



SUSTAINABILITY
REPORT
2021

70
YEARS BY YOUR SIDE

Bachoco[®]

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MESSAGE FROM *Our CEO*

[102-14, 102-15, 103-2, 103-3]

Although 2021 represented a period of adaptation to the second year of the pandemic, for all the people who are part of Bachoco, this cycle was marked by the dedication and determination with which we work to continue fulfilling our mission of bringing healthy and nutritious food to the table of families, always seeking the health and well-being of all collaborators.

Despite the challenges that arose in the countries where we operate, we achieved positive economic results and promoted the growth of our business. In this report we share the actions we carry out in our different lines of business both in Mexico and in the United States.

At Bachoco we recognize the importance of sustainability in our business strategy and the transversality with which the different issues that comprise it must be addressed. For this reason, we created a Sustainability Committee, with the participation of directors and executives, and developed the Bachoco Sustainability Model, which is made up of four pillars: *Business, People, Planet and Community.*

In line with our sustainability strategy, we promote projects to add shared value, as well as contribute to environmental care and social development. With these actions we reinforce our commitment to provide superior service to our customers, based on quality, sustainability, and excellence in everything we do.

We launched initiatives aimed to increase innovation and competitiveness across our operations, contributing to nutrition and improving the food quality of families by offering a wide variety of healthy proteins.

On the other hand, we are proud to have a great team of more than 31,000 extraordinary people. The talent and energy they give us have been key to improve day by day and reinforce Bachoco's leadership in the industry.

Taking care of the health of our employees and guaranteeing safe conditions for the development of their activities is our priority. We maintained strict health measures and policies, applicable both within our production centers and in interaction with customers and suppliers, to prevent the spread of COVID-19 infections.

We also carried out actions to promote and facilitate the vaccination of our collaborators, which allowed a significant percentage of them to complete their vaccination schedule.

Our aim to contribute to health through food has motivated us to redouble our efforts in our community initiatives. In the 2021 edition of the Bachoco *Nourishing Together Half Marathon*, we

managed to triple the number of inscriptions. Thanks to the more than 6,000 participants we restored 5 DIF community canteens and supported 4 communities nationwide.

In environmental matters, we implement new technologies and develop projects in order to contribute to the care and preservation of the environment. With the purpose of promoting the transition towards the circular economy, we incorporated a new laminated film in the manufacture of packaging, with which we reduced the use of plastic by 20 tons.

Likewise, we promoted a more sustainable operation by giving continuity to resource optimization projects, which allowed us to reduce the use of fuel and, therefore, our environmental footprint.

All this is possible thanks to a solid corporate governance that, in compliance with compliance policies and practices, promotes the development of strategies linked to economic, environmental, and social goals to ensure continuous improvement, business growth and value generation for all stakeholders.

As a result of the actions carried out in terms of sustainability, we managed to position ourselves in 46th place in the MERCO ESG Responsibility Ranking 2021.

During these first 70 years of history, we have managed to evolve towards a sustainable business model, face challenges and meet great goals thanks to the commitment and professionalism of all the people who are part of Bachoco, and the support and trust that our groups of interest.

At Bachoco we are convinced that the future will continue to be prosperous and that to continue growing we need to work together, with passion and intelligence and take advantage of opportunities to boost competitiveness and sustainability in our business.



Rodolfo Ramos Arvizu
CEO of Bachoco

2021 IN Figures

[102-7]



We celebrated 70 years of nurturing families



WE STRENGTHEN OUR BUSINESS

- 100% of our primary directors were involved in the creation of the Bachoco Sustainability Committee.
- 46th on the 2021 MERCO ESG Responsibility ranking.
- 81% in top-of-mind awareness among consumers in Mexico.



WE PROMOTE OUR TALENT

- 240,432 employee training hours.
- 74% of our workforce is fully vaccinated against COVID-19.



WE TAKE CARE OF OUR PLANET

- 20-ton reduction in plastic packaging thanks to new laminating film.
- 545,658 kg reduction in CO₂e thanks to solar panel projects.



WE CONTRIBUTE TO OUR COMMUNITY

- 23 community and school kitchens refurbished through the National System for Integral Family Development (DIF) since the start of the *Nourishing Together* campaign.
- 6,000 runners took part in the Bachoco Half Marathon, 3 times more than last year.

70 YEARS BY YOUR SIDE

Bachoco®

1952
OUR STORY BEGINS
The Robinson-Bours family founded the company in Ciudad Obregón, Sonora, producing eggs at a small farm with a capacity for 1000 birds.



1971
OUR DIVERSIFICATION
After expanding our operations to cover other states, we began producing and distributing chicken and pork in the city of Culiacán, Sinaloa.



1984
OUR BRAND
We developed an innovative and ingenious advertising strategy to help successfully position the Bachoco brand and connect with Mexican consumers.



1993
OUR CORPORATE OFFICES
We moved from Ciudad Obregón to Celaya, Guanajuato, to set up our corporate offices in the central region of Mexico.



1997
OUR STOCK MARKET LISTING
After issuing shares, we began trading on the Mexican Stock Exchange and the New York Stock Exchange.

1999
OUR NEW BUSINESS LINE
We began producing and distributing our CAMPI line of balanced feed.



2007
A MULTI-PROTEIN COMPANY
After acquiring Mezquital del Oro and LIBRA, we began integrating value-added turkey and beef products to our business portfolio.



2011
OUR INTERNATIONALIZATION
We integrated a poultry company located in Arkansas, USA, into the Bachoco family under the OK Foods brand.



2009
NATIONAL COVERAGE
We achieved full national coverage after acquiring a chicken producer in Monterrey.



2020
OUR CONSOLIDATION
After acquiring Sonora Agropecuaria (SASA), a pork processor and distributor, we successfully consolidated our product portfolio.



2022
OUR SEARCH FOR NEW OPPORTUNITIES
After completing the acquisition of RYC Alimentos, we increased our presence in the fresh and value-added products distribution channel.



2022
AND OUR STORY CONTINUES ...



Timeline



OUR Culture

[102-16]

Since our company was founded, each of us at Bachoco has been committed to offer families access to the highest quality food. Over the past 70 years, we have strived continuously to improve our processes and adopt a sustainable approach that has enabled us to continue fulfilling our promise and expanding its scope.

Today, we are proud to be a company that is helping to improve the quality of what people eat, in addition to driving the sustainability of our operations through an Environmental, Social and Corporate Governance approach.

OUR CORPORATE PHILOSOPHY IS UNDERPINNED BY THE FOLLOWING PRINCIPLES:



Our Mission

Always offer fresh, nutritious, delicious, and healthy products, increasing the quality of the food we offer our consumers.



Our Vision

To be the leading multi-protein food company in Mexico and around the world, focusing on the nourishing the population and providing best-in-class service to our clients by leveraging quality, sustainability, and excellence in everything we do.



Our conviction to become sustainable can be clearly seen in our principles.



Our Values

Integrity. I act with integrity because my behavior makes me respectable, both inside and outside Bachoco.

Trust. I am reliable because my actions and my word are a guarantee that I will honor the commitments that I make.

Common Good. My performance is based on respect for dignity and the common good, valuing these more than the individual good.

Austerity. I safeguard the company's assets and resources, avoiding any unnecessary and meaningless use of them.

Innovation. I strive to develop and promote new and innovative alternatives and procedures to meet the needs of my internal and external clients.

Efficiency. I am efficient when I generate and drive results that are equal to or higher than those expected of me by my colleagues, taking full advantage of the company's resources.

Service. I act with a customer service attitude when I provide opportune, efficient, kind, and respectful support to our internal and external clients.

**“
These principles are part of our Code of Ethics and are the basis for our Bachoco Integrity System.
”**

Furthermore, our beliefs guide how we interact with our stakeholders, helping forge relationships that are based on trust and integrity:

[102-40,102-42,102-43,102-44]



OUR BELIEFS

Our Consumers

- We believe that our consumers should have access to the highest quality products and services and that we need to meet and exceed their expectations.
- We believe that our products should help consumers eat better and more healthily.
- We believe that by understanding the needs of our consumers, we will always be the best option.
- We believe in treating people fairly.

Our Customers

- We believe that our customers should prosper alongside us.
- We believe that our business relationships should be based on honesty, integrity, and mutual respect.
- We believe that our customers should always receive quality services and products.

Our Employees

- We believe in upholding the dignity of women, men and the work we do at all levels within the organization.
- We believe in treating people fairly.
- We believe in offering our employees recognition and a sense of belonging and permanence.
- We believe in driving the holistic development of people and investing in their training.
- We believe in the importance of improving our employees' quality of life.
- We believe in being the best place to work.

