



# Sustainable COMPANY

**WE GROW  
RESPONSIBLY;  
WE MOVE FORWARD  
WITH PURPOSE.**

*A commitment to Mexico,  
to the land, and to the  
generations to come.*



In our daily operations, we align our efforts with the United Nations Sustainable Development Goals (SDGs), reflecting our commitment to a more sustainable and equitable future. In addition, our Company is fully aware of the importance of sustainability in our operations and strategies. This approach not only enables us to fulfill our social and environmental responsibilities but also strengthens our ability to generate long-term value for all stakeholders.

SUSTAINABLE DEVELOPMENT GOALS



La Comer strictly upholds gender equality as a fundamental human right. In line with our Code of Ethics, we prohibit all forms of discrimination and continuously promote a culture of equity throughout the organization.



In addition to several water-saving programs, 36 of our stores have water treatment plants that remove pollutants and allow for reuse. We also have rainwater harvesting systems in several stores, which are reused for irrigation.



La Comer uses sustainable energy in its stores, harnessing clean, renewable, and sustainable sources such as solar panels, wind power, combined cycle energy, and other generators.



Since its inception, the Company has focused on growth and expansion to replicate our shopping experience, generate employment, create value, and contribute to economic development.



The Company uses sustainable packaging, ensuring that it is responsibly produced from the start, designed to be effective and safe throughout its life cycle, and compliant with market standards; once used, they can be efficiently recycled.



GRUPO LA COMER IMPLEMENTS SUSTAINABLE ACTION PLANS FOCUSED ON:

Valuing the customer experience

Employment creation

Product quality, freshness, and availability



Energy care and use

Waste management

Our **stakeholders** are a fundamental element in the Company's relationship with its operating environment and are closely linked to its ability to achieve its economic, social, and environmental objectives.

Stakeholders

- CUSTOMERS
- EMPLOYEES
- SUPPLIERS
- SHAREHOLDERS
- COMMUNITY

In 2025, we conducted our first exercise to identify and assess ESG risks and opportunities from a financial perspective. This process enabled us to identify various risks that will require future improvements, as well as opportunities that we are committed to fully leveraging. This analysis has provided us with a clear understanding of the areas on which we must focus to strengthen our sustainability performance. Our **Sustainability Committee**

will be responsible for implementing the necessary mechanisms to address these risks and capitalize on these opportunities, ensuring that our operations are aligned with social and environmental responsibility principles. Through this commitment, we aim not only to improve our performance, but also to generate a positive impact on our communities and the environment.

# Value Creation

## Strategy and Planning

From the opening of new stores, our Company has sought to replicate a unique and unmatched shopping experience. Each new location is carefully designed to reflect our brand values and meet the specific needs of the community, ensuring that customers find a sophisticated, differentiated, yet familiar and welcoming environment.



## Logistics and Supply Chain

Establishing collaborative and long-term relationships with our suppliers is essential to ensuring a diversified product offering. By working closely with strategic partners, we gain access to high-quality merchandise and exclusive products that differentiate our value proposition in the market. This collaboration also enables improved inventory management and a more agile response to consumer trends.

We operate with an optimized logistics system that enables efficient product distribution across all our stores. This supply chain efficiency not only reduces costs but also ensures that customers consistently find the products they need at the right time. Advanced technology in inventory and logistics management guarantees a continuous flow of goods, minimizing stockouts and maximizing availability.

## Differentiation Strategy

Our differentiation strategy is centered on offering a broad assortment of products and unique experiences in each store. From specialized sections and exclusive promotional campaigns to local products and healthy food options, we aim to meet the diverse preferences of our customers.

## Store Operations

Each store operates in an innovative environment that adapts to current trends and consumer expectations. The implementation of modern designs, interactive technology, and comfortable spaces enhances the shopping experience, encouraging interaction and enjoyment during each visit.

Our employees are at the core of the shopping experience. We invest in their continuous training to ensure they provide personalized and attentive service. This approach not only improves customer satisfaction but also fosters brand loyalty.



## Unmatched Shopping Experience

The combination of all these elements creates an unmatched shopping experience. Customers not only access high-quality products but also enjoy exceptional service and a pleasant environment.



## Value for Shareholders

By focusing on customer satisfaction and operational efficiency, we generate positive results that benefit our shareholders. Sustainable sales growth, customer loyalty, and disciplined cost management translate into solid financial performance, ensuring an attractive and sustainable return on investment over the long term.

Value creation in our self-service business has been achieved through a combination of strategies that promote a unique shopping experience, strong supplier relationships, an efficient logistics system, and a focus on employee development. This synergy not only benefits our customers but also ensures a prosperous future for our shareholders.

# Customers

In 2025, we welcomed nearly 92 million customers to our stores, driven by our differentiated value proposition based on quality, service, and an unmatched shopping experience.

During the year, the number of customers reached 91.9 million, compared to 89.0 million in 2024. From a medium-term perspective, our customer base grew from 58.3 million in 2016 to 91.9 million in 2025, reflecting a compound annual growth rate of approximately 5.2%, confirming the strength and resilience of the Company's business model.

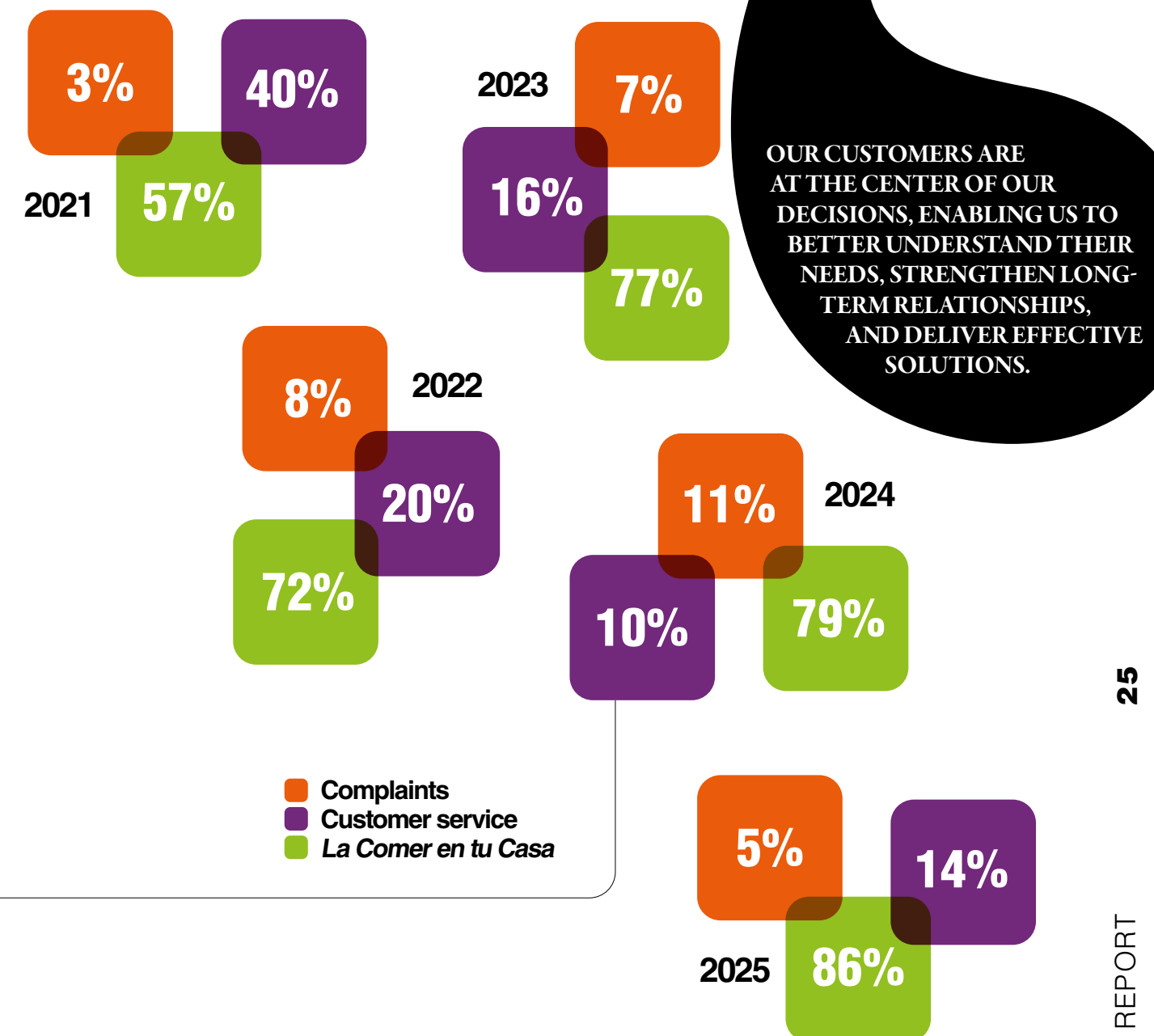
In terms of customer experience, during 2025 we continued strengthening Net Promoter Score (NPS) management across all our stores through the Medallia platform. The average NPS score for the year was 75.3, compared to 73.5 in 2024. This indicator was systematically used to prioritize operational improvements and enhance consistency at key moments of the shopping experience, including product availability, freshness, service, and speed. This system was also integrated into our new **City Market Café** format to measure customer loyalty, satisfaction, and engagement.

