

#challengeaccepted

to live our beliefs

*with ethical
transparency*



+90%

OF THE SALARIED
ASSOCIATES COMPLETED
TRAINING ON INTEGRITY
AT GB UNIVERSITY

+70K

HOURLY ASSOCIATES
TRAINED IN PERSON OR
THROUGH OTHER MEDIA



AN ETHICAL culture

(GRI 102-5, 102-16, 102-25, 206-1, 415-1, 419-1)

MISSION

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

PURPOSE

Nourishing a better world.

PHILOSOPHY

Building a sustainable, highly productive and deeply humane company.

BELIEFS



1 WE VALUE THE PERSON



2 WE ARE A COMMUNITY



3 WE GET RESULTS



4 WE COMPETE AND WIN



5 WE ARE SHARP OPERATORS



6 WE ACT WITH INTEGRITY



7 WE TRANSCEND AND ENDURE

Policies and Compliance

(GRI 205-1)

A. Global Policy on Integrity

Our business ethics model is driven by Our Global Integrity Policy, which is available on our website and open to the public looking for advice or seeking to report an ethical matter. It establishes Zero Tolerance for lack of integrity and the duty to report all irregularities detected to the Compliance Department, the Ethics Committee, or the Legal Department.

Our Zero Tolerance approach to integrity violations has yielded outstanding results, as Grupo Bimbo has not received any reports on confirmed cases of public or private corruption to date.

Compliance with our policy is reinforced by training and internal communications fostering the application of its precepts and providing instructions for reporting through the corresponding locality, via email to speakup@grupobimbo.com, or at all Company facilities, which are always in touch with these reporting channels.

In 2020 we conducted an integrity risk analysis to Global Services in Mexico, the division in charge of providing administrative services to our organizations, and in 2021 we will conduct a global analysis to identify and measure our main integrity risks, which we periodically analyze in each of our locations. To ensure the possibility of anyone being able to report an irregularity directly to the Governance Body, we keep a channel open expressly to this end under the Corporate Governance section of our website at <https://www.grupobimbo.com/en/our-group/corporate-governance>.

We conveyed the rules of our Global Integrity Policy through our internal platforms, GB-ON, email, and work center, and online campaigns, targeting Grupo Bimbo Steering Committee, supervisors, administrative personnel, and the middle and senior management teams. Our Global Integrity Policy guidelines enlists our business partners' commitment and obligation to sign the Supplier Code of Conduct, which can be found on our website.

B. Global Policy on Conflicts of Interest

In order to extend this philosophy beyond our organization, Grupo Bimbo has established a Global Policy on Conflicts of Interest, which must be respected by all associates of all partner organizations, subsidiaries, affiliates, and suppliers.

It is worth mentioning that all reporting channels strive to guarantee the responsible management of user data and identity. Therefore, all cases are kept confidential and anonymous and accessed only by personnel authorized by the Company to this end.

C. Anti-Corruption

To prevent situations that could result in acts of corruption or bribery, it is strictly forbidden to receive and/or give anything of value such as money, gifts, favors, or services that could cause reputational damage to the Company. We maintain processes that promote a culture of integrity, control, and legality, as established by our Code of Ethics and our Global Integrity Policy.

+100K

ASSOCIATES

TOOK INTEGRITY

TRAINING COURSES

(GRI 412-2, 205-2)

65,201

MEXICO

HOURLY ASSOCIATES

49,884

SALARIED ASSOCIATES

15,317

7,934

LATIN AMERICA

HOURLY ASSOCIATES (LAS & LAC)

