



we are

ome

protecting what matters most

Our strength lies in acting together, with responsibility toward people, communities, and the environment.





Value Creation

Our business strategy is constantly evolving to adapt, respond to, and take advantage of the opportunities that surround our organization. Our strategic framework is comprised of six priorities, three Whats and three Hows¹, one of which is Rooted Sustainability. This “how” translates into how we want to get things done: by having the greatest positive impact on the environmental, social, and economic variables that interact with our business, while safeguarding its long-term growth and resilience. Our sustainable mindset serves as the foundation for everything we do. We are committed to creating inclusive and sustainable solutions while maintaining a global perspective in our decision-making.

Rooted sustainability is an essential component that aligns fully with our Sustainability Strategy across three main pillars: People, Community, and Planet. Built on a foundation of strong corporate governance, this model centers on nine priority topics:

¹ Find out more on page XX, in the “Business Strategy” section.



PEOPLE

We are committed to the comprehensive development of our collaborators, creating respectful, inclusive, and collaborative work environments, providing decent working conditions, and providing essential support for their well-being.

[See more on page XX.](#)



COMMUNITY

We are committed to contributing to the economic and social development of the communities where we operate, seeking to generate prosperity and well-being.

[See more on page XX.](#)



PLANET

We are committed to environmental stewardship by reducing the environmental impact of our operations throughout our value chain, including our products and services.

[See more on page XX.](#)



CORPORATE GOVERNANCE

We understand that robust governance is vital to ensure the responsible conduct and operation of our business, as well as to achieve long-term value generation by aligning and driving both economic and social performance, while ensuring accountability and building legitimacy with all stakeholders.

[See more on page XX.](#)





Sustainability Governance

Impact

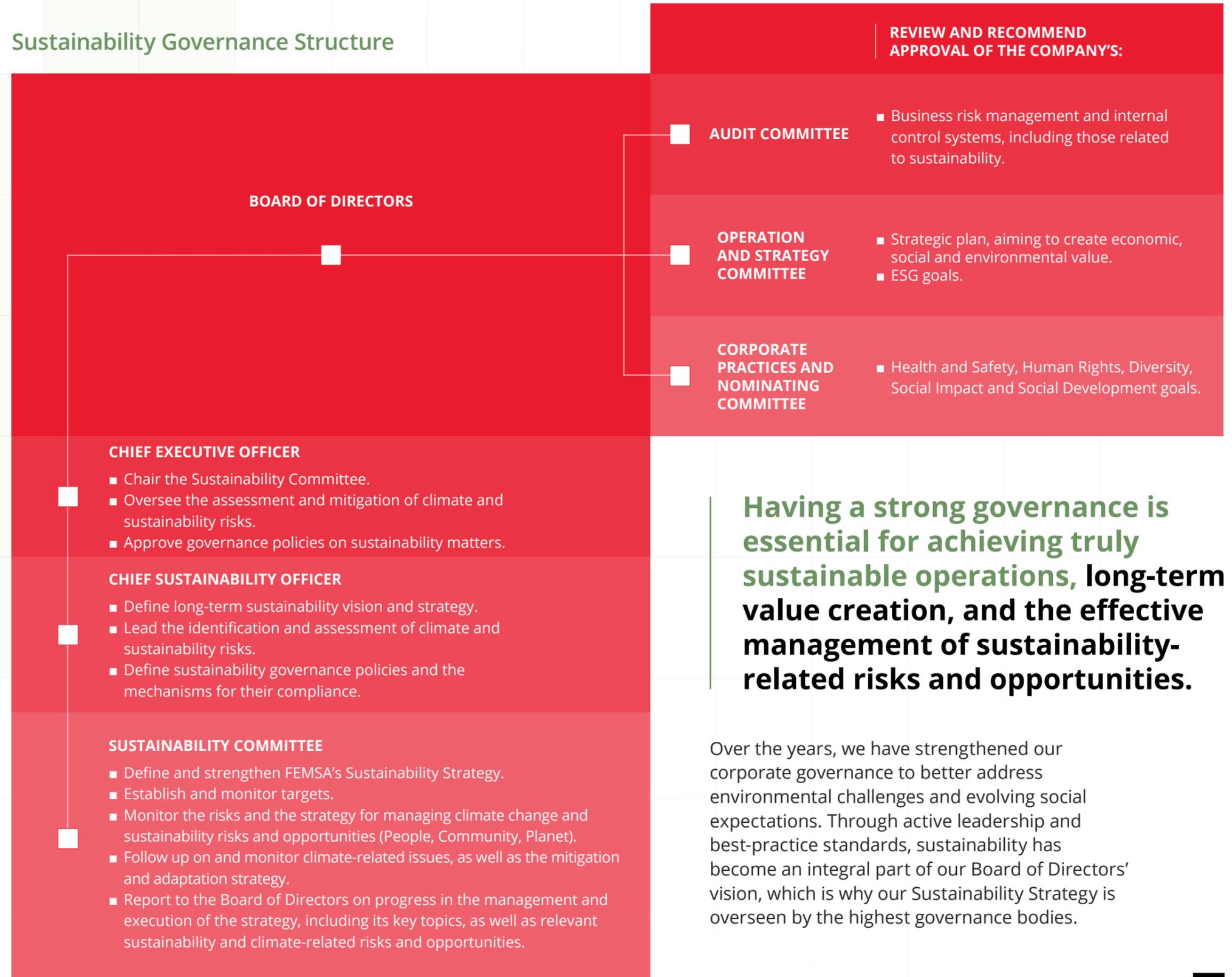


Aligned with the United Nations' SDGs and Global Compact

Our Sustainability Strategy seeks to contribute to global commitments such as the United Nations Sustainable Development Goals (SDGs). Since 2005, we have been signatories to the United Nations Global Compact, reaffirming our commitment to align our business and strategy with its ten principles.

We share more on our actions related to these SDGs in the Appendix, page XX. ▶

Sustainability Governance Structure



Having a strong governance is essential for achieving truly sustainable operations, long-term value creation, and the effective management of sustainability-related risks and opportunities.

Over the years, we have strengthened our corporate governance to better address environmental challenges and evolving social expectations. Through active leadership and best-practice standards, sustainability has become an integral part of our Board of Directors' vision, which is why our Sustainability Strategy is overseen by the highest governance bodies.



Board of Directors

Our Board of Directors continually monitors our Sustainability Strategy’s progress, during the year. Discussions include updates on key performance indicators and public commitments, climate-related risks and opportunities, and evaluations from international ESG rating agencies, among other topics.

The Chairman of the Board plays a central role in guiding our sustainability agenda, overseeing the priorities and pillars that shape our strategy. In fulfilling this responsibility, the chairman is supported by the Sustainability Committee.

Executive Team

Our executive leaders are also a key part of the planning and execution of the Sustainability Strategy, overseeing the results of its implementation and the fulfillment of sustainability goals. By integrating sustainability-linked KPIs into some of our executives’ performance metrics, we ensure our leadership is directly incentivized to advance our long-term environmental and social commitments, strengthening responsible decision-making across our organization.



Sustainability Committee

The Sustainability Committee was formed in 2021. It is composed of executives from all Business Units and key corporate functions, ensuring broad representation across sustainability topics, businesses, demographics, and nationalities within our organization. The Committee’s role is to support the Board of Directors in embedding sustainability principles into management processes, promoting

industry’s best practices across operations, and contributing to long-term value creation.

The Committee meets quarterly to guide, review, and monitor the execution of our Sustainability Strategy.

Additional details regarding its composition and activities can be found in the Sustainability section of our website.



Sustainability Department



Chief Sustainability Officer

Our Chief Sustainability Officer, Jessica Ponce, reports directly to our CEO. She oversees our Sustainability agenda, coordinates the internal sustainability governance system and practices, as well as environmental initiatives and social programs. Part of her role is to strengthen the integration of sustainability within the management team and their respective businesses, forming effective work groups to ensure the Sustainability Strategy is implemented.

FEMSA's Sustainability Team

Our Sustainability Team brings together specialists across multiple disciplines. It is responsible for designing, developing, implementing, monitoring, and reporting on the progress of our Sustainability Strategy. A key part of the team's role is to capture and share best practices from the sectors in which we operate, integrating them into the work of our Business Units and corporate functions. It also leads the Sustainability Committee's meetings and drives progress toward our corporate sustainability objectives.

This team is made up of four key areas:

- **Social Value:** Acts as a strategic enabler, establishing social investment criteria, coordinating efforts, and enabling initiatives that support the development of our employees and their families, while strengthening the communities where we operate in.
- **Environment:** Oversees the governance and management of environmental initiatives across our operations, promoting policies and frameworks that advance priorities such as climate action, water stewardship, and circular economy.
- **Governance:** Ensure the proper implementation, management, and oversight of all sustainability initiatives.
- **Fundación FEMSA:** Created to invest in social initiatives, generating positive impacts in people's lives and helping build stronger, more sustainable communities.

- We created the Social Value Office in 2024 as part of the evolution of the Sustainability function to enhance our social impact. During 2025, we strengthened its role as a strategic area within FEMSA by working closely with the businesses to integrate social value into their strategies. From this function, we guide and enable teams in the creation of social value, coordinating efforts, building capabilities, and connecting them with expert partners.
- In addition, greater clarity around its purpose, scope, and priorities helped consolidate a shared understanding of its role as a strategic enabler, strengthening collaboration and aligning decision-making with the Sustainability Strategy.

This team, together with the CSO and CEO, are the two main leadership bodies responsible for executing the Sustainability Strategy . Their roles include supporting and guiding the sustainability teams within each business unit, ensuring a unified vision and consistent execution of our key ESG efforts.

Business Unit Sustainability Teams

Each Business Unit has its own sustainability team responsible for shaping, executing, and coordinating its respective Sustainability Strategy . These teams oversee the planning, implementation, monitoring, and reporting of key initiatives, while fostering engagement between internal stakeholders and external audiences. Internally, they help identify and prioritize material topics, as well as sustainability-related risks and opportunities across operations. They also partner with corporate areas to embed the sustainability agenda into programs and day-to-day activities. Externally, they maintain close relationships with the communities surrounding our operations to understand their needs and strengthen initiatives that contribute to their development.

For more details on the role FEMSA's Corporate Governance plays in risk management, please refer to the Corporate Governance section. ▶



Double Materiality Assessment

At FEMSA, we have been conducting materiality analyses for the company since 2010. The last update we made to this exercise prior to adopting a double materiality approach was in 2021. We updated our materiality analysis in 2024 to better reflect leading practices in sustainable business management, focusing on both impact materiality and financial materiality:

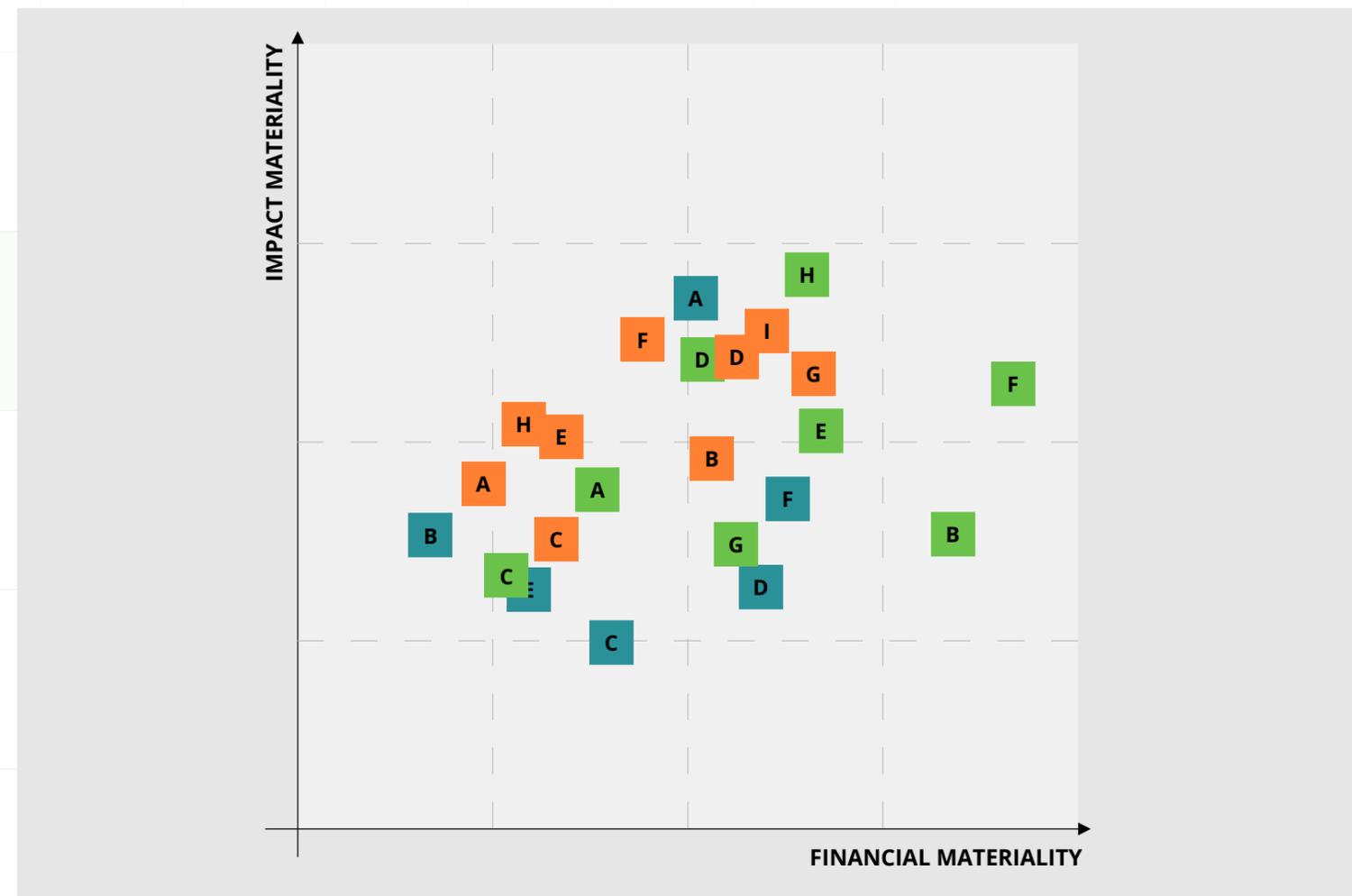
- 1. Impact materiality:** Evaluates how our activities affect the environment, society, and communities we interact with.
- 2. Financial materiality:** Analyzes how environmental, social, and governance (ESG) factors can influence our results and financial value over time.

As part of this process, the assessment incorporated the latest information available regarding international standards, including the Corporate Sustainable Reporting Directive (CSRD) framework and IFRS S1 and S2 Sustainability Disclosure Standards, which also encompass SASB Standards, among other globally recognized frameworks. Certain considerations and requirements from rating agencies such as S&P Global, MSCI, Sustainalytics, CDP, and FTSE Russell were also reviewed.

By applying this comprehensive lens, we identified and prioritized sustainability impacts, risks, and opportunities (IROs) across our entire value chain, covering our direct operations and our upstream and downstream relationships. This strengthens our ability to manage these factors strategically and in line with emerging regulatory requirements and stakeholder expectations.

Thanks to this effort, we were able to revisit and update our Sustainability Strategy, looking to focus on existing material issues while including newfound topics. This materiality analysis also guides our disclosure and reporting, ensuring that decisions are grounded in timely, relevant, and high-quality information. We will maintain annual review processes for the components of our materiality to ensure its continued alignment with evolving context and business priorities, updating our list of topics as needed until the next full assessment is conducted in accordance with international best practices.

[More details on the methodology and process can be found in our webpage and 2024 Annual Report.](#)



ENVIRONMENT

- A. Circular economy and materials efficiency
- B. Climate change preparedness and response to its impacts
- C. Ecosystem health, protection, and regeneration
- D. Greenhouse gas emissions reduction
- E. Increasing use of renewable energy and energy efficiency
- F. Responsible water use and watershed protection
- G. Sustainable ingredient sourcing and traceability
- H. Waste management and reduction

SOCIAL

- A. Accessible, inclusive, and affordable products and services
- B. Community impact, engagement, and resilience
- C. Consumer behaviors, healthy lives, and lifestyles
- D. Digital and technological inclusion
- E. Diversity, equity, inclusion, and justice throughout the value chain
- F. Economic development and SME engagement
- G. Employee well-being and development
- H. Human rights throughout the value chain
- I. Responsible procurement and supplier engagement

GOVERNANCE

- A. Corporate ethics, compliance and governance
- B. Information accessibility and responsible marketing
- C. Innovation and digitalization
- D. Privacy, data security, and responsible use of technology
- E. Public policy engagement and advocacy
- F. Quality and safety of products and services



Sustainability Strategy and Public Goals

We have dedicated teams, processes, forums, and governance bodies focused on defining, managing, and advancing our Sustainability Strategy.

In line with this long-standing commitment, sustainability is one of FEMSA's six strategic priorities. We are committed to being a responsible, inclusive, equitable, and diverse organization that sets a positive example in every community where we operate.

Our vision is to embed sustainability into every part of our business model. We take a global and forward-looking approach that helps us address environmental, social, and economic challenges in a comprehensive way. This perspective encourages innovation, collaboration with strategic partners, and the adoption of responsible practices that contribute to a more resilient and fair future.

