

2023 Sustainability Report

Building the future



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Trascending our history

Throughout our history, we have faced challenges and opportunities that have shaped our path. But thanks to the unwavering vision and dedication of everyone who has been part of Iconn, we are proud to say that we are heading into our next 100 years with determination and passion.

In this new chapter, we will own many first chances, charting a new course for the company leaving a lasting legacy.

How we have transcended is undeniable, and it is grounded in our capacity to innovate, is grounded in our capacity to innovate, grow and adapt, ensuring that our impact will endure over time.





Message from the Chairman of the Board and Chief Executive Officer

— GRI 2-22

On February 15th, 2023, we had the opportunity to thank, remember and appreciate those who, over the course of 100 years, have made it possible for this company to remain relevant over time, fulfilling its purpose of “making people’s lives easier”.

I would like to thank you all for your support during this year 2023, which was undoubtedly full of challenges, but also of learning experiences.

A year of great progress in the maturation of our comprehensive business transformation, defining the Iconn 2030 ambition and recognizing the customer at the center of our strategy. Building capabilities and focusing on strategic priorities to ensure that the vision is connected from strategy to execution, while resuming accelerated growth in point-of-sale expansion and maintaining the company’s financial health.

The path is set, we continue to focus on our priorities, performance management and strengthening the employer brand, while facilitating a better world.

Robust corporate governance, as well as institutionalization and transparency, have been key to the evolution of a family business into a private corporation, and are fundamental to the company's long-term performance and sustainability. For this reason, we continue to strengthen our practices to ensure meritocracy, accountability, and ethics in all decisions.

We are a company committed to sustainability, which is immersed in our corporate strategy.

Sustainability is embedded in our corporate strategy, identity and values. We recognize our responsibility to improve the standard of living of the communities in which we operate, and to preserve our planet for future generations. During 2023, we reinforced alliances with civil society organizations, supported projects that have a positive impact to contribute to their well-being, and made significant progress in our three sustainability pillars: People, Planet and Product.

In the **People pillar**, we continue to support the integral development of our employees, enabling them to improve their participation as citizens, their contribution in the family environment, and to work on their personal improvement. We promote fair labor practices, equal opportunities, diversity and inclusion, and we are distinguished as a flexible and trusting work environment, focused on creating growth opportunities for all.

In the **Product pillar**, we have promoted our own-brand products to be identified by their sustainable attributes for their production and packaging.

In the **Planet pillar**, we have allocated significant investments to reduce our carbon footprint and improve our energy efficiency, rational water use and responsible waste management in our operations.

None of this would have been possible without the support of the more than **2 million customers we serve every day**, whom I thank for their preference and loyalty.

Thanks

To the Heroes of Our Operation,

whose physical presence allows us to meet the changing needs of our customers, offering the best products and services to make their lives easier.

To all of Our Employees,

for their commitment, hard work and dedication.

To Our Suppliers, Business Partners and Financial Institutions,

for their cooperation and trust.

To Our Board Members,

for their guidance and counsel in outlining our strategy and ensuring it is followed.

To Our Shareholders,

for their long-term vision and commitment to the company's continuity and endurance.

A special gratitude to our company's founders, **Ricardo, Andrés and José Chapa González**: we honor you for your entrepreneurial spirit and for laying the foundations of a company founded on respect for personal dignity and service to the customer.

I am hopeful and certain that the next 100 years will be even better!

Luis A. Chapa G.

Chairman of the Board and Chief Executive Officer

Highlights 2023 at a glance

— GRI 2-1, 301-2, 302-4, 413-1, 413-2

During 2023, we took actions that have marked our path, from launching innovative new products to expanding new stores. **Every taken step has been guided by a commitment to excellence and sustainability**, and the determination to ensure that our actions benefit not only Iconn and its business formats, but also local communities and our planet.

These actions are just the beginning of our transformation. Moving forward, we intend to continue being protagonists of history.



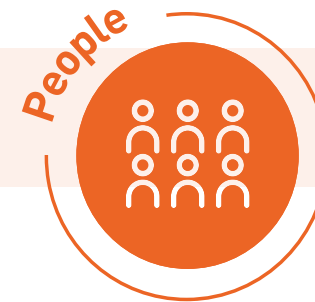


Sustainability Pillars

— GRI 3-3

We are a company committed with our sustainability strategy. Our initiatives are structured along the **pillars of People, Product and Planet**. Through these axes, we drive shared value, focusing on being an agent of positive change for social, sustainable and economic welfare in the locations where we operate.

In 2023, we concentrated on short, medium and long-term initiatives and projects that generate lasting benefits, add value to our products and our customers and foster respect for a healthy planet.



Volunteering:

increase in
200%
our volunteer activities

+2,250 hours
+2,030 benefited people

- We held **Health Week**, with 14 talks and the participation of more than 1,600 employees.



RED Round-up Program:

- Thanks to the generosity of our customers, we channeled resources totaling more than MXN 5,000,000 from 7-Eleven and MercaDía to more than 52 aid and educational institutions.

PULSO

Participation of

81%

of all our employees in all business units. The results showed increasing satisfaction, and a majority of our employees said they would recommend Iconn as a **good place to work**.



BAMX Donation

- In 2023, we expanded the Food Bank program to **100% of our Distribution Centers nationwide** and donated more than 165,000 kg of food, benefiting **11,712 people** experiencing food poverty.



GRI 301-3

Sustainable Café Select Supplies:

- Our cup is made of cardboard, the stirrer of wood or biodegradable material, and the napkins of recycled material.

Rainforest Alliance:

- We collaborate with the Rainforest Alliance to promote our Café Select. We support **350 farmers** in Tuxtla and Tapachula, Chiapas, Xalapa and Cordoba Veracruz in 2023.

Plastic Waste Reduction:

- We encourage customers to purchase our reusable branded tote, promoting the phasing out of plastic bags nationwide.



GRI 301-2, 302-5, 305-5

Recycling:

recycling a total of

369.8 ton

of paper and cardboard.

Waste Management:

- We started up 63 recycling stations in Nuevo León, Tamaulipas, Coahuila, Baja California and Mexico City, as well as in our support center, OAT, Mexico City distribution center and Monterrey warehouse offices.

Refrigerant Retrofit:

- Changed to a refrigerant with lower global warming potential in cold room and storage areas of 85 stores. Total reduction of 941 kWh/kg gas, a total of 2,005 tCO₂ emissions mitigated.

Water:

- Implementation of low water consuming toilets in 14% of our stores and 27% of our service stations in Nuevo León.

Clean Energy:

Ported energy to

66%

of stores, representing 168.9 GWh of clean energy.

Solar Panels:

- 89 solar systems installed in service stations, 16 stores and our Iconn Support Center Offices (CAI) representing a total of 827 MWh of renewable energy.

Efficient Lighting:

242

Sites (Total Iconn) switched to LED lighting.

Control and Monitoring:

34%

of 7-Eleven stores benefited.

3.08

GWh of energy, equivalent to mitigating 1,349 tCO₂e.

Vapor Recovery Systems:

60%

of service stations with vapor recovery systems installed.

Sustainability Strategy

— GRI 3-3, 2-22

At Iconn, we define sustainability as the ability to operate today and endure over time, working in balance with our environment to produce the greatest social, environmental, and economic value in all our operations, avoiding putting at risk the needs of future generations.

We distinguish ourselves by living in harmony with our communities, understanding their needs, and working to transform and improve their surroundings through **three pillars: People, Product, and Planet**, where we focus our actions and initiatives towards creating a lasting difference over time.

The sustainability department is responsible for monitoring our progress to obtain these goals, tracking our progress and ensuring accountability and transparency in each of the pillars.

**We distinguish ourselves by living in harmony with our local communities, understanding their needs, and working together to transform and improve their environment through three pillars
People, Product, and Planet.**

Our Sustainability Vision



Awards





Socially Responsible Enterprise Distinctive for the 4th year in a row

We support the economic, social and environmental development of the communities where we operate. This commitment earned us Socially Responsible Enterprise distinctive from the Mexican Center for Philanthropy for the fourth year in a row.



Empresas + Éticas Recognition

We are proud to have been recognized for the first time as one of Mexico's Most Ethical Companies (Empresas + Éticas, or E+E). This award highlights our commitment to promoting ethical culture in the business setting. Our integrity programs, known as the "3E's," were evaluated under the criteria of Elements, Effectiveness, and Evidence, reflecting our comprehensive and effective approach to business ethics. This achievement reaffirms our ongoing commitment to transparency, integrity and accountability in all our operations.



Safe Establishment Distinction

Recognition granted by the state of Tamaulipas, to establishments showing outstanding responsibility and effort to comply with regulations and guidelines on the gradual and responsible reopening of establishments, in order to contain the risks of contagion caused by the spread of the SARS-CoV-2 virus.



INFONAVIT Recognition

For acting as a socially responsible company toward our employees. Recognition awarded to leading companies within their segment, evaluating different labor aspects that show the commitment towards their employees.





Our Expansion

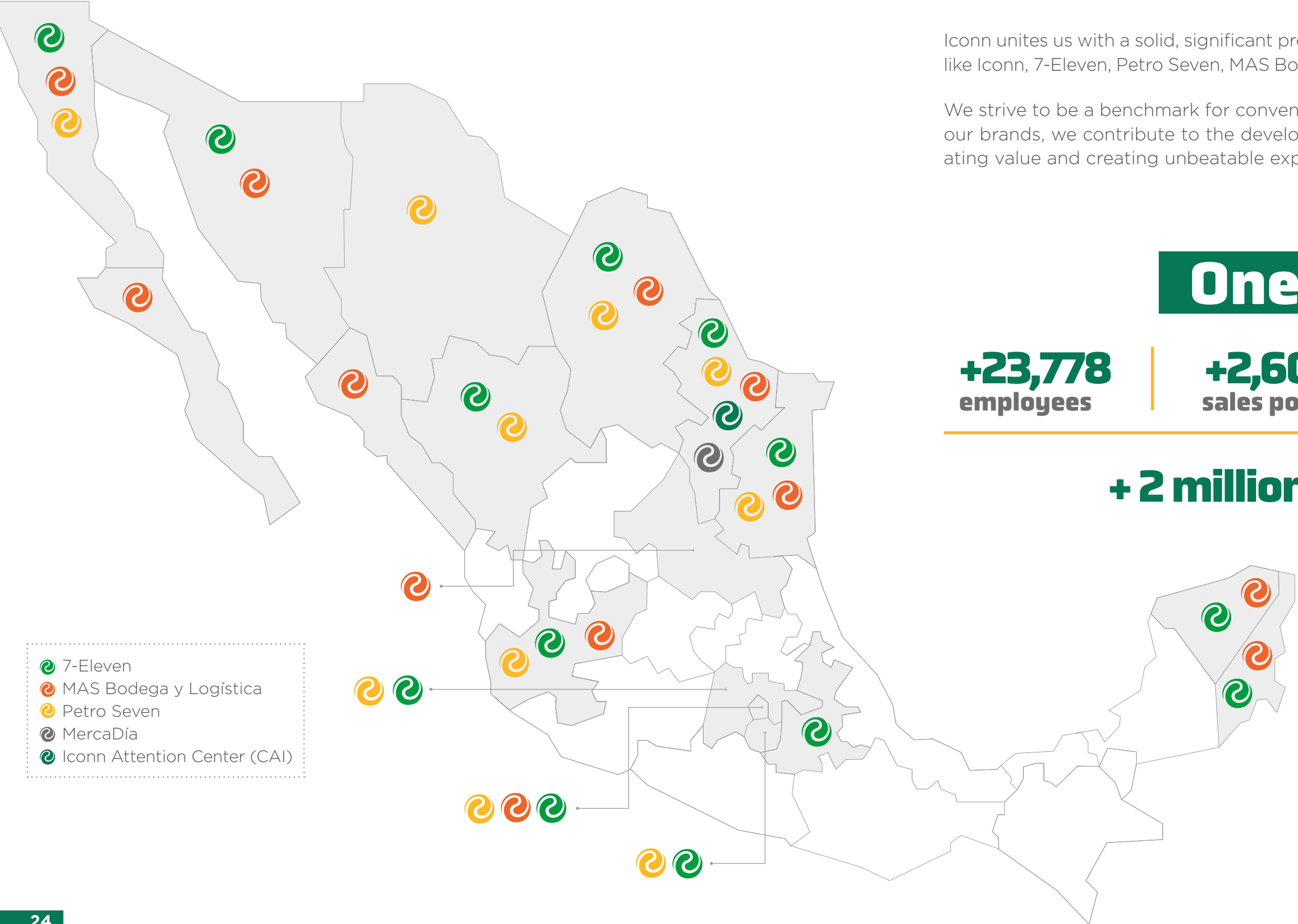
At Iconn we have always been known for our capacity to seize potential growth opportunities. Through skillful management of our resources and assets, we have managed to maintain a sustainable level of investment in the business, **driving our growth**, focused in 2023 on continuing the company's on going transformation and accelerating the increase of points of sale for each of our business formats.

Expansion has played a key role in our company's performance over the past 100 years, and 2023 was no exception. We continued to increase the number of store and service stations openings across the country, seeking to be ever closer to our customers.

Each new location represents not only a business expansion, but also an opportunity to connect more closely with local communities, generate new jobs opportunities, contribute to regional economic development, and offer more convenient service to our customers.

In 2023, **we focused on listening to our customers better**, to understand their consumption patterns and find ways to offer them more suitable services according to their needs and preferences, as well as our own "Sevenly®" omnichannel home delivery platform allowing us to bring customers a value proposition that more closely suits their lifestyle.

Market Presence



GRI 2-1

Iconn unites us with a solid, significant presence in the Mexican market, with iconic brands like Iconn, 7-Eleven, Petro Seven, MAS Bodega y Logística, and MercaDía.

We strive to be a benchmark for convenience and service excellence. With every one of our brands, we contribute to the development and growth of the Mexican market, creating value and creating unbeatable experiences for our customers.

One Iconn

+23,778
employees

+2,600
sales points

+25 thousand
retail customers

+ 2 million clients every day

**17 states
of Mexico**

Our Way



Iconn Values

Our values, vision, and purpose mark our path, defining one Iconn and defining our course toward the future. We are known for our pursuit of innovation in everything we do, striving to be the customer’s top choice, and acting with integrity at all times.

We have built a united and diverse team, where every member of the Iconn family is valued and respected, where our path is guided by the passion to be the best and make a positive difference in people’s lives.

At Iconn we recognize the importance of values as a compass to guide our actions and decisions:



We Innovate in everything

We promote an innovative mindset through the use of technology, doing what is convenient and sustainable.



We obsess over Customer preference

The customer is our only boss, and we work hard to meet their changing needs.



We want to be better every day

We drive our results by acting with integrity, based on facts and data.



We develop a champion team

We have built one Iconn through teamwork, diversity, and respect.



We own our results

We capture growth opportunities by creating value, executing with excellence, and acting with a sense of urgency.

Vision

To be one Iconn, passionate about being our customers’ top choice, making their lives easier with the best convenience solutions.

Purpose

“Making people’s lives easier.”

Service Leadership Model

People:

- I am an agent of change
- I am a service leader
- I create sustainable valuable relationships
- I develop people and teams

Business:

- I identify opportunities
- I promote innovation
- I execute with excellence
- I make things happen

Our Services



Convenience store chain



Sale and distribution of dry goods and groceries



Service Stations



Proximity mini-supermarket

Our Legacy

“We are a Mexican company, integrated by human beings, at the service of human beings.”

- Luis A. Chapa, Chairman of the Board and Chief Executive Officer

Our passion for having a positive impact on people's lives inspires us **to be leaders** in every one of our brands, offering top-quality products and services that make a difference in the lives of every one of our customers.

