



S U S T A I N A B I L I T Y R E P O R T 2 0 2 5

Responsible Management in Every Decision



**GRUPO
PIASA**

Responsible Management in Every Decision

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About Our Report

GRI 2-1, 2-3

Grupo PIASA reports its environmental, social, economic, and governance (ESG) performance for 2025 and the 2024–2025 harvest season, covering both industrial operations and the agricultural, logistics, and community activities that support sugar production across all business units. This disclosure is part of the Group's annual sustainability reporting cycle.

The disclosure is structured around the ten priorities of the Sustainability Model and aligned with Global Reporting Initiative (GRI) standards, as well as relevant Sustainability Accounting Standards Board (SASB) and Mexican Sustainability Reporting Standards (NIS). This approach enhances comparability, consistency, and analytical depth across reported information. The Group tracks its contribution to the Sustainable Development Goals (SDGs) and reports progress against the Ten Principles of the United Nations Global Compact, aligning performance with globally recognized frameworks.

The report was prepared by the Industrial Technical, Sustainability, and Projects Division in collaboration

with cross-functional teams and approved by the Chief Executive Officer. It provides a clear, objective, and transparent view of progress and key challenges in advancing a more responsible and resilient operating model.

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Diana Chantiri | Corporate and Executive
Administration Services Coordinator



¹ Harvest season (zafra): The period during which sugarcane is harvested and sugar is produced. It generally begins in November and ends in May of the following year.



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Message from the Chairman of the Board of Directors and the Chief Executive Officer

GRI 2-14, 2-22



To our shareholders, customers, employees, and community:

Guided by a vision deeply aware of our environment and the responsibility of operating in complex contexts, we reaffirm our commitment to working under a sustainable vision, supported by the effort of our **2,509 employees**, the close relationship we maintain with more than **12,465 sugarcane growers**, and the **25 communities of influence** where we operate.

During 2025, we advanced in the consolidation of a transformation process that positions sustainability as the guiding principle of our decision-making, integrating it into the planning, risk management, and strategic processes of the organization. This approach reflects a clear commitment to responsible operations, proactive risk management, and greater resilience across agricultural, industrial, and logistics operations.

With that conviction, and supported by our adaptive capacity and operational strength, we achieved positive results in environments characterized by adverse weather conditions and economic pressures that have affected the entire sugar industry.

Operational efficiency and investments for continuity:

A sustained focus on growth, community development, and well-being improved the Group's ability to anticipate external challenges and execute its strategic plans. The Group invested more than MXN \$476 million in infrastructure, prioritizing water and energy management, equipment modernization, technological capability upgrades, and productivity improvements.

Additionally, we executed efficiency initiatives focused on cost optimization, process improvement, and operational continuity. These actions support the Group's position as a reliable and competitive partner, enabling market expansion, improved product quality, and portfolio diversification across formats and product categories.

Our commitment to sustainability is also reflected in the management of product quality and food safety, within an organizational culture focused on continuous improvement and employee well-being.

Guillermo Garza | Chairman of the Board of Directors



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Strengthening corporate and financial management:

Under the guidance of the Board of Directors, the Group adopted stronger corporate governance practices, improving management discipline through performance indicators and tighter control mechanisms, with particular attention to **cybersecurity**. The Group also incorporated sustainable financing instruments, including **green and social credit facilities**, reflecting the confidence and recognition of financial institutions.

A closer and more sustainable organization

Operations are conducted under high operating standards, with the aim of generating a **positive impact** across all stakeholder groups. With this in mind, the Group expanded the certifications and assessment platforms that support performance management and continuous improvement.

This progress, aligned with Grupo Piasa's sustainability vision, also confirmed the value of maintaining close relationships with the communities and partner organizations in the areas where the Group operates. That approach is reflected in its participation in the **United Nations Global Compact** and, among other recognitions, in the distinction granted to the Group as a **Socially Responsible Company**.

A clear roadmap toward 2030

The 2030 Sustainability Framework sets a clear direction for a more efficient and competitive operating model. Built around four pillars, the framework aligns decision-making with long-term value creation, collective well-being, and principles of transparency and ethics.

We sincerely extend its appreciation to the Board of Directors for its guidance and support, and to its employees, growers, customers, and communities for their trust and contribution to this process of institutional development.

A sustainable operating model depends on the contribution of all stakeholders.

Let's keep moving forward together

Guillermo Garza Martínez

Chairman of the Board of Directors

Juan Hawach Sánchez

Chief Executive Officer

Juan Hawach | Chief Executive officer



From left to right:

Alondra Romero | External Warehouse Coordinator, **Antonio Cabañas** | Logistics Operations Manager, **Mónica González** | Procurement Coordinator, **José Pérez** | Logistics Planning Coordinator, **Jesús Quintanilla** | Supply Chain Director, **Antonio Vigorito** | Logistics Planning and Distribution Manager, **Rubí Guzmán** | Logistics Administration Analyst, **Gustavo Mercado** | Procurement Manager, **Esmeralda Anzures** | Engineering Procurement Coordinator

We are PIASA



Here is where it **ALL** begins.

Business Unit: Servicios Azucareros Integrales



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We are PIASA

GRI 2-1

Grupo PIASA (Promotora Industrial Azucarera S.A. de C.V.) a privately held Mexican company incorporated under a variable capital structure. We generate value within Mexico's sugarcane agroindustry by integrating environmental, social, and economic criteria into its operations. Operations across Veracruz, Oaxaca, and San Luis Potosí integrate agricultural, industrial, and logistics processes required to **produce sweeteners and energy under defined quality and sustainability standards**. This section presents the Group's corporate identity, value proposition, and key results for 2025.



From left to right:

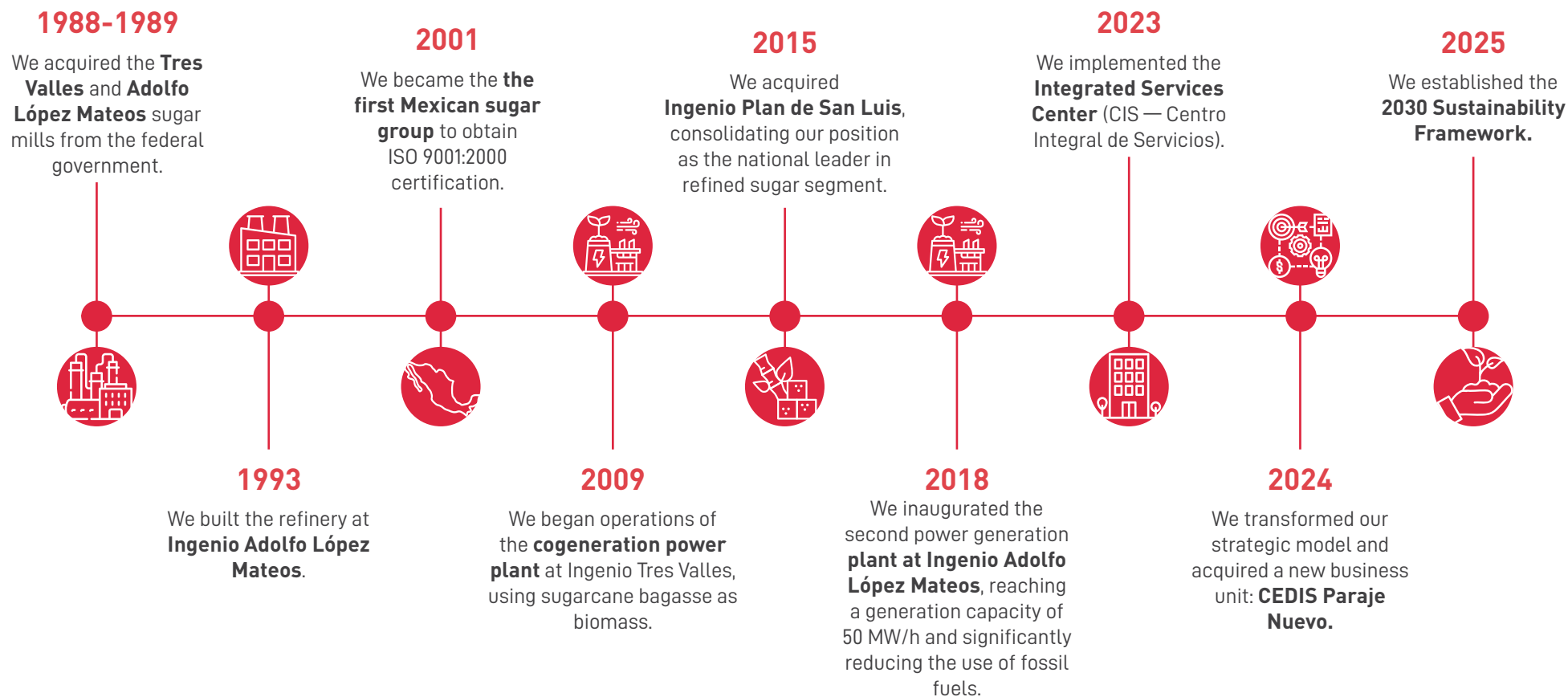
Fernando Amor | Strategic Planning and Transformation Director

Luis Barreto | Business Partner

Renata Marzoa | Commercial Lead

Adrián Sánchez | Strategic Planning and Transformation Manager

Our Evolution



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Our Presence and Capabilities

GRI 2-1, 2-2, 2-6

Our operations integrate strategic infrastructure across three states, enabling coordination of **agricultural, industrial, and logistics** processes at scale. Each of our business units operates under refined quality and safety standards that ensure operational continuity, consistency, and regulatory compliance. In recent years, we have improved integration between operational and corporate functions and expanded its capacity to respond to sector and market conditions.

Servicios de Integración para Productos Básicos S.A. de C.V. (CEDIS)

Paraje Nuevo, Veracruz
Storage capacity: 180,000 MT

Headquarters: Corporate Offices

Boca del Río, Veracruz
(Servicios Azucareros Integrales S.A. de C.V.) and
Integrated Services Center (CIS): Boca del Río, Veracruz.

PIASA Ingenio Plan de San Luis S.A. de C.V. (PIPSL)

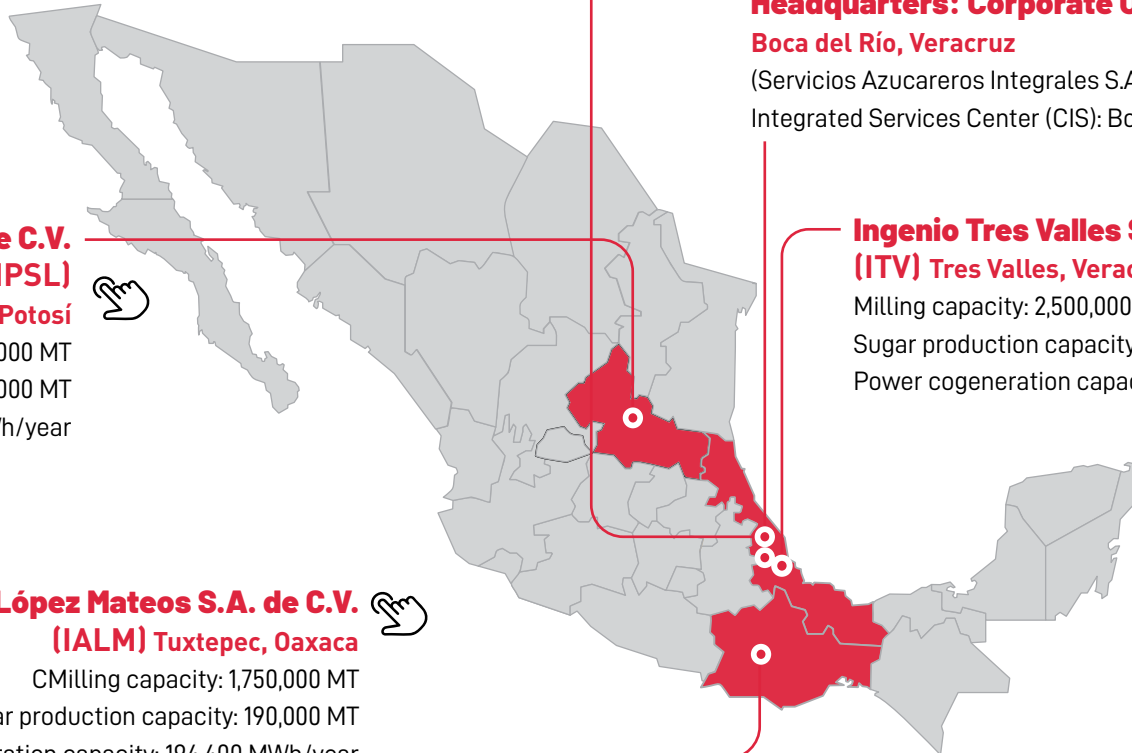
Ampliación La Hincada, Ciudad Valles, San Luis Potosí
Milling capacity: 1,350,000 MT
Sugar production capacity: 160,000 MT
Power cogeneration capacity: 72,000 MWh/year

Ingenio Adolfo López Mateos S.A. de C.V. (IALM) Tuxtepec, Oaxaca

CMilling capacity: 1,750,000 MT
Sugar production capacity: 190,000 MT
Power cogeneration capacity: 194,400 MWh/year

Ingenio Tres Valles S.A. de C.V. (ITV) Tres Valles, Veracruz

Milling capacity: 2,500,000 MT
Sugar production capacity: 290,000 MT
Power cogeneration capacity: 172,800 MWh/year



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Our Values

Our values represent **define who we are** and guide our behavior across all our activities. They shape organizational culture and support stakeholder relationships:



Teamwork

We work across functions and levels, combining capabilities to achieve shared objectives. We foster a **culture of mutual support**, trust, and shared commitment.



Social and Environmental Responsibility

We operate under defined ethical standards and manage the impact of our activities on communities and the environment, integrating sustainability into operational decisions.



Respect

We foster an inclusive and equitable environment, valuing the diversity of ideas, beliefs, perspectives, and cultures. We treat individuals with respect and act with integrity in all internal and external interactions.



Adaptability

We adapt to changing conditions to sustain performance and respond to evolving business requirements. We adjust operations and decision-making as conditions evolve, maintaining flexibility in a dynamic and competitive environment.



Customer Focus

We focus on meeting customer requirements through consistent product quality, reliable service, and operational discipline across the value chain.



Communication

We believe in the importance of open, transparent, and timely communication. We enable the exchange of information and support constructive dialogue to maintain alignment and operational coordination.



Innovation

We drive creativity and disruptive thinking to develop solutions that create value. We implement technologies and processes that improve efficiency, support decision-making, and sustain competitiveness.



From left to right:
Jesús Pocayo | IT Trainee
Esmeralda Martínez | Sugarcane Credit Assistant
José Ramírez | Sugarcane Credit Coordinator
Allan Vázquez | Sugarcane Credit Assistant
Mirna Solano | Sugarcane Credit Contracting Analyst
Antonio Criollo | Sugarcane Credit Lead
Nicolás Herrera | Sugarcane Credit Assistant



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VALUE Proposition

GRI 2-6

Grupo PIASA is one of the of Mexico's **leading sugar producers**, known for its leadership and commitment to sustainability and innovation.

With business units in the states of Veracruz, Oaxaca, and San Luis Potosí, the Group offers **sweetener and energy solutions** produced under strict standards,, produced under strict standards that promote a positive environmental impact and the well-being of its employees and the communities where it operates.

Its high-performance culture, supported by ongoing investment in technology, positions the Group as a **trusted strategic partner** for customers and stakeholders who share its values and vision.

Through effective operational management, the Group generates value by delivering high-quality products that meet customer expectations and contribute to a sustainable future.

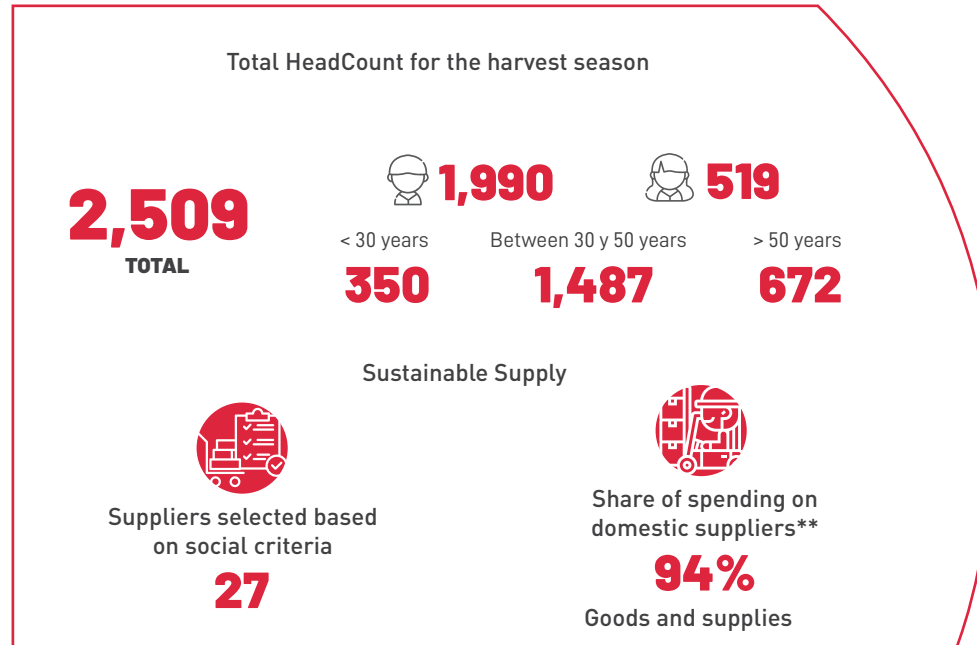
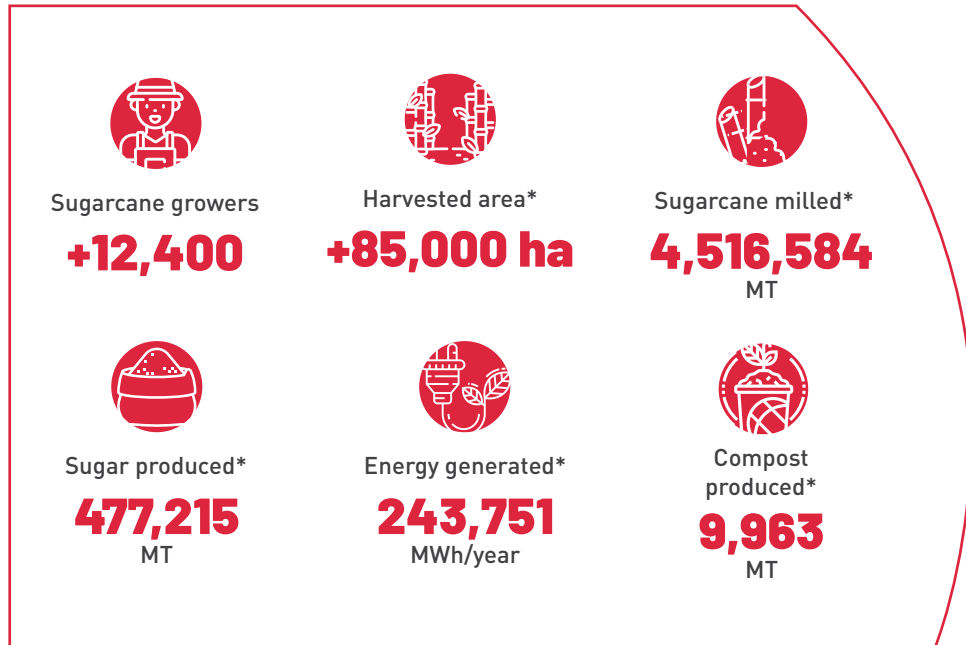
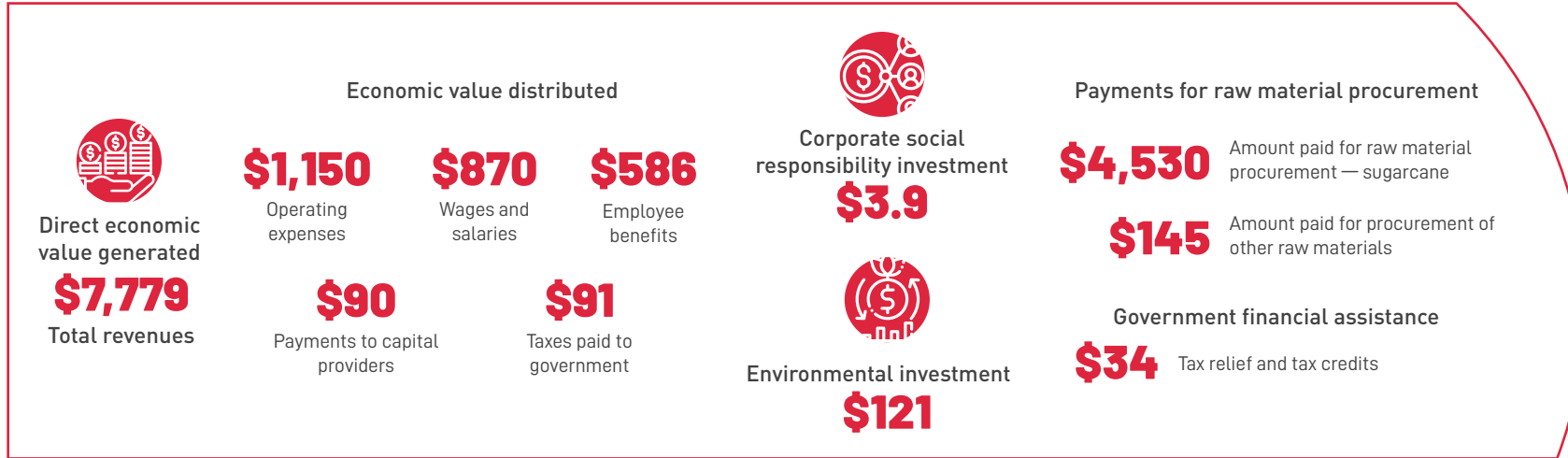


From left to right:
Christian Rodríguez | Sustainability Lead
Isis Mejía | Human Capital and Corporate Social Responsibility Coordinator

Our KEY FIGURES

GRI 2-7, 201-1, 201-4, 414-1

The following figures summarize the Group's performance for the reporting period. These indicators are used to track performance, assess results, and support operational decision-making.



*Harvest season data

**Maximum number of employees hired during the harvest season

All economic values are expressed in millions of Mexican pesos.



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Our 2025 Milestones

In 2025, we achieved significant progress in infrastructure, international standards, organizational culture, and operational performance. These results reflect our evolution and reinforce our capacity to address sector challenges.






Infrastructure and Environment

- We built an Industrial Wastewater Treatment Plant at Ingenio Tres Valles.
- We built a Sanitary Wastewater Treatment Plant at PIASA Ingenio Plan de San Luis.
- We joined the **Voluntary Energy Efficiency Agreement** of the National Commission for the Efficient Use of Energy (CONUEE - Comisión Nacional para el Uso Eficiente de la Energía) across all three sugar mills.



