

GROW
SUSTAINABLY



KEEP
INNOVATING



EMPOWER
TALENT

ANNUAL REPORT 2025

We Focus ON WHAT Matters

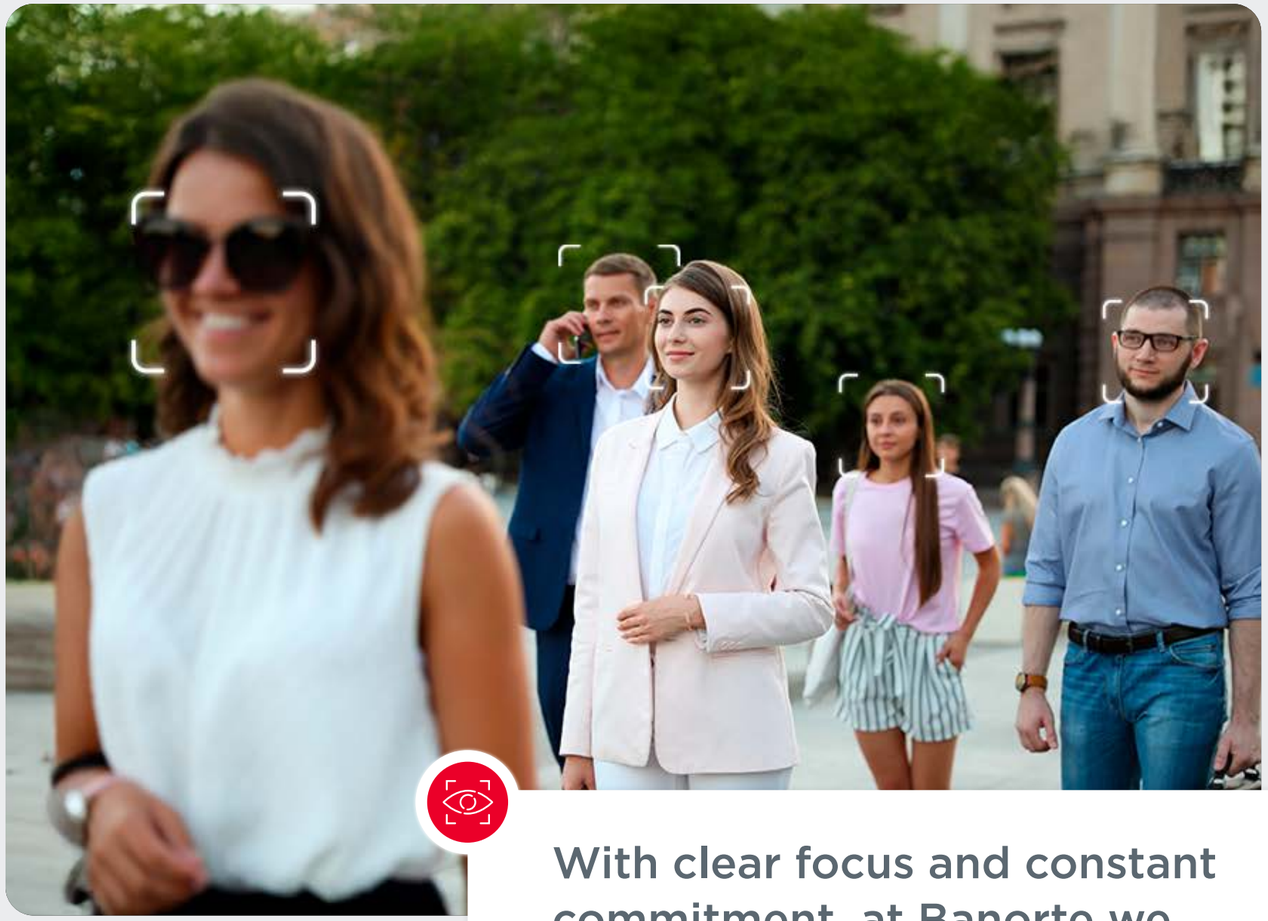
GRUPO FINANCIERO BANORTE

125 aniversario

We Focus on What Matters

At Banorte, 2025 has been a year to reaffirm our direction, grow with purpose, and remain focused on what truly matters: **being close to our clients, supporting them with intelligent solutions, and creating value with positive impact.**

Consolidated as an agile, human, and deeply digital bank, we continue moving toward a more personalized, inclusive, and sustainable banking model. Each decision and innovation responds to a clear vision: offering financial solutions that meaningfully improve the lives of millions of people.



With clear focus and constant commitment, at Banorte we continue growing with purpose toward a more human, digital, and sustainable future.

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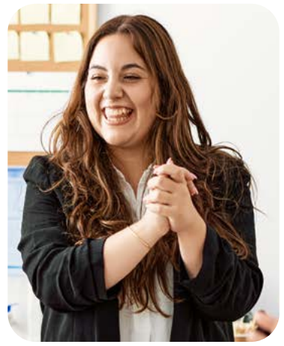
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Letter from the Chairman of the Board

GRI 2-22



We are a bank that was born, grew and continues to grow firmly rooted in Mexico.

To our stakeholders:

Every close of the year gives us an opportunity to pause and reflect on everything we've achieved, all we've learned, and what we still need to work on.

I'd like to share with you some of these reflections about what 2025 meant for Banorte, and above all, where we're headed.

125 years of being Mexico's Strong Bank

I'm convinced that there are three words that capture the essence of what 2025 meant for Mexico and for Banorte.

The first word is STRENGTH.

As a country, we faced complex situations that once again put our resilience to the test: our relations with the United States, the challenges of growing the economy, and the repercussions of geopolitical tensions in Europe, the Middle East and Latin America.

Despite these challenges, Mexico moved forward. Our economy and our currency remained strong, we have one of the lowest levels of unemployment in the world, and the "Plan México" initiative strengthened the relationship between government and private enterprise to stimulate investment.

For Banorte, being strong means maintaining solid fundamentals so that we can continue to stand beside Mexican families and companies, as we've done **for the past 125 years**.

That's why we are more convinced than ever of the tremendous potential of our country and our people. This strength is reflected in the results we achieved over the past year. For example, our performing loan portfolio grew by 8% year-over-year, attesting to Banorte's commitment to supporting Mexican families in buying their first home, their first car, or starting up their own business.

We also further strengthened our position as one of the broadest and strongest banking networks in the Mexican financial system, with more than 45,000 correspondents, more than 1,200 branches, more than 12,000 ATMs and almost 246,000 point-of-sale terminals, bringing us closer to people across the length and breadth of Mexico's territory.

Making the ordinary extraordinary

The second word is TRANSFORMATION.

A little over 10 years ago, when Marcos Ramírez and I shouldered the responsibility of heading Banorte, we undertook a radical transformation alongside our employees, customers and investors, to become the best financial group in Mexico. From that time on, we have been in a constant process of reinvention and innovation, keeping our essence intact: **always keeping the customer front and center.**

This year, the second in our three-year 4, 5, 6 Strategic Plan, we focused efforts on moving toward our ultimate goal of making the ordinary extraordinary for our customers.

BUT WHAT DOES THAT MEAN?

It means **focusing on the essential.** That is, capitalizing best on what we already do, because the sum of every interaction, every process, every product and every experience is what will take us farther than ever.

Our goal is for this vision to translate into a deeper knowledge of every customer to act in advance of their specific needs and offer them customized solutions to meet them. This is what Banorte calls "hyper-personalization"... and we've been doing it for years.

We also want to **become the best experience on the market**, with the best customer satisfaction metrics in our industry. As part of this commitment, we invested MXN741 million in expanding our call center in Monterrey.

None of this would have been possible without the **best operation in the industry**. With our philosophy of continuous improvement in every process, we have become an increasingly agile, efficient bank, which in turn guarantees the delivery or products and services when and how the customer needs them, staying close to those who trust us.

Our focus on transformation was widely recognized in 2025. To mention just a few examples, for the fifth year in a row, Banorte was recognized at the ***World Finance Banking Awards*** as **Best Consumer Bank** and for **Best Corporate Governance in Mexico**. Meanwhile, the distinguished British publication ***The Banker*** awarded us the title of **Best Bank in Mexico** for our innovation, financial strength, and customer focus.

Similarly, ***Global Finance*** recognized Banorte as the **Best Digital Bank in Mexico and Latin America**, while ***Extel*** (formerly Institutional Investor) distinguished us for the fourth consecutive year as the ***Most Honored Company*** in Latin America.

Finally, Medallia recognized Banorte's corporate culture as an international benchmark.

Social commitment: 20 years of Fundación Banorte

The third word is COMMITMENT.

- **Commitment to families:** We celebrated with great satisfaction the 20th anniversary of Fundación Banorte: two decades of building strong families and bringing opportunities to thousands of people who need them.

  We want a country in which poverty is not destiny. That's why we have begun and continued initiatives to assist families in areas like housing, health, nutrition, education, and women's empowerment.

  To mark this special anniversary, we are sharing with all of Mexico the stories of families we have accompanied on this journey.

- **Commitment to SMEs:** We share the vision of the federal government's "Plan México," which is to drive shared prosperity and regional development through cooperation between public investment and private enterpris.

  As part of this plan, Banorte launched a program of support for SMEs, particularly those headed by women, offering them better credit conditions to support their growth and thus continue working for Mexico's economic progress.

  These efforts earned us the **Sáasil Badge** from CONDUSEF for our commitment to supporting women-led businesses. We were also distinguished as **Best Bank for SMEs in Mexico by Euromoney.**

- **Commitment to the environment and best practices:** Our commitment to sustainability is comprehensive, and evolves to keep pace with international best practices.

  In 2025, we reaffirmed this conviction with the publication of our fourth Taskforce on Climate-related Financial Disclosures (TCFD) Report, explaining in detail how Banorte incorporates the management of climate-related risks into our governance and in strengthening our internal capacities. We also advanced toward the preparation of our first Taskforce on Nature-Related Financial Disclosures (TNFD) report in accordance with IFRS S1 and S2 standards.

  Within our operations, we continue to pursue projects that reduce our emissions, such as equipping our branches with solar panels and seeking EDGE certification for our properties.

  Also, as part of the World Economic Forum's "One Trillion Trees" initiative, this year we continued work on our commitment, planting **241,561 trees**, which brings us **24%** toward our target.

In conclusion, for Banorte 2025 **was marked by the strength that has kept us moving forward for 125 years**; by our focus on **transformation**; and by a **commitment** to families, to companies, especially small and mid-sized ones, and to the environmen.

Where we're heading in 2026:

The coming year promises extraordinary opportunities and, as always, we will seize them together.

At Banorte, we will be fully focused on closing out our **Vision 4, 5, 6,** advancing with its institutional goals.

This means primarily concentrating on escalating and elevating the impact of hyper-personalization; and continuing to work on our cell-based approach which ensures that the financial group is guided by the customer's voice, and that all employees, regardless of area, title or hierarchy, can work in synchrony toward a common purpose: serving our customers. Outside the Group, in the country at large, the USMCA will begin a review process, with the firm conviction that understanding between nations is only possible through ongoing dialogue and coordination. Mexico has always maintained and will continue to share its vision that cooperation with the rest of the world makes us stronger.

One historic opportunity for Mexico in the coming year is the **FIFA 2026 World Cup**, an event that is expected to draw more than 5 million visitors to our country and leave an economic spillover of between USD1.8 and USD3.0 billion.

What really matters isn't the money, however. It's the fact that all the eyes of the world will be on Mexico, which gives us a unique opportunity to show the marvels and richness of Mexico, our culture and our people.

This was what inspired us to join in the transformation of a national symbol: the new **Estadio Banorte**, soon to become the only one in history to have hosted the World Cup three times, and which will present the opening ceremonies in 2026. We are happy to join in the history of this stadium, already a legend and an icon for Mexico, because the coming year will usher in a new era at the forefront of modernity, technology and sustainability.

