



Sustainability Performance Data

We consolidate information for all our operations considering the performance period from January 1, 2025 to December 31, 2025. Unless indicated, the information provided in this report is for the company as a whole.

PEOPLE			
TOPICS	2025	2024	2023
Investment (\$ Ps. million)	6,319	3,855	3,397
Collaborators			
Total (No.)	368,776	388,999	392,932
Internal	321,274	328,630	323,789
External	47,502	62,639	69,147
By gender (%) ¹			
Women	46	45	43.5
Men	54	55	56.5
By age group (%) ¹			
Under 30 years old	40	45	41
30 to 39 years old	31	30	31
40 to 49 years old	18	16	18
50 to 59 years old	9	8	8
60 and over	2	1	2
By country (No.)			
Mexico	263,630	268,407	284,066
Brazil	36,377	46,016	41,890
Colombia	24,832	25,563	24,734
Chile	13,300	14,457	14,450
Ecuador	4,492	4,432	4,512
Argentina	4,304	4,207	4,365
Guatemala	4,630	4,550	4,184
Costa Rica	2,297	2,380	2,284
Uruguay	1,573	1,584	1,718
Panama	1,662	1,712	1,711
Nicaragua	1,650	1,661	1,621
Peru	1,886	1,584	1,105
United States of America	1,803	1,847	221
Germany	4,781	8,138	4,097
Switzerland	1,392	1,515	1,663
Austria	83	238	91
Luxembourg	46	44	45
Netherlands	34	660	151
Others	4	4	NA

PEOPLE			
TOPICS	2025	2024	2023
By nationality (%)			
Mexican	71	69	72
Brazilian	10	12	11
Colombian	7	6	6
Chilean	4	4	4
German	1	2	NA
Others	7	7	6
Women (%) ¹			
In executive positions	34	33	30
Managers	35	35	30
Directors	23	23	21
In senior management positions reporting directly to the CEO	9	18	11
In senior management positions (maximum of two levels below the CEO)	23	23	19
In senior management positions in commercial areas	35	30	NA
In STEM positions	26	21	NA
By minority groups and people in vulnerable situations			
60 years and over	2,142	5,686	5,046
With disabilities	2,205	2,621	2,994
Migrants	2,040	1,359	730
Hires			
Total (No.)	136,768	144,027	NA
By gender (%)			
Women	52	49	NA
Men	45	42	NA
Gender not stated	3	9	NA
Total by gender, internal transfers (%) ^{2 3}			
Women	33	44	NA
Men	35	35	NA
Gender not stated	32	21	NA
By internal and external position (%)			
Executive	<1	<1	NA



PEOPLE			
TOPICS	2025	2024	2023
Managers	<1	<1	NA
Collaborators	3	4	NA
Unionized ⁴	97	96	NA
By internal and external age (%)			
Up to 30 years	66	66	NA
30 to 39 years	20	21	NA
40 to 49 years	9	9	NA
50 to 59 years	4	4	NA
60 and over	1	<1	NA
Unionized Collaborators (Collective bargaining agreements) (%) ¹			
Unionized Collaborators	69	69	69
Occupational Health and Safety			
Total Investment (\$ Ps. million)	5,562	3,163	2,831
Collaborators covered by an occupational safety and health management system (%)			
Collaborators covered	100	100	100
Indirect collaborators (external)	100	100	100
Occupational injuries and fatalities			
Lost Time Injury Frequency Rate (LTIFR) per 1,000,000 worked hours			
Direct collaborators	6.44	6.17	6.40
Contractors (third parties)	7.01	6.58	2.90
Fatalities attributable to the company (No.)			
Direct collaborators	3	2	9
Contractors (third parties)	2	2	4
Parental Leave			
Collaborators who took parental leave (No.)			
Women	4,669	1,593	4,596
Men	4,245	1,033	661
Collaborator Training			
Total Investment (\$ Ps. million)	408	476	353
Total training hours (No.)	7,732,951	6,181,088	9,787,020
Average hours (No.)			
Per collaborator (internal and external)	21	16	25
By gender (%)			
Women	45	42	45
Men	52	55	55
Gender not stated	3	3	NA