Certifications, Platforms, and International Standards

- We were awarded the ESR Distinction (Empresa Socialmente Responsable — Socially Responsible Company) across all business units.
- We improved our EcoVadis rating, earning a **commitment distinction** for the Group's sustainability progress.
- We became the first Mexican group to join the **VIVE Program**. 
- We formalized our membership in the **United Nations Global Compact**. 
- We joined **Bonsucro**. 
- We established the **PIASA Sustainability Framework 2025–2030**.



Culture, Integration, and Operational Performance

- We implemented the PIASA Identity and Culture program at **CEDIS**.
- We held our first **ESG Festival** across all three sugar mills.
- We carried out our first **community volunteering** initiatives at the corporate offices and at Ingenio Adolfo López Mateos.
- We hosted a **Women in the Sugar Industry Forum** across all three sugar mills.
- We participated as exhibitors at **ExpoATAM**.
- We designed and implemented the **Total Rewards** compensation model.
- We updated the Code of Ethics to incorporate sustainability criteria.



Commercial Development and Portfolio

- We diversified our product portfolio across varieties and formats.
- We expanded our industrial customer base.



Occupational Health and Safety

- We adopted the **HOP (Human and Organizational Performance)** philosophy across all our business units.
- We recorded **156 days** without accidents at PIASA Ingenio Plan de San Luis.
- We achieved an LTIR of 1.78, the lowest level recorded in the past five years.

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Road to Sustainability

Our *EVOLUTION*





Road to Sustainability

Sustainability is a core element of how we operate and guides strategic decision-making. In recent years, the Group has progressed from isolated initiatives to an integrated management model that clearly defines its environmental, social, economic, and corporate governance priorities.

The following section outlines that progression, describing how the Group has defined its sustainability approach, aligned with international standards, and established the PIASA 2030 Sustainability Framework as its roadmap.

Ivonne Martínez

Quality and Food Safety System Coordinator
Ingenio Tres Valles

Integrating Sustainability into OUR STRATEGY

NIS C.5

Today, sustainability functions as a framework within the PIASA Strategic System, providing direction, coherence, and clearer decision-making criteria across operations. It supports the Group's presence in the industrial market and its response to sector challenges, positioning sustainability as a key driver of consistent value creation.

Between 2023 and 2025, the Group reached a higher level of maturity in integrating sustainability into its corporate strategy. This progress is reflected in several milestones, including the following:

- In 2024, a **double materiality** analysis was completed, enabling the identification of the topics of greatest impact and relevance for stakeholders and supporting the definition of the **Sustainability Model**.

- Membership in international platforms such as **EcoVadis**, the ESR Distinction, the VIVE Program, Bonsucro, and the **United Nations Global Compact**, all of which require higher standards of traceability, documentation, and supporting evidence.
- Investment in key infrastructure to improve operational efficiency and environmental performance.
- The development of an organizational culture grounded in self-care, integrity, respect, and social responsibility.

Together, these actions enabled a shift toward more structured and measurable management, focused on sustainable value creation and on the implementation of the **PIASA 2030 Sustainability Framework**.



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Double MATERIALITY ANALYSIS

GRI 3-1, 3-2, 3-3

Conducted its first double materiality analysis to **identify and prioritize** the most relevant topics, considering both their impact on the economic, social, and environmental context and their influence on sustainability and business performance. This exercise integrated input from our key stakeholders of our key stakeholders, as well as an internal analysis of risks, opportunities, and impacts associated with our operations.

The results identified the topics requiring priority management and provided the basis for defining the priorities that make up the **Sustainability Model**. The process also improved alignment between sustainability, corporate strategy, and decision-making across the different levels of the organization.

From left to right:

Jorge Mireles | Sustainability and Projects Manager

Juan Castillo | Industrial Technical, Sustainability, and Projects Director



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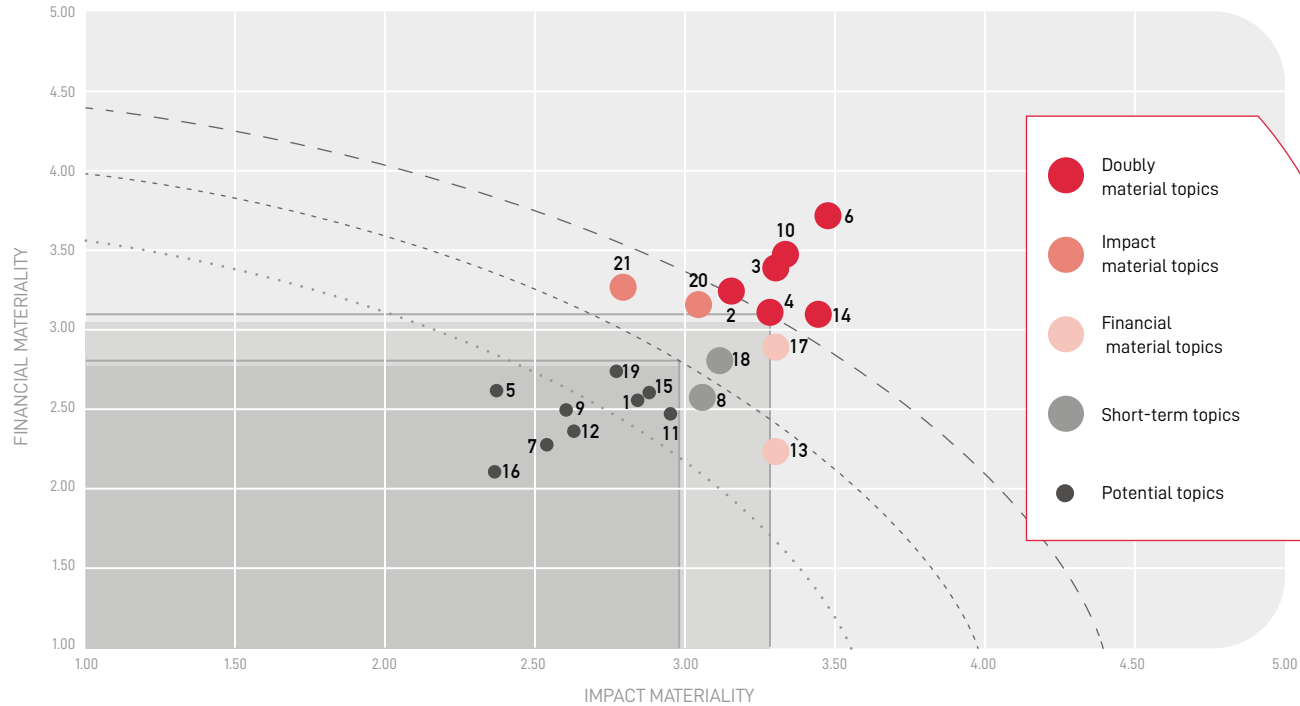
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Double MATERIALITY Matrix



21 material topics were identified, of which ten were prioritized (six doubly material, two impact material, and two financial material):

- 1 Quality and food safety
- 2 Responsible supply chain and grower development**
- 3 Agricultural productivity**
- 4 Innovation and technology**
- 5 Customer experience and satisfaction
- 6 Water resource management**
- 7 Biodiversity conservation
- 8 Emissions and air quality
- 9 Responsible crop management
- 10 Climate change mitigation and adaptation**
- 11 Waste management and circular economy
- 12 Clean and renewable energy generation and consumption
- 13 Respect for Human Rights**
- 14 Community development and well-being**
- 15 Occupational Health and Safety
- 16 Diversity and inclusion
- 17 Talent development and growth**
- 18 Fair labor practices
- 19 Ethics, transparency, and accountability
- 20 Legal and regulatory compliance and participation**
- 21 Corporate Governance**

STAKEHOLDERS

GRI 3-2



Shareholders



Employees



Trade union associations



Sugarcane growers



Communities



Sugarcane associations



NGOs and associations




Customers



Suppliers



Authorities

The full methodological detail and results of the double materiality analysis are available in the **2024 Sustainability Report** 

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Our PIASA 2030 SUSTAINABILITY Framework

GRI 2-23, 2-24

The **PIASA 2030 Sustainability Framework** results from a structured process of corporate review, technical analysis, and internal dialogue. It is designed to guide decision-making and define the priorities shaping the Group's sustainable development through 2030.

A Framework Built with Rigor and Participation

Today, sustainability serves as a framework within the **PIASA Strategic System**, providing direction, coherence, and clearer decision-making criteria across operations. It supports the Group's position in the industrial market and its response to sector challenges, with sustainability recognized as a key driver of consistent value creation.

The framework was developed through the following inputs:

- Drew on the double materiality analysis conducted in 2024, using the Sustainability Model as a structural reference.
- Analyzed globally recognized sustainability standards (GRI, SASB, SDGs, Global Compact, Bonsucro, VIVE, among others), considering their applicability to the Group's context.
- Assessed ESG risks relevant to the business.
- Engaged agricultural, industrial, logistics, and administrative areas.
- Established targets, accountable parties, indicators, and monitoring mechanisms.

A Framework to Embed Sustainability into the Business

The framework is designed to:

- Direct investments, innovation, and efficiency in line with ESG criteria.
- Improve our capacity to respond to sector risks.
- Support responsible relationships with growers, employees, communities, and customers.
- Improve our environmental and social performance through defined objectives.
- Ensure governance, ethics, and transparency across all levels of the organization.

Framework Governance

GRI 2-12, 2-13



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Its Four Strategic Pillars

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1. Our Environment

We focus on climate action, water, circular economy, biodiversity, and responsible land use, advancing an operating model that advances the protection of natural resources.

2. Our People and Communities

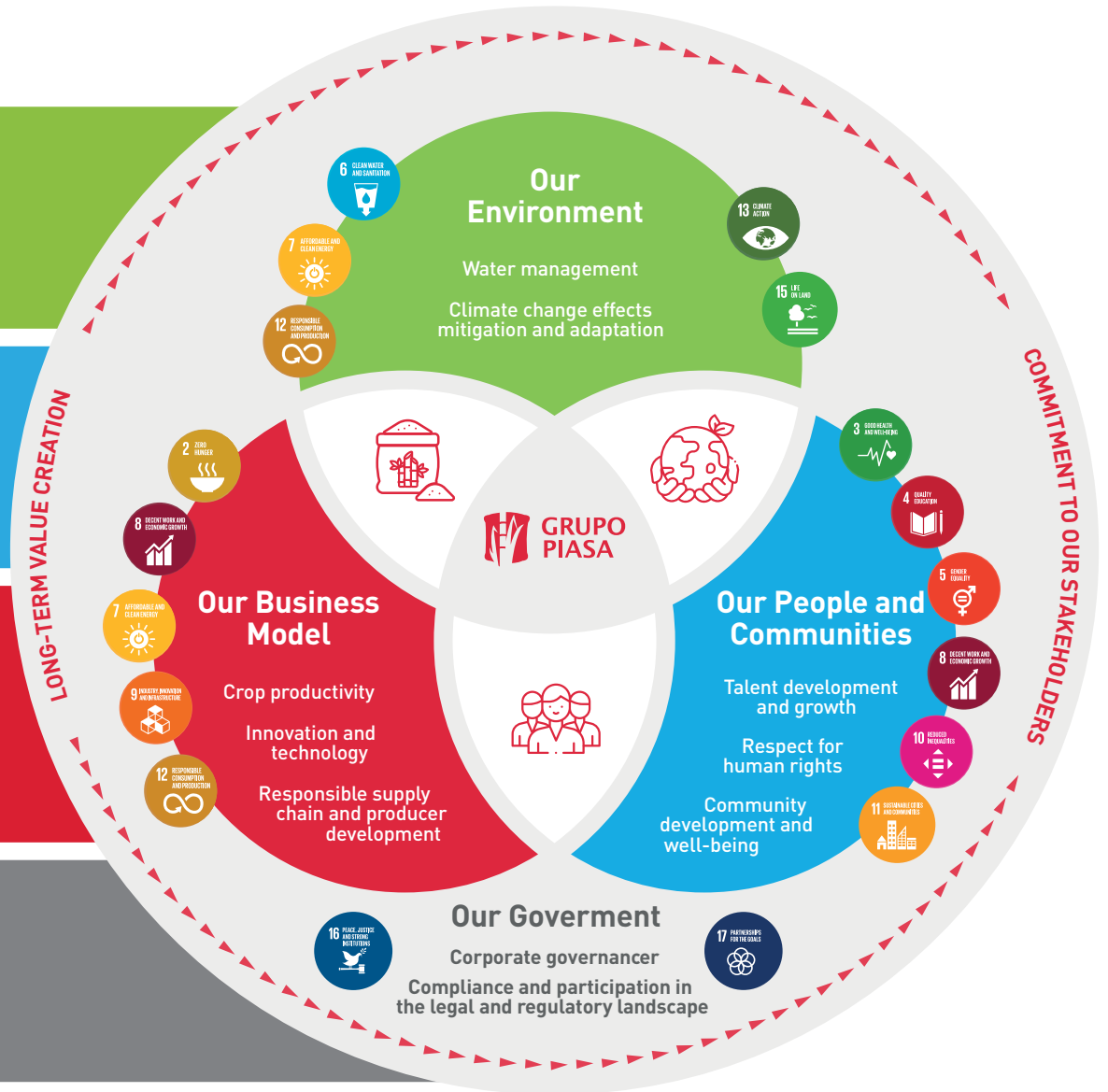
We strengthen safety, well-being, professional development, and relationships with employees and communities, driving a positive impact in the territories where we operate.

3. Our Business Model

We pursue efficiency, innovation, diversification, quality, and responsible sourcing that reinforces our competitiveness in industrial markets and improves the productivity and quality of life of our growers.

4. Our Governance

We operate under principles of ethics, compliance, transparency, and accountability, ensuring responsible and trustworthy management.



SUSTAINABILITY Commitments

Our Environment



COMMITMENT	INDICATOR	2030 TARGET
Reduce water consumption per metric ton of sugar produced by 15%.	m ³ of water consumed / metric tons of sugar produced	5.09
Reduce total greenhouse gas emissions for Scopes 1 and 2 in accordance with the GHG Protocol.	Metric tons of CO ₂ equivalent	To be defined
Reduce the carbon footprint per metric ton of sugar for Scopes 1, 2, and 3 in accordance with the GHG Protocol.	Kilograms of CO ₂ equivalent / metric ton of sugar	To be defined
Achieve a 20% reduction in waste sent to landfill across all Group operations.	% of total waste sent to landfill	0.10
Implement biodiversity management and conservation plans across 100% of company-owned cropland.	% of company-owned agricultural land with active conservation plans	100

Our People and Communities



COMMITMENT	INDICATOR	2030 TARGET
Improve employee engagement by implementing a comprehensive engagement strategy.	Employee engagement score	4.41
Reduce the Lost Time Injury Rate (LTIR) by 10%.	LTIR	1.60
Ensure 100% employee completion of diversity, equity, and inclusion training.	% of employees trained in DEI	100
Develop a community relations model that encompasses 100% of the Group's prioritized communities of influence.	% of progress on the community relations model	100



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Our Business Model



Our Governance



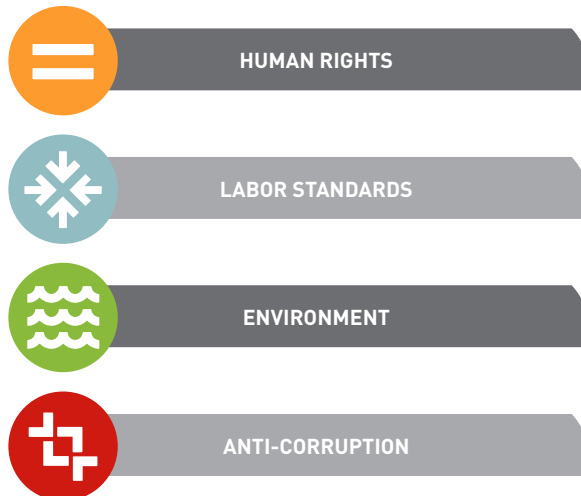
COMMITMENT	INDICATOR	2030 TARGET
Increase by 20% the area cultivated with sugarcane under some form of regenerative management practice.	Supply area under regenerative management (%) % of physical servers reduced	91
Reduce the number of physical servers by 25% through migration to the cloud.	% of physical servers reduced	59
Achieve a 6% reduction in total energy consumption (electrical + thermal + steam) per metric ton of sugar relative to the base year.	GJ/metric ton of sugar	20.92
Ensure that 100% of packaging and inputs procured come from suppliers with ESG criteria in their operations.	% of suppliers selected with ESG criteria	100
Conduct a human rights due diligence analysis to identify risks in the Group's sugarcane supply chain.	Human rights due diligence analysis of the Group's sugarcane supply chain completed	100

COMMITMENT	INDICATOR	2030 TARGET
The ethics reporting channel.	% of reports addressed and closed on time	100
Manage and address 100% of the ESG risks identified as critical by the Group in the base year double materiality analysis.	% of risks managed and addressed out of total risks identified	100

Our Contribution to the UNITED NATIONS GLOBAL COMPACT

As a member of the Global Compact, we align with the **Ten Principles** that set the international standard for operating with ethics, responsibility, and respect

**APOYAMOS
EL PACTO GLOBAL**



Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights within their sphere of influence.

Principle 2: Businesses should ensure that they are not complicit in human rights abuses.

Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.

Principle 4: Businesses should uphold the elimination of all forms of forced and compulsory labor.

Principle 5: Businesses should uphold the effective abolition of child labor.

Principle 6: Businesses should uphold the elimination of discrimination in respect of employment and occupation.

Principle 7: Businesses should uphold the elimination of discrimination in respect of employment and occupation..

Principle 8: Businesses should undertake initiatives to promote greater environmental responsibility.

Principle 9: Businesses should encourage the development and diffusion of environmentally friendly technologies.

Principle 10: Businesses should encourage the development and diffusion of environmentally friendly technologies.



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Our contribution is reflected in the following actions:



Human Rights (Principles 1 and 2)

- We promote practices of respect, non-discrimination, and dignified treatment across all our business units. (Page 74)
- We strengthen dialogue, consultation, and stakeholder engagement channels. (Page 102)



Labor Standards (Principles 3, 4, 5, and 6)

- We provide decent employment and safe working conditions. (Page 67)
- We improve our safety culture through a self-care approach and the HOP philosophy. (Page 77)
- We support employee well-being and talent development. (Page 84)
- We reinforce policies on equality, diversity, and inclusion. (Page 99)



Environment (Principles 7, 8, and 9)

- We operate under a precautionary approach to reduce our environmental footprint. (Page 60)
- We develop lines of action on water, energy, climate, circular economy, and biodiversity (Page 53)
- We invest in infrastructure and technology for wastewater treatment and energy efficiency (Page 56)
- We advanced the progressive integration of climate-related criteria into risk management. (Page 109)



Anti-Corruption (Principle 10)

- We strengthen our ethics mechanisms, internal controls, and compliance frameworks (Page 97)
- We strengthen our ethics mechanisms, internal controls, and compliance frameworks (Page 98)
- We maintain a zero-tolerance approach to improper practices. (Page 103)

**Historias que
endulzan**

GRUPO
PIASA



My initial challenge was joining Grupo PIASA, which I consider the best in the sugar sector in Mexico. In May 2018, I joined the team as Process Improvement Lead, participating across all three of the Group's sugar mills. Subsequently, I took on the role of Interim Operations Manager at IALM during the pandemic, then Operations Manager at PIPSL, and since November 2023, I have held my current role.

I am a person of principles, motivated by my family — my wife, children, and granddaughter — and by the challenges that every harvest season brings. I firmly believe in teamwork as the foundation of results. Grupo PIASA has positively shaped my life, providing me with opportunities for growth, trust, and professional development, and allowing me to feel proud to be part of an organization that drives its people and the country's sugar sector.

Carlos Vidal | Employee – Operations Manager, Ingenio Tres Valles

Alignment with the SUSTAINABLE DEVELOPMENT GOALS (SDGS)

We actively contribute to the **2030 Agenda**, prioritizing the SDGs where, given the agricultural, industrial, and social nature of our operations, we have identified the greatest capacity for impact. This alignment is expressed through initiatives and actions described throughout the chapters of this report and is directly linked to specific targets:



SDG 2 – Zero Hunger

Targets: 2.3, 2.4

- We promote sustainable agricultural practices and technical assistance for our growers. (Page 48)
- We strengthen the productivity and resilience of the sugarcane supply chain. (Page 28)



SDG 6 – Clean Water and Sanitation

Targets: 6.3, 6.4

- We built and operate two Wastewater Treatment Plants (WWTP) to treat industrial and sanitary discharges at ITV and PIPSL, respectively. (Page 56)
- We improve water use efficiency and promote water reuse. (Page 54)



SDG 7 – Affordable and Clean Energy

Targets: 7.2, 7.3

- We harness biomass as an energy source as part of our industrial process.
- We operate power generation plants certified as clean energy facilities, which obtain renewable energy certificates (I-RECs and CELs — *Certificados de Energías Limpias*) for the energy we produce. (Page 62)
- We participate in the Voluntary Energy Efficiency Agreement of CONUEE (Comisión Nacional para el Uso Eficiente de la Energía — National Commission for the Efficient Use of Energy). (Page 64)



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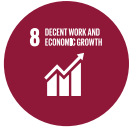
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SDG 8 – Decent Work and Economic Growth

Targets: 8.5, 8.8

- We provide decent employment and maintain safe working conditions. (Page 67)
- We provide talent development and training programs. (Page 70)



SDG 12 – Responsible Consumption and Production

Targets: 12.2, 12.5

- We apply circular economy practices and resource optimization (Page 60)
- We promote the reuse of agricultural and industrial waste. (Page 61)



SDG 13 – Climate Action

Targets: 13.1, 13.2

- We integrate business-related climate risks into our risk management framework. (Page 108)



SDG 15 – Life on Land

Targets: 15.1, 15.5

- We promote responsible land management. (Page 29)



SDG 16 – Peace, Justice, and Strong Institutions

Metas: 16.5, 16.6

- We reinforce ethics, controls, and transparency. (Page 103)
- We promote responsible and accessible governance practices. (Page 93)



Our path toward sustainability is a continuous process, grounded in a clear vision, adherence to international commitments, and a **genuine conviction** to act responsibly. With the PIASA 2030 Sustainability Framework as our guide, we will continue strengthening our capabilities, building partnerships, and generating sustainable value for our people, growers, customers, and the communities where we are present.

Our Business Model

Sustainable growth based on
PRODUCTIVITY AND INNOVATION.

From left to right:
José Cano | General Warehouse Supervisor
Armando Trujillo | Materials Receiving Clerk





Our BUSINESS MODEL

Our business model is grounded in the integration of agricultural **productivity**, **technological innovation**, and a **responsible supply chain**, with actions and metrics described throughout this chapter. These priorities guide our way of operating and reflect how we consistently, efficiently, and sustainably generate value in alignment with our sustainability strategy.

