Balanced GROWTH

gruma®

ESG REPORT 2023

Balanced
GROWTH

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Year 2023

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ESG REPORT 2023

Message from the Chairman and CEO

GRI 2-22, 2-29

At the core of our business lies a mission to collaborate with nature in enriching human lives and maximizing the potential of our soils, thereby safeguarding resources for the prosperity of future generations. This communication outlines our strategic vision and approach over the company's short, medium, and long-term strategies, highlighting our commitment to responsible growth while addressing our impacts on the economy, environment, and the well-being of people, including the protection of human rights.

Short, Medium and Long-Term Vision and Strategy

In the short term, we are focusing on optimizing our tortilla retail channel composition in the United States, while expanding our portfolio of health-oriented product innovations that align with consumer trends. The ongoing preference of tortillas worldwide has been a key trigger in our growth and we expect it to continue to support our market share increase in the United States and globally.

A key factor of our corn masa flour operations is the transition from a traditional cooking process to a more sustainable method, demonstrating our commitment to environmental wellbeing and innovation, which extends into our tortilla operations around the world.

On the other hand, our medium-term strategy involves reinforcing the positions of MISSION® and GUERRERO® as premier brands in the U.S., while extending our reach within Europe, Asia, and Oceania. We aim further to enhance our operational efficiency and supply chain management to continue to ensure the delivery of fresher products and rapid response to consumer demands, which has been historically a staple of our company. We will also strive to grow our brand recognition and expand our global presence in supermarket chains. Always focusing on a balanced growth perspective, we seek to fully integrate state-of-the-art technologies and sustainable practices throughout our operations. This includes using Renewable Energy Certificates (RECs) for our global electricity needs starting in 2023 and progressively increasing their usage to achieve an optimal use by 2030. By the end of the year, our renewable energy usage represented 45.6% of our total energy consumption.

Implementation and Impact

Our business model aims to bring value to the table while reducing negative impacts on the environment and society. Recent geopolitical events, such as the war in Ukraine, as well as challenges like rising inflation, have strengthened our commitment to sustainable development. We continue to make progress in the improvement of our governance structures on ESG, by reinforcing all sustainability efforts through the formal establishment of ESG committees throughout the entire organization.

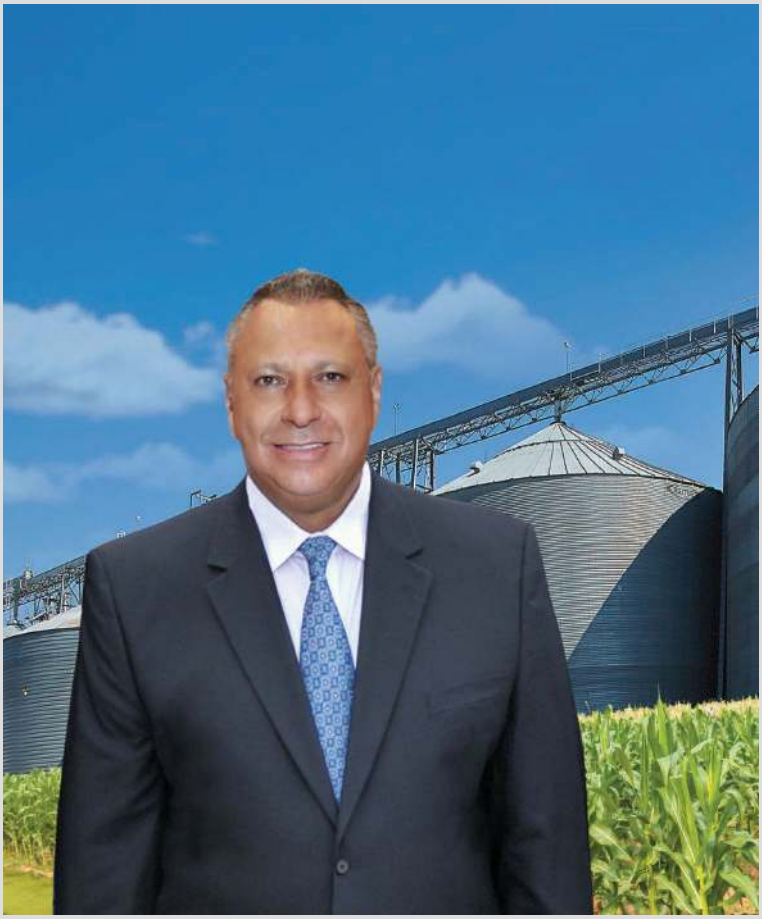
Future Challenges and Goals

Looking ahead, our main challenge lies in managing the complexities of global expansion while adhering to our sustainability objectives amidst variable economic and environmental conditions. However, through a balanced and disciplined performance, our goals include further reducing our environmental footprint, enhancing our product portfolio to align with sustainable practices, and fostering a culture of innovation and accountability.

In conclusion, our path toward sustainable development is progressive and adaptive. We are committed to leveraging our core strengths, embracing emerging challenges, and seizing opportunities to impact the world positively.

We thank you deeply for your ongoing support and confidence in our company.

"Our purpose is to team up with nature to nurture people's hearts and unleash the soil's potential without compromising the availability of resources for future generations."



Sincerely,

Juan Antonio González Moreno
Chairman of the Board and CEO

ESG Highlights 2023

Environment

45.6% of our global electricity consumption came from renewable sources

+$680,000 USD invested in Renewable Energy Certificates

23% reduction in global absolute emissions vs 2019 (baseline)

Social

82% of procurement from the same country we operate

+623,000 people from communities benefited through our programs

16 average hours of training per employee globally

Governance

100% of our Executive team trained on ESG-related topics

66% of Board Members are independent

52% of employees trained in ethics and compliance procedures

About this REPORT

Material issue:
Information Transparency and Accuracy
CSA: 1.1.1

This report has been prepared by GRUMA to transparently communicate our sustainability efforts, impacts, and progress toward our Environmental, Social, and Governance (ESG) goals. In our commitment to accountability and continuous improvement, for the third year in a row, we align this report with the Global Reporting Initiative (GRI) Standards, using the "with reference" option. This option allows us to focus on those GRI Standards that are most relevant to our business and stakeholders, ensuring clarity and relevance in our reporting.
The report information covers the same entities included in GRUMA's financial statements for 2023, which you can find here: https://shorturl.at/lOuZI

For this report, we comply with seven of the nine principles required in the GRI standards methodology:

- **Accuracy**
- **Balance**
- **Clarity**
- **Comparability**
- **Completeness**
- **Sustainability context**
- **Timeliness**

We have also incorporated the TCFD (Task-Force for Climate-related Financial Disclosures) methodology to present the information, as we have adopted this structure as the basis for the operational framework to execute our ESG Strategy. This means that all the information on our material issues is structured to comply with the elements of Governance, Strategy, Risk Management, and Targets and Metrics as a minimum. This report also references the SASB Food Safety-related and Food Processing standards, as well as our contribution to the Sustainable Development Goals.

The period covered by the report is January 1st to December 31st, 2023.

GRUMA at GLANCE

GRI: 2-1, 2-6
SASB: FB-AG-000.B

GRUMA is one of the world's leading tortilla and corn masa flour producers with over 70 years on the market and a global presence in +100 countries.

+$6,570 USM in sales

Present in **+100** countries

26 leading brands

+24,000 employees

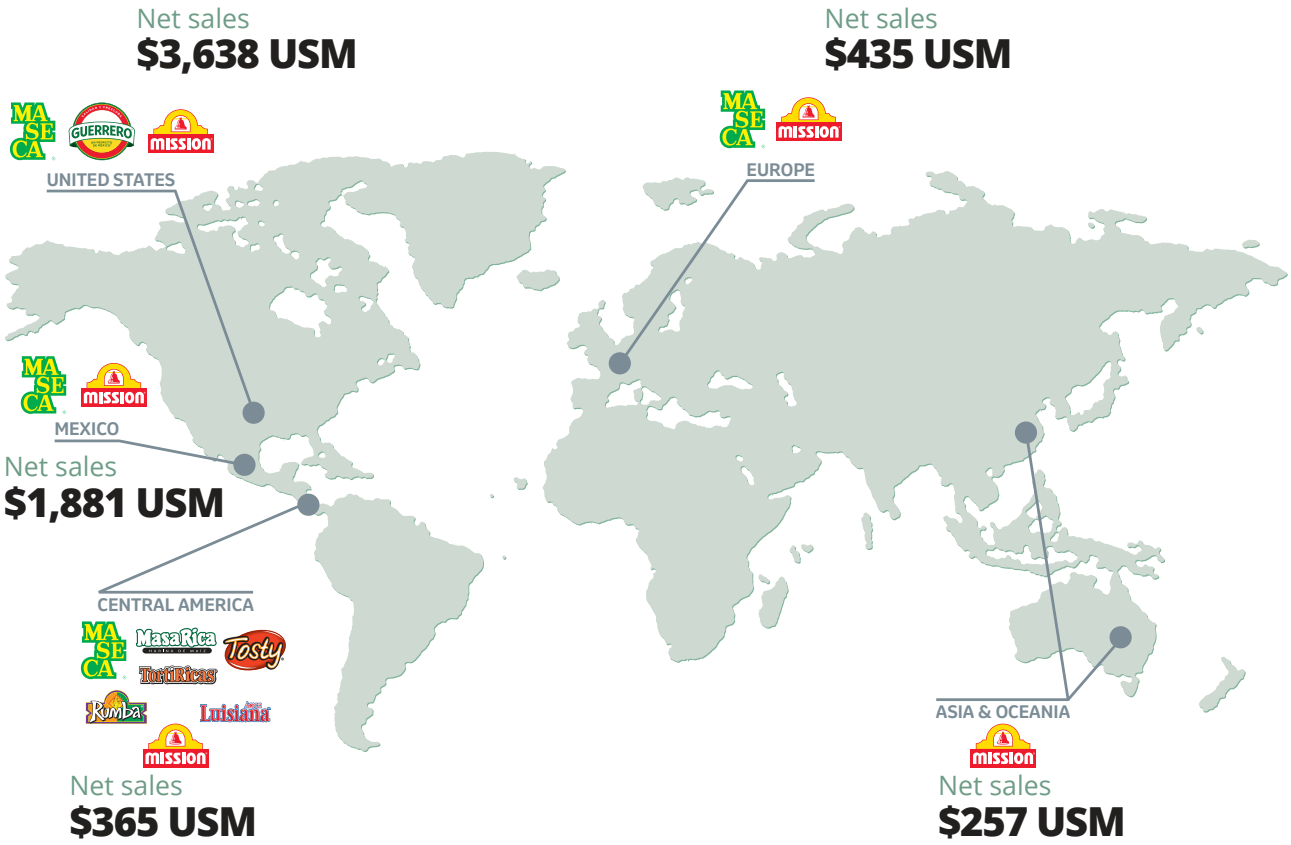
+$13.5 USM invested in Research and Development

20 patents in force and effect

74 operating facilities worldwide

74 years in the market

Global Presence*



*Global net sales accounted for **$6,576 USM**.

CERTIFICATIONS

GRI: 2-24
SASB: FB-AG-250a.1, FB-PF-250a.1

In 2023 GRUMA was audited by clients and certified by international organizations concerning its quality systems, environmental, and ethical issues, adding up to a total of 459 audit processes and 351 certifications throughout the organization. This reflects our steadfast dedication to conducting business with a high degree of responsibility.

CERTIFICATION	COUNTRY	NUMBER OF CERTIFIED PLANTS		
		2021	2022	2023
Safe Quality Food (SQF)	USA	24	24	25
	Mexico	21	20	20
	Central America	5	6	6
	Asia	--	1	--
AIB	USA	25	26	26
	Mexico	21	15	20
	Central America	2	2	2
	Oceania	1	1	1
	Asia	2	2	2
	Europe	5	5	4
HACCP	Mexico	--	1	1
	Oceania	--	1	1
	Asia	--	2	1
British Retail Consortium (BRC)	Oceania	1	1	1
	Europe	3	6	6
FCSS 22000	Asia	--	2	2
	Europe	--	2	2
IFS	Central America	--	1	2
	Europe	--	4	4
Kosher	USA	25	26	26
	Mexico	12	13	13
	Oceania	1	1	1
	Europe	3	4	5
Halal	USA	6	7	2
	Mexico	1	3	3
	Oceania	1	1	1
	Asia	2	2	2
	Europe	6	6	6
Gluten free	USA	25	25	25
	Mexico	2	5	5
Organic	USA	14	13	12
	Mexico	2	2	2
	Oceania	1	1	1
	Europe	4	4	4
NGMO	USA	20	20	20
	Mexico	4	4	4
	Central America	2	2	2
	Oceania	--	1	--
ISO 14001	Mexico	6	6	6
	Asia	1	1	1
	Oceania	--	1	1
RSPO	Oceania	--	1	1
	Asia	--	2	2
	Europe	--	4	4
SEDEX (SMETA)	USA	--	24	26
	Mexico	--	11	24
	Central America	--	6	9
	Oceania	--	1	1
	Europe	--	6	8
ISO 45001 (OSHA 18001)	Mexico	--	1	1
	Asia	--	2	2
ISO 50001	Central America	--	--	5
	TOTAL CERTIFIED PLANTS	**248**	**328**	**351**

GRUMA's

Philosophy

GRI: 2-23a

GRUMA has a clear sustainability vision, through which it commits to making business decisions that ensure a positive impact and mitigate risks. This can only be accomplished by following its purpose and implementing its mission and vision ethically, responsibly, and through a value-driven performance.

See here our Code of Ethics:
https://www.gruma.com/media/335558/code_of_ethics.pdf

PURPOSE
Team up with nature to nurture people's hearts and unleash the soil's potential, without compromising the availability of resources for future generations.

MISSION
Contribute to the quality of life of our customers and consumers in all the operations where we participate by offering products and services of excellent quality, fitted to their lifestyles, culture, and needs, generating dynamic and profitable growth, sustainable in the long term, to create the maximum value for our stockholders by focusing mainly on our key business: corn masa flour, tortillas, and flatbreads.

VISION
Be the absolute leader in the production, commercialization, and distribution of nixtamalized corn masa flour and tortillas at a worldwide level, as well as one of the leading producers of wheat-based products such as flatbreads and other related products in Mexico, the United States, Central America, Europe, Asia, and Oceania.

VALUES

Effort
With effort and dedication, GRUMA has become one of the undisputed leaders in the production of corn masa flour and tortillas worldwide, in addition to being an important competitor in the flatbread category. GRUMA has established itself as a reliable and socially responsible global food company, through its high-quality products and leading brands.

Commitment
Always committed to those who have made us what we are: our consumers, customers, suppliers, employees, shareholders, and the community. Our commitment is to our country and the world.

Perseverance
Through perseverance, GRUMA has always maintained a great business vision, successfully reaching all corners of the world over time, and throughout the years it has learned to overcome crises and complicated environments, transforming them into opportunities and achieving formidable knowledge and growth.

Transcendence
GRUMA has transcended with great success in Mexico and the world for 74 years being a proudly Mexican company with a commercial presence in more than 100 countries, with 74 plants distributed in America, Europe, Asia, and Oceania, and more than 24 thousand employees.

OUR CONTRIBUTION
to the SDGs

GRI: 3-3

GRUMA has prioritized nine Sustainable Development Goals (SDGs) that are directly related to its business strategy, creating opportunities through the lens of shared value to face social and environmental challenges as a company in the food, beverage, and consumer goods sectors.

Even when the SDGs primarily target governments as critical actors for developing, implementing, and replicating actions and programs toward sustainable development, we acknowledge the significant role that a multinational company plays in achieving these goals.

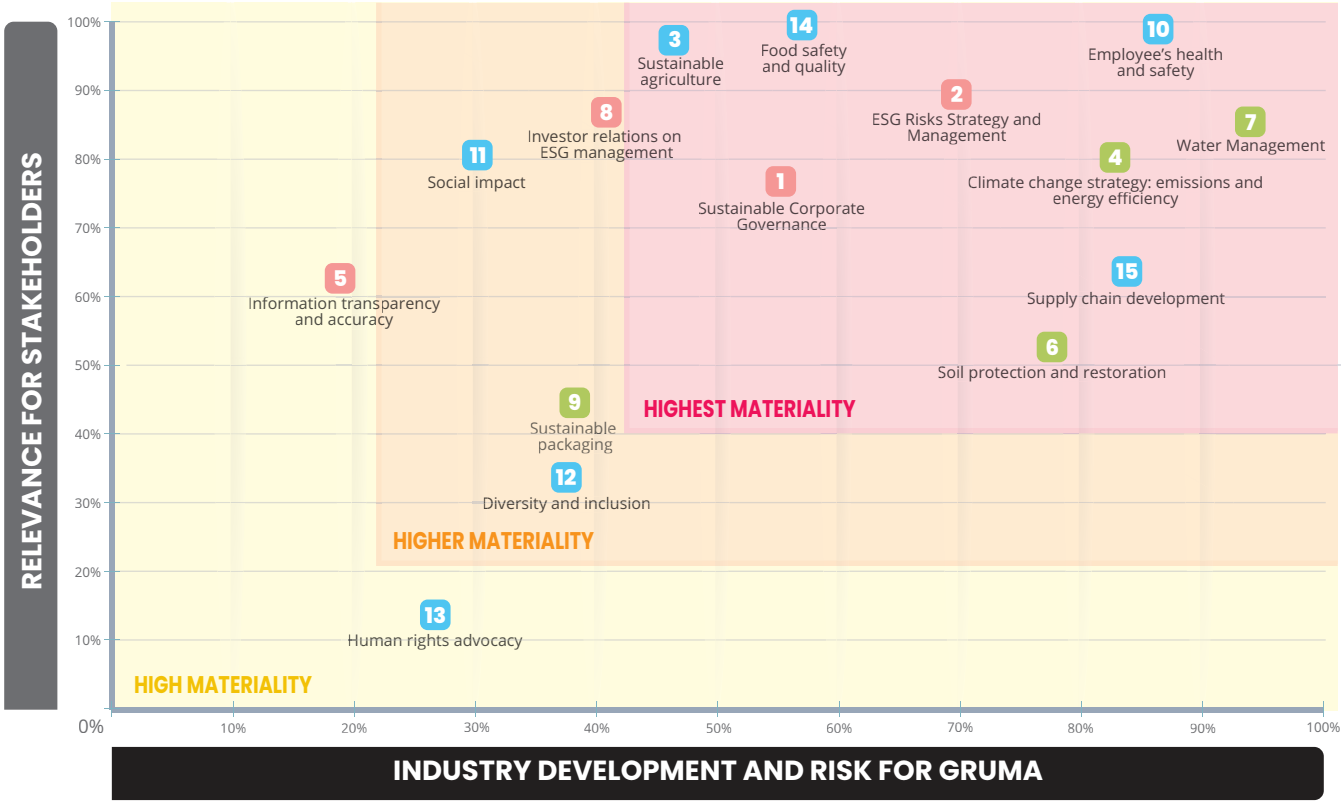
	SDG SPECIFIC TARGET	GRUMA'S MATERIAL ISSUE	MAIN CONTRIBUTION	PROGRESS 2023
2 ZERO HUNGER	2.A Increase investment, including through enhanced international cooperation, in rural infrastructure, agricultural research and extension services, technology development and plant and livestock gene banks in order to enhance agricultural productive capacity in developing countries, in particular least developed countries.	• Food safety and quality • Sustainable agriculture • Supply chain development	GRUMA contributes by recognizing its influence on access to food for all, particularly people in vulnerable situations, creating job opportunities for large, medium, and small farmers. It also contributes through continuous improvement in the manufacture, conservation, and distribution of its products, making full use of the technical and scientific knowledge available and creating alliances with other interested parties to optimize the use of natural resources.	$14 USM invested in proprietary technological research and development for corn milling and tortilla production as well as all engineering, plant design and construction.
3 GOOD HEALTH AND WELL-BEING	Overall, the target is to ensure healthy lives and promote well-being for all at all ages.	• Food safety and quality • Social impact	GRUMA contributes by helping consumers adopt healthier lifestyles by offering a range of healthier food options and fostering the importance of nutritious diets among consumers.	In 2023, our healthy options portfolio increased 31.4% vs 2022.
5 GENDER EQUALITY	5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decisionmaking in political, economic and public life.	• Diversity and inclusion • Human Rights Advocacy	GRUMA has implemented several policies and programs to promote gender diversity and inclusion in its workforce. It has ensured equal pay for all employees, regardless of their gender, and has created opportunities for women to advance into leadership positions.	• During 2023, GRUMA developed its Global Diversity, Equality, and Inclusion Policy. • By the end of 2023, we had 14% of our managerial positions covered by women.
6 CLEAN WATER AND SANITATION	6.4 By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity.	• Water management	GRUMA contributes to developing and implementing technologies that maximize productivity and minimize water use. Likewise, it executes water recycling and reuse processes in the production systems.	More than $28 USM on OPEX destined for water and waste management.
7 AFFORDABLE AND CLEAN ENERGY	7.2 By 2030, increase substantially the share of renewable energy in the global energy mix.	• Climate change strategy: emissions and energy efficiency	GRUMA has increased the usage of renewable energy, including wind and solar power, to power its operational facilities and reduce its dependence on fossil fuels. Additionally, the company has implemented energy-efficient technologies in its production processes.	In 2023 GRUMA approved the initiative of the purchasing of RECs (Renewable Energy Certificates) to cover 44% of the total global electricity consumption. This initiative considers the increase of RECs purchasing by approximately 7% annually to reach 100% of electricity consumption by 2030.
8 DECENT WORK AND ECONOMIC GROWTH	8.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.	• Employees' health and safety • Human Rights Advocacy	GRUMA contributes to this goal on several fronts: - Strengthening the capacity of SMEs to participate in value chains. - Creating sources of employment at a local, national, and international level with growth opportunities. - Developing national products and brands that can be produced locally to create a market for local farmers, processors, and suppliers. - Prioritizing the eradication of modern slavery and child labor in agricultural and production supply chains. - Fostering the health and safety of its employees by providing a safe workplace and going beyond implementing programs and initiatives to cultivate an integral wellbeing-driven culture.	More than $8.3 USM invested in health and safety initiatives to boost our employees' overall wellbeing.
10 REDUCED INEQUALITIES	10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.	• Human Rights Advocacy • Social impact	GRUMA invests in the continuous improvement of its business in production, distribution, and marketing, which generates efficiencies and allows products to be more affordable and accessible to consumers. In addition, through Fundación GRUMA, and the Patronato de Cerralvo, it provides opportunities to vulnerable people in education, protection of human rights, and assistance in the event of natural disasters.	In 2023 we developed and deployed our Global Human Rights policy.
12 RESPONSIBLE CONSUMPTION AND PRODUCTION	12.3 By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses 12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse 12.7 Promote public procurement practices that are sustainable, in accordance with national policies and priorities	• Sustainable agriculture • Food safety and quality • Supply chain management • Information transparency and accuracy	GRUMA strives to reduce the impact of its raw material sourcing operations and reduce food and solid waste throughout the production and supply chains in collaboration with other stakeholders, such as suppliers, consumers, retailers, and governments.	• More than 21,000 products of food, and 115 tons of corn masa flour were donated to communities in need. • 234,352 tons of waste were destined and commercialized as animal feed.
13 CLIMATE ACTION	13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries 13.2 Integrate climate change measures into national policies, strategies and planning	• Climate change strategy: emissions and energy efficiency	GRUMA has taken necessary steps to measure, reduce and communicate its exposure to climate change, as well as its progress in actions to deal with it. An example is technological development to make production processes more efficient.	By the end of 2023 we have achieved 23% reduction of absolute emissions vs 2019.