3,826

SALARIED ASSOCIATES

4,108

21,252

NORTH AMERICA

HOURLY ASSOCIATES

16,671

SALARIED ASSOCIATES

4,581

5,908

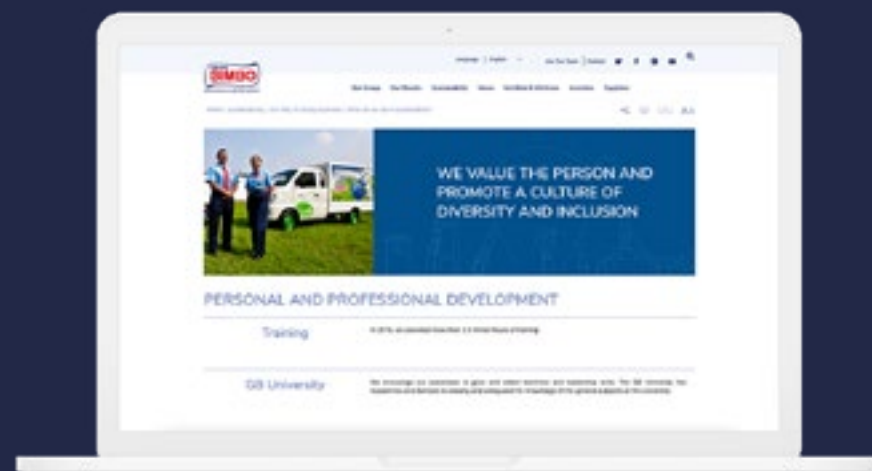
E A A

HOURLY ASSOCIATES (BCN & BI)

3,616

SALARIED ASSOCIATES

2,292



We also send the Code of Ethics, the Global Integrity Policy, and complementary information, including training courses and materials, to our Board Members once a year through different communication channels, such as email or a special website created to that end. In 2020, GB University taught courses on integrity to 26,298 associates, which translates into close to 91% of the Company's entire workforce in the administrative and managerial levels who have access to the GB University, plus 73,999 operative associates.

We can confirm that whoever works of Grupo Bimbo is trained under a vision of ethics and responsibility that generates a positive reality that encompasses both work and personal aspects.

D. Speak Up Line:
speakup@grupobimbo.com

E. Customer Privacy

In 2020, the Superintendency of Industry and Commerce of Colombia (SIC) submitted a request for information. Bimbo Colombia responded, and the SIC closed the investigation. There were no fines or penalties.

F. Socioeconomic Compliance

No significant fines and non-monetary sanctions for non-compliance with laws and/or regulations in social and economic matters have been corroborated to date.

G. Unfair Trade Practices

Although there are two investigations on matters related to economic competition currently underway, no charges have been filed to date.

H. Public Policy

Grupo Bimbo does not make in-kind or monetary contributions to political parties and/or representatives in any of the countries where we operate. This follows our Global Policy on Integrity, which "strictly forbids direct or indirect contributions on behalf of the Company to political parties or candidates to elected positions."

Our Code of Ethics also establishes that "we maintain processes that promote a culture of integrity, control, and legality, to prevent situations that could result in acts of corruption or bribery, like receiving money and/or giving anything of value such as money, gifts, favors, or services that could cause reputational damage to the Company and all who work in it."

Unrestricted compliance with these regulations is what allowed Grupo Bimbo to be recognized as one of the 2020 World's Most Ethical Companies by the Ethisphere® Institute. This is the fourth consecutive year in which the Company has achieved this recognition.

*We are one of the
 131 companies chosen
 for the World's Most
 Ethical Companies list*

+35K

ASSOCIATES RECEIVED
 INFORMATION ABOUT THE
 GLOBAL POLICY ON
 INTEGRITY THROUGH OUR
 DIGITAL PLATFORMS

You tell us what has happened. We investigate and act on it.



Our Speak Up Committees investigate and determine actions to resolve the matter.



comenta@grupobimbo.com



I. Speak Up

Aware of the incalculable value of our associates, we strive to provide them with an exceptional and cordial workplace climate. To do this, we seek to implement actions that comply with the consolidation of our ethical environment, reinforce our beliefs, and contribute to strengthening our Golden Rule: Respect, Fairness, Trust, and Care, promoting our internal values policies, such as the Code of Ethics for Associates and the Supplier Code of Conduct.

In order to contribute to achieving the standards established in these codes and resolving conflicts generated by actions or behavior that contradicts our principles, Grupo Bimbo created Speak Up as our channel offering a timely listening to address, resolve, and follow-up on reports of actions that violate our Codes.

