



1Q21

Earnings Presentation

April 20, 2021



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 © 2021 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.

On August 17, 2020, ALFA's shareholders approved to spin-off ALFA's share ownership of Nemark into a new, listed entity: Controladora Nemark, S.A.B. de C.V. ("Controladora Nemark"). The shares of "Controladora Nemark" were distributed to ALFA shareholders and began trading on the Mexican Bolsa on December 14, 2020. In accordance with International Financial Reporting Standards (IFRS), Nemark meets the definition of a "Discontinued Operation" for purposes of ALFA's Consolidated Financial Statements. "Discontinued Operations" are the net results of an entity that is either being held for disposal or which has already been disposed of.

The changes in ALFA's Consolidated Financial Statements are as follows:

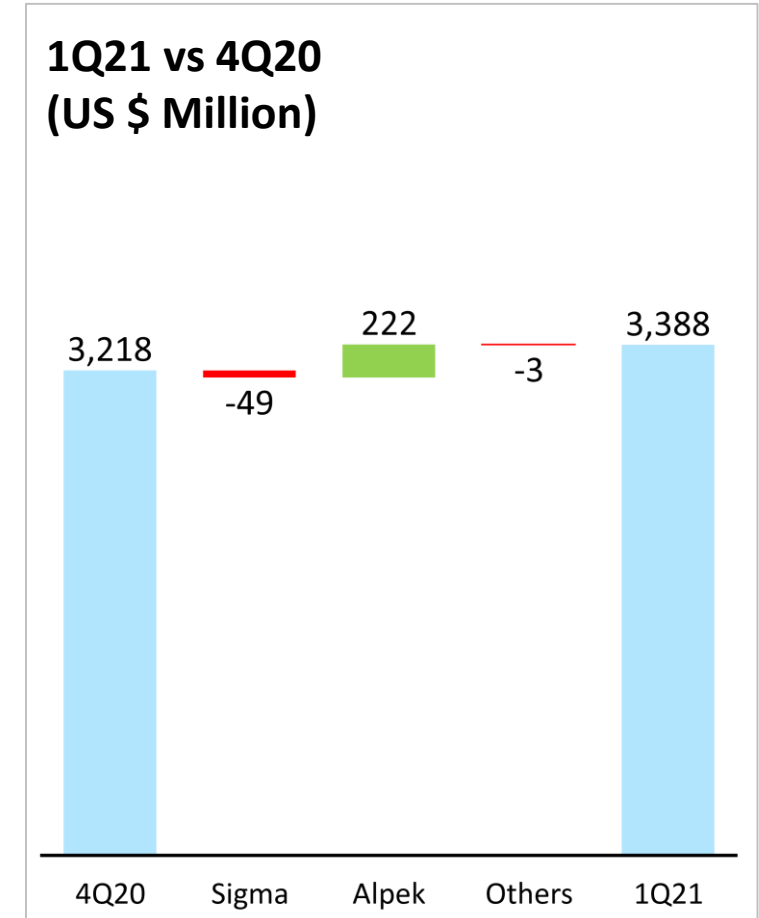
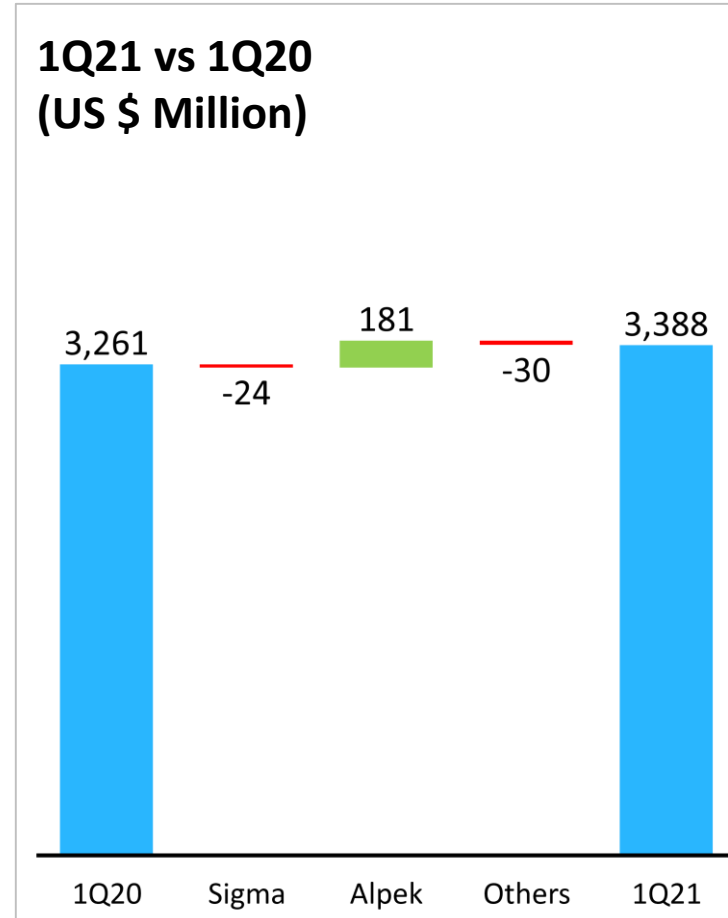
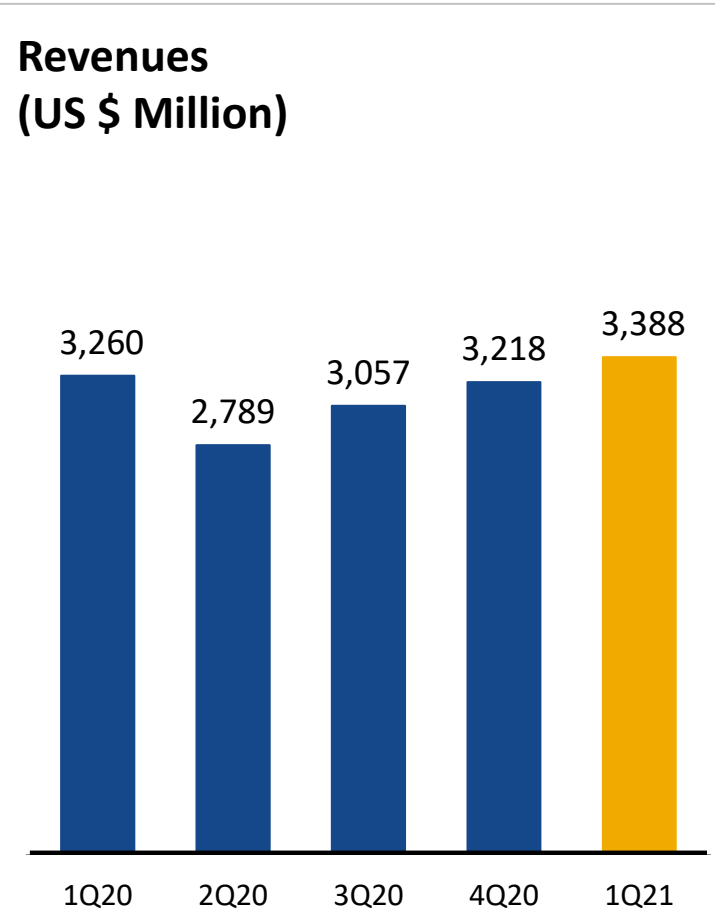
- The Consolidated Statement of Financial Position presents all items related to Nemark as follows:
 - At the close of 3Q20, as "Current assets from discontinued operations" and "Current liabilities from discontinued operations"
 - At the close of 4Q20, all items are eliminated
 - At the close of 1Q21, no figures related to Nemark
 - Prior periods are not restated