Our more than 100-year-old legacy has been key to our ability to meet the changing consumer needs of people in 17 states of Mexico, through our four commercial brands, which make up **one Iconn.**



Our Brands





GRI 2-1, 2-7



In our commitment to the development of local communities, at 7-Eleven we value and encourage collaboration with regional suppliers. We promote this type of alliances that strengthen our brands and enrich our product and service offerings, guaranteeing a comprehensive and innovative shopping experience for our customers, while promoting the consumption of local and regional products.

Our 7-Eleven stores are open to welcome our customers 24 hours a day, 365 days a year, offering a wide variety of food, beverages and everyday products in nearby locations to make their lives easier. The convenience of our points of sale allows our customers to satisfy their needs at any time of the day without having to make long transfers wherever they are, contributing to improve their quality of life. In addition, we have several payment methods and financial services to provide the convenience and accessibility they need.

In line with our sustainability strategy, we carry out our merchandise distribution to our points of sale during the night, ensuring the freshness and constant availability of our products, and seeking to contribute to the reduction of environmental emissions by moving at times with less traffic congestion in the city. In this way, at 7-Eleven we are committed to the satisfaction of our customers and the well-being of our planet.

7-Eleven contributes to the group's sustainability strategy through initiatives that promote waste recycling, use of more environmentally friendly materials, clean energy, water care in our stores, and energy efficiency initiatives to reduce emissions.

Value added services:

- Electronics
- Deposits and bank payments
- Utility payments and receipts
- Wire transfers and receipt
- Cash withdrawals
- Cashing remittances from the US
- Air time recharges
- Gift cards
- Contactless payments



- Payment method for completing online purchases by paying cash at stores.

Digital tax receipts

- With the purchase ticket.

Home delivery

7-Eleven Vision

In 2023, in 7-Eleven we focused on simplifying our operational processes so that our employees can concentrate on providing the best service to shoppers. We also allocated resources to digitize processes and document their tracking, to ensure the highest quality standards.

Another important initiative developed during the year was ensuring that our customers had a variety of innovative products in stock to meet their needs.

In 2023, we paid special attention to listening to our customers, their preferences, needs, and consumption patterns, so we could offer them better service and product availability.



GRI 2-7

Our Petro Seven service stations are strategically located to meet the demand for refueling, motor oils, and other products and services. They offer 24-hour service, accept a variety of payment methods and carry our private label products, all with a high-quality service that sets us apart.

We prioritize quality and safety in our Service Stations at all times, keeping them clean, well-lit, and equipped with all necessary security measures.

This past year we were once again the energy that moves Mexico, enhancing our work on various initiatives.



We continue to advance toward making Petro Seven the best energy company in Mexico, and this past year we were once again the energy that moves Mexico.

One way we made this happen was through a standing continuous training program called **Service Professionals**, which is designed to offer a continuous improvement in customer service standards by developing our sales force personally and professionally in order to strengthen our customer service culture, recognizing best performance and transmitting our identity and Iconn values to customers.

At **Petro Seven**, we take pride in cultivating a work environment that promotes the well-being and satisfaction of our collaborators. We seek to favor the hiring of personnel who live close to our work centers, which not only benefits our Service Agents by reducing commuting times, but also contributes to strengthening ties with the local communities where we are located, generating local jobs.

In 2023, we continued to pursue the **power of alignment** between 7-Eleven stores and Petro Seven service stations, ensuring that customers enjoy a great convenience experience all in one place, reaffirming our competitive edge.

Aligning Petro Seven with Iconn's Sustainability Strategy and in order to enhance the effectiveness of our operations, we installed solar panels in some of our service stations and succeeded in becoming the **first Mexican company to have 100% of its service stations** compliant with vapor recovery system regulations.

Presence in
10 states



GRI 2-1, 2-6

Through MAS Bodega y Logística, we are able to offer clients an extensive range of groceries and general merchandise, ensuring a complete selection at the best price for their businesses.

We also offer traditional retailers and semi-wholesalers the opportunity to access various products in packaging specifically designed to meet the needs of their market.

25,000
retailer clients served through
MAS Bodega y Logística

At MercaDía, we are committed to offer fresh and quality products in accessible locations to our customers in outlying areas of the city, with ample hours that facilitate the daily replenishment of food and beverages, avoiding long transfers and offering them an option close to them.

In 2023 we reached a milestone in strengthening sales teams and commercial relations at MAS Bodega y Logística, fueled by a series of strategic events that not only boosted sales figures but created unique synergies with our valuable business partners.





Synergy with Business Partners

2023 Supplier of the Year Award

We strengthen business relationships through the Supplier of the Year Award, held in May of each year at our Iconn Support Center, where we recognize our top-performing business partners in scope, growth in sales and profits, supply efficiency, period and share of sales.

Consolidating Relations with Clients

For MAS Bodega y Logística, today more than ever it is crucial to support our leading wholesale clients with special events where they have access to exclusive offers and promotions, so they can continue to operate with guaranteed supply and competitive prices.

We held various “*Develop your Business*” events a year at various wholesale locations where we meet with more than 45 business partners.

In this mini-supermarket format, we offer staple dry goods and fresh produce, meats, and tortilla bakery.

In each of these mini markets, we are committed to offering products of the highest quality and freshness to meet our customers’ needs.

And through our unique shopping experience, customers have access to a wide variety of high-quality products, attractive weekly promotions, and excellent service at convenient locations and hours.



Iconn

Innovation

Innovation is a central pillar of our business strategy. It is grounded in our culture, and it inspires us to continually create value for our customers.

Through innovation, we can stay up to date with constantly evolving consumer needs and demands, and take advantage of new technologies to improve our products and services.

Innovation is part of our identity; it motivates us to keep moving forward in a changing world.



Iconn and its business units are more than just a brand. For 100 years, we have assumed a conscious commitment to our customers, knowing that our brands' success comes from a constant connection with them, offering them exceptional products and services and ensuring that our values and purpose are integrated into each of our business units.

In 2023, in order to strengthen our brand, we continued a fruitful relationship with various universities through high-impact experiences.

2023: A year of innovative events



#ItsBetterWithIconn

We continued to forge closer connections with our employees through in-person and digital experiences, celebrating special days and organizing more than 30 activities each year, with the active involvement of employees, their families and our community.

Yellow Day

In October we were present for the University of Monterrey's anniversary celebration, attended by more than 5,000 people.

Marketing Fest

In September, we were part of the Marketing Congress organized by the Tec de Monterrey, where we had the chance to share our *marketing* and advertising experience with over 1,100 participants.

Brand Positioning

We are always looking for ways to attract the best talent and magnify our impact on people. With this goal in mind, during 2023, we were present at over 20 national job fairs both in person and digitally, including events such as:

- **Iconn Job Fair - Interns Edition:** Our Job Fair focused on students looking for internship opportunities.
- **Business Visits:** We supported students seeking development and growth opportunities by opening our doors through business visits to our Iconn Support Center.
- **incMTY:** We participated in the Latin America's largest entrepreneurship, innovation, technology, and sustainability festival, where we shared the good news about Sevenly®.



Sevenly®

Our customers are at the center of our business, and in an increasingly competitive and dynamic world, understanding their convenience needs has become crucial in order to maintaining our competitive edge.

After a journey in which various teams worked together on design, construction, and implementation, in 2023, we marked a milestone on the path to our transformation with the launch of our **Sevenly app®**.

As part of our relations strategy with our clients, our new digital ecosystem brings together two of our major brands, 7-Eleven and Petro Seven, in one place.

Sevenly®, offers a range of services for our consumers, such as:

- Home delivery
- Omnichannel experience for customers
- Promotions
- Store and Service Station locator
- Coupons and discounts
- Invoicing
- Virtual wallet

**Our new app, where
7-Eleven and Petro Seven
come together to provide
the best service.**

Iconn Hack Hackathon

We held our first open innovation event, called “Iconn Hacks 2023: Rewriting the rules of retailing”.



Through this mega-event, we sought to co-develop innovative solutions with **undergraduate and graduate students** to enhance the customer experience and make it extraordinary—a key factor for our success.

We held a number of workshops in which we provided the students with tools and training to ensure the growth and success of their projects.

During the event, participants presented creative and innovative proposals to the Iconn Executive Committee and business transformation team leaders.

We want to use the Hackathon to modernize retailing and help participants to expand their knowledge, improve their skills, and explore job opportunities.

111 students participated
in Iconn Hacks



Innovation Lab

To build capacity and foster a culture of innovation within Iconn, in conjunction with our Innovation Community, we held brainstorming sessions to come up with a model for identifying, redesigning, and adjusting processes to generate economic benefits and operational improvements, and enhance the experience of employees and customers.

We created a digital space where any employee can register their idea, and invites holistic collaboration for idea development. We started with a simple prototype accessible to all Innovation Community participants to learn from user interactions and receive feedback to achieve sustainable development.

Through the Innovation Lab, we can continue to strengthen our distinguishing skills and our value as a company.

We innovate in everything we can.

Operational Excellence Project

Through this project, we pursue operational excellence, process standardization, technological connections, and the optimal management of information by integrating best market practices into our processes, planning, and adoption of native functionalities from world-class technological platforms.

At the same time, these tools helped visualize the areas and day-to-day activities of all of Iconn’s business units, that needed to be part of the financial standardization.

The project aims to structure and automate to approval, revenue, invoice payment, sourcing, financial consolidation, and other processes, as we continue on path in becoming **one Iconn**, allowing us to maintain a strategic planning of our goods and services and thus continuing to be the favorite of our customers.

Looking Ahead

At Iconn, we are looking ahead, responsibly and sustainably. We are committed to address aspects that impact our company, our customers, and communities, which is why sustainability is integrated into all our operations, from the supply chain to the final interaction with our customers.

We are working to reduce our environmental footprint by introducing sustainable practices throughout our value chain.

At Iconn, we intend to build a better tomorrow, where sustainability and social responsibility are fundamental pillars of our success.



Materiality Assessment



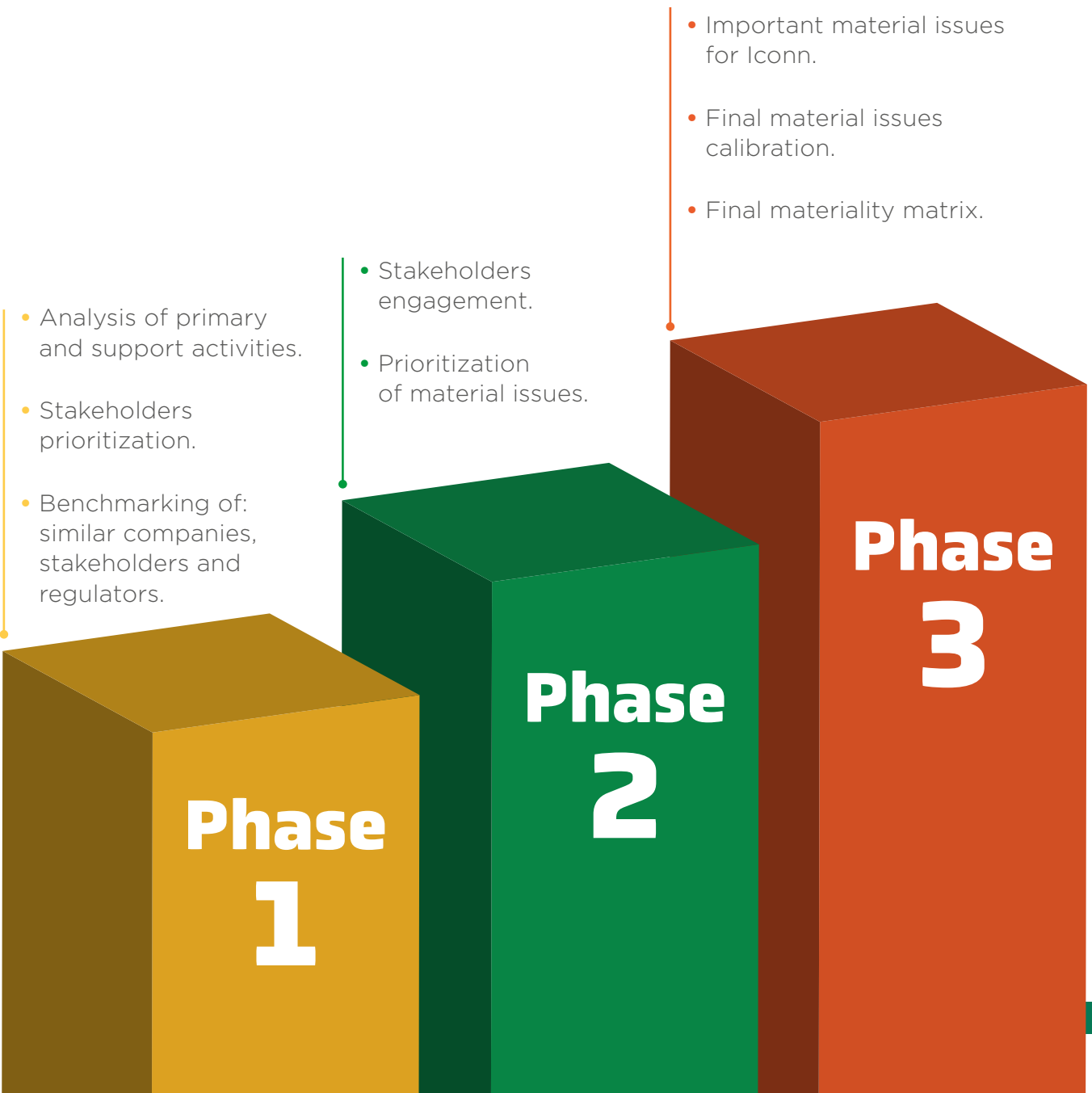
GRI 3-1, 3-2

In 2023, we conducted a **double materiality** assessment, following the guidelines of the Global Reporting Initiative (GRI) and the Sustainability Accounting Standards Board (SASB). This analysis has allowed us to identify the issues that significantly impact the company’s value creation and how our company impacts people, the economy, and the environment.

The assessment was carried out with the involvement of stakeholder groups and included a comparative analysis of the company’s maturity and risks against industry and social benchmarks.

This resulted in a list of material topics upon which is the foundation of our Sustainability Strategy, and which is covered in this report.

Materiality’s Methodology





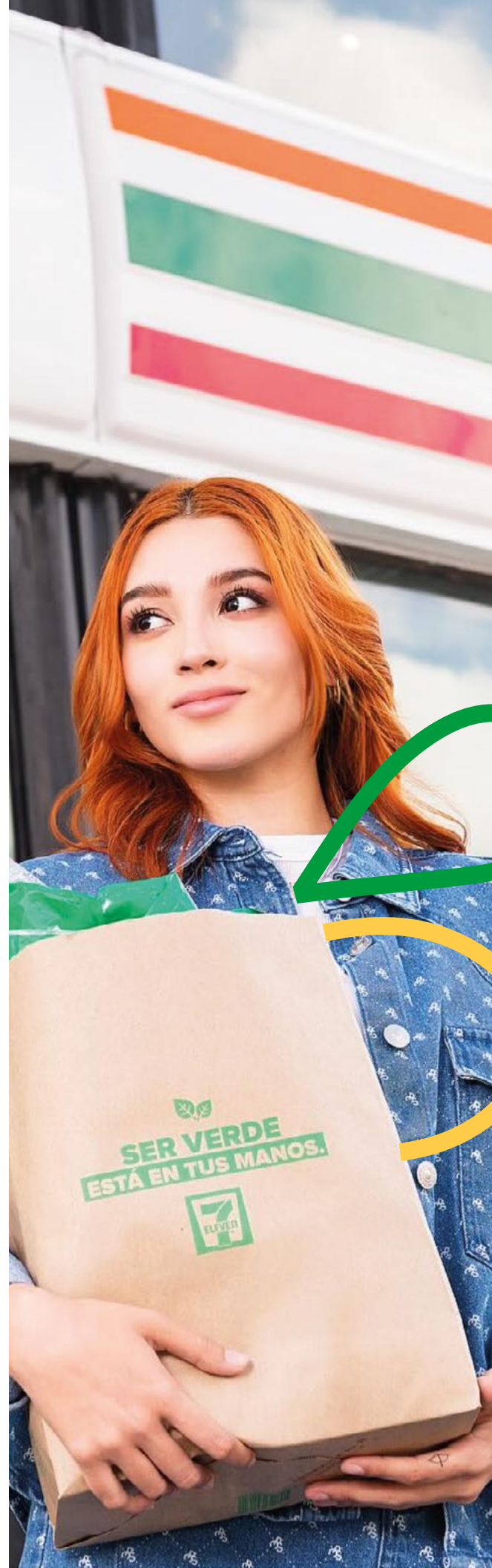
- 1 Cybersecurity
- 2 Ethics and integrity
- 3 Risk management
- 4 Corporate governance
- 5 Money laundering/fraud
- 6 Corruption, bribery, and transparency
- 7 Management and strategy sustainability and ESG aspects

Sustainability Management

— GRI 2-13, 2-14

Each of our pillars has a committee responsible for managing sustainability initiatives, processes, and results, so that the entire group shares a common vision and can work toward maximizing value for our stakeholders. These committees support decision-making, resource allocation, and risk prevention.

