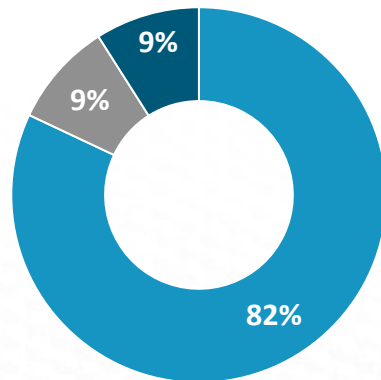


Presentation 2Q21



6M 2021 Sales: US\$1.2bn⁽¹⁾

Market Cap of US\$5.5bn⁽²⁾



- Consumer Products
- Professional
- Exports

Diapers	Bathroom Tissue	Napkins	Wet Wipes	Feminine & Adult Care	Bar & Liquid Soaps

Strong brands

Above average profitability

Great growth potential

Solid financial position

Access to leading technology & brands

Very efficient production facilities

(1) 6M 2021 average FX rate 20.3

(2) As of June 2021. (FX rate 19.95, share price \$35.37)

KCM is Well Positioned to Continue Delivering Industry-Leading Results

Despite notable headwinds on the last couple of years...

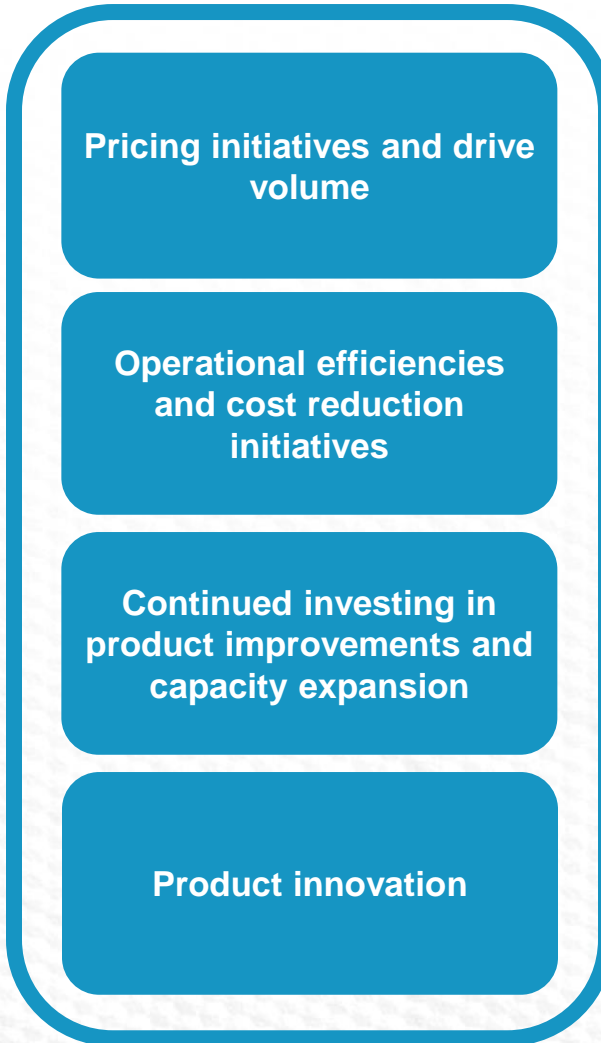
MXN depreciation

Higher raw material prices

Weak consumption environment

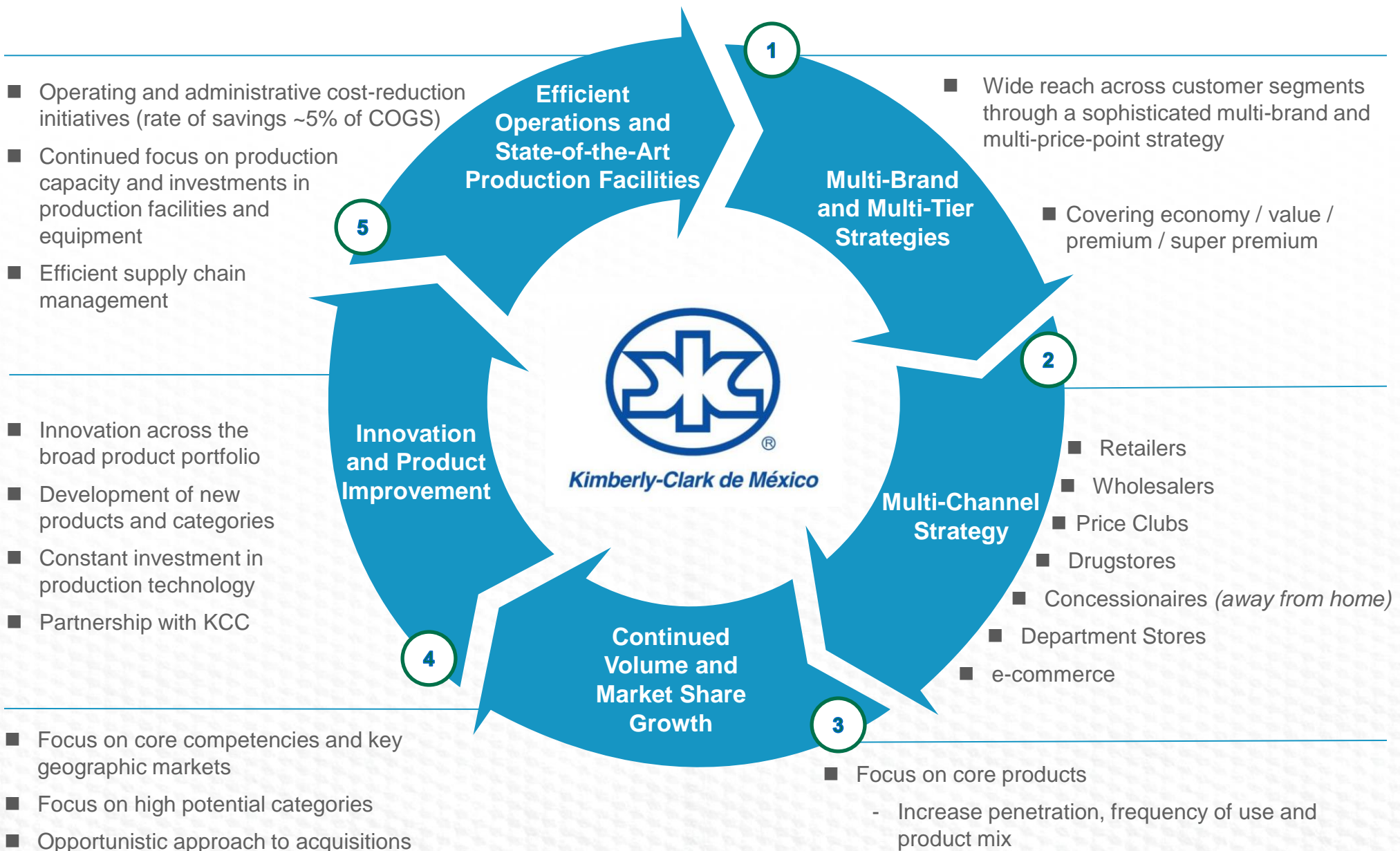
Challenging competitive environment

...The successful implementation of our corporate strategy...