This initiative will also help us attract new customers and offer unique and exclusive experiences during the main events and performances in Mexico

My friends:

Now more than ever, we are proud to call ourselves **Mexico's Strong Bank**. This is a reality that permeates every office, every branch, every mobile phone, and every decision we make.

From the north of the country where we were born, to every corner of the nation we have reached, we meet needs and stand behind dreams, plans and aspirations.

Pride in being Mexican is our driving force, because we believe our country deserves the best: a strong, solid and committed bank, always growing alongside its people.



We are confident that 2026 will be even better for all of us—a year that together we will make extraordinary!

Carlos Hank González
Chairman of the Board of Directors
Grupo Financiero Banorte

Letter from the Chief Executive Officer

GRI 2-22

To our investors, customers, employees and other stakeholders:

We ended 2025 with robust results that attest to the strength of our business model, grounded in the constant evolution of our digital capabilities, increasingly efficient operations, rigorous risk management and, of course, our ability to present hyper-personalized offers that meet our customers' actual needs. These capacities increasingly position us as our customers' preferred option.

In 2025, Banorte continued to build on a robust digital strategy. After years of learning, evolution and testing, we are today bent on executing a comprehensive strategy that takes full advantage of our business scale, our human-digital capabilities, and the tools we have developed and acquired over the course of our transformation. These enable us to sustainably and competitively serve a diverse, multi-segmented, multi-demographic market.

Backed by our hyper-personalized operation, we are looking to drive new opportunities for the Group's growth and future profitability.



We have also been firm in our effort to make the group's operations increasingly more efficient. Optimizing processes, cutting down on service times and expanding our self-service capacities support our progress toward more consistent, scalable models, strengthening the productivity of our human-digital network and building a more agile, secure, customer-centric style of service.

The following are the highlights of our financial results in 2025:

Net income reached MXN58.80 billion, a 5% increase year-over-year. **Net interest income rose 6% to MXN146.58 billion, reflecting disciplined balance-sheet management and growth in higher-yielding segments.** Net interest margin expanded 8 basis points to 6.3%, supported by portfolio mix optimization and a continued focus on funding efficiency.

Non-interest income increased 86% **to MXN14.68 billion**, while operating expenses grew 11%, resulting in **an efficiency ratio of 35.8%.**

MXN58.80 billion
net income
(+5% vs. 2024)

Return on equity improved 36 basis points to 22.8%, driven by prudent capital allocation, effective cost management, and the consistent execution of cross-group strategic initiatives. Performance was broad-based, with hyper-personalization capabilities continuing to differentiate our value proposition and strengthen customer engagement across all channels.

Our subsidiaries again made a strong contribution, reinforcing the diversification of our revenue base and enabling a comprehensive offering for our clients. **During the year, net income increased 5% at the bank, 23% in the insurance business, 13% at the Afore, and 54% in the brokerage segment.**

Loan growth remained healthy and well diversified. Stage 1 and 2 portfolios expanded 8% in 2025, led by consumer lending:

- **Mortgages +7%**
- **Auto loans +32%**
- **Credit cards +14%**
- **Payroll loans +11%**

Growth was supported by strategic partnerships, improved origination processes, and a strengthened value proposition across our consumer products.

The corporate and commercial portfolios grew 8% and 5%, respectively, supported by demand for working capital and ongoing investment in productive capacity. Despite persistent uncertainty over trade policy, clients in these segments continue to advance active projects. Credit in the government segment increased 1%, reflecting the impact of advance payments and scheduled principal payments.

Asset quality remained strong and continues to be a strategic priority for our Group. The stage 3 portfolio rate ratio improved 45 basis points to 1.4%. Asset quality and risk control remain a strategic linchpin, backed by advanced analytical tools and models that enable proactive risk management.

In 2025, traditional deposits grew 12%, driven by balanced growth in demand and time deposits and supported by a personalized value proposition focused on customer engagement and transactional banking. Funding composition remained stable, **with 70% in demand deposits and 30% in time deposits, supporting continued optimization of our funding costs.**

Finally, our capital and liquidity position remained robust. The capital adequacy ratio stood at 20.06%, with Tier 1 Common Equity capital at 12.61%, well above regulatory requirements. This strong position enabled full compliance with Total Loss-Absorbing Capacity (TLAC) requirements, whose phased implementation began in December 2022 and concluded in December 2025.

This performance has not gone unnoticed: we received numerous awards in 2025, which I'm proud to share with you. The prestigious publication *The Banker* named us the "Best Bank in Technology in Latin America" and "Bank of the Year" in Mexico. Global Finance distinguished us as "Best Bank in Mexico," "Best Digital Bank in Mexico and Latin America," and for the fifth consecutive year, we were awarded the "Best SME Bank" prize. World Finance also named us "Best Consumer Bank," "Best Corporate Governance," "Best Digital Consumer Bank," and "Best Banking App" in Mexico, and Euromoney awarded us "Best Bank for SMEs in Mexico." Banorte Operadora de Fondos was recognized by AMIB for having achieved the highest amount of assets under management in ESG-themed investment funds. LatinFinance awarded us the distinctions of "Bank of the Year in Infrastructure" and "Port Financing of the Year in Latin America." In addition, we were honored with the Saásil Insignia, awarded by CONDUSEF, for promoting the development of women-led businesses through Mujer PyME Banorte.

Throughout this report, you will see how our strategy and internal management are fully aligned with the commitment we took on as signatories of the United Nations Global Compact. This has been the cornerstone of our efforts since we first joined the initiative in 2011, and it continues to guide our actions toward ethics, sustainability and corporate responsibility in all of our operations

20.06%
capital adequacy ratio
Tier 1 Common Equity capital
at 12.61%

We have achieved all this as an organization in constant transformation to compete better, serve better and create sustainable value.

We know that in today's world there is intense competition for customers, for talent and for investor capital. This inspires us to constantly review our processes, technological capabilities and value proposition, in order to remain top-of-mind for our customers, build talent for our people and present an attractive trustworthy alternative for our investors.



Marcos Ramírez Miguel
Chief Executive Officer
Grupo Financiero Banorte

Mission, vision and values

At GFNorte, we conduct ourselves with integrity, trust and loyalty, with full respect and recognition of the value of every individual. We stand against any form of prejudice or discrimination on the basis of gender, age, religion, race, social origin, disability, ethnic origin, nationality, sexual preference, family responsibilities, or marital status. Any individual who feels their rights have been violated may speak out to defend these rights in full respect for the institution, its staff and the work we do here.

Our values are the basic principles that guide our actions and decisions.

Mission

To be the best experience, personalized value proposition and business operation on the market.

Vision

To become the best financial group for our customers, investors and employees.

Values

- Integrity
- Trust
- Loyalty

Principles

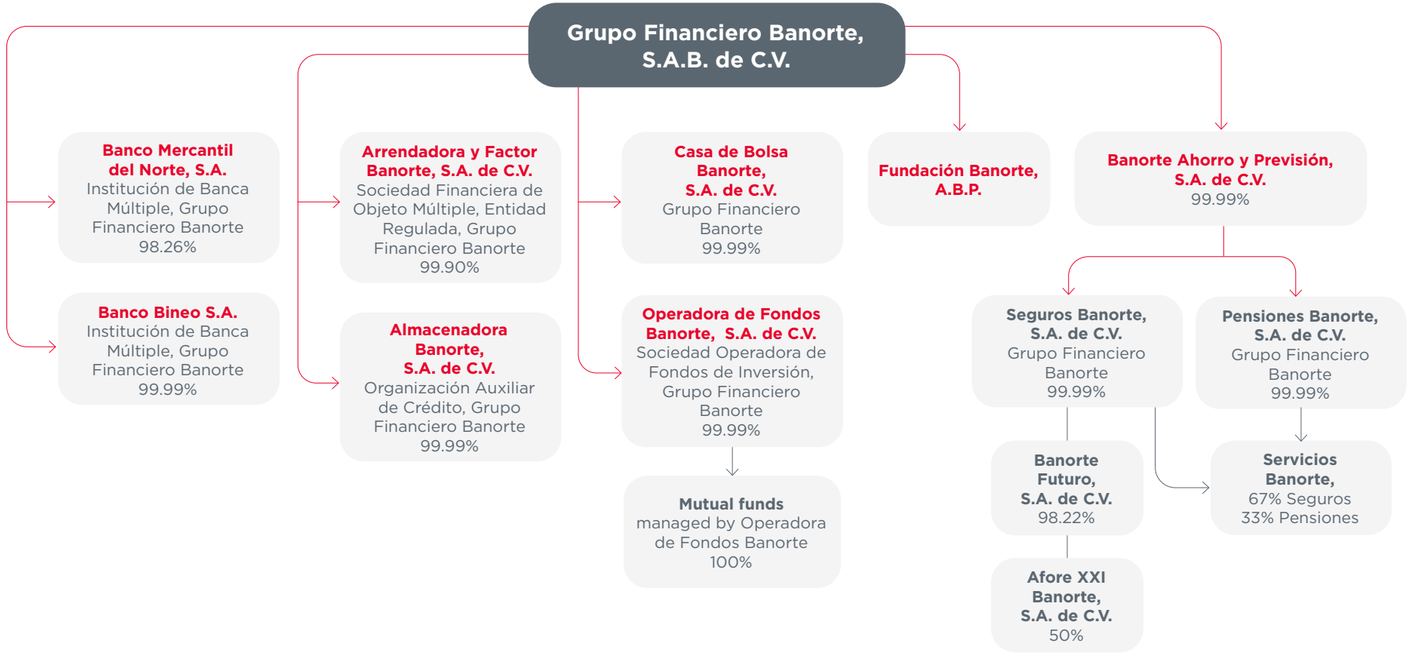
- Solidarity
- Innovation
- Loyalty
- Respect
- Responsibility

Corporate structure

GRI 2-1, 2-2

GFNorte operates primarily in Mexico, through the financial entities that make up the Group. Our corporate offices are located in Mexico City and Monterrey, Nuevo León. We also have an international presence through our money transmitters and other subsidiaries in the United States, Canada, the Philippines, South America, Spain and Senegal.

We operate under a universal banking model, in which we provide a wide range of products and services through a number of subsidiaries, each with a solid position in its market.