Speak Up is a reporting mechanism that guarantees total confidentiality, free of repercussions and safe for those who seek to express any disagreement, while ensuring the peace of mind all associates, partners, shareholders, suppliers, consumers, and internal and external stakeholder groups deserve.

In 2020, Speak Up received 904 reports, of which:

- 573 Unfounded
- 257 Founded
- 74 In progress

Identity

- 382 Anonymous
- 522 Name supplied

Gender

- 214 Female
- 478 Male
- 212 Unspecified

Grupo Bimbo is deeply committed to diversity and inclusion, which is why we are responsible for investigating all reports we receive regarding this matter.

In 2020, we received reports about 52 cases that were investigated and resolved, followed by the application of preventive and corrective measures, divided as follows:

- 39 Unfounded
- 13 Founded

An investigation into each case reported is used to determine an action plan. All diversity and inclusion reports were addressed with the implementation of a specific action plan too.

904

TOTAL NUMBER OF REPORTS RECEIVED

5

CONFLICTS OF INTEREST

52

DIVERSITY AND INCLUSION

21

INTEGRITY POLICY

596

LABOR RELATIONS

91

SAFETY AND WELL-BEING

14

SEXUAL HARASSMENT

5

SUPPLIERS

120

VIOLATIONS OF THE CODE OF ETHICS

Memberships

NATIONAL

- AMCHAM, the American Chamber of Commerce of Mexico
- AMDIVED, Mexico's Confectionary Sales Executives Association
- AMEXIGAPA, Mexico's Cookie, Cracker, and Pasta Production Association
- ANTAD, Mexico's Self-Service, and Department Stores Association
- ANTP, Mexico's Private Transport Association
- ASCHOCO, National Chocolate and Confectionery Association
- CANACINTRA, Mexico's Chamber of the Transformation Industry
- CANAINPA, Mexico's Bakers Association
- CANAMI, Mexico's Chamber for Industrial Maize
- CCE, Business Coordinating Council
- CESPEDS, Commission on Sustainable Development Studies in the Private Sector
- CIMMYT, International Center for the Improvement of Maize and Wheat
- CMN, Mexico's Business Council
- CNA, Mexico's Agricultural Council
- COMEXI, Mexican Council on Foreign Relations
- Communication Council
- CONAR, Mexico's Self-Regulation and Advertising Ethics Council
- CONCAMIN, Mexico's Confederation of Industrial Chambers
- ConMéxico, Mexico's Consumer Products Industry Council
- COPARMEX, Employers' Confederation of Mexico
- ECOCE, an organization that promotes the recycling of PET waste in Mexico
- FUNSALUD, Mexico's Health Foundation
- GEMI Initiative
- MOVISA, Movement for a Healthy Life
- USEM, Mexico's Social Entrepreneurship Union

INTERNATIONAL

- CGF, Consumer Goods Forum
- Earthworm Foundation
- IFBA, International Food and Beverage Alliance
- RSPO, Roundtable on Sustainable Palm Oil
- WFA, World Federation of Advertisers

Alliances

(GRI 102-13)

NATIONAL

AGUA CAPITAL

Agua Capital is a collective collaboration platform comprising members of civil society, foundations, the private sector, and academia, looking for projects and solutions to contribute to Mexico City's water security and water conservation strategy.

INTERNATIONAL

IDB, Inter-American Development Bank

Creation of the #SinDesperdicio platform, in a collaborative effort with the IDB, the Global Food Banking Network, the United Nations Food and Agriculture Organization (FAO), the Consumer Goods Forum (CGF), and the World Resources Institute, to implement technology solutions and processes to fight food loss and waste in Latin America and the Caribbean (LAC), focused on the four actions pillars of innovation, public policy, knowledge, and behavior.

