



GRI Index

General Disclosures

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FEMSA has presented the information cited in this GRI content index for the period between January 1, 2025 and December 31, 2025 using the GRI Standards as a reference.			
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1. The organization and its reporting practices			
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2-2	Entities included in the organization's sustainability reporting	See "Non-financial Information Scope and Limitations"	143
2-3	Reporting period, frequency and contact point	The report contains information from January 1st to December 31st, 2025, and is reported on an annual basis.	
2-4	Restatements of information	An adjustment was identified following the update to more recent emission factors or data available for Scope 1 and Scope 2 emissions. Scope 1 figures were revised compared to those reported in the previous annual report: 2023 data reflects a -10% correction, while 2024 shows a -6% adjustment due to reporting corrections. Scope 2 figures for 2023 were also updated, reflecting lower emissions than initially reported: -5% under the market-based approach and -4% under the location-based approach. Similarly, Scope 2 emissions for 2024 were adjusted downward by -9% under the market-based approach and -3% under the location-based approach. In the case of substantiated reports received through the ethics line, a reclassification of categories was conducted, which resulted in changes to previously disclosed figures. Finally, an adjustment was made to the number of hires for 2024, following an update and validation of the consulted database, leading to a corrected figure of 144,027 hires, instead of the 226,752 originally reported. These restatements replace the previously published information and ensure that the reported data are accurate, consistent, and aligned with official records and updated calculation methodologies	
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3. Governance			
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2-12	Role of the highest governance body in overseeing the management of impacts	See "Board of Directors, Committees, and Executive Team"	119
2-13	Delegation of responsibility for managing impacts	See "Sustainability governance"	46
2-14	Role of the highest governance body in sustainability reporting	See "Sustainability governance" FEMSA's Chief Sustainability Officer, FEMSA's Chief Sustainability and Energy Strategy Officer, and Coca-Cola FEMSA's CEO have performance metrics directly related to the integration and execution of sustainability into the overall business strategy, called Critical Success Factors. Successful achievement of these Critical Success Factors contributes varying percentages to their annual variable performance-based compensation. FEMSA's Sustainability Strategy and Public Goals for 2030 commit the company to: reducing the amount of operational waste sent to landfills to zero; increasing the consumption of electricity from renewable sources to 85%; achieving 40% female representation in management positions, among other goals and actions related to water, circular economy, among others.	46
2-15	Conflicts of interest	See Code of Ethics: https://www.femsa.com/wp-content/uploads/2026/01/FEMSA-Code-of-Ethics.pdf	
2-16	Communication of critical concerns	See "Ethical and socially responsible conduct" See Code of Ethics: https://www.femsa.com/wp-content/uploads/2026/01/FEMSA-Code-of-Ethics.pdf	125
2-17	Collective knowledge of the highest governance body	See "Board of Directors, Committees, and Executive Team" Our Board of Directors constantly strives to implement good corporate governance practices, identify economic, environmental and social risks, and promote sustainability, employee well-being and community development goals.	119
2-18	Evaluation of the performance of the highest governance body	See " https://femsa.gcs-web.com/static-files/6f90b97d-3bf9-4b10-8b74-f1a2daa1a6e1 " Section 7.5. Duties of the Directors	
2-19	Remuneration policies	See " https://femsa.gcs-web.com/static-files/6f90b97d-3bf9-4b10-8b74-f1a2daa1a6e1 " Section 9.2. Operative Aspects	
2-20	Process to determine remuneration	See " https://femsa.gcs-web.com/static-files/6f90b97d-3bf9-4b10-8b74-f1a2daa1a6e1 " Section 9.2. Operative Aspects	
2-21	Annual total compensation ratio	Not available	