AGRICULTURAL Productivity

GRI 2-6, 201-1, 203-1, SASB FB-AG-000.A, FB-AG-000.B

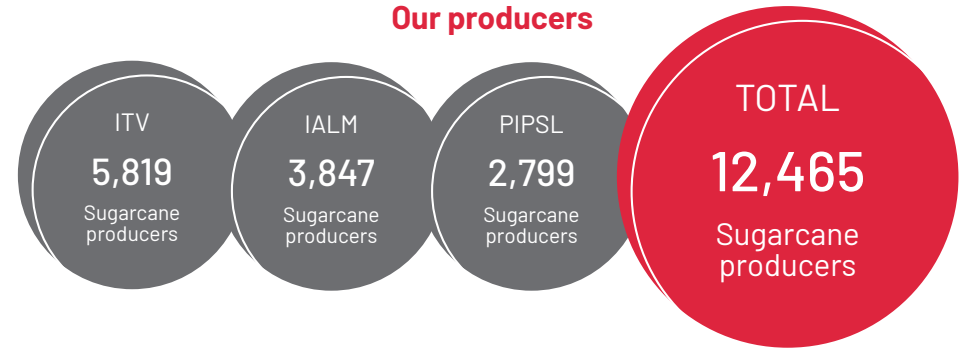
Agricultural performance is the foundation of our business model. We recognize that the Group's competitiveness depends largely on our capacity to produce sugarcane efficiently and in accordance with sustainable and resilient practices. To this end, we have consolidated a working framework that integrates technical assistance, agricultural planning, varietal renewal, responsible soil and water management, and practices designed to address climate-related challenges.

Coordination with producer committees and field teams allows us to identify improvement opportunities and closely monitor performance by zone, variety, and season. We continue to strengthen agricultural planning and input management, as well as training programs on sustainable practices that improve productivity and reduce costs in the medium term.

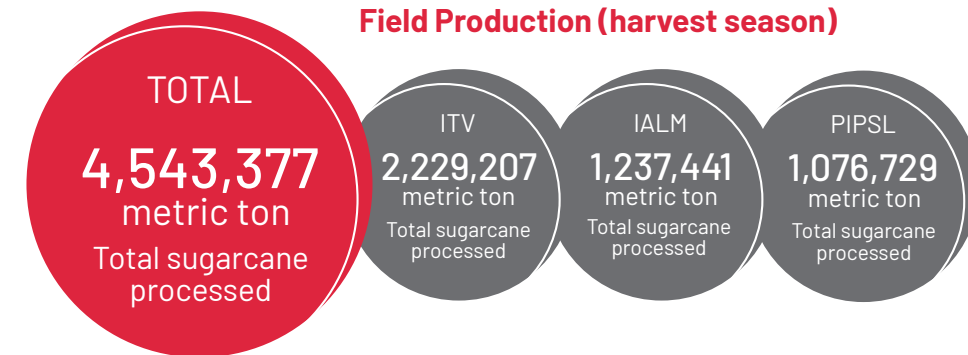
We are also driving the digitization of agricultural data, the precise measurement of production variables, and the standardization of processes to increase efficiency and ensure the traceability of the sugarcane that supplies our industrial operations.

More than MXN \$770 million was allocated to producer financing.

Our producers



Field Production (harvest season)



A 5% reduction in sugarcane production was recorded compared to the previous year, primarily due to weather events that affected the crops.

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Initiatives and Programs

▢ **Soil analysis and nutrition campaigns**

During the reporting period, with the support of the Sugarcane Production and Quality Committee (Comité de Producción y Calidad Cañera – CPCC), we conducted soil analyses on **6,378 hectares at Ingenio Adolfo López Mateos and 2,250 hectares at PIASA Ingenio Plan de San Luis**. Based on these analyses, and with the guidance of a sugarcane nutrition specialist, the most appropriate fertilization formulas and soil amendments were defined for each supply zone, promoting more precise nutrient management and improved crop performance.

This approach contributes to optimizing input use, improving fertilization efficiency, and strengthening field productivity while reducing unnecessary impacts on the soil.



▢ **Soil improvement through composting**

Based on the results of the soil analyses, zones with the lowest organic matter content were identified, enabling specific recovery recommendations to be prioritized. In these areas, the use of locally produced compost was promoted, aimed at enriching soil structure, improving water retention capacity, and strengthening biological activity.

The incorporation of organic matter is part of a comprehensive strategy to maintain healthier, more productive soils, contributing to the long-term sustainability of the agricultural system.



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▢ Sugarcane varietal improvement

As part of our strategy to strengthen agricultural productivity, we promote varietal improvement programs based on conventional genetic selection. **Through agreements with specialized institutions in Brazil and with the Centro de Investigación y Desarrollo de la Caña de Azúcar (CIDCA)**, we evaluate sugarcane varieties developed through traditional agronomic research methods.

These evaluations are conducted across different production environments within our supply zones, with the objective of identifying varieties that demonstrate better adaptation to local conditions, higher agricultural yields, and greater sucrose content compared to currently used varieties.

The adoption of better-adapted varieties allows us to increase productivity sustainably, strengthen crop resilience against climatic and phytosanitary conditions, and reduce production risks — without resorting to genetically modified organisms.



▢ Biological pest and disease control

Biological control is a key component of our agricultural strategy. At Ingenio Tres Valles, sugarcane grower associations operate a biological control laboratory where beneficial organisms are produced, including **Beauveria bassiana, Metarhizium anisopliae, Trichoderma harzianum, Bacillus subtilis, and Bacillus thuringiensis**, which are used for pest and disease management. Part of this production also supplies Ingenio Adolfo López Mateos.

At Ingenio Adolfo López Mateos, biological products from various commercial suppliers are also used, reinforcing the preventive and sustainable approach to phytosanitary management.

The importance of these inputs became evident in the presence of the *Fusarium* spp. fungus, which cannot be eradicated from the soil but can be kept under control through the application of beneficial organisms. Phytopathological sampling conducted in the Group's supply zones has confirmed the presence of this fungus; however, no significant damage has occurred, thanks to the systematic application of biological products that maintain the soil's microbiological balance..



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Update of the agricultural technology card

As part of our continuous improvement approach, we maintain the permanent updating of Grupo PIASA's Agricultural Technology Card, which guides agricultural practices across our supply zones. This tool consolidates technical criteria for the timely and appropriate execution of agricultural tasks, with the **objective of promoting vertical crop growth and increasing** metric tons of cane per hectare (TCH) and sucrose content.

The Agricultural Technology Card integrates operational learnings, field evaluation results, and technical recommendations, enabling us to standardize practices, strengthen decision-making, and promote more efficient, productive, and sustainable agricultural management.

Agricultural quality and compliance brigades (CCA)

Agricultural Quality and Compliance Brigades (Brigadas de Calidad y Conformidad Agrícola – CCA) were deployed at ITV and PIPSL as an internal mechanism to strengthen quality control in the field and improve agricultural processes. These brigades operate under a preventive approach through internal audits that identify areas for improvement and establish action plans in coordination with operational production and harvesting teams.

During the 2024–2025 **harvest season**, harvesting audits were conducted focusing on verifying the quality of field operations, cane left in the field, and the presence of impurities. Complementary planting audits were also carried out, covering critical aspects such as nurseries, soil preparation, planting, maintenance tasks, and pest management. Additionally, ratoon audits were performed, with emphasis on fertilization, weed control, phytosanitary management, and depopulation levels.

This field verification scheme enables us to strengthen operational discipline, ensure the right application of defined agricultural practices, and move toward greater productive efficiency across our agricultural supply chain.



From left to right:
Esmeralda Marín | Agricultural Quality and Compliance Supervisor
Dionicio Negrete | Agricultural Quality and Compliance Assistant

A total of 2,080 audits were conducted during the harvest season.



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Innovation and TECHNOLOGY

GRI 203-1

Innovation and technology are fundamental pillars for maintaining our competitiveness and delivering products that meet superior quality standards. Over the past year, we invested **more than MXN \$476 million in equipment, processes, and tools that strengthen our operational efficiency** — from industrial control systems and real-time monitoring to key infrastructure improvements that ensure continuity across harvest seasons.

We have incorporated technologies that optimize energy consumption, reduce processing times, and improve the reliability of our critical systems. These investments are complemented by projects focused on cost reduction, efficiency improvements, and the expansion of operational capabilities.

We also work continuously to **diversify our product portfolio**. The offering of standard sugar, refined sugar, specialty sugar, and formats designed for the most demanding customers has allowed us to enter new markets and consolidate our position as **a reliable supplier**. Technological upgrades also support the consistency of these quality standards, contributing to customer satisfaction and retention.

At the corporate level, we are strengthening our performance analysis and measurement platforms, including **sustainability tools** for measuring Greenhouse Gas (GHG) emissions, which complement decision-making and support our efforts to align with international standards.



Paulino Landaverde

Refined Sugar Centrifuge Operator PIASA
Ingenio Plan de San Luis

Our OPERATIONS

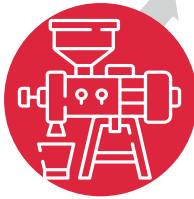
Grupo PIASA's operations integrate **agricultural, industrial, energy, and logistics** activities that enable the transformation of sugarcane into sweeteners and other products that meet high quality, efficiency, and safety standards. Through continuous improvement, the adoption of technology, and responsible resource management, we strengthen operational reliability and business continuity to ensure consistent performance across all our production units.

Sugarcane planting



Sugarcane harvesting

Transport to sugar mill



Milling

Clarification



Evaporation



Crystallization



Centrifugation



Drying



Packaging and distribution



Historias que endulzan



Partnering with Grupo PIASA has transformed our operations. Through this alliance, we gained access to resources that allowed us to invest in high-technology machinery, elevating the efficiency and quality of our production. Furthermore, the support in research and development, combined with the technical expertise of the mill's staff, provided us with innovative and practical solutions to tackle field challenges. Thanks to this joint effort, we have achieved yields above the regional and national average, resulting in sustainable growth.

From left to right: **Rafel Loyo, Jorge Loyo y José Loyo** | Hacienda Tangamanga Producers – ITV



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Innovation Applied to AGRICULTURAL PRODUCTIVITY

During this year, Grupo PIASA consolidated the use of agricultural technologies as a key tool to improve productivity, **optimize resource use, and strengthen the resilience** of sugarcane cultivation. The initiatives implemented focused on efficient water management, technical field planning, precision agriculture, and the modernization of harvesting systems, in line with the commitments made in the previous period.



From left to right:
Milton Román | Drone Operator, Alfredo Robles | Plant Health Coordinator
Yahaira González | Agricultural Engineering Supervisor

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Efficient water management in the field

In response to water stress and rising energy costs, the Group strengthened technical support to growers, particularly in areas with a high irrigated surface area.

The Group continued to provide priority support to growers at **PIASA Ingenio Plan de San Luis (PIPSL)** through the advisory services of an irrigation specialist, who conducted technical visits and provided recommendations to improve the efficiency of irrigation systems. As part of this effort, the **installation of soil moisture sensors** was promoted, enabling irrigation to be applied only when agronomic conditions require it. This practice directly contributes to reduction of water and electricity consumption.

Additionally, at PIPSL the **soil moisture retention project** was implemented in plantings of the **2025–2027 cycle***, covering an area of **50 hectares**. In these areas, a potassium polyacrylate-based moisture retainer was used, capable of retaining up to **300 times its weight in water**.

This technology improves soil moisture availability, reduces rainwater evaporation in rainfed areas, and allows for less frequent irrigation in irrigated plots, strengthening crop resistance during periods of water stress.



▢ Technical planning and supply zone management

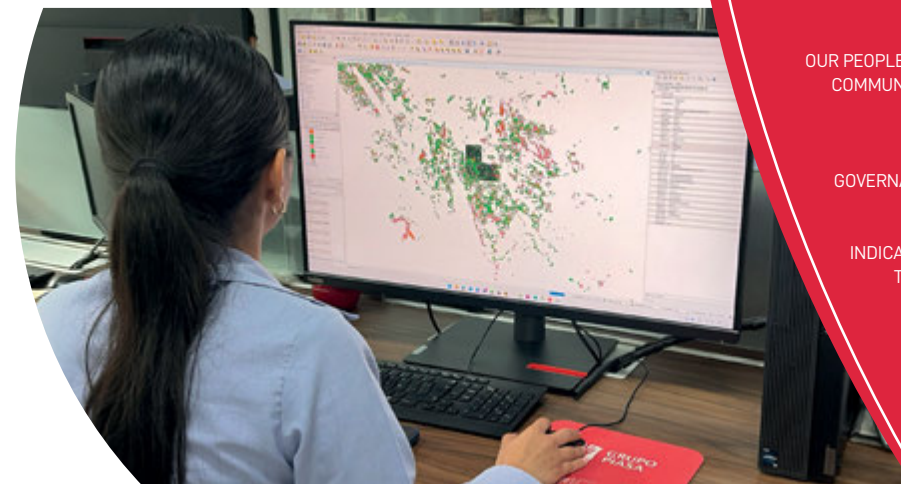
In all three of the Group's sugar mills, the **Operative Technical Zoning (LTO — Lotificación Técnica Operativa)** project was launched for plantings of the **2025–2027 cycle**. This project consists of organizing the supply zone based on the cutting season and variety maturity, generating technical blocks that facilitate the scheduling of **timely and efficient cuts**.

The LTO enables growers to leverage the productive potential of each variety at its optimal maturity stage, while also facilitating agricultural operations and comprehensive plantation management, contributing to a more efficient and planned operation.

▢ Precision agriculture and technological monitoring

During 2025, Grupo PIASA strengthened the use of **precision agriculture** through the incorporation of technological tools such as GPS, RTK antennas, drones with multispectral sensors, and geographic information systems. These technologies enable detailed crop monitoring, early detection of localized problems, and improved planning of agricultural operations.

Additionally, the use of the **NAX Solutions** platform was significantly expanded, focused on large-scale satellite monitoring of crop development conditions. In 2025, monitoring covered a total area of **52,606 hectares**, representing an **increase of 176.9%** compared to the previous year, concentrated primarily at Ingenio Tres Valles. This system strengthens operational supervision, improves analytical capacity, and enables more precise recommendations to be provided to growers.



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Advances in mechanized harvesting

During the 2024–2025 harvest season, Grupo PIASA continued to strengthen **mechanized harvesting** as one of the pillars of the Strategic Field Plan, integrating **operational, environmental, and social** criteria into its implementation.

The adoption of this system responds, on one hand, to the **decline in labor availability for manual harvesting and the increase in cost per harvested metric ton**; and on the other, to the need to **reduce environmental impacts associated with agricultural operations**, particularly those related to **resource use efficiency, emissions, and field waste management**.

In terms of volume, Grupo PIASA processed **4,543,377 metric tons of sugarcane**, of which 1,155,874 metric tons were harvested mechanically, representing **25% of the total**, maintaining the growth trajectory established for this modality.

The share of mechanized harvesting varied across business units, depending on **topographic and agronomic conditions and the level of technical readiness of the supply zones**:

- At **Ingenio Tres Valles (ITV)**, mechanized harvesting represented **20% of the processed volume**, being gradually integrated into the operational framework.
- At **Ingenio Adolfo López Mateos (IALM)**, **15% of production** was carried out through mechanized harvesting, in line with the characteristics of its sugarcane zone.
- At **PIASA Ingenio Plan de San Luis (PIPSL)**, mechanized harvesting reached **48% of total volume**, reflecting a stronger operational aptitude for this system and a larger area with favorable conditions for its application.

From an environmental perspective, mechanized harvesting contributes to:



- Reducing pre-harvest burning**, promoting field crop residue management practices.
- Reducing emissions associated with traditional practices**, advancing toward more efficient and controlled approaches.
- Improving the valorization of residual biomass**, strengthening the foundations for more sustainable agriculture.

These advances position PIPSL as an internal benchmark for the **technical consolidation of mechanized harvesting**, generating learnings that allow for its progressive implementation across the remaining units as local conditions permit.

Looking ahead to the 2025–2026 harvest season, Grupo PIASA maintains its objective of increasing the share of mechanized harvesting to reach 30% of total volume, under an approach of continuous improvement, reduction of environmental impacts, and socially responsible transition.

Implemented TECHNOLOGICAL IMPROVEMENTS

As part of our modernization and operational efficiency strategy, we advanced technology projects across our industrial units and logistics operations with the objective of strengthening productivity, optimizing resource use, reducing losses, and ensuring business continuity.



Elida Martínez | Mill Console Operator - PIASA Ingenio Plan de San Luis



Ingenio Adolfo López Mateos (IALM)

At IALM, we prioritized investments aimed at improving the stability of the industrial process and efficiency under demanding operational conditions.

- ❑ **Sucrose recovery and milling continuity**
 - Incorporation of **belt filters** with a capacity of up to **650 t/day of filter cake (cachaza)**, improving sludge extraction and process stability during rainy periods.
 - Reduction of losses and greater continuity in milling rates.
- ❑ **Energy efficiency**
 - Implementation of a regenerative heater to recover heat from condensates.
 - Reduction of steam consumption and optimization of bagasse use.
- ❑ **Entrainment control and worker welfare**
 - Installation of entrainment separators for the recovery of sugar-bearing material and reduced loads on cooling systems.
 - Adiabatic cooling system in critical areas, improving thermal conditions for operational personnel.



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Ingenio Tres Valles (ITV)

At Ingenio Tres Valles, we advanced in the modernization of critical equipment to strengthen factory efficiency and operational safety.

- **Process equipment upgrades**
 - Modernization of **mill transmission systems** to reduce downtime and improve sucrose extraction.
 - Incorporation of **four higher-capacity centrifuges**, focused on reducing losses in final molasses.
- **Industrial safety**
 - Expansion of the fire detection and alarm system, aligned with international standards.



PIASA Ingenio Plan de San Luis (PIPSL)

At PIPSL, we advanced automation and energy efficiency projects aimed at stabilizing processes and optimizing energy consumption.

- **Process automation**
 - Implementation of automatic Brix control in the refinery feed, reducing steam consumption and operational variability.
- **Energy optimization and loss reduction**
 - Incorporation of regenerative heaters and adaptations to evaporator vessels to reduce sucrose entrainment and improve productive efficiency.
- **Control system modernization**
 - Update of the automation system in the batey and mills, strengthening process integration and cybersecurity.



Logistics operation – Paraje Nuevo Distribution Center (CEDIS)

In our logistics operation, we strengthened operational capacity to respond more efficiently to market needs.

- **Capacity increase**
 - Activation of an additional repackaging line for **25 kg** presentations, increasing capacity from **80 to 140 metric tons per shift**.
- **Format diversification**
 - Development of new packaging lines focused on smaller formats, enabling access to new market segments..

Projects Under Development and 2026 ROADMAP

As part of our vision for continuity and technological improvement, we have projects under development that will come into operation in 2026 and will reinforce our operational efficiency, regulatory compliance, and market diversification:



IALM

- Incorporation of magnetic separators and particle detectors to strengthen quality control and meet industrial customer specifications.
- Update of the turbogenerator stator to strengthen energy reliability.
- Start of construction of the Industrial Wastewater Treatment Plant

- Implementation of a sewage wastewater treatment plant, strengthening regulatory compliance and water resilience.



ITV

- Development of an industrial wastewater treatment plant, strengthening the mill's environmental management.
- Installation of Magnetic Detection Systems



PIPSL

- Implementation of two packaging lines for 2 kg and 900 g presentations, targeted at the domestic retail market.



CEDIS

Historias que endulzan



“ In every harvest season and every maintenance period, I have taken on new challenges as a mechanical maintenance and turbine supervisor. At Grupo PIASA, I have experienced a process of constant evolution, where precision, commitment, and trust are fundamental to keeping critical equipment running. Here I have strengthened my technical and leadership skills, contributing to operational efficiency. Being part of this company means growing in an environment that drives safety, excellence, and people development. ”

Carlos Sánchez | Maintenance Supervisor, Ingenio Adolfo López Mateos



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Responsible Supply Chain and PRODUCER DEVELOPMENT

GRI 2-6, 201-1, 203-1, 203-2, 204-1

Our VALUE CHAIN

At Grupo PIASA, we manage our value chain through a comprehensive approach aimed at creating value. From agricultural production to final customer delivery, we promote continuous improvement, operational efficiency, and sustainability practices, with the objective of ensuring reliable, high-quality products for the markets we serve.

From left to right:
Ruperto Ruíz | MR 9 de Septiembre Representative, **Jorge Camarena**
ITV Agricultural Manager, **Lorenzo González** | CNPR Representative,
Heriberto Cano | ULPCA Representative, **Heriberto Soqui** | Field
Director, Grupo PIASA



Sugarcane Production

We manage sugarcane production through our supply zones, in coordination with sugarcane producers and **company-owned farms**, which allow us to strengthen agronomic control, test agricultural practices, and develop technical learnings that are then transferred to the rest of the operation. The incorporation of technical tools, field data, and standardized practices contributes to a more efficient, resilient production, aligned with our sustainability objectives.

In 2025, we supported more than **12,400 producers** in improving their yields through:

- **Sugarcane financing**, aimed at ensuring productive continuity.
- **Geotechnology and agricultural monitoring**, to support timely field decision-making.
- **Technical assistance**, focused on productive efficiency and sustainable crop management.

99% of the sugarcane supply area is covered by to external producers, with whom we maintain an ongoing collaborative relationship through the various sugarcane grower associations linked to our mills.



Procurement of Goods and Services

The procurement of goods and services is a strategic process that supports the continuity, efficiency, and reliability of our industrial and logistics operations. At Grupo PIASA, supplier selection is governed by quality, compliance, and operational performance criteria established in our Procurement Policy.

94% of our purchases come from domestic suppliers, while the remaining 6% are imported from countries such as **Brazil, Germany, the United States, and China.**

In 2025, we began **the progressive integration of sustainability** criteria within the Procurement Policy, strengthening responsible supply chain management.

Sweetener Production

In our industrial operations, we integrate technologies focused on process optimization, quality control, and operational efficiency. These solutions enable us to serve different market segments with products such as cane sugar, which meet high standards, ensure supply reliability, and respond flexibly to our customers' needs.

Energy Cogeneration

We harness the biomass generated during the production process for energy cogeneration, incorporating technological solutions that contribute to energy efficiency and reduced environmental impact. This approach strengthens the energy self-sufficiency of our operations and supports operational continuity during the harvest season.



Jorge Hernandez
Tachero
Ingenio Tres Valles



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By-product Utilization

We integrate technologies and practices that enable the recovery of by-products from the agro-industrial process, promoting their efficient and responsible use. This approach allows us to advance toward a more circular model, reduce waste, and maximize the value of resources generated in our operations.

Logistics, Storage, and Distribution

Logistics and storage are key components for ensuring that our products reach our customers efficiently, safely, and on time. Our logistics infrastructure is designed to optimize costs, delivery times, and market responsiveness.

In 2025, Grupo PIASA's logistics operation was supported by:

- ❑ **Strategically located distribution centers**, enabling route and transportation time optimization.
- ❑ **Outsourced transportation**, focused on cost efficiency and operational flexibility.
- ❑ **Rail infrastructure**, through the use of two national rail networks: Ferrosur and Ferromex.
- ❑ **Total storage capacity exceeding 350,000 metric tons** nationwide.

Paraje Nuevo Distribution Center (CEDIS)

Our logistics operation is supported by the Paraje Nuevo Distribution Center, which integrates operational and management solutions aimed at strengthening efficiency in storage, handling, and product distribution. The incorporation of technology in these processes improves traceability, optimizes delivery times, and supports timely, reliable service to our industrial customers.