The People, Product, and Planet committees are led by executive directors, who ensure timely monitoring and leadership of the strategy and its goals. Their members are an interdisciplinary group of employees from different areas of the company who report on achievements and progress towards each of the goals from their own sphere of responsibility. They also receive support from the sustainability department throughout the year.



Our Impact Network

— GRI 2-29

Iconn understands the importance of maintaining constant communication with stakeholders so that we can stay tuned in with their concerns and needs and address them through various actions and initiatives, and constantly monitoring how our operations affect them.

In 2023, we conducted our stakeholders' assessment and engagement exercise in which we surveyed regulators, suppliers,

employees, directors, and customers to gather their perspectives and feedback on Iconn's sustainability performance and to understand the impact that various material topics have on them. This dialogue was conducted according to the methodology recommended in the *AA1000 Standard* on Stakeholder Engagement.

Contribution to the Sustainable Development Goals

As part of our commitment to sustainability, we continue to develop initiatives and actions that contribute to the **United Nations Agenda 2030** Sustainable Development Goals (SDGs).

Having determined our material topics, we then identified which SDGs where we can make a positive difference and establish short, medium, and long-term targets for doing so.

The secret to Success

The secret to our success lies in solid, transparent corporate governance, which provides for informed and responsible decision-making and builds relationships of trust with all our stakeholders.

At Iconn, we recognize that corporate governance is essential for the long-term success of the organization, and our focus is acting ethically and responsibly on a daily basis, openly manifesting our values and principles.

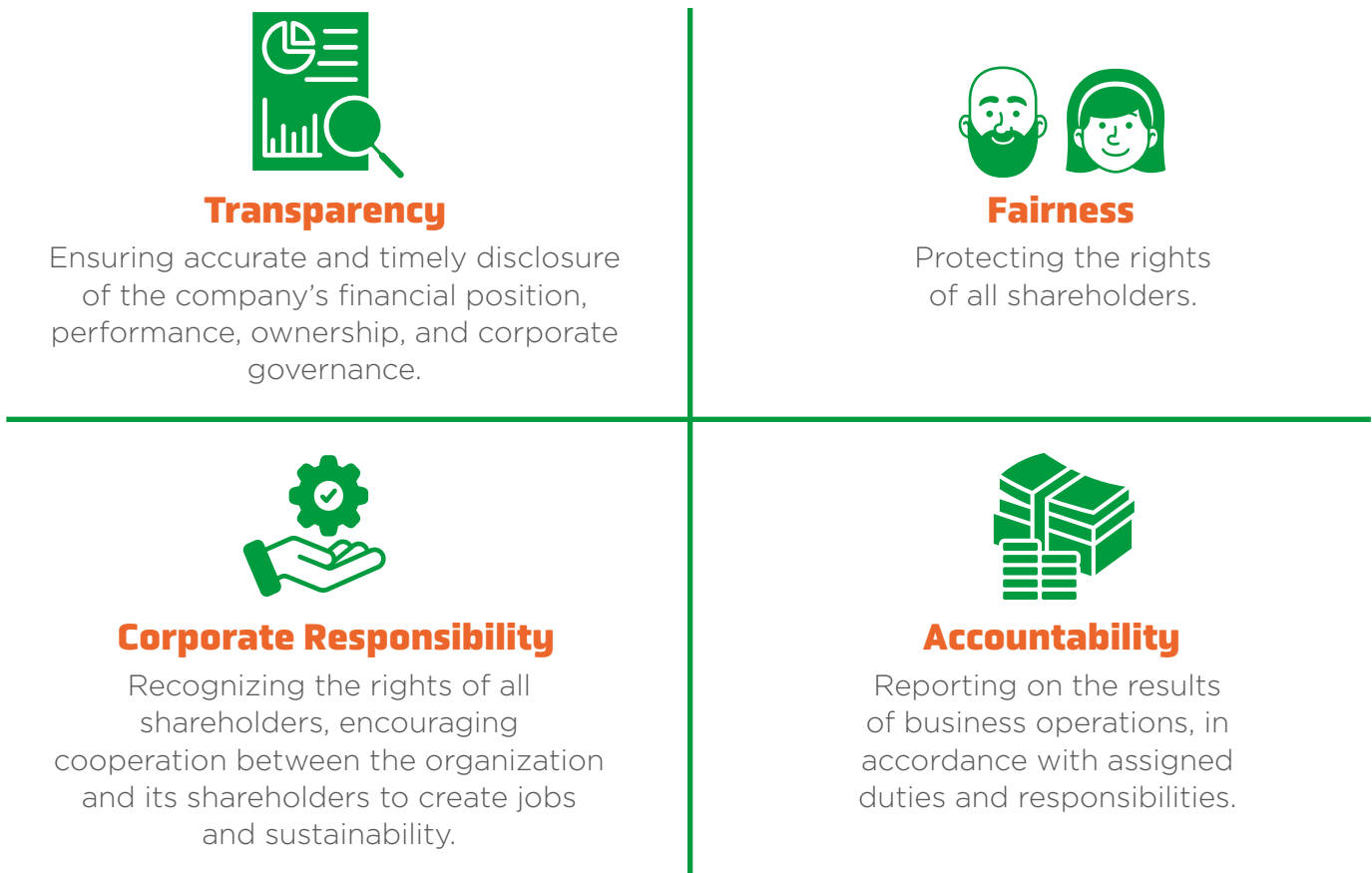


Corporate Governance

— GRI 2-9, 2-10, 2-11, 2-12, 2-13, 2-17, 2-18, 2-19

We understand that good corporate governance practices are a key driver of value for all stakeholders and a facilitator of solid and profitable financial results.

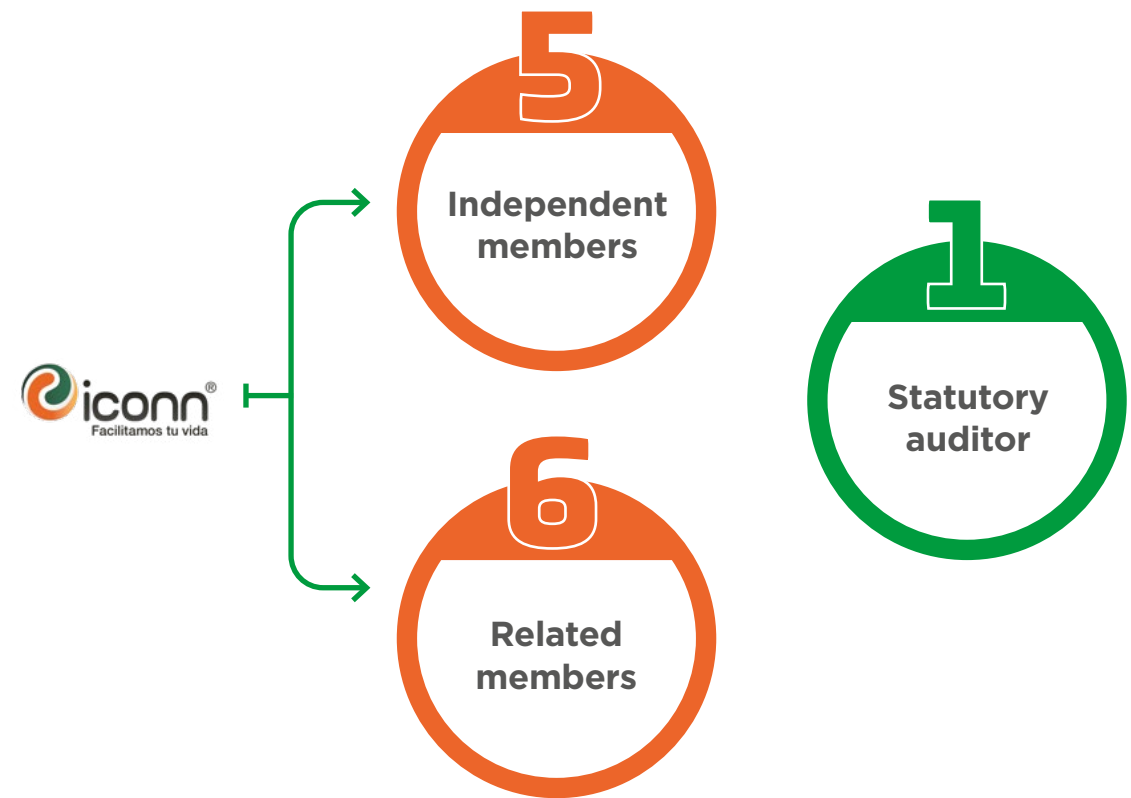
Our robust corporate governance is guided by four basic principles:



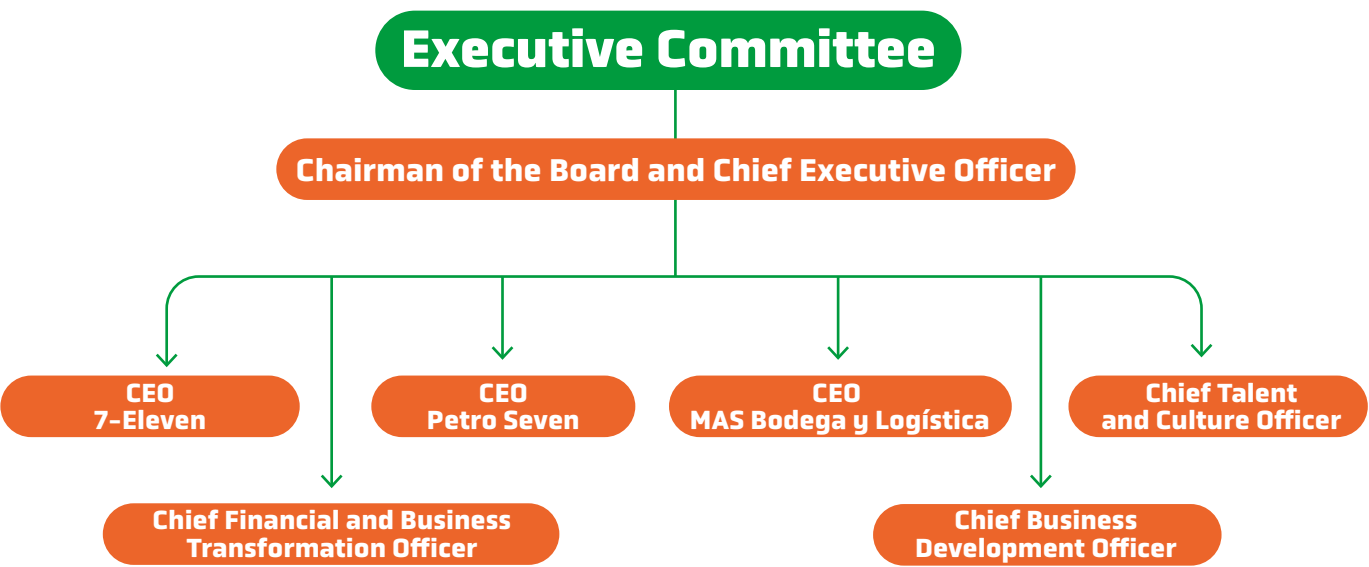
Our **Board of Directors** oversees the direction of the business and progress against its goals, including management's handling of risks and impacts that could hinder the attainment of strategic and financial objectives.

All board members are appointed in the general shareholders' meeting, which is held annually. Members are selected on the basis of their skills, industry knowledge, sustainability awareness, commitment to business philosophy and ethics, integrity, and other criteria.

Administration Board Structure



We also have an **Executive Committee** in charge of guiding the company’s operations and strategic priorities, as well as economic, social and environmental issues. The committee is structured as follows:



Iconn Assurance System [SAI]

The Iconn Assurance System was created to strengthen commitment to our values, comply with internal policies, foster risk management and facilitate standardization and sustainability, and improve processes.

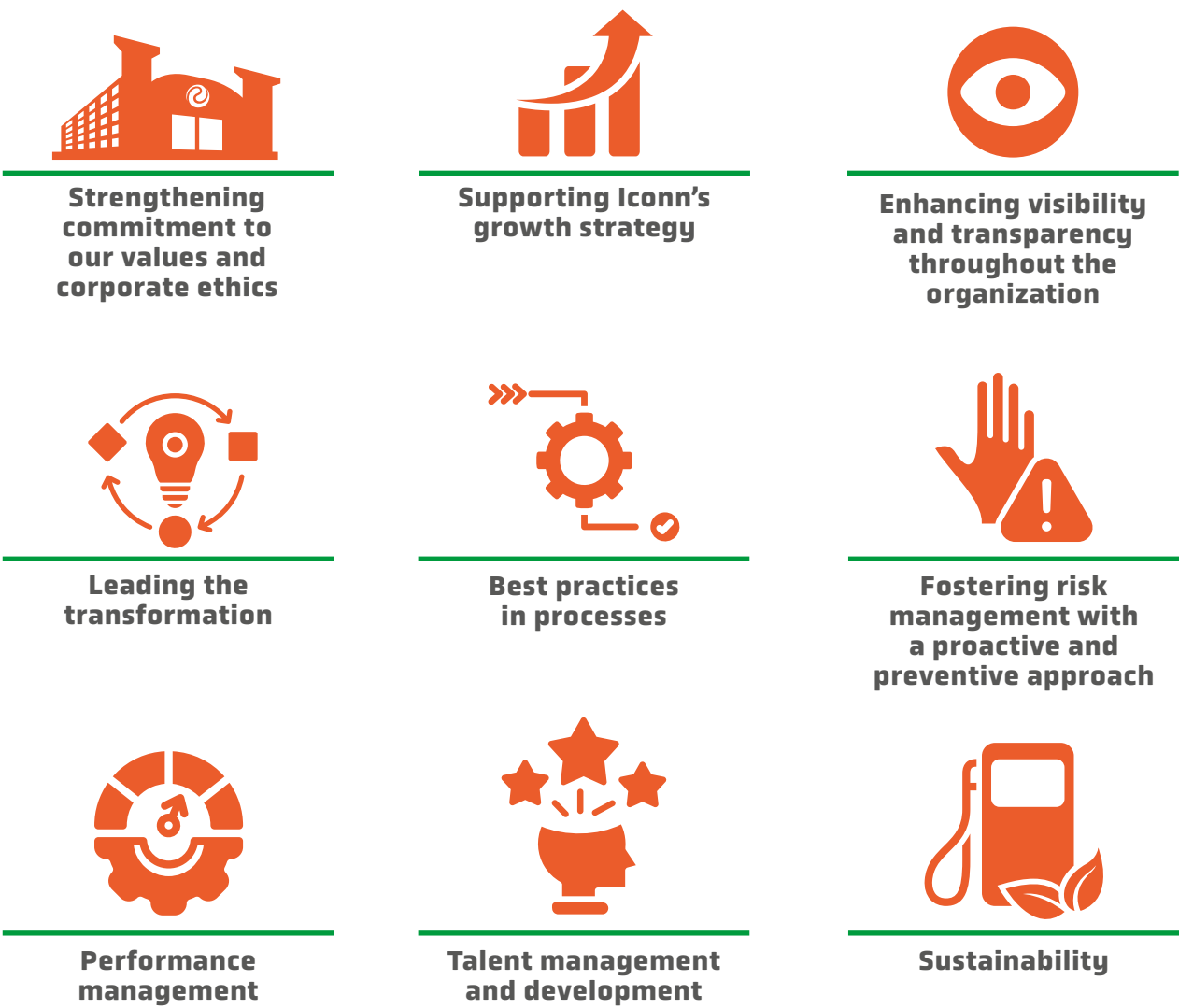
It is based on the *Committee of Sponsoring Organizations of the Treadway* (COSO) Framework and the Three Lines of Defense Model issued by this same organization and is based on three pillars:

Corporate Ethics and Integrity

Risk Management

Compliance

Among its main approaches are:



Under this system, all policies developed must apply to the entire company, that is, to every Iconn business unit. Currently, we have sixty policies covering operational, human resources, finance, and governance aspects.