- The Consolidated Statement of Income presents Nematik's net revenues and expenses as a single line item "Profit (loss) from discontinued operations" as follows:
 - 4Q20: accumulated figures for the two months and 14 days ended December 14, 2020
 - 1Q20 accumulated figures from the complete quarter
 - 1Q21 no figures related to Nematik
- The Change in Net Debt presents Nematik's net inflows and outflows as a single line item "Decrease (Increase) in Net Debt from discontinued operations" for the nine months ended September 30, 2020
- The Change in Net Debt also presents Nematik's Net Debt balance as "Net Debt from discontinued operations" at the close of 3Q20. Prior periods are not restated

- 1Q21 Consolidated EBITDA of **US \$535 million** is the **second highest quarterly figure in our history**
- 2021 **EBITDA Guidance** revised **up 13% to US \$1.637 billion** due to stronger Alpek outlook
- Obtained approval to expand ALFA's **foreign neutral trust from 50% to 75%**; next steps underway
- Net Debt / EBITDA of **2.9 times**; below 3.0x for the first time since the beginning of the pandemic
- Annual Shareholders Meeting (March 11, 2021)
 1. Reaffirmed commitment with Shareholders to **continue transformational process - Unlocking Value strategy**
 2. **Cash Dividend of US \$98 million** paid on April 7th, 2021. **US \$123 million dividends paid YTD**
 3. **Cancelled 2.9% of total shares**
 4. Approved maximum amount of **Ps. 5,800 million for share buybacks** (US \$280 million)

