



CORPORATE governance

CORPORATE GOVERNANCE

Board of Directors

The Board of Directors and the Senior Management are responsible for the administration of the Company, performing the functions established by the Law of Commercial Companies (Ley General de Sociedades Mercantiles) and the Securities Market Law (Ley del Mercado de Valores), in accordance with our corporate Bylaws.

The company's CEO is also the Chairman of the Board of Directors. The Company has a Global Conflicts of Interest Policy that specifies the mechanisms to avoid and mitigate such conflicts. The Audit Committee is responsible for authorizing, rejecting or proposing appropriate measures to the Board of Directors regarding possible conflicts of interest of the CEO and those received from the Ethics Committee.

Appointment and selection

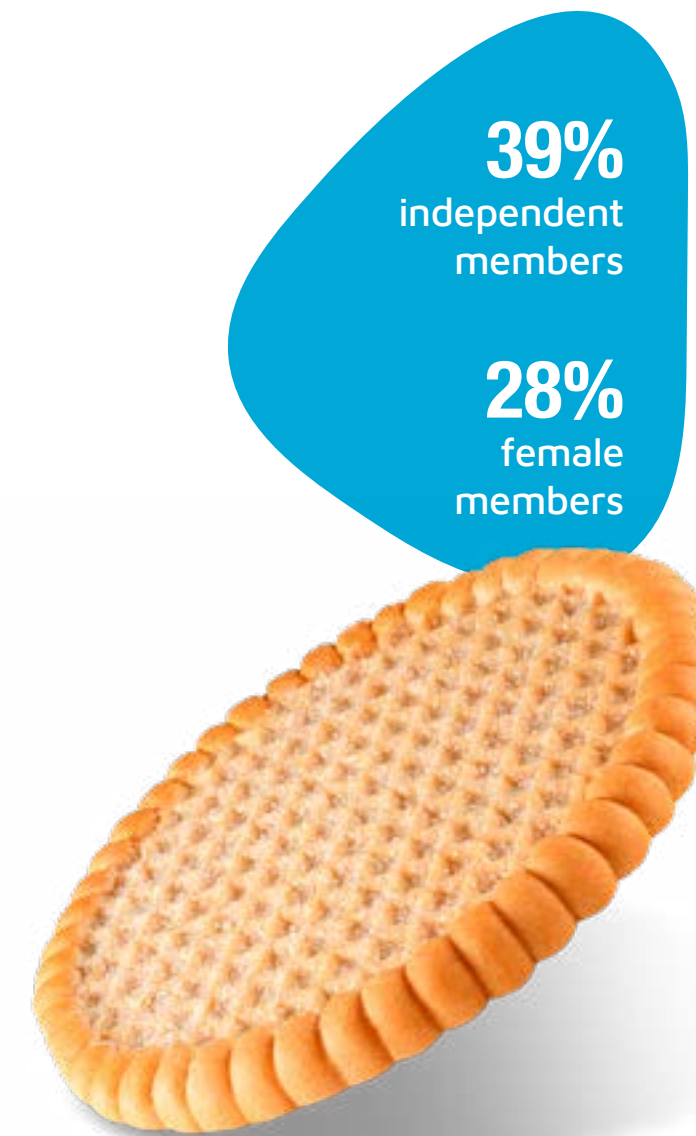
The members of the Board of Directors are elected, as a general rule, by the shareholders of the Company at the Annual Ordinary General Shareholders' Meeting. However, the Board of Directors may appoint provisional members in the event of resignation or failure to designate an alternate director.

The Board of Directors, appointed and ratified during the Annual and Extraordinary General Shareholders' Meeting, is comprised of 18 directors.

Functions

Its functions include establishing the guidelines and general strategy for conducting the business and overseeing compliance with the foregoing. It legally represents the Company and carries out the acts and operations in accordance with the Bylaws.

The Board of Directors participated in the 2022 materiality analysis. It reviews the financial and operating quarterly results of the Company and provides the corresponding approvals. Within the sustainability governance structure, it delegates the fulfillment of the objectives and goals within the strategy, the management of social, environmental and ethical impacts, and the preparation of reports on the performance of material topics.



CHAIRMAN OF THE BOARD

Daniel Javier Servitje Montull
Chairman of the Board

BOARD MEMBERS

Andrés Obregón Servitje
Arturo Manuel Fernández Pérez (I)
Daniel Javier Servitje Montull
Edmundo Miguel Vallejo Venegas (I)
Guillermo Lerdo de Tejada Servitje
Jaime Antonio El Koury (I)
Jaime Chico Pardo
Javier de Pedro Espínola
José Ignacio Pérez Lizaur (I)
Juana Francisca de Chantal Llano Cadavid (I)
Lorenzo Sendra Creixell
Luis Jorba Servitje
María del Pilar Mariscal Servitje
María Isabel Mata Torrallardona
María Luisa Jorda Castro (I)
Marina de Tavira Servitje
Mauricio Jorba Servitje
Rogelio Miguel Rebolledo Rojas (I)

SECRETARY*

Luis Miguel Briola Clement
Secretary
Norma Isaura Castañeda Méndez
Alternate Secretary

(I): Independent Board Member.
*The Secretary and Alternate Secretary are not members of the Board of Directors.

INTERMEDIATE ADMINISTRATIVE BODIES

Committees

For the performance of its functions, the Board of Directors has the support of the following intermediate bodies responsible for assisting the Board of Directors in managing the Company:

- **Audit and Corporate Practices Committee**
- **Evaluation, Compensation and Nominations Committee**
- **Finance and Planning Committee**

Audit and Corporate Practices Committee*

CHAIRMAN

Edmundo Miguel Vallejo Venegas

MEMBERS

Arturo Manuel Fernández Pérez
Juana Francisca de Chantal Llano Cadavid
María Luisa Jorda Castro
Jaime A. El Koury

100% of the members of this committee are independent.

Evaluation, Compensation and Nominations Committee

CHAIRMAN

Luis Jorba Servitje

MEMBERS

Javier de Pedro Espínola
José Ignacio Pérez Lizaur
Edmundo Miguel Vallejo Venegas
María Luisa Jorda Castro

Finance and Planning Committee

CHAIRMAN

Rogelio Miguel Rebolledo Rojas

MEMBERS

Jaime Chico Pardo
Javier De Pedro Espínola
Luis Jorba Servitje
Daniel Javier Servitje Montull
José Ignacio Pérez Lizaur
Andrés Obregón Servitje
María del Pilar Mariscal Servitje

Steering Committee

Daniel Javier Servitje Montull
Chairman of the Board and CEO, Grupo Bimbo

Diego Gaxiola Cuevas
CFO, Grupo Bimbo

Rafael Pamias Romero
COO, Grupo Bimbo

Juan Muldoon Barrena
Chief People Officer, Grupo Bimbo

Raúl Ignacio Obregón Servitje
Chief Information and Transformation Officer, Grupo Bimbo

Mark Bendix
Executive VP, Grupo Bimbo

Fernando Lerdo de Tejada Servitje
Executive VP, Grupo Bimbo

Alejandro Rodríguez Bas
President, Barcel

Tony Gavin
President, Bimbo Bakeries USA

Miguel Ángel Espinoza Ramírez
President, Bimbo Mexico

To learn about the experience and commitments of the members of the highest governance body and its committees, see:

Board of Directors:

<https://www.grupobimbo.com/en/investors/governance/board-directors>

Committees

<https://www.grupobimbo.com/en/investors/governance/committees>



Daniel Javier Servitje Montull

Mr. Servitje Montull is a member of the Board of Directors of Grupo Financiero Banamex, S.A. de C.V., Coca-Cola Femsá, 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.

Mauricio Jorba Servitje

Mr. Jorba Servitje is a member of the Board of Directors of VIDAX and of Administración de Promociones Monser, S.A. of C.V.

María Luisa Jorda Castro

Mrs. Jorda Castro is a member of the Board of Merlin Properties, Chairman of the Appointments and Remuneration Committee and Member of the Audit Committee; member of the Board of the BANKINTER Group (Financial Entity), member of the Bank's Risk and Regulatory Compliance Committee, Chairman of the Audit Committee and Member of the Risk Committee; She is President of the Technical Advisory Committee of the Institute of Internal Auditors of Spain and a professor in the Directors Program at the ESADE Business School.

She has been a member of the Board and member of the Audit and Control Committee of Tubos Reunidos, S.A., a member of the Board of the European Finance Bank (Unicaja Group) and Chairman of its Audit Committee, and she was a member of the Jazztel Board and Chairman of the Audit Commission; She is a member of the Governing Board and a member of the Audit Committee of the Institute of Directors and Administrators (ICA).

Mrs. Jorda Castro has held various executive positions in her more than 30-year professional career, belonging to the different Management, Investment and Audit Committees, among which the following stand out: General Economic-Financial Director of the Deoleo Group, Director of Internal Audit and of Corporate Governance of Metrovacesa, General Director of Finance and Investments of the ONCE Business Corporation, as well as others in the Real Estate and Food sectors.

Arturo Manuel Fernández Pérez

Mr. Fernández Pérez is the Dean of the Instituto Tecnológico Autónomo de México (ITAM) and a 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. of C.V. and Fresnillo, plc.

Luis Jorba Servitje

Mr. Luis Jorba Servitje is CEO of Frialsa Frigoríficos, the largest cold chain logistics services company in Latin America, with a presence in Mexico and Peru

María Isabel Mata Torrallardona

Ms. Mata Torrallardona is the Chief Executive Officer of Fundación Jose T. Mata, A.C. and has professional experience at the Rufino Tamayo Museum and at the Lic. Luis López Morton Auction House

Javier de Pedro Espínola

Over the last 30 years, he has participated as a director and shareholder in various private companies in sectors such as the manufacture and sale of school supplies, mattresses, cushions, and the real estate sector. He additionally participates as a counselor in charitable institutions including Fundación José T Mata.



José Ignacio Pérez Lizaur

Mr. Pérez Lizaur is an independent member of the Grupo Bimbo Board (member of the Audit Committee and the Evaluation, Compensation and Nomination Committee).

Until 2016 he was a member of the Board of Newell Brands in the USA (member of the Audit Committee and the Compensation Committee) and of Central American Bottling Corporation (CBC) in Central America and the Caribbean (Chairman of the Audit Committee). He was also a member of the Board of Walmex.

He currently dedicates part of his time to various forms of participation in civil society.

Edmundo Miguel Vallejo Venegas

Mr. Vallejo Venegas is a business academic, counselor, lecturer, author, social promoter, and former President and CEO of GE Latin America.

Jaime Chico Pardo

Mr. Chico is a member of the Board of Grupo Bimbo and the Advisory Board of BDT Capital Partners. He previously served on the boards of Honeywell Intl., AT&T and American Funds Mutual Funds. He has also been a member of the University of Chicago Booth Council since 2012.

He previously served as chairman of the board of Telmex and IDEAL.

Jaime Antonio El Koury

Mr. Jaime A. El Koury is the Legal Director of the Junta de Supervisión y Administración Financiera of Puerto Rico, an official body created by the Congress of the United States of America. He holds the positions of Proprietary Director of Fomento Economico Mexicano, S.A.B. of C.V. and Alternate Director of the Board of Coca Cola FEMSA, S.A.B. of C.V. He was previously a partner at Cleary Gottlieb Steen & Hamilton LLP.

Rogelio M. Rebolledo Rojas

Mr. Rogelio M. Rebolledo Rojas is a member of the Board of Directors of Grupo Bimbo. He was previously a member of the Pepsi Bottling Group, Kellogg, Clorox, Best Buy and Applebee's Boards in the United States and Alfa and Jose Cuervo Internacional in Mexico. For 30 years he held various key positions at PepsiCo, eventually holding the position of CEO of Frito Lay International. Upon his retirement from Frito Lay International in 2000, he held the position of CEO and President of PBG in Mexico until 2004.



Andrés Obregón Servitje

Mr. Obregón Servitje is Managing Partner of a firm specializing in wealth and investment advice. Over the last 15 years he has been actively involved in private equity investments in various sectors such as education, food, financial services, logistics and manufacturing. Additionally, he participates in the Board of Directors of Grupo Bimbo.

Marina De Tavira Servitje

Marina de Tavira is a Mexican theatre, film and television actress. Mrs. de Tavira holds an acting degree from La Casa del Teatro, A.C. and a diploma in acting from the Núcleo de Estudios Teatrales, A.C.

She has been nominated by different associations of theatrical journalists in Mexico and to the award "Diosas de Plata" for her work in cinema.

