

1. Purpose

To establish general guidelines in order to provide support to Grupo Bimbo's associates regarding matters of external education, so that they can improve their academic level and apply the acquired knowledge to fulfilling their duties.

2. Scope

It applies to all associates, according to their level, from all Business Units, affiliates, and subsidiaries of Grupo Bimbo in their various locations.

3. Definitions

Continuous education: Post-graduate courses or other courses additional to the undergraduate degree, such as:

- Post-graduate courses: master's degree, professional designation or specialty
- Other courses additional to the undergraduate degree: certification, diploma course, seminar, course or workshop.

External education: That which is obtained outside Grupo Bimbo.

Formal education: For the purpose of the present policy, it refers to high school, college and bachelor or those equivalents.

Foreign language: A language not spoken in the native country of the associate.

Common European Framework of Reference for Languages (CEFR): European standard used in several countries for measuring the level of comprehension, oral and written skills in a specific language.

Individual development plan: Strategy that enables people to develop abilities or skills.

Support for external education committee: Group made up by the Global Talent Development VP, the Business Unit or Functional VP and the local HR Leader.

4. Responsibilities

Chief Executive Officer of Grupo Bimbo and Executive VP: To authorize the proposals made by the Business Units on the number of scholarships and financial support to be granted.

Business Unit Vice President: Submit for approval to the CEO or Executive Vice President of Grupo Bimbo, the number of scholarships and financial support to be granted in his/her Business Unit.

Steering Committee or its members: To authorize the number of Master's degree support per year.

Support Committee for external education: To authorize any matter not specified in the present policy.

Functional Vice President and Senior Director: To monitor that their associates comply with the present policy.

HR Director and Talent Development Manager: To manage the support for external education according to the guidelines of the present policy and to propose better practices to better exploit this support.

Members of the local HR department: To manage the present policy; to establish, alongside the local procurement department, the authorized providers to learn a foreign language; to report to the Global Management of Personnel Development, every three months, how the support is being exploited and to budget how much financial support will be granted per year.

Global Talent Development Department: To keep the present policy in force and answer every three months to the Steering Committee and Chief Executive Officer regarding the usage of the support programs for external education.

Local controller: To vouch for the allocation of budget and expenses in these areas.

Immediate manager of the associate beneficiary: To authorize the requests for support for external education and to follow up on the development of the associates regarding said support.

Associate beneficiary: To comply with all the guidelines established in the present policy and take maximum advantage of the granted support for external education.

5. General guidelines

The support for external education provided by Grupo Bimbo to those associates who need it, due to their duties or level within the company, correspond to foreign language, formal education, and continuous education and will be granted pursuant to the following guidelines:

- The reference to this support in other organization or functional policies must comply with the content established in the present document.
- In case of failure to comply with the terms of the present policy, any support can be limited or canceled.
- Associates who fail to comply with their learning duties, except for exceptional reasons, will waive their right to request the corresponding support a second time.
- Each Business Unit must set a maximum amount for the support, complying with the austerity principles.
- Each functional area must consider in their annual budget the number of supports it will grant.
- The managers and Top Management must avoid the existence of planned operational causes that preclude the associate from taking advantage of the support.
- All supports must be registered in the Associate's Individual Development Plan.
- Any other support not established on this policy intended to be granted to an associate who is within the talent bank, and if the associate needs to develop critical skills for the functions he/she performs, can only be approved by the CEO, an Executive VP, or by the Global Talent & Development VP, this approval must be registered in an authorization letter.

Foreign language

Requirements

- Labor seniority of a year within Grupo Bimbo.
- Have a performance that meets expectations or higher.
- Administrative, supervisory, Manager/Director or Vice-president levels.
- The desired language must support the functions of the current or future position within Grupo Bimbo.
- Initial language assessment for associates who claim to have certain knowledge of the language. For those who do not, this will not be a requirement.
- Authorization by the immediate manager and VP of the area.
- Assessment of satisfactory performance.
- To hand over the corresponding application to their local personnel area.