Revenues were up driven by higher average consolidated prices and volume growth at Alpek; partially offset by lower sales in Axtel and Sigma

ALFA & Subs with Nemark as Discontinued Operations

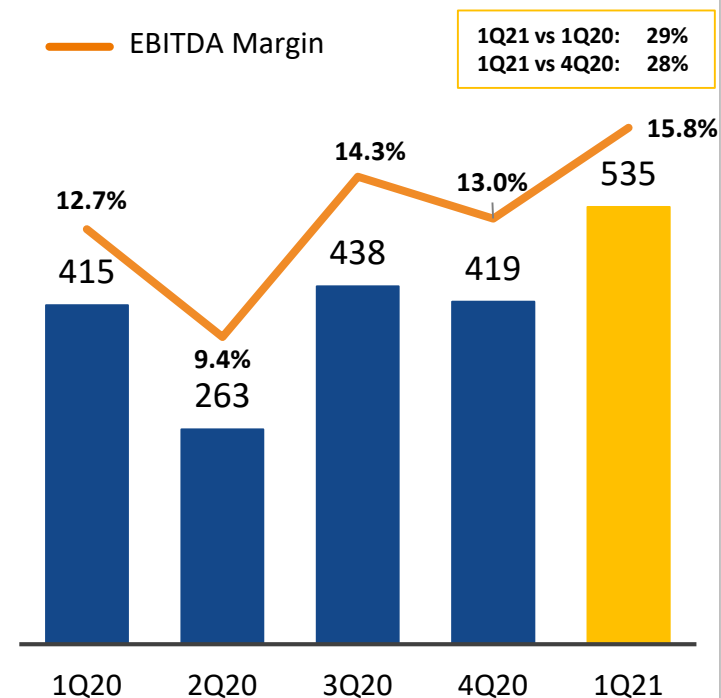


Comparable ALFA EBITDA was up 20% year-on-year, boosted by 38% and 7% growth at Alpek and Sigma, respectively



ALFA & Subs with Nemark as Discontinued Operations

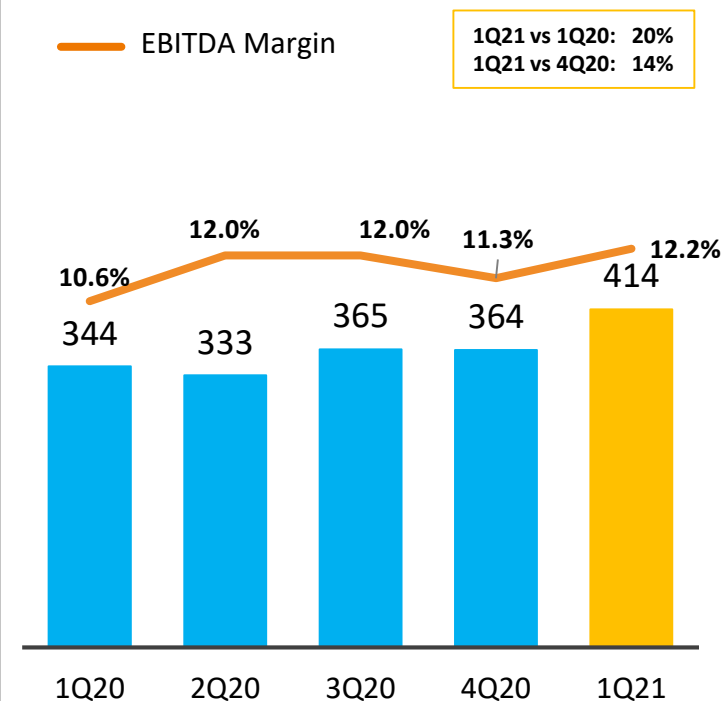
Reported EBITDA (US \$ Million)



Extraordinary Items

	1Q20	2Q20	3Q20	4Q20	1Q21
ALPEK Carry Fwd.	(20)	(39)	6	9	58
ALPEK Others	(17)	(36)	19	41	63
SIGMA	-	-	-	-	-
AXTEL	107	4	-	-	-
NEWPEK	-	-	48	4	-
TOTAL	71	(71)	73	55	121

Comparable EBITDA¹ (US \$ Million)

