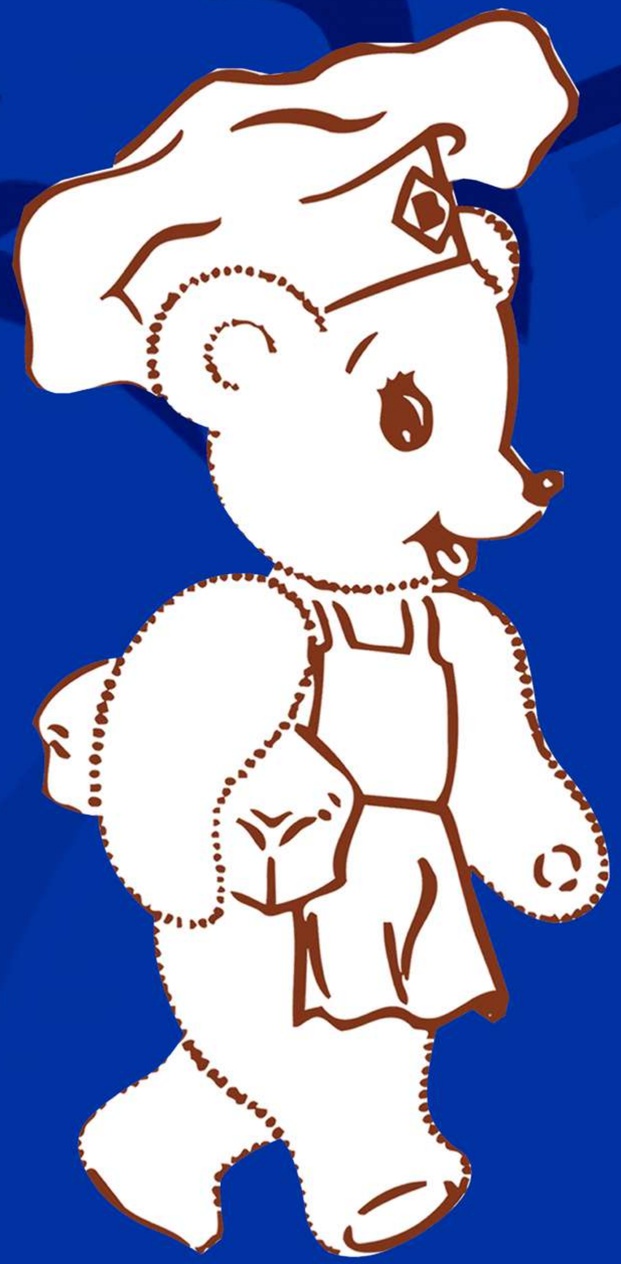


80 GRUPO BIMBO

NOURISHING A BETTER WORLD

CELEBRATING

WHAT BRINGS US TOGETHER

2025
INTEGRATED
ANNUAL REPORT




WE'RE
CELE
BRA
TING
EIGHTY YEARS
OF BEING
CLOSE TO PEOPLE
At every table, in every story,
in every day we share.


WE'RE
CELE
BRA
TING
BEING TOGETHER
FOR EIGHTY YEARS,
WALKING BY YOUR SIDE
Every achievement, every smile, every fulfilled goal brings us closer together.


WE'RE
CELE
BRA
TING
BEING CONNECTED
AND EVOLVING ALONGSIDE
OUR CUSTOMERS
Thank you for letting us be a part of your story.
FUEGO

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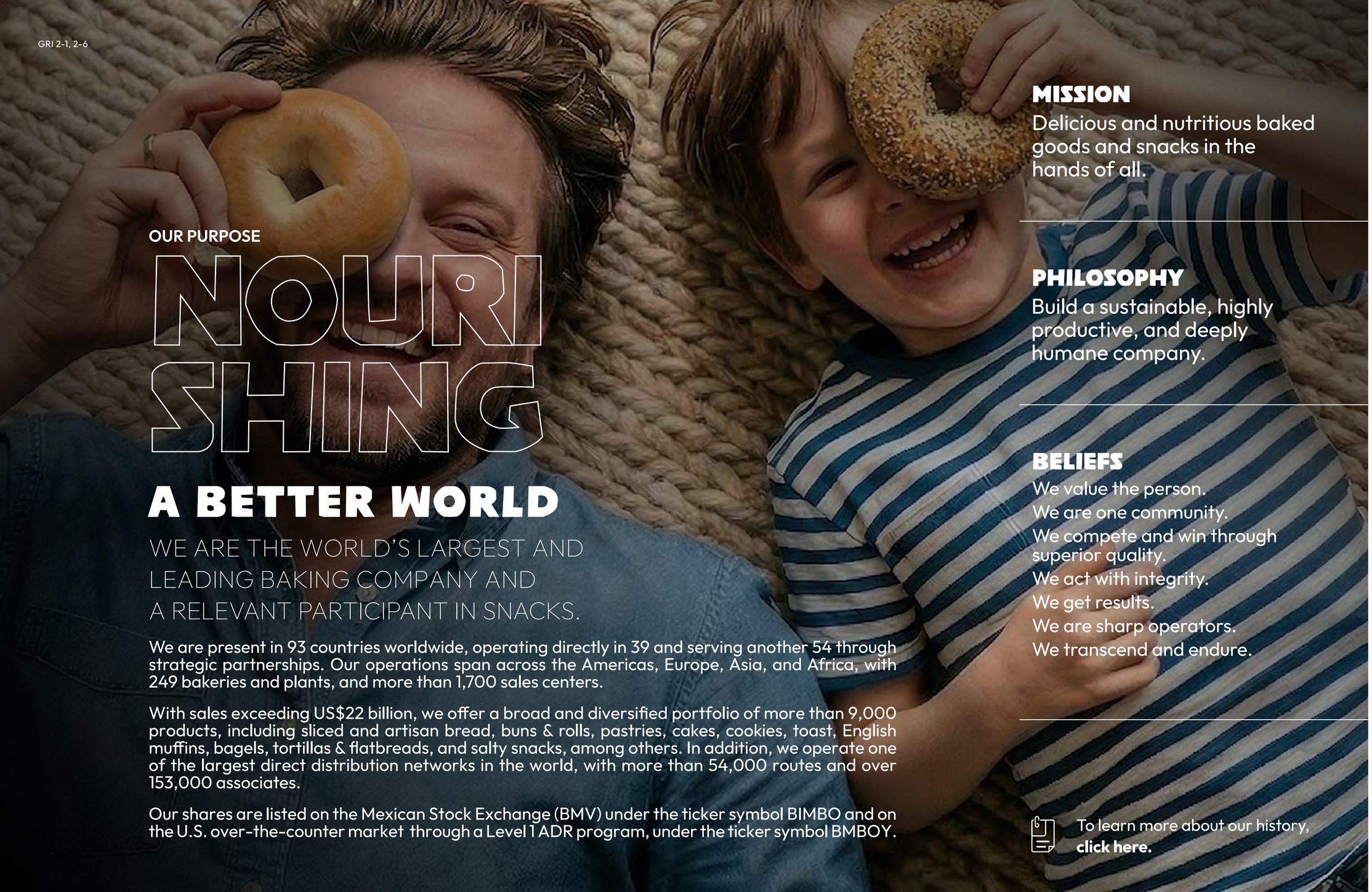
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GRUPO BIMBO
ALIMENTAMOS UN MUNDO MEJOR



OUR PURPOSE

NOURISHING A BETTER WORLD

WE ARE THE WORLD'S LARGEST AND LEADING BAKING COMPANY AND A RELEVANT PARTICIPANT IN SNACKS.

We are present in 93 countries worldwide, operating directly in 39 and serving another 54 through strategic partnerships. Our operations span across the Americas, Europe, Asia, and Africa, with 249 bakeries and plants, and more than 1,700 sales centers.

With sales exceeding US$22 billion, we offer a broad and diversified portfolio of more than 9,000 products, including sliced and artisan bread, buns & rolls, pastries, cakes, cookies, toast, English muffins, bagels, tortillas & flatbreads, and salty snacks, among others. In addition, we operate one of the largest direct distribution networks in the world, with more than 54,000 routes and over 153,000 associates.

Our shares are listed on the Mexican Stock Exchange (BMV) under the ticker symbol BIMBO and on the U.S. over-the-counter market through a Level 1 ADR program, under the ticker symbol BMBOY.

MISSION

Delicious and nutritious baked goods and snacks in the hands of all.

PHILOSOPHY

Build a sustainable, highly productive, and deeply humane company.

BELIEFS

We value the person.
We are one community.
We compete and win through superior quality.
We act with integrity.
We get results.
We are sharp operators.
We transcend and endure.

To learn more about our history, **click here.**

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GRUPO BIMBO IN NUMBERS

93
COUNTRIES

39
with direct operations

54
through strategic partnerships

AMERICA
Argentina
Brazil
Canada
Chile
Colombia
Costa Rica
Ecuador
El Salvador
United States
Guatemala
Honduras
Mexico
Nicaragua
Panama
Paraguay
Peru
Uruguay
Venezuela

EUROPE
Croatia
Slovenia
Spain
France
Italy
Montenegro
Portugal
United Kingdom
Romania
Russia
Serbia
Switzerland
Turkey
Ukraine

ASIA
China
South Korea
India
Kazakhstan

AFRICA
Morocco
South Africa
Tunisia

+100
BRANDS

+54K
ROUTES

+9K
PRODUCTS

+153K
ASSOCIATES

249
BAKERIES AND PLANTS

+1.7K
SALES CENTERS

NET SALES

+4.6%
VS. 2024

2025
$426,952 mp
2024
$408,335 mp

ADJUSTED EBITDA

+7.2%
VS. 2024

2025
$59,456 mp
2024
$55,474 mp

Note: MP = MILLIONS OF PESOS

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GRUPO BIMBO
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80 YEARS BELIEVING AND CREATING



DEAR SHAREHOLDERS,

IN 2025, WE PROUDLY CELEBRATED THE 80TH ANNIVERSARY OF GRUPO BIMBO, AN OPPORTUNITY TO RECOGNIZE THE REMARKABLE JOURNEY WE HAVE BUILT AND REAFFIRM OUR LONG-TERM VISION. TODAY, WE ARE THE LARGEST BAKING COMPANY IN THE WORLD, WITH PRESENCE IN 93 COUNTRIES AND DIRECT OPERATIONS IN 39, AND ONE OF THE FIVE MOST RELEVANT COMPANIES IN THE SNACKS CATEGORY, POSITIONING US AMONG THE TEN MOST IMPORTANT COMPANIES IN THE GLOBAL FOOD INDUSTRY.

Eighty years of history reflect the constant evolution of a company that has successfully adapted to changing environments without losing its essence. What began in 1945 as a small bakery in Mexico with four products, has transformed into a company with a portfolio of more than 9,000 products and over 100 brands, reaching millions of households around the world every day.

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THIS JOURNEY HAS BEEN POSSIBLE THANKS TO THE TALENT, COMMITMENT, AND PASSION OF OUR MORE THAN 153 THOUSAND ASSOCIATES, WHO BRING OUR CULTURE TO LIFE EVERY DAY AND TURN OUR PURPOSE OF NOURISHING A BETTER WORLD INTO A REALITY IN EVERY MARKET WHERE WE OPERATE.

To commemorate this milestone, we inaugurated MiBIMBO, an interactive museum in Mexico City that honors our origins and celebrates who we are today as a company. This space recognizes the collective effort of the people across our entire value chain, whose work allows our products to reach millions of consumers every day, from farmers and scientists to bakers, sales teams and entrepreneurs.

Celebrating our history also reminds us of the principles that have defined Grupo Bimbo since the beginning: a spirit of entrepreneurship and resilience with a deep connection to consumers. With that same conviction, in 2025 we faced a complex global environment marked by macroeconomic volatility, inflationary pressures, and shifting consumption habits.

In this context, we responded with operational discipline and a strategic focus, prioritizing our consumers and the consistent execution of our long-term strategy. This allowed us to continue creating value while further strengthening the foundations for future growth.

We continued to evolve towards differentiated offerings that respond to new consumption occasions and preferences. Our innovation index exceeded 12%, supported by relevant launches such as Artesano Masa Madre in Mexico and Latin America, as well as the expansion of the brioche bread category in Brazil through our Plus Vita brand.

We also developed new sizes and formats that broaden our value proposition through more accessible options, such as half loaves in Mexico and the United States, as well as products designed to serve different consumption occasions with greater flexibility, such as the Open Top bread in Mexico.

In line with health and wellness trends, we continued strengthening our portfolio's nutritional profile. Highlights include the Bimbo Whole Wheat bread in Mexico with a simplified recipe and whole grains; the 100% Natural line in Iberia, free from preservatives and added sugars; and the expansion of the bagels category with higher protein and fiber content in the United States and the United Kingdom.

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At the same time, we extended the global reach of our brands. For example, Cero Cero continues to gain international traction and is now present in 16 countries, while Bimbo White and Whole Wheat breads are now available in 12 countries, confirming the global potential of our portfolio.

We strengthened our global growth platform through strategic acquisitions, including Wickbold in Brazil, Karamolegos in Romania and Don Don in the Balkans, as well as Nutresa's stake in Bimbo Colombia and a majority stake in Stone House in the United States. These strategic actions reinforce our presence in key markets and expand our capabilities for future growth.

As part of our long-term vision, through Bimbo Ventures we added five startups to our investment portfolio, focused on foodtech and innovation. We also launched ten open innovation programs aimed at developing solutions in sustainability and agriculture, as well as next-generation ingredients, proteins, robotics applied to the food industry, and snacks with improved nutritional profiles.

These initiatives were complemented by disciplined capital investments of approximately US$1.2 billion, aimed at strengthening our business, improving operational efficiency, and supporting strategic long-term growth projects. As a result, we added 29 bakeries and plants to our manufacturing footprint, primarily through acquisitions, and closed three as part of our global footprint's optimization. In addition, we inaugurated a state-of-the-art distribution center in North Aurora, Illinois, the third in North America, strengthening our logistics network's efficiency and resilience in the region.

These investments also supported our digital transformation and strengthened our operating capabilities. We continued advancing the implementation of our Oracle cloud-based ERP, reaching 90% deployment, and connected 75% of our production lines to GB Connected, enabling the use of real-time data for more agile decision-making across our operations.

At the same time, we expanded the use of artificial intelligence, both generative AI and machine learning, with close to 30 initiatives implemented across different areas of the business. These solutions help optimize processes, accelerate decision-making, and enhance our team members' digital capabilities, strengthening our readiness for the challenges and opportunities ahead.

As a result of these efforts, we closed the year with record Net Sales and Adjusted EBITDA, which grew 5% and 7%, respectively. These results reflect the resilience of our business model and extend a decade of sustained growth, during which both indicators have delivered compound annual growth rates of 7% and 10%.



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Mexico, Latin America, Europe, Asia, and Africa achieved record Sales levels, driven by a strong portfolio and closer relationships with customers and consumers, strengthening our presence at the point of sale and the quality of our service. In North America, even in a more challenging consumption environment, we began capturing the benefits of the transformation initiative launched in 2024, with meaningful productivity gains that strengthened our competitive position and confirmed the strategic direction we have taken.

Together, these efforts, combined with lower raw material costs in certain markets and continued discipline in our investments and spending, helped offset temporary pressures, such as the integration process in Latin America and volatility in the global environment, enabling us to finish the year with margin expansion at the consolidated level.

We maintained a prudent and disciplined financial strategy, strengthening our liquidity and financial flexibility by expanding our committed revolving credit facility to US$2.35 billion and issuing $15 billion pesos of debt in the local market.

We ended the year with a strong, long-term debt profile, with an average maturity of 9.7 years and an average cost of 6.3%. Thanks to this financial discipline and our solid operating results, we reduced our leverage ratio to 2.7 times and returned $5.6 billion pesos to our shareholders through dividends and share buybacks.

We continued advancing our sustainability strategy, achieving relevant progress across each of its pillars:



BAKED FOR YOU

- **48% of our sales** come from products that meet or exceed optimal nutrition standards under the Health Star Rating system.
- **100% of our daily consumption portfolio is free of artificial colorants** and 99% free of artificial flavors.
- We continue working to ensure that the remainder of our portfolio is **free of artificial colorants by 2026.**

Over the past 80 years, we have evolved alongside our consumers, continuously innovating to build a portfolio that is increasingly nutritious and accessible. These efforts have enabled us to respond to current family needs, while earning recognition as one of the four leading companies in nutrition globally, according to the Access to Nutrition Initiative.

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GRUPO BIMBO
ALIMENTAMOS UN MUNDO MEJOR



- **We reduced our Total Recordable Incident Rate** (TRIR) by more than 3%.
- We continued advancing diversity and inclusion, with more than **30% of leadership positions held by women.**
- We implemented **more than 270 Good Neighbor projects** in the communities where we operate.
- Approximately **164 thousand runners** participated in the tenth edition of the Bimbo Global Race, enabling the donation of more than three million slices of bread to food banks.

For eight decades, we have built a deeply humane culture in which people are at the center of our decisions. With that same approach, we will continue working to strengthen the safety, well-being, and development of our people and the communities where we operate.

- **More than 520 thousand hectares** are cultivated using regenerative agriculture practices, supporting farmers' well-being and soil health.
- **100% of our electricity consumption,** relative to our 2020 baseline, comes from renewable sources through different supply mechanisms and renewable energy attributes.
- **More than 4,000 electric vehicles** are part of our operations, positioning us as the food company with the largest electric fleet in Latin America.
- **99% of our packaging is recyclable,** strengthening our responsible waste management and advancing toward our zero-waste vision.
- We achieved **100% water reuse** relative to our 2020 baseline.

These achievements reflect our commitment to sustainability goals aligned with the Ten Principles of the Global Compact and the United Nations Sustainable Development Goals.



*Information currently being verified by a third party

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Looking ahead, we are convinced that long-term success is built with discipline, responsibility, and a deep commitment to people, communities, and the planet. These principles have guided our path for eight decades and will continue to shape our decisions in the years ahead.

Supported by the strength of our culture, the dedication of our people, and the trust of our customers, consumers, and shareholders, we will continue building Grupo Bimbo's future, guided by the same entrepreneurial spirit that inspired our founders 80 years ago. That legacy drives us forward with ambition and responsibility, as we work every day to Build a Sustainable, Highly Productive, and Deeply Humane Company.

Thank you for your trust and support,

Daniel Servitje
Executive Chair
Grupo Bimbo

Alejandro Rodríguez Bas
CEO
Grupo Bimbo



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Foundation.

Six entrepreneurs in Mexico City, led by Lorenzo Servitje, founded Panificación Bimbo alongside 34 associates to produce nutritious, fresh bread.



1945



1957

Creation of Marinela.

We entered the snack cake category, bringing innovation to recipes, flavors, and product presentation.

Expansion across Mexico.

We inaugurated a bakery in Monterrey, consolidated our distribution network, and developed leading brands.



1960's



1970's

Diversification.

We entered the confectionery (Ricolino) and snack (Barcel) categories with iconic products. We opened the Bimbo Atzcapotzalco bakery.

1991:
We launched the Ecology Project and internal environmental policies.

Expansion across Latin America and entry into the U.S.

We expand our operations across Central and South America and acquire Mrs. Baird's in the U.S.



1990's



1980's

Listing on the Mexican Stock Exchange and expansion into other countries.

Bimbo lists its shares on the Mexican Stock Exchange (BMV), strengthening its financial structure and corporate governance. The company begins exporting to the U.S.

2010:
GRI-aligned reporting.

2012:
Inauguration of the "Piedra Larga" wind farm.

2014:
Joined the UN Global Compact.

2018:
Energy certificates and participation in the RE100 initiative.

Global leadership.

We accelerated our international expansion through strategic acquisitions, establishing ourselves as the world's largest bakery. The decarbonization strategy became a central part of the business model.

2000's



2019-2020:
Bimbo Solar Project and first compostable packaging.

State-of-the-art infrastructure.

We advanced the digitalization of our operations and launched highly automated and sustainable distribution centers.



2020's

GRUPO BIMBO:
80 YEARS
BELIEVING AND CREATING

2025

Celebrating 80 years.

Reinforcing our global leadership in the food industry, with an international presence and a diversified portfolio, we inaugurated MiBIMBO Museo Interactivo in Mexico City to share our legacy and history with future generations.

Check out our book, **"80 Years: This Is Grupo Bimbo",** to learn more about the evolution of our company, culture, and values.

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OUR CATEGORIES

SLICED
AND ARTISAN BREAD

ENGLISH
MUFFINS

TOAST

SAL
TY
SNACKS

BUNS
AND ROLLS

TORTILLAS
AND FLATBREAD

BA
GELS

PASTRIES

COOKIES

SNACK
CAKES

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GLOBAL LEADERSHIP IN THE GRAIN-BASED FOOD INDUSTRY

Nº1 BA KING INDUSTRY



1.2X LARGER
THAN THE SECOND-LARGEST COMPETITOR

TOP 5 SNACK INDUSTRY



	BA KING	SNACK
MARKET SHARE	3.7%	1.4%
MARKET SIZE	US$639 BN	US$183 BN
CAGR* 19-24'	2.8%	4.7%
CAGR* 24-29'	4.7%	3.8%

*Compound Annual Growth Rate (CAGR).

TRENDS THAT DRIVE VALUE CREATION:

Health & Wellness: better-for-you products that deliver improved nutritional profiles without sacrificing great taste

+

Quality & Ingredients evolution of original plan to modern recipes inspired by local flavors and ingredients

+

Meal Snackification: Functional snacks beyond traditional occasions designed to satisfy like a meal

+

Convenience & Sustainability: On-the-go and smaller portion formats, supported by sustainable packaging and processes

Source: Global Data 2024. This ranking does not include artisanal bakeries or private-label brands. The "baking products" category includes: bread, rolls, cakes, pastries, sweet cookies, breakfast items (morning goods), and snack bars. Snacks include: popcorn and ready-to-eat popcorn, a subcategory of potato chips (baked potato segments, fried potato segments, and potato chips), and processed snacks (corn tortilla chips, extruded snacks, pork rinds, and tortilla-style chips).

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56% EMERGING MARKETS

44% DEVELOPED MARKETS

	NORTH AMERICA	MEXICO	EAA	LATAM
NET SALES (% OF TOTAL)	44.6%	32.4%	12.7%	10.3%
ADJUSTED EBITDA (% OF TOTAL)	28.8%	55.4%	9.8%	6.0%
ASSOCIATES	+26K	+77K	+18K	+28K
BAKERIES AND PLANTS	75	38	94	42
MARKET-LEADING CATEGORIES	7	9	3	3

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OUR VALUE CHAIN

HAVING A ROBUST VALUE CHAIN IS ESSENTIAL TO OUR SUCCESS. IT ALLOWS US TO EFFICIENTLY INTEGRATE SUPPLIERS, BAKERIES, PLANTS, AND RETAIL LOCATIONS, ENSURING THAT PRODUCTS ARRIVE FRESH AND IN THE CORRECT QUANTITIES.



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GRI 201-1

FINANCIAL PERFORMANCE

“IN 2025, WE CONFIRMED THE STRENGTH OF OUR DIVERSIFIED BUSINESS MODEL AND DISCIPLINED EXECUTION. IN A COMPLEX ENVIRONMENT, WE ACHIEVED AN ALL-TIME HIGH IN SALES AND ADJUSTED EBITDA, AND EXCEEDED OUR PROFITABILITY OUTLOOK, EXPANDING OUR EBITDA MARGIN BY 30 BASIS POINTS TO 13.9%, THE SECOND-HIGHEST IN OUR HISTORY. SOLID OPERATING PERFORMANCE ALSO ALLOWED US TO BEGIN OUR GRADUAL DELEVERAGING PHASE AHEAD OF PLAN TO 2.7X NET DEBT/EBITDA, FURTHER REINFORCING OUR ABILITY TO DELIVER SUSTAINABLE, PROFITABLE GROWTH”

Diego Gaxiola
Chief Financial Officer

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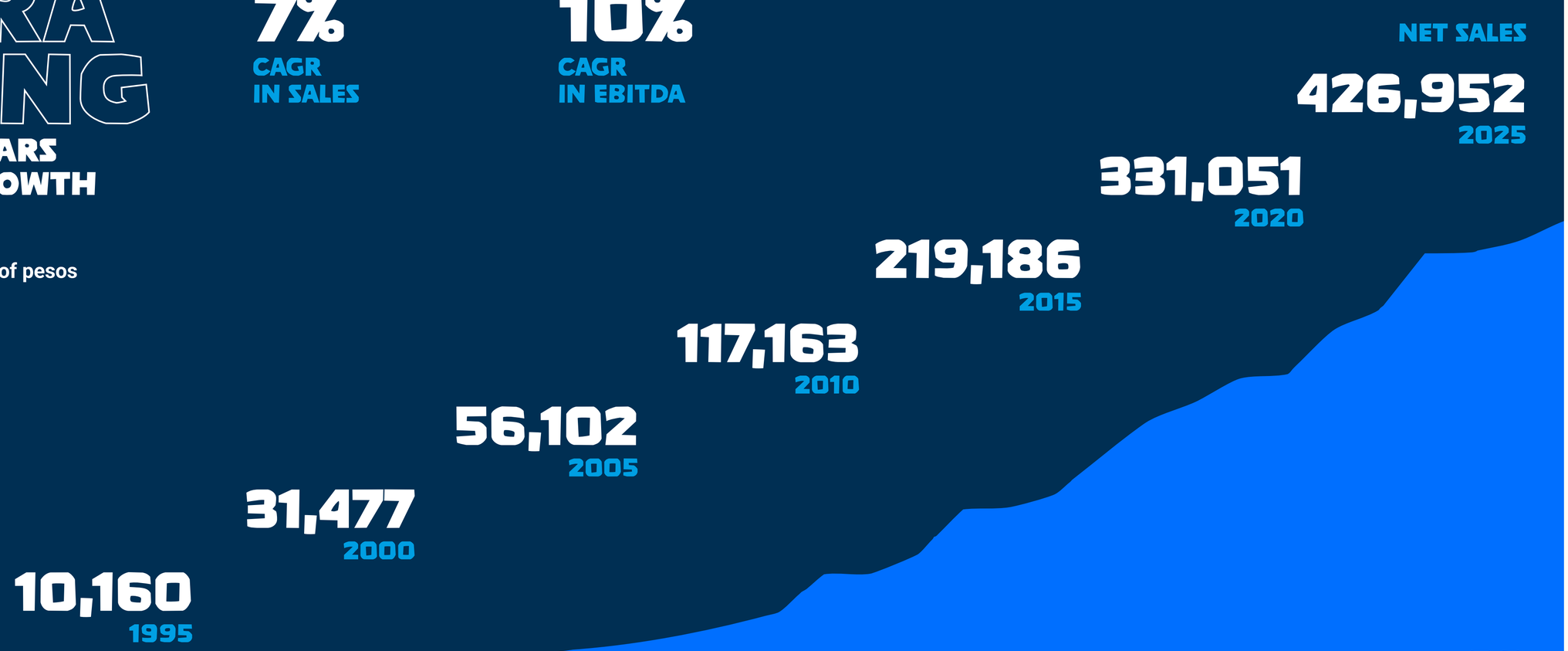
80 YEARS OF GROWTH

OVER THE PAST 10 YEARS, WE HAVE achieved:

7%
CAGR IN SALES

10%
CAGR IN EBITDA

In millions of pesos



1945		2025
1	COUNTRIES	93
1	BAKERIES AND PLANTS	249
4	PRODUCTS	+ 9K

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GRUPO BIMBO
ALIMENTAMOS UN MUNDO MEJOR

NET SALES

Net Sales reached a historic level at Ps. 426,952 million, an increase of 4.6%, attributable to positive price/mix effect, a favorable exchange rate conversion, and the contribution of recent acquisitions.

North America: Net Sales grew 0.5% in peso terms and decreased 4.0% excluding the FX effect. The decline was primarily driven by a continued soft consumption environment across the industry, which was partially offset by a positive price/mix performance and market share gains in buns and rolls,, salty snacks, and mainstream bread.

Mexico: Net Sales increased 2.4% over the record level achieved in 2024, primarily attributable to a favorable mix effect and growth across all channels and almost all categories, highlighting buns & rolls, sweet baked goods and cakes.

EAA: Net Sales grew 20.4% in peso terms. Excluding the foreign exchange effect, Sales reached a record level, posting an11.7% growth, driven primarily by positive performance across almost all organizations, highlighting the double-digit growth in Romania, India, the United Kingdom, and the Bimbo QSR business unit, as well as the contribution from recent acquisitions.

Latin America: In peso terms, Net Sales grew 10.6%. Excluding the foreign exchange effect, Sales increased 10.1%, reaching a record level, driven primarily by a favorable price mix, solid results in Central America and Ecuador, strong performance in Brazil, Argentina, Chile, and Colombia, as well as the contribution from recent acquisitions.

GROSS PROFIT

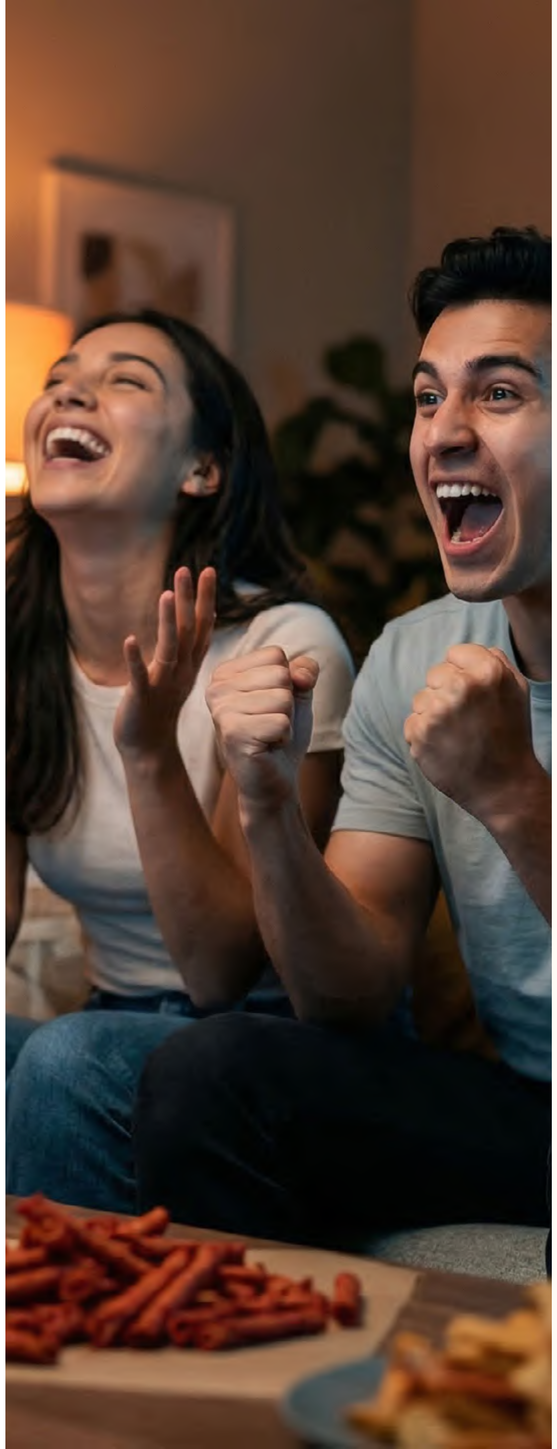
Gross Profit increased 4%, and the margin contracted 30 basis points to 52.3%, mainly due to higher indirect and labor costs, the latter mainly in EAA. These effects were partially offset by lower raw material costs.

OPERATING INCOME

Operating Income increased 3% compared to 2024, and the margin contracted 10 basis points to 8%, mainly due to the MEPPs non-cash benefit of US $49 million, registered during the fourth quarter of 2024. Excluding this effect from the 2024 base, Operating Income increased 6.2% and the margin expanded 10 basis points, reflecting record productivity benefits in North America as transformation initiatives continue to unlock significant operational efficiencies, coupled with lower restructuring investments.

* The North America region includes results from operations in the United States and Canada. Inter-regional transactions have been eliminated from the results for Mexico. The EAA region includes results from operations in Europe, Asia, and Africa. The Latin America region includes results from operations in Central and South America.

[1] Multi-Employer Pension Plans.



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ADJUSTED EBITDA

Adjusted EBITDA for 2025, reached a record level at Ps. 59,456 million, increasing 7.2% and the margin expanded 30 basis points to 13.9%, the second-highest ever recorded. Results were driven by good topline performance across most regions, highlighting the continued positive evolution in Mexico, as well as record productivity gains and lower restructuring investments in North America and EAA, which was partially offset by a lower EBITDA margin in Latin America.

North America: The margin expanded 60 basis points to 9%, reflecting lower raw material costs, improved price mix, and record productivity benefits achieved through the Company's transformation initiatives, as well as lower restructuring investments.

Mexico: The margin in Mexico expanded 10 basis points, reaching a record level at 20.4%, primarily attributable to a favorable mix performance, lower raw material costs, and administrative expenses.

EAA: Delivered a strong EBITDA margin expansion of 140 basis points, setting a record margin at 10.8%,, attributable to robust sales performance, lower administrative and restructuring expenses, and the accretive effect from recent acquisitions.

Latin America: The Adjusted EBITDA margin contracted 90 basis points to 8.1%, primarily reflecting integration expenses from recent acquisitions, which are expected to support long-term value creation and operational synergies. Excluding integration expenses, the Adjusted EBITDA margin contracted 30 basis points, primarily due to higher raw material costs in Brazil and Argentina, as well as increased general expenses including investments for future growth.

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COMPREHENSIVE FINANCING RESULT

The Comprehensive Financing Cost totaled Ps. $14,001 million, an 11.3% increase when compared to 2024, mainly attributable to higher interest expenses from an increased debt position, which was partially offset by a reduced exchange rate loss and benefits in hedges of the cost of energy.

NET MAJORITY INCOME

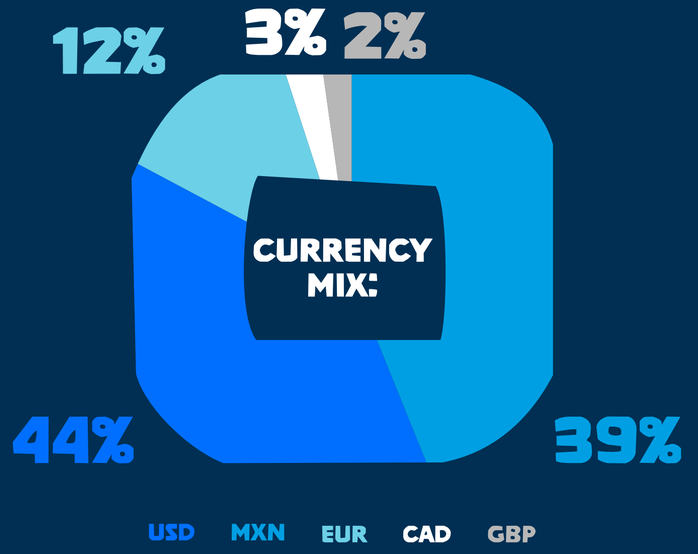
The 2025 Net Majority Income declined 8.1% excluding FX effect and 11.3% in pesos, and the margin contracted 50 basis points, mainly reflecting the above-mentioned operational performance and financing cost increase, as well as a higher effective tax rate.

FINANCIAL STRUCTURE

Total Debt on December 31, 2025, was Ps. 154 billion, compared to Ps. 151 billion on December 31, 2024. The increase was primarily due to the acquisitions and capital investments completed during the year, partially offset by the effect of the appreciation of the Mexican peso.

Average debt maturity was 9.7 years with an average cost of 6.3%. Long-term Debt comprised 92% of the total; 44% of the debt was denominated in US dollars, 39% in Mexican pesos, 12% in Euros, 3% in Canadian dollars and 2% in British pounds.

The Net Debt to Adjusted EBITDA ratio, which does not consider the effect of IFRS16, was 2.7 times, 0.2 times lower when compared to 2.9 times on December 31, 2024.



AMORTIZATION PROFILE[2] (IN MILLIONS OF U.S. DOLLARS)



[2] Closing exchange rate for the period: $17.97 MXN/USD. Does not include long-term debt at the subsidiary level of US$94 million.

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CERTIFICATIONS AND AWARDS

In 2025, Grupo Bimbo received 96 global awards and recognitions thanks to the trust, ethics, and sustainability practices we have built. Among these global recognitions, the following stand out:

Forbes' "World's Best Employers" for the second year in a row.

Ethisphere's "World's Most Ethical Companies" for the ninth consecutive year.

Newsweek and Statista's "World's Most Trusted Companies".

All organizations received awards, with Latin Centro receiving the most (29), followed by Latin Sur (18), Mexico (15), Asia (7), Canada (7), Brazil (4), EAA (4), BBU (3), and BQ (2).

These awards not only reflect our commitment to social responsibility, diversity, ethical practices, and corporate excellence, but also help us solidify our reputation as a company that promotes and invests in environmental protection and talent development. This helps us position ourselves as a company that cares as much about the planet as it does about the people in its organization and the communities where it operates.

They also highlight best practices in organizational management, the quality of our portfolio, and innovation in processes and products. Each achievement positions us as a company consistent with our philosophy: "To be a sustainable, highly productive, and deeply humane company".

CERTIFICATIONS AND AWARDS BY COUNTRY

MEXICO

- 8 bakeries and plants with Clean Industry certification
- We have topped MERCO's ESG ranking for 12 consecutive years
- Recognition as an Exceptional Company for practices in associate well-being, diversity and inclusion, sustainability, and innovation
- ESR certification for 26 consecutive years

BQ

- **South Korea:** ISO 14001
- **China:** ISO 14001
- **South Africa:** ISO 14001
- **France:** ISO 50001

EAA

- **Spain:** Zero Waste. ISO 14001. BREEAM ES New Construction 2015

UNITED STATES

- EPA Energy Star
- ABA Planet Award IBIE Plant Efficiency

CANADA

- Energy Star for Industry

LATIN SUR

- **Chile:** ISO 50001

LATIN CENTRO

- **Ecuador:** Green Dot "Eco-Efficient Company" Certification. Socially Responsible Company Award. SDG Leaders Ranking
- **Costa Rica:** Company promoting zero-emission mobility
- **Panama:** Panama's Most Sustainable Companies
- **Honduras:** Environmental Sustainability Award

For detailed information on each of the awards we've received, **click here.**

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DEIB AWARDS (DIVERSITY, EQUITY, INCLUSION, AND BELONGING)

Throughout the year, we received several awards that reflect our diversity commitment, our inclusion commitment, and our respect for human dignity in our global operations, as well as our efforts to foster a culture of equity and belonging:

NAME	COUNTRY	DESCRIPTION
Éntrale Seal – Awarded by the Éntrale Alliance (CMN, CCE, COAMEX)	Mexico	Disability.
Fair Work Award—Presented by the Puebla State Department of Labor	Mexico	Recognizes decent work practices, equality, non-discrimination, and fair working conditions.
Company Committed to Human Rights Seal—Issued by the Chihuahua State Human Rights Commission (CEDH)	Mexico	Respect for, promotion of, and protection of human rights in its operations.
LGBTI Talent Best Places to Work | CL Equity 2025	Chile	Recognition of our commitment to creating an inclusive, respectful, and discrimination-free environment where everyone feels valued for who they are.
Promoviendo la igualdad de género en el ámbito laboral	Costa Rica	Recognition in the category of Practices for Shared Social Responsibility in Care.
The Best Fast-Moving Consumer Goods (FMCG) Company to Work For in India, as recognized by GPTW	India	Recognition of the Best Companies to Work For.
Award for Best Inclusive Talent Management (Continental University)	Peru	This award recognizes business initiatives that excel in implementing diversity, equity, and inclusion (DE&I) policies and practices.
Impact Award for Community Service (Canadian Grocer Impact Awards)	Canada	Recognition for work in mental health, access to food, and the creation of an inclusive workplace.
Recognition of Bimbo as a leading company in diversity, equity, and equality in the region by 2025 (SUMMA Magazine)	Central America Region	We were recognized as a leading company in the region for diversity, equity, and equality in 2025, and the magazine, one of the most widely read in Central America, also published an article about these topics.