Main activities, products and services of each company

GRI 2-6

SEGMENT · CLIENTS AND ACTIVITIES · PRODUCTS/SERVICES · COVERAGE

Retail banking

CLIENTS AND ACTIVITIES	PRODUCTS/SERVICES	COVERAGE
Individuals SMEs Preferred State and municipal governments	Checking and deposit accounts Credit and debit cards Mortgage, car, payroll and personal loans SME loans Payroll accounts Car, home, life and SME insurance in various forms	Nationwide

SME banking

CLIENTS AND ACTIVITIES	PRODUCTS/SERVICES	COVERAGE
Corporations Individuals with business activity Tax incorporation regime	**Checking solutions:** current investment and debit accounts **Financial solutions:** SME loans and commercial credit cards **Technological solutions:** online banking, PST and payroll **Commercial insurance solutions:** auto, home and employee insurance	Nationwide

Wholesale banking

BUSINESS AND CORPORATE BANKING

CLIENTS AND ACTIVITIES	PRODUCTS/SERVICES	COVERAGE
Multinational corporations Mexican and foreign corporations Mid-sized companies	Structured loans Syndicated loans Leveraged acquisitions Investment planning Cash management of collections, trust services, payroll, checking accounts and credit lines	Nationwide International

INVESTMENT BANKING

CLIENTS AND ACTIVITIES	PRODUCTS/SERVICES	COVERAGE
Equity market issuers Debt market issuers Corporate customers Business customers Financial institutions Federal and state governments State-owned enterprises Development Banks	Stock issuance (IPOs and follow-ons) CERPIS and CKDs Mexican REITS Private funds Issuance of unsecured short- and long-term debt Issuance of structured debt (ABS & MBS) Advisory in structured financing Financial advisory Mergers and acquisitions (M&A)	Nationwide International

SEGMENT → CLIENTS AND ACTIVITIES → PRODUCTS/SERVICES → COVERAGE

Wholesale banking

TRANSACTIONAL BANKING	Corporate and business clients Financial institutions Federal government	Online banking Collections and payments Acquirer Payroll Cash management and reconciliation services Currency trading Excess cash and liquidity management Hedging and insurance	Nationwide
GOVERNMENT BANKING	Federal State Municipal Decentralized government agencies Social security institutions Unions Public trusts	Checking accounts Loans Cash management services Payroll services Comprehensive advisory on public finance management to increase public revenues and control and improve spending efficiency Financial diagnostics to design appropriate debt payment profiles	Nationwide
INTERNATIONAL BANKING	Corporates Institutional SMEs Foreign financial institutions	Import-export letters of credit Documentary collections Bank guarantees Standby letters of credit Letter of credit financing Import-export foreign trade financing Foreign trade structured financing guaranteed by export credit agencies and/or multilateral organizations Discounted import bills of exchange Import bank guarantees International wire transfers Uniteller remittances	Nationwide International

SEGMENT · CLIENTS AND ACTIVITIES · PRODUCTS/SERVICES · COVERAGE

Savings and pension planning

AFORE XXI BANORTE

SEGUROS BANORTE

PENSIONES BANORTE

- Retirement fund managers
- Insured persons
- Pensioners

- Insurance and retirement account management services covering savings, protection and planning needs
- Life, car, home and medical expense insurance, marketed through insurance banking, business partners and digital channels

- Nationwide

Securities market

CASA DE BOLSA BANORTE

OPERADORA DE FONDOS BANORTE

- High-wealth banking
- Market strategy
- Asset management
- Investment banking

- Brokerage services
- Financial consultancy
- Portfolio structuring and management
- Asset management
- Investment banking
- Sale of mutual fund shares and equity and debt instruments

- Nationwide

Non-bank and auxiliary banking

ARRENDADORA Y FACTOR BANORTE

ALMACENADORA BANORTE

- Factoring to direct collection customers
- Factoring to delegated collection customers
- Supplier factoring
- International factoring

- Leasing and factoring services
- Warehousing services
- Inventory management
- Marketing logistics

- Nationwide

GFNorte year in review 2025

JAN

- Fundación Banorte's ***Mil Sueños por Cumplir* program** celebrated ten years of advancing education in Mexico, providing more than 13,900 children and young people with opportunities to build a promising future.

FEB

- Banorte's call center earned **PC-IDSS certification from the PCI-SSC,** reinforcing the security of operations across its call center, digital banking, and acquiring business.
- For the fourth consecutive year, Banorte was included in S&P **Global's Sustainability Yearbook**, positioning the Group among the world's top-performing companies in sustainability out of 7,690 evaluated.

MAR

- Mexico City's Estadio Azteca was renamed **Estadio Banorte** following a strategic alliance with Grupo Ollamani, which includes a MXN2.1 billion financing package to modernize the venue—enhancing sustainability, comfort, connectivity, and cutting-edge technology while strengthening its connection with fans across Mexico.
- At the 9th Fintech Americas Conference, Olga Ceja, Executive Director of Artificial Intelligence and Innovation, received the Platinum Award in the **"AI and Automation"** category for developing Maya, Banorte's virtual banking assistant.
- Banorte was named **Best Bank in Mexico 2025** by Global Finance.

APR

- Fundación Banorte supported 120 businesswomen with financing, training, and development activities in the first edition of the ***Mujeres Maravillosas* (Amazing Women) program.**
- The call center team won the National Employee & Customer Experience Award for **Best Customer Experience Strategy** in recognition of its Affinity Service model, designed to improve service for senior clients.
- Legal 500 recognized Banorte with the **Best Internal Legal Team in Mexico** award.

MAY

- *The Banker* recognized Banorte as **Best Bank in Latin America** in its 2025 Technology Awards, highlighting its innovation, inclusion, customer focus, and leadership in the regional financial market.
- Cemefi awarded Banorte the **Socially Responsible Company** Distinction for the 14th consecutive year, along with Afore XXI Banorte (6th year) and Seguros y Pensiones Banorte (11th year). Banorte also received the Value Chain Development Distinction, recognizing engagement with suppliers and distributors toward sustainable growth.
- The Banorte Call center earned Gold for **Best Technological Contribution** for its "Maya Virtual Supervisor" project and Bronze in **Best Customer Experience Strategy** for its "Preferred Line Evolution" at the LATAM Customer Interaction Awards, organized by the Latin American Alliance for Customer Interaction.

JUN

- Operadora de Fondos Banorte became Mexico's first institution to fully migrate its **mutual fund shares from physical to digital certificates**, marking a milestone in the digitalization of the domestic capital market.
- GFNorte's legal team was named **In-House Team of the Year** by Legal 500, recognizing its leadership and professional excellence in Mexico's legal sector.
- Pensiones Banorte revamped its credit origination process through WhatsApp, integrating a digital quoting tool that boosted monthly placements while improving efficiency and accessibility.



JUL

- For the fifth consecutive year, Banorte was named **"Best Consumer Bank" and "Best Corporate Governance"** in Mexico at the World Finance Banking Awards 2024.
- *Euromoney* named Banorte the **Best Bank for SME in Mexico**, underscoring its leadership in financing and supporting small and medium-sized enterprises.
- For the eighth year in a row, GFNorte was included in the **FTSE4Good Index Series**, reflecting its strong environmental, social, and governance practices.
- Banorte was recognized as one of the **10 most valuable, strongest Mexican brands**, with the best sustainability perception, by Brand Finance.

AUG

- Banorte Asset Recovery maintained its highest rating (AAFC1) from Fitch Ratings as a **Special Credit Servicer.**
- Fundación Banorte celebrated 20 years of impact, through 250 strategic partnerships:
  - → **Building more than 6,500 homes**
  - → **Benefiting 70,000 people through classrooms, scholarships, and workshops**
  - → **Empowering 3,000 women business owners**
  - → **Delivering 500,000 food packages**
  - → **Providing medical and hearing aid support to over 2,000 individual**s
- GFNorte was recognized for the fourth consecutive year as a **Most Honored Company** in the Latin America Executive Team 2025 ranking, placing first in seven categories, including "Best Company Board of Directors" and "Best Chief Executive Officer".

SEP

- The GFNorte 2024 Annual Report earned the Platinum Award at the **LACP Vision Awards**, ranking 35th worldwide and 13th in the Americas, and receiving distinctions for Most Creative Report Worldwide and Most Engaging Report in the Americas.
- *Global Finance* named Banorte the **Best Digital Bank in Mexico and Latin America**, recognizing excellence in innovation, user experience, and digital transformation. The bank received six distinctions, including "Best Mobile App" and "Best Digital Payments Strategy".
- **GFNorte and Google Cloud renewed and expanded their strategic alliance** to accelerate hyper-personalization in Mexican banking. This partnership propels the bank's digital transformation through AI, advanced analytics, and cloud cybersecurity.

OCT

- Banorte participated for the **18th time in Mexico's National Financial Literacy Week**, the leading event for educating and building financial awareness in the region.
- Banorte was recognized by **LatinFinance** as Infrastructure Bank of the Year in Mexico and Port Financing of the Year in Latin America.
- Seguros Banorte participated in the **17th Ibero-American Insurance Summit**, a forum that addressed the key role of the insurance industry in building a more resilient world through the use of technology and AI.
- Operadora de Fondos Banorte was recognized by **AMIB** for having achieved the highest amount of assets under management in ESG-themed investment funds in 2024.
- CONDUSEF awarded GFNorte the **Sáasil Badge** in recognition of its commitment to the financial inclusion of women entrepreneurs.

NOV

- GFNorte's senior management, led by Carlos Hank González, laid the first stone of the second phase of the **Roberto González Barrera Call Center** in Monterrey. The MXN741 million investment will increase operational positions from 3,000 to more than 5,800.

DEC

- Pensiones Banorte maintained its market **leadership in pension fund deposits**, obtaining 39.7% of the total auctioned resolutions by public institutions and standing out for offering the lowest acquisition costs.
- Pensiones Banorte introduced **facial recognition as a new authentication method** for initial customer service when fingerprint verification is unavailable—becoming the first insurer in its segment to offer this model and enhancing the client experience through personalized service.
- *The Banker* named Banorte **Best Bank of the Year in Mexico**. This recognition attests to its leadership as an innovative, solid financial institution with a customer-centric approach.
- Banorte incorporated **OXXO as banking correspondent**, strengthening its presence and building on its position as the largest banking network in the Mexican financial system, with more than 44,000 service points.

RISK MANAGEMENT

- 2025 Highlights and achievements
- Corporate governance of risk management
- Comprehensive risk management
- Main risks
- Emerging risks

100%

% in line with risk appetite
Control of 56 key indicators

1.4%

Stage 3 rate
Reflecting high credit quality with a cost of risk of **1.8%**

20.1%

Solid capital adequacy rate for Banorte
Showing high liquidity in Banorte's LCR of **143.0%**

SDG
13

GRI
2-12, 2-13, 201-2, FS2, FS3, FS4, FS5, FS9, FS10, FS11

SASB
FN-CB-410a.2, FN-CB-550a.2, FN-IB-410a.2, FN-IB-410a.3, FN-IB-550a.2

WE FOCUS ON

A robust risk culture



Robust models, advanced technology, and a culture of scenario anticipation give me confidence every day.



Risk management is a cornerstone of GFNorte's business model.

It is actively incorporated across all departments and areas into planning, execution, and monitoring of all our initiatives. It is a key element in our institutional strategy. **This is underpinned by a solid organizational culture, in which each employee takes on an active role as a risk manager,** encouraging constant coordination and communication between departments.

Through robust methodologies for risk identification, assessment, and mitigation, we anticipate and respond effectively to adverse scenarios. This comprehensive approach strengthens our institutional strategy, positioning us as leaders in customer experience through hyper-personalized solutions that generate sustainable value and promote continuous growth.

Risk management is aligned with pillars 4, 5, and 6 of the Strategic Plan, whose goal is to *make the ordinary extraordinary.* These three pillars are:

- **Deliver the best market experience.**
- **Offer the most personalized value proposition on the market.**
- **Have the most efficient business operation in the market.**

2025 Highlights and achievements

SASB FN-CB-550a.2, FN-IB-550a.2

COMPREHENSIVE RISK MANAGEMENT

1. We maintained a comprehensive, robust, and dynamic risk management framework that continually expands to address emerging risks and adapt to shifts in both the national and global environment.
2. We strengthened our risk culture by prioritizing employee training through specialized courses on credit and other risk types, delivered by internal and external experts.
3. We supported Board development by organizing training sessions on cybersecurity and artificial intelligence, including a second "cyber range" that simulates critical event response.
4. We advanced in the modernization and automation of our processes, methodologies, and models, integrating advanced technologies such as artificial intelligence and machine learning while preserving a holistic risk perspective.
5. We further enhanced the GRC Banorte digital platform, consolidating it as a key tool for control and compliance. Supported by solid data governance, it ensures the integrity, traceability, and availability of information aligned with the Group's strategic objectives.
6. We maintained regulatory compliance and recertification of our internal models, incorporating methodological improvements aligned with global best practices and a comprehensive risk vision.
7. We recalibrated the global risk calculation model for regulatory cybersecurity indicators within the GRC Banorte platform.
8. We validated and strengthened risk models to prevent money laundering and terrorist financing, enhancing customer classification matrices and deepening our risk-based approach.
9. We reinforced operational risk management by introducing new GRC modules—such as fines and official letters management—and online dashboards with real-time indicators, while improving loss and recovery event processes.
10. We took part in the financial industry's first 2024–2025 pilot for climate scenario analysis, showcasing our advanced capabilities in assessing and managing climate-related risks.
11. We developed a climate risk monitor using AI to evaluate acute and chronic physical risks across the wholesale credit portfolio.
12. We deepened the analysis of dependencies, impacts, risks, and opportunities in priority industries linked to natural capital, in alignment with the TNFD framework for nature-related disclosures.