Our Shareholders and Board

- We believe in protecting the interests of our shareholders over the personal interests of directors, executives, and employees in general.
- We believe in ensuring adequate profitability while meeting the expectations of our shareholders.
- We believe in always being the best option for mid- and long-term investments.

Our Shareholders and Board

- We believe that we must offer business alternatives, innovative projects, and wide-ranging, sufficient, accurate and opportune information to help the Board during the decision-making process.
- We believe that we must follow guidelines and uphold agreements.
- We believe in our duty to safeguard the company's reputation and that of its shareholders.

Our Company

- We believe in communicating effectively, in being open, and in working as part of a team.
- We believe in the importance of ensuring the quality of our processes and services, in addition to driving on-going improvements.
- We believe that innovation and creativity drive development.
- We believe in the need to safeguard the company's assets and use them adequately.
- We believe in the need to meet and exceed the expectations of our internal customers.
- We believe in always operating within the law.

Our Suppliers

- We believe in receiving quality products and services with market conditions and prices.
- We believe that our suppliers should be treated with kindness and fairness while always offering them quality service.
- We believe in being honest, serious, and honorable in all our business relationships.
- We believe that, by working together, all benefits will be reciprocal.

Our Society

- We believe in participating actively, honestly and seriously in industrial institutions and bodies.
- We believe in our responsibility to create jobs that are productive and fairly paid.
- We believe in complying with regulations and safeguarding the environment.
- We believe in being a company that is of use to society and that generates products, service, and wealth.

Our Government

- We believe in fulfilling our obligations and defending our civil, legal, fiscal, and environmental rights.
- We believe in civic engagement and participation that is free from corruption.
- We believe in the market economy and free competition.



COMMITMENT TO SUSTAINABILITY

[102-40, 103-2, 103-3]

Sustainability is a fundamental part of our business model and is present throughout our operations and in the programs, we promote in order to offer added value to our stakeholders.

“

Our culture of sustainability is present in everything we do.

”

During 2021, we consolidated the creation of a Sustainability Committee. A multidisciplinary team that is tasked with developing initiatives that are aligned with our sustainability strategy and promoting a sustainable culture within the Group's different businesses and areas in order to help us achieve our corporate goals and ensure we have a positive impact on the areas in which we operate.

The Sustainability Committee comprises a strategic team and an operating team, which work together to design and execute projects, in addition to define and monitor key performance indicators.



OUR BUSINESS

OUR PEOPLE

OUR COMMUNITY

OUR PLANET



“
The Board of Directors and the Steering Committee support the Sustainability Committee
 ”

“
The Sustainability Model guides our actions and helps us achieve our goals.
 ”

A key element in our strategy is our Sustainability Model, which comprises our corporate principles and the four areas in which we promote actions to improve our business and our surroundings.

We are currently working on defining our public goals for 2030, which are aligned with the four areas of the Sustainability Model. Once we have defined these goals, we will publish them and provide information regarding the advances we are making. This will allow us to continue bolstering our business and adding value in every area.

This report contains information about the sustainability measures we implemented during 2021, through which we contribute to economic growth and social development without losing sight of our focus to protect and preserve the environment.



WE STRENGTHEN OUR BUSINESS

With more than 70 years' experience on the market, we are now a multiprotein company with operations in Mexico and the United States, where we produce and distribute the highest quality food.

Committed to consumer health and safety, we are governed by our policies and comply with all legislation in the regions in which we operate in order to guarantee the quality and safety of the products we offer the market.

At Bachoco, we embody a culture of integrity, in which the Code of Ethics is the framework that governs how we act. We have an Ethics Committee that is tasked with ensuring compliance with our principles and guidelines, in addition to an Integrity System that encompasses social, communication and training activities.

We also offer our employees and external third parties access to an anonymous reporting hotline, which is coordinated by an independent provider, providing them with a channel to report any situations that infringe our principles and guidelines.



WE BOOST OUR TALENT

Thanks to the talent of each and every member of the Bachoco team, we have consolidated our leadership within the industry, and we continue reaching milestones in every area. As part of our commitment to our employees, we strive continuously to develop initiatives that promote integration, drive potential and prioritize health and safety.

Through our training plan, we bolster our employees' skills and knowledge. We also have health and safety protocols and programs in place in order to guarantee the physical, mental and emotional well-being of every member of the team.

We help protect our employees by continuing to focus on safety and prevention measures implemented in 2020 to tackle the COVID-19 pandemic.

We prioritized a range of measures to facilitate and promote vaccination among our employees. Furthermore, and in line with the recommendations issued by government health experts, we created protocols to ensure a safe return to our offices.



WE TAKE CARE OF OUR PLANET

Our commitment to sustainability can be clearly seen in the on-going development of programs to help us use natural resources more efficiently, in addition to improving our environmental performance. We have responsible animal husbandry practices in place at our farms, ensuring that we comply with the 5 freedoms of animal welfare.

As part of our actions in this area, we have implemented a sustainable packaging strategy that focuses on using materials and technology that have a reduced environmental impact. Furthermore, we have developed programs to help optimize water and energy use and reduce emissions.



WE CONTRIBUTE TO OUR COMMUNITY

We believe that we need to work together in order to drive major changes in the world. This is why we have partnered with a number of companies, civil society organizations and governments in the regions where we operate, in order to continue driving and consolidating programs that bring quality nutrition to all communities and help drive their development.

The Bachoco *Nourishing Together Half Marathon* has allowed us to have a positive impact in a number of areas. Every year, this race, which promotes social causes, has played a key role in fundraising efforts to help tackle food insecurity, promote healthy eating habits and foment sport in Mexico.

Through our Institutional Donation Plan, we support organizations that strive to improve the quality of education and food in Mexico through cash or in-kind donations.

STRENGTHENING OUR *Business*

[102-2, 102-4, 102-6]

We are a Mexican multiprotein company that has 70 years' experience, with operations in Mexico and the United States. Throughout our history, we have diversified our business lines in order to meet the needs of our customers. We currently offer a wide-ranging product portfolio that includes, among others:



Chicken production and distribution.



Egg production and distribution.



Pork production, processing and distribution.



Value-added beef products.



Balanced animal feed.



Production and distribution of pet food.



-  Bachoco Corporate Offices
-  Production Complexes
-  Distribution Centers

- 10** Production Complexes
- +80** Distribution Centers
- +1000** Farms
- 22** Hatcheries
- 9** Processing Plants
- 23** Feed Mills
- 2** Swine Processing Plants
- 9** Further Processing Plants

PRODUCTION *Centers*





PRODUCTS

[102-2, 102-6, 103-2, 103-3]

“ We have diversified our product portfolio in order to become a multiprotein company that is capable of provide the market with a more comprehensive offering ”

Innovation and continuous improvements have played a key role in helping us fulfill our promise of offering the highest quality food in every market in which we operate.

Thanks to our Customer Service and Innovation Center, we have been able to identify new consumer needs and manage projects to help adapt and increase our offering.

In 2021, we started rolling out **SAP Portfolio & Project Management**, a digital tool that focuses on:

- Managing our products and programs more efficiently.
- Aligning the company’s portfolio of strategic goals
- Streamlining human and financial resources.

“ In 2021, we attained our goal of offering 17 new chicken products via our Modern, Self-Service and Food Service channels ”

Thanks to our focus on innovation, we expanded our chicken product offering to cover two lines:

Practical:
Nutritional and tasty products that go a long way, offer reusable packaging and are accessibly priced.

Premium:
Carefully selected chicken cuts that are processed by hand and presented in functional and attractive packaging.

“ We are expanding into more areas while maintaining the high quality of our products ”

In 2021, we finalized the acquisition of SASA to help expand our pork product line. As part of our efforts to bolster this brand, we developed 46 new products offering innovative presentations or packaging. This has helped facilitate distribution through different channels: industrial, food service, exports and bulk orders for self-service.

“ Through SASA, we export to the United States, Japan, China, the Democratic Republic of the Congo, Korea, the Republic of Côte d’Ivoire, Singapore and Vietnam ”

We also continue to consolidate our CAMPI brand, through which we develop balanced feed for livestock and pets with the support of our veterinary nutrition team.



“
Our CAMPI products can be found in North America and Guatemala
 ”

CAMPI products for pets are aimed mainly at dog and cat owners, and they are distributed at brick-and-mortar stores and via Amazon.

In 2021, we launched the Choice Nutrition brand, a super-premium line that is available exclusively at Petco and offers comprehensive and high-level nutrition to ensure pet health and wellness.