Learn more about our efforts to foster an inclusive culture on our *Diversity, Equity & Belonging* website.

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SUSTAINABILITY

OUR PURPOSE



A BETTER WORLD

WE ARE FIRMLY COMMITTED TO MAKING A POSITIVE IMPACT AT EVERY STAGE OF OUR VALUE CHAIN AND ON ALL OUR STAKEHOLDERS.

We work every day to improve our **For You** product portfolio, providing nutrition in every bite and promoting healthy lifestyles. Our driving force is everyone we interact with every day. Our promise **For Life** is to care for every associate and community that is part of our value chain. **For Nature,** we all share the same home. That is why we focus on sustainability-oriented operations that allow us to feed a better world through a value chain centered on environmental protection and conservation.



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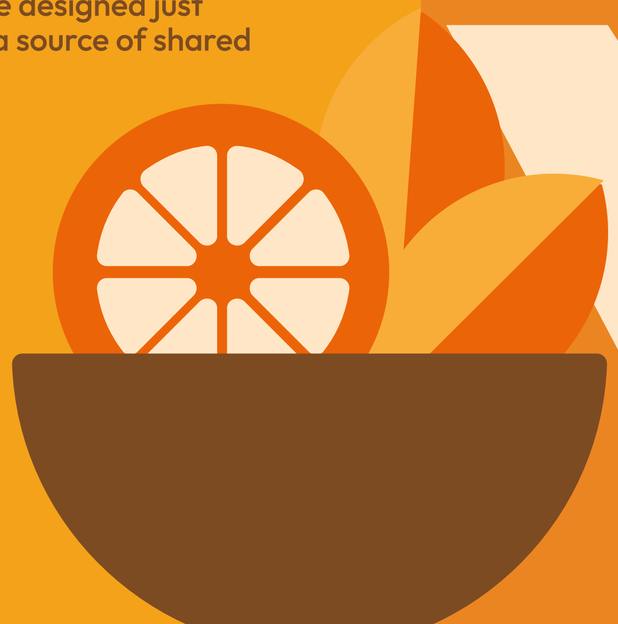
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CELEBRATING

WHAT WE BUILD TOGETHER

Every improvement, every new product, and every experience designed just for you is a source of shared pride.



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GRUPO BIMBO
ALIMENTAMOS UN MUNDO MEJOR

BEST NUTRITIONAL PROFILES FOR ALL

WE ARE COMMITTED TO ENSURING THAT OUR ENTIRE PRODUCT PORTFOLIO OFFERS NUTRITIONALLY SOUND OPTIONS, ADDRESSING CONSUMERS' HEALTH AND NUTRITIONAL NEEDS AND CONTRIBUTING TO MORE BALANCED, ACCESSIBLE, AND TRANSPARENT DIETS.



GOALS 2025-2027

100%
of our daily consumer portfolio of breads, pastries, and breakfast items[3] will be made using simple, natural recipes.

[3] English muffins and savory bagels.

PROGRESS 2025

With 21% progress toward 2025, we are on track to meet 100% of the target set for 2027.

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We operate based on four action platforms grounded in global standards, verifiable metrics, and traceability. **“Best Nutritional Profiles”** integrates our internal nutritional guidelines, profile definitions established in various public policies, as well as the needs and interests of our consumers and stakeholders. We seek to provide greater transparency through comprehensive metrics:



1. POSITIVE NUTRITION:

Optimal nutritional quality[4] based on the role that product categories play in our consumers’ diets (daily consumption and occasional consumption). This is achieved by adhering to specific profiles for maximum levels of sodium, added sugars, saturated fats, and industrially produced trans fats, while increasing the amount of fiber and protein.

2. CLEAN LABELING:

Simple, natural recipes with straightforward ingredient lists that our consumers can easily recognize and even find in their pantries.



3. FORTIFICATION FOR VULNERABLE AUDIENCES:

Development of affordable and nutritionally optimal options focused on addressing micronutrient deficiencies in vulnerable populations.

4. SMART PORTIONS:

Development of energy-controlled options within our occasional consumption portfolio to promote mindful consumption in these categories.

[4] Based on the international Health Star Rating (HSR) system.

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METHODOLOGIES AND GOVERNANCE OF NUTRITIONAL PROFILES

We have a management and governance framework in place to monitor and ensure the nutritional quality of our product portfolio, based on recognized methodologies and traceability processes that guarantee transparency and credibility. These tools allow us to evaluate, rate, and monitor our products across all the regions where we operate, ensuring that every food item aligns with our commitment to offering a portfolio of products of optimal quality based on their role in the diet:



1.

GRUPO BIMBO NUTRITIONAL GUIDELINES

Dietary nutrient assessment: fiber and protein, prioritizing plant-based sources (to be encouraged), and added sugars, sodium, saturated fats, and trans fats (to be limited). We establish thresholds for each of these based on serving sizes across all product categories in every region where we operate.

2.

HEALTH STAR RATING (HSR):

A nutritional profiling system that rates the nutritional quality of a food on a scale of 0.5 to 5 stars. A rating of 3.5 stars or higher indicates optimal nutritional quality. Both the algorithm used for analyzing and rating, and the evaluation guidelines, are public and **can be viewed here[5].** We apply this system's criteria to all product categories (in accordance with the system's usage guidelines) across all locations where we operate.

3.

TRACEABILITY

Assurance of compliance with ingredient specifications, recipes, and labeling information for each product through internal and external audits, supported by a global nutritional database that allows us to comprehensively monitor the portfolio's performance.

[5] Most of the portfolio is evaluated under Category 2 for the formats consumed.

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GRI 3-3, 416-1, 416-2
SASB FB-PF-260A.1, FB-PF-260A.2

GOALS 2025	PROGRESS 2025
50% of our total net sales must come from products with an HSR[6] of 3.5 stars or higher[7].	**48%***
100% of our breads, pastries, English muffins, and savory bagels must be rated at least 3.5 stars on the HSR*.	**98%**
100% of our everyday consumer product categories must fall below the levels established in our internal guidelines for added sugars, sodium, saturated fats, and trans fats[8].	**95%**
90% of our white breads and pastries will contain at least 2 grams of dietary fiber per 100 grams of product.	**97%**



[6] HSR: Health Star Rating.
[7] This includes both daily and occasional consumption categories.
[8] Excluding: Bimbo QSR, acquisitions made during 2025, Bimbo Frozen, sales to non-end consumers, private label brands, products for which we do not own the recipes, and beverages prepared on-site.
* Data validated by a third party.

POSITIVE NUTRITION

We are working to further strengthen our products' nutritional profiles through guidelines and concrete actions that allow us to remain the preferred choice in the market.

To advance our Positive Nutrition goals, we work with two complementary approaches that balance the reduction of nutrients to be limited with an increase in the amount of fiber and plant-based protein: our **Grupo Bimbo Nutritional Guidelines** and the **HSR[6]** labeling system. Since both are aligned with international practices, we remain competitive against peers who are now adopting these frameworks to strengthen their nutritional strategies and achieve continuous improvement.

We reached 98% positive nutrition scores for bread, pastries, English muffins, and savory bagels by 2025. This means that these categories must comply with our Grupo Bimbo Nutritional Guidelines and have at least 3.5 HSR[6] stars.

To learn more about Grupo Bimbo's Nutritional Guidelines, **click here.**

To learn more about our HSR-aligned approach to positive nutrition, **click here.**

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HEALTH STAR RATING SYSTEM (HSR) EVALUATION

We continued to measure the nutritional quality of our product portfolios using the Health Star Rating System, as it allows us to provide greater transparency in accordance with the highest global standards. This year, we achieved a rating of at least 3.5 HSR stars for 98% of our portfolio of breads, pastries, English muffins, and savory bagels.

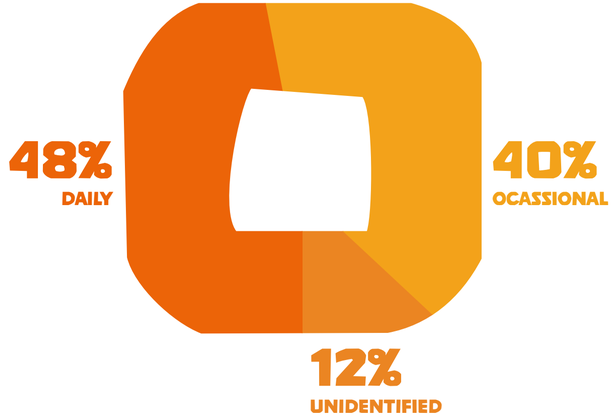
Categories by star rating:

- **≥ 3.5:** Products with optimal nutritional quality
- **= 3:** Products that need to continue reducing critical nutrients such as sodium, added sugars, and saturated fats, while increasing fiber, whole grains, high-biological-value plant-based proteins, nuts, and seeds, among others.
- **≤ 2.5:** Products primarily intended for occasional consumption. Where feasible, we seek to improve nutritional quality while maintaining consumer preference.

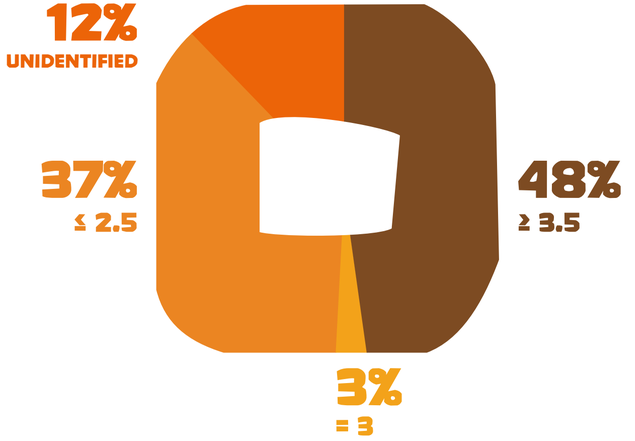
48%[9]
of total sales in 2025 came from products with an HSR rating of 3.5 stars or higher.

[9] Progress reflects a 13pp increase compared to 2022. The gap is expected to close by 2026, based solely on primary sales data.

% OF SALES BY PORTFOLIO TYPE IN RELATION TO CONSUMPTION FREQUENCY



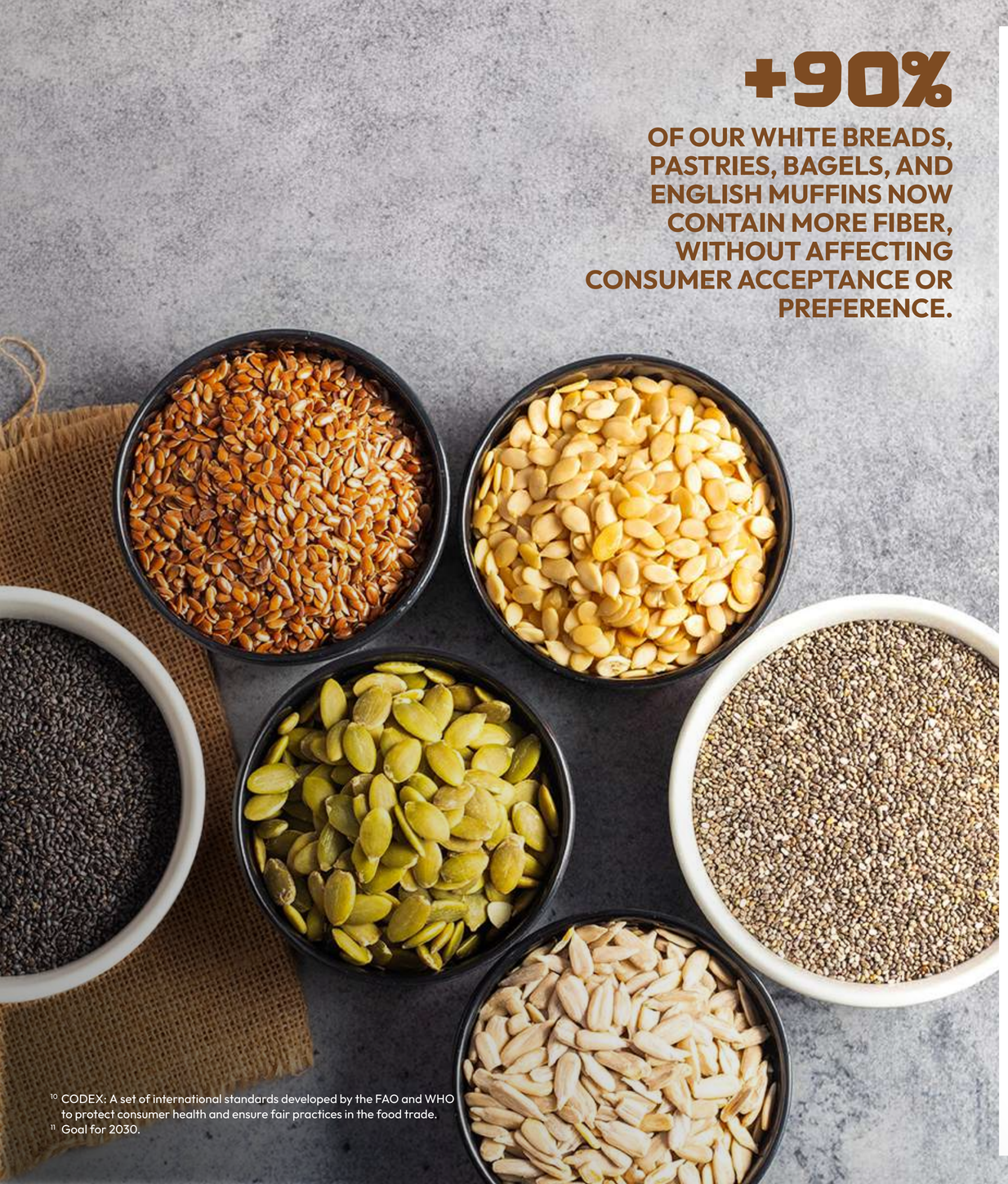
% OF SALES BY HSR STANDARD COMPLIANCE



Click here to learn more:

- **% of daily consumption SKUs that meet the organization's thresholds** for nutrients to be limited in diets
- **Compliance with fiber targets in white bread, pastries, bagels, and English muffins** (% of SKUs meeting the target and average fiber content per 100g)

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+90%

OF OUR WHITE BREADS, PASTRIES, BAGELS, AND ENGLISH MUFFINS NOW CONTAIN MORE FIBER, WITHOUT AFFECTING CONSUMER ACCEPTANCE OR PREFERENCE.

ELIMINATING TRANS FATS

In 2018, we aligned our standards for trans fat content and the use of partially hydrogenated oils and fats with the recommendations established by the World Health Organization (WHO). **In 2020, we completed the implementation of these standards, eliminating the use of partially hydrogenated oils and fats entirely across all our operations.** In doing so, we ensured that our entire portfolio complied with the limit of no more than 2 g of industrially produced trans fats per 100 g of total fat.

Internally, we established guidelines and policies that ensure and maintain compliance with these metrics. We also worked with our suppliers to drive innovation in all our raw materials that impact compliance with this commitment, always striving for greater operational excellence.

FOCUSED ON FIBER

Among the nutrients essential to a balanced diet, fiber plays a key role. As a fundamental component of many of our product categories, these products have become an accessible and affordable way to bring this nutrient to our consumers. For this reason, we set goals to increase the amount available per serving, primarily in our daily consumption portfolio.

In 2025, we exceeded our goal of ensuring that 90% of our portfolio of white breads, pastries, bagels, and English muffins contained at least 2 g of dietary fiber per 100 g of product. We will move toward 2030 to reach at least 3 g per 100 g of product, based on the CODEX[10] food definitions under the "source of fiber" standard. This progress makes our daily consumption portfolio a significant source of fiber for millions of consumers, contributing to more balanced diets without compromising affordability.

Click here to learn more: Countries where products contain at least 3g of fiber per 100g[11].

[10] CODEX: A set of international standards developed by the FAO and WHO to protect consumer health and ensure fair practices in the food trade.
[11] Goal for 2030.

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SUCESS STORIES

WHOLE-GRAIN BREAD MEXICO

INGREDIENTS REDUCED FROM 14 TO JUST 8

CONTAINS WHOLE GRAINS

4-STAR HSR RATING

FREE OF ARTIFICIAL FLAVORS AND COLORS



IBERIA'S 100% NATURAL LINE

NO PRESERVATIVES

NO ADDITIVES

LACTOSE-FREE

NO ADDED SUGARS



BAGELS UK LINE

BAGEL VARIETIES:
Protein Boost, Fiber Boost, and Lighter.

PROTEIN BOOST
contains 10.6g of protein

FREE OF ARTIFICIAL COLORS AND FLAVORS

FIBER BOOST
contains 4.2g of fiber





DEMPSTER'S PROTEIN GRAIN BREAD, CANADA

14G OF PROTEIN

WITH WHOLE GRAIN

SOURCE OF FIBER

NO ADDED SUGAR OR FATS

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GRUPO BIMBO
ALIMENTAMOS UN MUNDO MEJOR



CLEAN LABELING

Technological innovation and sustainability in the supply chain enable us to develop products with simpler recipes, made with fewer and higher-quality ingredients, in line with the preferences of consumers who want to know what their favorite brands and products contain. Today, consumers seek transparency and ingredients they can easily understand, recognize, and find in their own pantries.

Over the past few years, we have made significant progress in simplifying the recipes in our daily consumer products portfolio, reducing their ingredients to between 10 and 15 recognizable components. This has been particularly important in the bread and baked goods categories, as we move toward our goal of having simple, natural recipes. **In these categories, we have eliminated high-fructose corn syrup, partially hydrogenated fats and oils, and artificial colors, and we are close to completely eliminating artificial flavors.** Additionally, we have laid the groundwork for eliminating artificial emulsifiers and preservatives to meet our 2027 goal. We innovated to respond to consumers who are increasingly conscious of the types of products they include in their diets, without compromising quality, safety, or taste.

REMOVAL OF ARTIFICIAL COLORS

We use ingredients that are safe and approved by the health authorities in the countries where we operate when developing our recipes. However, we understand that certain ingredients raise concerns among our consumers and stakeholders, so we are accelerating the phase-out of artificial colors across our entire portfolio. **Since 2024, our daily consumption portfolio no longer contains artificial colors.** In 2025, we began the transition in our daily and occasional consumption portfolios through initiatives focused on innovation, supply, and the affordability of robust technological solutions that will ensure our transition to a portfolio free of artificial colors by the end of 2026. This decision aligns with global best practices and reinforces our commitment to clean labeling and transparency toward our consumers.

GOAL 2027

Our lines of bread, pastries, English muffins, and savory bagels must be made using recipes with fewer than 10–15 ingredients, all of which are familiar to our customers.

PROGRESS 2025

With 21% progress toward 2025, we are on track to meet 100% of the target set for 2027.

In 2025, we accelerated the phase-out of artificial colors in our occasional consumption portfolio across our best-selling products. Learn more about our progress on this front **here.**

Click here to learn more:
Portfolio of everyday consumer products moving toward clean labeling (% of SKUs without listed ingredients).

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GOAL 2025

Launch at least one program per region to support vulnerable groups through accessible and affordable products that provide positive nutrition and/or through programs designed to reduce food insecurity.

PROGRESS 2025

10/13 of the participating business units have at least one fortified product or a food security program[12].

[12] BL is excluded due to the indulgent nature of its products, and ELG due to the nature of its business.

FORTIFICATION FOR VULNERABLE AUDIENCES

At Grupo Bimbo, we understand that malnutrition goes beyond being undernourished or overweight; it also includes deficiencies in essential micronutrients such as vitamin A, iron, iodine, and zinc, which affect more than two billion people, especially in low-income countries. As part of our mission to bring delicious and nutritious food to everyone, we have set goals to develop products designed to address micronutrient deficiencies, guided by international standards and local data.

We prioritize countries with the highest levels of food insecurity according to international indicators and strengthen local and regional partnerships. **Our fortification strategy focuses on adding iron, zinc, vitamin A/D, and iodine to products with an HSR rating of 3.5 or higher,** ensuring that every region has at least one affordable product with optimal nutritional quality.

Throughout 2025, we implemented regional programs to support vulnerable groups in closing micronutrient deficiency gaps through accessible, affordable, nutritionally sound products that are easy to integrate into diets. Additionally, we participate in food security initiatives alongside local and global partners. This is how we reaffirm our commitment to ensuring that delicious and nutritious food is available to everyone.



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PROGRAMS

Organization	Program	Description
Bimbo Asia	China: Mankatan Complete Nutrition Bread Whole Wheat, Mankatan Complete Nutrition Sweet Bread, Mankatan Complete Nutrition Bread Salty	Fortified with iron, zinc, calcium, niacinamide, and vitamins B1 and B2
Bimbo Bakeries USA	Sara Lee Classic White Bread	A good source of iron, vitamins D, A, and E An excellent source of calcium
Bimbo EAA	UK: Magic Breakfast	Magic Breakfast is a UK program that provides nutritious breakfasts to children at risk of hunger to improve their learning and well-being. Donation of high-quality, nutritious foods that are a good source of fiber
	Iberia: Convenio Fesbal	Partnership with the Spanish Federation of Food Banks to facilitate regular donations of nutritionally sound food
Bimbo Latin Centro	Pan Bimbo ActiDefens	Fortified with iron and zinc
Bimbo Latin Sur	Pan Bimbo Blanco	Fortified with Vitamine D (Peru, Uruguay and Argentina)
Bimbo Brazil	Bisnaga Nutrellinha	Fortified with vitamins A, B3, D, B6, B1, and B2, as well as minerals like calcium, iron, zinc, and phosphorus
Bimbo Canada	Dempster's y Bon Matin	Fortified with Vitamin D
Bimbo India	Milk Bread	Fortified with calcium Source of protein
Bimbo Rumania	Whole cereals & milk biscuits	Fortified with niacin, pantothenic acid, vitamin B6, vitamin B12, biotin, folic acid, and magnesium

To learn more about Micronutrient Fortification, **click here.**

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GRI 3-3, 416-1, G4_PR1, FP7
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To learn more about this initiative, **click here.**

To see our progress in key data on this front, **click here.**

SMART PORTIONS

To determine the appropriate serving size for any of our products, we rely on our **Serving Guidelines.** These are intended to:

- **Provide information on the actual consumption of our products** through a serving guide that allows consumers to make informed choices.
- **Establish guidelines to define the characteristics of our portion-controlled offerings** (smart portions) that allow consumers to enjoy their favorite products with fewer calories.

GOALS 2025

The best-selling brands/products in the occasional consumption portfolio must meet one of the following criteria:

COMPLIANCE
with our public limits on saturated fat, trans fat, added sugars, and sodium

OFFERING
options through product line extensions that are free of artificial flavors and colors and/or provide positive nutrition

PROVIDING
options in controlled-portion sizes

INCLUDING
options with significant reductions **(≥25%)** in the category's critical nutrient

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GUIDELINES FOR SMART PORTIONS

The guidelines classify these serving sizes based on whether they are intended for daily or occasional consumption. They fully comply with applicable local regulations regarding serving sizes in the various regions where we operate, and in countries that do not have specific regulations governing such statements, we follow the basic parameters set forth in these internal guidelines:

To learn more about our Smart Portion Guidelines, **click here.**





BREAKFAST	SNACK	LUNCH	SNACK	DINNER
PERCENTAGE OF TOTAL DAILY CALORIE INTAKE[13]				
25% (+/-5%)	15% (+/-5%)	30% (+/-5%)	15% (+/-5%)	15% (+/-5%)
	"SMART" PORTION		"SMART" PORTION	

PORTIONS IN OCCASIONAL CONSUMPTION FOODS

We believe that occasional consumption foods can be part of a healthy diet if eaten mindfully and in appropriate portions. That is why we have developed a differentiated product line that allows our consumers to enjoy their favorite products in controlled portions. This strategy helps normalize the consumption of small portions without sacrificing taste or the overall experience. For snacks, we offer single-serving products with controlled calorie content of up to 200 kcal for children and 250 kcal for adults. Additionally, we include options free of artificial colors and flavors, with nutritional improvements or significant reductions in sugars, sodium, or saturated fats.

[13] By age group: Adults (approx. 2,000–2,500 kcal) Children: 1,700 kcal.

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GRI 3-3, FP8
SASB FB-PF-270A.1.
CSRD ESRS S4

SUSTAINABLE AND TRANSPARENT BRANDS

OUR COMMITMENT TO NOURISHING A BETTER WORLD IS REFLECTED IN THE TRANSPARENCY WITH WHICH WE SHARE OUR RECIPES AND CONSUMER INFORMATION IN A CLEAR AND RESPONSIBLE MANNER.



GOALS 2025

100%
of our occasional and children's product portfolio will feature nutritional information based on scientific evidence, both on packaging and in digital media.

WE WILL PROVIDE
nutrition education to five million people worldwide through our nutrition and wellness education projects.

PROGRESS 2025

ALL
our products meet the nutritional labeling requirements set forth by regulations, and for some SKUs, we include serving size information on the packaging.

Through the **BIMBO GLOBAL RACE**, we promote healthy habits by providing accessible content on nutrition and well-being:
- ~5 million people worldwide
- +164 thousand runners
- +400 million social media impressions in over 35 countries



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GRUPO BIMBO
ALIMENTAMOS UN MUNDO MEJOR

GRI 2-23, 2-24, 2-28, 3-3, 417-1

By sharing our efforts to offer simpler recipes with eco-friendly options, we promote active and healthy lifestyles as well as the well-being of communities.

Our main strategies for promoting brands that are sustainable and transparent are:

- **Responsible communication,** going beyond regulatory requirements
- **Commitment to children,** adhering to our strict advertising policies
- **Nutritional and sustainability information** about our products
- **Promoting healthy lifestyles that improve people's well-being**

RESPONSIBLE COMMUNICATION

Transparent and ethical communication is key to building trust and promoting healthy habits. Our global guidelines, **This is how we do Marketing,** which are aligned with the Code of Ethics, establish clear criteria for responsible campaigns, prioritizing people, accuracy, and the usefulness of information. This ensures that every message adds value, contributes to nutrition, and respects the rights of our consumers.

This is complemented by our active participation in global associations such as the IFBA, WFA, and the International Chamber of Commerce (ICC), which promote international standards for responsible communication and reinforce our commitment to transparent and truthful messages.

LABEL COMPONENTS



E

Servings:
Serving guidelines to help consumers achieve balanced diets.

D

Health claims:
Scientifically backed.

C

Front-of-package label:
Guideline Daily Amount (GDA) chart, where no regulations exist on the matter.

A

Nutrition Information:
Calories, total fat, saturated fats, trans fats, carbohydrates, dietary fiber, sugars, protein, and sodium per serving.

B

Sustainability Information:
Information about our practices and achievements.

To learn more about our Global Labeling Policy, **click here.**

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PACKAGING STANDARDIZATION

In 2025, we standardized the front and back labels on the packaging of our white and whole-grain breads for daily consumption. We focused on streamlining the design by reducing the use of ink and highlighting the products' intrinsic attributes. **We highlighted improvements to the recipes, such as the addition of fiber and the elimination of artificial flavors and colors, and emphasized the use of natural ingredients.** With this initiative, we aim to empower consumers to make informed decisions through clear and transparent packaging. This update, implemented in all markets where the Bimbo brand is present, was validated using materials submitted by local teams, including renders, market images, and point-of-sale photographs. This allowed us to ensure that the messaging was consistent, understandable, and adapted to each context.

We are making progress in adopting a global framework that defines common criteria for communication on our packaging, allowing us to align formats, visual hierarchies, and key messages across all regions. By year-end, it had been implemented on white and whole-grain breads in Latin Central, Latin South, and Mexico, and we began expanding it to the baked goods category. The next phase, scheduled for 2026, will reinforce this consistency and facilitate the integration of messages related to the evolution of our recipes.

NUTRITION AND SUSTAINABILITY EDUCATION

We recognize the importance of educating our consumers about the benefits of eating whole grains. We launched a communication campaign in Mexico, Costa Rica, Guatemala, El Salvador, Honduras, Uruguay, Argentina, and Peru through digital media, and on television in Ecuador, to convey these benefits in a clear, relevant, and relatable way. Our goal was to connect with consumers through messages that reinforced the role of whole grains as part of a healthier diet, rich in fiber and protein. Additionally, we continued to drive communication through our brands, with local campaigns highlighting the benefits of whole-grain bread.

To complement this, we promoted nutrition education worldwide, developing projects and communication channels that provide practical and reliable information to help people better understand their food choices. One of the most important tools for achieving this is **BNutrition,** our digital portal and social media channels where we share content on nutrition, food science, healthy recipes, food labeling, and healthy lifestyles.

We strengthened these practices through specialized sessions with teams in different countries, focused on improving how we communicate our sustainability progress. These sessions reinforced the importance of conveying clear, verifiable, and evidence-based messages, helping to prevent ambiguous interpretations and avoid practices that could be perceived as greenwashing.

These efforts reinforce our vision of **supporting consumers with healthier products, providing tools that help them make informed decisions** about the various options available to them in both daily and occasional consumption. In this way, we promote responsible and sustainable habits.

SUCESS STORY



CERO CERO BREAD, LATIN CENTRO

We launched a 360-degree campaign to promote the nutritional benefits of our Cero Cero breads in Latin Centro. We aim to establish a presence in the fitness world through targeted in-store activations to turn this healthy offering into a driver of structural growth for the region.

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GRI 2-23, 2-24, 3-3
SASB FB-PF-270A.1.

OUR COMMITMENT TO CHILDHOOD

Since our consumers include children, we strive to support parents and guardians in providing a balanced diet. We work closely with them to achieve this, helping them make nutritional choices that promote children's well-being.

In accordance with our **Advertising Policy for Children, which aligns with WHO and UNICEF guidelines,** we promote healthy lifestyles and positive values for children. This year, we updated this policy to ensure we meet and exceed responsible practices aligned with the highest international standards. At the same time, our advertising campaigns continued to target responsible adults, with a focus on schedules and appropriate channels to ensure ethical and transparent communication.

As part of our compliance with international standards for responsible advertising, we have an external validation process that reviews children's exposure to our campaigns. The most recent assessment confirmed that only 13.6% of impressions were attributed to audiences under 13 years of age, remaining below the 30% threshold established by global guidelines. Furthermore, we did not broadcast ads targeting this audience that promoted products that might fail to meet applicable nutritional criteria.



To learn more about our Advertisements to Children Policy, **click here.**

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GRI FP8

OUR PRODUCTS' NUTRITIONAL AND SUSTAINABILITY INFORMATION

We build relationships with our customers based on transparency and trust, providing accurate information about our products and promoting healthy habits with an environmental focus. We aim to extend these initiatives to all the regions where we operate, encouraging mindful consumption, care for the planet, and a balanced diet.

CONNECTING WITH OUR TEAMS

This year, we raised awareness and trained our global marketing teams to incorporate the concept that sustainability is an integral part of our products and packaging from the very beginning into their communications. This approach aims to ensure that our messages reflect our commitment to responsible practices, driving decisions that consider environmental and social impact from the design stage of everything we do. By improving our internal understanding of these efforts, we strengthen how we communicate them to the outside world. We connect innovation, sustainability, and value for our consumers.

STRATEGY EVOLUTION

Going forward, we will focus on standardizing the design of our packaging across different product categories and regions within our portfolio, prioritizing key messages in each communication. We will seek to further strengthen transparency and efficiency across our channels, maintaining consumer trust and credibility, while promoting healthy lifestyles through high-impact sports initiatives. In doing so, we are moving toward a more assertive and responsible communication strategy that will stand the test of time.

CONNECTING WITH THE CONSUMER

We continue to use various communication channels to make information about our products more accessible and to ensure that our disclosure of key data exceeds regulatory requirements:

QR CODES:

An accessible way to access additional information and ensure transparency regarding our products. We also have other digital platforms that offer recipes and suggestions for using our products and promote waste reduction.



BNUTRITION

FUNCTIONAL MESSAGING:

We work to adapt the communication of our products and values through campaigns tailored to the local contexts of the different regions where we operate, responding to their cultures, regulations, and priorities.

HEALTHY EATING TOOLS:

Especially for occasional consumption products, we are doubling our efforts to clearly communicate the recommended serving size on our packaging. The packaging designs and sizes have also been adapted to facilitate responsible consumption decisions **(learn more here).**



BACK OF PACKAGING:

We have redesigned the layout of the back of our packaging to convey the initiatives that define the three pillars of our sustainability strategy: Baked for You, Baked for Life, and Baked for Nature. We also aim to educate our consumers about the functionality and benefits of consuming whole grains, while ensuring that the nutritional information provided complies with the regulations and certifications to which we are subject.

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PROMOTING HEALTHY LIFESTYLES

Every year, we strengthen our initiatives to promote positive habits and holistic well-being, especially among children. We promote healthy lifestyles through programs that combine sports, inclusion, and family bonding, aligning our actions with our global purpose of nourishing a better world. In doing so, we aim to establish ourselves as a company that acts with consistency and commitment toward the health and holistic development of our communities.

We continue to evolve our sports support initiatives to expand their reach and the number of beneficiaries by sponsoring sporting events and national teams.

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EFFECTIVE MARKETING

By 2025, **El Sueño Bimbo (“The Bimbo Dream”)** evolved into a more immersive and meaningful global platform, focused on empowering young women through sports and educational experiences. This evolution strengthened our position as a purpose-driven and culturally relevant brand, demonstrating how a marketing initiative can generate real social value while deepening the emotional connection with our audiences.



BIMBO GLOBAL RACE

This year celebrated the 10th anniversary of this event, which has established itself as a family-friendly event held in more than 35 countries, promoting physical activity and camaraderie among participants. We continued our campaign to donate 20 slices of bread for every registered participant to food banks worldwide, expanding our impact on communities by donating more than 3 million slices to those who need it most.

+164 THOUSAND
participants in the in-person and virtual race in 2025

Learn more about the Bimbo Global Race **here.**

FUTBOLITO BIMBO

We strengthened this initiative through our strategic partnership with FC Barcelona, which began in 2022. It is based on three pillars: promoting women’s talent and equality, fostering healthy habits from childhood, and supporting new generations. This year in particular, we succeeded in establishing Futbolito Bimbo as one of the company’s most significant social initiatives in Mexico, with the participation of more than 63,000 children, the building of 5,500 teams, and the generation of 102,807 hours of physical activity. These results reflect the program’s reach and consistency in fostering social interaction, inclusion, and healthy lifestyle habits across different regions of the country, strengthening its positive impact on children’s holistic development.

+63,000
participants in 2025

+5,500
teams

102,807
hours of physical activity



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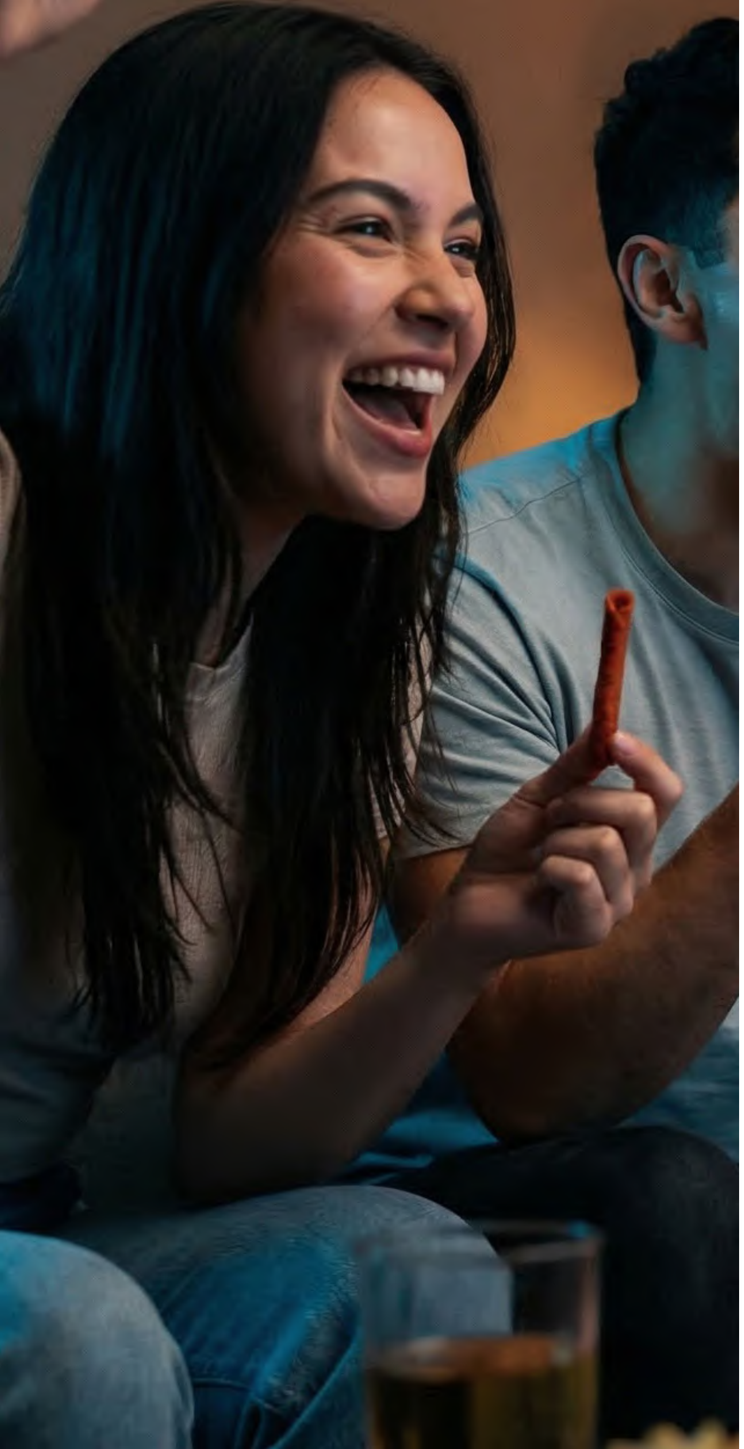
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CONNECTION CENTER

To support our food quality and safety strategy, we track two key performance indicators (KPIs): Right to Play and Right to Win, which allow us to monitor operational compliance and the strengthening of our strategic capabilities.

Right to Win places a strategic emphasis on active, structured, and continuous listening to consumers, enabled through the Connection Center 3.0, which has evolved from a customer service channel into a comprehensive hub for understanding consumers.

The Connection Center 3.0 acts as a transparent, permanent, omnichannel point of contact through which we listen to our consumers. It collects, integrates, and analyzes data from all interactions with consumers. This information becomes actionable insights, which are shared across Quality, Marketing, Sales, Innovation, and Technology teams, directly impacting decision-making throughout the organization.

Thanks to the integration of data, automation, and advanced analytics, Connection Center 3.0 enables us to identify opportunities for improvement, anticipate risks, detect emerging trends, and assess consumer perception in near real time. This continuous feedback keeps us relevant, focuses us on what truly matters to our consumers, and accelerates value creation for the business.