PEOPLE			
TOPICS	2025	2024	2023
Training hours			
By category (No.)			
C-Suite	10,012	17,626	10,143
Management	112,901	161,081	65,776
Collaborators	3,895,091	1,928,605	2,093,751
Unionized	2,058,328	1,786,295	6,380,218
Others ⁵	1,656,620	2,287,481	1,237,132
By principal topics (No.)			
Values and Civics, Social Connections	NA	32,489	NA
Energy Efficiency	24	636	NA
Electric Mobility	NA	2,816	NA
Low-Carbon Products	NA	408	NA
Sustainable packaging	377	1,499	NA
Financial Education	6,572	7,457	NA
Others	1,124,542	300,508	NA
Anti-Harassment	4,976	1,119	NA
Human Rights	29,194	6,757	NA
Culture and Leadership	443,346	737,386	NA
Technical Knowledge	5,107,644	4,242,222	NA
Health and Safety	734,112	507,313	NA
Sustainability	81,864	19,353	NA
Code of Ethics	58,333	25,509	NA
Non-Discrimination	2,082	806	NA
Anti-Corruption	19,076	16,790	NA
IT Security, Cybersecurity	35,293	28,907	NA
Climate Change, CO ₂ Reduction	276	4,574	NA
Water Efficiency and Safety	357	8,452	NA
Diversity and Gender Equity	27,482	39,355	NA
Psychological and Physical Well-Being	23,492	101,568	NA
Waste Management and Circular Economy	29,595	73,599	NA
Risk and Crisis Management	4,287	21,565	NA
For Procurement/Supply Team Members (No.)			
Hours in Environmental, Social, and Governance Topics	1,016	NA	NA
Trained Participants in ESG	996	NA	NA
Performance and professional development assessments			
Periodic reviews completed (No.)			
360° Assessment, applied biennially ⁶	1,722	45	5,754
9-box Assessment, applied annually	22,957	20,047	17,478



PEOPLE			
TOPICS	2025	2024	2023
Completed forms of the total subject to assessment (%)			
360° Assessment, applied biennially	99	73	98
9-box Assessment, applied annually	88	98	94
Integral Well-being (%)⁷			
Total Investment (\$ Ps. million)	348	215	232
Total activities (No.)	6,328	8,464	7,235
Social connections	1,124	1,686	2,321
Healthy body	2,928	2,506	1,828
Work life	1,202	2,126	2,058
Financial well-being	294	408	440
Psychological wellness	780	1,738	588
Total participants in Integral Well-being activities (No.)			
Collaborator participations	1,677,998	3,667,138	1,461,335
External participants	14,782	90,749	49,619
Volunteers (No.)			
Volunteering activities	2,025	2,086	2,517
Volunteer Collaborators	113,617	163,263	121,806
Volunteering hours	444,263	423,313	355,652
Assessment of organizational environment⁸			
Participation rate (%)	88	88	90
Components and results of the assessment (% favorable)			
Commitment	88.5	88.5	88
Pride (Job Satisfaction)	92	92	91
Intrinsic motivation (Purpose)	84	84	82
Intention to stay ⁹	88	88	89
Company recommendation ⁹	89	89	88
Stress	44	44	46
Employee empowerment ¹⁰	82	82	80
Collaborator training on Human Rights policies or procedures (No.)			
Total hours	29,194	6,757	NA
Participants	6,869	5,522	NA
Security area collaborators trained in human rights topics			
Total	162	96	NA
Non-discrimination (No.)			
Total reports received confirmed as discrimination or harassment ¹¹	873	573	1,939