Together with Enrique Singer, formed Incidente Teatro. Where they have produced "Tragaluz", "El Río", "Traición", "Crímenes del Corazón", "La Mujer Justa", "La Anarquista", and "Obseción".

Marina was nominated for an Oscar in 2019 for Best Supporting Actress for her portrayal of the role of "Sofía" in the multi-award-winning "Roma".

For this same role, Marina was awarded with an "Ariel" in the category of Best Female Co-Acting in the 2019 edition of the most important awards in Mexican cinema.

María del Pilar Mariscal Servitje

Mariscal Servitje has a long career in the business sector and organizations of the civil society. She currently holds the position of General Director of the León XIII Foundation, IAP.

Juana Francisca de Chantal Llano Cadavid

Mrs. Llano Cadavid is President of Suramericana, an insurance, trends and risk management company. She has a long history in said Company, holding different positions, and since 2020 she has served as President.

Guillermo Lerdo de Tejada Servitje

Mr. Guillermo Lerdo de Tejada Servitje is Managing Partner of a firm specialized in wealth and investment advisory. He has extensive professional experience in the government sector, having held various responsibilities at the executive and legislative levels in Mexico.

Lorenzo Sendra

Lorenzo Sendra held various positions within Bimbo Organization for more than 17 years in both the United States and South America. He has been President of Accesorios DESA for more than 8 years, a company specialized in Accessories and Spare Parts for Motorcycles, and to Motoacces and Fussen, motorcycles businesses of Suzuki and BMW.

Luis Miguel Briola Clément

Luis M. Briola is the General Counsel and Compliance Officer, and Secretary of the Board at Grupo Bimbo, S.A.B. de C.V.

Mr. Briola received an Attorney degree from the Escuela Libre de Derecho in Mexico City in 1994, a Diploma in Finance from Universidad Iberoamericana in Mexico City in 1995, and an LL.M. degree from Columbia University in New York City in 1997.

Before becoming an officer of Grupo Bimbo, he practiced law as a partner of Briola & Asociados, S.C. and as an associate of White & Case, S.C. in México City and as foreign associate of Cleary, Gottlieb, Steen & Hamilton, LLP. in New York City.

Norma I. Castañeda Méndez

Norma Castañeda, is the Global Intellectual Property Manager and the alternative Secretary of the Board at Grupo Bimbo, S.A.B. de C.V. ("Grupo Bimbo")



















Mrs. Castaneda holds a Law degree and a specialization certificate in Administrative Law from Universidad Panamericana and a Master of Laws from Duke University School of Law

Before joining Grupo Bimbo, she practiced law at Von Wobeser y Sierra, S.C. and as foreign associate at Cleary, Gottlieb, Steen & Hamilton, LLP and Skadden, Arps, Slate, Meagher & Flom LLP in New York City.



Collective knowledge and competencies of Board members on ESG issues

The members of the Board of Directors were consulted for the 2022 materiality analysis; they were given guidance on the importance of relevant issues for the business from the impact and financial perspective. In 2022, a training and communication session was also held on Grupo Bimbo's new sustainability strategy.

Grupo Bimbo Board Members Competency Matrix			Andrés Obregón	Arturo Fernández	Daniel Servitje	Edmundo Vallejo	Guillermo Lerdo de Tejada	Ignacio Pérez	Jaime Chico	Jaime El Koury	Javier De Pedro	Juana Llano	Lorenzo Sendra	Luis Jorba	Maria I. Mata	Marina de Tavira	Marisa Jorda	Mauricio Jorba	Pilar Mariscal	Rogelio Rebolledo
General Information																				
Gender	Men 72%	Women 28%	M	M	M	M	M	M	M	M	M	W	M	M	W	W	W	M	W	M
Nationality	 83%	Other 17%																		
Independence	yes 39%	no 61%	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	No	No	No	Yes	No	No	Yes
Age	60 years on average		47	69	64	65	38	71	73	69	59	43	49	64	57	49	59	74	53	78
Years on the Board	9 years on average		3	16	29	11	0	12	9	6	12	0	0	16	17	1	7	25	1	5

Competency Matrix **Names of Board Members**

Grupo Bimbo Committees (C: Chairman)

Audit and Corporate Practices	•Arturo Fernández	•Edmundo Vallejo (C)	•Jaime El Koury	•Juana Llano	•Marisa Jorda			
Evaluation, Compensation and Nominations	•Edmundo Vallejo	•Ignacio Pérez	•Javier de Pedro	•Luis Jorba (C)	•Marisa Jorda			
Finance and Planning	•Andrés Obregón	•Daniel Servitje	•Ignacio Pérez	•Jaime Chico	•Javier de Pedro	•Luis Jorba	•Pilar Mariscal	•Rogelio Rebolledo (C)

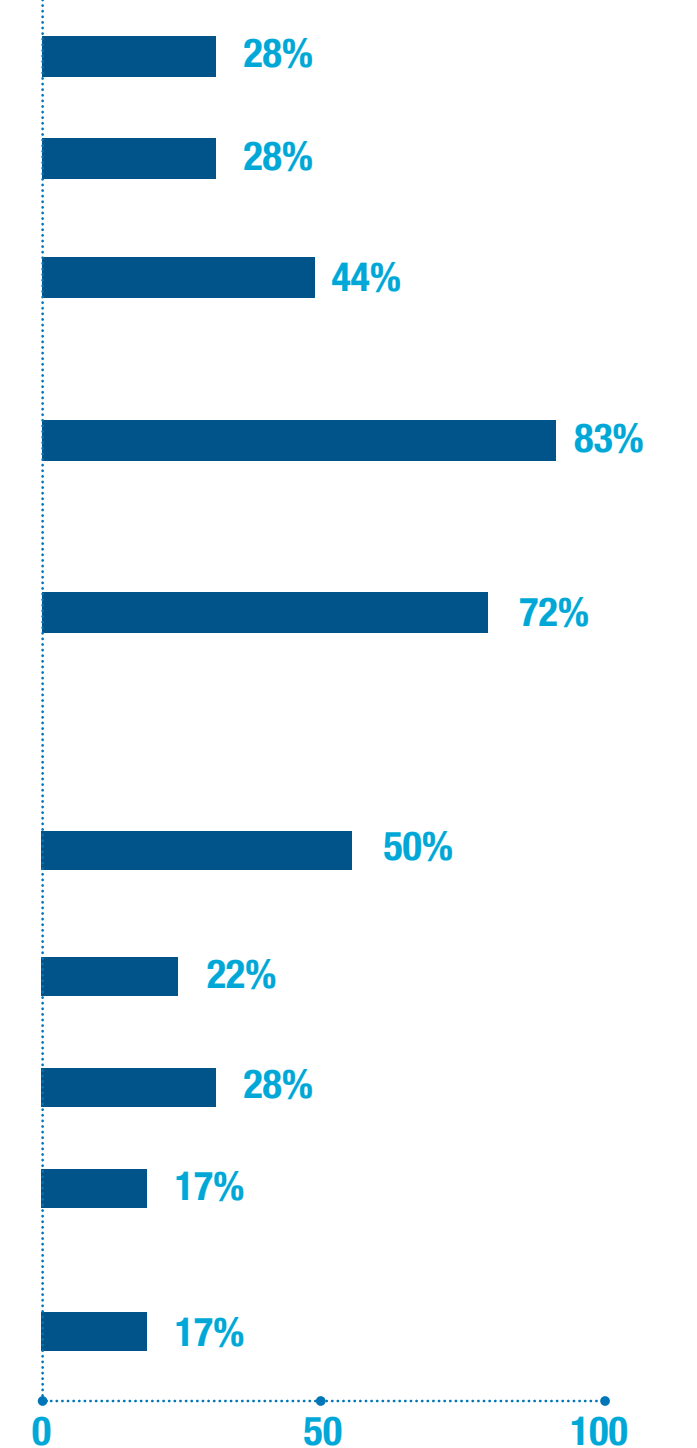
Other Boards

Experience in other Boards	•Andrés Obregón •Juana Llano	•Arturo Fernández •Javier de Pedro	•Daniel Servitje •Luis Jorba	•Edmundo Vallejo •Marisa Jorda	•Guillermo Lerdo de Tejada	•Ignacio Pérez •Pilar Mariscal	•Jaime Chico •Rogelio Rebolledo	•Jaime El Koury •Lorenzo Sendra
Seats currently held on other Boards	•Andrés Obregón •Javier de Pedro	•Arturo Fernández •Luis Jorba	•Daniel Servitje •Marisa Jorda	•Edmundo Vallejo •Pilar Mariscal	•Ignacio Pérez •Lorenzo Sendra	•Guillermo Lerdo de Tejada	•Jaime Chico	•Jaime El Koury

Management Experience

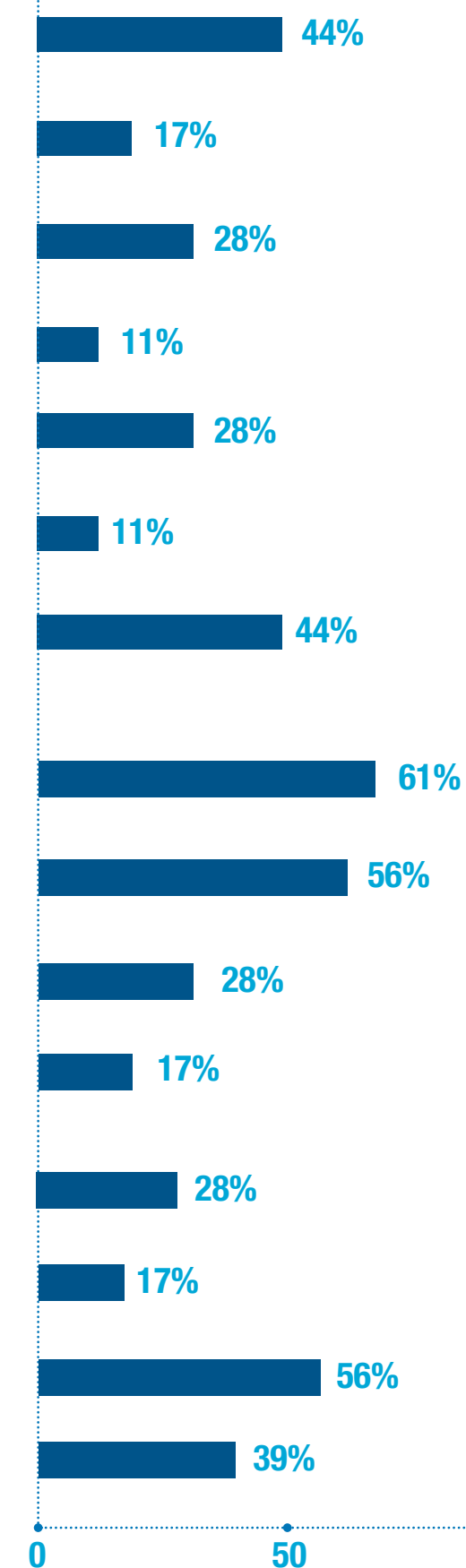
C-suite Business Management in a global company / Corporate	•Daniel Servitje •Mauricio Jorba	•Edmundo Vallejo •Rogelio Rebolledo	•Ignacio Pérez	•Jaime Chico	•Juana Llano	•Luis Jorba	•Marisa Jorda
C-suite Business Management in a venture	•Andrés Obregón	•Ignacio Pérez	•Javier de Pedro	•Lorenzo Sendra			
Managing director in a global company / Corporate	•Ignacio Pérez	•Javier de Pedro	•Marisa Jorda	•Mauricio Jorba	•Lorenzo Sendra		
Managing Director in a venture	•Javier de Pedro	•Pilar Mariscal	•Lorenzo Sendra				
Senior positions in Government and Public Affairs	•Arturo Fernández	•Jaime El Koury	•Guillermo Lerdo de Tejada				