Customers

Our focus on quality, efficiency, and reliability enables us to offer sweeteners that meet the highest market standards. Through integrated value chain management, we guarantee consistent supply that responds to the needs of our industrial, commercial, and new-market-segment customers.

*We are trusted suppliers to
Coca-Cola bottlers in Mexico*

Santiago Díaz
Trainee Corporate



Our MARKET

Commercial Presence and Reach

Grupo PIASA actively participates in both domestic and international markets, serving customers in strategic sectors such as food and beverages, mass consumer goods, and the energy industry. Our production, industrial, and logistics network enables us to ensure supply continuity, operational flexibility, and competitive response times, even in highly volatile market conditions.

Value for our Customers

Our offering is set apart by supply reliability, quality consistency, and the ability to adapt to specific requirements. We serve our customers through a diversified portfolio that includes **refined sugar, standard sugar, special white sugar, low-polarity raw sugar, and molasses**, in various presentations and logistics solutions, enabling us to support both complex industrial processes and high-volume distribution chains.

Close commercial relationships and a technical understanding of our customers' processes strengthen long-term partnerships based on efficiency, compliance, and continuous improvement.



From left to right:

Samantha Cesín | Logistics Operations Analyst, **Alberto Torreblanca** | Logistics Administration Analyst, **Julio Carbajal** | Customer Service Analyst, **Ilse Arias** | Customer Service Operations Lead, **Fernando Romero** | Customer Service Analyst, **Luis León** | Customer Service Analyst, **Laura Grajales** | Customer Service Analyst



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Portfolio Evolution and New Solutions

In line with market trends and our sustainability strategy, Grupo PIASA has strengthened the development of value-added solutions, incorporating sweeteners and by-product utilization for clean energy generation. These initiatives respond to growing demand for more responsible, efficient alternatives that consider environmental criteria, without compromising competitiveness or product quality.

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EXPANDED PRODUCT RANGE (+ QUALITIES, + PRESENTATIONS)

PREVIOUS PRODUCT

NEW PRODUCT

PRODUCT QUALITY



Refined sugar



Refined sugar



Special white sugar



Standard sugar



Non-crystallizable
(blackstrap) molasses



Non-crystallizable
(blackstrap) molasses



Low-polarity
raw sugar



Clean energy

FORMAT

1.5 TM

1.5 TM

1 TM

25 kg

Granel

1 TM

50 lb

25 lb

1-3 kg

500-900 gr

25 Kg



Export Destinations

In 2025, Grupo PIASA expanded its presence into international markets. Throughout the year, our products reached **Venezuela, Colombia, Canada, Jamaica, Suriname, Barbados, Dominica, Trinidad and Tobago**, and the United States, extending the reach of our operations beyond traditional markets.

This expansion reflects the strength of our production and logistics platform, as well as our capacity to adapt to different regulatory frameworks and quality requirements. In doing so, we reinforce Grupo PIASA's positioning as a reliable supplier in the international sweetener market, aligned with a vision of sustainable, long-term growth.



Annual Customer Satisfaction Survey

In 2025, we conducted our annual customer satisfaction survey as part of our ongoing monitoring of product quality, services, and commercial relationships. The overall result was a score of 94.9, reflecting high levels of trust, compliance, and positive perception toward Grupo PIASA.

For the first time in an integrated manner, the evaluation incorporated the **perception of the Group's sustainability performance**, encompassing aspects such as responsible practices, supply continuity, operational efficiency, and alignment with customers' environmental and social expectations. These results confirm that our efforts to integrate sustainability into the business model are also recognized and valued by the market.

We increased the score by 1.3 percentage points compared to the 2023 figure reported in the previous year.



Customer health and safety

At Grupo PIASA, protecting the health of our consumers and ensuring the safety of our products are permanent management priorities. 100% of our significant product categories are periodically assessed to identify and prevent potential risks, ensuring compliance with the highest quality and food safety standards.

These assessments include systematic reviews of hygienic conditions in the areas where production processes are carried out, as well as verification of regulatory compliance and the management systems implemented across our Business Units. This preventive approach enables us to strengthen continuous improvement and guarantee safe products for our customers.

During 2025, Grupo PIASA and its Business Units **recorded no cases of non-compliance with regulations or voluntary codes related to the health and safety impacts** of our products or services.



Customer privacy

Grupo PIASA maintains internal controls and policies for the protection of its customers' information, ensuring the confidentiality, integrity, and availability of data.

In 2025, **no substantiated complaints related to customer privacy violations were recorded, nor were any cases of data breaches, theft, or loss of personal data identified**. These results reflect our commitment to trust, transparency, and responsible information management.



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PIASA Management System

GRI 2-23, 2-24, 403-1, 403-4, 403-7

The PIASA Management System (PMS) guides and articulates our operations by integrating quality, food safety, occupational health and safety, and environmental performance criteria throughout the organization. Through this system, we ensure consistent, reliable processes aligned with the commitments made to customers, employees, communities, and regulatory authorities.

The PMS is grounded in internationally recognized standards, including **ISO 9001, ISO 14001, ISO 45001, SQF and FSSC 22000**, and is further strengthened by guiding principles established by strategic customers. This approach enables us to manage risks, strengthen operational performance, and advance systematically toward continuous improvement. Its guidelines are described below:

- P**romote Occupational Health and Safety for all stakeholders by eliminating hazards and minimizing risks in our workplaces, including through the consultation and participation of employees and their representatives.
- I**ncrease production with efficiency, quality, and food safety through competencies related to the PMS.
- A**ddress and fulfill the requirements of shareholders, customers, and applicable legal and regulatory frameworks.
- S**ustainable and maintain balance with the environment, society, and the economy by managing the environmental impacts of our activities, products, and services, and preventing pollution.
- A**pply effective continuous improvement of the PMS across our processes, communicating both internally and externally and managing our risks.



Juan Lozasa
Forklift Operator
Ingenio Tres Valles



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Our CERTIFICATES

BUSINESS UNIT	CERTIFICATION	ISSUER	VALIDITY
Ingenio Tres Valles	ISO 9001	Bureau Veritas	2027
	ISO 14001		2028
	ISO 45001		2027
	FSSC 22000		2028
	KOSHER PAREVE	Kosher	2026
	KOSHER PASSOVER		
	HALAL	Técnicos y Profesionales en Alimentos Asociados	2026
	VEGAN		
	NATURAL PROCESS		
	GLUTEN FREE		
FDA REGISTRATION	Registrar Corp.		
Socially Responsible Enterprise	CEMEFI	2026	
Ingenio Adolfo López Mateos	ISO 9001	Bureau Veritas	2027
	ISO 14001		2028
	ISO 45001		2026
	FSSC 22000		2028
	KOSHER PAREVE	Kosher	2026
	KOSHER PASSOVER		
	HALAL	Técnicos y Profesionales en Alimentos Asociados	2026
	VEGAN		
	NATURAL PROCESS		
	GLUTEN FREE		

BUSINESS UNIT	CERTIFICATION	ISSUER	VALIDITY
Ingenio Adolfo López Mateos	FDA REGISTRATION	Registrar Corp.	
	Socially Responsible Enterprise	CEMEFI	2026
Ingenio Plan de San Luis	ISO 9001	Bureau Veritas	2028
	ISO 14001		2026
	ISO 45001		2026
	FSSC 22000		2026
	KOSHER PAREVE	Kosher	2026
	KOSHER PASSOVER		
	HALAL	Técnicos y Profesionales en Alimentos Asociados	2026
	VEGAN		
	NATURAL PROCESS		
	GLUTEN FREE		
FDA REGISTRATION	Registrar Corp.		
Socially Responsible Enterprise	CEMEFI	2026	
Servicios de Integración para Productos Básicos - SIPBSA (CEDIS Paraje Nuevo)	SQF	Global Standards	
	KOSHER PAREVE	Kosher	2026
	KOSHER PASSOVER		
	HALAL	Técnicos y Profesionales en Alimentos Asociados	2026
	VEGAN		
	NATURAL PROCESS		
	GLUTEN FREE		
	FDA REGISTRATION	Registrar Corp.	
	Socially Responsible Enterprise	CEMEFI	
	Servicios Azucareros Integrales	ISO 9001	Bureau Veritas
Socially Responsible Enterprise		CEMEFI	2026



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Agricultural PRODUCER DEVELOPMENT

GRI 203-1, 203-2

In 2025, Grupo PIASA continued its comprehensive agricultural producer development framework, based on technical assistance, training, and knowledge transfer, adapted to the productive conditions of each supply zone. Activities were deployed in a coordinated manner across the ITV, IALM, and PIPSL business units, ensuring balanced and relevant coverage.

Through **44 field days, 931 producers** were reached, with a participation breakdown of **66% at ITV, 21% at PIPSL, and 13% at IALM**. These sessions focused on the adoption of good agricultural practices and the exchange of technical field experiences.

Technical visits and advisory sessions totaled **13,312 interventions**, reaching **12,465 producers**. The distribution of visits was **51% at IALM, 28% at ITV, and 21% at PIPSL**, while producer outreach was distributed 47% at ITV, 31% at IALM, and 22% at PIPSL, reflecting continuous and territorially balanced support.

In terms of **training, 19,093 person-hours** were delivered, benefiting **8,702 producers**. The distribution of training hours was **49% at IALM, 29% at ITV, and 22% at PIPSL**, with a relatively homogeneous producer participation across the three units.

Collectively, these actions reflect an agricultural development model that responds to the particularities of each region, strengthens local productive capabilities, and contributes to the sustainability of Grupo PIASA's agricultural supply chain.

Historias que endulzan



Working with Grupo PIASA has been an experience that has truly shaped my path. From the very beginning, I found a close, honest, and supportive relationship. Thanks to their accompaniment, I have been able to make decisions, grow with greater confidence, and strengthen my work day by day. More than a company, Grupo PIASA has been an ally that has given me the confidence to build a solid, long-term relationship

Claudia Barrera | IALM Sugar cane Producer

TECHNOLOGY TRANSFER PLATFORMS AND CAPACITY BUILDING

GRI 203-2, 413-1

Sugarcane Forum

As part of the strategy for agricultural **producer development and technical capacity building**, in 2025, in collaboration with **FIRA**, Grupo PIASA continued consolidating the **Sugarcane Forum** as a space for encounter, learning, and networking among producers, institutions, suppliers, and the Group's technical teams.



INGENIO TRES VALLES (ITV)

Grupo PIASA held the third edition of the **Sugarcane Forum of Ingenio Tres Valles (ITV)**, consolidating this space as a mechanism for technical follow-up, capacity building, and engagement with growers in the supply zone. The forum was held on **October 28, 2025**, at the **Casa de la Cultura de Tres Valles, Veracruz**, in coordination with **FIRA**.

Unlike previous editions, this third forum focused on deepening key technical topics and providing continuity to practices already implemented in the field, in a context marked by climate variability and the sector's productive challenges.

Participation and Reach

- **Sugarcane growers:** 254
- **Ingenio Tres Valles technical staff (harvest and production):** 30
- **Commercial supplier representatives:** 78 individuals, from 26 commercial suppliers
- **Total attendance:** 362 people

Key Topics Addressed

- Productive performance and harvest season results in the supply zone.
- Quality of agricultural operations and harvest process control.
- Integrated pest and disease management, with an emphasis on biological control.
- Soil health, crop nutrition, and practices to sustain yields.
- Impact of weather conditions on agricultural productivity.
- Sustainability approach applied to sugarcane production.



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INGENIO ADOLFO LÓPEZ MATEOS (IALM)

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On November 13, the **Second Sugarcane Forum of Ingenio Adolfo López Mateos** was held at the auditorium of the Universidad de Papaloapan, directed at producers from the supply zone and key stakeholders in the agro-industrial sector. The event brought together a broad diversity of participants, strengthening technical exchange and the dissemination of good agricultural practices.

Attendance and Participant Profiles

- **220 sugarcane producers** from various ejidos in IALM's supply zone.
- **200 guests**, including FIRA personnel, representatives of sugarcane grower associations, educational institutions, and mill technicians.
- **1 local media outlet**, El Piñero de la Cuenca, which provided event coverage.

Suppliers and Technical Partners with Stands

Specialized suppliers in inputs, agricultural services, mechanization, plant nutrition, biological control, and technology participated, including Agrosience, Agros de la Cuenca, Sumagro, Servicio Agrotécnico, and FIRA, among others..

Community Participation

The Forum included a community marketplace, promoting local consumption and regional entrepreneurship, with the participation of various stakeholders from the mill's communities of influence.

Educational Engagement

Upper secondary and higher education institutions participated, strengthening the connection between the productive sector and academic education, including the Centro de Bachillerato Tecnológico Forestal (CBTF), the Centro de Bachillerato Tecnológico Agropecuario (CBTA 16), the Instituto Tecnológico de la Cuenca del Papaloapan, and the Universidad del Papaloapan.

The Second Sugarcane Forum of IALM reaffirmed its role as a platform for knowledge transfer, institutional articulation, and the strengthening of sustainable agricultural development in the region.





Soluciones hídricas para la caña de azúcar (Water Solutions for Sugarcane) Forum – Ingenio Plan de San Luis (PIPSL)

In 2025, PIASA Ingenio Plan de San Luis organized the “Water Solutions for Sugarcane,” forum, focused on strengthening the technical capacities of producers in addressing challenges associated with water availability, climate variability, and irrigation efficiency in agriculture.

The forum took place on **May 14, 15, and 16** at the **La Noria** Technology Transfer Center in Tamuín, combining technical sessions, exchanges with specialized suppliers, and practical field activities, with an emphasis on decision-making based on technical data and precision technologies.

Topics Covered

- Impact of climate change on rainfall patterns in the Huasteca Potosina region.
- Strategies to increase sugarcane yields through efficient water use.
- Mechanized irrigation technologies, sprinkler systems, and automation.
- Precision agriculture and satellite platforms applied to water management.
- Biological solutions and sustainable practices for irrigation optimization.
- Integration of sustainability into agricultural management.

Event Format

- Technical sessions at the venue, with the participation of specialists, suppliers, and technical teams.
- Stand tours, promoting direct contact between producers and companies offering solutions.
- Field days, conducted at producers’ plots in the area, where center-pivot and drip irrigation systems were observed in operation

This forum reinforced Grupo PIASA’s commitment to responsible water management, technical knowledge transfer, and the adoption of agricultural practices that contribute to productivity, resilience, and sustainability in the supply zones.



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PIASA Ingenio Plan de San Luis

Roadside Hawk (Rupornis magnirostris)

Our Environment

We promote **ENVIRONMENTAL CARE**



Our ENVIRONMENT

Environmental management at Grupo PIASA is aimed at ensuring the continuity of our agricultural and industrial operations in a context of growing pressure on natural resources and increased exposure to climate-related risks. In 2025, we strengthened a preventive and strategic approach that integrates **water resource management and climate change mitigation and adaptation** as priorities of our environmental performance.

All three of Grupo PIASA's sugar mills hold an Environmental Management System certified under ISO 14001 across 100% of their industrial operations, ensuring ongoing control and continuous improvement of their environmental performance.

Water Management

GRI 303-1, 303-3, 303-5, SASB FB-AG-140a.1, FB-AG-140a.2, NIS A.7, A.8, A.10

Grupo PIASA's water footprint management considers the varying nature of water use along the value chain. As a result, the Group has structured its approach around two clearly defined areas of influence:

- **Agricultural water use**, where we are indirectly involved, based on technical influence.
- **Industrial water use**, where there is direct operational control.



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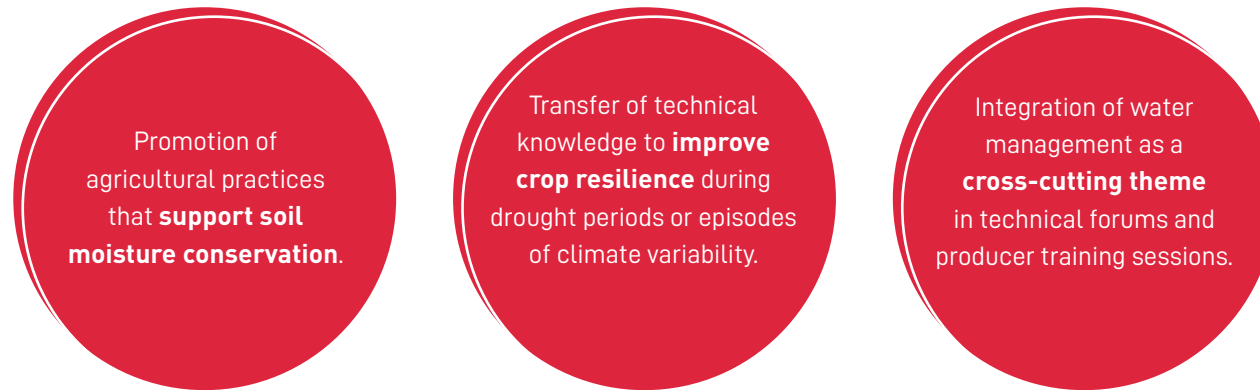
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Agricultural WATER USE

Sugarcane production depends primarily on rainfall patterns and on the agricultural practices implemented by independent producers. In this context, Grupo PIASA does not have direct control over water extraction or use; however, it assumes a role of technical influence and field accompaniment, contributing to responsible water stewardship through technical capacity-building and advisory support aimed at improving water-use efficiency and reducing risks associated with water stress.

2025 Management Approach:



This approach enables a positive influence on the crop's water performance without directly intervening in the producers' management of the resource.



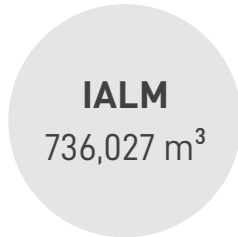
Industrial WATER USE

Industrial water use is managed directly by Grupo PIASA and constitutes the central pillar of the Group's water footprint management. In 2025, our actions focused on improving operational efficiency, strengthening process control, and reducing environmental and regulatory risks.

2025 Performance and Actions:

Total industrial water consumption:
3,676,660 m³

Consumption by business unit:



Source of water used:

Surface water:

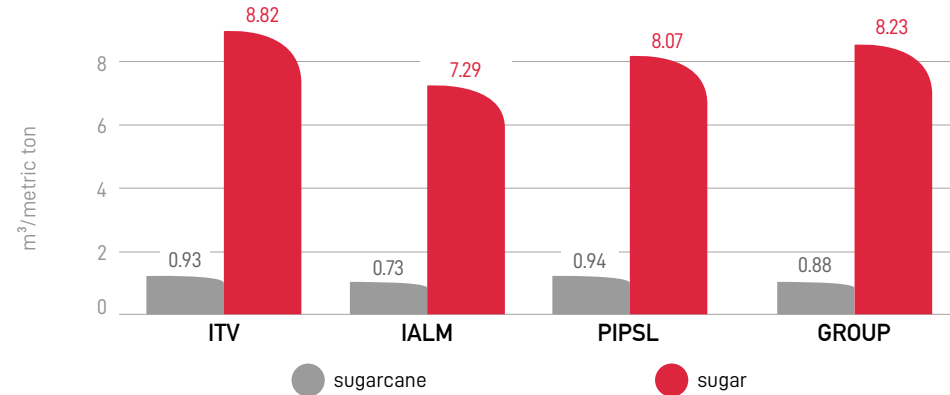
Primary source at ITV (84%) and IALM (79%), supplementary use at PIPSL (38%).

Groundwater:

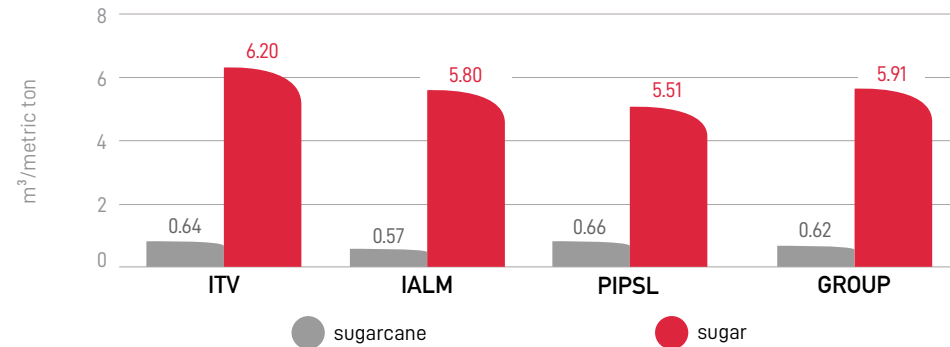
Primary source at PIPSL (62%), supplementary use at ITV (16%) and IALM (21%).

*Water consumption decreased by **14%** over the previous year, primarily due to the **optimization and recirculation of condensates in IALM's industrial process.***

Water Consumption Indicators (annual)



Water Consumption Indicators (harvest season)



Operational management and control

Implementation of water efficiency projects in industrial processes.

Recovery and reuse of condensates to reduce fresh water consumption.



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Wastewater Treatment to Optimize WATER MANAGEMENT

Wastewater management is a critical component of Grupo PIASA's **water footprint management** approach. In 2025, the Group consolidated its infrastructure and technical actions aimed at ensuring the proper treatment of industrial and sanitary discharges, reducing environmental risks, strengthening regulatory compliance, and enhancing the operational sustainability of its business units.



Industrial Wastewater Treatment Plant (WWTP) – Ingenio Tres Valles (ITV)

In 2025, progress was made on the **construction of the Industrial Wastewater Treatment Plant at Ingenio Tres Valles**, designed to handle the discharges generated by sugar manufacturing processes.

The ITV Industrial WWTP incorporates physicochemical and biological processes aimed at the **removal of organic load, suspended solids, and contaminants associated with the industrial process**, enabling the treatment of wastewater prior to discharge in compliance with **NOM-001-SEMARNAT-2021**. Its design accounts for variations in flow rate and pollutant load inherent to harvest season operations, contributing to greater operational stability and environmental risk control.

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Sanitary Wastewater Treatment Plant (WWTP) – PIPSL

In parallel, the **Sanitary Wastewater Treatment Plant at PIPSL** was also constructed and brought into operation, designed to treat water generated by sanitary facilities and administrative activities.

The measures implemented focused on improving the **efficiency of aeration, clarification, and sludge stabilization processes**, with the objective of ensuring proper treatment and compliance with the permissible discharge limits established under current environmental regulations. These improvements reflect a preventive management approach that seeks to minimize variations in effluent quality and ensure the long-term reliability of the system.

The commissioning of this infrastructure represents a significant milestone for the Group, as it improves water management in the mill and support services, reduces potential impacts on receiving water bodies, and consolidates a preventive environmental vision. Similarly, these systems are integrated into the mill's environmental monitoring and control frameworks, enabling the systematic tracking of key parameters and the identification of opportunities for continuous improvement.



Alignment with Sustainability Commitments and SDGs

The wastewater treatment actions implemented in 2025 reflect progress in the **commitments made by Grupo PIASA to the 2030 Agenda**, described in **Chapter 4** of this report.

In particular, the development and strengthening of the **Industrial WWTP at ITV** and the **Sewage WWTP at PIPSL** are aligned with the SDGs prioritized by the Group, translating these commitments into concrete infrastructure, operational control, and environmental management. These actions contribute to strengthening responsible water management, industrial operational efficiency, and the prevention of environmental impacts, integrating sustainability criteria into day-to-day operational management.