Corporate Ethics

GRI 406-1



At Iconn we think, do and say the right thing.

The same law recommends that companies establish controls in place, an organization and procedures manual, and human resources policies that prevent discrimination and promote transparency.

Integrity Policy

The Iconn *Integrity Policy* was created to provide guidance to employees on the mechanisms of prevention, compliance, supervision and accountability that have been established to prevent administrative misconduct and violations of the law or the company's own *Code of Ethics and Conduct Iconn* and internal policies.

The General Law of Administrative Responsibilities encourages companies to have a *Code of Ethics and Conduct*, to establish a whistleblower *Hotline* to communicate grievances or violations of the Code, and to provide training on these issues to all employees.

Code of Ethics and Conduct Iconn

At Iconn we are committed to maintaining best practices, fostering sustainable development and promoting respect in areas such as ethics and integrity, working conditions, human rights, environment, confidentiality and anti-corruption.

All operations are governed by our *Code of Ethics and Conduct Iconn*, which employees must follow at all times. This code provides a guide contains the most important corporate principles and behavioral rules we expect of our employees at all times, and the respect we must show for Iconn's values.

We also have a *Supplier Code of Conduct* which explains the ethical conduct we expect from all those who provide us with services.

As well we have an **Ethics Committee**, in charge of:

- Promoting ethical business conduct among employees, partners, suppliers, customers and shareholders.
- Overseeing compliance with the Code of Ethics and Conduct.
- Analyzing, advising and making decisions on ethical issues that arise in the company and our business units.

90% of our eligible employees were certified in the Code of Ethics and Conduct Iconn.



Ethics Hotline

GRI 2-16, 2-26

Through our Ethics Hotline, called *Línea Ética*, employees can anonymously report infringements or any concern related to our Code of Ethics. The platform for fielding grievances is operated by an independent party to ensure its neutrality, and the *Ethics Committee* meets regularly to review the status and statistics of Línea Ética, and to ensure that the reports have been addressed appropriately.

-  www.letica.mx/iconn
-  **800 700-8000 (toll-free number)**
-  iconn@letica.email

In 2023, we focused on improving resolution time for breaches of our Code of Ethics internal policies, laws and company values.

91% of the total number of infringements filed were resolved.

Since 2020, we have worked to strengthen employees' trust in our Ethics Hotline by guaranteeing complete confidentiality and non-retaliation for those who file complaints. This progress has been reflected in a **34% reduction in anonymous reports** between 2020 to 2023.

To learn more about our Code of Ethics and Conduct visit:
<https://iconn.com.mx/etica-corporativa/>



or use the following
QR Code

Anti-Corruption

GRI 3-3, 205-1, 205-2, 205-3, 206-1

Our *Anti-Corruption and Undue Advantages Policy* sets forth all the rules that the company must follow on anti-corruption, with **zero tolerance** for violations of the laws and regulations on this matter. This policy is communicated to and enforced for all employees.

We also have a *Fair Competition Policy*, and we provide certifications on the subject for specific audiences.

 **169 hours of anti-corruption training.**

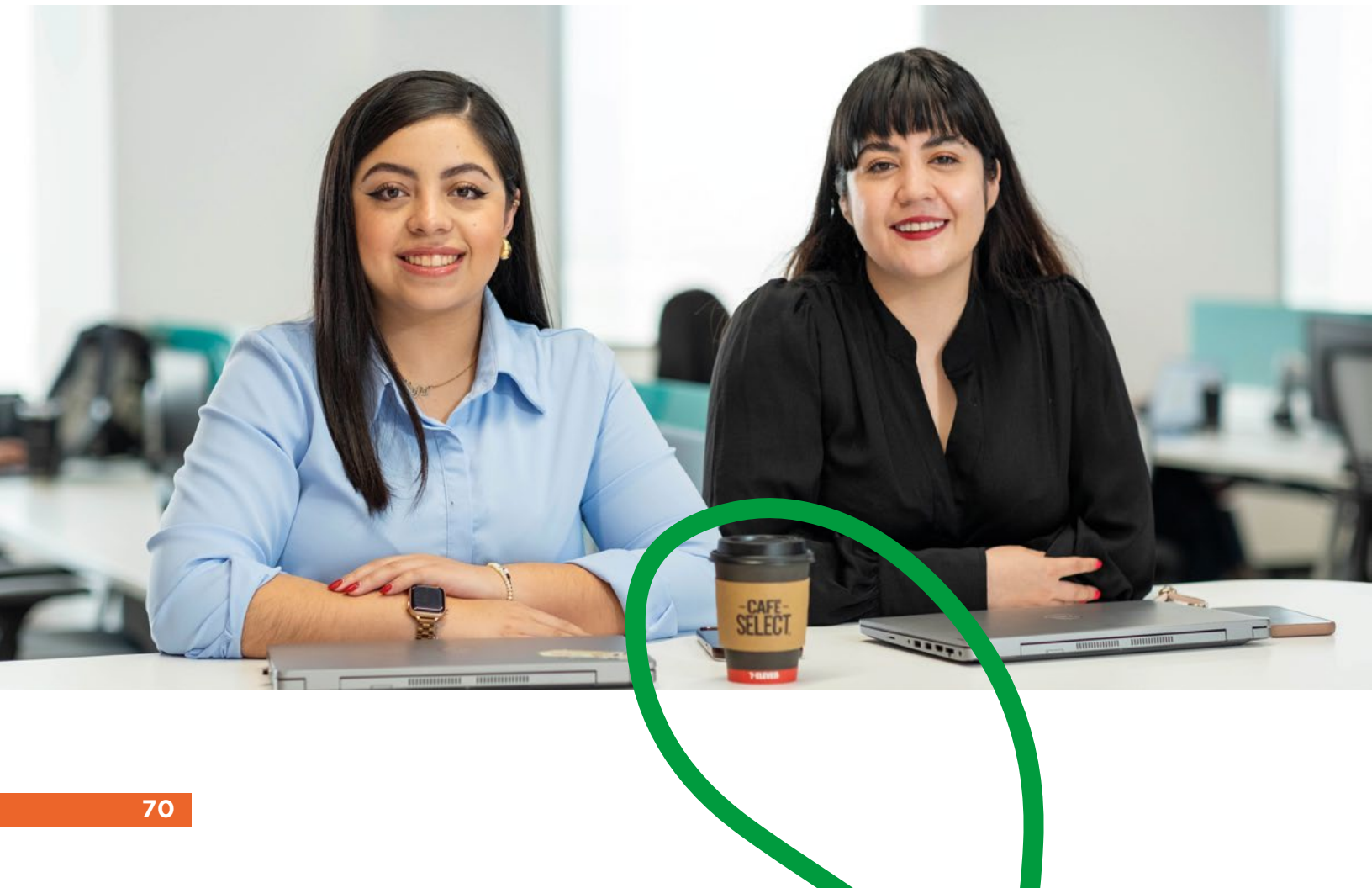


Money Laundering Prevention

The company has been vigilant about money-laundering prevention since 2015, and has complied with all related regulations since the beginning. The Compliance area was charged with carrying out an initial diagnosis to identify vulnerable areas and draft a Compliance Guide, including the positions responsible for its application.

This resulted in the creation of the Iconn **Money Laundering Prevention Policy**, which is published on the company’s website and is available to all employees.

Our **Code of Ethics and Conduct** also addresses topics related to discrimination, anti-corruption, money laundering prevention, conflicts of interest and human rights.



Risk Management

Risk management is a dynamic, interactive process by which we identify, analyze and evaluate risks, define control and mitigation plans and minimize the likelihood that a given risk will materialize.

Our risk management model considers the following **risk classification**:



The *Risk and Compliance Committee* is responsible for working with the internal control area to identify and assess the strategic and business risks to which the company may be exposed, and for establishing control and compliance activities for all business units.

The *Audit Committee*, which supports the *Board of Directors*, is made up of professionals from outside the business and with extensive experience. It is responsible for overseeing and approving the assurance strategy, through a system based on the three-lines-of-defense model described earlier.

Compliance

GRI 2-15

The compliance area has mapped the local, regional and national social, environmental and corporate governance laws and regulations applicable to each of our business units. It ensures that each area complies with all such requirements by providing advice and guidance on those that affect them.

The main purpose of our *Conflict of Interest Policy* is to inform employees how to identify a conflict of interest, how to manage it and how to avoid being involved in one. This policy is available for consultation on our internal portal, and each new hire is informed of its content and required to sign a *Conflict of Interest Disclosure Statement* with the relevant information.

Tax Governance

GRI 207-1

Iconn seeks the best approach to fulfill its tax obligations correctly and legally, to pay the taxes due on its earnings while avoiding tax risks and compliance issues.

To assess our compliance with the tax control and governance framework, we issue a financial opinion that includes tax items verified by an independent accountant, as well as a tax opinion on the company's three main business units, accompanied by the opinion of an independent public accountant.

Policy on Powers of Attorney and Limits of Liability

This policy regulates the exercise of powers of attorney and legal representation for Iconn and its business units. It is organized by hierarchies and amounts, in other words by the size of the business dealings, the level within the company and the person responsible for signing it.

It also establishes the minimum legal requisites for business negotiations, in order to guarantee transparent management of the business.

One of its main attributes is to ensure the correct segregation of functions within the company and avoid conflicts of interest.



Information Security

Information security begins with the professionals that conform our company, which is why we work to promote and reinforce security culture among our employees through informational capsules, talks, and various activities.

There is an *Information Security Policy*, accompanied by training, along with a *Confidential and Inside Information Policy* for employees.

PCI Certification

The *Payment Card Industry (PCI) Data Security Standard*, is a set of security standards designed to protect credit and debit cardholders' financial information.

In order to ensure the **security of credit and debit card transactions** at our business units, our 7-Eleven and Petro Seven brands are certified to receive payments from our customers, protecting sensitive information and building up consumer confidence.



Petro Seven is the only fuel company in the country authorized to receive contactless payments through Apple Pay and Samsung Pay.

Customer Information

— GRI 3-3, 418-1

The security of our customers' information is of utmost importance to us. We have entrusted our *Information Security* area with the management of customer data, and the provision of technological support to identify how we collect customer information and create security controls when necessary. In turn, we have two policies that help us manage these issues, which are the *Information Security Policy* and the *Confidential and Inside Information Policy*.

The *Compliance area* also participates in this task, by ensuring compliance with data security provisions at the Iconn level, trains employees and fields requests for the exercise of ARCO rights when necessary. In 2023, we provided a certification for company employees.

We abide by the *Federal Law on the Protection of Personal Data in Possession of Private Parties* through our *Policy on Personal Data Administration and Protection*, and a committee made up of employees from all the areas involved, which meets regularly.

We also provide our *Information Privacy Notice* available on all the websites of the company's various businesses to ensure transparency and to comply with our data protection obligations.

Information Security Week

Iconn organized a series of *Information Security Week* activities, including a series of talks and training sessions related to these topics, to foster better cybersecurity habits in our day to day.

Regulatory Management System

GRI 2-27

At Petro Seven, we platform that helps efficiently manage compliance obligations and staying up to date with applicable standards and regulations, reducing the possibility of regulatory violations, centralizing and digitalizing documentation on regulatory issues, and thus reducing the number of possible sanctions and/or closures documenting evidence of regulatory compliance and providing real-time follow-up on indicators.

This same system is being developed for 7-Eleven, to be deployed in 2024, which will ensure greater control and digital safekeeping of compliance in all our business units.



Human Rights

GRI 3-3, 2-23, 407-1, 408-1, 409-1, 411-1



Respect for Human Rights is one of our core values. We have developed specific policies and initiatives to promote and respect basic human rights, supported by the *United Nations Guiding Principles*, in our relationships with both employees and suppliers. We guarantee human dignity and provide adequate and necessary conditions for the comprehensive advancement of our people.

At the same time, we pledge to the communities in which we operate, and all our stakeholders, that we will respect human rights; protect and defend the rights of indigenous peoples; cultivate diversity and inclusion, as well as equal opportunities and non-discrimination based on race, color, sex, gender, sexual orientation, religion, political opinion, national extraction or social origin; ensure freedom of association and collective bargaining; provide safe and healthy workplaces; prohibit child and forced labor; offer adequate compensation and bene-

fits; encourage healthy lifestyles; and be transparent in the information we convey to employees.

All of this reflects our determination to respect and promote human rights in all our operations and business relationships, a position that is embedded in our **Code of Ethics and Conduct Iconn**, which establishes the fundamental principles that guide our actions and decisions according to the highest ethical standards.

We provide exclusive human rights training to employees throughout the organization, promoting knowledge of and respect for human rights.

1,359 hours of Human Rights training.

People Pillar

Building our talent.





— GRI 3-3, 2-7, 2-8, 2-30, 405-1

We want to strengthen our people, we foster inclusion and diversity for a positive impact on society.

We are a Mexican company, integrated by human beings, at the service of human beings. Our employees are the driving force in everything we do, and through their hard work we can achieve our purpose of making people’s lives easier. With this in mind, we developed a talent and culture strategy for recruiting and retaining the best people, offering them optimum working conditions, creating great places to work and delivering sustainable long term results.

23,728 employees

79.8% unionized

20.2% non-unionized



We recruit the best talent, offer great places to work and deliver sustainable sustainable long term results.

To carry out this strategy, we have defined five dimensions for setting short, medium and long-term priorities to help us achieve our goals:

Recruit the best talent	Invest in leaders	Encourage performance	Organizational agility	Leadership culture
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Our *Talent Recruitment Policy* requires us to offer the same opportunities to every candidate regardless of their ethnic origin, religious beliefs, sexual and/or gender orientation, based on a culture of meritocracy in which employee recruitment and compensation is linked solely to talent and performance.

We are convinced that attracting the best talent and promoting our own people will allow us to enhance employee commitment, retention and stability. We also seek to strengthen leadership with a firm grounding in the company’s culture and maximizing internal advancement.



Trainee Program

The drive, vision and energy of new generations are an invaluable asset, so for them we have developed a trainee program, in which **recent college graduates** who show outstanding potential have an opportunity to rotate through various areas of the company, offering them an **accelerated advancement process**, through a training program, after which they may be hired to intermediate level positions.