Obligations

- To register the language study in the Individual Development Plan, including expected levels to be reached: B1 from the Common European Framework of Reference for Languages (CEFR) for office clerks and supervisors, and B2 for managers and VPs.
- To have a minimum attendance of 90% in face-to-face classes.
- To reach a minimum grade of 8.0 (or equivalent amount) in face-to-face and online classes.
- In the case of online studying, to stay active according to the requirements of the program. After 30 days of inactivity, the account will be assigned to another associate. In order to reactivate the said account, it will be necessary to have the authorization by the immediate manager explaining the reasons of the inactivity (an account can only be reactivated twice).
- To obtain immediate assessment to measure progress and a final assessment to identify whether the expected goal was accomplished (B1 and B2, as the case may be).
- To manage study time, previously agreed alongside the immediate manager.
- To choose the preferred institution, in accordance with the received support and with the list of providers designated by the personnel area.

Conditions

- The associate will pay for the necessary study materials.
- In the case the associate quits his/her studies, has a grade below 8.0 (or equivalent) or has an attendance rate lower than 90%, the support will be discontinued, and the associate will no longer be eligible for said future support. Additionally, the manager must register the low performance on GB Talent, within the section "feedback".
- If the associate leaves Grupo Bimbo during the established study period, any amount paid in advance that corresponds to the support will be deducted from their redundancy pay according to the tax regulations of each Business Unit or country.

Support specifications

Administrative or supervisory levels

- They have the right to attend only online courses, with a 100% support.
- Study time will take place outside regular working hours.

Manager/Director level

- They have the right to attend online or face-to-face courses with a 100% support for enrollment and a 50% support for tuition fee.
- Possibility to receive 85% support for face-to-face courses if the associate obtains an average higher than 9.0 or equivalent.

Vice-president level

- 50% support for course enrollment and tuition fees.
- Possibility to receive a one-time support for overseas immersion programs for up to 4 (four) weeks, according to the following:
 - a) Grupo Bimbo pays for the course and travel expenses pursuant to the **GGB-013 Global Travel Expenses Policy**.
 - b) The associate will take two-thirds of the time as vacation time.
 - c) The associate must prove that he/she has a B1 level in accordance with the CEFR.

Formal Education

General requirements

- Minimum labor seniority of a year within Grupo Bimbo.
- Have a performance that meets expectations or higher.
- Cover letter written by the associate.
- The desired program should support the functions of the current or future position within Grupo Bimbo.
- Recommendation letter written by the immediate manager indicating their potential and reasons.
- Authorization by the immediate manager and VP of the area.
- Satisfactory or outstanding job performance.
- To submit the corresponding application to their local personnel area.
- To have an administrative or supervisory level for secondary and higher education.
- To have a supervisory or Manager/Director level, with completed high school or equivalent, for higher education.

Obligations

- The support must be requested by the associate interested and proposed by the Functional Area.
- To have a minimum attendance of 90%.
- To finish studies with a minimum grade of 8.0 (or equivalent).
- To submit copies of the report cards to the direct manager every six months.

Conditions

- The associate will pay for the necessary study material, mid-course exams, and final exams.
- Time spent studying must not affect the fulfillment of the associate's duties.
- In case the associate quits his/her studies, has an average lower than 8.0 (or equivalent) or has an attendance rate lower than 90%, the support will be discontinued and the associate will no longer be eligible for said future support.
- If the associate leaves Grupo Bimbo during a two-year period (secondary and higher education) and three-year period (higher education) after completing studies, any unearned amount by the date of separation will be deducted from their redundancy pay according to the tax regulations of each Business Unit or country.
- The associate can select the university of his/her choice, based on the local HR department's universities list, considering the academic level.