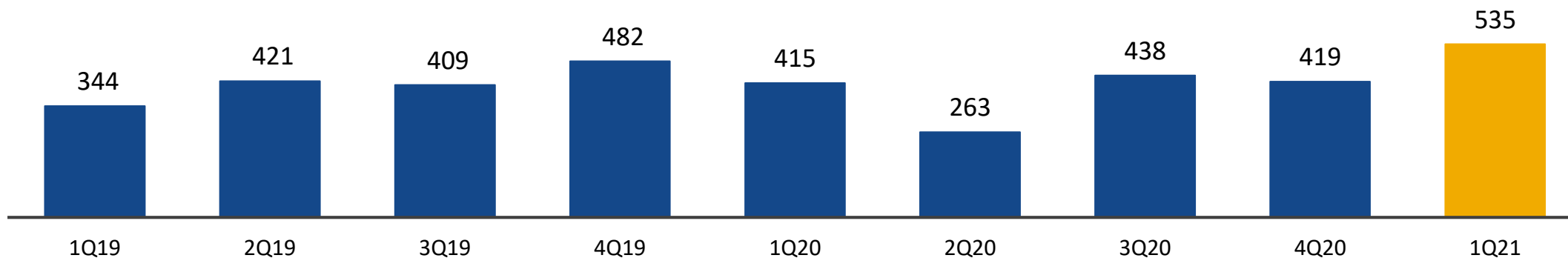


1. Extraordinary items include "Carry-forward gain (loss)" beginning 1Q21. Total figures from previous quarters include the carry-forward effect for comparability purposes.

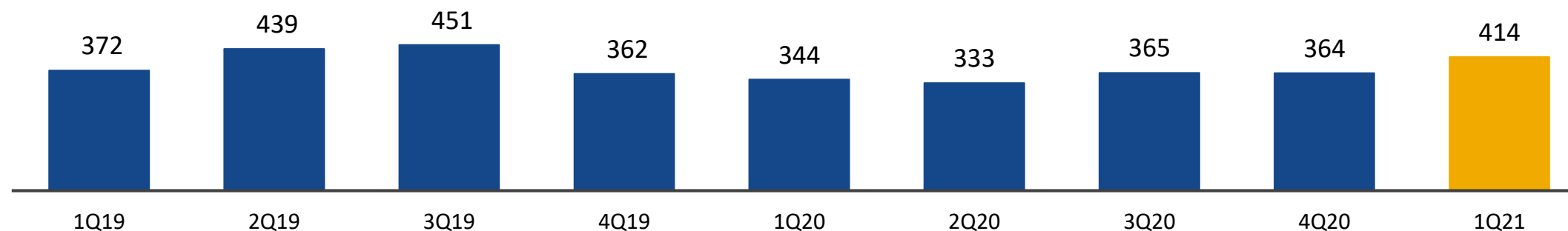
EBITDA with Nemark as Discontinued Operations (US \$ Million)