“
CAMPI Choice Nutrition is available at 110 Petco stores
 ”

We currently have 3 major product lines for cats and dogs:

Dry Food	Super Premium, Premium Mid-Range, Economy
Wet Food	Super Premium, Premium Economy, Snack
Natural Treats	Jerky, Hybrid Body Parts, Freeze-dried Products



“
Our CAMPI portfolio encompasses 233 products divided into 17 brands
 ”

HEALTH AND SAFETY OF OUR PRODUCTS

[416-1, 103-2, 103-3]

“
Bachoco guarantees the food safety and quality of all the products we offer
 ”



Each of the company’s production processes is aligned with internal policies and standards in the countries in which we operate. This enables us to comply with industry safety and quality standards and guarantee safe consumption.

We developed the Food Safety and Quality System (SICSA), an in-house certification that is based on Safe Quality Food (SQF) standards, to certify production units in order to ensure safety and quality standards at each stage of the production processes within our wide range of business lines.

“
Consumer safety is our priority
 ”

[417-1, 103-2, 103-3]

Furthermore, the packaging used in our products that are destined for human consumption in Mexico meet the labeling specifications of NOM-051-SCFI/SSA1-2010. These are sent to the verification unit tasked with reviewing the information and authorizing their printing.

“
All our products contain the customer service hotline
 ”



Moreover, we provide clear and accurate information on all the packaging of the products we distribute, both in Mexico and the United States:

<p>Bachoco*</p>	<ul style="list-style-type: none"> • Federal Inspection Type (TIF) number assigned to each plant. • Place of origin. • Nutritional information • Expiration date. • Allergen and allergen trace statement. • Cooking instructions. • Storage instructions.
<p>Bachoco OK FOODS**</p>	<ul style="list-style-type: none"> • SKU number • Product description (ingredients, expiration date, net weight, nutritional information and storage instructions, if and when applicable). • Data and place of production. • United States Department of Agriculture (USDA) plant identification number. • Allergen statement.
<p>CAMPI</p>	<ul style="list-style-type: none"> • List of ingredients in descending order based on percentage of formula. • Department of Agriculture and Rural Development (SADER) authorization code. • Net content. • Recommendations for use.

* Raw products contain declarations stating that they should be eaten cooked, in addition to containing cooking and storage instructions.

**Not all retail packaging includes the SKU number.

“
All our chicken products in Mexico contain “Zero Hormones” declaration
 ”

Our efforts in this area have been recognized:



- Safe Quality Food (SQF) certification at all our packaging, poultry processing, agricultural and animal feed plants in Mexico.
- British Retail Consortium certification for our plants in the United States.
- Supplier of the Year - Wal-Mart

CREATIVITY AND INNOVATION

are the guiding principles of our strategy to expand our sales line and continue generating value for the brand

WE ARE

a leading company in the global poultry sector

MARKET PRESENCE

[103-2, 103-3]

Our *With You Every Day* slogan reaffirms our commitment to offering families healthy and nutritious products and helping them improve the quality of the food they eat.

For more than 35 years, our traditional billboards have been a key part of our communication strategy in Mexico, allowing us to forge an emotional connection with our customers through the ingenuity and humor that characterizes the Mexican culture.

We have replicated this strategy on our social networks in order to be able to quickly adapt to the changing world and create on-going and engaging dialog with our consumers.

To measure brand performance, we periodically undertake a Brand Health Check study that assesses the level of engagement we have with our consumers and allows us to better understand their perception of the brand.

We have 810 intangible assets encompassing industrial and intellectual property rights, and we own the rights to the brands that we use to sell our products.

SINCE 1984

we have given chicken and eggs a personality and provided them with a language that is full of ingenuity

IN 2021

we achieved a score of 81% in top-of-mind awareness among consumers in Mexico and a 100% share of mind and awareness





INTEGRITY AND TRANSPARENCY

[102-16, 103-2, 103-3]

“ We comply with all regulations in the places where we operate ”

Our Code of Ethics contains the guidelines that we must follow in order to ensure our business and operations are conducted within a framework of transparency and integrity. This document is a valuable tool to help our employees act responsibly and honestly, both inside and outside the company.

“ Since 2021, our Code of Ethics has been available to the general public and can be consulted on our website. ”



SUPPLY CHAIN

[102-9]

“ We contribute to the economies in the regions in which we operate by prioritizing local suppliers ”

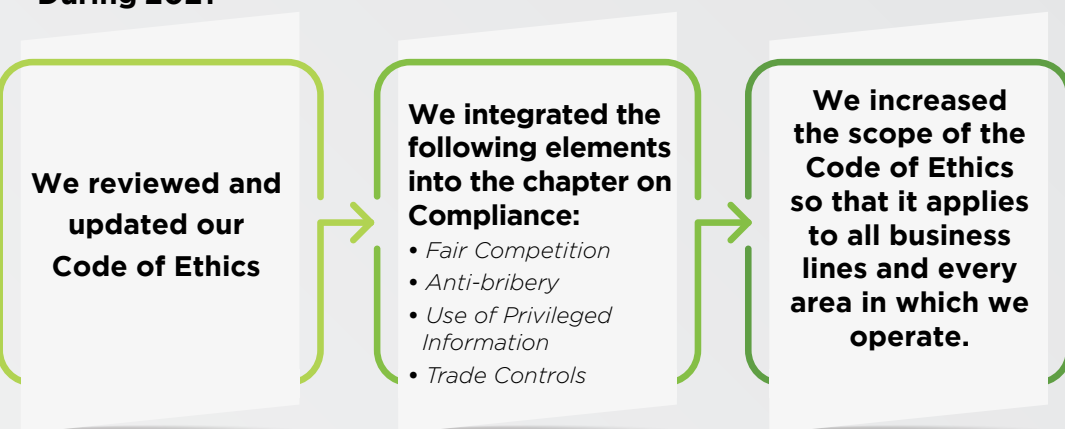
As part of an essential industry we must maintain business continuity, which is why we work alongside our suppliers whose support is essential within our different production and distribution processes to help continue meeting the needs of the market.

Our supply chain comprises:

Mexico	United States
98.8 % domestic suppliers 0.9 % suppliers from the United States 0.3 % suppliers from other countries	99.6 % domestic suppliers 0.2 % suppliers from Mexico 0.2 % suppliers from other countries

We also promote the implementation of best practices within our value chain in order to ensure that we offer the highest quality products.

During 2021



In 2021, we began the process of raising awareness of our updated Code of Ethics at SASA and OK Foods, and during 2022 we continued doing so at our workplaces in Mexico.

“ 100% of SASA employees signed the Code of Ethics ”

“ 97% of Bachoco OK Foods employees finished the Code of Ethics training program. ”

We bolstered compliance with the guidelines contained in the Code of Ethics through an internal communication campaign entitled *Do the right thing*, the goal of which is to promote measures that reflect corporate principles.

“ 100% of new hires joined our culture of integrity. ”

Based on the Sarbanes-Oxley Act for companies that are listed on the New York Stock Exchange and the 2013 COSO framework, Deloitte S.C. audited the application process for the Bachoco Code of Ethics, and no compliance issues were reported.

“ All processes relating to the Code of Ethics are audited by a third party ”

Furthermore, at Bachoco we have control, oversight, monitoring and audit systems in place that assess compliance with integrity standards in all our operational and commercial processes, helping us to achieve our mission of being an ethical and transparent company.



CORPORATE GOVERNANCE

[102-18, 103-2, 103-3]

Bachoco’s Corporate Governance is tasked with making strategic decisions that help us to continue growing and leading the sector. The management of economic, environmental and social issues that this governance structure coordinates plays a key role in meeting the expectations of our stakeholders and creating shared value.

Our Corporate Governance is comprised of the following committees:

GOVERNANCE

- Executive Committee
- Risk Assessment Committee
- Investment Committee
- Risk Committee
- SAROX Committee
- Steering Committee

OPERATIONS

- Committee for the Prevention of Illicit Acts
- Business Unit Management Committee
- Flow Committee

“ We created our Sustainability Committee in 2021 ”

From 2021, the Senior Management team’s commitment to sustainability has been consolidated through the creation of a Sustainability Committee, which is composed of different areas from within the company and reports on a quarterly basis to the Board of Directors

“ We were ranked 46th on the 2021 MERCO ESG Responsibility ranking ”



REPORTING CHANNELS

[102-17, 413-1, 103-2, 103-3]

“
We create an environment of respect and integrity in order to promote employee well-being and respect.
 ”

To guarantee compliance with our values, we have a number of reporting channels that ensure all our employees feel safe when anonymously reporting any act that they have been involved in or witnessed that undermines the company’s principles.

We strive to forge close working ties with all Bachoco employees and reiterate to them that if they need to report any suspicious situation, they can approach their immediate supervisor or the Human Resources area, safe in the knowledge that they will always receive the support they need.

