

The background of the slide is a photograph of two clear plastic water bottles standing on a green artificial turf field. The sun is low on the horizon in the background, creating a strong lens flare and casting long, dark shadows of the bottles onto the grass. A semi-transparent blue horizontal bar is positioned across the middle of the image, containing the main title.

INSTITUTIONAL PRESENTATION

FEBRUARY 2026



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ALPEK AT A GLANCE

STRATEGY AND COMPETITIVENESS

COMPANY RESULTS

THE CASE FOR PET

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ALPEK HOLDS LEADING POSITIONS ACROSS THREE MAIN SEGMENTS

Revenues for 2025 resulted in \$6.6B USD

71% Sales

POLYESTER



**PET
Resin**

#1

Americas



**PET
Sheet**

#1

Americas



**Recycled
PET**

#1

*PTA
& rPET
Americas*

20% Sales

PLASTICS & CHEMICALS



PP

ONLY

*Producer
Mexico*



EPS

#1

Americas



**Industrial
Chemicals**

#1

*Surfactants
Mexico*

9% Sales

EMERGING BUSINESS



**Natural Gas
Trading**

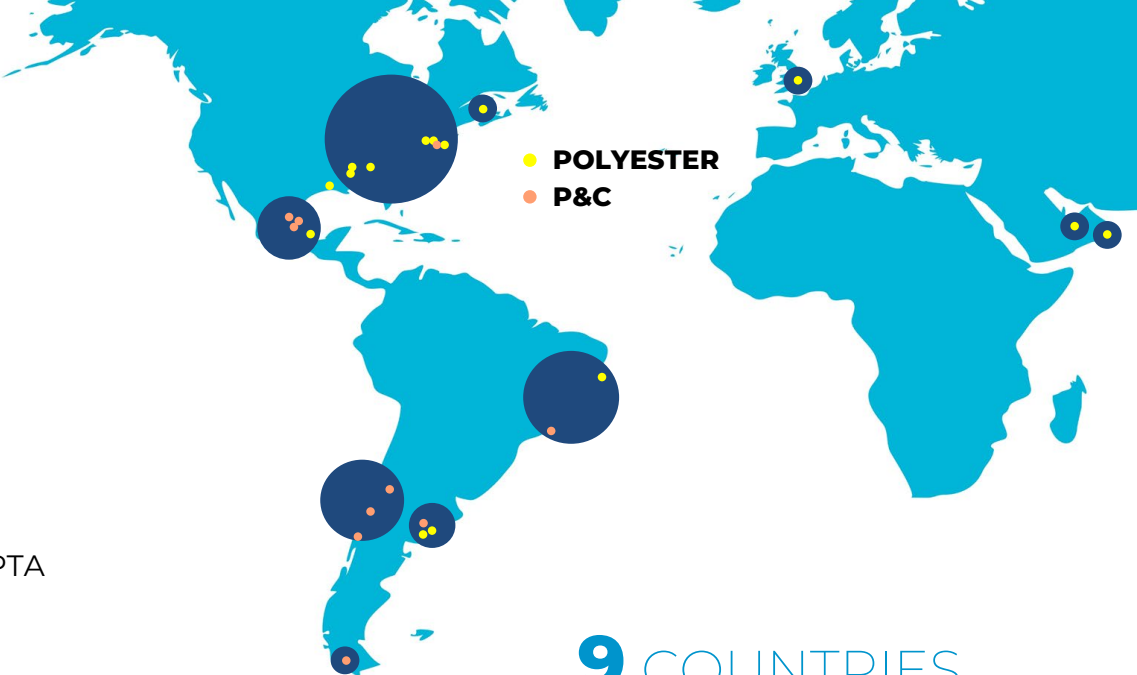
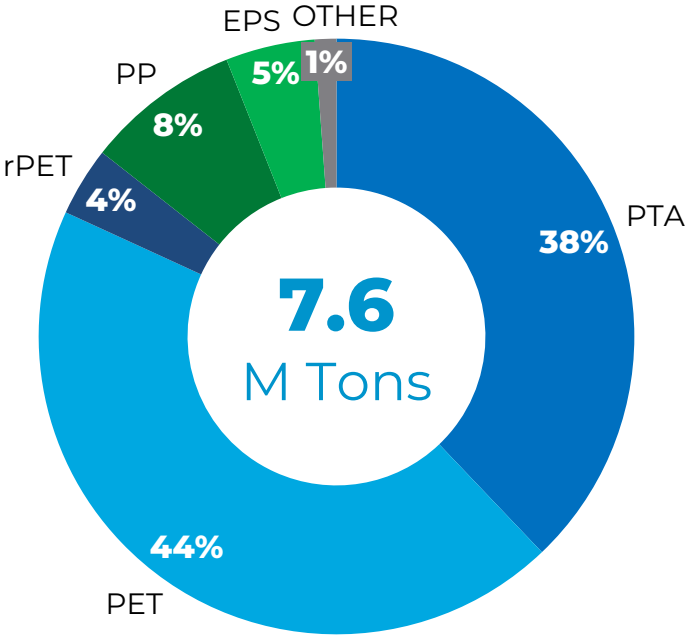
#1

Mexico



OUR GLOBAL FOOTPRINT

CAPACITY BY PRODUCT



9 COUNTRIES

31 PLANTS

+5,100 EMPLOYEES
WORLDWIDE



POLYESTER

Alpek's added value:

- 1 **Strong Global Presence** to adapt to economic and geopolitical conditions
- 2 Leadership position through **Circular Solutions**
- 3 **Enhanced product portfolio** to meet current sustainable packaging trends
 - o Ex. **CaPETAll®**, first bottle cap 100% from PET

Case Study

PET Yogurt Packaging

Sustainable alternative with high quality PET making the **product 100% recyclable**

1. Resistant to cracking
2. Ideal moisture and oxygen permeability
3. Longer shelf-life vs other packaging materials



PLASTICS & CHEMICALS

Alpek's added value:

- 1 **Diversified Portfolio**, allowing it to capitalize opportunities in different markets
- 2 **Sustainable Development** in recycled and biodegradable EPS already being commercialized
- 3 **Continuous Entry** in new markets for unique solutions

Case Study

Medical Applications

High quality materials capable of meeting **health standards are required**

1. Vaccines, gowns, textile applications **made from PP**
2. Coolers to store vaccines and tissues are **made from EPS**
3. PP can be sterilized to obtain medical grade for **day-to-day uses** like diapers, facemasks, and electrolyte beverages



EMERGING BUSINESS

Alpek's added value:

- 1 Expanding beyond the PetChem landscape**, allowing it to capitalize opportunities in different markets
- 2 Growth trajectory** with potential for incremental EBITDA and doubling in size over 3 years
- 3 Specialized technologies** able to provide competing entry points in existing markets

Case Study

Natural Gas

Leading private energy company in Mexico, distributing **more than 450 million cubic feet per day**

- 1. 90% of customer portfolio based on third parties** (Steel mills, glass production, PETChem and Automotive)
- 2. Power supply and emission offset instruments** to industrial customers in NA
- 3. Top quality and sustainable** operations





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INVESTMENT THESIS

- **Leadership** positions in **attractive markets** in the Americas
- Focus on **efficiency, low costs, quality & service**
- **Cyclical** businesses, with high potential for cash flow generation
- Maintaining **financial strength** through disciplined strategic actions
- **Experienced management** to navigate **industry cycles**
- Commitment and **progress** on **ESG**