Our customer service center and email channels continued to serve as relevant customer touchpoints. In 2025, we recorded a decrease in their usage; however, the composition of contact reasons showed a positive shift. Requests related to **La Comer en tu Casa** represented 85.6% of total contacts, compared to 79% in 2024, while complaints decreased to 5%, from 11% in the previous year. This trend reflects



improved operational efficiency, as well as a gradual shift toward self-service and digital customer care processes.

## CUSTOMER CONTACT POINTS



### La Comer en tu Casa

In 2025, our **La Comer en tu Casa** digital platform delivered solid growth in its active user base and increased its contribution to total sales, reflecting the strengthening of our digital strategy and greater customer adoption. This sustained growth confirms

progress in customer acquisition, retention, and repeat usage, as well as the effectiveness of our initiatives in user experience, digital marketing, and commercial offering, consolidating **La Comer en tu Casa** as a strategic pillar within our omnichannel ecosystem.

Digital Communication

Across digital channels, our communication assets, including websites, social media, email, and digital brochures, continued to strengthen engagement with our customers, reflecting growing interest in our services and content. Our social media communities continued to expand, and we maintained engagement levels above industry averages, reinforcing two-way communication with our customers.

city market  
LA COMER

f  
32,344

89,824

laComer

f  
755,367

30,036

139,585

44,385

14,184

fresko  
LA COMER

f  
43,275

19,533

44,285

Promotional Pillars

La Comer's three promotional pillars: **Miércoles de Plaza**, **Temporada Naranja**, and **Monedero Naranja**, supported the Company's strong performance in 2025.

**Monedero Naranja** remains one of the main pillars of our commercial strategy. In 2025, the active card base reached 1.1 million, representing a 3.3% increase compared to the previous year. This growth was driven by cashback programs, high-value collectible campaigns, and personalized benefits based on recency, frequency, and customer value analysis, strengthening loyalty and recurrence across all formats.

Active Monedero Naranja cards

|      |           |
|------|-----------|
| 2021 | 1,015,000 |
| 2022 | 1,056,000 |
| 2023 | 1,050,000 |
| 2024 | 1,100,000 |
| 2025 | 1,136,000 |

**Miércoles de Plaza**, with its optimal combination of variety, freshness, and quality in perishable goods, along with competitive pricing, delivered very positive growth and remains a fundamental driver of La Comer's results.

**Temporada Naranja** achieved highly favorable results. Post-campaign studies among both customers and non-customers showed increased awareness, penetration, and overall interest in the concept.

To reinforce our differentiation, we held our country-themed event **Olá, Olé**: Where Spain

and Portugal Meet. We also continued our **Rincones de México** campaign, honoring gastronomic and cultural diversity, with the state of Puebla as a featured guest. In addition, we served as official sponsors of the **Diablos Rojos del México** during the historic 2025 season marking the 100th anniversary of the Mexican Baseball League.



Data Protection

Finally, Grupo La Comer maintained its strong commitment to **protecting customers' personal data**. During 2025, we continued strengthening platforms, processes, and controls designed to ensure confidentiality and security of information, in strict compliance with the Federal Law on the Protection of Personal Data Held by Private Parties, particularly in relation to loyalty programs and digital platforms.

We comply with the provisions of the Federal Law on the Protection of Personal Data Held by Private Parties. Our Privacy Notice is available at: <https://vasalsuperoalacomer.com/comer/aviso-de-privacidad>.

# Employees

Thanks to the effort and dedication of our **18,670 employees**, the company successfully implemented its differentiation strategy. Our employees play a vital role in delivering a pleasant and enjoyable shopping experience in each of our stores.

## Total employees



## Recruitment and Equal Opportunities

Our recruitment and selection process reflects our commitment to ethics, diversity, inclusion, transparency, and alignment with best practices in governance and social responsibility. We strictly comply with the Federal Law on the Protection of Personal Data Held by Private Parties and ensure the confidentiality of candidates' information. We promote diversity and equal opportunity. Our workforce is composed of individuals of different ages, beliefs,

nationalities, professions, and abilities. We are committed to providing equal employment opportunities based on individual capabilities, in compliance with applicable labor laws and regulations, and by implementing fair labor practices.

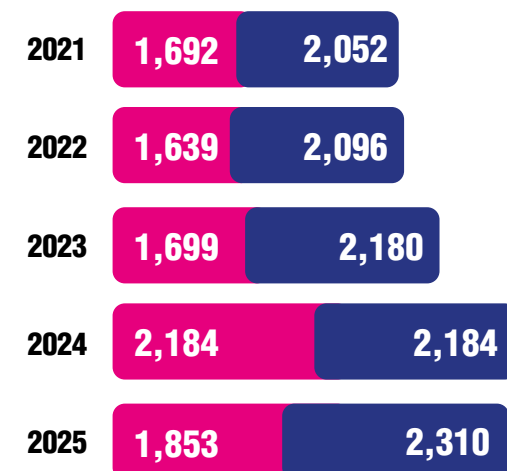
All employees have full freedom of association to participate in unions that represent their respective categories. Currently, 93% of our employees are unionized.