To learn more about our efforts to create brands that are sustainable and transparent, **click here.**

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PROMOTING HEALTHIER PLANT-BASED DIETS

WE REMAIN FOCUSED ON DEVELOPING A PRODUCT PORTFOLIO THAT PROVIDES BETTER NUTRITION AND CLEARER MESSAGING FOR OUR CONSUMERS. WE DO THIS WITH THE UNDERSTANDING THAT EATING WHOLE GRAINS HELPS PREVENT DISEASE, IMPROVES DIGESTION, AND PROMOTES BETTER OVERALL HEALTH.

At Grupo Bimbo, we have the opportunity to be the primary source of whole grains for people through our breads. Through innovation, the strengthening of a solid and healthy core portfolio across all categories, and clear communication about the nutritional benefits of our products, we respond to consumers' changing needs and prepare for the future, maintaining high quality standards and replicating successful practices in the various regions where we operate.

Our strategy focuses on two objectives:

1. **Promote** the widespread consumption of whole grains
1. **Strengthen** innovation in products that provide nutritional benefits



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GRUPO BIMBO
ALIMENTAMOS UN MUNDO MEJOR

GOAL 2030

REACH 100 MILLION HOUSEHOLDS

with whole-grain bread by 2030:

- **Promote the widespread consumption** of whole-grain products, reaching more households, and bringing consumption on par with that of white bread (100 million households).
- **Through tasty products** that are affordable and available at retail locations.
- **Spreading the word about the benefits** of eating whole grains for both health and the planet.



PROGRESS 2025



DURING 2025

We strengthened our market presence in whole-grain breads, adding 400 thousand households globally. Brazil, Canada, Colombia, and Argentina stood out for their performance in this area.

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To learn more about how we promote healthier diets, **click here.**

PROMOTE THE WIDESPREAD CONSUMPTION OF WHOLE GRAINS

To promote the widespread consumption of whole grains, we will continue to implement our three strategic pillars in 2025:

1. ACCESS TO NUTRITION FOR ALL

We aim to reach more families by offering healthy, affordable options available at as many retail locations as possible. In virtually every country where we operate, we offer whole-grain breads in small sizes. These represent a lower out-of-pocket cost for households with lower socioeconomic status, as well as opportunities to try the products for smaller households that previously did not purchase larger formats.

Year after year, we conduct an accessibility analysis across all our markets to identify opportunities and define action plans that allow us to move toward our goals. As a result of the 2025 analysis, we observed that in countries such as the United States and some in Latin America, our whole-grain breads were just as well-received as other options in the sliced bread category among lower socioeconomic groups. We will continue to strengthen this mission, consolidating our presence in the sliced bread market to bring affordable, nutritionally valuable options to more households.

SUCESS STORY



WHOLE WHEAT HALF LOAF

In the United States, we launched our Whole Wheat Half Loaf under the Sara Lee brand. This convenient size saw strong repeat purchases in the market. As a result, it became a favorite in our consumers' homes.

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2. DEVELOPING WINNING PRODUCTS THAT ARE MORE APPEALING TO CONSUMERS

Throughout 2025, various organizations in the Group continuously improved the taste and nutritional quality of their recipes, with the goal of offering increasingly comprehensive options tailored to our consumers' needs. As a result of this focus on innovation, we launched 46 new products with positive nutritional claims.

Strengthening new distribution channels allowed us to expand access to products with high nutritional quality, such as gluten-free bread and Saníssimo, bringing options with positive nutritional value to more consumers and at different times of consumption.

Another example of this progress was the optimization of the recipes for our Dempster's brand whole-grain products, where we enhanced their nutritional profile by fortifying the products with Vitamin D and increasing the fiber and protein content per slice.

STRENGTHEN PRODUCT INNOVATION THAT PROMOTES POSITIVE NUTRITION

We stay on top of product innovations that provide solutions for different consumption scenarios, while continuing to offer better nutrition and clear messaging to our consumers.

We relaunched our gluten-free bread at Bimbo EAA, improving the product's quality and thereby increasing sales compared to 2024.

BIMBO INTEGRAL

In Mexico, we highlight the 13.2% year-over-year growth in unit sales of Bimbo Integral, a product with strong penetration in Mexican households. This significant achievement was due to an improved recipe, which, in addition to receiving high marks from our consumers, contains only 10 ingredients and is free of artificial preservatives and high-fructose corn syrup.

In 2025, this portfolio saw an increase in regional sales.



SUCCESS STORIES

BAKER'S LOAF

The launch of Baker's Loaf in India capitalized on the growth of the artisanal and premium segment with high-quality gourmet breads, exclusively available through quick-commerce. Its portfolio includes high-fiber, preservative-free, high-protein, and 21-grain options.



SANÍSSIMO

Saníssimo is a global, multi-category brand whose commitment to constant innovation has enabled us to expand into 18 countries. Since 2009, we have built brand equity and achieved steady growth through diverse initiatives.



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CELEBRATING TRANSFORMATION

Every innovation, every improvement, every step forward is a celebration of life as it grows and renews itself.



BAKED FOR LIFE

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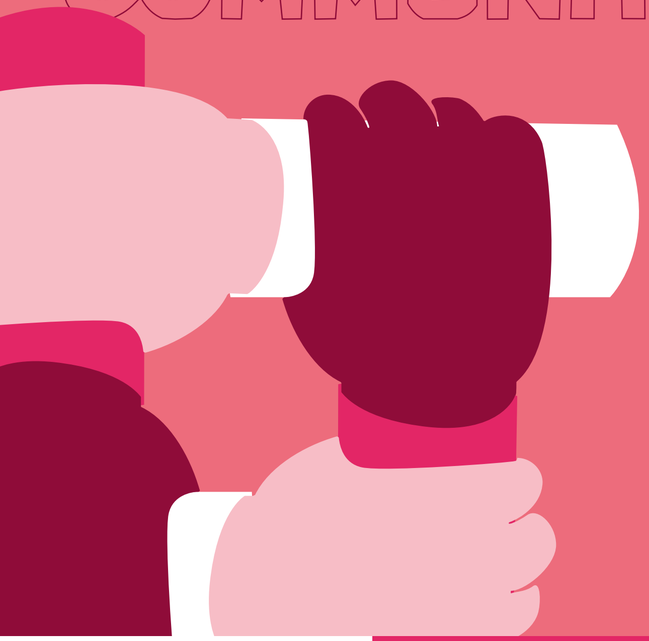
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GRI 2-28, 3-3, 203-1, 203-2, 413-2, FP4
CSRD ESRS-S3.1, ESRS-S3.2

STRENGTHENING OUR COMMUNITIES



From the very beginning, social and environmental commitment have been part of our identity, solidifying our position as a people-centered company. This drives their holistic development and allows us to be a force for good for our associates and communities. This approach defines how we operate and how we contribute to the well-being and growth of those around us.

Through our social programs, we promote initiatives that seek to strengthen communities and foster their self-reliance. Today, we encourage beneficiaries to actively participate and commit to each project to ensure its long-term continuity and sustainability. With this community-centered approach, we lay the groundwork for these initiatives to evolve, be replicated, and endure over time.

Our 4 social investment programs:

- **Donations**
- **Good Neighbor**
- **Volunteering**
- **Natural Disasters**



GOALS 2025 2030

Implement at least one social impact project per workplace, with a dedicated budget, benefiting our communities, smallholder farmers, and/or strategic partners with whom we collaborate at Grupo Bimbo.

Support and create a positive impact in the communities where we live and operate, as well as throughout the value chain.

PROGRESS 2025

270
Good Neighbor projects

ACCOMPLISHED
+1.7 million beneficiaries
+300% vs. 2024

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OUR STRATEGY'S EVOLUTION

During 2025, we increased the number of initiatives with the greatest impact, while continuing to encourage the participation of associates and neighbors to drive long-term change. This approach broadens the way we design and implement our programs, taking a comprehensive view of environmental and operational challenges and ensuring alignment with our objectives.

Building on this evolution, our goal is to create more robust and in-depth projects, with impacts that endure over time and are scaled through multi-stakeholder partnerships. This will allow us to identify mechanisms that respond more effectively to the realities of the communities where we operate.

STRENGTHENING STRATEGY MANAGEMENT

TRAINING FOR LOCAL PARTNERS

We promote training initiatives to ensure that teams and partners addressing social issues at the local level share common standards and are aligned with our sustainability strategy. These insights have been leveraged by strengthening relationships with neighbors and stakeholders, as well as by building partnerships with civil society organizations, educational institutions, entrepreneurs, companies , and governments, with whom we collaborate to design and implement comprehensive initiatives focused on human development and caring for the planet.

DONATIONS

We allocated approximately 2.1% of our annual net profit to projects that improve the quality of life for thousands of people. This translated into financial and in-kind donations that supported initiatives in education, health, the environment, and community development. **We worked with trusted organizations and ensured that every resource was used responsibly, reaching those who need it most.** In addition, we complemented these efforts with close monitoring to ensure that our donations generated their expected impact.

Through our Social Investment Program, we have supported +400 nonprofit organizations with donations totaling approximately $266 million Mexican pesos.

For more information on our strategy, **click here.**

EUROPE, ASIA, AND AFRICA

35	Economic
64	In-kind
99	Total donations

LATIN AMERICA

17	Economic
271	In-kind
288	Total donations

NORTH AMERICA

22	Economic
1	In-kind
23	Total donations

MEXICO

177	Economic
95	In-kind
272	Total donations

We donated over 3 million slices of bread through the Bimbo Global Race in 2025.

[14] B Corporations, known as B Corps, that address environmental and social issues.

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GOOD NEIGHBOR

Through this program, we build and strengthen ties with the communities surrounding our workplaces. We implement sustainable and social impact projects that involve associates, beneficiaries, and partners. Subsidiarity is the principle by which we empower communities, providing initial support, tools, or skills—but without replacing their own leadership—so that they themselves can take the lead in their own development and sustain progress over the long term.

Generally, projects are cross-cutting and can have a positive impact across several of our focus areas. We draw on other social programs, such as Donations and Volunteering, to structure more comprehensive initiatives. In these, associates, beneficiaries, and partners work together to advance initiatives that promote education, well-being, safety, environmental stewardship, and physical activity in the communities where we operate:

- **Education:** Inclusive, high-quality projects that promote holistic development and equal opportunities.
- **Well-being:** We improve access to essential services and create inclusive environments that enhance quality of life and human rights.
- **Environment:** We promote community sustainability through initiatives that protect natural resources and mitigate climate change.
- **Physical Activity**: We promote active and healthy lifestyles by providing accessible spaces for physical activity and social interaction.
- **Safety:** We revitalize spaces and encourage community participation to build trust and social cohesion.

COVERAGE IN 32 COUNTRIES WITH 270 PROJECTS

57 EUROPE, ASIA, AND AFRICA	**65** LATIN AMERICA
67 NORTH AMERICA	**81** MEXICO

+1.7 MILLION BENEFICIARIES

+1,590,000	Environment
+54,700	Well-being
+35,300	Education
+18,600	Physical activity
+1,500	Safety

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GRI 203-1, 203-2

We have implemented at least one project focused on diversity, equity, inclusion, and belonging in 90% of our organizations.



To learn more about the various Good Neighbor initiatives we're working on, **click here.**

ENVIRONMENT

Spaces that improve air quality

We transform gray areas into resilient environments that foster community and reduce urban heat islands. In Mexico, we organized reforestation and environmental education initiatives, planting more than 16,000 trees and restoring 14 hectares, benefiting over 5,000 students with the support of more than 2,500 volunteers. In Italy, we promoted the planting of native species and the creation of spaces to connect nature, community, and environmental learning.

WELL-BEING

We nourish a better world for everyone

Eating is a key challenge for children on the autism spectrum due to food selectivity and sensory difficulties. To address this, we created a specialized cookbook integrating gastronomy, nutrition, and education through cooking workshops. The participation of people with ASD and our associates allowed us to distribute inclusive recipes in schools, expanding safe and varied options. This strengthened their autonomy and reduced food-related anxiety, thus generating a positive social impact.

EDUCATION

Baking Classroom

At Bimbo China, we offer children with intellectual disabilities the opportunity to learn about baking and enrich their school experience. Volunteers helped with this activity, and we provided school uniforms for students and teachers, fostering a sense of belonging and providing financial support to families.

SAFETY

Community Brigades

In Callao, Peru, we implemented a prevention project by installing 20 evacuation signs, training the community, and forming an emergency brigade. Our efforts were possible thanks to volunteers and local coordination and were recognized for strengthening prevention, safe routes, and resilience.

PHYSICAL ACTIVITY

Sports Facilities

We promote initiatives to strengthen community sports facilities as tools for integration and development. We improved community sports fields in Belvedere (Uruguay), Plazoleta Cascallares II (Buenos Aires), Puebla (Mexico), and Chillán Viejo (Chile) for vulnerable youth, expanding accessibility and creating safe environments, thereby demonstrating the positive impact of sports on social transformation.

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VOLUNTEERING

+300
INITIATIVES

54%	Well-being
22%	Environment
15%	Education
6%	Physical activity
3%	Safety

22
COUNTRIES PARTICIPATED IN THIS PROGRAM

81%	in the Volunteering program
19%	in Good Neighbor projects

+4,700
VOLUNTEERS IN GOOD NEIGHBOR PROJECTS

+20,000
VOLUNTEERS IN PROGRAM PROJECTS



+24,700
TOTAL VOLUNTEERS IN 2025

76%
GOOD DEEDS SEED EVENTS

+50%
of events had an impact on the Environment

21%
GENEROSITY SEED DONATIONS

+72%
of donations had an impact on Well-being

2%
KNOWLEDGE SEED CONSULTING

100%
of consulting efforts had an impact on Education

1%
ENTREPRENEURSHIP SEED

100%
of these projects had an impact on Education

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SUCESS STORY

WE FOSTER INCLUSION

In partnership with a U.S. organization, we held internal events to deliver more than 100 high-tech hearing aids to over 65 associates with hearing impairments in Mexico. In 2025, we carried out the third edition of this initiative at 30 workplaces where we identified specific needs, provided sign language training to teams, and offered support through volunteer efforts. T**his project has had a profound impact on the inclusion of colleagues with hearing impairments by providing technological tools** and breaking down communication and participation barriers. We fostered more accessible and empathetic work environments and built a more humane culture.



REFORESTATION DAYS

Through our volunteer program, we encouraged our associates to participate in reforestation activities. One example of this is the program in which we held 6 reforestation events and 1 forest maintenance event with the participation of over 1,000 volunteers, covering 14 hectares and planting over 9,700 trees in 2025.

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GRI 203-1, 413-1, 413-2

NATURAL DISASTERS

In emergency situations, we act decisively to provide immediate support to those affected. **We have a comprehensive system that efficiently coordinates donations and resources in the wake of natural disasters,** ensuring a rapid and organized response during the most critical moments.

In 2025, various communities faced natural phenomena that disrupted their daily lives. In the face of these challenges, we mobilized our resources urgently, reaffirming our commitment to be there when we are needed most.

In response to the disasters that occurred this year, we implemented support measures for affected communities as well as for our associates.

HURRICANE ERICK

In mid-2025, an in-kind donation was organized to provide support to the affected communities.

TROPICAL STORM RAYMOND

We offered direct support five times through in-kind donations totaling more than 2.5 million Mexican pesos to affected populations in Hidalgo, Veracruz, and Puebla.



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OUR ACTION PROGRAMS

Action Area	Social program	Initiative	Strategic impact	Connection to our sustainability strategy
Education	Good Neighbor	Proyecto Fortalezza	We help strengthen the economic independence of women entrepreneurs in Mexico to build sustainable businesses and improve the well-being of their families and communities.	Baked for Life: Diversity, equity, and inclusion in communities
Education/ Physical activity	Good Neighbor	*Campeonas de Sueños*	We foster confidence, leadership, and personal development among girls and young women in vulnerable settings, expanding their opportunities to break gender stereotypes from an early age.	Baked for You: Sustainable and Transparent Brands – Promoting healthy lifestyles
Education/ Environment	Good Neighbor	*Escuelas de Lluvia*	We harness water as a resource and foster a culture of care and responsible water use in schools and communities, contributing to long-term water resilience.	Baked for Nature: Zero waste – Water use
	Volunteering	Air quality improvement	We improve the environmental quality of urban settings by increasing vegetation cover, mitigating the effects of climate change, and naturally replenishing groundwater.	Baked for Nature: Regenerative agriculture – Soil and biodiversity improvements
Environment	Good Neighbor	Collection and recycling of post consumption waste	We collect post-consumer packaging to recycle it and transform it into items that enhance recreational and academic spaces in communities.	Baked for Nature: Zero waste – Packaging recycling
Well-being/ Education	Good Neighbor/ Volunteering	Baking Classroom Inclusive Recipes Slices of Love	We create environments, tools, and experiences designed to address the real needs of people with disabilities, promoting their autonomy, well-being, and full participation, while raising awareness and fostering engagement within our communities.	Baked for You: Promoting Healthier Plant-Based Diets – Communication and education
Well-being	Donations/ Volunteering	Delivery of high-tech hearing aids	We contribute to the full inclusion of people with disabilities by improving their communication skills, strengthening their autonomy, and facilitating their integration into community and work environments.	Baked for Life: Diversity, equity, and inclusion in communities
Well-being/ Physical activity	Good Neighbor/ Donations	Sports facilities	We provide access to recreational spaces in dignified conditions, encouraging community members to adopt healthy and balanced lifestyles for their well-being.	Baked for You: Sustainable and Transparent Brands – Promoting healthy lifestyles

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CARING FOR OUR PEOPLE

CARING FOR OUR PEOPLE IS THE FOUNDATION OF EVERYTHING WE DO. WE STRIVE TO PROVIDE OUR ASSOCIATES WITH THE TOOLS AND OPPORTUNITIES THEY NEED TO GROW. WE ACHIEVE THIS THROUGH STRATEGIC INITIATIVES IN FOUR KEY AREAS:

1. Diversity, Equity, Inclusion, and Belonging
2. Training and development
3. Safety and well-being
4. Compensation and benefits

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OUR ASSOCIATES

170,642
associates

in **39**
countries[15]

36,385
women*

25%

111,488
men

75%



BY CONTRACT TYPE

147,873 on payroll[16]	**5,014** self-employed contractors	**11,572** third-party contractors

ETHNO-RACIAL DIVERSITY[17]

7,553 Hispanic or Latino	**9,812** Caucasian	**3,296** African descent
714 Asian	**193** Indigenous population	**461** others

GENERATIONAL DIVERSITY

29,804 under 30 years old	**91,312** between 30 and 50 years old	**26,757** over 50 years old

SENIOR EXECUTIVES FROM THE LOCAL COMMUNITY

NORTH AMERICA	MEXICO	LATIN AMERICA	EMEA
28 autonomous	**84** autonomous	**15** autonomous	**19** autonomous
36% autonomous senior executives	**91%** autonomous senior executives	**50%** autonomous senior executives	**66%** autonomous senior executives

For detailed information about **our associates, click here.**

* This percentage refers to the total number of women at GB. This figure comes up to over 30% female talent when referring to women in leadership positions.

[15] Total number of associates on the payroll, as well as self-employed and third-party contractors. Gender is not reported for associates who are not on our payroll, as they are not part of the personnel records for local teams.

[16] The following countries are included: Argentina, Brazil, Canada, Chile, China, Colombia, Costa Rica, Ecuador, El Salvador, France, Guatemala, Honduras, India, Italy, Kazakhstan, Mexico, Morocco, Nicaragua, Panama, Paraguay, Peru, Portugal, Romania, Russia, South Africa, and South Korea.

[17] The following acquisitions are not included: Don Don (Serbia, Slovenia, Croatia, and Montenegro; acquisition announced in June 2025); Wickbold (Brazil; acquisition approval announced in September 2025); Amaritta (Spain).

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CARING FOR OUR PEOPLE

DIVERSITY, EQUITY, INCLUSION, AND BELONGING

AT GRUPO BIMBO, A SENSE OF BELONGING IS A CORNERSTONE OF OUR CULTURE. WE WANT EVERY PERSON TO FEEL VALUED, RESPECTED, AND FREE TO BE THEMSELVES. THROUGH GLOBAL POLICIES, SPECIFIC PROGRAMS, AND LOCAL INITIATIVES, WE HONOR THE DIGNITY OF EVERY INDIVIDUAL AND FOSTER SAFE, OPEN, AND COLLABORATIVE WORKPLACES THAT REFLECT THE DIVERSITY OF THE COMMUNITIES WHERE WE OPERATE.





GOALS 2030

40%
of leadership positions held by women.

Maintain a consistent reduction in our TRIR (Total Recordable Injury Rate) at each work center.

PROGRESS 2025

+30%*
in the number of women in leadership positions.

* Of all leadership positions in GB, more than 30% are held by women

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DIVERSITY, EQUITY, INCLUSION, AND BELONGING (DEIB) STRATEGY

In 2025, we worked on various initiatives across the five pillars of our Diversity, Equity, Inclusion, and Belonging (DEIB) strategy: Strategy Governance, Knowledge and Awareness, Talent Management, Operational Integration, and Market Integration.

STRATEGY GOVERNANCE

STRENGTHENING TEAMS AND CULTURE

We continued to strengthen our culture of belonging that puts people at the center. To this end, **we brought our Culture teams together under a single vision, establishing the foundation that guides everything we do.** This will allow us to preserve the philosophy and values that have set us apart since our inception, while evolving in an increasingly challenging operational environment.

We developed the guide "The ABCs of Our GB Philosophy," a document that summarizes our culture's principles and offers practical recommendations for strengthening a sense of belonging at all levels of the organization.

DEIB DEVELOPMENT, IMPLEMENTATION, AND POLICIES

Throughout 2025, we continued to work on strengthening internal guidelines, as well as promoting and providing training on existing policies to ensure compliance. **We focused primarily on compliance with internal policies that have a global scope, such as:**

Global Diversity and Inclusion Policy
Global Harassment and Discrimination Prevention Policy
Global Breastfeeding Support Policy

For more information on our Maturity Model, **click here.**

For more information on our Regional DEIB Committees, **click here.**

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KNOWLEDGE AND AWARENESS

In 2025, we strengthened our awareness strategy, focused on building capabilities, promoting knowledge, and reinforcing behaviors aligned with our culture, while fostering respect and a sense of belonging.

+50,100

hours of training on Diversity, Equity, Inclusion, and Belonging, with the participation of over 13,000 people at all levels.

DEIB SEMINAR

The DEIB Seminar is our primary training tool with a global reach. In 2025, **we successfully expanded it to new countries, including Spain, Portugal, Romania, China, France, Italy, Russia, Turkey, Ukraine, and Switzerland.** This growth enabled more teams to learn about our strategy, break down barriers and prejudices, and foster more inclusive work environments.

INCLUSIVE LEADERSHIP

In previous years, through our "Say It" satisfaction survey, we identified that we could strengthen inclusive leadership. In response, we launched a four-module pilot workshop to deepen the knowledge of internal teams. Leaders from Mexico, Argentina, Paraguay, Venezuela, China, Ecuador, Costa Rica, Spain, Nicaragua, Guatemala, Chile, the United States, Colombia, Brazil, and India participated in this workshop.

TALENT MANAGEMENT

We work to ensure talent processes that are fair, inclusive, and focused on the full development of every individual. Throughout the year, we intensified our efforts to increase female representation, promote professional development, and address specific needs, thereby expanding opportunities for everyone.

DIVERSE LEADERSHIP

We made progress toward our goal of achieving 40% female representation in leadership positions by 2030. We ended the year at over 30%, marking significant progress within the organization.

We also comprehensively strengthened programs focused on the well-being, development, and professional growth of female talent. Notable initiatives included:

1. **Our parenting support programs,** offering lactation rooms and training on care for pregnant individuals and responsible parenting.
2. **Talent development programs focused on gender parity** and regional and local mentoring for talented young people.

For more information on the **distribution of female talent at Grupo Bimbo, click here.**

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SUCESS STORIES

FEMALE TALENT FORUMS

In India, we launched the Women in Business Council to identify challenges and concerns faced by female talent across all levels, functions, and regions. Its goal is to plan and implement strategies that strengthen development conditions, drive the growth of associates, foster inclusion, and contribute to the elimination of bias.

TALENT WITH DISABILITIES

The inclusion of people with disabilities is a priority in our strategy. We strengthened initiatives related to awareness, accessibility, and retention, promoting voluntary and confidential self-identification processes to ensure reasonable accommodations. We raised awareness about neurodiversity and optimized recruitment to integrate talent with various types of disabilities, in collaboration with the Marketing, Real Estate, Well-being, and Recruitment teams.

We held two biannual meetings with the global People Inclusion Network to share best practices. We implemented accessibility assessments and improvements at multiple facilities, and in Mexico, we developed an emergency plan. Additionally, we offered sign language classes at BBU in the United States, Bimbo Mexico, Latin Sur, and Latin Centro to foster a more inclusive culture.



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GRUPO BIMBO ALIMENTAMOS UN MUNDO MEJOR



TALENT FROM OTHER HISTORICALLY UNDERREPRESENTED GROUPS

We recognize the importance of continuing to integrate talent from other historically underrepresented groups within the organization, supporting individuals who have traditionally been underrepresented in the labor market.

Seniors

Latin Centro has a program designed to offer job opportunities to seniors, leveraging their experience and facilitating their re-entry into the labor market.

People in mobility situations

We maintain an active partnership with the TENT Foundation in Mexico to break down barriers and raise awareness through an online workshop.

Sexual Diversity

We support transgender and non-binary individuals by adapting internal records and processes in some of the countries where we operate, provided local regulations permit it. This includes introducing an additional gender option to recognize each person's identity in a more respectful and inclusive manner. This initiative also required adjustments to the Human Rights framework and, in some cases, to contractual language. In Chile, we successfully implemented a standardized protocol and are currently replicating this model at Bimbo Mexico and Bimbo Brazil.

SUCESS STORY

ROUNDTABLE DISCUSSIONS

At Bimbo Mexico, we created spaces where people with disabilities can directly share their experiences and needs with leaders. Through these practices, we foster more empathetic and inclusive work environments and improve leaders' communication and awareness of the challenges and opportunities related to disability.

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INTEGRATION INTO OPERATIONS

We aim for DEIB to be lived out daily across all of Grupo Bimbo's operational areas. Therefore, throughout 2025, we developed tools, protocols, and specific actions to support our teams in their daily work.

We developed a DEIB Toolkit for operational leaders, with the goal of providing practical guidelines, facilitating inclusive and respectful conversations, driving decisions aligned with our strategy, and integrating our belief in valuing the individual into daily interactions. These tools were specifically designed for leaders in bakeries and plants, distribution centers, and logistics areas, where their practical application has a direct impact on the work environment and the psychological safety of teams.

In addition, we collaborate with the Real Estate, Safety and Well-being, IT, People Analytics, Operations and Sales, Compensation, and Communications departments, among others, to create programs that continue to promote the inclusion of all people throughout our value chain.

MARKET INTEGRATION

Our commitment to inclusion also guides how we operate and engage with the communities we serve. We promote social impact projects with a DEIP focus, ensuring that each organization contributes at least one initiative with a positive impact by 2030. Additionally, we collaborate with Marketing and Procurement to increase the representation of local communities.

At Bimbo Canada, we operate a diverse supplier program that expands economic opportunities for underrepresented entrepreneurs and strengthens equitable development. In this same region, we launched a campaign that highlights businesses founded by people of African descent through a directory that promotes their visibility and economic participation. In Latin Sur, we have a program that reinforces cultural identity and a sense of belonging. These actions are part of our efforts to ensure that our operations not only reflect the diversity of the communities where we operate but also actively contribute to their development and inclusion.

To learn more about the **recognition we have received for our DEIB best practices, click here.**

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TRAINING AND DEVELOPMENT

AT GRUPO BIMBO, TRAINING AND DEVELOPING OUR TALENT ARE STRATEGIC PILLARS THAT STRENGTHEN OUR CULTURE, ENABLE THE EXECUTION OF OUR BUSINESS PLAN, AND ENSURE THE RESILIENCE OF OUR BUSINESS IN AN ENVIRONMENT UNDERGOING CONSTANT TRANSFORMATION.

IN 2025, WE CONSOLIDATED A GLOBAL LEARNING AND LEADERSHIP STRATEGY DESIGNED TO ACCELERATE TRANSFORMATION, DEVELOP CRITICAL CAPABILITIES, AND ALIGN OUR ASSOCIATES' EXPERIENCE ACROSS ALL REGIONS.





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A GLOBAL LEARNING AND LEADERSHIP MODEL

We implemented the **Grupo Bimbo Leadership Competencies** course in all official languages used in our operations, thereby creating a **common leadership language** that guides decision-making, team management, and the way we live our culture daily. This global standard strengthens organizational cohesion and elevates operational excellence.

In line with this vision, we modernized the global executive onboarding program, automating processes and ensuring a consistent onboarding experience for leaders joining the company from different regions.

In 2025, we provided an average of 28 hours of training per associate, equivalent to 4,117,394 total hours. Training reached WOMEN and MEN in a balanced manner across all job categories.

DIGITALIZATION AND INNOVATION IN LEARNING

In 2025, we took significant steps toward a more digital, accessible, and personalized learning ecosystem:

- **Integration of LinkedIn Learning through "GB University",** expanding access to over 35,000 courses in multiple languages, which boosts employability, internal mobility, and readiness for critical roles.
- Deployment of digital tools such as **"MyGuide"** and the "BimBOTalent" chatbot, which provide real-time support to associates in key processes, answering questions and facilitating the adoption of new ways of working, with a direct impact on productivity and organizational agility.
- **Updating key institutional courses,** ensuring content of the highest quality and consistent delivery across all regions, aligned with our vision, beliefs, and leadership model.

To learn more about evaluation processes, career plans, and talent retention, **click here.**

To learn more about flagship training programs with GB University, Craft Academy, and the EDLP (Executive Leadership Development) Program, **click here.**



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TRAINING THE LEADERS OF THE FUTURE

Recognizing that leadership is a critical enabler of culture and strategy, we have strengthened our global leadership development portfolio, ensuring clear pathways for different career stages:

- **Executive Leadership Development Program:** This is an executive program aimed at senior leaders with strategic responsibility and an essential part of our “career progression architecture.” Its goal is to strengthen business acumen by connecting leaders from different regions to solve real business challenges and foster global collaboration.
- **Global Leadership Accelerator:** This is an intensive, multicultural program that constitutes a key component of our talent development strategy. It is designed to accelerate leadership capabilities and bridge readiness gaps for critical roles. Through this experience, leaders strengthen their business acumen, data-driven decision-making, and their ability to drive Grupo Bimbo’s global transformation.
- **Leadership Development Programs:** a structured portfolio of programs for managers, executives, and mid-level leaders. These programs focus on Grupo Bimbo’s Leadership Competencies, managing high-performance teams, and leadership in times of transformation.
- **Leadership Seminar:** This flagship program is aimed at leaders at all levels and is designed to provide a common understanding of what is expected of leadership at Grupo Bimbo, in alignment with our philosophy, culture, and leadership model. It translates these principles into daily practices that strengthen our culture.
- **CUSUPE (Personal Development Course):** This program is deeply rooted in our philosophy and in the conviction of putting people first. It promotes human and mindful leadership, strengthening sensitivity, active listening, the building of trusting relationships, and close mentoring. It is an experience that drives practices based on dignity, respect, and genuine care for every associate.
- **Global Trainees Program:** This program strengthens our talent pool through rotations across different areas and geographies, structured business and leadership training, exposure to strategic projects, and close mentorship from senior leaders. This initiative ensures we have leaders prepared to drive and sustain long-term growth, thereby building the next generation of Grupo Bimbo leaders.

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These programs form a comprehensive leadership development pathway, rooted in our culture and aligned with our business strategy, as well as with our aspiration to have leaders who are increasingly well-prepared, with a global and broad perspective on the business.

For more information on the average number of training hours provided, **click here.**

These initiatives not only strengthen our culture but also build distinctive capabilities to sustain global growth, ensuring that our leaders and teams are prepared for the challenges of the future.

SUCESS STORY



EXPERTS IN INTERPRETING LEADERSHIP ASSESSMENTS

This highly complex certification established itself as one of the most effective practices in the Talent Readiness process. Through this initiative, more than 40 Talent specialists from different organizations and functional areas within Grupo Bimbo were trained to interpret assessment results and provide high-value feedback to leaders who were evaluated.

To learn more about our **Grupo Bimbo Leadership Competency Model, click here.**

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SAFETY AND WELL-BEING

WE STRIVE TO ENSURE THAT WORK ENVIRONMENTS AT OUR OPERATIONS ARE PLACES WHERE ASSOCIATES ALWAYS FEEL CARED FOR, SUPPORTED, AND HAVE ACCESS TO CONDITIONS AND TOOLS THAT CONTRIBUTE TO THEIR WELL-BEING. TO ACHIEVE THIS, WE MONITOR AND MANAGE:

Occupational health and safety, especially in our bakeries and work centers.

People's overall well-being, addressing physical, psychological, and emotional aspects.





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HEALTH AND SAFETY

RISK IDENTIFICATION, MANAGEMENT, AND PREVENTION

We constantly focus on identifying and managing risks, analyzing them across three key areas: production (bakeries and production centers), logistics (distribution), and sales.

This is reflected in four key behaviors that all our leaders must demonstrate:

01 **I CARE** (for my associates)

02 **I CORRECT** any hazardous conditions)

03 **I TRAIN** (all associates in safety and well-being)

04 **I CELEBRATE** (individual and collective safety achievements)

We comprehensively manage the identification, control, and improvement of risks related to equipment, machinery, facilities, and road operations to prevent accidents and protect our associates, following these management processes:

- Operational risk assessments.
- Regular inspections, audits, and site visits.
- Daily safety observations by leaders.
- Safety communication and engagement activities involving all associates.



GB SAFETY

Our GB Safety management platform continues to operate, allowing us to maintain detailed records of all accidents that occur in GB, the weekly safety observations made by leaders, and consolidate data into our key performance indicators.

GOAL 2030

Maintain a consistent reduction in our TRIR (Total Recordable Injury Rate) at each work center.

PROGRESS 2025

1.59 TRIR

-3% vs. 1.64 TRIR 2024

-33% vs. 2.38 TRIR 2021

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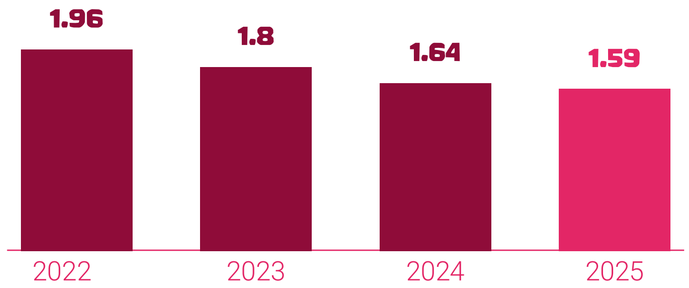
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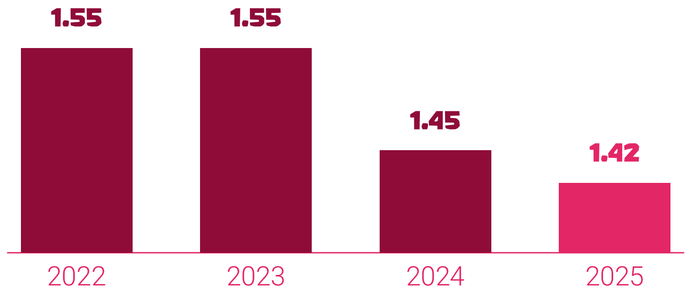
2025 RESULTS[18]

Our reduction in the TRIR rate continued to improve in 2025, a metric that has shown a steady downward trend since 2021. Having taken appropriate measures by strengthening our preventive management, we closed the year with a TRIR 3% lower than our 2024 result. We are thus on track to achieve a steady 5% reduction in the TRIR indicator, which will allow us to fall below 1.00 by 2030.

DOWNWARD TREND IN TRIR



RATE OF LOST WORKDAYS



WELL-BEING

GLOBAL WELL-BEING MODEL

We are making progress in consolidating our strategy in this area by updating our Global Well-being Policy, aligning it with a comprehensive approach that addresses the physical, mental, social, and emotional health of our associates.

We aim to foster an understanding of well-being globally through what we call our "Well-being Recipe," ensuring that, regardless of country, role, or workplace, all our associates feel that they matter, belong, are capable, contribute, and are respected.

WELL-BEING RECIPE



Check out our **Global Well-being Policy.**

[18] TRIR is calculated as the total number of lost-time accidents × 200,000 / the total number of hours worked in the year. Data coverage (as a percentage of associates, operations, or revenue) is 100% of the associates reported in a given year. In 2025, new acquisitions underwent a period of integration into the safety and well-being model, so their accidents were not included in monthly reports. These will begin to be reported starting in 2026. During this period, no external audits were conducted; only internal audits were performed.

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We have designed initiatives that provide tools, resources, and supportive environments for health and work-life balance, guided by the principles of trust and confidentiality. We recognize that each associate decides how and when to participate based on their individual needs and circumstances. These initiatives are managed through well-being strategies aligned with the Global Well-being Model.

For more on our Well-being Model, **click here.**

KEY ACTIONS

WELL-BEING ROADMAP

This initiative outlines nine healthy habits that serve as a clear and simple guide to self-care both during and outside of the workday. We promote and share both the Well-being Recipe and the Well-being Roadmap to communicate key messages through videos and short clips on topics such as cancer prevention, mental health, and the importance of a healthy work environment. These actions help associates identify how working conditions influence their decisions and habits.

In 2025, our global well-being strategy was recognized by The Consumer Goods Forum (CGF) as a leading practice in the Latin America forum, highlighting its comprehensive, preventive, and people-centered approach.

HEALTHY CANTEEN PROGRAM

In 2025, we strengthened the Healthy Canteen Program by publishing the Global Healthy Canteen Standard, aligned with the recommendations of the World Health Organization (WHO). This Program is governed by our Global Healthy Canteen Standard, which establishes guidelines to respect the cultures, traditions, and local contexts of each country, promoting a balanced and appropriate diet for our associates. Currently, 31 of 64 work centers are certified as Healthy Canteen. We complement these efforts with support hotlines and telemedicine services, offering nutritional counseling by certified professionals available to associates in various regions.

HEALTH FAIRS AND CAMPAIGNS

Throughout the year, we held health fairs, campaigns, and medical screenings. We have healthcare staff on-site at workplaces or utilize external services to ensure accurate diagnoses and continuity of care. We offered workshops on chronic diseases and cancer, as well as access to telemedicine that facilitates immediate care for all staff, reinforcing our preventive approach.



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PLUS 40 PROGRAM

The Plus 40 medical program has established itself as one of our main preventive health initiatives, aimed at associates aged 40 and older. We offer comprehensive checkups focused on the early detection of chronic diseases and risk factors, which has allowed us to identify conditions that, if not addressed in time, could lead to serious complications. Thanks to these timely diagnoses, lives have been saved and the quality of life of many participants has been improved.



SUCESS STORIES

RUFFIER INDEX

In collaboration with the organization Mexicanos Activos, we implemented the Ruffier Index as a preventive tool to raise awareness about our associates' physical fitness and cardiovascular health. 23,487 associates voluntarily participated in this functional assessment, which measures the cardiovascular response to exertion and the ability to recover after brief physical activity. Beyond the numerical result, we seek to promote self-awareness regarding individual physical condition.

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WORK-LIFE BALANCE AND FLEXIBLE WORK ARRANGEMENTS

We promote flexible work arrangements in positions that allow for them, including staggered, hybrid, and remote work schedules. Mothers have access to staggered return-to-work plans.