Our Iconn Trainees program seeks to develop the talent of recent graduates and transform their potential in accordance with the strategic priorities of our business.

In the first six months of the program, participants learn about the operation of all

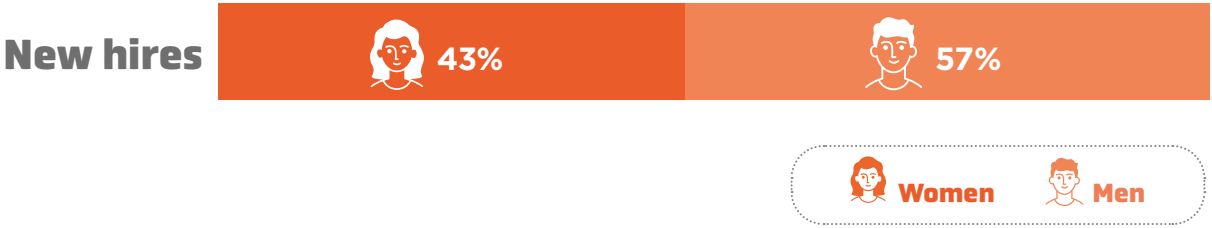
our businesses in depth, and then present a sustainability-focused initiative proposal for improving our operations.

Subsequently, trainees join their assigned areas, where they participate in strategic projects and put into practice their knowledge and learning of the different processes and methodologies.

In 2023 we hired our 4th generation of trainees.

Recruitment Fostering Talent

GRI 401-1



Diversity, Equality and Inclusion

GRI 405-1

We strive to attract, develop and retain a diverse workforce, and offer an inclusive work environment that complements the strength of our differences. To this end, we have an *Equal Opportunity Policy*.

We recognize respect for individual dignity as fundamental to our value proposition. We are a company founded on values that empower our employees, in an environment of flexibility and productivity based on mutual trust.

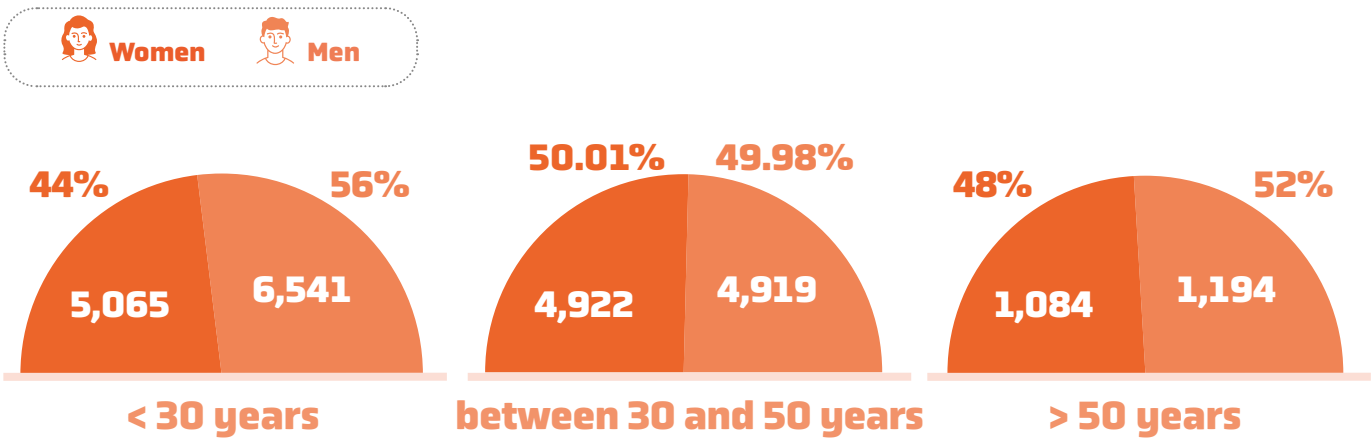
We continuously train all our employees to:

- 01** Value and respect the opinions of others.
- 02** Foster an atmosphere of trust, openness and honesty.
- 03** Respect the diversity of others' talents, skills and experiences.

Workforce by Level and Gender

	Staff	Operations	Total
Women	46%	47%	47%
Men	54%	53%	53%
General total	100%	100%	100%

Work Force by Age Range



i-flex

Our value proposition as part of Iconn goes beyond offering a competitive benefits package; it also focuses on professional development and flexibility for our employees, allowing them to achieve the balance they seek.

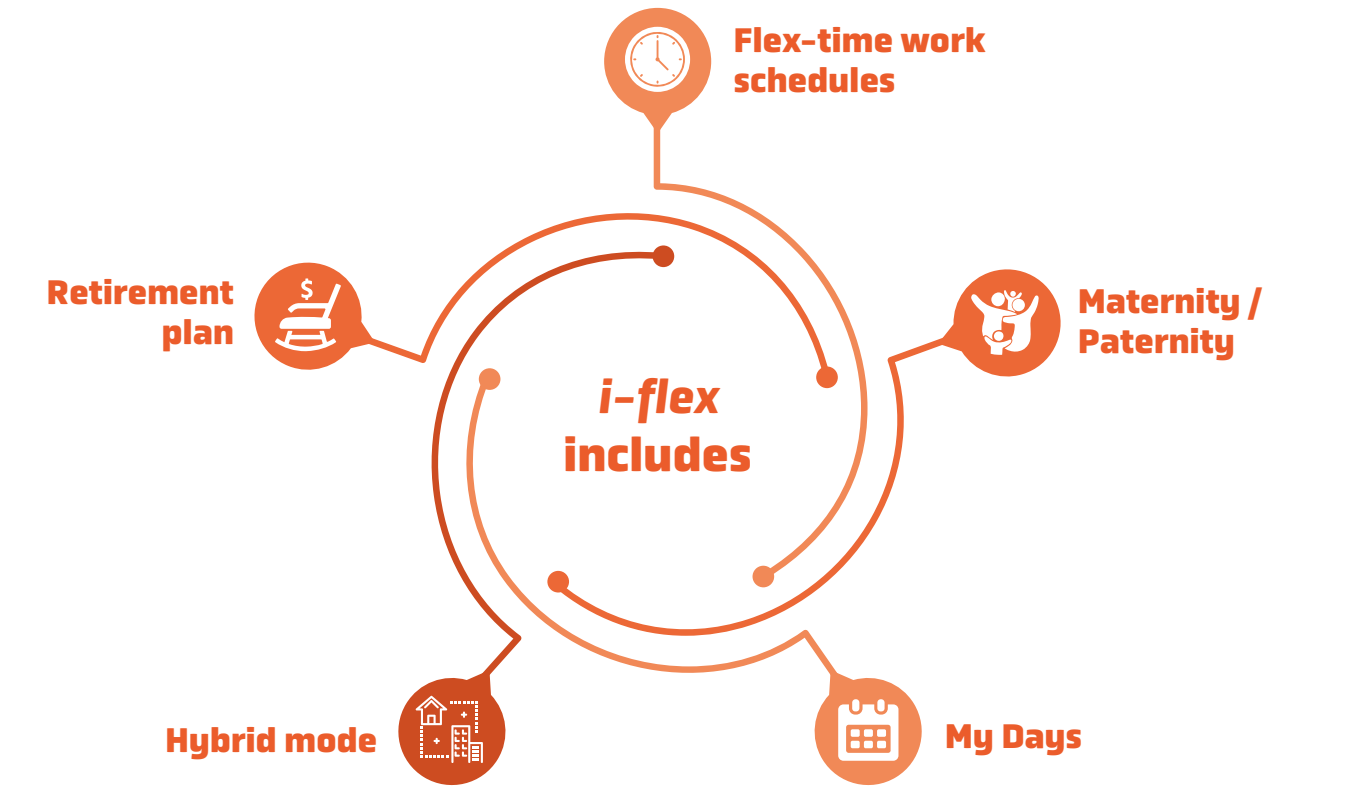
Through our *i-flex* program, we want employees to be their best in their personal lives and at work, meeting and exceeding personal and business goals aligned with Iconn’s strategy. **We believe in the value of trusting our employees and work based on goals and deliverables.**

We have made it a priority to find ways for our operating teams to enjoy the benefits of this flexibility, given that they must be physically present to attend to our customers’ needs.

This flexibility is expressed in the following initiatives:

My Days, in which all our employees have four days per year for attend to personal matters, with pay, starting after six months of labour, without requiring authorization from their boss or supervisor, and in addition to their vacation days.

Flex-time work schedules, where employees can adjust their arrival and departure times according to their needs, when feasible given the nature of their duties; employees also have the option of **working in a hybrid mode**, mixing the option of remote and in-person work at the office. We provide confidence to our employees by allowing them the flexibility to decide their work location, which is reflected in their good results and high productivity.



Benefits and Allowances

— GRI 3-3, 401-2, 401-3

Promoting holistic wellness is fundamental at Iconn. We want to provide the best working conditions for all our employees, and offer them benefits superior to those established by law.

Parental Leave

We offer more days of parental leave of what is commonly offered in our industry: an **additional month of maternity leave for new mothers** and 5 days extra for new fathers. In addition, for new mothers a reduced working day of 6 hours during the first year of their baby's life. We are convinced that in order to build a more equitable work environment we must begin to provide this type of support to parents welcoming a new member in their family.

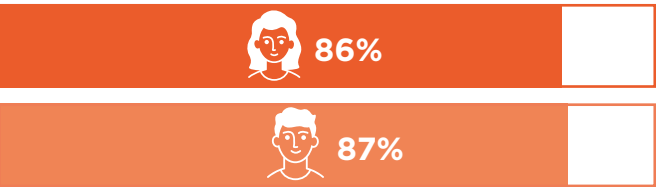
Maternity

4 months leave

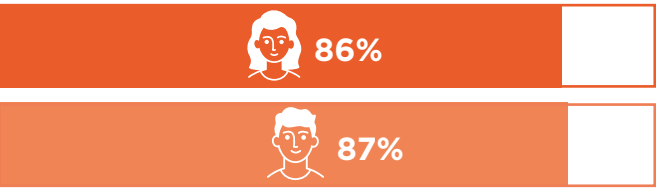
Paternity

10 days leave

Total employees who returned to work in 2023 after completing parental leave



Total employees who continued to work in the organization 12 months after returning from parental leave



i-flex Benefits Plan:

To provide employees with a comprehensive benefits package, this plan allows them to exchange some of the standard benefits the company offers, for others that better suit their needs and lifestyles. They have access to these from the moment they join the company. The main objective of this benefit is to give them the opportunity to increase their purchasing power or cash flow or, if they so decide, choose the standard set of programs, in order to allow them to make better decisions about the use of their salary.

We Listen to our Employees

Estrategia Compromiso
ICONN

In 2023 we strengthened our **engagement strategy**, intended to boost Iconn's success by identifying the drivers of engagement and by active listening. With this we can promote sustainable action through a culture of leadership and thus offer a superior experience to our employees and a stronger sense of engagement.

The strategy relies on engagement metrics compiled through two surveys: **Oye! Iconn** and **PULSO**, using the Gallup methodology, along with data on employees' onboarding and exit experiences.



Compensation

Our survey PULSO 2023 was answered by 81% of our employees, that is, 9,851 out of a total sample of 12,142. 47% of the responses were from women employees and 53% from men; 82% were operating personnel and 18% were staff.

The following are some of the highlights of the **PULSO 2023 survey**.

- **This result places ICONN’s engagement at the top of the retail industry, and although we have improved, there are still opportunities to further strengthen engagement in the organization.**

The percentile ranks Iconn’s employee engagement compared to other companies within its category in the Gallup database. It means that Iconn’s average Q12 is higher than the 42% of companies with 100 or more employees observed by Gallup.

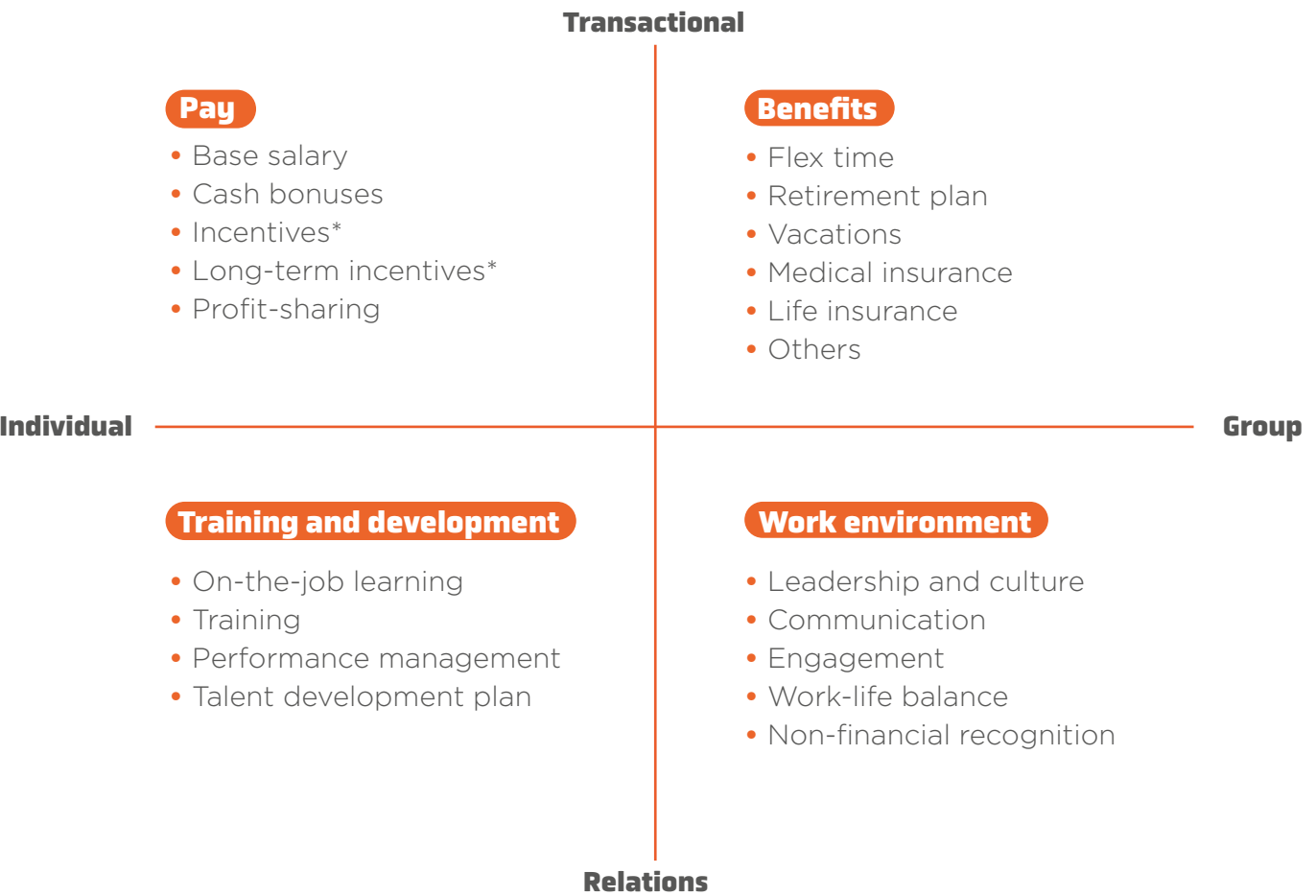
Among the aspects evaluated, Iconn’s strongest showing was in two categories in particular:

- *“I know what is expected of me at work.”*
Obtaining a rating of 4.50 out of 5.00.
- *“At work, I have the opportunity to do what I do best every day.”*
Rating 4.40 out of 5.00.