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4. Strategy, policies and practices			
2-22	Statement on sustainable development strategy	See "Sustainability Strategy and Public Goals"	50
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2-25	Processes to remediate negative impacts	See: "MARRCO (Model for Addressing Risks and Relations with the Community)" See Community Commitment Policy https://www.femsa.com/wp-content/uploads/2024/07/FEMSA-Corporate-Policy-Community-Commitment.pdf	82
2-26	Mechanisms for seeking advice and raising concerns	See Code of Ethics: https://www.femsa.com/wp-content/uploads/2026/01/FEMSA-Code-of-Ethics.pdf See: "MARRCO (Model for Addressing Risks and Relations with the Community)" See Community Commitment Policy https://www.femsa.com/wp-content/uploads/2024/07/FEMSA-Corporate-Policy-Community-Commitment.pdf See Web: https://secure.ethicspoint.com/domain/media/es/gui/80470/index.html Defined escalation process for reporting incidents When a FEMSA member witnesses an action that he or she believes violates our Code of Ethics or any internal policy or regulation, we expect them to file a report. Any person wishing to make a report may exhaust the steps prior to the Ethics Line, which, by way of example but not limitation, are listed below: a) In the case of Employees: i. Immediate Supervisor, ii. Second Level Manager, iii. Executive Manager of Human Resources or Ethics System representative. b) In the case of directors of FEMSA: i. President of the Board of Directors, or ii. Chairman of the Audit Committee of the Board of Directors. In case of people outside FEMSA, they may directly report to our Ethics Line. All reports regarding the intake method will be channeled, investigated, and registered through the FEMSA Ethics Line in accordance with the applicable Internal Regulations. All this information is held within our Ethics Line Policy.	82
2-27	Compliance with legislation and regulations	Not available	
2-28	Membership associations	Our approach to Membership associations At FEMSA, we promote collaboration, dialogue, and partnerships to pool resources, knowledge, and work together on our similar interests, while achieving common goals, through collaborations with associations across our geographies. We are not only able to leverage collective expertise but also foster innovation and drive sustainable development within the communities we serve. These alliances, both our own and those of our Business Units, allow us to share best practices, address complex challenges and contribute to the overall growth of industry and the development of our geographies.	
5. Stakeholder engagement			
2-29	Approach to stakeholder engagement	At FEMSA, we engage with a number of stakeholders and maintain constant communication with them. These include: non-profit organizations, investors, industry players, specialized institutions, government, consumers and customers, suppliers, employees, society, and the media.	



Material Disclosures

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302-1	Energy consumption within the organization	See "Sustainability Performance Data" See "Climate Action"	144 94
302-3	Energy intensity	See "Sustainability Performance Data" See "Climate Action"	144 94
302-4	Reduction of energy consumption	See "Sustainability Performance Data" See "Climate Action"	144 94
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Emissions 2016			
305-1	Direct (Scope 1) GHG emissions	See "Sustainability Performance Data" See "Climate Action"	144 94
305-2	Energy indirect (Scope 2) GHG emissions	See "Sustainability Performance Data" See "Climate Action"	144 94
305-3	Other indirect (Scope 3) GHG emissions	See "Sustainability Performance Data" See "Climate Action"	144 94
305-4	GHG emissions intensity	See "Sustainability Performance Data" See "Climate Action"	144 94
305-5	Reduction of GHG emissions	See "Sustainability Performance Data" See "Climate Action"	144 94
Water management			
Material Topics 2021			
3-3	Management of material topics	See "Water management" section Through the operation of on-site water treatment plants, treated water is returned either to sewer systems or surface water sources, ensuring that its quality meets or exceeds that of the originally extracted raw water. Through Coca-Cola FEMSA, in 2023, we returned a total of 8.38 Mm3 of treated water (3.92 Mm3 discharged to rivers and 4.46 Mm3 to sewer systems). In 2024, the total volume returned amounted to 7.67 Mm3 (4.29 Mm3 discharged to rivers and 3.38 Mm3 to sewer systems). In 2025, a total of 7.246 Mm3 of treated water were returned (3.758 Mm3 were discharged to rivers and 3.488 Mm3 to sewer systems).	107