Awards & Honors

INSTITUTION/EXECUTIVE	GRANTED BY	MONTH IN 2020	RECOGNITION
REPUTATION			
Grupo Bimbo	MERCO	July	One of the companies with the best reputation in Latin America and one of the top three food companies
Grupo Bimbo	MERCO	August	Number 1 "Company with the Best Reputation" in Mexico
Grupo Bimbo	MERCO	August	List of Most Reputable Food Companies
Grupo Bimbo	MERCO	December	Number 1 in the Top 100 Companies with the Best Corporate Governance and CSR in 2020
Grupo Bimbo	MERCO	December	Number 1 in the Top 30 Companies with the Best Corporate Social Responsibility and Commitment during the Pandemic
Grupo Bimbo	Expansión Magazine	July	Top 500 Companies in Mexico
Grupo Bimbo	Mejores Empleos Magazine	June	Number 2 in the Top 50 Companies with the Best Jobs
Grupo Bimbo	Guinness World Records	November	Title Holder for the Largest Donation of Baked Goods Worldwide
Ideal Brand	Best Workplaces by Compu Trabajo	June	One of the Best Companies to Work for in Chile
EXECUTIVES			
		June	
Daniel Servitje, CEO and Chairman of the Board of Grupo Bimbo	MERCO	August	Business Leader with the Best Corporate Reputation in Mexico
Daniel Servitje, CEO and Chairman of the Board of Grupo Bimbo	Expansión Magazine	October	Number 7 in the 100 Most Important Entrepreneurs in Mexico
Daniel Servitje, CEO and Chairman of the Board of Grupo Bimbo	Environmental Organization Sachamama	December	One of the 100 Most Influential Latinos Committed to Climate Action
Diego Gaxiola, Chief Financial and Administrative Officer (CFAO) of Grupo Bimbo	Mundo Ejecutivo Magazine	September	Best CFOs Essential in the New Normal Ranking
Diego Gaxiola, Chief Financial and Administrative Officer (CFAO) of Grupo Bimbo	IMEF	November	Best CFO of the Year
Lynn Langrock, Vice President People & Corporate Affairs of Bimbo Canada	Globe and Mail's, Report Business Magazine	August	One of Canada's Best Executives
María López, Global VP Strategy of Grupo Bimbo	Expansión Magazine	September	One of the 30 Promises
Marie-Eve Royer, VP of Business Transformation of Bimbo Canada	Star Women in Grocery	June	One of the Star Women in Grocery in Canada for her leadership of long-term strategic initiatives
Angelina Diez, President of El Globo	Expansión Magazine	February	One of the 100 Most Powerful Women in Business in 2020

INSTITUTION/EXECUTIVE	GRANTED BY	MONTH IN 2020	RECOGNITION
Liliana Mejía, Global VP Corporate Affairs	Expansión Magazine	February	One of the 100 Most Powerful Women in Business in 2020
Patricia Villalobos, Global VP of Research & Development, and Quality Assurance	Expansión Magazine	February	One of the 100 Most Powerful Women in Business in 2020
ETHICS			
Grupo Bimbo	The Ethisphere® Institute	February	One of the World's Most Ethical Companies for the fourth consecutive year
Grupo Bimbo	Expansión Magazine, Mexicans Against Corruption and Impunity, Mexican Transparency	December	One of the Top 5 Mexican Companies with the highest Corporate Integrity 500 (IC500) score
SUSTAINABILITY			
Bimbo Bakeries USA	US EPA, United States Environmental Protection Agency	April	Energy Star® Partner of the Year: Sustained Excellence Award for the third consecutive year
Bimbo Bakeries USA (Escondido, CA)	Food Processing Magazine, USA	October	Green Plant of the Year
Bimbo and Barcel	SEMARNAT, Mexico's Secretariat of Environment and Natural Resources	July	Excellent Environmental Performance Award; the highest score granted in the Clean Transportation Program
BRANDS			
Bimbo	Brand Footprint Mexico Study, prepared by Consulting Firm Kantar Worldpanel	June	Number 2 in The Most Popular Brands in Mexico, and Number 1 as The Most Popular Brand in Mexico City for the second consecutive year
Marinela, Tía Rosa and Bimbo	Kantar BrandZ™	March	Bimbo for having three of the Top 30 Most Valuable Brands in Mexico Marinela ranked 17 Tía Rosa ranked 27 Bimbo, Number 20 in the Top Most Valuable Brands in Latin America
Kicao	Goula Awards	March	Best Packaging Design Award
Supán	Brand Footprint, Kantar	August	Top 10 of the Most Recognized Brands in Ecuador and Number 1 in the Baked Goods category
Bimbo Guatemala	Summa Magazine	December	In Three Categories of Multinational Top-of-Mind Brand Recall
COMMUNICATION			
#SinDejarHuella (no footprint) Campaign	AMCO Award	October	Commitment to Innovation and Responsible Waste Management, and Digital Actions on our global LinkedIn page
SUPPLIERS			
Grupo Bimbo	Favorite Corporation	October	Supplier of the Year Award in the Baked Goods Category for the third consecutive year