EMOTIONAL SUPPORT

We have an Emotional Support Hotline, available 24/7 in 11 countries (Mexico, Peru, Chile, Paraguay, Colombia, Canada, the United States, Brazil, Spain, the United Kingdom, and Portugal). This tool remains a key resource for preventing psychosocial risk factors and promoting healthy work environments. We support this with our Global Policy on Psychological Health and Safety in the Workplace.

To learn more about our **Global Policy on Psychological Health and Safety in the Workplace, click here.**

BREAST FEEDING ROOMS

We continue to provide spaces for breastfeeding mothers in our workplaces, in accordance with the Global Breastfeeding Support Policy. Learn more about other practices we have in place to support our female talent here.

View our **Global Breastfeeding Support Policy here.**

PHYSICAL ACTIVITY

We promote a culture of holistic well-being that inspires our associates to move, socialize, and feel better every day. To this end, we have developed physical activity initiatives that include sports facilities at our workplaces—such as courts, gyms, and walking paths—which facilitate recreational and athletic activities. Additionally, we encourage participation through internal events and tournaments that strengthen camaraderie and team spirit. We complement these efforts with strategic partnerships that offer preferential access to external gyms, expanding the options for staying active.

In Mexico, this commitment has been reflected in our certification as an "Active and Healthy Organization," awarded thanks to our collaborative efforts with Mexicanos Activos. In this way, we continue to build environments that promote a healthier lifestyle both inside and outside of work.

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COMPENSATION AND BENEFITS

WE ENSURE THAT OUR ASSOCIATES' TOTAL COMPENSATION ALIGNS WITH OUR PHILOSOPHY, PROMOTING A MODEL BASED ON EXTERNAL COMPETITIVENESS AND INTERNAL EQUITY.

WE ARE COMMITTED TO DATA-DRIVEN DECISION-MAKING TO REDUCE BIAS, PROMOTE PERFORMANCE, AND OFFER COMPETITIVE COMPENSATION THAT MOTIVATES OUR ASSOCIATES' PERSONAL AND PROFESSIONAL GROWTH.



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GRUPO BIMBO
ALIMENTAMOS UN MUNDO MEJOR



Compensation and incentives are structured to align our associates' performance with the company's strategic objectives, including the sustainability and nutrition commitments established in our Nourishing a Better World strategy. This alignment is achieved through a bonus and incentive model that applies from administrative positions up to executive levels and is tailored to the needs and specific characteristics of each region where we operate.

EQUITABLE COMPENSATION

During the year, we gained greater visibility into our pay equity indicators by launching a digital tracking dashboard, with views by region, department, work location, and job level. This tool allows us to identify pay gaps, promoting accountability and enabling us to take corrective actions when necessary.

Our goal is not to establish a fixed pay parity target, as we recognize that other factors such as experience and performance significantly influence compensation beyond gender. Therefore, we use this indicator to identify deviations and develop action plans to eliminate them.

LIVING WAGE

This year we have explored more robust models based on best practices from Europe and North America. In doing so, we aim to reinforce our commitment to the well-being of our associates and the sustainability of our Group.

To learn more about **compensation ratios across job categories and genders within the workforce, click here.**

To learn more about our efforts in this area, **click here.**

PAY EQUITY

Our position evaluation is based on the impact, responsibilities, and scope of each role, which allows us to eliminate biases and subjectivity. As a result, we have a compensation system based on best practices in the labor market. Our Internal Compensation Policy establishes guidelines that strengthen equity and ensure bias-free administration.

To learn more about the **ratio between base salary and total compensation for women versus men, click here.**

BENEFITS

Our goal for 2028 is to offer competitive benefits in line with the countries where we operate. Among the general benefits we offer are:

- Maternity/paternity leave
- Annual performance bonuses
- Medical checkups
- Life and health insurance

Geographic areas and regions have specific local benefits tailored to the local wage market, considering their environment.

To learn more about the **coverage and scope of benefits at the Grupo Bimbo level, click here.**

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CELEBRATING OUR HOME

Caring for the environment goes beyond the present; we aim to build a better future for both the planet and people.

BAKED FOR NATURE

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ZERO WASTE

WE PROMOTE THE DEVELOPMENT OF RECYCLABLE PACKAGING BY INVESTING IN INNOVATION AND ENSURING THE QUALITY AND SAFETY OF OUR PRODUCTS. WE STRENGTHEN PRODUCTION AND CONSUMPTION PRACTICES TO PREVENT FOOD WASTE AND ENCOURAGE INCREASINGLY EFFICIENT AND RESPONSIBLE WATER USE ACROSS ALL OUR FACILITIES. BASED ON A DOUBLE MATERIALITY APPROACH, WE CONTINUOUSLY ENHANCE THE IDENTIFICATION AND MANAGEMENT OF WASTE IMPACTS THROUGH INTERNAL ASSESSMENTS, CHARACTERIZATION, AND MATERIAL BALANCE ANALYSES.

WE FOCUS OUR ENVIRONMENTAL EFFORTS ON THREE STRATEGIC PILLARS:

1. ZERO PACKAGING WASTE

2. ZERO FOOD WASTE

3. ZERO WATER WASTE



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GOALS 2025

100%
of our packaging will be recyclable, biodegradable, or compostable.

100%
of our waste is diverted from landfills.

100%*
of our treated water used in non-process services will be reused (vs. 2020).

GOALS 2030

100%
of our packaging will support a circular economy.

-20%
in our water consumption compared to the 2019 baseline.

-50%
in food waste across our operations, reintegrating it into the food chain, including sustainable destinations.



* Data independently assured by an external third party.

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ZERO PACKAGING WASTE

We recognize circularity[19] as a fundamental pillar for building a more sustainable future. Therefore, we focus our efforts on reducing waste, conserving resources, strengthening the resilience of our supply chain, and improving operational efficiency. We also aim to optimize post-consumption material management and move toward a fully circular model.

SUSTAINABLE PACKAGING

To achieve Zero Packaging Waste, we promote circularity through strategic partnerships for recovery and recycling. We are also reducing the amount of plastic used in our packaging, always ensuring the quality and safety of our products.

SUSTAINABLE BY DESIGN

Global research and development of new packaging materials is a strategic pillar of our internal operations and is carried out through an open innovation model, along with collaborations with research centers and specialized suppliers that are part of our value chain.

By working together, we accelerate the development process to find short-, medium-, and long-term solutions that ensure the continuity of their businesses while enhancing the sustainability of ours.

We ensure that our product packaging is sustainable from the very beginning, minimizing waste throughout the entire value chain, from sourcing and manufacturing to distribution and commercialization

GOAL 2025

100%

of our packaging will be recyclable, biodegradable, or compostable.

PROGRESS 2025

99%

of our packaging was designed to meet recyclability standards.



DURING THE PERIOD

the use of 2,200 tons of virgin plastic was avoided by incorporating next-generation recycled material into our packaging.

[19] According to the Ellen MacArthur Foundation's definition, circularity is an economic system that aims to eliminate waste and pollution while regenerating nature.

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MATERIAL OPTIMIZATION

This year, we made progress in our strategy to optimize the use of materials in our packaging, achieving significant improvements in our operations. This effort is based on increasingly efficient processes aimed at minimizing environmental impact without compromising product quality, using of new technologies and advanced materials.

In 2025, we strengthened this line of work by reducing thicknesses and dimensions. After more than a decade of continuous improvements, these reductions are becoming more challenging, as we must prioritize the quality and safety of our products. Even so, we successfully implemented weight reductions of 8% across several products, making further progress toward minimizing packaging and being environmentally responsible.

Over the course of the year, approximately 120 tons of plastic from our packaging were eliminated thanks to reduction efforts

Here are some examples:

IN LATIN SUR:
We reduced the weight of the Vainillinas packaging by **20%.**

IN LATIN CENTRO:
We reduced the weight of the Artisan Bread bag by **14%.**

IN ROMANIA:
We reduced the weight of the Pan Deplina bag by **20%.**

IN THE UNITED KINGDOM:
We reduced the weight of the Bagels packaging **by 6%.**

IN INDIA:
We reduced the weight of the Halka Phulka wrapper **by 11%.**

SUCESS STORY

LITTLE BITES

For our mini muffins, Little Bites, we faced the challenge of switching to recyclable packaging that would guarantee product quality. To achieve this, we identified technological alternatives with specialized suppliers to develop a recyclable material that met the technical specifications, while preventing food waste. This collaboration was a clear example of how we can accelerate the search for and implementation of solutions when we work together toward a sustainable future, successfully reducing nearly 3,300 tons of non-recyclable plastics.



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CIRCULARITY INITIATIVES

Circularity is a key pillar of our strategy to move toward a more sustainable economy, based on the efficient use of resources, the reintegration of materials into production processes, and the minimization of waste. These actions contribute to responsible production and consumption models that help prevent environmental degradation and preserve ecosystems and biodiversity.

RECYCLED MATERIAL IN PACKAGING

Throughout the year, we strengthened the incorporation of recycled materials into our packaging, reducing reliance on virgin raw materials and lowering our environmental footprint. Thanks to technological innovations, we transform plastic waste into high-quality resins that re-enter the production chain while maintaining functionality.

STRATEGIC PARTNERSHIPS AND MATERIAL REUSE

We strengthened collaboration with suppliers to reintegrate recycled plastics into our operations. These efforts included the recovery of packaging, pallets, and waste from transportation and distribution, which were converted into corner protectors, pallets, and tubs. These initiatives expand opportunities for reuse and post-consumer recycling, driving more robust circular models in the markets where we operate.

INNOVATION FOR THE CIRCULAR ECONOMY

Adopting technologies that convert waste into raw materials is essential to our progress. These solutions transform materials—including waste from our own packaging and operations—to reintegrate them into our production processes and prevent their final disposal. This reduces our environmental impact by decreasing waste generation while optimizing resource use, strengthening our value chain, and promoting a more efficient and sustainable model.

99%
of waste was recycled as we continue working toward reaching 100%

To learn more about our packaging improvement efforts, **click here.**

SUCESS STORY

RECYCLED CRATES AND PALLETS

We are working to ensure that the replacement of our crates and pallets contain recycled packaging materials. We have succeeded in making the plastic crates and pallets used in our logistics operations in Mexico from recyclable materials, incorporating content from our own processes. For their production, more than 800 thousand kg of plastic packaging (PP, PE, and HDPE) and approximately 540 thousand kg of plastic scrap were reprocessed, enabling the manufacture of more than 1.8 million tubs and over 250 thousand pallets.

In Colombia, the Logistics team launched a program to renew plastic pallets made from recycled material, including material sourced from our packaging. As a result, by 2025, 9 thousand pallets were acquired under this initiative, reinforcing the transition toward more sustainable logistics solutions aligned with our circular economy goals. We are working to replicate this practice across all Latin American countries where we operate, in collaboration with our suppliers.

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POST-CONSUMPTION PROGRAMS[20]

As part of our circularity strategy, this year we strengthened our programs focused on recovering packaging and materials once they have reached the end of their useful life. These initiatives seek to reduce the demand for virgin resources, encourage reuse, and promote more efficient recycling models in our operations and communities. To this end, we work with specialized third-party partners that enable us to process these materials under quality standards that facilitate their reintegration into production cycles.

Likewise, we have made progress in post-consumer collection programs with consumers, promoting recycling practices and environmental awareness. To expand recycling infrastructure and reach, we have strengthened strategic partnerships with initiatives in Mexico and Central America, collaborating with organizations such as ECOCE, ECOLANA, Plastianguis, Reciclamanía Evoluciona, Dê A Mão Para o Futuro, Blue Box, Ecoembes, and How2Recycle, among others.

Through these initiatives, we provide collection points and accessible options for proper waste disposal, contributing to a more circular and sustainable model. We also implement education and awareness programs in local communities, focused on promoting responsible waste separation and disposal practices. These efforts aim not only to increase recycling rates but also to foster a culture of shared environmental responsibility in the communities where we operate.

Some of our partnerships:



[20] The waste recovered from the post-consumer programs we participate in comes from various sources and participating companies. Due to the variety of our packaging and the different recycling contexts across regions, we do not have data broken down by primary packaging category.

SUCESS STORIES

PLASTIC RECYCLING

In Chile, we recycled plastic materials within our operations. Each month, we transformed approximately 4 tons of LDPE into pellets for reintegration into the local industry. This recycled material is used to manufacture new plastic products, such as stretch film, promoting greater sustainability in the production cycle and keeping resources in use for longer.

TEXTILE REUSE

In Panama, we gave our associates' unused uniforms a second life by transforming them into new products and gifting them back to our team in recognition for their performance. Thanks to this effort, we recovered over 200 kg of textiles, saving approximately 128 thousand liters of water and avoiding 600 kg of CO_2e emissions.

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BUSINESS UNIT	COUNTRY	PROGRAM	DETAIL
BIMBO BAKERIES USA	USA	How2Recycle	To facilitatemake the proper disposal of our packaging easier, we have joined the How2Recycle® program, a nationally recognized initiative that aims to guide consumers with clear, simple, and standardized information on how to recycle correctly.
BIMBO BRAZIL	BRAZIL	Dê A Mão Para o Futuro & Eu Reciclo	We were able to collect 100% of the plastic from our packaging brought to market, strengthening a more inclusive, transparent, and high-impact recycling chain.
BIMBO LATIN CENTRO	COLOMBIA	Asociación Nacional de Empresarios de Colombia (ANDI) en el programa Visión Circular	We promoted the transition toward circular systems through measurement, traceabilityby measuring, tracing, and utilization ofusing materials. Through this initiative, we actively contributed to meeting national collection and recovery targets by 2025, reinforcing a more robust and responsible management model.
BIMBO LATIN CENTRO	PANAMA	Ecoins	We participated in six waste recovery campaigns, providing accessible spaces for 190 people to participate in proper waste management and recycling. More than 1,430 kg of waste was collected, including 6 kg of flexible plastics.
BIMBO LATIN SUR	CHILE	ReSimple	We are part of this key initiative for the collection and recycling of post-consumer waste, through which we have recovered more than 5,000 tons of plastic.
BIMBO MEXICO AND BARCEL	MEXICO	ECOCE	We promote the collection and recycling of flexible packaging, successfully gathering 17,600 tons.
BIMBO MEXICO AND BARCEL	MEXICO	ECOLANA	We promoted the responsible management of flexible plastics through digital campaigns and Flextivales, events that combine environmental education and collection. These actions enabled the collection of 1,800 kg through the app and 8,000 kg at Flextivales, with the participation of 6,200 people.
BIMBO MEXICO	MEXICO	Reciclamanía Evoluciona	In partnership with Walmart de México y Centroamérica, in 2025 we collected 7,000 kg of polypropylene and polyethylene at 38 collection centers. The campaign reached 80 million people and, since 2022, has mobilized more than 150,000 participants.
BIMBO MEXICO	MEXICO	Plastianguis	A total of 18 tons of plastic waste (polypropylene and polyethylene) were collected and recycled, preventing the emission of 27 tons of CO_2. This initiative generated direct benefits for more than 7,500 people.
BIMBO CANADA	CANADA	Blue Box	This program promotes the selective collection and recycling of containers and packaging through a network of household bins, sorting infrastructure, and public education campaigns.
BIMBO EAA	SPAIN	Ecoembes	This system promotes the collection of containers through a national network of collection bins, public education campaigns, and funding for waste management and recycling.

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WASTE MANAGEMENT

We identify and manage waste impacts through internal assessments, characterization, and material balance analysis.

In 2025, we continued improving the quality of information and data quantification processes related to responsible waste management. We standardized calculation criteria across all regions, enabling us to obtain more consistent and comparable data. Additionally, we implemented training programs for associates focused on recycling and proper waste separation, promoting an internal culture of environmental responsibility. Finally, we updated our waste management standard, through which, alongside our zero waste-to-landfill vision, we will seek to continue advancing with a circular economy approach, further ensuring the efficiency and sustainability of our operations.

We comply with local and global legal regulations. All waste is tracked using KPIs to ensure traceability and proper management. This allows us to identify impacts, distinguish between hazardous and non-hazardous waste, manage landfill disposal, and leverage opportunities for recycling and circular economy initiatives.

In 2025, we achieved a 99% diversion rate of our waste from landfills.

Waste generation by type and recycling progress (in %), **click here.**



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ZERO FOOD WASTE

We continue to make progress toward our goal of achieving zero food waste as an essential part of our sustainability strategy and our commitment to a more efficient and responsible food system. We recognize that every product that does not reach its destination represents an opportunity for improvement and a tangible way to reduce our environmental impact.

We manage our food waste across the four key nodes of **our value chain:**

- **Manufacturing**
- **Logistics**
- **Sales Center**
- **Sales**

CROSS-FUNCTIONAL MANAGEMENT

Since the launch of our sustainability strategy, we have employed a working method that integrates efforts across the value chain to implement solutions that: (i) address common challenges, and (ii) maximize waste prevention and recovery. As part of this evolution, we transitioned from isolated, node-by-node management to a more coordinated strategy, assigning responsible leaders in each region to ensure integration and governance of the process. We are convinced that this is the right path to consistent decision-making and to promote practices that support prevention, recovery, and proper waste disposal.

This year, we also took an important step by focusing on the prevention of food waste, achieving a significant reduction in manufacturing and sales, which account for 95% of our total food waste. By the end of 2025, we achieved a 7% reduction in waste generated compared to the baseline across the value chain. We also diverted 5,500 tons from landfills, representing a 75% reduction compared to 2020.

Our organizations in Brazil, the United States, and Barcel in Mexico **achieved reductions of 30%, 14%, and 20%** respectively, in their food waste compared to their baseline.



GOAL 2030

50%
food waste reduction across our operations, reintegrating it into the food chain, including sustainable destinations.

PROGRESS 2025

7%
reduction compared to the 2020 baseline across the value chain.

99.2%
of our food waste is diverted to sustainable practices such as composting and animal feed.

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MANUFACTURING

REPROCESSING AND WASTE UTILIZATION

In line with our zero-waste practices, we promote the reprocessing of food waste in manufacturing, working closely with companies within the GB Ventures ecosystem and our Innovation team to develop disruptive solutions and new products derived from by-products or scraps. We have improved our performance metrics in bakeries and snack bars, reinforcing our progress toward an operational model that prevents waste and maximizes the value of all our resources.

In 2025, we continued to promote the implementation of waste prevention and recovery practices in all our bakeries through micro-communities that share knowledge with each other focused on reducing food loss, enabling the sharing and adoption of best practices throughout the organization. This, along with the implementation of continuous improvement mechanisms, allowed us to prevent the generation of 5,393 tons of food waste compared to the previous year.

In this node, we achieved a 3% reduction in waste compared to 2024, thanks to the contribution of Barcel, Bimbo Mexico, and Chile, which delivered double-digit reductions.

SUCESS STORIES

PRODUCT REDESIGN

At Latin Centro, we repurposerepurposed some of the products that did not meet established standards. We increased the use of reprocessed materials in the formula of theour Margarita productproduct's formula, as well as in new products planned for 2026.

GREEN LOGISTICS

Through this forum, we share logistics best practices among the Group's various organizations, focusing discussions on sustainability initiatives and strategies for waste reduction.

LOGISTICS

Throughout the year, we strengthened the logistics for the recovery and redistribution of food suitable for human consumption that, due to its proximity to the expiration date, would not be sold. These products were channeled to food banks and community organizations, contributing to food security in the communities where we operate. We also redirected products with minor defects—such as variations in color, size, or shape—to alternative markets at affordable prices, ensuring their safety under strict quality controls.

Furthermore, within the supply chain, we carried out comprehensive monitoring of results and actions to reduce food waste through committees focused on End-to-End Value Chain efficiency, functional supply chain councils, monthly operational rankings for bakeries, as well as evaluations of logistics hubs and the supply chain itself. These tools enable us to monitor and coordinate efforts of all stakeholders, driving continuous improvement.



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SALES CENTER

We are working in a coordinated manner to track food waste reduction and identify opportunities for better use. One of our key actions is improving recovery rates at Sales Centers. To support this, we share best practices across our organizations, with a focus on reducing returns.

SALES

We are working in coordination to track the reduction of food waste and understand how it can be better utilized. One of our key actions is improving recovery rates at Sales Centers. To achieve this, we share best practices across Group organizations focused on reducing returns.

We aim to achieve maximum commercial efficiency by ensuring we maximize the use of our resources, which in turn will have a positive impact on our future growth. The more we maximize efficiency, the more we can minimize waste.



In this node, we achieved a **4% reduction in waste** compared to 2024, thanks to the contributions of United States and EAA, **which recoded reductions of 21% and 28%,** respectively.

SUCESS STORY

HACKATHON

We developed cross-functional solutions to prevent food waste generation across all our commercial nodes through a Hackathon organized with the support of the Innovation team and in collaboration with the commercial area. Thanks to this event, two projects will be launched in 2026: “Foodwaste sentinel” and “Zero waste legends”.

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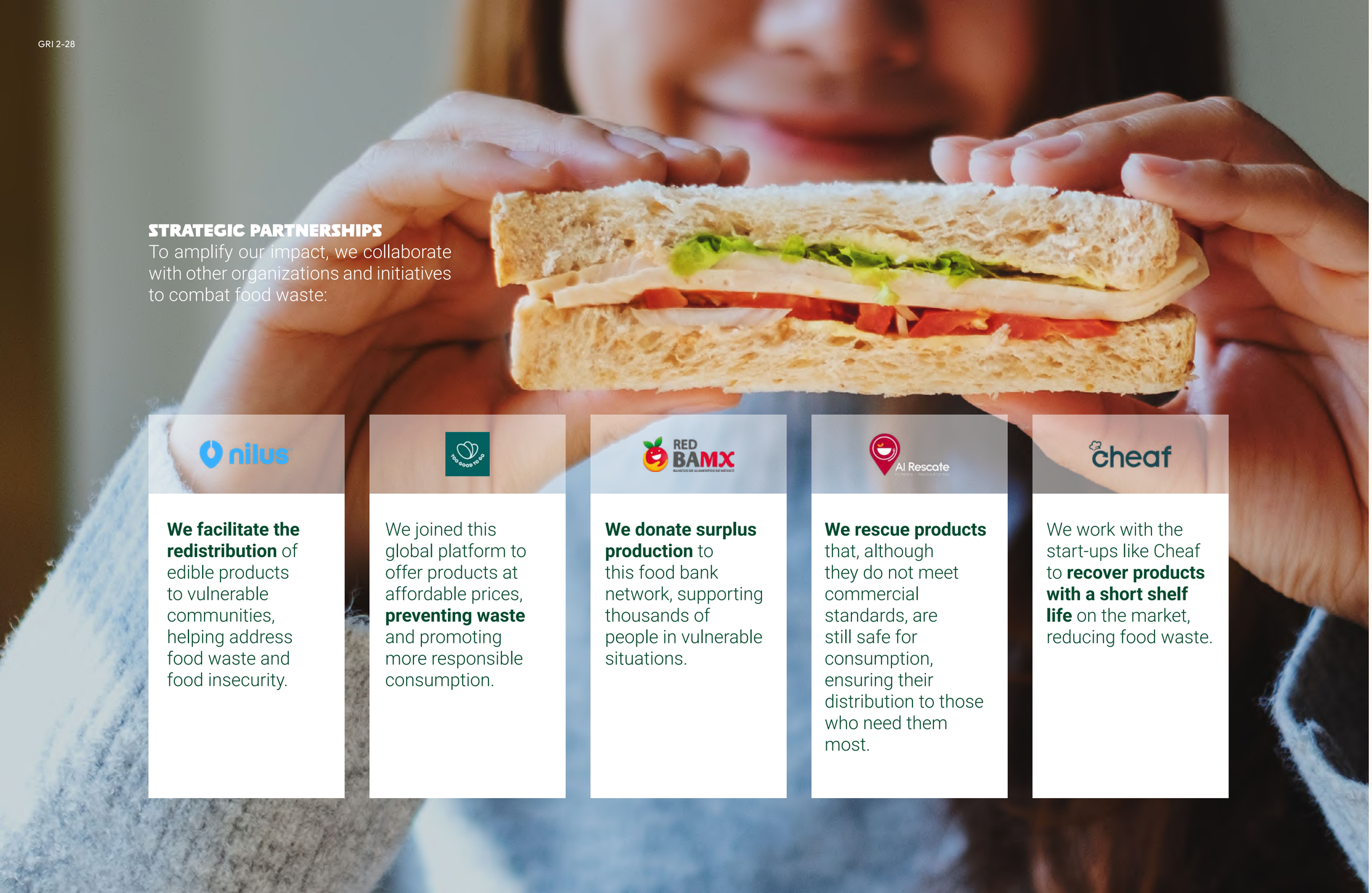
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STRATEGIC PARTNERSHIPS

To amplify our impact, we collaborate with other organizations and initiatives to combat food waste:

We facilitate the redistribution of edible products to vulnerable communities, helping address food waste and food insecurity.

We joined this global platform to offer products at affordable prices, **preventing waste** and promoting more responsible consumption.

We donate surplus production to this food bank network, supporting thousands of people in vulnerable situations.

We rescue products that, although they do not meet commercial standards, are still safe for consumption, ensuring their distribution to those who need them most.

We work with the start-ups like Cheaf to **recover products with a short shelf life** on the market, reducing food waste.

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GRI 303-1, 303-2
SASB FB-PF-140A.1, FB-PF-140A.3
CSRD ESRS-E2.3A, ESRS-E2.4

ZERO WATER WASTE

We manage water responsibly throughout its entire cycle—from sourcing, primarily from municipal water systems, wells, and to a lesser extent from external suppliers, to its treatment, reuse, and discharge—through the operation of treatment plants and recirculation systems that maximize reuse in our industrial processes, as well as the implementation of water-saving practices across our work centers. We promote the efficient and collaborative use of water through community programs, reaffirming our commitment to sustainability and the well-being of the people we interact with.

We focus on three main areas:

1. **Reduction of water consumption**
2. **Water circularity: treatment and reuse**
3. **Mitigation of water-related risks**

WATER CONSUMPTION REDUCTION

Water efficiency in our operations can be achieved across various aspects of our daily activities, which are monitored through key performance indicators; therefore, we work to implement high-impact actions in several key areas:

GENERAL SERVICES, PROCESSES, AND CLEANING

As a result of prioritizing water efficiency in our materiality analysis, we continue to increase the use of advanced technology in various parts of our operations.

We continue to strengthen our cleaning capabilities through training programs aligned with the highest food quality and safety standards, focused on performing effective cleaning processes that consider sanitization, hygienic design, and the Master Cleaning Program. More than 30 leaders were trained and are now capable of implementing and sharing this knowledge with other associates. These efforts are complemented by the replication of efficient cleaning methods using steam machines, including COP[21] for removable equipment and CIP[22] for closed circuits, as well as collaboration with chemical suppliers to optimize water usage.

These efforts drive more efficient water usage, reducing unnecessary consumption, optimizing cleaning processes, and contributing to the responsible management of water resources.

DISTRIBUTION AND SALES CENTERS

At our facilities, we continue to promote responsible water use through various initiatives focused on efficiency and circularity. We maintain and implement rainwater harvesting and recovery systems for non-potable uses, along with water treatment systems that enable reuse in vehicle washing, reducing potable water consumption. Likewise, we continue to rely on dry vehicle cleaning processes and explore new technologies to minimize the use of this limited resource.

GOAL

2025

100%
of our treated water used in non-process applications will be reused (compared to 2020).

2030

20%
reduction in our water consumption compared to the 2019 baseline.

PROGRESS 2025

100%*

* This date has been independently assured by an external third party.



[21] COP Cleaning (Cleaning Out of Place).
[22] CIP Cleaning (Cleaning In Place).

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AGRICULTURE AND SUPPLY CHAIN

We kept working in line with our regenerative agriculture strategy to improve water efficiency in agriculture, prioritizing crops grown in water-scarce areas, such as potatoes and wheat. We tested innovative technologies, such as nighttime mist irrigation systems, which reduced evaporation and optimized soil moisture. Additionally, we expanded water stress analyses in sourcing regions, allowing us to design more targeted mitigation plans and ensure the continuity of crops essential to our operations.

In our demonstration plots, we achieved an improvement in consumption efficiency of nearly 16% m^3/ton, while in the Sinaloa and Sonora demonstration plots, improvements ranging from 11% m^3/ton to 14% m^3/ton, respectively, were observed.

Within the supply chain, we promote the BEAR program as a platform for raising awareness and driving action among suppliers. Through training and practice mapping, we identify areas with high water consumption and integrate them into reuse and efficiency initiatives, including collaborations with companies that are part of Bimbo Ventures. These actions enhance the visibility of water-related risks in our supply network and promote joint solutions to reduce the impact in critical regions.

REUSE AND UTILIZATION OF TREATED WATER

We expanded the reuse of treated water in processes and services by leveraging technological applications to filter treated water. We invested in more than 10 water treatment systems, which now feature ultrafiltration membranes that ensure water quality for reuse. We currently have more than 35 such systems across the company. We also strengthened rainwater harvesting at schools and workplaces for reuse through Good Neighbor community projects.

Throughout this year, we worked with new operations that joined Grupo Bimbo to ensure their treated water discharges comply with legal parameters and align with our water stress plan based on their location. This included bakeries, plants and work centers in locations such as Costa Rica, Uruguay, Romania, and Tunisia.

As a result of these efforts and our ongoing improvement in our water treatment systems, we currently have 97 treatment systems in operation.

RESPONSIBLE DISCHARGES

We ensure that all our operational sites discharge in accordance with local regulations, whether managed internally or externally. These sites conduct routine analyses to verify the quality of wastewater from our processes. We assess whether we can reuse it, discharge it, or, if necessary, take corrective actions to meet the high standards we uphold.

Throughout 2025, we continued to comply with the most rigorous international discharge regulations, guided by a global standard under which we strive to operate across all our sites. To learn more, please visit our **Management Approach.**



100%*

of our treated water is reused within our operations compared to 2020.

* Data independently assured by an external third party

To learn more about our Regenerative Agriculture practices, **click here.**

Learn more about our Management Approach **here.**

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TRAY WASHING IN PANAMA

TREATED WATER CONSUMPTION FOR TRAY WASHING (M^3)	
April	24.50
May	9.40
June	31.00
July	40.60
August	23.50
September	20.20
October	23.20
November	9.80
December	22.78
2025 Total (aprox)	204.98

We implemented a water reuse project for washing tubs at Bimbo Panama, achieving significant progress in responsible use of resources. This initiative made it possible to significantly reduce potable water consumption in operational processes, optimizing plant performance without compromising quality and safety standards. In addition, the project strengthened the company's operational resilience by ensuring more efficient use of water resources and contributing to the achievement of its global sustainability goals.

This initiative is part of the solutions we implement to improve the use of water as a resource and complements the actions we already carry out in vehicle washing using reused water.

SUCESS STORY

100% CIRCULARITY AT MARINELA NORTE 2 BAKERY

We installed a water circularity system that allows us to reuse 100% of the water from the process in new applications at our facility in Mexico. We estimate that this will result in a significant reduction in water consumption. This successful practice will be replicated at various bakeries located in areas with the highest water stress to maximize its benefits.



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WATER RISK MITIGATION

This year, we took a decisive step toward responsible water management by deepening our Water Mitigation Plan, incorporating more detailed analyses for each facility. This approach allowed us to assess risks and opportunities with greater precision, considering both micro- and macro-watersheds in the regions where we operate. Thanks to this comprehensive approach, we designed strategies tailored to local conditions, prioritizing actions in areas with the highest water vulnerability.

We received a B rating in the CDP Water Safety questionnaire for 2025, which evaluates our response to water-related risks.

We also updated our water stress mapping[23], integrating new acquisitions into our global network. This update expands the scope of the analysis and strengthens our ability to anticipate risks, implement targeted mitigation plans, and ensure operational continuity in increasingly challenging environments. Through these actions, we are building a more resilient water management system aligned with our sustainability strategy.

We reinforced our participation in water funds, collaborating with companies and organizations to protect local watersheds. Through these mechanisms, we promote conservation and efficient water use projects, ensuring resource availability for communities and operations. This partnership strengthens water governance and expands the impact of our actions.

[23] Updated every five years by an external specialist using tools from Aqueduct Water Risk Atlas, the World Resources Institute, and Water Risk Filter, and annually by our internal team.



SUCCESS STORY

URBAN FOREST IN QUILICURA, CHILE

In 2025, Ideal—Grupo Bimbo's subsidiary in Chile—transformed an illegal dumping site into a 400-square-meter native urban forest, planting 1,200 trees of 30 different species. The project was developed in partnership with Symbiotica, a consulting firm specializing in ecological restoration, in a location adjacent to the Municipality of Quilicura. It was carried out using the Japanese Mirawaki method, which incorporates an irrigation system using reused water from the Ideal plant to support the trees' initial growth. This restoration will transform a degraded area into a climate refuge, capable of capturing carbon, reducing temperatures, and promoting local biodiversity. By using 205 liters of reused water to irrigate new species, we strengthened the area's ecological resilience and contributed to the local water balance, generating benefits for both biodiversity and nearby communities.

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GRI 3-3, 302-5, 305-1, 305-2, 305-3, 305-5
CSRD ESRS E1, ESRS E2

NET ZERO CARBON EMISSIONS

WE REAFFIRM OUR RESPONSIBILITY IN ADDRESSING CLIMATE CHANGE AND OUR DETERMINATION TO BUILD A SUSTAINABLE FUTURE FOR THE NEXT GENERATIONS. WE REMAIN ON TRACK TO ACHIEVE NET ZERO CARBON EMISSIONS BY 2050.



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To meet this challenge, we continue implementing our comprehensive strategy, which covers the three scopes of emissions:

SCOPE 1:

We reduce direct emissions through clean technologies, process modernization, and the gradual phase-out of fossil fuels.

SCOPE 2:

We promote renewable energy in our operations through supply agreements and our own projects, such as solar panels. In addition, we use available tools such as certificates for electricity generated from renewable sources.

SCOPE 3:

We collaborate with suppliers to reduce indirect emissions by promoting low-carbon practices and processes and providing technical support for their energy transition.

In 2021, we reinforced our commitment to achieving Net Cero Carbon Emissions by 2050 under the SBTi framework. To this end, we have defined three key interim reduction targets:

By 2025

As announced in 2018, through our participation in RE100 (a CDP collaboration initiative), we committed to using 100% renewable electricity globally by 2025.

We recognize that market conditions and technical constraints limit access to renewable energy in certain countries, such as Ukraine, Venezuela, South Korea, and Tunisia. However, we have successfully offset 100% of our energy consumption.

By 2030

Reduce absolute Scope 1 emissions by 50%, using 2019 as the baseline year under a 1.5°C scenario.

Reduce absolute Scope 3 emissions by 28%, using 2019 as the baseline year under a 1.5°C scenario.

GOAL 2025

100%
of electricity will come from renewable sources

PROGRESS 2025

100%*
of electricity comes from renewable sources compared to the 2020 baseline

* Data independently assured by an external third party



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In 2025, we conducted a comprehensive rebaselining exercise to recalculate our baseline emissions, incorporating updated methodologies and more granular data. This process is essential to ensure year-over-year comparability and the integrity of our performance indicators. As a result, we have requested the temporary suspension of the certification of our targets with SBTi until this technical update is completed. The pause is temporary and reflects our commitment to measurement accuracy, while keeping our decarbonization path and ambition to achieve operations with Net Zero Carbon Emissions.

SCOPE 1

These emissions correspond to those generated directly by our operations, such as the use of fuel in bakeries and plants equipment.

This year, we began working closely with each organization to develop specific decarbonization plans, with the goal of establishing annual targets and periodic actions that will enable us to move toward Net Zero Emissions. **In 2025, we completed these plans in Latin America and Spain, marking a milestone in our global strategy.**

Our goal is for all teams to operate under Bimbo's internal standard, which goes beyond legal compliance, ensuring comprehensive and consistent management across all our operations.

Learn more about our commitment **here.**

At the same time, we continue to promote our mandatory practices at production sites, which establish the minimum guidelines that all operations must meet to maintain standards of safety, order, and performance. We also promote energy efficiency projects at our production facilities. The combination of these actions strengthens our operational discipline and consolidates a common framework for the responsible management of our Scope 1 emissions.

SUSTAINABLE MOBILITY

We continue to evolve the way we deliver nutritious and delicious products to everyone by promoting cleaner, more efficient mobility with a lower environmental impact. This year, our focus was on optimizing the operation of our existing fleet—improving routes and performance—rather than expanding our electric fleet.

Instead of viewing the electrification of logistics fleets as the only mobility alternative, we seek to reduce emissions by making large-scale urban operations more efficient in emerging economies, using our own technology and operating at the largest scale within the global food sector. We complement these actions with the "Max Cube" strategy for maximizing fleet utilization, which optimizes load capacity on each shipment, reducing the number of trips and meeting demand more efficiently.



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We also **made progress in implementing telemetry systems across our fleet, which allowed us to collect data on vehicle condition, usage patterns, and driving habits.** The information generated by various data platforms—including OTM (Oracle Transportation Management), Geotab (telemetry platform), Aleph (risk analysis and intelligence platform), and Driv. In (TMS – Transportation Management System)—as well as other operational tools—is being progressively consolidated through control towers, strengthening integrated, data-driven management.

This approach allows us to systematically improve road safety, contributing to the reduction of incidents and accidents. At the same time, we optimize operating costs associated with maintenance, fuel consumption, and the efficient use of assets. The reduction in trips and the optimization of vehicle usage have led to lower fuel consumption, directly contributing to the mitigation of CO_2e emissions. This information is also used to provide feedback and training to drivers, promoting safer, more efficient driving practices aligned with our sustainability commitments.

Our efforts in sustainable mobility in 2025 allowed us to reduce emissions by more than 21,000 tons of CO_2e compared to 2024.

ELIMINATION OF FOSSIL FUELS

In 2025, we made progress in the transition to alternative fuels in our operations, evaluating technologies that reduce our reliance on fossil fuels and strengthen our energy resilience. Vehicle range remains a key factor for future adoption, so we continue to explore emerging solutions that accelerate our decarbonization strategy and ensure operational efficiency.

As part of this process, we have prioritized alternatives that address the needs and conditions of each region where we operate. In Brazil, we expanded the use of ethanol—a local, affordable, and high-performance option—to keep emissions under control. In the United States, given the high costs associated with electrification and regulatory complexity, we began transitioning primary transport to renewable propane gas as an immediate, lower-impact alternative.

Looking ahead, the outlook is increasingly promising. Although there are still no commercial vehicles approved to operate on hydrogen, we are seeing significant progress in their development. At the same time, renewable natural gas is emerging as a viable short-term option, allowing us to project concrete solutions to reduce emissions while we continue to evaluate and adopt innovations that will transform our mobility in the coming years.

+4,000

units make up our fleet of electric vehicles, the largest in all Latin America.



SUCESS STORIES

CHARGING AS A SERVICE

In Portugal, we developed the first charging hub under the “Charging as a Service” model, in collaboration with a third party for the supply and management of electricity for vehicle charging. This allows us to improve fleet operational continuity without requiring our own infrastructure investments.

ACQUISITIONS

By adding more than 500 sustainable vehicles to our operational fleet, we ended the year with over 8,000 sustainable vehicles, including 100% electric, hybrid, and alternative-energy vehicles. These now account for an emissions reduction of approximately 42,000 tons of CO_2e per year.