For employees and associates at all levels, our philosophy is to align compensation with individual performance. We want to keep our people constantly motivated to improve their yield and commitment, which in turn translates into a superior experience for our customers.

Our compensation policy and strategy also take into account competition in the market for recruiting and retaining the right talent, with the skills we need to build a great place to work and deliver sustainable results for our business.

ICONN Total Rewards Model



*Applicable for certain positions.

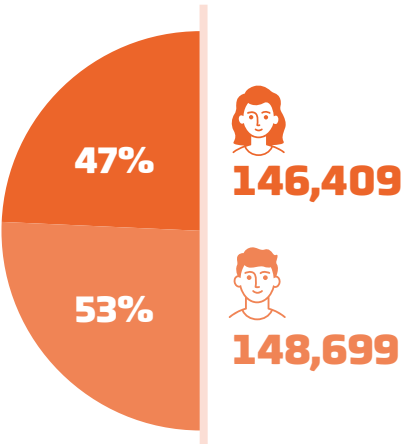


Empowering Talents

Training and Development

— GRI 3-3, 404-1, 404-2, 404-3

295,108 hours of training



Talent Development Process

Iconn’s talent development process was designed to lock in **succession plans for key positions**. It involves first identifying talent needs, assessing the quality of internal talent and creating action plans to secure or attract the best talent to fill these needs. We seek to empower our employees in their professional advancement and our leaders in accompanying their teams, focusing on talent analysis and planning, all in line with Iconn’s strategy, to guarantee the success of the business.

We want to continually create value and support advancement and learning by our employees through training, which we do through our **Iconn University** platform.

We also have various arrangements with prestigious educational institutions and universities that offer preferential prices on study programs where employees can begin or continue their professional studies.

In 2023, 468 of our employees (142 women and 326 men) were trained as part of the talent development process.

Iconn University applies four essential approaches:

- 01** Development of comprehensive skills to support Iconn’s transformation.
- 02** Adoption of new educational methods to foster a culture of self-development among employees.
- 03** Encourage innovation, for continuous improvement on the job.
- 04** Structure dynamic, flexible learning processes.

Our certification on sustainability reached 91% of the organization’s employees in 2023.

Iconn Integral Development Program

Our Aspiration

At Iconn, we want to make people’s lives easier, which is why we put the individual and the community at the center of our business approach.

In November 2023, we launched what will be our **Iconn Integral Development Model** for 2024. This will support the development of better human beings and healthier interactions between them and their surroundings, **to the benefit of society** as a whole.

The program seeks to create a space for holistic growth. We know that investing in one person can magnify our own distinguishing capacities and build better citizens, better families, better persons, and, as a result, a better society made of responsible human beings that are committed to their own development.

This model will be aligned with the concepts and tools transmitted through Iconn University. Employees will be able to join forces to learn collaboratively and will participate in motivational sessions, challenges and communication to create transcendence.

We collaborated with local universities like Tec Milenio, UDEM and NGOs like Hagámoslo Bien to create the materials available for this program.

Environments

Through them we facilitate spaces that encourage the best version of themselves, generating greater commitment and conscious involvement in every aspect of their lives.



Personal growth

Development of skills, habits, attitudes and ways of thinking that help improve our quality of life.



Family and values

Care, affection and education as keys to a healthy and balanced coexistence.



Civic citizenship

Cooperation, participation and solidarity to support our communities.

At Iconn, we want to make people’s lives easier, which is why we put the individual and the community at the center of our business approach.



Individual Development Plan (PDI)

Complementing our previous initiatives, we developed a program called the **Individual Development Plan**, through which employees can develop skills using an online platform that offers different training tools that they can acquire at their own pace throughout the year. The plan is administered and personalized with direct managers according to each employees' needs and areas of opportunity for growth.

Leaders 100: Transforming Iconn

Iconn's leaders are distinguished by their strong sense of humanity and their focus on business results. In an increasingly challenging environment, the competencies of our Leadership Model must be developed and spread to all levels of the organization.

Through our **Leaders 100** program, launched in 2021, we help teams to develop Iconn Leadership competencies and behaviors, providing knowledge, tools, and experiences through practical exercises.



537 people trained

Duration:
57 hours on average

The program is developed under a model focused mainly on practical experience, but it also includes online content, videoconferences, case analysis, discussion forums, coaching sessions, and others.

The program is aimed at both team leaders and individuals, as well as employees from our operations and support areas, in both virtual and hybrid formats.

Institute for Continuous Education

This institute serves as the training center of our Iconn University platform, supporting professional development by strengthening the academic capabilities of employees through top-quality programs and institutions.

The Institute has two continuous education programs:



Educational Agreements

Iconn employees and their families currently have access to more than 2,500 study programs at preferential prices.



Iconn Operations Scholarships

Through this program, Iconn supports the professional advancement of our operations team **with 80% scholarships** for educational programs at selected institutions such as Tec Milenio, Universidad Insurgentes and UMM.

Performance Evaluations

Our Performance Management Process (PMP) ensures that **the capabilities and strategic priorities** of our employees and the different business areas are aligned with Iconn's transformation model. It does so by shaping business skills based on job roles, with a philosophy of continuous improvement, generating constant feedback to identify opportunities and achieve outstanding business performance, through consistent and fair evaluations at the Iconn level.

With the PMP, we nurture a stronger next generation of leaders who are clear about their goals and their role in the organization, encouraging personal development and rewarding merit and the expected behaviors.

The PMP consists of 5 stages:



This is the first stage of the process, where leaders communicate the vision, business strategy and the priorities of their department, explaining to their teams how each of their areas are connected and aligned, at all levels of the organization.



Following the alignment of priorities, people and business goals are set, fixing challenging but achievable targets for capabilities and metrics of success (qualitative and/or quantitative) for determining whether performance objectives have been met.



Progress is assessed and plans validated for year-end. The employee works together with the leader to identify opportunities for performance improvement to ensure the best contribution at the end of the year and the leader provides a general comment on the employee's performance.



At this stage, leaders dialogue with employees and go over their progress against the defined targets and metrics of success through an objective review. Leaders are expected to share with employees an overall rating which is validated in the next stage.



In order to ensure consistent and equitable evaluations at the Iconn level, based on tangible results from the end of the review stage, ratings are calibrated.



Health and Safety

— GRI 3-3, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8

The health and safety of our employees is our highest priority, and we are continually working to provide them safe spaces to work.

Safety at Iconn

In 2023, we completed implementation of our I-SHMS Safety and Health Management System and I-SHMS Policy, which is a regulatory and legal framework that ensures the highest standards of safety, health and wellness at Iconn.

Our I-SHMS safety model has three fundamental elements: People, Culture, and Infrastructure. It is supported by nine pillars of safety, health and industrial hygiene management. These I SHMS pillars are subject to a legal and regulatory framework, a documentary framework, our I-SHMS policy and system performance.

100% of employees are covered by our I-SHMS model.

I-SHMS Pillars:



The I-SHMS model is also based on national laws and regulations such as those developed by the Ministry of Labor and Social Planning, Ministry of Health, and National Civil Protection System, as well as international standards such as the *Occupational Safety and Health Administration* (OSHA).

The *Central Safety Committee* regularly reviews the company’s actions on occupational health and safety risk prevention. It provides operations personnel with immediate solutions and action plans for any contingencies that may arise and constantly monitors indicators and makes decisions regarding risks that do not require escalation to the *Crisis Committee*.

We periodically evaluate our work centers based on *Standard 030-STPS* (Situational Diagnostic of the Company); for job evaluation, we use more specific tools such as *IPER+C* (Hazard Identification, Risk Evaluation plus Controls).

In 2023, we hired an external consultant on occupational safety, who audited and conducted compliance assessments in various operating areas for each of our brands, which are analyzed by the company’s health and safety area.

In addition, each employee participates in daily sessions with their team leaders, where they can comment on any risk and/or danger so that it can be immediately addressed.

Training is essential for safety to work correctly in the company. In 2023, we conducted **22 safety certifications** for employees, including topics such as:

- Fire prevention
- Risks in the use of machinery
- Identification, handling, transportation and labeling of chemical substances
- Ergonomics
- Protective equipment
- First aid

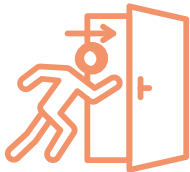
We continued classroom training in **civil protection** for our employees at 7-Eleven stores and Petro Seven service stations, which cover topics such as:



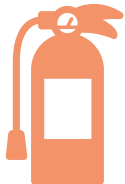
First aid certifications



Search and rescue



Evacuation and shelter



Use and handling of fire extinguishers

Safety | PETRO SEVEN 7

The strategic safety goal at Petro Seven is to prioritize the well-being of our employees and the surroundings where we operate, fostering a culture of safety leadership at every level of the organization in order to prevent accidents and create flexible, safe and comfortable spaces.

We have an *Iconn Safety Committee* that meets regularly to deal with safety issues at all of our service stations, reviewing strategic goals, tracking performance indicators, promptly addressing accidents and incidents, and developing projects and action plans.

We also provide **training** on the handling of flammable products, fuel handling, emergency stops when risk is present, training on taking fuel delivery, mechanical knowledge, sales techniques, environmental care and others, for all our service staff members.

In addition, we have safety-based processes reflected in:

- Training
- Personal Protection Equipment (PPE)
- Contingency plan
- Fire extinguishers
- First aid kits
- Procedure manuals
- Accident Attention Policy
- Service station visits to detect anomalies or risks.

2,600
certified service staff members
in safety procedures

Service Professionals | PETRO SEVEN 7

In 2023, we successfully launched our “Service Professionals” program, aimed at our service station staff members, its purpose is to train, measure and recognize the work they do in their interaction with customers.

Our goals:

- 01 Identify the main processes of our differentiated service and recognize the opportunities and benefits it offers.
- 02 Identify differentiated strategies and effectively put them into practice.
- 03 Comprehensively relate the purpose, methods and rules of the role they play in their daily work.

The program bolsters the skills and know-how of our “Octanes,” ensuring **high-quality service and a positive experience** for customers at all our service stations.





Heartfelt Support

— GRI 304-3

We at Iconn extend heartfelt support to the communities where we operate, through various activities and volunteer work. We are committed on generating a positive impact not just through our products and services but also through concrete social responsibility actions.

We promote volunteer activities among our employees, encouraging them to actively participate in initiatives that benefit the community.

At Iconn, we are committed to actively support our communities with our hearts, showing that a company's success goes hand in hand with the well-being of those around it. By joining forces and working together, we can make an even greater impact to contribute to those who need it most.



Health at Iconn

For some operations, we currently have an outsourced health service that provides first aid, medical checkups for new hires and regular checkups for other employees.

Another way we support health for our employees is to organize preventive health care days focusing on diabetes, high blood pressure, obesity and nutrition. We also have nursing rooms for mothers, and onsite doctors' offices.

To fulfill our responsibilities to the health of society at large, we conduct **blood donations**, which benefited more than 40 people in 2023.

Our employees have the support of medical services through the IMSS, internal medical services, a protected area for ambulances, and minor and major medical expense coverage, depending on their level in the structure to which they belong.

— GRI 403-9

Absentee Rate

2022 / 0.48

2023 / 0.35

GRI 304-3, 306-4



 **+570** employees belong to our communities

 **+2,250** volunteer hours

 **+5,000** people benefited

 **+13,195 kg** kg of trash collected

 **+65** activities

 **+2,033** trees planted

 **+1,970** hours of training and activations

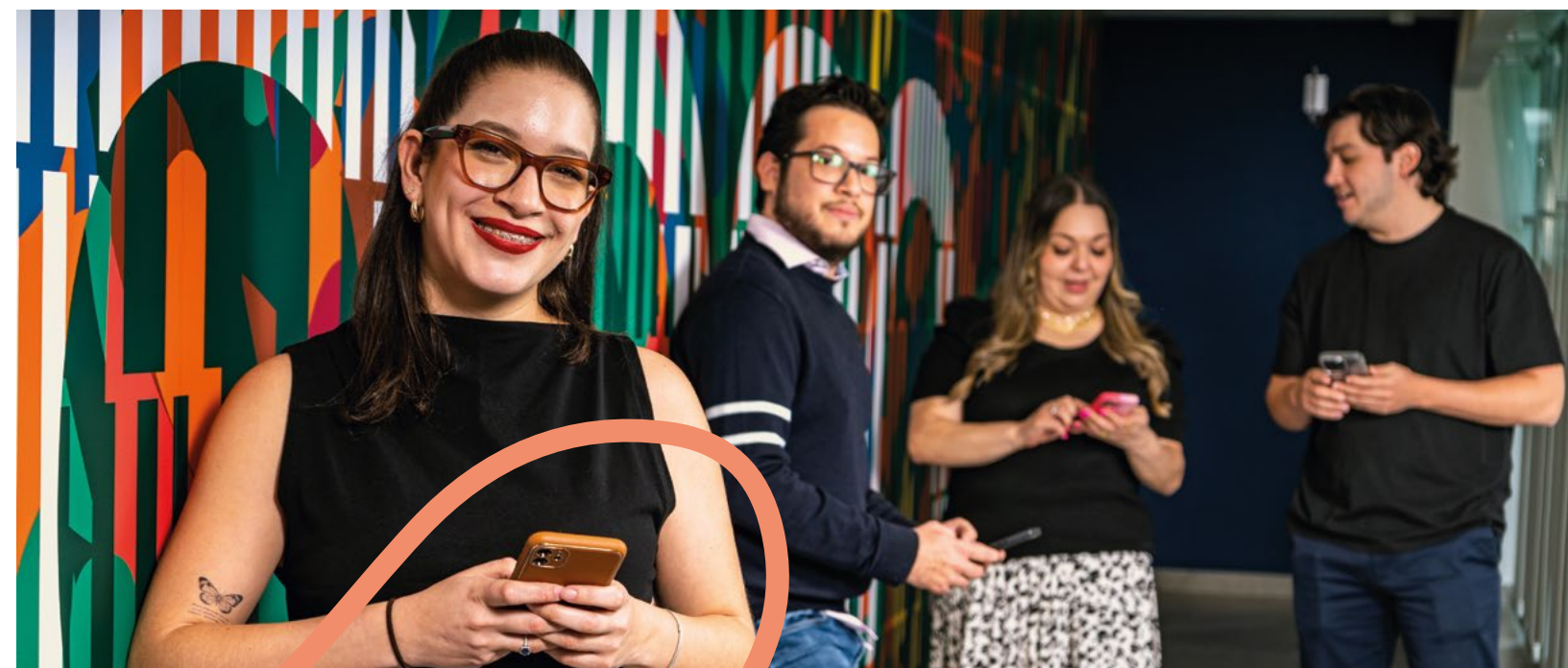
Iconn Communities

At Iconn, every individual has the opportunity to follow their own path of personal and professional advancement. Within our sustainability strategy, we work on our People Pillar by fostering an environment where individual growth is encouraged through various platforms and initiatives that allow our employees to increase their talents and connect with colleagues with whom they share common interests.

We firmly believe that by fostering the personal and professional advancement of our employees, we contribute not only to individual success, but also to the growth and well-being of our entire working community. It is in this context that **Iconn Communities** was born, a space dedicated to accommodating the many interests of our employees.

speakers **Community**

Through Iconn’s official social networks, our employees share how we embody the company’s culture, acting as spokespeople for our main initiatives and programs.



wellness **Community**

— GRI 403-1, 403-7

Where Iconn employees come together to promote healthy lifestyles and physical and mental wellness for their colleagues and families.

As we do every year, in 2023 we held **Health Week**, a series of events to promote the holistic advancement of our employees and raise awareness about the importance of good health for both them and their families, through conferences, activations and volunteering, sharing ways ways to adopt healthier lifestyles.