Materiality Assessment and Matrix

GRI: 3-1 to 3
TCFD: Governance, Strategy, Risk identification
CSA: 1.3.1, 1.3.2

We are dedicated to continuous engagement with our stakeholders, actively recognizing and responding to the latest social, economic, and environmental developments through a dynamic materiality approach. This is fundamental for us to continuously identify and prioritize the sustainability challenges that are critical for the company to address and incorporate into our business strategy.
In this tone, during 2023, we started an initial analysis of the European Sustainability Reporting Standards (ESRS) to incorporate them into our materiality approach. In parallel, we completed the implementation of a sustainability gap analysis through a third-party consultancy. This assessment highlighted areas where our sustainability initiatives could be enhanced to align with international standards and stakeholder expectations. Both initiatives are part of our comprehensive strategy for increasing the company's sustainable performance, and play a pivotal part to continue strengthening our materiality analysis, which will be updated throughout 2024 under a double materiality approach (impact and financial materiality).

By the end of 2023, GRUMA has identified 15 material issues:



Business Ethics
1. Sustainable corporate governance
2. ESG risks strategy and management
5. Information transparency and accuracy
8. Investor relations regarding ESG management

Human Rights Advocacy
10. Employees' health and safety
11. Social Impact
12. Diversity and Inclusion
13. Human rights advocacy

Health, Nutrition, and Food Safety
3. Sustainable agriculture
14. Food safety and quality
15. Supply chain development

Teaming up with Nature
4. Climate change strategy: Emissions and energy efficiency
6. Soil protection and restoration
7. Water management
9. Sustainable packaging

Stakeholders' engagement

GRI: 2-29-a-i, ii, 3-1
Material issues: Investor relations on ESG Management; Supply chain development; Social Impact

GRUMA actively engages with diverse stakeholders, each with distinct interests in several aspects of our company. These interests encompass our financial outcomes, the management of our workforce, adherence to health, safety, and environmental protocols, our stance on public policy, and our contributions to community development. When formulating our strategy for Environmental, Social, and Governance (ESG) issues and determining the content of our disclosures, we consider the concerns and interests of our stakeholders. Presented herein is a synopsis of the key stakeholder groups with whom we engage consistently and the methodologies and instruments we employ to ensure effective dialogue.

STAKEHOLDER	COMMUNICATION CHANNEL	FREQUENCY	EXPECTATIONS
Investors	• Conference calls • Annual and quarterly reports • Conferences organized by financial institutions • Website • Direct email • Direct communication when necessary	Ongoing	• Profitability • Value creation • Liquidity • Sustainability and ESG management • Long-term profitable growth potential
Employees	• Meetings • Conferences • Anonymous Grievance System (Ethics Point): *https://www.gruma.com/en/submission-of-complaints.aspx* • Email • Direct communication • Performance feedback • Feedback after employee survey results	Ongoing	Integral development
Consumers	• Toll free 01800 number • Email	Ongoing	• Product quality • Nutritional attributes of products • Availability • Fair prices
Clients	• Direct feedback from clients • Meetings • Direct communication via calls • Email • Customer satisfaction surveys • Technical support	Ongoing	• Quality • Transparency in ESG management and performance • Product availability and commercial conditions
Communities	• Events and sponsoring • Direct communication when necessary • Dialogue with local authorities • Philanthropic activities through *Fundación GRUMA and Patronato de Cerralvo*	Ongoing	• Environmental care • Community development programs
Chambers and Associations	• Meetings • Conferences • Participation in various projects with peers	Monthly	• Industry sector development and challenges
Authorities	• Meetings • Email	Ongoing	• Quality • Sustainability • Nutrition • Regulations
Universities	• Meetings • Conferences • Email • Joint research projects	Ongoing	• Sustainable development • Product development
Suppliers	• Meetings • Email • Direct communication • Anonymous Whistleblower System (Ethics Point): *https://www.gruma.com/en/-submission-of-complaints.aspx*	Ongoing	• Quality • Sustainability, Innovation, Collaboration

Participation in Chambers and Associations

GRI: 2-28, 2-29
Material issues: ESG risks strategy and management

As one of the leading entities in the food sector, GRUMA strives to drive sustainable development, introducing technologies and innovations, ensuring product integrity, and employing environmentally responsible practices. We understand that by teaming up with peers and other social and commercial associations, we can enhance these efforts by developing strong relationships and communication to create value for all parties involved.

GRUMA holds memberships in various trade chambers. In Mexico, GRUMA's Human Resources Department is an integral part of the COPARMEX Council and serves as a board member. GRUMA also contributes as a benefactor and supports several events held by some associations in the United States, without maintaining official membership. We actively participate in important industry events, including annual summits, as well as exclusive networking lunches and dinners. GRUMA presides over strategic positions, acting as a member and as part of the board in several organizations. In the New Jersey Food Council, GRUMA's engagement extends to the General Board and the Emerging Leadership Committee, highlighting its commitment to have a positive impact on the industry's evolution.

USA

AZTECA MILLING
- Tortilla Industry Association / **Member of the Board**
- SNAC International

MISSION FOODS
- IFMA (International Foodservice Manufacturers Association)
- NACUFS (National Association of College & University Foodservice)
- NRA (National Restaurant Association)
- WAFC (Association of Food Chains)
- Inspirators /**Participation in events**
- CFIC (Carolinas Food industry Council) / **Networking**
- GFIA (Georgia Food Industry Association) / **Networking**
- *Consulado de México* (Mexican Consulate in Atlanta) / **Participation in events**
- Lakeland Economic Development Council
- American Logistics Association
- Alabama Grocers Association
- New Jersey Food Council / **General Board Member / Emerging Leadership Committee Member**
- Connecticut Food Council
- Illuminators
- FISMC (Food Industry Sales Management Club)
- CCEJ (California Conference for Equality & Justice) / **Sponsorship**
- Latino Food Industry / **Sponsorship**
- PCSC (Perishable Council of Southern California)
- Pueblo Chamber of Commerce
- Hispanic Chamber of Commerce of Greater Kansas City
- AMFA (Arizona Food Marketing Alliance)

MEXICO

CORPORATE OFFICES
- *Fondo Chiapas* / **Board Member**
- *Fondo Ambiental Metropolitano de Monterrey* (Alliance to create environmental solutions for Nuevo León, Mx) / **Board Member and key sponsor**
- *Mexicanos Activos* (Alliance for the physical activation of Mexicans)
- UN Global Compact
- *Éntrale* (Alliance for the employment inclusion of people with disabilities)
- *COPARMEX (Confederación Patronal de la República Mexicana)*
- *CMN (Consejo Mexicano de Negocios)*
- *CAINTRA (Cámara de la Industria de la Transformación)*
- *ERIAC (Asociación de profesionales en Capital Humano)*
- *ATECO (Asociación Técnica de Compensaciones)*
- *AMEDIRH (Asociación Mexicana en Dirección de Recursos Humanos)*
- *ANAM (Asociación Nacional de Abarroteros y Mayoristas)*
- *CONMEXICO (Consejo Mexicano de la Industria de Productos de Consumo A.C.)*
- *CIMMYT (International Maize and Wheat Improvement Center)*
- *INIFAP (Instituto Nacional de Investigaciones Forestales, Agrícolas y Pecuarias)*
- *CNA (Consejo Nacional Agropecuario)*
- *COMCE (Consejo Empresarial Mexicano de Comercio Exterior, Inversión y Tecnología A.C.)*

FUNDACIÓN GRUMA
- *Junta de Beneficiencia Privada de Nuevo Léon*
- *Patronato para el Fomento Educativo y Asistencial de Cerralvo A.B.P.*
- *Banco de Alimentos Maná A.C.*
- *Vida y Familia de Monterrey A.B.P.*
- *Cáritas de Monterrey A.B.P.*
- *Museo del Acero A.C.*
- *Cruz Roja Mexicana I.A.P.*
- *Unidos Somos Iguales A.B.P.*
- *Asociación Alzheimer de Monterrey A.C.*
- *Hagámoslo Bien por una Cultura de la Legalidad A.C.*
- *Museo Interactivo A.C.*
- *DIF de Chiapas*
- *Un Kilo de Ayuda A.C.*

PATRONATO DE CERRALVO
- *Gobierno del Estado de Nuevo León/ Secretaría de Igualdad e Inlusión del Estado de Nuevo León*
- *Universidad Autónoma de Nuevo León*
- *Nacional Monte de Piedad IAP*

GIMSA
- *CANAMI (Cámara Nacional de Maíz Industrializado)*
- *Grupo de Ayuda Mutua Empresarial de Sinaloa, A.C.*
- *CAPMIR (Consejo de Ayuda Mutua del Parque Industrial Reynosa)*
- *Comité Local de Ayuda Mutua, Región Veracruz*
- *PRAPSE (Programa para el Restablecimiento del Abasto Privado en Situaciones de Emergencia)*

MISSION FOODS
- *Asociación de Recursos Humanos de la Industria en Tijuana , A.C.*

AGRONEGOCIOS
- *CONAFAB (Consejo Nacional de Fabricantes de Alimentos Balanceados y de la Nutrición Animal, A.C.)*

EUROPE

AZTECA MILLING / ITALIA
- *CONFINDUSTRIA VENEZIA* (National Association of Industrial Enterprises - Venice district Branch)
- ITALIAN CHAMBER OF COMMERCE *(San Donà di Piave Branch)*
- *EUROMAISIERS - Bruxelles* (Association of European Maize Milling Industries)
- *ASSOCIAZIONE GRANARIA EMILIANO ROMAGNOLA - Bologna* (Grains Commodity Trade Association)
- *ASSOCIAZIONE ECONOMICA DEL MESSICO IN ITALIA* (Mexican Economic Association in Italy)
- CONAI (National Consortium for Recycling)

AZTECA MILLING / TURKEY
- *Karadeniz İhracatçılar Birliği* (Black Sea Exporters' Association)
- *Samsun Sanayi ve Ticaret Odası* (Samsun Chamber of Commerce and Industry)
- *Samsun Ticaret Borsası* (Samsun Commodity Exchange)
- *Samsun Organize Sanayi Bölgesi* (Samsun Organized Industry Zone)
- *Samsun Işadamları Derneği* (Samsun Industry and Business Association)
- *Hububat Tedarikçileri Derneği* (Grain Suppliers' Association)
- *Tahıl ve Bakliyat İşleme Teknolojileri, Depolama ve Analiz Sistemleri Derneği* (Grain Processing Technologies, Storage and Analysis Systems Association)
- GAFTA (Grain and Feed Trade Association)

ASIA & OCEANIA

MISSION FOODS
AUSTRALIA
MALAYSIA
CHINA
- AMCHAM (The American Chamber of Commerce)
- The Australian American Association
- Low Gi Foundation
- APCO (Australian Packaging Covenant)
- FMM (Federation of Manufacturing Malaysia)
- MEF (Malaysian Employers Federation)
- RSPO (Roundtable on Sustainable Palm Oil)
- MPOB (Malaysian Palm Oil Board)
- Association for Supply Chain Management
- Shanghai Fengxian International Chamber of Commerce

CENTRAL AMERICA

DEMAHSA / HONDURAS
- *CCIC (Cámara de Comercio Industrias Cortés)*
- *BAH (Banco de Alimentos de Honduras)*
- *CEHM (Cámara Empresarial Honduras – México)*
- *UCABICIMEX (Unión de Cámaras Empresariales Binacionales CA-MEX)*

DEMAGUSA / GUATEMALA
- *CIG (Cámara de Industria de Guatemala)*
- *CCG (Cámara de Comercio de Guatemala)*
- *CAMEX (Cámara de Comercio e Industria Guatemalteco- Mexicana)*

DEMASA / COSTA RICA
- *CACIA (Camara Costarricense de la Industria Alimenticia)*
- *CANACODEA (Cámara nacional de comerciantes detallistas y afines)*
- *Alianza Empresarial para la Sostenibilidad*
- *Cámara de Industria Costa Rica - México*
- *ABACOR (Asociación Banco de Alimentos de Costa Rica)*
- ILSI (Institute of Life Science)

ESG Model and Operating Framework

GRI: 2-22, 2-23, 3-3
Material issues: Sustainable corporate governance; ESG risks strategy and management.

Following the results of our materiality assessment and continuous dialogue with our stakeholders, coupled with the identification of ESG risks and opportunities, we have developed an ESG model and operational framework designed to execute sustainable initiatives effectively. This strategic approach aims for our business operations to align with the highest standards of sustainability and corporate responsibility.

Purpose, Mission, Vision and Values	**Purpose:** Why and how we exist **Mission:** What we offer, and how we do it **Vision:** What we aspire to become **Values:** What drives our behavior
ESG Model based on SMETA pillars	**Business Ethics** / **Human Rights Advocacy** / **Health, Nutrition and Food Safety** / **Teaming Up with Nature**
ESG Operating Framework: Cross-cutting elements of each Pillar	**COMMITMENT:** Responsible parties, structures, and processes to manage and monitor ESG matters **RISK MANAGEMENT:** Identification and analysis of ESG risks to capitalize on opportunities **EXECUTION:** Management of the impacts of ESG risks and opportunities in the business strategy **IMPACT:** Measurement of the actual impacts though the establishment of ESG objectives and metrics

GRUMA has developed and started the implementation of a roadmap to fully integrate its ESG Strategy into its long-term business growth vision. The company is aware that this process is dynamic and ongoing and must be continuously monitored for its effectiveness and applicability.

Throughout 2023, GRUMA advanced in this roadmap transforming it into a continuous improvement process, as well as integrating sustainability targets into its business strategy, strengthening its ESG governance, and enhancing its reporting process across several platforms to meet stakeholders' requests.

PILLAR 1:

Business Ethics: The balance between profit and principles

GRI: 3-1 to 3
TCFD: Governance
CSA: 1.5 Business Ethics
Material issues: Sustainable corporate governance; Information Transparency and Accuracy

GRUMA places business ethics at the core of its operational success. Navigating the delicate balance between financial gain and ethical conduct stands at the forefront of our business strategy, acknowledging that long-term success is tied to sustainable and ethical practices.

Responsible Leadership: Our Corporate Governance

GRI: 2-9, 2-10, 2-11, 2-12, 2-13, 2-15
TCFD: Governance
CSA: 1.2 Corporate Governance

GRUMA's corporate governance is designed to foster a culture of accountability, transparency, and ethics, and is continuously upholding peak performance standards. From the beginning, GRUMA has firmly believed in the critical importance of responsible social and environmental practices.

Board and Senior Top Management structure and experience

As a public company, GRUMA complies with the Mexican National Banking and Securities Commission (*Comisión Nacional Bancaria y de Valores*) regulatory framework, such as the Mexican Securities Law (*Ley del Mercado de Valores*) and the General Provisions Applicable to Securities Issuers and Other Participants in the Securities Market (*Disposiciones de Carácter General Aplicables a las Emisoras de Valores y a Otros Participantes del Mercado de Valores*).

The company's Board brings a combination of executive expertise and skills aligned with its business and strategy to successfully monitor the company's risk profile and the management's processes for assessing and managing risk. The Board reviews at least annually the strategic risks and opportunities facing the company and its businesses. Other significant risk categories are assigned to designated Board committees that report back to the Board as a whole.

GRUMA's Board of Directors is made up of ten male directors and one female director, seven of whom are independent. The current leadership structure of the Board is characterized by:

- A Chairman of the Board who also serves as the CEO of the company.
- A solid structure of committees made up of independent directors who supervise the different risks to which the company is subject.
- A committed Board.

The current Board of Directors was elected at the Ordinary General Shareholder's Meeting held on April 26th, 2024. In said Meeting, Mr. Juan A. González Moreno was ratified as Chairman of the Board of Directors, and Mr. Carlos Hank González as Vice Chairman.

Our Board's skills and expertise

The Directors serving on our Board possess diverse professional experiences, skills, and backgrounds. They have proven records of success in their respective fields, and valuable knowledge of our business and the food and agro-industry sectors.