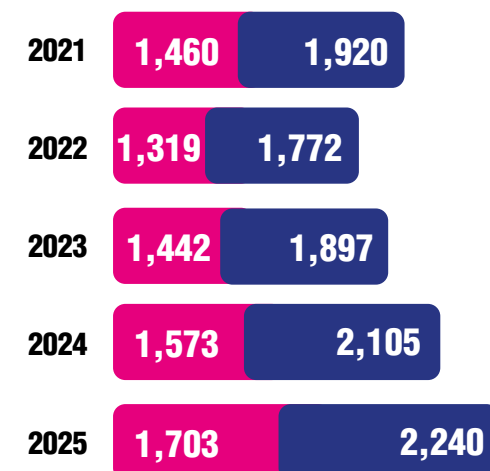
# Employees by age and gender

Men  
Women

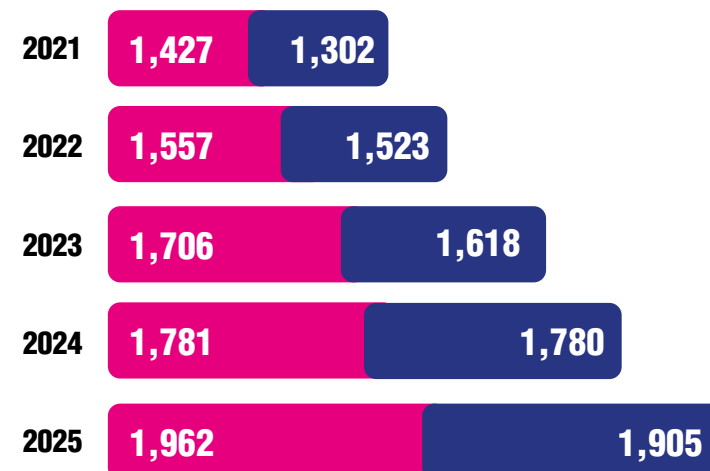
## 25-32 years



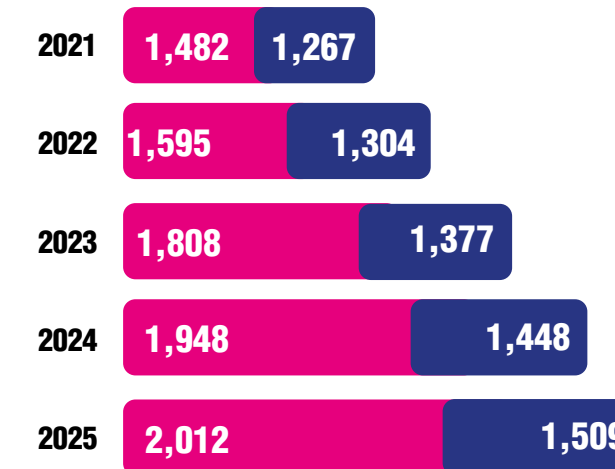
## Under 25 years



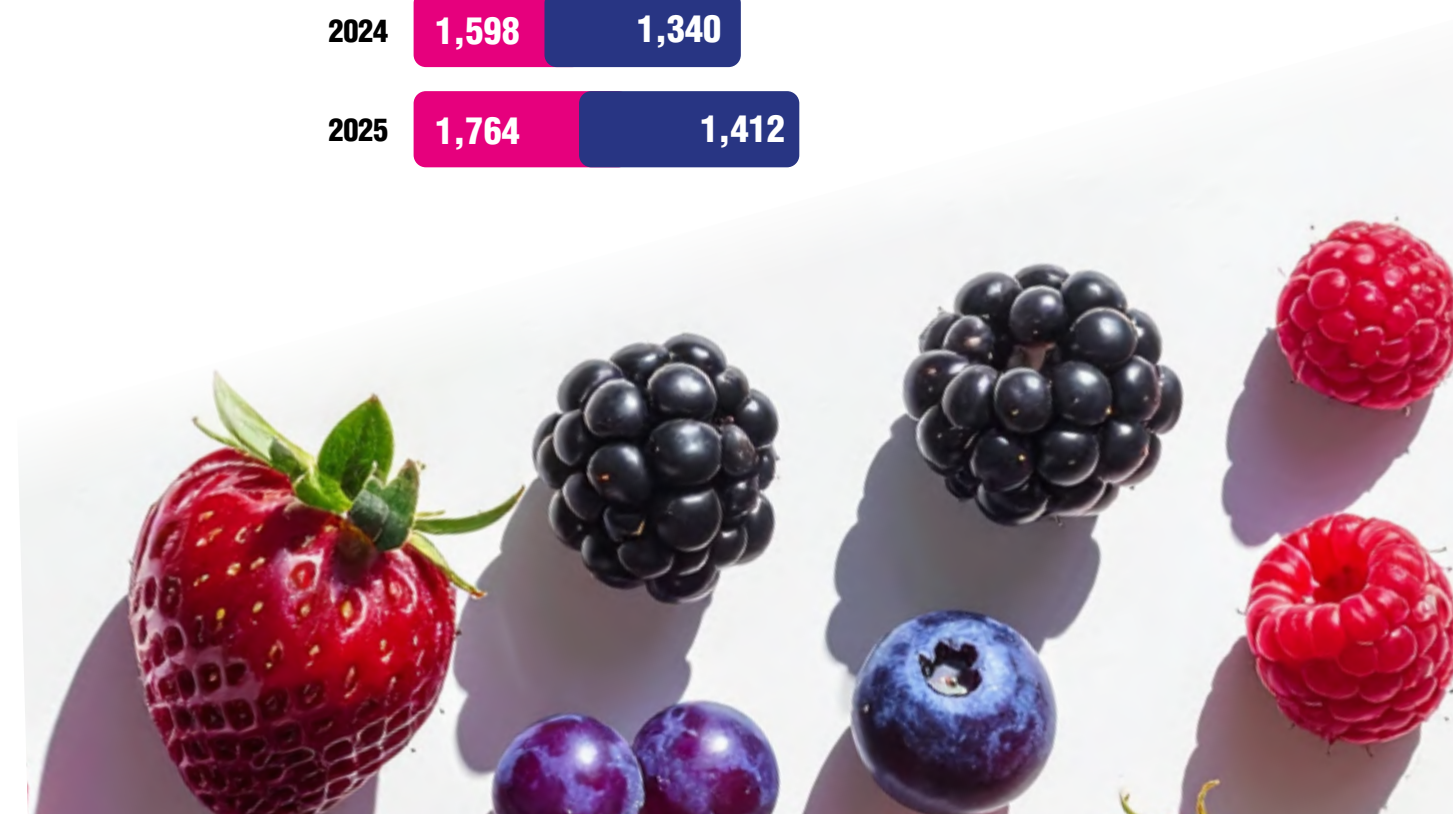
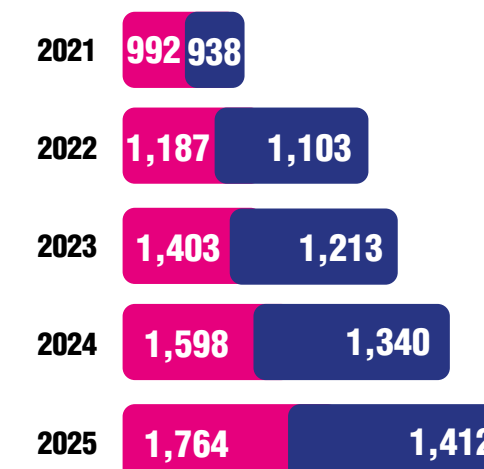
## 32-40 years



## 40-50 years



## Over 50 years



Employees by position

| Data operations  | 2021   | 2022   | 2023   | 2024   | 2025   |
|------------------|--------|--------|--------|--------|--------|
| Store operations | 12,709 | 13,139 | 14,213 | 15,455 | 16,265 |
| Administration   | 1,182  | 1,263  | 1,295  | 1,308  | 1,392  |
| CEDIS            | 641    | 693    | 835    | 777    | 1,013  |
| Total            | 14,532 | 15,095 | 16,343 | 17,540 | 18,670 |

Executive employees

|       | 2022 | 2023 | 2024 | 2025 |
|-------|------|------|------|------|
| Men   | 181  | 183  | 191  | 196  |
| Women | 45   | 48   | 50   | 53   |

Unionized staff

|       | 2022  | 2023  | 2024  | 2025  |
|-------|-------|-------|-------|-------|
| Men   | 6,999 | 7,467 | 8,035 | 8,508 |
| Women | 6,833 | 7,581 | 8,197 | 8,770 |

Health, Safety and Hygiene

Our internal work regulations are based on the standards established by the Ministry of Labor and Social Welfare and comply with the provisions of the Civil Protection Law. We carry out internal Civil Protection programs in each of our branches to establish preventive, mitigation, and response actions aimed at safeguarding the physical integrity of employees, visitors, suppliers, and all individuals present at our facilities.

We seek to strengthen our health and safety culture and achieve zero accidents by adopting a structured management approach, aligned with legal requirements and committed to ensuring the protection of our employees and third parties.

Training and Development

The qualifications and training of our employees are essential to ensuring the sustainable growth of our business and expanding career paths and development opportunities, thereby strengthening our value proposition.

As part of workplace health, we provide training and guidance to employees to prevent work-related accidents and illnesses.

Throughout 2025, we implemented several integration, awareness, and training initiatives for our employees, addressing topics such as diversity, equity, inclusion, and human rights, with the aim of fostering a more respectful and inclusive work environment.

|                | 2021      | 2022    | 2023    | 2024    | 2025      |
|----------------|-----------|---------|---------|---------|-----------|
| Training hours | 1,150,881 | 577,860 | 709,054 | 971,442 | 1,108,120 |

Employment and Quality of Life

In addition to statutory benefits, the Company provides employees with benefits such as transportation assistance, savings funds, various types of insurance, a voluntary retirement fund, bonuses, among others.

At Grupo La Comer, we play an active role in improving our employees' quality of work life by recognizing the human side of work, respecting their rights, and providing appropriate working conditions, as well as benefits such as lactation rooms, medical offices and physicians, vaccination campaigns, and nutritionists.