OUR LONG-TERM VISION IS BUILT ON FOUR KEY PILLARS

CORE BUSINESS



Strengthen Core Business

Build a solid operational foundation driven by competitiveness and efficiency



Financial Flexibility

Enhance cash flow generation and maintain our investment grade rating



Boosting Growth

Drive transformative growth initiatives in the core business







Capitalizing on Opportunities

Explore opportunities for diversification to seize growth






CORE + EMERGING BUSINESS

EMERGING BUSINESS

KEY ACTIONS EXECUTED TO STRENGTHEN THE COMPANY

	2023	2024	2025
	<ul style="list-style-type: none"> • Footprint optimization strategy: Polyester Cooper River & Akra 	<ul style="list-style-type: none"> • Organizational restructure • Renegotiation of energy agreements • Footprint optimization strategy: EPS Beaver Valley 	<ul style="list-style-type: none"> • Fair trade initiatives PET tariffs & ADDs • Footprint optimization strategy: Polyester Cedar Creek, Reading announcement
	<ul style="list-style-type: none"> • NWC Optimization • CAPEX Discipline 	<ul style="list-style-type: none"> • Dividend payment to accelerate Spin-off 	<ul style="list-style-type: none"> • Debt refinancing '26-'28 • Dividend payment suspension • Sale of on-strategic assets
		<ul style="list-style-type: none"> • Biopek – Recycled EPS • PET Bottle Caps 	<ul style="list-style-type: none"> • Specialized solutions in PP and EPS
			<ul style="list-style-type: none"> • NEG expansion to Brazil • Biovento commercialization

OUR PRIORITIES 2026 ARE ALIGNED TO STRATEGIC PILLARS

	STRATEGY	2026
 Polyester Commodities	Competitive, integrated-scalable hubs	Footprint Optimization
 Polyester High-Value Added	Scale position & product portfolio	Debottleneck & improve R&D capabilities
 Plastics & Chemicals	Leverage competitive assets & expand specialties	Ramp-up new capacity
 Emerging Business	Diversify portfolio & reduce PetChem exposure	Power commercialization
 Robust Balance Sheet	Financial flexibility to enable growth	Deleverage: CAPEX discipline, non-strategic assets sale



MANAGEMENT WITH 25+ YEARS AVERAGE TENURE

Experienced leadership team to navigate the current industry landscape



Jorge Young
CEO (36)



José Carlos Pons
CFO (30)



Teresa Quintero
CHRO (16)



Alejandro Llovera
President
Polyester (41)



Alejandro Alanis
President
Polypropylene (27)



Andreas Plettner
President
EPS (27)



David Coindreau
President
Chemicals (20)



Roberto Blanco
President
Natural Gas (23)



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ALPEK AT A GLANCE

STRATEGY & COMPETITIVENESS



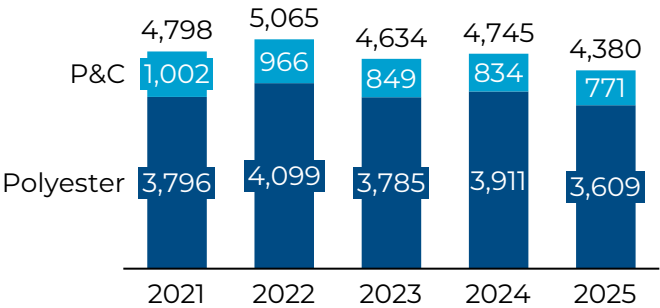
COMPANY RESULTS

THE CASE FOR PET

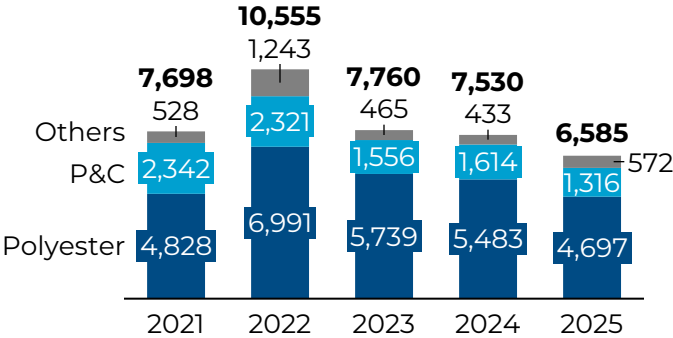
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FINANCIAL RESULTS

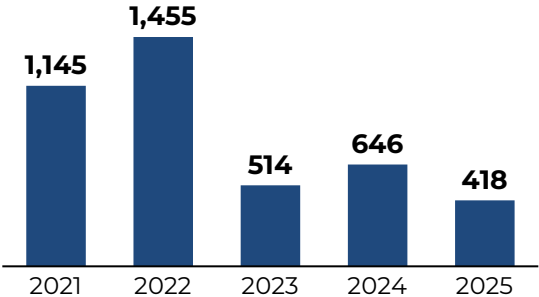
Sales Volume (KTon)



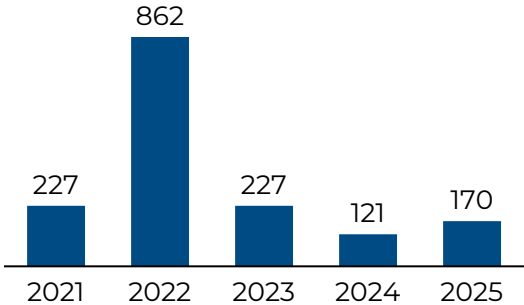
Revenues (US\$M)



Reported EBITDA (US\$M)

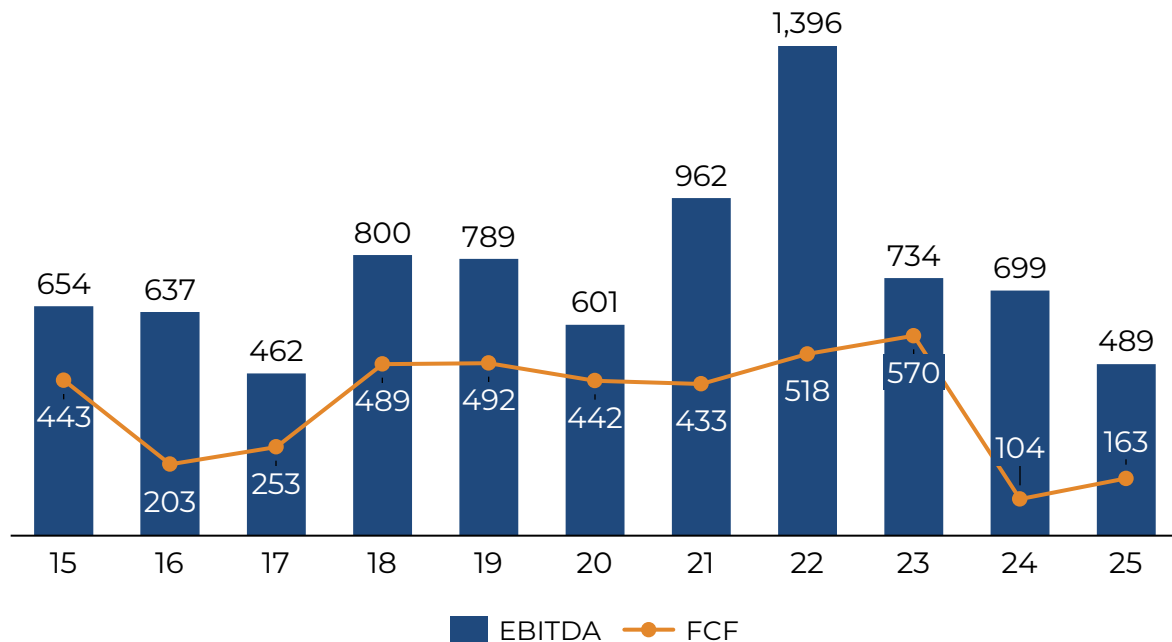


CAPEX (US\$M)



RESILIENT PERFORMANCE DESPITE INDUSTRY CYCLICALITY

EBITDA vs FCF
(US\$M)