OUR BOARD'S SKILLS & EXPERTISE

	Juan A. González Moreno	Carlos Hank González	Homero Huerta Moreno	Laura Dinora Martínez Salinas	Gabriel A. Carrillo Medina	Everardo Elizondo Almaguer	Jesús Oswaldo Garza Martínez	Thomas S. Heather Rodríguez	Javier Martínez-Ábrego G.	Alberto Santos Boesch	Joseph Woldenberg Russell
Age	66	52	61	40	67	80	67	69	82	52	57
Years as director	30	11	11	3	11	10	8	11	9	11	8
Main occupation:	Chairman of the Board and Chief Executive Officer of GRUMA.	Vice-Chairman of the Board of GRUMA; Chairman of the Board of Grupo Financiero Banorte and Banco Mercantil del Norte; Chief Executive Officer of Grupo Hermes and Automotriz Hermes; Chairman of the Banorte Foundation	Chief Administrative Officer of GRUMA	Partner at Martínez Salinas Abogados, S.C.	Chairman and shareholder of Mail Rey and Detecno	Economics Professor at EGADE/ITESM, Economics Professor at UANL and regular Columnist of Reforma/El Norte and Chairman of Centro de Estudios Sociales del Noreste A.C.	Advisor to Chief Executive Officer of Grupo Financiero Afirme and financial consultant	Of Counsel of Creel, García-Cuellar, Aiza y Enriquez, S.C.	Chairman and Chief Executive Officer of Grupo Motomex	Chairman of the Board and Chief Executive Officer of Ingenios Santos, S.A. de C.V.	Chairman of the Board of Directors and Executive President of Tubacero
Directorship Type	Shareholder, Related	Shareholder, Related	Related	Related	Independent	Independent	Independent	Independent	Independent	Independent	Independent
Outside directorships	Director of Grupo Financiero Banorte, Banco Mercantil del Norte, Fundación GRUMA, Consejo Mexicano de Hombres de Negocios, Fondo Ambiental Metropolitano de Monterrey, and Museo del Acero	Director of Grupo Hermes; Chairman of the Board of Cerrey; Independent Director of Grupo Televisa; Director of Bolsa Mexicana de Valores	None	None	None	Director of Grupo Financiero Banorte, Autlán, Rassini, Cemex and Afore XXI Banorte, Member of the External Advisory Council of UANL	Director of Grupo Financiero Afirme and Aseguradora Afirme, Banco de Inversión Afirme; and of Fondos de Inversión Afirme	Independent Director and Chairman of the Audit, Corporate Practices, Investment Committee and member of the Risk Policies, Human Resources and Nominations Committee of Grupo Financiero Banorte and subsidiaries; Director, President of the Investment Committee and member of the Audit and Corporate Practices Committee of Afore XXI Banorte; Secretary of the Audit and Corporate Practices Committee of Grupo Televisa	Chairman of Grupo Motomex	Director of Axtel, BBVA Bancomer, Interpuerto Monterrey, Development Committee of ITESM, Instituto Nuevo Amanecer, Renace, Red de Filantropía de Egresados y Amigos del Tec, Committee of the Consulting Board of the Facultad de Ciencias Políticas y Administración Pública of UANL,Unidos por el Arte contra el Cáncer Infantil (UNAC), and member of Patronato del Hospital Metropolitano	Planigrupo LATAM, CitiBanamex North Region, HSBC Consejo Consultivo de Negocios, Canacero, Caintra, Silica Desarrollos, Divanz Capital, and W International Group, UDEM, Development Committee ITESM, Horno3 Steel Museum and Centro Cultural Rosa de los Vientos
Business experience	Several positions within GRUMA, including Managing Director of Special Projects of Gruma USA, Chief Executive Officer of Azteca Milling, Vice President of Central and Eastern Regions of Mission Foods, Chief Sales Officer and Vice President of Sales of Azteca Milling, and Chief Executive Officer of Gruma Asia-Oceania	Chief Executive Officer of Grupo Financiero Interacciones, of Interacciones Casa de Bolsa, of Banco Interacciones, of Grupo Industrial Hermes, of Automotriz Hermer, and Deputy Chief Executive Officer of Grupo Financiero Banorte.	Several positions within GRUMA, including Vice-President of Corporate Internal Audit, of IT, of Controllership for Gruma USA, and of Finances and Administration for GRUMA Venezuela	Several positions in local and international law firms, mainly with a financial and securities approach	Chairman of Asociación de Casas de Bolsa de Nuevo León and Club Deportivo San Agustín, several positions within Interacciones Casa de Bolsa, including Chief Financial Officer	Economic Investigations Director of Grupo Industrial Alfa Economic Studies Director of Grupo Financiero Bancomer and Deputy Director of Banco de México	Director of Grupo Financiero Banorte, Casa de Bolsa Banorte, Banorte-IXE Tarjetas, Seguros Banorte and Afore XXI Banorte, Chairman of Centro Bancario del Estado de Nuevo León, Regional Director of Banco de México, Commercial Chief Executive Officer of Banco Mercantil del Norte, Profesor at the Graduate School of Banking at LSU, and several executive positions at Banco Bilbao Vizcaya, Casa de Bolsa Probursa and Valores Finamex	More than forty years of professional independent practice; Director and Manager of Satélites Mexicanos, Director of Grupo Financiero Banorte, Scotiabank, JP Morgan, Bank of America Mexico, Hoteles Nikko, Grupo Modelo and Grupo Bimbo; collaborator in the Ethics and Law Committees of Consejo Coordinador Empresarial; arbitrator in international courts and fellow of the American College of Bankruptcy	Businessman since 1959	Chairman of Aeropuerto del Norte, Director of Arena Monterrey, Chief Executive Officer of Mundo DeaDeveras, Councilor of the municipality of San Pedro Garza Garcia, N.L., Vice-Chairman of Grupo Tres Vidas Acapulco and Board Member of DIF Nuevo León	Vice-Chairman of Aceros Generales and Deputy Chief Executive Officer Managing Director of Tubacero

Additionally, in 2023 our Senior Management team undertook a series of training sessions from a third-party, on environmental, social, and governance topics, to strengthen its sustainability-related knowledge and its relation to the company's business strategy.

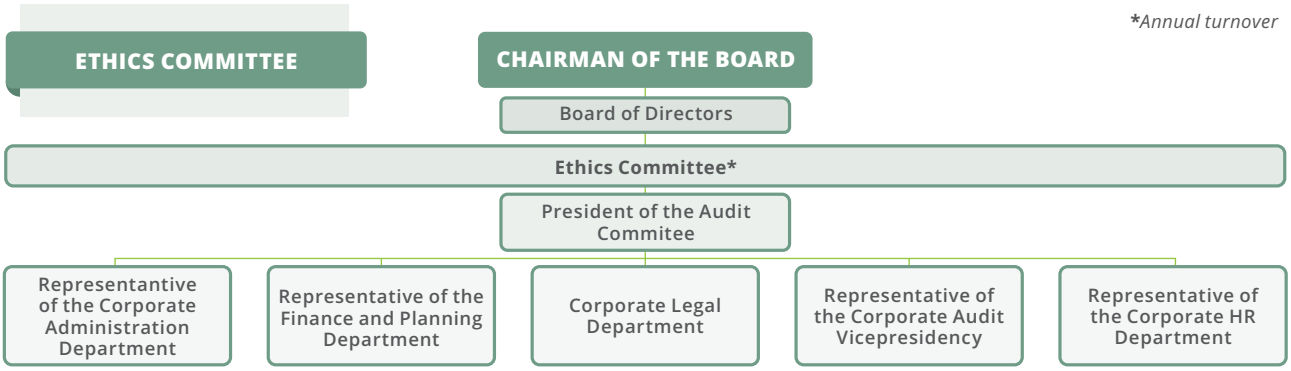
Audit and Corporate Governance Committees

As required by the Mexican Securities Market Law and the company's Bylaws, an Audit Committee and a Corporate Governance Commitees were appointed at the meeting of the Board of Directors held on April 17th, 2024. Their members were elected from among the members of the Board of Directors. Consequently, as required by the Mexican Securities Market Law and the Company's Bylaws, at the Ordinary General Shareholders' Meeting held on the afore mentioned date, a chairman was elected for each Committee from among the members appointed by the Board. Currently, both the Audit and Corporate Governance Committees are composed of four Independent Directors. The members' names, their positions within each Committee, and directorship type are listed below.

Ethics Governance

We strive to ensure integrity throughout all business areas and interactions, fostering trust with essential stakeholders while protecting employees and the broader community. To achieve this, our approach involves evaluating the application of our Code of Ethics, overseeing its enforcement and maintaining transparency in reporting any violations to the Ethics Committee.

This Committee consists of six members, all of whom are appointed annually by the Audit Committee. It is composed of the Chairman of the Audit Committee and representatives from the Corporate Administration Department, Finance and Planning Department, Corporate Legal Department, Corporate Audit Vice-presidency, and Corporate HR Department.



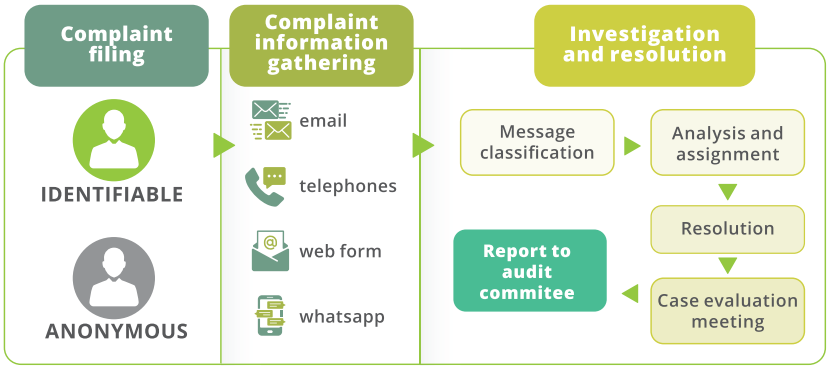
Ethics training

GRI: 205-2

In 2023, 52% of our workforce, 19% of our suppliers, and 100% of new hires were trained on several Ethics-related subjects, procedures, and guidelines.

ETHICS-RELATED SUBJECTS	CATEGORY	NUMBER	%
Code of Ethics guidelines and procedures	Employees	17,417	75
	Suppliers	727	31
Anonymous Grievance system	Employees	17,308	75
	Suppliers	570	26
Conflict of Interests	Employees	17,391	75
	Suppliers	265	14
Integrity	Employees	3,668	46
	Suppliers	265	14
Fraud prevention	Employees	7,184	54
	Suppliers	265	14

Additionally, the Ethics Point anonymous grievance system is an integral part of the company's ethical governance framework, providing all employees and stakeholders a confidential channel to report any violations or concerns related to the company's ethics guidelines. Every report received through this system is rigorously examined by the Ethics Committee, which then ensures that suitable measures are implemented to address any identified concerns.



As a result of these measures, GRUMA's employees can feel confident when reporting through Ethics Point, without fear of retaliation.

In 2023, 437 complaints were submitted, 100% of incidents were attended, and 14% are currently under investigation. In cases when the offense warranted it, 8 people were separated from the company, and 4 commercial relations with suppliers were terminated.

ESG Governance

GRI: 2-22, 2-23, 2-24
Material issue: ESG risks strategy and management

GRUMA's ESG Committee is made up of members of its Senior Management Body. The committee is responsible for monitoring all sustainability efforts across the company. This Committee, led by the Sustainability Director, coordinates with regional teams to drive these efforts. They are tasked with the ongoing reviewing of objectives, targets, strategies, and actions related to GRUMA's social and environmental impact, ensuring that sustainability and social responsibility are integrated into the organization's operations. Additionally, the Committee is responsible for communicating to the Board of Directors on all aspects, risks, and prospects associated with the ESG Strategy, ensuring these points are included in the Audit Committee's quarterly agenda and addressed by the Board as necessary.

ESG GOVERNANCE

Board of Directors

ESG COMITTEE

ISSUES	RESPONSIBLE
Administration, Risks, Commercial	Chief Administrative Officer
Finance, Planning, Risks, Commercial	Chief Financial Officer
Operations, Risks, Commercial	Chief Operations Officer
Human Resources, Risks	Chief Human Resources Officer
Legal, Risks	Chief Legal Officer
Internal Audit, Risks	Chief Internal Audit Officer
Sustainability, Risks	Vicepresident of Technical Services / Sustainability

Throughout 2023, we worked with our Global Procurement Committee to discuss the next steps on our sustainable procurement practices roadmap, a move designed to bolster our comprehensive Environmental, Social, and Governance framework. This strategic development is integral to reinforcing our commitment to sustainability and responsible business practices across our supply chain.

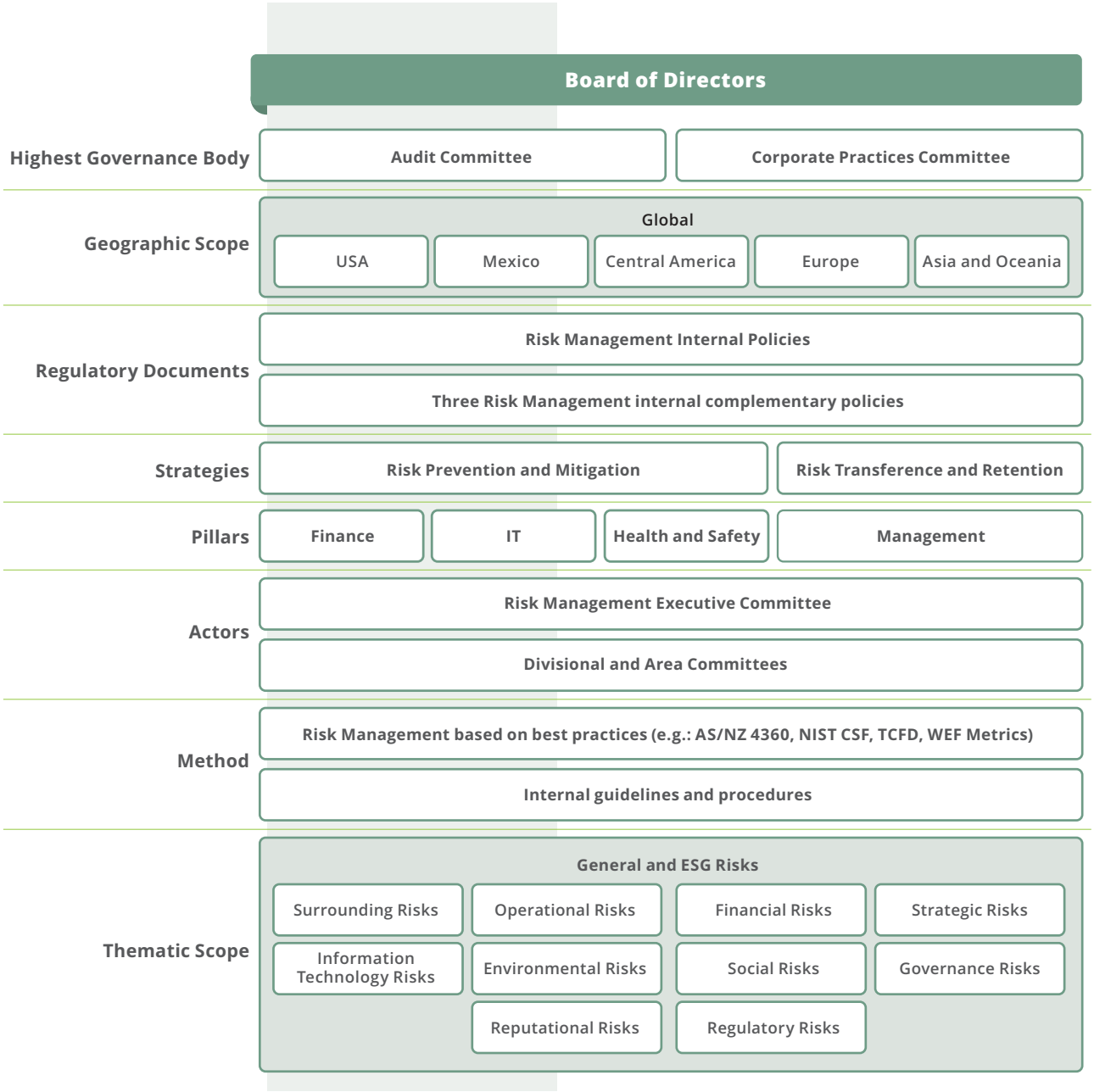
Risks and Opportunities Management

GRI: 2-13, 2-23, 2-25, 201-2
SASB: FB-AG-430a.3
TCFD: Governance, Risk Management
CSA: 1.4 Risk and Crisis Management
Material issues: ESG Strategy and Risk Management, Investor relations regarding ESG management, Climate change strategy: emissions and energy efficiency, Soil protection and restoration, Water management
SDG 12: Responsible production and consumption, SDG 13: Climate action

For GRUMA's risk governance procedures to be effective, our risk awareness and management must originate from the Board of Directors and Senior Management, who are responsible for interpreting the strategic direction set by the board and translating it into applicable policies and procedures.

GRUMA's Risk Management Structure

GRUMA has a solid risk identification, management, and mitigation structure governed by the Board of Directors, cascading the responsibilities through the Audit and Corporate Practices Committees, the Executive Risk Management Committee, and the regional corporate areas.



Risks and Opportunities identification process

GRUMA's risk identification and management framework allows us to comprehensively understand, evaluate, and prioritize various risks, including regulatory, physical, transitional, and operational risks that may impact the company's financial performance and its role as a responsible corporate entity.

Risk identification is fundamental to effectively respond to both micro and macro influences across local, national, regional, and global landscapes. To this end, the company has instituted internal mechanisms designed to provide the foresight and assurance necessary to consistently enhance all areas of the business and to capitalize on opportunities in the short, medium, and long term. GRUMA employs a risk management methodology that adheres to the AS/NZ standard, comprising seven distinct elements.

This framework is comprised of at least 15 policies, processes, and manuals that are implemented throughout the company. Through this set of controls, we gather relevant information to conduct various analysis methods,including sensitivity testing, stress testing, and in some cases, automated systems for assessing risk indicators. Additionally, three complementary risk policies establish continuous monitoring mechanisms (semi-annually, quarterly, monthly, weekly) for areas managing insurance, health and safety, and IT risks.

Risk management culture

For an effective implementation of the abovementioned, GRUMA cultivates a robust culture of risk management integral to our operational and strategic framework. This culture is built through a systematic approach that encompasses several key initiatives aimed at embedding risk awareness and mitigation at every level of the organization.

- Specialized team integration: We have established specialized work teams within our governance structure dedicated to risk management. These teams are comprised of experts from various fields, ensuring a comprehensive approach to identifying and addressing potential risks.

- Internal policies deployment and implementation: To raise awareness and align organizational efforts, we develop and implement detailed risk management policies. These documents serve as a guide for all employees, helping to standardize responses to potential risks and ensuring a unified organizational approach.

- Training and communication campaigns: We deploy ongoing training and communication campaigns to raise awareness of the importance of risk management at all organizational levels. These initiatives are designed to improve understanding and ensure that every employee can contribute effectively to our risk management goals.

- Outsourcing through contracts and cybersecurity tools: Recognizing the complexity of modern risks, particularly in cybersecurity, we engage in strategic outsourcing. This involves using contracts to work with external experts and implementing cutting-edge cybersecurity tools to safeguard our operations.

- Resource allocation: We are committed to investing in resources that provide better guarantees and tools for risk management. This includes financial investments in technology and human capital to strengthen our risk management capabilities.

- Setting corporate objectives: To further integrate risk management into our corporate culture, we establish clear corporate objectives that involve all staff. These goals are designed to align individual efforts with our broader risk management strategy, ensuring that everyone moves in unison toward minimizing risks.

Through these methods, we seek to reinforce a culture of vigilance and proactive risk management, securing not only our operational continuity but also supporting our long-term strategic objectives.