We maintain internal communication mechanisms and campaigns to facilitate the exchange of information at all levels.

- Some of the initiatives and actions we carry out include:
- Adequate working conditions.
  - A high-performance, people-centered culture that promotes and rewards open dialogue.

- Internal communication mechanisms to facilitate information sharing at all levels.
- Policies that respect vacations, rest periods, working hours, and schedules.
- Efforts to minimize employee turnover, reduce absenteeism, and foster a sense of belonging.
- Preventive care for physical and mental health.

We publish our internal magazine *Esencia*, an institutional publication covering topics related to the Company, and we maintain an intranet platform that provides services and information to our employees.

We continue to develop initiatives that provide people with disabilities opportunities for employment and professional development within our Company. As part of this effort, we implemented our “*Éntrale*” program, through which employees with disabilities are integrated from the outset as an essential part of our workforce.



# Suppliers

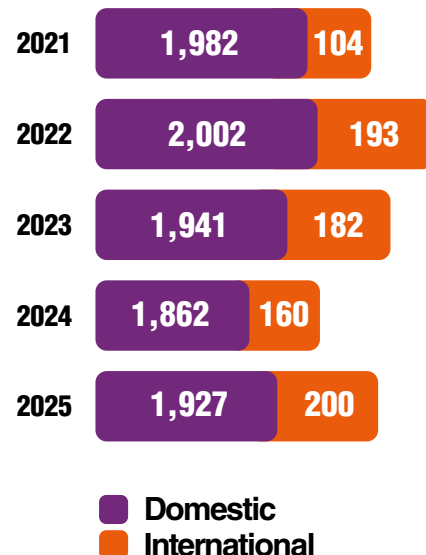
We work with 2,127 suppliers, through which we ensure a broad product assortment and establish strategic relationships that are essential to delivering value to our customers.

Our suppliers are strategic partners who contribute to the Company's success by offering unique and differentiated products, supporting our differentiation and innovation strategy, and contributing positively to our business objectives. At Grupo La Comer, we build strong relationships with our suppliers through open communication, a collaborative approach, and strict compliance with contractual agreements.

These suppliers support our differentiated offering and product quality, enabling a unique value proposition that meets the specific needs of our customers.

Of the 2,127 suppliers, approximately 90% are domestic, and 4% correspond to local suppliers that serve specific stores within each region.

## Suppliers



We operate with a broad and diversified supplier base and therefore do not depend on any single supplier for our products, nor do we identify any supplier as critical. Several of our suppliers hold certifications such as NSF and ASC for seafood products, and TIF for meat products, as well as "SAGARPA organic" certifications for organic and free-range products.

During 2025, 1.7% of our products were organic across various categories, ensuring the highest quality for our customers.

We maintain communication with our suppliers through our web portal, Provecomer.com, which enables the management of requirements, invoice information, procedures, transactions, forums, and reporting mechanisms.

We recognize the importance of supporting SMEs and have established initiatives and programs designed to foster their development and success. We currently work with more than 629 SMEs.

We require our suppliers to comply with legally mandated certifications, as well as additional certifications issued by specialized institutes or associations, such as NOM (Mexican Official Standards), TIF (Federal Inspection Type), organic certifications, KOSHER products, and HSAP (Good Manufacturing Practices), among others.

## Logistics

Efficient product distribution is critical to the success of our Company. We operate four distribution centers with the capacity to effectively supply our 92 stores nationwide.

The Mexico City distribution center is the largest and most strategic. Its proximity to one of the most densely populated areas in the country enables us to reduce delivery times and logistics costs. This center operates with advanced technology that optimizes inventory management and product flow. Through its warehouse management system, it is able to process orders efficiently.

The Guadalajara distribution center serves the western region of the country, supplying multiple stores in the area. Its strategic location provides quick access to major transportation routes, facilitating distribution to nearby markets.

The Monterrey distribution center is key to supplying northern Mexico. It works closely with local suppliers, which not only reduces delivery times but also supports regional economic development.

The Querétaro distribution center plays a key role in distribution across the central region of the country.

These four distribution centers have been fundamental to optimizing product distribution, ensuring that customers have access to fresh, high-quality products. As the market continues to evolve, distribution efficiency will remain a key factor in the Company's success.



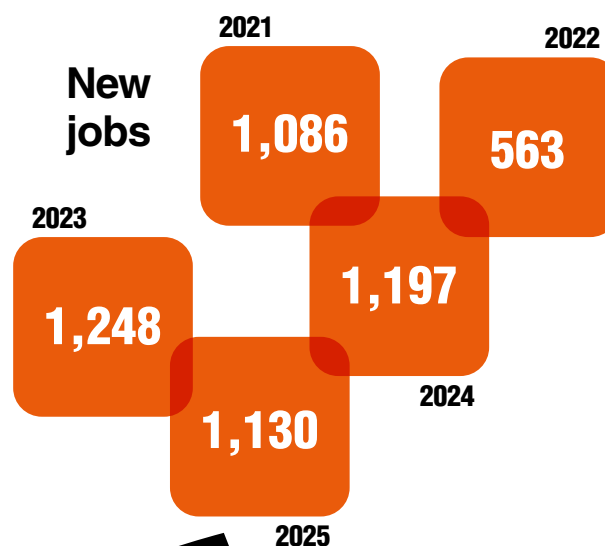
WE RECOGNIZE THAT STRONG RELATIONSHIPS WITH OUR SUPPLIERS ARE ESSENTIAL TO CREATING SUSTAINABLE VALUE, STRENGTHENING THE SUPPLY CHAIN, AND ENSURING QUALITY, TRUST, AND SHARED GROWTH.

# Social Responsibility

## Social Responsibility

In 2025, we demonstrated a strong commitment to social responsibility through several initiatives that generated a positive impact on communities and vulnerable groups across the country. Below are some of our most significant actions:

We increased our workforce by 1,130 employees, contributing not only to the Company's growth but also to job creation in the communities where we operate.



Recognizing the importance of the agricultural sector, we implemented training and development programs for farmers in various regions of the country. These initiatives not only enhance farmers' skills and knowledge but also promote sustainable practices that benefit the broader community.

THE CREATION OF NEW EMPLOYMENT OPPORTUNITIES REPRESENTS A POSITIVE CONTRIBUTION TO SOCIAL AND ECONOMIC DEVELOPMENT.



## Donations to Social Causes

### 1. Probosque de Chapultepec

We donated MXN \$625,000 to support the preservation and restoration of this important natural area, contributing to environmental conservation and biodiversity.

### 2. Pink Campaign

For many consecutive years, Grupo La Comer has led its breast cancer awareness and early detection campaign, one of the most prevalent diseases among women in our country. As in previous years, our slogan was:

**La Comer is the Pink Store.**

We reaffirm our commitment to community well-being through high-impact initiatives. La Comer's **Pink Campaign** is a fundamental pillar of our social responsibility strategy, focused on promoting early breast cancer detection and emphasizing the importance of prevention. This effort is carried out in partnership with renowned institutions such as FUCAM and Punk Cross Monterrey, leading organizations in the fight against this disease.

DURING OUR PARTICIPATION IN THE PINK CAMPAIGN, WE DONATED MXN \$3.5 MILLION AND PROVIDED 3,700 FREE MAMMOGRAMS TO LOW-INCOME WOMEN, PROMOTING HEALTH AND EARLY BREAST CANCER DETECTION.