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		See "Water management"	107
303-3	Water withdrawal	See "Sustainability Performance Data" See "Water management"	144 107
303-5	Water consumption	See "Sustainability Performance Data" See "Water management"	144 107
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3-3	Management of material topics	See "Circular Economy"	112
Materials 2016			
301-1	Materials used by weight or volume	See "Sustainability Performance Data"	144
301-2	Recycled input materials used	See "Sustainability Performance Data"	144
301-3	Reclaimed products and their packaging materials	See "Sustainability Performance Data"	144
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		See "Circular Economy"	112
306-2	Management of significant waste-related impacts	See "Sustainability Performance Data" See "Circular Economy"	144 112
306-3	Waste generated	See "Sustainability Performance Data"	144
		See "Circular Economy"	107
All hazardous waste generated in our operations is managed and disposed of in accordance with the applicable regulations in each country where we operate. Hazardous waste represents an immaterial portion of FEMSA's total operational waste. Due to local regulatory requirements, this type of waste must be handled by authorized providers and is typically disposed of in controlled landfills and/or incinerated without energy recovery.			
306-4	Waste diverted from disposal	See "Sustainability Performance Data" See "Circular Economy"	144 112
306-5	Waste directed to disposal	See "Sustainability Performance Data" See "Circular Economy"	144 112
Other relevant topics			
Environmental compliance 2016			
307-1	Non-compliance with environmental laws and regulations	Not available	
308-1	New suppliers that were screened using environmental criteria	See "Suppliers with Positive Impact" section	88
		See "Sustainability Performance Data"	144
308-2	Negative environmental impacts in the supply chain and actions taken	We promote good practices in the areas of human rights, environment, community, ethics, and values among our suppliers through our code of ethics, "Guiding Principles for Suppliers", and we seek to ensure that they are all aware of them.	



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Community			
Good Neighbor			
Material Topics 2021			
3-3	Management of material topics	See "Community Strategy" See "Good Neighbor"	76 77
Local Communities 2016			
413-1	Operations with local community engagement, impact assessments, and development programs	See "Community Strategy" See "Good Neighbor" MARRCO (Model for Addressing Risks and Relations with the Community). To put our community strategy into practice, we rely on frameworks that guide local engagement and risk prevention across diverse contexts. One of these is MARRCO, which aides in strengthening community relationships and addressing local risks in a consistent and proactive manner. MARRCO is a diagnostic model designed to understand local contexts of the communities we serve, identify their potential risks, and evaluate how we engage with them. This model helps guide our decision-making and ensures that our actions are relevant, consistent, and aligned with both community and business needs. MARRCO is currently implemented in priority Coca-Cola FEMSA plants, with its reach continuing to expand across the operation.	77 76
413-2	Operations with significant actual and potential negative impacts on local communities	See "Community Strategy" See "Good Neighbor"	77 76
Customer Health and Safety 2016			
416-1	Assessment of the health and safety impacts of product and service categories	See "Double Materiality Assessment" See "Inclusive and Sustainable Offering"	49 85
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417-1	Requirements for product and service information and labeling	See "Inclusive and Sustainable Offering"	85
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3-3	Management of material topics	See "Double Materiality Assessment"	49
Indirect Economic Impacts 2016			
203-1	Infrastructure investments and services supported	See "Community Strategy" See "Good Neighbor" See "Sustainability Performance Data" See "Emergency Preparedness and Response"	77 76 144 83
203-2	Significant indirect economic impacts	See "Community Strategy" See "Good Neighbor" See "Sustainability Performance Data" See "Emergency Preparedness and Response"	77 76 144 83
Suppliers with Positive Impact			
Material Topics 2021			
3-3	Management of material topics	See "Community Strategy" See "Suppliers with positive impact" See "Double Materiality Assessment" In addition to the principles included in the document "Guiding Principles for Suppliers", all FEMSA suppliers are also expected to comply, through their operations, with "Pollution Prevention and Waste Management (Circular Economy)" and "Care for Biodiversity, No to Deforestation and Land Conservation". As part of our efforts to strengthen a more responsible and resilient supply chain, since 2023 we have expanded the reach of our "COMPARTE" newsletter from 200 to more than 20,000 suppliers, with the aim of raising awareness about the relevance and value of responsible sourcing based on best practices. Within this communication, the "Sustainable Supply Corner" section serves as a dedicated space to highlight FEMSA's sustainability (ESG) priorities and emphasize the urgency of taking action to generate a positive impact. Through this section, we address key environmental and social topics https://compartefemsa.com/	77 88 49