FEMSA's Sustainability Priority Topics

Although each of our businesses faces different sustainability challenges due to particularities in their industries and their stakeholders' expectations, there are key topics that share a significant impact. We are now working on 18 focus areas, grouped into 9 priority topics across 3 strategic axes, all based on a solid foundation of governance, ethics, and values with its own priority topics. This structure reflects our stakeholders' perspectives, aligns with our materiality analysis, and covers the most relevant aspects across all businesses.





2025 Strategy Review

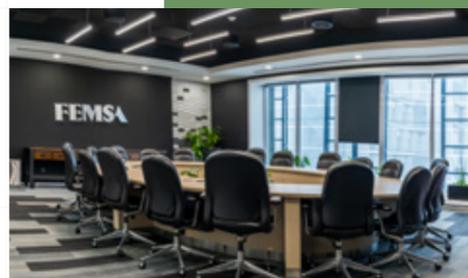
This year we carried out a thorough review of our long-term roadmap with a clear objective: consolidating our efforts and focus areas to deepen our impact and target key actions that will secure our resilience over time.



Key inputs that went into the development of our updated Sustainability Strategy included:



■ **International efforts:** to comply with the United Nation’s Global Compact, which we are signatories of, as well as to contribute to its Sustainable Development Goals (SDGs), among other global initiatives dedicated to sustainable action.



■ **Sustainability Committee:** to include their feedback and sign-off.

■ **2024 double materiality assessment results:** to guarantee that our efforts are aligned with all stakeholder groups and respond to both impact and financial materiality that could benefit or threaten our business strategy.



■ **Business Units:** to review how our strategy could better adapt to each business’s risks, needs, and regulatory requirements specific to the countries where they operate.





People



PURPOSE:

We are committed to the comprehensive development of our collaborators, creating respectful, inclusive, and collaborative work environments, providing decent working conditions, and providing essential support for their well-being.

We reconfigured the way we work and how internal teams were assigned to better manage internal and external social initiatives. For our collaborators, we chose to channel various programs into fewer, more specific efforts that better responded to our findings in our 2024 double materiality analysis. In our updated 2025 strategy, we kept our three priority topics from the 2021 strategy, and will be addressing and managing them through initiatives built around 5 focus areas:

Priority Topics	Focus Areas	Statement
Human and labor rights	Guarantee safe and decent working environments that guarantee optimal conditions for all people.	We promote Human Rights as a fundamental principle and respect human dignity above all other business considerations.
Justice, equity, diversity, and inclusion	Guarantee gender equality.	We are a mirror of the diversity of customers and communities we serve, ensuring conditions of access and development for all people.
	Promote an inclusive working environment (free from discrimination), strengthening the commitment between people and the organization.	We recognize the multiple dimensions of the diversity of our people as a strength, seeking to ensure equality of treatment and equal opportunities for development.
Integral well-being	Foster the comprehensive development of our collaborators by improving their quality of life.	We are committed to promoting the integral development and quality of life of our collaborators, guaranteeing access to psychological support programs.
	Promote the social mobility of our collaborators and their families by expanding opportunities for educational, economic, and personal development.	We improve the Integral Well-being of our collaborators and families by facilitating opportunities for professionalization, technical training, financial education and skills development that promote personal, professional and economic growth.





Community

PURPOSE:

We are committed to contributing to the economic and social development of the communities in which we operate, seeking to generate prosperity and well-being.

This pillar has evolved the most compared to previous years. We not only updated the names of the three priority topics, but also their scope, focus, and purpose, in order to better guide our efforts and maximize benefits for communities. Building on this, we will address these topics through six focus areas.

Priority Topics	Focus Areas	Statement
Good neighbor	Community engagement.	We contribute to improving the living conditions of our communities, positioning ourselves as a good neighbor, with initiatives that generate well-being and social mobility.
	Emergency preparedness and response.	We strengthen community resilience by implementing emergency preparedness and response practices for social and environmental emergencies across all Business Units.
Customers at the center	Inclusive and Sustainable offering.	We promote the development of an expanded portfolio of products and services that responds to the specific needs of our customers and incorporates attributes of inclusion and sustainability.
	Creating value for our customers.	We work alongside with our customers through initiatives that foster their development, placing their needs and contexts at the center.
Suppliers with positive impact	Fair business practices.	We support the growth of our suppliers through differentiated negotiation practices and fair payment, while promoting the adoption of ethical and environmentally responsible practices.
	Local supplier development.	We promote economic development in our communities by prioritizing purchases from local suppliers and supporting the growth of small and medium-sized enterprises (SMEs) across our supply chain.





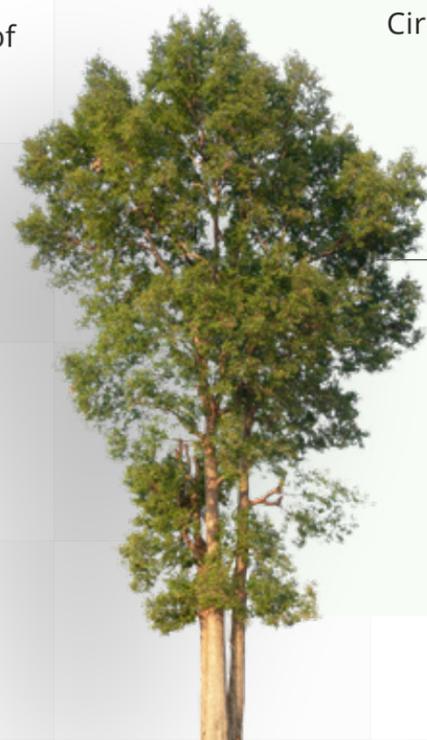
Planet



PURPOSE:

We are committed to contributing to caring for the environment by minimizing the environmental impact of our operations throughout the value chain, as well as that of our products and services.

This pillar received the least modifications, as we remain committed to the most relevant environmental challenges of our time. Our main development was the inclusion of biodiversity management and protection as part of our Water Management efforts, since we identified that our actions around this topic have had the greatest impact on ecosystem preservation in previous years. This can be seen as one of the seven focus areas that link back to our environmental priority topics:



Priority Topics	Focus Areas	Statement
Climate action	Emissions mitigation.	We mitigate GHG emissions along the entire value chain (scopes 1, 2 and 3), set reduction targets and use low-carbon technologies and practices.
	Energy management.	We promote energy efficiency practices and technologies, the use of renewable energy sources, and electric mobility in our operations and in the value chain.
	Climate change adaptation.	We manage the risks and opportunities of climate change seeking to ensure business continuity, minimize operational interruptions and protect our people, community and infrastructure.
Water management	Water efficiency and security.	We have world-class practices and develop action plans to optimize water efficiency in our operations, as well as promote water security in the communities where we operate.
	Biodiversity and ecosystem protection.	We promote the protection of biodiversity, ecosystems, and non-deforestation by minimizing our environmental footprint and promoting nature-based solutions throughout our value chain.
Circular economy	Waste reduction and management.	We ensure proper waste management in our operations, preventing it from reaching sanitary landfills.
	Circularity of Products and services.	We seek our packaging and that of our own brand suppliers to use recycled material, and to be recyclable at the end of their useful life, and we promote the collection of the packaging of our products introduced into the market.



Corporate Governance



PURPOSE:

We understand that robust governance is vital to ensuring responsible business management and operations and achieving long-term value creation by aligning and driving both economic and social performance, as well as ensuring accountability and building legitimacy with all stakeholders.

Our Sustainability Strategy is supported by a solid governance structure that promotes transparency, accountability, and alignment with our long-term commitments. To further strengthen our management and oversight, we combined all three of our 2021 priority topics into two core ideas. These are made up of seven clear and purposeful focus areas:

With these modifications, we believe we will be better positioned to face relevant challenges for our business and stakeholders, ensuring that our initiatives are impactful, measurable, and aligned with best practices, including the United Nations Sustainable Development Goals.

For more information on our contribution to the SDGs, see page xxx.

Priority Topics	Focus Areas	Statement
Corporate responsibility	Governing bodies.	We review our governing bodies to incorporate best practices that are aligned with our sustainability goals.
	Evaluation processes.	Our boards and committees are periodically evaluated in terms of their structure, operation, and functioning in order to manage their performance. We promote the participation of our companies in sustainability assessments, carried out by independent third parties and we ensure that the Sustainability Strategy and processes are regularly audited by an independent internal area.
	Transparency.	We inform our stakeholders, through public reports, about our sustainability strategy, practices, and performance. We also promote transparency in the disclosure of our key executives' compensation structures, while maintaining strict adherence to safety and confidentiality considerations.
Ethical behavior and risk management	Stakeholder engagement.	We have channels and mechanisms to address the concerns and needs of our environment/stakeholders and incorporate relevant issues into our strategy.
	Ethics and culture of lawfulness.	We maintain robust ethics policies that are reviewed periodically, complemented by processes that encourage ethical behavior in our operations and within our value chain. Our collaborators are committed to complying with all policies and regulations, and we periodically assess their knowledge and adherence to these requirements.
		We conduct our business in full accordance with the law, acting with integrity, and implementing controls to prevent money laundering and terrorist financing. We uphold a zero-tolerance stance on bribery, and we firmly reject, report, and combat any act of corruption.
	Information protection.	We have strong security policies, structures, tools and management processes that guarantee the confidentiality, availability and integrity of information.
	Risk Management.	We have tools and recurring processes to identify and manage economic, environmental and social risks to which our businesses and brands may be exposed.



Public Goals

In response to our 2025 Sustainability Strategy revamp, some of our sustainability goals were updated to reflect new realities in climate risk, supply-chain dynamics, and technological availability. Although specific targets evolved, our overall ambition and commitment remain unchanged. We continue to move toward a more sustainable, efficient, and inclusive business.

Some of the most important additions or modifications to the public goals we released in 2021 include:

- An update to our Water Management goal to determine the volume of water we must compensate for certain operations based on the overall water stress risk identified in each of the water basins we extract this resource from.
- An update to our Integral Well-being goal regarding collaborators' access to psychological support through various channels, looking to make this goal more specific and measurable.

Our corporate-level commitments bring us closer to building a better world, providing solutions to the most pressing challenges facing our businesses and stakeholders today.

AXIS	PRIORITY TOPIC	BASELINE	2024	2025	2030 GOALS
People	Human and labor rights	88.0% (2023)	88.5%	88.5%	More than 90% of collaborators engaged
	Integral well-being	81% (2023)	85%	84%	100% of collaborators with access to at least one type of formal psychological support: In-person or virtual psychological counseling, psychological support apps, and/or a 24/7 helpline
	Justice, diversity, equity, and inclusion	20% (2020)	33%	34%	40% of executive positions ² held by women
Community	Good neighbor	2.9 million (2021)	11.9 million	14.5 million	20 million people benefited by community well-being initiatives
	Suppliers with a positive impact	64% (2021)	77%	83%	90% of purchases from local suppliers in all Business Units
Planet	Climate action	22% (2017)	65.3%	65.2%	85% renewable electricity used in all our operations
	Water management	81% (2021)	70%	70%*	Achieve a neutral water balance across all operations, with priority given to water-risk areas
	Circular economy	52% (2019)	76%	80.6%**	Zero waste from operations sent to landfills

*Results as of 2024. Replenishment results of 2025 are currently under calculation following an update to the replenish target methodology to prioritize water water-risk. Water risk areas are defined based on their level of exposure to multifactorial variables, including water stress, business dependencies, and/or social context related to water.

**This figure refers to FEMSA's corporate target and differs from the target defined in the Sustainability-Linked Bond (SLB), which follows the specific scope and parameters defined in the SLB framework, and closed at 82.6% in 2025.

² This goal does not apply to, nor does it include collaborators from our U.S. operations.



Sustainable Finance and ESG Ratings

Sustainability-Linked Bonds

Exploring mechanisms to advance sustainability alongside financial performance is becoming a cornerstone of our overall strategy. This approach reflects our belief that environmental and social progress must go hand in hand with economic resilience. In this context, our Sustainability-Linked Bond (SLB) framework was designed to align operational goals with ambitious sustainability targets, reinforcing our commitment to circularity and responsible resource management.



FEMSA

Our Sustainability-Linked Bond Framework was developed in accordance with the 2020 Sustainability-Linked Bond Principles (SLBP) established by the International Capital Market Association. This framework incorporates two key performance indicators (SLBP) that are aligned with our strategic sustainability priorities and performance targets (SPTs) projected for 2030.

SPT 1:
Increase the percentage of waste diverted from landfills.
1.1 Interim goal: **65% by 2025**
1.2 Final target: 100% by 2030.

SPT 2:
Increase annual sourcing of renewable electricity.
2.1 Interim goal: **65% by 2025**
2.2 Final target: 85% by 2030.

Since this bond’s issuance, we have achieved significant progress towards reaching each SPT’s goals. We are proud to share that during 2025, which marked the deadline for our interim targets, we were able to meet our expected results, which were verified by an independent third party. This reinforces the credibility of our commitments and the link between sustainable impact and financial performance.

In 2025, we successfully achieved both interim targets established under our Sustainability-Linked Bond, meeting the renewable electricity and landfill diversion goals.

FEMSA'S PERFORMANCE

KPI	2022	2023	2024	2025	SPT 2025	SPT 2030
Percentage of operational waste diverted from landfills	68.7%	73.4%	76.0%	82.6%*	65.0%	100.0%
Percentage of total electricity consumption from renewable sources	58.0%	62.4%	65.3%	65.2%	65.0%	85.0%

*Refers to the 2025 result of the Sustainability-Linked Bond (SLB). The corporate target of FEMSA closed at 80.6%

For more information on our Sustainability-Linked Bond Framework and external verification details, see page 163. [▶](#)



Coca-Cola FEMSA

In 2021, at Coca-Cola FEMSA, we issued the first sustainability-linked bond in the Mexican market as part of our commitment to the sustainable management of water. This first issuance focused on the efficient and responsible use of water resources. Progress is measured through an SPT (Sustainability Performance Target) that evaluates the total volume of water extracted at our bottling plants, expressed in relation to the total volume of beverages produced.



SPT1:
Achieve a water usage ratio (liters of water used per liter of beverage produced).
Interim goal: **1.36 during 2024**
Final target: 1.26 during 2026.

As a key milestone, Coca-Cola FEMSA reached its interim target during August 2024, achieving a ratio of 1.36 liters of water per liter of beverage produced. During 2025, Coca-Cola FEMSA achieved a 1.35 Water Use Ratio (WUR) — a 14.5% improvement vs. 2018 baseline and 2.17% improvement year-over-year; and nine bottling plants already outperform the 2026 goal of 1.26 WUR.

For more information on the Coca-Cola FEMSA Sustainability-Linked Bond and related documents, see the Coca-Cola FEMSA Annual Report. [▶](#)



COCA-COLA FEMSA'S PERFORMANCE

KPI	2022	2023	SPT 2024	2025	SPT 2026
Water Use Ratio (WUR)	1.46	1.42	1.38 ³	1.35	1.26

³ In August 2024, Coca-Cola FEMSA met its interim target of 1.36 liters of water used per liter of beverage produced. Its annual average result for 2024 was 1.38 liters.



Sustainability Evaluations



We strengthen our commitment to transparency by actively participating in external evaluations that measure and compare our Sustainability Performance against other leading global companies. Evaluation tools from S&P Global, MSCI, Sustainalytics, FTSE Russell, and CDP allow us not only to monitor progress but also identify areas of opportunity to strengthen strategies.

These results reflect an effort to align with the highest international standards and generate a positive impact on our stakeholders.

We continue to be part of the Dow Jones Best-in-Class World Index, as one of the first Mexican companies to do so.

RESULTS

Rater	Scale ⁴	2024 Result	2025 Result	2025 Highlights
S&P Global CSA	0 100	71	77	<ul style="list-style-type: none"> ■ We continue to be part of the Dow Jones Best-in-Class World Index, as one of the first Mexican companies to do so. ■ We maintained our inclusion in the “Dow Jones Best-in-Class MILA Pacific Alliance Index”. ■ We maintained our inclusion in the “S&P Global Sustainability Yearbook”. ■ For the sixth consecutive year, we have improved our rating.
MSCI	CCC AAA	AA	A	<ul style="list-style-type: none"> ■ We obtained an “A” rating, which positions the Company as “Average” within the sector. This rating reflects an adequate performance managing the most significant ESG risks and opportunities, in line with industry peers.
Morningstar Sustainalytics	100 0	24.7	25.4	<ul style="list-style-type: none"> ■ Our risk rating remained unchanged at a “Medium” risk level.
FTSE Russell ESG	0 5	3.1	3.2	<ul style="list-style-type: none"> ■ We maintained the inclusion of our stock in the FTSE4Good Index Series.
CDP Water / Climate	D A	B	B	<ul style="list-style-type: none"> ■ We obtained a B rating, which places us in the “Management” level in both the “Climate Change” and “Water Security” questionnaires.

⁴ Scales organized from lowest to highest performance.



we are 

One

with our people

Ps. 6.3 billion
invested in ensuring decent, optimal, inclusive, and safe working conditions for our team.

7.7 million
hours of training invested in collaborators.

5,700
seniors (60+), +2,200 people with disabilities, and +2,000 migrants are collaborators.

46%
of our collaborators are women.