CORPORATE

governance

(GRI 102-18, 102-22, 102-23, 102-24)

Board of Directors

Daniel Javier Servitje Montull
Chairman

Andrés Obregón Servitje
Arturo Manuel Fernández Pérez*
Edmundo Miguel Vallejo Venegas*
Estibalitz Laresgoiti Servitje
José Ignacio Pérez Lizaur*
Jaime A. El Koury*
Jaime Chico Pardo
Javier de Pedro Espínola
Jorge Pedro Jaime Sendra Mata
José Ignacio Mariscal Torroella
Luis Jorba Servitje
Mauricio Jorba Servitje
María Isabel Mata Torrallardona
María Luisa Jorda Castro*
Nicolás Mariscal Servitje
Ricardo Guajardo Touché*
Rogelio M. Rebolledo Rojas*

*Independent

Audit and Corporate Practices Committee

Edmundo Miguel Vallejo Venegas
Chairman

Jaime Antonio El Koury
Arturo Manuel Fernández Pérez
María Luisa Jorda Castro
José Ignacio Pérez Lizaur

Evaluation and Results Committee

Luis Jorba Servitje
Chairman

Nicolás Mariscal Servitje
José Ignacio Pérez Lizaur
Daniel Javier Servitje Montull
Edmundo Miguel Vallejo Venegas

Finance and Planning Committee

José Ignacio Mariscal Torroella
Chairman

Jaime Chico Pardo
Javier De Pedro Espínola
Ricardo Guajardo Touché
Luis Jorba Servitje
Daniel Javier Servitje Montull
Nicolás Mariscal Servitje
Rogelio M. Rebolledo Rojas

Steering Committee

Daniel Javier Servitje Montull
Chairman of the Board and Chief
Executive Officer, Grupo Bimbo

Javier Augusto González Franco
Executive VP

Rafael Pamias Romero
Executive VP

Gabino Miguel Gómez Carbajal
Executive VP

Diego Gaxiola Cuevas
Global VP, Administration and Finance

Juan Muldoon Barrena
Global VP, People

Raúl Ignacio Obregón Servitje
Global VP, Transformation

Alfred Penny
President, BBU

Miguel Ángel Espinoza Ramírez
President, Bimbo Mexico

The most senior executive acknowledging responsibility for the statement of use is the Chairman of the Board of Directors of Grupo Bimbo. His level of involvement ensures communication at all corporate levels, ranging from the Board of Directors to the Grupo Bimbo operation.

Grupo Bimbo annually holds the Ordinary Shareholders' Meeting, which is previously convened by mass media in order for them to participate in it and vote their shares according to the Meeting's agenda.

Committee members are actively involved in announcing the results of the materiality assessment and the specific specialized group requirements.

Grupo Bimbo, as a public company, is obligated to comply with the Mexican laws and authorities such as BMV (Mexican Stock Exchange), INDEVAL (Central Securities Depository for the Mexican Securities Commission) and CNBV (National Banking and Stock Commission), it's regulated by the Ley del Mercado de Valores (Securities Market Law) and the Ley General de Sociedades Mercantiles (General Law of Mercantile Companies). The processes for the appointment and selection of the highest governance body and its committees are regulated in said laws and reflected in the corporate bylaws of Grupo Bimbo.

The Board of Directors is an elected group of men and women of different nationalities, including independent outside directors.

* Please visit www.grupobimbo.com for more detailed information on our corporate governance practices, Board Members, and Executive Committee Members and the responsibilities of each Board Committee.

