

CROSS-SECTIONAL AREAS

INNOVATION

DRIVING INNOVATION ACROSS OUR ENTIRE VALUE CHAIN

We have reinforced our view of innovation as a cross-cutting driver of growth, efficiency, and sustainability across all organizations within Grupo Bimbo. It keeps us competitive and at the forefront of market needs and trends. **Our innovation index reached 12% in 2025**, demonstrating our commitment to anticipating and responding to the needs and trends of our consumers.

Innovation has become a tool for improving and transforming processes, deepening our understanding of consumers and engaging with the market, transforming sales methods, boosting productivity, and contributing to our sustainability goals.

We have established an internal innovation fund to explore disruptive initiatives across the entire value chain, including projects in energy, water, and technologies that enhance operational flexibility across all regions.

To ensure consistent direction and monitoring, **we have a comprehensive innovation governance framework that coordinates global and local processes and forums to assess progress, manage the portfolio, and guide decision-making.** This model includes cross-functional monitoring of strategic indicators, fosters talent recognition, promotes the sharing of key learnings, and facilitates interaction with the external ecosystem through expeditions to other industries and companies. The use of tools such as hackathons and other educational resources fosters innovation across all organizations.

BIMBO VENTURES

This is our platform for driving innovation through collaboration and investment in startups. We identify global solutions that add value to our supply chain and strengthen our portfolio. This year, we established Bimbo Ventures as Grupo Bimbo's primary bridge to innovation and disruptive technology, bolstering internal capabilities through investments, technology exploration, and new collaborative models.

We also held the first Bimbo Ventures Day in 2025, bringing together senior leadership, strategic partners, and international funds to identify key trends. We launched global calls for proposals focused on health, sustainability, and new products, expanding opportunities across all our markets.

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EXPANDING OUR REACH

In recent years, we have built a robust open innovation network, achieving a portfolio of 60 minority investments in companies with innovative solutions and 12 investments in venture capital funds around the world. These strategic alliances bring us ever closer to implementing disruptive solutions in ingredients, products, packaging, processes, and technology.

In addition, **we have explored more than 500 startups and established over 45 partnerships with universities and research centers**, as well as carried out more than 160 co-development projects with suppliers on solutions that directly address the needs of our initiatives— , Baked for You, Baked for Life, and Baked for Nature—as well as elements of the Group’s Foundations.

Furthermore, in 2025, we made progress on three specific fronts:

- **Product:** We added one new food tech company, “Pytholon,” to the Bimbo Ventures portfolio, with which we are developing projects to improve products, always focused on enhancing their nutritional value without compromising their taste.
- **Operational efficiency:** We collaborated with more than 40 startups focused on internal processes to make our operations increasingly resilient and environmentally friendly.
- **Sustainable supply chain:** We advanced solutions to strengthen the sustainability of the supply chain, seeking to leverage business analytics and apply artificial intelligence. With the help of our Funds, we consolidated our relevance in the industry, bringing the best technology from the entrepreneurial ecosystem.



HACKATHON

The 2025 edition of our annual initiative focused on innovation presented the challenge of developing effective solutions to reduce food waste at retail locations. More than 240 associates from various countries participated in this event. The winning teams, from Colombia, the United States, and Mexico, will implement their proposals aimed at enabling digital sales channels and optimizing internal processes as viable alternatives, thereby strengthening both Grupo Bimbo’s innovation ecosystem and the Innovation Guide Process and its tools.

**NEW PRODUCTS, NEW TECHNOLOGIES, AND NEW WAYS TO CONNECT WITH OUR CUSTOMERS.
REPLICATING WHAT ADDS VALUE**



DOR

Bimbo Romania

With its distinctive artisanal and premium characteristics, we succeeded in expanding its presence into new consumption occasions.



INCORPORATING TRENDS INTO PRODUCTS FOR YOUNG PEOPLE

Bimbo Iberia

We revitalized the appeal of Donuts and Donettes among young people by launching trend-based innovations and co-branding initiatives.



PEACH PENGUINS

Bimbo Latin Sur

We evolved a traditional brand, exploring new territories and reaching a new youth segment.



BAKING TECHNOLOGIES WITH ALTERNATIVE BAKING MECHANISMS

Canada and EAA

Technological and process feasibility in ovens for the validation of alternative energy sources.