Continuity Approach

Differentiating between water use in the field and in the mill enables Grupo PIASA to more accurately manage water-related risks associated with its operations. In the coming periods, the Group will continue to drive measurement, efficiency, and control of industrial water use, as well as technical influence in the field, as part of a comprehensive water footprint management strategy.



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Climate Change MITIGATION AND ADAPTATION

GRI 102-5, 102-6, 102-7, 102-8, 305-1, 305-2, 305-3, 305-4, 305-5, SASB FB-AG-110a.1, NIS A.1, A.2, A.3

GREENHOUSE GAS (GHG) EMISSIONS Management and Decarbonization

At Grupo PIASA, we recognize that climate change management requires robust and verifiable data. As a first step toward defining mitigation and adaptation strategies, in 2025 we measured our carbon footprint across the three scopes established by the **GHG Protocol**, aligning this exercise with the requirements of the **National Emissions Registry (Registro Nacional de Emisiones – RENE)** for regulatory compliance in Mexico. This process enables us to understand the sources of our emissions, establish a baseline, and direct concrete reduction actions throughout our value chain.

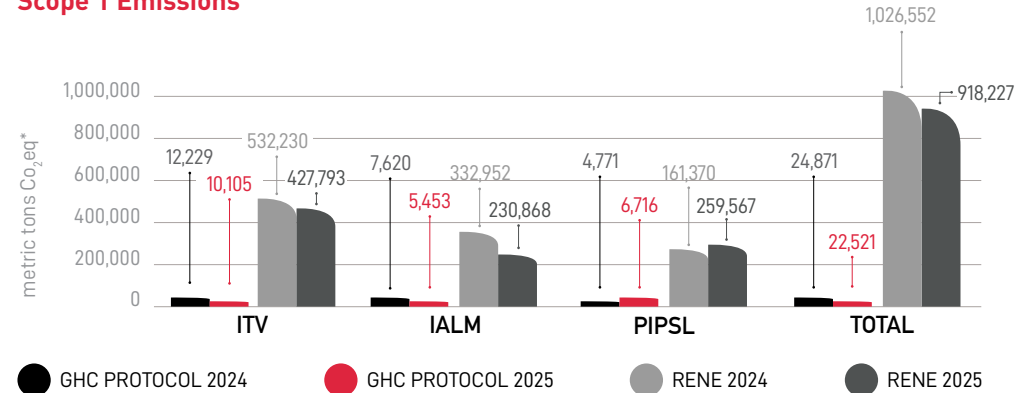
***CO₂ equivalent (eq):** GHG emissions are expressed in CO₂ equivalent, a unit that enables the comparison of the effects of different GHGs by converting them to the amount of carbon dioxide (CO₂) that would produce the same climate impact. CO₂ is used as the reference since it is the most abundant gas.



Scope 1 – Direct Emissions

Scope 1 emissions correspond to greenhouse gas emissions generated **directly** by Grupo PIASA's operations. They primarily include combustion of fuels in boilers, equipment, and company-owned vehicles, as well as emissions associated with industrial processes.

Scope 1 Emissions



Measuring this scope makes it possible to identify opportunities to improve energy efficiency, optimize fuel use, and advance the transition toward lower-carbon-intensity technologies.

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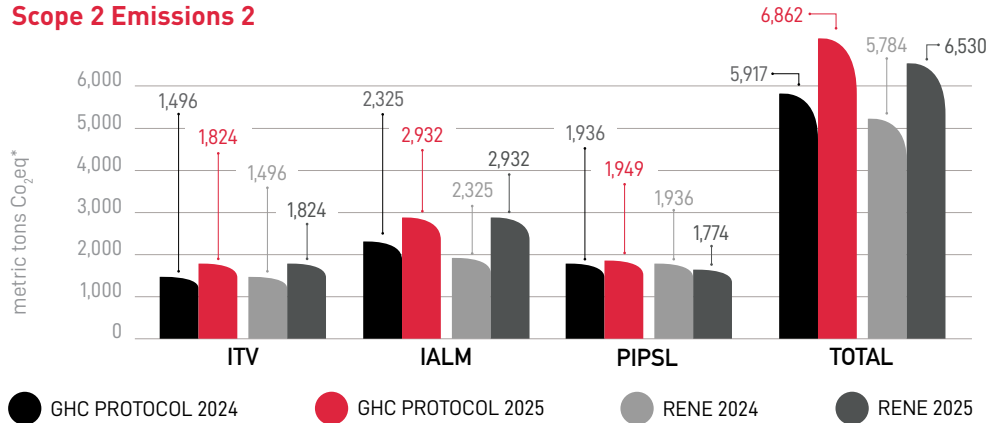
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Scope 2 – Indirect Emissions from Energy Consumption

This scope covers the indirect emissions associated with the generation of purchased electricity consumed in our operations.

Scope 2 Emissions 2



Analysis of this scope is key to evaluating the energy performance of the mills and operational centers, as well as shaping decisions related to energy efficiency, consumption optimization, and the strengthening of energy generation from renewable sources, such as bagasse-based cogeneration.

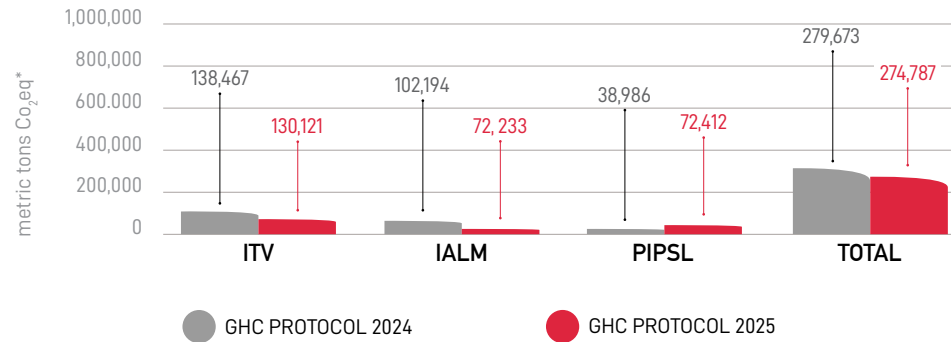
Scope 3 – Other Indirect Emissions from the Value Chain

This scope includes emissions generated outside the company's direct control but related to its activities, such as the transportation of inputs and products, the procurement of goods and services, and other processes associated with the supply chain.

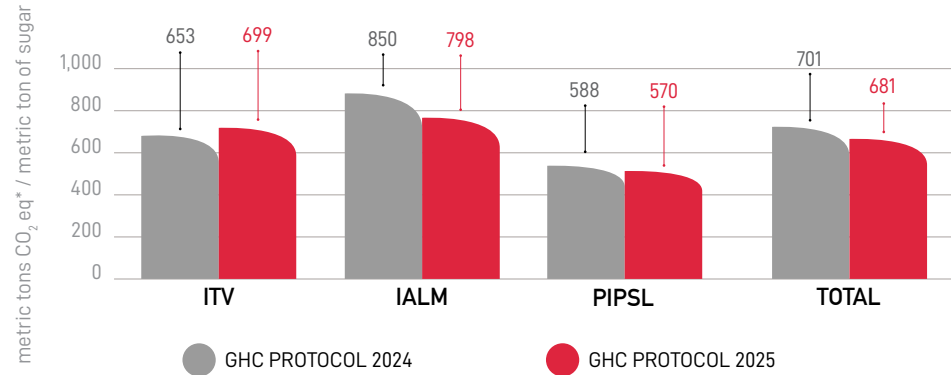
Measuring this scope allows for a broader climate perspective beyond direct operations, integrating collaborative efforts with producers, suppliers, customers, and strategic partners to reduce the carbon footprint in a comprehensive manner.

*CO₂ equivalent (eq): GHG emissions are expressed in CO₂ equivalent, a unit that enables the comparison of the effects of different GHGs by converting them to the amount of carbon dioxide (CO₂) that would produce the same climate impact. CO₂ is used as the reference since it is the most abundant gas.

Scope 3 Emissions



Emissions Intensity



Measuring all three scopes constitutes a technical foundation for advancing toward decarbonization in an orderly manner, defining realistic reduction targets, and strengthening the resilience of our operations against the effects of climate change, in alignment with Grupo PIASA's 2030 Sustainability Framework.



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Waste Management and CIRCULAR ECONOMY

GRI 306-1, 306-2, 306-3, 306-4, 306-5, NIS A.14, A.15, A.16



FIELD

In the field, responsible management practices for agricultural waste and packaging were reinforced in coordination with producers and suppliers, promoting shared environmental responsibility throughout the value chain, achieving the final disposal of **3.6 metric tons** of such waste across the three mills.

Recognition for Leadership in the Campo Limpio Program



Cinthia de Los Santos | Environmental Coordinator – Ingenio Tres Valles

In 2025, Ingenio Tres Valles (ITV) received a recognition from Amocali, A.C. for its **6 years** of effort and collaboration in the **Campo Limpio (Clean Field) Program in the state of Veracruz.**

This recognition reflects the mill's sustained commitment to the proper management of empty agrochemical containers, promoting responsible practices in the rural sector and strengthening a culture of environmental stewardship and health protection for sugarcane communities.

Participation in the Campo Limpio Program contributes to:

- ❑ Preventing soil and water contamination.
- ❑ Reducing health risks for producers and agricultural workers.
- ❑ Advancing the circular economy through the collection and proper disposal of containers.
- ❑ Strengthening sustainability in the agricultural supply chain.

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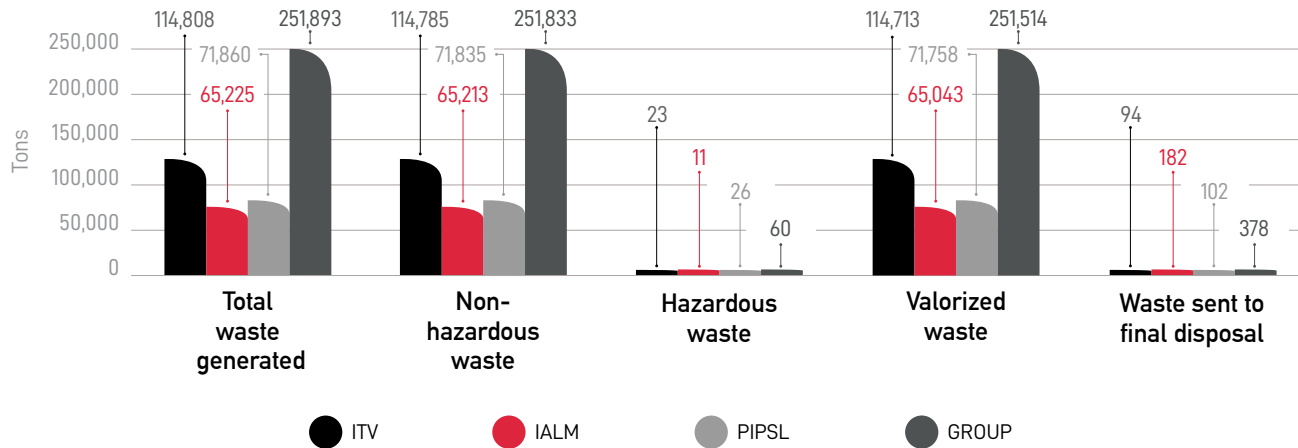
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INDUSTRIAL Processes

During the reporting year, Grupo PIASA managed waste using a preventive and circular economy approach, integrating environmental criteria into industrial and logistics operations, with the objective of reducing impacts, optimizing resources, and consolidating operational efficiency while adhering to emissions and water management standards.

In the reporting period, non-hazardous waste represented 99.9% of total waste generated, while hazardous waste accounted for 0.1%. Both waste streams were managed in compliance with applicable regulations and the Group's internal procedures.

This approach consolidates waste management as a cross-cutting component of the Group's environmental performance.



As part of the circularity strategy, 99.8% of waste generated was valorized through recycling, reuse, co-processing, or energy recovery, prioritizing alternatives to final disposal and reducing pressure on landfills and containment facilities. The remaining 0.2% was sent to final disposal at authorized sites, ensuring traceability and environmental control.

In the mills, the valorization of by-products from the sugar-making process continued to be a central pillar of the operational model, with particular emphasis on the use of bagasse for energy cogeneration and the valorization of other industrial waste streams such as scrap metal, filter cake (cachaza), and ash.

Alfredo Santiago
Forklift Operator CEDIS Paraje Nuevo



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Composting and Organic WASTE VALORIZATION

In 2025, composting was established as one of Grupo PIASA's key organic waste valorization practices. Agricultural and industrial by-products were used to produce a total of 9,963 **metric tons of compost**, which was mostly reincorporated into agricultural soils as an organic amendment. This process enabled the valorization of generated organic waste, hence reducing final disposal and emissions associated with uncontrolled decomposition.

From a technical standpoint, the application of compost contributes to improving soil structure, increasing organic matter content, promoting microbiological activity, and enhancing moisture retention capacity, which translates into greater efficiency in water and nutrient use. Additionally, this practice reduces dependence on chemical fertilizers, strengthens soil resilience during periods of water stress, and reinforces the circular economy approach in the Group's operations.



Artemio Vera | Cogeneration Supervisor – Ingenio Adolfo López Mateos

ENERGY Consumption

GRI 103-2, 103-5, 302-1, 302-3, 302-4, SASB FB-AG-130a.1 NIS A.4, A.5

At Grupo PIASA, energy consumption is a central pillar of operational and environmental management due to its impact on productivity, operating costs, and carbon footprint. In 2025, energy performance control and monitoring were improved across each business unit, enabling differentiated management in accordance with each mill's operational characteristics, supported by **energy efficiency assessments**.

The energy used in Grupo PIASA's operations comes primarily from cogeneration with sugarcane bagasse, as well as from energy purchased from the national electricity grid. Comprehensive measurement of energy production, procurement, consumption, and sales by business unit enables the management of energy performance, the identification of efficiency opportunities, and the strengthening of the greenhouse gas emissions mitigation program.

During the reporting period, the Group's total energy consumption was **128,300 MWh**, concentrated primarily in the industrial operations of the sugar mills. The energy generated through cogeneration is produced at facilities classified as clean energy plants.

The energy efficiency measures implemented at each unit (equipment optimization, specific consumption control, and loss reduction) resulted in a 5% variation in energy consumption per production unit compared to the previous year.



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Energy Performance in 2025 BY BUSINESS UNIT

BUSINESS UNIT	COGENERATION CAPACITY (MW*)	ENERGY PRODUCTION (MWH**)	SELF-GENERATED ENERGY CONSUMPTION (MWH**)	GRID ENERGY PURCHASE – SEN (MWH**)	TOTAL CONSUMPTION (MWH**)	ENERGY FROM RENEWABLE SOURCES (%)	ENERGY FROM NON-RENEWABLE SOURCES (%)	ENERGY SALES (MWH**)
ITV	40	127,218	54,222	4,109	58,331	93%	7%	72,996
IALM	50	89,111	31,143	6,603	37,747	83%	17%	57,967
PIPSL	20	27,423	27,423	4,445	31,868	86%	14%	0
CEDIS	0	0	-	115	115	0%	100%	0
Corporate	0	0	-	239	239	0%	100%	0
Grupo PIASA Total	120	243,751	112,788	15,512	128,300	88%	12%	130,963

As part of its participation in clean energy markets, Grupo PIASA generates environmental instruments associated with renewable energy production, such as **International Renewable Energy Certificates (I-RECs)** at Ingenio Tres Valles (ITV) and **Clean Energy**

Certificates (CELS) at Ingenio Adolfo López Mateos (IALM) and Ingenio Plan de San Luis (PIPSL). These certificates are offered to **commercial partners and bottlers**, enabling third parties to certify the use of clean energy in their operations.

The reduction in the percentage of energy from renewable sources compared to 2024 is primarily due to a lower number of harvest season days and a longer repair period, resulting in increased procurement from the National Electricity System (SEN – Sistema Eléctrico Nacional).

*Megavatio (MW): A unit of power equivalent to one million watts, used to measure the capacity of instantaneous electricity generation or consumption.

** Megavatio-hora (MWh): A unit of energy indicating the electricity generated or consumed at a rate of one megawatt per hour.



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Participation in the Voluntary Energy Efficiency Agreement (AVEE)

In line with its energy efficiency and decarbonization programs, Grupo PIASA began participating in the **Voluntary Energy Efficiency Agreement (Acuerdo Voluntario de Eficiencia Energética – AVEE)**. This initiative is promoted by the **Ministry of Energy (Secretaría de Energía – SENER)** and coordinated by the **National Commission for the Efficient Use of Energy (Comisión Nacional para el Uso Eficiente de la Energía – CONUEE)**. This agreement aims to promote the voluntary adoption of **technically and economically viable energy efficiency measures** in industrial, manufacturing, commercial, and service facilities, thereby **improving energy performance and reducing greenhouse gas emissions**.

Through the AVEE, Grupo PIASA takes action to **optimize energy consumption, identify savings opportunities, and improve energy management** across its three mills. These efforts align the Group's operations with national energy efficiency and climate change mitigation objectives, while reinforcing its competitiveness and operational continuity.



From left to right:
Pedro Romero | General Warehouses
Lead, **Erick Triunfo** | General Warehouse
Coordinator



Biodiversity and ZERO DEFORESTATION

GRI 101-2, 304-2, 304-3, NIS A.12

As part of the continuous improvement of its environmental management, in 2025 Grupo PIASA began formally structuring its **biodiversity** approach within the Sustainability Framework, establishing a specific commitment oriented toward the development of biodiversity management and conservation plans for its own landholdings. This milestone marks the beginning of more systematic management aligned with recognized best practices in this area.

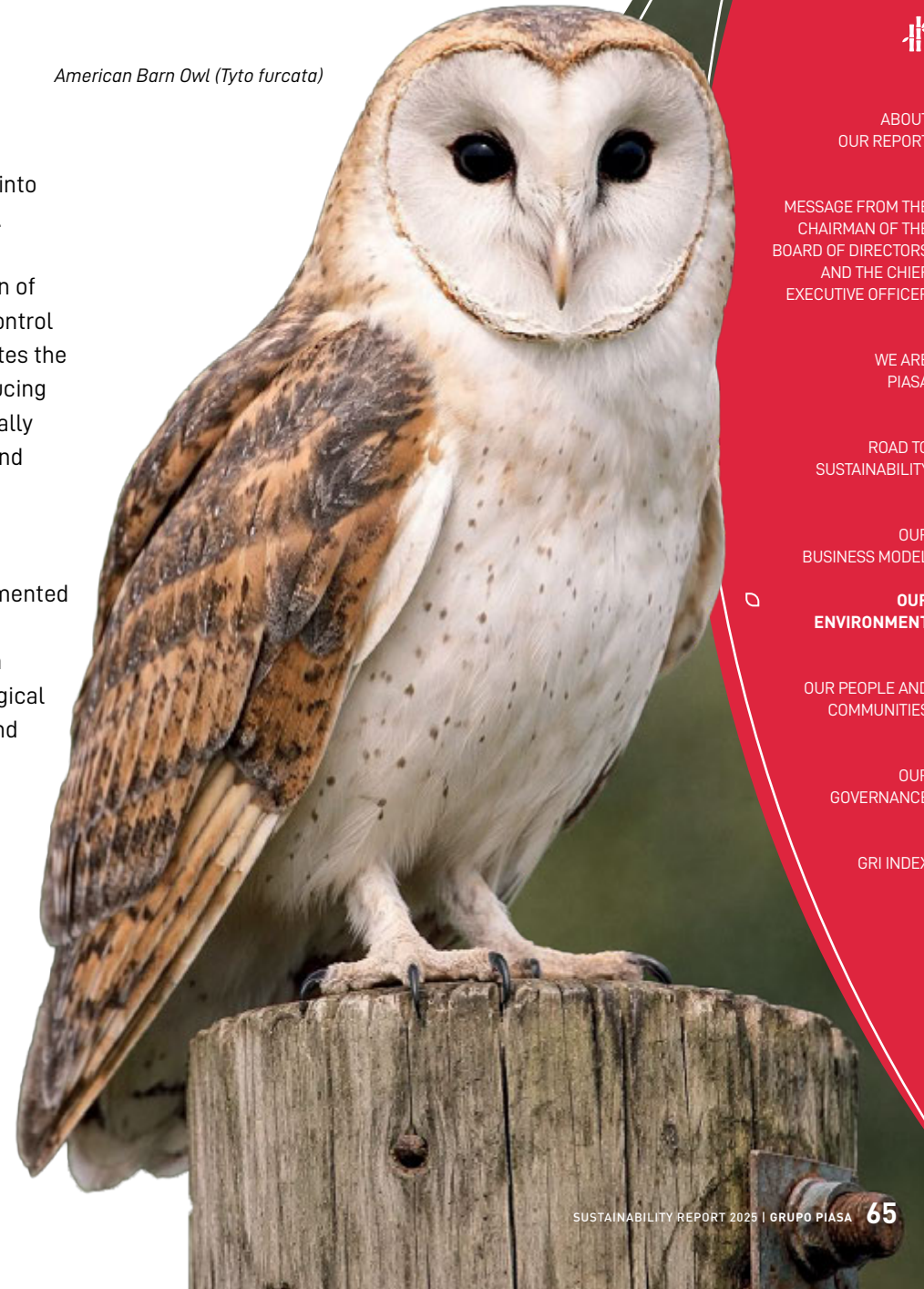
In this context, a **strategic alliance was consolidated with the Selva Teenek Environmental Management Unit (Unidad de Manejo Ambiental Selva Teenek)**, in the Huasteca Potosina region, to promote conservation and species protection actions, contributing to the preservation of natural habitats in a region of high ecological relevance. This collaboration represents a

first step toward integrating nature-based solutions into the management of sugarcane-producing territories.

Across the Group's three mills, the annual installation of **raptor bird perches** is maintained as a biological control measure for rodents in the field. This practice promotes the presence of natural predators that contribute to reducing sugarcane damage caused by stalk gnawing, potentially decreasing the need for chemical control methods and promoting ecological balance in the supply plots.

Additionally, in coordination with Selva Teenek, the **installation of barn owl nesting boxes** was implemented at **PIASA Ingenio Plan de San Luis**. Barn owls can consume up to **12 rodents per night**, including both adults and chicks. This action is part of an agroecological management approach that protects raw material and conserves wildlife.

American Barn Owl (Tyto furcata)



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The well-being of people drives
OUR FUTURE.

Our People and Communities

Ramón Velázquez and family
Information Technology Lead

Our People and COMMUNITIES

At Grupo PIASA, sustainable development is driven by its people. Our social strategy integrates **talent development and growth, respect for human rights, and community development** in our areas of influence.

In 2025, the Group advanced a model that integrates employee well-being, performance, workplace safety, and community development. This approach is aligned with international standards and supports the Group's long-term strategy, aligned with international standards and our long-term priorities.

TALENT Development and Growth



Comprehensive Management of OUR EMPLOYEES

GRI 2-7, 2-30, 202-2, 401-1, 404-1, 404-3, 404-2, 407-1, NIS B.4

In Mexico's sugarcane agro-industry, the workforce is composed of **two main employee groups: unionized and non-unionized personnel**. Each group plays a distinct role in supporting mill operations.