EXPERIENCE AND COMMITMENTS FROM ALL MEMBERS OF THE HIGHEST GOVERNANCE BODY AND ITS COMMITTEES

(GRI 102-14, 102-18)

The Board and Committees' members have a vast experience in different branches and sectors. They have participated in other companies' governance bodies and have many years of professional experience.

Daniel Javier Servitje Montull

Level: Executive
Independence: No
Gender: Male
Seniority: 27 years

Significant positions and commitments, and the nature of the commitments: Member of the Board of Directors of Grupo Financiero Banamex, S.A. de C.V.; Coca-Cola Femsa, S.A.B de C.V.; Instituto Mexicano para la Competitividad, A.C.; The Global Consumer Goods Forum; Latin America Conservation Council (The Nature Conservancy); and Aura Solar.

Andrés Obregón Servitje

Level: Non-Executive
Independence: No
Gender: Male
Seniority: Two years

Significant positions and commitments, and the nature of the commitments: Managing Partner of a wealth and investment advisory services firm. Over the past 15 years, he has been actively involved in private equity investments in various sectors such as education, food, financial services, logistics, and manufacturing.

He sits on the Board of Directors of several companies, including lime producer Grupo Calidra; the Dentalia dental clinic network; and the ALLVP Venture Capital Fund Investment Committee. He has a degree in Industrial Engineering from Universidad Iberoamericana and an MBA from Stanford University.

Arturo Manuel Fernández Pérez

Level: Non-Executive
Independence: Yes
Gender: Male
Seniority: 15 years

Significant positions and commitments, and the nature of the commitments: Dean of Instituto Tecnológico Autónomo de México (ITAM), and member of the Board of Directors of Industrias Peñoles, S.A.B. de C.V.; Grupo Nacional Provincial, S.A.B. de C.V.; Grupo Palacio de Hierro, S.A.B. de C.V.; Valores Mexicanos, Casa de Bolsa, S.A.B. de C.V.; Grupo Financiero BBVA Bancomer, S.A. de C.V.; Grupo Profuturo, S.A.B. de C.V.; and Fresnillo, PLC.

Edmundo Miguel Vallejo Venegas

Level: Non-Executive
Independence: Yes
Gender: Male
Seniority: Nine years

Significant positions and commitments, and the nature of the commitments: Business scholar, advisor, lecturer, author, social promoter, and former president and CEO of GE Latin America.

Estibalitz Laresgoiti Servitje

Level: Non-Executive
Independence: No
Gender: Female
Seniority: Three years

Significant positions and commitments, and the nature of the commitments: She studied medicine at Universidad Anáhuac, a Master's Degree in Immunology from the National Polytechnic Institute, a Master's Degree in Neuroscience from the Open University of Catalunya, and a Doctorate in Health Psychology from Walden University in Minneapolis, MN. In 2021, she will complete a Master of Health Science degree at the University of British Columbia in Canada. She has Clinical Immunology Practice at the ABC Medical Center. She is a Researcher and Professor of Immunology at the TEC de Monterrey School of Medicine and a Professor of Postgraduate Statistics at the UNAM. She is a member of the National System of Researchers at Mexico's Council Of Science and Technology (CONACYT).

José Ignacio Pérez Lizaur

Level: Non-Executive
Independence: Yes
Gender: Male
Seniority: Ten years

Significant positions and commitments, and the nature of the commitments: He has a degree in Economics from the National Autonomous University of Mexico and a Master's Degree in Development Studies from the University of East Anglia in Norwich, England. He has participated in refresher courses and seminars, most recently, Boards that Lead in 2017 at Wharton University and Exponential Innovation at Singularity University in 2018. He is the founder of Consultores Pérez Lizaur S.C. and Chairman of the Board of Directors of Omnigreen S.A. de C.V., a company engaged in the recycling of low-density plastic. He sits as an independent member on several Boards of Directors for companies such as Grupo Bimbo, where he serves on the Audit and Evaluation and Results Committees; Envases Universales, Nacional Monte de Piedad, where he serves as President of the Board of Trustees and sits on the Social Investment Committee. Until 2016, he served on the Board of Directors of Newell Brands in the USA (member of the Audit and Compensation Committees) and the Central American Bottling Corporation (CBC) in Central America and the Caribbean, where he chaired the Audit Committee.

