

# TRAINING AND DEVELOPMENT

THE WELL-BEING OF OUR TEAM IS ESSENTIAL. WE PROVIDE TOOLS, GUIDANCE, AND OPPORTUNITIES FOR THEIR PROFESSIONAL GROWTH, FOSTERING A HEALTHY, INCLUSIVE, AND SAFE WORK ENVIRONMENT. BY TAKING CARE OF OUR PEOPLE, WE STRENGTHEN THE ORGANIZATION AND IMPROVE THEIR QUALITY OF LIFE.



# TRAINING AND DEVELOPMENT

FOR  
LIFE



## TRAINING AND DEVELOPMENT

Having access to the right training and development opportunities is essential to keeping our team up to date and prepared, both to tackle the day-to-day challenges of the business and to foster their personal and professional growth.

At Grupo Bimbo, we believe that learning is a competitive advantage. Providing relevant training and development opportunities not only keeps our team up to date and prepared for the company's challenges while fostering their personal and professional growth. When people grow, the organization grows with them.

We understand that training needs vary significantly across the countries where we operate. This is due not only to the size of our workforce but also to cultural differences and the unique dynamics of each market. With this in mind, we design standardized programs that reinforce our organizational culture, while also taking the unique local needs and those of our associates into account.

We know that every country, market, and team has unique needs. That's why we've designed a global learning program that unifies our culture while respecting and adapting to local realities. This ensures that all our associates have access to relevant, accessible, and culturally meaningful learning experiences.

To achieve this, we strengthen practices that ensure consistency, quality, and impact, while always ensuring that they are aligned with our business objectives:

### Translation and Cultural Adaptation

We work closely with local experts to ensure that content is relevant and understandable to each audience. It's not just about translating content; it's about culturally adapting it so that it resonates with associates in the region. We don't just translate, we reinterpret content so that it connects with the culture, language, and unique characteristics of each region. We work with local experts to ensure that every program makes sense, creates value, and feels authentic.

### Accessibility and flexibility in implementation

The nature of certain roles, often operating, creates barriers to training due to limited access to devices and time constraints. For this reason, we allow business units to adapt the programs to their specific needs, provided that the fundamental principles of our organizational culture are upheld. We know that many roles—especially when operating—face limitations in terms of time or access to devices. To address this reality, each business unit can adapt the implementation of the programs, always respecting the principles that underpin our organizational culture.

### Continuous, high-quality learning

We foster an environment of continuous learning where we share best practices and address the specific needs of each role and function. We promote an environment where learning is not temporary, interrupted, or finite. We share best practices, address role-specific needs, and encourage continuous growth so that everyone can reach their full potential.

### Tracking and monitoring total training hours

We have implemented a continuous monitoring system in each region that allows us to track the progress of our business units and adjust our strategies as needed. We have regional systems that enable us to track training hours in real time, evaluate progress, and adjust strategies. This helps us ensure global consistency and local effectiveness.

### Global Mentoring

The Global Mentoring program aims to build networks and foster two-way learning experiences with our leaders. Through our Global Mentoring program, we connect leaders from different regions to create two-way learning relationships. This initiative broadens perspectives, builds capabilities, and strengthens our internal leadership network.



## TRAINING AND DEVELOPMENT

## FOR UFE



## GB UNIVERSITY

GB University is our comprehensive training platform: a dynamic curriculum that centralizes all learning topics within the organization. It enables associates to access both internal and external training, supporting:

- Identifying talent for new opportunities,
- Creating clearer development paths,
- and assessing key competencies across the organization.

Our strategy focuses on three priorities:

# 01

### **Learning technologies that accelerate skill development**

We aim to simplify and optimize the way we learn, leveraging digital tools and analytics to improve outcomes and facilitate the acquisition of new skills.

# 02

### **Strong organizational culture**

We update and design institutional courses and comprehensive programs that reinforce our culture, leadership model, and strategic goals.

# 03

### **Synergy and Strategic Planning**

We collaborate with various functional areas to anticipate needs, bridge talent gaps, and prepare the organization for future challenges.