Unionized employees form the operational backbone of industrial processes, supporting core activities such as maintenance, equipment operation, and factory production. Their working conditions are governed by the Collective Bargaining Agreement of the Sugar, Alcohol, and Related Industries (*Contrato-Ley de las Industrias Azucarera, Alcohólera y Similares*), which sets national standards for labor rights, safety, benefits, and employment conditions.

Non-unionized employees include professionals in technical, administrative, and managerial roles, with responsibility for operational management, planning, supervision, and strategic decision-making.

Both groups are **essential** to ensuring operational continuity, productivity, and the organization's long-term sustainability.

From left to right:

Jesús Rodríguez | Performance Operations Analyst, **Guadalupe Gómez** | General Accounting Analyst, **Jennifer Blee** | Tax Analyst, **Samantha Cesín** | Logistics Operations Analyst, **Jessica López** | CIS – Supply Analyst, **Alfredo Chaparro** | Accounts Payable Analyst, **Graciela Carrera** | Accounts Receivable Analyst, **Gabriela Xolo** | Compensation and Benefits Analyst, **Carlos Carrasco** | Continuous Improvement Analyst, **Ezequiel Flores** | Payroll Analyst, **Manuel Santiago** | Continuous Improvement Operations Lead, **Mariana Rodríguez** | Shared Services Center Manager, **René López** | Payroll Analyst



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In 2025, the Group advanced its talent management model, structured around three pillars:

Attraction and retention

Development and training

High-performance culture

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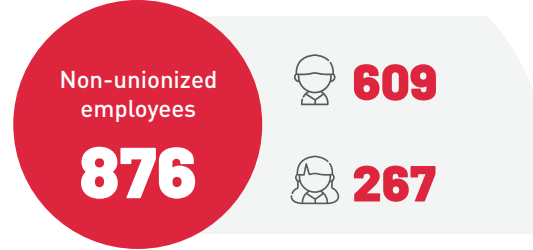
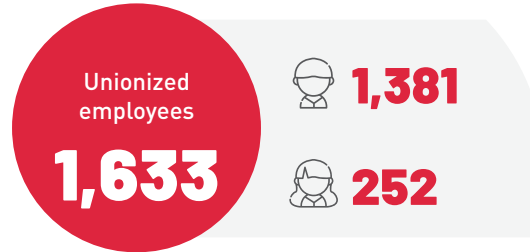
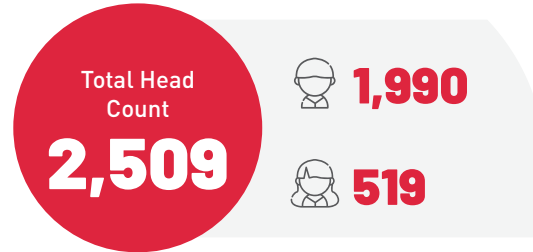
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Key Indicators

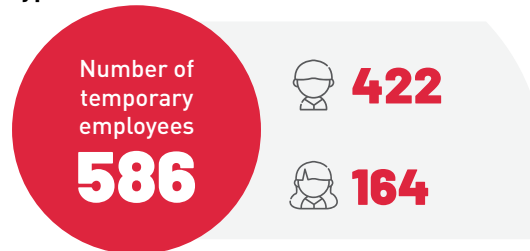
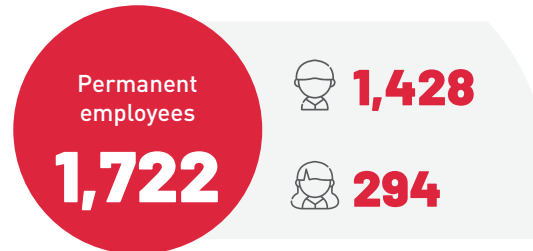


9.6% Hiring rate

6.1% Turnover rate

Calculated as total Group headcount relative to voluntary separations.

Contract type



27% Percentage of senior executives hired locally at key operating locations

Manuel Guzmán
Pan Boiler Operator
Ingenio Tres Valles



Succession Planning and CAREER DEVELOPMENT

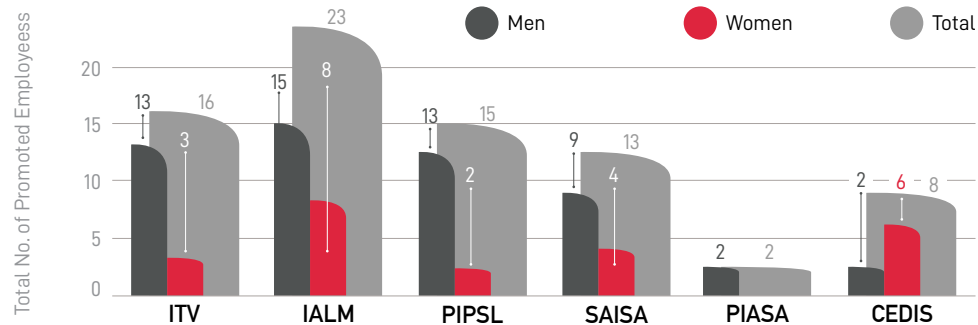
GRI 404-2

At Grupo PIASA, succession planning and career development are supported by methodologies aligned with best practices, including Talent Management Review (TMR) and the 9-Box Talent Map, which enable a structured assessment of employee performance and potential. This analysis identifies key talent and high-potential employees, supporting succession planning and the design of development pathways.

100% of our non-unionized employees receive an annual performance review.

Based on these results, career plans and training initiatives are defined to prepare talent for roles of greater responsibility, supporting internal mobility, operational continuity, and business sustainability.

INTERNAL Promotions



75% of vacancies are filled through internal hires (excluding director-level positions).

Historias que endulzan



With 30 years at Grupo PIASA, I began my career as a Shift Supervisor and gradually took on roles across operations and management. Throughout this journey, I contributed to in the transformation and modernization of operations, from the planning and execution of projects to increase capacity and efficiency, to increase capacity and efficiency to automating equipment and enhancing quality and food safety systems.

Grupo PIASA has also been a fundamental role of my personal life. My wife and I arrived as newlyweds, built our family here, and raised our daughters in an environment of strong support and lasting relationships. I am deeply grateful for the opportunities, the learnings, and the trust I have received. This company is a very important part of my story, and I am proud to have grown alongside an organization that empowers its people and values a sense of belonging and teamwork.

Jesús Romero | Employee – General Manager – Ingenio Tres Valles



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MATERNITY AND PATERNITY Leave

BUSINESS UNIT	EMPLOYEES ON LEAVE	MEN	WOMEN
ITV	94	85	9
IALM	15	8	7
PIPSL	19	16	3
SAISA	4	1	3
CEDIS	2	1	1
PIASA	-	-	-
TOTAL	134	111	23



Vianey González and family
General Management Assistant
Ingenio Adolfo López Mateos

Training and DEVELOPMENT

GRI 404-1, NIS B.3, B.4

Talent development and training are key drivers of operational accountability and business continuity. In 2025, the Group continued to advance its training model across technical, operational, and administrative areas, aligned with current and future organizational needs.

During the year, a **total of 36,026 training hours were completed**, distributed as follows:



The decrease in the average number of training hours per employee compared to the previous year is primarily due to the increase in headcount following from the incorporation of the new CEDIS Business Unit.

*Includes Occupational Health and Safety training hours

**Hours per employee are calculated using an average headcount of 2,258 employees for the year.

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Strategic DEVELOPMENT PROGRAMS

Collective Bargaining Agreement (CBA) Certification

The second Collective Bargaining Agreement Certification Workshop was held, targeting Human Capital personnel and key technical staff at the three mills and corporate offices. This training enhances strategic decision-making, improves labor management, and reinforces the relationship with unionized personnel through a preventive and technical approach.

Master Plan

As part of internal talent development, the Group offers the **Master Plan program**, a comprehensive training and development initiative for operational staff. It is designed to ensure that employees acquire the essential theoretical knowledge and demonstrate their competency through practical application. This year, the program was expanded with new technical and operational content focused on strengthening critical capabilities across the sugar mills. Among the topics integrated, the following stand out:

- Use and maintenance of mechanical tools.
- Correct application of mechanical fasteners.
- Analysis and interpretation of electrical diagrams – Level 2.
- Basic industrial instrumentation.

These enhancements improve the efficiency, reliability, and safety of industrial processes, support training for specialized roles, and reduce operational risks.

e-Learning

In 2025, the digital transformation of learning advanced through the use of specialized platforms:

- LinkedIn Learning:** Learning programs aligned with business strategy.
- Moodle:** Technical backbone of the Master Plan program.
- Coupa:** Logistics process optimization.
- KnowBe4:** Cybersecurity culture and awareness.
- Consultable (PwC):** Accounting, tax, and financial updates for Finance and Controllership (IFRS, NIF, US GAAP, taxes, and internal controls).
- Corporate Finance Institute (CFI):** Specialized training in financial modeling and corporate finance for the Strategic Planning team.

Additionally, analytics and tracking tools were incorporated to measure the impact of training and improve data-driven decision-making.

Historias que endulzan



During my journey as an employee, I have had the opportunity to strengthen my technical knowledge, develop leadership skills, and take on greater responsibilities.

Grupo PIASA has provided me with a learning environment always focused on continuous improvement, regulatory compliance, and teamwork, which has had a positive impact on how I make decisions and contribute to the organization's objectives. This experience has consolidated my sense of belonging to the company and has strengthened a long-term relationship built on trust, professional development, and the creation of value in the Group's processes and outcomes.

My time at Grupo PIASA has been decisive in shaping my professional identity, my commitment to quality, and continuous improvement.

Guillermina Lara | Employee – Factory Quality Control Supervisor – Ingenio Adolfo López Mateos



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University partnerships AND EARLY TALENT

Building on the internship program, the Group expanded it into the “Grow Your Future with Us” framework, strengthening university partnerships and structured mentoring for early talent.

In 2025, the program included 39 interns:



Following the evaluation process, five interns were hired—one at corporate and four at the mills—supporting the succession and talent attraction strategy.



Organizational Culture and SENSE OF BELONGING

The “**We Know Our Mill**” program was expanded, allowing employees to visit industrial facilities and gain a comprehensive understanding of the production process. In 2025, CEDIS personnel participated, supporting integration across business units, strengthening understanding of the operating model, and reinforcing a sense of belonging.

WORKPLACE CLIMATE Assessment

In 2025, we achieved a score of **3.91 out of 5** in the engagement survey, up **0.11 points from 2024** and placing the Group in the “**on the path to being highly engaged**” category. This result reflects a positive shift in employee perception and confirms the impact of the actions implemented to improve the sense of belonging and the overall employee experience.

In 2025, we achieved a score of 3.91 out of 5 in the engagement survey, up 0.11 points from 2024 and placing the Group in the “on the path to being highly engaged” category. This result reflects a positive shift in employee perception and confirms the impact of the actions implemented to improve the sense of belonging and the overall employee experience.

Integrated Services Center – ISC

In **2025**, the Shared Services Center (Centro Integral de Servicios – CIS) further supported the ESG strategy, solidifying its role as a **key driver of talent development and continuous improvement** across the organization.

One of its main pillars was **training and internal growth**, supporting talent development, internal mobility, and **internal promotions** under a management model based on performance and continuous learning. These actions improved employee engagement, ensured operational continuity, and developed more specialized teams better prepared for business challenges.

In addition, the SSC launched **Continuous Improvement** initiatives in collaboration with Grupo PIASA's functional leaders, focused on process optimization, standardization, and efficiency, generating positive and lasting operational impact. These projects helped improve service levels and foster an organizational culture centered on excellence and innovation.

Looking ahead to **2026**, the SSC will focus on building on the lessons gained over three years of operation while embedding its process-based management model. The strategy will center on team preparation and specialization, as well as the gradual rollout of new services, ensuring an orderly transition aligned with business needs. In doing so, the SSC will continue to evolve as a strategic partner that drives operational efficiency and sustains a **high-performance culture** focused on talent development, continuous improvement, and long-term value creation for the organization.

*Based on satisfaction assessments, the SSC achieved a **98% internal customer satisfaction rate**, reflecting the strength of its service model and the value delivered by highly committed teams in continuous development.*

From left to right:

Ilse Arias | Customer Service Operations Lead, **Anahy Zárate** | Talent Operations Lead, **Jairo Moguel** | Controls Operations Lead, **Sara Vázquez** | Procurement Operations Lead, **Mariana Rodríguez** | Integrated Services Center Manager, **Guadalupe Campos** | Finance Operations Lead, **Manuel Santiago** | Continuous Improvement Operations Lead, **Venus Hernández** | Payroll, Compensation and Benefits Operations Lead, **Fernando Osorio** | IT Operations Lead



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Respect for HUMAN RIGHTS

GRI 406-1, 408-1, 409-1

At Grupo PIASA, respect for human rights is embedded in the framework governing our operations, labor relations, and relationships with communities and sugarcane producers, in line with in Mexican legislation, the Collective Bargaining Agreement of the Sugar Industry, and international standards for decent work.

This approach includes:

- **Safe, equitable, and discrimination-free** working conditions.
- **Prohibition of child labor, forced labor**, or any form of exploitation across operations and the agricultural supply chain.
- Collaboration with relevant organizations.
- Availability of the ethics reporting channel as a confidential channel to report conduct that violates the **Code of Ethics**.
- Promotion of responsible practices with sugarcane producers through programs such as **Integra**.

Through this approach, Grupo PIASA directs its operations toward protecting human dignity, supporting community development, and ensuring the long-term sustainability of the business.

GENDER EQUITY AND EQUAL OPPORTUNITIES

GRI 2-19, 2-20, 405-1, NIS B.1

At Grupo PIASA, the work environment is based on equal opportunity, equity, and respect, with talent management and compensation decisions guided by objective, transparent criteria aligned with performance. The Group has a **Compensation Management Policy** that establishes formal job evaluation methodologies (survey grades), market competitiveness analyses, and oversight by the Compensation Committee, ensuring internal equity and external competitiveness.

This approach includes:

- Equal opportunity in hiring, promotion, and development.
- A compensation system based on objective job valuation and market benchmarking.
- A work environment free from discrimination and harassment.
- Confidential channels to report any conduct contrary to these principles.

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FEATURED Programs

Women in the Sugar Industry Gathering

In 2025, the Group hosted the **Women in the Sugar Industry Gathering (*Encuentro de Mujeres de la Industria Azucarera*)**, an initiative that expanded to include women across the sugarcane value chain—from field operations to industrial and administrative roles. Its objective is to strengthen female leadership, support professional development from a gender perspective, and increase the visibility of women's contributions to the sector.

The gathering serves as a platform for learning and knowledge exchange through conferences, panels, and workshops focused on leadership, professional development, well-being, and gender equity. It also fosters collaborative networks among participants, supporting their personal and professional development and contributing to a more inclusive organizational culture.

This initiative, originally introduced at Ingenio Adolfo López Mateos as the “Women’s Field Gathering” (*Encuentro de Mujeres del Campo*) in 2023, was expanded in 2025 to Ingenio Tres Valles and Ingenio Plan de San Luis, broadening its reach and establishing it as a strategic initiative to support the development of female talent within the organization.

During the reporting period, the Women in the Sugar Industry Gathering delivered the following results:

- **Total attendees:** 344 women from agricultural, industrial, administrative, and corporate areas.
- **Speakers and facilitators:** 39 specialists in leadership, professional development, well-being, and gender equity.
- **Organizational impact:** talent development, promotion of equal opportunity, and spaces for dialogue and learning to support female talent.

This initiative advances gender equity, supports talent development, and contributes to more inclusive work environments, aligned with Grupo PIASA's Sustainability and Human Development commitments.



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International WOMEN'S DAY

Transforming Masculinities: shared responsibility

At Grupo PIASA, International Women's Day highlights the organization's focus on gender equity and inclusive, respectful work environments. The initiative promotes dialogue on the role of women in the sugarcane agroindustry and underscores the importance of equal opportunities across the workforce.

The initiative reached **340 participants** across all business units. ADIL-led conferences and training sessions focused on positive masculinities and on building relationships based on respect, shared responsibility, and equality. These efforts support a culture that values diversity and promotes workplaces free from discrimination.



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Throughout my career I have had the opportunity to hold various operational and technical positions within the factory, which has allowed me to grow, learn, and demonstrate that women can perform functions that were previously considered only for men. I am proud to be part of the sugar production chain, as this work supports my family and inspires other colleagues to build their skills and trust their abilities. I also actively participate in internal programs such as ANSPAC and the first aid brigade, contributing to a culture of safety and mutual support.

I firmly believe that, with effort, dedication, and safe work, we can achieve equal opportunities and continue to strengthen the role of women in our industry

Carolina Almaguer | Employee – Processing Tank Operator – PIASA Ingenio Plan de San Luis.

I am proud to belong to this great sugar industry, where I have been for 17 years. Personally, I am grateful for the opportunities I have been given across different areas, where I have acquired knowledge and skills and improved my quality of life, both economically and professionally.

Noemí Cedillo | Employee – Timekeeper (during harvest season) and Instrumentation Assistant (during maintenance period) – PIASA Ingenio Plan de San Luis

**Historias que
endulzan**



Occupational HEALTH AND SAFETY

GRI 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10, SASB FB-AG-320a.1, NIS B.5, B.6

Employee safety and health are core principles at Grupo PIASA. The Group operates an Occupational Health and Safety Management System across all business units, certified under **ISO 45001**, which defines the guidelines, responsibilities, and controls required to manage risk and maintain safe, healthy work environments. The system covers **100% of employees and contractors** and is based on a preventive approach, continuous improvement, and visible leadership at all levels of the organization.

The Occupational Health and Safety Management System has been further developed through the adoption of the HOP (Human and Organizational Performance) philosophy, an approach based on the scientific understanding of human performance that treats error as a source of learning and continuous improvement. The HOP philosophy supports the design of more resilient work systems, recognizing that human performance is shaped by operating conditions and that processes must anticipate, manage, and learn from deviations.

Key benefits:

- Fosters a culture of trust and open learning.
- Improves resilience and proactive incident prevention.
- Addresses systemic root causes to deliver sustainable solutions.
- Supports shared accountability for safety.
- Simultaneously improves safety, efficiency, and quality.
- Increases organizational adaptive capacity

The adoption of HOP consolidates a preventive and systemic approach, aligned with our commitment to safety, the well-being of our employees, and the sustainability of our operations.

Health and SAFETY MANAGEMENT Approach

The OHS Management System is built on the following elements:

- Systematic hazard identification and risk assessment using specialized tools.
- Implementation of operational controls, safe work procedures, and prevention programs.
- Incident investigation and root cause analysis to prevent recurrence.
- Employee participation through safety committees and reporting mechanisms.
- Assessment, supervision, and management of contractors under strict safety criteria.
- Internal and external audits to assess performance and drive continuous improvement.

We also have Occupational Health and Safety Committees that meet monthly, along with mechanisms such as the HOP Mailbox and the Call to Action program, which allow employees to report unsafe conditions and improvement opportunities.



From left to right:
Pável Sánchez | Occupational Health Coordinator, **Aurora Francisco** | Nurse, **Hilda Castelán** | Nurse, **Jhonatan Jarquin** | Nurse



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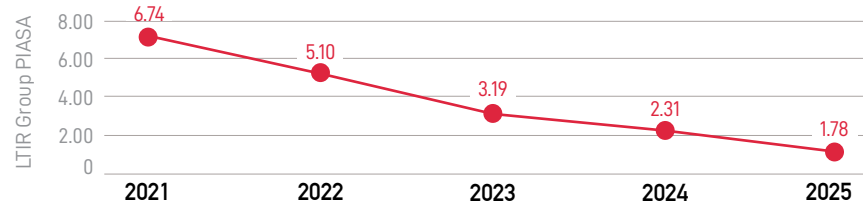
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Occupational SAFETY PERFORMANCE

In 2025, the Group reported the following safety results:

- Group Lost Time Injury Rate (LTIR): 1.78, a 72.2% decrease from 2021 to 2025.



- Total workplace incidents: 60, down 24% from 79 in 2024.
- Severity decreased by **67.0%** from 2021 to 2025.
- Zero fatalities** among employees and contractors.
- Total hours worked:** 6,691,304 hours.
- Occupational Health and Safety training hours:** 14,202.
- OHS system coverage:** 100% of employees and contractors covered.
- ELSSA Distinction** awarded by the IMSS (Mexican Social Security Institute) across all three mills.

Days without accidents:

156 days*
PIPSL

52 days
ITV/IALM

Performance by Business Unit (2025):

ITV
32 recordable incidents
Lost Time Injury Rate: 2.39

IALM
15 recordable incidents
Lost Time Injury Rate: 1.44

PIPSL
13 recordable incidents
Lost Time Injury Rate: 1.32

Key Risks and PREVENTIVE MEASURES

Key risks are associated with operational activities in industrial facilities, particularly:



To manage these risks, the Group applies the following preventive measures:

- Programs for the timely detection and correction of unsafe conditions.
- Event analysis through HOP learning groups.
- Safety training and awareness programs.
- Operational controls and work permits for critical activities.
- Incident investigation and monitoring of indicators such as LTIR and high-potential near misses (HiPo).
- Workshops on risk identification and corrective action.
- Coordination with companies and civil protection authorities in municipalities near business units.
- Recognition of areas with zero accidents during the period.
- Five-minute safety talks on operational risk prevention.

*Record number of accident-free days in the Group's history

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EMPLOYEE Health and Well-being

The preventive approach is complemented by services that support employee well-being, including:



On-site medical offices at operational units providing primary care.



A 24/7 digital health platform providing access to general practitioners, specialists, psychologists, and other healthcare professionals.



Health prevention and promotion programs such as the Gana Vida, Pierde Peso (Win at Life, Lose the Weight) program.



Enhanced training for our emergency response brigades. Pink October and Blue November campaigns focused on breast and prostate cancer prevention.



Health brigades with specialist participation held as part of the ESG Festiva.

*As a result of these actions, **no serious incidents** or recordable occupational illness cases were reported among employees or contractors in 2025.*

*Historias que
endulzan*



Being part of Grupo Piasa has been a defining element of my career. The company has shaped my professional development by offering ongoing challenges that have strengthened my capabilities across all aspects of my work.

A key milestone has been the work on cultural transformation in industrial safety; through a management approach focused on prevention and shared accountability, accident rates have declined significantly. What began as a professional initiative has evolved into a long-term commitment, where the company's values shape the way I work.

Jaime Báez | Employee – Industrial Safety Coordinator - Piasa Ingenio Plan de San Luis



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INTEGRA PROGRAM: Dignified Conditions and Well-being for Agricultural Workers

The Integra Program is a Grupo PIASA's initiative at **Ingenio Adolfo López Mateos**, implemented in partnership with the sugarcane associations **ULPCA and CNPR**, aimed at improving the working conditions, well-being, and respect for the human rights of agricultural workers involved in the manual harvesting of sugarcane, who do not directly depend on the Group's operations.

During the 2024–2025 harvest season, the program continued to mature across the supply zones, expanding its reach and reinforcing actions focused on health, safety, and occupational risk prevention, contributing to a more responsible agricultural supply chain.