Reported EBITDA



Comparable EBITDA ¹

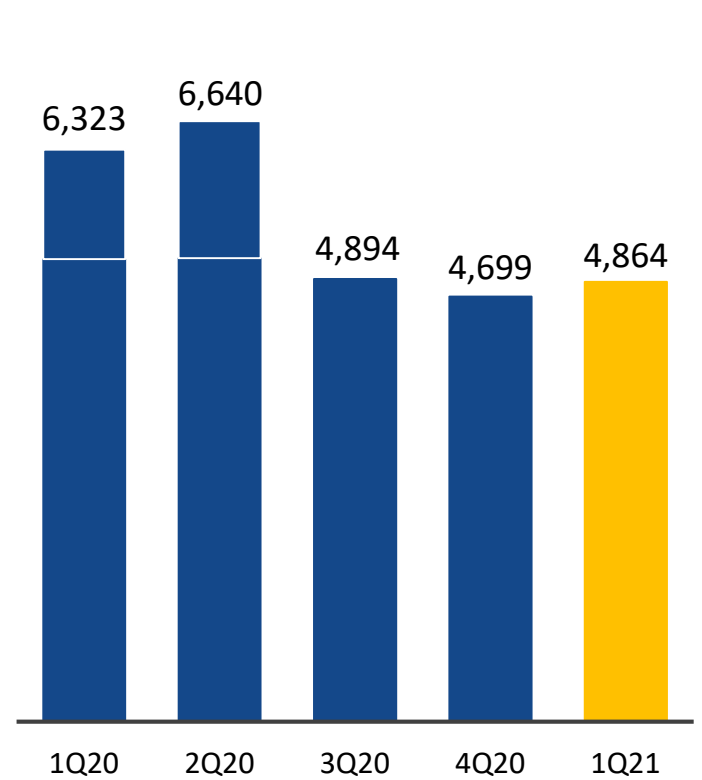


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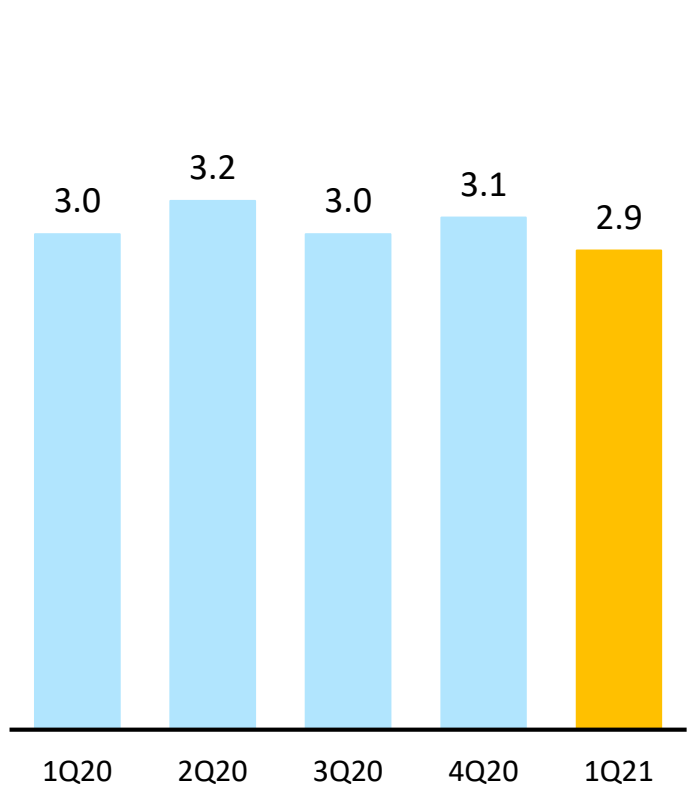
Net Debt increased US \$165 million versus year-end 2020 due primarily to investment in Net Working Capital at Alpek amid higher oil and feedstock prices