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Procurement Practices 2016			
204-1	Proportion of spending on local suppliers	See "Sustainability Performance Data"	144
Supplier Social Assessment 2016			
414-1	New suppliers that were screened using social criteria	We promote good practices in the areas of human rights, environment, community, ethics and values among our suppliers through our code of ethics "Guiding Principles for Suppliers" and we seek to ensure that they are all aware of them. Ver "Suppliers with positive impact"	88
414-2	Negative social impacts in the supply chain and actions taken	We promote good practices in the areas of human rights, environment, community, ethics and values among our suppliers through our code of ethics "Guiding Principles for Suppliers" and we seek to ensure that they are all aware of them. Ver "Suppliers with positive impact"	88
People			
Human and labor rights			
Material Topics 2021			
3-3	Management of material topics	See "People" See "Double Materiality Assessmen"	52 49
Employment 2016			
401-1	New employee hires and employee turnover	See "Sustainability Performance Data" Given the different and diverse industries of the companies that make up FEMSA, turnover is measured in each business. In 2025, 0.63% of our vacancies were filled by internal candidates.	144
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	See "People"	52
401-3	Parental leave	See "Sustainability Performance Data"	144
Child Labor 2016			
408-1	Operations and suppliers at significant risk for incidents of child labor	See Code of Ethics: https://www.femsa.com/wp-content/uploads/2026/01/FEMSA-Code-of-Ethics.pdf See GRI 3-3 People - Human and Labor rights	
Forced or Compulsory Labor 2016			
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	See Code of Ethics: https://www.femsa.com/wp-content/uploads/2026/01/FEMSA-Code-of-Ethics.pdf See GRI 3-3 People - Human and Labor rights	
Security Practices 2016			
410-1	Security personnel trained in human rights policies or procedures	See "Sustainability Performance Data"	144



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Human Rights Assessment 2016			
412-1	Operations that have been subject to human rights reviews or impact assessments	<p>See GRI 3-3 Our People - Human and Labor rights</p> <p>Commitment At FEMSA Our Human Rights Strategy and management approach is based on the five stages our Due Diligence Model, updated in 2023 to align it with the UN Guiding Principles on Business and Human Rights. We recognize that all labor rights are human rights, therefore respect for human dignity above any business consideration. We strictly prohibit all forms of forced labor and human trafficking. We also reject child labor and actively support its eradication. In all our operations, we comply fully with applicable laws regarding the employment of minors. Among our commitments as employers, we strive for equal remuneration for work of equal value, recognizing that fair and equal compensation is not only a fundamental human right but also a key driver of employee motivation, satisfaction, and overall organizational success. We firmly believe in upholding the principles of fairness, equity, and non discrimination in the workplace.</p> <p>In addition to respecting the right of Employees to freedom of association or affiliation to a labor union, we recognize and respect the importance of collective bargaining as a fundamental right and a vital process for achieving fair and equitable outcomes. Our commitment is to engage in open, honest, and constructive dialogue with labor representatives, ensuring that the voices of our workforce are heard and valued. We pledge to approach each negotiation with integrity, transparency, and a genuine willingness to reach mutually beneficial agreements.</p> <p>Human Rights Due Diligence Process Our Human Rights strategy and management approach is guided by the five stages of our Due Diligence Model, redefined in 2023 in accordance with the UN Guiding Principles on Business and Human Rights. The Due Diligence strategy we implemented in 2023 aims to identify potential human rights impacts proactively, systematically, and periodically. This process was implemented also within FEMSA and its Business Units (Coca-Cola FEMSA, Proximity & Health, and Spin). As our initial exploratory exercise, we assessed both real and potential human rights risks. This analysis covered the diverse industries comprising FEMSA Forward, while considering the geopolitical context and focusing particularly on vulnerable groups (priority groups).</p> <p>Using the severity and probability methodology for prioritization, we have assessed a list of potential risks that align with industry benchmarks. We are pleased to recognize that we have previously identified and addressed these issues, including prohibiting any form of forced labor and child labor, ensuring freedom of association and collective bargaining, providing adequate salaries and work compensations, preventing impacts on consumer health, protecting personal data, promoting equity - inclusion/non discrimination, and reducing our contribution to climate change.</p> <p>Aligned with our Human Rights Strategy, FEMSA and its Business Units (Coca-Cola FEMSA, Proximity & Health, and Spin) strives to promote labor inclusion and respect for Human Rights for everyone, including those that might find themselves in a situation of structural and historical vulnerability including but not limited to people with disabilities, elder people, women, migrant workers, indigenous people, children, people from the communities where we operate, as well as employees across our value chain. In 2023 we included for the first time two demographic-related dimensions on our Organizational Climate Diagnostic Survey that allowed us to further recognize the individuality of our collaborators and effectively address the needs the priority groups inside FEMSA and its Business Units.</p>	
412-2	Employee training on human rights policies or procedures	<p>See "Sustainability Performance Data"</p> <p>In 2025 we achieved an average of 21 hours of training per collaborator, equivalent to 2.6 days per collaborator (based on an average eight-hour workday). In 2024: 2 days. In 2023; 3.1 days.</p>	144
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	<p>Through the "Supplier Guiding Principles", which contains five pillars, we promote good practices in the areas of human rights, environment, community, ethics and values. We include the Guiding Principles for Suppliers in the various interactions we have, whether through purchase orders, contracts, etc.</p> <p>See website: https://www.femsa.com/wp-content/uploads/2026/01/FEMSA-Supplier-Guiding-Principles.pdf</p>	