+1,600
employees participated
in Health Week

During the event, we organized medical check-ups, dental assessments and cleanings, yoga sessions and lectures on different topics such as emotional intelligence, mental health, dental health, early detection of breast, prostate and childhood cancer, among others.



We also carried out our **Vaccination Day 2023** against influenza and COVID-19, in order to prevent illnesses during the winter season. We administered more than 700 doses of vaccines to employees, a sign of how important their health is to us.

Other actions:

Closing of
the Wellness
Challenge

Iconn
Runners Club

Seventh
Iconn race

Blood
Donation

Diabetes
health
campaign

The **Iconn Runners Club** was created to invite and motivate more employees to adopt a healthy lifestyle. It has app options that make it easier for the community to keep in touch and share progress. A training plan was shared for participants, and the 7th annual **Iconn 1k and 5k runs** for employees and their families were held in November.

**170 runners in our Wellness
Community.**



innovation Community

Throughout our history we have had many firsts. Innovation is fundamental to a company’s ability to stand out from its competitors over time, and it is a driving force in our growth and value generator for our stakeholders. We intend to continue on this journey of evolving from intuitive innovation to transformational innovation.

Through our Innovation Community, we organize activities, workshops, talks and training sessions to develop skills that are useful for envisaging and executing projects within the company itself.

Among our main activities in 2023 are:

- **Iconn Hacks:**
The event brought together brilliant students from Nuevo León, from different universities, seeking to reinvent the rules of retail.
- **Innovation Lab**
In conjunction with the Consumer Insights team, we brainstormed innovative solutions to reuse our coffee waste in stores.
- **Innovation Bootcamp:**
We worked in sessions to define an experience model for our employees and customers.

We have an advanced innovation program open voluntarily to all employees, where they can receive intensive training in methodologies and tools to create proposals for improvements based on a strategic challenge.

Participants receive coaching and mentoring for several months to develop *design thinking* skills; and those who complete the program become *Innovation Coaches* for the company.

diversity Community

— GRI 3-3

We strive to build awareness throughout Iconn on the value of diversity and inclusion in our work teams and our community, through initiatives and motivational sessions throughout the year.

women diversity Community

Through this community, we build and develop initiatives for recruiting, retraining and promoting women at Iconn, to raise awareness company-wide about the benefits of organized support for women’s talent.

1st Iconn Women Forum

+30 attending in person | **+75** attending online

60 employees nominated as Iconn Diversity Enablers

10 employees recognized | **2** lectures

Day of awareness about Eliminating Violence against Women

Pink Market

A fundraising event to support the Pink Cross.

W.IN Certification

This year we completed our second round of W.IN certifications with more than 40 women employees participating. The certification is given by **Bolsa Rosa**, a job bank that connects women candidates with companies offering flexible work, where they can develop their potential in a working environment, strengthening networking and skills in leadership and communication.

Virtual talks given during the year:

- Diversity and inclusion
- Loving is a language
- 8M: Taking back your power
- How to look and feel like a million
- Let's talk about autism
- Unconscious bias
- Personal defense workshop for women

The annual *conference of Movimiento Congruencia* also took place in 2023, with the presentation of the *Incluye Awards*. As active members of this movement, we are committed to continue building awareness, facilitating and promoting work inclusion as the basis of a more equitable world.

Within this initiative we also organized the following activities:

- Cervical-uterine cancer testing
- Supply kits for new moms
- **Talks:**
 - Egalitarian communication
 - Preventing workplace harassment
 - Preventing gender-based violence on the internet
- **Conversation:** non-sexist language

diversity LGBTQ+ Community

Through this community we offer support, defense and connection for the rights of our LGBTQ+ employees, along with recruitment initiative and programs for internal allies.

Community of people with disabilities

We develop experiences and initiatives for the inclusion of all employees in our organization.

volunteer Community

— GRI 304-3

Iconn's volunteer community plays a vital role in pursuing our companies purpose of Making Lives Easier, while also working for a better world.

In 2023, in part to celebrate our first 100 years of operation, our Volunteer Community was involved in a series of activities:



We Work for a Cleaner Planet

GRI 304-2, 304-3



We held a mega-cleanup day in three separate locations involving more than 190 employees and their families:

Nuevo León

Cleanup at the La Boca reservoir

Jalisco

Cleanup of Bosque Primavera

Mexico City

Kayak crew cleanup of the Madín reservoir

We also held five virtual talks and workshops to spread a culture of sustainability throughout Iconn.

We Help Create a Greener World

We carried out the first virtual tree-planting day, where 170 people participated to plant 510 trees.

These trees will generate enough oxygen for 2,000 people for a year.

We Make Lives Easier for People in Our Community

In October, our employees made more than 200 external prothesis for women who had mastectomies. And as part of the “Pink Path” initiative, we organized breast cancer awareness events like a raffle and a talk on “My life through the pink world.” We also participated as sponsors of the FRISA Cup and supported the Primero de Mayo primary school.

**+200%
increase in
volunteer
activities
from 2022
to 2023.**

young talent

In this community we help set our young interns on a path to their professional career, sharing know-how and experiences to achieve extraordinary results. We organized an Intern Day, along with a number of special events for interns, and we celebrated along with them when they reached graduation.



Community Development

— GRI 3-3, 203-1, 203-2, 413-1, 413-2

Our social commitment is focused on actively improving the communities where we operate. We support local projects that create opportunities for growth and development for the communities around us.

In 2023, we strengthened our partnerships with various nonprofit organizations, supporting projects with a positive impact and thus contributing to the well-being of communities where we operate.

+178,600
program
beneficiaries

+170
institutions
benefited

Safe Route | Guadalupe, Nuevo León



This is a municipal program that sets up safe points of shelter and attention for possible victims of gender violence. Under this program, we trained store personnel in how to execute safety protocols and assist anyone who needs it. Our goal is to provide a

safe space to shelter victims and offer them support when necessary. We also widely advertised the program so that community members are aware of it and can use it when they need to.

11 stores
trained



#PuntoPúrpura | Government of Jalisco State



As part of our #PuntoPúrpura urban-community safety strategy, we signed a collaboration agreement with the Secretary of Substantive Equality between Women and Men of the State of Jalisco, with the participation of 7-Eleven stores and Petro Seven service stations in the state in a joint effort to prevent community and gender violence.



Purple Point is a safety strategy to guarantee that adult women, young women, teens and girls can travel safely on public transportation with the support of the community. The service stations and convenience stores have been equipped with panic buttons, and drills are conducted every two months to be prepared in case of an emergency.

We have also introduced training programs on violence prevention for our employees, alternative masculinities and the legal framework to prevent street harassment for our employees and customers, in order to provide safer environments for women in our facilities and communities.



Violet Points | Atizapán de Zaragoza, CDMX



At 7-Eleven, we joined the “Violet Points” project, organized by the Women’s Institute of Atizapán de Zaragoza, in Mexico City. As part of this partnership, we have designated six of our stores located in that area as safe spots for those who need them.

Our commitment to the safety and well-being of our community is paramount, which is why our operations employees were trained

in two sessions by the program’s municipal team, designed to prepare them to act effectively in the event of an incident and ensure a safe and welcoming environment for all our customers and employees.

Safe Zone | Hermosillo, Sonora



All of our 7-Eleven stores in Hermosillo are part of the Safe Zone program, an initiative dedicated to combating gender violence and protecting possible victims. Through the General Directorate of Women’s Services in Hermosillo, training was provided to all operations staff so that they are prepared and

can respond properly to any emergency that may arise, quickly notifying the corresponding authorities. In addition, our branches are also marked as safe locations in the *Zona Salva* app.

Painting Donation | Azcapotzalco, Mexico City



We made a donation of paint to renovate a community sports field in the Azcapotzalco Urban Development in Mexico City.

This initiative is part of our ongoing commitment to the well-being and improvement of public spaces in the communities in which we operate.

Hermosillo Conecta Program | Hermosillo, Sonora



We participated in the Business Meeting of the Hermosillo Conecta Program, Commercial Edition, organized by the Hermosillo Municipal Economic Development Agency, in which business meetings were held with national tractor companies, seeking to create commercial relationships with local suppliers in different sectors, offering them opportunities to become suppliers of Iconn and 7-Eleven.



RED Round-Up Program



Through the RED round-up program, we connect our customers with nonprofits, inviting them to donate the difference between the total of their purchase and the next whole peso, in support of various priority causes in our country.

For more than 15 years, the **RED 7-Eleven Round-Up Program** has been a cornerstone of Iconn's commitment to the communities where we operate. Through the generosity of our customers, more than **500 private charities** have been supported, covering vital areas such as health, education, the environment and social assistance.

In a historic milestone for us in 2023, we decided to expand our support network by extending it to our **MercaDía stores**, a significant step forward in our commitment to making a difference in the communities where we operate.

This achievement was possible thanks to the efforts of MercaDía's various support areas, working together the operational teams, who successfully introduced the program to more than 50 stores located in the Monterrey's Metropolitan Area.

As another sign of our social commitment, we joined in the **Caritas Monterrey** cause, actively participating in health brigades and supporting the initiative of the Secretary of Equality and Inclusion of the State of Nuevo Leon with its **Zero Hunger Program**.

Beneficiaries:

+50 institutions

“Make a Difference” Program

We carried out internal communication campaigns inviting our employees to update their voter ID cards to they could all fulfill their obligations and rights as citizens in the upcoming national elections.

Aroma with a Cause | Breast Cancer and Autism



At Petro Seven, we continued with our social responsibility campaigns, focusing on two institutions: Red Cross Foundation, with its campaign for Breast Cancer, and Arena Foundation dedicated to autism.

During the month of April (autism) and October (breast cancer) we carried out the campaign through which we invited our customers to buy our “Aromas with Cause” auto air fresheners, raising our customers’ awareness about these issues.

Life at Iconn



We offer our employees and their families an opportunity to benefit from active agreements with various companies that give them direct discounts on a variety of products and services in education, health and entertainment.

+10 active agreements in 2023

Iconn Geniuses



At Iconn we know how important family is, and we value the academic success of every family member. This was the inspiration for a program in which we recognize and celebrate the children of our employees through a ceremony in which we present awards to those who show outstanding academic achievement.

+538 participants

Food Bank Donations (BAMX) | Nationwide



Iconn is committed to recovering usable and safe food from all our distribution centers nationwide, and donating it to avoid waste. This agreement between Iconn and the Mexican Food Bank Network (Red BAMX) has helped improve nutritional conditions in states such as Nuevo León, Jalisco, Hermosillo, Quintana Roo, Tijuana and the State of Mexico.

In 2023, we strengthened our food donation program by expanding the program to **100% of our distribution centers**, which allows us to maximize our social impact and contribute more effectively to the fight against hunger.



We collected and redistributed

28,498 kg of food

Beneficiaries

1,583 people

Locations

Mexico City, Cuautitlán,
Hermosillo, Nuevo León,
Quintana Roo, Tijuana

We collected and redistributed

136,736 kg of food

Beneficiaries

10,129 people

Locations

Mexico City, Cuautitlán,
Hermosillo, Nuevo León,
Quintana Roo, Tijuana



In 2023, we donated more than

165,000 kg

of food, benefiting

11,712 people

living in food poverty

The program extended to 100%

of our distribution centers
nationwide.



Staple Goods Distribution Program | García, Nuevo León



At Iconn, we actively seek to forge alliances and partnerships with the local governments of the cities where we operate, to have a positive and significant impact in our communities.

In order to provide support to the neediest families in the region, we donated 250 packages of basic food supplies each month for a period of 18 months. This donation was made through the Department of Family Services (DIF) of the municipality of García, contributing to the state's goal of Zero Hunger.

Beneficiaries:

250 families per month = 4,500 families throughout the program

Bicycle Donation | Tijuana, Baja California



7-Eleven donated children's bicycles to the Chamber of Commerce, Services and Tourism (CANACO) Tijuana, as part of our social responsibility initiatives, which were delivered during the 2023 Children's Day Celebration.

Beneficiaries:

36 children

Toy Donation | Cancun, Quintana Roo

At 7-Eleven, we donated toys to the *Benito Juárez City Hall* as part of our commitment to the community. This donation was made in the framework of the outreach event "*All for Peace: Sowing Hope.*"

Beneficiaries:

50 children

Women's Day | Santiago, Nuevo León



Through this program, organized by the municipality of Santiago, we supported and encouraged the training and development of women who are passionate about dance and sports through a donation of private-label products in an event called "*Neon Mass Dance Therapy.*"

Beneficiaries:

2,000 women

Adaptive Sports | Zapopan, Jalisco



Under a partnership with the *DIF in Zapopan, Jalisco*, during 2023 we supported an inclusive soccer school. This initiative is designed for children with and without disabilities, creating a healthy environment that assists in their social development.

Beneficiaries:

+60 boys and girls between 10 - 14 years old

Consume Monterrey Program | Monterrey, Nuevo León



In an effort to support the communities where our businesses operate, we promote the consumption of local products, the development of entrepreneurs, and support for SMEs.

Following the success of our “Made in Zapopan” program, we approached the Municipality of Monterrey to launch a call for entries in the Consume Monterrey program with local entrepreneurs.

The finalists were registered as official 7-Eleven suppliers and their products will be available in our stores starting in 2024.

Iconn provided comprehensive support to the selected entrepreneurs, including advertising and promotion of the program, logistics, distribution of displays to our stores, feedback on sales performance, and the official launch of the products.

“Water World” Children’s Games, Clouthier Park | San Pedro Garza García, Nuevo León



As part of our support for initiatives that create quality public spaces for local communities, at Clouthier Park, in the municipality of San Pedro and close to the Iconn Attention Center, we made a donation for the purchase of playground equipment. The funds were used to provide a safe, high-quality recreational environment for the children of the community neighboring our corporate offices.



Cerro de las Abejas | Tijuana, Baja California



Construction of an access plaza to the Cerro de las Abejas Park, located in Tijuana, Baja California. We participated in this joint effort between the municipal government and other private companies to provide better public recreational spaces for the citizens of Tijuana, and expand the green areas available in the city.

Beneficiaries:
160,000
people in Tijuana

Posada with a Cause | Monterrey, Nuevo León

Iconn Communities joined forces to close the year with our hearts. As the last event, we held a holiday Posada with a Cause, where we supported the *Ciudad de los Niños* association through donations of toys and food for families in vulnerable situations.

Ciudad de los Niños de Monterrey supports the fourth point of the UN’s global Agenda 2030 for Sustainable Development: Promoting inclusive, equitable and quality education and promoting lifelong learning opportunities for all.

Beneficiaries:
116 children | **37** families



Since its founding, the Chapa family’s commitment to the development of communities has been fundamental to this organization’s identity.

To honor the memory of founding partners Ricardo, Andrés and José A. Chapa González, who were always known for their active involvement in social welfare initiatives, this nonprofit foundation was established in 1999 under the name “Fundación Ricardo, Andrés y José A. Chapa González A.C.”.

This association was created to provide economic support for **causes related to education, health and social assistance**, in partnership with various charitable institutions.

The Chapa brothers’ legacy continues through the positive impact they have left on society, inspiring us to move forward with their important humanitarian work.

To learn more about the Foundation, visit: fundacionchapa.org.mx

Beneficiaries:
101 institutions

Product Pillar

Sustainable products.



Sustainable Products

Iconn is committed to developing sustainable, environmentally friendly products. We are continually seeking out solutions for complying with regulations that encourage circular economies and progressively eliminate the use of plastic.

We are always designing innovative products and packaging, using recyclable and biodegradable materials. Our product sustainability is one way we have of distinguishing ourselves from the competition, offering options that are more respectful of our planet.

Responsible Packaging and Labeling



— GRI 3-3, 308-1, 416-1, 417-1, 417-2

In our ongoing effort to create circular economies for our private label containers and packages, we seek out packaging with a lower environmental impact, while recycling the waste we generate. These are practices we encourage throughout our value chain.