EMERGING RISKS	1	2
Name of the emerging risk	Information security and cybersecurity	Climate change: Water stress and emissions-related costs
Description	Cybersecurity risk refers to the likelihood that an attacker's infiltration threat materializes and causes damage to company information, exposes personal data or confidential information, and affects other digital assets.	Climate change has intensified the phenomena of water stress, characterized by the insufficiency of water resources to meet water demands, affecting the continuity of any operation. Simultaneously, companies face increasing costs associated with greenhouse gas emissions due to stricter regulations.
Impact on the business	• Business Interruption: There may be delays in production processes or service delivery, which could lead to a loss of revenue. • Financial Impact: Cyber attackers may demand ransoms for the stolen information, directly impacting business expenses. • IT Disruption: The need to clean files, restore information, and reconfigure systems can be costly and time-consuming. • Loss of Clients and Suppliers: Trust can be affected, which could result in the loss of important business relationships. • Workforce Impact: Staff may be affected by the interruption of their activities or by the leakage of personal data. • Legal: Legal implications can arise, including fines and litigation, especially if there is a breach of personal data.	Food production is highly dependent on water for irrigation of crops, processing, and manufacturing. This impacts: • Water extraction permits: The necessity of water for production affects the ability to secure and maintain these permits. • Cultivation processes of corn and wheat, and the security of raw material supply: Water scarcity can directly affect the availability and quality of these essential crops. • Internal processes for product manufacturing and regular operation of facilities and offices: Water is essential not just in production but also for the day-to-day operations of facilities. • The well-being and integrity of stakeholder groups: Adequate water supply affects not only production but also the broader community and ecosystems which depend on the same water resources. • Increase in operational costs: Water scarcity can lead to higher costs for water acquisition and treatment. Simultaneously, costs derived from emissions directly impact profitability, as regulatory measures like carbon taxes or emissions trading schemes can increase operational costs.
Mitigating actions initiated	• Cybersecurity audits: Detailed reviews of computer system security to assess protection against cyber threats. • Data recovery strategy: Plans to rebuild computer systems damaged by cyberattacks or disasters. • Software updates: Keeping all systems and applications updated to protect against known vulnerabilities. • Education and awareness: Training staff on safe practices and recognizing phishing attempts and other scams. • Physical Security: Securing physical access to critical systems to prevent unauthorized access. • Backups: Performing regular backups and ensuring they can be restored quickly in case of data loss. • Firewalls and Antivirus: Using firewalls to monitor network traffic and antivirus to protect against malware. • Identity and Access Management: Implementing strict access control policies to limit access to sensitive information. • Encryption: Protecting sensitive information with encryption, both at rest and in transit. • Incident response: Having an incident response plan to act quickly in the event of a security breach.	• Internal research lines: Maintaining internal research lines for operational updates and investment in water and energy efficiency technologies. • Evaluation of projects and suppliers: Assessing projects and suppliers for investment in water and energy efficiency technologies. • Implementation of cleaner production practices and renewable energy use: Adopting cleaner production practices and utilizing renewable energy sources. • Focus on efficiencies and emission reduction: Concentrated efforts on improving efficiencies and reducing emissions. • Establishment of a gradual emission compensation strategy: Setting up a strategy for the gradual offsetting of emissions. • Development of water and climate risk management plans: Creating plans that include adapting crops to water scarcity conditions, improving water use efficiency, and quick response strategies for extreme weather events. • Exploring alternatives: Investigating alternatives such as rainwater harvesting, treatment and reuse of greywater, and desalination, to reduce dependence on freshwater sources.

Risk analysis based on the WEF Metrics 2024

GRUMA has identified other economic, geopolitical, societal, and technological risks described by the WEF in its Global Risks Report 2024.

WEF METRICS		
ECONOMIC	Collapse of a systemically important industry	Collapse of a systemically important global industry or firm with an impact on the global economy, financial markets and/or society.
	Debt crises in large economies	Corporate and/or public finances overwhelmed by debt accumulation and/or debt servicing in large economies, resulting in mass bankruptcies, defaults, insolvency, liquidity crises or sovereign debt crises.
	Failure to stabilize price trajectories	Inability to control an unmanageable increase (inflation) or decrease (deflation) in the general price level of goods and services.
	Prolonged economic stagnation	Near-zero or slow global growth lasting for many years.
	Severe commodity shocks	Abrupt shocks to the supply and demand of systemically important commodities at a global scale that strain corporate, public and/or household budgets: chemicals, emissions, energy, foods, metals, minerals etc.
GEOPOLITICAL	Geoeconomic confrontations	Deployment of economic levers, including investment controls, trade controls, non-tariff barriers and/or currency measures, by global or regional powers to decouple economic interactions between nations and consolidate spheres of influence.
	Interstate conflict	Belligerent bilateral or multilateral conflict between states with global consequences: biological, chemical, cyber and/or physical attacks, military interventions, proxy wars etc.
	State collapse	Collapse of a state with global geopolitical importance as a result of internal conflict, breakdown of rule of law, erosion of institutions, military coup, regional or global instability.
SOCIETAL	Erosion of social cohesion	Loss of social capital and a fracture of social networks negatively impacting social stability, individual well-being and economic productivity as a result of persistent public anger, distrust, divisiveness, lack of empathy, marginalization of minorities, political polarization etc.
	Failure of public infrastructure	Unequitable and/or insufficient public infrastructure and services as a result of mismanaged urban sprawl, poor planning and/or under-investment, negatively impacting economic advancement, education, housing, public health, social inclusion and the environment.
	Infectious diseases	Massive and rapid spread of viruses, parasites, fungi or bacteria that cause an uncontrolled contagion of infectious diseases, resulting in an epidemic or pandemic with loss of life and economic disruption.
	Large-scale involuntary migration	Large-scale involuntary migration induced by climate change, discrimination, lack of economic advancement opportunities, persecution, natural or human-made disasters, violent conflict etc.
	Pollution-driven harms to human health	Physical and mental health impacts from harmful chemical or other particulates in the air, water or food, which may stem from energy generation, industrial and agricultural practices, waste management failures, natural disasters, human behaviour and other sources.
	Widespread youth disillusionment	Youth disengagement, lack of confidence and/or loss of trust of existing economic, political and social structures at a global scale, negatively impacting social stability, individual well-being and economic productivity.
TECHNOLOGICAL	Failure of technology governance	Lack of globally accepted frameworks, institutions or regulations for the use of critical digital networks and technology, as a result of different states or groups of states adopting incompatible digital infrastructure, protocols and/or standards.

Impact measurement

GOAL OR COMMITMENT	PERFORMANCE 2023	BASELINE	GOAL YEAR	Material Issue addressed
Continue strengthening the governance of environmental and social issues, establishing governing bodies from Senior Management and the Board of Directors, to oversee these issues.	Implementation of an ESG gap analysis throughout global operations. ESG training for the members of our senior management.	2021	2025	Sustainable Corporate Governance
Continue strengthening the company's ethics and integrity mechanisms.	By the end of 2023, 92% of our plants were audited using SMETA criteria.	2022	2024	Sustainable Corporate Governance
ESG risks identification to integrate into ERM	ESG risks were identified and are in an ongoing process of integration into our ERM.	2023	Ongoing	ESG risks strategy and management

PILLAR 2:

Human Rights Advocacy:

The perfect balance through a people-focused approach

GRI: 2-7, 2-23.iv,
Material issues: Human Rights Advocacy; Employees' Health and Safety; Diversity and Inclusion
CSA: 3.2 Human Rights

At GRUMA, our mission to nurture people's hearts is directly related to upholding and boosting human and labor rights in our operations and value chain, as well as providing nutritious products while caring for the environment.

Our employees

GRI: 2-7, 2-8, 201-2, 401-1, GRI 2-7-b-iv
CSA: 3.1.5 Workforce Breakdown

Throughout 2023, we worked on the deployment of our Global Human Rights Policy, which establishes the guidelines that encourage the respect and promotion of international standards that seek respect for the fundamental rights of our employees and other related stakeholders.

This policy serves as a complement to our existing labor management framework, crafted to create and preserve a healthy and diverse work environment. Our operations adhere to rigorous standards of labor practices, consistent with governing legislation and in alignment with international frameworks such as those established by the International Labour Organization (ILO).

In 2023, our workforce was composed of more than 24,000 employees who, as a team, have enabled the company to continue being one of the global leaders in its industry.

WORKFORCE DISTRIBUTION	2023	% INCREASE VS 2022	2022	% INCREASE VS 2021	2021
Men	16,883	2.6%	16,436	4.3%	15,746
Women	7,252	5.3%	6,861	6%	6,471
Unionized	6,889	3.4%	6,608	13.4%	5,827
Non- Unionized	17,246	6%	16,689	1.8%	16,390

A small fraction of GRUMA's employees hold temporary contracts, comprising no more than 2% of our entire workforce. These individuals are primarily engaged in tasks along the packaging lines or are tasked with executing specialized projects.

CONTRACT TYPE PER EMPLOYEE CATEGORY	PERMANENT CONTRACT		TEMPORARY CONTRACT		FULL-TIME EMPLOYEES	
	Women	Men	Women	Men	Women	Men
Mexico	2,228	7,890	57	222	2,285	8,112
United States	3,402	5,484	0	0	3,402	5,484
Central America	385	1,451	83	181	468	1,632
Europe	698	1,024	3	1	701	1,025
Asia and Oceania	396	629	0	1	396	630

In 2023, GRUMA's workforce increased with 838 hirings vs 2022, strengthening the organization's capabilities and our commitment to fostering our communities' progress. The average cost of training per working employee was USD $224.2, and $2,032 per new hired employee in 2023.

Talent development

GRI: 404-1 to 3
CSA: 3.3.1, 3.3.2
SDG 8: Decent work and economic growth

To achieve the highest level of efficiency and effectiveness in the company's performance, it is policy to establish guidelines that permit a culture of continuous improvement and results orientation through constant performance evaluation, aligning the personnel's objectives with those of the organization.

GRUMA offers employees training and development programs that increase their knowledge, skills, and awareness of current and vital issues pertinent to their job functions. In Mexico, we provided training on Safe Driving Training programs, which target 100% of our sales agents and truck drivers, with the goal of full participation from this group. The objective of this training is to reduce road incidents significantly. We also offered Training on Hazardous Jobs, which is designed for all personnel occupationally exposed to high-risk environments such as heights, confined spaces, and electrical work. This program also aims for 100% participation from the targeted group, to reduce workplace incidents.

Additionally, during our Safety and Health Awareness Month, we strive to achieve full participation across the company to enhance the overall awareness and understanding of our safety system.

In Europe, our recent training initiatives on Stress Management, Excel courses, Change management, and accounting basics, among others, have yielded significant benefits across different disciplines. Through more than 320 programs and an investment of more than USD $6.3 million, we collectively contribute to the continuous development and efficiency of our workforce.

The average training hours in 2023 were as follows:

CATEGORY	2023
Women	19
Men	19
Executive	16
Management	19
Staff	19
Workers	16
Saleswomen	7
Salesmen	6

As part of our commitment to fostering a supportive and growth-oriented work environment, we equip our team members with essential tools that are integral to their development. Alongside this, we implement thorough performance evaluations designed to collaboratively identify and address areas for enhancement, ensuring that both individual and team capabilities are continuously improved. In 2023, 1,939 women and 6,588 men received performance assessments.

PERFORMANCE ASSESSMENTS DISTRIBUTION

CATEGORY	EMPLOYEES THAT RECEIVED PERFORMANCE EVALUATIONS	
	Women	Men
Executive level employees	1	7
Managerial level	67	413
Staff	1,871	6,168

Our employees' health and safety

GRI: 403-1 to 10
Material issue: Employees' Health and Safety
CSA: 3.4 Occupational Safety
SDG 3: Good Health and Well-being

Our commitment to fostering a secure work environment has been steadfast, with the ongoing pursuit of a 'zero accidents' milestone. This objective outlines our robust safety culture, which is integral to ensuring that every member of our team returns home without harm.

Our Health and Safety management framework is systematically organized, encompassing a comprehensive array of policies, standards, and related documents. Within this framework lie critical standards designed to oversee activities associated with high-risk, integrating diverse approaches for the detection and assessment of hazards and risks, including systematic safety walk-throughs and exhaustive inspections. Our system extends to the prioritization and development of action plans with clearly defined objectives aimed at mitigating those identified risks. It also ensures readiness for emergencies, evaluates advancements in minimizing health hazards and risks to set goals, and includes internal audits. Our procedures for investigating work-related injuries, diseases, and incidents are rigorous, involving constant monitoring to identify potential hazards, evaluate the probability of occurrence, assess the degree of susceptibility, and enact suitable emergency protocols.

Operations have qualified internal auditors who undergo training and certification. In China, they use LEC Graham methodology for risk assessment and focus on eliminating high-risk aspects to minimize hazards. Additionally, an annual external audit is conducted to ensure the quality of this process.

In Malaysia, our teams carefully check for any possible dangers in the workplace to deal with them early on. In the UK, we make sure our workers are skilled by giving them both on-the-job training and classroom learning, and they must pass tests to show they understand how to work safely. We also regularly check all our locations to make sure everything is safe and fix any problems right away. In Central America, safety experts watch how work is done to spot any dangers accurately. In the EMEA region, we make our training even better by checking how effective it is and giving tests to ensure everyone knows their job well. We do regular safety checks there too and make any needed changes. Spanish laws require us to work with the Department of Labor Risks and outside safety advisors to identify risks.

We always listen to what our employees have to say about staying safe. We've set up ways to talk about health and safety, like training sessions, meetings, safety chats, and a private way for our team to report any concerns without giving their name. Programs like 'You see, you act' get workers directly involved in safety meetings and efforts. Our managers play a key role in talking about safety and passing on new information from the health and safety team. We also use noticeboards and safety groups to share information throughout our workplaces. By doing all this and actively hearing what our employees have to say, GRUMA is committed to keeping everyone safe at work.

Safety-related programs

In 2023, our Training on Hazardous Work in Europe was implemented, specifically designed for personnel exposed to high-risk environments, such as working at heights, in confined spaces, and around electrical hazards. This comprehensive training achieved full participation from both male and female employees, resulting in a significant reduction in workplace incidents. Concurrently, during our "Safety and Health Awareness Month", we also achieved a 100% participation rate across all staff, regardless of gender. The primary outcome of this month-long focus was a marked improvement in the general knowledge of our safety systems, contributing to a more aware and prepared workforce. In Asia, we implemented and followed robust safety guidelines across various high-risk activities, ensuring the safety and integrity of our workforce. We established comprehensive guidelines and directives for controlling the execution of routine and non-routine high-risk works, which resulted in zero hazardous work-related injuries. Similarly, our protocols for identifying, preventing, and controlling potential risk factors associated with construction work, assemblies, and renovations effectively prevented any injuries during these processes. Additionally, our efforts to control the release of hazardous energies also concluded the year without any related injuries, demonstrating the effectiveness of our planning and risk control measures. These achievements emphasize our commitment to maintaining a safe working environment for all employees. As a result of these and other actions, and the implementation of more than 95 programs, safety-related targets were met in every division, and the overall LTIR was reduced by 2.4% vs 2022.

INCIDENT AND FREQUENCY SAFETY RATES

	2023	2022
Serious work-related incidents	328	328
Lost days due to accidents	6,980	8,791
Lost Time Incident Rate	1.23	1.26
Fatalities	1	0

Boosting employees' health is just as important. In Mexico, health programs are implemented throughout the year including a variety of topics such as ergonomics, hearing and visual health, among others. In China, the annual safety and occupational health training plan covers a range of topics such as electrical, mechanical, chemical, and fire safety. Similarly, in Malaysia, employees receive training on topics like chemical hazards, working at heights, confined spaces, and safety awareness, to name a few. In the UK, staff training is conducted through e-learning sessions to raise initial awareness, followed by annual assessments and coaching materials. Mandatory training involves manual handling, hazard awareness, fire procedures, emergency procedures, and task training. Shift managers and supervisors also demonstrate safe working methods and conduct risk assessments as part of their role responsibilities.

In Mexico, all employees have access to free consultations through talks, conferences, and telephone assistance on various topics such as health, nutrition, and psychology, among others. Additionally, GRUMA offers an integrated wellness program that includes activities such as calisthenics, physiotherapy, and sports events to reduce employee health risks. Similar activities and benefits are replicated in every region.

Through the implementation of these and other activities, in 2022 GRUMA Mexico received Gold Level Certification as an "Active and Healthy Organization" from *Queremos Mexicanos Activos* (QUEMA), a civil society organization that seeks to improve health through physical activities.
With this certification, our company is recognized for its effort to promote information among our employees emphasizing the multiple advantages of a healthy lifestyle and the habit of being physically active to benefit their health. The certification is endorsed by the Mexican Institute of Standardization and Certification, which validates the methodology used to qualify the participating organizations. Throughout 2023, we maintained our commitment to continue promoting and encouraging activities in support of the health and well-being of our employees.

The results of these efforts also reflect on the 94.5% of employees that manifested to be committed to the company in 2023.

Diversity, Equality, and Inclusion

GRI: 406-1, 412-2, 401-3
Material issue: Diversity and Inclusion
CSA: 3.1.4 Workforce Breakdown: Gender
SDG 4: Gender Equality

GRUMA promotes a diverse workplace with equitable opportunities within an inclusive culture so that all colleagues worldwide feel like they belong and are empowered to contribute to the company's success. Through the diversity of their backgrounds, perspectives, and experiences, all global teams foster innovative thoughts and generate growth opportunities.

Our workforce in 2023 was distributed in the following manner:

EMPOWERING VULNERABLE GROUPS

	2023
Women in executive positions	1
Women in managerial positions	68
People with disabilities by the end of year	90
People with dissabilities hired during 2023	15

EMPLOYEE BREAKDOWN BY AGE

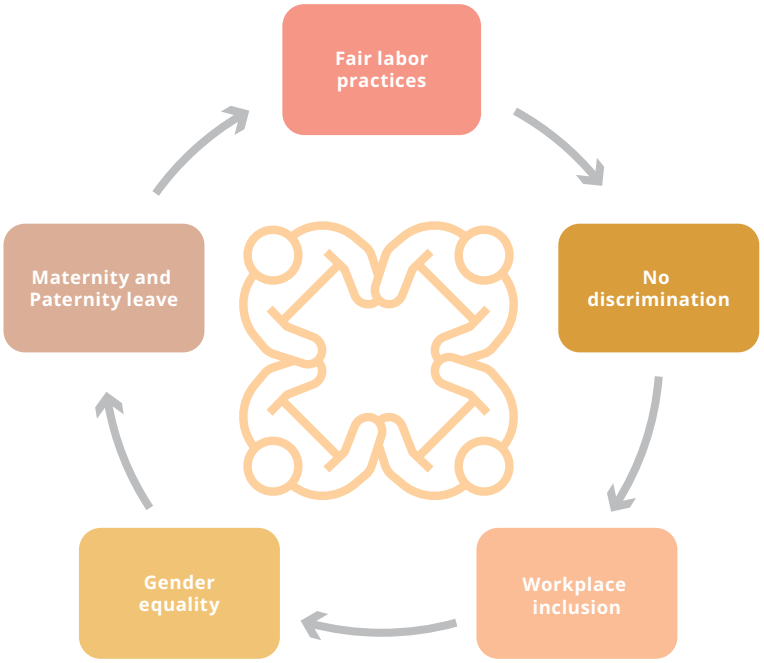
AGE RANGE	Total	% vs total worforce
18 to 25	3,275	14
26 to 45	13,168	55
46 to 65	7,692	32

30 % of our workforce is compromised by **women**

In 2023, we developed our Global Diversity, Equality, and Inclusion Policy, which states that at GRUMA we are dedicated to fostering a good place to work where we respect and boost the rights of all our team members. We make sure everyone has the same opportunities in hiring, promotion, training, development, and compensation processes, and strive to offer a workplace that is welcoming to everyone and values their unique differences and characteristics. Our goal is to ensure that every person feels appreciated and respected for their individuality, taking into account their ideas, perspectives, and contributions.

DEI Policy Focus Points

GRUMA emphasizes five key areas to set and apply the rules for creating a more varied, respectful, and inclusive work environment.



These focus areas encompass a series of guidelines to ensure the rejection of any distinction, exclusion, restriction, or preference that can hinder the recognition, enjoyment, or exercise of human rights and freedoms based on any individual characteristics. Hiring, promotion, and employee development are based on performance and potential, which take precedence over any other condition when considering staff promotion opportunities. This is also the reason to implement programs that promote workplace inclusion for different population sectors, including people with disabilities and senior candidates.

We also encourage a balance between work, family, and personal life, by creating conditions that allow our employees to enjoy their time at home, such as encouraging maternity and paternity leaves as established by law and the possibility to choose how to manage these leaves according to their personal needs, and promoting the right to support breastfeeding by implementing lactation areas in facilities that allow it.

MATERNITY AND PATERNITY LEAVE

	Number of employees that took the leave
Women	154
Men	264

Impact measurement

GOAL OR COMMITMENT	PERFORMANCE 2023	BASELINE	GOAL YEAR	Material Issue addressed
Promote the personal and professional development of employees through the establishment of policies that lead to the implementation of actions in favor of diversity, labor equity, and constant training.	Deployment of GRUMA's Global Human Rights Policy.	2020	2025	Human Rights Advocacy
Develop and deploy a Global Diversity, Equality, and Inclusion Policy.	Fullfilled	2022	2023	Diversity, Equality, and Inclusion

Our communities

GRI: 413-1, 413-2
SDG 2: Zero Hunger; SDG 10: Reduced inequalities
Material issue: Social Impact, Human rights advocacy

GRUMA understands its pivotal role in the communities it serves, as well as those that might be affected by its operations. Partnering with these communities as a responsible corporate member of society, allows us to generate mutual benefits, encourage social participation, and stimulate enduring economic development.