PORTFOLIO QUALITY AND GROWTH

1. We consolidated a credit risk management approach that emphasizes disciplined risk control over volume growth, securing risk-adjusted returns that meaningfully support profitability.
2. We worked closely with senior management to anticipate credit risks and mitigate potential defaults proactively, reinforcing our preventive and planning mechanisms.
3. We sustained the best credit quality in the market, maintaining the lowest S3R and ANPLR rates among our main competitors.
4. We advanced our hyper-personalization strategy with a customer-centric lens, refining campaigns and streamlining processes in high-quality, high-value segments.
5. We gained market share across most portfolios through forward-looking, customer-focused risk management that generates sustainable value.
6. We optimized risk and capital costs in 70% of the loan portfolio by certifying internal reserve and capital models aligned with strategic goals.
7. We launched initiatives to enhance the wholesale credit process, improving efficiency, portfolio quality, and customer experience.
8. We introduced new tools and processes to manage credit concentration risk, supporting diversification and prudent capital allocation.
9. We increased model accuracy, performance, and productivity by incorporating AI and machine learning into our credit risk tools.
10. We developed and implemented advanced retail credit origination models that are methodologically stronger and more stable.
11. We deployed a new retail decision engine that enhances flexibility in credit strategies, fosters financial inclusion, and strengthens origination fraud detection using alternative data.
12. We advanced the development of dashboards and specialized credit risk reports that monitor key indicators, enabling timely, data-driven decision-making.



BALANCED MANAGEMENT OF LIQUIDITY AND MARKET RISK

1. We reaffirmed our strong derivatives rating, supported by a solid infrastructure that ensures proper valuation and risk measurement of positions.
2. We implemented a customer profiling model for derivative instruments in line with Banxico requirements, safeguarding clients' interests.
3. We developed a hedge-effectiveness model to ensure sound balance-sheet management and appropriate use of derivatives for our clients.
4. We prepared for the exchange of initial margins under Banxico's new circular and achieved certification of our internal SIMM.
5. We secured certification for the 31-point credit index for hedging purposes, enhancing our risk management capacity.
6. We aligned our processes and methodologies with Basel standards and the FRTB framework, integrating them fully into market risk management with real-time monitoring and advanced analytics.
7. We developed and implemented a counterparty risk tool under the Basel SA-CCR approach, reinforcing our control and compliance practices.
8. We recertified our internal deposit stability and mortgage prepayment models with the regulator, strengthening our proactive management of balance sheet, interest rate, and liquidity risks.
9. We obtained approval for solvency stress tests, reaffirming our institutional resilience and our commitment to customers, investors, and regulators.
10. We implemented intraday liquidity monitoring in compliance with Banxico, further reinforcing liquidity management in line with strategic and regulatory expectations.
11. We completed the implementation and automation of the Basel IRRBB standard, making us the first local institution to meet Basel's requirements for interest rate risk.
12. We maintained capital levels comfortably above regulatory minimums, including the new TLAC net capital supplement.
13. We established guiding policies to monitor, calculate, and manage key indicators that help maintain a solid balance sheet.
14. We ensured that our balance sheet profile remains aligned with the monetary policy cycle through coordinated action across the institution.

Corporate governance of risk management

GRI 2-12, 2-13

RISK MANAGEMENT STRUCTURE

At GFNorte, corporate governance plays a fundamental role as a pillar of the Group's culture and promotes exceptional risk management in line with our 4,5,6 Strategic Plan.

Senior management and the Board of Directors are actively involved in risk management. **Senior management proposes strategic initiatives related to the comprehensive risk management framework,** along with new processes and policies for managing each type of risk, which are discussed and approved by the Board. The initiatives are subsequently implemented, with each one systematically monitored to ensure that progress aligns with expected results.

Risk governance and the three lines of defense model

The Board, which meets on a quarterly basis, sets the tone from the top in terms of risk: it approves the risk appetite, the Comprehensive Risk Management Framework, global limits and tolerance levels, as well as new risk policies and models that, due to their relevance require authorization and/or formal reporting. At each meeting, the Board oversees the evolution and effectiveness of risk management, including exposure, risk profile metrics, and capital adequacy.

This oversight is exercised through Board committees, including the RPC, which proposes the framework and limits for Board approval and monitors compliance; and the Audit Committee, which oversees the internal control system, the independence of the external auditor, as well as cybersecurity and compliance reports.

Senior management is responsible for executing the Board-approved plan, mainly through the CRMU, which is part of the Department of Risk Management and Credit. This unit identifies, measures, monitors, limits, controls, reports, and discloses the various types of risk facing the Group. It is functionally independent of the business areas. In financial risks, balance sheet management is supported by the Balance Sheet Management Committee (BSMC) for decisions on rates, liquidity, and capital. In non-financial risks, the Comptroller's Office/Internal Control performs second-line responsibilities (standards, monitoring, and effective challenge), including cybersecurity areas.

These practices are documented within the Comprehensive Risk Management Framework and regular CMRU reports. Committee presentations and minutes reflect the Board's active oversight of Risk appetite, limits, model performance, and corrective plans. The RPC is supplied regularly with information on all types of risk indicators, as well as trends, estimates, and projections. Cybersecurity and other important topics are included as well, along with analyses and scenarios that support proposed new risk models. Finally, both the Board and senior management receive annual training on specialized risk topics to strengthen their oversight, decision-making, and alignment with leading practices in comprehensive risk management.

Our corporate governance framework is underpinned by internal control system consisting of three lines of defense and rigorous compliance with regulations and standards, all of which helps us effectively manage and mitigate risks.

First line: execution of controls

The first line of defense manages risks in real time. Business units and operational areas are responsible for identifying, measuring, managing, and reporting the risks inherent to their processes.

In the case of credit risk, primary responsibility rests with the account executive and the origination and monitoring teams, which operate in accordance with established policies, procedures, and limits. In addition, they report incidents and operational losses and are responsible for implementing controls and executing corrective action plans defined in conjunction with the second line.

This principle of risk ownership extends to all product and service lines, including operations, treasury, and support functions.

Second line: supervision

The CRMU, the Comptroller's Office/ Internal Control, and Compliance Office constitute our second line. Their mandate is to issue and update frameworks, policies, and manuals, monitor appetite and limits, report dashboards to the RPC, and coordinate corrective actions, remediation plans, and contingency mechanisms when appropriate. It also challenges the effectiveness of first line controls and is responsible for technical assessments and model validations. The second line is functionally independent of the business areas.

In non-financial risks, the Comptroller's Office and specialized areas, such as Cybersecurity, play a cross-cutting supervisory role in the internal control system, with support bodies and working groups that strengthen the prevention, detection, and response to incidents and control breaches.

Third line: audit

The Internal Audit department acts as the third line, independent of management, and reports directly to Board committees, such as the Audit Committee, including critical findings and follow-up on remediation. Its oversight transcends financial matters and extends to processes, controls, models, and risk management practices; it verifies that observations are appropriately addressed and action plans are effectively closed, coordinates with the external auditor on issues of independence and internal control, and complies with applicable regulatory mandates. Each year, the department reaffirms its independence and compliance with the work program.



Identifies, measures, controls, supervises and reports risks arising from each transaction.

CONTROLS

- Business processes
- Products and services
- Facilities
- Systems and applications
- Suppliers
- Administrative and accounting processes

Business units and administrative areas execute the established strategic plans and propose policy changes to be authorized by the appropriate corporate bodies, ensuring that their activities are consistent with organizational goals.

Analyzes and monitors comprehensive risk management by the 1st line.

OVERSIGHT

Also supports development of policies, processes and controls to achieve institutional goals.

- Risk Management
- Internal Comptrollership
- Legal
- CISO

Oversees compliance with the internal and external regulatory frameworks.

AUDIT

The Internal Audit department follows an annual program in which they assess risk management systems and the lending process, as well as controls established for processes to guarantee compliance with internal and external regulatory frameworks.

CONTROL AND COMPLIANCE

Our approach to risk management is grounded in control of and compliance with policies, guidelines and regulations.

Control and compliance

1 Internal and external audits and assessments

Risk management at GFNorte undergoes rigorous processes of internal and external review to ensure its effectiveness and alignment with best international practices.

- **Internal Audit:** A comprehensive annual review of the policies, procedures and documentation of the methodologies used to manage the risks GFNorte assumes in all areas of its operations.
- **External technical assessment:** Every two years, an internationally prestigious consulting firm conducts an independent assessment of the solidity of our risk management framework and considers the operating complexity of the institution. The most recent assessment was carried out in October 2025, encompassing discretional and non-discretional risks. It involved quantitative elements such as statistical reliability, the predictive capacity of the models used, the sufficiency of risk factors and the results of sensitivity and stress testing, among others. The results were presented in the January 2026 RPC meeting.

2 Drafting and publication of internal policies and procedures

Management of regulatory documentation is centralized:

- **Regulatory site:** Administered by the CRMU, for matters pertaining to risk and lending processes, and by the Compliance Office, for operational, administrative and business matters.
- **Approval workflow:** The authorization of risk and credit manuals is carried out as part of the workflow between the areas involved in the GRC technological platform .
- **Relevant updates:** Launch of new products or services, adjustments to policies, improvements in processes and methodologies, and technological and regulatory changes.

3 Risk matrixes and controls

Every new initiative for a new product or service, or modification is evaluated through:

- **Risk matrixes and controls:** Ensure alignment with the institution's strategic goals and regulations .
- **Consolidated documentation process:** Managed by the Deputy General Directorate of Internal Control, it includes assessment, authorization, and regulatory follow-up.

4 Governance, Risk and Compliance Model

We have a comprehensive GRC model that provides a set of strategies, tools and capacities that optimize processes, reviews and follow-up on findings.

- **GRC technological digital platform:** Facilitates control management, risk tracking and process automation.
- **Consolidated data governance:** Information on facilities, applications, processes, critical suppliers, centers of responsibility, and other concepts, optimizing process automation to ensure a single source of up-to-date, reliable information.

Comprehensive risk management

COMPREHENSIVE RISK MANAGEMENT FRAMEWORK

GFNorte's comprehensive risk management framework is dynamic, continually expanding its scope as risks evolve. This framework involves:

- **Definition and monitoring of institutional risk appetite.**
- **Identification, measurement and mitigation of the main risks to which the institution is exposed.**
- **Strategic decisions on maximizing the reported risk-return ratio to meet strategic targets for asset quality and solvency, in line with our sustainability initiatives.**

PRINCIPLES OF GFNORTE'S RISK CULTURE

- **We are all risk managers.**
  GFNorte encourages employees to play an active role in identifying, escalating and managing risks, fostering a culture of shared responsibility.
- **Incorporation of risk criteria into the evaluation of new products and services.**
  The risk area actively participates in product design and development, including policies, operating processes, value propositions, pricing, and crossed sales strategies. In addition, the Managing Director of Risk Management and Credit makes the final determination regarding project authorization and evaluation, establishing specific technical criteria under which initiatives may be considered viable from a risk perspective.
- **Anticipation of risk and forward-looking vision.**
  We monitor the economic and business environment, incorporating market trends into our models, scenarios, stress tests, and policies. This enables us to anticipate negative impacts and make well-grounded decisions.
- **Multidisciplinary participation.**
  We work in collaborative teams, with a specific focus on process improvement, product development and change adaptation, ensuring an agile, coordinated response.
- **Sustainable approach and management.**
  We continue to work toward incorporating ESG aspects into our operations, services and products, in order to respond to market demands and face the global challenges that pose a significant risk to the financial industry and for society at large.
- **Communication and continuous training.**
  We maintain effective institutional communication that strategically aligns all levels of the Group. In addition, we reinforce training in risk identification, prevention, and mitigation for employees, senior management, and Board members.
- **Risk/return-based compensation.**
  Risk management criteria also play a part in employee evaluation and compensation. This maximizes the risk-return ratio while avoiding conflicts of interest. Our system of compensation is aligned with performance on risk indicators, as well as a performance evaluation system in which employees are evaluated so they can be compensated based on the results, including fulfillment of various risk-adjusted profitability targets.
- **Innovation and continuous transformation.**
  We improve processes based on innovation that culminates in a better experience for our customers and greater operating efficiency.
- **Quality and timeliness of information.**
  We ensure effective decision-making, as well as management and communication of potential risks and their mitigants to all stakeholders.