Workforce Breakdown

COLLABORATORS BY COUNTRY – 2025

263,630
Mexico

2,297
Costa Rica

46
Luxembourg

36,377
Brazil

1,886
Peru

34
Netherlands

24,832
Colombia

1,803
United States of America

368,776*
Total colaboradores

13,300
Chile

1,662
Panama

4,781
Germany

1,650
Nicaragua

4,630
Guatemala

1,573
Uruguay

4,492
Ecuador

1,392
Switzerland

4,304
Argentina

83
Austria



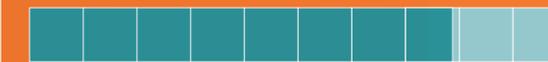
Human Rights

2030 GOAL

More than 90% of our collaborators engaged (in our Organizational Climate Survey).

2025 RESULT

88.5%¹



OBJECTIVE

To uphold our commitment and responsibility to Human Rights by transforming challenges into opportunities, creating business value, and generating a positive social impact.

We are committed to promoting and respecting Human Rights, as well as to preventing risks that could have an impact on our collaborators, business partners, suppliers, consumers, and other stakeholders.

This commitment guides our work environment and extends to the communities where we operate. We are convinced that every person deserves to be treated with dignity. For this reason, we work to identify and proactively address any potential impacts linked to our activities.

¹ Results correspond to the 2023 –2024 biennial cycle. Implementation of the Organizational Climate Survey began in 2025, and consolidated results will be available and reported on 2026.

* Include internal and external collaborators



Due Diligence Model

FEMSA Human Rights Due Diligence Model

■ Prevention

Implementation of initiatives, processes, and policies to prevent future Human Rights violations. [\(See page 126\).](#)

■ Identification

Analyze the company's activities and human rights that could represent a potential risk.

■ Evaluation

Classify and prioritize the Outstanding Human Rights considering our operations analysis and address the results.

■ Remediation

Repair and avoid the repetition of negative impacts.

■ Grievance

Effective and agile attention to complaints about negative Human Rights impacts detected through formal institutional mechanisms, such as the FEMSA Ethics Line. [\(See page 135\).](#)

- With the International Organization of Employers (IOE), we supported A Step-by-Step Approach for Companies of All Sizes to Implement Human Rights Due Diligence for Responsible Business Conduct, which includes complete checklists and tools to implement human rights due diligence in companies of any size.
- Together with the International Labor Organization (ILO) and the IOE, we contributed to “Combating Forced Labor: A Handbook for Employers and Business”. This operational guidance helps identify, prevent, and address forced labor risks across operations and supply chains, grounded in international labor standards.
- In partnership with the United Nations Global Compact (U.S. Network), we contributed to the playbook Gaining Internal Support for Human Rights Due Diligence and Management, designed to help organizations secure internal buy-in and embed due diligence as a core management practice.

Our Human Rights strategy is guided by our Due Diligence Model, which we updated in 2023 to align with the UN Guiding Principles on Business and Human Rights. At the end of 2025, we began a comprehensive, externally validated assessment that integrates key corporate diagnostic. Once completed, this exercise will allow us to better consolidate a preventive approach across our operations and value chain, aligned with the three pillars of our Sustainability Strategy.

A key part of putting this model into practice has been creating stronger connections between the policies, programs, and tools we've

built over the years to promote and protect Human Rights across FEMSA. This includes integrating multiple initiatives and diagnostic systems.

We enhanced how we process and use information from sources such as the Ethics Line, Organizational Climate and Well-being surveys, and our Double Materiality Analysis. These insights help us act earlier and more effectively to identify and mitigate real and potential risks. This will also help us strengthen how we link our risk control system with our Human Rights management, particularly in how we address impacts across our value chain.

Building on this due diligence foundation, we also focus on strengthening internal alignment and translating human rights due diligence into day-to-day decision-making through practical tools, shared learning, and peer exchange. As part of this commitment, we actively share internal learnings with the broader business community to help accelerate implementation and raise the bar on responsible business conduct.

To that end, we have contributed to the development of key handbooks and playbooks in collaboration with leading international organizations.

Overall, this work helps transform due diligence from a policy requirement into practical management routines: strengthening our own capabilities, reinforcing consistent expectations across our value chain, and contributing to more effective, comparable practices across industries.



Safe And Decent Work Environments



At FEMSA, we understand collaborator engagement emerges when people find meaning in their work and recognize the impact of what they do. When this connection exists, it builds pride, encourages long-term growth within the organization, and motivates people to contribute to the value creation for both the business and society. We foster environments where each person can recognize the purpose of their contribution, develop their full potential, and be part of a culture grounded in holistic well-being and a shared purpose.

Our Organizational Climate Survey remains a key tool for understanding the needs and expectations of our workforce. In 2025, we strengthened the survey by incorporating a new Psychological Safety dimension, focused on three fundamental pillars: creating environments where people feel safe to express themselves, propose ideas, and raise questions without fear of retaliation. Conducted on a biennial basis, the survey allows us to identify trends, track progress, and inform decision-making in the long-term.

88% of our collaborators participated in this biennial survey during the assessment².

As part of this approach, we incorporated a Happiness Index that allows us to gain a comprehensive understanding of FEMSA's impact on the collaborator experience. The index evaluates key dimensions such as sense of belonging, sustainable performance, physical and emotional well-being, and a human-centered leadership approach.

To ensure that listening leads to action, and action to meaningful change, we implemented the Action Tracker Engagement, a methodology designed to assess the progress and impact of the initiatives that make up the action plans across each Business Unit. It classifies initiatives based on their depth and impact into three categories: immediate (short-term initiatives with limited scope and impact that address specific needs quickly), progressive (actions have a balanced level of depth and impact, contributing to sustained improvements over time), and transformational (initiatives with high depth and high impact that drive structural, long-term change across the organization). We achieved an 84% progress rate at the FEMSA level, with more than 160 initiatives implemented. Of these, 36% were classified as immediate actions, 48% delivered a progressive impact, and 16% were considered transformational.

² Results correspond to the 2023–2024 biennial cycle. Implementation of the Organizational Climate Survey began in 2025, and consolidated results will be available and reported on until 2026.



Safe Working Conditions

Promoting decent working conditions is central to our approach to business sustainability and the well-being of our people. In 2025, we strengthened this effort through the implementation of ARLA 2.0, a labor human rights risk assessment model supported by qualitative and quantitative data analysis. It enables us to identify, prioritize, and address potential risks across our workplaces in a timely manner. At Coca-Cola FEMSA, ARLA 2.0 was deployed in all 9 countries of operation,

covering 71% of workplaces. Likewise, Proximity Americas & Mobility achieved coverage across Peru, Colombia, and Chile that exceeded the expected representative participation sample by over 100%.

These actions allow us to continue evolving the way we care for our people, making prevention and accountability essential elements of our day-to-day operations.



SUCCESS STORY:

Recognizing Commitment

We value the dedication and loyalty of our people. Through the Años Oro (“Golden Years”) program, we celebrate collaborators who reach 10, 15, 20, and 25 years with the company. In 2025, we held in person ceremonies across regional offices in various locations, creating moments that strengthened our sense of belonging. This year, we honored xxx collaborators worldwide, reaffirming our commitment to recognizing those who continue to shape our history and future.





Justice, Equity, Diversity & Inclusion

We continue to work towards enabling an inclusive, safe, and diverse workplace where our team's various strengths and diversities come together to shape who we are and how we do things.

2030 GOAL

40%
of executive positions held by women.*

2025 RESULT

34%
of executive positions held by women, 14 percentage points more than in 2020.*



OBJECTIVE

To foster an inclusive work environment that ensures equitable access to opportunities and enables the growth of all people across FEMSA's businesses.

FEMSA JEDI Model

JEDI continues to guide our efforts in every Business Unit, allowing us to move forward together in advancing our sustainability agenda.

- Justice: Ensure that our systems offer fair access and development opportunities for all

- Equity: Guarantee a leveled playing field according to each person's context

- Inclusion: We create a space in which everyone feels valued and welcome.

- Diversity: We appreciate and take advantage of our differences and uniqueness

*This goal is not applicable, nor does it include collaborators from our operations in the United States.



Gender Equity

In 2025, we reaffirmed our commitment to women’s leadership and gender equity, seeking to achieve the previously established goal of 40% of executive positions to be held by women by 2030*. As of 2025, women represented 46% of our workforce and 34% of management roles, a 14% increase compared to 20% of women in our workforce in 2020. Through our JEDI Corporate Standard, development programs, talent processes review and bias-awareness learning interventions, we foster a culture of fairness and inclusion across all Business Units, ensuring equal access to opportunities for professional

growth and leadership development. In 2025, over 23,000 collaborators participated in forums and targeted interventions aimed at reducing bias and strengthening an inclusive mindset across all organizational levels and geographies.



* This goal does not apply to, nor does it include collaborators from our U.S. operations.

Diverse Employment

GENDER DIVERSITY

INTERNAL COLLABORATORS



We hired more than 500 people with disabilities and 2,600 migrants and refugees during 2025.

FEMSA’s Dialogues about Justice, Equity, Diversity and Inclusion

Hagamos un Puente (Let’s Build a Bridge)

This is a virtual forum featuring experts and collaborators that connects people, stories, and experiences across FEMSA. It brings together collaborators from all our Business Units and countries to share their perspectives, reflect, and learn about topics such as gender equity, inclusive leadership, multiculturalism, the inclusion of people with disabilities, migrants and refugees, neurodiversity, and religious diversity, among others.



SUCCESS STORY:

Coca-Cola FEMSA’s Commitment with Female Talent

Aligned with the FEMSA objective of empowering and maximizing women’s participation, Coca-Cola FEMSA reaffirmed its commitment to advancing gender equity. With 32.3% of leadership positions now held by women across its operations in nine countries, with initiatives such as Women Leaders in Central America, Juntas en la Ruta in Mexico, and WeLead in Uruguay and Argentina, the company provides training, mentorship, and leadership development to accelerate female participation in decision-making roles.

Since the beginning of the project in 2018, we have held 23 editions of Hagamos un Puente, reaching more than 78,000 collaborators through live virtual sessions.

[Learn more here.](#)

FEMSA and UNHCR Alliance for Refugee Integration

We strengthened our partnership with UNHCR through an alliance until the end of 2027 to promote the social and economic integration of refugees in Mexico, benefiting over 19,000 people with access to formal employment and community inclusion programs. Building on this progress, in May 2025 we strengthened this commitment with the “FAIR case study: FEMSA Allyship for Immigrants, Refugees & Repatriates,” which shares evidence-based insights highlighting the positive social and economic contributions of this population.



SUCCESS STORY:

Migrant Labor Inclusion

In 2025, OXXO Mexico strengthened its commitment to justice, equity, diversity and inclusion, by partnering with the State Employment Service of Chihuahua and COESPO to promote labor and social inclusion in Ciudad Juárez. The initiative, held at the Migrant Assistance Center, offered more than one thousand job opportunities across several states and Business Units, including OXXO, CAFFENIO, OXXO GAS, and Doña Tota, for people in situations of mobility, repatriation, and for the local community. Through this effort, OXXO supports economic growth and community integration while promoting a more equitable and inclusive society.

Coca-Cola FEMSA has supported immigrants through its broader inclusion program, hiring people in situations of mobility, including migrants, refugees, and repatriated individuals, across its Business Units. This effort, which started as a pilot with OXXO and now includes Coca-Cola FEMSA operations, aims to create meaningful employment opportunities and foster inclusion for people facing barriers to work.

FEMSA Allyship for Immigrants, Refugees and Repatriates

In 2025, our immigrant, refugee, and repatriate program, known as FAIR advanced through a cross-business committee, enabling each business unit to adapt the initiative to its context and expanding its reach to over 2,600 new hires during the year, over 7,000 since the beginning of the program. We added new focus areas like financial inclusion and strengthened efforts through partnerships with UNHCR, IOM, TENT and IOE. These collaborations are key in supporting FEMSA integrate migrants and refugees into productive processes, creating long-term solutions that support vulnerable communities while promoting social development and inclusive growth.



People with disabilities

At FEMSA, we value and treat all collaborators with equity and respect. We work to include people with disabilities in our workforce in a fair and thoughtful way. At FEMSA Health in Ecuador, 128 collaborators with disabilities work across various areas and operations, including Conditioning, Packaging, and Cardboard Recycling at Provefarma.

OXXO Mexico opened its first inclusive store in Veracruz, featuring accessible infrastructure and adaptive design to promote equal opportunities.

1 United Nations High Commissioner for Refugees (UNHCR).
 2 International Organization for Migration (IOM).
 3 International Organization of Employers (IOE).



Integral Well-being

UPDATED 2030 GOAL

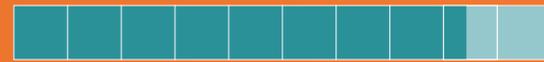
100%

of collaborators with access to at least one type of formal psychological support: In-person or virtual psychological counseling, psychological support apps, and/or a 24/7 helpline.

2025 RESULT

84%

of our collaborators had access to a psychological support system.



OBJECTIVE

Promote the Integral Well-being and quality of life of our collaborators and their families.

We understand that as a company, it is our duty to guarantee that every person that works at FEMSA is cared for, whether it be by safeguarding their health and safety, or accompanying them in building personal stability towards the future.

Our Well-Being Model

We strive to make a positive impact on our people through initiatives that support their development and growth. In 2025, we advanced our Integral Well-being Model through actions that strengthen physical, emotional, and social well-being:



■ **Healthy Body:** Expanded musculoskeletal injury prevention programs in Coca-Cola FEMSA and Xpertal, reinforcing ergonomics and promoting healthy movement habits.

■ **Psychological Well-being:** Progressed toward full access to psychosocial support, consolidating digital and in-person platforms for emotional care.

■ **Work Life Balance:** Promoted flexibility and safe work practices through initiatives like Spin's Flexiverse and the Safe Driving Program for OXXO drivers.

■ **Financial Well-being:** Supported our collaborators with housing assistance through the Vivienda Digna program, improving living conditions in over 1,250 homes. For the first time, we were also able to extend this support to collaborators from businesses beyond OXXO Mexico, including Coca-Cola FEMSA and Tiendas Bara.

■ **Social Connections:** Fostered community engagement through volunteering programs, ecosystem restoration projects, and educational activities with *Enseña por Mexico*.

We updated our public goal in December 2025, so from January to December, this KPI was measured using the previous metric ("100% of collaborators with access to a psychosocial support system"). Starting in 2026, we will use 2025 as our baseline, given that this new cycle and scope will begin then.



+1.6 million participations in integral well-being initiatives, including our collaborators and external community members.

In external recognitions, we received Top Employers certifications once again at Coca-Cola FEMSA for its Mexico and Colombia operations and received additional certification for two operations: Brazil and Guatemala.



6,328

initiatives on:

2,928

Healthy body

780

Psychological well-being

1,202

Work life

294

Financial well-being

1,124

Social connections



Mental Health At Work

In 2023, we established a public goal for 2030: to ensure that 100% of our collaborators have access to a comprehensive psychosocial support system. In December 2025, we updated this goal to make it more measurable and specific, emphasizing a focus on people and fostering prevention culture. Percentage of collaborators with access to psychological support: In-person or virtual psychological counseling, psychological support apps, and/or a 24/7 helpline.

Now, we will be able to measure our progress through the following monitoring indicators:

- 44% of leaders trained in psychological safety, crisis response, and collaborator support.

- 15% of collaborators who used psychological support services.
- 79% of satisfaction and effectiveness with the psychological support services received.

In line with these improvements in our KPIs and goals, we also strengthened our offering of digital and in-person support tools. Our digital platforms have shown usage rates between 5% and 10%, ranking among the five most valued benefits by collaborators.

- At Coca-Cola FEMSA, these tools have proven effective in emotional management.

- At Spin, we recorded 1,800 consultations through an online therapy platform with high satisfaction ratings.
- At FEMSA Servicios, the therapy platform averaged 36 monthly consultations, achieving a satisfaction score of 9.7 out of 10.

Regarding our psychological counseling:

79%

of collaborators gave a high-satisfaction score for psychological counseling.

44%

of leaders trained in psychological safety.



84% of our collaborators have access to a psychosocial support system (24/7 helpline, counseling or support apps).



Health And Safety At Work

We promote self-care and address health risks through annual medical evaluations, complemented by continuous training to prevent recurring incidents and foster a culture of prevention. In 2025, we strengthened our Health and Safety culture with conscious leadership and mutual care, reaffirming our commitment to safe and decent work environments.



- Leadership and Training: 650 safety experts in Coca-Cola FEMSA completed OSHA-accredited certification, enhancing skills in occupational health, fleet management, and incident investigation.
- Safety Playbook: Developed a tool designed to unify criteria, language, and best practices across FEMSA. It provides strategies, guidelines, and recommendations to leaders in critical decision-making moments to strengthen our preventive culture and safety management.
- Prevention Programs: Updated ergonomic evaluation models and expanded physiotherapy coverage in critical operations, bringing preventive care and personalized support closer to those who need it most. These efforts have helped reduce absenteeism due to incapacity, reinforcing our commitment to physical health and operational continuity.
- International Standards: Advanced the ISO 45001 certification, reaching 100% of Coca-Cola FEMSA bottling plants.

OXXO MEXICO:

- We received the ELSSA (Safe and Healthy Work Environments) distinction in 70% of OXXO's distribution centers, 69% of OXXO's stores, and 40% of YZA pharmacies.
- ANTP recognition for Proxylogis OXXO operations.



- FEMSA Health Ecuador: 100% of Corporación GPF certified under the *Actívate y Vive* program by the Ministry of Health.

In 2025, we invested Ps. +5.5 billion in occupational health and safety initiatives across our operations.