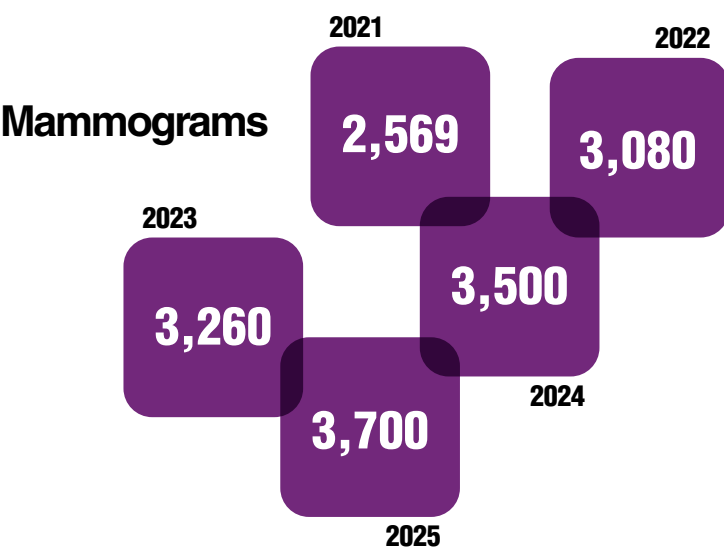
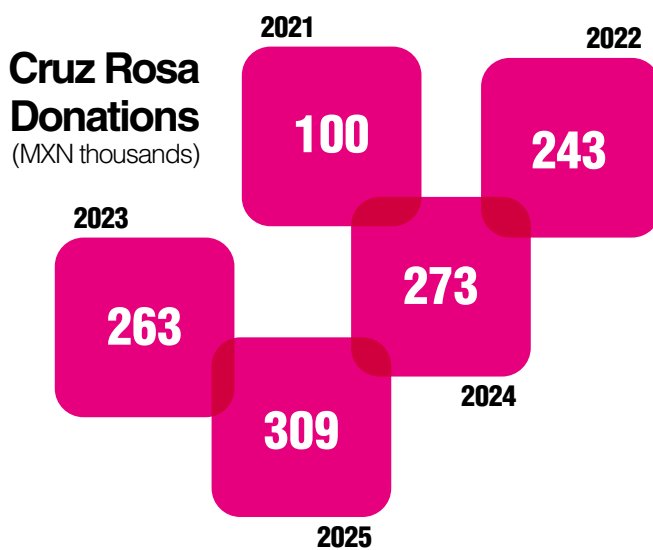
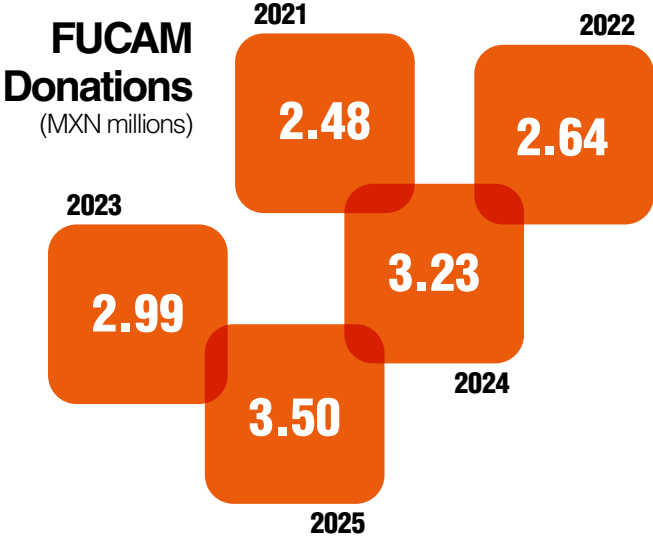
The campaign not only raises awareness but also provides access to essential services for our customers. A clear example is the implementation of mobile units operated by FUCAM, which provide free mammograms to those in need—an initiative we are proud to support year after year.



In addition to preventive efforts, this initiative promotes the sale of cause-related products, reinforcing our commitment to the community. As part of this program, we allocate a percentage of sales from our private labels, Golden Hills, Farmacom, and key categories such as Fruits and Vegetables, Gourmet, Organic, and Sugar-Free, to donations that directly support these institutions.

3. Pink Cross

Through a **donation of MXN \$309,000**, we supported Pink Cross Monterrey in its mission to provide care and medical services to those who need them most.



Cruz Rosa



Asociación de beneficencia privada que apoya de manera integral a mujeres de escasos recursos que pasan por el proceso del cáncer.

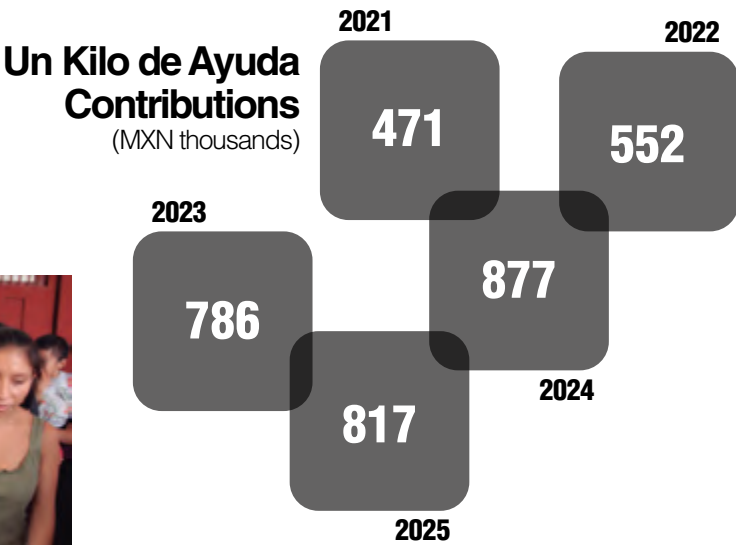
Atendiendo al paciente y a sus familias en un albergue especializado donde se les brinda atención médica especializada, hospedaje, alimentación, atención psicológica y espiritual, además, ofrece actividades recreativas, para que puedan afrontar su situación de manera positiva y con una esperanza de vida.

WE RAISED MORE THAN MXN \$817 THOUSAND FOR UKA THROUGH PRODUCT SALES IN OUR STORES.



4. Un Kilo de Ayuda

In collaboration with **Un Kilo de Ayuda** (UKA), we carried out diverse initiatives throughout the year to support Early Childhood Development (ECD) in children through the promotion of selected products.



5. Banco Tapitas A.C.

We collected and donated plastic caps to **Banco de Tapitas A.C.** as part of an initiative that transforms plastic waste into resources to fund cancer treatments for children. This effort helps cover chemotherapy, medical studies, and comprehensive support for children and young people. The initiative delivers dual benefits: it protects the environment by reducing plastic waste and provides hope to families, while also generating social and environmental awareness and creating employment opportunities for vulnerable groups in recycling centers.



IN 2025, WE COLLECTED 822 KG OF PLASTIC CAPS, CONTRIBUTING TO FUNDRAISING EFFORTS THAT SUPPORT CHILDREN WITH CANCER.

6. Food Bank

We maintain partnerships with **Banco de Alimentos México** and eight institutions across the country, through which we have donated nearly 2,000 tons of food, benefiting millions of people facing food insecurity. This action reinforces our commitment to fighting hunger and improving quality of life in our communities.

THROUGH FOOD DONATIONS, WE EXTEND OUR SOCIAL COMMITMENT BY CONTRIBUTING TO THE WELL-BEING OF MILLIONS OF PEOPLE.



Donations to Food Bank

| Institution                  | Total branches | kg bread | kg fruits and vegetables | Total kg  |
|------------------------------|----------------|----------|--------------------------|-----------|
| Banco de Alimentos de México | 80             | 771,613  | 846,495                  | 1,618,108 |

Donations to Other Institutions

| Institution                                                                | Total branches | kg bread | kg fruits and vegetables | Total kg  |
|----------------------------------------------------------------------------|----------------|----------|--------------------------|-----------|
| Fundación Casa Alianza México I.A.P.                                       | 1              | 3,311    | 14,308                   | 17,619    |
| Fundación Estancia "Sagrado Corazón de Jesús" I.A.P.                       | 1              | 12,996   | 5,972                    | 18,968    |
| Fundación Nutrición y Vida A.C.                                            | 2              | 17,579   | 10,233                   | 27,812    |
| Hogar Gonzalo Cosío Ducoing I.A.P.                                         | 1              | 4,305    | 2,056                    | 6,361     |
| Patronato de San Vicente del Valle I.A.P.                                  | 1              | 1,716    | 3,423                    | 5,139     |
| Red de Asociaciones Altruistas de Puerto Vallarta y Bahía de Banderas A.C. | 2              | 43,198   | 39,696                   | 82,894    |
| Un Granito de Arena, A.C.                                                  | 1              | 17,382   | 1,438                    | 18,820    |
| Voluntarias Vicentinas Albergue La Esperanza IAP                           | 1              | 3,080    | 10,326                   | 13,406    |
| Total donations to other institutions in 2025                              | 10             | 103,567  | 87,452                   | 191,019   |
| Total donations as a company                                               | 90             | 875,180  | 933,947                  | 1,809,127 |

Through these initiatives, Grupo La Comer not only seeks to generate economic value, but also to contribute to social well-being and the sustainable development of the communities in which we operate.