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OUR SUSTAINABLE FLEET:



BC/BBU	BM/BL	LATIN CENTRO	LATIN SUR	BB/BQ	EAA	ASIA
Canada and USA	Mexico	Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua, Panama, Colombia, Ecuador and Venezuela	Argentina, Chile, Peru and Uruguay	Brazil	Spain, Portugal, Morocco, United Kingdom and Romania	India and China
626 GLP	223 GNC	427 GNC	21 GLP	226 Etanol	219 GLP	398 GNC
47 GNC	3,991 Electric	290 Electric	16 GNC	9 Electric	5 GNC	95 Electric
77 Electric	40 Hybrid	717 Total Alternative	5 Etanol	1 Hybrid	80 Electric	493 Total Alternative
1,124 Hybrid	4,254 Total Alternative		4 Electric	236 Total Alternative	141 Hybrid	
1,874 Total Alternative			46 Total Alternative		445 Total Alternative	

GLP: 866 | **GNC: 1,116** | **ETHANOL: 231** | **ELECTRIC: 4,546** | **HYBRID: 1,306** | **TOTAL ALTERNATIVE: 8,065**

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DECARBONIZATION OF OVENS

We made significant progress in decarbonizing our thermal processes, particularly in ovens, which represent one of our main sources of Scope 1 emissions. During the year, we developed two complementary lines of technological innovation.

The first involved the exploration and validation of alternative fuels. We conducted an industrial trial in Portugal to evaluate the use of hydrogen in bread baking, confirming its technical feasibility. However, large-scale implementation still faces significant challenges: the current infrastructure for its distribution is limited, and the cost of hydrogen—especially green hydrogen, the only type aligned with our decarbonization goals—remains considerably higher than that of natural gas. We are in the process of building on these lessons and identifying solutions for the coming years.

The second initiative involved the deployment of hybrid burners in Canada, capable of operating on natural gas or electricity depending on the site's energy availability. This technology, already implemented and in operation, enables a flexible and efficient transition as access to renewable sources evolves.

Additionally, several bakeries and plants continue to use heat recovery systems integrated into manufacturing equipment, a well-established practice that contributes to energy efficiency and the ongoing reduction of emissions.



SUCESS STORY

OVEN EFFICIENCY TRAINING PROGRAM

As part of our strategy to strengthen operational culture, optimize equipment use, and reduce emissions in thermal processes, we implemented the Oven Efficiency Training Program. This program specializes in the use, maintenance, and calibration of these systems. Designed using the "Train the Trainers" approach, it enables knowledge to be cascaded throughout operational teams, ensuring adoption across the organization. The initiative has already been implemented in Mexico, the United States, and Canada, and we are preparing to expand it to the rest of our global operations. Looking ahead, we will integrate this content into GB University as permanent reference material, ensuring its continuity and accessibility for all associates.

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NATURAL REFRIGERANTS

We continue to promote the adoption of natural refrigerants as part of our strategy to reduce emissions and minimize the environmental impact of our cold chain operations. These technologies maintain equipment efficiency and safety while having a lower global warming potential, making them fully aligned with our decarbonization goals.

The use of natural refrigerants in our operations continues to grow. Compared to 2024, we expanded their use to 7 additional sites, reaching more than 62% of refrigerants used globally at Grupo Bimbo. We have driven this progress through several years of work to align our practices with international frameworks such as the Montreal Protocol, which guides the phase-out of ozone-depleting substances. We are focused on progressively eliminating HCFCs (R22) and HFCs, the most harmful refrigerants, and increasing the use of cleaner alternatives.

In regions with limited availability, the transition has required collaboration with suppliers and strategic partners. In these cases, next-generation refrigerants have played a key role as interim solutions: they help reduce emissions, improve performance compared to traditional refrigerants, and extend the useful life of existing equipment while creating the conditions to transition to natural refrigerants.

In 2025, these actions enabled us to achieve meaningful reductions in our emissions and make steady progress toward our goal of fully replacing refrigerants with the highest climate impact. Progress compared to 2024 includes:

4.5%
HCFC REFRIGERANTS

28.4%
HFC REFRIGERANTS



4.5%
NEXT-GENERATION REFRIGERANTS

28.4%
NATURAL REFRIGERANTS

8.4% increase in the use of natural refrigerants at our operating sites.



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SCOPE 2

We reaffirm our commitment to Scope 2 emissions, by ensuring that 100% of our energy consumption is offset through a combination of PPAs[24], VPPAs[25], distributed generation, and renewable energy certificates, as applicable in each market. As part of our global integration process for acquisitions, we allow an additional year to collect, validate, and incorporate the energy consumption of these new operations, ensuring that our metrics accurately reflect business expansion. To uphold our corporate commitment, we also offset the consumption of sites that cannot meet local requirements through RECs[26] acquired in other countries. This included particularly complex markets such as South Korea, Ukraine, and Venezuela, thereby maintaining the integrity of our goal to operate with 100% renewable electricity globally.

We have 102 facilities equipped with solar panels generating more than 19,000 kWh.

100%*

of our electricity comes from renewable sources compared to the 2020 baseline.

ENERGY EFFICIENCY AND SUSTAINABLE BUILDINGS

We made progress in consolidating more efficient and resilient operations through the responsible use of energy and the development of sustainable infrastructure. This year, we reinforced our transition to renewable energy, optimized energy consumption at our production and distribution centers, and incorporated technologies and designs that enhance the environmental performance of our buildings. These actions allow us to reduce emissions, modernize our infrastructure, and create safer, more efficient environments aligned with our sustainability goals.

RENEWABLE ELECTRICITY

At Grupo Bimbo, we cover 100% of our electricity consumption through various energy supply schemes and renewable attributes.

During the year, we also signed new PPAs in Brazil, France, Italy, Portugal, and parts of Spain, which will allow us to expand renewable coverage in our European and Latin American operations. Additionally, we progressed with the installation of solar panels in Romania and South Africa, where we are currently evaluating further expansion opportunities.

SUCESS STORY

EXPLORING NEW PARTNERSHIPS

We made progress in integrating on-site photovoltaic generation for our operations in Târgoviște (Romania) through a government subsidy, which allowed us to co-finance the installation and accelerate its implementation.

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* Data validated by a third party.

[25] A Power Purchase Agreement (PPA) is a long-term agreement for the purchase of electricity between an electricity generator—typically from renewable sources such as solar or wind—and a company that purchases that electricity.

[25] Virtual Power Purchase Agreements (VPPAs) are long-term financial contracts under which a company agrees to purchase renewable energy generated by a project (such as a solar or wind farm), without needing to physically receive that electricity at its facilities.

[26] Renewable Energy Certificates (RECs) are certificates that verify that a unit of electricity consumed is backed by energy generated from renewable sources.

STORAGE SYSTEMS

Energy storage systems are essential for moving toward more efficient, resilient, and sustainable operations. These solutions allow us to make better use of renewable energy sources, ensure energy availability when it is needed most, and strengthen the stability of the supply. This year, we continue to expand our capabilities by incorporating storage technologies that support decarbonization and improve the energy security of our operations.

By the end of 2025, **we installed 20 lithium-ion battery storage systems.**

SCOPE 3
LOW-CARBON SUPPLY

We continue to collaborate with our suppliers and strategic partners to align them with our best sustainability and emissions reduction practices. Through the BEAR (Bimbo Environmental Assessment of Responsibility) program and other partnerships, we seek synergies to improve efficiency throughout the value chain, promoting clean technologies and responsible practices that reduce emissions and optimize resources.

BEAR



Once again this year, we held our Global Supplier and Sustainability Summit, where, in collaboration with the Procurement team, we promoted and strengthened key initiatives related to sustainability and climate change. This forum allows us, on each occasion, to consolidate strategic partnerships and strengthen sustainable collaboration across the entire supply chain

This year, we increased the number of suppliers participating in our carbon emissions measurement and reduction program to 300, up from **200 the previous year**. More than 160 **suppliers responded to surveys on their sustainability practices, strengthening transparency across our value chain.** To improve the assessment's quality, we updated the evaluation methodology by incorporating more robust criteria across all sections of the survey, which now include key topics such as water management, packaging, and waste.

We also provided training to our suppliers to improve the quality and consistency of the information they report.

At this stage, the workshops focused on emissions calculation and reporting, and in the future will incorporate topics such as water management, packaging, and waste with the aim of strengthening their capabilities in accounting for and reducing environmental impacts.

IN 2025

300 suppliers participated in the BEAR program.

To know more about our efforts through the BEAR program, **click here.**

To know more about our emissions, **click here.**

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SUSTAINABLE OUTSOURCED MOBILITY

This year, we made progress in the transition toward more sustainable outsourced mobility through a comprehensive strategy with our transportation providers. We continue to encourage alignment with our environmental goals, recognizing their varying investment capacities and offering incentives that facilitate the adoption of more efficient technologies.

A portion of our Scope 3 emissions stems from transportation and distribution carried out by logistics partners and last-mile routing outside our direct operational control. To manage and reduce this footprint, we evolved from the traditional "route-based selling" model to a Pre-sale + Delivery model with specialized roles, supported by digital order taking and itinerary-based routing. This transformation increases efficiency per kilometer, reduces unproductive trips, and lowers product losses and returns.

CROSS-CUTTING ACTIONS

We aim for our sustainability strategy to be interconnected, creating synergies that lead to a greater positive impact on the planet and the people we interact with. For this reason, our efforts in collaboration with other initiatives to "nourish a better world" also help us reduce emissions:

REGENERATIVE AGRICULTURE

OUR INITIATIVE	CONNECTION
We promote regenerative agriculture to improve soil health, reduce emissions, and strengthen ecosystems.	It increases our ability to capture carbon and reduces dependence on emission-intensive inputs.

To learn more on our initiatives on Regenerative Agriculture, **click here.**

ZERO WASTE

OUR INITIATIVE	CONNECTION
We promote initiatives to achieve zero waste by reducing waste and using circular materials. We improve the design and recyclability of packaging and operational waste, facilitating their reintegration. Additionally, we optimize production by reducing food loss.	It prevents the generation of GHG emissions resulting from the decomposition of materials in landfills and promotes circular materials and packaging that reduce the need for virgin material production.

To learn more on our initiatives on Zero Waste, **click here.**

FOREST IMPROVEMENT

OUR INITIATIVE	CONNECTION
We continue to drive existing initiatives for reforestation and environmental restoration. Although we faced delays due to adverse weather conditions that affected our forestry projects, we continue implementing actions to restore these areas.	It increases CO_2 capture through reforestation and the restoration of degraded areas, strengthening ecosystems and promoting environmental regeneration, even under adverse weather conditions.

To learn more on our initiatives on forest improvement through programs with our Community, **click here.**

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RESULTS

Although we have made significant progress—such as adopting regenerative agriculture practices in more than half a million hectares —exceeding the 2030 target—and the inclusion of more than 300 suppliers in the Bimbo Environmental Assessment of Responsibility (BEAR) program, which requires producers to meet 11 sustainability KPIs, we did not meet the target set for 2025 by the end of that year.

This result reflects the complexity of transforming the supply chain, which will require more time and depth, in addition to the organic and inorganic growth of operations during the period. In this context, the company is recalculating its baseline, incorporating updated international standards, to more accurately reflect the evolution of the business.



NEXT STEPS IN DECARBONIZATION

Our goal for the coming years is to align the entire value chain with the Group's sustainability strategy, strengthening collaboration with suppliers and strategic partners. In sustainable mobility, we will work to streamline regulatory processes, promote shared charging infrastructure, and accelerate the transition to low-emission vehicles across both our own and third-party fleets. At the same time, we will consolidate financially sustainable conservation models and promote innovative reforestation and restoration technologies adapted to evolving climate patterns, ensuring that every action contributes to our Net Zero Emissions goal.

Traveling this path has led us to face major challenges that have required us to adapt to constant changes in methodologies and measurement criteria. This has forced us to continuously update our implementation mechanisms to ensure effective and consistent progress in a constantly evolving environment.

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GRI 308-1, 308-2
CSRD ESRS E4

REGENERATIVE AGRICULTURE

WE PROMOTE AN AGRICULTURAL MODEL THAT REGENERATES SOILS AND PROTECTS ECOSYSTEMS, WITH THE COMMITMENT THAT ALL OUR KEY INGREDIENTS COME FROM REGENERATIVE PRACTICES. IN THIS WAY, WE ENSURE THE SUSTAINABLE PRODUCTION OF THESE INGREDIENTS AND GUARANTEE THEIR AVAILABILITY THROUGH 2050, COLLABORATING WITH THE VARIOUS STAKEHOLDERS IN OUR VALUE CHAIN TO ACHIEVE THIS GOAL.



Our strategy for regenerative agriculture is based on three pillars:

1. **Improve soil health**
2. **Increase biodiversity and ecosystem health**
3. **Supporting producing communities**

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GOAL

2030

Maintain and expand the 200,000 hectares registered in the regenerative agriculture program.

2050

100%

of our key ingredients will be sourced from land cultivated using regenerative agriculture practices.

PROGRESS 2025

REACHED

+500 thousand hectares using regenerative agriculture practices.

In 2025, we focused our efforts on expanding our regenerative agriculture program, incorporating additional hectares and expanding into new regions. With this growth, we strengthened our relationships with various suppliers, while also launching new programs with current partners and other producers. This scope also allowed us to explore implementation opportunities in additional regions.

Each of our programs requires three key criteria that our farmers and suppliers must meet in order to participate:

01 Implement at least two specific regenerative practices.

02 Measure six key performance indicators (KPIs) regarding the application of these practices and their progress.

03 Continue advancing in the adoption of practices included in our Global Regenerative Agriculture Framework (**available here**).

The program is implemented through strategic partnerships with millers and specialized research centers, such as CIMMYT and internationally renowned universities. This collaborative model enables the delivery of applied research and technical support directly to the field, facilitating the adoption of regenerative agriculture practices throughout the value chain and enhancing their environmental impact.

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IMPROVING SOIL HEALTH

We aim for our sustainability strategy to be interconnected and create synergies that lead to a greater positive impact on the planet and the people we interact with. As a result, our efforts with other initiatives to "nourish a better world" also contribute to reducing emissions:

Improving soil health means preventing erosion and stabilizing landscapes, reducing dependence on fertilizers and agrochemicals, increasing water retention and climate resilience, and restoring degraded ecosystems to prevent desertification.

For the second consecutive year, we supported a research project conducted by a farming partner in Canada. This project involves five distinct plots with varying levels of practice implementation: ranging from plots using conventional practices to those implementing 50% and 100% of disruptive regenerative practices. The purpose of the project is to compare and understand the extent of the benefits these techniques can offer in terms of both soil health and overall farmer productivity. Additionally, it aims to measure associated costs to evaluate whether the results obtained translate into operational and economic benefits, such as savings and increased production volumes.

The crops involved include:



Some of the regenerative practices applied to these experimental crops included:

- Crop rotation
- No-till or minimum-till farming
- Cover crops[27]
- Use of alternative and organic fertilizers
- Variable application of fertilizers and seeds
- Efficient irrigation technology
- Use of biological supplements and nitrogen stabilizers
- Strategic partnerships with third parties

INCREASE BIODIVERSITY AND ECOSYSTEM HEALTH

In the update of our 2025 double materiality analysis, we identified that biodiversity management has gained greater relevance and has established itself as one of our new priority topics. This reflects a better understanding of the impacts and risks associated with our value chain and the ecosystems with which we interact.

To know more on our regenerative agriculture initiatives, **click here.**

[27] Cover crops include wheat, barley, oats, turnips, crimson clover, oil radish, balansa clover, and hairy vetch, among others.

SUCCESS STORY

FARMER IN SASKATCHEWAN

With over two decades of professional experience, this farmer optimizes nitrogen use by conducting annual soil analyses and on-farm trials to identify areas for improvement. He then combines regenerative techniques such as no-till farming and leverages specialized technologies for monitoring weather conditions to adjust in-season fertilization and enhance soil organic matter. By joining our regenerative agriculture program, in collaboration with a strategic partner, he finds recognition and support to scale up practices that reduce nutrient losses, strengthen soil biodiversity, and improve the resilience of the agroecosystem.

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This exercise allows us to focus our efforts on the most significant impacts, risks, and opportunities, as well as on the locations where they are concentrated, guiding strategic decision-making, the definition of priorities, and the design of actions to minimize impacts on ecosystems.

In this context, we strengthen due diligence with our suppliers and prioritize resources and monitoring mechanisms for those initiatives with the greatest potential to generate measurable outcomes for biodiversity.

GOVERNANCE AND FOUNDATIONS

Biodiversity is the foundation of productive and resilient agricultural systems: it supports soil health, pollination, natural pest control, water availability, and the stability of the ecosystems on which our ingredients depend. For us, protecting it is key to ensuring business continuity and the long-term availability of raw materials. For this reason, we manage biodiversity through an integrated governance approach, which involves different areas of the organization and allows us to incorporate this topic into the processes of identifying, assessing, and managing impacts, risks, and opportunities, both within our operations and across the supply chain.

Our primary implementation vehicle is regenerative agriculture. Through a common framework for suppliers and farmers, we promote practices that improve soil health and strengthen ecosystems (for example, crop rotation, minimum tillage, and cover crops). With this approach, we address relevant risks such as soil degradation and erosion, biodiversity and ecosystem services loss, reduced agricultural productivity, and increased vulnerability to climate change and extreme weather events, as well as transition risks associated with evolving regulatory and market expectations.

STRATEGIC VISION

We approach biodiversity as a comprehensive strategy, closely linked to our key initiatives in regenerative agriculture, sustainable sourcing, forest restoration, responsible water use, and waste reduction. Through these lines of action and collaborative work with producers, suppliers, and communities, we aim to reduce major environmental impacts, strengthen the resilience of our production systems, and generate long-term value, while contributing to ecosystem health and responsible business growth.

CROSS-CUTTING ACTIONS

Regenerative practices improve soil health, strengthen biodiversity, and increase agricultural resilience, creating more balanced ecosystems that are better adapted to climate change. Our pilot programs aim to validate technologies and assess their impact on efficient water use, preparing us for future scenarios where water stress will be more acute, and ensuring more sustainable production systems in the medium and long term.

* In 2024, we undertook an initial analysis by conducting a methodological pilot study with third-party support to identify gaps and priorities in our operating activities, with the aim of aligning them with the internationally recognized frameworks of the Science Based Targets Network (SBTN) and the Task Force on Nature-related Financial Disclosures (TNFD)

SUCESS STORY

FARMING IN INDIANA

In Indiana, we implemented our regenerative agriculture program in collaboration with a strategic associate. A fourth-generation farmer we work with in the region integrated corn, soy, and wheat rotations with cover crops (barley, oats, and turnips, among others) to reduce erosion and improve soil health.

In addition, he operates a diversified livestock operation that strengthens the system's resilience. By recognizing his commitment and providing financial support to facilitate the continued implementation of best regenerative practices, together we are increasing biodiversity and ecosystem health.



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SUPPORTING FARMING COMMUNITIES

TRAINING AND DEVELOPMENT

We support farming communities by developing robust frameworks and providing training and ongoing guidance to farmers accustomed to conventional practices.

In Canada, we are part of the TAP (Trust Advisory Program), launched in 2024. This program follows a Train the Trainer model, where leaders are trained to pass on their knowledge to other farmers and share regenerative agriculture best practices. TAP offers videos and courses for agronomists, who then provide hands-on training in the field. In this way, we help close technical knowledge gaps regarding soil health and regenerative agriculture.

Additionally, we served as promoters, sponsors, and participants in the Regenerative Agriculture Certificate Program, offered by the College of Postgraduates in Mexico in collaboration with the Ministry of Agriculture and Rural Development. This program, aimed at our internal team, suppliers, and farmers, was taught by local and international researchers and professors to deepen understanding of the principles and applications of regenerative practices. With over 100 participants, this initiative reinforced our commitment to advancing knowledge and ensuring a technical and sustainable transition.



To learn more about our Global Framework for Regenerative Agriculture, **click here.**

To learn more about our Water Risk Management approach, **click here.**

To learn more about our actions around sustainable and deforestation-free sourcing, **click here.**

To learn about our community initiatives for forest and soil improvement, **click here.**

SUCESS STORY

500,000 HECTARES IN COMPLIANCE

We exceeded our goal by implementing initiatives in accordance with Grupo Bimbo's Global Framework for Regenerative Agriculture, marking one of the most significant milestones in our strategy.

In Brazil, the pilot evolved into a formal implementation that integrates the local team, a strategic supplier, and producers, ensuring adoption tailored to the country's agroecological and social conditions.

At the same time, in the United Kingdom, we launched our first program in Europe under this same collaborative model, marking a milestone that expands the scale and consistency of our regenerative practices globally.



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CELEBRATING

WHAT WE BUILD WITH YOU

Our Foundations form the basis of our Sustainability Strategy. Each of the four priorities is essential to defining how we operate, promoting excellence, accountability, and a positive impact that transcends generations.

FOUNDATIONS



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GRUPO BIMBO
ALIMENTAMOS UN MUNDO MEJOR

ENVIROMENTAL AND SUSTAINABLE BUILDING STANDARDS

ENVIRONMENTAL AND SUSTAINABLE BUILDING STANDARDS ARE MORE THAN JUST A ROUTINE PART OF OUR DAILY OPERATIONS: THEY ARE A COMMITMENT. THROUGH THEM, WE REDUCE RISKS, PROMOTE SUSTAINABILITY, AND ENSURE THAT EVERY STEP WE TAKE IS ALIGNED WITH OUR MISSION TO FEED A BETTER WORLD.



COMMITMENTS

100%
of our facilities undergo a sustainability assessment based on internal policies and standards, which enable us to develop improvement plans focused on areas of opportunity within each business unit.

100%
of our business units comply with the legal framework of the countries where we operate and with our standards.

NATURAL CAPITAL
Launch at least one project to conserve and/or enhance biodiversity in each business unit.

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We assess the environmental performance of our buildings through a three-tiered monitoring system, which allows us to identify opportunities and implement effective measures for improvement. These practices, aligned with our Global Environmental Policy, promote sustainability in our operations and facilitate their replication across all our operations and new acquisitions.

We continue to make steady progress in implementing our standards and will strengthen the necessary actions to fully meet our goals.

This Policy applies to all our organizations, subsidiaries, and affiliates in each of our regions, as well as to the relationships we maintain with our stakeholders. It establishes our corporate commitment and general guidelines for protecting and conserving natural resources throughout our operations and value chain, ensuring responsible and sustainable environmental management.

To learn more about our Global Environmental Policy, **click here.**

NATURAL CAPITAL

In 2025, Grupo Bimbo made progress in implementing pilot projects for nature-based solutions, successfully quantifying environmental assets related to carbon and water, strengthening productive landscapes, and generating social benefits in rural communities. Conservation models, agroforestry production, and landscape-based financial mechanisms were consolidated, yielding key insights for their future replication and scaling.

- **Productive Enterprises:** Resilientes (Jalisco): A carbon baseline was established for agave and coffee, resulting in the registration of two trademarks and the formation of groups to verify best practices.
- **Reforestation with Drones (Nuevo León):** Fuel management was carried out on 43 hectares. Despite challenges with the germination of pelletized seeds (0% in the first measurement), the pilot project has generated 24 jobs and remains in the technical evaluation phase to improve survival rates.
- **Living Forests, Resilient Communities (IztaPopo):** Two reforestation phases were completed, and conservation work was carried out on approximately 30 hectares, generating a significant social impact through payments to the community and volunteer brigades.
- **Productive and Connected Landscapes (Guadalajara/Monterrey):** We designed the financial model and pitch deck for the monetization of natural assets and initiated the legal process to establish a trust that will enable scaling up investment in productive landscapes.

FROM STANDARDS TO ACTION

Our environmental standards come to life in every work center. Based on global guidelines and design criteria for buildings that promote sustainability, we integrate environmental management into our daily operations, enabling us to anticipate risks, identify opportunities for improvement, and consistently strengthen our environmental performance across all regions.

This approach translates into concrete practices that promote the efficient use of resources, the management of environmental impacts, and the well-being of people. Sustainable buildings act as a key enabler, creating the necessary conditions for more efficient, resilient, and inclusive operations, and ensuring continuous improvement over time.

Every work center is an active part of this transformation. That is why we constantly monitor our 10 mandatory practices that guide daily actions and help us operate more efficiently and responsibly:

1. **Furnace efficiency**
2. **Heat recovery system**
3. **Heating systems**
4. **Renewable energy**
5. **Electrical efficiency**
6. **Measurements of resource use by production line and key equipment**
7. **Elimination of compressed air in activities that do not require its use**
8. **Water efficiency in cleaning**
9. **Water treatment and closed-loop water cycles**
10. **Food recovery throughout the value chain**

To learn more about our Mandatory Practices, **click here.**

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GRI 308-2, 416-1, FP5
SASB FB-PF-250A.1, FB-PF-250A.2, CSRD ESRS S4

FOOD QUALITY AND SAFETY

WE PUT OUR CUSTOMERS AT THE HEART OF EVERYTHING WE DO, LISTENING TO THEIR NEEDS SO WE CAN OFFER DELICIOUS PRODUCTS THAT ALSO MEET THE HIGHEST STANDARDS OF QUALITY AND SAFETY. THIS COMMITMENT ALLOWS US TO BETTER MEET THEIR EXPECTATIONS AND BUILD A BRAND THAT IS SAFE, RELIABLE, AND PREFERRED.

COMMITMENT

100%
of our products are made in bakeries and other facilities certified under the GFSI[28].

100%
of our bakeries and other facilities are audited to ensure compliance with the strictest food quality and safety standards

PROGRESS 2025

95%[29]
of our products have been manufactured in GFSI-certified bakeries and plants.

95%
of our operations are certified under GFSI standards.

[28] Global Food Safety Initiative.
[29] This progress is not 100% complete, as it includes operations from new acquisitions that are currently being integrated and adapted.



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With this progress, we have established a results-oriented global culture of quality and safety and strengthened our ability to meet the growing expectations of those who rely on our products every day.

Each year, the Internal Audit and Q&FS Global departments review and evaluate the entire Global Quality and Safety System, reviewing the results of the relevant KPIs and, based on this, defining improvement plans.

To learn more about our Food Quality and Safety System, **click here.**

Many of the standards that make up this system are aligned with the **Prerequisite Programs** in place within our global Quality and Safety governance framework. These standards are part of the Global Food Safety Standard (GFSS[30]), which applies to all our organizations and operations. They are designed to ensure robust foundational conditions, effective preventive controls, and consistent practices that protect food safety.

To learn more about the Prerequisite Programs, **click here.**

[30] EGIA is a generic term used to refer to internationally recognized food quality and safety standards. It is typically associated with BRCGS Food Safety, IFS Food, and FSSC 22000, all of which are recognized by the GFSI (Global Food Safety Initiative).

WE PRODUCE UNDER THE HIGHEST STANDARDS

We want to ensure that all organizations comply with quality and safety standards in a consistent manner, including recent and future acquisitions. To this end, we are constantly working to integrate the organizations we acquire in order to align their systems with our best practices. Once integrated, these companies have three years to meet the established performance standards.

INTERNAL STANDARDS: BAKERIES AND PLANTS

Certification under GFSI-recognized standards is an integral part of our quality and safety assurance system. Through internal and external audits, we systematically evaluate the performance of our manufacturing processes, verifying compliance with key requirements, the effectiveness of preventive controls, and risk management at our bakeries and facilities.

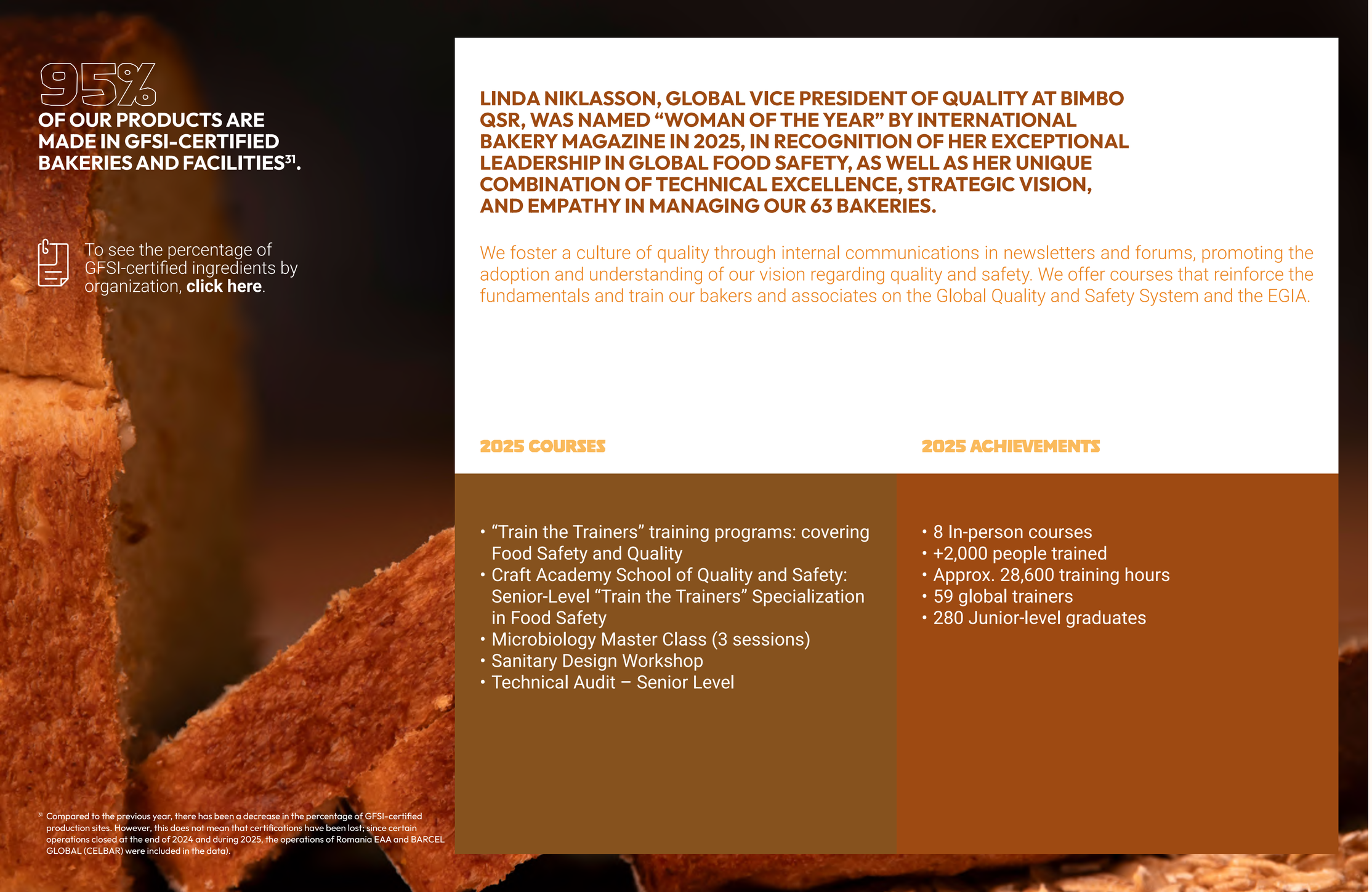
We also reinforced this model by standardizing audit criteria and using the results to inform continuous improvement and decision-making. This approach strengthened operational consistency, promoted discipline in execution, and helped establish a global culture of quality and safety aligned with international best practices



199 sites hold current GFSI certification, representing 89% of our production facilities.

+70
audits of production facilities, focused on quality and safety.

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95%

OF OUR PRODUCTS ARE MADE IN GFSI-CERTIFIED BAKERIES AND FACILITIES[31].

To see the percentage of GFSI-certified ingredients by organization, **click here**.

LINDA NIKLASSON, GLOBAL VICE PRESIDENT OF QUALITY AT BIMBO QSR, WAS NAMED "WOMAN OF THE YEAR" BY INTERNATIONAL BAKERY MAGAZINE IN 2025, IN RECOGNITION OF HER EXCEPTIONAL LEADERSHIP IN GLOBAL FOOD SAFETY, AS WELL AS HER UNIQUE COMBINATION OF TECHNICAL EXCELLENCE, STRATEGIC VISION, AND EMPATHY IN MANAGING OUR 63 BAKERIES.

We foster a culture of quality through internal communications in newsletters and forums, promoting the adoption and understanding of our vision regarding quality and safety. We offer courses that reinforce the fundamentals and train our bakers and associates on the Global Quality and Safety System and the EGIA.

2025 COURSES

- "Train the Trainers" training programs: covering Food Safety and Quality
- Craft Academy School of Quality and Safety: Senior-Level "Train the Trainers" Specialization in Food Safety
- Microbiology Master Class (3 sessions)
- Sanitary Design Workshop
- Technical Audit – Senior Level

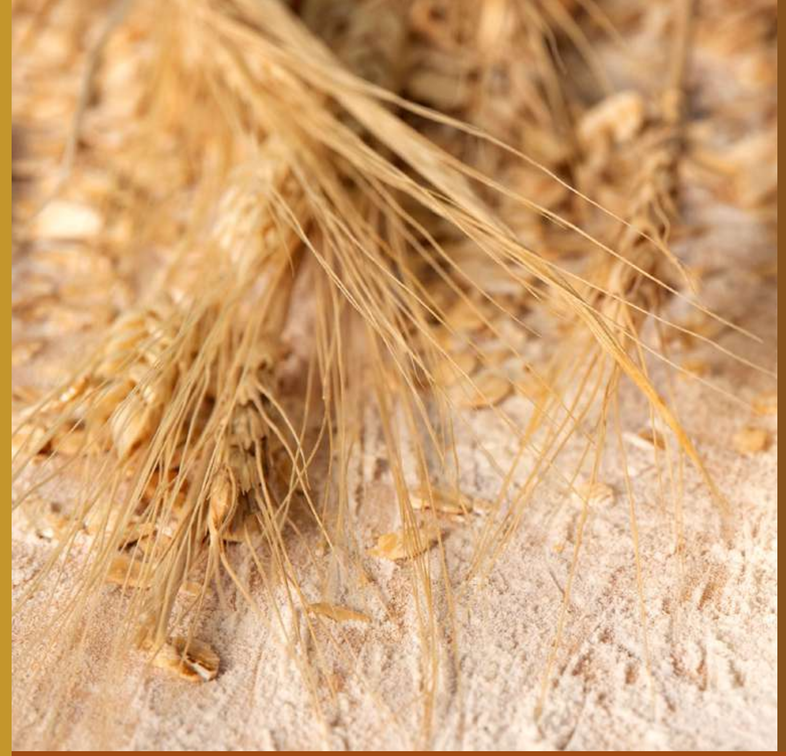
2025 ACHIEVEMENTS

- 8 In-person courses
- +2,000 people trained
- Approx. 28,600 training hours
- 59 global trainers
- 280 Junior-level graduates

[31] Compared to the previous year, there has been a decrease in the percentage of GFSI-certified production sites. However, this does not mean that certifications have been lost; since certain operations closed at the end of 2024 and during 2025, the operations of Romania EAA and BARCEL GLOBAL (CELBAR) were included in the data).

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SUCESS STORY



FOOD SAFETY WEEK IN QSR

In June, we celebrated Food Safety Week, a global initiative led by the QSR team that brought together all our bakeries to recognize our people's daily commitment to quality and safety. Under the theme "Science in Action," we emphasized that science is the foundation that underpins every decision and improvement we implement at each stage of our oversight process to keep food safe.

Throughout the week, we conducted awareness-raising, training, and collaboration activities in accordance with our Quality and Safety Culture Model, which establishes that food safety is the responsibility of the entire team. Through these actions, we reinforce behaviors aligned with our standards, achieve greater global alignment in performance evaluation, compliance with specifications, and the robustness of preventive programs, thereby strengthening a safer and more resilient operation.

EXTERNAL STANDARDS: SUPPLIERS

Our work in Quality and Safety spans the entire value chain through rigorous processes that ensure compliance by the third parties with whom we collaborate. We strive to maintain reliable processes that protect our consumers and uphold the quality of every product.

We continue to encourage a greater number of our suppliers to obtain internationally recognized quality and safety certifications, particularly those aligned with GFSI. In 2025, we focused on strengthening the global standard we aspire to across the entire organization, documenting in detail the status of each supplier, including the existence of current certifications. This allowed us to identify their level of maturity and key areas for improvement.

This assessment allowed us to guide support initiatives, prioritize efforts, and strengthen the necessary conditions for our suppliers to obtain and maintain GFSI certifications, thereby contributing to a preventive, standardized, and consistent management of the quality and safety of our portfolio.

92%

of our global suppliers and 70% of our local suppliers have already signed Grupo Bimbo's Quality and Safety Requirements Standard, reflecting a strong commitment to quality, safety, and continuous improvement throughout our value chain.

+81%

of our suppliers are already GFSI-certified.

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SUCESS STORY

POTATO QUALITY CONTROL - BARCEL

Barcel's supplier development team changed its approach to auditing potato quality at the warehouses and farms that directly supply the bakeries and plants. This improved product quality upon receipt, reducing product rejections by 70% and consumer complaints by 34%. These efforts completely transformed the supply chain and generated significant savings.

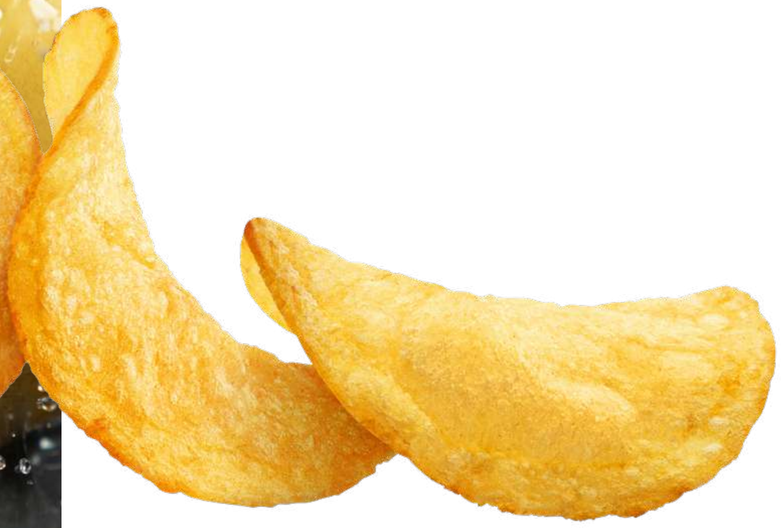


To learn more about our zero waste food waste reduction efforts, **click here.**

WE LISTEN TO OUR CUSTOMERS

We have a comprehensive crisis management process that identifies and addresses any situation that could affect the quality of our products and the well-being of our customers. By actively listening to their preferences and needs through our Connection Center and the Global Crisis Management Manual, we standardize and systematize prevention and response, involving all associates and relevant committees within our organizations.

To build consumer confidence, we analyze complaints and feedback on a monthly basis, identifying trends and areas for improvement. These findings are incorporated into corrective and preventive action plans that directly impact the quality and safety of our products.



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HUMAN RIGHTS AND LABOR STANDARDS

HUMAN RIGHTS ARE AT THE CORE OF OUR STRATEGY AND GUIDE EVERY DECISION WE MAKE. WE SAFEGUARD THE DIGNITY OF ALL INDIVIDUALS THROUGHOUT OUR VALUE CHAIN, PROMOTING FAIR AND SAFE W O R KING CONDITIONS IN ALL OUR OPERATIONS, IN ACCORDANCE WITH LOCAL REGULATIONS AND THE FRAMEWORK OF OUR GLOBAL HUMAN RIGHTS POLICY.