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Justice, Diversity, Equity and Inclusion (JEDI)			65
Material Topics 2021			
3-3	Management of material topics	See "Justice, equity, diversity and inclusion (JEDI)" section	
Diversity and inclusion 2016			
405-1	Diversity of governance bodies and employees	See website: https://www.femsa.com/en/about-femsa/corporate-governance/ See "Sustainability Performance Data" During 2025, FEMSA's efforts in JEDI programs included: <ul style="list-style-type: none"> • Virtual immersion program available to all FEMSA employees through Universidad FEMSA: more than 8,000 employees covered in 2025. • Communications focused on addressing biases and promoting gender parity in processes and systems. • "Hagamos un Puente" completed 23 sessions and reached more than 76,000 employees. • Development: 173 women participated in the "Para ti, Para todas" program, of whom 54% have advanced professionally. The program was also launched for additional organizational levels. • Partnerships: Implementation of a conference series on gender equity in collaboration with UN Women." 	144
Non-discrimination 2016			
406-1	Incidents of discrimination and corrective actions taken	FEMSA has developed an Ethical Compliance System, which is managed by a third party and is available 24 hours a day, 365 days a year, for both employees and our stakeholders, through four different, confidential and anonymous channels: telephone, website, e-mail and chat. Ethics Line website: https://secure.ethicspoint.com/domain/media/en/gui/80470/index.html See Code of Ethics: https://www.femsa.com/wp-content/uploads/2022/10/FEMSA-Code_of_Ethics.pdf See "Sustainability Performance Data"	144
Integral well-being			
Material Topics 2021			
3-3	Management of material topics	See "People" " At FEMSA, we have a system for determining and managing the compensation and benefits our collaborators receive for their work. We establish fair and competitive salary structures, provide incentives, and administer employee benefits and bonuses. For example, the annual performance bonus for our collaborators is calculated based on several factors, including the individual's performance and adherence to the organization's core values in their daily actions. We believe that an employee's contribution goes beyond mere job performance and extends to how they incorporate our values and ethics into their work. By including both performance and values in the calculation, our goal is to recognize and reward employees who not only excel at their jobs, but also consistently demonstrate behaviors that align with our shared principles. We believe this holistic approach to evaluating employee contributions fosters a culture of excellence, integrity and a strong sense of shared purpose within our organization. Since 2022, we have consistently increased or maintained the percentage of employees reaching the highest level of engagement across the organization. For the past three years, our employee engagement surveys have shown year-over-year growth in the proportion of highly committed individuals. This positive trend reflects the continuous efforts made by our leadership to foster a purpose-driven culture, strengthen internal communication, recognize performance, and prioritize employee wellbeing. These initiatives have contributed to building a more motivated and aligned workforce, supporting the long-term sustainability of our business. Part of our due diligence on human rights has led us to focus our efforts with regards to living wages that guarantee an adequate standard of living in the different geographies where we operate. This includes providing decent, optimal and safe working conditions, as well as decent working hours	52