Collective Experience



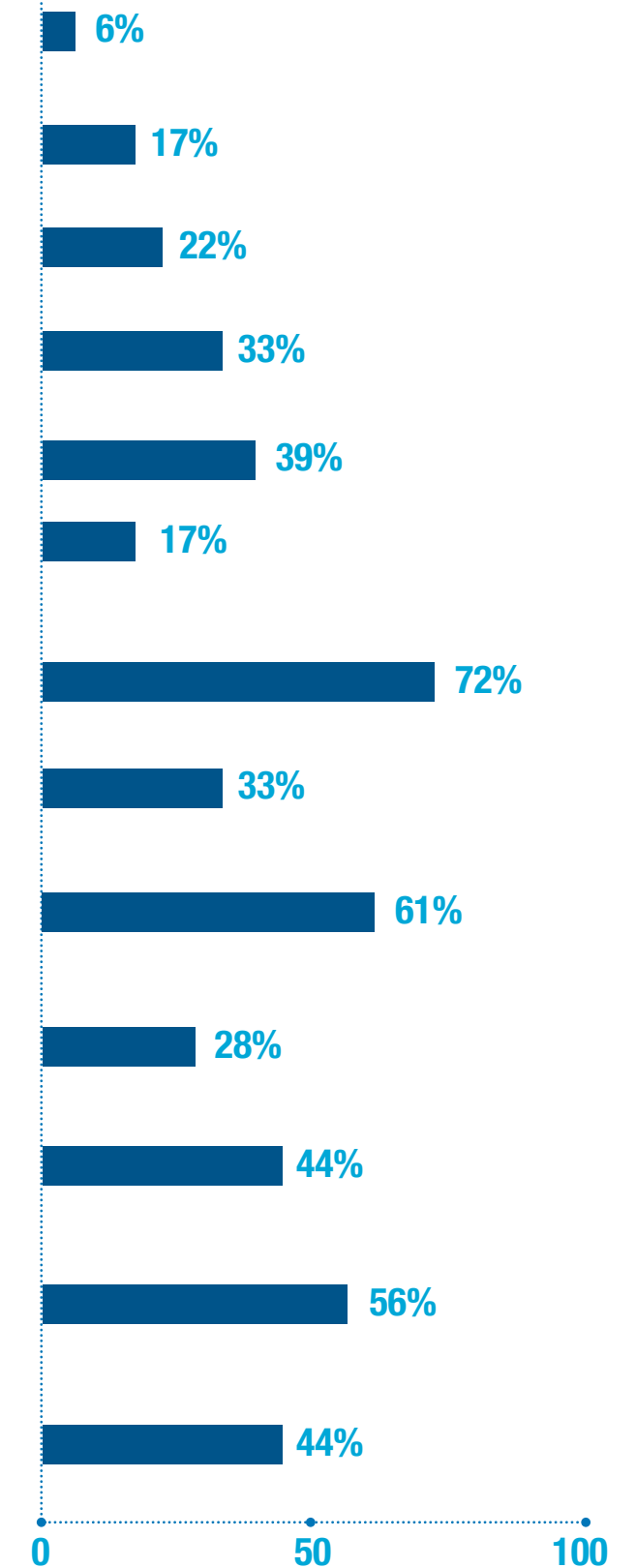
Industry Knowledge or Experience							
Food and Beverages	•Andrés Obregón •Lorenzo Sendra	•Daniel Servitje	•Javier de Pedro	•Luis Jorba	•Marisa Jorda	•Mauricio Jorba	•Rogelio Rebolledo
Technology / Digital	•Andrés Obregón	•Jaime Chico	•Marisa Jorda				
Banking and Finance	•Arturo Fernández	•Jaime Chico	•Javier de Pedro	•Marisa Jorda	•Juana Llano		
Energy	Arturo Fernández	•Jaime Chico					
Retail	•Andrés Obregón	•Arturo Fernández	•Ignacio Pérez	•Javier de Pedro	•Marisa Jorda		
Agroindustrial	•Luis Jorba	•Marisa Jorda					
Others	•Arturo Fernández •Pilar Mariscal	•Edmundo Vallejo	•Guillermo Lerdo de Tejada	•Juana Llano	•Javier de Pedro	•Marina de Tavira	•Marisa Jorda
International Experience							
North America	•Andrés Obregón •Marisa Jorda	•Daniel Servitje •Mauricio Jorba	•Edmundo Vallejo •Rogelio Rebolledo	•Ignacio Pérez •Lorenzo Sendra	•Jaime Chico	•Jaime El Koury	•Javier de Pedro
Central / South America	•Daniel Servitje •Pilar Mariscal	•Edmundo Vallejo •Rogelio Rebolledo	•Ignacio Pérez •Lorenzo Sendra	•Jaime Chico	•Jaime El Koury	•Juana Llano	•Marisa Jorda
Europe	•Daniel Servitje	•Jaime Chico	•Marisa Jorda	•Mauricio Jorba	•Rogelio Rebolledo		
Asia	•Daniel Servitje	•Ignacio Pérez	•Marisa Jorda				
Technical Skills or Experience							
Finance	•Andrés Obregón	•Jaime Chico	•Jaime El Koury	•Javier de Pedro	•Marisa Jorda		
Legal (legal / fiscal)	•Guillermo Lerdo de Tejada	•Jaime El Koury	•Marisa Jorda				
Strategic Planning	•Daniel Servitje •Mauricio Jorba	•Guillermo Lerdo de Tejada	•Jaime Chico •Rogelio Rebolledo	•Javier de Pedro •Lorenzo Sendra	•Juana Llano	•Luis Jorba	•Marisa Jorda
Brand Development / Marketing and Sales	•Daniel Servitje	•Edmundo Vallejo	•Ignacio Pérez	•Javier de Pedro	•Juana Llano	•Rogelio Rebolledo	•Lorenzo Sendra

Collective Experience



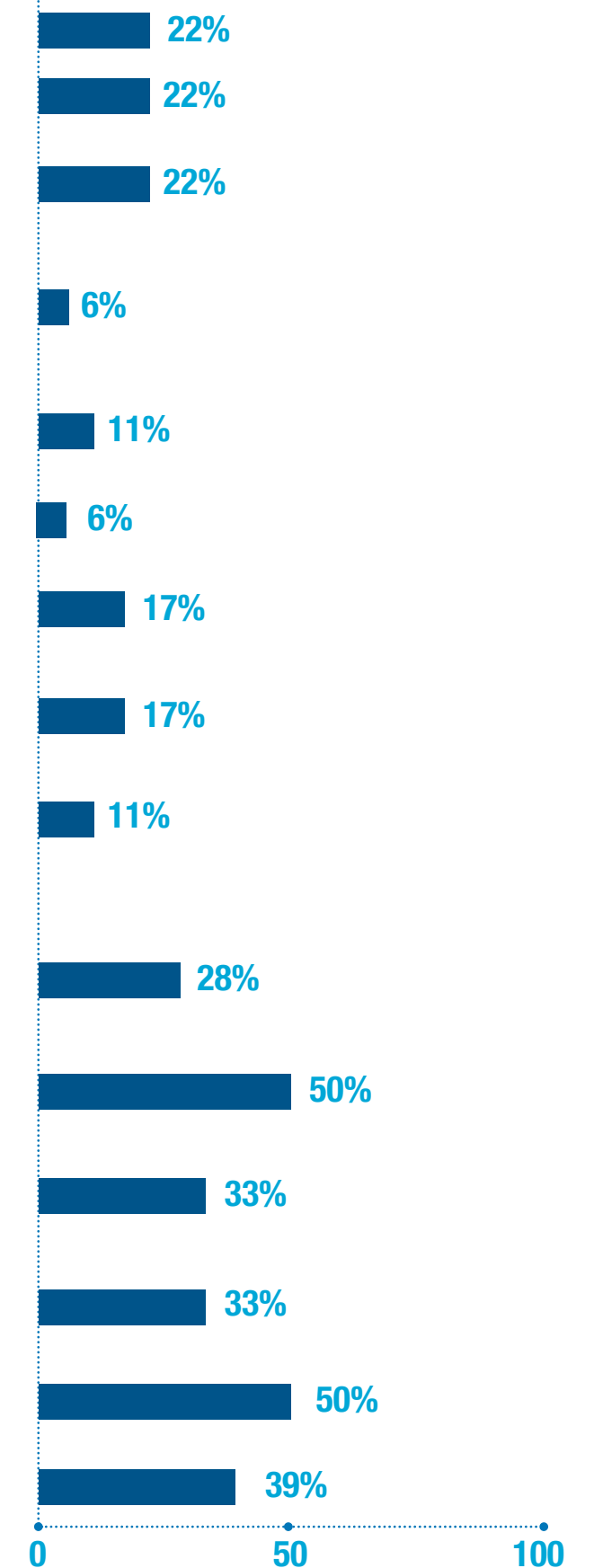
Technical Skills or Experience							
Information Technologies and Cybersecurity	•Marisa Jorda						
Audit, Risk Management and/or Internal Control	•Javier de Pedro	•Juana Llano	•Marisa Jorda				
Human Resources and/or Compensation	•Ignacio Pérez	•Javier de Pedro	•Luis Jorba	•Marisa Jorda			
Industrial, Operations, Logistics and/or Manufacturing	•Ignacio Pérez	•Jaime Chico	•Javier de Pedro	•Luis Jorba	•Mauricio Jorba	•Rogelio Rebolledo	
Corporate Operations (Mergers and Acquisitions)	•Andrés Obregón	•Guillermo Lerdo de Tejada	•Jaime Chico	•Jaime El Koury	•Javier de Pedro	•Luis Jorba	•Marisa Jorda
Others	•Arturo Fernández	•Edmundo Vallejo	•Marina de Tavira				
Corporate Governance							
Development of Strategies, Plans and Policies	•Daniel Servitje •Juana Llano	•Edmundo Vallejo •Luis Jorba	•Guillermo Lerdo de Tejada	•Ignacio Pérez •Marisa Jorda	•Jaime Chico •Mauricio Jorba	•Jaime El Koury •Rogelio Rebolledo	•Javier de Pedro •Lorenzo Sendra
Development of Codes of Ethics and Standards of Conduct	•Guillermo Lerdo de Tejada	•Ignacio Pérez	•Jaime El Koury	•Javier de Pedro	•Marina de Tavira	•Marisa Jorda	
Supervision of Senior Management in the fulfillment of their duties	•Arturo Fernández •Marisa Jorda	•Daniel Servitje •Mauricio Jorba	•Edmundo Vallejo •Rogelio Rebolledo	•Ignacio Pérez •Lorenzo Sendra	•Jaime Chico	•Jaime El Koury	•Javier de Pedro
Experience in Organizational Culture and Talent Issues	•Daniel Servitje	•Edmundo Vallejo	•Ignacio Pérez	•Jaime El Koury	•Marina de Tavira		
Experience in the Control and Management of Corporate Governance Risks	•Arturo Fernández •Rogelio Rebolledo	•Guillermo Lerdo de Tejada	•Ignacio Pérez	•Jaime Chico	•Jaime El Koury	•Javier de Pedro	•Marisa Jorda
Monitoring and Periodic Review of Results	•Arturo Fernández •Mauricio Jorba	•Daniel Servitje •Rogelio Rebolledo	•Ignacio Pérez •Lorenzo Sendra	•Jaime El Koury	•Javier de Pedro	•Luis Jorba	•Marisa Jorda
Experience in Companies that are Traded, Regulated and with Corporate Governance	•Arturo Fernández •Marisa Jorda	•Daniel Servitje	•Ignacio Pérez	•Jaime Chico	•Jaime El Koury	•Javier de Pedro	•Juana Llano

Collective Experience



Environmental / Sustainable							
Climate Change	•Arturo Fernández	•Daniel Servitje	•Juana Llano	•Marisa Jorda			
Renewable energy	•Arturo Fernández	•Daniel Servitje	•Jaime Chico	•Luis Jorba			
Agricultural / Food Safety	•Daniel Servitje	•Ignacio Pérez	•Luis Jorba	•Rogelio Rebolledo			
Circular Economy, Waste Reduction, Sustainable Packaging	•Ignacio Pérez						
Water Consumption Reduction	•Arturo Fernández	•Luis Jorba					
Biodiversity	•Daniel Servitje						
Sustainable Sourcing of Raw Materials	•Ignacio Pérez	•Javier de Pedro	•Rogelio Rebolledo				
International Standards (e.g., GRI, environmental)	•Arturo Fernández	•Marisa Jorda	•Rogelio Rebolledo				
Nutritional Standards and Policies	•Jaime Chico	•Rogelio Rebolledo					
Social							
Human Rights and Labor Standards	•Guillermo Lerdo de Tejada	•Javier de Pedro	•Luis Jorba	•Marina de Tavira	•Mauricio Jorba		
Diversity, Equity and Belonging	•Arturo Fernández •Pilar Mariscal	•Ignacio Pérez •Rogelio Rebolledo	•Jaime Chico	•Javier de Pedro	•Juana Llano	•Marina de Tavira	•Marisa Jorda
Social Impact or Volunteer Projects	•Edmundo Vallejo	•Guillermo Lerdo de Tejada	•Ignacio Pérez	•Jaime Chico	•Juana Llano	•Marina de Tavira	
Safety and Wellness in the Workplace	•Arturo Fernández	•Daniel Servitje	•Javier de Pedro	•Marina de Tavira	•Marisa Jorda	•Rogelio Rebolledo	
Talent Management	•Daniel Servitje •Mauricio Jorba	•Edmundo Vallejo •Rogelio Rebolledo	•Ignacio Pérez	•Javier de Pedro	•Juana Llano	•Luis Jorba	•Marisa Jorda
Compensation	•Daniel Servitje	•Ignacio Pérez	•Javier de Pedro	•Luis Jorba	•Marisa Jorda	•Mauricio Jorba	•Rogelio Rebolledo