ALFA & Subs with Nemark as Discontinued Operations

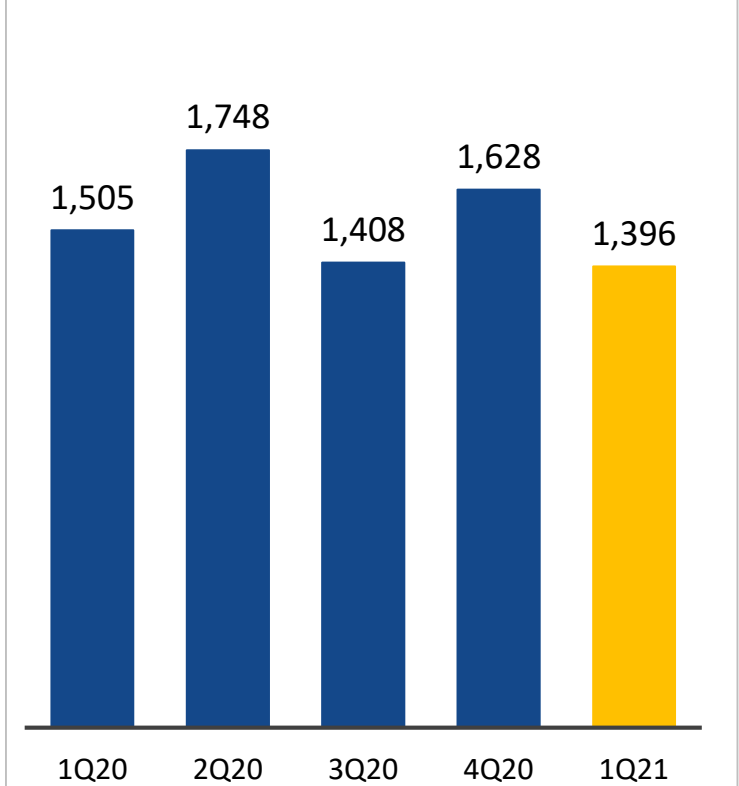
**ALFA Net Debt
(US \$ Million)**



**Leverage Ratio¹
(Net Debt/EBITDA)**



**Cash
(US \$ Million)**

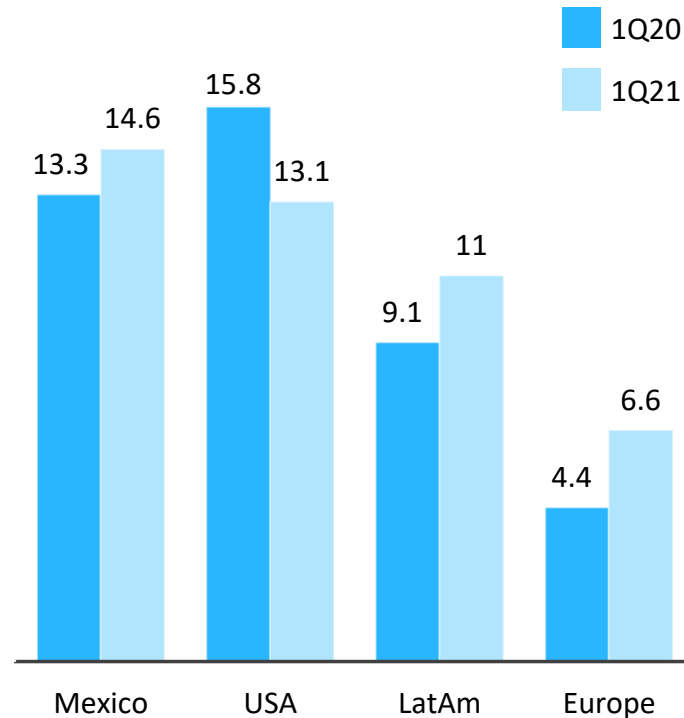


1. Ratio calculated with Discontinued Ops. for all periods

Highlights

- EBITDA up 7% y-o-y driven by growth in Europe (+51%), Latam (+13%) and Mexico (+3%)
- Steeper Foodservice recovery in March 2021 due to increased mobility; +21% in revenues YoY, for the same month
- Positive results in Growth initiatives, tapping into the entrepreneurial network and driving sustained growth in E-commerce, as well as its Snacking and Plant-Based business units
- Lower Net Debt YoY supported by cash-maximizing initiatives and operating performance

EBITDA Margin By Region (%)



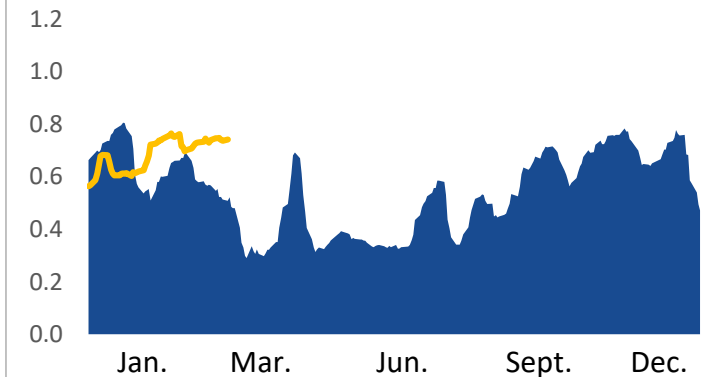
Pork Ham Price

Europe (€/kg)

■ 2020
■ 2021



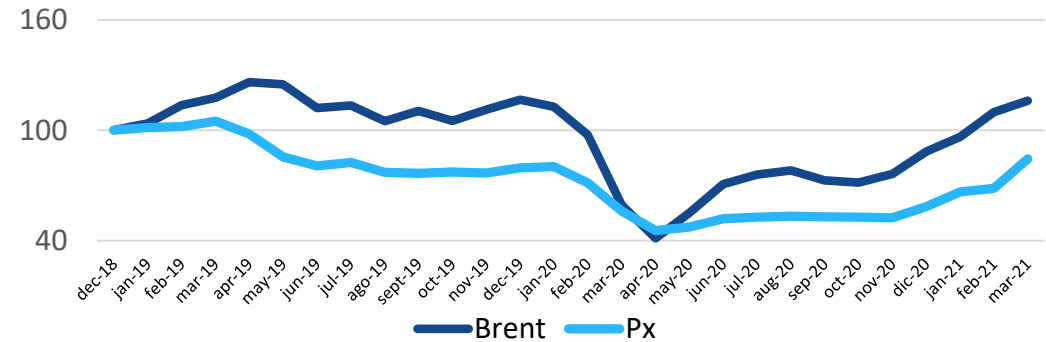
U.S. (\$/lb)



