

# CORPORATE GOVERNANCE STRUC TURE

ETHICS, TRANSPARENCY, AND ACCOUNTABILITY FORM THE FOUNDATION OF OUR GOVERNANCE, DRIVING RESPONSIBLE DECISIONS THAT STRENGTHEN OUR STAKEHOLDERS' TRUST.






















2025  
ANNUAL  
INTEGRATED  
REPORT

# CORPORATE GOVERNANCE STRUC TURE

# COR PO RATE GOVERNANCE



## GRUPO BIMBO BOARD OF DIRECTORS COMPETENCY MATRIX

GENERAL INFORMATION		Daniel Servitje	Edmundo Vallejo	Guillermo Lerdo de Tejada	Jaime El Koury	Javier de Pedro	Jordi Mariscal	León L. Kraig	José R. Quiroz	Juana de Chantal	Lorenzo Sendra	Luis Jorba	M. Pilar Mariscal	M. Eugenia Casar	M. Luisa Jorda	Mireya Jorba	Raúl Obregón	Roberto Servitje	Rogelio Rebolledo
Gender	M <b>72%</b> <b>28%</b> F	M	M	M	M	M	M	M	M	F	M	M	F	F	F	F	M	M	M
Nationality	 <b>83%</b> <b>17%</b> Others																		
Independence	Yes <b>39%</b> <b>61%</b> No	No	Yes	No	Yes	No	No	Yes	No	Yes	No	No	No	Yes	Yes	No	No	No	Yes
Age	58 years on average	67	68	41	72	62	54	71	37	46	52	67	56	66	62	45	53	42	81
Years on the Board	7 years on average	32	14	3	9	15	2	0	2	3	3	19	4	2	10	2	2	1	8

COMPETENCY MATRIX	COLLECTIVE EXPERIENCE	BOARD MEMBERS						
<b>GRUPO BIMBO COMMITTEES (C: CHAIRMAN)</b>								
Audit and Corporate Practices	<b>28%</b>	Edmundo Vallejo (C)	Jaime El Koury	Juana de Chantal	M. Eugenia Casar	M. Luisa Jorda		
Evaluation, Compensation, and Nominations	<b>28%</b>	Edmundo Vallejo	Javier de Pedro	Luis Jorba (C)	M. Luisa Jorda			
Finance and Planning	<b>39%</b>	Daniel Servitje	Javier de Pedro	M. Pilar Mariscal	Luis Jorba	Raúl Obregón	Roberto Servitje	Rogelio Rebolledo (C)
<b>OTHER BOARDS</b>								
Experience in other boards of publicly listed companies	<b>44%</b>	Daniel Servitje Rogelio Rebolledo	Edmundo Vallejo	Jaime El Koury	León L. Kraig	Juana de Chantal	M. Eugenia Casar	M. Luisa Jorda
Currently serves on another board of a publicly listed company	<b>22%</b>	Daniel Servitje	M. Eugenia Casar	M. Luisa Jorda	Rogelio Rebolledo			

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COMPETENCY MATRIX	COLLECTIVE EXPERIENCE	BOARD MEMBERS						
<b>MANAGEMENT EXPERIENCE</b>								
C-suite Business Management in a Global / Corporate Company	<b>56%</b>	Daniel Servitje	Edmundo Vallejo	León L. Kraig	Juana de Chantal	Luis Jorba	M. Eugenia Casar	M. Luisa Jorda
		Raúl Obregón	Roberto Servitje	Rogelio Rebolledo				
C-suite Business Management in a Venture	<b>39%</b>	Guillermo Lerdo	Javier de Pedro	Jordi Mariscal	José R. Quiroz	Lorenzo Sendra	Luis Jorba	M. Pilar Mariscal
Managing Director in a Global / Corporate Company	<b>33%</b>	Edmundo Vallejo	Lorenzo Sendra	M. Eugenia Casar	M. Luisa Jorda	Raúl Obregón	Roberto Servitje	
Managing Director in a Venture	<b>17%</b>	Javier de Pedro	Jordi Mariscal	Lorenzo Sendra				
Senior positions in Government and Public Affairs	<b>17%</b>	Guillermo Lerdo	Jaime El Koury	M. Eugenia Casar				
<b>INDUSTRY EXPERIENCE OR KNOWLEDGE</b>								
Food & Beverage	<b>56%</b>	Daniel Servitje	León L. Kraig	José R. Quiroz	Lorenzo Sendra	Luis Jorba	M. Eugenia Casar	M. Luisa Jorda
		Raúl Obregón	Roberto Servitje	Rogelio Rebolledo				
Technology / Digital	<b>17%</b>	José R. Quiroz	M. Luisa Jorda	Raúl Obregón				
Banking and Financial	<b>39%</b>	Edmundo Vallejo	Jaime El Koury	Javier de Pedro	Juana de Chantal	M. Eugenia Casar	M. Luisa Jorda	Mireya Jorba
Energy	<b>6%</b>	Edmundo Vallejo						
Retail	<b>33%</b>	Javier de Pedro	Jordi Mariscal	Lorenzo Sendra	M. Pilar Mariscal	M. Luisa Jorda	Rogelio Rebolledo	
Agroindustrial	<b>17%</b>	Raúl Obregón	Roberto Servitje	Rogelio Rebolledo				
Others	<b>33%</b>	Edmundo Vallejo	Jaime El Koury	Jordi Mariscal	Juana de Chantal	M. Eugenia Casar	M. Luisa Jorda	