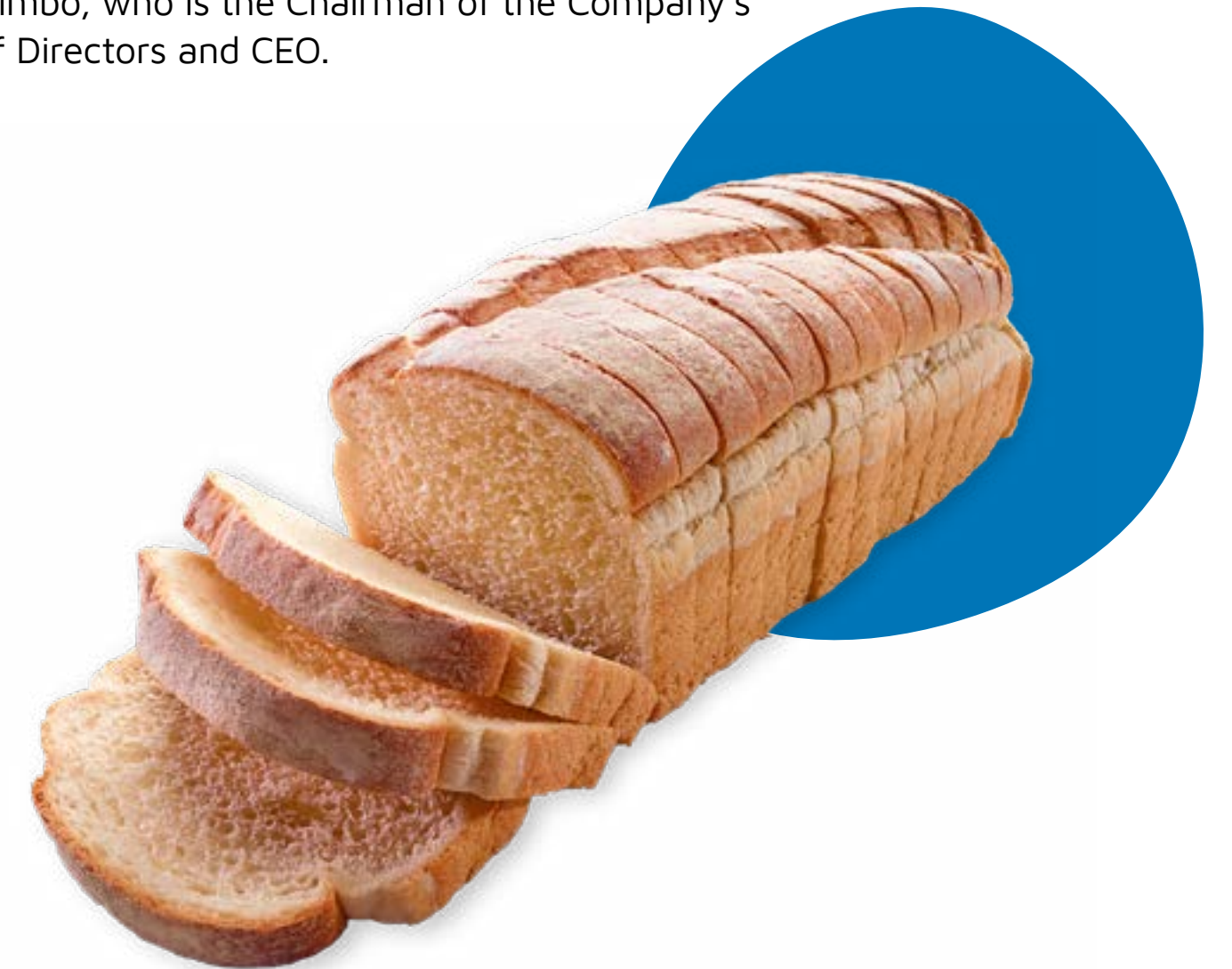
Collective Experience





Sustainable development goals commitment

Every year we reaffirm Grupo Bimbo's commitment to the Ten Principles of the United Nations Global Compact through The Communication on Progress on the Global Compact, which reports on progress in social, environmental and good governance matters, as well as the efforts to integrate sustainability into the commercial, cultural and operational strategy, thus contributing to the Sustainable Development Goals. This letter is signed by the highest executive of Grupo Bimbo, who is the Chairman of the Company's Board of Directors and CEO.



SUSTAINABILITY GOVERNANCE AT GRUPO BIMBO

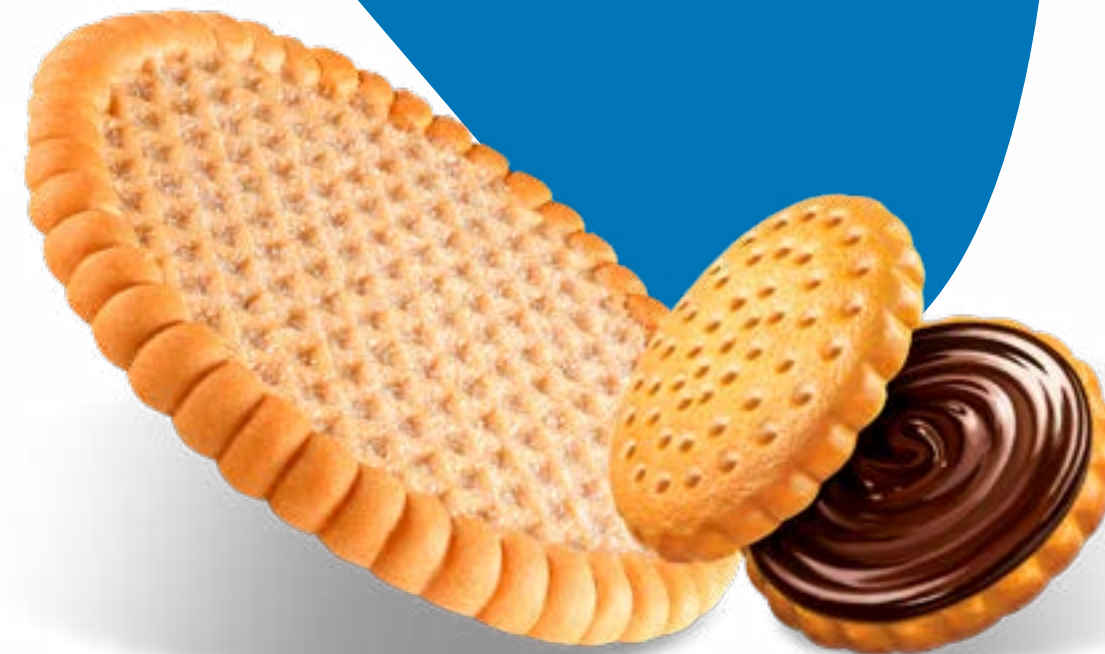
At Grupo Bimbo, we seek to maximize the positive impact through our sustainability strategy, which is managed through a solid governance structure that provides transparency and accountability regarding the progress of our goals and objectives to the different governing bodies and Company stakeholders.

The sustainability governance structure at Grupo Bimbo has the following objectives:

- Ensure the achievement of the objectives established within the sustainability strategy.
- Identify and manage the company's actual and potential positive and negative impacts on the economy, the environment and people.
- Monitor performance and track progress (performance evaluations linked to environmental goals).
- Ensure that strategic and tactical decisions are aligned with the sustainability goals.
- Provide clarity and transparency regarding sustainability in Grupo Bimbo to the Company's priority stakeholders.

Global Governance

The global sustainability team is led by the CSO (Chief Sustainability Officer), who is responsible for applying and managing sustainability across all our operations.



Coordination mechanisms, meetings and working groups:

Executive Sustainability Committee

Reports the company's sustainability performance to the CEO, the Global Steering Committee, and the Grupo Bimbo business units. The Executive Sustainability Committee met quarterly in 2022 to review relevant issues related to the organizations.

Global Sustainability Committee

Comprised of the global initiative leaders and global sustainability team. It meets quarterly to evaluate progress made in each initiative, strategic project, synergy, action plan, and specific need.

Global Working Groups (Baked For You, Baked For Nature and Baked For Life)

Specialized groups for each initiative to share knowledge and solve problems that help advance their implementation and achieve their goals.

One-on-One Sessions (Organization Leaders / Global Initiative Leader):

Sessions of the Global Sustainability team with the leaders of the initiative and the Organization for the alignment of ambitions, objectives and goals, as well as technical support and accompaniment.

External Advisory Council

Sessions with external experts to receive advice on sustainability issues that could affect achieving strategic goals.

Local Governance

Each business unit is led by a Sustainability Leader who coordinates a regional Sustainability committee comprised of thematic leaders by initiative; together, they are responsible for implementing and managing the strategy throughout their region.



Grupo Bimbo has internal Handbooks on the initiatives, which specify the process to manage each initiative, and with this, to support the business units in their implementation. These documents include: **Goals for 2022, 2025 and 2030, main lines of action, general guidelines, coordination mechanisms and definitions.**

The regional committees are responsible for submitting periodic reports to the Global Sustainability Team, as follows:

- Provide a detailed summary of regional results compared to the objectives.
- Identify regions behind or ahead of schedule in meeting their goals, including reasons and the action plan to achieve the established progress indicators.
- Identify specific regional challenges and risks.
- Present additional projects to the sustainability strategy to disseminate practical cases and success stories with other regions.
- The additional human or financial resources required to meet the goals.



ETHICAL CULTURE

For the sixth consecutive year, **the Ethisphere Institute** named Grupo Bimbo **one of the World's Most Ethical Companies**, a distinction for companies that demonstrate exceptional leadership and a commitment to business integrity through ethics, compliance, sustainability and governance best practices.

Policies and Code of Ethics

Our commitments and policies for responsible business conduct establish the general guidelines for adherence to integrity, corporate ethics and due diligence. The general functional policies are found on the Company's internal page. All associates sign indicating their understanding and commitment to comply with said policies.

At Grupo Bimbo, we incorporate the principles of responsible business conduct in all our activities through our Global Regulatory Scheme Policy. The policy establishes that the "policy owners" are primarily responsible for the content, updating and presentation to the Board of Directors. They oversee, monitor and advise on fulfilling our acquired commitments.

The Global Speak UP Policy establishes the guidelines and mechanisms so that all our associates and suppliers can report any breach of our Code of Ethics and Policies related to integrity.

Code of Ethics

Since its inception, Grupo Bimbo has worked under the principle of its Golden Rule. We reinforce this principle through our commitment to respect, promote and experience respect for the human rights of our associates, stakeholders, people in our value chain and communities in which we operate in accordance with the company culture.

We align ourselves with the laws applicable in each country, International Law and other global instruments such as International Human Rights Law, Agreements of the International Labor Organization, the Global Compact and the Sustainable Development Goals. Our code provides informa-

tion on the criteria of conduct and a guide for action on the related issues that must be followed in cases of non-compliance.

Each year, it is sent to all members of the Board of Directors, managers and associates, as well as complementary information, training and awareness through permanent communication campaigns in our internal communication channels.



Global Integrity Policy

Establishes general guidelines and parameters to ensure that our company, its associates, and representatives understand and comply with local and international anti-corruption laws and are guided by correct conduct when doing business and in all relationships that may arise from it, as well as in its social and commercial environment of engagement.

Global Human Rights Policy

Defines the general guidelines on respect for the human rights of our associates, stakeholders, people in our value chain and the communities in which we operate. This policy promotes inclusion and diversity, ensuring healthy and safe work environments and decent working conditions extending to the value chain and stakeholders.

Global Conflict of Interest Policy

The Company has a global policy that establishes the guidelines for managing and reporting conflicts of interest, reinforcing the environment of trust and integrity within Grupo Bimbo, S.A.B. de C.V., its subsidiaries and affiliates.