## CRAFT ACADEMY

GB Craft Academy is one of our flagship programs designed to foster the technical and professional development of our associates. Through theoretical and practical training delivered by in-house experts, cutting-edge technology, and specialized facilities in Mexico and Latin America, we strengthen essential capabilities in baking, quality, asset management, innovation, and continuous improvement. This academy enables participants from different countries to build critical skills for their professional growth, promotes knowledge transfer among teams, and consolidates our operational excellence, contributing to the comprehensive development of our global talent.

## ELDP - EXECUTIVE LEADERSHIP DEVELOPMENT PROGRAM

The ELDP is an intensive, multicultural program that serves as a key component of our talent development strategy. Designed to accelerate leadership capabilities, this program brings together leaders from different regions to tackle real-world business challenges and strengthen global collaboration. Throughout this experience, participants broaden their strategic vision, refine their data-driven decision-making skills, and develop the ability to lead Grupo Bimbo's global transformation.

TRAI  
NING  
AND  
DEVELOPMENT

FOR  
LIFE

# GLOBAL LEADERSHIP ACCELERATOR

The GLA is a strategic executive program and a cornerstone of our career progression framework. It is designed for senior leaders with strategic responsibility, helping them strengthen their business acumen, data-driven decision-making, and ability to lead complex transformations on a global scale. Through high-impact experiences, this program prepares our executives to anticipate challenges, drive innovation, and ensure a robust succession plan for Grupo Bimbo's most critical roles.



# LEADERSHIP DEVELOPMENT PROGRAMS

Our Leadership Development Programs comprise a comprehensive portfolio designed for managers, executives, and team leaders. Each program is based on Grupo Bimbo's Leadership Competencies and promotes the development of high-performance teams, agile decision-making, and the ability to lead in constantly changing environments. This structured offering allows us to support leaders at every stage of their development, strengthening the capabilities necessary to achieve our strategic goals.

# TRAINING AND DEVELOPMENT

# GLOBAL TRAINEES

The Global Trainees program is our strategic pipeline for high-potential young talent, recently redesigned to accelerate the growth of professionals with up to three years of experience, including high-performing recent graduates. Through rotations across different areas and geographies, structured business and leadership training, exposure to strategic projects, and close mentorship from senior leaders, this program strengthens our talent pipeline for succession and ensures we have leaders ready to drive and sustain long-term growth, thereby building the next generation of Grupo Bimbo leaders.

# LEADERSHIP SEMINAR

The Leadership Seminar is our flagship training program designed for leaders at all levels. Its goal is to provide a shared understanding of what it means to lead at Grupo Bimbo, translating our culture, philosophy, and leadership model into concrete, day-to-day practices. Through this experience, leaders integrate key behaviors in areas such as team management, safety, quality, and customer service, creating work environments aligned with our values and focused on sustainable results.

# CUSUPE

CUSUPE is a program deeply rooted in our philosophy and in our commitment to putting people first. It promotes a human, mindful, and approachable style of leadership, fostering empathy, active listening, and the building of relationships based on trust. This experience fosters practices that reflect dignity, respect, and genuine care for every associate, reinforcing the way we live our culture and ensuring that our decisions always consider people as Grupo Bimbo's most important asset.

# FOR LIFE



## TRAINING IN OUR OPERATIONS

On the technical and operational front, “**GB Craft Academy**” has established itself as one of our key development initiatives across our plants, bakeries, distribution centers, and operations. This program offers a comprehensive and continuous learning experience that includes educational content, virtual tours, and communities of practice designed to foster knowledge sharing.

In addition, we continue to evolve our training offerings on sustainable topics, with programs such as the **Sustainability School** and specific courses for executive levels, which aim to integrate Grupo Bimbo’s environmental and social commitments into business decisions and our leaders’ agendas.

## TALENT EVALUATION AND RETENTION

We have launched a new talent initiative aimed at taking the evaluation, feedback, and career development of our associates to the next level:

**1**

### ALIGNMENT WITH THE BUSINESS PLAN

Each associate aligns their goals with their direct supervisor’s business plan; this process cascades down from GB’s CEO to the administrative levels. The number of goals to be pursued during the year is determined jointly by the supervisor and the associate. Through this alignment, we ensure that the Organization’s Objectives are met.

**2**

### ANNUAL PERFORMANCE EVALUATION

We updated the process to include a detailed review of each individual’s contribution to the Business Plan (the “What”) and their application of Grupo Bimbo’s leadership competencies (the “How”).