We will continue to advance partnerships and initiatives that promote a positive impact on society, thereby reaffirming our commitment to the Mexican population.



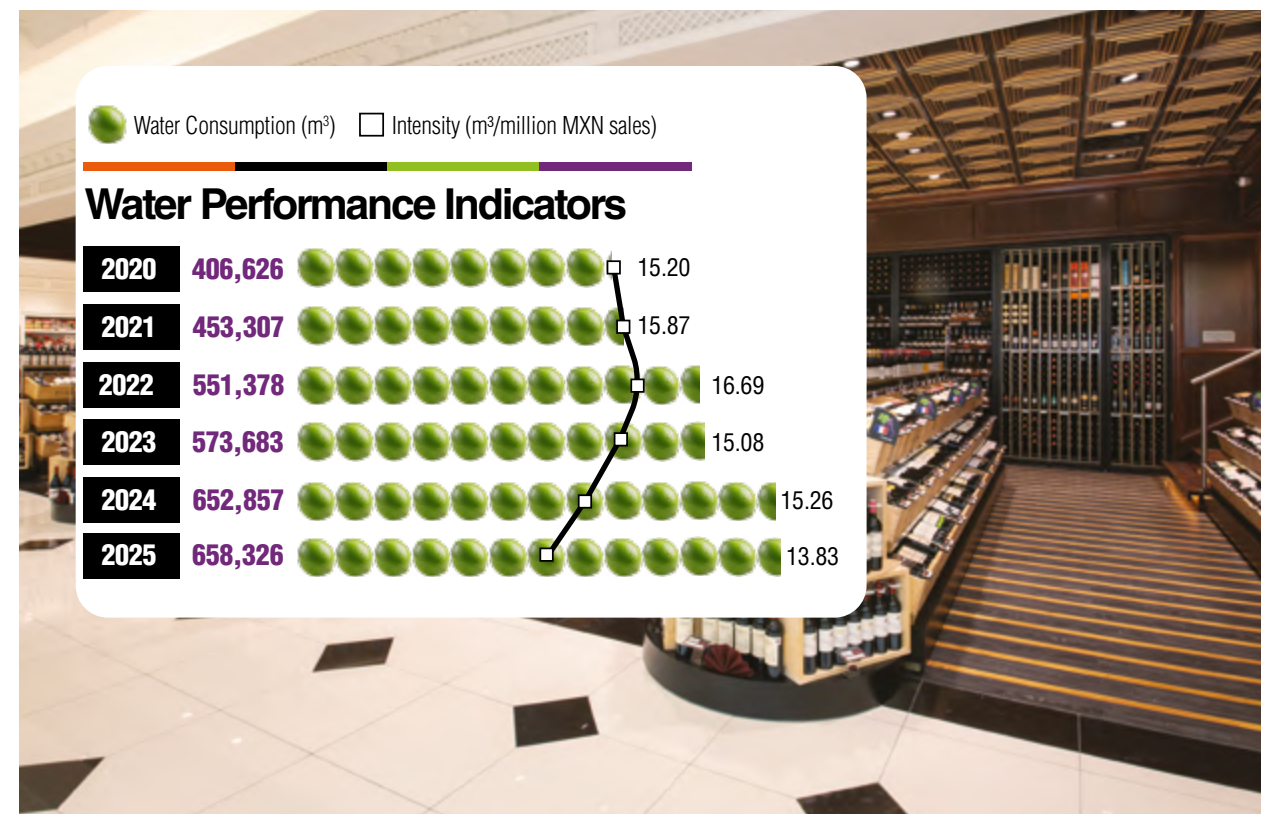
# Environmental Management and Sustainability

La Comer integrates environmental management into its operations, focusing on resource efficiency and the progressive reduction of impacts. With 92 commercial units, our sustainability strategy addresses the main environmental aspects of the business: comprehensive water management, energy efficiency, greenhouse gas emissions, circular economy, and responsible supply chain.

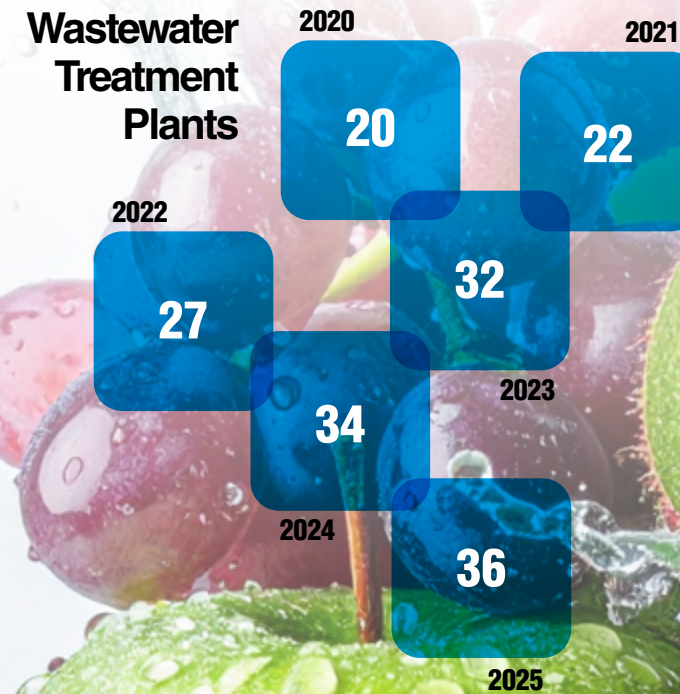


## 1. Comprehensive Water Management

Water is an essential resource for our operations, primarily used in food preparation, facility cleaning, and sanitation services. Our monitoring system enables us to identify atypical consumption and optimize its use.



We operate 36 wastewater treatment plants (WWTPs), which process 100% of the water used in the stores where they are installed, allowing us to reuse more than 30% of treated water for irrigation and sanitation purposes. Additionally, several stores are equipped with rainwater harvesting systems.



## 2. Energy Efficiency and Diversification of Supply

Energy management at La Comer is driven by three priorities: operational continuity, cost efficiency, and reduction of environmental footprint. To address these, we have developed a diversified energy portfolio that combines supply from the Federal Electricity Commission (CFE), cogeneration, wind energy, and solar photovoltaic generation.

IN 2025, 46% OF OUR ELECTRICITY CONSUMPTION CAME FROM ALTERNATIVE SOURCES, WITH 25% FROM CLEAN ENERGY.

Our infrastructure includes:

25

stores equipped with solar photovoltaic panels

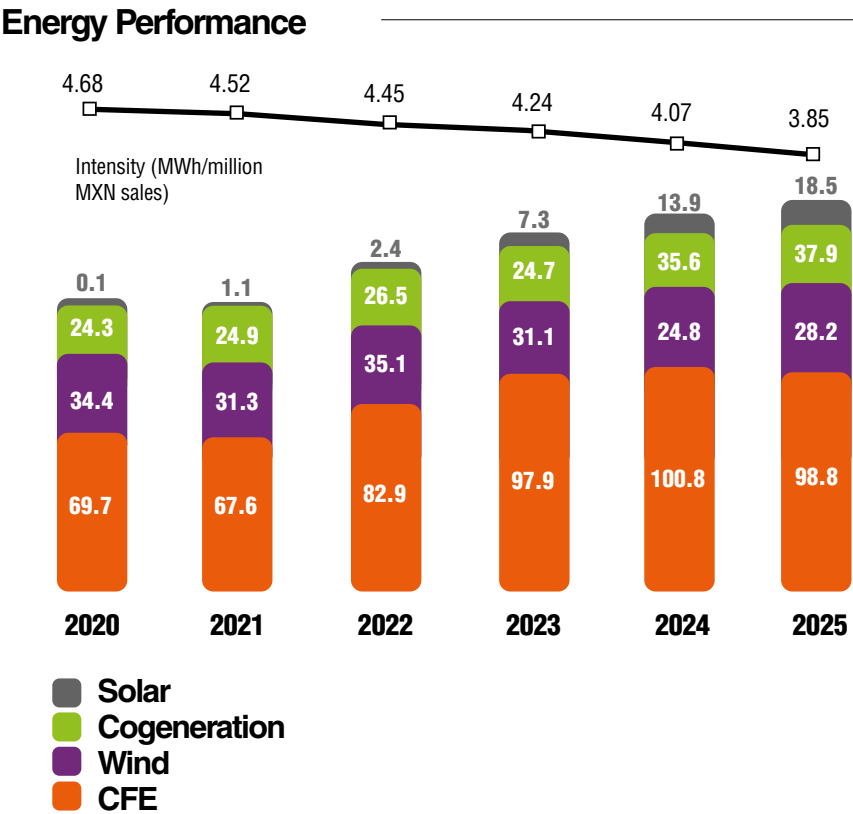
17

stores powered by wind energy

31

units operating with cogeneration systems

We complement this diversification with efficiency measures, including LED lighting, low-emission refrigeration systems, and climate control systems that optimize consumption based on environmental conditions. In 2025, we began operating a Battery Energy Storage System (BESS) to optimize demand during peak hours, contributing to energy cost efficiency.



3. Greenhouse Gas Emissions

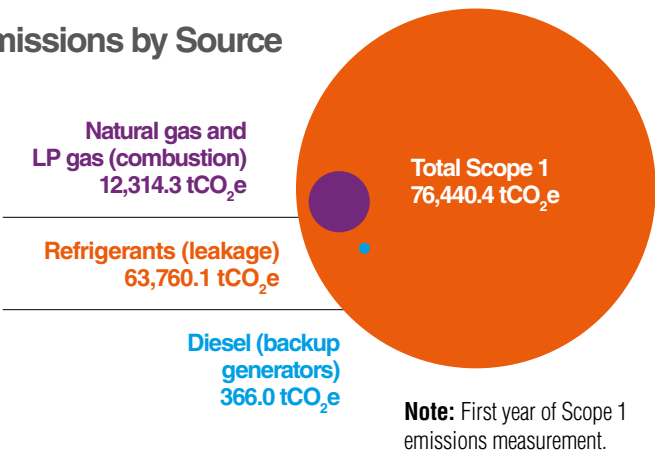
Measuring emissions enables us to identify the main sources of our carbon footprint and prioritize improvement actions. In 2025, we incorporated Scope 1 emissions measurement, complementing Scope 2 data to obtain a more comprehensive view and strengthen decision-making processes.

Scope 1 Emissions

Scope 1 emissions correspond to direct emissions under our operational control and originate from three main sources:

- 1
- Combustion of natural gas and LP gas in food preparation areas.
- 2
- Refrigerant leaks in commercial refrigeration systems.
- 3
- Diesel combustion in backup power generators.

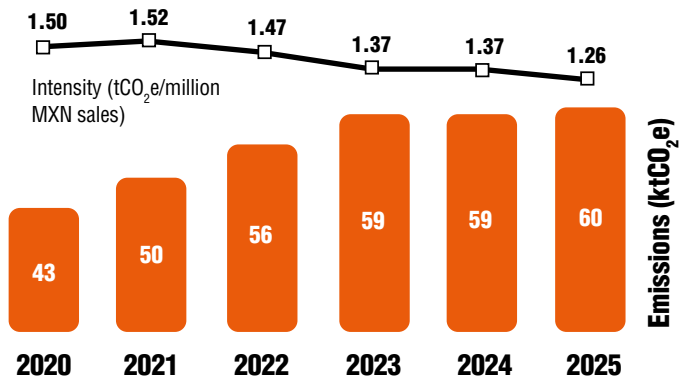
Scope 1 Emissions by Source



Scope 2 emissions

Scope 2 emissions correspond to the carbon footprint associated with electricity consumption. The diversification of our energy portfolio toward cleaner sources has enabled us to reduce emissions intensity per unit of commercial activity.

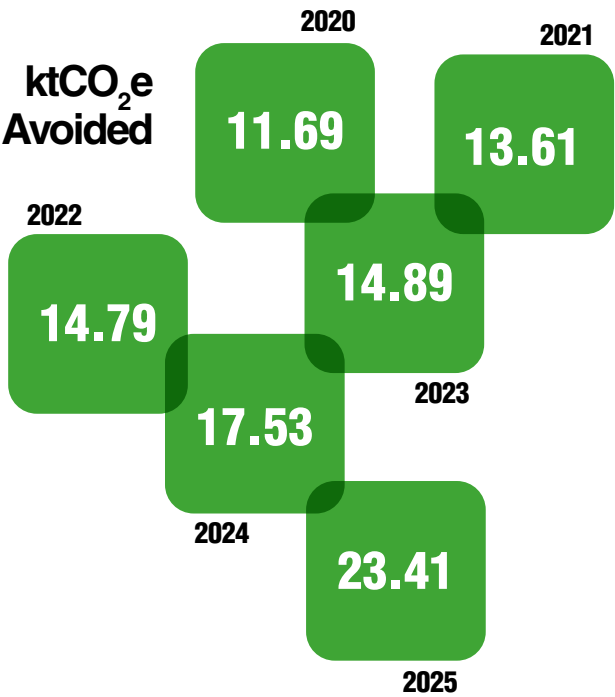
Scope 2 Emissions Trend



**Avoided Emissions**

The use of clean energy sources (solar, wind, and cogeneration) allows us to avoid emissions that would otherwise be generated if consumption relied solely on the national electricity grid.

IN 2025, WE AVOIDED 23.41 KTCO<sub>2</sub>E.



**Scope 3 Emissions**

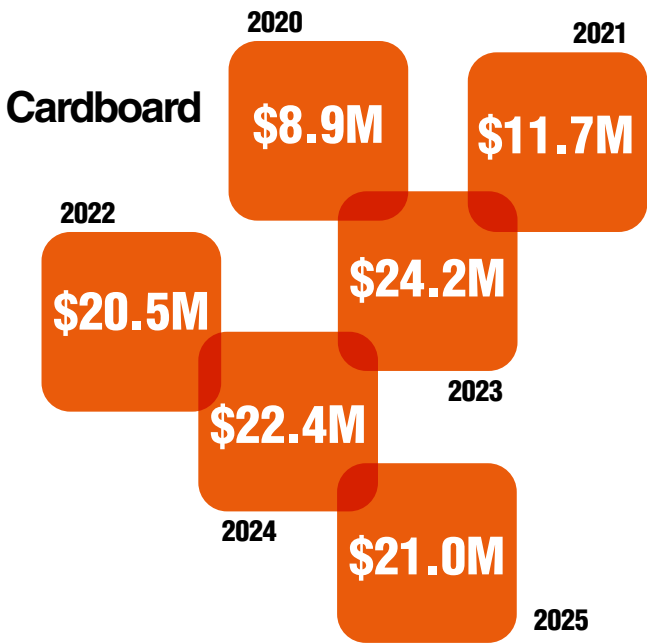
Scope 3 emissions include indirect emissions across the value chain, such as product transportation, employee commuting, waste generation, and the lifecycle of products sold. We recognize the relevance

of these emissions in the retail sector and have initiated the process of identifying applicable categories as a preliminary step toward quantification.