Currently, he also allocates part of his time to participate in a myriad of projects in civil society. He was distinguished as a member of the Walmart Hall of Fame in recognition of Walmart International's broad expansion in the Americas, where he held various leadership positions both in Mexico and in the US and in other Latin American countries. He was a consultant for Wal-Mart in Brazil, China, and India.

Jaime Antonio El Koury

Level: Non-Executive
Independence: Yes
Gender: Male
Seniority: Four years

Significant positions and commitments, and the nature of the commitments: He was a Cleary Gottlieb Steen & Hamilton LLP partner from 1986 to 2014. He currently serves as Chief Legal Counsel of the Financial Oversight and Management Board for Puerto Rico (FOMBPR), an official body created by the U.S. Congress, and has served as an Alternate Director on the Board of Directors of Coca-Cola FEMSA, S.A.B. de C.V. since 2015. He received a J.D. degree from Yale Law School and an undergraduate degree in Economics from Yale University. He has been admitted to practice the law in Puerto Rico and the State of New York in the USA.

Jaime Chico Pardo

Level: Non-Executive

Independence: No

Gender: Male

Seniority: Seven years

Significant positions and commitments, and the nature of the commitments:

He has a degree in Industrial Engineering from Universidad Iberoamericana and an MBA from the University of Chicago. In 2011, he founded Enesa, a Private Investment Fund in the Energy and Health sectors. He served as Chairman of the Board of Directors of Telmex and IDEAL, and President and CEO of Telmex since 1995, after serving as President and CEO of Condumex, Euzkadi/General Tire de México, and Hershey's, and founding the Fimbursa Investment Bank. Before joining Grupo Carso, he worked in International Banking at Banamex and founded the IFI Investment Bank of Mexico in 1989. He currently sits on the Board of Directors of Grupo Bimbo and the Advisory Board of BDT Capital Partners. Mr. Chico-Pardo served on the Honeywell Intl. Board of Directors from 2000 to 2020, the AT&T Board from 2008 to 2015, and on the American Mutual Funds Board from 2011 to 2013. He has been a Member of the Board of Directors of the University of Chicago Booth since 2012 and is a member of the Advisory Council of the TEC de Monterrey.

Javier de Pedro Espínola

Level: Non-Executive

Independence: No

Gender: Male

Seniority: Ten years

Significant positions and commitments, and the nature of the commitments:

Member of the Board of Directors and CFAO of MXO Trade, S.A. de C.V.; member of the Board of Directors of Global Biotherapeutics, Grupo Colchones Restonic, S.A. de C.V., and Fundación José T. Mata.

Jorge Pedro Jaime Sendra Mata

Level: Non-Executive

Independence: No

Gender: Male

Seniority: Eight years

Significant positions and commitments, and the nature of the commitments:

Manager of JJ Textiles, S.A. and JRPVJ, Inc., and former member of the Board of Directors of DB Homes S.A. and JRPVJ, Inc.

José Ignacio Mariscal Torroella

Level: Non-Executive

Independence: No

Gender: Male

Seniority: 32 years

Significant positions and commitments, and the nature of the commitments:

He has a degree in Economics from the National Autonomous University of Mexico and currently serves as a member of the Board of Directors of Grupo Marhnos, Grupo Bimbo, Grupo Calidra, Afianzadora Aserta, Servicios de Energía Mexoil, Aura Solar, and Siete Colores Ideas Interactivas. He is Vice President of FinComún Financial Community Services.

He also serves as a Member of the Board of Directors of Uniapac International and the Uniapac Foundation, after serving as World President of Uniapac from 2006 to 2009, as the first Latin American appointed to this position. He is President of the Single Economy Committee of the Business Coordinating Council (CCE), Director of the CCE, an Executive Committee member of COPARMEX, where he is also a board member, and Vice President of International Affairs and Labor as this Employers' Union. He serves as a member of the Executive Commission of the USEM, Mexico's Social Entrepreneurship Union, and was President of the Mexican Institute of Christian Social Doctrine (IMDOSOC), where he currently sits on the Oversight Committee and is President of the León XIII Foundation.