SUPPLY CHAIN INTEGRATION

Barcel Mexico

Digital integration and connectivity of the supply chain, achieving strategic alignment to deliver our products to customers and consumers with the highest quality, on time and in the proper manner.



TAPOS COLOMBIA LATIN AMERICA

LAC

Strategic communication of the commitment to sustainability, repurposing bread ends to reduce waste and strengthen the connection with consumers, generating high reach and engagement.

With all the lessons learned and knowledge gained through the launch and implementation of these products and processes, we have identified added value that we can replicate and promote across the rest of the organizations that make up Grupo Bimbo. By applying these innovation initiatives, we strengthen our business model and prepare ourselves for any market challenges that may arise in the future.



AI FOR PRODUCTIVITY, RESILIENCE, AND BUSINESS INNOVATION

At Grupo Bimbo, we believe that technology should serve people, not the other way around. We seek to empower and train our teams so they can incorporate the use of artificial intelligence into their work whenever appropriate. Since 2021, we have been developing AI capabilities in a progressive and responsible manner. We began by integrating machine learning into administrative processes, with the aim of improving operational efficiency and strengthening internal decision-making.

Throughout 2025, AI enabled us to effectively identify business opportunities, allowing us to focus human resources on potential incidents of greater complexity.

AI GOVERNANCE

We have a Manifesto and a global AI website that centralize policies and use cases to facilitate adoption. In 2024, we published our internal Artificial Intelligence Policy, establishing clear principles for its ethical and safe use in alignment with our business strategy. The policy applies to associates, suppliers, and contractors; defines roles and responsibilities; requires the use of only approved tools, mandatory prior training, and traceability of results; and outlines the conditions for issuing sanctions and periodic updates.

AI-FIRST MINDSET

Building on this foundation, we are moving toward incorporating an AI-first mindset into the design and improvement of our processes by 2028. This means that, when developing or transforming processes, we consider from the outset how artificial intelligence can help us streamline operations, optimize data usage, and strengthen decision-making. In this context, AI has become a key enabler of our cybersecurity strategy. Today, it is integrated into tools such as the Security Operations Center (CIEM).

To sustain this progress and achieve widespread adoption of generative AI tools that address various business needs, in 2025 we scaled up their use across the organization through the implementation of Copilot 365, accompanied by introductory adoption workshops. In collaboration with technology partners, we strengthened our digital capabilities to boost productivity and enable more agile decision-making within the organization. Through the GB Developer program, more than 4,000 associates developed advanced skills in automation and artificial intelligence, using tools such as Copilot Studio. These solutions have enabled more direct and timely access to information, improving operational efficiency and decision support at the executive level.

AI TRAINING

We complemented this technological deployment with a strong focus on training and awareness. We launched the AI Ambassadors program to encourage AI adoption through a “Train the Trainer” model, or cascade training. We also developed an on-demand course at GB University in collaboration with Microsoft, supplemented by 27 master classes on data analytics and artificial intelligence throughout the year.

We conducted six executive workshops with the steering committee on generative AI during 2025.

SUCCESS
STORY

PULL VALUE CHAIN - BARCEL MEXICO

This advanced digitalization solution linked actual orders from retail locations with production planning and supply chain management. This data- and analytics-driven model enabled us to align operations with actual demand, increasing product availability and reducing logistics costs associated with overstocking, unnecessary movements, and returns.





ONLINE SALES

ONLINE SALES

In a fast-changing shopping landscape, we have established a sales strategy that allows us to be present at every stage of the consumer journey. In 2025, we increased our revenue from online channels, reflecting the growth of the digital ecosystem.

DIGITAL CHANNELS

- **Brick & Click.**
- **Quick Commerce.**
- **Pure Play.**

Our challenge for 2025 was to strengthen and develop our online sales channel, capturing incremental sales and deepening engagement with consumers throughout the omnichannel shopping journey.

SUCCESS
STORY

ECOMMERCE IN INDIA

Within the global portfolio, the India team's management and development of e-commerce stood out for its implementation of robust strategic plans, its ability to adapt to rapidly changing market dynamics, and its success in driving growth and capturing market share in key business categories.