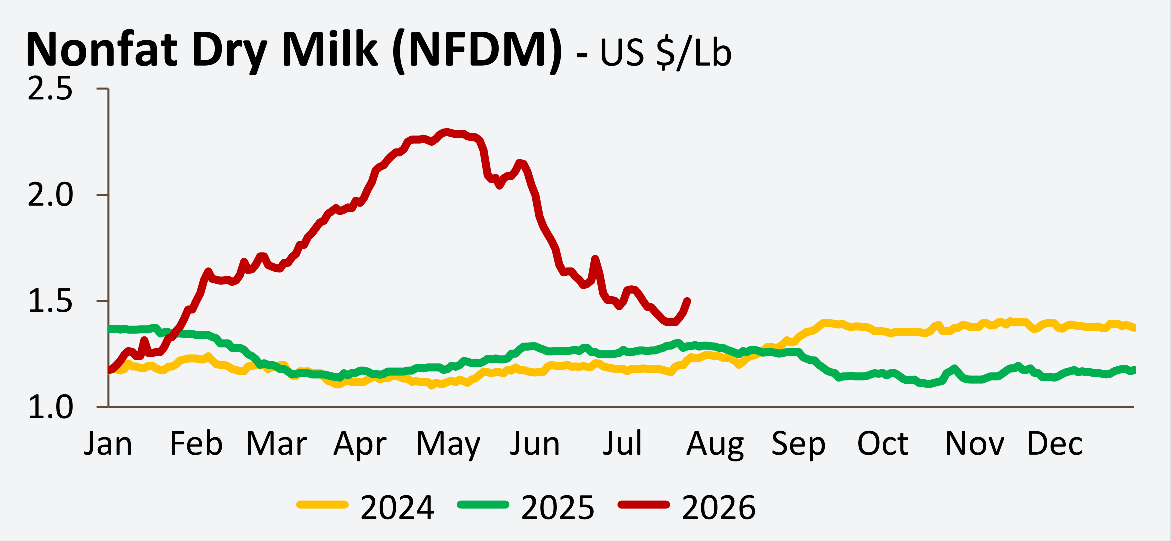
Turkey (MST) - US $/Lb



Source: USA – USDA Chicken - MSC, Some Skin, 15-20% Fat, Fresh; USA – USDA Turkey - MST, Some skin, under 20% fat, Fresh; USA – UBDA Turkey - Breast, Young Tom, Boneless & Skinless, Fresh; USA – USDA Turkey - Thigh Meat, Boneless & Skinless, Fresh