Fundación GRUMA and *Patronato de Cerralvo*

Established on September 6th, 2004, *Fundación GRUMA* (GRUMA Foundation) is a philanthropic entity dedicated to advancing social welfare initiatives for underserved populations by providing financial contributions and donations in kind to various Mexican civil organizations. The Foundation's financial backbone is the revenue generated by all GRUMA-affiliated entities, with the mission of strategically allocating its resources to significantly enhance the living conditions of groups that struggle with poverty, sickness, disability, social exclusion, migratory challenges, or the aftermath of economic adversities, social conflicts, health crises, and environmental-related disasters.

The cornerstones of the Foundation's initiatives include strategic philanthropy, emergency disaster response, child nutrition programs, and bolstering institutional capabilities through several channels, with the ***PATRONATO DE CERRALVO*** as the main one.

STRATEGIC PILLARS

a. Education and Culture

GOAL
To engage in various activities that support education and culture by implementing programs and projects aimed at strengthening and enhancing educational growth. This goal is designed to encourage both personal and professional development among the residents of the Municipality of Cerralvo, Nuevo León.

PROJECTS
Educational Scholarships
We intend to alleviate the financial burden on families in Cerralvo by providing scholarships to children, youth, and adults across different academic levels. The purpose is to elevate the educational level of the community members and reduce school dropout rates. For this, we have established partnerships with several universities, allowing us to offer a wider range of educational opportunities. ***To date, a total of 1,515 scholarships have been awarded***.

Strengthening Cerralvo's Teaching and Non-Teaching Staff
This cycle saw a collaboration with the "Hagámoslo Bien" Association, focusing on the ***Culture of Legality***. We registered 57 people in the "teachers" category, with noteworthy involvement from sector heads, directors, sub-directors, and classroom teachers, as well as 8 non-teaching participants including administrative and maintenance staff.

At the end of the project, 43 teachers and 6 non-teachers were honored at a symbolic ceremony.

Academic Merit Medal
This project was conducted in collaboration with the *Coordinación de Evaluación Académica de la Secretaría de Educación de Nuevo Léon* (Educational Evaluation Department of Nuevo León), **with the participation of 105 students with an average grade of 9.5 or higher, of which 37 students achieved the highest averages in the Nuevo León Aprende exam**. They received an economic reward, and 16 who placed first in their respective grades were awarded the *Doña Barbarita Barrera and Don Roberto M. González Medal*.

Community Learning Center (CCA)
Provision of in-person courses, including a course in the Juárez congregation at the Lic. Benito Juárez school, where we offered students aged 10 and older basic tools and computer equipment training, which is hard to access in their area. Throughout the year, we assisted with the enrollment of new students at the preschool, primary, and secondary levels, serving an average of 583 users.

b. Health and Wellbeing

GOAL
To enhance the quality of life for residents of Cerralvo, Nuevo León, by providing comprehensive social assistance, with a focus on supporting the municipality's vulnerable groups. We collaborate with other institutions to strengthen the public health sector.

PROJECTS
We make an annual contribution to the General Hospital of Cerralvo, which in 2023, it consisted of a steam-powered autoclave machine, to sterilize medical instruments. We also carry out monthly activities described below:

i. Donation of products and MASECA, benefiting around 437 people from:
- General Hospital of Cerralvo
- Cerralvo Health Center
- Cerralvo Parochial Charities
- People who receive free food

ii. Pantry supplies to 101 beneficiaries, 70 of whom are elderly, with the remainder being vulnerable individuals from municipal congregations.

iii. Monthly Talks
- Cerralvo Health Center: Blood pressure prevention and control.
- SUPERA A.C.: Prevention and care of Cervical Cancer.
- CAPA Cerralvo: Anxiety and depression in the Elderly.
- Cerralvo Health Center: Cancer and Influenza prevention.

iv. Assistance Support:
- Maria Fernanda De San Juan suffers from spina bifida and was provided with infant diapers.
- María Teresa Delgado has incontinence issues and was provided with adult diapers.

v. Health Campaigns
- Blood pressure checks.
- Haircuts by volunteer stylist Antonio Gaytan.
- Ophthalmology: Free exams and low-cost glasses by our volunteer Orlando Nevárez.
- Podiatry: Free check-ups and care by our volunteer Verónica.
- Also, this was the second consecutive year of donating glasses for children aged 5 to 15 years, by the Clisa Foundation.

Other projects included:
In the "Women's Brigade" event, conducted in coordination with the General Hospital of Cerralvo and Supera A.C., providing mammograms, breast examinations, Pap tests, and checks for glucose and blood pressure. In the same tone of women's development, the **"Women's Empowerment Seminar"** was organized in partnership with the State Women's Institute, with 11 mothers from "Gral. Ignacio Zaragoza" Elementary School participating. The "Teenagers Week" benefited **158 young people** with various health topics. Our contribution was a talk on "Mental Health and Well-being", and through the Closing Annual Activity we held a morning full of activities to bolster health and social integration.

c. Community Development

GOAL
To promote community engagement and participation, we have developed several projects with strong collaborative responses from the population.

PROJECTS
Southern State Support Brigade (BASE)
We executed the Southern State Support Brigade, **benefiting 830 families across 26 communities** in the municipalities of Zaragoza and Aramberri, Nuevo León. The communities received support in the form of pantry supplies, blankets, first-aid kits, semolina wheat, MISSION FOODS and MASECA products, and toys. With the assistance of the *Fundación Clisa*, visual examinations were conducted, **providing glasses to 122 adults and 25 children**.

Children's Drawing Contest
We hosted a children's drawing contest where youngsters aged 4 to 12 were asked **"What makes them feel good?"**. The contest registered participation from 259 children, with 148 from GRUMA and 111 from Cerralvo community. Officials from the Secretary of Education assessed the drawings, focusing on specific criteria, with a result of **6 winners from the Patronato Cerralvo and 6 from Fundación GRUMA**.

Senior Citizens Engagement Event
To foster a community space centered around senior citizens' self-care and physical activity, we held the 5th Senior Citizens Engagement Event. We were joined by the Alzheimer's Association of Monterrey, the *Subsecretaría de Desarrollo Integral Comunitario* (Subsecretary of Comprehensive Community Development), and the *Instituto de Cultura Física y Deporte* (State Institute of Physical Culture and Sports), who offered lectures and recreational activities aimed at the holistic development of older adults. **The event welcomed 194 attendees** from Agualeguas, Dr. González, Pesquería, and Cerralvo communities.

Youth in Action Meetup
We proudly hosted the 31st anniversary of the Youth in Action Meetup in El Sabinal Park, celebrated in person with great enthusiasm. **The event saw the participation of 1,300 individuals from 12 municipalities across the State of Nuevo León, Mexico**, featuring a lineup of speakers and special guests to foster a sense of community and well-being, providing tools and activities designed to enhance the quality of life.

d. Sports and Recreation

GOAL
To contribute to individual development through promoting recreation and active social guidance via sports, to enhance life quality through the array of projects it encompasses.

PROJECTS
Nuevo León Olympics 2023
We participated in the State's premier sports event with 89 children, securing the eleventh consecutive rural state championship, and **winning a total of 61 medals:** 25 gold, 11 silver, and 25 bronze. Notable achievements included medals in Weightlifting, Associated Wrestling, Athletics, and Judo.

Special Events
To enhance the Active Social Orientation and Recreation Unit of the Patronato de Cerralvo at the municipal, regional, and State levels and increase the participation of our representative teams and users, **we organized impactful community events in 2023**:

- Quadrangular and Sports Tournaments
- State Weightlifting Series
- Popular leagues in soccer and baseball
- State volleyball leagues
- Founders Baseball Cup
- Williamsport baseball tournament

Sports Recognitions
2023 has been the most successful in the sports history of the Patronato de Cerralvo history.

i. Weightlifting
For the eleventh year in a row, our team made a significant mark at the *Copa Nacional del Pavo in San Luis Potosí*, not only achieving outstanding results but also **earning 11 athletes' nominations for the National pre-selections**. This event is a critical part of our ramp-up for the Nuevo León Olympics and the regional phases of the CONADE (National Sports Commission) National Championships 2024. In March, our presence was felt at the CONADE National 2023 Regional stage in Tijuana, **where 14 of our athletes, spanning several age groups, progressed to the qualifying rounds**. In our international engagements, including the 2023 Senior Pan American Championship in Argentina and the Central American Championship in the Dominican Republic, three of our athletes secured positions.

Our young talents shined at the National Under-20 Athletics Championship in Guadalajara, Jalisco, bringing home 13 medals - an impressive haul of 6 golds, 2 silvers, and 5 bronzes with only 5 competing athletes. The World Senior Championship in Riyadh, Saudi Arabia saw Juan Antonio Barco and María Isabel Barco placing commendably at 11th and 5th respectively.

June brought us to the 2023 National Games in Tepic, Nayarit, where all **15 of our athletes were victorious as national medalists**. A new venture for us was the Central American and Caribbean Games in San Salvador, where we were represented by two athletes and a coach; Juan Antonio Barco clinched a silver medal while Jonathan Ramos achieved a notable 4th place finish.

ii. Athletics
We marked our presence at the regional phase of the CONADE Nationals, progressing to the National stage in Villahermosa, Tabasco, featuring a commendable performance by athlete Ximena González. Additionally, our team showed strong prowess at the NATIONAL Potosino Athletics Meet **where 7 athletes competed and garnered a total of 6 medals, with a stellar tally that included 4 golds, 1 silver, and 1 bronze**, demonstrating our team's dedication and competitive spirit.

iii. Trainings
In an ongoing commitment to the professional development of our coaching staff, we've implemented a series of specialized trainings across various sports disciplines aimed at enhancing their expertise. The National Institute of Sports (INDE) provided comprehensive coaching sessions in weightlifting, baseball, wrestling, athletics, soccer, and volleyball. **Additionally, our coaches received advanced instruction from National Federations in weightlifting and athletics, while the International Weightlifting Federation further elevated our coaching standards with their certification programs**.

iv. "Meta" Incentives Program
Our support program is designed to provide financial aid and personal sports equipment to exceptional athletes from a range of sports disciplines who are training at CERE 2 (Centro Nacional de Desarrollo Deportivo 2) in Cerralvo and at CARE (Centro de Alto Rendimiento). For the 2023 cycle, we have not only fulfilled the pending incentives for the 2022 cycle, benefiting 17 athletes and 4 coaches, but have also extended rewards to 16 athletes and 7 coaches for their remarkable dedication and achievements this year.

V. School sportsIn our pursuit of nurturing sports talent, we have cultivated strong partnerships with local educational institutions in Mexico, interacting through various initiatives:

- Promotional Outreach: During the 2022-2023 academic year, we conducted monthly visits to elementary schools within the municipality to introduce students to the range of sports available at our centers.
- Talent Discovery: A talent identification initiative took place in February of the 2022-2023 school year across municipal primary schools. From the 450 students assessed, 105 showed promising potential and were invited to participate in our Active Social Orientation and Recreation Unit.

- Facility Enhancement: Our Physical Activities Unit serves as the cornerstone for our sporting and recreational endeavors. In 2023, we were fortunate to receive a significant donation of $206,100.00 MXN from the Nacional Monte de Piedad, which was instrumental in upgrading our facilities infrastructure. This investment paid dividends, drawing an impressive 33,768 visitors throughout the year.

Also, in Australia, Mission Foods and the Western Bulldogs announced the renewal of their sponsorship agreement through 2028, marking an unprecedented 20-year partnership. This extension consolidates MISSION FOODS as the longest-continuous major partner sponsor in the club's history.

Additional to our normal activities carried out through Fundación GRUMA, in 2023, in coordination with the *Secretaría de la Defensa Nacional* (National Defense Secretariat), we participated in the aid provided following the passage of Hurricane "Otis," which caused damage in several areas of the Municipality of Acapulco, Guerrero, primarily affecting the electrical grid and causing structural damage to infrastructure.

We provided support to the affected individuals with *5 Tortimóviles*, which produce hot tortillas, distributed to the shelters set up in the affected areas.

SUPPORTING COMMUNITIES IN NEED

TORTIMOVILES	Operation days on-site	20 kilos packages processed	Delivered kilos of tortilla
1	43	292	11,810
2	82	472	18,880
3	46	379	15,009
4	47	295	11,800
5	52	407	16,280
5	**54**	**1,845**	**73,779**

More than
500 volunteers, in addition to the employees of **Fundación GRUMA**, participated in diverse activities to **benefit the members of their communities**.

Global activities
In response to various community needs, several initiatives have been undertaken to provide support and aid. Following the devastating Turkey Earthquake, a fundraising campaign was launched to provide relief and assistance to those impacted by this natural disaster. Additionally, MISSION FOODS has been actively involved with the *Federación Española de Bancos de Alimentos*, providing essential food supplies to the NGO and earning recognition for their valuable collaboration. On Jumper Day, in Europe, our employees contribute by collecting food for the food bank, demonstrating their commitment to supporting those in need. Furthermore, the "Running Against Cancer Race" is another significant effort where funds are raised specifically for cancer research, enhancing a dedicated pursuit to support cancer research and aid those affected by the disease. Together, these actions reflect a concerted effort to address and support several humanitarian causes.

Impact measurement

These and other actions represented more than $18.9 million MXN in investment, benefiting more than 600,000 people worldwide.

GOAL OR COMMITMENT	PERFORMANCE 2023	BASELINE	GOAL YEAR	Material Issue addressed
The development of global Community Engagement Framework, to provide guidelines for its worldwide operations to implement community engagement programs and initiatives.	Identification of all global community-related activities.	2020	2025	Social Impact

PILLAR 3:

Health, Nutrition and Food Safety:

Bringing Balance to the Table

GRI: 203-1, 203-2, 301-1, 308-1, 308-2
SASB: FB-AG-440a.1, FB-AG-250a.1, FB-AG-430a.3, FB-AG-430a.1, FB-RN-260a.1
CSA: 1.7.2, 1.7.3, 2.9.1, 2.9.2, 3.5
SDG 2: Zero Hunger, target 2.3.1, target 2.5.1, target 2.a
SDG 3: Good health and Wellbeing
Material issues: Supply chain development; Sustainable agriculture; Food Safety and Quality

For more than 70 years at GRUMA, we have demonstrated our commitment to nurturing people's hearts in an innovative way, which began with the development of a unique method for the production of corn masa flour for tortillas. Today, this commitment is more effective than ever and has allowed us to consolidate our position as a leading global producer of tortillas and to earn the lasting trust of our consumers, customers, communities, employees, and investors.

The essence of our mission is to find balance—striking a careful balance between culinary pleasure and nutritional value, bridging cutting-edge food technology with the enduring principles of low-processed ingredients.

Our Value Proposition

We recognize that health extends beyond the mere absence of illness; it involves actively nurturing a state of well-being. Our approach to nutrition and food safety focuses on strict compliance and quality, striving to guarantee reliability in the products we offer.

In 2023, GRUMA appeared in the first edition of the World's Best Companies 2023 published by TIME magazine and the German data platform Statista. The ranking included 11 Mexican companies selected based on three criteria: Sustainability, Employee Satisfaction, and Revenue Growth. Of a total of 750 companies, GRUMA placed itself in position 734 with an overall rating of 74.98 out of 100 points. Once the data was collected and evaluated, it was consolidated and weighted, adding the scores of all three dimensions on an equal percentage basis to form the final ranking score out of a maximum of 100 points.

GRUMA's portfolio

GRUMA's leading brands are what make the company one of the most important brands of corn masa flour. Our brand for value-added products is the worldwide leader in tortillas and an important producer of flatbreads and other products.

Ensuring Food Safety and Quality

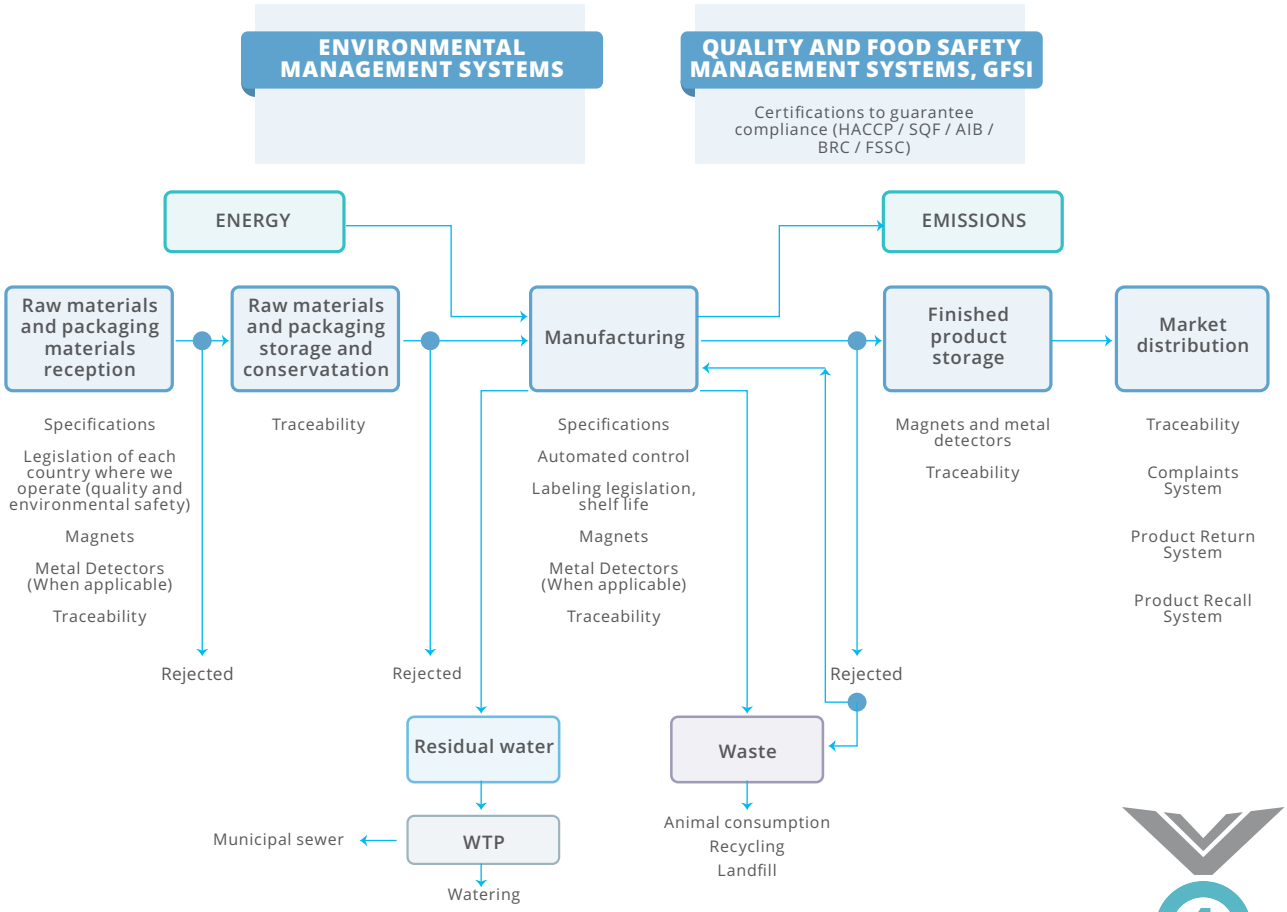
GRI: 3-3, 13.10 Food Safety, 416-1
Material issue: Food safety and quality
SDG 2: Zero Hunger

Our quality control protocols ensure comprehensive inspection and compliance across all our manufacturing facilities. We inspect 100% of raw materials, ingredients, and packaging materials loads upon receipt, and our finished products undergo rigorous quality checks. All our plants adhere to the Hazard Analysis and Critical Control Points (HACCP) plan and are equipped with metal detectors to enhance product safety.

Our Quality and Food Safety Policy includes detailed inspection plans for raw materials, ingredients, packaging, and finished products, complemented by a safety and quality management system certified under SQF and endorsed by the Global Food Safety Initiative (GFSI).

Additionally, our commitment to excellence is demonstrated through the AIB evaluations and adherence to current regulatory standards with official inspections. Special product analyses are performed in collaboration with accredited external laboratories.

Quality and food safety assurance process



Sustainable Innovation

GRUMA's Technology Division is the core of innovation and advancement in corn milling and tortilla production processes. It is also the vanguard of plant engineering, design, and construction. This division meticulously oversees the design and construction of our facilities while offering consultancy and training services to personnel within the corn masa flour and tortilla production sectors. Not only does the Technology Division fabricate the machinery essential for producing corn masa flour and tortillas within our plants, but it also markets specialized equipment suited for small-scale tortilla production to external clients.

