

## 1. Purpose

Establish general guidelines for the timely, agile, and efficient management of any incident or crisis that could put both Grupo Bimbo's associate's integrity, as well its reputation and operations continuity at risk, and to avoid, or in its case, minimize any reputational, operational and/or economic impact.

## 2. Scope

This policy applies to all Grupo Bimbo's associates who participate in the development of the incident or crisis prevention and management strategy, or who are members of the crisis management Committees in any Business Unit, in its different geographies and functions.

## 3. Definitions

**Business continuity:** Strategic and tactical capacity to plan and respond to incidents and disruptions, to ensure the continuity of operations and the delivery of products and services, according to previously established levels after an interruption event.

**Crisis:** Public or potentially public situation that can stop or alter the normal and daily operations of a company. A crisis can seriously damage the company's reputation and credibility, not only its operations.

**Crisis drill:** It is a practical exercise where the participants face hypothetical emergency situations, using the skills and techniques with which they would deal with real cases, which allows evaluating procedures, tools, skills and capacities – individual and institutional – related to the response to incidents and/or crises.

**Crisis management Committee:** Grupo Bimbo associates responsible for managing incidents or crises to solve them in an efficient and timely manner, before the different relevant stakeholders or audiences. It exists at three levels: Facility, Business Unit and at the Corporate level, and each one must have a leader and a coordinator, who must have the support of all the necessary functional departments to solve the situation, based on its characteristics and effects.

**Crisis management Committee leader:** Responsible for the Committee and its processes, both for the development of prevention strategies and during the crisis management. At the Business Units and Facilities, this is the person with the highest hierarchical level and works closely with the crisis management Committee coordinator. The leader has the power to declare an event as an incident or crisis and lead the different functional departments involved (e.g., People, Corporate Affairs, Communications, Security and Protection, Operations, Legal, Quality and Food Safety, Real Estate, etc.) for its management and/or solution.

**Crisis management:** Comprehensive management of the response to a crisis, in an effective and timely manner from Facility, Business Unit, and Corporate offices, with the objective of avoiding or minimizing the effect or damage to the company's reputation, operating capacity and/or profitability.

**Crisis management manual:** It is a working document that aims to align crisis prevention and management processes in Facilities, Business Units and Corporate areas. Establishes the mandatory corporate procedures and guidelines (e.g., stakeholder mapping, crisis evaluation parameters, escalation criteria, Committees' integration structure, etc.) to which all Business Units must adhere, when facing this type of situations.

**Crisis workshop:** It is a training aims to raise awareness about the impact and implications of an incident or crisis, and to support the development of plans, procedures, roles, and responsibilities during the management of an event of this nature.

**Incident:** Non-public event of occurrence that can cause a business interruption and that can be managed through internal response measures, previously planned in the different operations.

**Relevant stakeholders or audiences:** Different groups and stakeholders that must be informed during the management process of an incident or a crisis (e.g., associates, customers, consumers, authorities, business partners, investors, financial analysts and media, etc.).

#### 4. Responsibilities

**Steering Committee of Grupo Bimbo, Business Unit's Presidents and Global Functional Vice Presidents:** Promote this policy, providing leadership and developing internal control mechanisms to ensure compliance. Understand, implement, and manage the crisis management system in their area of responsibility, promoting a prevention and accountability culture in this matter. Include items for training and participation in workshops and drills, in their annual budgets, aimed at members of the different crisis committees under their responsibility and key associates in crisis management. Require the development and/or updating of crisis manuals by Business Unit and establish the crisis Committees at the different levels of operation, within the scope of their responsibilities.

**Global Corporate Affairs Department:** Define general crisis management guidelines for Facilities, Business Units and Corporate offices, to contribute to the development and updating of their crisis management manuals. Analyze the reports on incidents and/or crises sent by the Business Units and assess its compliance with this policy.

**Leaders, coordinators and members of the crisis management Committees at the Facility, Business Unit and Corporate level:** Comply with this policy through adherence to the **PGB-CA-01 Global Crisis Management Manual** and the associated processes, within their functions. Keep action protocols updated. In the event of an incident and/or crisis, manage the situation and inform the Business Unit's and/or Corporate's crisis management coordinator about its impact and effects, based on roles, responsibilities and action criteria established in the manual.