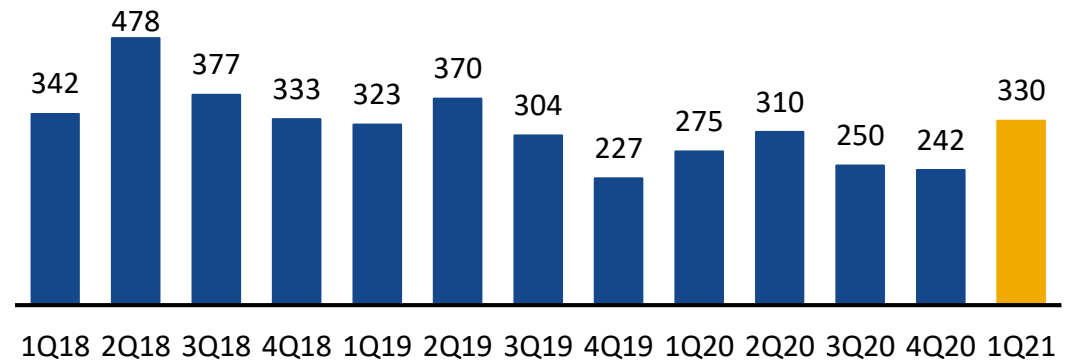
Highlights

- Record high first quarter volume, reaching 1.2 million tons (+4% YoY)
- Comparable EBITDA of U.S. \$203 million (+38% YoY) due to record volume & higher-than-expected margins
- Successfully issued a 10-year U.S. \$600 million bond with a record low annual coupon (3.25%)
- Dividend payment of U.S. \$126 million approved at Annual Shareholders' Meeting; payable in 2Q21

Paraxylene vs Brent Crude Oil Price (Base=100)



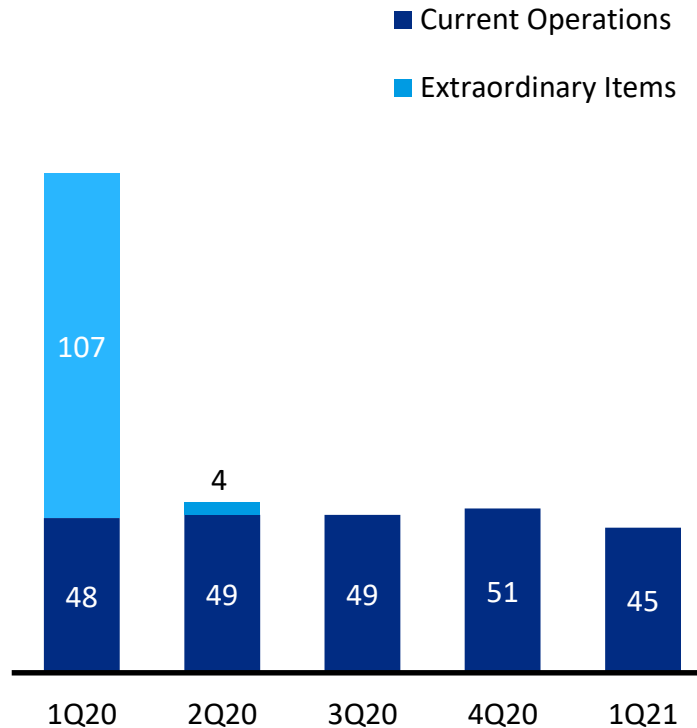
Margin: Asia PET to Px/MEG (US \$ / Ton)



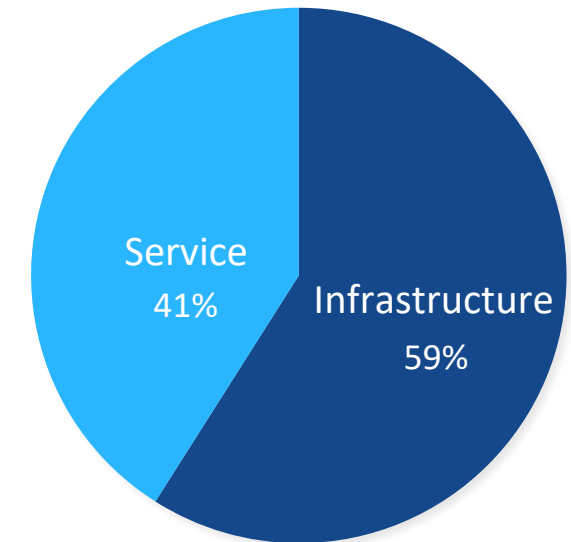
Highlights

- Actively engaging with potential buyers who have shown interest for its Infrastructure unit
- Axtel redeemed an aggregate principal amount of US \$60 million of its Senior Notes due 2024
- In March, shareholders approved a share repurchase program for a maximum of Ps. 200 million.
- In March, the Company hosted the first edition of its virtual event “Frecuencia Alestra” to showcase the latest innovations in Digital Transformation solutions.