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COMPETENCY MATRIX	COLLECTIVE EXPERIENCE	BOARD MEMBERS						
<b>INTERNATIONAL EXPERIENCE</b>								
North America	<b>72%</b> 	Daniel Servitje	Edmundo Vallejo	Jaime El Koury	Javier de Pedro	León L. Kraig	José R. Quiroz	Lorenzo Sendra
		Luis Jorba	M. Eugenia Casar	M. Luisa Jorda	Raúl Obregón	Roberto Servitje	Rogelio Rebolledo	
Central & South America	<b>61%</b> 	Daniel Servitje	Jaime El Koury	Javier de Pedro	Jordi Mariscal	León L. Kraig	Juana de Chantal	Lorenzo Sendra
		M. Eugenia Casar	M. Luisa Jorda	Raúl Obregón	Rogelio Rebolledo			
Europe	<b>28%</b> 	Daniel Servitje	Jordi Mariscal	M. Eugenia Casar	M. Luisa Jorda	Rogelio Rebolledo		
Asia / Africa	<b>28%</b> 	Daniel Servitje	Javier de Pedro	M. Eugenia Casar	M. Luisa Jorda	Rogelio Rebolledo		
<b>TECHNICAL SKILLS OR EXPERIENCE</b>								
Finance	<b>39%</b> 	Jaime El Koury	Javier de Pedro	Jordi Mariscal	Juana de Chantal	M. Luisa Jorda	Mireya Jorba	Rogelio Rebolledo
Legal (legal / fiscal)	<b>28%</b> 	Guillermo Lerdo	Jaime El Koury	Javier de Pedro	M. Eugenia Casar	M. Luisa Jorda		
Strategic Planning	<b>61%</b> 	Daniel Servitje	Edmundo Vallejo	Javier de Pedro	José R. Quiroz	Juana de Chantal	Luis Jorba	M. Pilar Mariscal
		M. Eugenia Casar	M. Luisa Jorda	Raúl Obregón	Rogelio Rebolledo			
Brand Development / Marketing and Sales	<b>44%</b> 	Daniel Servitje	Edmundo Vallejo	Javier de Pedro	León L. Kraig	José R. Quiroz	Lorenzo Sendra	Raúl Obregón
Information Technology and Cybersecurity	<b>11%</b> 	M. Luisa Jorda	Raúl Obregón					
Audit, Risk Management and/or Internal Control	<b>22%</b> 	Juana de Chantal	M. Eugenia Casar	M. Luisa Jorda	Rogelio Rebolledo			

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COMPETENCY MATRIX	COLLECTIVE EXPERIENCE	BOARD MEMBERS						
<b>TECHNICAL SKILLS OR EXPERIENCE</b>								
Human Resources and/or Compensation	<b>50%</b>	Javier de Pedro Raúl Obregón	Jordi Mariscal Rogelio Rebolledo	José R. Quiroz	Juana de Chantal	Luis Jorba	M. Eugenia Casar	M. Luisa Jorda
Industrial, Operations, Logistics and/or Manufacturing	<b>44%</b>	Daniel Servitje Rogelio Rebolledo	Edmundo Vallejo	Javier de Pedro	Luis Jorba	M. Luisa Jorda	Raúl Obregón	Roberto Servitje
Corporate Operations (Mergers & Acquisitions)	<b>39%</b>	Daniel Servitje	Guillermo Lerdo	Jaime El Koury	Javier de Pedro	Luis Jorba	M. Luisa Jorda	Rogelio Rebolledo
Others	<b>11%</b>	Edmundo Vallejo	Jordi Mariscal					
<b>CORPORATE GOVERNANCE</b>								
Development of Strategies, Plans, and Policies	<b>67%</b>	Daniel Servitje M. Eugenia Casar	Guillermo Lerdo M. Luisa Jorda	Jaime El Koury Raúl Obregon	Javier de Pedro Roberto Servitje	Juana de Chantal Rogelio Rebolledo	Lorenzo Sendra	M. Pilar Mariscal
Development of Codes of Ethics and Standards of Conduct	<b>44%</b>	Jaime El Koury Rogelio Rebolledo	León L. Kraig	Lorenzo Sendra	M. Pilar Mariscal	M. Eugenia Casar	M. Luisa Jorda	Roberto Servitje
Supervision of Senior Management Performance in the fulfillment of their duties	<b>50%</b>	Daniel Servitje Roberto Servitje	Jaime El Koury Rogelio Rebolledo	Javier de Pedro	Juana de Chantal	Lorenzo Sendra	M. Luisa Jorda	Raúl Obregón
Experience in Organizational Culture and Talent Management	<b>61%</b>	Daniel Servitje M. Eugenia Casar	Edmundo Vallejo M. Luisa Jorda	Jaime El Koury Roberto Servitje	Javier de Pedro Rogelio Rebolledo	León L. Kraig	Juana de Chantal	M. Pilar Mariscal