Grupo Bimbo carries out commercial operations with some associated or affiliated companies, including operations related to raw materials, office supplies and uniforms for its associates. These operations are subject to approval, on a case-by-case basis, by the Board of Directors, except for (i) those that, due to their amount, are immaterial, (ii) are part of the ordinary course of business or (iii) are considered to be made at market prices.

Operations conducted with related parties must be analyzed by the Audit and Corporate Practices Committee before any recommendation for approval by the Board of Directors, except for distributions of less than 5% of the consolidated assets of Grupo Bimbo. The company plans to continue conducting operations with its associates and affiliates. Operations with related companies for the last three years have been conducted in market terms; therefore, the terms are no less favorable than those that could be obtained in a comparable operation with an unrelated company.

Global Policy on Commercial Practices

Establishes the criteria related to the commercial practices and relations of Grupo Bimbo associates to ensure strict compliance with the legal provisions related to free competition in all the markets in which we participate. The policy applies to all associates of the Organizations, affiliates and subsidiaries of Grupo Bimbo in their different geographies and functions.

Global Personal Information Protection Policy

Regulates the legitimacy of processing personal information in Grupo Bimbo to guarantee privacy and avoid security breaches. Periodic privacy scans are conducted to determine the impact and likelihood of data security risk. Before processing personal information, we make the corresponding privacy notices available to associates, suppliers, customers and consumers. In 2022, no substantiated complaints regarding violations of customer privacy were received.



SPEAK UP

Grupo Bimbo has the **Speak Up** communication mechanism, a reliable channel to report any violation of our policies. Therefore, the communication program is based on respect for the person, ensuring compliance with our corporate philosophy.

This channel allows us to identify and respond to reports, providing solutions and remediation to the negative impacts derived from these complaints. Thanks to this mechanism, we detect and prevent risks associated with breaches of the code of ethics, sexual harassment, labor relations, safety and well-being, integrity and human rights to maintain a healthy working environment and ethical business relationships.

All our communication channels are confidential and free to the associate and supplier. Each report is investigated under the **Speak Up** policy and process, and we permanently run campaigns on this resource in all our work centers.

How does it work?

The report can be made through different communication channels and is channeled to the committee of the corresponding organization.

A specialist for investigation and resolution handles the case. In response, consequences and action plans are defined.*

In addition, for Grupo Bimbo associates, there is a **Comments** section in GB-On where they may consult:

- Speak Up Policy
- Code of Ethics
- Integrity Policy
- Diversity and Belonging Policy
- Policy for the Prevention of Harassment and Discrimination
- Procedure, manifest, communication channels and report flow.

In addition to *Speak Up*, the Regulatory Department has an email: compliance@grupobimbo.com, through which associates may report any breach of integrity in Grupo Bimbo.



1,289

reports received and addressed in 2022

1,163 closed reports	505 anonymous cases
126 open reports	784 cases with identity
400 founded reports	387 female
763 unfounded reports	676 male
126 reports in process	226 not specified

Conflict of interest	45
Gender	30
Discrimination	33
Integrity Policy	163
Labor Relations	828
Safety and wellness	79
Sexual harassment	49
Violation of the code of ethics	61
Suppliers	1

*The associate and/or supplier can follow up on their report by calling the corresponding number in the country.

COMMUNICATION AND TRAINING IN ETHICS AND INTEGRITY

Over 80,000 associates (85% of our workforce) were informed of the organization's anti-corruption policies and procedures.

More than 25,000 associates received direct training on the integrity policy and internal processes, including management team members, administrators, supervisors, and executives.

Approximately 70,000 operational associates received communication and information from teams and functional departments about our integrity and behavior policies and procedures.

Our suppliers are aware of the Global Integrity Policy and the mandatory knowledge and compliance clause of the Code of Conduct for suppliers, established in the terms and conditions of purchase orders and contracts. Similarly, we continue with integrity training for suppliers classified as at risk in integrity and anti-corruption issues.

+85%

of associates were informed and trained on the Global Conflict of Interest Policy

+85%

of associates were informed and trained on the Global Integrity Policy



100% of the members of the highest governance body (18) were informed of the organization's anti-corruption policies and procedures. Additionally, the secretary of the Grupo Bimbo Board of Directors sends the Board members a questionnaire to keep them updated through the following integrity and anti-corruption documents:

- Code of Professional Ethics of the Mexican Stock Market Community
- Code of Best Corporate Practices
- Internal Regulations of the Mexican Stock Exchange
- Grupo Bimbo Code of Ethics
- Grupo Bimbo Global Integrity Policy

Training and awareness on integrity for associates and at-risk third parties is a priority. Therefore, we reinforce communication with associates each year through integrity capsules, which can be used at the beginning of meetings or work meetings.



25,853

associates were trained through the GB University platform on integrity issues

Training sessions by region

Mexico	14,281
North America	5,023
EAA	2,354
Latin America	4,195



Compliance Program

Regulatory and legal compliance is the basis for the ethical culture at Grupo Bimbo. The Global Legal and Regulatory Compliance Department promotes, regulates and standardizes the various aspects of the integrity and transparency model at Grupo Bimbo through the Regulatory Compliance Program, whose objective is to consolidate processes and activities in strict adherence to internal and external regulations, seeking the incorporation of global best practices and the continuous improvement of the processes under its responsibility.

We have an Ethics and Regulatory Compliance Committee responsible for ensuring the correct implementation and monitoring of the compliance program based on the Global Integrity Policy.

Grupo Bimbo has a Procedure for investigations of breaches in Regulatory Compliance with a global scope, applicable to all organizations and associates, whose objective is to establish the guidelines for conducting investigations, setting the steps to collect and evaluate information, assign responsibilities, investigate, remedy and follow up on reports of potential cases of regulatory non-compliance or public corruption.

In addition, Grupo Bimbo has a Global Procedure for Fraud Investigations and Determination of Corrective Actions, which establishes the mechanisms for planning, executing, reporting and defining corrective actions resulting from investigations of acts and suspicions of fraud.

COMMUNICATION ON POLICIES AND PROCEDURES

Critical concerns

The Global Corporate Affairs Department is responsible for monitoring the economic, political and social environment and analyzing the implications that this could have, both for the business and the reputation of the company.

There is a direct escalation procedure to the Steering Committee in which critical concerns are reported and actions proposed for decision-making that avoids or minimizes the identified risks' impact. In like manner, the Audit Committee is regularly informed about the incidents and/or crises reported by the Organizations in matters related to Crisis Management and Business Continuity.

In 2022,
67 critical concerns
were reported to
the company's
Steering Committee.

The nature of the critical concerns derives from regulatory issues, legislative processes, environment and political, social and economic situations that may impact the company's operation or reputation.

The Global Corporate Affairs Department has different tools to manage and mitigate the different associated risks:

Global Report of New Regulations

Report to monitor and communicate the outlook on regulatory and legislative matters in the different countries where we operate, assigning them a level of risk based on the established criteria.

Risk maps developed in each country

Mechanism that allows for continuous monitoring, analysis and coordination of actions to minimize or eliminate the impact of identified risks.

In 2017, the Canadian antitrust authorities launched an investigation into alleged collusion between various participants in the bakery industry (including Canada Bread, which Grupo Bimbo acquired in 2014) concerning price fixing since 2001. As of the date of this Annual Report, the investigation continues, and some people have admitted to having committed some irregular conduct. Neither Grupo Bimbo nor its subsidiaries have been charged for such conduct. Grupo Bimbo and Canada Bread are cooperating with Canadian authorities in the investigation. In addition, Grupo Bimbo was noti-

fied of two class action suits resulting from consolidating 12 lawsuits filed in the past against the parties related to that investigation by consumers or consumer associations. Grupo Bimbo cannot ensure that the outcome of this investigation or the class actions will not adversely affect its business, financial situation, operating results and prospects.

Regulatory Compliance

At Grupo Bimbo, we carry out studies to identify and measure risks in terms of integrity, prevention of money laundering and protection of personal information, considering factors of the environment and type of business, maturity of operations due to recent acquisitions, exposure to integrity risks and sales volumes. In 2022 we conducted studies in the United Kingdom, Argentina, Honduras and Peru, regions in which we could understand the strengths of the organizations, as well as the activities and processes that need to be reinforced to maintain a high degree of compliance in integrity. These analyses are added to the risk mitigation plans prepared in 2021 in Mexico, Venezuela, Ecuador, Brazil, India, China and Kazakhstan.

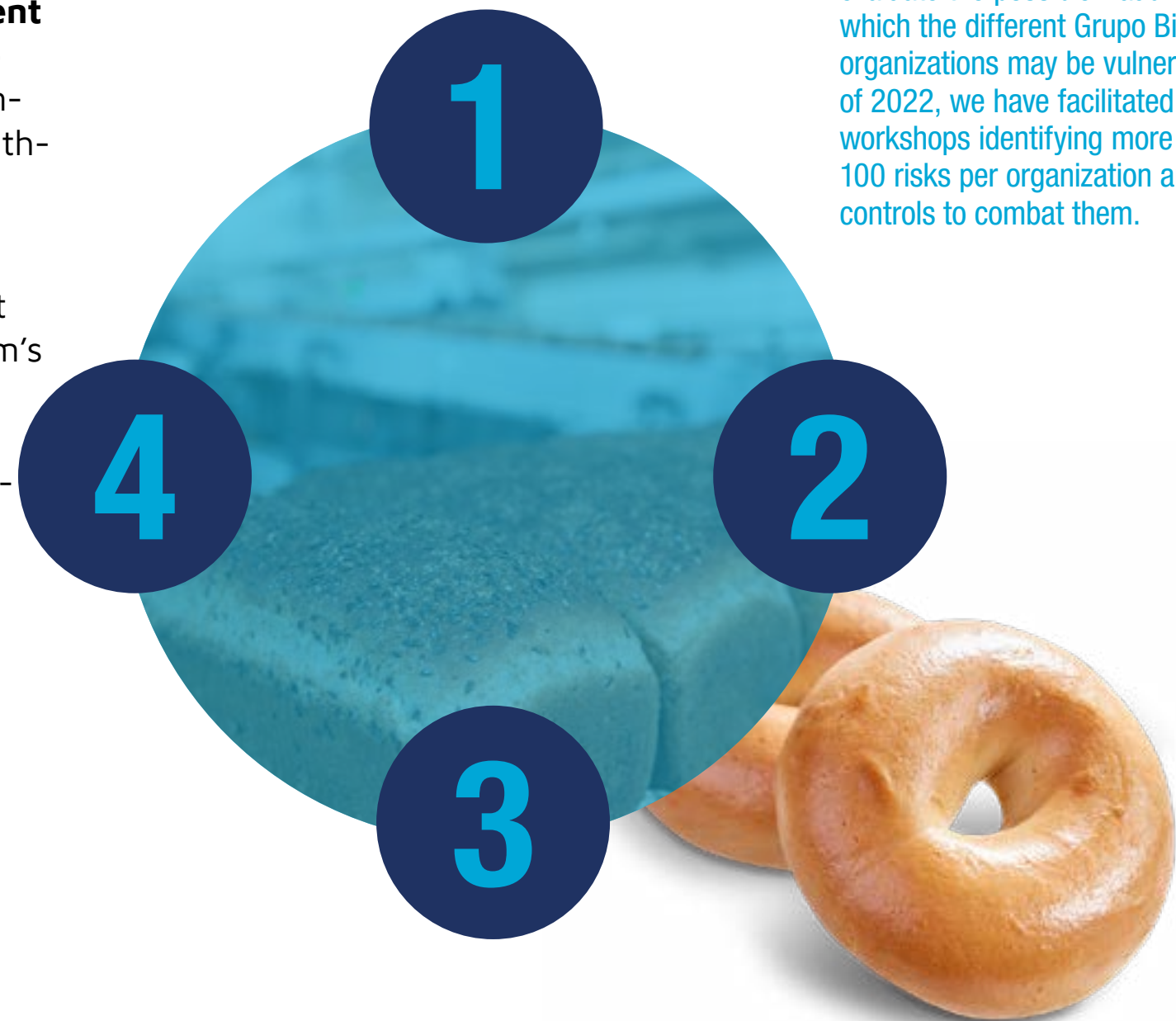
We promote continuous improvement through preventive processes in terms of integrity, relying on technological tools that allow us

to identify deviations from policy based on digital data internal and external to the company.

Our **Zero Tolerance policy** for integrity breaches has obtained outstanding results, as no reports include confirmed cases of public or private corruption to date.

We have a **Fraud Risk Management Program to manage and analyze risk and to prevent**, detect and investigate possible acts of fraud within Grupo Bimbo based on four essential pillars.