Firmly believing that innovation is not merely a luxury but a critical necessity, our innovation strategy is grounded in the following essential strategic criteria:

- Cultivation of new product lines that resonate with consumer needs and cater to regional palates.
- Expansion of novel distribution channels.
- Formulation of groundbreaking business methodologies.
- Commitment to researching and developing sustainable technologies that not only bolster efficiency and productivity but also prioritize ecological well-being.
- Deployment of inventive marketing strategies, underpinned by an in-depth comprehension of consumer behavior.
- Advancement of operational efficiency through a Strategic Thinking Process, employing a rigorous method for a comprehensive analysis of the consumer landscape.

Sustainable Procurement

GRI: 2-6
CSA: 2.7.5

GRUMA engages in the global procurement of agricultural commodities, a process that influences local markets, environmental health, and community well-being. Recognizing the critical importance of supply chain traceability, oversight, and collaboration, GRUMA is committed to enhancing these aspects.

To solidify this commitment and ensure a supply chain that adheres to Environmental, Social, and Governance (ESG) standards, GRUMA has developed a strategic plan and roadmap. This plan prioritizes cooperative engagement with suppliers, fostering teamwork, open communication, and mutual accountability.

Suppliers Identification Process

To guarantee we are on the right track to fulfill this roadmap and ensure responsible sourcing practices, GRUMA has established various criteria for supplier selection. At GIMSA, there is a supplier tracking system through which procedures for their evaluation and certification ensure adherence to practices such as good grain handling in storage, safety, and the quality of raw materials.

The company also manages organic and conventional corn hybrids that have not been genetically modified (Non-GMO) which are meticulously analyzed and segregated for later use based on customer requirements. Similarly, it is confirmed that the levels of mycotoxins (aflatoxin and fumonisin) are within regulatory limits.

All processes include stringent adherence to environmental legislation and certification through organizations such as the RSPO (Round Table for Sustainable Palm Oil).

Local Suppliers Development

Comprising more than 85% of our net sales, the grand majority of Mexico and US operations' corn suppliers are from these countries, representing our commitment to boosting local economies and communities.
In Mexico, for example, with the implementation of various sustainability strategies, the following results have been achieved:

1. Growth of local/regional markets
   The increase in local purchases over the last three years represents 54%, rising from 99,279 tons in 2021 to 228,000 tons in 2023.

2. Reduction in logistics for grain transportation
   Local purchasing generates savings in the movement of grain compared to purchases outside the consumption area that require logistics by trucks, trains, or ships. This represents a reduction in 1,227 km/ton, decreasing transportation-related costs and emissions.

3. Access for new suppliers to the market
   - Inclusion of small and medium-sized corn producers in the supply chain, representing an 86% increase in new suppliers over the last three years.
   - A "quick payment" scheme that generates liquidity and cash flow in commercialization with GRUMA's suppliers, improving market access for suppliers.

Risk and Opportunities Management

Within GRUMA, both US and Mexico operations have a Corn Department dedicated to several projects such as regenerative agriculture practices like test plots, which identify suitable hybrids for specific climatic conditions. This enables GRUMA to procure raw materials that meet quality standards while farmers improve their commercialization processes and productivity. Additionally, GRUMA has contingency plans in its operations should the availability of critical raw materials such as corn were to fail due to various circumstances such as long periods of drought resulting in low production volumes.

In the US, local producers, local elevators, and brokers are the first suppliers of corn for AMLP facilities. The amount of corn supplied by a local or regional production area varies according to the region of the country, the immediate environmental conditions, and market dynamics to grow corn in adequate quantities & quality as needed by the AMLP facility. Commercial elevators, or elevators not in the general region of an AMLP facility, and brokers are contracted to supply corn from other regions of the country, or other countries if necessary and as needed to supplement the supply of corn from local vendors.

The service delivered by producers, elevators, brokers, or other suppliers is evaluated annually through the AMLP vendor evaluation system, as defined by corporate policy in SAP. Grain suppliers scoring below 70 are removed from the supplier list unless there is verifiable evidence that the low score is due to uncontrollable circumstances. Suppliers affected by natural or environmental factors classified under FORCE MAJEURE (Act of God), as per their contract, can remain on the supplier list with approval from the Director of Corn Procurement, Director of Corn Operations, or the VP of Procurement.

GRUMA also has a department specializing in comprehensive pest management, which includes training and certification of personnel by specialized suppliers in fumigation techniques, making them aware of responsible product use.

In 2023, we undertook a strategic reinforcement of our Global Procurement Committee, strengthening our supply chain governance, and collaborating closely with its members to address and discuss the next steps to fulfill the roadmap created to find opportunities to enhance and integrate environment and social criteria into the overall procurement process.

Sustainable Agriculture

GRI: 2-6, 13.2
CSA: 2.7.5
SDG 2: Zero Hunger

As part of the defined roadmap to work with our supply chain, throughout 2023, we implemented three main initiatives in Mexico that allowed us to boost our suppliers' development and strengthen the engagement needed to advance our efforts in sustainable agriculture.

1. **Reduction of aflatoxin-related risks in corn production in Tamaulipas**

As a result of the project aimed at reducing aflatoxins from 2019 to 2022 in the states of Campeche and Tamaulipas, an agronomic management system was developed. This system includes

biological control measures, the use of hybrids adapted to the respective regions, proper agricultural management practices, and soil regenerative techniques.

In 2023, commercial projects were initiated in both states, leading to a purchase of 23,000 tons of produce in Campeche. This successful outcome emphasizes the effectiveness of the implemented strategies in mitigating aflatoxin contamination while also fostering economic growth and sustainability within the agricultural sector of the region.

2 . GRUMA's Sustainability Project

In 2023 we formalized the **GRUMA Sustainability Project** to promote sustainable agri-food systems within intensive production frameworks, following up 5 years of ongoing research and collaboration in alliance with the Center for International Maize and Wheat Improvement (CIMMYT).

The project focuses on three areas:

1. Alignment with sustainability principles: Implementing agricultural practices such as conservation or regenerative agriculture.
2. Identification of improvement opportunities in agricultural practices: Ensuring adherence to GRUMA's quality policy in agriculture.
3. Capacity development: Establishing and training technical teams within GRUMA to adopt sustainable practices.

The project comprises key performance indicators in four aspects:

a. Conservation of Natural Resources
   i. Air quality
   ii. Water use efficiency and quality
   iii. Soil quality
   iv. Biodiversity

In the US, AMLP is committed to working toward a safe and sustainable future for agricultural production, to provide a safe and abundant food supply by promoting agricultural practices which promote the sustainability of agriculture throughout the United States and world by:

1. Minimize the loss of productive soil from erosion & depletion of the topsoil.
2. Preserve and extend limited water resources.
3. Promote responsible agricultural practices tailored to the strengths and limitations of the agricultural production regions.
4. Increase awareness of sustainable agriculture by providing links to USDA programs.

To advance sustainable agriculture, we are conducting a survey of 25% of all AMLP producers to gauge current farming techniques and practices. Our goal is to ensure that 20,000 acres of contracted producer production are utilizing at least one sustainability practice that is suited to the specific production area. These practices include conservative tillage methods such as No Till and Reduced Tillage, which help maintain soil integrity and reduce degradation. Additionally, we are implementing high-efficiency irrigation practices to conserve water and using cover crops, erosion control structures, and buffer strips to prevent soil

erosion. Efforts to enhance nitrogen efficiency through timed applications and stabilized formulations are also underway. Furthermore, we are committed to increasing awareness of these sustainable practices through ongoing dissemination of information, drawing on recommendations from universities and the USDA, to encourage more environmentally friendly agricultural methods.

Customer Engagement

GRI: 13.2
CSA: 3.6.2

At GRUMA, we leverage five industry-recognized axes that gauge trends in consumer preferences and the demand for food products, which allow us to imbue our innovations with distinct value: indulgence, health, well-being, convenience, and ethical considerations.

Beyond these axes, our innovation approach encompasses demographic and geographic data, cultural insights, and pricing predilections to inform our product development.
Our recent innovations prioritize products that:

- Deliver sensory delight and foster an emotional bond, encouraging repeat consumption.
- Offer convenience, aligning with the shift in consumer lifestyles.
- Present healthy alternatives, supplying essential nutrients that contribute to overall wellness.
- Enable GRUMA and our customers to act as conscientious stewards of environmental sustainability.

GRUMA evolves concurrently with global trends, persistently innovating and crafting nutrient-rich products that align with the varied lifestyles of our consumers. We are adept at understanding and tailoring our offerings to suit the unique tastes, preferences, and needs of different regions and cultures.
Our Strategic New Product Development Model, implemented across all operational countries, accounts for our capabilities, the profitability and scale of target markets, as well as prevailing market trends and demands. This model yields proposals for consumer-appealing products, positioning us to swiftly respond to emerging trends, secure competitive edges, drive new business growth, and set consumer trends.

Impact Investment Case: Fondo Chiapas

GRUMA is part of the Fondo Chiapas Impact Investment Fund since 1995. It was created to contribute to solving the major social challenges in Chiapas, Mexico, by participating in sustainable businesses, protecting the environment, and promoting investment flows with a long-term development perspective. We collaborate with 8 more business groups and companies that provide 65.55% of capital for the creation, financial growth and successful development of micro and small businesses and funds that create social and/or environmental benefits.

Fondo Chiapas incorporates concepts from IRIS+ and the Sustainable Development Goals (SDGs), facilitating both qualitative and quantitative monitoring. The determination and tracking of these concepts begin with the IRIS+ framework from the Global Impact Investing Network and the corresponding United Nations Sustainable Development Goals.

We have identified 5 dimensions in which we contribute by being actively involved in this project:

1. Agriculture / Land
   a. Sustainable and cutting-edge agriculture:
      - Efficient use of soil and land.
      - Amendments of soils with minerals and microorganisms, reduction in the use of agrochemicals and fertilizers.
      - Elimination of glyphosate application through the use of kudzu as a cover crop, use of organic compost.
      - Infrastructure for drainage and irrigation for efficient water use.
      - Transfer of technology and knowledge to small producers and suppliers for responsible agriculture.

   b. Tropical perennial crops
      Conversion of pastures, reforestation, carbon capture, complement to biodiversity, biological corridors:
      - Conversion of 1,200 hectares of pastures to plantations.
      - 206 hectares of new areas for reforestation and forest conservation.
      - 210 hectares conserved within a Protected Natural Area.

c. Globally competitive crops and Economic spill

These agricultural activities have positioned the Fondo Chiapas businesses as global competitors, achieving field productivity levels comparable to the world leader and reducing dependence on imports. This success has catalyzed a new economic dynamic at the regional level, leading to significant economic spill-over effects.

Key outcomes of these initiatives include the creation of jobs and increased local demand for goods and services. Notably, the expenditure on fruit purchases amounted to USD $6.453 million, while freight and hauling costs totaled USD $402 thousand. Additionally, expenditures on other goods and services such as workshops, materials, spare parts, agricultural inputs, and tools—which represent the total from suppliers—have increased significantly.

In 2023, 38.5% of agricultural goods and services were acquired from local suppliers in Chiapas, amounting to a total of USD $21.9 million.

2. **Air, Biodiversity and Climate**

Significant progress in these areas includes the creation of 206 hectares of new reforestation and forest conservation areas. These efforts not only help in carbon sequestration but also in the generation of biological corridors, which are crucial for maintaining ecological connectivity and wildlife movement.

Additionally, 210 hectares are conserved within a Protected Natural Area, furthering our commitment to preserving critical habitats. A pioneering initiative is the launch of a Methane Capture Project, accompanied by studies into methane co-generation investment. Also, the program for the production of beneficial insects, including flies, wasps, and other insects that serve dual purposes as pest controllers and pollinators has been successful. This initiative is supported by the planting of specific plants and flowers that attract and nourish these beneficial insects, enhancing their effectiveness and survival rates.

3. **Employment, Inclusion and Education**

a. Permanent jobs

The Fund maintains an average of 455 farm workers, paying approximately USD $3.873 million annually. The number of workers ranges from 300 to 650, varying with seasonal demands. Additionally, there are 182 permanent staff members, with an annual payroll of USD $2.365 million.

b. Leadership positions and decision-making

These roles encompass direct positions and decision-making capacities within the organization, including management, leadership, and supervisory roles held by a total of 48 employees, 22% of whom are women, highlighting its commitment to gender diversity in leadership positions.

c. New jobs

In line with the Fund expansion efforts, new job opportunities have been created in the extension of plantations and processing capacities. This expansion translates to over 30,000 man-days, equating to 92 additional workers. Furthermore, within the agro-industrial sector, we provide an additional 17,000 man-days of work, supporting 30 more employees.

d. Food donation and support

Substantial support is given to community nutrition by distributing 513,000 food and rehydration rations annually, representing an investment of USD $865,000. Additionally, local diets are enhanced by supplying 164 tons of tortillas each year.

e. Education

The Fund facilitates extensive training and certification for 309 producer families, enhancing their skills and knowledge through extension services. This is complemented by ongoing training courses conducted both in the field and within the agro-industrial sector, aimed at continually elevating local expertise.

Furthermore, it invests in developing leadership within the community by training local personnel, thereby strengthening our workforce and ensuring sustainability in operations. The Fund's commitment extends beyond agriculture into broader community support by engaging in several social initiatives, such as improving local school facilities, planting palm trees on school grounds, and providing materials for the maintenance and construction of access roads to schools.

4. Energy, Water and Pollution

a. Zero emissions and waste

Recycling and reuse of water, ensuring that its operations are both efficient and environmentally responsible. Additionally, the cogeneration of electrical energy using biomass, provides a sustainable source of power and also significantly cuts down on greenhouse gas emissions. We also produce organic compost, turning organic waste from our operations into valuable soil amendments.

- 114,000 dry tons returned to the field as organic fertilizer.
- 83,000 tons of treated Palm Oil Mill Effluent (POME) applied in fields as fertilizer.

b. Water reuse and recycling

- 38,000 cubic meters (m^3) of water treated and 14,000 m^3 reused.
- 282,000 m^3 of processed water applied for irrigation purposes.

5. Financing

a. Access to credit for the Agrotropic Producers Program

- Support in the establishment of commercial entities, providing back-office support to streamline administrative processes and improve efficiency.
- Investment in drainage systems and the infrastructure of collection centers is another area of focus, ensuring that they are managed and transported efficiently and sustainably from the point of harvest to distribution.
- Resource allocation to working capital, equipment, and fertilization to ensure that our operational needs are met and that our agricultural practices can be carried out effectively.
- Investment in the leasing of transportation equipment for fruit to handle larger volumes and ensure the safe and timely delivery of fresh produce to the market.

b. Investments in 2023

- New Plantations => USD $6.611 million
- Expansion of Benefits => USD $606 thousand
- Total of New Investments => USD $7.217 million

Impact Measurement

GOAL OR COMMITMENT	PERFORMANCE 2023	BASELINE	GOAL YEAR	Material Issue addressed
Develop and implement a Sustainable Procurement Policy at a global level.	Started the analysis of supplier selection criteria to integrate ESG-related criteria globally.	2021	2025	Value Chain Development
Establish environmental, social, and governance criteria for supplier evaluation.	Started the development of the ESG practices suppliers' assessment.	2022	2023	Value Chain Development
Develop joint work programs with suppliers in each country where the Company holds operations.	Formalized several programs in Mexico and the US to enhance work with suppliers.	2020	2025	Food quality and safety Sustainable agriculture

PILLAR 4:

Teaming Up with Nature:

Harmonizing Progress with the Planet

At GRUMA, we commit to balancing our growth with environmental stewardship. We are continually exploring innovative solutions to minimize our impacts on water, soil, and air, and enhance the sustainability of our operations. Our vision is to create value through our business, ensuring that our expansion does not come at the expense of the natural world that sustains us all.

Throughout 2023, our operational expenditure (OPEX) related to environmental stewardship was USD $29.7 million.

Environmental Strategy and Management

GRI: 3-3
Material issue: Environmental management systems
TCFD: All elements
CSA: 2.1 Environmental Policy and Management

GRUMA is steadfast in its commitment to environmental stewardship, evidenced by the integration of advanced technology for effective environmental management and adherence to international standards. We have instituted comprehensive environmental policies across all operations to continuously minimize the environmental impacts that our operations may generate, promoting sustainable practices and the improvement of environmental indicators to ensure operability by following the applicable legal framework.

To achieve this, we abide by the following principles:

- The prevention of water, air and soil pollution must always be a priority.
- Responsible or reduced consumption of natural resources whenever possible.
- Any service or material purchased must comply with the environmental regulations of the country of origin and the country of destination.
- Ensuring compliance with applicable local legislation and other legal regulations on environmental matters in each of our operations is a priority for the continuity of the operation.
- Consider environmental indicators and goals as relevant and strategic indexes for continuous improvement in corporate management performance.
- All new projects established in the organization must consider the applicable legal environmental regulations.
- Encourage the active participation of collaborators to know the possible environmental impacts derived from their daily activities to establish strategies for their control.
- Consider external and internal aspects that may affect our facilities and establish effective preventive actions to reduce possible environmental impacts.
- Promote a preventive culture in each of our operations so that our executives, middle management, and all collaborators embrace the value of environmental protection.
- Take environmental performance very seriously to identify, select, and maintain long-term relationships with suppliers, contractors, subcontractors, and business partners.

Environmental Stewardship

As defined in our Environmental Management Policy, each Business Unit at GRUMA, according to its specific requirements, is entitled to appoint an Environmental Manager, tasked with spearheading both administrative and engineering controls to assess environmental risks, integrating practices to enhance environmental performance, and ensuring adherence to Environmental Legal Regulations. Through the collaborative efforts of Area Managers and the Environmental Manager, we facilitate communication essential for the policy's enactment and observance.

Regarding Environmental Management Principles, the Environmental Manager, in collaboration with the facilities managers, aims to prevent and reduce pollution of air, water, and soil through controls aligned with the local or regional Environmental Legal Regulations. Employees are expected to utilize resources such as water, energy, and materials responsibly, with the efficiency hinging on every facility location and its defined goals. Managers and staff are responsible for ensuring that waste and residues at each production plant are disposed of correctly as specified by the Environmental Management System.

Moreover, each facility must contemplate environmental impact mitigation projects, as dictated by their needs, through their Engineering Department or other designated authority. The Procurement department is responsible for evaluating supplier proposals aiming to optimize both cost and environmental impact for each Business Unit. Employees are to engage in environmental project execution within their areas of responsibility, in collaboration with the Environmental Manager. Alongside this, the Environmental and facility managers define quantifiable metrics to set targets and foster enhanced environmental performance.

By the end of 2023, GRUMA's dedication to environmental standards was emphasized by the ISO 14001 certification of eight of its plants, including six milling operations in Mexico and two Mission Foods facilities located in Shanghai and Australia.

Risks and Impacts identification and mitigation

Subsidiaries INTESA and CIASA are at the forefront of this task, conducting extensive research and innovating technologies to align with environmental regulations. Moreover, GRUMA proactively addresses environmental risks by modernizing its facilities and equipment, while also investing in R&D to discover more efficient technologies and practices.

Regular audits of GRUMA's plants, encompassing sanitation, social responsibility, safety, environmental impact, and ethical practices, ensure compliance with current regulations and continuous improvement. These audits serve as a basis for the company to stay abreast of evolving standards and identify enhancement opportunities.

Also, and in line with TCFD recommendations, we continue with the evaluation of financial risks associated with climate change, incorporating findings from our materiality analysis, and ESG-gap analysis, with insights from bodies such as the WEF Global Risks Report 2023 and 2024. To strengthen this analysis, throughout 2024 we will incorporate the TNFD (Task Force for Nature-related Financial Disclosures) criteria.

Participation in ESG performance indexes

This has become an important tool to track our Sustainability Strategy progress, heighten transparency, and bolster accountability. These assessments provide a benchmark for:

- Communicating progress in key areas.
- Gaining feedback for refining internal processes.
- Benchmarking against industry best practices.

In 2023 we increased our reporting efforts by completing the S&P CSA Global Questionnaire and continued to report on the CDP platform to provide our stakeholders with information regarding our environmental management progress in the year.

Climate-related financial risks

GRI: 201-2
TCFD: Risk Management

The Task Force on Climate-related Financial Disclosures (TCFD) and the World Economic Forum (WEF) Global Risks Report both identify key risks associated with climate change and other global concerns.
As part of our ongoing risk identification process, since 2022 we integrated and established a correlation between the two regarding climate change-related risks that may impact our operations.