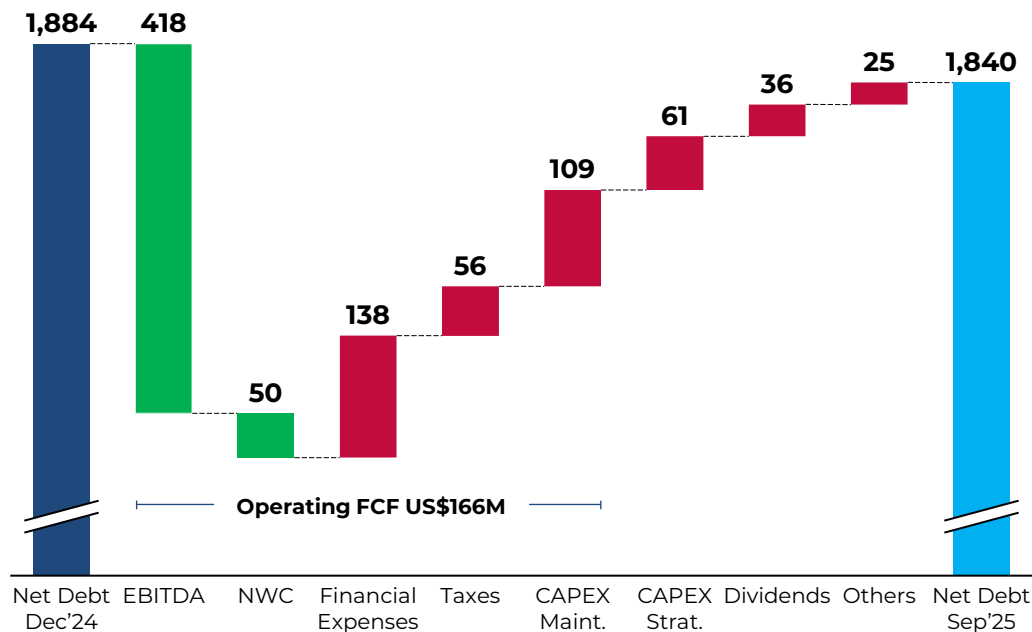


Avg. cash flow
generation of
~370 M dls
in the last 10 years

Strong **FCF Yield**

FREE CASH FLOW GENERATION

FCF 2025 (US\$M)



FCF

Solid cash flow generation highlighting the Company's resilience amidst the challenging environment

\$166

NWC

Improved inventory levels and working capital optimization, supported stable raw material pricing environment

\$50

CAPEX

Disciplined approach to capital allocation, extended maintenance periods

\$170

ND / EBITDA

2.9

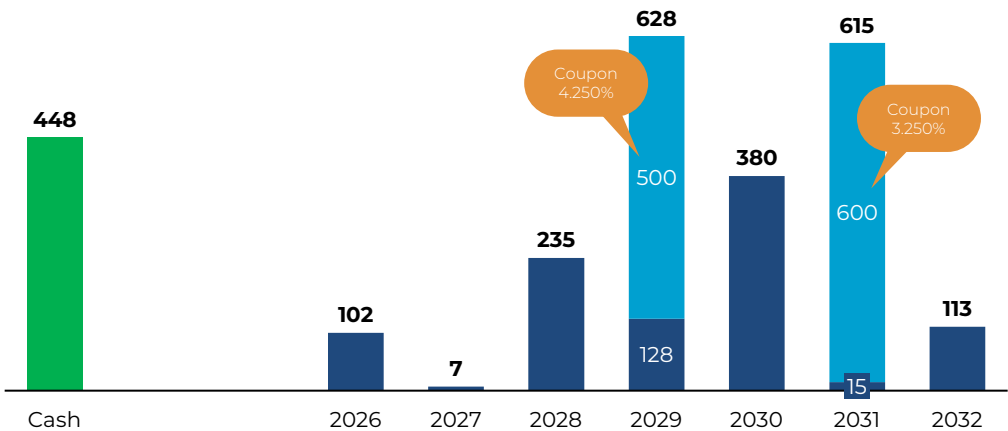
4.4



HEALTHY BALANCE SHEET

Consolidated Debt Profile

Cash Bonds Bank Debt



4.2 YEARS OF DEBT MATURITY

Solid Credit Ratings

	RATING:	OUTLOOK:
Moody's	Baa3	Negative
Fitch Ratings	BBB-	Negative
S&P Global Ratings	BBB-	Negative

Net Debt: US\$1,840M

Gross Debt: US\$2,288M

Available Comm. Credit Lines US\$529M



ALPEK SUCCESSFULLY COMPLETED MERGER PROCESS

Following December 9, 2025, Alpek and Controladora Alpek completed the merger process

Total Shares available:
2,100,590,126 with 100% Free Float

Controladora Alpek has ceased to exist, and all Shareholders have received Alpek shares, consolidating our corporate structure.

Strategic milestone that supports long-term value creation, enhances liquidity and capital markets relevance







2026 GUIDANCE

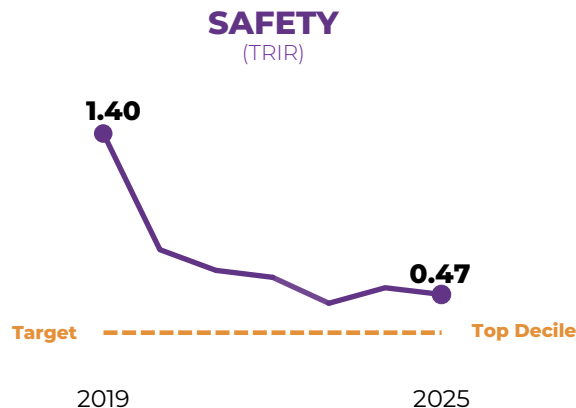
	Base Case	Potential Drivers
Comp. EBITDA	US \$450 - \$500 M	~ US \$50 M
PET Reference Margins	<ul style="list-style-type: none"> Average \$145/ton 	<ul style="list-style-type: none"> Average \$155/ton
Ocean Freight	<ul style="list-style-type: none"> Average \$75/ton for South America 	<ul style="list-style-type: none"> Above \$85/ton for South America
PP Reference Margins	<ul style="list-style-type: none"> 13 cpp 	-
Exchange Rate	<ul style="list-style-type: none"> FX at 18.0 MXN/USD 	<ul style="list-style-type: none"> FX at 19.0 MXN/USD
Other	<ul style="list-style-type: none"> Minimal benefits U.S. PET tariffs 	<ul style="list-style-type: none"> Greater Capitalization U.S. PET tariffs Successful non-strategic asset sales

CAPEX	US \$130 M
Op. FCF	US \$100 - \$150 M
Volume	4.5 M tons

CONTINUED PROGRESS TOWARDS OUR MAIN ESG TARGETS

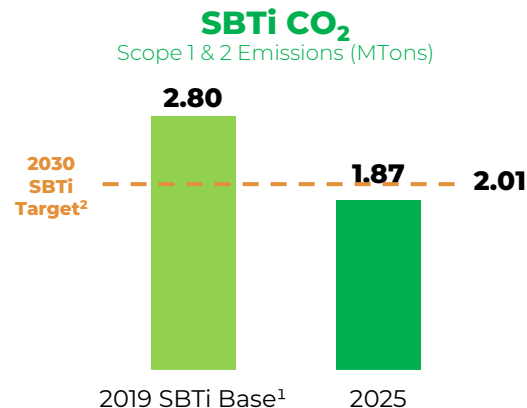
Strong ESG Ratings performance

		2021	2025
	Climate	C	B
	Water	C	B
	Risk Rating	29	18
	Rating	BB	BBB
	Rating	29	63



0 Accidents
Across 12 Plants

66%
Reduction from base year



33%
CO₂ Emissions Reduction

26%
of our energy consumption comes
from low-carbon electricity

(1) Figures include Octal emissions

(2) Considers 27.5% CO₂ reduction





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IT'S IMPORTANT TO KNOW: NOT ALL PLASTICS ARE THE SAME



PET is #1 for a reason

- 1** 100% RECYCLABLE
- 2** RECYCLED AT HIGH RATES
- 3** ONLY PLASTIC THAT CAN BE REMADE BACK TO ITS ORIGINAL PURPOSE

HOWEVER, THEY ALL GET BUNDLED TOGETHER,
SO LET'S BUILD THE CASE FOR PET!



SO MUCH MORE THAN JUST BOTTLES

PET IS A BIG PART OF OUR LIVES AND IS PRESENT
IN MANY OF THE THINGS WE USE EVERY DAY

You can easily identify PET products, just look for the !