RISK MANAGEMENT PROCESSES

SASB FN-CB-550a.2

Our risk management processes encompass the identification, measurement and mitigation of the main and emerging risks to which the institution is exposed, as well as the timely communication of relevant information to senior management so that it can take decisions based on reliable quantitative indicators. Additionally, scenarios analyses and stress testing are conducted to assess potential impacts and decide on adjustments to mitigate them.

Scenario analysis and stress testing allow us to assess potential impacts and make adjustments to mitigate them.



Each of the main risks is managed through processes formalized by the RPC and embedded in the methodologies, policies and models that the committee approves or ratifies annually.

The process of defining, authorizing and tracking risk appetite is also a core component of comprehensive risk management which takes the form of both quantitative and qualitative principles and a risk map that guides our strategic decisions.

Our risk management processes are consistent with international best practices, such as those recommended by the Basel Committee.

RISK APPETITE

GFNorte maintains a conservative risk appetite (also known as desired risk profile) based on risk-adjusted profitability. This profile is approved and monitored continuously by the Board and is defined on the basis of both qualitative and quantitative principles.

We have a process for monitoring, formal escalation and corrective or mitigating action plans for any deviation. We also apply quantitative and qualitative principles at the Group level, which are assigned by risk type to identify the risks to which we are exposed.

Risk appetite is determined by the strategy and goals set by the Board of Directors, which approves it and continuously monitors it.

Qualitative principles

These are the guiding lines of the Group's strategy. They are considered priorities for the Board and senior management.

- Medium-low risk profile
- Corporate structure based on autonomous and self-sufficient affiliates
- Global vision of all types of risk
- Independent risk management function
- Comprehensive sustainability strategy
- Quality and growth of productive and non-productive assets
- Policy of stable, recurring results and dividends
- Diversified portfolio approach based on risk, return, and opportunity
- Stable financial results
- Incentives and compensation aligned with the desired risk profile
- Technological innovation
- Minimum local long-term rating of AAA
- Zero tolerance for risks relating to noncompliance with the law or regulations

Quantitative principles

In 2025, we considered 56 quantitative indicators in our risk appetite, both at the Group level and individually by subsidiary, including Banorte, Casa de Bolsa, Arrendadora y Factor, Seguros y Pensiones.

These indicators apply to credit, concentration, market, liquidity, balance sheet, capital, operational, reputational and profitability risks. They are proposed by the areas responsible for each of the risks or indicators within the Department of Risk Management and Credit, in coordination with the Finance and Operations Department, and are subsequently validated by senior management and the RPC for updating and approval by the Board of Directors.

In defining thresholds for key indicators of our risk appetite, we consider the following:

- Strategy and goals set by the Board of Directors
- Statistical analysis including evolution, trend and volatility
- Value of competitors' indicators
- Stakeholder expectations
- Regulatory environment
- Economic environment

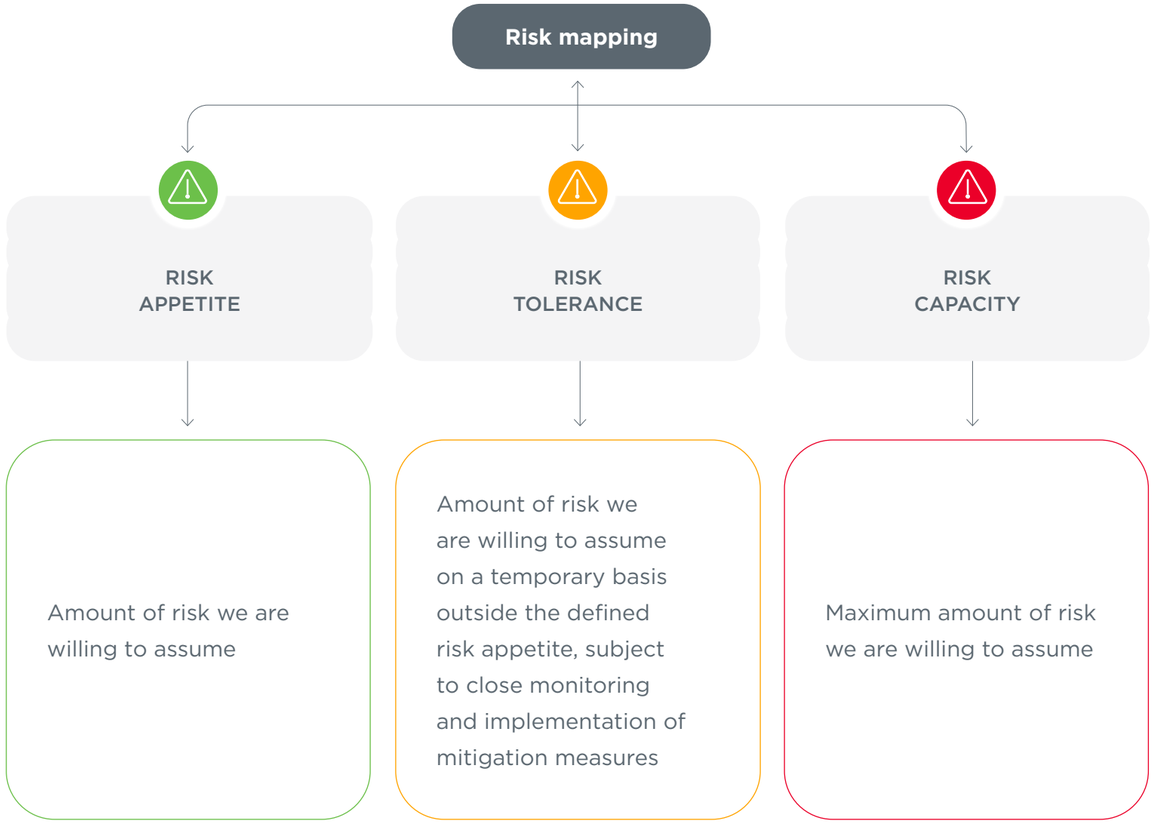
There are specificities for each type of risk and indicator, so that the appetite also incorporates the methodologies and internal policies that correspond to each type of risk, as well as the applicable regulations.

The indicators are calibrated at least once a year based on statistics and short-, medium- and long-term expectations. These are ratified by the Board of Directors.



RISK MAPPING

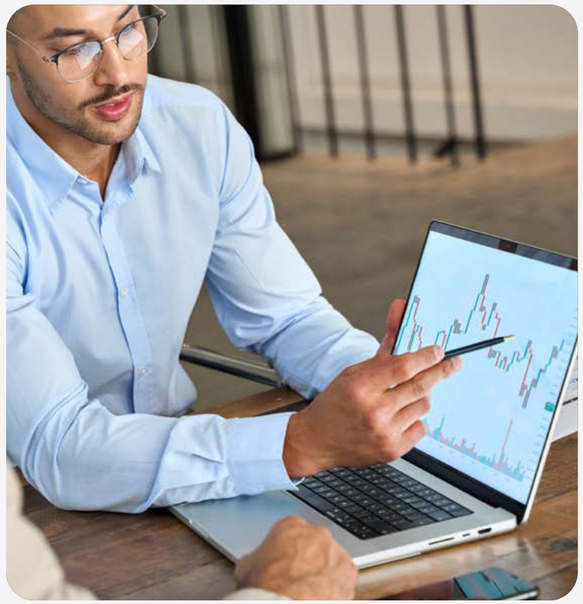
Our risk map encompasses 373 indicators by which we can track and mitigate risks promptly and in detail. Management thresholds are classified into three levels of risk, which are defined according to the following criteria:



RISK- AND PERFORMANCE-BASED VARIABLE COMPENSATION SYSTEM

The Group has a **Compensation System** that determines the fixed and variable compensation of employees based on their performance and achievement of institutional goals, considering their job responsibilities and policies, and procedures established within the institution.

The system is the responsibility of the Compensation Committee, **which proposes procedures for approval by the Board, implements and maintains the system, reports on its operation to the relevant personnel. These functions are evaluated by senior management and the Board of Directors.**



The policies defined by the Committee are general in scope within the Group, **particularly for the 31 members of senior management who are credit and/or financial risk decision-makers,** including five chief executives of Group subsidiaries who are considered risk takers.

Determination of risk-adjusted compensation:

- **Consideration of credit, market, and regulatory risks when applying compensation measures.**
- **Consideration of measures including cost of risk, S3R, performance of the financial instrument portfolio over time, returns compared to benchmarks, monitoring of limits, as well as compliance with regulations and performance.**
- **The impact on compensation is based on the historical, current, and projected levels of each indicator. The more deteriorated the current levels relative to their target and the greater the regulatory or compliance failures, the greater the impact on compensation.**

Additionally, a portion of the variable compensation of employees is based on the risk-adjusted performance related to their scope of responsibility.

RISK IDENTIFICATION

In line with GFNorte's business model, we have a framework for managing risk based on the main risks that we have managed more assertively in past years, and emerging risks that have been identified and monitored more recently.



Main risks

- Sustainability
- Climate-related
- Nature-related
- Credit
- Socioenvironmental risk in financing
- Liquidity
- Interest rate
- Exchange rate
- Market
- Counterparty issuer
- Solvency
- Operational
- Cybersecurity
- Reputational
- Regulatory
- Strategic
- Business
- Modeling

Emerging risks

- Epidemiological
- New technologies
- Disinformation
- Tariffs

Main risks

SUSTAINABILITY RISK

GFNorte understands sustainability as the core principle that guides the setting and fulfillment of our business goals. We have a robust sustainability risk management framework that incorporates ESG criteria, which enables us to respond to market demands and the competitive environment.

Incorporating sustainability criteria into our operations, produces, services and value chain enables us to respond effectively to the demands of our market, investors, clients and regulators.



Environmental perspective

- We strengthened our climate risk analyses and incorporated the assessment of nature-related impacts, dependencies, risks, and opportunities in priority areas in terms of natural capital.
- We made progress in decarbonizing our operations to comply with international alliances and commitments such as **SBTi**, as part of the transition to a low-carbon economy.
- We incorporated eco-efficiency and resource stewardship practices into our operations, and we continued to offer transparent disclosure of environmental information.



Social perspective

- We reaffirm our commitment to the comprehensive well-being of all our employees. We have a set of practices and initiatives aimed at identifying and promoting equal opportunities for the various groups within our workforce, to ensure that their contributions are recognized, valued and respected.
- We have a **Human Rights Policy**, that establishes guidelines to ensure respect at all times for employees, customers, suppliers, communities, and other stakeholders.
- We promote financial education and inclusion so that a growing number of people have access to financial products and services that better meet their needs, helping to create more and better opportunities for all.



Governance perspective

- We have a robust corporate governance system that ensures informed, transparent, and responsible decision-making, while allowing us to move forward with integrity, anticipate risks, and generate sustainable value.
- Our commitment to sustainability is reflected in a proactive approach, led by senior management and supported by the Sustainability Committee, which oversees compliance with our environmental, social, and governance policies.