CLIMATE-RELATED RISKS 2024

TCFD	WEF 2024	INTERCONNECTIVITY
Physical risks due to climate change	Extreme weather events	Both frameworks emphasize the danger posed by natural disasters such as floods, hurricanes, and wildfires, which are becoming more frequent and severe due to climate change. GRUMA identifies the following as potential physycal risks for its facilities worldwide: - Earthquake, tremor - Floods - Tornadoes - Hurricanes - Torrential rain, storm, and tropical depression - Severe frost/snowfall - Wildfires - Volcanic eruption - Tsunami - Social conflicts (threats, blockades, explosions)
Transition risks	Failure of climate change mitigation and adaptation	These risks arise from the process of adjusting to a low-carbon economy. They include policy changes, technological developments, and market shifts that can disrupt business operations and lead to financial losses. Both reports highlight the potential negative impacts on businesses and the economy if the transition is not managed effectively.
Liability risks	Environmental litigation	Liability risks refer to the potential legal and financial consequences of being held responsible for climate-related damages. The WEF Global Risks Report recognizes the growing trend of environmental litigation, which aligns with TCFD's liability risks.
Increased water stress	Water crises	Both reports acknowledge the significant risk of water scarcity due to climate change, which can lead to competition for resources, disruption of supply chains, and geopolitical tensions.
Biodiversity loss and ecosystem	Biodiversity loss and ecosystem collapse Natural resource crises	The degradation and loss of ecosystems and species pose risks to businesses and economies reliant on natural resources. Both TCFD and WEF Global Risks Report highlight the threat to biodiversity and the importance of preserving ecosystems.

Climate change strategy: Emissions and Energy Efficiency

GRI: 302-1 to 4, 305-1 to 7
SASB: FB-AG-110a.1, FB-AG-110a.2, FB-AG-110a.3, FB-AG-130a.1
SDG 13: Climate Action
TCFD: All elements
Material issues: Climate change strategy: Emissions and Energy Efficiency
CSA: 2.6 Climate Strategy

In 2023, we continued to make strides in our climate change strategy by committing to the acquisition of Renewable Energy Certificates which will cover 47% of our total energy consumption by 2030. This year, in the United Kingdom, we set a target to procure approximately 35% of Renewable Energy Certificates by 2024, with plans to incrementally increase this percentage. Regarding our operations in Spain, we anticipate our solar farm becoming operational in 2024, which will enable us to generate approximately 30% of our energy sustainably and autonomously. This will increase the 7% we currently produce.

Our company is deeply committed to sustainability and environmental responsibility, actively pursuing projects aimed at enhancing energy efficiency and reducing emissions across our operations. Some of these comprised the introduction of energy-efficient motor units that decrease energy consumption while boosting both the reliability and performance of our production processes. Similarly, electrical systems are being upgraded to increase automation efficiency, as well as our freezer units with advanced, energy-efficient technologies that maintain optimal freezing. In lighting, we have transitioned to LED technology across our facilities, which not only cuts down on energy use and costs but also offers more sustainable lighting solutions. The installation of Supervisory Control and Data Acquisition (SCADA) systems is improving our capability to monitor and manage facility processes in real-time, aiding in the efficient use of energy and proactive identification of areas for energy efficiency improvements. Furthermore, upgrading the evaporators in our press cooling rooms and our ovens to meet OSHA standards contributes to reducing cooling energy requirements and ensuring safety compliance, respectively.

In Costa Rica, we reduced our carbon footprint by 4% with the addition of eight 100% electric vehicles to our fleet. With this action, the company will offset 59,740 kg of CO_2 emissions per year, equivalent to an annual savings of 25,500 liters of gasoline.

Through these comprehensive efforts, we not only adhere to environmental regulations but also enhance our market competitiveness by becoming a more sustainable and environmentally conscious organization.

GHG EMISSIONS IN 2023		2023		2022	
		Direct emissions S1	Indirect emissions S2	Direct emissions S1	Indirect emissions S2
GIMSA	Mexico	351,887	53,713	347,101	103,875
MISSION FOODS		32,616	5,392	24,572	8,573
MISSION FOODS	USA	82,677	38,540	145,064	83,024
Azteca Milling LP		139,517	23,267	166,863	50,785
GRUMA CA	Costa Rica	41,191	918	39,605	15,228
MISSION FOODS EU	England	12,098	11,287	11,081	16,564
Azteca Milling EU	Italy	5,403	4,824	4,764	5,984
MISSION FOODS Asia-Oceania	Australia	9,622	19,191	9,673	18,231
Agronegocios		724	350	746	1,102
Techno		60	670	NDA	NDA
TOTAL		675,795	166,350	749,469	303,367
Grand Total		**842,145**		**1,052,835**	

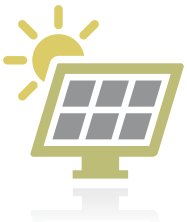
Emissions intensity per ton of product was 0.184 TonCO_2e, vs 0.231 in 2022.

The energy consumption in our operations, in the last three years, was as follows:

SOURCE	2023 ($GJx10^6$)	2022 ($GJx10^6$)	2021 ($GJx10^6$)
Natural gas	11.22	11.15	10.12
LP Gas	0.83	0.86	0.83
Gasoline	0.07	0.03	0.070
Diesel	0.02	0.69	1.09
Total	**12.14**	**12.11**	**12.83**

ENERGY FROM RENEWABLE SOURCES

SOURCE	2023 ($GJx10^6$)	2022 ($GJx10^6$)	2021 ($GJx10^6$)
Other renewable energy sources (solar, wind, geothermal)	1.21	0.20	0.006
Total	**1.21**	**0.20**	**0.006**



The energy intensity per ton of finished product was:

YEAR	GJ
2023	3.23
2022	3.36
2021	3.30

By the end of 2023, our fleet comprised **2,059 vehicles**, with **46.5% being electric**. Additionally, **87% of the total 1,045 forklifts used in operations were electric**.

Water management

GRI: 303-1 to 5
SASB: FB-AG-140a.1, FB-AG-140a.2, FB-AG-140a.3
SDG 6: Clean Water and Sanitation
Material issue: Water Management
CSA: Water management

GRUMA has been at the forefront of reducing water consumption through the development of efficient cooking and washing processes, significantly enhancing water use efficiency and production capacity since its foundation. We remain committed to mitigating the potential impact of water scarcity, recognizing its significance on our operations. We dedicate efforts and resources to conserving water by optimizing processes and modernizing equipment used in water extraction and discharge, all while adhering to the highest quality standards.

Upholding its dedication to environmental stewardship, GRUMA ensures compliance with the ISO 14001 standard, identifying key environmental aspects related to water use. This includes stringent management of water discharge and wastewater treatment to avoid soil and groundwater contamination. By setting authorized consumption limits and meeting wastewater treatment benchmarks, the company strives to minimize its industrial water footprint.

To ensure responsible usage and access to water resources, we follow strict permit guidelines, preserving the accessibility for other users and conducting water balance assessments to prevent over-exploitation of the soil and plant life. We comply with local and national authorities, which conduct regular audits to ensure that the company meets regulatory requirements. We also possess self-sufficiency and have developed a wastewater treatment system for residual cooking water. The company's Technology Division has developed two water treatment methods:
a) Optional lagoons with agricultural land for irrigation of treated water (utilizing hydro screening, centrifugation, hydrolysis, anaerobic, aerobic, and clarification techniques);
b) A "Compact" process featuring treatment equipment such as tank-type anaerobic and aerobic fermentation reactors, clarifiers, and centrifugal separators to discharge the treated water into the municipal sewage system.
Regarding its cooking technology, GRUMA has effectively reduced water usage by 70%, from 5.07 m^3/t of corn to 1.5 m^3/t of corn, compared to traditional methods. In addition to this achievement, GRUMA continues to invest in Research & Development to further reduce wastewater discharges through the development of even more efficient technologies.

In our effort to address and manage water-related risks, we leverage tools like the WRI Aqueduct platform. This aids in identifying areas of water stress within its operations and formulating comprehensive strategies aimed at preventing, remedying, and eliminating any adverse environmental impacts. So far, we have identified 18 plants in overall water risk areas.

In 2023, we successfully executed several initiatives focused on enhancing water efficiency, completing projects that encompassed a wide range of initiatives including wastewater treatment systems, centrifuge pumps, evaporators in press cooling rooms, equipment upgrades, among others.

Water withdrawals by source in m^3 over the last three years are as follows:

SOURCE	2023	2022	2021
Surface water: rivers, lakes and natural wells	733,273	738,198	750,872
Municipal supply	3,636,521	2,230,663	2,124,671
Renewable groundwater	3,509,789	4,950,321.74	4,603,541
Total	**7,879,583**	**7,919,182.98**	**7,479,084**

The amount of water treated and reused was **4,086,872 m³**, which represents **52% of our total withdrawals.**

In 2023, the total discharges, measured in m³, were as follows:

DESTINATION	2023	2022	2021
Irrigation water	2,826,131	2,749,243	2,765,284
Brackish surface water / seawater	160,787	214,642	0
Municipal supply	1,324,947	1,379,146	1,286,557
Total	**4,311,865**	**4,343,031**	**4,051,841**

In 2023, our water consumption was **3,567,718 m³**, and the intensity per ton of product was **0.779 m³**; approximately **0.5 % less than in 2022**, even when our production increased.

Protection and Restoration of Biodiversity

GRI: 304-1 to 4
TCFD: Strategy
Material issue: Soil Protection and Restoration
CSA: Biodiversity
SDG 13: Climate Action

We are committed to preserving the natural environment for future generations while contributing to the growth and development of local communities.
El Sabinal National Park was established on August 25, 1938, by a presidential decree during President Lázaro Cárdenas's tenure, driven largely by a commitment to social interests rather than solely conservation. The park's goal is to protect the stunning landscapes around Ciudad Cerralvo, Nuevo León for the enjoyment of the local communities, and foster eco-friendly tourism. This includes safeguarding the indigenous sabino trees (*Taxodium mucronatum*) and the habitat of the acocil (*Procambarus regiomontanus*), a local freshwater crab considered endangered by the Mexican Official Standard NOM-059-Semarnat-2010.

To ensure the objectives of protection, administration, knowledge, culture, and management are met, El Sabinal National Park pursues:

- Protection: Strategies to sustain and enhance the park's biodiversity are a priority, aiming to reverse ecosystem degradation through a comprehensive suite of environmental improvement measures.
- Administration: The development of policies and programs focuses on guiding activities towards conservation, restoration, education, training, and recreational purposes, alongside sustainable development initiatives.
- Knowledge: The park is committed to the generation, acquisition, and dissemination of both traditional and innovative knowledge, practices, and technologies for the sustainable management and informed decision-making regarding its biodiversity.
- Culture: The goal is to cultivate an appreciation for environmental services among the local communities, fostering active participation and education on biodiversity conservation within the park.
- Management: Effective organizational structures for park administration by the relevant authority are essential, alongside mechanisms that encourage involvement from all levels of government, local communities, and various stakeholders invested in the park's sustainable conservation and use.

Throughout the year, several maintenance efforts have been executed across the park. These include electrical repairs in the forum area, fresh paint on park structures, and the improvement of sports facilities due to damages resulting of excessive rain. The focus on the ongoing cleaning and sanitation of the

protected natural spaces targets the removal of debris detrimental to the environment. These activities are anticipated to boost the breeding of the *Procambarus regiomontanus* due to heightened hydrological flows.

Protected and enhanced flora and fauna in the park
In the Park, the faunal list features a diverse array of species that contribute to the park's ecological richness. The bird population, with 18 identified species, includes the barn owl, great horned owl, eastern screech owl, mourning dove, verdin, and great-tailed grackle, among others. Of note are two bird species under protection according to NOM-059: the red-shouldered hawk (*Buteo lineatus*), categorized as "Subject to Special Protection," and the golden eagle (*Aquila chrysaetos*), listed as "Threatened."

The mammal population comprises 7 species, such as the Virginia opossum, hooded skunk, and white-nosed coati. Additionally, the American badger (*Taxidea taxus*) is recognized as a threatened species.

The park also harbors 4 species of reptiles, with the Texas tortoise (*Gopherus berlandieri*) notably listed as threatened. Aquatic life includes two species of fish: the common molly and mosquito fish. Among the amphibians, the Rio Grande leopard frog (*Lithobates berlandieri*) has been identified and is subject to special protection.

Of particular concern is the crustacean population, where the red swamp crawfish (*Procambarus clarkii*) poses an invasive threat, competing with the native and endangered Acocil regio (*Procambarus regiomontanus*).

Flora within the park includes 14 identified species such as the Chinese privet, sandpaper tree, poplar, and the Montezuma cypress (*Taxodium mucronatum*), among others, enriching the park's botanical diversity. This diverse biota emphasizes the importance of conservation efforts within El Sabinal to maintain ecological balance and protect these species for future generations.

Waste management: A Circular Economy approach

GRI: 301-2, 306-1 to 5
SASB: FB-RN-150a.2
CSA: 2.4
SDG 13: Climate Action

We are committed to sustainability and efficient waste management, recognizing their importance for environmental health, public well-being, and economic viability. By emphasizing responsible waste practices, we aim to diminish waste generation, enhance resource recovery, and mitigate environmental harm. These actions not only yield cost benefits and improve environmental outcomes but also contribute to the company's success.

We implement a variety of initiatives to handle waste from its operations and food processing effectively. These initiatives include the recycling of materials, the transformation of used oils into biofuels, and the adoption of a circular economy model. This latter approach involves reprocessing leftover materials into new batches and converting any byproducts into animal feed. Demonstrating the efficacy of these measures, in 2023 we successfully recycled or repurposed 52% of our waste.

WASTE IN 2023		Recycled waste							
	Total waste generated in tons	Plastic	Metal	Wood	Cardboard & paper	Others	Mud waste	Special handing	Total Recycled
2023	102,210	885	18,526	2,968	2,689	4,144	27,975	1,328	**58,516**
2022	92,997	443	260	1,278	1,331	79,567	- - -	- - -	**82,881**

Tons of food residue sold as animal feed	2023	2022
	243,352	242,722

Hazardous Waste (Tons)	2023	2022	2021
Waste Generated	172	334	362
Used/recycled/sold	0	196	187
Total Disposed	172	139	175

Impact measurement

GOAL OR COMMITMENT	PERFORMANCE 2023	BASELINE	GOAL YEAR	Material Issue addressed
To continue investing to make processes, machinery, and technologies more efficient, to further reduce water, emissions, and energy consumption.	The target was updated to cover 47% of our global consumption with RECs, by 2030.	2020	2025	Climate change: Emissions and Energy Efficiency
Implement the TCFD's physical risk and climate change transition scenarios comprehensively to develop action plans according to obtained results.	Continued with the analysis.	2020	2025	Climate change: Emissions and Energy Efficiency
Establish actions, prevention, and response plans in water stress areas within our operations.	Still in progress.	2020	2025	Water management
Analyze the use of plastic in the Company's product packaging, to develop optimization initiatives to reduce its use.	This issue was identified as material in 2022 and is being analyzed.	2022	2025	Sustainable packaging

GRI, SASB, SDGs *Index*

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ESG REPORT 2023

GRI STANDARD	DISCLOSURE	LOCATION	MATERIAL ISSUE	SDG ADRESSED	LINK TO CSA AND TCFD
GRI 1: Foundation 2021					
GRI 2: Disclosures 2021 **SASB / IFRS Agricultural products and Processed foods energy-related standards**	2-1 Organizational details	Pages 9 to 12.			CSA 1.1.1
	2-2 Entities included in the organization's sustainability reporting	The legal names of the entities included are: GRUMA Corporation and Subsidiaries Grupo Industrial MASECA, S.A. de C.V. and subsidiaries GRUMA International Foods, S.L. and subsidiaries Mission Foods México, S. de R.L. de C.V. The information is reported with the following structure for the sake of clarity: GRUMA USA GIMSA GRUMA Europe GRUMA Centroamérica GRUMA Asia-Oceania	Information Transparency and Accuracy		
	2-3 Reporting period, frequency and contact point	This report covers the period from January 1st to December 31st, 2023The reporting frequency is annual.Contact for more information: *cguemez@gruma.com*	Information Transparency and Accuracy		
	2-4 Restatements of information	In 2023 we started measuring our S1 and S2 emissions under the market-based approach, which is reflected in the total GHG emissions data on page 50.			
	2-5 External assurance	This report has not been externaly verified.			
	2-6 Activities, value chain and other business relationships	Pages 9 and 41 to 42 2-6 13.2: 42-46	Supply chain development Sustainable agriculture	SDG 12: Responsible production and consumption	CSA: 2.7.5
	2-7 Employees	Page 28, and 2-7-b-iv page 28.	Human Rights Advocacy Diversity and Inclusion Employees' Health and Safety	SDG 8: Decent work and economic growth	CSA 3.1.5
	2-8 Workers who are not employees	Page 28.			CSA 3.1.5
	2-9 Governance structure and composition	Pages 18 to 20.			CSA: 1.2
	2-10 Nomination and selection of the highest governance body	Pages 18 to 20.			CSA: 1.2.1, 1.2.2, 1.2.4, 1.2.5, 1.2.6, 1.2.8
	2-11 Chair of the highest governance body	Pages 18 to 20.	Sustainable Corporate Governance		CSA: 1.2.1, 1.2.2, 1.2.4, 1.2.5, 1.2.6, 1.2.8
	2-12 Role of the highest governance body in overseeing the management of impacts	Pages 18 to 20.	Sustainable Corporate Governance		CSA: 1.2.1, 1.2.2, 1.2.4, 1.2.5, 1.2.6, 1.2.8
	2-13 Delegation of responsibility for managing impacts	Pages 18 to 20 and 23 to 27.	Sustainable Corporate Governance		CSA: 1.2.1, 1.2.2, 1.2.4, 1.2.5, 1.2.6, 1.2.8 and 1.4

GRI STANDARD	DISCLOSURE	LOCATION	MATERIAL ISSUE	SDG ADRESSED	LINK TO CSA AND TCFD
	2-14 Role of the highest governance body in sustainability reporting	The role of the highest governance body in GRUMA's ESG Report development and publishing is supervisory.	Sustainable Corporate Governance		
	2-15 Conflicts of interest	Pages 18 to 20.	Sustainable Corporate Governance ESG Strategy and Risk Management	SDG 16: Peace, justice and strong institutions	
	2-16 Communication of critical concerns	In 2023, 11 meetings were held between the ESG Committee and the executive team to address ESG issues. Complement: Page 22.			
	2-17 Collective knowledge of the highest governance body	Page 18 and 19.	Sustainable Corporate Governance ESG Strategy and Risk Management	SDG 16: Peace, justice and strong institutions	TCFD: Governance
	2-18 Evaluation of the performance of the highest governance body	There is no specific evaluation. The General Shareholders Meeting is the only body that can name or remove a member of the Board.	Sustainable Corporate Governance ESG Strategy and Risk Management		CSA: 1.2.6
	2-19 Remuneration policies 2-20 Process to determine remuneration	Please refer to our Annual Report to the Mexican Stock Exchange 2023, page 82 of the pdf. *https://www.GRUMA.com/media/724356/reporte_anual_GRUMA_2023_ingl_s_-_versi_n_final_con_anexos.pdf*	Information Transparency and Accuracy		CSA 1.2.9 to 14
	2-22 Statement on sustainable development strategy	Pages 17 and 22.	Sustainable Corporate Governance ESG Strategy and Risk Management	SDG 17: Partnerships for the goals	
	2-23 Policy commitments	Pages 23 to 27, to 12 and 17	Sustainable Corporate Governance ESG Strategy and Risk Management	SDG 17: Partnerships for the goals	CSA: 1.4
	2-24 Embedding policy commitments SASB: FB-AG-250a.1 and FB-PF-250a.1: Global Food Safety Initiative (GFSI) audit (1) non-conformance rate and (2) associated corrective action rate for (a) major and (b) minor non-conformances	Page 11 and 22.	Corporate governance with a sustainable approach ESG Strategy and Risk Management Food Safety and Quality		CSA: 2.9.2
	2-25 Processes to remediate negative impacts	Pages 23 to 27.	ESG Strategy and Risk Management		CSA: Environemntal and Social dimensions and 1.4 Risk Management