#### 5. General guidelines

To manage any incident or crisis in a timely, agile, and efficient way, it is Grupo Bimbo's policy to comply with the following guidelines.

##### **Crisis management model**

Grupo Bimbo's crisis management model:

- It is based on the following principles that will make possible to identify a crisis event or situation, assess its severity and visualize possible scenarios and impacts:
  - Early activation: All crisis management Committee's coordinators must report, evaluate, and document any incident or situation that they consider may trigger a crisis, according with the escalation criteria established in the crisis management manual.
  - One-stop service: The crisis management Committee is the first point of contact to activate the crisis management procedure. If the coordinator is not available, his deputy must convene and/or inform and/or escalate the issue, based on the parameters and criteria established in the manual.
  - Response within the Company: In the case of an eventuality, the internal reaction must be given based on the analysis of the most serious scenario. Once the procedure is activated, the situation or incident must be evaluated according to the crisis management manual, to assess the status of operations, the real severity of the event or situation faced and to define mitigation actions.
- It is a strategic tool that seeks to contribute to Grupo Bimbo's resilience culture and generate tools to manage any incident or crisis, avoid or minimize its impact, and promote a return to normal operations in the shortest possible time, with a focus on:
  - Preparedness and prevention

- Early detection and quick warning
- Professional and accurate response

### **Incident or crisis management**

- Throughout the incident or crisis management process, the following priorities should be considered:
  - People (e.g., associates, consumers, customers, suppliers, neighboring community, etc.)
  - Corporate reputation and brands
  - Assets (e.g., offices, Production Centers, Sales Centers, Distribution Centers, vehicles, equipment, sensitive data, etc.)
  - Environment (where we operate)
- Associates related to the comprehensive crisis management and business continuity system must receive training, at least once a year, which includes this policy and the crisis management manual.

### **Crisis management manual**

- The corresponding crisis management coordinator must implement the manual, as an action guide, at each of Grupo Bimbo's levels of operation (e.g. Facility, Business Unit and Corporate offices).
- All associates that participate in the crisis management process must know it, know how it works and which their responsibilities are.
- Crisis management coordinators must:
  - Review annually, the Corporate manual and the ones of the Business Units, as appropriate, to determine if they need improvements or a greater deployment.
  - Inform the result of that analysis to the Business Unit's crisis Committee leader or, where appropriate, to the Corporate crisis Committee.

### **Document control**

- The crisis management manual, its procedures and related documents are property of Grupo Bimbo and:
  - They may not be shared with customers, suppliers, or external partners, except to be used in workshops and drills.
  - In case that a customer requests a copy of the manual, a confidentiality agreement must be signed and the authorization from the Global Corporate Affairs Department obtained.
- The internal distribution of supporting documents (e.g., stakeholder mapping, crisis risk scenarios, evaluation and escalation criteria, procedures, tools, best practices, reports, etc.), which arise from this policy and the manual, must be carried out among the associates related to the comprehensive crisis management and business continuity system.
- Documents developed by the Business Units may have adjustments or adaptations based on the environment and local regulations, but it will be the responsibility of the Business Unit's crisis management coordinator to validate that they do not go against the global Crisis Management, Corporate Affairs, Operations, Internal Control and/or Communication guidelines.

## **6. Responsibility / Ownership**

The Global Corporate Affairs 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		
Publication date: Feb, 2022	Replace: FGB-QS-01 (Section A. Crisis management)	Page: 3 of 4

Version	Revision date	Updated by:	Approved by:	Main changes
1				Original version FGB-QS-01
2	February, 2023	Yadira de Lourdes López Salas/Gustavo Adolfo Ledesma Díaz	Liliana Mejía Corona	<ul style="list-style-type: none"> <li>Global Corporate Affairs Department established as responsible for the function.</li> <li>All the content of the policy was updated, based on the new crisis management system.</li> <li>Based on best practices and standards, any reference to business continuity was removed, to address it independently.</li> </ul>