WATER BOTTLES

PERSONAL CARE
PACKAGING

SAFETY GOGGLES

SODA BOTTLES

JACKETS

FRUIT PACKAGING

SPORT SHIRTS

FOOD PACKAGING

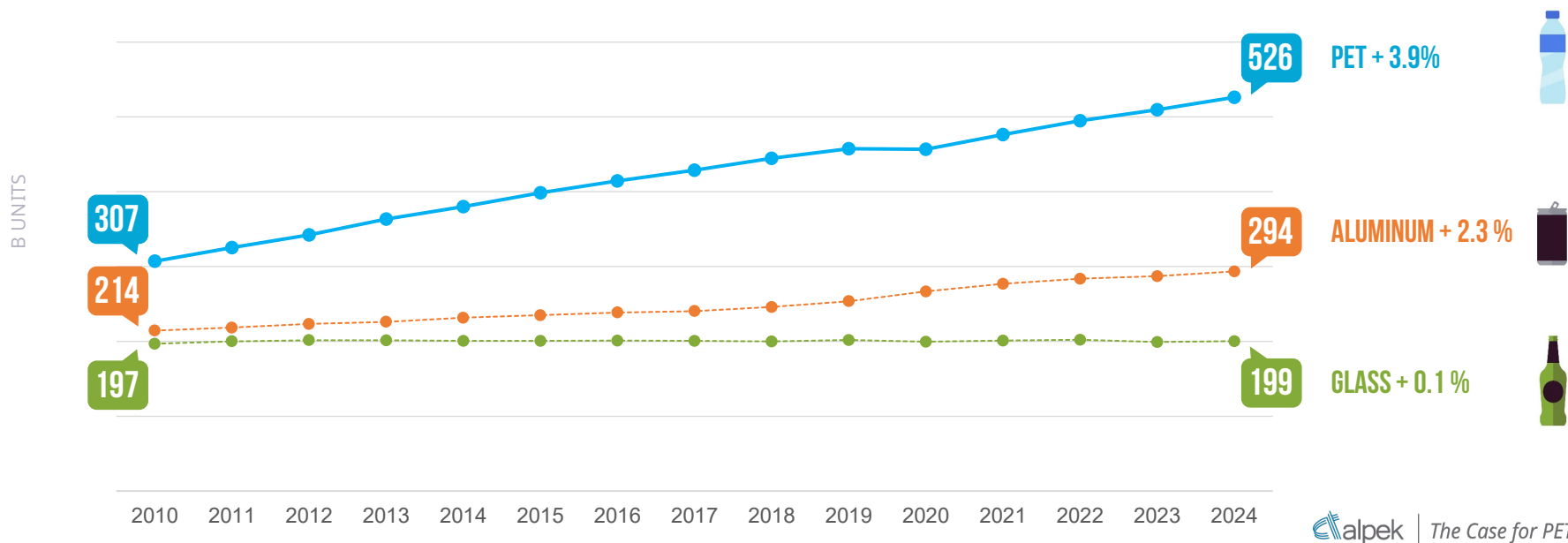
ANTIBACTERIAL GEL BOTTLES

FACEMASKS

JUICE
BOTTLES

PET HAS BECOME THE MOST WIDELY USED BEVERAGE PACKAGING MATERIAL

BEVERAGE PACKAGING RETAIL/OFF-TRADE (B UNITS) 2010-2024



PET'S CARBON FOOTPRINT IS 80% LOWER THAN GLASS OR ALUMINUM

WHICH MAKES IT THE RIGHT CHOICE
FOR THE ENVIRONMENT (YES, REALLY)

*Let's put it into
perspective»*



37 gr. CO₂
1.0x



THERE'S A BIG DIFFERENCE WHEN LOOKING AT A NEW BOTTLE...

182 gr. CO₂
4.9x



187 gr. CO₂
5.1x



CARBON FOOTPRINT OVER LIFECYCLE, PER 355 ML. BOTTLE.

PET'S CARBON FOOTPRINT IS 80% LOWER THAN GLASS OR ALUMINUM

WHICH MAKES IT THE RIGHT CHOICE
FOR THE ENVIRONMENT (YES, REALLY)

*Let's put it into
perspective»*



10 gr. CO₂
1.0x



31 gr. CO₂
3.0x



90 gr. CO₂
9.0x



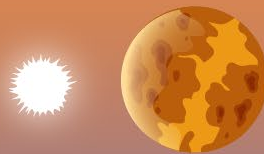
...THAT GETS EVEN BIGGER WHEN USING RECYCLED MATERIALS!

CARBON FOOTPRINT OVER LIFECYCLE, PER 355 ML. BOTTLE.

JUST THINK ABOUT THE TEMPERATURE NEEDED TO PRODUCE PET VS. ALUMINUM OR GLASS:

GLASS IS MADE AT
TEMPERATURES HOTTER
THAN LAVA.

2,800°F



ALUMINUM IS MADE AT A
TEMPERATURE HOTTER THAN THE
SURFACE OF VENUS.

1,200°F



PET IS MADE AT THE SAME
TEMPERATURE NEEDED
TO MAKE A NICE SLICE OF PIZZA.

480°F



An infographic with a dark blue background. On the left, a white airplane is shown in flight, with a small blue silhouette of a person inside one of the windows. Behind the plane is a dark blue silhouette of a city skyline, including the Statue of Liberty on the far left and the Golden Gate Bridge on the right. On the right side of the image, a woman with long dark hair, wearing an orange cardigan over a white t-shirt and dark blue pants, is holding a clear PET bottle. The text is arranged in a central column, with the top line in white, the middle line in bold white, and the bottom line in white with the final phrase in bold white.

The CO₂ emissions generated by
1 PERSON flying from NYC to San Francisco

is equal to that from recycling **29,600 PET bottles**

ENOUGH TO ENJOY A DRINK WITH EVERY ONE OF
YOUR MEALS FOR **THE NEXT 30 YEARS**



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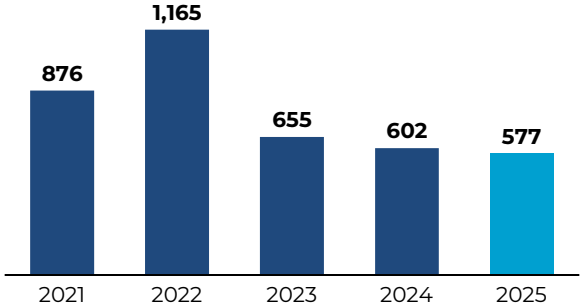
THE CASE FOR PET



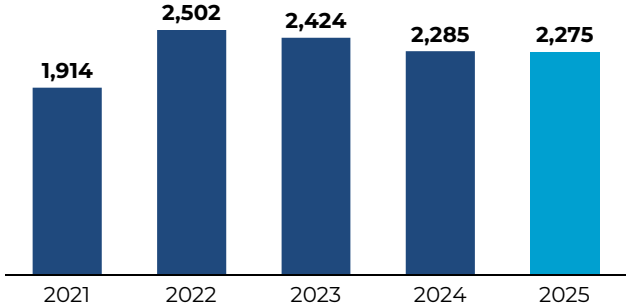
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BALANCE SHEET ACCOUNTS

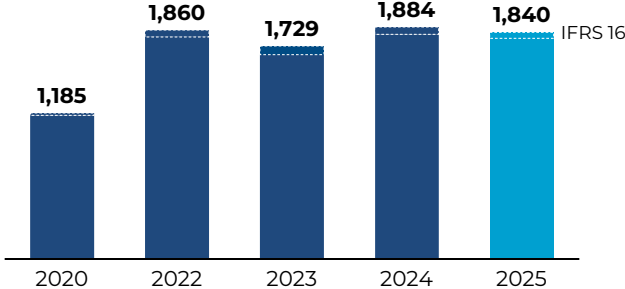
Net Working Capital (US\$M)