As part of this joint effort, concrete actions were implemented to protect the health, safety, and well-being of agricultural workers, the most notable of which include:

- **100% coverage in the delivery of Personal Protective Equipment (PPE), benefiting 21 harvesting groups, promoting occupational risk prevention.**
- **Delivery of 21 first aid kits, ensuring immediate care in the event of field incidents.**
- **Distribution of 13,487 five-gallon jugs of purified water, equivalent to 269,740 liters, benefiting an average of 872 workers, with an estimated consumption of 6 to 7 liters per person per day, with the objective of preventing dehydration and heat stress.**
- **Delivery of 1,917 hydration drink packets, equivalent to 38,340 liters of rehydration solution, for health protection during harvesting shifts.**
- **Completion of 741 preventive medical assessments and 369 nursing care consultations, aimed at the timely detection and treatment of health conditions.**
- **Health campaigns in coordination with the IMSS (Mexican Social Security Institute), including prevention, vaccination, and self-care promotion activities.**
- **6.8% increase in the agricultural area covered by the program, reaching 31% of the mill's total sugarcane supply area, reflecting its expansion and strengthening within the supply chain.**



Complementarily, the program promotes awareness of human rights, prevention of child labor, and the development of responsible labor practices in the field, in coordination with producers and sugarcane organizations. These actions contribute to improving working conditions, reducing operational risks, and elevating the social responsibility of the agricultural value chain.

The Integra Program reflects Grupo PIASA's vision for the responsible development of the sector, fostering dignified, safe working conditions oriented toward compliance with best practices.



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ESG Festival

As part of the evolution of the **Occupational Health and Safety Fair (Feria de Salud y Seguridad Ocupacional)**, in 2025 we held the first **ESG Festival**, broadening its scope to cross-functionally integrate environmental, social, and corporate governance topics into a single space for learning and participation.

With the objective of strengthening organizational culture, the ESG Festival was held at Ingenio Adolfo López Mateos, Ingenio Plan de San Luis, and Ingenio Tres Valles. This space integrated technical, educational, and participatory activities focused on safety, the environment, social responsibility, and agricultural productivity, driving the participation of employees, producers, suppliers, and communities. The festival was structured into four thematic fairs, each aimed at reinforcing key knowledge, stabilizing technical capabilities, and fostering responsible practices throughout the value chain:



- **Occupational Health and Safety (OHS) Fair**
 A space focused on the prevention of occupational risks and the strengthening of a safety culture, through awareness activities, health assessments, and the dissemination of best practices.
- **Environmental, Quality, and Food Safety Fair**
 Aimed at optimizing environmental performance and quality of production processes, including practical workshops and awareness activities on the responsible use of resources and environmental protection.
- **Social Responsibility Fair**
 A space dedicated to fostering the comprehensive well-being of employees and the connection with communities, including the participation of local entrepreneurs through a community marketplace, regional cultural activities and conferences focused on gender and domestic violence prevention.
- **Agricultural Fair**
 Focused on the technical strengthening of the agricultural sector through the exchange of knowledge among producers, technicians, suppliers, and employees.



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Overall results of the 2025 ESG Festival



More than **1,520 attendees per day** on average across the three participating mills.



28 local entrepreneurs participated at the **Community Marketplace**, strengthening local economic development.



347 participants at the **Agricultural Fairs**, including producers, technicians, suppliers, students, and employees.



Participation by unionized and non-unionized employees, producers, and families.



Active integration of operational, technical, and administrative areas.



Strengthening of the sustainability, safety, and social responsibility culture.



Positioning of the festival as a key platform for awareness-raising, training, and engagement with stakeholders.

The ESG Festival represents a comprehensive awareness model that simultaneously drives the environmental, social, and operational performance of the organization.

Sugey León
Logistics Quality Analyst
Ingenio Tres Valles



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Social RESPONSIBILITY PROGRAMS

GRI 413-1, 413-2

The Group implements initiatives focused on educational development, equal opportunity, community development, and priority social needs, supporting responsible development across its operating regions.

These initiatives are structured around two main pillars: **Our People**, focused on employee well-being and development through the engagement strategy, and **Our Communities**, focused on creating social value in the communities where the Group operates.



OUR PEOPLE - Engagement Strategy

GROWING THE FUTURE Scholarship Program

The **Cultivating the Future Scholarship Program** (*Becas Cultivando el Futuro*) supports the academic development of employees and their families through financial assistance for undergraduate and graduate studies. Implemented across the three mills, the program contributes to professional development, social mobility, and the development of talent aligned with the organization's growth.

2025 Results:



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Employee and FAMILY WELL-BEING

The Group implements initiatives to enhance employee safety, family well-being, and overall quality of life.

Key actions include:

- Infrastructure upgrades to improve safety in employee transportation
- Development of recreational and sports facilities in employee residential areas.
- Recreational and cultural activities through the **“We Are PIASA Cinema” (Cine Nosotros Somos PIASA)** program.
- Family-oriented activities and events for employees' children.

2025 Results

2,470
Employees and family members Supported

32
Events delivered

EDUCATIONAL DEVELOPMENT and Family Engagement

Initiatives focused on academic recognition and strengthening engagement between the organization and employees' families were delivered through school support, educational visits, and learning activities.

2025 Results

650
Employees' children supported



Ráfaga Tournament – Gana Vida, Pierde Peso Program (*Win at Life, Lose the Weight Program*)



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COMMUNITY DEVELOPMENT and Well-being

The community engagement model supports the implementation of social initiatives and maintains ongoing communication with local communities. This approach provides insight into key needs and priorities and guides the development of initiatives that support social, educational, and economic well-being, while contributing to stronger community networks.

Through ongoing dialogue with community leaders, educational institutions, social organizations, and local authorities, the Group identifies opportunities to create value across its operating regions. This model supports programs that build local capabilities, advance inclusion, and improve quality of life, while maintaining trust-based relationships with stakeholders.

In 2025, business units delivered initiatives focused on education, social development, culture, community infrastructure, volunteering, and emergency response, reaching employees, their families, and neighboring communities.

*The Group operates in **25 communities** across municipalities, localities, and ejidos (communal land communities) in the states of Veracruz, Oaxaca, and San Luis Potosí.*



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Key Community DEVELOPMENT INITIATIVES IN 2025

Education and skills development

The Group supports initiatives that expand access to education and skills development in local communities.

These initiatives include:

- Sponsorship of the "Sweet Actions" graduating class (2022–2025) at Telebachillerato Las Abejas, supporting relationships with local educational institutions and encouraging educational continuity.
- Donation of school supplies, backpacks, computer equipment, and printers to educational institutions and community organizations.
- Guided visits to mills and educational tours for students and employees' families to increase understanding of the sugarcane agroindustry.

Telebachillerato Las Abejas: Solar energy improving learning conditions

Telebachillerato Las Abejas, in Tres Valles, now operates with a solar energy system developed by Grupo PIASA in collaboration with the school community. The project reduces electricity costs previously covered by families and improves learning conditions in high temperatures that affect attendance and academic performance.

The project was implemented through a collective effort: students, teachers, and parents organized fundraising activities to cover the application process with CFE (Mexico's Federal Electricity Commission). In addition, the sponsored graduating class donated an air conditioning unit, and the teachers' union contributed two more units, improving classroom conditions.

Project Impact:

- More than **2,600 people reached directly and indirectly**
- **28 solar panels installed to support clean energy generation**
- Reduction equivalent to **19 barrels of oil and 8.748 metric tons of CO₂**
- Improved learning conditions and lower energy costs for the community

394

Students benefited

3

Institutions benefited

102

guided Visit participants



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Strengthening Social and COMMUNITY WELL-BEING

We developed initiatives aimed at improving quality of life, strengthening social cohesion, and fostering safe and healthy spaces.

Key actions include:



“We Are PIASA Cinema” (Cine Nosotros Somos PIASA) program, which promotes family and community interaction.

1,200
Beneficiaries



“PIASA Toy Drive” (Juguetón PIASA) program, which benefited girls and boys from different communities surrounding our operations

294
Children benefited



Development and improvement of community spaces, including gyms, sports courts, public squares, and recreational areas.

7
Communities benefited



Donation of materials, equipment, and support to community institutions, emergency services, and social organizations.

11
Organizations benefited

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Economic Inclusion and LOCAL DEVELOPMENT STRENGTHENING

We promoted local economic development through initiatives that strengthen entrepreneurship and generate opportunities for communities.

These actions included:

Organization of **community marketplaces** (mercaditos comunitarios), where local entrepreneurs marketed their products, stimulating the local economy and economic empowerment, particularly for women entrepreneurs.

Engagement with institutions and training programs such as ANSPAC that strengthen the productive capabilities of communities

42 Participating entrepreneurs
\$119,710 Revenue generated

62
Persons trained



Historias que endulzan



We wish to share with heartfelt gratitude that, thanks to the support of Grupo Piasa, Telebachillerato Las Abejas now has a sustainable solar panel system that allows us to generate our own clean, renewable energy. This advancement benefits our current academic community and future generations alike, establishing us as the first green school in our municipality.

Thanks to this initiative, we have been able to climate-control all of our classrooms, improving the learning environment and the well-being of our students and teachers. Furthermore, we have achieved up to a 98% reduction in electricity costs, which represents a significant benefit for our institution. This project is a clear example of how collaborative work between a company and a community can generate a positive impact, strengthening education and contributing to a more sustainable future for all.

Iliana Martínez | Community – Director, Telebachillerato Las Abejas – Tres Valles, Veracruz



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Culture, Identity, AND COMMUNITY ENGAGEMENT

The Group delivered cultural and community activities that support local identity and social participation.

13
Events
held



Humanitarian Support in EMERGENCY SITUATIONS

In response to severe rainfall in October, **Grupo PIASA** provided support to families in Veracruz and San Luis Potosí.

Contributions from corporate, **ITV**, and **IALM** employees supported the delivery of essential food items through the **Mexican Red Cross (Cruz Roja Mexicana)** to families in Poza Rica. In addition, shareholder partner **Arca Continental** provided funding for the purchase of pantry kits, personal hygiene products, and cleaning supplies. These kits were distributed to communities near **PIPSL, Antigua Reforma, and Tronconal**, through coordination by mill employees, reaching **128 families**.

*The Group recognizes the support of **Arca Continental** and the contributions of its employees.*



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VOLUNTEERING Program

Sweet Actions for a Better Planet: Corporate Volunteering

As part of our Sweet Actions (Acciones Dulces) initiative, at Grupo PIASA we foster voluntary participation spaces that strengthen our commitment to the environment and the communities where we operate, promoting social awareness and a sense of belonging among our employees.

In our first corporate volunteering activity, carried out in collaboration with the Kayám Project, we conducted a marine ecosystem cleanup at the beaches of Alvarado, Veracruz. Thanks to the commitment and joint effort of our employees, we collected 388 kilograms of waste, directly contributing to the conservation of this important natural environment.

This activity represented a significant step in the consolidation of our sustainability culture, demonstrating that the active participation of our employees can generate a positive impact on the care of the planet and the strengthening of our corporate social responsibility.



Volunteering in the sugarcane community

As part of this same initiative, employees from Ingenio Adolfo López Mateos carried out a volunteering day in the community of San Francisco SalSiPuedes, a locality with close ties to our agricultural operations.

The activity consisted of the rehabilitation and painting of the community church, a representative space for its inhabitants. 40 employees participated, including operational staff, supervisors, coordinators, department heads, and management, who worked together with approximately 270 community members.

This volunteering day strengthened bonds of trust and collaboration with the community, contributing to the improvement of a space of social value and reaffirming our commitment to the well-being of sugarcane communities and the sustainable development of our surrounding environment.



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Our Governance

We act with **INTEGRITY** and **RESPONSIBILITY**

From left to right:

Juan Pérez | SAISA Accounting Coordinator, Julio Velázquez | Cost Coordinator, Manuel González | Controller Manager, Margarita Morales | Tax Coordinator, Gustavo Delgado | Accounting Lead, Francisco Velázquez | Controller Lead

Our Governance

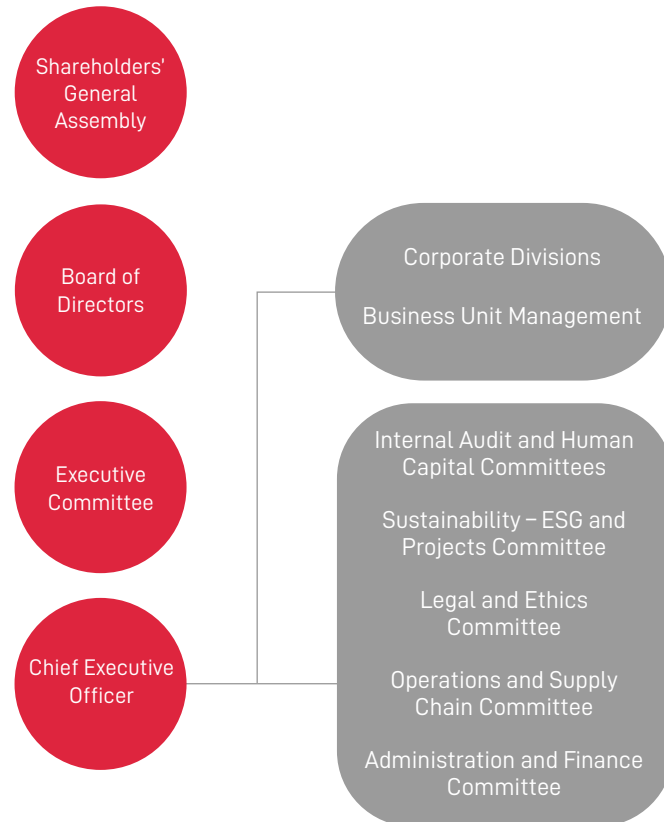
At Grupo PIASA, corporate governance constitutes a fundamental pillar for driving responsible, transparent management aligned with sustainability principles. Our structure integrates decision-making bodies, corporate policies, and control mechanisms that enable oversight of organizational performance, risk management, and verification of compliance with applicable regulations, strengthening the trust of our stakeholders and the resilience of the business.

In 2025, we continued consolidating a model that incorporates environmental, social, and corporate governance (ESG) criteria into strategic decision-making. Through the consolidation of our corporate committees, the updating of internal policies, and the entrenchment of a culture grounded in ethics and integrity, we direct our operations according to the priorities of **Corporate Governance and Compliance, and Engagement with the Legal and Regulatory Environment.**

CORPORATE Governance

GRI 2-9, 2-10, 2-11, 2-12

Grupo PIASA's corporate governance structure is designed to promote transparent decision-making, effective oversight, and the fulfillment of strategic and sustainability objectives. This model integrates governing bodies, oversight bodies, and specialized committees that reinforce accountability and responsible business management.



General SHAREHOLDERS' Assembly

It is the highest governing body of the organization and is composed of the Leading bottlers of the The Coca-Cola Company system in Mexico, who have been shareholders of the Group since 1988. Its primary responsibilities include:

- Authorizing and ratifying** strategic decisions and relevant transactions.
- Appointing** the Chairperson of the Board of Directors (Independent of the company) and its members.
- Overseeing** the overall performance of the organization.
- Strengthening** the alignment of the business with shareholder interests.

The Assembly holds ordinary sessions at least once a year.



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Board of Directors

NIS C.1

It is the body responsible for strategic direction and oversight of corporate performance. It is composed of **10 principal directors and 10 alternate directors**, with an average tenure of **6 years**, in the following roles:



Its primary functions include:

- Defining** business strategy and priorities.
- Overseeing** financial and operational performance.
- Monitoring regulatory** compliance and risk and impact management.
- Appointing** and overseeing the General Management.

Directors are appointed by the bottler partners in accordance with their roles and experience for terms of **two years**, with limited possibility of re-election, and the Board holds periodic sessions throughout the year.

Rosario Santos
Operations Lead CEDIS Paraje Nuevo



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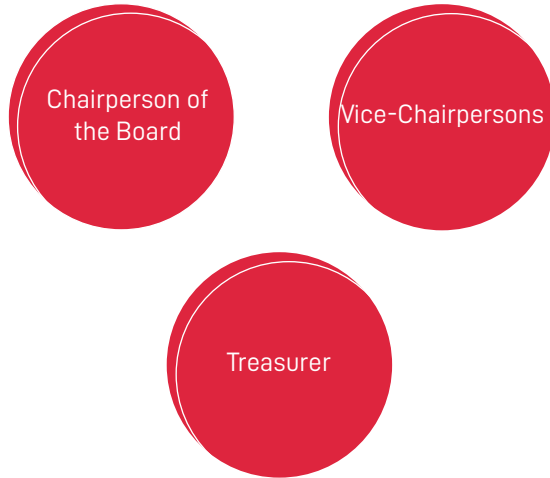
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EXECUTIVE Committee

It is the body responsible for monitoring the implementation of strategic decisions. It is composed of:



Its primary functions are:

Overseeing the implementation of Board of Directors decisions.

Monitoring the Group's operational performance.

Facilitating decision-making on strategic and operational matters.

GENERAL MANAGEMENT and Executive Structure

Operational administration is carried out by the **General Management**, appointed by the Board of Directors and ratified by the General Shareholders' Assembly. This function is responsible for:

Executing the corporate strategy.

Overseeing the operation of the Business Units.

Coordinating the Executive Managements.

Ensuring compliance with financial, operational, and sustainability objectives.



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SPECIALIZED Committees

Grupo PIASA has specialized committees that strengthen oversight, regulatory compliance, and comprehensive risk management. The principal ones include:



These committees:

- Meet periodically to assess performance and risks.
- Oversee compliance with internal policies and applicable regulations.
- Monitor key strategic and operational matters.

In the area of sustainability, the Group additionally has:

- **Operational ESG Committee**, responsible for defining and monitoring the sustainability strategy.
- **Local ESG Committees at each mill**, which meet monthly to monitor the implementation of initiatives at each Business Unit.

This structure is oriented toward sustaining solid, transparent management aligned with the generation of long-term value.

From left to right:
Laureano Ramírez | Occupational Health and Safety Lead, **Sofía Pérez** | Organization, Compensation and Benefits Lead, **Ricardo Arriaga** | Talent Development Lead, **Isaac Jácome** | Human Capital Director



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Ethics, Integrity, and Compliance

GRI 2-23, 2-24 NIS C.6

Grupo PIASA has formal ethics and integrity guidelines applicable to 100% of its Business Units, grounded in its Code of Ethics and corporate policies, which establish clear criteria for responsible conduct. These guidelines are mandatory for all employees, regardless of their hierarchical level or function, and form part of the internal control mechanisms that support the Group's comprehensive management. They are communicated to employees through official communications and are available to all stakeholders on the Group's website.



Irasema Mendoza
Asset Accounting Analyst Servicios
Azucareros Integrales

Code of Ethics

Grupo PIASA's Code of Ethics establishes the framework of principles, values, and mandatory guidelines governing the conduct of all employees and third parties associated with the organization. This instrument constitutes the foundation of our organizational culture and ensures that all decisions and actions are carried out with integrity, transparency, respect for human rights, and compliance with applicable regulations.

Its application is mandatory across all Business Units and extends to employees, executives, suppliers, and commercial partners, strengthening stakeholder trust and contributing to the viability and continuity of the business.

Carlos Rábago
Executive Director of Administration and Finance
Servicios Azucareros Integrales



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FUNDAMENTAL PRINCIPLES of Conduct

The Code of Ethics is grounded in a decalogue that guides organizational behavior:

- o Act with integrity, honesty, and responsibility in all activities.
- o Respect human dignity, promoting non-discrimination and inclusion.
- o Comply with the laws, regulations, and applicable standards in all operations.
- o Maintain transparency, truthfulness, and accountability in management.
- o Promote dignified, equitable, and respectful working conditions.
- o Foster equal opportunity and the professional development of talent.
- o Recognize performance based on criteria of equity and justice.
- o Protect the environment and integrate sustainability into decision-making.
- o Contribute to the economic and social development of communities of influence.
- o Generate sustainable value for employees, shareholders, and other stakeholders.



From left to right:
Rosa Velazco y Raymundo Cruz | Administrative Services Assistants
Ingenio Tres Valles

CORPORATE Policies

GRI 2-23, 2-24



Fair Labor Practices and HUMAN RIGHTS

GRI 407-1, 408-1, 409-1

Grupo PIASA promotes working conditions based on **respect for human and labor rights**, aligned with national and international standards. This approach includes:

- Prohibition of child labor, forced labor, or any form of labor exploitation.
- Respect for freedom of association and collective bargaining.
- Equal opportunity and gender equity.
- Promotion of employee well-being, safety, and professional development.

ENVIRONMENTAL

Grupo PIASA manages its operations under a preventive and continuous improvement approach, aimed at minimizing environmental impacts and complying with applicable regulations, in alignment with its management system certified under ISO 14001. This approach includes:

- Efficient and responsible use of water and energy in operational processes.
- Pollution prevention through the control of emissions, discharges, and waste.
- Valorization of by-products and promotion of the circular economy.
- Environmental protection and continuous improvement of environmental performance through objectives and indicators.

From left to right:
Esmeralda Martínez | Geomatics Coordinator, **Alejandro Fernández** | Field Improvement Processes Lead, **Marco Muñoz** | Agricultural Quality and Compliance Coordinator

PIASA Management System

GRI 403-1

Grupo PIASA operates under a comprehensive Management System oriented toward safety, quality, food safety, and sustainability, aligned with the requirements of customers, shareholders, and other stakeholders.

This approach includes:

- Protection of employee health and safety through the elimination of hazards and reduction of risks.
- Compliance with applicable legal, regulatory, and customer requirements.
- Efficient production with quality and food safety, through competency development.
- Responsible management of environmental impacts and pollution prevention.
- Continuous improvement and communication of Management System performance.



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Prevention of Conflicts of INTEREST

GRI 2-15

Grupo PIASA requires all employees to act with objectivity and independence, avoiding situations that could compromise the integrity of their decisions.

Key guidelines include:

- Timely disclosure of any real or potential conflict of interest.
- Refraining from participating in decisions where a personal or economic interest exists.
- Prohibition of accepting undue benefits, gifts, or incentives that could compromise impartiality.

Prevention of Psychosocial Risks and a Favorable Organizational Environment

Grupo PIASA is committed to the identification, prevention, and control of psychosocial risk factors, as well as the eradication of workplace violence and the promotion of a favorable organizational environment.

Its key guidelines are:

- Zero tolerance for workplace violence and the establishment of confidential reporting channels.
- Implementation of preventive measures to reduce psychosocial risk factors.
- Fostering of respect, communication, and employee participation.
- Training, performance evaluation, and employee recognition.
- Appropriate distribution of workloads and compliance with current labor regulations.

ANTI-CORRUPTION

GRI 205-1, 205-2, 205-3

The organization maintains a zero-tolerance policy toward corruption, bribery, or any improper conduct.

This policy includes

- Strict compliance with applicable anti-corruption laws.
- Mandatory application for employees, suppliers, and third parties.
- Identification and preventive management of corruption risks.
- Strengthening of organizational transparency and integrity.

During 2025, no corruption incidents were reported.