Currently, the Global Internal Audit Department facilitates the program's implementation and works closely with the Global Departments of Safety, People, Regulatory Compliance, Internal Controls and Comptrollership, who monitor its execution, updates and improvements every four months.



1.

Governance

The model includes creating, updating and monitoring a regulatory framework through the assignment of a responsible area and a policies and procedures committee.

2.

Risk Assessment

Multidisciplinary teams analyze and evaluate the possible fraud risks to which the different Grupo Bimbo organizations may be vulnerable. As of 2022, we have facilitated three workshops identifying more than 100 risks per organization and the controls to combat them.

3.

Prevention and Detection

Controls related to the Speak Up reporting channel, Recruitment and Selection, Segregation of Duties, Authorization and Training Matrices. In 2022, we integrated the training on the Global Policy for Fraud Risk Management into the training file of all Grupo Bimbo associates.

4.

Investigation

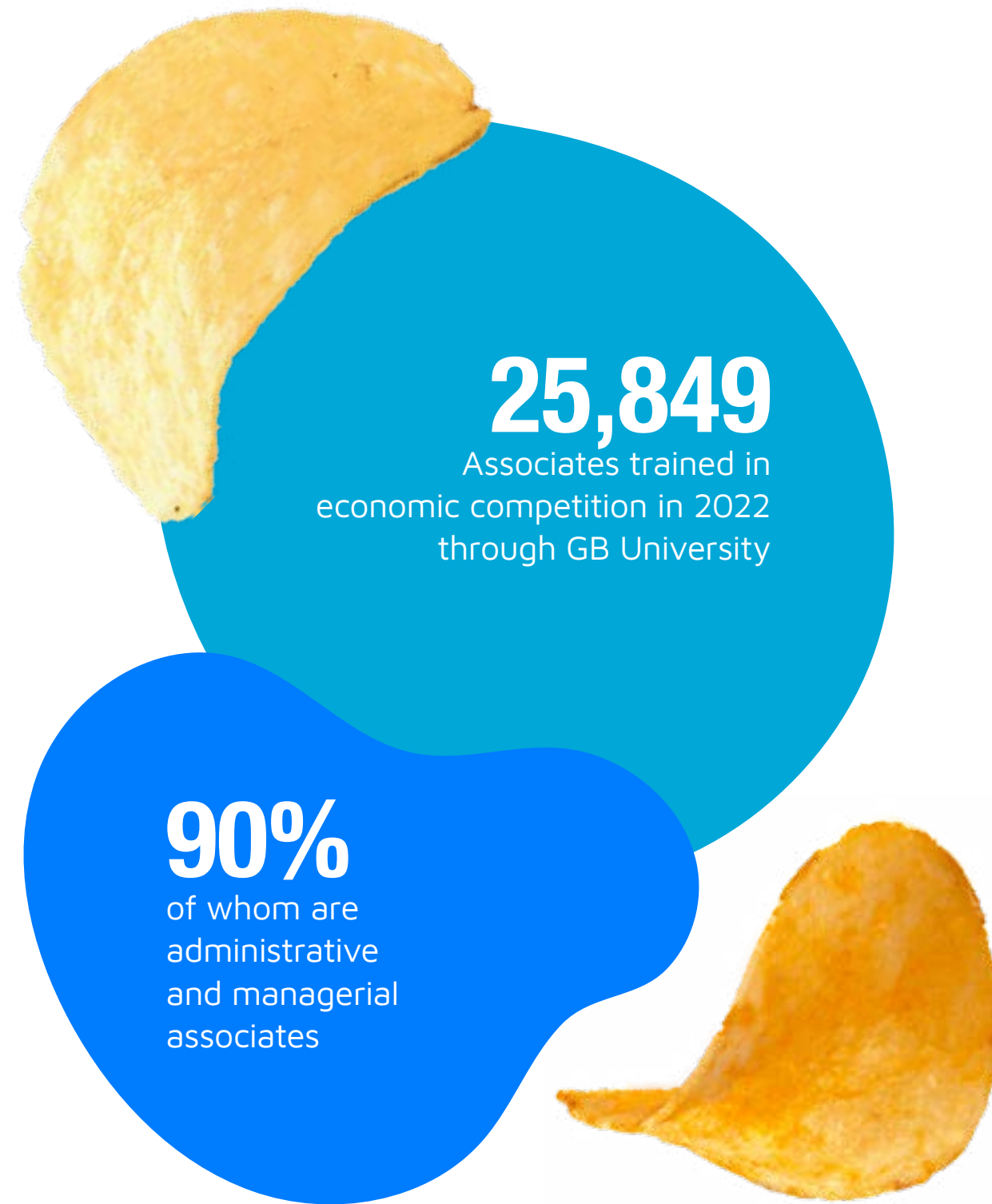
Fraud investigation procedure and determination of corrective actions reflecting best practices to investigate and resolve potential fraud involving Grupo Bimbo.

FAIRTRADE

Business Practices and Competitiveness

At Grupo Bimbo, we have developed mechanisms to establish actions and guidelines on fair business practices. Based on this, we have a Global Policy on Commercial Practices and Economic Competition to ensure our strict commitment and compliance with the legal provisions of free competition in all the markets where we operate.

This policy defines a purpose and scope for us and facilitates the definitions of absolute and relative monopolistic practices and the responsibilities assumed by the Company.



Public Politics

Grupo Bimbo does not contribute financial or in-kind financing to political parties or representatives in any of the countries in which it operates. The foregoing is based on our Global Integrity Policy, which states that: "Contributions on behalf of the Company, directly or indirectly, to political parties or candidates for elected positions are prohibited." Similarly, our Code of Ethics establishes that "we maintain adequate processes that comply with all applicable legislation and that promote a culture of integrity, control and legality, to prevent situations that could result in acts of corruption. Receiving money, gifts, favors, or services affects the results and calls into

question the corporate reputation and the reputation of everyone working at the company." Unrestricted compliance with this regulation is why, in 2022, Grupo Bimbo was recognized for the seventh consecutive year as one of the World's Most Ethical Companies by the Ethisphere Institute.

STAKEHOLDER ENGAGEMENT

Our stakeholders are those audiences that impact or are impacted by the company's actions and are defined in the Global Policy. At Grupo Bimbo, we are committed to delivering the maximum positive impact through our sustainability strategy, "Nourishing a Better World."

To guarantee this, we have created a solid governance structure that provides transparency, accountability, and progress regarding our commitments and objectives to all our stakeholders.

We maintain a continuous dialogue with all these groups that allows us to identify their expectations, requirements, concerns and contributions. For our materiality analysis, different types of specific approaches were conducted to determine the expectations and the importance of environmental, social and good governance issues in our management.

Stakeholders

- Managers and Associates
- Board Members
- Investors
- Suppliers
- Governance
- Customers
- Distributors
- NGOs
- Media



STAKEHOLDER STUDIES

Task Force on Climate-Related Financial Disclosures (TCFD)

In 2022, Grupo Bimbo analyzed risks associated with climate change under the 11 TCFD recommendations. The framework includes four thematic areas: governance, strategy, risk management, and metrics and targets, and helps us recognize the potential impact of our business actions on revenues, costs, expenses, assets and liabilities.

We completed a transition and physical risk assessment as part of this exercise.

For transition risks, as a first stage, we evaluated the Policy risks derived from government policies associated with reducing emissions through tax mechanisms known as carbon pricing.

This year we were also able to identify physical risks in our bakeries and plants, to begin establishing mitigation actions and strategies to align our business plans in the short, medium and long term.

Governance

The risks identified in the analysis will be managed by the Sustainability Committee and our Chief Sustainability Officer (CSO) under the general structure described in the Sustainability Governance at Grupo Bimbo chapter of this report.

Strategy

Our sustainability strategy Nourishing a Better World, under the Baked For Nature action line, includes goals and objectives associated with the company's environmental performance that may be consulted in this report.

Risk management

The results obtained in this exercise will be included in our current company risk management system using the same methodology.

Regarding risk assessment, we rate risks (and opportunities) differently based on four criteria: impact, probability, management control, and speed, and this rating applies to both direct operations

and the rest of the supply chain value (upstream and downstream).

There are four different levels of risk impacts (low, moderate, high, and critical), four levels of probability of occurrence (remote, unlikely, likely, or very likely), four levels of management controls (inadequate, weak, adequate, and strong), and three speed levels (slow, moderate, fast). Risk assessment is performed more than once a year.

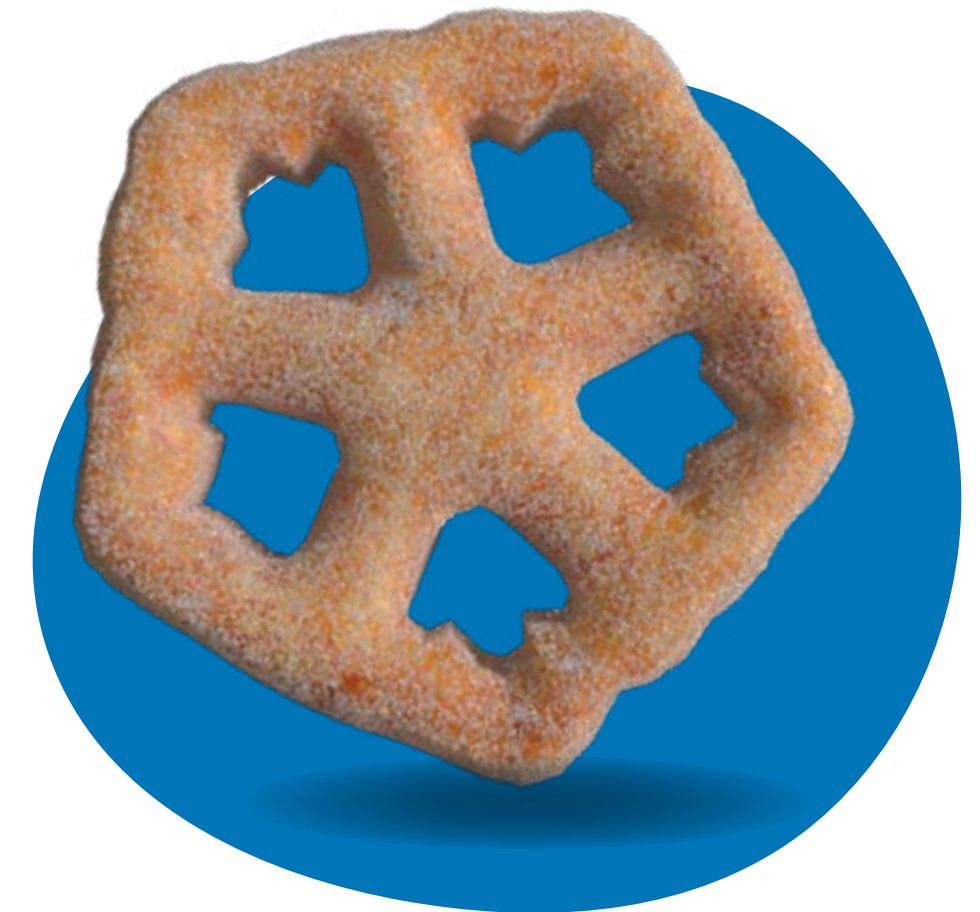
In addition, the definition of risk mitigation and actions also requires an extended process that includes: 1) risk analysis at the process level; 2) implementation of mitigation proposals; 3) analysis of the risk report; 4) coordination of initiatives; 5) implementation of improvement initiatives. The company uses three time horizons to mitigate these risks: short (1-2 years), medium (2-3 years) and long-term (3-5 years).

Metrics and Targets

We established targets and commitments to achieve our goal of being a net zero carbon emissions company by 2050.

We have ambitious initiatives and goals that will allow us to responsibly manage water use and thus mitigate the impact of our operations in sites identified with risks of water stress.

This information may be consulted in the Baked for Nature chapter.