We implement a labor risk traffic light methodology that assesses external (social and economic) and internal (union representation and workplace climate) factors on a quarterly basis. This system rates the risk level from 1 (critical) to 4 (optimal) and enables the design of specific prevention or action plans for each organization. All measures are aligned with ILO[32] standards, including the prohibition of child and forced labor, ensuring ethical and responsible practices in our global operations. Additionally, we conduct periodic internal inspections through sporadic visits by corporate or regional entities to verify compliance with both local legislation and our internal policies.

66%
of our associates are covered by a collective bargaining agreement.

[32] ILO: International Labour Organization.

PROHIBITION OF CHILD LABOR

Across all our organizations, regardless of the legislation or country where we operate, Grupo Bimbo ensures compliance with the minimum working age established by the ILO.

FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING

Freedom of association and collective bargaining is established as a fundamental guarantee in our operations. The majority of our associates are covered by collective bargaining agreements. This reflects our commitment to the well-being and respect for the rights of our associates.

PROHIBITION OF FORCED LABOR

At Grupo Bimbo, we have a management framework designed to ensure robust standards of decent work throughout our value chain. This framework enables us to prevent and mitigate risks of inappropriate conduct, while establishing clear principles and criteria for everyone involved in our operations.



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POLICIES AND MANAGEMENT FRAMEWORKS

We have a set of policies and codes that form the basis of our operations and serve as the foundation for the safety and trust of all our stakeholders.

Learn more about our Human Rights Policies:

Code of Ethics
Global Integrity Policy
Global Human Rights Policy
Global Conflict of Interest Policy
Global Personal Data Protection Policy

INTERNAL REPORTING MECHANISMS

"Speak Up Line" is an internal channel for reporting potential violations of our Code of Ethics and policies, accessible via email, phone, or the Speak Up Line website, where an external provider manages all reported cases and assists with follow-up. Reports follow defined processes and generate action plans that are recorded in the system. Most reports are submitted with the reporter's identity, which demonstrates trust in this channel for feedback. Speak Up Line is available in the main languages where we operate.

To learn more about our Speak Up Line, **click here.**

GENERAL DUE DILIGENCE

We conducted a due diligence exercise that enabled us to identify internal risk areas and establish a benchmark for human rights best practices relative to our industry peers. This analysis represents a step forward in better identifying risks, which will serve as the foundation for future efforts focused on suppliers.

RISK IDENTIFICATION

We have completed our first global mapping of human rights risks in the labor sphere across our direct operations, covering approximately 99% of the Group's associates, and no high-risk issues were identified in any of our operations. This exercise allowed us to identify areas for improvement in certain regions, without detecting any critical risks. As a follow-up, we have developed specific action plans to strengthen existing mechanisms.

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VALUE CHAIN

We work closely with our business partners to ensure full respect for human rights throughout our supply chain. Through our Procurement team, we strengthen these relationships and focus on enhancing processes that enable us to implement these standards.

Despite the industry's maturity, achieving traceability in agricultural inputs remains a challenge. We will address this challenge by engaging with and raising awareness among our supplier base, enabling us to identify risks in raw materials and regions of origin to design effective responses. Likewise, we will adjust our mechanisms to prioritize the development of less mature suppliers, fully integrating them into our programs and ensuring decent jobs.

SUCESS STORIES





GLOBAL COURSE ON RESPONSIBLE SOURCING

We created an online course on responsible sourcing available at GB University for all regions, as a tool for raising awareness and providing training. This initiative has strengthened our commitment to human rights and principles, promoting best practices and a culture aligned with global standards.

STRENGTHENING HUMAN RIGHTS IN THE SUGAR SECTOR

In collaboration with the Earthworm Foundation, with whom we have worked for several years, in 2025 we continued our transformation initiative in the sugar sector in Mexico. Together with one of our main sugar suppliers, this year we embarked on a new phase in which we established two responsible hiring processes aimed at strengthening responsible recruitment based on field visits and direct interviews with key stakeholders in the supply chain, such as workers and producers, so that regulations reflect the reality of the sector. Our ultimate goal is to consolidate guidelines and recommendations that promote shared responsibility and improve working conditions in sugarcane harvesting. We will continue to monitor the results of this pilot to consolidate its implementation and scaling.

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GRIEVANCE MECHANISMS

Strengthening our Grievance Mechanism for Suppliers

We have established a complaint mechanism for external stakeholders, currently available via email and on our website. As part of this continuous improvement process, we will work to update and strengthen the mechanism in line with industry expectations, including by incorporating key elements that promote greater accessibility, among other measures. We will also clarify the consequences and criteria for suspension or corrective actions. We will prioritize critical cases and develop action plans with suppliers, including training where appropriate.

PARTICIPATION IN INTERNATIONAL COLLABORATIVE INITIATIVES

As Grupo Bimbo, we participate in sessions of the Forest Positive Coalition of the Consumer Goods Forum, which now incorporates a human rights pillar. This collaboration drives social mechanisms and best practices at the industry level, which serve as a guide for the development of our strategy and its implementation across our value chain.



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GRI 2-23,2-24, 2-27, 3-3, 204-1, 414-1, 414-2, FPI, FP2
SASB FB-PF-430A.1, FB-PF-440A.1, FB-PF-440A.2
CSRD ESRS E4-2_04, E4-2_05, E4-2_07

SUSTAINABLE SOURCING OF RAW MATERIALS

WE ADVOCATE RESPONSIBLE SOURCING OF STRATEGIC RAW MATERIALS AS A CORNERSTONE OF OUR OPERATIONS. WE WORK WITH SUPPLIERS TO ADVANCE OUR SUSTAINABILITY GOALS. BY PROMOTING TRANSPARENCY AND TRACEABILITY, MONITORING DEFORESTATION, AND REDUCING RISKS AND IMPACTS ON BIODIVERSITY AND ECOSYSTEMS IN OUR KEY SOURCING REGIONS, WE ARE TRANSFORMING OUR SUPPLY CHAINS.

To learn more about our goals and initiatives for sustainable sourcing of raw materials, check out our progress reports, **click here.**

PROGRESS 2025

96%
traceability of directly sourced palm oil.

90%
of our direct palm supply is free from deforestation and land conversion.

65%
of our direct soybean oil supply is free from deforestation and land conversion.

99%
of the paper and cardboard packaging came from certified, sustainable, or recycled sources.

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To view the Supplier Code of Conduct, **click here.**

Learn more about our policies

Global Agriculture Policy
Sourcing guidelines for each raw material
Palm Oil Policy
Grupo Bimbo's Complaint Process for Stakeholders.

SUSTAINABLE SOURCING

Our goal is to ensure responsible sourcing throughout the supply chain that minimizes its negative impacts on communities and the environment. Through our Supplier Code of Conduct, we outline the ethical, social, and environmental standards we require of our business partners to ensure practices that are aligned with integrity, quality, safety, and a commitment to sustainability.

We have sourcing guidelines that form part of our sustainability governance and help us clearly communicate the expectations under which we procure inputs potentially linked to deforestation risk. This also strengthens our management of these agricultural supply chains. The guidelines' principles are incorporated into supplier assessments and addressed during engagement sessions with suppliers. We are committed to supporting them in their efforts to implement Sustainability Policies and Sustainable Sourcing Programs through these follow-up meetings, where we align work schedules to facilitate collaboration and ongoing monitoring.

We also strengthen our teams' internal capabilities in management, risk prioritization, and complaint mechanisms, laying the groundwork for more efficient and sustainable business decision-making. This has allowed us to foster continuous improvement and ensure that our purchasing is guided by ethical and environmental criteria.

BEAR PROGRAM

We have established the BEAR Program (Bimbo Environmental Assessment of Responsibility) as our comprehensive framework for sustainability for suppliers. Through this program, we invite strategic suppliers to complete a questionnaire structured around four key areas: emissions, water, packaging, and food waste. This allows us to assess their level of maturity and identify opportunities for collaboration. Using this information, we generate individual feedback reports and conduct a comparative analysis by category, which facilitates the definition of shared priorities and alignment with our responsible sourcing standards.

As part of the program, in 2025 we strengthened our suppliers' capabilities through workshops focused on social issues, such as human rights and key practices for meeting NDPE[33], commitments, as well as specialized sessions based on the EPI analysis. These training sessions reinforce shared responsibility on critical sustainability issues and encourage the adoption of actions that reduce impacts on their operations and in the supply chain.

[33] NDPE: No Deforestation, No Peat, No Exploitation. A corporate commitment to ensure that operations do not contribute to deforestation, peatland destruction, or the exploitation of natural resources.

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PALM OIL

TRACEABILITY

We have established traceability for palm oil, both directly and indirectly, enabling us to identify the different regions of origin. Using the satellite monitoring tool, Starling, we verify that the sourcing areas where we operate are free of deforestation. This reinforces our evidence-based analysis and actions.

	Mill	Plantation
DIRECT PALM OIL[34]	96%	52%
INDIRECT PALM OIL[35]	92%	

Global Palm Oil Policy

Palm Oil Responsible Sourcing Guide

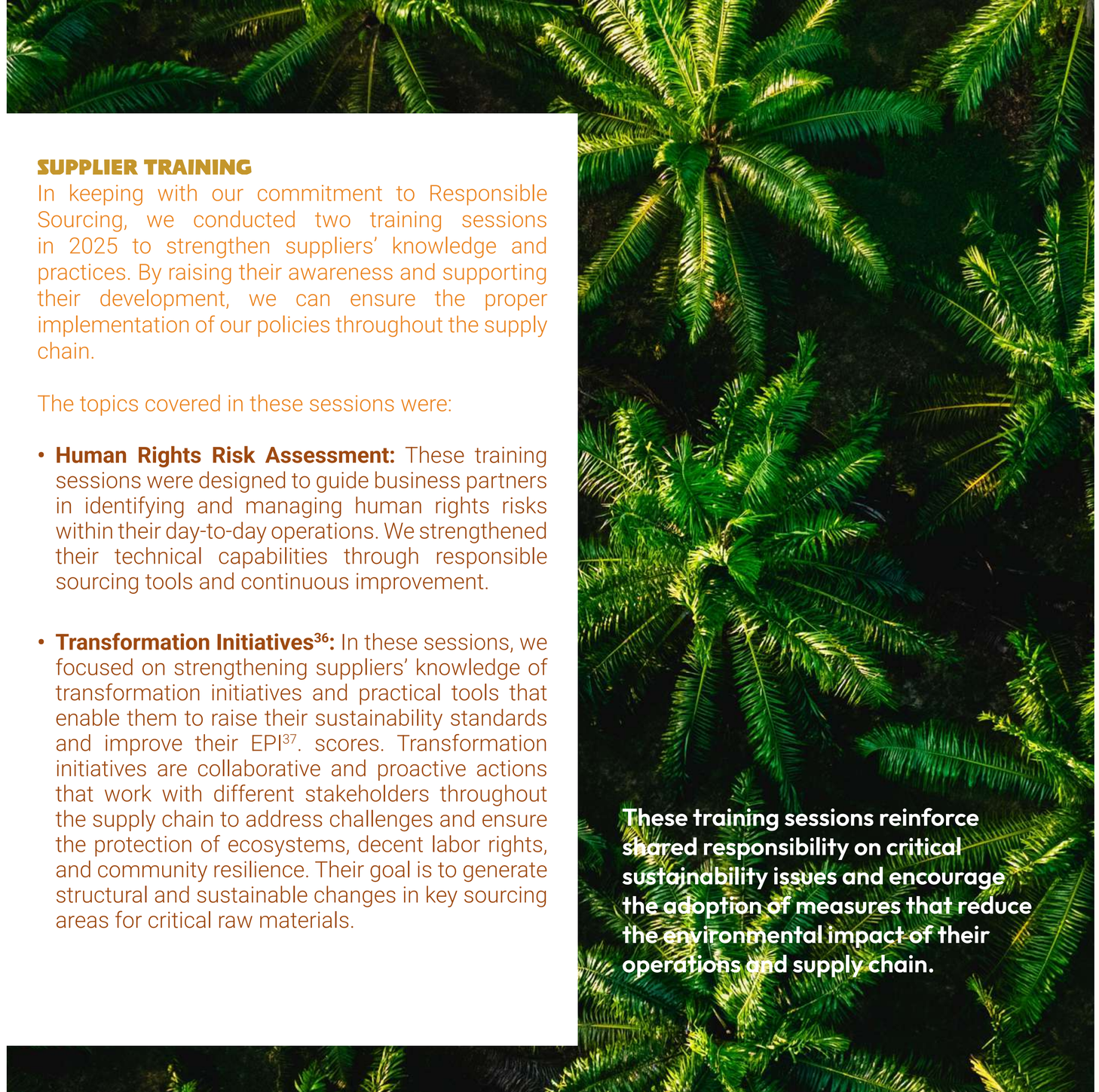
SUPPLIER TRAINING

In keeping with our commitment to Responsible Sourcing, we conducted two training sessions in 2025 to strengthen suppliers' knowledge and practices. By raising their awareness and supporting their development, we can ensure the proper implementation of our policies throughout the supply chain.

The topics covered in these sessions were:

- **Human Rights Risk Assessment:** These training sessions were designed to guide business partners in identifying and managing human rights risks within their day-to-day operations. We strengthened their technical capabilities through responsible sourcing tools and continuous improvement.

- **Transformation Initiatives[36]:** In these sessions, we focused on strengthening suppliers' knowledge of transformation initiatives and practical tools that enable them to raise their sustainability standards and improve their EPI[37]. scores. Transformation initiatives are collaborative and proactive actions that work with different stakeholders throughout the supply chain to address challenges and ensure the protection of ecosystems, decent labor rights, and community resilience. Their goal is to generate structural and sustainable changes in key sourcing areas for critical raw materials.



These training sessions reinforce shared responsibility on critical sustainability issues and encourage the adoption of measures that reduce the environmental impact of their operations and supply chain.

[34] Direct palm oil: raw material used in the products we manufacture.
[35] Indirect palm oil present in other ingredients we use, such as chocolate or emulsifiers, among others.
[36] These initiatives are collective, co-funded actions that seek to integrate environmental, social, and economic sustainability into the supply chain, aligned with NDPE commitments and international standards.
[37] Annually, we conduct a survey of our suppliers regarding the Engagement for Policy Implementation (EPI). This was designed by the Earthworm Foundation.

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INTERNATIONAL CERTIFICATIONS AND STANDARDS

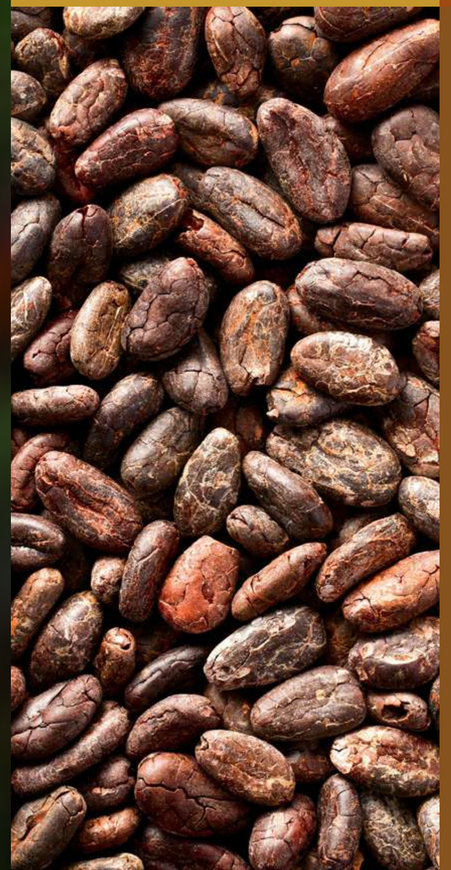
We recognize that the industry faces increasingly stringent standards, and we are pleased that many suppliers are already incorporating these commitments into their own operations. We are proud to share that, from 2023 through the end of 2025, we sourced 100% of our palm oil volume through RSPO-certified[38] palm oil under the Book-and-Claim[39] and Mass Balance[40] schemes of the Roundtable on Sustainable Palm Oil (RSPO). This initiative helps promote more responsible practices throughout the supply chain, particularly among smallholder producers

[38] Roundtable on Sustainable Palm Oil.
[39] Book & Claim: a certification model in which sustainability attributes are separated from the physical product, allowing buyers to purchase credits to support responsible production without physical traceability in the supply chain.
[40] Mass Balance: allows for the blending of certified and non-certified raw materials in the supply chain, ensuring through administrative controls that the quantity sold as sustainable does not exceed the quantity of certified material procured.

SUCESS STORIES

FIELD TRANSFORMATION INITIATIVES

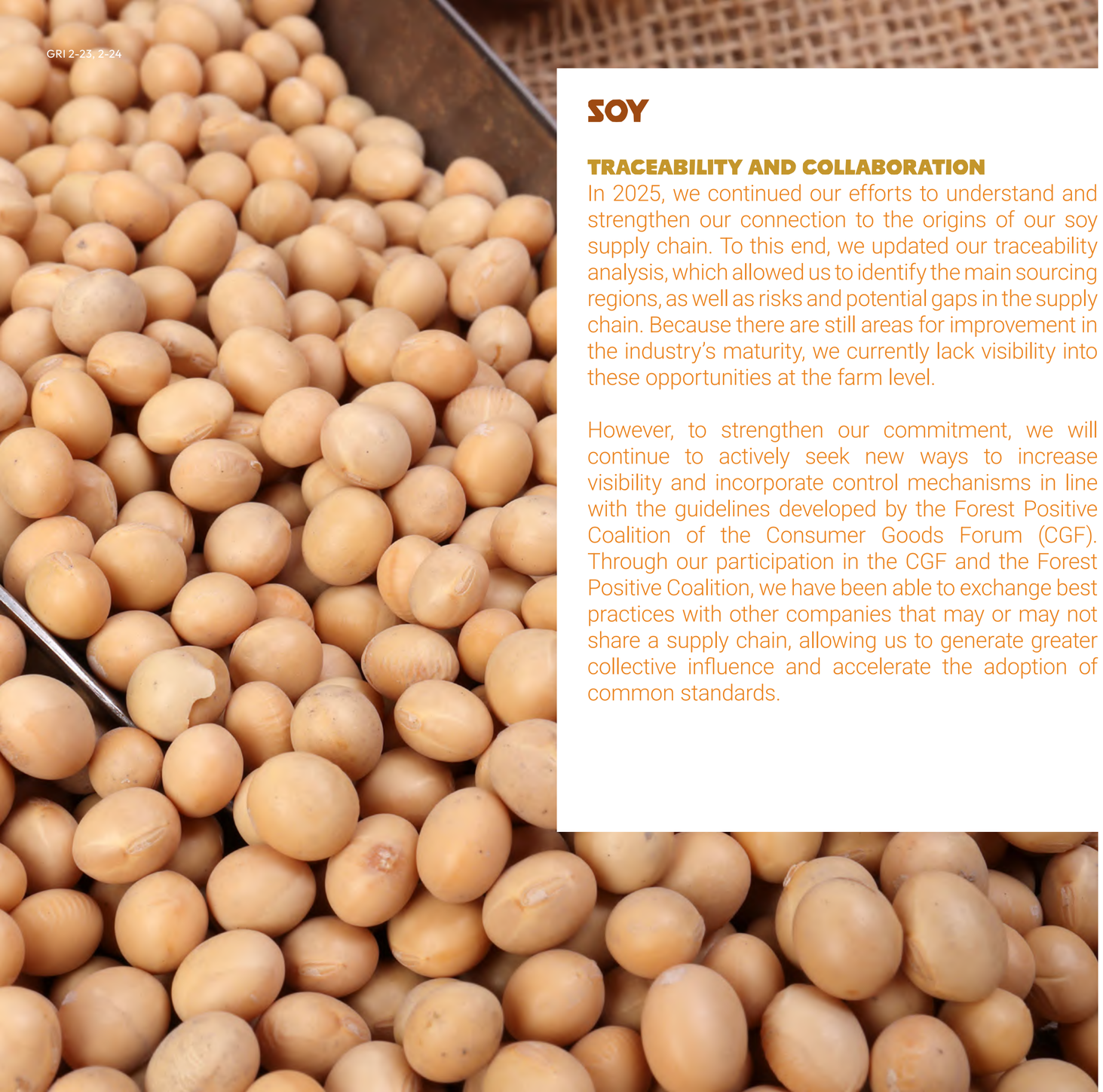
Thanks to our landscape initiatives, we now have a better understanding of local dynamics in the regions where we work. In La Encrucijada, Chiapas, we are continuing the transformation efforts begun in previous years, while in Guatemala we have strengthened our social license with the communities.



SUPPORT FOR SMALL-SCALE PRODUCERS AND COMMUNITY RESILIENCE IN CHIAPAS

In communities such as “El Herrado” in Chiapas, we develop Comprehensive Plot Plans (PIPs) for agricultural conversion, provide training on organic fertilizers, and conduct workshops on best practices in cacao production. Additionally, we facilitated exchanges among producers to share agroecological experiences, thereby strengthening the local economy and environmental sustainability.

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SOY

TRACEABILITY AND COLLABORATION

In 2025, we continued our efforts to understand and strengthen our connection to the origins of our soy supply chain. To this end, we updated our traceability analysis, which allowed us to identify the main sourcing regions, as well as risks and potential gaps in the supply chain. Because there are still areas for improvement in the industry's maturity, we currently lack visibility into these opportunities at the farm level.

However, to strengthen our commitment, we will continue to actively seek new ways to increase visibility and incorporate control mechanisms in line with the guidelines developed by the Forest Positive Coalition of the Consumer Goods Forum (CGF). Through our participation in the CGF and the Forest Positive Coalition, we have been able to exchange best practices with other companies that may or may not share a supply chain, allowing us to generate greater collective influence and accelerate the adoption of common standards.

STRATEGY MOVING FORWARD

Recognizing the current challenges and with the aim of ensuring the sustainability of soybean cultivation, we will continue to engage with our key suppliers to align expectations and promote responsible practices. We will also continue to work on improving transparency and implementing control mechanisms to build a more robust traceability system.

Learn more

Guide to the Responsible Sourcing of Soy.

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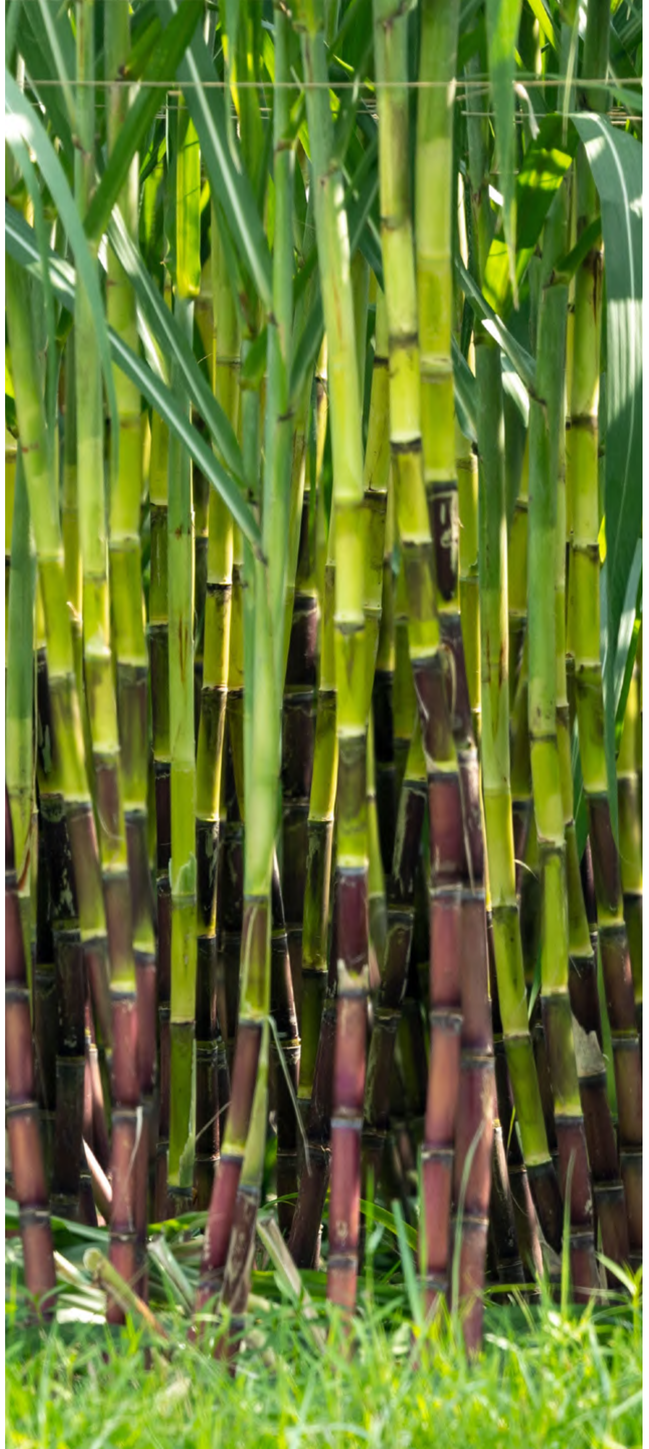
SUGAR

In 2025, we continued our social transformation initiative in the sugar sector, working closely with a sugar mill in southeastern Mexico alongside the Earthworm Foundation. As part of this collaboration, we conducted interviews with field staff, producers, and sugarcane associations to identify areas for improvement in hiring processes and design responsible recruitment procedures. Based on their observations and feedback, and with the goal of mitigating workplace risks, we formalized two key processes to ensure that hiring is always transparent and properly documented.

- **Commissioner Appointment Procedure:** We defined criteria, responsibilities, and the documentation required for the selection and appointment of commissioners; this included background checks, the signing of codes of conduct, and the documentation of duties to ensure traceability and transparency in their relationship with the crews.

- **Labor Contractor Selection Procedure:** We established minimum requirements, experience verification, prior training, and formalized contracts; incorporating checklists and documentary evidence to ensure recruitment practices aligned with local legislation and our policies.

To learn more about how this initiative contributed to human rights throughout the value chain, **click here** to visit this section of the report.



PAPER AND CARDBOARD

We have made progress in eliminating deforestation risks in our paper and cardboard supply chain by prioritizing recycled and certified materials. To accelerate the transition to more sustainable sources, we have focused our efforts on identifying where our suppliers source their materials. This allows us to work with them to adopt certifications for best practices in materials and recyclability. Consolidating the supplier certification process has become an essential part of due diligence in procurement.

Through these processes, we have updated most of our suppliers over the past three years, ensuring that 99% of our paper and cardboard comes from recycled or certified sources. This was achieved without compromising business profitability, thanks to efficient management.

To learn more, visit our Guide to Responsible Sourcing for Pulp and Paper.

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CELEBRATING TRANSFORMATION



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GRUPO BIMBO
ALIMENTAMOS UN MUNDO MEJOR

CORPORATE GOVERNANCE STRUCTURE

ETHICS, TRANSPARENCY AND ACCOUNTABILITY ARE THE BASIS OF OUR GOVERNANCE, DRIVING RESPONSIBLE DECISIONS THAT STRENGTHEN THE TRUST OF OUR STAKEHOLDERS.



BOARD OF DIRECTORS

Our Board of Directors is in charge of governing and supervising the Group, and is responsible for defining our strategy, monitoring its implementation and ensuring compliance with the objectives established for the operational, financial and sustainable performance of the company. These goals in turn function as monitoring mechanisms so that the Board can measure and ensure both adequate management of potential risks and the protection of stakeholder interests. It operates in strict compliance with the General Law of Commercial Companies, the Securities Market Law and the Bylaws, ensuring that decisions and operations are carried out with transparency, responsibility and integrity.

APPOINTMENT AND COMPOSITION

Shareholders elect the members of our Board during the Annual General Meeting. In exceptional cases, the Council has the power to appoint provisional directors to fill vacancies arising from resignations or absence of alternates. We seek to maintain a balanced and stable composition of the Board of Directors. This makes us capable of responding to the strategic and regulatory challenges we face year after year.



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KEY RESPONSIBILITIES

Among its main responsibilities and duties are:

- **Protection of shareholders' interests,** ensuring transparency and accountability. This includes key decisions such as dividends, mergers or acquisitions.
- **Establish the guidelines and strategies** that guide the financial and non-financial management of our organization, addressing economic, sustainable and multi-regional issues throughout the Group's operations.
- **Define policies** to identify, assess, and mitigate financial, operational, and reputational risks.
- **Ensure compliance with laws, regulations and ethical standards** at an international level in the different regions where the Group is present.
- **Oversee the proper execution** of the approved business and sustainability strategies.
- **Legally represent the Company,** ensuring compliance with the Articles of Association in all our operations.
- **Review our** quarterly financial and operating results reports.
- **Select, evaluate, and, if necessary, make changes** in senior management, including the CEO and other key executives. This responsibility also addresses establishing compensation and succession policies. In addition, it reviews and provides feedback on the progress of sustainability objectives.

SELF-EVALUATIONS

The Board of Directors and its Committees carry out a **periodic self-evaluation** of their performance with the aim of strengthening their operation and aligning themselves with the best corporate governance practices. This exercise, which includes a review of its composition, work dynamics, roles and responsibilities, ensures adequate strategic and management leadership of the Company. The opportunities identified in 2025 will be implemented gradually, with the aim of continuing to move towards better corporate governance practices.



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MEMBERS OF THE BOARD OF DIRECTORS

Our Board of Directors is made up of **18 members,** whose diversity of perspectives strengthens transparency and balance in decision-making, ensuring independence and diversity.

The positions of Executive Chairman of the Board and Chief Executive Officer are held by different individuals, promoting a balanced governance structure aligned with global best practices. Under this model, the Chairman's Office focuses on long-term strategic oversight and direction, while General Management assumes the day-to-day operations. This approach, aligned with the best corporate governance practices, reinforces our ability to make informed decisions, ensure efficient execution and maintain our focus on sustainable development.

We also have an Independence Policy for the Board of Directors that establishes a 12-year term limit for independent members, ensuring their objective and autonomous participation. Since this policy was recently implemented, a transition period has been established to allow for the necessary adjustments in the appointment of new independent directors to be made in an orderly and gradual manner.



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BOARD MEMBERS

	GENDER	INDEPENDENCE	TENURE	NATIONALITY
Daniel Javier Servitje Montull	M		32	
Edmundo Miguel Vallejo Venegas	M	YES	14	
Guillermo Lerdo de Tejada Servitje	M		3	
Jaime Antonio El Koury	M	YES	9	
Javier de Pedro Espínola	M		15	
Jordi Mariscal Servitje	M		2	
José Roberto Quiroz Mata	M		2	
Juana Francisca de Chantal Llano Cadavid	F	YES	3	
León Lawrence Kraig Eskenazi	M	YES	0	
Lorenzo Sendra Creixell	M		3	
Luis Jorba Servitje	M		19	
María del Pilar Mariscal Servitje	F		4	
María Eugenia Casar Pérez	F	YES	2	
María Luisa Jorda Castro	F	YES	10	
Mireya Jorba Aliacar	F		2	
Raúl Ignacio Obregón Servitje	M		2	
Roberto Mauricio Servitje Labarrere	M		1	
Rogelio Miguel Rebolledo Rojas	M	YES	8	

Luis Miguel Briola Clément, Secretary
Norma Isaura Castañeda Méndez, Alternate Secretary

* Information as of April 30, 2026.
The Proprietary Secretary and Alternate Secretary of Grupo Bimbo are not members of the Board of Directors.

GENDER



28% Female

72% Male

39%
Independent
Board Members

58
average age

83%
are Mexican

To learn about each board member's background and experience, as well as their attendance record, **click here.**

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RECENT CHANGES

In 2025, following the transition of Jaime Chico Pardo, who had served on the Board of Directors for more than a decade, Roberto Mauricio Servitje Labarrere was appointed to the Board. We deeply appreciate Jaime's valuable contributions and leadership throughout his tenure.

We are confident that Roberto's appointment, together with his corporate experience and expertise in biodiversity, strengthens the Board by supporting an orderly generational transition and contributing to Grupo Bimbo's long-term vision.

At the 2025 Annual General Shareholders' Meeting, held in April 2026, shareholders voted on and approved the following items:

Financial Statements. The Board of Directors' report and the audited financial statements for the year ended 2025 were approved.

Dividend. The allocation of 2025 earnings and the payment of a cash dividend of Ps. 1.075 per share were approved, representing a 7.5% increase compared to the prior year's dividend.

New Appointments. León Lawrence Kraig Eskenazi was appointed as a new member of the Board of Directors, and the company's management team was re-elected.

Audit and Corporate Practices Committee. The members of the Audit and Corporate Practices Committee were re-elected. This committee continues to be composed entirely of independent directors, ensuring its autonomy and impartiality.

Share repurchase and cancellation. The cancellation of 22,738,214 Series "A" treasury shares repurchased between January and December 2025 was approved.



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COLLECTIVE KNOWLEDGE AND ESG COMPETENCIES OF THE BOARD

Our Board members have diverse and complementary experience in management, industry and international settings, as well as in operational, financial and sustainability functions. Their profile allows them to make informed strategic decisions, contributing to the design and execution of initiatives that strengthen the organization's performance and generate value for shareholders. The combination of individual skills and collective knowledge ensures a comprehensive and effective approach to managing today's challenges.

To learn more about the Board of Directors' Collective Knowledge and ESG Competencies, **click here.**

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GRI 2-9, 2-10, 2-11, 3-3

INTERMEDIATE BODIES COMMITTEES

Our corporate governance structure is supported by intermediate bodies (committees) that strengthen strategic decision-making and ensure efficient oversight. These Committees play a key role in implementing best practices in transparency, accountability, and sustainability, aligning operations with the organization's long-term goals.



THE BOARD OF DIRECTORS' COMMITTEES

AUDIT AND CORPORATE PRACTICES COMMITTEE

The Audit and Corporate Practices Committee, composed exclusively of independent members, plays a key role in the oversight and review of Grupo Bimbo's operations.

Its responsibilities include ensuring compliance with applicable regulations, overseeing the administration of accounting policies and financial practices, sustainability issues, as well as supervising and coordinating activities with internal and external auditors.

Committee Members

- Edmundo Miguel Vallejo Venegas - President
- Jaime Antonio El Koury
- María Eugenia Casar Pérez
- María Luisa Jorda Castro
- Juana Francisca de Chantal Llano Cadavid

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EVALUATION, COMPENSATION AND NOMINATIONS COMMITTEE

The Evaluation, Compensation and nominations Committee is responsible for reviewing and approving compensation packages, as well as the talent policies and programs applicable to our officers and associates, including those of our subsidiaries. It also monitors how financial results impact compensation structures, establishes criteria and guidelines for candidates to the Board of Directors, evaluates new proposals and presents the nominated candidates for election at the Shareholders' Meeting.

This committee is independent of our management, ensuring that compensation decisions are aligned with shareholder interests and governance best practices.

We are working to improve the transparency of information regarding our executives' compensation, considering the context in which we operate. We aim to disclose the structure and criteria of compensation, including performance-based components, fixed and variable compensation, and long-term incentive plans.

Committee Members
- Luis Jorba Servitje - President
- Javier de Pedro Espínola
- María Luisa Jorda Castro
- Edmundo Miguel Vallejo Venegas

FINANCE AND PLANNING COMMITTEE

The Finance and Planning Committee is primarily responsible for analyzing and presenting long-term strategies and key investment and financing policies to the Board of Directors. It is also responsible for identifying the risks associated with these strategies and evaluating the policies designed to manage them, ensuring sound financial management that is aligned with our strategic objectives.

Committee Members
- Rogelio Miguel Rebolledo Rojas - President
- Daniel Javier Servitje Montull
- Javier de Pedro Espínola
- Luis Jorba Servitje
- Roberto Mauricio Servitje Labarrere
- Raúl Ignacio Obregón Servitje
- María del Pilar Mariscal Servitje

For more information about the Committees, including the attendance records of the Audit and Corporate Practices Committee, click here:
Committees | Grupo Bimbo Board of Directors

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MANAGEMENT TEAM

Grupo Bimbo's General Management is made up of leaders with extensive professional experience and deep knowledge of the business. His leadership is key to driving the Company's long-term strategy, sustainable growth and the creation of value for stakeholders. The team combines strong trajectories within the organization with global experience and complementary capabilities in strategic, operational, and functional areas, enabling informed, agile decision-making aligned with our values and purpose.

STEERING COMMITTEE

The Steering Committee, led by the CEO, is primarily responsible for coordinating the implementation of the strategy and monitoring business performance. It is composed of senior executives who report to the Chief Executive Officer and oversees results through financial, operational, and sustainability performance indicators. Through cross-functional coordination, the Steering Committee ensures strategic alignment, disciplined execution, and the generation of long-term sustainable value.

STEERING COMMITTEE

Alejandro Rodríguez Bas
CEO, Grupo Bimbo

Diego Gaxiola Cuevas
CFO, Grupo Bimbo

Juan Muldoon Barrena
Chief People Officer, Grupo Bimbo

Raúl Ignacio Obregón Servitje
Executive VP, Grupo Bimbo

Fernando Lerdo de Tejada Servitje
Executive VP, Grupo Bimbo

José Manuel González Guzmán
President, Bimbo Mexico

Jorge Guillermo Zárate Lupercio
Chief Supply Chain and Sustainability Officer

Greg Kohersen
President, Bimbo Bakeries USA

Alejandro Pintado
President, Barcel Mexico

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SUSTAINABLE GOVERNANCE

SUSTAINBALE CORPORATE GOVERNANCE

Sustainability governance is a cornerstone for us, as it establishes the framework and mechanisms to integrate environmental, social and corporate governance factors into the Company's decision-making and management. Strong governance allows us to align our business objectives with sustainable development.

BODY I: GLOBAL SENIOR MANAGEMENT

BOARD OF DIRECTORS

Board of Directors: As the highest governing body, it is responsible for setting and overseeing the strategy and compliance with our sustainability commitments, including our management of resources. It plays a key role in decision-making related to sustainability strategy.

Steering Committee: Actively participates in board meetings, ensuring timely decision-making aligned with the Group's long-term vision.

CHIEF EXECUTIVE OFFICER (CEO)

Chief Executive Officer (CEO): Leads the integration of sustainability into corporate strategy, ensuring its incorporation into key decisions, monitoring metrics and fostering a responsible culture.

- Reports progress to the Board to ensure transparency and alignment with corporate objectives.

CHIEF SUPPLY CHAIN AND SUSTAINABILITY OFFICER (CSCSO*)

Chief Supply Chain and Sustainability Officer (CSCSO): Responsible for designing and implementing the sustainability strategy, ensuring compliance with ESG standards, and coordinating initiatives across all areas.

- Leads the implementation of the sustainability strategy approved by the Board of Directors and the Steering Committee, ensuring its effective execution and integrating sustainability criteria across the supply chain.

SUSTAINABILITY DEPARTMENT (VP)

Sustainability Department (VP): This position is to the CSCSO what the CEO is to the Board: a body that leads and oversees daily ESG initiatives in collaboration with the Chief Executive Officers of each Bimbo Group organization.

- Reports progress to the CEO to ensure transparency and alignment with corporate objectives.
- Reports to the CSCSO on progress to ensure transparency and alignment with corporate objectives, including the issues discussed by the **Global Sustainability Committee.**

For its part, the Global Sustainability Department reports twice a year to the Steering Committee on the progress of sustainability initiatives and actions. This framework ensures effective oversight, guaranteeing that all initiatives are aligned with the organization's strategic objectives and that their impact is measurable and felt across all levels.