Support specification

High School

- Local personnel area must organize, promote and facilitate these studies for associates who are members of their Business Unit.
- When required, Grupo Bimbo will enable access to their facilities for classes and tutoring to be given.

Undergraduate Education

- The support will be 50% of the total cost of the degree and the other 50% will be covered by the associate by the end of the year. The 50-50 ratio will be kept until the limit of the support established by the Organization is reached.
- The associate will pay for the process of obtaining the degree.

Continuous education

General requirements

- To have supervisory, Manager/Director or Vice-president level within the talent bank.
- Have a performance that meets expectations or higher.
- Cover letter written by the associate.
- Recommendation letter written by the immediate manager indicating their potential and reasons.
- Satisfactory or outstanding job performance.
- The desired program should support the functions of the current or future position within Grupo Bimbo.
- To submit the corresponding application to their local personnel area.

Master's degree and specialties (professional designation).

- Minimum labor seniority of 5 years within Grupo Bimbo.
- B2 level of the CEFR in English.
- Degree and academic background with a minimum average grade of 8.5 (or equivalent).
- Authorization by the immediate manager, Business Unit or Functional VP and a member of the Steering Committee.
- Letter of commitment to finish the program within the timeframe required by the school or institution, and to work for Grupo Bimbo for at least 3 (three) years after completing their studies.

Additional Programs

- Minimum labor seniority of 1 year within Grupo Bimbo.
- Authorization by the immediate manager and VP of the area.

Obligations

- The support must be requested by the associate interested and proposed by the Functional Area.
- Minimum attendance of 90%.
- To reach a minimum grade of 8.0 (or equivalent).
- To hand over copies of the report cards to the direct manager every six months.
- To obtain a degree after finishing any Master's or specialties (professional designation) and a certification of studies in the case of additional programs.

Conditions

- The associate will pay for the necessary study material, mid-course exams, and final exams.
- If the associate does not complete the studies within the period required by the schools or institutions, the support will be discontinued and the associate will no longer be eligible for future support.
- If the associate leaves Grupo Bimbo during a (3) three-year period (higher education) after completing studies, any unearned amount by the date of separation will be deducted from their redundancy pay according to the tax regulations of each Business Unit or country.
- Top management who has received the support for a Master's will not be eligible for the support of Senior Management programs (i.e. Wharton, IPADE or local equivalent) and vice versa.
- The associate can select the university of his/her choice, based on the local HR department's universities list, considering the academic level.

Support specifications

Master's and specialties (professional designation)

- The support will be granted only for not full-time master's degree programs that strengthen and improve competencies, skills, and knowledge of the associates in technical matters and current

expertise including, but not limited to the following: engineering, maintenance, supply chain, food safety, food engineering, R&D, among others.

- The support will be 50% of the total cost of the degree and the other 50% will be covered by the associate by the end of the year.
- The maximum total amount for support will be according to the table of authorized amounts for master's degree (Annex 3), or until 30% of the total cost, based on the average of the most prestigious universities in the country, as long as the associate has a high-potential assessment, and the 50-50 ratio will be kept until the limit is reached; any difference in the amounts will be paid by the associate.

Additional programs

- The support will be 100% until reaching a maximum of \$6,000.00 USD (six thousand US dollars).

6. Responsibility / Ownership

The Global Talent Development Department is the assigned owner of this policy and is primarily responsible for its contents, updating, monitoring of its compliance and submission for approval before the Global Internal Control and Risk Management Department, the Steering Committee, and CEO.