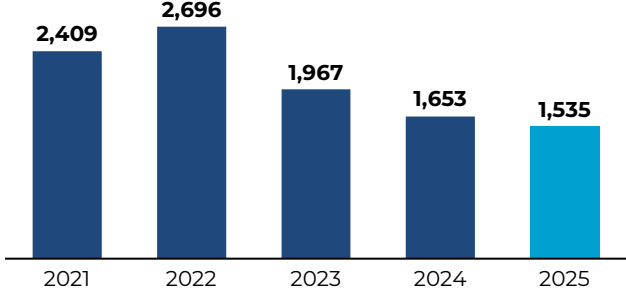
Property, Plant and Equipment (US\$M)



Net Debt (US\$M)



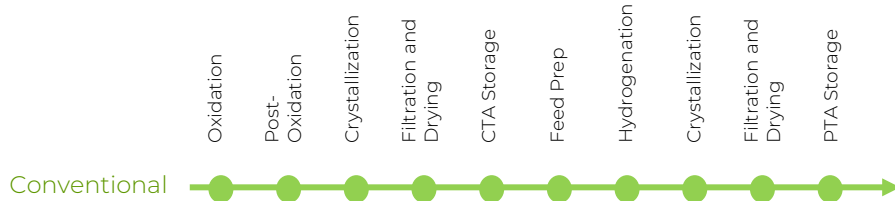
Stockholders' Equity (US\$M)



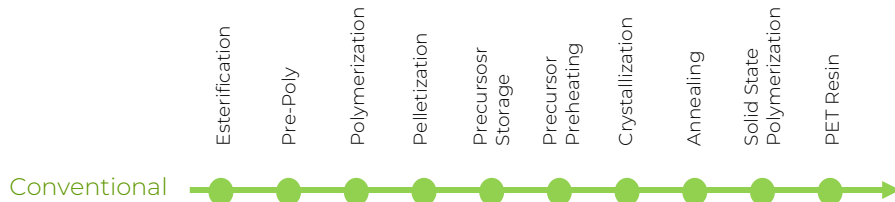
STATE-OF-THE-ART TECHNOLOGY

Low-cost production & Patents

IntegRex
Technology



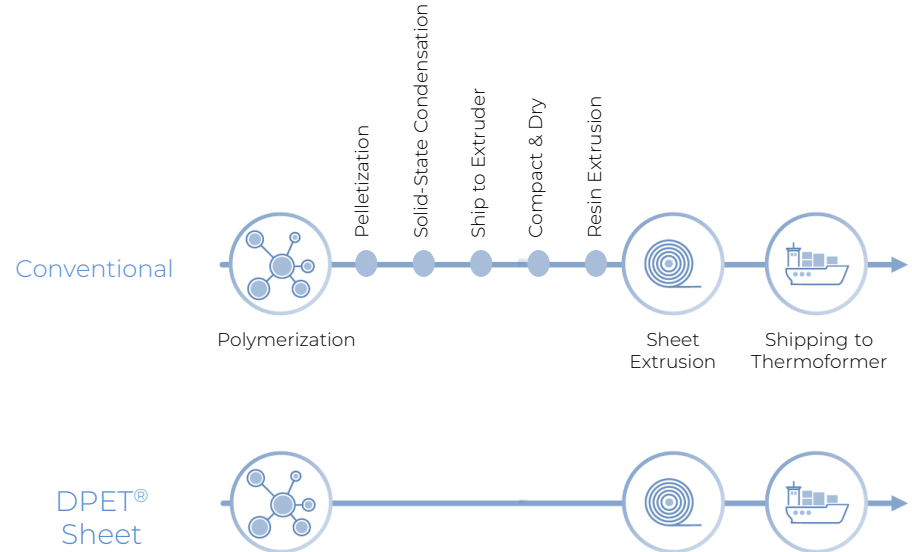
ipta
IntegRex



ipet
IntegRex



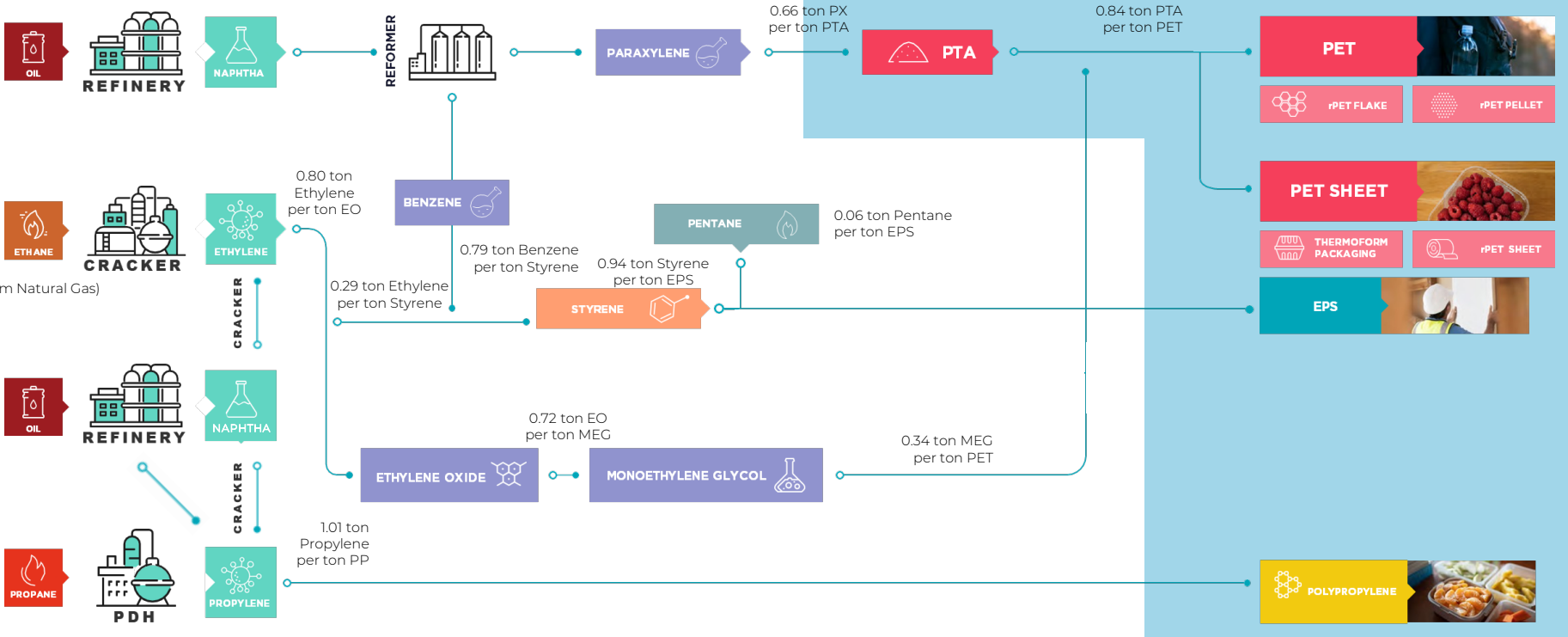
DPET[®]