In Mexico, they can also directly notify the Audit Committee by sending a report to the following e-mail address: comitedeauditoria@bachoco.net.

Furthermore, when reporting actions that infringe the principles and guidelines of the Code of Ethics, our employees and external

stakeholders have year-round access to an anonymous reporting hotline operated by Resguarda, a fully independent company from Bachoco.

Bachoco Ethics Line:

Mexico: 800 123 3312

USA: 1 800 921 2240

Website: www.resguarda.com/bachoco

E-mail:

bachocolineatica@resguarda.com

bachocoethicalline@resguarda.com

All reports received via the Bachoco Ethics Line are analyzed by the Ethics Committee, which comprises directors and executives from different areas within the company and is tasked with undertaking objective investigations and applying fair penalties.

HANDLING OF COMPLAINTS AND/OR SUGGESTIONS

[102-17, 413-1, 103-2, 103-3]

Maintaining close communication with customers and consumers is extremely important to us as their comments and suggestions allow us to identify strengths and opportunities in order to continue offering outstanding service.

“

Our customer-centric approach is based on a differentiated offering that is aligned with the needs of the market.

”

To listen to the voices of our customers, consumers and the public in general, we have a range of communication channels that they can use to contact us, such as our Customer Relationship Management (CRM) system, which is the main channel we use to address complaints and suggestions.

“

The CRM allows us to compile relevant information in order to consolidate our business strategy, attract new customers and increase sales volumes.

”

Bachoco cerca de ti is our customer service hotline in Mexico. The complaints and suggestions received are channeled to the corresponding departments and a response is given within a period of between 24 to 72 hours.

**BACHOCO
CERCA DE TI**

Toll-free Number: 800 607 5000

Availability: Monday to Friday from 8am to 6pm

Both our website and our social networks have become important communication tools that allow us to offer a comprehensive service to all our audiences. Although these are not considered to be official channels for receiving complaints and suggestions, all message received via these tools are channeled to the Customer Service area in order to provide the appropriate follow-up.

CYBERSECURITY

Fully aware of the opportunities and challenges that digitalization brings with it, at Bachoco we have been developing programs to promote the responsible and active use of information technologies by employees in order to tackle the risks inherent to the digital world.

During 2021, we coordinated a cybersecurity awareness campaign covering our operations in Mexico and the United States. We also held two Cybersecurity Days during which we offered talks focusing on IT security and the proper use of digital platforms. The main topics we focused on were:

- *The importance of technology in day-to-day activities.*
- *Corporate data protection.*
- *Cyberattack prevention.*
- *Using information technologies safely.*
- *Good workplace practices and digital hygiene.*

“

In total, 1,170 people took part in our Cybersecurity Days.

”

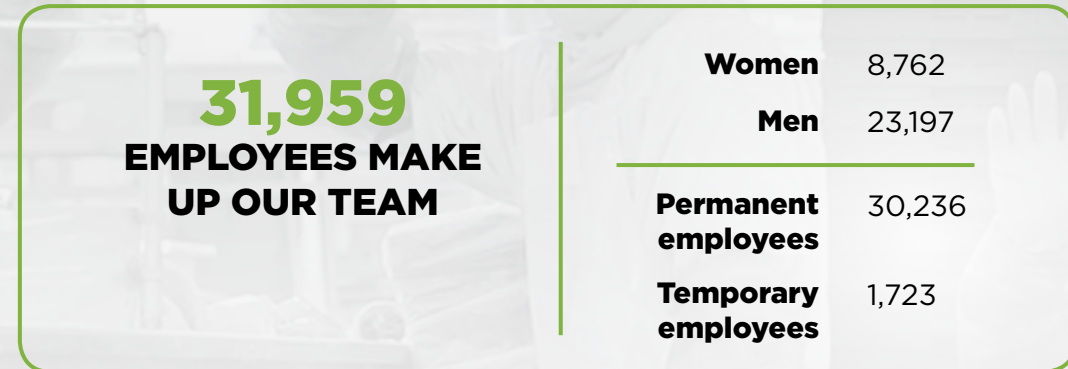
WE BOOST OUR People

Thanks to the talent and dedication of the people who make up our team, throughout these 70 years we have managed to fulfill the purpose of nourishing thousands of families. The support that we receive from them, motivates us to continue innovating and generating shared value.

“The Bachoco team is made up of extraordinary people”

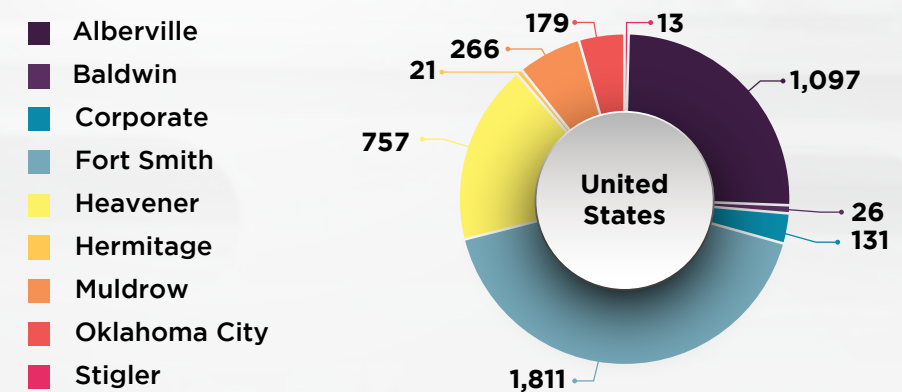
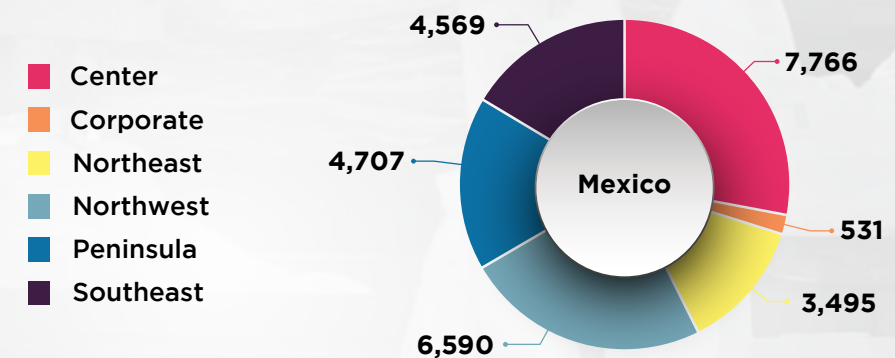
With the purpose of contributing to improving the quality of life of our employees, we have practices and initiatives aimed at offering a favorable work environment, fostering integration and providing constant learning opportunities that allow them to grow, both professionally and personally. [102-8]

Each of the people who are part of Bachoco contribute to the achievement of the company's objectives.



*There are only temporary employees in the operations of Mexico.

The breakdown of employees by region is as follows:



TALENT ATTRACTION AND RETENTION

[401-1, 103-2, 103-3]

“

We create favorable and attractive workspaces for talent

”

Aligned with internal policies, the personnel recruitment and hiring processes are carried out based on the professional profile and skills required in the different operational phases of the company. Likewise, our corporate principles guarantee equal opportunities.

“

We make sure to integrate new talent into positions that contribute to their development and meet their expectations and capabilities

”

Observing the integration, rotation and growth of employees allows us to know their needs, as well as detect areas of opportunity in the processes of attracting and retaining talent.

“

The turnover rate we recorded in 2021 was 4.47%

”

In line with corporate principles, we carry out various initiatives and programs to:

- Offer the best working conditions
- Create positive environments
- Promote collaboration and integration
- Recognize the performance of our entire team

“

During 2021 we strengthened the employer brand on Facebook, Instagram and LinkedIn

”

FORMATION AND DEVELOPMENT

[103-2, 103-3]

“

Our talent is key to achieving business success

”

It is essential that employees occupy positions appropriate to their abilities, where they can continue to strengthen them and expand their knowledge. In our business strategy we have training and development plans with which we promote continuous learning, reinforce skills and offer them the possibility of obtaining certifications.