Career Development And Continuous Learning

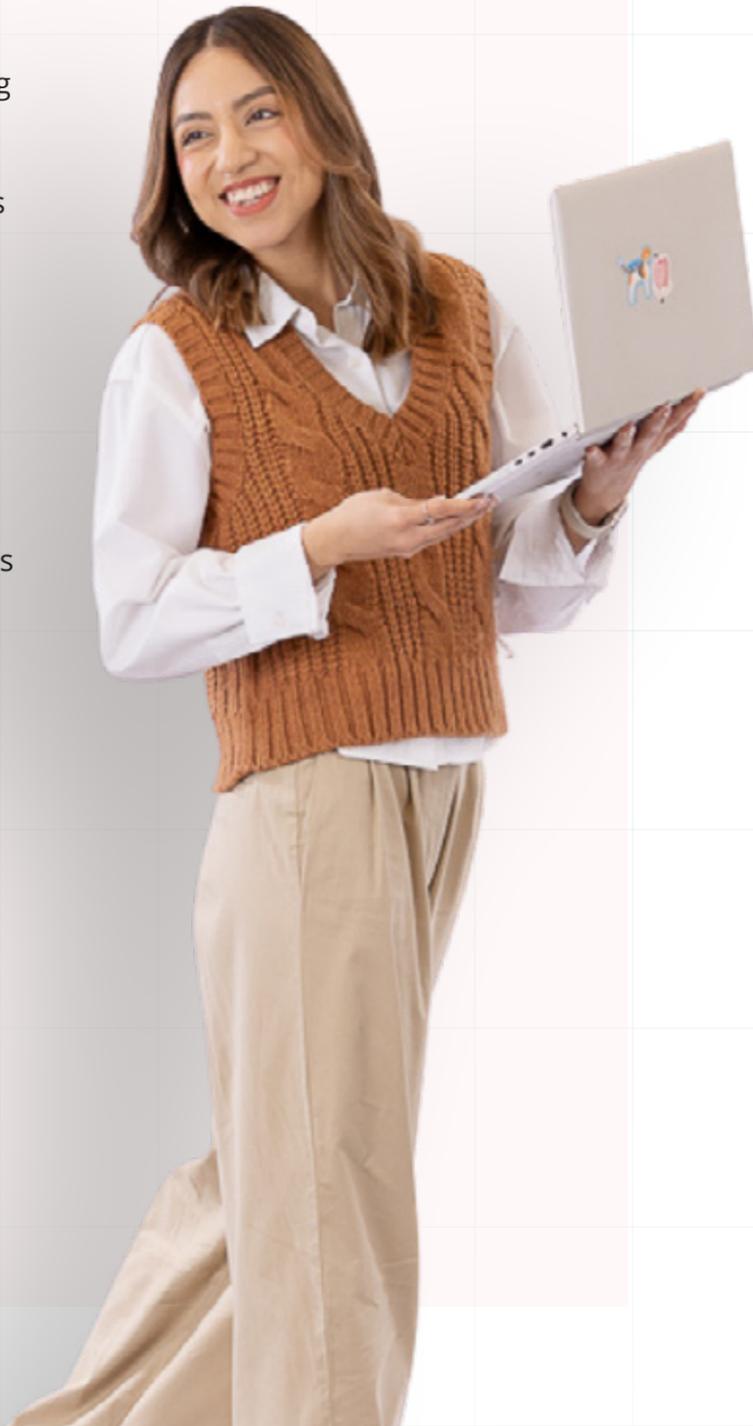
At FEMSA, we promote a culture of continuous learning and development for our collaborators and their families. We offer training opportunities that help them strengthen existing skills and gain new ones.

In 2025, our training and development programs focused on three strategic topics:

- Leadership
- Collaboration
- Digital Transformation

Alongside technical training aligned to each role's responsibilities, these pillars aim to strengthen professional growth and enhance organizational adaptability through stronger leadership, deeper collaboration, and accelerated digital transformation, driving innovation and operational efficiency across our businesses.

We achieved an average of 21 hours of training per collaborator.



Leadership Training

Digital Transformation for Strategic Leaders

We launched FEMSA's first Digital Transformation Program for Strategic Leaders, in partnership with Harvard Business Impact (former Harvard Business Review). The program focused on four key modules Customer Centricity, Digital-Enabled Strategies, and Cultures that Experiment and Transform, developing 48 leaders from Spin, FEMSA Retail, Health, Coca-Cola FEMSA, and FEMSA Servicios. The program was concluded in April 2025 with a 98% completion rate and 100% satisfaction score.

Mentoring FEMSA

We launched the 5th Generation of Mentoring FEMSA, forming 76 mentor-mentee pairs across different Business Units to foster knowledge exchange and leadership development. Some Business Units, like Coca-Cola FEMSA, also have company-specific programs to attract and mentor young talent (First Talent, New Leaders). These are complemented by acceleration and coaching programs for internal talent that allow participants to strengthen their skills.

2025 Leadership Forum

We held the second edition of the Leadership Forum, bringing together more than 50 managers from all Business Units, including Valora for the first time. The event featured the Innovatón, where teams worked on real business projects that will evolve into Collaborative Critical Experiences in 2026.

FEMSA Leadership Excellence

As part of our Leadership School and in alignment with our strategy to develop and strengthen our culture, we launched the second edition of the FEMSA Leadership Excellence Program for Tactical Leaders. Delivered in partnership with Harvard Business Impact (former Harvard Business Review), the program brought together more than 60 leaders from across the business in a four-module interactive learning experience. The program is designed to strengthen leadership capabilities, reinforce institutional vision and values, and drive greater impact across their teams and Business Units.

The program was concluded in November 2025, with a completion rate of 92%, achieving above-average scores across all participants.



Technical Skill Development

Development of Women in Operations

We promote programs for the personal and professional growth of women in operational roles through mentoring and training initiatives. These efforts provide tools to enhance skills, expand development opportunities, and support career progression. Our goal is to accompany women who play a key role in our Business Units and help them advance toward their aspirations.



Spin's "Build for Her" Hackathon

At Spin, we hosted the "Build for Her" Hackathon to empower women through technology and innovation, focusing on financial inclusion, entrepreneurship, and personal growth. Over two days, 84 participants formed 12 teams to create solutions that promote gender equity and economic empowerment. Projects leveraged AI and digital platforms for financial education, coaching, and business support, while fostering collaboration, community, and safer urban spaces.

This event was supported by 25 external mentors, staff members from Mujeres en Tech (Women in Tech) and Spin collaborators. Five workshops were held for the Mujeres en Tech community prior to the hackathon.

Three winning teams were selected and awarded one-on-one mentoring sessions with judges, development tools, and dissemination of results within the Mujeres en Tech community to support the evolution of their projects.

Coca-Cola FEMSA's Technical Academy

Coca-Cola FEMSA inaugurated its Technical Academy in Toluca, a program that combines advanced technical training with soft-skill development to strengthen talent and innovation. The class of 61 students (31 first generation and 30 second generation students) has already achieved outstanding results, with several graduates now holding strategic roles in the organization. Through partnerships with institutions like CONALEP, the Academy offers hands-on learning, certifications, and state-of-the-art technology, preparing participants for the future of the beverage industry while fostering continuous learning, operational excellence, and community development.



Scholarship Program

We strengthened our commitment to social mobility through education with Instituto OXXO, a scholarship program for our collaborators to start or complete high school and university studies. This initiative began in Tiendas Bara, CAFFENIO, OXXO Mexico, and OXXO GAS, granting 4,015 high school and 4,169 college scholarships to create educational and professional growth opportunities for our collaborators.

OXXO: We awarded 8,184 scholarships to collaborators in 2025, a 47% increase from scholarships awarded the previous year.



Talent Attraction And Planning

Our strategy focuses on attracting and retaining talent by fostering an environment where collaborators can fully develop and access new opportunities through internal mobility. This approach supports professional growth, adaptability, and connection to our shared purpose: improving people’s lives by transforming the everyday into well-being and development.

To bring this strategy to life, we focus on strengthening our employer brand by reinforcing both our internal culture and our external talent presence. We aim to authentically communicate who we are and what we offer, building meaningful, long-term relationships with people who aspire to grow with us. We also launched initiatives such as FEMSA Talks to promote talent development and visibility, creating spaces for connection and dialogue between executives and collaborators. These initiatives reinforce our culture and strengthen collaborator engagement and sense of belonging.

Recruiting Efforts

In 2025, we supported a strategic CEO succession process carried out in accordance with the highest corporate standards and aligned with the principles of institutional integrity, transparency, and reliability that define our corporate governance practices.

As part of our Employer Brand strategy, we launched our LinkedIn Life Page to bring our identity to life through the voices and experiences of our people. This platform allows us to showcase our culture and engage with talent by offering a closer view of what it means to be part of FEMSA.

We also expanded our collaboration with international universities such as Harvard, MIT, Columbia, Kellogg, and IESE to offer onsite internships for full-time MBA students through strategically designed projects. These initiatives create meaningful connections and strengthen our relationship with potential talent.

Retention Efforts and Career Planning

In 2025, OXXO Colombia officially launched OXXO FUND, a savings fund designed to support the well-being, aspirations, and financial goals of our collaborators. Developed in collaboration with FEMSA’s Social Value team, the program offers financial education and personalized support, empowering our team members to manage resources effectively and plan for their future. By fostering financial security, OXXO FUND strengthens engagement and loyalty—key drivers of talent retention and long-term organizational growth.

We are committed to supporting our collaborators at every stage of life. In FEMSA Health Colombia, we renewed our Pre-Retirement Program under the name Reverdecer, expanding participation to collaborators within two years of retirement and extending the program nationwide. We launched this new phase with 119 participants, offering tools to ease their transition and a meaningful retirement ritual. To strengthen this support, we added 20 hours of legal counseling, of which 16 hours have already been provided, helping our people feel prepared and confident as they plan for the future.



SUCCESS STORY:

Harnessing Spin’s Culture

In 2025, we strengthened an organizational culture that anchors our growth. More than 1,500 Spinners now drive our ecosystem with a mindset that combines startup agility with FEMSA’s discipline and experience. Our culture is built on four core values. People First places collaborators and customers at the center. Challenge and Lift promotes autonomy and speed. Passion to Win reflects our drive to create positive change in Mexico. Do the Right Thing guides us as we serve a vulnerable audience, ensuring that the access and inclusion we provide remain sustainable over time. We believe that these represent an attractive offer to team members, leading to stronger collaborator retention as the business continues to expand.





we are 

ome

with our community

Ps. +655 million invested in Community through community well-being initiatives.

Ps. +105 million raised and donated to more than 400 institutions through the *Cambio x Cambio*, *Redondeo*, and *Dona tu Vuelto* programs.

+1,000 attendees to the Supplier Training Course in 2025.

+1,600 community initiatives.





Community Strategy

Evolving Our Strategy

As our environment continues to evolve, we recognize that our approach to sustainability must evolve as well.

After a comprehensive review of our priorities, we have updated our strategy to better understand the communities we serve, including the different groups and needs present in each place, so that our programs can be more targeted and effective.

We recognize that our impact is shaped by how we engage with our neighbors, customers and suppliers, and that every relationship entails both responsibility and opportunity. With this in mind, we have structured our community approach around three key dimensions that guide how we create value: Good Neighbor, Customers at the Center, and Suppliers with Positive Impact.

This evolution strengthens our ability to prioritize and allocate resources where we can generate the greatest social value.



Good Neighbor



2030 GOAL

20 million
beneficiaries of our
community well-being
initiatives.

2025 RESULT

+14.5 million
beneficiaries of our initiatives
accumulated since 2021.

OBJECTIVE

Contribute to economic and
social development, creating
prosperity and well-being in every
community we operate in.

We recognize both
our responsibility
and opportunity to
**contribute to the
well-being of the
communities where
we operate.**

Acting as a good neighbor means going beyond our operations to support better living conditions and strengthen community resilience. Through strategic initiatives we focus on deepening our engagement with the community and strengthening our ability

to prepare for and respond to emergencies. Our aim is to drive the economic and social development of the communities we serve, while positioning ourselves as a trusted long-term partner.



Community Engagement

Our community engagement consist of maintaining a sustained local presence that helps us understand community priorities and shape our actions accordingly. By working alongside neighbors, civil society organizations, local institutions, and public authorities, we design targeted initiatives that address essential needs such as health, food security, and access to basic services. Through programs, volunteering and donations, we turn community priorities into concrete actions that improve living conditions and strengthen local capacities.



Key Initiatives

SUCCESS STORY:

FEMSA Academy Building Technical Talent for the Future

In Chile, Intercarry introduced the *Talento Técnico en Logística* (“Technical Talent in Logistics”) program to enhance training in logistics and mechanics. Recognizing its potential, the Social Value team expanded the initiative by integrating MiLab, resulting in the FEMSA Academy—a collaborative, cross-business effort.

In 2025, 659 students participated in in-person learning sessions, where our employees served as mentors, sharing their experience and supporting their professional development. Academia FEMSA provides valuable technical skills to young people, helping expand their employment opportunities while aligning talent development with business needs.

The Intercarry Academy project earned third place at the 2025 UN Global Compact Conecta Awards for advancing the 2030 Agenda and Sustainable Development Goals.

SUCCESS STORY:

Escuelas con Agua Improving Access to Clean Water in Schools

In Mexico, Coca-Cola FEMSA addresses water scarcity in public schools through the Escuelas con Agua program. By installing rainwater harvesting systems that provide clean and disinfected water, the program helps schools secure a reliable supply during shortage periods. Each system can collect between 500,000 and 1 million liters of water per year.

Developed in partnership with Fundación Coca-Cola México and institutional alliances, the program combines high-quality materials with advanced technology and real-time IoT monitoring to ensure proper operation and long-term sustainability. In addition, we promote educational workshops with teachers, students, and families to encourage responsible water use and shared ownership of the systems.





SUCCESS STORY:

Supporting Women in Latin America

Coca-Cola FEMSA advanced initiatives to strengthen female entrepreneurship and economic empowerment across the region. Through targeted training and capacity building programs, women improved their business management skills and gained tools to foster innovation and access financing. In Chile, the Red Emprende Mujer Maicao program expanded its reach across three regions, certifying 105 women and delivering over 2,520 hours of training. In 2025, it also incorporated modules for women in prison, supporting their social and labor reintegration and reinforcing our commitment to inclusion.



Health Brigades: Expanding Access to Community Health

In Mexico, we partnered with the UNAM Foundation to deploy dental brigades in vulnerable communities across Veracruz, Estado de México, and Guanajuato. The program was carried out in alliance with local authorities to ensure coordination and meaningful impact, benefiting more than 2,000 people, with over 14,000 treatments valued at more than Ps. \$12.9 million. The execution of the program was made possible through the coordinated efforts of our teams and Business Units.



Older Adults' Inclusion and Autonomy (Huellas Mayores)

OXXO Mexico's Huellas Mayores program promotes the economic and social development of older adults by strengthening their autonomy, well-being, and active participation in society through training and partnerships. This year, the program expanded its impact through the first Feria de Marcas in Pátzcuaro, Michoacán, empowering 25 older adults with culinary and digital skills to develop and market traditional products, fostering entrepreneurship and economic independence.

Collaboration with civil society organizations

We strengthen the work of civil society organizations and local institutions through fundraising, donations, and in kind support, enabling them to expand their reach, and impact.

Round-up programs

- OXXO Mexico's *Cambio X Cambio* program raised Ps. \$96 million for 405 institutions.
- FEMSA Health in Mexico, Ecuador, and Chile raised over Ps. \$6.4 million through round-up programs, benefiting 20 social organizations.
- Tiendas Bara raised over Ps. \$2.6 million through their round-up program, benefiting 8 social organizations.

In-kind donations from our businesses

FEMSA Health – Medical Assistance:

- We donated +700,000 medicines and health product units to vulnerable communities throughout the year.
- In Colombia we partnered with the Banco Arquidiocesano de Alimentos de Bogotá, through which we delivered +59,000 units.

Proximity – Food Bank Support:

- OXXO, in partnership with Cruz Verde, delivered 400 food kits to Fundación de Asistencia Preventiva e Inclusión Social – Cares and Fundación Caminos de Esperanza.
- OXXO Mexico delivered +1,250 tonnes of food to communities in need.
- CAFFENIO, Doña Tota, and Tiendas Bara delivered 40 tonnes of food to communities in need.

OXXO GAS – Supporting Social Projects:

- With *Litros con Causa*, OXXO GAS assigns an annual budget to support the mobility needs of local social associations. This year we supported 7 institutions with 30,480 liters of gasoline, with a retail value equivalent to more than Ps. \$750 thousand.





Engaging Through Volunteering

The FEMSA Volunteer Network is made up of collaborators who, together with their families and friends, join forces to create synergies and human value chains that generate a positive impact for society. Some of the most notable volunteer initiatives during the year included:

Corporate Initiatives

- **Education (Mexico City and Monterrey):** Partnered with *Enseña por México* to train collaborators as volunteer teachers in vulnerable schools, strengthening educational opportunities for underserved students.
- **Food Security (Colombia):** 24 volunteers contributed 168 hours to rehabilitate the *Guerreros y Guerreras* urban garden, promoting community food security and sustainable practices.



Coca-Cola FEMSA

- Provided hydration supplies for an interschool sports event in Toluca, México, benefiting 600 participants.
- **Fundraising for children with cancer:** volunteers collected 195 kg of bottle caps to support Fundación IEVO.