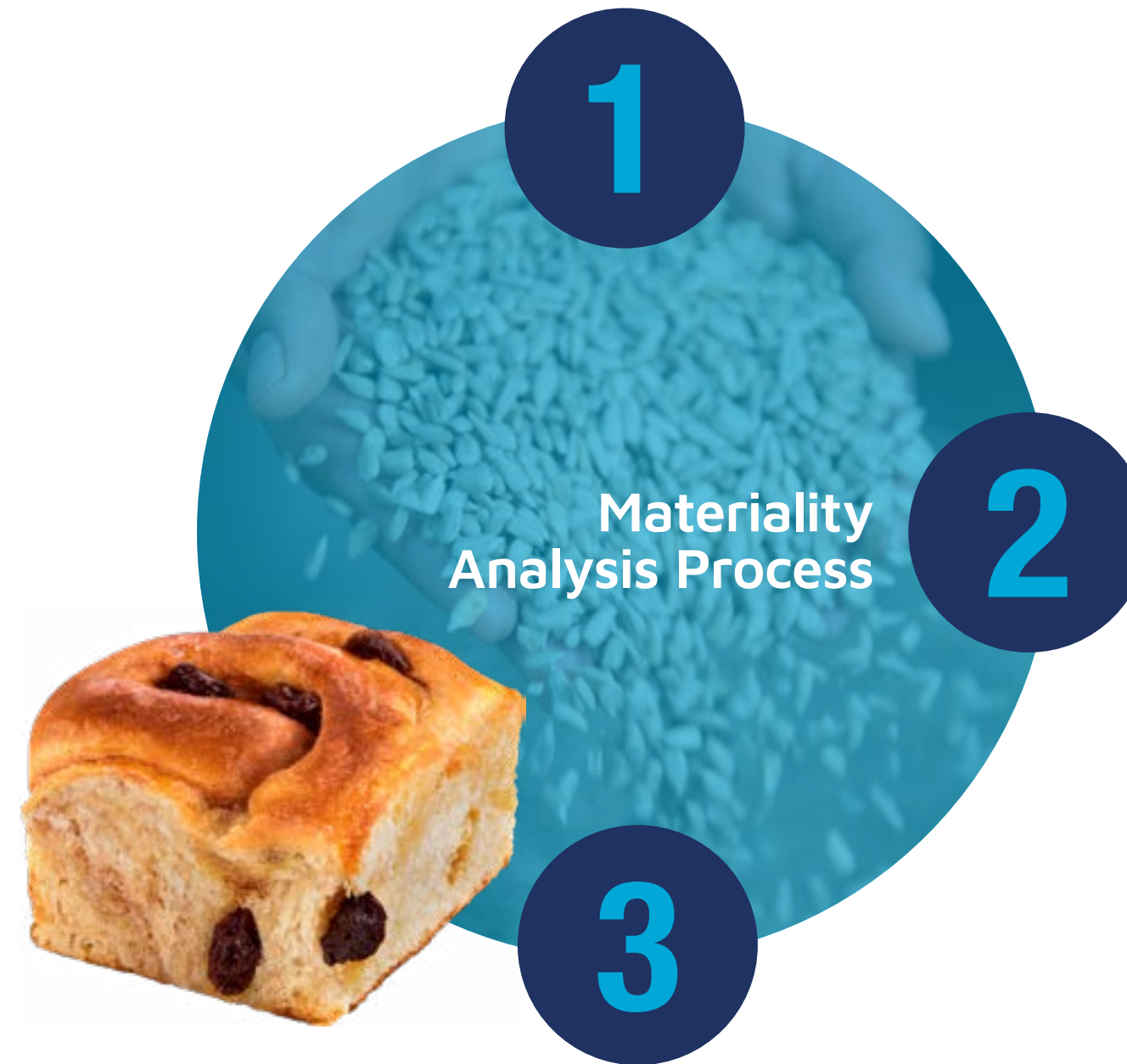
1. Study conducted by S&P Global

Materiality Analysis

The new exercise conducted in 2022, with the support of a group of expert advisors, integrated the double materiality approach for the first time, conducting an assessment that contemplates impact materiality (GRI standards) and financial materiality (SASB standards). In like manner, the consultation was extended to complementary groups: consumers, shareholders, authorities and governments, and new geographies were added: Canada and India, to financial year 2019.

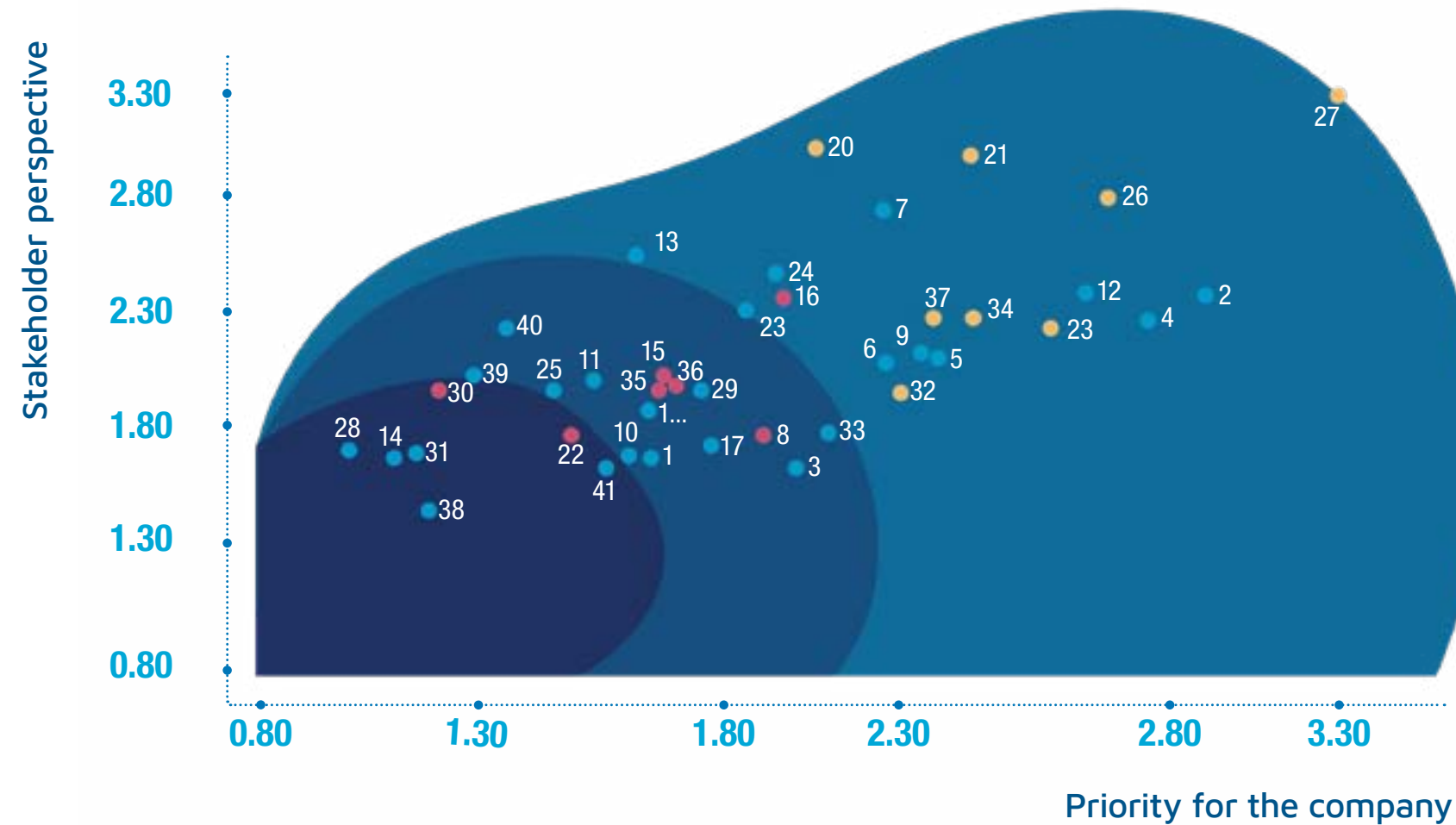
At Grupo Bimbo, we regularly update our analysis of materiality with a triple purpose:

1. Further explore the relationship with our strategic stakeholders through direct consultations on their perception of the strengths and opportunities of the relationship, as well as progress in ESG (Environmental, Social and Governance) aspects. Communication is established through different channels to inform our groups about our performance.
2. Determine the issues with the greatest environmental, social and financial impact.
3. Define the main approaches to the sustainability strategy launched in 2021 and update it with our stakeholders' needs and expectations.



1. **Identification / Review**
Identification of the set of potentially relevant topics, based on the existing base of the process in 2019, documentary reviews, risk analysis, market perspectives and a reference framework for relevant topics for companies in the sector.
2. **Prioritization**
Prioritization of topics based on the opinion of the different relevant stakeholders and the company's strategic perspective.
3. **Material Topics / Validation**
Construction of the global materiality matrix and validation of relevant topics with their respective correlation with the Sustainable Development Goals (SDG).

Globally integrated materiality matrix



N. Material Topics (16)

27	Consumer experience
26	Safety and quality of products
21	Communication and responsible labeling
2	Organizational climate and culture
4	Diversity and equal opportunities
20	Innovation toward healthy products
12	Corporate governance
7	Ethics and integrity
19	Sustainable agriculture practices
34	Energy efficiency and renewable energy in processes
37	Sustainable packaging and the circular economy
5	Health, safety and wellness
24	Nutrition and a healthy lifestyle
9	Transparency and commitment to stakeholders (accountability)
32	Climate change adaptation and mitigation (physical risks)
13	Responsible management practices in the supply chain

N. Potentially Material Topics (18)

16	Rural development and local supplies
6	Legal compliance
23	Safety in production and the value chain
33	Climate change adaptation and mitigation (transition risks)
29	SME development
15	Sustainable raw material supplies
36	Logistics and sustainable distribution
8	Responsible use of innovation and new technologies
35	Waste management
3	Compensation and benefits (associates)
40	Philanthropy and social investment
11	Relations with governments
18	Technology to improve the traceability of the supply chain
17	Human Rights in the supply chain
25	Health and wellness activities
1	Training and career development
39	Participation in the local community
30	Care and management of water

Socio-environmental Materiality

- Material Topics
- Potential Material Topics (short-term)
- Non-Material Topics

Financial Materiality

- Impact and Finance Material Topics
- 

As a result of this exercise, 16 primary material topics were identified, of which nine have double materiality.

N. Non-material Topics (7)

10	Internal communication
22	Food waste
41	Attraction and retention of local talent
31	Biodiversity protection
14	Inclusion of sustainability aspects in company acquisition processes
28	Consumer data privacy
38	Environmental challenges

This new 2022 financial year allowed us to confirm that the resulting global material topics are directly related to the dimensions and lines of action established in our 2021 Sustainability Strategy.

Through strategy, objectives and goals, we identify, mitigate and manage real and potential negative impacts and maximize the positive impact through our performance, ensuring the creation of shared value for people, the planet and the communities where we operate.

PILLARS	LINES OF ACTION	MATERIAL TOPICS DOUBLE IMPACT
Baked For You	Best nutritional profiles for all	<ul style="list-style-type: none"> • Innovation toward healthy products • Nutrition and healthy lifestyle • Consumer experience • Safety and quality of products
	Transparent Sustainable Brands	<ul style="list-style-type: none"> • Communication and responsible labeling • Ethics and integrity • Transparency and commitment to stakeholders • Corporate governance • Responsible use of innovation and new technologies
	Enabling Healthier Plant Based Diets	<ul style="list-style-type: none"> • Innovation toward healthy products • Nutrition and healthy lifestyle • Sustainable sourcing of raw materials
Baked For Life	Strengthening Communities	<ul style="list-style-type: none"> • Rural development and local supplies
	Caring For Our People	<ul style="list-style-type: none"> • Organizational climate and culture • Diversity and equal opportunities • Health, safety and wellness
Baked For Nature	Zero waste	<ul style="list-style-type: none"> • Sustainable packaging and circular economy • Food waste • Waste management
	Regenerative agriculture	<ul style="list-style-type: none"> • Sustainable agriculture practices • Responsible management practices in the supply chain • Management and care of water
	Net zero carbon emissions	<ul style="list-style-type: none"> • Climate change adaptation and mitigation (physical risks) • Energy efficiency and renewable energy in processes • Logistics and sustainable distribution

OUR CONTRIBUTION TO THE SUSTAINABLE DEVELOPMENT GOALS (SDGS)

The SDGs provide a framework for collective action to address global issues such as poverty, gender equality and climate change.

Grupo Bimbo's sustainability strategy plays an important role in contributing to the achievement of these SDGs. It primarily contributes to nine of the 17 Sustainable Development Goals, having the greatest impact in SDG 2 (Zero Hunger) due to combining multiple areas of the strategy to maximize the positive impact.