COMMUNITY			
TOPICS	2025	2024	2023
Investment in Community Well-being Initiatives (\$Ps. million)	655	580	647
Community well-being Initiatives (No.)			
Total initiatives	1,617	1,324	1,039
People directly benefited	2,520,535	2,445,731	2,861,280
Cumulative number of people benefited since 2021	14,506,706	11,986,171	9,540,441
Supplier practices			
Total suppliers, and by main countries (No.)	40,402	27,793	27,569
Argentina	1,199	1,051	1,108
Brazil	3,833	6,483	4,222
Chile	5,423	4,013	3,315
Colombia	6,736	5,434	3,921
Costa Rica	780	797	841
Ecuador	1,037	1,255	501
Guatemala	1,105	1,144	965
Mexico	12,931	5,708	10,184
Nicaragua	472	492	388
Panama	552	575	458
Uruguay	710	841	747
Expense			
Purchases from local suppliers (%)	83	77	69
Training for collaborators in purchasing/sourcing			
Total training hours on ESG topics	1,016	12,785	NA



PLANET			
TOPICS	2025	2024	2023
Investment (\$ Ps. million)	791	681	727
Materials used (tonnes)			
Total	610,503	582,453	609,564
Of virgin origin	435,358	367,551	383,647
Of recycled origin	175,145	214,902	225,917
Of virgin origin used in packaging	427,542	348,282	327,045
Of recycled origin used in packaging	173,584	179,216	168,837
Of virgin origin used in consumables ¹²	7,799	NA	NA
Of recycled origin used in consumables ¹²	1,483	NA	NA
Main packaging materials			
Wood/paper fiber ¹³			
Total (tonnes)	21,362	5,573	15,658
Aluminum or Steel			
Total (tonnes)	45,957	41,398	38,991
Recycled origin (%)	78	80	69
Glass			
Total (tonnes)	140,602	128,122	105,511
Recycled origin (%)	31	30	28
Plastic			
Total (tonnes)	393,149	352,226	331,851
Recycled origin (tonnes)	93,650	107,359	110,618
Recycled origin (%)	24	30	33
Recyclable (tonnes)	378,791	352,141	327,313
Recyclable (%)	96	99	99
Energy consumption			
Total energy consumed (GJ)	19,588,319	20,948,731	21,132,119
From renewable sources	7,150,773	7,588,556	7,282,100
From non-renewable sources	12,437,546	13,360,175	13,850,019
Indirect Energy (GJ)	10,679,958	11,474,606	11,550,578
From renewable sources	7,052,377	7,493,782	7,209,385
From non-renewable sources	3,627,581	3,980,824	4,341,193
Electric Energy (GJ)	10,674,821	11,474,606	11,550,578
From renewable sources	7,052,377	7,493,782	7,209,385
From non-renewable sources	3,622,444	3,980,824	4,341,193
Direct Energy (GJ)	8,908,361	9,474,124	9,581,541
Direct fixed source energy (GJ)			
From renewable sources	42,950	41,813	41,700
From non-renewable sources	1,863,509	1,733,954	1,715,644
Direct energy from mobile sources (GJ)			
From renewable sources	55,446	52,960	31,015