OUR GLOBAL FOOTPRINT

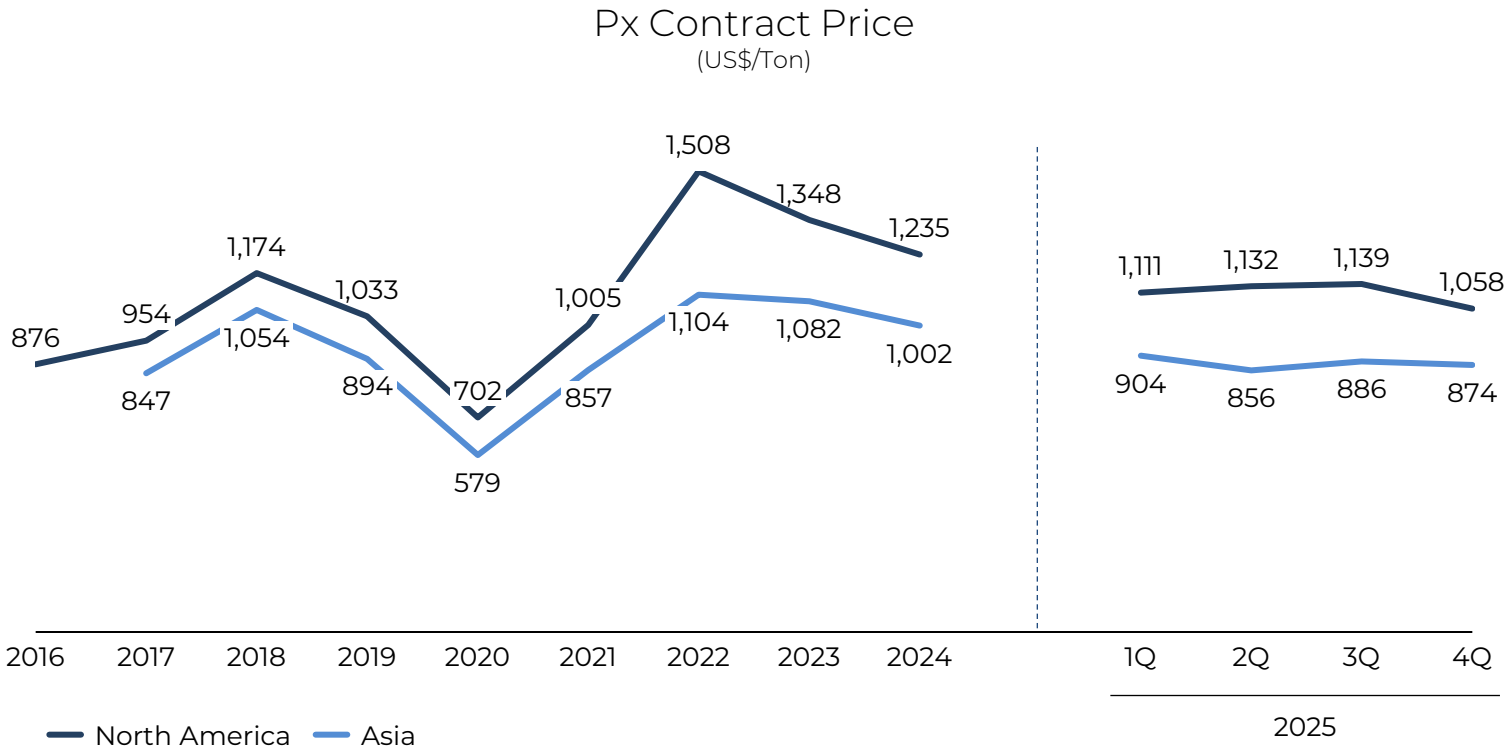
Country	Site	PTA	PET		rPET			PP	EPS	Other
			Resin	Sheet	Flake	Pellet	SPT			
Mexico (2,760)	Altamira	1,000						640	240	
	Cosoleacaque	610	185				15			
	Lerma									70
USA (2,011)	Columbia, SC	640	725							
	Bay St. Louis, MS		430				15			
	Richmond, IN				66	31				
	Darlington, SC					26				
	Painesville, OH								45	
	Cincinnati, OH			33						
Canada (144)	Montreal		144							
Argentina (246)	Zárate		190							
	Pacheco				22	15				
	General Lagos								19	
Brazil (1,136)	Guaratingueta								46	
	Ipojuca	640	450							
Chile (28)	Santiago									5
	Puerto Montt									2
	Punta Arenas									1
	Concon								20	
Oman (1,072)	Salalah		576	400		48	48			
Saudi Arabia (11)	Riyadh									11
UK (220)	Wilton		220							
Capacity Kta:		2,890	2,920	433	88	120	78	640	370	89

OUR VALUE CHAIN



RELEVANT REFERENCES | PARAXYLENE

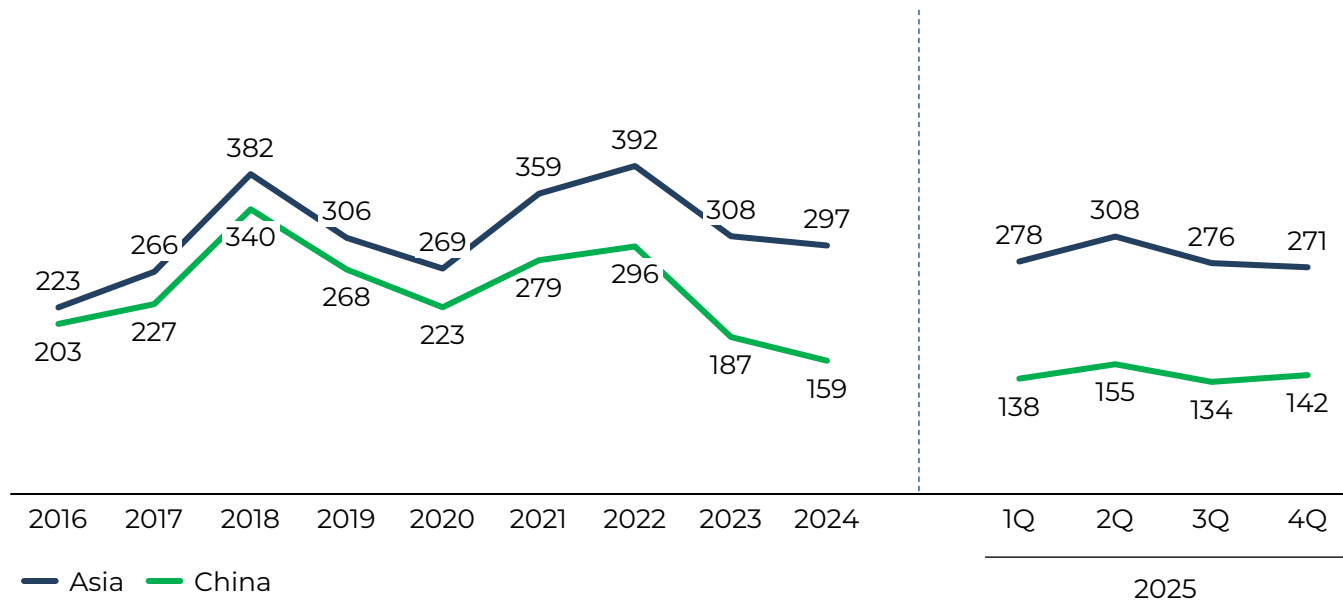
Px disconnection decreased to \$184 per ton