The programs that make up our educational offer are:

<p>Competency Standards Certifications</p> <p>We support the labor skills of the staff by providing them with a certification according to a standard valid before the Secretariat of Public Education (SEP).</p>	<p>Lean Six Sigma Yellow Belt Certification</p> <p>We train and certify in descriptive statistics, based on the Lean Six Sigma (LSS) methodology.</p>	<p>Certification of critical processes</p> <p>We certify the knowledge and skills of the team in charge of operating the company's critical and specialized processes.</p>
<p>Commercial certification</p> <p>We provide an excellent service to clients and consumers, by training and certifying our sales force.</p>	<p>Get Abstract</p> <p>We offer more than 22,000 materials through a digital tool, to strengthen knowledge and skills in leadership, finance, innovation, health and science.</p>	<p>English program</p> <p>We offer classes to those executives who hold key positions in the company and require mastery of the English language.</p>
<p>Talent Seedbed</p> <p>We encourage young people to take up leadership positions through training in management skills and technical and specialized knowledge.</p>	<p>Bachoco Leadership Seminar</p> <p>We detect those employees with high potential and help them strengthen leadership skills.</p>	<p>Business simulator</p> <p>We evaluate the analysis, leadership and decision-making skills of the staff, through a simulation exercise, in order to strengthen their strategic business capacity.</p>
<p>IPADE:</p> <p>We promote leaders in key areas for the business, by strengthening managerial skills.</p>		

IN 2021...

- We provided 240,432 hours of training
- We reached an average of 8.74 hours of training
- We promote the development of 100 talented young people

We provide support to our people so that they can access educational opportunities that allow them to excel and prosper, an example of this are the 68 employees who obtained their elementary school and high school certificates in 2021.



The talent management model is based on our philosophy of promoting the continuous development of employees



Annually, we monitor and measure the results of professional development through **Performance Evaluation**. With this process we obtain a complete vision of the performance of all the members of the company, and we promote the labor relationship between leaders and employees.

Likewise, year after year we apply the **Development Evaluations through a Strategic Talent Review (RETO)**, which allows us to identify the potential of our employees and, based on this, generate plans and actions to provide them with growth opportunities.

In both evaluation processes, we promote the participation of leaders, so that they become involved in team management and contribute to the sustainability of the business, as well as the achievement of the objectives established in our 2025 strategy.



10,871 employees participated in the Performance Evaluation



106 employees who are ready for succession were identified through RETO



In Mexico we have three talent development plans with a wide variety of tools, which contribute to professional growth, according to the needs of the team. These are:

Succession	Strengthening	Improving
In order to promote the professional growth of the staff, we put at your disposal an assignment plan to develop skills and technical knowledge.	We help new employees in management positions and those who have changed areas, to strengthen their skills.	We support our people in those areas where they need to improve, so that they remain in the Bachoco team.

Similarly, in the United States we have different training plans, through which we provide support to employees at different career stages in which they are. These are:

New hire Orientation Program	30-Day Training Program	Leadership training program (front-line leaders)
We welcome new team members through this program where we introduce them to our values, principles and policies.	We provide a deep and close accompaniment to new employees, for 30 days, in order to promote the development of technical skills.	We help supervisors to strengthen their leadership skills, with the purpose of promoting the development of high-performance teams.
SAP	We began the implementation of an online training tool to ensure that all employees have access to the educational materials they require according to their job position.	



In 2021 we started the succession identification process with the People Cycle methodology



GENDER EQUALITY

We guarantee the creation of a positive work environment where integration is encouraged and there is equal opportunity, by promoting corporate values and principles in all work centers.

We support gender equity and the empowerment of women, which is why we offer equal opportunities for professional growth to our male and female employees.



*The percentage corresponds to those positions held by women, of the total number of managers.

**The percentage corresponds to junior management positions held by women (includes leaders, senior coordinators, managers and superintendencies).

[401-3, 103-2, 103-3]

We take care of our people and promote a balance between work and family life, an example of this are the employees who enjoyed their maternity and paternity rights during 2021:



SAFETY, HEALTH AND HYGIENE

That the employees return home healthy and safe is a priority for us. In compliance with internal protocols and initiatives, as well as legal requirements, we offer all staff safe workspaces and encourage behaviors that safeguard their physical and emotional integrity.

We have a solid structure of policies, procedures and practices for the prevention of accidents and potential risks, which is aligned with the regulatory frameworks of the regions where we have production centers and allows us to guarantee the health and safety of employees, contractors and visitors.

This structure is composed of:

- Safety, Health and Environment Policy
- Occupational Health and Safety Management System
- Loss Control System
- Risk analysis
- Accident investigation
- Control of Contractors

“

During 2021, we improved the security in 7 plants with fixed fire protection systems

”

In all manufacturing plants operates a Health and Safety Commission, composed of representatives of workers and the company, which is responsible for promoting and monitoring compliance with occupational safety and health standards, and implementing initiatives for the continuous improvement of these processes.

The role played by the Safety and Hygiene Commission has been essential to guarantee safety in 100% of our plants, which is why we are replicating this structure in Distribution Centers and Farms.



“

In 2021 we implemented Safety and Hygiene Commissions in 30% of Distribution Centers and Farms

”

All newly hired employees receive an introduction to the general occupational health and safety rules of the workplace. Subsequently, according to the position they perform, they are provided with continuous training based on safe operating procedures.

Likewise, we have a medical service area in each work center that focuses on health care, prevention and promotion. With the support of this department, we carry out diagnoses and evaluations of occupational health and hygiene, in order to identify and control occupational risks.

“

We seek the well-being of our employees by promoting healthy habits that contribute to improving their quality of life

”

WELLNESS FOR OUR EMPLOYEES

[103-2, 103-3]

“

In the face of the COVID-19 crises, our purpose of bringing healthy and nutritious food to families became more essential than ever

”

Aligned with the official regulations of the places where we operate, during 2021 we reinforced the sanitary protocols in all work centers, in order to maintain the operation of the business and, above all, guarantee the well-being of employees, contractors and visitors.

The special committee that we created in 2020 gave continuity this year to internal biosafety measures, such as:

Filters for taking temperatures and detecting symptoms at work center entrances	Personal protective equipment and antibacterial gel for employees	Physical barriers around workstations
Travel restrictions	Cleaning and sanitizing protocols	Campaigns and courses to promote health and prevention issues

The commitment to our people during this pandemic is reflected in their health care and in the effort to maintain the workforce, salaries and benefits, even for those employees who presented some medical vulnerability and remained at home.

Although the home office scheme remained, during 2021 we worked on the development of protocols to guarantee a safe return to offices, always adhering to the guidelines issued by the health authorities.

“

The Medical team, Human Resources and area leaders worked hand in hand to ensure the well-being of all employees

”

The 2021 strategy had as its main objective to promote vaccination and ensure that most of our workforce was immunized, it focused on two pillars: education and logistics.

In the first area, we organized a virtual conference given by a doctor specializing in internal medicine and infectious disease, which had a national scope. The topics presented were the following:

- Behavior of the different variants of COVID-19
- Individual and collective preventive measures
- Diagnostic tests, disease care and sequelae
- Vaccination and clinical effectiveness

Through these efforts, we promote immunization among all employees. With this same objective, we work with government authorities on logistics issues to facilitate vaccination in various areas and work centers.

“

During 2021, 74% of employees completed their vaccination schedule against COVID-19

”

On the other hand, we reinforced the detection and follow-up protocols for cases of contagion, with the support of internists, pulmonologists and cardiologists. In addition, those employees who presented delicate symptoms were given an oximeter kit and, in certain cases, oxygen concentrators or tanks.

ANIMAL WELFARE

[103-2, 103-3]

Complying with the highest quality standards in the industry has motivated us to continually strive to improve our processes, and one of the major areas we focus on is Animal Welfare.

We have created optimal environments at all our farms, in addition to establishing husbandry practices that are based on leading industry regulations in order to guarantee animal welfare and ensure that they enjoy five fundamental freedoms during their lives:



WE TAKE CARE OF OUR

Planet

[102-11]

Our firm commitment to helping protect the environment can be clearly seen in the projects that we are constantly developing in order to streamline the use of natural resources in our operations and drive continuous improvements to our environmental performance.

In order to ensure we have a more balanced relationship with nature and promote sustainability within our sphere of influence, we have responsible livestock production practices that ensure the welfare of the animals we care for; we promote programs that drive energy efficiency; and we use technologies and materials that have a reduced impact on the environment.

“

Our priority lies in offering adequate nutrition and environmental comfort in order to allow our animals to develop fully.

”

At all our farms and production plants - in addition to having a team of veterinarians who offer our animals a balanced diet, provide adequate treatment to help prevent diseases, and supervise husbandry practices - we train all employees in animal welfare and health.

In Mexico, we comply with the guidelines outlined in the Manuals for Good Livestock Production Practices published by the National Service for Agri-food Health, Safety and Quality (SENASICA) in order to offer the best possible conditions and drive the comprehensive development of the animals we care for.