PLANET			
TOPICS	2025	2024	2023
From non-renewable sources	6,946,456	7,645,397	7,793,183
Energy Intensity			
GJ / \$Ps. Million	23	27	30
Sustainability-linked bond:	65.2	65.3	62.4
KPI 2: Percentage of total energy consumption from renewable sources (%) ¹⁴			
Water (1,000 m ³)			
Total water withdrawn from all sources	47,067	42,734	39,217
Underground	19,590	22,494	21,251
Third parties	26,744	19,464	17,356
Superficial	733	776	603
Emissions (tCO ₂ eq) ¹⁶			
Total tonnes CO ₂ eq Emissions	1,297,726	1,353,370	1,348,982
Scope 1 (direct)	912,301	947,831	914,557
Fixed Sources	399,354	434,285	444,209
Mobile Sources	512,947	513,546	470,348
Scope 2 (indirect)			
Market based	385,425	405,539	434,425
Location based	1,142,180	1,221,332	1,167,415
Emissions Intensity (tCO ₂ eq / \$Ps. Million)	1.6	1.7	1.9
Waste (tonnes)			
Total waste	431,363	326,038	308,768
Hazardous ¹⁷	43,805	4,705	12,096
Non-Hazardous	387,558	321,333	296,672
Hazardous and Non-hazardous waste disposal (tonnes)			
Recycled or reused	317,174	247,323	198,091
In landfills	63,876	76,273	78,942
Incinerated (with energy recovery)	4,722	1,764	21,356
Incinerated (without energy recovery)	11,248	163	1,194
Hazardous waste with special handling & confinement ¹⁷	34,343	515	9,186
Percentage of total operational waste diverted from landfill (%) ¹⁵	80.6	76.4	73.4
Sustainability-linked bond: KPI 1: Percentage of total operational waste diverted from landfill (%) ¹⁴	82.6	76.4	73.4
Certifications			
Coca-Cola FEMSA plants with Zero-Waste certification (%)	89	82	84
Coca-Cola FEMSA distribution centers with Zero-Waste certification	20	7	1



CORPORATE GOVERNANCE			
TOPICS	2025	2024	2023
Members of the corporate governance body who received information on anti-corruption policies and procedures			
Percentage	100	100	100
Code of Ethics - Report System			
Substantiated reports			
Total (No.)	3,283	2,714	2,108
Main categories (No.)			
Work Environment	2,759	2,378	1,861
Discrimination and Harassment ¹¹	873	541	385
Queries/Doubts	7	5	13
Financial Information	482	317	217
Conflict of Interest with Third Parties	49	27	12
Financial Information	42	19	30
Anonymous or non-anonymous reports (%)			
Anonymous	65	69	70
Non-anonymous	35	31	30
Corrective actions taken of cases closed (No.)			
Administrative actions	441	354	334
Feedback	1,079	1,079	950
No action required	98	100	63
Review of policies and/or processes	119	134	55
Suspension	25	19	10
Dismissal	901	635	499
Training	34	46	23
Others	586	347	174

Notes

1. Applies only to internal collaborators
 2. Internal hires include only administrative positions
 3. The total percentage of internal hires is 0.63%
 4. Applies only to operational collaborators
 5. Third-party collaborators, contractors, interns, commission-based personnel, and others
 6. In 2025, the contribution levels that completed the 360 process were only Strategic Leaders and Tactical Leaders, as FEMSA's process establishes that the 360 evaluation is conducted every two years
 7. Information from Valora and OXXO operations in Peru, Chile, Brazil, and the U.S. was not included
 8. The assessment is conducted every two years, and the next one will take place in 2026
 9. In our Organizational Climate Survey, we include these two dimensions that allow us to measure the level of collaborators well-being, according to FEMSA's methodology
 10. Additional question incorporated into our Organizational Climate assessment
 11. Reports related to discrimination, workplace harassment, and sexual harassment are included.
 12. The categories were adjusted to reflect material use by the Retail Business Units.
 13. Starting in 2025, data from the Health and CAFFENIO Business Units were incorporated into this indicator. The recycled content percentage of this material is 0.26%.
 14. Data aligned with the Sustainability-Linked Bond (include Coca-Cola FEMSA Venezuela and does not include Proximity Europe).
 15. This indicator includes the company's inorganic growth, specifically the integration of the Proximity Europe business. It does not include information related to Coca-Cola FEMSA Venezuela operations, consistent with the company's financial consolidation practices. Furthermore, data related to reconstruction or manufacturing plant expansion projects are not included within this indicator's scope.
 16. Scope 2 emissions for 2023 and 2024 were recalculated to incorporate the most recent emission factors, ensuring greater accuracy and methodological consistency.
 17. Starting in 2025, the scope was expanded to include hazardous liquids (oily wastewater) generated at fuel stations. These quantities are affected by climatic factors, particularly rainfall.
- NA: Not Available
 - The data presented, including those for the current year, may be subject to adjustments resulting from revisions made after their publication dates.