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<b>CORPORATE GOVERNANCE</b>								
Experience in the Control and Management of Corporate Governance Risks	<b>44%</b>	Daniel Servitje Rogelio Rebolledo	Edmundo Vallejo	Jaime El Koury	Javier de Pedro	Juana de Chantal	M. Luisa Jorda	Roberto Servitje
Monitoring and Periodic Review of Results	<b>50%</b>	Daniel Servitje Roberto Servitje	Guillermo Lerdo Rogelio Rebolledo	Jaime El Koury	Javier de Pedro	Luis Jorba	M. Pilar Mariscal	M. Luisa Jorda
Experience in Traded, Regulated and Corporate-Governed Companies	<b>33%</b>	Daniel Servitje	Edmundo Vallejo	Jaime El Koury	M. Eugenia Casar	M. Luisa Jorda	Rogelio Rebolledo	
<b>CORPORATE COMPLIANCE</b>								
Anti-Corruption	<b>33%</b>	Daniel Servitje	Jaime El Koury	Juana de Chantal	M. Eugenia Casar	M. Luisa Jorda	Rogelio Rebolledo	
Money Laundering	<b>22%</b>	Jaime El Koury	Juana de Chantal	M. Luisa Jorda	Rogelio Rebolledo			
Data Protection	<b>22%</b>	Juana de Chantal	M. Luisa Jorda	Raúl Obregón	Rogelio Rebolledo			
Regulatory Compliance	<b>44%</b>	Daniel Servitje Rogelio Rebolledo	Jaime El Koury	Javier de Pedro	León L. Kraig	Juana de Chantal	M. Eugenia Casar	M. Luisa Jorda
Business Conduct	<b>56%</b>	Daniel Servitje Raúl Obregón	Javier de Pedro Roberto Servitje	León L. Kraig Rogelio Rebolledo	Juana de Chantal	M. Pilar Mariscal	M. Eugenia Casar	M. Luisa Jorda

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COMPETENCY MATRIX	COLLECTIVE EXPERIENCE	BOARD MEMBERS					
<b>ENVIRONMENTAL / SUSTAINABILITY</b>							
Climate Change	<b>22%</b>	Jordi Mariscal	Juana de Chantal	M. Luisa Jorda	Rogelio Rebolledo		
Renewable Energy	<b>33%</b>	Daniel Servitje	Jaime El Koury	Juana de Chantal	Luis Jorba	M. Luisa Jorda	Rogelio Rebolledo
Water Consumption Reduction	<b>17%</b>	Jordi Mariscal	León L. Kraig	Rogelio Rebolledo			
Circular Economy, Waste Reduction and Sustainable Packaging	<b>6%</b>	León L. Kraig					
Biodiversity and Deforestation	<b>22%</b>	Daniel Servitje	Jordi Mariscal	Juana de Chantal	Rogelio Rebolledo		
Regenerative Agriculture and Sustainable Agricultural Practices	<b>17%</b>	Daniel Servitje	Raúl Obregón	Rogelio Rebolledo			
Agricultural / Food Safety	<b>6%</b>	Rogelio Rebolledo					
Sustainable Sourcing of Raw Materials	<b>17%</b>	León L. Kraig	M. Luisa Jorda	Rogelio Rebolledo			
Environmental Standards	<b>28%</b>	Javier de Pedro	León L. Kraig	M. Eugenia Casar	M. Luisa Jorda	Rogelio Rebolledo	
Nutritional Standards and Policies	<b>11%</b>	León L. Kraig	Rogelio Rebolledo				
Nutritional Profiles and/or Ingredient Information Transparency	<b>11%</b>	Javier de Pedro	Rogelio Rebolledo				

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<b>SOCIAL</b>								
Human Rights and Labor Standards	<b>22%</b>	Javier de Pedro	Luis Jorba	M. Luisa Jorda	Rogelio Rebolledo			
Diversity, Equity, and Inclusion (DEI)	<b>44%</b>	Javier de Pedro Rogelio Rebolledo	León L. Kraig	José R. Quiroz	Juana de Chantal	M. Pilar Mariscal	M. Eugenia Casar	M. Luisa Jorda
Social Impact Projects or Volunteering	<b>28%</b>	Edmundo Vallejo	M. Pilar Mariscal	M. Eugenia Casar	M. Luisa Jorda	Raúl Obregón		
Occupational Safety and Well-being	<b>28%</b>	Daniel Servitje	Javier de Pedro	Lorenzo Sendra	M. Luisa Jorda	Rogelio Rebolledo		
Talent Management	<b>39%</b>	Edmundo Vallejo	Javier de Pedro	León L. Kraig	Juana de Chantal	Lorenzo Sendra	M. Luisa Jorda	Rogelio Rebolledo
Compensation	<b>28%</b>	Jaime El Koury	Javier de Pedro	M. Pilar Mariscal	M. Luisa Jorda	Rogelio Rebolledo		

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