Furthermore, our facilities and the processes undertaken there are supervised by local authorities that ensure compliance with the following standards:

- **NOM-008-ZOO-1994:** Animal health specifications for the construction and equipment facilities for the slaughter of animals.
- **NOM-009-ZOO-1994:** Health inspection process for meat.
- **NOM-024-ZOO-1995:** Animal health specifications and characteristics for the transportation of animals and food for use in or consumption by animals.
- **NOM-033-ZOO-1995:** Humanitarian slaughter of domestic and wild animals.
- **NOM-012-ZOO-1993:** Specifications for the regulation of chemical, pharmaceutical, biological and food products for use in or consumption by animals.
- **NOM-022-ZOO-1995:** Animal health specifications and characteristic for systems, equipment and operations at facilities that commercialize chemical, pharmaceutical, biological and food products for use in or consumption by animals.
- **NOM-060-ZOO-1999:** Animal health specifications for the manufacturing of animal offal and its use in animal feed.
- **NOM-061-ZOO-1999:** Animal health specifications for food products for animal consumption.

- **NOM-194-SSA1-2004:** Animal health specifications for facilities for the slaughter and dressing of animals. Product health specifications.
- **Federal Animal Health Law:** It sets the guidelines for diagnosing, preventing, controlling and eradicating diseases and pests that affect animals.
- **Regulations of the Federal Animal Health Law:** These are observed throughout Mexico and help regulate the contents of the Federal Animal Health Law.
- **Sanitary Meat Industrialization Law and Regulations:** They systemize the creation, expansion or modification of a Federal Inspection Type establishment (TIF).
- **Product and Service Sanitary Control Regulations:** They determine the guidelines for health and safety control and promotion processes for activities, services and establishments relating to products that can be categorized as foods, beverages and others, in addition to processes, exporting and importing.

“

We ensure Animal Welfare everywhere we operate.

”

Furthermore, our production processes in the United States are aligned with regulations issued by the U.S. Department of Agriculture (USDA) and the Food Safety and Inspection Service (FSIS).

We also have an Animal Welfare plan that includes guidelines stipulated by the National Chicken Council (NCC) and which is endorsed by leading scientists and veterinarians from the sector. The effectiveness of this program is evaluated periodically by experts from the Professional Animal Auditor Certification Organization (PAACO) who are tasked with undertaking internal and external audits.

PACKAGING IMPROVEMENTS

[301-1, 301-2, 301-3, 103-2, 103-3]



Aligned with the key areas of our Sustainability Model, we drive actions that help pave the way for a circular economy. Our main efforts are focused on using recycled materials to create the packaging that we use to transport and distribute our products, in addition to reusing said packaging.

The trays and boxes that we use to distribute our eggs are made from molded cellulose, which is 100% biodegradable and made from recycled paper, cardboard and paperboard. The boxes that we use for deliveries come from mills that use post-consumer cardboard to make them.



We use egg packaging that is made from 100% recycled and biodegradable materials.



Although the packaging that we use for chicken products is made mainly from plastic, we are working on projects to decrease the amount of plastic we use. During 2021, we developed a laminating film for our frozen product packaging that has allowed us to reduce our plastic use by approximately 20 tons.



By implementing a new laminating film in our packaging, we have decreased the amount of plastic we use by 20 tons.



Furthermore, we rolled out innovative packaging for our Bachoco Practical line, which, in addition to safeguarding the freshness and quality of the product, can also be reused by consumers.

We use plastic pallets, containers and crates to transport products between our processing plants and distribution centers, and these are reused continuously. Once they reach the end of their useful life, we send them to suppliers so they can be processed and reused to make new packing.



In 2021, we developed a crate to increase the number of plastic boxes being reused.



WATER

We are fully aware that, by driving actions to help safeguard the resources we use today, we are ensuring a better future for all. This is why, at Bachoco, we have rolled out strategies that allow us to more responsibly manage the amount of water we use in our operations, thereby helping to protect this invaluable resource.

At different production centers throughout Mexico, we have capillary leaching ditches that allow us to treatment domestic wastewater.

Furthermore, as part of our efforts to clean and recycle the water we use in our operations, we are working on increasing our water treatment network.

ENERGY

[302-1, 302-2, 302-4, 103-2, 103-3]

At Bachoco, we are committed to driving actions that streamline the company's energy use and increase the adoption of technologies to help leverage renewable energy sources.

As part of our efforts to drive the generation of clean energy and reduce our environmental impact, during 2021 we installed new solar panels at our production centers in Mexico.

“

In 2021, we generated 1,104 MWH through solar energy.

”



EMISSIONS

During 2021, we redoubled our efforts to precisely measure our carbon footprint, given that this will allow us to have a more wide-ranging overview of the company's environmental performance and detect areas of opportunity, which we will use as the basis to drive new strategies to help mitigate climate change and its effects.

Scope 1 (Direct GHG Emissions)	173,770 TON CO ₂ e
Scope 2 (Indirect GHG Emissions from Energy Generation)	270,427 TON CO ₂ e
Total	444,197 TON CO ₂ e

As part of our efforts to reduce our environmental footprint, we continued focusing on our fuel performance optimization project for heavy transport that we began in 2020 at our plants in Tierra Blanca and Veracruz, which are part of our South-East Business Unit.

“
Through our solar panel project, we reduced emissions by 545,658 kg of CO₂e.
 ”

Furthermore, we continued focusing on our energy cogeneration project, which will allow us to decrease our Greenhouse Gas (GHG) emissions and mitigate the environmental impact of our production processes.

Through our Continuous Improvement Program, during 2021 we rolled out two projects to drive energy efficiency:

Decrease in Energy Index at Plants	Reduction in Energy Use at Farms
At our Monterrey packing plant, we implemented the use of essential compressors to help decrease the energy index by 0.09% compared to 2020.	Our chicken farms in the <i>Bajío</i> region now have new technologies, and we trained employees on energy efficiency, helping reduce energy consumption by 0.07% during 2021.

“
Thanks to this initiative, we reduced our fuel use by 97,489 liters in 2021
 ”

The results obtained are outlined below:

	2020 Performance (km/l)	2021 Performance (km/l)	Difference	%
Tierra Blanca Plant	1.35	1.61	-0.26	19%
Veracruz Plant	2.00	2.13	-0.13	6%

“
We improved performance across our operations, helping to reduce emissions by 189,106 kg CO₂e
 ”

NOURISHING TOGETHER

“

We drive community development by doing what we know best: bringing healthy and nutritious food to the places that need it the most.

”

The Nourishing Together program encompasses a number of initiatives that we coordinate to help fight food shortages in the different regions of the country where we operate. Through the Bachoco Half Marathon we raise funds to help undertake the following activities:

Nourishing Together	Community Kitchen Refurbishment	We help build and refurbish community and school kitchens coordinated by DIF.
	Product Donation	We donate healthy products that underpin the operation of these community kitchens
	Community Nutrition	We provide nutritional support to ensure these community kitchens offer balanced meals.*

** As a result of the pandemic, the community nutrition workshops were postponed during 2021 and will be rescheduled when it is safe to do so.*

We guarantee that all resources are channeled properly through our partnership with the National System for Integral Family Development (DIF), the BAMX food bank network, and the Guanajuato State Department of Education.

“

Since its inception, this program has supported the refurbishment of 23 community and school kitchens run by the DIF.

”

WE CONTRIBUTE TO OUR

Community

[413-1, 103-2, 103-3]

In order to bring social value and leave a positive footprint in the areas in which we operate, we focus on rolling out programs that aim to improve the quality of life in these communities and help drive their development.

In each of our community programs, we promote the participation of all our stakeholders in order to join forces to drive a greater change. We also forge alliances with a number of organizations in order to drive the scope of each action.

BACHOCO HALF MARATHON

In 2015, we organized our first Nourishing Together race to help promote social causes. We then launched the Bachoco Half Marathon, and, since then, we have organized it every year in order to continue offering a range of benefits to our communities.

MXN
\$1,051,750.00
RAISED BY THE 2021
BACHOCO HALF
MARATHON

- We refurbish DIF community kitchens
- We donate nutritious products
- We help promote community nutrition

“
During 2021, we refurbished
5 DIF community kitchens.

In keeping with our commitment to contributing to improving the food quality and wellness of families, the Bachoco Half Marathon, in addition to promoting sport and physical activity, helps us raise funds to finance the programs we coordinate through the *Nourishing Together* program.

“
We have a solid network of sponsors and business
partners who help us reach our goals.



For the 2021 Bachoco Half Marathon, we decided to set our sights beyond our local environment and increase the scope of the program to cover the entire country through a partnership with *Bancos de Alimentos México (BAMX)* in order to help fight food shortages. We invited the general public to upload their kilometers to drive social projects in four locations around Mexico:

- *Los Capulines* in Celaya, Guanajuato
- *Urbivilla del Real* in Ramos Arizpe, Coahuila
- *El Rosario de Tesopaco*, Sonora
- *Tekax* in Merida, Yucatan

As a result of the COVID-19 pandemic, we maintained the same model we adopted during 2020 in order to ensure the health and safety of all participants. We invited the general public to run, walk or cycle through their favorite spots and upload the kilometers completed via a digital platform.