Luis Jorba Servitje

Level: Non-Executive

Independence: No

Gender: Male

Seniority: 15 years

Significant positions and commitments, and the nature of the commitments:

Chief Executive Officer for Frialsa Frigoríficos, Chairman of the Board of Directors of Eform, S.A. de C.V., and the Texas Mexico Frozen Food Council, the International Association of Refrigerated Warehouses, the World Food Logistics Organization, and the World Group of Warehouses.

Mauricio Jorba Servitje

Level: Non-Executive

Independence: No

Gender: Male

Seniority: 24 years

Significant positions and commitments, and the nature of the commitments:

Member of the Boards of Directors of VIDAX and Promociones Monser, S.A. de C.V.

María Isabel Mata Torrallardona

Level: Non-Executive

Independence: No

Gender: Female

Seniority: 15 years

Significant positions and commitments, and the nature of the commitments:

Managing Director of Fundación José T. Mata, A.C. and member of the Board of Directors of Administración de Tepeyac, A.C.

María Luisa Jorda Castro

Level: Non-Executive

Independence: Yes

Gender: Female

Seniority: Five years

Significant positions and commitments, and the nature of the commitments:

Member of the Board of Directors of Orange Spain and the Orange Audit Committee. She is a member of the Board of Directors of Merlin Properties, Chair of the Remuneration Committee, and Member of the Audit Committee, which she chaired for four years. She is also a member of the Board of Directors of the Grupo BANKINTER Financial Institution, where she also chairs the Audit and Regulatory Compliance Committee and sits on the Risk Committee. María Luisa is a member of the Advisory Council of the Institute of Internal Auditors of Spain, where she chairs the Advisory Council and is a Professor in the Advisory Program of the ESADE School of Business.

She has sat on the Board and served as a member of the Audit and Control Committee of Tubos Reunidos, S.A., served on the Board of the European Finance Bank (Grupo Unicaja), and chaired the Audit Committee. She served as a member of the Board of Directors of Jazztel, where she chaired the Audit Committee for four years. She also served on the Governing Board and sat on the Audit Committee of ICA, the Institute of Directors, and Administrators. Mrs. Jorda Castro has held several executive positions during her 30-year career and served as a member of different management, investment, and audit committees.

Nicolás Mariscal Servitje

Level: Non-Executive

Independence: No

Gender: Male

Seniority: 13 years

Significant positions and commitments, and the nature of the commitments:

Managing Director of Marhnos and member of the Board of Directors of Educampo.

Ricardo Guajardo Touché

Level: Non-Executive

Independence: Yes

Gender: Male

Seniority: 18 years

Significant positions and commitments, and the nature of the commitments:

Member of the Boards of Directors of Grupo Financiero BBVA Bancomer, S.A. de C.V.; Grupo Fomento Económico Mexicano, S.A.B. de C.V.; Coca-Cola FEMSA, S.A.B. de C.V.; Grupo Aeroportuario del Sureste, S.A.B. de C.V.; and Vitro, S.A.B. de C.V., and Vice President of the Fund for Peace.

Rogelio M. Rebolledo Rojas

Level: Non-Executive

Independence: Yes

Gender: Male

Seniority: Three years

Significant positions and commitments, and the nature of the commitments:

He has a degree in Chemical Engineering from the UNAM and an MBA from the University of Iowa. He has been a member of the Grupo Bimbo Board of Directors since July 2008, after serving on the Boards of Directors of Kellogg, Clorox, Best Buy, and Applebee's in the United States, and Alfa and José Cuervo Internacional in Mexico. He held several key positions, such as CEO of Sabritas and Gamesa for PepsiCo, and President of Frito Lay Latin America and Asia Pacific, where he played a key role in the Company's growth and expansion in these regions. In 2000, he was appointed President of Frito Lay International, adding the Europe, Middle East, and South Africa operations to his responsibilities. Upon his retirement from Frito Lay International, after 27 years with the Group, in late 2004 and through mid-2007, he served as President and CEO of PBG Mexico and a member of its Board of Directors in the United States.