GLOBAL SUSTAINABILITY MANAGER

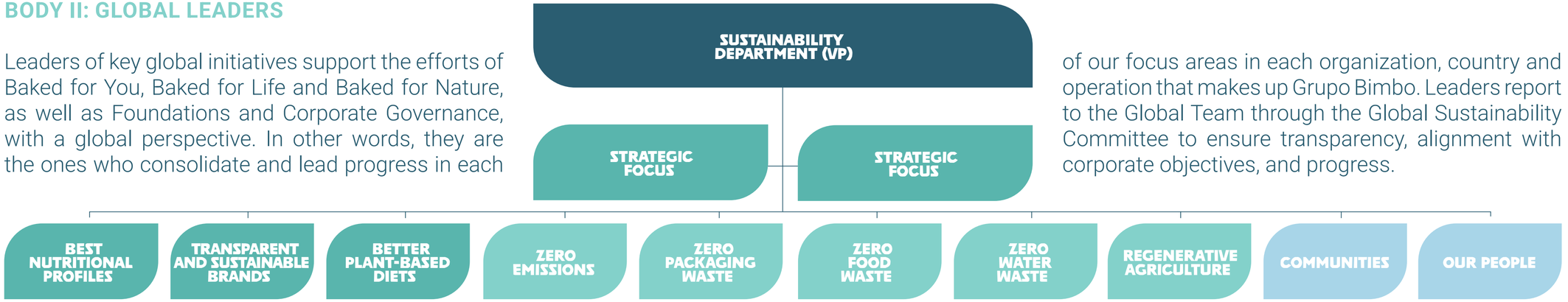
Global Sustainability Manager: Coordinates the implementation of the Global Sustainability strategy.

Managers report to the Global Sustainability Team through the Global Sustainability Committee to ensure transparency and alignment with corporate objectives.

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BODY II: GLOBAL LEADERS

Leaders of key global initiatives support the efforts of Baked for You, Baked for Life and Baked for Nature, as well as Foundations and Corporate Governance, with a global perspective. In other words, they are the ones who consolidate and lead progress in each of our focus areas in each organization, country and operation that makes up Grupo Bimbo. Leaders report to the Global Team through the Global Sustainability Committee to ensure transparency, alignment with corporate objectives, and progress.



BODY III: LOCAL TEAMS

HEADS OF SUSTAINABILITY BY ORGANIZATION:

They are the ones who consolidate the sustainability efforts of each of the organizations that make up Grupo Bimbo through all initiatives.



INITIATIVE LEADERS BY ORGANIZATION:

Just as there are leaders for our core initiatives who monitor performance and progress globally, we have leaders who guide these efforts specifically within each Organization. They rely on local sustainability teams to ensure project execution.

- They report progress to the heads of Sustainability by Organization through the Regional Sustainability Committees.



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GOVERNANCE MECHANISMS

The role of governance mechanisms is to provide channels for communication and accountability between the company's local and global teams. In this way, we establish formal, regular forums where concerns regarding the implementation of business and sustainability strategies can be addressed, while also tracking metrics and objectives. These intermediate bodies formalize our performance reporting and monitoring.

GLOBAL MECHANISMS



Sustainability Committee	This committee facilitates the coordination of cross-functional and regional working groups that organize and implement key programs and objectives. They provide the CSCSO with expertise and insights regarding specialized topics and the ongoing development of the strategic framework. It is composed of the CSCSO, leaders of global initiatives, and the sustainability team. It meets quarterly to assess progress on each initiative, strategic projects, synergies, action plans, and specific needs.
Global Sustainability Board	At these meetings, attention is given to addressing the needs required to implement the strategy. Guidance is provided to the relevant working groups and key functions to ensure that the agreed-upon activities and objectives are carried out. It is composed of the Board Chair, the Steering Committee, functional directors, the CSCSO, the global sustainability team, and regional teams.
Global Sustainability Committee	This committee serves as a forum for accountability, where progress on the sustainability strategy is presented to the Global Steering Committee and the Steering Committees of the member organizations, thereby strengthening oversight, strategic alignment, and decision-making at both the global and local levels.

LOCAL MECHANISMS





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GRI 3-1



REGIONAL SUSTAINABILITY COMMITTEE

It reports regional and organizational results, aligning with the global strategy and structure. The leader of this committee reports monthly or quarterly to the Global Sustainability department, as do each of the subject matter leads.

SUSTAINABLE GOVERNANCE MECHANISMS

DOUBLE MATERIALITY ANALYSIS

Our double materiality analysis, updated in 2025, considers technical criteria for assessing relevant impacts, risks and opportunities (IROs).

These points are analyzed from two perspectives:

- The financial impact of Environmental, Social and Governance (ESG) factors on the organization.
- Grupo Bimbo's impact on the social and environmental spheres. By considering risks, opportunities and external effects, the study provides a more complete strategic view, drives transparency and ensures compliance with emerging regulations.

This allows us to:

- Strengthen relationships with stakeholders through structured consultations on ESG issues.
- Adjust our ESG strategy if necessary
- Identify and prioritize sustainability issues with the greatest financial, environmental, and social impact on the company and its environment.

Both the Board of Directors and the Steering Committee were part of the process of updating the double materiality analysis. Their participation was fundamental in identifying priority issues that can play a relevant role in our strategy going forward, guiding the process with their experience and knowledge of the business, environment, risks and opportunities that Grupo Bimbo will face in the coming years. In addition, our directors receive annual training on sustainability, which this year covered key aspects of corporate compliance such as anti-corruption and integrity, with the aim of staying up-to-date and prepared in the face of global challenges.

To learn about the process behind our 2025 Double Materiality Update, **click here.**

To learn how our management of these issues contributes to the UN Sustainable Development Goals (SDGs), **click here.**

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GRI 2-29, 3-1, 3-2

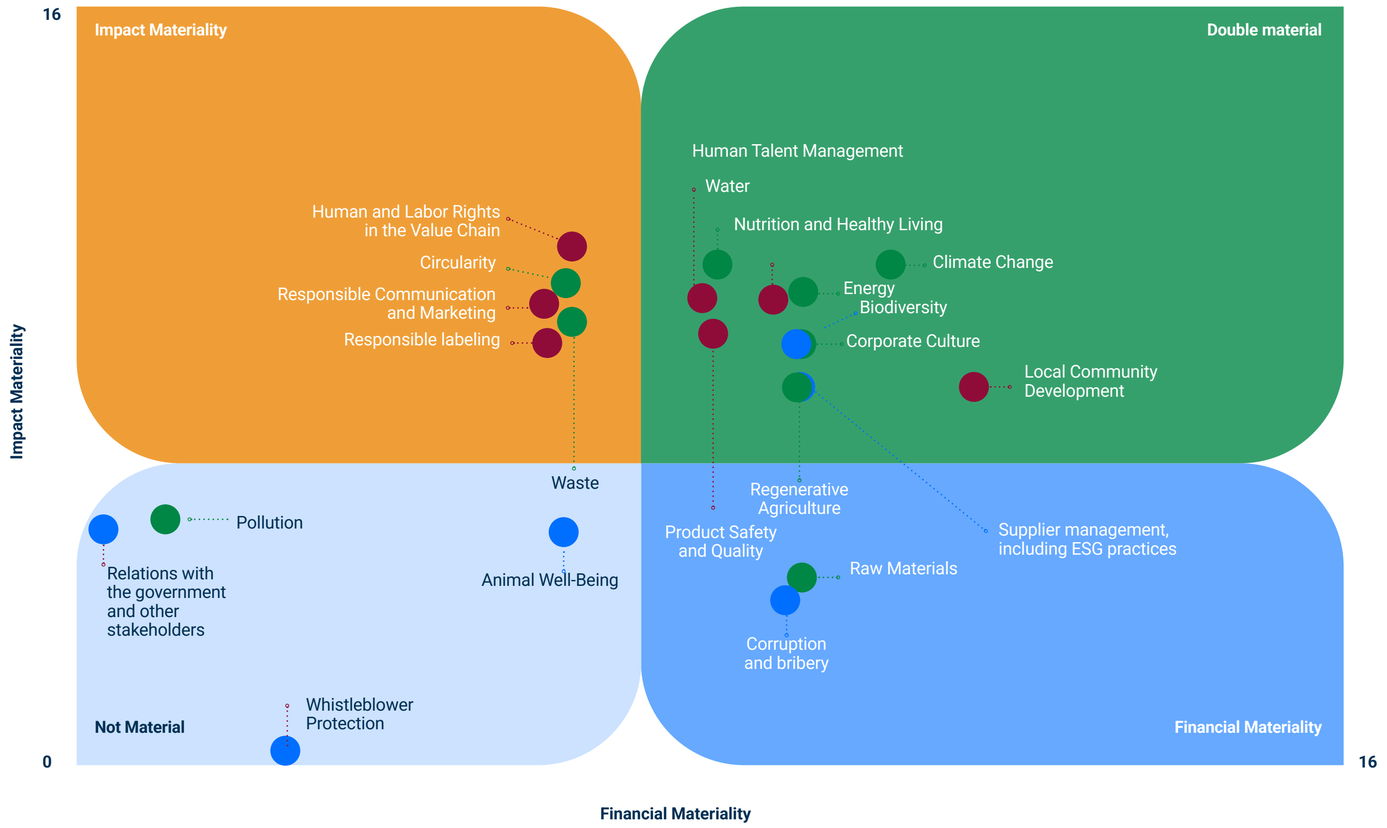
DOUBLE MATERIALITY ANALYSIS

Double materiality has established itself as an essential approach for understanding the critical issues that must guide our sustainability strategy. This concept makes it possible to identify, in a comprehensive manner, all relevant impacts on stakeholders, including positive, negative, current and potential, as well as financial risks and opportunities that may influence long-term value creation.

At Grupo Bimbo, we review and update our materiality analysis every three years; therefore, in 2025, we updated the assessment we conducted in 2022 using the GRI methodology. This year, we are applying the double materiality approach, as it aligns with international regulatory requirements, particularly the European Corporate Sustainability Reporting Directive (CSRD), and the IFRS S1 sustainability standard developed by the IFRS Foundation.

This analysis allowed us to strengthen the relationship with stakeholders through structured consultations; guide our ESG strategy by integrating relevant findings since 2021; and identify priority sustainability issues by analyzing the environmental, social, and governance impacts on the company and its environment.

To learn more about the methodology and process behind this update to our materiality, **click here.**



For 2025, we identified:

- **11 doubly material issues** considered the highest priority both from the perspective of impact and from the financial perspective.
- **5 material issues from an impact perspective,** related to significant effects – positive and negative, current and potential – on society, the environment and stakeholders.
- **2 material issues from a financial perspective,** linked to risks and opportunities that can influence value creation and business resilience.
- **4 emerging themes,** representing strategic trends with the potential to become material in the short and medium term and that require continuous monitoring.

Double materiality topics:

- Climate change
- Energy
- Water
- Nutrition and healthy living
- Biodiversity
- Regenerative agriculture
- Corporate culture
- Human resources management
- Product safety and quality
- Supplier management
- Community development

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STRATEGY ALIGNMENT AND MATERIALITY

Since 2021, our sustainability strategy has been based on material issues, aligning our efforts in three strategic priorities: BAKED FOR YOU, BAKED FOR LIFE AND BAKED FOR NATURE. These are supported by our FOUNDATIONS, which serve as the foundation for everything we do.

After updating the list of topics in 2025, we confirmed that the topics that were already relevant to our strategy and applicable to our business remain mostly the same. This shows a clear alignment between our purpose and the stakeholders with whom we interact, while the slight evolutions in the results prove a greater maturity and understanding of the areas in which we can have the greatest impact.

	STRATEGIC GUIDELINES	2025 MATERIAL TOPICS	CSRD THEMES
BAKED FOR YOU	• Best Nutritional Profiles for All • Enabling healthier plant-based diets	• Nutrition and Healthy Living • Product Safety and Quality	• ESRS S4 Consumers & End Users
	• Strengthening our communities • Enabling healthier plant-based diets	• Supplier Management, Including ESG Practices • Human and Labor Rights in the Value Chain	• ESRS S2 Value Chain Workers
BAKED FOR LIFE	• Caring for our people • Strengthening our communities • Transparent Sustainable Brands	• Human Resources Management • Local Community Development • Corporate Culture	• ESRS S4 Consumers & End Users
BAKED FOR NATURE	• Net Zero Carbon Emissions	• Climate Change • Energy	• ESRS E1 Climate Change
	• Zero waste • Regenerative agriculture	• Water • Biodiversity • Regenerative Agriculture	• ESRS E2 Pollution • ESRS E5 Circular Economy • ESRS E3 Water and Marine Resources • ESRS E4 Biodiversity and ecosystems

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GRI 2-23, 2-24, 2-29
CSRD ESRS G1

STAKEHOLDER RELATIONS



BUILDING STRONG RELATIONSHIPS IS KEY TO MOVING FORWARD TOGETHER, BUILDING TRUST AND PROMOTING COMMON GOALS WITH OUR STAKEHOLDERS.

Collaboration with diverse stakeholders allows us to identify common visions and interests, developing initiatives that transcend and promote a positive long-term impact. This comprehensive approach strengthens the ability to adapt to global challenges and fulfill our responsibilities transparently and effectively.

Being a good corporate citizen involves building strategic alliances based on trust and mutual respect.

In an environment where the demand for transparency has increased significantly, our engagement with our stakeholders is guided by clear policies that govern how we interact with each group. This has led us to take a proactive and collaborative approach, strengthening dialogue, anticipating expectations, and ensuring that our communication practices remain responsible, timely, and aligned with our integrity policies.

Early identification of risks and the implementation of mitigation strategies are critical to ensuring business continuity and protecting our reputation.

The **Global Corporate Affairs Division** is responsible for, among other things, the following:

- **Monitoring the economic, political and social environment,** analyzing its implications both in the business and in the perception of the company.
- **Establishing, managing and strengthening strategic relationships** with key stakeholders through continuous dialogue (authorities, associations and guilds, media, NGOs and communities).
- **Ensuring that social investment** generates the greatest possible impact, aligning priorities, allies and results.
- **Coordinating crisis management and business continuity** to strengthen organizational resilience.

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MONITORING AND MANAGEMENT OF ENVIRONMENTAL IMPACTS

In an ever-changing global environment, understanding and anticipating regulatory changes, as well as economic, political and social conditions, is key to ensuring operational resilience and protecting our reputation.

KEY MANAGEMENT TOOLS

Grupo Bimbo has key tools that allow us to monitor, manage and mitigate risks proactively and effectively. These tools help address emerging challenges and protect business continuity. These include:

Likewise, in an exercise of accountability and as responsible for the functions of Crisis Management and Business Continuity, the Global Corporate Affairs Directorate periodically reports to the Audit Committee on the incidents and/or crises reported by the Organizations.



RISK MAPS DEVELOPED AT THE ORGANIZATIONAL LEVEL.

Monitoring mechanisms, analysis and coordination of actions to address these issues.

NEW REGULATIONS REPORT

Report in which organizations carry out monitoring and through which they communicate the status and outlook of regulatory matters in the different countries where we operate, assigning them a level of risk based on the criteria established by the Global Directorate of Internal Control.

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AFFILIATION WITH ASSOCIATIONS

INDUSTRY AND SUSTAINABILITY COMMITMENT

We actively participate in various national and international associations and organizations, reinforcing our commitment to sustainable development and the strengthening of the food industry. Through these partnerships, we promote best practices, foster innovation, and collaborate on initiatives that drive the sector's growth.

For this reason, this year we strengthened our partnerships with industry chambers and associations to review the public agenda from the perspective of the common good and shared progress, ensuring that all our efforts contribute to the comprehensive development of the sector.

These actions enable us to guarantee the quality and safety of our products, contribute to the creation of shared value, and remain aligned with the expectations of our stakeholders.

PRESENCE IN NATIONAL AND INTERNATIONAL ASSOCIATIONS

We are members of numerous associations in various regions around the world, which reinforces our leadership in the industry and enables us to work collaboratively to develop sustainable and efficient solutions.

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national or international associations or organizations we participated in during 2025.

To learn about them all, **click here.**

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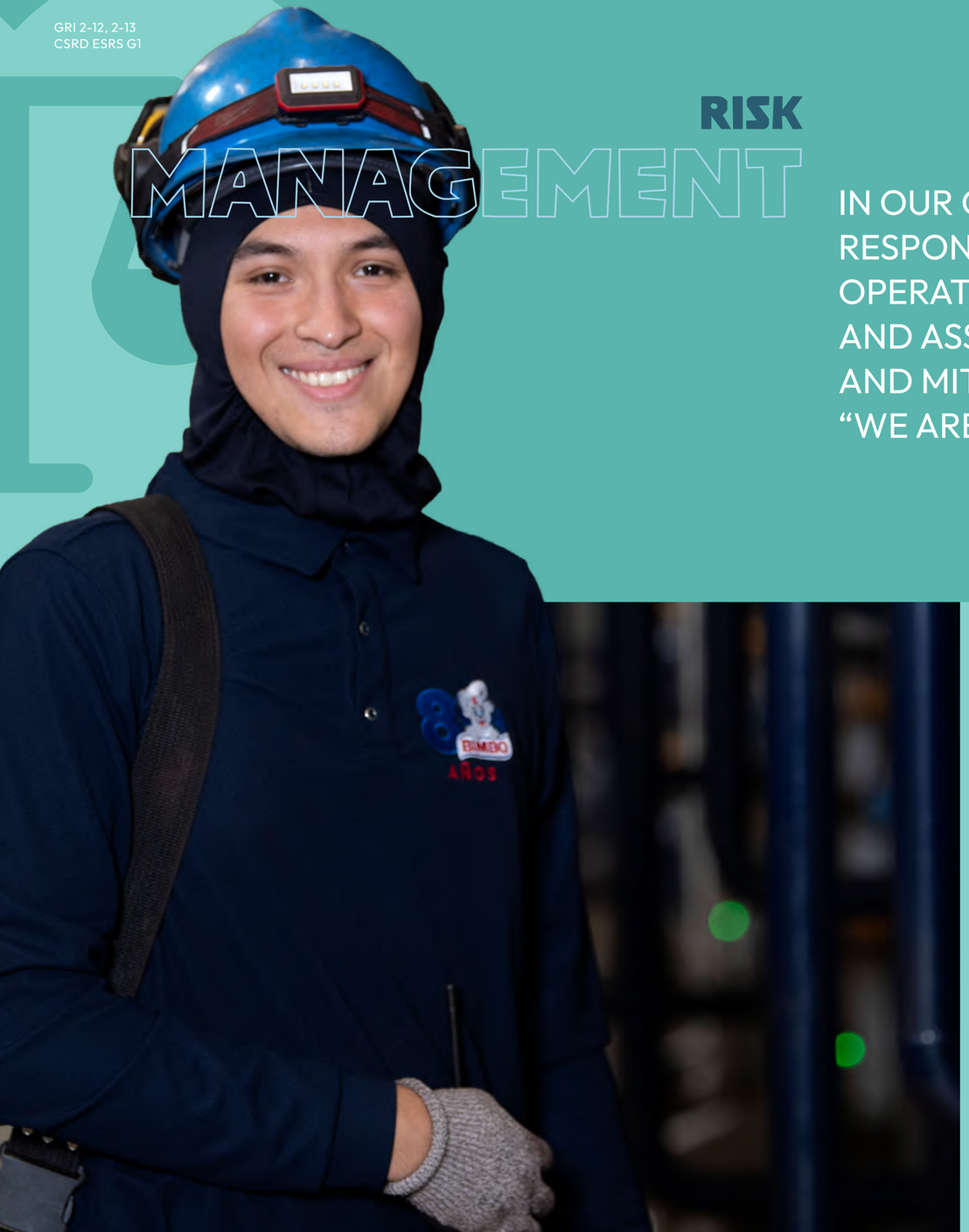
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RISK MANAGEMENT



IN OUR ORGANIZATION, RISK MANAGEMENT IS A SHARED RESPONSIBILITY AND AN ESSENTIAL PART OF HOW WE OPERATE ON A DAILY BASIS. EVERY DEPARTMENT, TEAM, AND ASSOCIATE ACTIVELY PARTICIPATES IN IDENTIFYING AND MITIGATING RISKS, GUIDED BY THE PRINCIPLE THAT "WE ARE ALLL PART OF OUR INTERNAL CONTROL".

This collective commitment allows us to:

- **Make decisions aligned with our strategic objectives.**
- **Strengthen our commitment to sustainability, transparency and compliance.**
- **Anticipate both risks and opportunities, to address them efficiently.**

Thanks to this, we ensure the continuity of our operations, protect the environment in which we operate and respond to the challenges of a changing context. This makes risk management one of the pillars that support our performance.

To learn about our risk structure, please our Management Approach.

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RISK MANAGEMENT AND GOVERNANCE

We manage risk in a comprehensive and proactive manner using the Enterprise Risk Management (ERM) model, which we implement across our operations with the support of our internal control teams. This process operates as a cross-functional and continuous cycle consisting of five stages:

2025 KEY PROGRESS

- **IDENTIFICATION**
- **ANALYSIS**
- **TREATMENT**

The Steering Committee holds biannual meetings to identify, assess, and update the Company's overall risks. Following these meetings, working sessions are held with the owners of each risk to define mitigation strategies, as well as risk indicators to establish tolerance limits and risk appetites.

We include quantifying potential financial impacts (when possible) to the ERM model so that we can develop higher-impact prioritization strategies.

- **MONITORING**

We continuously monitor risk indicators to identify progress and areas for improvement in treatment strategies.

We implemented a digital "Control Tower" that supports the traceability of records, consistency of information, and tracking of plans and commitments. Throughout the year, we used it to validate our treatment plans, ensuring that they are properly designed and effectively implemented.

- **REPORTING**

Our teams report their progress to the Steering Committee, which then escalates the matter to the Audit Committee. The Audit Committee plays a key role as one of the Board's subcommittees, and the Board is the organization's highest governing body.

We strengthened our reporting practices by adopting quarterly updates on Global Risks with the Board of Directors. These reports synthesize mitigation strategies, root causes, and materialized impacts, and keep you informed about how our priority risks are evolving in real time.

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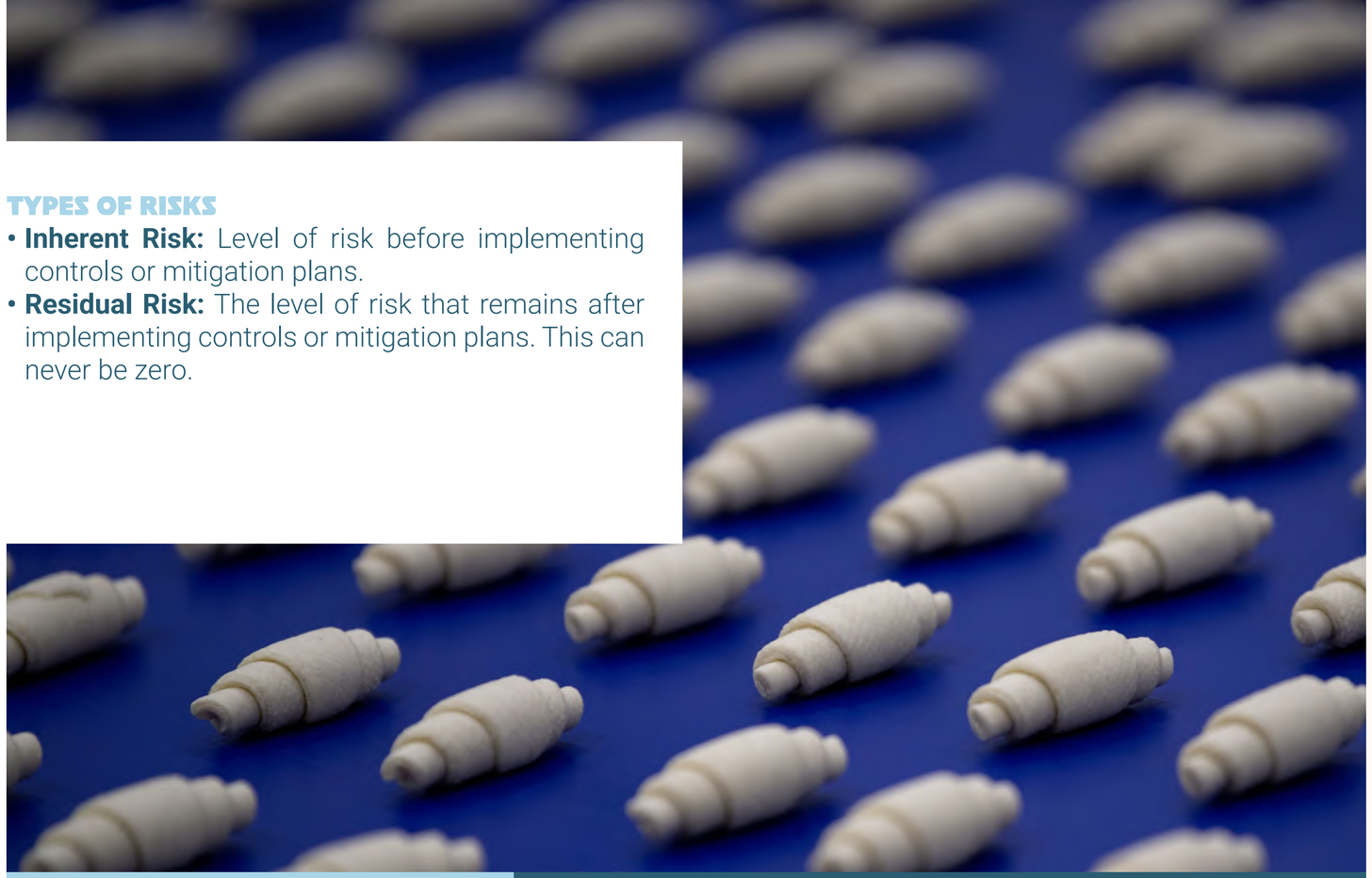
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GLOBAL RISKS

We update our global risk assessments to ensure continuous monitoring of economic, geopolitical, social, and environmental factors. We manage these risks through clear policies to ensure consistency and organizational alignment. We seek to understand how these factors are evolving so that we can adjust our strategies in response to a changing environment. In this way, we uphold our commitment to resilience, innovation, and sustainability.

As part of our 2025 dual materiality update, we conducted an analysis of the Impacts, Risks, and Opportunities (IROs) associated with each of the identified material topics. This allowed us to gain an even deeper understanding of these issues, enabling us to respond proactively with short-, medium-, and long-term management actions.



TYPES OF RISKS

- **Inherent Risk:** Level of risk before implementing controls or mitigation plans.
- **Residual Risk:** The level of risk that remains after implementing controls or mitigation plans. This can never be zero.

To learn more about the results of our IRO analysis, **click here.**

To learn more about our climate change risk management, **click here.** (Only available in Spanish)

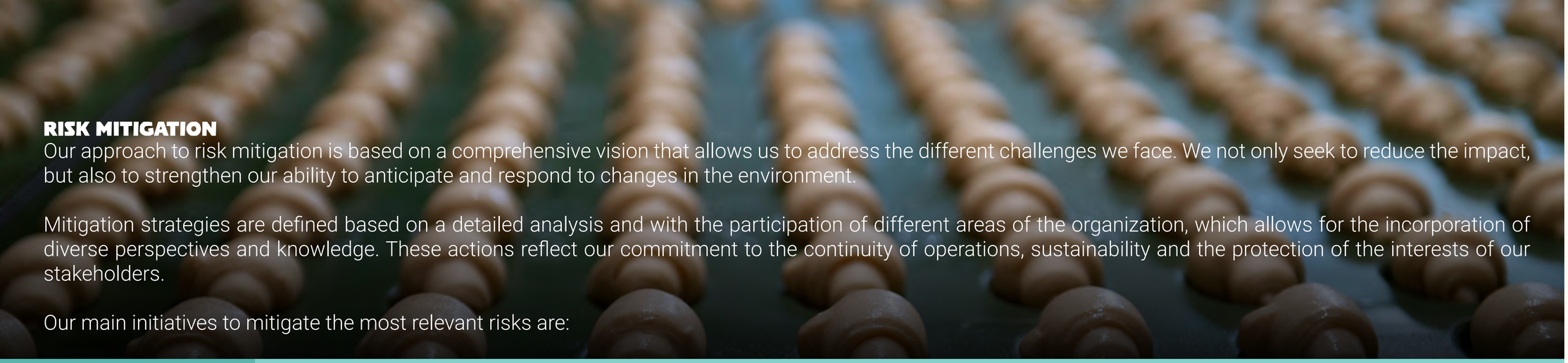
To learn more about our risk assessment and management criteria, **click here.**

SUCESS STORY

GUIDE TO MONETARY RISK QUANTIFICATION

We have developed a guide that enables risk owners to quantify their financial impacts. This tool provides guidance on how to identify operating expenses, penalties, lost production, or mitigation costs resulting from various types of risk. This tool is the result of a collaborative effort among organizations and represents a step toward the economic measurement of risks.

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RISK MITIGATION

Our approach to risk mitigation is based on a comprehensive vision that allows us to address the different challenges we face. We not only seek to reduce the impact, but also to strengthen our ability to anticipate and respond to changes in the environment.

Mitigation strategies are defined based on a detailed analysis and with the participation of different areas of the organization, which allows for the incorporation of diverse perspectives and knowledge. These actions reflect our commitment to the continuity of operations, sustainability and the protection of the interests of our stakeholders.

Our main initiatives to mitigate the most relevant risks are:

RISK	MITIGATION PLAN
Cybersecurity	**Cyber Operations:** Use Artificial Intelligence (Copilot Security) to detect and respond to cyber safety incidents. **Device Protection:** Implement EndPoint Privilege Management to reduce the risks of excessive privileges and limit them to the minimum amount needed. **Safety in bakeries and plants:** New approach of the CyberSafety Model in bakeries, plants and distribution centers. **File Protection:** Labeling more than 22 million documents.
Natural resource crisis	**Water Crisis:** Assessment of climate risks under the framework of the Task Force on Climate-related Financial Disclosures (TCFD); identification of sites experiencing water scarcity and implementation of best practices for water consumption, as well as the use and reuse of treated water; strengthening ties with local communities; and proposing actions based on the level of scarcity, including water funds, circularity, and sustainable cleanup initiatives.
Consumption habits	**Maximize presence at Point of Sale:** Ensure saturation and continuous rotation of products. **Drive disruptive innovation:** Increase penetration and attract new consumers. **Prioritize quality and design:** Maintain consumer preference in all markets.
Food Safety	Create Global Food Safety Standards. Continue with the Technical Quality and Safety Audits (Q&FS) to production centers and organizations. Tracking Global Food Safety Initiative (GFSi) certifications at facilities that are not yet certified.
Mexican Context	Monitor policies aimed at reducing the consumption of certain foods by regulating trans fats, additives, and food colorings, and restricting their sale. Monitor issues such as reducing working hours, the use of double trailers, new laws on the circular economy, tariffs, and the legal framework governing water. To mitigate these impacts, we analyze economic effects, engage in dialogue with authorities, and participate in technical working groups with the industry.
Safety	**Fire hazards:** Implement preventive measures such as audits, risk assessments, compliance checks for high-risk equipment, fire suppression systems, community projects, and a focus on solar panels. **Serious accidents:** Strengthen safety through inspections, mandatory Lockout/Tagout (LoTo[41]) training, ongoing risk analysis, and a new process for quantifying the financial impact of serious accidents.

[41] LoTo (Lockout/Tagout): a safety procedure that involves locking out and tagging out energy sources to prevent the accidental activation of equipment during maintenance.

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RISK MANAGEMENT CULTURE

At all levels of the company, we continue to push for risk management and internal control to be perceived as strategic enablers of our organizational objectives. They are part of a culture that strengthens operational resilience and builds trust, in which each associate plays a key role in the timely and effective response.

AWARENESS INITIATIVES

- **Risk awareness workshops:** We train associates throughout the organization to understand what risks are and how to address them within their respective work areas.

- **Control self-assessments:** We continue to promote self-assessment in every department, ensuring that each associate understands and evaluates the key controls in their process proactively and through questionnaires.

SIMPLIFICATION AND AGILITY

- **Predictive analytics and plan reviews:** We use predictive analytics tools to anticipate potential risks. We complement this with reviews of mitigation plans to keep them up to date and effective.

- **Process simplification and elimination of unnecessary controls:** This approach aims to increase our risk appetite, recognizing that accepting a reasonable level of exposure can accelerate processes and strengthen decision-making.

- **Digital transformation in compliance:** We are working to simplify and modernize the internal policy portal (GB On) based on the principle of "as few clicks as possible." In addition, we are implementing an artificial intelligence agent that allows associates to look up policies using smart search or natural language, making them easier to access and understand.

SUCESS STORY



MATURITY MODEL IN INTERNAL CONTROL

We conducted an assessment to evaluate the level of internal control maturity across various functional areas.

This allows us to identify specific opportunities for improvement and promote coordination across departments.

Working in an integrated manner allows us to build a robust culture of internal control and management, ensuring informed decision-making that creates value for our stakeholders and strengthens our position as global leaders.

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DELVING INTO CYBERSECURITY

We have identified that, among the most significant long-term emerging risks facing the organization, cyberattacks stand out as one of the primary threats. We are therefore redoubling our efforts to address this challenge.

The Information Security Committee, composed of members of Senior Management, oversees various teams, including Supply Chain, Sales, Tax, Treasury, Legal, Risk, IT, and Operations, among others. Through quarterly meetings, solutions are identified that take a business-oriented perspective into account.

In addition, we strengthened the information security and cybersecurity operations team, expanding its capabilities and size to lead the cybersecurity strategy and protect Grupo Bimbo's critical digital assets.

Any issues related to cybersecurity risks and opportunities are now escalated and reported to senior management and the Board of Directors, thereby strengthening governance and strategic decision-making.

To support Grupo Bimbo's growth, the implementation of cybersecurity controls and technologies was incorporated into the Mergers & Acquisitions model.

All of these measures are supported by the internal Information Security Policy, which establishes the strategic framework of principles, objectives, and responsibilities for the comprehensive protection of Grupo Bimbo's information assets. We are promoting the use of cybersecurity indicators that will enable us to systematically monitor compliance with and the effectiveness of the security objectives outlined in that policy.

We are strengthening our team awareness strategy through training and phishing simulations.



In 2025, we made progress in implementing EPM[42] for endpoints, or end-user devices, securing 35,000 endpoints. This strategy is designed to limit user privileges to the minimum necessary.

Progress was made in information protection by tagging more than 22 million documents and in fostering a culture of data loss prevention.

For our Global Policy on Confidential Information, **click here.**

[42] EPM stands for Endpoint Privilege Management.

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GRI 2-12, 2-13, 201-2
CSRD ESRS E1, G1

CLIMATE CHANGE RISKS

We recognize that climate change impacts our environment, operations, business, and communities. That's why we proactively manage your risks and opportunities, integrating these topics across the organization.

This commitment strengthens our ability to adapt and allows us to promote sustainable growth that meets stakeholder expectations.

We are in the process of aligning our reporting efforts with new regulatory frameworks related to climate change, such as IFRS S2, which was issued by the International Sustainability Standards Board (ISSB). This framework is based on the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), which we have been following for several years.

This is a comprehensive framework for identifying, assessing, and managing climate risks. This approach is structured around four key pillars that guide our climate strategy:



GOVERNANCE

We disclose how the organization manages climate-related risks and opportunities through robust oversight at the executive level and with the members of the board of directors.

STRATEGY

We manage risks through our sustainability strategy.

RISK MANAGEMENT

We identify, evaluate and manage our risks through studies that we update every 3 years and evaluate every 4 months to review their validity and controls.

METRICS AND OBJECTIVES

We define and monitor key indicators and specific targets to assess and manage climate risks effectively.

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We manage climate risks and opportunities by identifying, assessing, and controlling risks, and by defining specific indicators and targets that we monitor continuously.

We integrate both physical risks (e.g., water stress and extreme events) and transition risks (regulation, markets, technology, and reputation) through our pillars of Zero Emissions, Zero Waste, and Regenerative Agriculture.

We collaborate with external experts for measurement, scenario planning, and progress verification, strengthening internal capabilities and ensuring alignment with international standards.

We report quarterly to Senior Management and the Global Risk Committee on the risks identified and the actions taken. Our board members are also responsible for overseeing and managing issues related to climate change, so they are briefed on these topics through the Global Sustainability Committee, which is a board-level committee. This allows us to make decisions based on up-to-date information and adjust our strategies in response to new challenges.

During 2025, we strengthened the transition risk assessment with a comprehensive analysis that included market, supplier, and customer factors. We are also making progress in integrating climate risks into our corporate methodology, with water stress identified as one of our top strategic risks.



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GRI 2-15, 2-23, 2-23A, 2-24
ODS 16.5 Y 16.6
CSRD ESRS G1

CONSOLIDATING
AN ETHICAL CULTURE

OUR PHILOSOPHY ENSURES THAT REGULATORY COMPLIANCE IS A CROSS-CUTTING ISSUE IN ALL ORGANIZATIONS, AT ALL LEVELS AND FOR ALL AREAS, PROCESSES AND ACTIVITIES OF THE COMPANY.

At Grupo Bimbo, trust, transparency, and integrity are the cornerstones of our sustainability strategy and our relationships with stakeholders. Through the Global Internal Control Department, we manage a Regulatory Framework that ensures high standards in data protection, anti-money laundering, and anti-corruption. All our global policies are applied across the board, with clear accountability for their definition, monitoring, and updating. Additionally, they are reviewed and updated annually by experts, ensuring compliance, integrity, and alignment with market demands.

100%
of Grupo Bimbo's associates received communications and reminders about anti-corruption policies and procedures.



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TRAINING AS THE BEST WAY TO STRENGTHEN OUR ETHICS AND INTEGRITY

Every year, all our associates must participate in mandatory compliance training related to our 20 global policies. Our training programs include three key components:

- **Presentation of educational videos**
- **Knowledge assessment**
- **Signature of acceptance and compliance**

During 2025 we carried out training on anti-corruption policies and procedures:

96%
of our associates completed mandatory training and assessments of compliance, anti-corruption policies and procedures.

+27,900
administrative and management staff (+96%) trained in anti-corruption through GB-University.



REGION	TOTAL ASSOCIATES	EXECUTIVES AND MANAGERS	SUPERVISORS	OPERATIONAL AND ADMINISTRATIVE	OTHERS	% OF ASSOCIATES
Mexico	14,613	1,563	7,707	5,067	NA	96%
North America	4,860	1,762	2,352	518	NA	97%
Latin America	5,114	446	2,126	2,438	1	98%
EAA	4,274	832	1,435	1,721	NA	93%
Total	**28,861**	**4,603**	**13,620**	**9,744**	**1**	**96%**

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COMPLIANCE AS PART OF OUR DNA

A culture of compliance is a cornerstone of Grupo Bimbo. We are committed to complying with all applicable laws and regulations, as well as to adopting international best practices in prevention, detection, and response.

The 3 pillars of our compliance strategy cover topics such as:

- **Anti-corruption**
- **Anti-Money Laundering**
- **Protection of personal data**
- **Legal perspective related to Business Technology and Safety**
- **Conflict of interest**
- **Training in economic competition**

We want to gain much greater insight into and control over our entire value chain to prevent fraud, penalties, and corruption risks. This involves fostering a cross-functional culture of compliance, supported by technology, ongoing training, and partnerships with international organizations.

CONTINUOUS MONITORING

We have a comprehensive range of monitoring activities that we implement across all organizations to prevent, mitigate, or eliminate situations that violate our principles of integrity and compliance.

In addition, to strengthen the identification and mitigation of related risks (anti-corruption, anti-money laundering, and personal data protection) within organizations, we have developed a new risk analysis methodology. This includes a self-assessment and an evaluation.