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Occupational Health and Safety 2018			
403-1	Occupational health and safety management system	<p>All FEMSA's Business Units have Industrial Safety and Occupational Health management systems according to their activities and line of business, in compliance with FEMSA's Corporate Policies and the legal framework of the countries in which we operate. Their main objective is to create safe work spaces and healthy lifestyles.</p> <p>At FEMSA, health and safety are not just obligations, they are a strategic priority embedded in every project, process, and action we undertake. Our commitment goes beyond compliance: we have integrated health and safety at all operational levels through:</p> <ul style="list-style-type: none"> • Robust strategies and a global policy focused on the well-being of our employees, contractors, suppliers, and communities. • Guiding principles established for our suppliers and third parties. • The support of specialized multidisciplinary teams, including doctors, engineers, psychologists, and nutritionists, enabling us to provide comprehensive and timely care. • Safety indicators are in place to monitor performance, identify risks, and drive continuous improvement. • Transparent performance reporting to the Board of Directors and Executive Management, including the Sustainability Committee. 	
403-2	Hazard identification, risk assessment, and incident investigation	<p>All of FEMSA's Business Units have certified professionals in charge of the administration of the Occupational Health and Safety Management Systems, such as:</p> <ul style="list-style-type: none"> -Compliance with applicable regulations according to its line of business. -Compliance with internal Occupational Health and Safety policies. -Identification and mitigation of risks in the work centers. -Compliance with the Industrial Safety and Occupational Health programs. -Monitoring the health and safety of employees. -Management of different communication mechanisms so that employees, customers and third parties can report activities or conditions and/or unsafe acts at work. -Management of internal and corporate evaluations to monitor compliance with management systems. 	
403-3	Occupational health services	<p>At FEMSA we have medical care services that contribute to the supervision and surveillance of our employees' health in a preventive manner, such as the early detection of illnesses associated with working conditions, as well as providing quality medical care to employees who experience any discomfort during their workday.</p> <p>Main Activities:</p> <ul style="list-style-type: none"> -Medical attention to collaborators. -Application of entrance and periodic medical examinations. -Elaboration of clinical history according to exposure risks. -Emergency medical attention. -Accident investigation. -Evaluations of the work environment (industrial hygiene). -Vaccination campaigns. -Periodic reviews are scheduled to audit and contribute to the improvement of the quality and compliance of the service. 	



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403-4	Worker participation, consultation, and communication on occupational health and safety	<p>FEMSA has Industrial Safety and Occupational Health Committees made up of representatives from all the Business Units, through which different topics are addressed, such as:</p> <ul style="list-style-type: none"> -Updates in Health and Safety programs. -KPIs (Indicators of Absenteeism, Risk Premium, Fatalities) -Update of policies and guidelines -Communication of relevant health and safety information. <p>We have tools, like the Organizational Climate Surveys, that allow us to understand our employees' perceptions regarding management systems, work environment, their relationships with their bosses, processes, and assigned tasks.</p>	
403-5	Worker training on occupational health and safety	See "Sustainability Performance Data" In 2025, we trained a total of 145,481 individuals on Health and Safety, including 106,702 internal collaborators and 38,779 external collaborators, reflecting our continued commitment to fostering a safe and responsible working environment across our operations.	144
403-6	Promotion of worker health	<p>FEMSA promotes different health care programs internally and in collaboration with public and private institutions, such as:</p> <ul style="list-style-type: none"> -Vaccination campaigns -Nutritional consultations -Psychosocial support consultations -Workshops oriented to promoting mental -Awareness and prevention campaigns (e.g. breast cancer, prostate cancer, smoking, cardiovascular risk factors, etc.). -Activities that promote physical activity (running, cycling, pilates, zumba, yoga, etc.). <p>In the organizational climate survey conducted at FEMSA, we considered several dimensions to measure our employees' perception, highlighting the measures of favorability in their job satisfaction, purpose, happiness, and stress.</p>	
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	FEMSA seeks to create safe work spaces and healthy lifestyles in all its work centers, as well as to promote continuous improvement in its processes through Occupational Health and Safety Programs, having the Management Systems implemented in each Business Unit by professionals as a fundamental tool in Occupational Health and Occupational Risk Prevention.	
403-8	Workers covered by an occupational health and safety management system	See "Sustainability Performance Data"	144
403-9	Work-related injuries	See "Sustainability Performance Data"	144
403-10	Work-related ill health	See "Sustainability Performance Data"	144
Training and Education 2016			
404-1	Average hours of training per year per employee	See "Sustainability Performance Data"	144