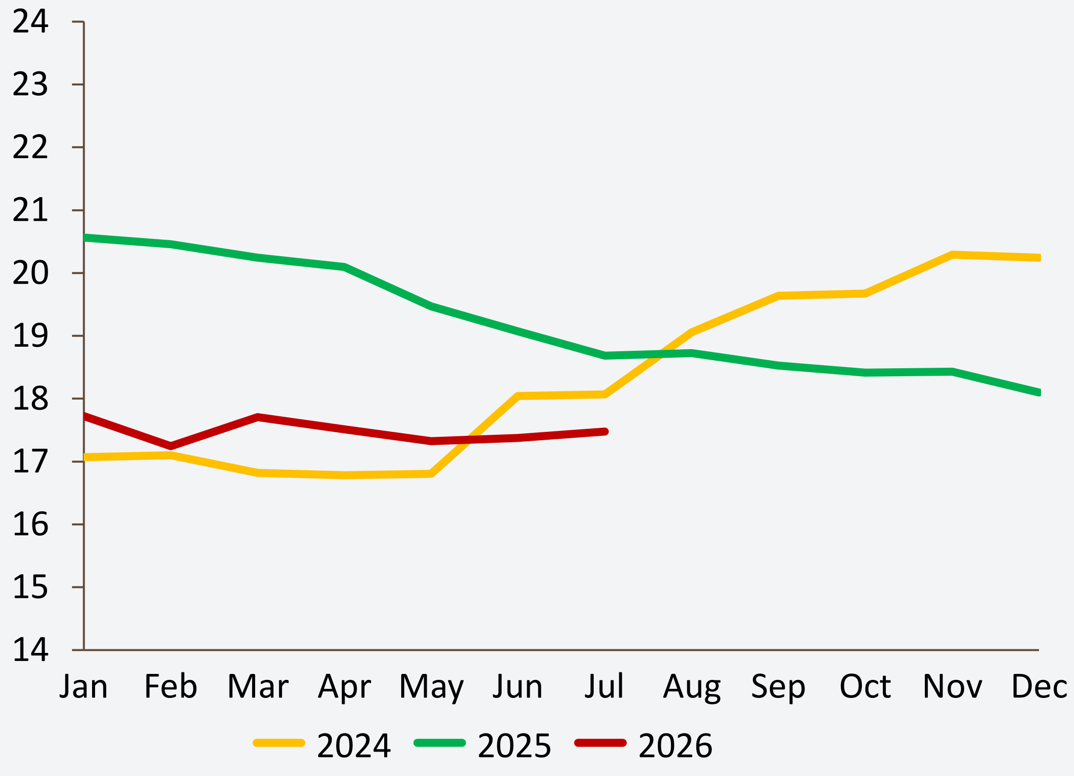
U.S. Dairy Raw Materials



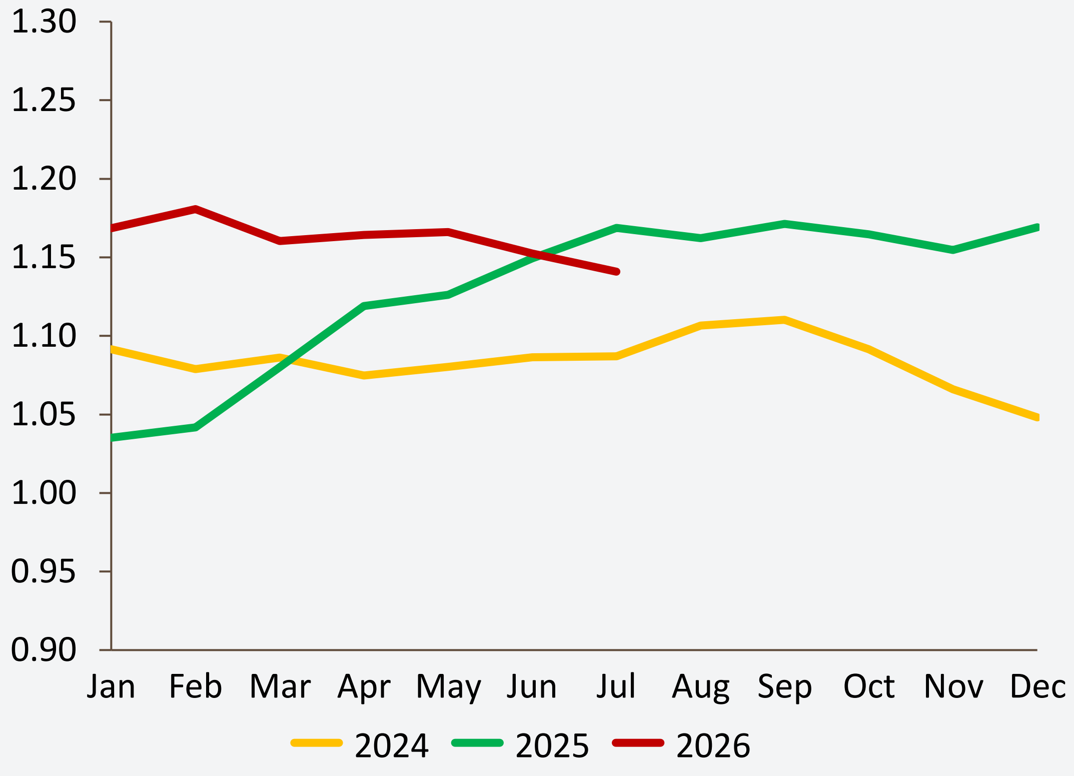


Currency Exchange Rates – Monthly Average

U.S. Dollar – Mexican Peso



U.S. Dollar - Euro



Contact

Hernán F. Lozano
V.P. of Investor Relations & Corporate Communications
IR@SigmaFoods.com

Cesar Gomez, CFA, CAIA
D.V.P. of Investor Relations
IR@SigmaFoods.com

Carolina Alvear
V.P. of Corporate Communications
Communication@SigmaFoods.com