GRI STANDARD	DISCLOSURE	LOCATION	MATERIAL ISSUE	SDG ADRESSED	LINK TO CSA AND TCFD
	2-26 Mechanisms for seeking advice and raising concerns	Pages 20 and 21.	Sustainable Corporate Governance		TCFD: Governance
	2-27 Compliance with laws and regulations	GRUMA complies with all applicable regulations, regarding its industry, in the countries it holds operations.	Sustainable Corporate Governance		
	2-28 Membership in associations	Page 16.			
	2-29 Approach to stakeholder engagement	Page 6 2-29 a-i, ii page: 15, and 16			
	2-30 Collective bargaining agreements	Page 28.			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Pages 14, 15, 18, 28.	ESG Strategy and Risk Management		CSA: 1.5, 1.3.1, 1.3.2
	3-2 List of material topics	Pages 14, 18, 28.	ESG Strategy and Risk Management		CSA: 1.5, 1.3.1, 1.3.2
	3-3 Management of material topics	Pages 13 and 14, 18, 28 and 39 to 47.	ESG Strategy and Risk Management		CSA: 1.5, 1.3.1, 1.3.2, 2.1
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Please refer to our Annual Report to the Mexican Stock Exchange 2023, pages 32 of the pdf. *https://www.GRUMA.com/media/724356/reporte_anual_GRUMA_2023_ingl_s_-_versi_n_final_con_anexos.pdf*			
	201-2 Financial implications and other risks and opportunities due to climate change	Pages 23 to 27, 28 and 48.	ESG Strategy and Risk Management Investor relations regarding ESG management Climate change strategy: emissionsand energy efficiency Soil protection and restoration Water management	SDG 12: Responisble production and consumption SDG 13: Climate action	CSA: 1.4
	201-3 Defined benefit plan obligations and other retirement plans	In the context of global employee benefits, each country has its own system in place according to the applicable labor legislation in force. In Mexico, labor obligations recognized by GRUMA correspond to a single-payment retirement plan. In contrast, China operates under the People's Republic of China (PRC) social security program, a system that ensures the welfare of its citizens in a structured and governmental manner. In the United States, a notable component of the retirement plan landscape is the 401(k), a prevalent, employer-sponsored retirement savings plan that plays a significant role in American workers' retirement planning.	Human Rights Advocacy Employees' Health and Safety	SDG 8: Decent work and economic growth	CSA 3.1.1

GRI STANDARD	DISCLOSURE	LOCATION	MATERIAL ISSUE	SDG ADRESSED	LINK TO CSA AND TCFD
	201-4 Financial assistance received from the government	GRUMA does not receive financial assistance from the government.		SDG 5: Gender equality	
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	GRUMA provides an entry salary above the minimum wage required by law, regardless of employee's gender.	Human Rights Advocacy Diversity and Inclusion	SDG 8: Decent work and economic growth SDG 8: Decent work and economic growth SDG 2: Zero Hunger	CSA 3.1.1
	202-2 Proportion of senior management hired from the local community	Approximately 75% of senior managerscome from the community (country) inplaces where GRUMA holds operations.	Social Impact		
GRI 203: Indirect Economic Impacts 2016 **SASB / IFRS Agricultural products**	203-1 Infrastructure investments and services supported	Page 39.	Supply chain development Sustainable agriculture Food Safety and Quality	SDG 3: Good health and Well-being SDG 2: Zero Hunger	CSA: 1.7.2, 1.7.3, 2.9.1, 2.9.2, 3.5
	203-2 Significant indirect economic impacts FB-AG-440a.1 Identification of principal crops and description of risks and opportunities presented by climate change. FB-AG-430a.3Discussion of strategy to manageenvironmental and social risks arising fromcontract growing and commodity sourcing. FB-AG-430a.1 Percentage of agricultural products sourced that are certified to a third-partyenvironmental and/or social standard. FB-RN-260a.1 Percentage of meal options consistentwith national dietary guidelines	Page 39.	Supply chain development Sustainable agriculture Food Safety and Quality	SDG 3: Good health and Well-being	CSA: 1.7.2, 1.7.3, 2.9.1, 2.9.2
GRI 13: Agriculture, Aquaculture andFishing Sectors 2022	13.10 Food Safety: Food safety concerns the handling of food and feed products in a way that prevents food contamination and foodborneillness. This topic addresses an organization's efforts to prevent contamination and ensure food safety.	Page 39.	Supply chain development Sustainable agriculture Food Safety and Quality	SDG 2: Zero Hunger SDG 3: Good health and Well-being	CSA: 3.5.1, 3.5.2, 3.5.3
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Page 41.	Supply chain development Sustainable agriculture Food Safety and Quality	SDG 12: Responsible production and consumption	
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	All GRUMA's operations are continously monitored on corruption risks.	Information Transparency and Accuracy		
	205-2 Communication and training about anti-corruption policies and procedures	Page 21.			CSA 1.5.3

GRI STANDARD	DISCLOSURE	LOCATION	MATERIAL ISSUE	SDG ADRESSED	LINK TO CSA AND TCFD
	205-3 Confirmed incidents of corruption and actions taken	In 2023, there were no significant cases of this nature identified.			
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	In 2023, there were no significant legal actions of this nature identified.			
GRI 207: Tax 2019	207-1 Approach to tax	Please refer to our Annual Report to the Mexican Stock Exchange 2023, pages 22, 46, 63 of the report. https://www.GRUMA.com/media/724356/reporte_anual_GRUMA_2023_ingl_s_-_versi_n_final_con_anexos.pdf	Information Transparency and Accuracy	SDG 16: Peace, justice and strong institutions	
	207-2 Tax governance, control, and risk management				
	207-3 Stakeholder engagement and management of concerns related to tax				
	207-4 Country-by-country reporting				
SASB /IFRS Agricultural products	FB-AG-000.B Number of processing facilities	In 2023 the total of processing facilities increased to 74.			
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Pages 39 to 42.	Supply chain development Sustainable agriculture Food Safety andQuality	SDG 12: Responsible production and consumption	CSA: 1.7.2, 1.7.3, 2.9.1, 2.9.2, 3.5
	301-2 Recycled input materials used	Pages 53 and 54.	Soil protection and restoration	SDG 12: Responsible production and consumption	
	301-3 Reclaimed products and their packaging materials	Not applicable.			
SASB /IFRS Agricultural products	FB-AG-440a.1 Identification of principal crops and description of risks and opportunities presented by climate change	Pages 48 and 49.	Soil protection and restoration Climate change strategy: Emissions and Energy Efficiency		
GRI 302: Energy 2016 SASB / IFRS Agricultural products and Processed foods energy-related standards	302-1 Energy consumption within the organization	Pages 49 and 50.	Climate change strategy: Emissions and Energy Efficiency	SDG 13: Climate action	CSA: 2.3.1, 2.6 TCFD: Governance, Strategy, Risk Management, Targets and Metrics
	302-2 Energy consumption outside of the organization	Pages 49 and 50.	Climate change strategy: Emissions and Energy Efficiency	SDG 13: Climate action	CSA: 2.3.1, 2.6 TCFD: Governance, Strategy, Risk Management, Targets and Metrics

GRI STANDARD	DISCLOSURE	LOCATION	MATERIAL ISSUE	SDG ADRESSED	LINK TO CSA AND TCFD
	302-3 Energy intensity	Pages 49 and 50.	Climate change strategy: Emissions and Energy Efficiency	SDG 13: Climate action	CSA: 2.3.1, 2.6 TCFD: Governance, Strategy, Risk Management, Targets and Metrics
	302-4 Reduction of energy consumption	Pages 49 and 50.	Climate change strategy: Emissions and Energy Efficiency	SDG 13: Climate action	CSA: 2.3.1, 2.6 TCFD: Governance, Strategy, Risk Management, Targets and Metrics
	302-5 Reductions in energy requirements of products and services	Pages 49 to 50.	Climate change strategy: Emissions and Energy Efficiency	SDG 13: Climate action	CSA: 2.3.1 TCFD: Governance, Strategy, Risk Management, Targets and Metrics
	FB-PF-130a.1 and FB-AG-130a.1:(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	Pages 49 to 50.	Climate change strategy: Emissions and Energy Efficiency	SDG 13: Climate action	CSA: 2.3.1 TCFD: Governance, Strategy, Risk Management, Targets and Metrics
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Pages 51 and 52.	Water management	SDG 6: Clean water and sanitation	CSA: 2.5.1, 2.5.4
	303-2 Management of water discharge-related impacts	Pages 51 and 52.	Water management	SDG 6: Clean water and sanitation	CSA: 2.5.1, 2.5.4
	303-3 Water withdrawal	Pages 51 and 52.	Water management	SDG 6: Clean water and sanitation	CSA: 2.5.1, 2.5.4
	303-4 Water discharge	Pages 51 and 52.	Water management	SDG 6: Clean water and sanitation	CSA: 2.5.1, 2.5.4
	303-5 Water consumption	Pages 51 and 52.	Water management	SDG 6: Clean water and sanitation	CSA: 2.5.1, 2.5.4
SASB / IFRS Agricultural products and Processed foods water-related standards	FB-AG-140a.1FB-PF-140a.1(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	Pages 51 and 52.	Water management	SDG 6: Clean water and sanitation	CSA: 2.5.1, 2.5.4
	FB-AG-140a.2FB-PF-140a.3 Description of water management risks and discussion of strategies and practices to mitigate those risks	Pages 51 and 52.	Water management	SDG 6: Clean water and sanitation	CSA: 2.5.1, 2.5.4
	FB-AG-140a.3FB-PF-140a.2 Number of incidents of non-compliance associated with water quantity and/or quality permits, standards, and regulations	In 2023, there were no significant incidents associated with non-compliance of water quality or quality permits, standards or regulations.	Water management	SDG 6: Clean water and sanitation	CSA: 2.5.1, 2.5.4

GRI STANDARD	DISCLOSURE	LOCATION	MATERIAL ISSUE	SDG ADRESSED	LINK TO CSA AND TCFD
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Pages 52 and 53.	Soil protection and restoration	SDG 13: Climate action	CSA: 2.7.1, 2.7.2, 2.7.4, 2.7.5
	304-2 Significant impacts of activities, products and services on biodiversity	Pages 52 and 53.	Soil protection and restoration	SDG 13: Climate action	CSA: 2.7.1, 2.7.2, 2.7.4, 2.7.5
	304-3 Habitats protected or restored	Pages 52 and 53.	Soil protection and restoration	SDG 13: Climate action	CSA: 2.7.1, 2.7.2, 2.7.4, 2.7.5
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	Pages 52 and 53.	Soil protection and restoration	SDG 13: Climate action	CSA: 2.7.1, 2.7.2, 2.7.4, 2.7.5
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Pages 49 and 50.	Climate change strategy: Emissions and Energy Efficiency	SDG 13: Climate action	CSA: 2.2.1, 2.2.2, 2.2.3, 2.3.1, 2.6 TCFD: Governance, Strategy, Risk Management, Targets and Metrics
	305-2 Energy indirect (Scope 2) GHG emissions	Pages 49 and 50.	Climate change strategy: Emissions and Energy Efficiency	SDG 13: Climate action	CSA: 2.2.1, 2.2.2, 2.2.3, 2.3.1, 2.6 TCFD: Governance, Strategy, Risk Management, Targets and Metrics
	305-3 Other indirect (Scope 3) GHG emissions	Pages 49 and 50.	Climate change strategy: Emissions and Energy Efficiency	SDG 13: Climate action	CSA: 2.2.1, 2.2.2, 2.2.3, 2.3.1, 2.6 TCFD: Governance, Strategy, Risk Management, Targets and Metrics
	305-4 GHG emissions intensity	Pages 49 and 50.	Climate change strategy: Emissions and Energy Efficiency	SDG 13: Climate action	CSA: 2.2.1, 2.2.2, 2.2.3, 2.3.1, 2.6 TCFD: Governance, Strategy, Risk Management, Targets and Metrics
	305-5 Reduction of GHG emissions	Pages 49 and 50.	Climate change strategy: Emissions and Energy Efficiency	SDG 13: Climate action	CSA: 2.2.1, 2.2.2, 2.2.3, 2.3.1, 2.6 TCFD: Governance, Strategy, Risk Management, Targets and Metrics

GRI STANDARD	DISCLOSURE	LOCATION	MATERIAL ISSUE	SDG ADRESSED	LINK TO CSA AND TCFD
	305-6 Emissions of ozone-depleting substances (ODS)	These emissions are not significant.	Climate change strategy: Emissions and Energy Efficiency	SDG 13: Climate action	CSA: 2.2.1, 2.2.2, 2.2.3, 2.3.1, 2.6 TCFD: Governance, Strategy, Risk Management, Targets and Metrics
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Pages 49 and 50. These emissions are already accounted for within the total equivalent emissions numbers.	Climate change strategy: Emissions and Energy Efficiency	SDG 13: Climate action	CSA: 2.2.1, 2.2.2, 2.2.3, 2.3.1, 2.6 TCFD: Governance, Strategy, Risk Management, Targets and Metrics
SASB / IFRS Agricultural products Emissions-rela ted standards	FB-AG-110a.2 Discussion of long-term and short-term, strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Pages 49 and 50.	Climate change strategy: Emissions and Energy Efficiency	SDG 13: Climate action	CSA: 2.2.1, 2.2.2, 2.2.3, 2.3.1, 2.6 TCFD: Governance, Strategy, Risk Management, Targets and Metrics
	FB-AG-110a.3 Fleet fuel consumed, percentage renewable	Pages 49 and 50.	Climate change strategy: Emissions and Energy Efficiency	SDG 13: Climate action	CSA: 2.2.1, 2.2.2, 2.2.3, 2.3.1, 2.6 TCFD: Governance, Strategy, Risk Management, Targets and Metrics
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Pages 53 and 54.		SDG 13: Climate action	CSA: 2.4.1
	306-2 Management of significant waste-related impacts	Pages 53 and 54.		SDG 13: Climate action	CSA: 2.4.1
	306-3 Waste generated	Pages 53 and 54.		SDG 13: Climate action	CSA: 2.4.1
	306-4 Waste diverted from disposal	Pages 53 and 54.		SDG 13: Climate action	CSA: 2.4.1
	306-5 Waste directed to disposal	Pages 53 and 54.		SDG 13: Climate action	CSA: 2.4.1
GRI 308: Supplier Evironmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Pages 39 to 42.	Supply chain development Sustainable agriculture Food Safety andQuality	SDG 12: Responsible production and consumption	CSA: 1.7.2, 1.7.3, 2.9.1, 2.9.2, 3.5
	308-2 Negative environmental impacts in the supply chain and actions taken	Pages 39 to 42.	Supply Chain Development		CSA: 1.7.2, 1.7.3, 2.9.1, 2.9.2, 3.5

GRI STANDARD	DISCLOSURE	LOCATION	MATERIAL ISSUE	SDG ADRESSED	LINK TO CSA AND TCFD
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Pages 29, 30 and 31.		SDG 8: Decent work and economic growth	CSA: 3.5.1, 3.5.2, 3.5.3
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Pages 29, 30 and 31.		SDG 8: Decent work and economic growth	
	401-3 Parental leave	Pages 29, 30, 31, 32 and 33.		SDG 8: Decent work and economic growth	CSA: 3.1.4
GRI 402: Labor/ Management Relations 2016	402-1 Minimum notice periods regarding operational changes	Pages 29, 30 and 31.			
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Pages 29, 30 and 31.	Employee's Health and Safety	SDG 3: Health and Well-being	CSA: 3.3.1, 3.32 ,3.4 3.5.1, 3.5.2, 3.5.3
	403-2 Hazard identification, risk assessment, and incident investigation	Pages 29, 30 and 31.	Employee's Health and Safety	SDG 3: Health and Well-being	CSA: 3.3.1, 3.32 ,3.4 3.5.1, 3.5.2, 3.5.3
	403-3 Occupational health services	Pages 29, 30 and 31.	Employee's Health and Safety	SDG 3: Health and Well-being	CSA: 3.3.1, 3.32 ,3.4 3.5.1, 3.5.2, 3.5.3
	403-4 Worker participation, consultation, and communication on occupational health and safety	Pages 30 and 31.	Employee's Health and Safety	SDG 3: Health and Well-being	CSA: 3.4, 3.5.1, 3.5.2, 3.5.3
	403-5 Worker training on occupational health and safety	Pages 30 and 31.	Employee's Health and Safety	SDG 3: Health and Well-being	CSA: 3.4, 3.5.1, 3.5.2, 3.5.3
	403-6 Promotion of worker health	Pages 30 and 31.	Employee's Health and Safety	SDG 3: Health and Well-being	CSA: 3.4, 3.5.1, 3.5.2, 3.5.3
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Pages 30 and 31.	Employee's Health and Safety	SDG 3: Health and Well-being	CSA: 3.4, 3.5.1, 3.5.2, 3.5.3
	403-8 Workers covered by an occupational health and safety management system	Pages 30 and 31.	Employee's Health and Safety	SDG 3: Health and Well-being	CSA: 3.4, 3.5.1, 3.5.2, 3.5.3
	403-9 Work-related injuries	Pages 30 and 31.	Employee's Health and Safety	SDG 3: Health and Well-being	CSA: 3.4, 3.5.1, 3.5.2, 3.5.3
	403-10 Work-related ill health	Pages 30 and 31.	Employee's Health and Safety	SDG 3: Health and Well-being	CSA: 3.4, 3.5.1, 3.5.2, 3.5.3
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Page 8 and 29.			CSA: 3.4.4
	404-2 Programs for upgrading employee skills and transition assistance programs	Page 29.			CSA: 3.4.4
	404-3 Percentage of employees receiving regular performance and career development reviews	Page 29.			CSA: 3.4.4

GRI STANDARD	DISCLOSURE	LOCATION	MATERIAL ISSUE	SDG ADRESSED	LINK TO CSA AND TCFD
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Page 32.	Diversity and Inclusion	SDG 5: Gender equality SDG 8: Decent work and economic growth	CSA: 3.1.4
	405-2 Ratio of basic salary and remuneration of women to men	There are no gaps in salaries in regards to gender.		SDG 5: Gender equality SDG 8: Decent work and economic growth	
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Pages 32 and 33.			
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Non identified.			
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Non identified.			
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Non identified.			
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	28 people of security personnel were trained in human rights.	Human Rights Advocacy		
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	Non identified.			
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Pages 34 to 38.	Social Impact Human Rights Advocacy	SDG 2: Zero hunger SDG 10: Reduced inequalities	
	413-2 Operations with significant actual and potential negative impacts on local communities	Pages 34 to 38.	Social Impact Human Rights Advocacy	SDG 2: Zero hunger SDG 10: Reduced inequalities	
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Pages 41 to 43.			
	414-2 Negative social impacts in the supply chain and actions taken	Pages 41 to 44.			CSA: 3.6.2
GRI 415: Public Policy 2016	415-1 Political contributions	GRUMA does not give political contributions.			
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Pages 39 to 40.	Food safety and quality	SDG 2: Zero Hunger	

GRI STANDARD	DISCLOSURE	LOCATION	MATERIAL ISSUE	SDG ADRESSED	LINK TO CSA AND TCFD
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	In 2023, there were no significant cases of this nature identified.	Food safety and quality	SDG 2: Zero Hunger	
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	GRUMA complies with all national and international regulations regarding this matter.			
	417-2 Incidents of non-compliance concerning product and service information and labeling	In 2023, there were no signifcant cases of this nature identified.			
	417-3 Incidents of non-compliance concerning marketing communications	In 2023, there were no signifcant cases of this nature identified.	Information Transparency and Accuracy		CSA: 3.6.3
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	In 2023, there were no signifcant cases of this nature identified.	Information Transparency and Accuracy		
SASB / IFRS - Processed Foods Standards Food Safety-related Standards	FB-PF-250a.1 Global Food Safety Initiative (GFSI) audit (1) non-conformance rate and (2) associated corrective action rate for (a) major and (b) minor non-conformances	GRUMA has several food safety certifications as explained on page 11.	Food safety and quality Supply chain development		CSA: 3.6.1
	FB-PF-250a.3 (1) Total number of notices of food safetyviola-tion received, (2) percentage corrected	In 2023, there were no significant notices of food safety violations received.	Food safety and quality		
	(1) Number of recalls issued and (2) totalamount of food product recalled in metric tons	In 2023 there were no product recalls.	Food safety and quality		

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