Proximity Business – OXXO

Chile:

- We collaborated with 20 students through early career projects in HR, marketing, and diversity via partnership with Duoc UC.
- Installed 6 solar lights in a vulnerable neighborhood with TECHO-Chile, improving safety and community use of public spaces.

Mexico:

- **Reforestation at Cañón del Sumidero:** A total of 131 volunteers participated in planting 2,500 trees, restoring 2.5 hectares and benefiting both ecosystems and local communities.
- Beach cleanup at Miramar Beach during Verano *MaravillOXXO*, promoting environmental care.

FEMSA Health

Ecuador:

- **Medical Caravans:** Supported care for 1,487 people, including logistics and pharmacy assistance.
- **Dona y Ayuda Campaign:** Raised funds for 137 surgeries and thousands of consultations for children with cleft lip and palate.

In total, FEMSA mobilized more than 156,000 volunteers across over 2,000 volunteer activities, resulting in over 444,000 hours dedicated to initiatives focused on education, health, and environmental sustainability.

We carried out more than +440,000 hours of volunteer work.

These efforts reinforce FEMSA’s commitment to community well-being and sustainability leadership.



Emergency Preparedness and Response

We have made emergency preparedness and response a focus area in our Community Strategy, recognizing its critical role in protecting our people, supporting communities, and strengthening the resilience of the territories where we operate. This shows our commitment to structured, coordinated, and impactful action when crises arise.

Natural and social disasters that could have an impact across all our regions include:

A. NATURAL¹, OCCUR DUE TO PHYSICAL PHENOMENA. SUCH AS:

- Geophysical (earthquakes, tsunamis)
- Hydrological (floods, avalanches)
- Climatological (droughts, forest fires)
- Meteorological (cyclons, storms)
- Biological (epidemics, plagues caused by animals and insects).

B. SOCIAL², CRISIS EVENTS CAUSED BY HUMAN ACTION, SUCH AS:

- Conflict
- Violence
- Asylum seekers/refugees
- Major industrial accidents
- Environmental degradation – pollution



To strengthen our ability to respond, we created the FEMSA Emergency Fund in 2023, a mechanism designed to provide immediate and effective support to our collaborators and the communities we serve during crises that exceed the scope and response capacity of our Business Units. This fund complements the many actions our businesses already activate in emergency situations.

We seek to play an active role during three key moments:

■ **Prevention:** Being prepared, reducing risks, and building community resilience before emergencies occur.

■ **Response:** Enabling timely, coordinated, and effective support for our collaborators and the communities affected.

■ **Recovery and Rehabilitation:** Contributing to the restoration of livelihoods and community stability after a crisis.

In 2025, OXXO Mexico developed a comprehensive policy and process to respond to emergencies and disasters caused by natural phenomena. Looking ahead, we will seek to strengthen the capacity of all our businesses to respond to emergencies.

^{1,2} IFRC - International Federation of Red Cross and Red Crescent Societies



We are committed to gradually strengthening the preparedness and response strategies of all our Business Units. We will ensure we have the guidance, tools, and capabilities necessary to respond to future emergencies in an effective and coordinated manner.

This year, we responded to 27 disaster events in Mexico to support communities affected by adverse weather conditions. This included active aid for people in the states of Guanajuato, Oaxaca, Veracruz, and San Luis Potosi, México. Additionally, following the heavy rains that impacted several regions of the country, Coca-Cola FEMSA, together with the Mexican Coca-Cola Industry, Fundación

Coca-Cola México, and Fundación FEMSA, coordinated relief efforts to support affected employees and neighboring communities. These actions included the donation of 1 million liters of drinking water and the deployment of water trucks to address urgent needs, benefiting more than 2,000 employees.

Beyond the Emergency Fund, each of our Business Units has continued to respond to various emergency events. Their support has included donations of food, water purification trucks, medicines, equipment, and other essential supplies across the countries we have a presence in.



+1 million
liters of potable water
donated

+2,000
collaborators
benefited

50
initiatives
executed

Ps. +34
million invested

+188,000
people benefited

SUCCESS STORY:

Porto Alegre Rehabilitation

In May 2025, Coca-Cola FEMSA celebrated the full reopening of its Porto Alegre plant in Brazil, marking a decisive recovery milestone after the 2024 floods, supported by a total investment of US\$ 122 million. The company implemented a regional disaster support strategy that included donating more than 1 million liters of water, distributing US\$ 272 thousand in food and essential supplies. Additional efforts focused on supporting the local recovery: nearly 1,000 points of sale received product bonuses and material restoration, while US\$ 145 thousand were allocated to 33 recycling cooperatives in Porto Alegre and the surrounding region in partnership with ANCAT.

Supporting Poza Rica After Tropical Storm Raymond

In 2025, our collaboration with Coca-Cola FEMSA became a powerful example of how coordinated action can accelerate community recovery. Together, we coinvested in response efforts following the severe damages caused by Tropical Storm Raymond in Poza Rica, Veracruz. Coca-Cola FEMSA contributed Ps. 5.6 million, complemented by FEMSA's Emergency Fund of Ps. 6.5 million, enabling the rapid deployment of resources to address urgent needs in the affected areas.



Customers at the Center

We recognize our commitment to our customers as a key driver of success, supporting them by delivering products and services that simplify their lives and provide meaningful, personalized experiences.



Inclusive and Sustainable Offering

We are committed to expanding our portfolio of products and services to meet the specific needs of our customers, incorporating attributes of inclusion and sustainability.

At FEMSA, we are continuously evolving our product and service offering to be more sustainable and inclusive, responding to the diverse needs of the communities we serve. Through Coca-Cola FEMSA, we promote access to reduced- or no-sugar beverages, hydration options, and more sustainable packaging. At OXXO, we promote daily access to essential products by integrating sustainability criteria into our offering, energy efficiency into our operations, and solutions aimed at reducing environmental impact.



Coca-Cola FEMSA: PROVIDING ALTERNATIVES FOR HEALTH TRENDS

We continue to expand our portfolio of reduced or no sugar beverage options in response to evolving consumer preferences. This reflects a progress in offering more choices that support balanced lifestyles while maintaining taste and quality.

VALORA: RESPONSIBLY SOURCED PRODUCTS

We strengthened our responsible assortment by introducing new Fairtrade products, adding vegan options across key food categories, and increasing the availability of plant-based milks in our coffee-to-go concepts. We also enhanced our offering through a new partnership with REWE Group, incorporating a curated selection of environmentally and nutritionally labelled products into nearly 170 avec stores.

Spin: FINANCIAL INCLUSION ANALYSIS WITH THE FAIR CENTER

At Spin, we partnered with the FAIR Center for Financial Access, Inclusion and Research at Tecnológico de Monterrey to measure our impact on financial inclusion in Mexico.

We began with legal, technical, and cybersecurity assessments to ensure compliance and secure data sharing. The analysis starts with Mexico's financial inclusion landscape and Spin's positioning, followed by product-level studies (Spin by OXXO, Spin Premia, NetPay, OXXO PAY), and evaluations of vulnerable groups and regional adoption.

Key activities include benchmarking against ENIF indicators and analyzing gender-based financial behavior, digital literacy, and remittance flows. Findings will guide KPIs and strategies for tailored products, retention, geographic growth, and ESG alignment.



Creating value for our customers

Our approach is centered on strengthening our customers' capabilities and well-being, recognizing that when they thrive, their communities do as well. We focus on creating value beyond our products and services by developing solutions and initiatives that respond to their realities and support their growth.

We promote our customers' economic development by strengthening their skills, resilience, and business capabilities. Through Coca-Cola FEMSA, we deliver virtual and in-person training programs for shopkeepers focused on business management and personal empowerment, deploying locally tailored projects across Latin America. These initiatives place a special emphasis on advancing the skills, leadership, and economic autonomy of women shopkeepers within our customer base, enabling them to grow their businesses and generate greater impact in their communities.



Strengthening Our Customers' Economic and Personal Development

EXAMPLES OF INITIATIVES CONTRIBUTING TO THIS OBJECTIVE



Costa Rica and Nicaragua:
Mujeres ON

Brazil:
Empreenda Como Uma Mulher

Guatemala:
Jóvenes Pioneras



Creating value for our clients means contributing to their development and that of their surroundings. Our daily presence and proximity allow us to foster trusted community spaces, support their growth, and promote safer environments.

SUCCESS STORY:

Supporting Caregivers

In its second year, FEMSA Health Chile strengthened its mission with the Red de Cuidados Cruz Verde program to support caregivers of individuals with disabilities or chronic illnesses. The program provides practical and theoretical training that helps them improve both their professional skills and their personal well-being. Through a partnership with the Metropolitan Regional Government, the initiative expanded to include certified courses for formal caregivers working in public health centers. This benefited more than 700 caregivers and over 250 dependent individuals. Developed in close collaboration with local authorities, the program focus on professionalization and self-care, equipping participants with tools to enhance their quality of life while strengthening the quality of care they provide.

EMERGE Program

In 2025, we advanced the EMERGE program (Empresas Minoristas con Energía Renovable y Generación Eléctrica), designed for our traditional channel clients. The program was originally developed in collaboration with Coca-Cola FEMSA, RedGirasol, and the German Cooperation for Sustainable Development (GIZ) in Mexico, whose participation concluded prior to 2025. The initiative continues to help businesses adopt renewable energy solutions to reduce operating costs, drive growth, improve financial health, and collectively lower greenhouse gas emissions from electricity consumption.



In 2025, OXXO Mexico strengthened its commitment to women's safety through four initiatives: Puntos Rosas in Aguascalientes, Refugios Seguros in Tabasco, Código Rosa in San Luis Potosí, and Puntos Violeta in Coahuila. In collaboration with local governments, a total of +4,600 OXXO stores were designated as safe spaces for women facing risk situations, with trained staff ready to provide immediate, empathetic support and coordinate with local security authorities.

OXXO Colombia partnered with Bogotá's District Secretariat for Women to launch *NOXXOTRAS SEGURAS*, an initiative that provides safe spaces and support for women in high-risk areas. The program began with five stores in Suba, has expanded to 65 stores nationwide, and aims to grow to more than 600 stores across the country. Through this initiative, OXXO Colombia provides assistance and information to victims of violence. Recognized by Bogotá's City Council, *NOXXOTRAS SEGURAS* reflects FEMSA's commitment to gender equality and community support.

SINCE THE PROGRAM'S INCEPTION

100
photovoltaic projects delivered

+380
tonnes of CO₂eq avoided



Suppliers with Positive Impact

We work closely with our suppliers to strengthen their market competitiveness through responsible and fair business practices. At the same time, we foster local economic development and promote diversity throughout our value chain.



Fair Business Practices

Professionalization of farmers

CAFFENIO's COSECHA Program has expanded its reach, becoming a cornerstone initiative for the professionalization of coffee farmers. Through this program, we provide financial support, training, and fertilizers. As a result, coffee growers received workshops focused on improving agricultural practices, including agrochemical treatment management, crop diversification, and soil conservation. By equipping farmers with these tools, COSECHA strengthens local economies through enhanced productivity and better farm management.

+2,500

coffee growers have participated in training sessions through this program since 2011.



As part of our commitment to strengthening agricultural communities, in Colombia, Valora developed— in collaboration with Fairtrade Max Havelaar, CLAC, and Anei Coffee— a project between 2017 and 2018 through our Caffé Settepacco brand, focused on sustainably improving the livelihoods of local coffee producers.

The initiative enabled the ANEI cooperative to produce its own organic fertilizer, improving soil fertility and increasing yields. It also strengthened the production of both coffee and staple crops such as corn and beans.

Today, the cooperative not only produces and markets its fertilizer locally, but also shares knowledge on organic farming with neighboring communities, reflecting the long-term impact of this collaboration.



Local Supplier Development



2030 GOAL

90%
of purchases from
local suppliers in all
Business Units

2025 RESULT

83%
of our purchases in 2025
were made from local
suppliers

We promote economic development in our communities by prioritizing purchases from local suppliers and supporting the growth of MSMEs within our supply chain.





Sustainable Sourcing

Our Sustainable Sourcing strategy aligns with the company’s broader priorities and aspirations, enabling us to advance together toward a more responsible future. Our goal is to contribute to the economic and social development of the communities where we operate, generating prosperity and well-being across our value chain.

At the foundation of this strategy are our **Supplier Guiding Principles**, developed based on FEMSA’s Code of Ethics and Corporate

Policies. These principles establish the minimum expectations we place on suppliers in key areas such as human and labor rights, sustainability, culture of lawfulness, and information security. It is each supplier’s responsibility to adopt the necessary methods and practices to comply with these principles in their relationship with FEMSA.

Suppliers

We work to ensure our suppliers adopt best practices, strengthening our Sustainability Strategy across the value chain.

In 2025, we opened training spaces for our supplier value chain. A total of 1,077 participants attended, and we presented our “Suppliers Guiding Principles”, covering topics such as Human Rights, Environmental Management, Information Security, and a Culture of Lawfulness.

In the same way that we guide our external suppliers to comply with our Supplier Guiding Principles, we also allocate resources to strengthen our internal sourcing practices in line with expected sustainability criteria.

As part of our efforts to build 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 importance 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/>

See our **Supplier Guiding Principles** here. ➤

In Coca-Cola FEMSA and Valora, we continued to work with the EcoVadis platform to assess our suppliers. Through the EcoVadis Academy, both suppliers and buyers receive training on key sustainability topics, promoting shared understanding and continuous improvement.





As we move forward, we aim to align our suppliers with leading practices and expand the implementation of our Sustainability Strategy across the value chain. To achieve this, we continue strengthening both external engagement and our internal procurement processes, ensuring full alignment with our Supplier Guiding Principles.

An example of this is the incorporation of indicators linked to our Sustainability Strategy, which enables more effective value chain management and promotes the exchange of best practices among suppliers and business partners, in line with our shared purpose.

Supplier Training

Our commitment is to integrate sustainability across the entire value chain so that our suppliers operate with integrity and work to minimize environmental and social impact.

Through the *Abastecimiento Sostenible* initiative, we delivered specialized training on the UN Guiding Principles, Human Rights, and Labor Rights, strengthening supplier capabilities in these critical areas. We also encouraged the adoption of replicable best practices through our *Rincón de Abastecimiento Sostenible* bulletins, which offer actionable guidance on ensuring decent working conditions, fostering respectful and collaborative workplaces.

996

procurement collaborators trained on FEMSA's Supplier Guiding Principles and environmental sustainability topics such as "Science Based Targets" Golden Desing Rules and Renewable Energy:

+1,000

Training hours for collaborators on procurement/sourcing ESG topics.

+1,000

attendees to the Supplier Training Course in 2025.



SUCCESS STORY:

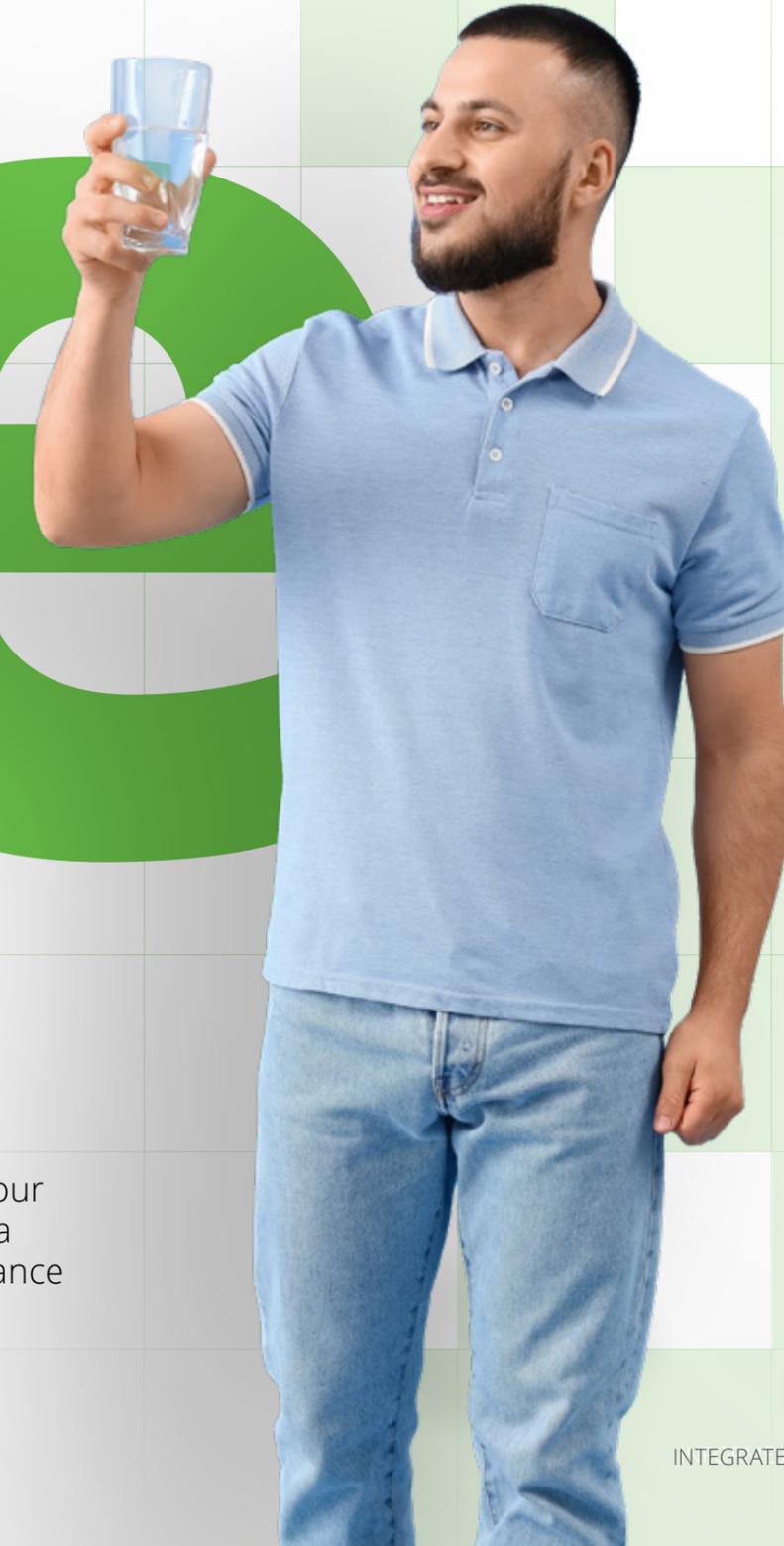
Supporting Local Suppliers and Promoting Local Consumption

OXXO has built a network in which 99% of its suppliers are local, supported by collaborative initiatives with state governments such as *Hecho en México* and 18 state-level programs that enhance the visibility and competitiveness of local products while connecting producers directly to OXXO's retail network in states such as Veracruz, Nuevo León, Jalisco, and Sinaloa.