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404-2	Programs for upgrading employee skills and transition assistance program	<p>In Mexico, we promote the Life and Development Plan and Retirement Preparation Program (PLAVIDE). The program is designed to help employees nearing retirement prepare for this new stage of their lives, with the understanding that it is part of a natural life process. In Cruz Verde Colombia, we have the programs “Motivation to Change” and “Family System”, which provide tools to facilitate the adaptation and change to the stage of retirement. We offer access to the LinkedIn Learning Content Platform, which provides high quality content materials developed by industry experts. This platform allows employees to choose what and when to learn based on their professional and personal needs. We invested to strengthen the understanding of the self-development culture and the FEMSA Learning Model for participating employees. This program includes topics such as leadership, communication skills, agility, innovation, design thinking, among others.</p> <p>“<i>Experiencia Crítica</i>” is a talent development mechanism designed to enhance an employee’s competencies through a defined, time-bound assignment in a role different from their current one. These temporary assignments arise when there is a need to fill a position and the individual is selected based on their development goals. Due to their intensity and demands, these experiences are considered critical for accelerating professional growth and career development.</p> <ul style="list-style-type: none"> • Examples of Critical Experiences (depending on career interests and goals, a critical experience may involve): • Strengthening leadership: Contributing to the strategic planning and direction-setting of an area or organization. • Overcoming adversity: Managing complex or high-impact financial or operational challenges. • Taking risks: Engaging in high-risk, high-reward situations with potential for failure but also significant learning. • Gaining cultural exposure: <ul style="list-style-type: none"> - Participating in cross-border or cross-cultural projects. - Collaborating with teams or Business Units across FEMSA. - Working temporarily in another country or business division. <p>As part of our commitment to eradicating workplace harassment and discrimination, FEMSA has firmly established in its Code of Ethics, Human and Labor Rights Policy, and Corporate Standard on Justice, Equity, Diversity, and Inclusion the prohibition, rejection, and condemnation of all forms of discrimination and harassment, as well as any conduct that undermines human dignity. In line with this commitment, during 2025 we provided our employees with a total of 2,082 hours of training on non-discrimination and 4,976 hours on anti-harassment in the workplace</p>	144
404-3	Percentage of employees receiving regular performance and career development reviews	See “Sustainability Performance Data”	144



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Corporate Governance			
Other relevant topics			
Anti-corruption 2016			
205-1	Operations assessed for risks related to corruption	As every year, we carried out the process of reviewing, updating, and communicating our Code of Ethics to all collaborators.	
205-2	Communication and training about anti-corruption policies and procedures	See "Sustainability Performance Data"	144
205-3	Confirmed incidents of corruption and actions taken	See "Sustainability Performance Data"	144
Anti-competitive Behavior 2016			
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	See https://femsa.gcs-web.com/financial-reports/	
Labor/Management Relations 2016			
402-1	Minimum notice periods regarding operational changes	Notices of operational changes are made in accordance with the applicable laws of the countries in which we operate.	
Public Policy 2016			
415-1	Political contributions	We comply with the laws of the countries in which we operate.	