RELEVANT REFERENCES | INTEGRATED PET MARGINS

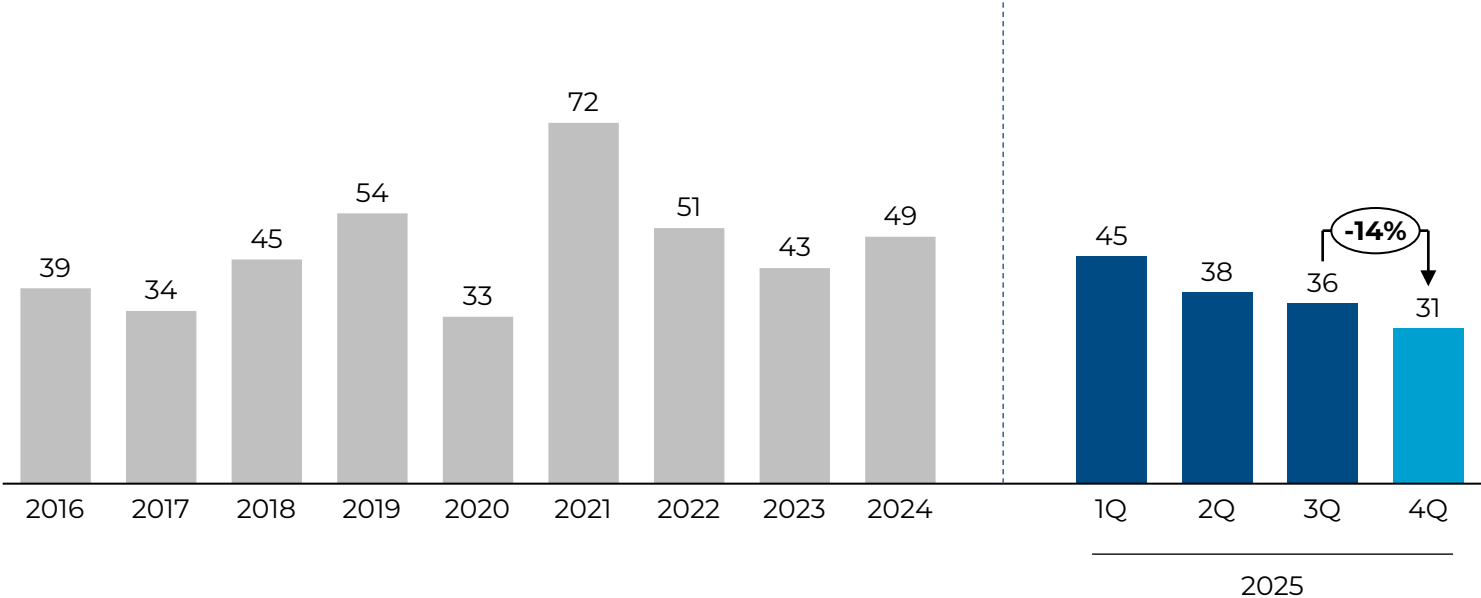
Pressured but stable reference margins

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



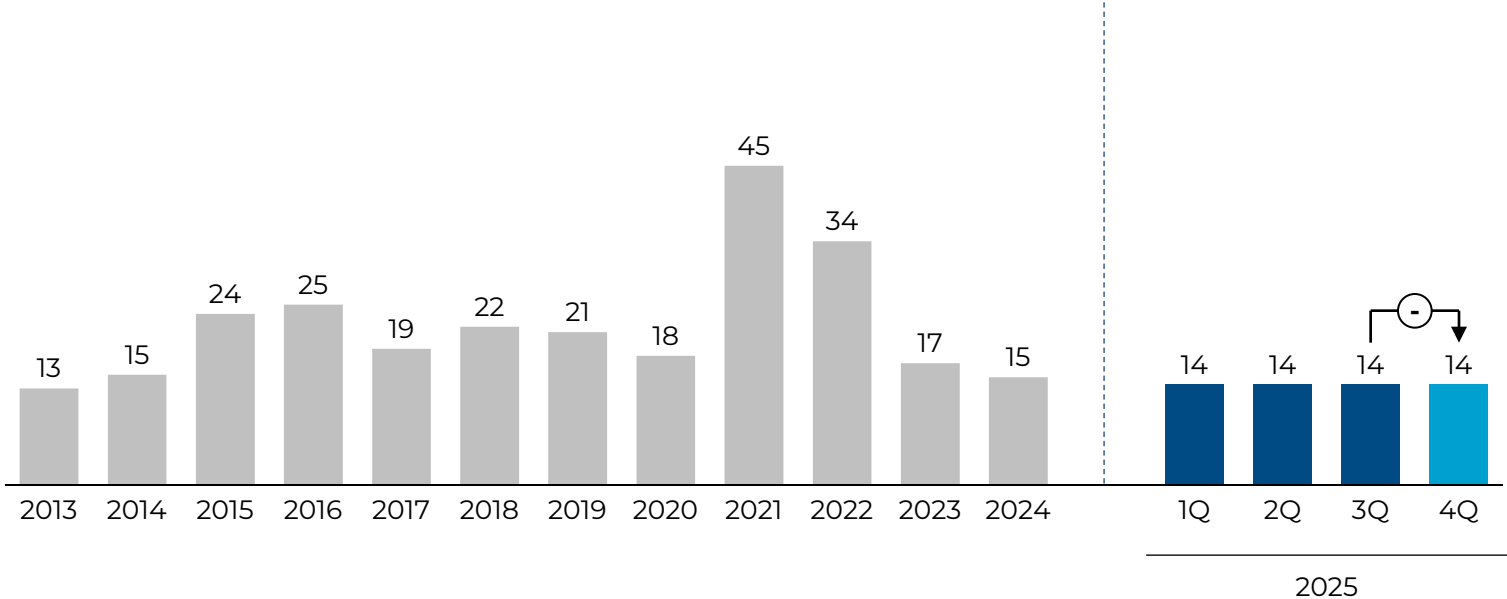
RELEVANT REFERENCES | PROPYLENE

NA Propylene Contract Price | PGP
(cpp)