Additionally, OXXO supported MSMEs through exclusive in-store spaces, training, and access to its distribution channels, further reinforcing their growth through its OXXO MiPyMEs program, designed to accelerate their development and integration into the company's value chain.



We are One with our planet



Ps. 791 million
invested in Planet actions.

80.6%
of operational waste
diverted from landfills.

65.2%
of total electricity
consumption from
renewable sources.

70%*
progress toward our
goal of achieving a
neutral water balance
in all operations.

* With priority given to water-risk areas



Commitment to the planet

We remain committed to operating responsibly and reducing our environmental footprint.

In 2025, we strengthened our environmental strategy, reinforcing our long-term ambitions and sharpening our strategic focus on the areas where we can create positive impact: climate action, water management, and circular economy.

Over the year, we made progress toward our 2030 commitments by improving internal processes, accelerating the integration of environmental criteria into business decisions, and expanding monitoring capabilities across our operations.

Projects and progress in our environmental management are periodically reported to the Board of Directors and its Committees,

stakeholders, as well as to FEMSA's Sustainability, Diversity, and Inclusion Committee comprised of the Chairman of FEMSA's Board of Directors, our CEO, and members of our management team.

Several Business Units continued to incorporate renewable energy, test electric mobility solutions, and invest in waste reduction and management initiatives that support a circular economy.

We also deepened our collaboration with suppliers, municipal programs, recyclers, environmental authorities, and community organizations, reinforcing a shared commitment to sustainability across our value chain.

2025 Highlights

We reassessed our water management goals to prioritize water-risk areas.

70%* progress toward our 2030 goal of achieving a neutral water balance across all our operations, prioritizing water-risk areas.

- 1.35 liters of water used per liter of beverage produced.
- 14 bottling plants have Alliance for Water Stewardship (AWS) certifications.

We strengthened our environmental stewardship by embedding sustainability practices within our supply chain governance and operational practices.

80.6% of operational waste diverted from landfills.

- In Coca-Cola FEMSA, 89% of our bottling plants and 20% of our distribution centers have achieved Zero Waste status under The Coca-Cola Company guidelines and certification.

65.2% of total electricity consumption **came from renewable sources.**

- Avoided the emission of 756,755 tonnes of CO₂e from our electricity consumption.
- +15,200 locations supplied with renewable energy.



* Results as of 2024. Replenishment results of 2025 are currently under calculation following an update to the replenish target methodology to prioritize water risk areas. Water risk areas are defined based on their level of exposure to multifactorial variables, including water stress, business dependencies, and/or social context related to water.



Climate Action



2030 GOAL

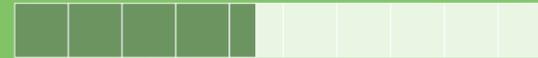
85%

of our total electricity consumption across all operations comes from renewable sources.

2025 RESULT

65.2%

of total electricity consumption came from renewable sources.



OBJECTIVE

We recognize climate change as one of the most significant global challenges, and we are committed to its mitigation and to adapting our businesses to its impacts.

Climate change remains one of the most important challenge for our business. It influences how we operate today and guides our strategy for the future.

In 2025, we accelerated our progress toward renewable energy and emission-reduction goals. We continued to sign power purchase agreements (PPAs) and expand distributed generation systems to increase the use of clean energy across our operations. We also strengthened our carbon-footprint measurement for Scopes 1, 2, and 3, improving data quality and transparency throughout the value chain.

In parallel, we advanced the implementation of FEMSA's climate-risk framework aligned with internationally recognized standards, integrating both physical and transition risks into business planning to support more resilient long-term decision-making.





FEMSA'S Carbon Footprint

Our goal is to ensure that all our businesses maintain and improve their carbon footprint inventory, define and implement emission reduction plans, and establish long-term emissions reduction targets.

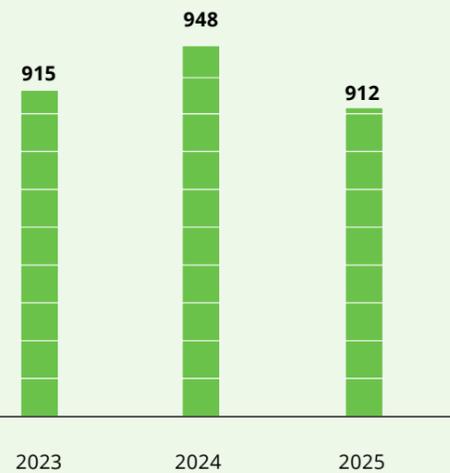
We are advancing this work through our Sustainability and Energy team, as part of our Climate Action strategy. To advance our climate commitments, we strengthened initiatives that expand renewable energy use, promote sustainable mobility solutions, and reduce emissions throughout our value chain. These actions not only reinforce our climate ambition but also contribute to more resilient and sustainable long-term performance.

Under this comprehensive approach, Scope 1 emissions have remained stable or slightly increased, while Scope 2 emissions have declined since 2022, even as the business continues to grow. In the case of Scope 2, both market-based and location-based results show the positive impact of increased renewable

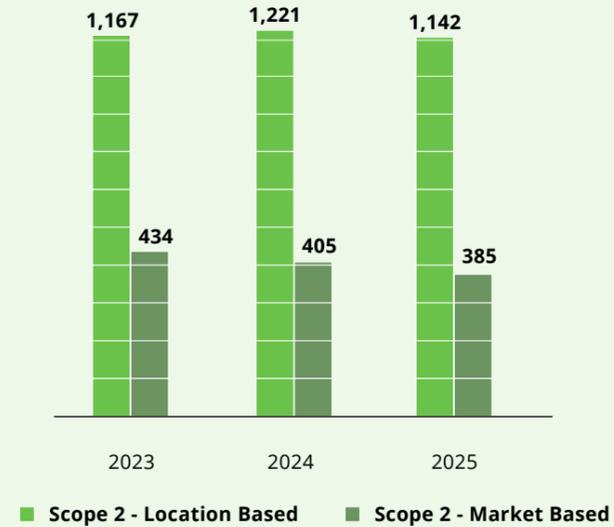
electricity consumption and ongoing energy efficiency initiatives. As a result, our emissions intensity continues to decrease, demonstrating the effectiveness of these actions, as well as our sustained commitment to climate action.

The following snapshot illustrates our businesses' progress against their emissions reduction targets, showcasing achievements to date and the degree of alignment with our decarbonization ambitions.

Scope 1
(thousand tonnes CO₂e)



Scope 2
(thousand tonnes CO₂e)



Intensity
(thousand tonnes CO₂e per million Mexican pesos of total revenues)



In 2025, we contributed to avoiding the emission of +756 thousand tonnes CO₂e due to our renewable electricity consumption.



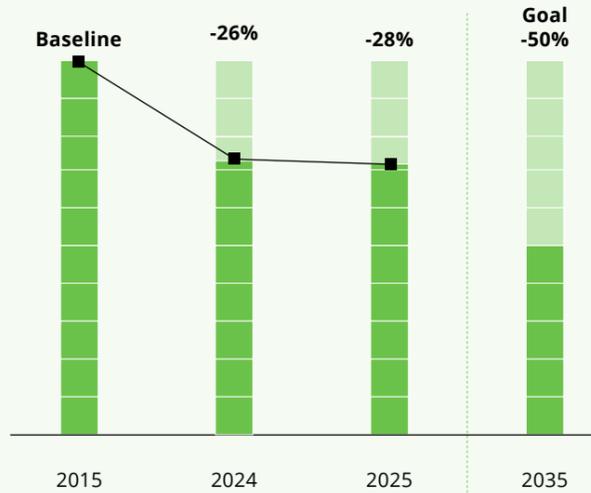
While overall emissions have increased as a result of our operational growth, our emissions intensity, which measures the relationship between emissions and business activity, shows that we have been able to maintain a stable and proportional footprint. In some areas, we have even been able to achieve a reduction over time.

The regular application of reviews and updates in our calculation methodologies and processes underscores our commitment to continuous improvement and transparency. With this approach, we remain focused on achieving our goals on time, leading the transition toward a low-carbon economy and creating value for all our stakeholders.

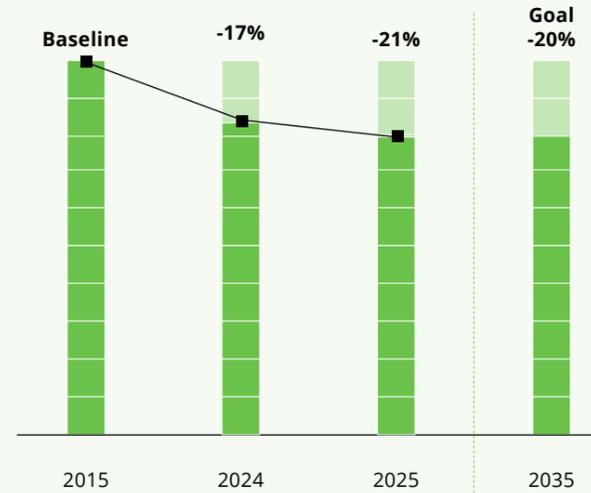


Coca-Cola FEMSA's Performance

Reduce absolute scope 1 and 2 GHG emissions from our operations by 50% by 2035, compared to the 2015 baseline.



Reduce absolute scope 3 GHG emissions from purchased goods and services, transportation and distribution, and downstream leased assets by 20% by 2035, compared to the 2015 baseline.



Emissions Intensity of Scope 1 + 2 (grams of CO₂e per liter of beverage produced).



Coca-Cola FEMSA:

We engaged directly with our suppliers, with a particular focus on suppliers that have direct contact with our products, including ingredients and packaging. We encouraged them to assess their sustainability impacts and to provide supplier-specific emission factors, when available. As a result of the sustainability actions implemented, we saw improvements in some supplier emission factors.

These efforts support our progress toward achieving our emissions reduction targets.

For more information on Coca-Cola FEMSA's performance, please refer to Coca-Cola FEMSA's Integrated Annual Report.





FEMSA Health:

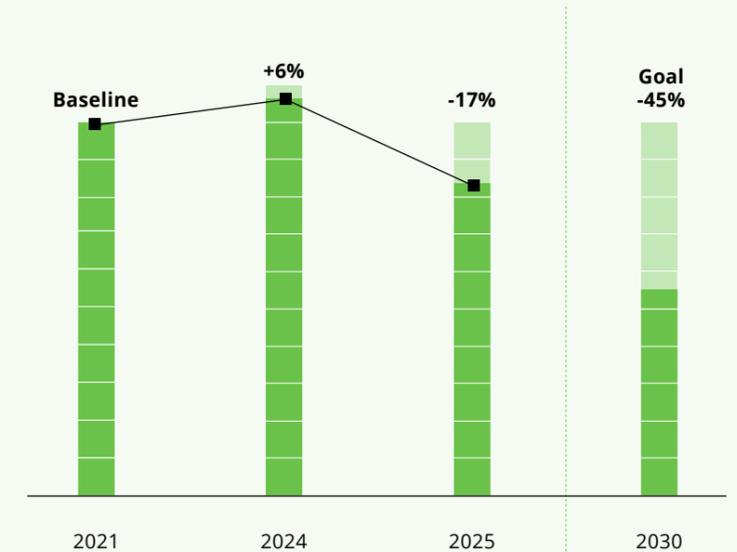
We strengthened data collection and calculation of Scope 3 emissions in certain categories.

Additionally, we improved the accuracy of our inventories by refining the Refrigerant GAS Registration (refill) process, which is usually operated by external maintenance suppliers. In 2024, FEMSA Health received validation of its 2030 targets.

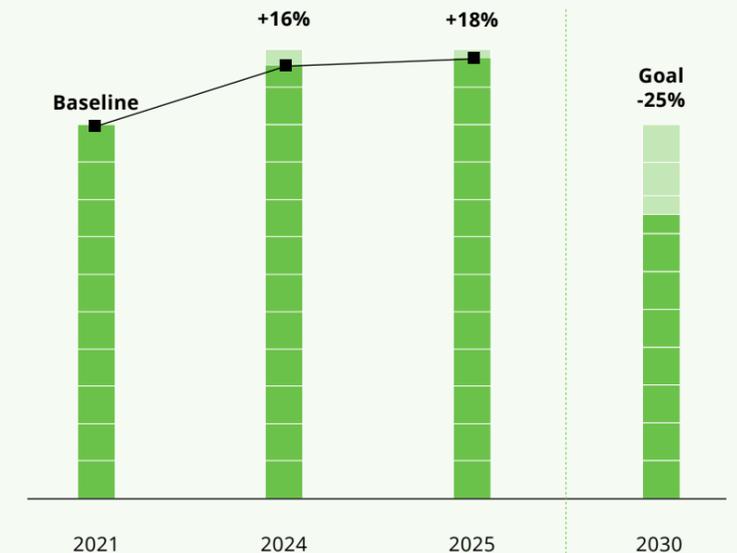
We have defined specific lines of action to reduce our emissions. However, progress has been challenged by factors such as the charging infrastructure for electric mobility, regulatory complexity for increasing the supply of renewable energy, the geopolitical context that has redefined or slowed down the sustainability goals of some suppliers, and the speed of transition in our Scope 3, where we are still in a stage of raising awareness and understanding with many partners in our value chain.

FEMSA Health's Performance

Reduce absolute scope 1 and 2 GHG emissions from our operations by 45% by 2030, compared to the 2021 baseline.



Reduce absolute scope 3 GHG emissions from purchased goods and services, transportation and distribution, and waste generated in operations by 25% by 2030, compared to the 2021 baseline.





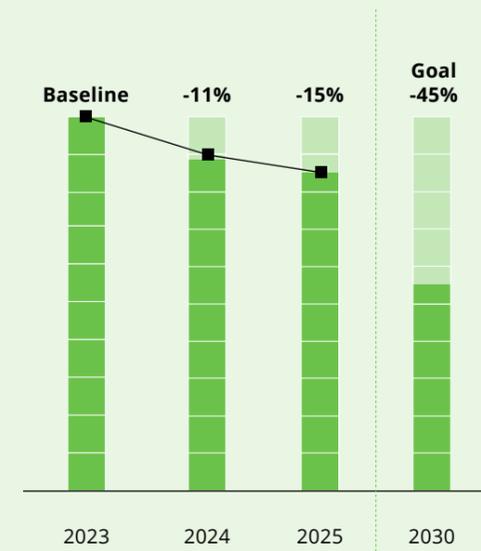
FEMSA Proximity:

In 2025, FEMSA Proximity defined its emissions reduction targets and considered Protocol GHG standard in its emissions calculations for the first time, resulting in a higher reported carbon footprint compared to the previous year.

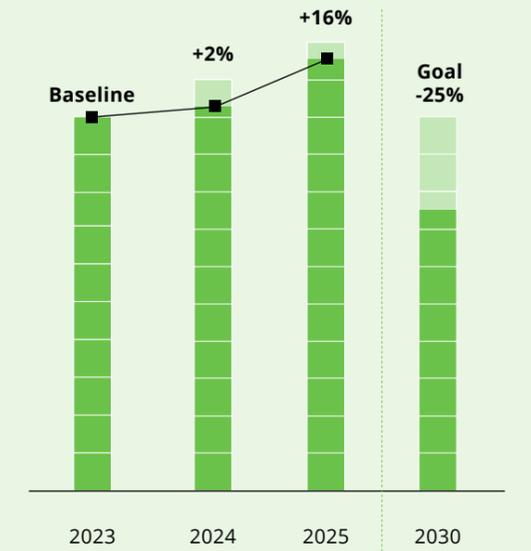


FEMSA Proximity's Performance*

Reduce absolute scope 1 and 2 GHG emissions 45% by 2030 from a 2023 baseline.



Reduce absolute scope 3 GHG emissions from purchased goods and services, upstream transportation and distribution and waste generated in operations 25% by 2030 from a 2023 baseline.



*Doesn't include, OXXO USA, OXXO Brazil, OXXO GAS and Forest, Land and Agriculture (FLAG) emissions.

This methodological update improves the accuracy of our reporting and strengthens our ability to identify opportunities to advance our sustainability goals.