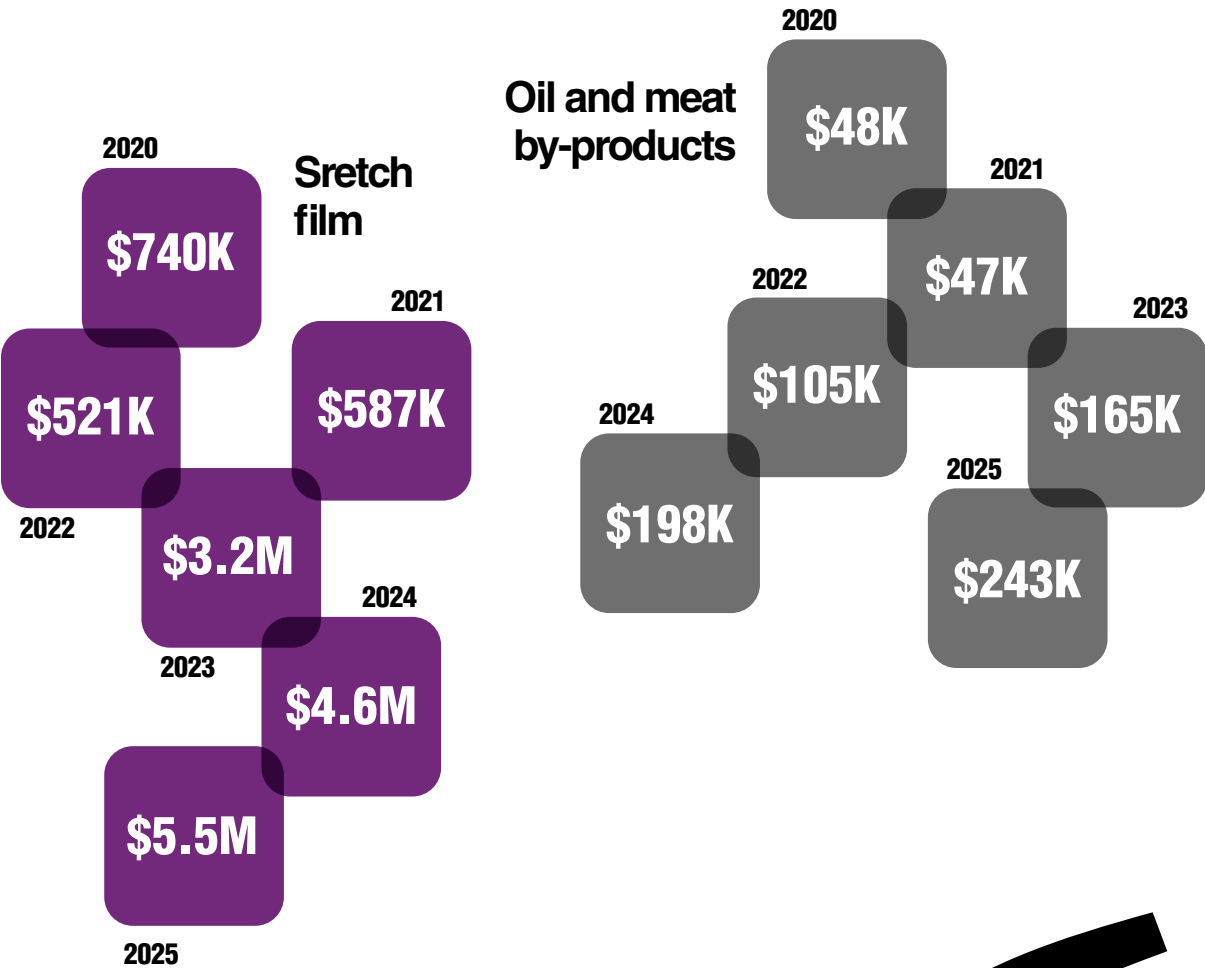
**4. Circular Economy**

Our waste management strategy focuses on reintegrating recoverable materials into production cycles, preventing their disposal in landfills. Through sorting systems in stores and distribution centers, as well as partnerships with specialized waste managers, we generate economic value from materials that would otherwise be discarded.

**Waste Recovery**

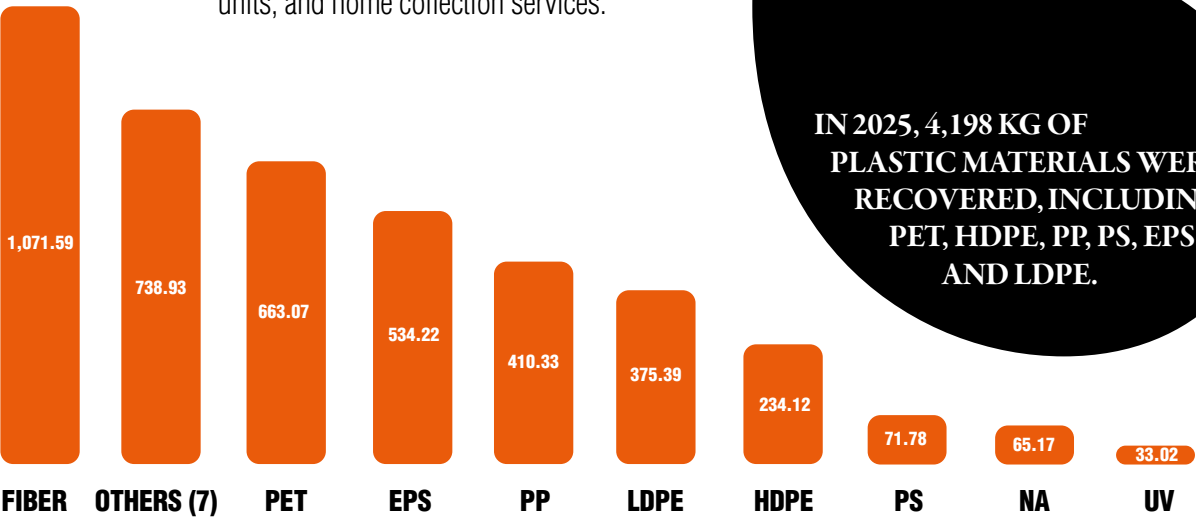


**Governance**



**Post-Consumer Plastic Collection Program**

Our post-consumer plastic waste management program operates across 28 stores in Mexico City through fixed collection points, mobile and rotating units, and home collection services.



IN 2025, 4,198 KG OF PLASTIC MATERIALS WERE RECOVERED, INCLUDING PET, HDPE, PP, PS, EPS, AND LDPE.

5. Responsible Supply Chain

We prioritize commercial relationships with suppliers that hold recognized certifications, including:

- NSF and ASC for seafood products
- FSC for forest-based products
- *Orgánico México* for agricultural products
- Animal welfare certifications

Environmental Indicators Summary

| Indicator                                    | 2021   | 2022   | 2023   | 2024   | 2025   |
|----------------------------------------------|--------|--------|--------|--------|--------|
| WATER                                        |        |        |        |        |        |
| Consumption (thousand m³)                    | 453    | 551    | 574    | 653    | 658    |
| Intensity (m³/M MXN)                         | 15.87  | 16.69  | 15.08  | 15.26  | 13.83  |
| Wastewater treatment plants (WWTPs)          | 22     | 27     | 32     | 34     | 36     |
| ENERGY                                       |        |        |        |        |        |
| Total consumption (GWh)                      | 124.9  | 146.9  | 161.0  | 175.1  | 183.4  |
| Intensity (MWh/M MXN)                        | 4.52   | 4.45   | 4.24   | 4.07   | 3.85   |
| % alternative energy                         | 47%    | 44%    | 40%    | 42%    | 46%    |
| Stores with solar energy                     | 3      | 5      | 14     | 23     | 25     |
| GHG EMISSIONS                                |        |        |        |        |        |
| Scope 1* (ktCO <sub>2</sub> e)               | —      | —      | —      | —      | 76.4*  |
| Scope 2 (ktCO <sub>2</sub> e)                | 50     | 56     | 59     | 59     | 60     |
| Scope 2 intensity (tCO <sub>2</sub> e/M MXN) | 1.52   | 1.47   | 1.37   | 1.37   | 1.26   |
| Avoided emissions (ktCO <sub>2</sub> e)      | 13.61  | 14.79  | 14.89  | 17.53  | 23.41  |
| CIRCULAR ECONOMY                             |        |        |        |        |        |
| Cardboard recovery (MXN millions)            | \$11.7 | \$20.5 | \$24.2 | \$22.4 | \$21.0 |
| Total recovery (MXN millions)                | \$13.3 | \$22.1 | \$28.4 | \$28.3 | \$27.9 |

\*First year of measurement.  
M MXN = Millions of Mexican pesos.



IN 2025, WE  
GENERATED MORE  
THAN MXN 26 MILLION  
FROM THE SALE OF  
SPECIAL HANDLING  
WASTE FOR  
RECYCLING.