This model allows us to move forward with integrity, anticipate risks, and generate sustainable value for all our stakeholders.

Key indicators of our three pillars of sustainability are incorporated into the Sustainability Score. By 2025, we achieved a score of 69.6 points (on a scale of 0 to 100), which is 2.8 points lower than the previous year, because external assessments that are factored into this score are more exacting than those of the environmental pillar. This result remains within the risk tolerance threshold.

We are determined to continue our actions on various fronts to remain in line with international standards and best ESG practices.

CLIMATE-RELATED RISK

GRI 201-2

The threats posed by climate change are steadily intensifying, with increasingly palpable effects on the economy, society, and the natural environment. In addition to extreme weather events and the impacts of the transition to a low-carbon economy, there are risks associated with the loss of nature resulting from human activity, which can be exacerbated by climate change.

Climate risk is a two-edged sword: it arises both from the physical effects of climate change and from the adjustments needed to transition to a low-carbon economy. These factors can significantly affect an organization's revenues, costs, assets, liabilities, and capital. In response, GFNorte is continually adapting and building up our capabilities to meet these challenges, while ensuring long-term resilience and sustainability.

We systematically identify the risks and opportunities related to climate change and then assess physical and transition risks using integrated assessment methodologies and models. This enables us to anticipate potential financial impacts in industries with high climate exposure. Finally, in the spirit of transparency, we disclose these results in our governance forums and public reports, which fosters trust among our clients and investors.

Last year we continued moving forward with our climate transition strategy, known by its acronym in Spanish, which is **MEDIR** (measure). This strategic guide incorporates international best practices, institutional priorities, and key actions that we will implement between 2024 and 2030, to speed our transformation towards a more sustainable and resilient model.

The highlights of our progress in 2025, organized by the five pillars of this strategy, were:



M

MODEL

We incorporated the assessment of fires, heat waves, and heat stress into our physical risk analyses, and we strengthened our transition risk analyses by considering financial and market positioning aspects in order to assess companies' capacity to transition to a low-carbon economy.

We strengthened the climate scenario methodology that is integrated into the capital adequacy assessment.

E

EMPHASIZE GREEN FINANCE

We continued to offer sustainable instruments and products designed to meet the needs and interests of our clients, as well as support for their projects focused on climate adaptation, sustainable finance, and solutions that generate sustainable value.

D

DECARBONIZE

We implemented various eco-efficiency projects aligned with our operation's decarbonization strategy.

We strengthened the process for calculating greenhouse gas emissions in accordance with the GHG Protocol standard and international best practices, by which we had the emissions of the portfolios of Banorte and of Arrendadora y Factor verified by an independent third-party for the second year in a row.

I

INTEGRATE

We created a policy for identifying, assessing, managing, and disclosing risks and opportunities related to climate change.

We developed a climate risk monitor to assess physical risk in the wholesale credit portfolio, using the location coordinates of the financing destination.

R

REPORT

We adopted IFRS S1 and S2 standards for the disclosure of information related to sustainability and climate, promoting transparency and commitment to our customers and investors.

In 2025, we took part in **the first pilot analysis of climate scenarios for the Mexican financial industry** (Only available in Spanish) organized by the TCFD, the CMFS and the Climate Change Research Program at UNAM. At the same time, we reasserted our commitment to adopting emerging standards in climate-related financial information reporting: **IFRS S2**.

With regard to these topics, each month the RCP received reports on key aspects such as:

- **Incorporation into strategy:** identification of climate risks and opportunities, as well as review of external and internal ratings assessments of ESG performance, including case analysis and presentation of consolidated figures from the social and environmental risk system.
- **Sustainable engagement:** commitment to incorporate the TNFD nature-related risk standard, as well as participation in the climate scenario pilot led by Banxico and the CMFS.
- **Progress monitoring:** performance of key climate indicators, as well as progress on climate policies and initiatives within the sustainability macro cell.

NATURE-RELATED RISK

We recognize that biodiversity loss, ecosystem degradation, and resource scarcity all pose financial, operational, and reputational risks. These can directly affect business viability, supply chains, and compromise our assets. This is why we incorporate natural capital into our decision-making processes.

Nature-related risks can be:

PHYSICAL
Those arising from direct changes in the state of nature that affect operations, assets, or value chains

TRANSITION
Those arising from the process of adapting to a more sustainable and nature-friendly economy

SYSTEMIC
Cumulative impacts affecting entire ecosystems, economic industries, or geographic regions

These risks are considered in our SEMS. To coordinate with sensitive economic industries, we are working on incorporating detailed technical and environmental documentation requirements that will allow for the proper assessment of impacts and dependencies.

We have also institutionalized the definitions of these types of risk in the bank's Risk Manual and also instituted the TNFD recommendations for financial institutions.

IN 2025:

- We began updating our Natural Capital Policy, incorporating the dependencies and impacts approach.
- We finalized the adoption of the TNFD framework. We will publish our first report in 2026, becoming the first bank in Mexico to do so.
- We worked on incorporating detailed technical and environmental documentation requirements that will allow us to adequately assess impacts and dependencies.

IN 2026:

- We will continue with this update, strengthening the section on prohibited, conditional, and/or restricted activities, adding more rigorous environmental, social, and reputational criteria for projects with significant impact.

We also strengthened our analysis of physical, transition, and systemic risks using the **LEAP** methodology.

L

LOCATE
We identify the geographic areas and operations where the organization interacts with nature.

E

EVALUATE
We analyze dependencies (what the company needs from nature) and impacts (what the company causes in nature).

A

ANALYZE
We identify nature-related physical, transition, legal, and reputational risks, as well as opportunities.

P

PREPARE
We organize the information to report it clearly, in line with international standards.

CREDIT RISK

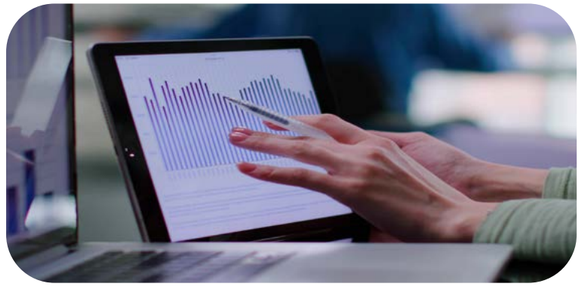
The risk of possible default by a borrower or counterparty, along with the guarantees extended to them, poses a risk to GFNorte's performance and its strategic objectives.

We have worked to build up a well-diversified, stable loan portfolio of outstanding quality. Our business and risk prevention vision has given us consistently the lowest S3R of any of the largest banks in the Mexican financial system.

For credit risk management purposes, we segment our portfolio into:

- **Wholesale:** managed at both the individual and portfolio level through our models and policies, and controlled through case-by-case authorization by our credit authorization specialists and individual management by the corresponding business areas, as well as portfolio analysis and monitoring by industry, geography and currency.

- **Retail:** identified, measured and controlled parametrically for SME and Consumer products (mortgages, credit cards, automotive, payroll, and personal loans).



Risk appetite, management and mitigants

The desired credit risk profile entails thresholds for key indicators such as the S3R, the ANPLR, cost of risk, allowance coverage on the stage 3 portfolio, and write-offs. These thresholds are established and updated according to the strategy defined by the Board of Directors.

Our approach covers the entire credit lifecycle, from origination through recovery, with clearly defined processes that ensure decision-making is aligned with the institutional risk appetite.

ORIGINATION

Our business areas set growth and quality goals based on GFNorte's strategy and risk appetite, the identification of new business niches and the design of new products.
In 2025, our analytical and technological capacities were useful in continuing to generate hyper-personalized offers to high-value clients.

We also carried out improvements, recalibrations and recertifications of our internal models, which are incorporated into the Group's technological platforms, incorporating new capacities based on the latest advances, such as AI and data analysis.

Key mitigants:

- Detailed identification of the client.
- Robust information validation processes.
- Constant training of employees involved in the process.
- Constant coordination and cooperation between participants in the process.
- Advanced technological systems.

AUTHORIZATION

We follow the best credit and risk corporate governance practices, in keeping with the authorization schemes established in our internal regulations. At this stage, we seek to maximize our CLV, providing clients with a comprehensive offer that covers all their needs, always taking into account their payment capacity and credit behavior.

Key mitigants:

- Strict application of internal policies.
- Constant training of credit committee members.
- Effective communication and traceable responsibilities.
- Inclusion of ESG and climate-related risk criteria.
- Monitoring of conduct risks and conflicts of interest.

MANAGEMENT AND TRACKING

We constantly monitor our customers' financial performance and payment behavior with us and in the financial system, and track industry-level and geographic concentrations. In 2025, we conducted internal and external loan review processes based on the analysis of real cases to strengthen our preventive management, including master classes on "Lessons Learned", which in some cases involved more than 1,000 employees per session.

Key mitigants:

- Constant communication with the customer.
- Tracking of key debt indicators.
- Constant training based on problems and solutions of actual cases.
- Monitoring of sector and market trends.
- Industry and market analysis.
- Review of economic trends and projections and their possible impact.
- Preventive collaborative strategies between the Business, Credit, Risk, Recovery and Legal areas.

RECOVERY

We manage and mitigate risk through segmented recovery strategies depending on the characteristics of the clients and the product. For the business portfolio, the recovery model of risk mitigation requires a concerted effort by key areas to preventively contain the stage 3 portfolio and avoid additional impact on loan-loss reserves.
e also have a series of containment and recovery strategies for the consumer credit and SME portfolios.

Key mitigants:

- Constant communication with the customer.
- Strategy definition for the use of guarantees and hedges, or to improve GFNorte's position.
- Preventive and collaborative initiatives between Business, Credit, Risk, Recovery and Legal areas.
- Review of sector trends and economic expectations to anticipate risks.

DISCLOSURE

We abide by the principles of transparency and timeliness in disclosing risks. We have a solid data governance system that guarantees quality, consistency and traceability of the information disclosed. We provide an expeditious response to stakeholder requests for information while strengthening and improving our public information platforms.

Key mitigants:

- Solid corporate governance comprised of corporate and government credit committees and a parametric committee for authorization and management of the retail portfolio.
- Diversified portfolio, achieved by establishing limits and maximum amounts of exposure and concentration.
- Follow-up and preventive actions based on our risk culture, constant communication with the clients and the Group's collaborative work model.
- Internal models of reserves and capital that allow us to more accurately measure the credit quality of our loan portfolio and design corrective plans by segment or product.
- Credit risk portfolio model that provides important information on the correlation between the various products and segments, as well as expected and unexpected shortfalls, achieving a forward-looking view of the portfolio. Additionally, we conduct sensitivity analyses and stress testing to evaluate the impacts of changes in relevant factors in credit risk scenarios.
- Effective communication with the business areas and staff to better understand risk and ensure agile decision-making and greater cooperation and trust. It also guarantees alignment with the defined risk appetite and encourages transparency and timely disclosure.

2025 Results

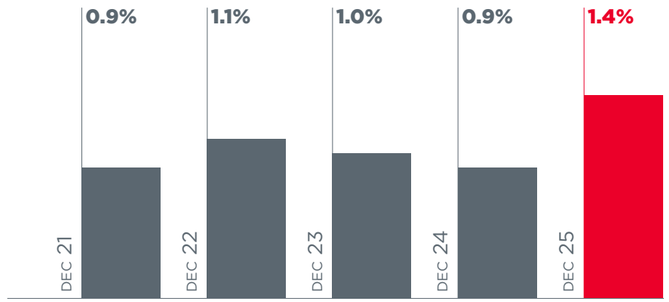
In 2025, the performing loan portfolio grew by **+7.6%.** Despite an economic environment marked by global volatility, the Group managed to maintain growth by prioritizing quality. **Lending to companies increased by +6.4% (Corporate +8.2% and Commercial +5.0%), mainly in the Real Estate Services, Construction, and Tourism sectors.** The government portfolio grew at a more modest pace, +0.6%. In the consumer segment, annual growth was **+11.5%, driven by automotive and credit cards, which showed the highest percentage increases:**

- **Automotive (+32.0%):** The product kept up a brisk pace of growth, driven by commercial alliances focused on strategies targeting high credit quality profiles and reengineered campaigns for individuals.
- **Credit Cards (+13.8%):** Positive impact from various placement campaigns and higher customer billing.