Spin's Emission Reduction Plan

We launched a comprehensive initiative to calculate Spin's emissions, covering both technology and procurement.

On the technology side, we mapped the architecture needed to extract data from more than 90 cloud accounts, leveraging tools and exploring automated solutions such as Cloud Carbon Footprint. On the procurement side, we began engaging suppliers through our Critical Supplier Assessment process, prioritizing those representing over 80% of our spending. Based on benchmarking against technology and financial peers with SBTi commitments, we estimate Spin's emissions at 15,000–20,000 tonnes of CO₂e, broadly aligned with industry intensity ratios.

We will be actively establishing data collection systems, developing a robust emissions inventory, screening reduction scenarios, and preparing SBTi target registration well into the second

half of 2026. These efforts reflect our broader sustainability vision: integrating environmental responsibility into operations while driving business strategy and stakeholder value.

By identifying cost-effective reduction opportunities and embedding carbon mitigation into decision-making, we will position Spin as a leading consumer technology company in Latin America while continuing to strengthen our emissions data accuracy to support long-term performance.



Scope 3 emissions calculations and reporting

We follow the **GHG Protocol's Scope 3 Standard**, applying its average data method across all 15 categories. 2025 Scope 3 emissions include data from Coca-Cola FEMSA and FEMSA Health, along with the available Scope 3 data from all other Business Units.

The total Scope 3 emissions for 2025 are still being calculated, due to the complexity of measuring them across diverse industries within our Business Units, multiple countries of operation, and the involvement of various multidisciplinary teams.

However, based on the information currently available, we estimate that Scope 3 emissions in 2025 amounted to approximately **33 million tonnes of CO₂e**, a figure consistent with our 2024 emissions, which totaled 30.5 million tonnes of CO₂e.

Renewable Energy

For nearly 20 years, we have worked to integrate renewable energy and energy-efficiency practices into our daily operations. As part of this commitment, we aim to source 85% of our electricity across our operations from renewable sources by 2030.

At the end of this year:



+21,800
solar panels installed at work centers.

+15,200
locations across all FEMSA Business Units were powered by renewable electricity from multiple sources.

OXXO Mexico increased to **65%** renewable electricity consumption across stores and distribution centers.

FEMSA Health continued to advance its energy transition, reaching **20.1%** renewable electricity consumption across its operations during the year.

Valora Group achieved **100%** renewable electricity consumption, marking a key milestone in its decarbonization journey.

Coca-Cola FEMSA continued scaling renewable sourcing, reaching **87%** renewable electricity consumption across its operations.

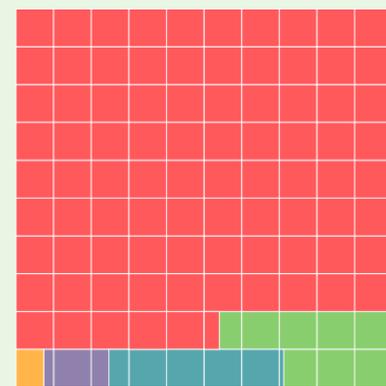
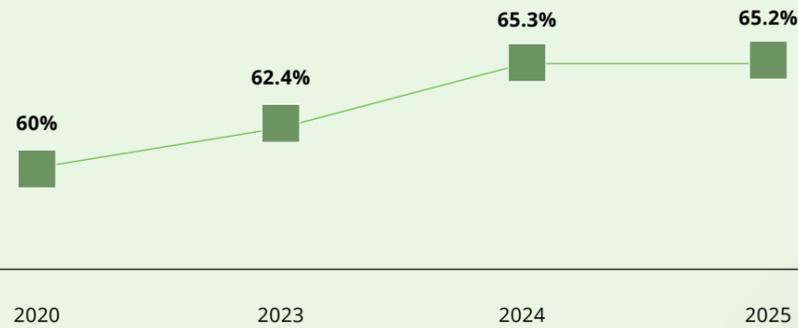




65.2%

of total electricity consumption in 2025 came from renewable sources.

Electricity consumed from renewable sources*



Renewable energy consumption by type

- Wind - 85.4%
- Mix - 7.5%
- Hidro - 4.6%
- Solar - 1.8%
- Biomass - 0.7%



Mexico
Uruguay
Panama
Costa Rica
Guatemala
Nicaragua
Argentina
Colombia
Brazil,
Ecuador
Chile

*Does not include Valora Europe operations)

For more information about our energy consumption, [click here.](#)

FEMSA Energy



Solar Power

We continued to expand access to renewable energy sources across our operations through new Power Supply Agreements (PPAs). Our regional approach enabled us to adapt to local regulatory frameworks while maintaining progress toward our 2030 goal. As a key milestone, we began PPA operations with providers serving various Business Units, securing better prices for renewable energy solutions.

As for our Photovoltaic projects, we continued to expand their footprint across our portfolio, further strengthening the use of renewable energy throughout our operations. During the year, we installed 30 photovoltaic systems at OXXO GAS service stations. We also installed 6 photovoltaic systems in Tiendas Bara.

Furthermore, as part of our Net Zero Building plan, we installed 880 solar panels at the Doña Tota Carport and Production Plant, as well as 199 solar panels at Farmacias YZA locations. At FEMSA Health Ecuador, we installed 1,335 solar panels at distribution centers and corporate offices.

Wind Power

Working with wind energy suppliers, we restructured our energy loads to maximize the use of renewable electricity the year-round, even when wind generation was low. Careful coordination allowed us to maintain nearly 100% renewable coverage at certain facilities that rely on this power source, with only a small gap due to scheduled wind turbine maintenance this year.



SUCCESS STORY:

Coca-Cola FEMSA towards cleaner operations

In 2025, Coca-Cola FEMSA began proof-of-concept trials in Celaya and Veracruz to replace traditional boilers with state-of-the-art, on-site solar-powered solutions. These trials allow us to validate the impact on efficiency, emissions reduction, and return on investment before larger-scale deployment.



Ser FEMSA es Ser Renovables

Our *Ser FEMSA es Ser Renovables* ("Being FEMSA Means Being Renewable") initiative encourages renewable energy adoption by our collaborators. Since 2014, we have installed 104 photovoltaic projects in collaborators' homes through a FEMSA-authorized supplier, achieving a total capacity of 701 kilowatts. Since the program's launch, these projects have avoided a total of 1,668 tCO₂e, including 20 during 2025 alone.





Sustainable Mobility

Following the success of last year's pilot program, we expanded our electric fleet and continued integrating electric vehicles into our operations. Supported by the Sustainable Mobility Committee, the initiative included route optimization technologies to reduce fuel consumption and CO₂e emissions while improving road safety.

Additionally, OXXO GAS now offers Diésel Ultra Bajo Azufre (UBA) at 287 service stations. This high-quality fuel contains 97% less sulfur than conventional diesel, enabling more efficient combustion, reducing emissions of pollutants such as sulfur and nitrogen

oxides, and improving engine performance and durability. By promoting the use of UBA diesel, we support more sustainable mobility for both our fleet and our customers.



By 2025, we reached +700 electric cars and T2-Trucks globally.

Our Electric Fleet

T2 E-Trucks

196

E-cars

530

E-forklifts

778

OXXO Mexico

deployed 172 electric utility cars and initiated charging infrastructure installations for electric freight vehicles.

CAFFENIO

acquired 22 electric vehicles (EVs) for service advisors (utility vehicles).



Energy Efficiency

Progress in energy efficiency continues to be shaped by the technologies currently available, and we remain committed to pursuing innovative processes and research-driven solutions that further reduce our overall energy use. In 2025, we focused on optimizing energy use across our operations. These initiatives align with the three pillars of sustainability: economic benefit, environmental responsibility, and social impact.

- **In OXXO Americas (Colombia, Chile, and Peru)**, as part of the results of our Energy Committee, we established disconnect schedules for electrical and climate-control equipment outside store hours, reducing unnecessary energy use and extending equipment life. We implemented alerts to detect unexpected spikes in electricity consumption, allowing teams to manage demand more effectively. These measures supported the rollout of OXXO Chile’s Energy Efficiency Policy and guided pilot tests in high-consumption stores.
- **In OXXO Chile**, we also set an ambitious goal to reduce energy costs and began by improving real-time visibility into electricity use at the store level. Through a wireless monitoring system, we tracked consumption across key equipment, identified areas of opportunity, and implemented scheduled shutdowns for devices operating after hours. To date, the initiative has reduced average consumption per store by 2.3%, demonstrating significant progress toward more efficient and sustainable operations.



- **In OXXO Mexico**, we continued advancing energy efficiency across more than 20 thousand stores nationwide through automation, smart controls, and solar film systems. These efforts contributed to a 1% reduction in store energy consumption compared to last year. Over the past 16 years, OXXO has significantly reduced its energy use, reinforcing our commitment to sustainability and operational efficiency. Thanks to these long-term efforts, the average electricity consumption per store has been reduced by 40% since 2009.
- **In FEMSA Health** strengthened its real-time monitoring systems, enabling more efficient energy management and helping reducing electricity-related costs across its operations. The company continues to build an internal culture of sustainability by promoting good practices during collaborator onboarding—such as responsible equipment use, disconnecting devices after working hours, and maximizing natural light—while also delivering an annual environmental training program focused on energy efficiency and waste reduction. This same year, we launched a new internal awareness campaign designed to connect collaborators’ daily actions with the Sustainable Development Goals (SDGs) and with FEMSA’s global strategy to reduce carbon emissions.



SUCCESS STORY:

Improving our energy governance

In 2025, we launched the Energy Committee, made up primarily of experts from our different businesses and countries. The group meets every two months to share experiences and good practices, strengthen collaboration, and help spread effective energy management solutions across the organization.

Renewables in FEMSA Health Colombia

At FEMSA Health Colombia, we strengthened our commitment to renewable energy through alliances that allowed us to improve electricity rates at 56 sales points located between the Caribbean Coast and Valle del Cauca. This initiative is expected to generate total annual savings of more than USD \$40,000 across all participating sales points (equivalent to COP \$156 million) and will enable us to certify more than 11.5% of our energy consumption as renewable by 2026.



Adaptation to Climate Change

We recognize the urgent need to adopt mitigation and adaptation measures that support the long-term sustainability of our business and the resilience of the ecosystems around us.

In 2024, we formally consolidated adaptation to climate change as an area of focus within our climate strategy and integrated climate risks into our operational planning. In 2025, we further reinforced our risk management, improving our ability to anticipate and respond to potential disruptions related to extreme weather and resource availability.

Several of our Business Units focused on energy transformation as a core adaptation strategy.

Risks and Opportunities Related to Climate Change

Since 2021, we have taken proactive steps to identify risks and opportunities related to climate change. Our first effort laid the foundation for understanding how climate impacts our business and stakeholders. In 2022 and 2023, we made progress and strengthened our approach to identifying and quantifying these factors by advancing our climate-risk framework, in line with international standards and best practices. TCFD. This methodology enabled us to assess both physical and transition risks more consistently across all Business Units and to integrate those insights into planning and investment decisions.

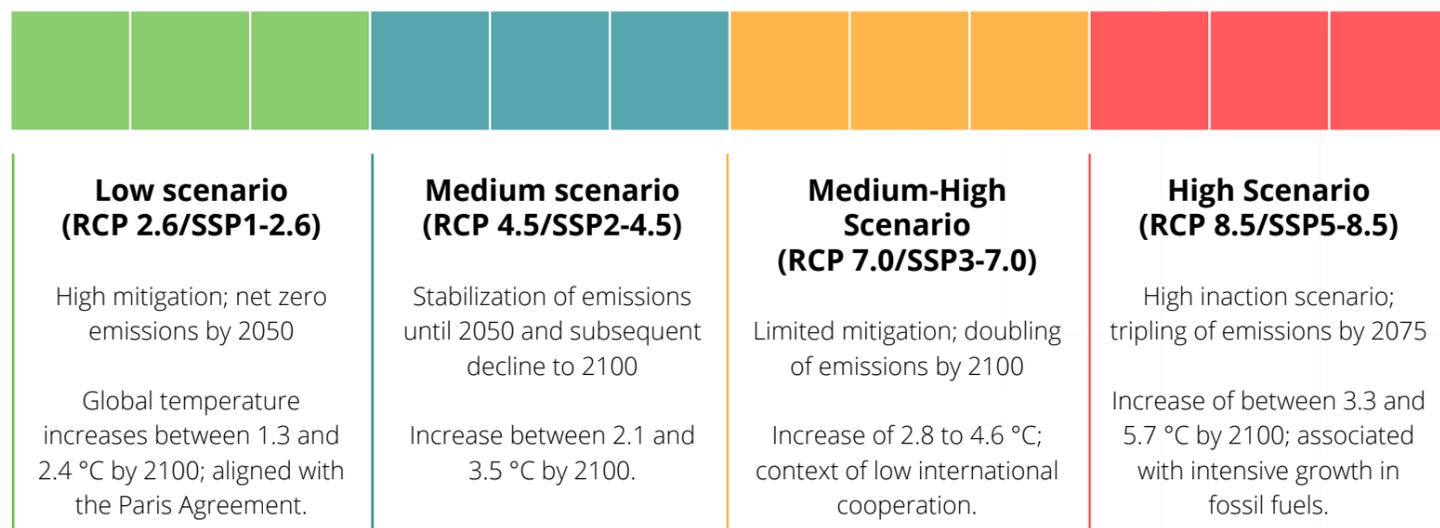
We detail this methodology and share more information on this exercise's results in our [2023 Integrated Annual Report](#).

In 2025, we strengthened this commitment in response to regulatory and financial frameworks such as ISSB (IFRS S1 and S2 Sustainability Disclosure Standards). To fully align with S2, we conducted a climate scenario analysis using an external modeling tool aligned with IPCC (Intergovernmental Panel on Climate Change) guidelines and based on CMIP6 (Coupled Model Intercomparison Project) scenarios from the IPCC's Sixth Assessment Report.





This analysis considered four climate-change related Representative Concentration Pathways (RCPs):



Together, these scenarios represent contrasting futures in terms of mitigation ambition, climate policy, economic growth, and global warming. They range from a Paris Agreement-aligned pathway, to scenarios of delayed or insufficient climate action.

This approach allowed us to evaluate our exposure under both physical risks, including acute and chronic impacts, and transition risks, related to climate policy and carbon pricing. It enabled a consistent assessment of our vulnerability across different risk levels and geographies.

Our assessment included assets from OXXO in Mexico, Peru, Chile, and Colombia; CAFFENIO, Tiendas Bara, Doña Tota, OXXO GAS, and pharmacies in Mexico, Chile, Colombia, and Ecuador; distribution centers and plants, including plants of the Valora business; as well as Coca-Cola FEMSA's plants and distribution centers. In total, it covered assets across 15 countries.

For more information, please see our S1 and S2 report. [▶](#)

Risks and Opportunities Related to Climate Change

Physical climate risks are weather- and climate-related events—such as floods, droughts, extreme temperatures, and storms—that can directly disrupt operations, supply chains, and infrastructure. This table shows our most relevant physical risks and how we are managing them:

TYPE OF RISK	POTENTIAL IMPACT ON FEMSA'S OPERATIONS	FEMSA'S STRATEGY
Physical Risk: Such as extreme temperatures, droughts, water stress, and flash floods.	This can affect the safety and productivity of our people, disrupt operational continuity, compromise product quality, and place additional stress on assets, infrastructure, and the availability of critical raw materials, such as water and agricultural inputs, in the regions where we operate.	We strengthen site level resilience through ongoing physical risk assessments, including annual water risk assessments, five year source vulnerability studies, and targeted evaluations for droughts and floods. We operate our FEMSA Emergency Fund to support rapid response, and implement specific adaptation measures at facilities with the highest exposure to specific risks.
Transition Risk: Any regulatory, economic, technological, and/or market changes that drive decarbonization.	Increasing operating costs driven by carbon pricing mechanisms, as well as higher CapEx and OPEX associated with technological conversion and the adoption of lowcarbon technologies.	We advance decarbonization through continuous investment in energyefficiency programs, the electrification of thermal processes, modernization of equipment and operations in general with highefficiency technologies, the supply of renewable electricity, and the reduction of emissions across our value chain.



Water Management

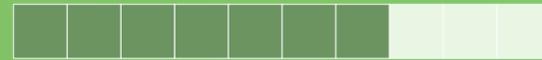


2030 GOAL

Achieve a neutral water balance across all operations, with priority given to water-risk areas.

2025 RESULT

70%*
progress towards our goal.



OBJECTIVE

We are committed to the efficient use of water and strive to preserve it to protect the biodiversity and ecosystems in the areas where we operate.



Water scarcity has become a defining challenge for businesses and communities alike, increasing operational risks and demanding more strategic resource stewardship.

Across industries, companies are recognizing that effectively managing water use is essential to maintaining long-term resilience, ensuring regulatory compliance, and protecting both environmental and socio-economic value.

At FEMSA, understanding these risks and embedding strong water management practices into our operations is fundamental. By continually improving how we measure, monitor, and optimize water use, we can

strengthen operational performance while contributing to broader water security. In 2025, we focused on actions that deliver greater impact in regions with water risk. We refined our water management strategy around two pillars: (1) efficiency and water security, and (2) ecosystems and biodiversity protection. These guide our work to improve operational performance and contribute to water security in surrounding communities.

* Results as of 2024. Replenishment results of 2025 are currently under calculation following an update to the replenish target methodology to prioritize water risk areas. Water risk areas are defined based on their level of exposure to multifactorial variables, including water stress, business dependencies, and/or social context related to water.