EBITDA (US \$ Million)



EBITDA by Business Unit (Total 1Q21: US \$45 million)



Key Milestones

-  Shareholder approval to amend ALFA bylaws
-  Foreign Investment Directorship (Ministry of Economy) approval to expand trust from 50% to 75%
-  CNBV authorization and other regulatory requirements
-  Nafinsa Trust amendment

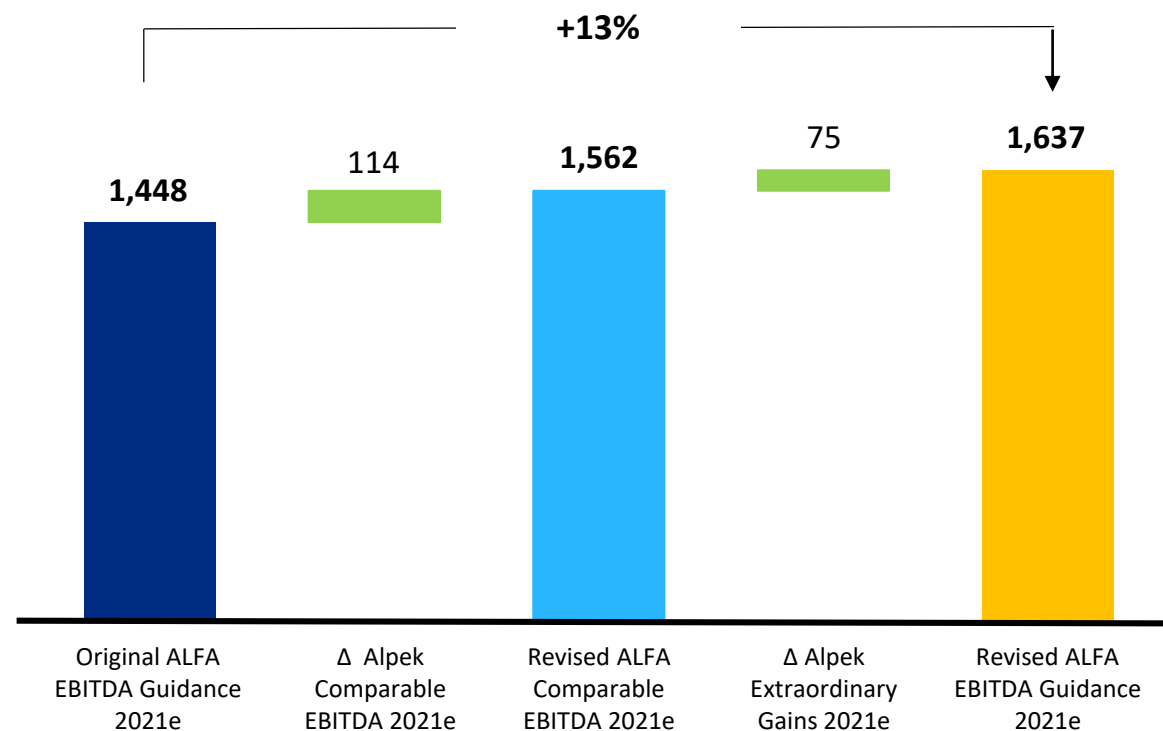
2021 EBITDA Guidance revised up 13% to US \$1.637 billion due to stronger Alpek outlook



(US \$ Millions)		Revised 2021	Previous 2021
EBITDA	ALFA ¹	1,637	1,448
	Alpek ²	750	561
	Sigma	725	725
	Axtel	209	209

(US \$ / Barrel)		Revised 2021	Previous 2021
Assumptions	Brent Oil Avg.	63	48

(US \$ Millions)



1 - Includes US \$75 million inventory gains and carryforward effect from Alpek (Comparable ALFA EBITDA: US \$1,562 million)

2 - Includes US \$75 million inventory gains and carryforward effect (Comparable Alpek EBITDA: US \$675 million)



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