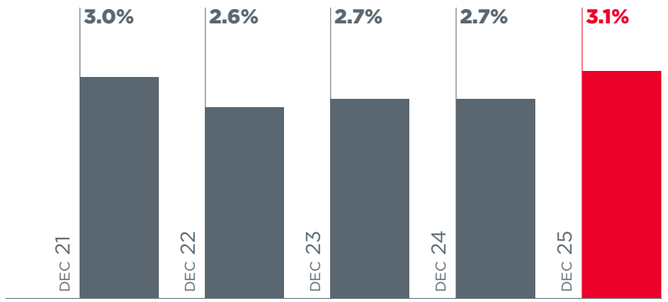
Key indicators for 2025 reflect the outstanding quality of the credit portfolio.

- The S3R closed at 1.38%, evidence of outstanding credit quality compared to our main competitors. The AS3R was 3.06%, slightly higher than the previous year's 2.71%. The coverage ratio closed at 135.1%. The reserve ratio on the total portfolio ended at 1.9%, while the cost of risk for the last 12 months was 1.77%.

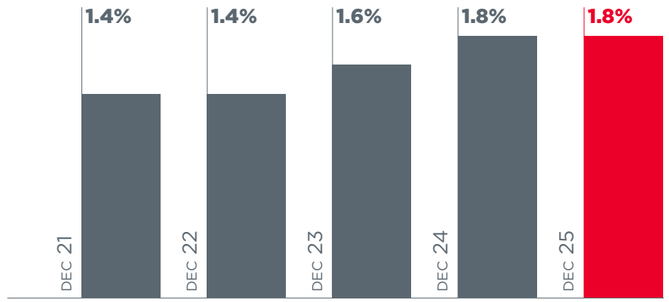
S3R



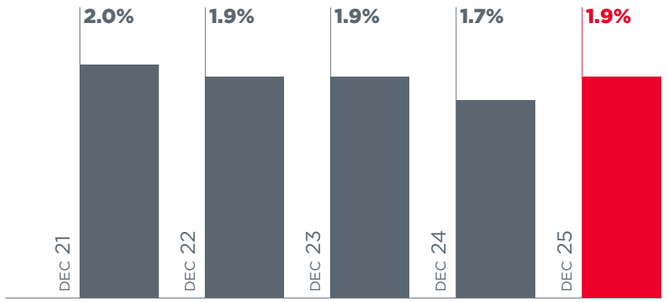
AS3R



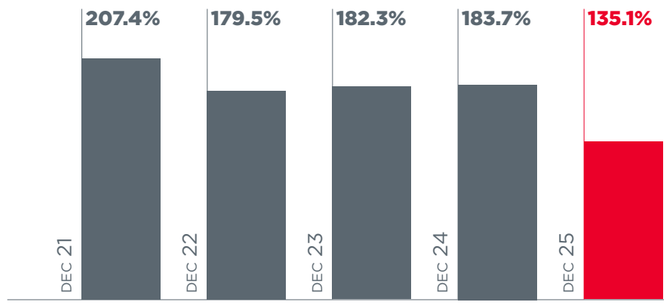
Cost of Risk



Reserves/Total Portfolio



Coverage



Credit risk exposure is MXN2,364 billion, MXN1,295 billion of which correspond to the loan portfolio, including deferred items, and **MXN1,070 billion to financial instruments and others.** The expected loss on Banorte's loan portfolio is **1.9% and the unexpected loss is 3.5%,** reflecting the institution's economic capital.

SOCIOENVIRONMENTAL RISK IN FINANCING

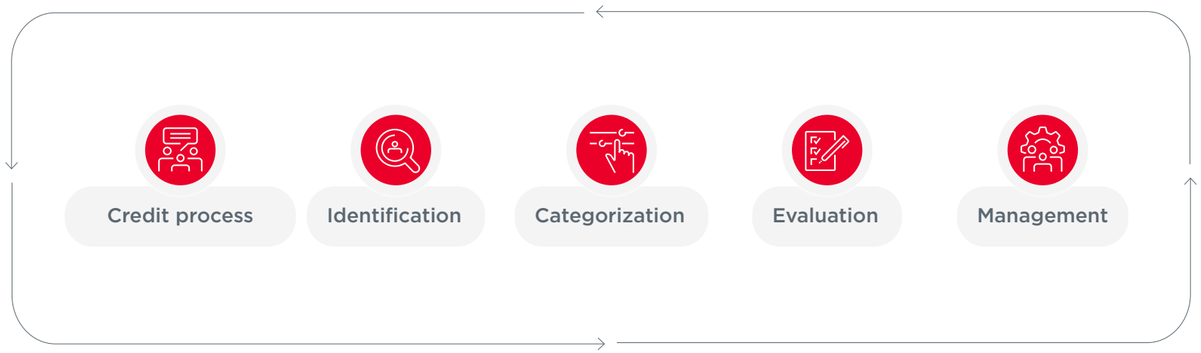
GRI 201-2, FS2, FS3, FS4, FS5, FS9, FS10, FS11
SASB FN-IB-410a.2, FN-IB-410a.3, FN-CB-410a.2

For GFNorte, environmental and social risks are crucial elements that must be taken into account in defining and executing our business strategy.

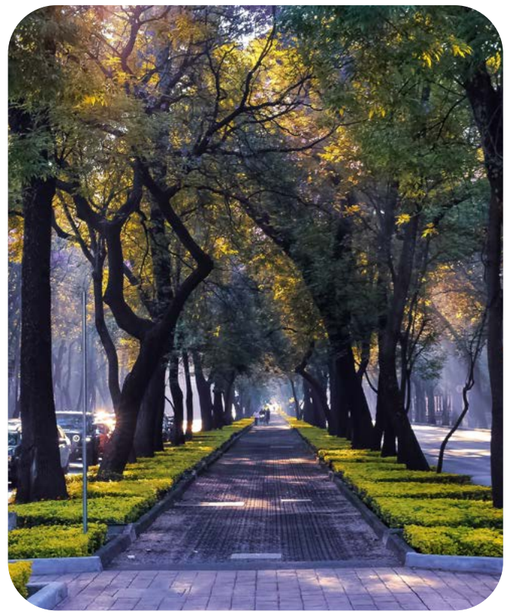
For this reason, within the bank's lending process, we have a SEMS, which helps us identify, categorize, evaluate and monitor the risks entailed in the financing we extend in corporate, business and infrastructure banking, based on the Equator Principles, the performance standards of the IFC, as well as local laws and institutional regulations.

SEMS is the responsibility of the SERA, which operates within the Adjunct Managing Department of Financial Planning, M&A, Investor Relations and ESG. This area is made up of specialists in the field and supported by our sustainability champions, which are representatives of credit areas that act as liaisons between the socio-environmental team and territorial areas to identify cases where financing entails significant risk.

Socioenvironmental risk analysis process



During the analysis process, we identify the potential risk of financing and apply our blacklist. We classify risks as category A (high risk), B (medium risk) and C (low risk), depending on the magnitude of the impact and its possibility for mitigation. We then decide which credits to evaluate depending on the use of the proceeds, size, and sector to which they belong, prioritizing investment projects, working capital and/or bridge loans in sensitive industries.[1]



The evaluation framework is determined by the size of the loan.

Evaluation frameworks

FRAMEWORK	EQUATOR PRINCIPLES	IFC PERFORMANCE STANDARDS	SEMS EVALUATION
LOAN SIZE	> USD 10mn	< USD 10mn and > USD 1mn	> USD 1mn

Finally, we manage projects by **providing consultancy to clients, conducting onsite visits, monitoring reputational issues and participating in credit committees**. Also, as part of our commitment to continuous improvement of the system, we are constantly fine-tuning our practices and processes.

1 Industrial sectors that have the potential to cause adverse environmental and social impacts in sensitive areas such as protected natural zones, indigenous communities, archaeological sites, among others. Some sectors considered sensitive in GFNorte include oil and gas, energy, agriculture, tourism, construction, forestry, and others.

2025 Results of the GFNorte Social and Environmental Risk Management System

IDENTIFICATION



WHOLESALE BANKING **26.56%**
PORTFOLIO ANALYZED



BUSINESS BANKING **43.88%**
PORTFOLIO ANALYZED



CORPORATE BANKING **36.03%**
PORTFOLIO ANALYZED

CATEGORIZATION



LOW	**42.88%**
MEDIUM	**56.07%**
HIGH	**1.05%**

42.9% of the loans we made were classified as low risk; meaning that the associated risk they pose is insignificant, minimal or can be mitigated.

EVALUATION

	CATEGORY A	CATEGORY B	CATEGORY C	TOTAL
EQUATOR PRINCIPLES	8	5	0	**13**
PERFORMANCE STANDARDS	1	1	0	**2**
SEMS EVALUATION	0	0	0	**0**

We evaluated 15 projects in the construction, infrastructure, and mining industries, which together represented MXN22.35 billion in financing.

We also analyzed **288 lower-impact loans** on the recommendations of the IFC Industry-Specific Environmental, Health and Safety Guidelines. The most representative of the industries where we shared best global practices were **construction, agribusiness, oil & gas, manufacturing and infrastructure.**

MANAGEMENT

In 2025, we completed nine visits to projects in the construction, tourism and energy industries in various parts of the country. We also monitored the reputational exposure of 88 projects, none of which were exposed to any particular controversy.

For stakeholder attention, write to: **sems@banorte.com**

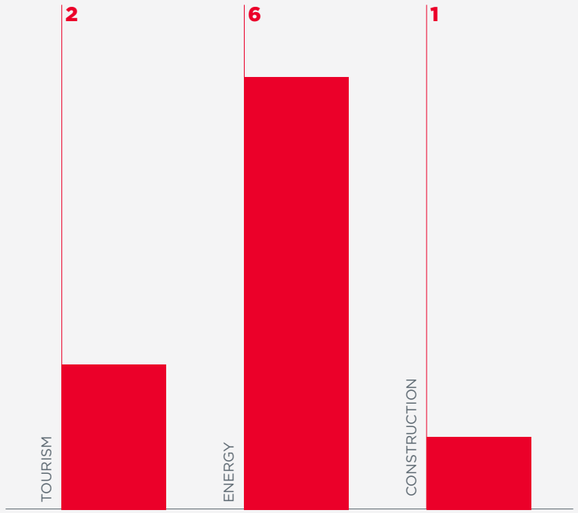
PROJECT VISITS 2025

Geographic location by industry

ENERGY CONSTRUCTION TOURISM



Number of projects by industry

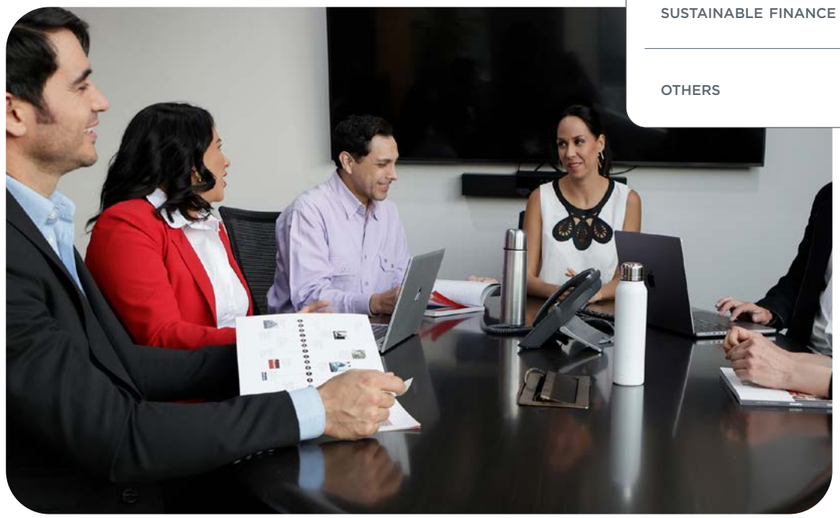


Training in socioenvironmental risk

In our Credit, Business, and Risk departments, training is a primary tool for instilling a risk management culture that considers socio-environmental, climate, and nature-related aspects. We are confident that awareness, skill development, and staying updated on the latest trends are essential to risk prevention and mitigation.