SDG 2 – Zero Hunger

Improve the nutritional profile of products, providing nutritional education worldwide, optimizing our agricultural practices for the benefit of productivity and supporting small stores to provide better access to nutrition to consumers are some of our actions to contribute to Zero Hunger, as well as:

- Improve our products' nutritional profile through better and more nutritious recipes with natural ingredients.
 - Provide nutritional education to millions of Grupo Bimbo consumers worldwide to help them make better decisions and lead healthier lives.
 - Support vulnerable or at-risk groups by creating specific products that meet their concrete needs and provide healthy nutrition year-round.
- Work with smallholder farmers and key suppliers to improve farming practices and adopt regenerative agriculture techniques that help improve crop productivity, increase yields, and create more sustainable farming systems.
 - Increase the variety of grains and ingredients used in Grupo Bimbo products to help create a more resilient, diverse and equitable agricultural system.
 - Support small shopkeepers and other partners to provide better nutritional access to consumers globally that helps reduce malnutrition in local communities, especially the groups most at-risk.



SDG 3 – Good Health and Wellbeing

- Promote healthy lifestyles and the associates' well-being at all facilities worldwide and ensure safe operations supporting human health.



SDG 5 – Gender Equality

- Build a safe, healthy, diverse, equitable and inclusive workplace for all associates.
- Promote the representation of women and other minority groups at risk of exclusion.



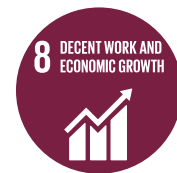
SDG 6 – Clean Water and Sanitation

- Reduce the use of water in all operations to ensure its conservation
- Ensure that agricultural practices maximize water stewardship and efficiency
- Ensure all plants and sites have wastewater treatment processes to ensure safe waste or reuse



SDG 7 – Affordable and Clean Energy

- Work toward 100% of operations running on renewable electricity
- Reduce dependence on fossil fuels and reduce CO₂ emissions in all operations



SDG 8 – Decent Work and Economic Growth

- Foster a work environment that is diverse, inclusive, and accessible to associates with disabilities
- Ensure no forced or child labor violations exist in the value chain



SDG 12 – Responsible Consumption and Production

- Support a circular economy through sustainable packaging and programs to reduce food waste by 50%
- Support responsible diets by increasing plant-based ingredients in product formulations
- Update the list of restricted hazardous substances and chemicals



SDG 13 – Climate Action

- Reduce carbon emissions and sequester emissions without abating to achieve net zero emissions
- Work to increase community resilience and adaptability to the effects of climate change through the Good Neighbor program



SDG 16 – Peace, Justice and Strong Institutions

- Ensure responsible business throughout the Grupo Bimbo value chain through our ethics and Code of Conduct



ASSOCIATIONS

INTERNATIONAL

Alianza latinoamericana de Asociaciones de la Industria de Alimentos y Bebidas (ALAIAB), Centro Integral de Mejoramiento de Maíz y el Trigo (CIMMYT), Consumer Goods Forum (CGF), Earthworm Foundation, International Food and Beverage Alliance (IFBA), Roundtable on Sustainable Palm Oil (RSPO), World Federation of Advertisers (WFA), Asociación de Industrias de Chocolate, Galletas y Confeitería de Europa (CAOBISCO), Asociación Internacional de panaderías (AIBI) MÉXICO, Asociación Mexicana de Energía Solar (ASOLMEX), Asociación Nacional de Fabricantes de Chocolates, Dulces y Similares A.C. (ASCHOCO), Asociación Nacional de Tiendas de Autoservicio y Departamentales (ANTAD), Asociación Nacional de Transporte Privado (ANTP), Cámara de la Industria de Transformación Nuevo León (CAINTRA), Cámara Nacional de la Industria de la Transformación (CANACINTRA), Cámara Nacional de la Industria Panificadora y Similares de México (CANAINPA), Cámara Nacional de Maíz Industrializado (CANAMI), Centro Mexicano para la Filantropía (CEMEFI), Comisión de Estudios del Sector Privado para el Desarrollo Sustentable (CESPEDES), Confederación de Cámaras Industriales de los Estados Unidos Mexicanos (CONCAMIN), Confederación Patronal de la República Mexicana (COPARMEX), Consejo Coordinador Empresarial (CCE), Consejo de Autorregulación y Ética Publicitaria (CONAR), Consejo de la Comunicación, Consejo Mexicano de Asuntos Internacionales (COMEXI), Consejo Mexicano de la Industria de Productos de Consumo (ConMexico), Consejo Mexicano de Negocios (CMN), Consejo Nacional Agropecuario (CNA), Consejo para el Desarrollo del Comercio en Pequeño y la Empresa Familiar (ConComercioPequeño), Ecología y Compromiso Empresarial (ECOCE), Fundación Mexicana para la Salud (FUNSALUD), International Chamber of Commerce (ICC), Unión Social de Empresarios de México (USEM) **ARGENTINA:** Asociación Cristiana de Dirigentes de Empresa (ACDE), Asociación de Industrias de Marca (ADIM), Cámara de Industriales de Productos Alimenticios (CIPA), Coordinadora de las Industrias de Productos Alimenticios (COPAL) **BRAZIL:** Brazilian Advertisers Association (ABA), Brazilian Biscuit, Pasta and Bread Industry Association (ABIMAPI), Brazil Foodservice Institute (IFB), Brazilian Food & Industry Association (ABIA) **CANADA:** Advertising Standards Canada (ASC), Alberta Association of Safety Partnerships, British Columbia Food & Beverage, Canada Plastics Pact, Canadian Aboriginal and Minority Supplier Council (CAMSC), Canadian Association of Importers and Exporters, Canadian Franchise Association, Cereals Canada, Chambre de Commerce et d'Industrie Nouvelle-Beauce, Conseil Trans Alimentaire du Quebec (CTAQ), Food & Beverage Canada, Food & Beverage Ontario, Hamilton Chamber of Commerce, WeConnect International. **CHILE:** Asociación de Alimentos y Bebidas de Chile, Asociación Gremial de Industrias Proveedoras, Cámara de Integración Chileno-Mexicana, Chile Alimentos, Unión Social de mpresarios Cristianos **CHINA:** AmCham China, China Association of Bakery and Confectionery Industry, China Association of Enterprises with Foreign Investment, Tianjin Association of Enterprises with Foreign Investment, Wuhan Association of Enterprises with Foreign Investment **SOUTH KOREA:** Chungnam Bukbu Chamber of Commerce and Industry, Korea Chamber of Commerce and Industry **COSTA RICA:** Cámara Costarricense de Industrias Alimenticias (CACIA), Cámara de Exportadores de Costa Rica, Cámara de Industria Costa Rica-México (CICOMEX), Cámara de Industrias de Costa Rica **ECUADOR:** Asociación Nacional de Fabricantes de Alimentos y Bebidas (ANFAB), Cámara Binacional de Comercio Ecuador-México (COMECUAMEX), Cámara de Comercio de Guayaquil, Cámara de Comercio de Quito, Cámara de Industrias de Guayaquil, Cámara Ecuatoriano Americana de Comercio Guayaquil EE.UU., American Association of Cereal Chemists (AACC), American Bakers Association (ABA), American Society of Baking (ASB), Consumer Brands Association (CBA), Food Marketing Institute (FMI), Institute of Food Technologies (IFT), Muskingum Valley Human Resources Association, Ohio Trucking Association, Orangeburg County Chamber Commerce, Pennsylvania Chamber of Business, Research Chefs Association, Society of Human Resources Association, The Association of Food and Dairy Retailers, Wholesalers and Manufacturers, Wheat Quality Council, Workers Compensation Research Institute, Zanesville/Muskingum Chamber of Commerce **EL SALVADOR:** Asociación de Líderes del Talento Humano (ALTHES), Asociación Salvadoreña de Industriales (ASI), Cámara de Comercio e Industria de El Salvador, Consultores para el Desarrollo Empresarial (COPADES) El Salvador, Fundación Empresarial para la Acción Social (FUNDEMÁS) **SPAIN:** Asociación de Fabricantes y Distribuidores (AECOC), Asociación Española de la Industria de Panadería, Bollería y Pastelería (ASEMAC), Asociación Española del Dulce (PRODULCE), Asociación Multisectorial de Empresas (AME), El Valor de la Marca (PROMARCA), Federación Española de Industrias de Alimentación y Bebidas (FIAB) FRANCIA, ARIA-Regional Association of Food Industry, Fédération des Entreprises de Boulangerie/Pâtisserie (FEB) **GUATEMALA:** Asociación Guatemalteca de Exportadores (AGEXPORT), Cámara de Comercio de Guatemala, Cámara de Comercio e Industria Guatemalteco Mexicana (CAMEX), Cámara de Comercio Guatemalteco Americana (AMCHAM) Cámara de Industria de Guatemala, Gremial de Alimentos y Bebidas de Guatemala **HONDURAS:** Asociación Nacional de Industriales de Honduras, Cámara de Comercio e Industria de Cortés (CCIC), Cámara de Comercio e Industria de Tegucigalpa **ITALY:** Confindustria-Italian Association of manufacturing companies **NICARAGUA:** Cámara de Comercio e Industria Mexicana (CAMEXNIC), Cámara de Comercio y Servicio de Nicaragua **PANAMA:** Asociación Panameña de Crédito, Cámara de Comercio e Industrias de Panamá, Cámara Mexicana en Panamá **PARAGUAY:** Sociedad Nacional de Industrias, Unión Industrial Paraguaya **PERU:** Asociación Peruana de Empresas de Consumo Masivo (APECOM), Cámara de Comercio Peruano Mexicana **PORTUGAL:** Asociación Portuguesa de Empresas de Productos de Marca (CENTROMARCA), Federación Portuguesa de Alimentación y Bebidas (FIPA) **SOUTH AFRICA:** SA National Halaal, South African Chamber of Baking, Union of orthodox **TURKEY:** Chamber of Food Engineers, Gebze Chamber of Commerce, Istanbul Mercantile Exchange, Kocaeli Chamber of Industry **UKRAIN:** Dnepropetrovsk Chamber of Commerce and Industry, European Business Association **URUGUAY:** Cámara de Industrias del Uruguay (CIU), Cámara Industrial de Alimentos (CIALI), Centro de Industriales Panaderos del Uruguay (CIPU)

RECOGNITIONS

For BBU

- EPA Green Power Partner
- EPA Green Power Leadership Award
- EPA Energy Star Challenge
- EPA Energy Star Certification
- Energy Star Partner of the Year
- Colorado Green

In Mexico

- Clean Industry 1
- Clean Industry 2
- Merco ESG Responsibility

In Canadá

- Energy Star for Industry Certification
- Energy Star for Industry Certification
- Energy Star for Industry Certification

- Energy Star for Industry Certification
- Top Project of the Year - 2022
- Emerging Sustainability Leader - Jeff Robertson
- Bronze Medal - Advertising Category (Digital)
- IDEA 2022 Awards - Vidéo / Films publicitaires - 30 secondes (pièce unique)
- IDEA 2022 Awards - Réalisation - Film publicitaire
- IDEA 2022 Awards - Effets spéciaux
- IDEA 2022 Awards - Vidéo / Films publicitaires - Moins de 15 secondes (campagne)
- IDEA 2022 Awards - Affichage / Affichage grand format (pièce unique)
- IDEA 2022 Awards - Autres / Campagne intégrée
- IDEA 2022 Awards - Meilleure utilisation de l'affichage (panneaux imprimés et numériques)

- IDEA 2022 Awards - Affichage / Affichage de proximité (campagne)
- IDEA 2022 Awards - Numérique / Campagne numérique
- Excellence in Community Service
- Excellence in Corporate Social Responsibility (Ethical And Environmental Responsibility)
- Best New Product Award - Oroweat Organic 22 Grain
- Best New Product Award - Dempster's Signature Bagels
- Best New Product Award - Dempster's Chickpea Tortillas
- Best New Product Award - Takis Dragon Sweet Chili
- Best New Product Award - Sara Lee Little Bites Party Cake Mini Muffins
- 2022 Excellence Awardee - Best Corporate Social Responsibility Strategy

- Star Women in Grocery - Sylvia Sicuso
- Impact Award - Supporting Employees Category

In LAS

- Reconocimiento a las mejores Prácticas Empresariales que contribuyen a las ODS
- Reconocimiento a las mejores Prácticas Empresariales que contribuyen a las ODS
- Great Place to work Argentina
- Marca empleadora 2o lugar Uruguay
- 1er puesto Programa Lima Inclusiva - Bimbo Perú

In BQ EMEA

- Türkiye bakery for SME with best Environmental Management
- Türkiye bakery for SME with best Productivity Management

EMEA

- Certificación ISO 14001 EMEA (Rotherdam, Maidstone, Las Mercedes)
- Certificación ISO 14001 India (Modern)