**3**

### PERFORMANCE CALIBRATION

Leaders from each department meet with their peers to conduct the performance calibration process, during which they review contributions to the business plan and leadership competencies. Once the calibration is complete, we arrive at a performance assessment. This system ensures that the evaluation is objective and conducted in accordance with GB’s philosophy.

**4**

### FEEDBACK AND INDIVIDUAL DEVELOPMENT PLAN (IDP)

The Individual Development Plan (IDP) serves as a valuable tool that empowers individuals to take charge of their own development and steer their career paths. It addresses performance gaps and competencies identified in consultation with their direct supervisors.

**5**

### LEADERSHIP POTENTIAL ASSESSMENT AND GROWTH SESSIONS

A new process that explores an associate’s potential and commitment to growth, as well as an assessment based on learning agility. Through this process, we can identify our internal talent pool for future positions.

**6**

### SEMI-ANNUAL EVALUATION AND FEEDBACK

Semi-annual feedback based on a conversation between a manager and an associate guided by two key questions: “What am I doing well?” and “What can I improve?” This process allows us to focus on performance based on progress toward the business plan and the development of Grupo Bimbo’s leadership competencies.

# TRAINING AND DEVELOPMENT

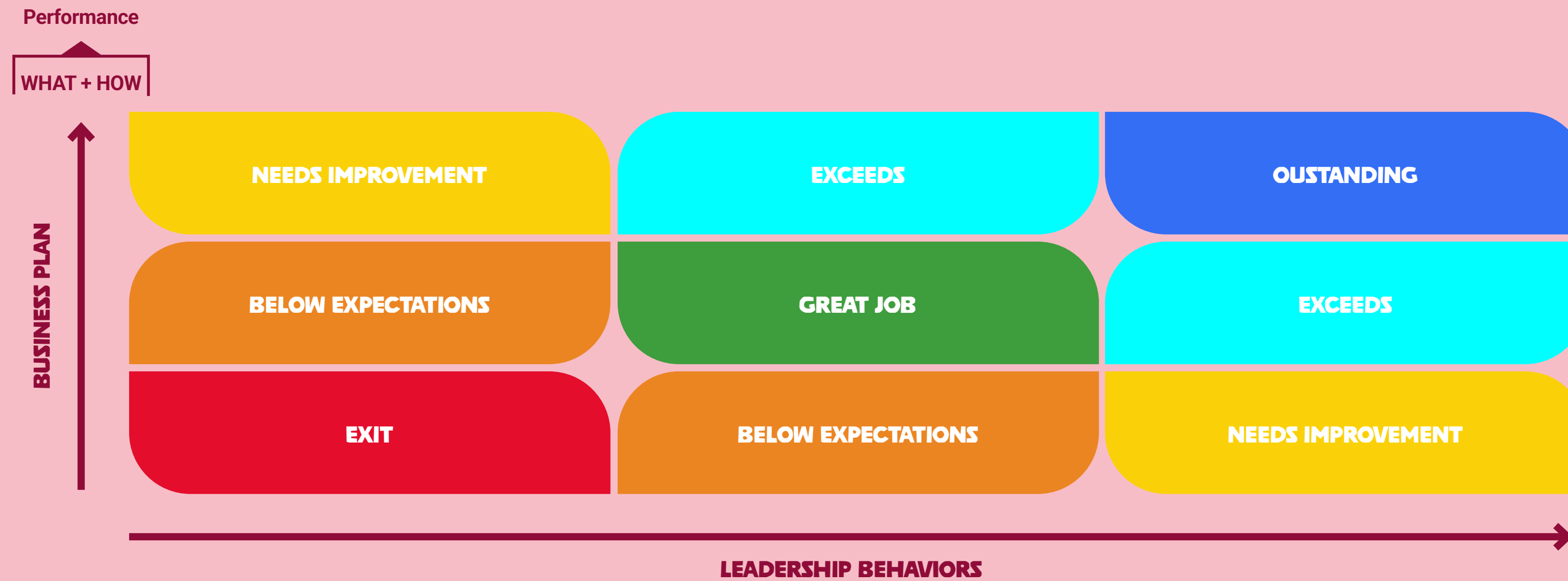
# FOR LIFE

## EVALUATION PROCESS

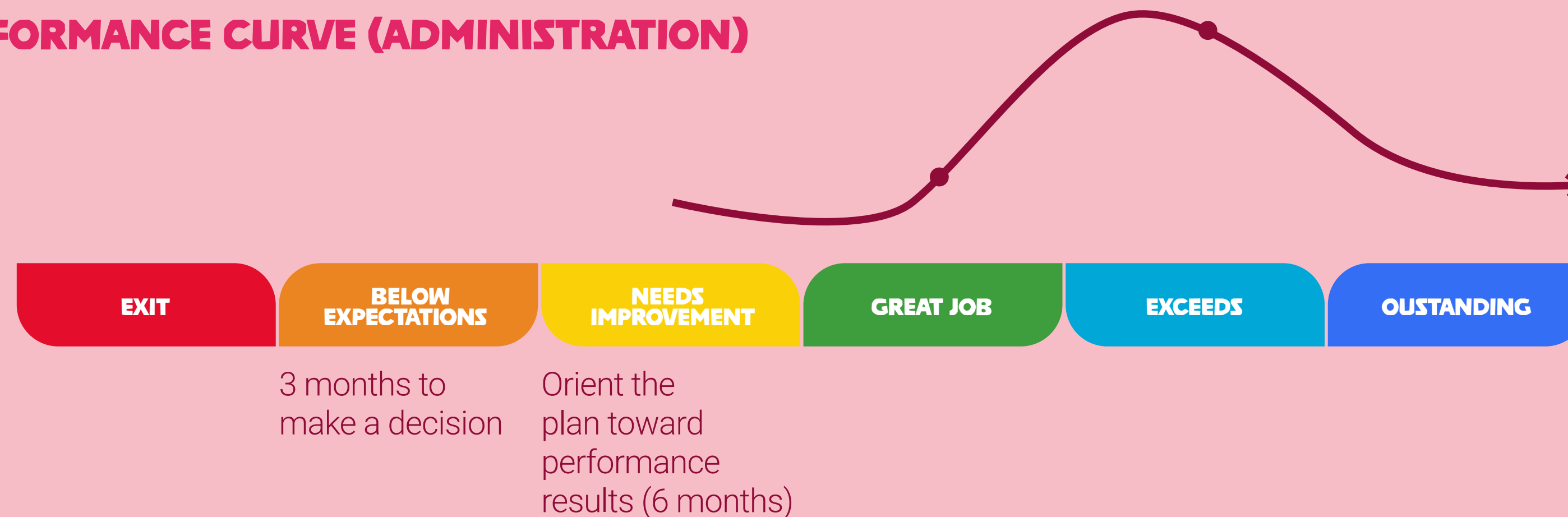
As we do every year, we conduct an evaluation to assess our associates' performance over the past fiscal year. To measure each associate's efforts more comprehensively, we first evaluate their contributions to the Business Plan using a standardized, company-wide scale applied across all our organizations. We place their level of contribution within an impact range.

We evaluate performance in Leadership Behaviors using a standardized methodology that expects increasingly mature results based on position and leadership role. These were plotted on the X-axis of the matrix:

## PERFORMANCE MATRIX



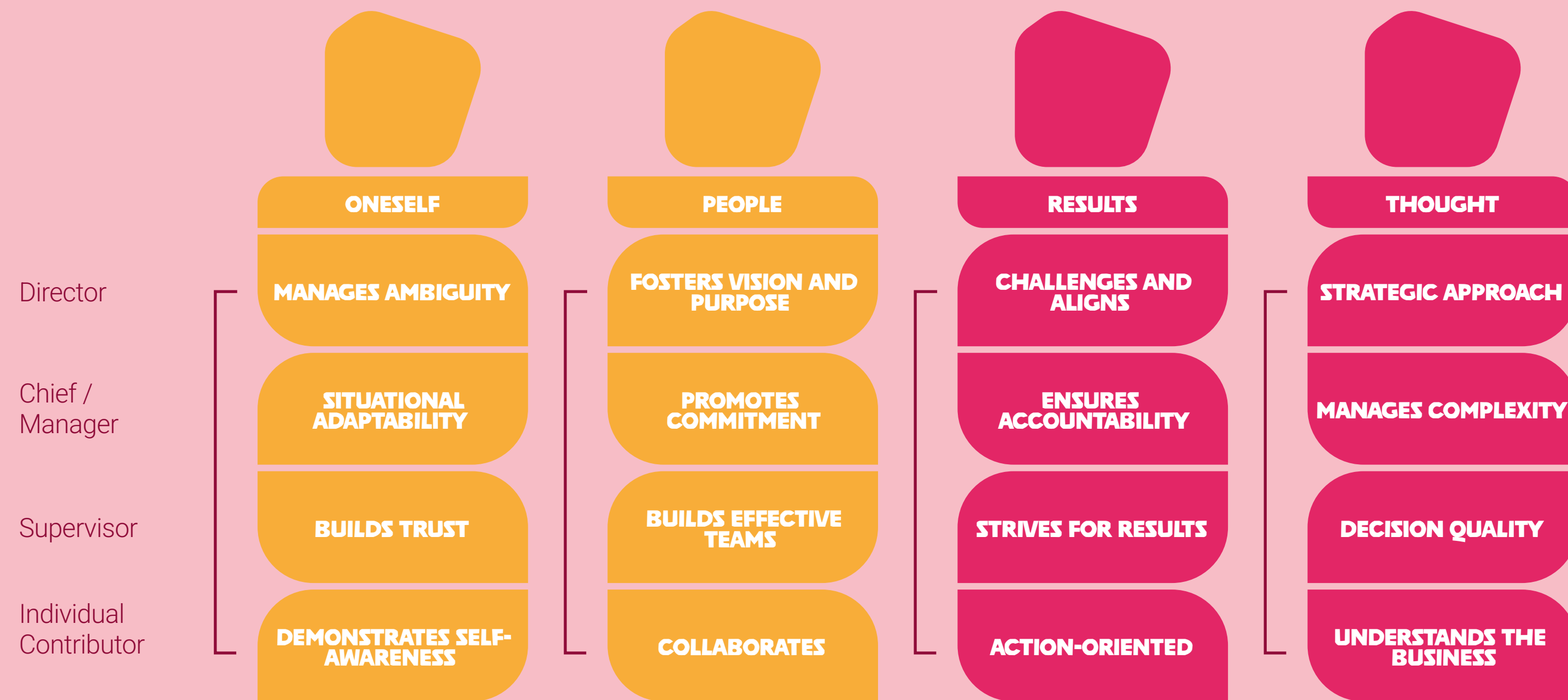
## PERFORMANCE CURVE (ADMINISTRATION)



## TRAINING AND DEVELOPMENT

FOR  
LIFE

## OUR CULTURE



By combining these two evaluation approaches, we can arrive at a comprehensive and consolidated view of the results.

This is followed by a calibration period during which leaders from each area meet with their peers to review and compare results. This analysis allows us to identify associates who stand out for their exceptional contributions.



## TRAINING AND DEVELOPMENT

FOR  
LIFE



ALIMENTAMOS UN MUNDO MEJOR

## TALENT READINESS AND CAREER PLANS

As part of our talent strategy, we intensified our efforts to secure the talent we need for the future. This involved developing better mechanisms to identify candidates with growth and leadership potential, as well as supporting them through the transition and onboarding process into new roles. To achieve this, we took the following steps:

- 1. We refined our methodology for identifying key positions** by incorporating strategic questions that assess the level of responsibility and the competencies required for each role.
- 2. We defined success profiles for all key positions,** including requirements for education, experience, technical skills, and leadership competencies.
- 3. We evaluated each leader in key positions,** comparing their leadership skills against the success profile.
- 4. We co-designed personalized development plans for leaders,** aligned with their needs and business objectives.
- 5. We designed learning strategies.**
- 6. We implemented a comprehensive process to identify talent** ready for both current and future positions, ensuring continuity and growth.

These initiatives formed the basis of our new Talent Readiness model, which is enabling us to identify skills gaps and ensure that the organization has the right talent profiles and structure to execute the business plan.

As a result, we have strengthened Grupo Bimbo's ability to retain key talent in strategic roles.



TRAINING  
AND  
DEVELOPMENT

FOR  
LIFE