“

More than 6,000 runners took part in the 2021 Bachoco Half Marathon, 3 times more than last year.

”

APOYO DE CORAZÓN

In 2021, through *Apoyo de Corazón*, a program that forms part of our Nourishing Together initiative, we helped the community of Poza Rica, Veracruz, which had been severely affected by flooding.

We worked alongside the local government to bring healthy and nutritious food to families from the community.

“

30,000 people benefitted through an investment of MXN \$630,000.

”





INSTITUTIONAL DONATION PLAN

Helping communities develop and grow is something that has motivated us for more than 30 years to back up local projects that benefit communities in the areas of food and nutrition.

Through this program, we provide resources (both cash and in-kind donations) to institutions, CSO's and government agencies that coordinate programs aimed at improving people's quality of life.

TOTAL INVESTMENT MXN \$9,181,646	Cash donations: MXN \$6,036,200
	In-kind Donations: 110,009 KG OF CHICKEN + 852 BOXES OF EGGS = MXN \$3,145,446
BENEFICIARIES 14,874	

“
We have donation programs in place at all our business units.
 ”



YOUNG PEOPLE BUILDING THE FUTURE

We believe in the young people of Mexico and the potential they have to drive major changes, which is why we support a number of programs that help promote their professional growth and talent.

We are part of the Young People Building the Future initiative, which has given us the opportunity to open our doors to interns, helping them consolidate their skills and acquire knowledge. Furthermore, we drive their active participation in courses and workshops offered by the Department of Labor and Social Work in Mexico.

“
In 2021, we helped drive the professional development of 216 young people at 132 facilities throughout Mexico.
 ”

ABOUT THIS REPORT

[102-1, 102-5, 102-10, 102-48, 102-49, 102-50, 102-51, 102-52, 102-54, 102-56]

In order to share with our stakeholders, the initiatives that we promote in the economic, environmental and social fields, as well as the achievements made in each of them, we continue the annual publication cycle of the Sustainability Report.

This document presents the actions carried out by Bachoco S.A.B. de C.V., during the period from January 1 to December 31, 2021, and follows up on the information published in April 2021.

The data contained in this report is organized into five chapters, which are aligned with the pillars that make up our sustainability strategy and also respond to the most relevant issues for our stakeholders. These are:

- *Our culture*
- *We strengthen our business*
- *We empower our people*
- *We take care of our planet*
- *We contribute to our community*

“This report has been prepared in accordance with the Essential option of the GRI Standards” and was not verified by an external entity. During the reporting period, the only significant change in the organization was the acquisition of SASA.

On the other hand, we make the following modifications with respect to the presentation of the contents:

- In the chapter “We take care of our planet”, we integrated the sub-theme “Improvement in packaging”, in order to inform about the initiatives that we carry out to promote a circular economy in our operations.
- We integrate the contents of the GRI 301 standard: Materials 2016, in order to provide information about the processes and supplies used in packaging production.
- The topics that were reported the previous year in the section dedicated to the actions carried out to deal with the COVID-19 pandemic, were divided to be integrated into the sections “We promote our people” and “We contribute to our community”.

MATERIALITY

[102-44, 102-46, 102-47, 103-1]

For the preparation of this report, results obtained were based on the last Materiality study that we carried out Which allowed us to identify the most important issues for the company, this through a close Dialogue with our stakeholders and an integral analysis to the Sustainability Context in which we operate.

Subsequently, we apply the principle of Completeness in order to communicate in a precise, balanced, comparable, reliable, clear and punctual way, the topics contained in this document.

Material Theme	Coverage	
	Internal	External
Talent attraction and retention	X	
Ethics, transparency and integrity		X
Compliance		X
Biosafety		X
Culture of sustainability	X	
Cultural change	X	
Research and innovation	X	X
Social support		X
Efficient execution	X	
Packaging		X
Corporate governance	X	
Brand value	X	
Energy		X
Customer service		X
Pandemics	X	X

GRI Content Index [102-55]		
Disclosure	Content	Answer
BASIC GENERAL DISCLOSURES		
GRI 102: General Disclosures 2016		
1. Organizational profile		
102-1	Name of the organization	P. 70
102-2	Activities, brands, products, and services	P. 21, 24-26
102-3	Location of headquarters	Av Tecnológico 401 Celaya, Gto. 38010, México
102-4	Location of operations	P. 21-23
102-5	Ownership and legal form	P. 70
102-6	Markets served	P. 21, 24-26
102-7	Scale of the organization	P. 7
102-8	Information on employees and other workers	P. 41
102-9	Supply chain	P. 32
102-10	Significant changes to the organization and its supply chain	P. 70
102-11	Precautionary Principle or approach	P. 52
102-12	External initiatives	Annual Report, Best Practices Questionnaire, Stock Ownership Questionnaire, NYSE Annual Written Affirmation Letter. Corporate Bylaws and Code of Ethics.
102-13	Membership of associations	National Union of Aviculturists US Poultry Chicken Council
2. Strategy		
102-14	Statement from senior decision-maker	P. 4-5
102-15	Key impacts, risks, and opportunities	P. 4-5

3. Ethics and integrity		
102-16	Values, principles, standards, and norms of behavior	P. 10-11, 33-34 This indicator also addresses the material issue of Ethics, Transparency and Integrity
102-17	Mechanisms for advice and concerns about ethics	P. 37-38 The Ethics Committee conducts objective and fair investigations before applying a sanction, which can range from a written reprimand to dismissal of the collaborator, as stipulated in the system of consequences. In 2021, 208 reports were attended to, of which: 160 were unfounded 30 were verified 18 got a partial check 94 are under investigation
4. Governance		
102-18	Governance structure	P. 35 This indicator also addresses the material issue Corporate Governance
5. Stakeholder engagement		
102-40	List of stakeholder groups	P. 12-13
102-41	Collective bargaining agreements	57% corresponds to Unionized personnel, who are governed by Collective Bargaining Contracts (CCT).
102-42	Identifying and selecting stakeholders	P. 12-13
102-43	Approach to stakeholder engagement	P. 12-13
102-44	Key topics and concerns raised	P. 12-13, P. 71
6. Reporting practice		
102-45	Entities included in the consolidated financial statements	Bachoco S.A. de C.V., Bachoco USA, LLC. & Subsidiary, Campi Alimentos, S.A. de C.V., Induba Pavos, S.A. de C.V., Bachoco Comercial, S.A. de C.V., PEC LAB. S.A. de C.V., Wii Kit RE LTD., Proveedor La Perla, S.A. de C.V., Sonora Agropecuaria, S.A. de C.V.

102-46	Defining report content and topic Boundaries	P. 71
102-47	List of material topics	P. 71
102-48	Restatements of information	P. 70
102-49	Changes in reporting	P. 70
102-50	Reporting period	P. 70
102-51	Date of most recent report	P. 70
102-52	Reporting cycle	P. 70
102-53	Contact point for questions regarding the report	Sustainability, Communication and Change Gabriela Aguilar Rico gabriela.aguilar@bachoco.net Edith Mariana Aldaba García edith.aldaba@bachoco.net T. +52(461)618 3555
102-54	Claims of reporting in accordance with the GRI Standards	P. 70
102-55	GRI content index	P. 72
102-56	External assurance	P. 70
MATERIALE TOPICS		
Energy		
GRI 103: Management Approach 2016		
103-1	Explanation of the material topic and its Boundary	P. 71
103-2	The management approach and its components	P. 58, 60
103-3	Evaluation of the management approach	P. 58, 60

GRI 302: Energy 2016		
302-1	Energy consumption within the organization	P. 58, 60 Mexico: Vehicle gasoline: 5,521 m3 / 182,972,649 MJ Vehicle LP Gas: 89 m3 / 8,610 KJ Vehicle Diesel: 20,171 m3 / 759,962,580 MJ LP Gas: 11,815 m3 / 1,149 MJ Natural gas: 19,141,171 m3 / 123,977,362 MJ Fuel oil: 12,238 m3 / 498,579 MJ
302-2	Energy consumption outside of the organization	P. 58, 60 Mexico: Electricity consumption: 547,423 MWH
302-4	Reduction of energy consumption	P. 58, 60
Ethics, transparency and integrity		
GRI 103: Management approach 2016		
103-1	Explanation of the material topic and its Boundary	P. 71
103-2	The management approach and its components	P. 33-34, 37-38
103-3	Evaluation of the management approach	P. 33-34, 37-38
Corporate Governance		
GRI 103: Management approach 2016		
103-1	Explanation of the material topic and its Boundary	P. 71
103-2	The management approach and its components	P. 35
103-3	Evaluation of the management approach	P. 35
Talent attraction and retention		
GRI 103: Management approach 2016		
103-1	Explanation of the material topic and its Boundary	P. 71
103-2	The management approach and its components	P. 42, 46
103-3	Evaluation of the management approach	P. 42, 46