7. Updates

The changes implemented in between versions are described below:

Revision / History of the revision				
Version	Review date	Updated by:	Approved by:	Main changes
1				
2	March 26 th , 2019	Claudia Gabriela Vázquez	Global Internal Control and Risk Management Department	<p>Foreign language <u>Support specifications</u> Change minimum score from 9.5 to 9.0</p> <p>Formal Education / Continuous education The associate can select the university of his/her choice, based on the local HR department's universities list, considering the academic level.</p> <p>Master's and specialties</p> <ul style="list-style-type: none"> • The support will be granted only for not full-time master's degree programs. • The maximum total amount for support will be according to the table of authorized amounts for master's degree (Annex 3) • The support for additional programs, changed from \$4,000.00 USD to \$6,000.00 USD.
3	September 5 th , 2019	Claudia Gabriela Vázquez	Global Internal Control and Risk Management Department	<p>Annex 3 Add BL USA in Business Unit.</p>

Annex 1

Equivalencies

Common European Framework of Reference for Languages

Level	A Basic		B Independent		C Proficient	
Sub-level	A1	A2	B1	B2	C1	C2
Description	Can understand and use familiar everyday expressions, as well as simple phrases aimed at the satisfaction of immediate and concrete needs.	Can understand sentences and familiar expressions related to areas of immediate relevance (basic personal information). Can communicate in simple and routine tasks.	Can understand the main points of clear standard texts on familiar matters regularly found in work, school, leisure, etc.	Can understand the main points of complex texts. Can interact with native speakers with a sufficient level of fluency and spontaneity.	Can understand a wide range of demanding, longer texts.	Can understand with ease virtually anything read or heard. Can summarize information and input coming from several sources, written or spoken, and present it in a coherent manner.
TOEIC	0 – 150	151 - 305	306 - 500	501 - 740	741 - 920	921 – 990

Annex 2

Example of grade equivalencies

Mexico	10	9.5 – 9.9	9 – 9.4	8.5 – 8.9	8 – 8.4	7.5 – 7.9	7 – 7.4	6.5 – 6.9	6 – 6.4	5 – 5.9	0 – 4.9
Argentina	10	9-9.9	8-8.9	7-7.9	6-6.9	5.6-5.9	5-5.5	4.6-4.9	4-4.5	0-3.9	
Brazil	10	9-9.9	8.5 – 8.9	8 – 8.4	7 – 7.9	6.8 – 6.9	6.4 – 6.7	6 – 6.3	5 – 5.9	3 - 4.9	0 – 2.9
Canada	A	A-	B+	B	B-	C+	C-	C	D+/D	F	
Chile	7	6.7-6.9	6.2 - 6.6	5.9 – 6.1	5.7 – 5.8	5.5 – 5.6	5.2 – 5.4	4.7 – 5.1	4 – 4.6	0 – 3.9	
China	100%	95-99%	90 – 94%	85 – 89%	80 – 84%	75 - 79%	70 – 74%	65 – 69%	60 – 64%	50 – 59%	0 – 49%
Colombia	5	4.8 – 4.9	4.5 – 4.7	4.3 – 4.4	4 – 4.2	3.8 – 3.9	3.5 – 3.7	3.2 – 3.4	3 – 3.1	0 – 2.9	
Spain	10.00	9.3 – 9.9	8.7 – 9.2	8.1 – 8.6	7.5 – 8	6.8 – 7.4	6.3 – 6.7	5.6 – 6.1	5 – 5.5	<Suspense	
USA	A+	A	A-	B+	B	C+	C	C-	D	F	
Great Britain	>70% Distinction	>70% Distinction	66-69% Good	60 – 65% Good	58-59% Satisfactory	56-57% Satisfactory	54-55% Satisfactory	51-53% Satisfactory	40-50% Improvement Needs	<40% Fail	
Peru	19 - 20	18 – 18.9	17 – 17.9	16 – 16.9	15 – 15.9	14 – 14.9	13 – 13.9	12 – 12.9	11 – 11.9	0 – 10.9	

Annex 3

Authorized amounts for master's degree

Business Unit	Support
Corporative, BM, BL, ELG, Moldex, GS, LAS, LAC, BB	\$15,000 USD
BI	\$20,000 USD
BCN	\$25,000 USD
BBU, BC, BUK, BL USA	\$35,000 USD