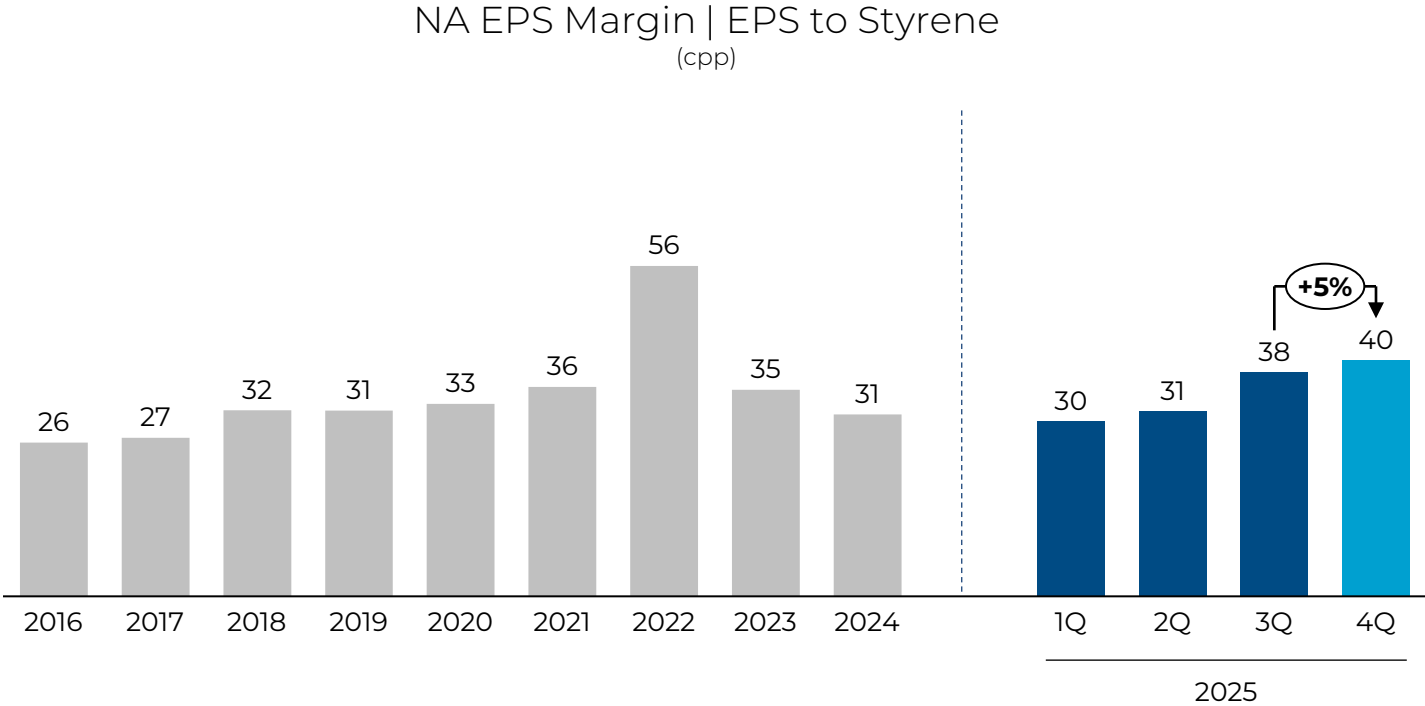


RELEVANT REFERENCES | POLYPROPYLENE MARGINS

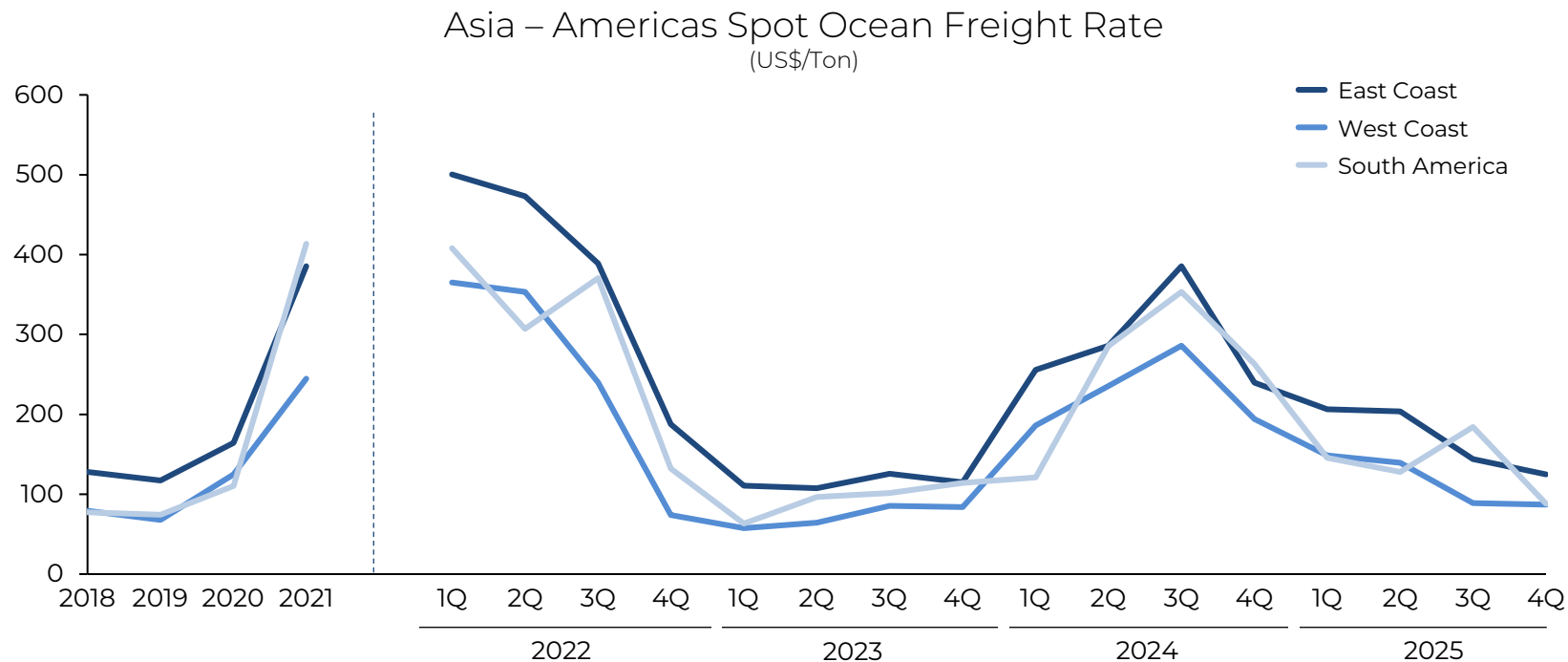
NA Polypropylene Margins | PP to PGP
(cpp)



RELEVANT REFERENCES | EPS REFERENCE MARGINS



OCEAN FREIGHT PRICES

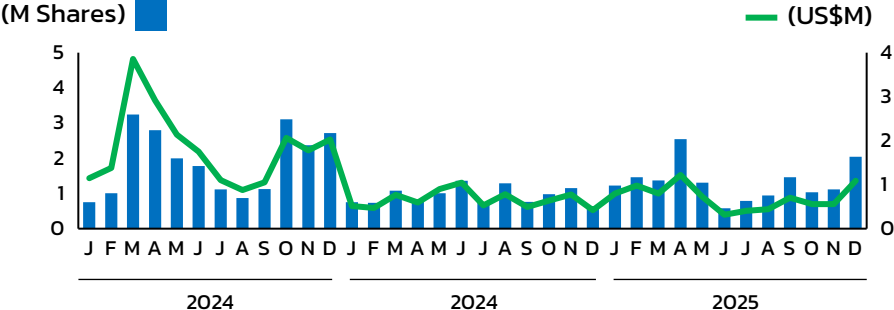


STOCK HIGHLIGHTS (BMV: ALPEK)

Daily Stock Price (MXN)



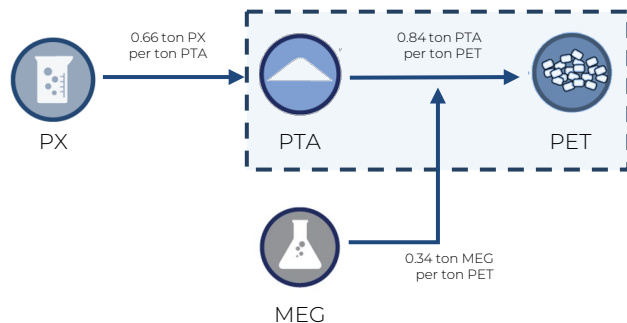
Daily Average Traded Shares & Value (M Shares)



Valuation	2021	2022	2023	2024	2025
Market Cap. (US\$M)	2,282	2,810	2,208	1,456	1,079
Net Debt (US\$M)	1,225	1,860	1,729	1,884	1,840
EBITDA LTM (US\$M)	1,145	1,455	514	646	418
Enterprise Value / EBITDA	3.3	3.4	8.2	5.6	5.6
Price per Share (MXN)	21.92	26.84	18.61	12.64	10.49
Exchange Rate (MXN/USD)	20.28	20.13	17.77	18.30	19.23

HOW TO: INTEGRATED PET REFERENCE MARGINS

Methodology based on public information (Bloomberg)



Product Bloomberg Ticker	Unit	Price (Illustrative)
PET MERSPEN Index	US\$ / PET ton	890
PTA PTI Comdty	US\$ / PTA ton	710
Px MATXSSEA Index	US\$ / Px ton	785
MEG POLIMESE Index	US\$ / MEG ton	610

Three-Step Guide

1
$$\text{PET Margin} = \text{PET Price} - (\text{Yield}_{\text{PET from PTA}} * \text{PTA Price}) - (\text{Yield}_{\text{PET from MEG}} * \text{MEG Price})$$

US\$ / PET ton US\$ / PET ton PTA ton / PET ton US\$ / PTA ton MEG ton / PET ton US\$ / MEG ton

2
$$\text{PTA Margin} = \text{PTA Price} - (\text{Yield}_{\text{PTA from Px}} * \text{Px Price})$$

US\$ / PTA ton US\$ / PTA ton Px ton / PTA ton US\$ / Px ton

3
$$\text{PET Int. Margin} = \text{PET Margin} + (\text{Yield}_{\text{PET from PTA}} * \text{PTA Margin})$$

US\$ / PET ton US\$ / PET ton PTA ton / PET ton US\$ / PTA ton

One-Step Shortcut

$$\text{PET Int. Margin} = \text{PET Price} - (\text{Yield}_{\text{PET from PTA}} * \text{Yield}_{\text{PTA from Px}} * \text{Px Price}) - (\text{Yield}_{\text{PET from MEG}} * \text{MEG Price})$$

US\$ / PET ton US\$ / PET ton PTA ton / PET ton Px ton / PTA ton US\$ / Px ton PET ton / MEG ton US\$ / MEG ton

Key:

Ref. Price

Yield

Result

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DISCLAIMER

This presentation contains, or may be deemed to contain, “forward-looking statements”. By their nature, forward looking statements involve risks and uncertainties because they relate to events and depend on circumstances that may or may not occur in the future. The future results of Alpek, S.A.B. de C.V. and its subsidiaries may differ from the results expressed in, or implied by the forward-looking statements set out herein, possibly to a material degree.



INSTITUTIONAL PRESENTATION

FEBRUARY 2026