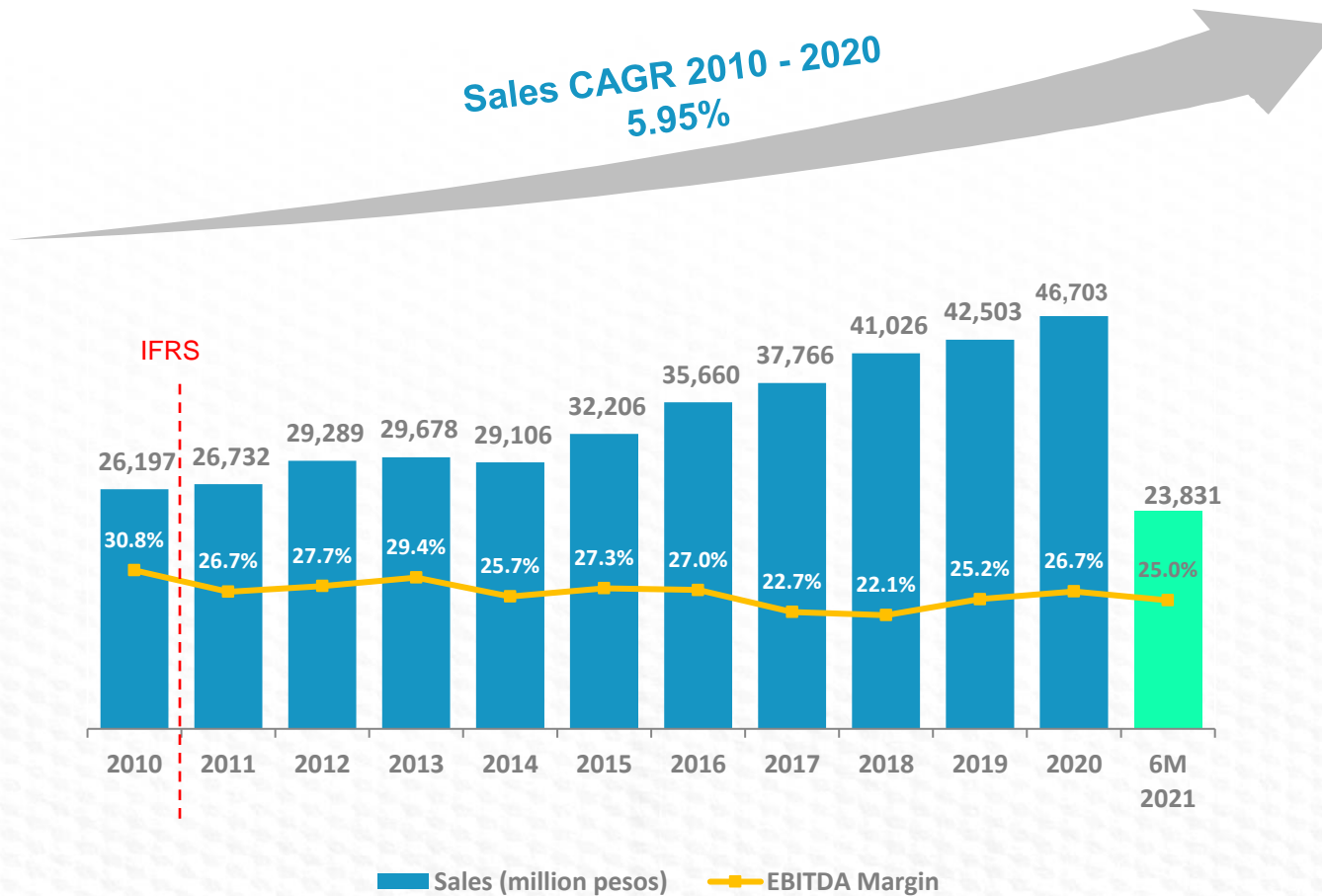
...Allows us to continue delivering results and positions us to outperform going forward.





Historical Financial Performance

(Figures in Ps. million)



KCM has distributed most of its earnings through dividends over more than 50 years

2Q 2021 Results

	<u>2Q'21</u>	<u>2Q'20</u>	<u>CHANGE</u>
NET SALES	\$11,722	\$12,337	-5%
GROSS PROFIT	4,044	4,720	-14%
OPERATING PROFIT	2,233	2,820	-21%
NET INCOME	1,222	1,599	-24%
EBITDA	2,718	3,332	-18%

	<u>2Q'21</u>	<u>2Q'20</u>	<u>CHANGE pp</u>
GROSS MARGIN	34.5	38.3	-3.8
OPERATING MARGIN	19.0	22.9	-3.9
NET MARGIN	10.4	13.0	-2.6
EBITDA MARGIN	23.2	27.0	-3.8

Sales

- ✓ 2Q21 sales of \$11.7 billion pesos.
- ✓ Exports of converted products growing at accelerated rates.
- ✓ Away from Home up 51%.

Profitability

- ✓ Cost reduction program (Ps. \$350 million 2Q21).
- ✓ EPS of \$0.40

2Q 21 Results – Excluding 4e

	<u>2Q'21</u>	<u>2Q'20</u>	<u>CHANGE</u>
NET SALES	\$11,324	\$11,038	3%
GROSS PROFIT	4,002	4,123	-3%
OPERATING PROFIT	2,274	2,369	-4%
NET INCOME	1,247	1,351	-8%
EBITDA	2,718	2,837	-4%

	<u>2Q'21</u>	<u>2Q'20</u>	<u>CHANGE pp</u>
GROSS MARGIN	35.3	37.3	-2.0
OPERATING MARGIN	20.0	21.5	-1.5
NET MARGIN	11.0	12.2	-1.2
EBITDA MARGIN	24.0	25.7	-1.7

Sales

- ✓ Sales up 3%.
- ✓ Consumer products up 1%.

Multi-tier, multi-brand, multi-channel strategy

Strong brands

Price increases and mix improvements

FX 13% lower YoY

Strong cost reduction program

Product innovations and improvements

Continue to support high potential categories



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Actual results may differ materially from those indicated by these forward-looking statements as a result of various factors and undue reliance should not be placed on these forward-looking statements. We cannot ensure that actual results will not be materially different from those expressed or implied by these forward-looking statements.

In addition, any forward-looking statements represent our estimates only as of today and should not be relied upon as representing our estimates as of any subsequent date. While we may elect to update forward-looking statements at some point in the future, we specifically disclaim any obligation to do so, even if our estimates change.