We place customers at the center of our business, and we want to give them the best products and widest assortment, while ensuring sustainability in each phase, from production and consumption through final disposal.

Our *Quality Assurance Area* is in charge of product safety and quality. We have a food safety certification system based on ISO 22000 standard, an internationally recognized benchmark, and endorsed by the *Global Food Safety Initiative* (GFSI).

We guarantee the precision and accuracy of our product labeling, working closely with suppliers to meet all regulations and standards on nutritional and warning labels.





Product Health and Safety

To ensure that our products are safe for human health, we conduct audits of the food quality and safety management system, both programmed and unannounced, at 7-Eleven stores; and also audits of the food quality and safety management system for food preparation areas in bakeries, distribution centers and suppliers of our private label products.

These are the processes we use to ensure that we make products that are beneficial to our customers:

- Audits and approvals for suppliers of our *private label* products are conducted according to *GFSI* world class standards and an internal system focused on the convenience market.

- All *7-Eleven Quality Assurance* activities are aligned with our Code of Ethics and Conduct Iconn, the *Food Safety Policy*, the *Supplier Code of Conduct*, and *NOM-251-SSA1-1994*.

- Our audits of 7-Eleven stores are conducted according to an internal standard aligned with a heat map that guides annual reviews of criteria and inclusion of new food programs.

- Audits of food preparation areas in Iconn bakeries (MAS Bakeries) and Iconn Combined Distribution Centers are conducted under the internal standards of *7-Eleven incorporated*, aligned with world class standards supplied by the *GFSI*.

Iconn's Food Safety Policy ensures correct management of food based on ISO 22000 standard

70% of our products are evaluated for health and safety

100% of our suppliers are familiar with the supplier code of conduct



Cafe Select

— GRI 3-3, 203-2

Innovation in the products we sell in our 7-Eleven stores is one way we pursue our goal of **“increasing our value proposition in beverages, food and private label products.”**

Coffee is one of the most frequently consumed products in our stores, so we are continually working to offer customers the highest quality beverage. We work closely in tandem with **Mexican farmers** to promote **sustainable practices** through strategic alliances. Through these, we provide farmers with inputs like fertilizers and various varieties of coffee plants, so that they can produce coffee with the quality we require. These initiatives also contribute significantly to the economy of local communities.

350

farmers from Tuxtla and Tapachula, Chiapas, and Xalapa and Córdoba, Veracruz, in 2023

We introduced our own blend of iced coffee in 7-Eleven stores for the first time



We are committed to the sustainability of every one of the coffee cups in which we sell our Café Select, seeking out recyclable or biodegradable products that minimize our environmental footprint. This past year we continued to use **coffee cups made out of agave fiber**, which were **100% recyclable**. These cups can be found in 7-Eleven stores in Nuevo León, Coahuila, Tamaulipas, Guadalajara and Mexico City. We also sell refillable mugs, which reduce our environmental impact by cutting down on disposable cup waste.

1 out of 5

cups of coffee we brewed in 2023 was sold in a refillable mug, equivalent to 112 tons of paper saved

We also continued to phase out glass coffee carafes in our coffee shops and replace them with thermoses, which keep coffee fresher and better tasting for a longer time, avoiding waste.

300

stores equipped with thermoses in 2023

90%

of our 7-Eleven stores already have thermoses

7-Reserve Campaign

Through this campaign, we support **certified coffee suppliers** who provide a **100% Mexican** quality coffee product, which enables us to offer greater variety to our customers.

In 2023, we launched **100% arabica coffee from El Salvador**, certified by the **Rainforest Alliance**, to improve the experience of customers who consume our Café Select, protect El Salvador's rainforests and natural resources, and support coffee growing communities by helping them improve their standards of living.



70 ton
of certified coffee purchased
between July 2023 and March 2024



Biodegradable Disposable Products

We strive to offer products with less environmental impact and contribute to the cause of the 3 R's - Reduce, Re-use and Recycle; through our **biodegradable disposable** portfolio which includes various products available to our customers, including spoons, forks and napkins.

Last year we continued to build awareness about avoiding single-use plastics, selling **reusable tote bags in our stores** and encouraging customers to use these instead of plastic bags. This program was launched across the nation.



Planet Pillar

Protecting our planet.



GRI 3-3



Through our operations, we are working for a better tomorrow, reducing our carbon footprint through projects involving energy efficiency, clean energy, water stewardship and waste management.

Iconn is committed to the preservation of our planet. In 2023 we worked to build a better tomorrow through our operations, focusing on reducing our carbon footprint through projects involving energy efficiency, clean energy, water stewardship and waste management.

We incorporate sustainable practices into all of our operations in an effort to reduce our environmental impact and help care for our planet.



Energy Efficiency

GRI 3-3, 302-1, 302-2, 302-5

Energy consumption within the organization

278,940 MWh of energy consumption in 2023

29,942 GJ of total fuel consumption in moving sources (gasoline)

738 GJ of total fuel consumption in fixed sources (diesel)

827 MW hours of energy consumed from renewable sources (solar energy)

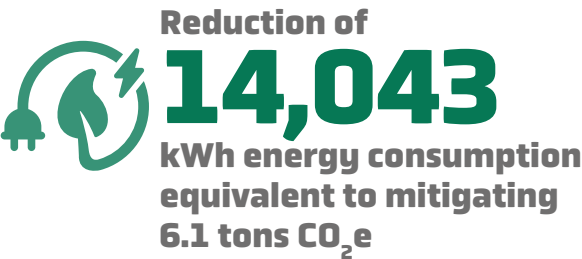
Most of the energy we consume in our operations is electricity. In line with our *Iconn's Energy Policy*, we are constantly searching for technological solutions to use more **clean energy**, and reduce our energy consumption through **energy efficiency** projects.

Clean Energy

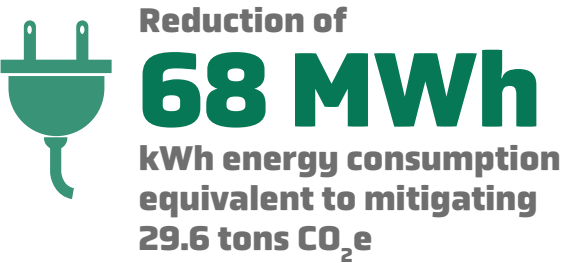
7-Eleven



Solar Panel Systems



Iconn Attention Center Corporate Offices



Solar panel program:
Total of 827 MWh of renewable energy generated



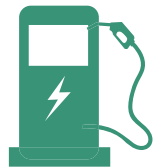
Lighting Systems

7-Eleven



12% of stores switched to LED lighting

Petro Seven



8% of service stations with efficient lighting

MAS Bodega y Logística



Obregon Distribution Center

100% switch to LED lighting

Compliant with NOM-025-STPS standard, workplace conditions



Valles Distribution Center

100% switch to LED lighting

Compliant with NOM-025-STPS standard, workplace conditions

Efficient lighting

242 Iconn sites switched to LED lighting

200% more light with the same installed power

Control and Monitoring Systems

We have developed a system for control and monitoring our 7-Eleven stores to save energy.

The system uses real-time monitoring to promptly identify opportunities for improvement in our facilities, so that we can take the necessary corrective measures.



34% of 7-Eleven stores benefited



3.08 GWh energy saved, equivalent to mitigating 1,349 tons of CO₂e

34% 7-Eleven stores with operating control systems
3.08 GWh of energy saved



Carbon Footprint

— GRI 3-3, 305-1, 305-2, 305-5

Historic Emissions (tCO ₂ e)				
	2019	2020	2021	2022
Indirect	113,950.99	100,947.29	103,687.26	111,544.37
Mobile	1,917.71	1,742.66	1,680.74	2,159.45
Fixed	189.64	84.10	50.17	54.87
Total	116,058.33	102,774.04	105,418.17	113,758.69



Vapor Recovery System

We continued to invest in installing vapor recovery systems in our Petro Seven Service Stations, in compliance with *NOM-004-ASEA-2017*. In 2023, **60% of its service stations** were certified by an authorized independent party.

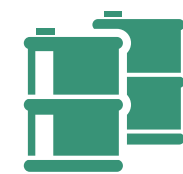
100% of Petro Seven Service Stations have a certified vapor recovery system in place in locations where the regulations require it.

Refrigerant Retrofit

This program involves replacing the refrigerant used in our **cold rooms and store refrigerators** with one with **lower impact on global warming**, reducing emissions generation.

7-Eleven

Switch to a refrigerant with lower global warming impact in cold rooms and storage areas in **85 stores**.



Reduction of
941
kWh/kg gas



2,005
tons of CO₂e
emissions mitigated



20
refrigerators that used R-404^a
gas now use RS-50 gas



209
refrigerators that used
R2-2 gas now use R-70 gas

MAS Bodega y Logística

Change of refrigeration system at the Escobedo Distribution Center for CO₂.

Through these conversions, we significantly reduced the electrical consumption of the equipment and also introduced more environmentally friendly solutions to improve the energy efficiency of our equipment.

Distribution Efficiency

MAS Bodega y Logística

In 2023, we improved the fuel efficiency of our transportation fleet through **monitoring and improvement of GPS technology** installed in our delivery trucks, and provided training to drivers and a progressive upgrade of our vehicle fleet according to our policy of ensuring optimum performance.

Waste Management

— GRI 3-3, 301-2, 301-3, 306-1, 306-2, 306-3, 306-4, 414-1, 414-2



As always, last year we followed best practices on responsible waste separation and traceability through final disposal, from our distribution centers and stores.

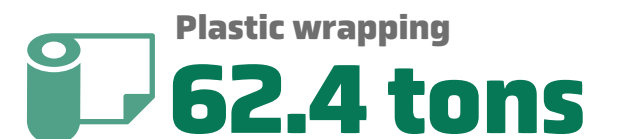
We worked on proper monetization and disposal of waste generated in our business units and its integration into circular economies, and in 2023, we launched a **waste management training** program for all operating staff, through Iconn University.

Since 2022, we have been members of the **Global Environmental Management Initiative** (GEMI), which supports action in favor of the environment and circular economies.

Recycling Program



Most of the waste generated at our distribution centers consists of pallets, plastic wrapping and cardboard boxes, all of which are recycled and incorporated into the circular economy.



Note: Includes only total figures in kilograms for the months of August to December in the following locations: Hermosillo, Guadalajara, Bakery, CDC Servicios, México City and Monterrey, due to a problem with the supplier.



Hazardous Waste

The hazardous waste material generated in our Petro Seven service stations is one of the priorities of our environmental management system, and we strictly control its collection and disposal by suppliers authorized by the Ministry of the Environment. These suppliers provide manifests by which we can quantify the amount of waste generated.

Pilot Recycling Station Program

We began a pilot program of recycling stations set up at our stores in Nuevo León, Mexico City, Tijuana, Ensenada, Matamoros, Río Bravo, Reynosa and Torreón, where there are containers for recycling paper, cardboard, plastic, organic waste, inorganic waste, aluminum and metal.

The program’s goals include raising employee and customer awareness about the importance of waste recycling, correct separation, and recirculation of waste to the value chain.

In 2023, we set up containers in 63 stores in Nuevo León, Baja California, Mexico City and Coahuila. We also began several support programs for the program, like training of store field managers. And we began separating waste at our Guadalajara distribution center, trained its staff and replaced the waste recycling supplier.

Waste Generated



Solid special handling waste **9,208.73 tons**



Waste directed to disposal **74.70 tons**

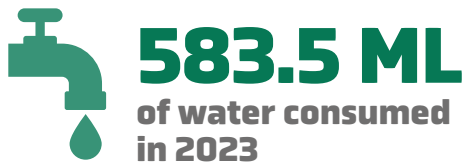


Hazardous waste **2,580.85 tons**



Water Resource Management

GRI 3-3, 303-1, 303-5



Iconn is well aware of how important natural resources are, particularly water. We are committed to responsibly managing this vital resource, and we seek to mitigate the impact of our operations on water consumption by identifying the businesses and regions where we consume most water and developing and introducing projects to save water, including, in the past year, installation of dry urinals in Petro Seven service stations.

In 2023, we carried out two particularly important projects to save water: the installation of **ecological toilets in 14% of our 7-Eleven stores and 27% of our Petro Seven**



stations in the state of Nuevo Leon, and the **pilot water consumption monitoring and alert systems in 34% of our stores** to promptly detect water leaks.

A conventional toilet flush uses 4.8 to 6 liters, while an ecological toilet uses only 2.5 liters. This will represent a savings of 28,800 m³ of water a year, which is important considering that these are located in one of our countries regions of greatest water stress.

Installation of ecological toilets in 14% of our stores and 27% of our service stations in Nuevo Leon.

Environmental Oversight Program

Sustainability comes not only from careful operation of our stores and service stations, but from monitoring how they are built. Through our environmental oversight program, we ensure responsible construction and maintenance of our 7-Eleven stores and Petro Seven service stations, ensuring that all applicable environmental provisions and regulations are followed, and that actions are taken to prevent and, when necessary, mitigate any possible damage.

The program monitors the following environmental aspects:



Atmosphere
emissions and noise
pollution



Water
wastewater and
consumption



Energy
consumption
and emissions



Vegetation
impact on flora



Wildlife
habitat and species
protection



Soil
erosion and
pollution



Environmental risk
hazardous chemical
substances

Alliances

GRI 2-28



We are active members of the **Cámara de la Industria de la Transformación de Nuevo León (CAINTRA)**, where we belong to the Legislative, Energy and Social Responsibility Liaison Commission; the **Cámara Nacional de Comercio (CANACO Nuevo León)** as members of the Board and of the Legislative and Anti-Corruption Liaison Commission, and support for municipal authorities; the **Confederación de Cámaras Industriales de los Estados Unidos Mexicanos (CONCAMIN)**, as members of the Legislative and Energy Liaison Commission; the Board of the **Asociación Nacional de Tiendas de Autoservicio y Departamentales (ANTAD)**, the **Energy Cluster of the Comisión de Energía 4.0**; the **Consejo Coordinador Empresarial (CCE)** and the **Confederación Patronal de la República Mexicana (COPARMEX)**.

In our commitment to the professional and personal development of our employees and their families, we have implemented a program in collaboration with institutions such as **TecMilenio, UDEM and Hagámoslo Bien**. Through this initiative, we are working on the development of business school certifications and programs that promote the integral development of our employees.



About this Report

— GRI 2-1, 2-2, 2-3, 2-4, 2-5

In our continuing pursuit of transparency and best practices, we present this fourth sustainability report, which discusses our environmental, social and corporate governance results for the period from January 1 to December 31, 2023, for all our business units. We publish this report each year.

This report complies by the requirements for reporting according to GRI standards:

- 1) Apply the reporting principle;
- 2) Present content in accordance with the 2021 General Disclosures;
- 3) Define material topics;
- 4) Present content corresponding to GRI 3: Material Topics 2021;
- 5) Present content on GRI thematic standards for each material topic;
- 6) Supply reasons for any omission of the content or the requirement that the organization is unable to supply;

- 7) Publish an index of GRI content;
- 8) Provide a statement of use; and
- 9) Notify GRI of the preparation of this report.

We have structured the information disclosed herein around the topics identified in our 2022 materiality study and the GRI 2021 standards provided by the *Global Reporting Initiative*.

The validation, traceability and reliability of the information presented here is assured by Iconn’s Sustainability team in conjunction with Internal Control and the other internal departments responsible for collecting, consolidating and validating the information on the initiatives, goals and results reported for each indicator, with the support of the Communication Department, Steering Committee and General Management, who participate in the process of reviewing and validating the report contents.

Paper from well-managed forest sources (FSC: Forest Stewardship Council) was used in the printing of this Sustainability Report.

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