Key actions:

- Integrity modules in partner meetings, featuring key messages.
- Analytics to identify risks in purchasing and sales processes.
- Integrity background checks on suppliers and high-risk third parties.
- Monitoring of high-risk transactions.

This year, we continued our annual compliance assessment with Kroll, LLC. We achieved a score of 4.96 out of 5.00, surpassing our 2024 result thanks to our commitment to continuous improvement, which involved implementing the recommendations we received in last year's assessment. We also incorporated additional information related to the anti-corruption standards promoted by the United Nations Global Compact, thereby strengthening the program's alignment with international best practices.

In response to regulatory changes in Mexico and the United States regarding money laundering and vulnerable activities, we have expanded our analysis of cash flows within the organization to develop a more robust risk matrix. We also continue to provide training on this topic to the sales and promotions teams to ensure our staff is prepared to address this risk.

This year, we also implemented a regulatory compliance program for procurement processes to ensure that our entire global organization maintains a consistent standard of compliance.

This process consists of three phases:

1. Analysis of possible partners, suppliers and/or associates to rule out compliance risks in the organization that may be acquired.
2. Generation of a training program to bring the organization to Bimbo standards
3. Implementation of the compliance program once the acquisition is closed.

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GRI 2-15

CONFLICTS OF INTEREST

Conflict of interest management is not limited to a single department, but involves different areas of the organization. This comprehensive approach allows for a more comprehensive assessment of risks and a more effective response to potential conflicts.

Internal Control Department

It is responsible for managing the digital platform where conflicts of interest are disclosed and monitored. It serves as the operational hub of the system, ensuring that all disclosures are tracked and recorded.

Global People Department

Plays a critical role in local conflict management, ensuring that approval processes are adhered to and that cases that are not directly related to Compliance are addressed.

Global Compliance Department

Specializes in the analysis and resolution of government-related conflicts of interest. It evaluates candidates who come from government institutions and determines if their hiring poses a potential conflict.

For our Global Conflicts of Interest Policy, **click here.**

For the ninth time in a row, we were recognized by the Ethisphere Institute as one of the World's Most Ethical Companies.



GRI 205-1, 205-2

FRAUD

Our efforts to prevent fraud are an investment in the trust that all our stakeholders place in us.

Fraud is an issue that affects companies around the world, seriously disrupting their operations. Our goal is to ensure fraud-free operations. To this end, we work tirelessly to protect our integrity and that of our clients through a fraud prevention and detection strategy.

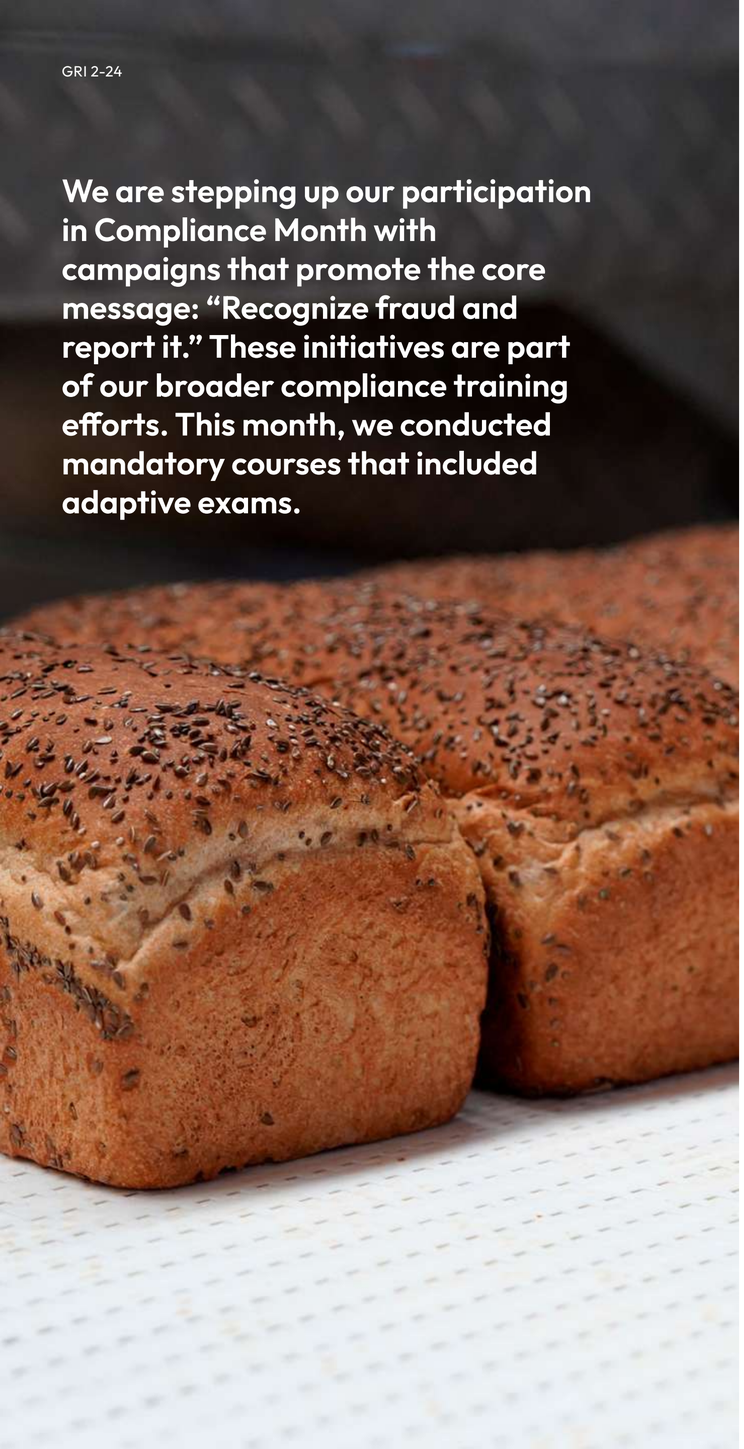
2025 was characterized by an intensive focus on investigating complex cases. This effort resulted in the consolidation of a formal team for fraud risk management. The aim is to strengthen governance and prepare the monitoring pillar by 2026.

2025 was marked by an intensive focus on investigating complex cases. This effort led to the establishment of a formal fraud risk management team. The goal is to strengthen governance and lay the groundwork for the monitoring pillar in 2026.

We reaffirm the existence and global scope of the fraud risk management program, which is managed under five pillars: corporate governance, risk assessment, prevention and detection, investigation, and monitoring. This year, activities continued under the first three pillars, with special emphasis placed on the fourth: investigation. This was done to promptly address reported cases that required in-depth analysis and timely resolution.

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We are stepping up our participation in Compliance Month with campaigns that promote the core message: “Recognize fraud and report it.” These initiatives are part of our broader compliance training efforts. This month, we conducted mandatory courses that included adaptive exams.



PILLARS OF OUR ANTI-FRAUD STRATEGY

At Grupo Bimbo we have zero tolerance for cases identified as fraud. We have five pillars to carry out the fraud risk management program:

CORPORATE GOVERNANCE	RISK ASSESSMENT	PREVENTION AND DETECTION	RESEARCH	MONITORING
Our internal regulations are the basis of our actions: **Policies** **Codes** **Procedures** **Protocols** **Committees**	We identify potential risks and fraud scenarios in order to develop controls that will help eliminate or mitigate the risk of fraud.	We have a series of mechanisms that help us identify and minimize the risk of fraud by acting from two axes: 1. **Prevention:** We developed a communication strategy designed to inform people about when and how a fraudulent situation arises. In addition, we have analyzed behavioral patterns associated with potential situations that could lead to fraud. 2. **Detection:** We have an investigation mechanism supported by various communication channels aimed at our stakeholders. One example of this is Speak Up Line, a tool designed to gather information for comprehensive investigations that enable us to identify and address the root cause of any fraud incident.	Once the facts have been established and it is determined that fraud has occurred, whether through manipulation, embezzlement, or corruption, we immediately take steps to improve processes and impose sanctions on those involved. We have a zero-tolerance policy toward breaches of integrity and, consequently, toward fraud.	Along with the Fraud Risk Management Committee, we evaluate the program's performance. This allows us to strengthen necessary areas and build on the effective strategies implemented year after year.

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SPEAK UP LINE

We firmly believe in the importance of fostering a healthy and safe work environment where all our associates feel valued and respected. To that end, Speak Up Line serves as a voice for our associates and other stakeholders.

Speak Up Line is a secure and efficient channel that allows us to identify and proactively address any situation contrary to our integrity policy and/or Code of Ethics.

OUR MAIN ACTIONS

We promote the use of different communication channels with our stakeholders that are available to everyone to ensure compliance with our policies and philosophy. All complaints are dealt with in a timely manner, complying with quality standards.



ASSOCIATES

We have an ongoing communication campaign in our workplaces, in visible and high-traffic areas. During our annual campaigns to promote ethics and integrity, we emphasize the importance of using Speak Up Line as a mechanism for reporting any irregularities that violate our policies. Our intranet features a prominent and easily accessible section for Speak Up Line.

SUPPLIERS

The supplier portal has the option to use Speak Up Line in case of irregularities. In addition, all our policies include information about Speak Up Line, so that it can be used in case of an irregular situation.

CUSTOMERS & COMMUNITY

Our customer service department is tasked with emphasizing that Speak Up Line is available as an option for our customers. The communities where we operate use various communication channels to share concerns or discuss local issues, including Speak Up Line.

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SPEAK UP LINE COMMITTEE

Each organization has a Speak Up Line Committee, chaired by its Organization Director and composed of executive members from various departments. This committee, which maintains gender parity, is responsible for investigating and resolving complaints in accordance with established procedures.

The committee members are highly experienced professionals. They receive regular training from external consultants on methodologies and best practices for handling the cases received. All of them are deeply committed to our values and ethical principles, which ensure that Speak Up Line is managed properly.

Functions:

- Investigate each case in an impartial, neutral, and confidential manner.
- Resolve reports within 30 days, except in complex cases that require more time. Any extension of this deadline must be justified in advance by the Committee.
- Take corrective and preventive measures based on the specific circumstances of each case.

REPORTS 2025

Attended Reports	2,002
Closed Reports	1,633
Open Reports	369

THEME

Conflicts of interest	104
Diversity and inclusion	123
Integrity Policy	285
Labor relations	1,158
Safety and well-being	139
Sexual harassment	87
Suppliers	10
Code of Ethics Violations	96

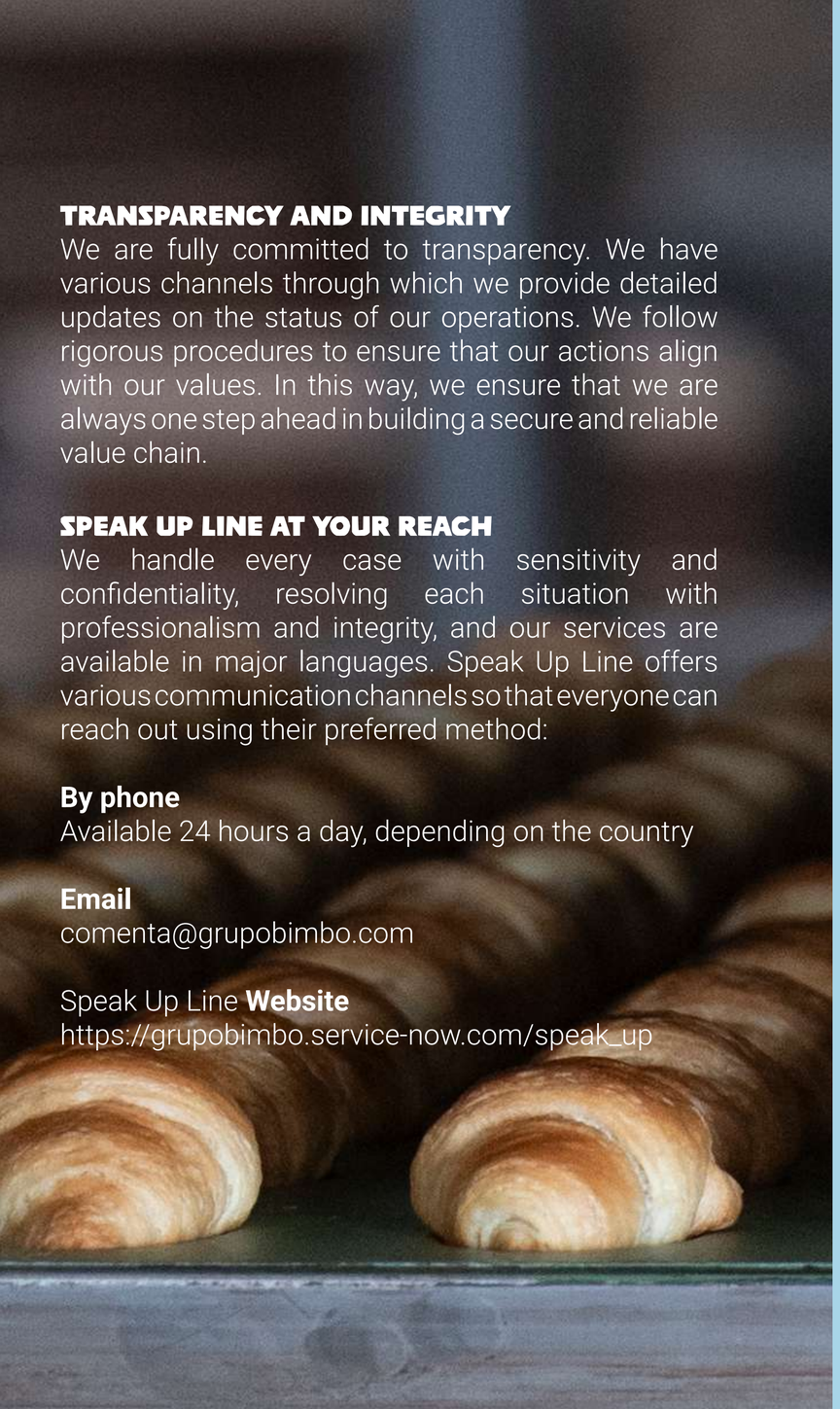
GENDER

Female	671
Male	974
Not specified	357

Anonymous cases	879
Identified Cases	1,123

The number of identified reports was higher than anonymous reports in 2025. We believe this reflects trust in the channel, as well as an understanding of the channel's core purpose.

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TRANSPARENCY AND INTEGRITY

We are fully committed to transparency. We have various channels through which we provide detailed updates on the status of our operations. We follow rigorous procedures to ensure that our actions align with our values. In this way, we ensure that we are always one step ahead in building a secure and reliable value chain.

SPEAK UP LINE AT YOUR REACH

We handle every case with sensitivity and confidentiality, resolving each situation with professionalism and integrity, and our services are available in major languages. Speak Up Line offers various communication channels so that everyone can reach out using their preferred method:

By phone
Available 24 hours a day, depending on the country

Email
comenta@grupobimbo.com

Speak Up Line **Website**
https://grupobimbo.service-now.com/speak_up

SUCESS STORY

CUSTOMER SERVICE

We conduct a channel satisfaction survey among users, primarily assessing overall satisfaction, the friendliness and service provided by agents, and satisfaction with wait times (via telephone). The result of this assessment for 2025 was 4.85 out of 5.00.

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Sustainable finance involves integrating environmental, social, and governance (ESG) criteria into financial planning, management, and decision-making. This includes both financing projects aligned with sustainability goals, such as climate change mitigation, the circular economy, and regenerative agriculture.

We reaffirm our commitment to sustainable finance by integrating sustainability into our financial decisions. We evaluate every project, from the construction of new facilities to the acquisition of assets. We do this based on criteria that prioritize emissions reduction, efficient waste management, and responsible water use.

We face an increasingly demanding regulatory environment, and therefore, we will work to adapt to these regulatory changes in order to continue meeting the financial, operational, and sustainability needs of our business.

Part of our capital expenditures (CAPEX) is directed toward projects that generate a positive environmental impact. Through this, we seek to align our decisions with our purpose of feeding a better world, always keeping sustainability as part of our DNA.

INVESTMENTS

In 2024, we implemented key initiatives to strengthen our focus on sustainability and improve our investment processes. The Capital Expenditures (CapEx) Management Committee **incorporated criteria to make CapEx execution more effective and efficient, ensuring that sustainability goals** such as reducing carbon emissions and using water resources efficiently are an integral part of project discussions and approvals.

By 2025, we will have established a separate capital expenditure (CapEx) budget dedicated to the implementation of the organizations' sustainability initiatives. This allows them to move forward with projects to transform and innovate their ESG initiatives. Part of this budget continued to be allocated to replacing vehicles and equipment at bakeries and plants such as ovens, water treatment systems, and regenerative agriculture. Additionally, we incorporated criteria related to water stress into the projects, recognizing its importance as a priority issue.

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FINANCIAL INSTRUMENTS

STOCK CERTIFICATES

In 2023, we issued two sustainability-linked securities totaling 15 billion pesos, tied to Scope 3 emissions reduction targets. These issuances consisted of three-year bonds worth $3 billion pesos with the ticker symbol “Bimbo 23-2L,” with a 12.5% emissions reduction target by the end of 2025, and in ten-year securities worth $12 billion pesos with the ticker symbol “Bimbo 23L,” with a 28% reduction target by the end of 2030.

Although we have made notable progress, such as the adoption of regenerative agriculture practices across more than 500 thousand acres, exceeding the target set for 2030, and the inclusion of more than 300 suppliers in the Bimbo Environmental Assessment of Responsibility (BEAR) program, which requires producers to meet 11 sustainability KPIs, by the end of 2025 we did not meet the target established for the three-year bonds with the ticker symbol “Bimbo 23-2L.”

This result reflects the complexity of our supply chain transformation, which requires more time and effort, coupled with the growth of our operations during the period. In this context, the company is also recalculating its baseline in accordance with the latest updates to international standards to better reflect the business’s progress in its carbon footprint emissions inventory.

In accordance with the terms of the certificates, the applicable adjustments are as follows:

- BIMBO 23-2L for $3 billion pesos: an increase in the face value of 0.20% (zero point twenty percent), equivalent to 6 million pesos.

We remain committed to sustainability and to integrated decarbonization as a long-term strategic priority.

REVOLVING CREDIT FACILITY (RCF)

In 2025, Grupo Bimbo renewed and expanded its committed, syndicated, multi-currency revolving credit facility for a total of US$2.35 billion. This facility has the following key environmental goals:

- By 2025, achieve 100% use of electricity from renewable energy sources.
- By 2025, achieve 100% reuse of treated water.

Since the established goals have a target date by the end of 2025, as of January 1, 2026, they are no longer considered related to sustainability. The goals for 2025 remain in effect, and their achievement is currently being evaluated.

BILATERAL LOANS

In 2023 and 2024, Grupo Bimbo secured three bilateral bank loans totaling approximately US$480 million. These include the following key environmental goals:

- By 2025, achieve 100% use of electricity from renewable energy.
- By 2025, achieve 100% reuse of treated water.

Since the established goals have a target date by the end of 2025, they are not considered to be linked to sustainability. The goals for 2025 remain in effect, and their achievement is currently being evaluated.

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GLOSSARY

BAKED FOR YOU

Daily consumption: Loaf bread, pastries, *tortillas* and flatbreads, bagels, and savory English muffins.

Occasional consumption: Sweet baked goods, dry baked goods, toast and tortilla chips, savory snacks, dairy beverages, prepared foods.

Clean Label: Refers to a food product made with simple recipes that avoid or eliminate ingredients consumers may perceive as undesirable, unfamiliar, or negatively associated by our consumers or stakeholders.

Positive Nutrition: Refers to a nutritional standard that establishes specific levels for both nutrients to be limited (such as saturated and trans fats, sugars, and sodium) and nutrients to be encouraged (protein, fiber, seeds, etc.). In the UK, a product is considered to have positive nutrition when it has achieved the target Health Star Rating (HSR) according to its product category.

Smart Portions: Products whose presentation or format is designed to promote moderate consumption, helping consumers choose a healthy amount of a particular product.

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BAKED FOR NATURE

Regenerative agriculture: a set of agricultural practices aimed at restoring soil health and fertility, improving biodiversity, capturing carbon from the atmosphere, increasing water-use efficiency in the field, and supporting the quality of life for farmers and their communities.

Treated rainwater: Rainwater collected in tanks or cisterns, that passes through a water treatment plant and meets drinking water quality standards.

Treated water: Water from cleaning and production processes that passes through a WWTP (Wastewater Treatment Plant) and meets certain water quality parameters, allowing it to be reused in other processes.

Food waste: All ingredients or products not intended for human consumption that leave the production facility as waste.

Sustainable Destinations: These destinations, approved by Grupo Bimbo once all possibilities for recovery and/or salvage have been exhausted, allow food waste to be reintegrated into the food chain. These may include conversion into livestock feed or compost.

Circular economy: A production and consumption model in which raw materials remain in use for longer periods and can be reused repeatedly, thereby aiming to generate less waste. This model is based on the principles of reduce, reuse, and recycle, and seeks to maximize resource efficiency.

Scope 1 Emissions: Covers direct emissions from sources owned or controlled by the company resulting from:

1. Energy and heat generation at the company's facilities
2. Fuel consumption by company vehicles
3. Refrigerants

Scope 2 Emissions: These consist of indirect emissions associated with purchased electricity, heat, and steam used for heating and cooling.

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Scope 3 Emissions: Covering 15 categories, these originate sources not directly owned or controlled by the organization but related to its operations. They include all other indirect emissions produced within a company's value chain.

Biodegradable packaging: Refers to packaging made from polyethylene or polypropylene that incorporates an oxo-biodegradable additive (approved by Grupo Bimbo), allowing it to biodegrade without generating microplastics, in compliance with ASTM 6954-18.

Compostable packaging: Refers to packaging made from bio-based materials that can biodegrade under composting conditions and complies with ASTM 6400 or EN13432 standards. Bio-based plastics: Materials made, entirely or partially, from polymers derived from organic sources such as plants, microorganisms, and greenhouse gases (such as corn, algae, yeast, and CO_2); as defined by the Ellen MacArthur Foundation (EMF).

Recyclable packaging: Refers to materials that can be reprocessed into raw materials for the production of other products, thanks to a pre-treatment process. Materials defined as recyclable by the Consumer Goods Forum (CGF), typically single-layer or made of a single material, include:

- Biaxially oriented polypropylene (BOPP),
- High-density polyethylene (HDPE),
- Polyethylene terephthalate (PET),
- Low-density polyethylene (LDPE),
- Polyethylene (PE),
- Polypropylene (PP), and blends of PE and PP.

Reusable packaging: Refers to packaging designed to be used more than once for the same purpose for which it was made. These may include reusable or returnable containers, reusable transport items (RTI), returnable transport containers (RTP), and other similar terms, all of which are interchangeable.

Carbon Footprint: The sum of greenhouse gas (GHG) emissions and removals in a product system, expressed as CO_2 equivalent. It is quantified to understand the environmental impact of practices and guide the implementation of strategies to reduce carbon emissions.

Water Stress: An event in which the demand for safe, usable water in a given area exceeds the supply.

Recycled Material: Refers to materials produced from waste recovered from other materials after their primary use. These may be post-consumer recycled (PCR) or post-industrial recycled (PIR) materials.

Renewable material: Refers to materials produced from renewable sources, such as paper or bioplastics. These materials must come from recycled sources or be certified as deforestation-free. Additionally, they must not interfere with recyclability.

Post-consumer recycling (PCR): Refers to the process of recycling and reprocessing products that have been used and discarded by the end consumer. These materials are collected through local recycling programs and then sent to appropriate facilities for recycling.

Post-Industrial Recycling (PIR): This refers to all material that is discarded without being used for its intended purpose in the market; it is collected by local recycling programs and sent to appropriate facilities for recycling.

Food Recovery and/or Redemption: This can be achieved by reprocessing products or materials that do not meet the quality standards for commercialization but remain safe for consumption and can be reintroduced into the production process, used to manufacture another product, sold at a lower price than in the target market, or donated to food banks and nonprofit organizations.

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Recyclable waste: Materials that can be transformed into inputs for other processes or converted into new items with a different use through mechanical, physical, or chemical processes; easily recyclable materials include, for example, plastic (single-material plastics such as polyethylene and polypropylene), cardboard, metal, organic waste, etc.

Non-recyclable waste: These are materials that cannot be processed for reuse in the production of new products. This waste is characterized by being difficult to decompose or containing components that hinder its treatment.

Hazardous waste: Waste in any physical state that, due to its corrosive, reactive, explosive, toxic, flammable, or biologically infectious characteristics, poses a danger to humans and the ecological balance.

Recycled waste: All recyclable and/or reusable waste, both hazardous and non-hazardous, that has undergone a recovery and/or recycling process.

Total waste: Total waste generated (recyclable, non-recyclable, hazardous, and requiring special handling).

Water reuse: Water that has been used in industrial, sanitary, or cleaning processes and that, after passing through a Wastewater Treatment Plant (WWTP), is reused for other purposes. This process allows treated water to be used for applications that do not require potable water, such as irrigation, vehicle washing, use in restrooms, and other industrial services.



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ABOUT THIS REPORT

The purpose of this annual report is to share our progress with our stakeholders in our efforts to fulfill our corporate purpose through key achievements, guided by our business and sustainability strategy.

This report contains Grupo Bimbo's overall economic, social, environmental, and financial results for the period from January 1 to December 31, 2025. The previous report covered the same period for 2024.

FRAMEWORKS AND STANDARDS

This report has been prepared in accordance with:

- **The Corporate Sustainability Reporting Directive (CSRD),** in alignment with the European Sustainability Reporting Standards (ESRS),
- The Global Reporting Initiative **(GRI)** standards,
- **The S1 and S2 sustainability standards,** now part of IFRS , issued by the ISSB, which is part of the IFRS Foundation,
- **The Sustainability Accounting Standards Board (SASB) framework,** now part of ISSB, reporting on content relevant to the Processed Foods sector,
- **The information requested by the Mexican Stock Exchange** through S&P Global to be included in the Sustainability Index,
- The information resulting from requests related to our material topics and stakeholder groups, and,
- **The 17 Sustainable Development Goals and the 10 Principles of the United Nations Global Compact,** of which Grupo Bimbo has been a member and signatory since 2014. This report is considered part of the company's annual Communication on Progress Report (COP), along with the responses to the Global Compact's annual questionnaire, **available here.**

SCOPE

In line with our environmental stewardship principles, we have produced this document in digital format. For the 15th time, we report on the results of activities carried out in: Mexico, North America, Latin America, Europe, Asia, and Africa.

SOURCES OF INFORMATION

The information obtained from specialized areas was subject to a risk-based internal audit process, including selective testing. Financial information is subject to an external audit process. During this reporting period, there were no significant changes compared to previous periods regarding materiality or coverage. Data and information updated as of July 30, 2026.

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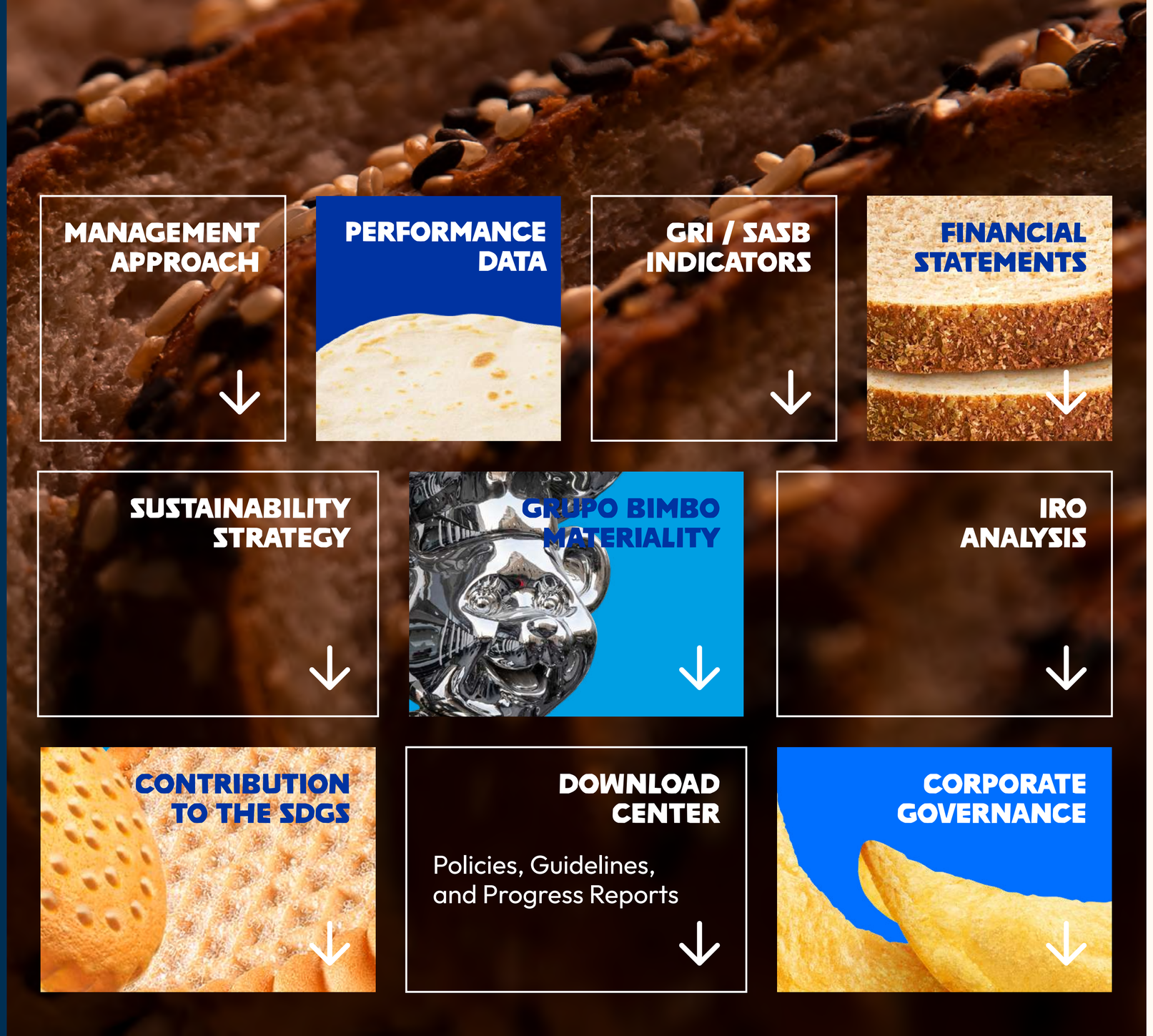
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CARBON TRUST

Certificate of Assurance

Grupo Bimbo

has measured their:

Treated and Reused Water

Carbon Trust Assurance Limited re-verifies that in accordance with the ISAE 3000 (Revised 2013): Assurance Engagements other than Audits or Reviews of Historical Financial Information, Grupo Bimbo has calculated the water treated and reused volumes of their 70 sites with reused water, and 90 sites with treated water in the reporting period 01/01/2025 to 31/12/2025 across all its global operations, subject to the exclusions noted in this verification letter.

Awarded: 30 April 2026

for and on behalf of Carbon Trust Assurance Ltd,

Martin Hockaday,
Head of Assurance

This certificate is for presentation purposes only. Please do not copy or circulate this without the Assurance Letter and associated Annexes where full details on the scope of the verification are documented. This certificate remains the property of Carbon Trust Assurance Limited and is bound by the conditions of the contract. Information and Contact: Carbon Trust Assurance Limited is registered in England and Wales under Company number 06547558 with its Registered Office at Level 5, Arbor, 255 Blackfriars Road, London SE1 9AX, UK. Telephone: +44 (0) 20 7 170 7000. Carbon Trust Assurance Limited is part of The Carbon Trust's group of companies.

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Independent Practitioners' Limited Assurance Report

To the Board of Directors of Grupo Bimbo, S. A. B de C. V.:

Report on key sustainability performance indicators of Grupo Bimbo, S. A. B. de C. V. (hereinafter "Grupo Bimbo") that are included in the 2025 Integrated Annual Report.

Conclusion

We have performed a limited assurance engagement on whether the key sustainability performance indicators of Grupo Bimbo, described in the Annex A attached to this assurance report for the period from January 1st. to December 31st, 2025 have been prepared in accordance with the standards of the Global Reporting Initiative (GRI) and Grupo Bimbo's "Best Nutritional Profiles" Guidelines (the "Criteria").

Based on the procedures performed and evidence obtained, nothing has come to our attention to cause us to believe that the key sustainability performance indicators of Grupo Bimbo detailed in Annex A, attached to this assurance report for the period from January 1st to December 31st, 2025, are not prepared, in all material respects, in accordance with the Criteria.

Basis for the conclusion

We conduct our engagement in accordance with the International Standard on Assurance Engagements (ISAE) 3000 (Revised), Assurance Engagements Other Than Audit or Review of Historical Financial Information, issued by the International Auditing and Assurance Standards Board (IAASB). Our responsibilities under this standard are further described in the "Our Responsibilities" section of our report.

We have complied with the independence and other ethical requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA).

Our firm applies the International Standard on Quality Management (ISQM) 1, Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements, issued by the IAASB. This standard requires the firm to design, implement and operate a system of quality management, including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Restriction of use

Our report should not be regarded as suitable to be used or relied on by any party to acquire rights against us other than the Board of Directors, the Global Research and Development Management and the Global Sustainability Management of Grupo Bimbo for any purpose or in any other context. Any party other than the Board of Directors, the Global Research and Development Management and the Global Sustainability Management of Grupo Bimbo who obtains access to our report or a copy thereof and chooses to rely on our report (or any part thereof) will do so at its own risk. To the extent permitted by law, we do not accept or assume any responsibility and disclaim any liability to any party other than Grupo Bimbo for our work, for this independent limited assurance report, or for the conclusions we have reached.

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Responsibilities for the key sustainability performance indicators

The Global Research and Development Management and the Global Sustainability Management of Grupo Bimbo, through their organisations, are responsible for:

- Designing, implementing and maintaining internal control for the preparation of the key sustainability performance indicators such that they are free from material misstatements, whether due to fraud or error;
- Selecting or developing suitable criteria for preparing the key sustainability performance indicators and appropriately referring to or describing the criteria used;
- Preparing and properly calculating the key sustainability performance indicators in accordance with the Criteria;
- Making judgments and estimates that are reasonable in the circumstances;
- Ensure that the persons involved in the preparation and submission of the report are appropriately trained and their information systems are properly updated; and
- Guarantee the veracity of the information made available to us and related to the parameters included in the conclusion of this report.

Likewise, Grupo Bimbo's Management is responsible for preventing and detecting fraud.

Our Responsibilities

We are responsible for:

- Planning and performing the engagement to obtain limited assurance about whether the key sustainability performance indicators are free from material misstatements, whether due to fraud or error;
- Forming an independent conclusion, based on the procedures we have performed and the evidence we have obtained; and
- Reporting our conclusion to the Board of Directors of Grupo Bimbo.

Summary of the work we performed as the basis for our conclusion

We exercised our professional judgment and maintained professional skepticism throughout the engagement. We designed and performed our procedures to obtain evidence about the key sustainability performance indicators that is sufficient and appropriate to provide a basis for our conclusion. Our procedures selected depended on our understanding of the key sustainability performance indicators and other engagement circumstances, and our consideration of areas where material misstatements are likely to arise. In carrying out our engagement, the procedures we performed primarily consisted of:

- Inquiries to management to understand the methodologies and data used in the preparation of the key sustainability performance indicators;
- Inspection of a selection of supporting documentation;
- Analytical procedures;
- Recalculations of the key sustainability performance indicators based on the applicable Criteria;
- Evaluation of the overall presentation of the key sustainability performance indicators to determine whether it is consistent with the applicable Criteria and whether it is consistent with our overall knowledge and experience with the Company.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

KPMG CÁRDENAS DOSAL, S. C.



Alejandro Muñoz Mayén
Director

Mexico City, June 04, 2026

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Annex A

The Key Sustainability Performance indicators subject of our limited assurance engagement are the following:

Standard	Contents	Indicator
"GRI 301 Materials 2016"	301-1 Materials used by weight or volume	• Percentage of renewable materials (paper and cardboard) used in packaging • Percentage of non-renewable materials (plastics) used in packaging
	301-2 Recycled inputs used	• Percentage of renewable packaging that comes from recycled or certified sources
"GRI 303 Water and Effluents 2018"	303-1 Interaction with water as a shared resource	• Description
	303-2 Management of impacts related to water discharge	• Description
	303-3 Water extraction	• Megaliters of water extracted, per source • Megaliters of water withdrawn at water-stressed sites, by source
	303-4 Water discharge	• Megaliters of water discharged, per source • Megaliters of water discharged at water-stressed sites, by source
	303-5 a and b Water consumption	• Megaliters of water consumed, per source • Megaliters of water consumed at water-stressed sites, by source
"GRI 306 Waste 2020"	306-1 Waste generation and significant waste-related impacts	• Description
	306-2 Managing Significant Waste-Related Impacts	• Description
	306-3 Waste generated	• Tons of waste generated by type
	306-4 Waste not destined for disposal	• Tons of waste not destined for disposal, by type and destination
	306-5 Waste destined for disposal	• Tons of waste destined for disposal, by type and method of disposal
"Best nutritional profiles"	% of our daily consumption portfolio complies with our internal guidelines on maximum sodium, saturated and trans fatty acids, and added sugars	• Percentage of progress towards the goal
	% of our daily consumption portfolio will be free of artificial colors and flavors	• Percentage of progress towards the goal
	% of our specialty grain breads and pastries meet our positive nutrition parameters	• Percentage of progress towards the goal
	% of daily portfolio of breads, pastries and breakfast that has simple and natural recipes	• Percentage of progress towards the goal
	% of daily portfolio of breads, pastries and breakfast that has positive nutrition	• Percentage of progress towards the goal
"Best nutritional profiles"	90% daily portfolio of white breads, pastries and breakfast that has 2g or more of fiber in 100g	• Percentage of progress towards the goal
	% of top selling products in the occasional portfolio that meet any of the following: - limit saturated fat, trans fat, added sugars, and sodium - Controlled portion - Positive nutrition and/or free of artificial flavors and colors - Significant reduction (>25%)	• Percentage of progress towards the goal
	% of portfolio that does not have partially hydrogenated fats and oils	• Percentage of progress towards the goal
	% of portfolio containing equal to or less than 2g industrial trans fats/100g total fats.	• Percentage of progress towards the goal
	% of total sales that have 3.5 stars or more in HSR	• Percentage of compliance
	% of total sales of each consumption frequency	• Percentage of compliance
	% of portfolio that have 3.5 or more HSR by consumption frequency	• Percentage of compliance

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CARBON TRUST

Certificate of Assurance

Grupo Bimbo

has measured the renewable and grid electricity percentage of their organisation for their:

Global operations

Carbon Trust Assurance Limited re-verifies that in accordance with the *ISAE 3000 (Revised 2013): Assurance Engagements Other Than Audits Or Reviews Of Historical Financial Information*, Grupo Bimbo has calculated the renewable and grid electricity percentage of all their manufacturing sites in 39 countries and other facilities (offices, sales centers, branches from El Globo) for the reporting period 01/01/2025 to 31/12/2025 across all its global operations.

Awarded: June 18, 2026

for and on behalf of Carbon Trust Assurance Ltd,

Martin Hockaday,
Head of Assurance

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STOCK EXCHANGE
Mexican Stock Exchange (BMV)

TICKER SYMBOL (BMV)
BIMBO

TICKER SYMBOL ADR LEVEL 1
BMBOY

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DISEÑO Y REDACCIÓN MP