GRI 401: Employment 2016		
401-1	New employee hires and employee turnover	<p>P. 42</p> <p>Total number of new hires: 22,387</p> <p>Rotation rate by region and gender:</p> <p>Mexico: Centro: F 4.86% / M 4.92%, Corporativo: F 0.91% / M 0.68%, Noreste: F 4.90% / M 5.65%, Noroeste: F 2.55% / M 3.54%, Peninsula: F 1.69% / M 2.48%, Sureste: F 2.63% / M 3.57%</p> <p>USA: Albertville: F 6.39% / M 8.97%, Baldwin: F 4.17% / M 4.66%, Corporate: F 4.49% / M 4.44%, Fort Smith F 7.55% / M 9.86%, Heavener: F 8.56% / M 9.40%, Hermitage: F 0% / M 2.71%, Muldrow: F 13.08% / M 12.59%, Oklahoma City: F 12.01% / M 16.86%, Stigler: F 0% / M 2.11%</p>
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	<p>Mexico: Non-unionized personnel: Life insurance, Disability and disability coverage, Parental leave, Retirement plan, Savings fund, Marriage assistance, Death leave, PTU guarantee, Holidays in addition to those required by law, and Grocery vouchers.</p> <p>Additionally, executive-level employees also have: Insurance for major medical expenses, 18-day flex plan and IMSS worker quota payment.</p> <p>Unionized staff: Christmas bonus, Vacation days, Vacation premium, Attendance award, Punctuality award, Grocery vouchers, PTU Guarantee (days), Life insurance, Help for funeral expenses, Support for sports expenses, Scholarships and Help for attendance to Congresses / Conventions.</p> <p>The 2021 labor reform did not have a negative impact on employees, since all their benefits were respected.</p> <p>USA: Life Insurance, Medical and Pharmaceutical Insurance, Dental Coverage, Vision Coverage, Short-Term Disability, Critical Illness, Identity Theft Protection, and FMLA.</p>
401-3	Parental leave	<p>P. 46</p> <p>Mexico: Employees who returned to work after parental leave ended: Women: 178 / Men: 445 / Total: 623</p> <p>Return to work and retention rate of employees who used parental leave: Women: 71% / Men: 77%</p> <p>United States: FMLA is used for these purposes.</p>
GRI 402: Labor-management relations 2016		
402-1	Minimum notice periods regarding operational changes	<p>Mexico: The term for notification of changes derived from contractual revisions is one week and 30 days to deposit the contracts in the Conciliation Board.</p> <p>United States: There is no minimum. We promise to give as much advance notice as possible.</p>

GRI 407: Freedom of association and collective bargaining 2016		
407-1	Operations and suppliers whose right to freedom of association and collective bargaining could be at risk	As part of the measures adopted to support the rights of association, annual reviews of the Collective Labor Agreements are carried out to improve the conditions and remuneration of the personnel.
Social Support		
GRI 103: Management approach 2016		
103-1	Explanation of the material topic and its Boundary	P. 71
103-2	The management approach and its components	P. 37, 62-69
103-3	Evaluation of the management approach	P. 37, 62-69
GRI 413: Local Communities 2016		
413-1	Operations with local community engagement, impact assessments and development programs	P. 37, 62-69
413-2	Operations with significant negative impacts -actual or potential- on local communities	No operations with significant negative impacts on local communities have been identified.
Biosecurity in Products		
GRI 103: Management Approach 2016		
103-1	Explanation of the material topic and its Boundary	P. 71
103-2	The management approach and its components	P. 27-29
103-3	Evaluation of the management approach	P. 27-29
GRI 416: Customer health and safety 2016		
416-1	Assessment of the health and safety impacts of product or service categories	<p>P. 27-29</p> <p>100% of the products are evaluated in all business lines: Bachoco, CAMPI and SASA</p>

416-2	Cases of non-compliance related to the health and safety impacts of product and service categories	There have been no cases of non-compliance with regulations or voluntary codes in Bachoco and CAMPI.
Packaging		
GRI 103: Management approach 2016		
103-1	Explanation of the material topic and its Boundary	P. 71
103-2	The management approach and its components	P. 27-29, 56-57
103-3	Evaluation of the management approach	P. 27-29, 56-57
GRI 301: Materials 2016		
301-1	Materials used by weight or volume	P. 56-57 Non-renewable materials used: polyethylene containers, high and low density polyethylene bags, laminated films.
301-2	Recycled input materials used	P. 56-57
301-3	Reclaimed products and their packaging materials	P. 56-57
GRI 417: Marketing and labeling 2016		
417-1	Requirements for product and service information and labeling	P. 27-29 Mexico: During 2021, a new image architecture was implemented at the company level, which led to the renewal of the graphic design of 100% of the packaging. Additionally, the second stage of the implementation of NOM-051 was complied with in all the packages subject to this regulation. CAMPI Pet Line: A review of the entire packaging line was made to update the information according to SADER guidelines.
417-2	Incidents of non-compliance concerning product and service information and labeling	In none of the business lines have there been cases of non-compliance related to information and labeling.

417-3	Incidents of non-compliance concerning marketing communications	Mexico: Bachoco: In 2021, a fine was recorded for an erroneous declaration of ingredients in one of the products, this observation was corrected immediately with the modification in the declaration of ingredients on the packaging. CAMPI Pets and Livestock Line: In 2021 there were no cases of regulations or breaches related to marketing communication.
Customer Service		
GRI 103: Management approach 2016		
103-1	Explanation of the material topic and its Boundary	P. 71
103-2	The management approach and its components	P. 27-29
103-3	Evaluation of the management approach	P. 27-29
GRI 416: Customer Health and Safety 2016		
416-1	Assessment of the health and safety impacts of product and service categories	P. 27-29 100% of the products are evaluated in all business lines: Bachoco, CAMPI and SASA
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	In none of the business lines (Bachoco, Campi and SASA) have there been any cases of non-compliance with regulations or voluntary codes.
GRI 418: Customer privacy 2016		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Mexico: According to the information provided by the Customer Service area, during 2021, no customer complaints were registered.
Compliance		
GRI 103: Management approach 2016		
103-1	Explanation of the material topic and its Boundary	P. 71
103-2	The management approach and its components	P. 53-55
103-3	Evaluation of the management approach	P. 53-55

Sustainability Culture		
GRI 103: Management approach 2016		
103-1	Explanation of the material topic and its Boundary	P. 71
103-2	The management approach and its components	P. 4-5, 15-17
103-3	Evaluation of the management approach	P. 4-5, 15-17
Cultural Change		
GRI 103: Management approach 2016		
103-1	Explanation of the material topic and its Boundary	P. 71
103-2	The management approach and its components	P. 71 P.15-17
103-3	Evaluation of the management approach	P. 71 P.15-17
Research and innovation		
GRI 103: Management approach 2016		
103-1	Explanation of the material topic and its Boundary	P. 71
103-2	The management approach and its components	P. 24-25
103-3	Evaluation of the management approach	P. 24-25 Mexico: In the area of efficiency, a goal of 18 million pesos in savings was achieved through the optimization of formulations.
Efficient Execution		
GRI 103: Management approach 2016		
103-1	Explanation of the material topic and its Boundary	P. 71

		P. 43-45 Mexico: We have the Continuous Improvement Program, which incorporates the Lean Six Sigma (LSS) methodology into our organizational culture to guarantee the success of projects aimed at efficiency and cost reduction. There is a continuous improvement program manual, which defines the objective, scope, KPIs (Key Performance Indicator) of the program, as well as the model where it describes the responsibilities and functions of the committee and the organization's collaborators.
103-2	The management approach and its components	
103-3	Evaluation of the management approach	P. 43-45
Great Brand-Company Value		
GRI 103: Management approach 2016		
103-1	Explanation of the material topic and its Boundary	P. 71
103-2	The management approach and its components	P. 30-31 Mexico: On the corporate website, preventive announcements are presented to the digital community in order to warn of the dangers that fraudulent companies and scammers try to carry out on behalf of Bachoco.
103-3	Evaluation of the management approach	P. 30-31
Pandemics (Protocols and Measurement of Impacts)		
GRI 103: Management approach 2016		
103-1	Explanation of the material topic and its Boundary	P. 71
103-2	The management approach and its components	P. 50-51
103-3	Evaluation of the management approach	P. 50-52