Water Security

Updating our goal

Our corporate goal regarding water management was launched in 2021 and was focused on achieving a neutral water balance across all operations by 2030. This year we have doubled down in our efforts to better understand which of our Business Units' operations and locations should be prioritized based on their water risk. This allows us to be more prepared to respond to climate hazards and cost of capital planning.

Water stewardship efforts

This year we became the chair of Red SumaRSE Nuevo León, an organization of 22 companies that promotes grassroots initiatives in high-impact communities across Nuevo León, Mexico. As part of this role, the alliance implemented the 4.0 initiative, which introduced the organization's first environmental component.

Additionally, through the national *Escuelas con Agua* program, Coca-Cola FEMSA in partnership with Fundación Coca-Cola México and its allies worked to deliver rainwater harvesting systems to public schools in the Mexican states where Coca-Cola FEMSA operates. These installations expanded access to clean water for children in regions that are especially vulnerable to water shortages. In 2025, Coca-Cola FEMSA installed 164 rainwater harvesting systems reaching 429 schools since 2022.

These initiatives strengthen our ability to support water-stressed communities, increase local water availability, and advance our long-term commitment to water security across the regions where we operate.

Water Risk Assessment

We recognize watershed resilience as a critical element for ensuring long-term sustainable operations. In our Bottling Business, we implement a proactive water stewardship approach that includes an annual Water Risk Assessment (WRA) across our bottling plants. This assessment identifies and evaluates water-related risks—such as availability, quality, access, and potential community impacts—particularly in regions facing high water stress.

Aligned with ISO 31000 risk management principles, the WRA leverages internationally recognized tools and standards, including the Aqueduct Water Risk Atlas from the World Resources Institute and ESG risk factors under SASB guidelines. It is further supported by our Model for Addressing Risks and Relations with Our Community (MARRCO), which strengthens stakeholder engagement and guides the design of locally tailored water stewardship strategies.

To learn more about Fundación FEMSA's efforts on water security in communities, please [click here](#).

100%

of our Coca-Cola FEMSA bottling plants have a water management strategy and are evaluated annually for water-related risks through our WRA.



Water Efficiency

Water is a strategic resource. It is fundamental to economic growth, operational resilience, and human well-being.



In 2025, Coca-Cola FEMSA achieved AWS certification for 14 priority sites in Brazil, Colombia, Mexico, and Nicaragua with six of these certifications obtained in 2025.

In 2025, in Coca-Cola FEMSA we achieved a Water Use Ratio (WUR) of 1.35 liters of water per liter of beverage, representing a 14.5% improvement in water efficiency compared to 2018, reflecting our continued progress in operational water stewardship.

For any organization committed to sustainability, water management is a critical performance indicator. Ineffective oversight can lead to costly disruptions, regulatory non-compliance, and reputational risk, while also constraining business growth and socio-economic impact.

This has made us examine how we integrate water stewardship into the business strategy through structured management programs, which include:

- Continuously monitor and report water usage against defined KPIs.
- Identify and implement efficiency improvements.
- Optimize operations by reducing, replacing, or reusing water resources.

In 2025, we continued strengthening water-efficiency measures across all Business Units, prioritizing actions that reduce consumption and improve performance in regions facing the highest water stress. Our main strategies to minimize the impact of water consumption include:

- Improving operational efficiency.
- Promoting the responsible use of water resources across our value chain.

Coca-Cola FEMSA advanced its work under the Alliance for Water Stewardship (AWS) standard, maintaining existing certifications and obtaining new ones across several plants and reinforcing its commitment to responsible water use.



We also sought out to develop our water efficiency practices in our Proximity businesses:

- We implemented new water-efficiency measures in our CAFFENIO Drive locations, based on solutions developed through a challenge with students from seven Tec de Monterrey campuses. These actions helped us reduce water consumption by 20% in these locations.
- In FEMSA Health Chile, we implemented a water recovery system in our laboratory, in Santiago. At the end of the year, we recovered 422 m³ used in for sanitary facilities.

Together, these initiatives helped us reduce operational impacts, expand access to clean water, and reinforce our commitment to responsible water stewardship across the regions where we operate.



Biodiversity

At FEMSA, we understand that biodiversity is the foundation of life, as well as a critical element for the resilience of ecosystems that sustain communities and businesses alike.

Healthy ecosystems provide essential services, such as water regulation, that are vital to our operations and to society. Corporate activities have historically relied on nature without fully accounting for the impact of that dependency. Today, we recognize the need for a transformative approach: one that integrates biodiversity conservation into our strategies and fosters collaboration with stakeholders to achieve shared value.

Our commitment to biodiversity builds on years of water stewardship efforts. By protecting watersheds, promoting efficient water use, and supporting reforestation and urban tree planting, we have helped preserve habitats and strengthen ecosystems in the regions where we operate. These actions not only

safeguard water resources but also contribute to the conservation of endemic species and the prevention of deforestation.

At the corporate level, we have advanced our understanding of nature-related impacts, risks, and opportunities across FEMSA as part of our latest Materiality Assessment. This work considers our dependencies on ecosystem services such as water, soil health, and climate regulation, as well as our potential impacts across operations and value chains. These insights support stronger decision-making, integration into enterprise risk management, and alignment with emerging global frameworks on nature. **The following table summarizes the key findings of this assessment:**

POTENTIAL EFFECTS

Increased regulatory scrutiny is expected to follow in line with other environmental issues and financial disclosures, potentially leading to more demanding compliance requirements and reporting mandates across our markets.

Inaction can exacerbate climate change and compound supply chain disruptions, creating a ripple effect that impacts the stability, cost, and availability of our essential raw materials.

Business unviability due to ecosystem degradation. Without proactive preservation of natural capital, resource scarcity poses a fundamental threat to long-term operational continuity.

POTENTIAL OPPORTUNITIES

Strategic market differentiation through early alignment with global frameworks secures preferred access to sustainable financing.

Enhanced supply chain resilience by securing sustainable sourcing of raw materials and optimizing usage through circularity to reduce long-term costs.

Leadership in water stewardship, ensuring resource security and strengthening our social license to operate in all locations where we are present.

Conservation and Restoration in Coffee Landscapes

CAFFENIO operates in close connection with forest ecosystems that are critical to sustainable coffee production. Since 2019, it has worked with producers and civil society organizations to promote conservation and restoration in coffee-growing regions, particularly in cloud forest ecosystems in Veracruz, Mexico. Through its partnership with Pronatura Veracruz, CAFFENIO has supported reforestation efforts with endemic plant species over the years, contributing to habitat restoration, water regulation, soil protection, and climate resilience. In addition, since 2019, a cumulative total of 642 hectares has been certified by Pronatura under its biodiversity conservation scheme, reflecting the long-term protection of shaded coffee systems that combine agricultural productivity with biodiversity conservation.

CAFFENIO's COSECHA Program

has expanded its reach, becoming a cornerstone initiative for the professionalization of coffee farmers. Through this program, we provide financial support, training, and fertilizers. As a result, 2,596 coffee growers have received workshops focused on improving agricultural practices, including agrochemical treatment management, crop diversification, and soil conservation. By equipping farmers with these tools, COSECHA strengthens local economies through enhanced productivity and better farm management.



642 hectares has been certified by Pronatura under its *Sello de Biodiversidad* (biodiversity conservation scheme) since 2019.



Protection of biodiversity on the farms of coffee growers **working with CAFFENIO**

17,907 trees from 19 endemic species donated and planted

123 coffee growers benefited.

Managing Nature-Related Risks and Opportunities

In 2025, Coca-Cola FEMSA began adopting the TNFD framework to strengthen the management of nature-related dependencies, impacts, risks, and opportunities. As part of this effort, Coca-Cola FEMSA conducted a LEAP (Locate, Evaluate, Assess and Prepare) assessment covering its operations and value chain. This process supports stronger governance, improved risk identification, and the integration of biodiversity considerations into strategic planning, laying the foundation for future actions aligned with nature conservation.

Looking ahead, we will continue to identify risks and opportunities related to biodiversity, working within our operations and supply chains to alleviate pressure on ecosystems. Through collaboration and innovation, we aim to protect nature while advancing sustainable growth for FEMSA and the communities we serve.

For more information of Coca-Cola FEMSA Nature-Related Risks and Opportunities, visit [Coca-Cola FEMSA Integrated Annual Report 2025](#).



Circular Economy

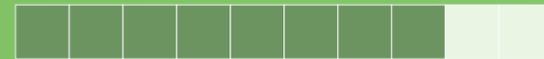


2030 GOAL

Zero
operating waste sent
to landfills.

2025 RESULT

80.6%
of our operation's waste was
diverted from landfills.



OBJECTIVE

We adopt circular economy principles as a strategy to reduce and eliminate waste, contributing to a more sustainable economy while preventing environmental pollution and its impacts on the health and hygiene of communities.



The growing waste crisis has strengthened the global shift toward circularity, pushing companies to rethink how materials are designed, used, and recovered.

For businesses, adopting circular practices is not only essential to minimize environmental and social impacts, but also to enhance competitiveness by lowering operational costs, reducing liabilities, and building resilience ahead of emerging regulatory requirements. Central to this transition is the ability to measure and understand waste generation across the value chain. It enables companies to track progress, define ambitious targets, and respond effectively to stakeholder expectations.

Addressing food loss and waste is also a critical component of circularity. By quantifying where and why losses occur, companies can

implement targeted solutions that prevent unnecessary resource use, avoid emissions, and unlock economic and social value. These insights support more responsible consumption and production models and strengthen long-term waste-reduction strategies.

In 2025, we focused on enhancing waste management, promoting recycling, and advancing more sustainable packaging across our operations. We also continued working closely with suppliers to increase the use of reusable, recycled, and recyclable packaging and to reduce operational waste.

Unlike other strategic priorities that can be addressed transversally, waste management requires tailored action at the business level and even at country, state, and local levels due to diverse regulations and consumer habits. With this in mind, we advance circularity through multiple fronts across our businesses— strengthening waste measurement, promoting recycling, and improving packaging— while collaborating with suppliers and stakeholders to enhance material recovery and reduce operational waste.



Waste Management

The proper handling of waste can enhance companies' competitiveness through **reduced costs and environmental liabilities.**



It can also lead to companies being better prepared for future environmental regulations. This section addresses trends in waste disposal and recycling, specific to each industry, as well as the target set for the current financial year.

We are committed to achieving Zero Operational Waste to Landfill by 2030. In 2025, we continued investing in innovation to minimize waste in our operations, especially in OXXO stores. We also advanced the "OXXO Zero Waste" challenge with a university partner, focusing on complex waste streams

such as organics and non-recyclable materials. Participants developed scalable solutions using AI, benchmarking best practices, and assessing environmental and financial feasibility.

These efforts strengthen our circular economy strategy and accelerate sustainable practices across our business. We calculate diversion using certified manifests from authorized providers, ensuring traceability and compliance.

In 2025, we exceeded our interim Sustainability Performance Target (SPT 1.1) by reaching 82.6% waste diversion from landfills, surpassing the 65% target established in our Sustainability-Linked Bond framework.



OXXO MEXICO

- We installed 32 BioBox machines in select stores in major cities in Mexico to encourage the recycling of post-consumer products. Users earn Spin Premia points for using these machines, creating a consumer incentive to recycle.
- We partnered with several waste management suppliers, to reduce the environmental impact of our operations. Through this, organic waste can be converted into vermicompost for restoring green spaces, and inorganic waste can be reused in internal processes.
- We reached 34% recycling rate, supported by stronger service provider management and more reliable reporting.
- Through proper oversight of authorized service providers and validation of manifests, we achieved an 87% recycling rate for materials processed at our distribution centers.
- We created a dashboard that tracks kilograms of waste per store, helping identify top categories of organic waste and establish a baseline for food waste across locations.

OXXO AMERICAS (COLOMBIA, CHILE, PERU)

- At OXXO Chile, we implemented the Extended Producer Responsibility (EPR) system to foster a circular economy through inclusive waste management, under the supervision of the Environmental Authority.
- At OXXO Colombia, we recovered 157 tonnes of waste from distribution centers and OS through our partnership with Recuperadores Circulares.
- With our Road to Circularity Program, a comprehensive system for recovering materials, we are promoting reuse and transformation initiatives through strategic alliances with professional recyclers. Our goal is to foster sustainable economic growth in Colombian communities and contribute to waste reduction.



VALORA

- We expanded the “Too Good To Go” program, surpassing over 740,000 rescued surprise bags by preventing edible products from being wasted. The program is operating in around 1,100 points of sale across Germany, Switzerland, and The Netherlands. The benefits also include preventing 2,005 tonnes of CO₂e from being wasted.
- We launched Bonana, a banana bread made from surplus fruit in the supply chain, turning food waste into value-added products.

FUEL DIVISION

- We advanced waste-recycling efforts across OXXO GAS, our service stations, by improving tracking and management of materials, reaching a 57% landfill diversion rate. This figure also includes waste generated from services at Mecánica Tek workshops, which provide professional consulting and maintenance services for the automotive repair industry.





FEMSA HEALTH

- In Colombia, for the fifth consecutive year, we reused secondary packaging in the logistics chain of our distribution center. In 2025, this strategy achieved a total reuse rate of 365,087 boxes (17%), 4,531 coolers (5%), and 128,305 gels (22%), generating savings and reducing the purchase of new materials.
- We diverted +1,000 tonnes of waste from landfill in Colombia, reinforcing our commitment to circular practices and reducing the environmental impact of our operations.
- Our *Puntos de Venta* urban recycling program in Colombia became a permanent initiative. In 2025, we operated across 159 sales points, working with 25 recycler associations to divert 65 tonnes of certified waste from landfill.
- In Mexico, we recycled more than 800 tonnes of waste, equivalent to 52% of total waste generated. 89% of all distribution centers waste was recycled.
- In Chile, working with our Reverse Logistics team, we added more than 200 new locations to our recycling program. As a result, our recycling rate increased from 40% in 2024 to 54% percent in 2025.

Across all FEMSA Health businesses, we operate dedicated programs to ensure the proper management and disposal of expired medications. In Colombia, we continue collaborating with the *Corporación Punto Azul* Program to facilitate responsible handling, while in Chile, additional locations have joined the

Medicamentos Vencidos initiative in partnership with the Ecofarmacovigilancia Foundation. These efforts reinforce our ongoing commitment to safeguarding community health and minimizing the environmental impacts associated with pharmaceutical waste.



Coca-Cola FEMSA

- Diverted 99% of operational waste from landfill.
- 89% of our bottling plants and 20% of our distribution centers have achieved Zero Waste status under The Coca-Cola Company guidelines and certification.



SUCCESS STORY:

Good Meal Alliance

Through our partnership with Good Meal, our business OXXO Chile is reducing food waste while creating value for customers and communities. This marketplace enables the sale of surplus inventory such as near-expiry or cosmetically imperfect products at a 50% discount, fostering loyalty among more than 1 million active users. In 2025, the initiative saved 13.6 tonnes of food, avoiding waste of resources like water and energy, and benefiting performance in high-density commercial areas through its scalable, low-complexity model.



Sustainable Packaging

In 2025, we continued strengthening our work on sustainable packaging by reducing materials and improving recyclability.

Across our businesses, we collaborated closely with suppliers and partners to improve practices from product design through post-consumption, with a shared goal of reducing plastic waste and advancing our circular-economy objectives. A key priority across our portfolio is the integration of recycled content and recyclable materials into our packaging solutions.

Coca-Cola FEMSA strengthened its circular packaging strategy in 2025 by increasing PET collection and expanding the production of high-quality recycled resin through its collection network, SUSTENTAPET. The Company reached a 35% PET collection rate, maintaining steady progress toward its goal of collecting 70–75% of the equivalent PET bottles it introduces into the market each year (by weight).

In addition, recycled materials continued to play a key role in its packaging portfolio, achieving 78% recycled aluminum, 31% recycled glass, and a 27% rPET utilization rate in primary packaging—keeping the Company aligned with its ambition of reaching 30–35% recycled PET by 2035.

To improve performance and material efficiency, Coca-Cola FEMSA introduced a new high-



performance stretch film technology, enabling a 40% reduction in film usage. Coca-Cola's 600 ml iconic bottle was redesigned to make it lighter and reduce the amount of material needed to produce each unit.

A new 26 mm cap for carbonated beverages was also introduced, developed in partnership with Closure Systems International (CSI). This innovation enhances design and performance while reinforcing our long-term commitment to circularity and resource optimization. Even

incremental improvements can deliver meaningful impact: the new cap reduces plastic use by more than 10%, optimizes resin consumption, and contributes to lowering associated emissions.

Valora also made notable advances by redesigning own-brand packaging to use fewer materials. This improved recyclability, shrunk production costs, and will reduce our consumption of more than 100 tonnes of plastic annually. This business unit also finalized a new packaging guideline aligned with European and Swiss standards, helping drive more consistent and sustainable design practices across its operations. Likewise, in our operations in Switzerland, all our own brand products contain at least 50% recycled PET, promoting the use of recycled materials

Similarly, OXXO Mexico evaluated its packaging for private-label products and reduced materials in seven of them, helping us advance in our alignment with the Consumer Goods Forum's (CGF) Golden Design Rules.

We maintained our engagement with the Consumer Goods Forum (CGF), actively focusing on sustainable packaging and packaging design to improve industry-level standards. We collaborated with our suppliers and other participating companies to work towards developing alternatives using sustainable materials and packaging solutions.