LEGAL COMPLIANCE and Fair Competition

GRI 415-1

Grupo PIASA promotes strict adherence to Mexican legislation on economic competition, commercial practices, and consumer protection, through policies and guidelines designed to ensure fair, transparent, and responsible commercial relationships.

Furthermore, political contributions or donations to candidates or political parties are prohibited, promoting institutional independence and regulatory compliance.

These policies are available to our stakeholders on our website 

Information Security and DATA PROTECTION

GRI 418-1, NIS C.7, C.8

The protection of information and data security constitute key elements for the responsible operation of Grupo PIASA. In 2025, cybersecurity capabilities were expanded through the implementation of specialized awareness and training platforms, such as KnowBe4, reaching employees who use computing equipment across Business Units.

These actions strengthened the digital security culture, improved the identification of risks associated with cyber threats, and enhanced the protection of corporate, financial, and operational information. Additionally, internal controls were maintained to prevent unauthorized access, information loss, or incidents that could affect the confidentiality, integrity, and availability of data.

As a result of these measures, during the reporting period **no material incidents** were recorded relating to breaches, theft, or loss of customer information, nor any substantiated claims related to data privacy, reflecting the effectiveness of the implemented controls and the Group's commitment to information protection.



From left to right: **Armando Pérez** | Automation Coordinator, **Luis Hurtado** | SAP FICO Consultant, **Rodolfo González** | IT Director

Historias que endulzan



Looking back and acknowledging my years at PIASA is to value a path of continuous learning, challenges, and growth. Each stage taught me to adapt, to strengthen my skills, and to work with commitment and purpose. PIASA is more than a company — it is my home, where I have learned that personal growth drives professional and organizational achievement. To those building their story here today, I invite you to trust in your process, learn from every challenge, and always give your best. Constancy and a sense of belonging reaffirm that We Are PIASA.

Mónica González | Procurement Coordinator – Servicios Azucareros Integrales



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STAKEHOLDER Engagement and Dialogue

GRI 2-29

In 2025, Grupo PIASA consolidated a more systematic approach to stakeholder management, integrating their expectations and concerns into operational, strategic, and sustainability decision-making. This process is articulated through periodic identification and

prioritization exercises, considering the level of influence of each group, its relationship with operations, and the risks and opportunities associated with our activities. Our principal stakeholders include:



To sustain continuous, transparent, and two-way dialogue, we have formal engagement and communication mechanisms, the most notable of which include:

- ❑ Corporate and operational committees, including ESG committees
- ❑ Periodic meetings with producers, suppliers, and authorities
- ❑ Internal climate and engagement surveys
- ❑ Institutional digital channels, such as intranet and corporate website
- ❑ Mailboxes and feedback channels
- ❑ Information spaces at Business Units
- ❑ Annual publication of the Sustainability Report

These mechanisms make it possible to identify priority issues, manage risks, consolidate trust, and ensure that the Group's management evolves in alignment with the expectations of its stakeholders and with its sustainability commitments.

Baulio de La Hoz
Operational PMO Servicios Azucareros
Integrales




Ethics Line

GRI 2-16, 2-25, 2-26

Grupo PIASA has an Ethics Line as a formal, confidential, and independent channel, available to employees, suppliers, customers, and third parties, enabling the reporting of any conduct contrary to the Code of Ethics, internal policies, or applicable legislation. This mechanism is operated by an independent third party, which contributes to strengthening objectivity in the receipt, management, and follow-up of reports. Through this channel, situations related to fraud, corruption, conflicts of interest, regulatory non-compliance, human rights violations, improper labor practices, or any conduct contrary to organizational integrity principles may be reported, anonymously or on an identified basis. Grupo PIASA seeks to guarantee the confidentiality of information, protection against retaliation, and the timely follow-up of each case in accordance with established procedures.

The available contact methods for use of the Ethics Line are:

- 📄 **Website:** <https://tulineaetica.kpmg.com.mx/LineaEtica/PIASA> 
- 📧 **Email:** lineaeticapiasa@kpmg.com.mx
- 📞 **Phone:** 800 461 0522

These mechanisms embed a culture of transparency, accountability, and compliance, and constitute a key tool for the prevention, detection, and timely handling of potential non-compliance within the organization.

Internal AUDIT

During 2025, the Internal Audit department executed the **Annual Risk-Based Audit Program**, in accordance with the guidelines established in the Internal Audit Operations Manual, whose purpose is to assess the effectiveness of the internal control system, identify areas for improvement, and monitor the implementation of corrective actions across all Business Units.

As a result of this process, 35 internal audit reports were issued, covering the main business cycles, including field operations, raw materials and production, maintenance, finance, human resources, procurement, and logistics, as well as compliance with policies and procedures.

The follow-up on identified findings enabled the establishment of specific action plans with defined owners and deadlines, strengthening the internal control environment and contributing to the mitigation of operational, financial, and regulatory risks. This approach contributes to preserving the reliability of information, the protection of assets, and the continuous improvement of key business



From left to right:
David Santiago | Audit Coordinator, **Victor Nuñez** | Internal Audit Lead,
Eduardo Romero | Audit Coordinator



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Participation in Industry Initiatives and ASSOCIATIONS

GRI 2-28

During the reporting year, Grupo PIASA deepened its engagement with strategic organizations and initiatives in the agro-industrial sector, with the objective of contributing to the sustainable development of the sugarcane agro-industry, exchanging best practices, and remaining aligned with regulatory, technological, and sustainability trends.

Grupo PIASA maintained its participation in the National Chamber of the Sugar and Alcohol Industries (Cámara Nacional de las Industrias Azucarera y Alcoholera – CNIAA), a body that represents the sector before authorities, drives the competitiveness of the agro-industry, and participates in the development of public policies, regulatory frameworks, and sector strategies related to sustainability, productive efficiency, and environmental compliance.

In 2025, the Group participated in **Expo ATAM** for the first time as an exhibitor. Expo ATAM is one of the most important technical events in the Mexican sugarcane industry. The Group presented advances in sustainability, operational efficiency, and technological innovation. This participation enabled the Group to share experiences with key stakeholders in the sector, strengthen its institutional positioning, and promote technical knowledge exchange.

Furthermore, Grupo PIASA took part in the **Global Agri-Food Forum (Foro Global Agroalimentario)**, held in Chihuahua, a high-level space that brings together business leaders, authorities, and specialists from the agri-food sector. Participation in this forum contributed to enriching the Group's strategic vision in the face of challenges related to climate change, food security, technological innovation, and the sustainability of the agro-industrial sector.

These actions reflect Grupo PIASA's commitment to sector collaboration, continuous improvement, and the building of a more resilient, competitive, and sustainable agro-industry.

Nancy Aguilar
Communications Operations Analyst
Servicios Azucareros Integrales



Sector Initiative "HABLEMOS DE AZÚCAR"

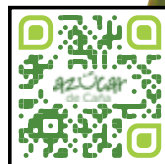
"Hablemos de Azúcar" is a sector communication initiative aimed at generating clear, scientific, and evidence-based information about the sugar agroindustry, the role of sugar in nutrition, and its economic, social, and environmental contribution. Its purpose is to strengthen informed dialogue with consumers, authorities, media, and communities, promoting a balanced narrative on nutrition, sustainability, and rural development.

During 2025, the initiative coordinated actions with sector companies, including Grupo PIASA, integrating efforts across three main lines of work:

Scientific outreach and international positioning

In collaboration with organizations such as the World Sugar Research Organisation (WSRO), technically sound, evidence-based information was promoted on the role of sugar in the diet, contributing to countering inaccurate claims and providing useful data for decision-makers.

Additionally, through the Latin American Sugar Union (UNALA — Unión de Azucareros Latinoamericanos), 17 case studies were presented at a high-level event held at the United Nations in New York, documenting the contribution of the sugarcane and sugar beet agroindustry to the achievement of the Sustainable Development Goals, particularly in innovation, rural development, employment, renewable energy, and environmental conservation. Grupo PIASA supported this sector outreach as part of its active participation in international forums.



INFÓRMATE Y SUSCRÍBETE

hablemosdeazucar.com  

AZÚCAR

SOLO HAY UNA
DE CAÑA 100% NATURAL

azúcar
de Caña



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Promotion of healthy lifestyles and social causes

Through the Azúcar de Caña Sport Team, the initiative uses sport as a platform to promote healthy habits and social values. In coordination with Grupo PIASA, during 2025 the following activities were advanced:

- **Mujeres del Mar**, supporting Ana Laura González's female empowerment initiative with a mass surf class for +400 women.
- **Surf International Acapulco**, dspreading social and educational values at international events, where Rey Hernández placed first.
- **"Saquito del Honor"**, with the delivery of 500 school backpacks to sugarcane communities (40% more than the previous year), strengthening access to education.
- **Carrera "Nosotros somos PIASA 2025"**, held within the framework of the internal "Gana Vida, Pierde Peso" campaign, where team athletes spread messages of well-being, physical activity, and healthy eating habits.

Digital communication and good practices visibility

Together with Grupo PIASA, the initiative's digital strategy included:

- Life story videos featuring sugar mill employees, highlighting their contribution to regional development (+200,000 views).
- Blogs and content on good agricultural and industrial practices, including responsible water management and organic fertilizer use (+5,000 reactions).
- Sustainability posts and reels with high levels of engagement (up to +8,000 reactions).

Through these joint actions, "Hablemos de Azúcar" contributes to strengthening sector-wide initiatives and positioning a comprehensive narrative about the sugar agroindustry, highlighting its impact on territorial development, job creation, and sustainability.



Compliance and Engagement with the LEGAL and REGULATORY ENVIRONMENT

GRI 2-27, 206-1, 416-2, 407-1

During the year, Grupo PIASA monitored compliance with the legal and regulatory provisions applicable to its operations, supported by internal control systems, regulatory monitoring, and periodic audits across all its Business Units. This approach contributed to strengthening conformity in environmental, labor, and operational matters.

*As a result, **no material sanctions or legal non-compliance were recorded during the reporting period**, reflecting the robustness of the regulatory management mechanisms and the Group's commitment to upright and responsible operations.*

Comprehensive RISK MANAGEMENT

GRI 2-12, 2-13, 101-2, NIS C.4

At Grupo PIASA, we understand that a sustainable operation requires anticipating risks that may affect our people, growers, environment, communities, and business continuity. During 2025, we renewed our risk management approach to align it with the PIASA Strategic System and our 2030 Sustainability Framework, integrating environmental, social, operational, financial, and corporate governance criteria into a single decision-making framework.

This renewed approach enables us to assess both the traditional risks of the sugarcane and sugar sector and those associated with climate change, human rights, reputation, cybersecurity, and compliance. Our objective is to maintain a preventive outlook that ensures resilience, sustainability, and continuity in a rapidly changing environment.

Manuel Ibañez
Risk Management Coordinator
Servicios Azucareros Integrales



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Our RISK MANAGEMENT PROCESS

We have consolidated a structured process that operates across all Group Units and is based on five stages:



Identification:

We collect risk inputs from agricultural, industrial, logistics, commercial, human capital, finance, information technology, regulatory compliance, asset security, and corporate areas, also incorporating the results of the double materiality analysis, sector trends, and the expectations from our stakeholders.



Assessment:

We analyze probability and impact across five key dimensions: people and safety, operational performance, environmental context, integrity and reputation, and financial continuity, integrating ESG criteria to ensure the alignment of the process with the Group's sustainability commitments.



Mitigation and Response

We prioritize risks and define specific actions, including investments, updates to operational practices, safety protocols, environmental management, training programs, cybersecurity measures, and control mechanisms.



Monitoring and Follow-Up:

We conduct quarterly reviews, maintain an updated corporate register, and present progress and alerts to the Risk Committee.

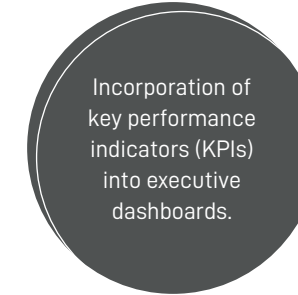


Continuous Improvement:

Every incident, audit, or relevant event generates learnings that we incorporate into work plans and the Group's annual planning.

Progress During 2024–2025

This period was marked by a consolidation of the risk system. We achieved:



These advances represent a significant step forward compared to the previous year, when efforts focused on developing the risk inventory and formalizing the policy. In 2025, in addition to having a solid structure, we operated with a much more preventive and strategic vision

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Risk Categories for 2025

The comprehensive assessment encompassed various risk groups, which are now addressed in a coordinated manner:

- People and safety-related risks
- Environment and environmental compliance
- Field operations and agricultural productivity
- Technology and cybersecurity
- Products and services
- Regulatory compliance
- Markets and financial performance
- Assets and infrastructure
- Cogeneration and energy processes
- Hydrometeorological and climate risks
- Business continuity
- Supply chain and producer relations

This broad approach enables us to address risks that may affect both day-to-day operations and long-term growth

From left to right:
Elman Rodas | Harvest Process Improvement Lead, **Rolando Duarte** | Corporate Field Manager

Risk Management as Part of our Sustainability

The maturation of the risk system goes hand in hand with the consolidation of the Sustainability Model. Each priority of the model (from water and climate to labor well-being, supply chain, and ethics) is directly linked to risk management.

This enables us to:

- Prioritize investments (wastewater treatment plants, cogeneration, technology, safety).
- Anticipate critical scenarios and protect business continuity.
- Reinforce governance and transparency.
- Address emerging risks with a preventive vision.
- Integrate ESG risks into the Group's annual planning.



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Sustainability-linked Risks and Opportunities

The corporate assessment identified relevant risks and opportunities associated with environmental, social, and regulatory factors, including:

Key Risks:

- Climate variability affecting the availability and productivity of sugarcane.
- Water resource scarcity in agricultural and industrial zones.
- Increased environmental regulations and compliance requirements.
- Operational risks associated with labor availability.
- Technological and cybersecurity risks.

Key Opportunities:

- Generation of renewable energy from biomass.
- Valorization of by-products under a circular economy approach.
- Access to new markets.
- Implementation of agricultural technologies that improve productive efficiency and climate resilience.

Integration with Strategy and Business Continuity

Risk management is an integral part of Grupo PIASA's governance and strategic planning model, enabling us to:

- Prioritize investments in environmental infrastructure and operational efficiency.
- Consolidate resilience against climate and operational risks.
- Protect assets, operational continuity, and financial stability.
- Integrate ESG criteria into strategic decision-making.

We are advancing toward a more integrated, participatory risk system oriented toward decision-making.

In 2026, our focus will be on deepening scenario analysis, strengthening climate resilience, improving traceability in the agricultural supply chain, and consolidating cybersecurity mechanisms.

Our commitment is clear: to operate with a preventive vision that cares for our people, preserves continuity, protects the environment, and contributes to the long-term sustainability of the business.

Trade Union Associations

GRI 2-30

Operations at Grupo PIASA's mills are governed by the **Collective Bargaining Agreement of the Sugar, Alcohol, and Related Industries of the Mexican Republic (Contrato-Ley de las Industrias Azucarera, Alcohólica y Similares de la República Mexicana)**, a mandatory industry-wide labor framework that regulates working conditions across the sector, including production, maintenance, transportation, and the processing of sugarcane derivatives.

The agreement establishes rights and obligations for both companies and unionized employees, including wage scales, benefits, training, safety conditions, and workforce development provisions, negotiated between trade unions and the industry and applicable to all mills nationwide.

In this context, **65% of Grupo PIASA's workforce is unionized**, providing formal representation and access to standardized working conditions across the sector. The relationship with trade unions is based on mutual respect, ongoing dialogue, and adherence to the Collective Bargaining Agreement, supporting labor stability, operational continuity, and responsible operations.



Historias que endulzan



I began as a unionized employee in 2015. Over the years, I have gradually advanced through different positions, step by step, until I reached the role of Motor Operator. I currently serve on the Women's Action Secretariat of the local Trade Union.

With Grupo PIASA, I have been able to move forward with my children, provide them with an education, and grow as a person.

Bertha Maria Borroneo | Operator – Ingenio Adolfo López Mateos

From left to right:
Rodrigo Esparza | General Laborer, **Florentino Castro** | First-Class Mechanic,
Nancy Trinidad | General Laborer, **Tomás Canela** | Mason, **Antonio Ramírez** | Mason



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Statement of use: Grupo PIASA has prepared this report in accordance with the GRI Standards, covering the period from January 1, 2025, to December 31, 2025.

GRI 1 used: GRI 1: Foundation 2021

GRI STANDARD	GRI	CONTENTS	PAGE / DIRECT RESPONSE
GRI 1 2021 GUIDELINES			
GRI 2 GENERAL CONTENT 2021			
The Organization And Its Reporting Practices			
	2-1	Organizational details	4/ 8/ 10
	2-2	Entities included in the organization's sustainability reporting	10
	2-3	Reporting period, frequency and point of contact	4
GRI 2 General Disclosures 2021	2-4	Information update	During the reporting period, no restatements of information relating to prior periods were made.
	2-5	External verification	This report has not undergone an external verification process. Grupo PIASA is considering incorporating this mechanism in future years as part of its sustainability accountability process.
Activities and workers			
GRI 2 General Disclosures 2021	2-6	Activities, value chain and other business relationships	10/ 12/ 40
	2-7	Employees	13/ 67
Governance			
	2-9	Governance structure and composition	93
GRI 2 General Disclosures 2021	2-10	Appointment and selection of the highest governance body	93
	2-11	Chair of the highest governance body	93
	2-12	Role of the highest governance body in overseeing impact management	93/ 107

GRI STANDARD	GRI	CONTENTS	PAGE / DIRECT RESPONSE
	2-13	Delegation of responsibility for managing impacts	107
	2-14	Role of the highest governance body in sustainability reporting	5
GRI 2 General Disclosures 2021	2-15	Conflicts of Interest	100
	2-16	Communication of critical concerns	
	2-19	Remuneration policies	74
	2-20	Process to determine remuneration	74
Strategy, policies, and practices			
	2-22	Statement on sustainable development strategy	5
	2-23	Policy commitments	19/ 46/ 97/ 99
	2-24	Embedding policy commitments	19/ 46/ 97/ 99
GRI 2 General Disclosures 2021	2-25	Processes to remediate negative impacts	103
	2-26	Mechanisms for seeking advice and raising concerns	103
	2-27	Compliance with laws and regulations	107
	2-28	Membership associations	104
Stakeholder engagement			
GRI 2 General Disclosures 2021	2-29	Approach to stakeholder engagement	102
	2-30	Collective bargaining agreements	67/ 111

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	3-2	List of material topics	17
	3-3	Management of material topics	17
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GRI 200 ECONOMIC STANDARDS			
GRI 201 Economic Performance 2016	201-1	Direct economic value generated and distributed	13/ 40
	201-2	Financial implications and other risks and opportunities due to climate change	107
	201-4	Financial assistance received from the government	13
GRI 202 Market Presence 2016	202-2	Percentage of senior executives hired from the local community	67
GRI 203 Indirect economic impacts 2016	203-1	Infrastructure investments and services supported	32/ 40/ 48
	203-1	Significant indirect economic impacts	40/ 48/ 49
GRI 204 Procurement Practices 2016	204-1	Proportion of spending on local suppliers	40
	205-1	Transactions assessed for corruption-related risks	100
GRI 205 Anticorrupción 2016	205-2	Communication and training on anti-corruption policies and procedures	100
	205-3	Confirmed cases of corruption and measures taken	100
GRI 206 Competencia desleal 2016	206-1	Legal actions related to unfair competition, monopolistic practices, and anti-competitive conduct	107
GRI 300 ENVIRONMENTAL STANDARDS			
GRI 101 Biodiversity 2024	101-2	Managing the impacts on biodiversity	65
	102-5	Scope 1 greenhouse gas emissions	58
GRI 102 Climate Change 2025	102-6	Scope 2 greenhouse gas emissions	58
	102-7	Scope 3 greenhouse gas emissions	58

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GRI 300 ENVIRONMENTAL STANDARDS			
GRI 102 Climate Change 2025	102-8	Greenhouse gas emission intensity	58
	103-2	Energy consumption and self-generation within the organization	62
GRI 103 Energy 2025	103-5	Reduction in energy consumption	62
	302-1	Total energy consumption within the organization	62
GRI 302 Energy 2016	302-3	Energy intensity	62
	302-4	Reduction in the organization energy consumption	62
GRI 303 Water and Effluents 2018	303-1	Interaction with water as a shared resource	53
	303-3	Water extraction	53
	303-5	Water consumption	53
GRI 304 Biodiversity 2016	304-2	Significant impacts of activities, products, and services on biodiversity	65
	304-3	Protected or restored habitats	65
GRI 305 Emissions 2016	305-1	Direct (Scope 1) GHG emissions	65
	305-2	Energy indirect (Scope 2) GHG emissions	58
	305-3	Other indirect GHG emissions (Scope 3)	58
GRI 306 Waste 2020	305-4	GHG emissions intensity	58
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GRI 401 Employment 2016	401-1	New employee hires and employee turnover	67
	401-3	Parental leave	70
GRI 403 Occupational health and safety in the workplace 2018	403-1	Occupational health and safety management system	46/ 77/ 99
	403-2	Hazard identification, risk assessment, and incident investigation	77
	403-3	Occupational health services	77
	403-4	Worker participation, consultation, and communication on occupational health and safety	46/ 77
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	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	46/ 77
	403-8	Workers covered by an occupational health and safety management system	77
	403-9	Work-related injuries	77
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GRI 404 Training and Education 2016	404-1	Average hours of training per year per employee	67/ 70
	404-2	Employee skills development programs and transition support programs	67/ 69

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GRI 400 ESTÁNDARES SOCIALES			
GRI 404 Training and Education 2016	404-3	Percentage of employees receiving regular performance and career development reviews	67
	405-1	Diversity of governance bodies and employees	74
GRI 405 Diversity and Equal Opportunity 2016	405-2	Ratio of base pay and total compensation for women compared to men	At Grupo PIASA, compensation is determined based on an employee's role rather than their gender, so there is no difference in the pay ratio between women and men
	GRI 406 Non-Discrimination 2016	406-1	Cases of discrimination and corrective actions taken
GRI 407 Freedom of Association and Collective Bargaining 2016	407-1	Operations and suppliers whose right to freedom of association and collective bargaining may be at risk	67/ 99/ 107
GRI 408 Child Labor 2016	408-1	Operations and suppliers at significant risk for incidents of child labor	74/ 99
GRI 409 Forced Labor 2016	409-1	Operations and suppliers with a significant risk of forced or compulsory labor	74/ 99
GRI 413 Local Communities 2016	413-1	Operations involving the local community, impact assessments, and development programs	49/ 84
	413-2	Operaciones con impactos negativos reales y potenciales significativos en las comunidades locales	84
GRI 414 Social Evaluation of Suppliers 2016	414-1	New suppliers who have passed selection filters according to social criteria	13
GRI 415 Política pública 2016	415-1	New suppliers who have passed selection filters according to social criteria	107
GRI 416 Customer health and safety 2016	416-1	Contributions to political parties and/or political representatives	40
	416-2	Non-compliance issues related to the health and safety impacts of product and service categories	107
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FB-AG-130a.1	(1) Operational energy consumption, (2) percentage of grid electricity, and (3) percentage of renewable energy	62
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