In 2025, our annual online training plan extended to 870 employees.

TOPIC	TARGET AUDIENCE	NUMBER OF EMPLOYEES	HOURS OF TRAINING
TRAINING			
ONBOARDING BUSINESS, CORPORATE AND CREDIT – SOCIOENVIRONMENTAL RISK	Business and Corporate Banking and Credit	785	392.5
SUSTAINABLE CONSTRUCTION CERTIFICATIONS	Sustainability, Real-estate and Tourism, Mortgages, UASPI	84	420
NATURE-RELATED RISKS AND OPPORTUNITIES (WORKSHOPS AND WORK DESKS)	Business, Risks, Sustainability, Fundación Banorte, Government Banking	266	947
AREA TRAINING			
CLIMATE CHANGE	Sustainability and Risks	7	220
NATURE AND BIODIVERSITY		16	327
SUSTAINABLE FINANCE		11	48
OTHERS		133	576.3



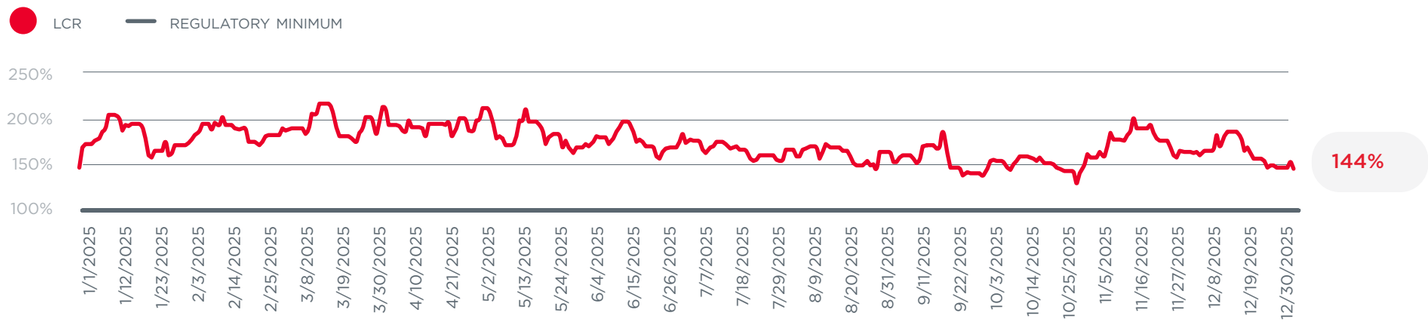
LIQUIDITY RISK

In order to proactively manage the institution's liquidity needs, we go by a series of indicators aligned with local regulations and best international practices. In the regulatory sphere, the main tracking metric is the LCR, as a short-term indicator, and the NSFR, as a long-term indicator.

Risk appetite, management and mitigants

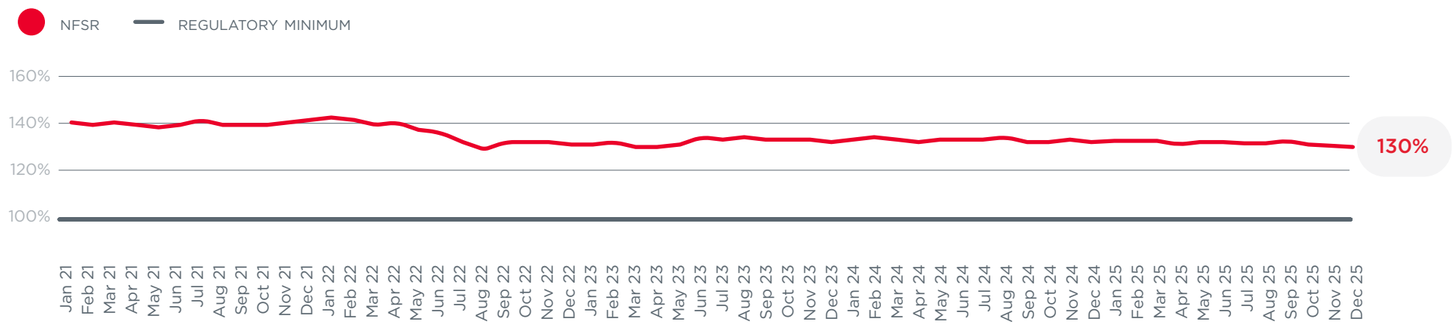
The desired LCR risk profile is based on the regulatory limit, plus an additional 5%.

Liquidity Coverage Rate



The desired NSFR risk profile is based on the regulatory limit, plus an additional 5%.

Net Stable Funding Rate



We also track internal indicators such as liquidity gaps and the adjusted LDR.

To define the desired risk profile of the LDR, indicators are established such that no more than 25% of the commercial assets on the balance sheet may be funded by the use of deposits in excess of the threshold, or by market issuance.

In 2025, we monitored our guidelines and specific thresholds of our desired risk for the following liquidity risk indicators: NSFR, adjusted LDR, and economic value of equity.

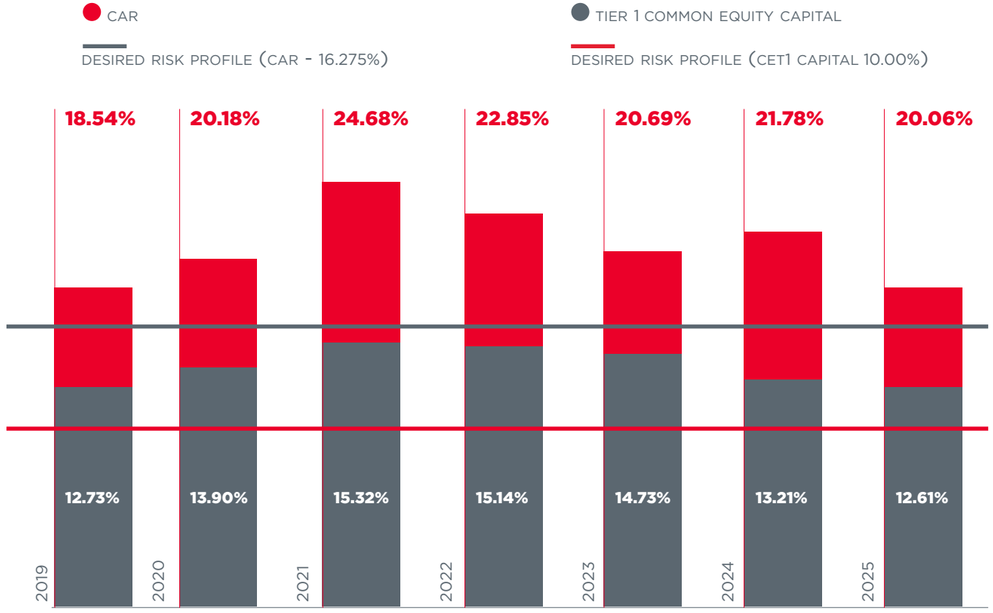
SOLVENCY RISK

In managing solvency risk, GFNorte not only prepares the capital calculations required under local regulation and international standards, but also makes a series of monthly projections to analyze possible discrepancies against the desired risk profile and market expectations. Budget estimates also include long-term solvency indicators. These short- and long-term projections guide senior management's actions on the efficient use of capital, including the dividend plan.

We are aligned with the best practices defined by the Basel Committee, so the new TLAC supplement is incorporated into current early alerts, internal limits and projections on the CAR, and considering the institution's current capital structure we do not expect any difficulties meeting this standard in the future.

Under the TLAC rule, starting in December 2022 banks must maintain a minimum CAR, which began rising in December 2022 and continues to rise each year until reaching full application in December 2025. **As a result, Banorte's minimum regulatory CAR went from 11.40% to 18.34%, in accordance with the current rule.**

CAR and Tier 1 Common Equity capital





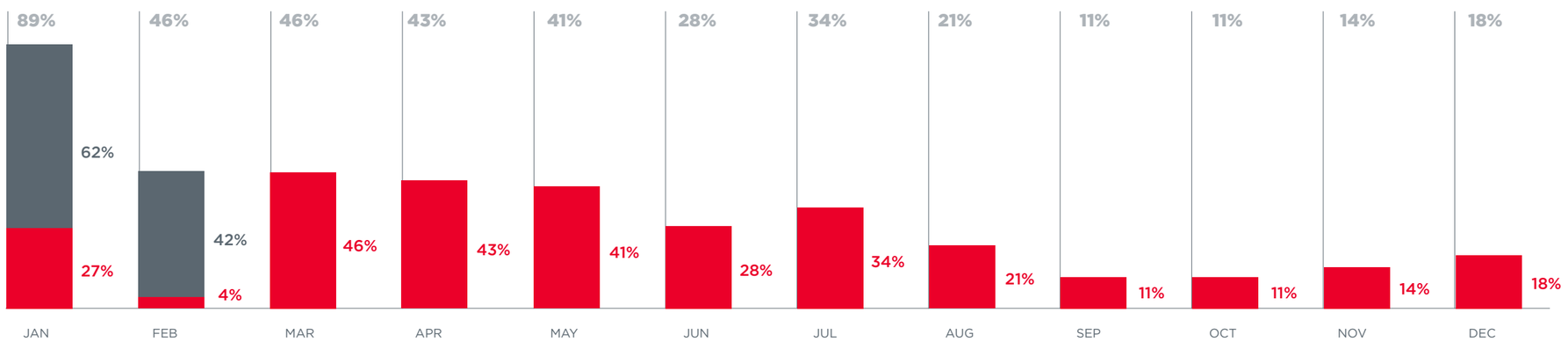
Risk appetite, management and mitigants

To determine the desired risk profile, we take as a starting point the minimum levels of each indicator for CAR and core capital. For Tier 1 capital, the hybrid limits for the issuance of subordinated debentures included in local regulations are taken as a basis. For the calculation of leverage management levels, we use the level of core capital corresponding to the risk profile of this indicator.

Additionally, we keep track of capital supplements approved by the RPC on absorption of losses from fluctuations in the bond and hedge markets that affect capital. In order to monitor this aspect under adverse conditions, we add the potential impact on instruments referred to as "held to maturity," whose valuation does not affect the institution's income statement or equity, to the capital consumption referred to in that supplement, in order to guarantee that capital levels are sufficient to absorb extreme losses if those instruments must be liquidated.

The definition of limit and management levels are based on maximization of limits and market shocks corresponding to each risk factor.

Capital buffer and consumption with and without FICPI



In 2025, we monitored our guidelines and the specific desired risk thresholds for the following solvency risk indicators: Total capital adequacy, Tier 1 Common Equity, Tier 1 Capital, and leverage according to Basel standards.

Regulatory and internal stress testing

Each year, GFNorte conducts a capital adequacy assessment under regulatory and internal scenarios to achieve optimal regulatory compliance and apply best industry practices, while keeping our promise to shareholders and investors to guarantee the institution's solvency and plan for annual dividends.

This exercise serves as the basis for planning and analysis of the bank's dividend capacity and the minimum capital levels necessary, which inform the desired risk profile and internal limits for these indicators.

CONTINGENCY PLANNING

Aware of the pace with which the business changes and the new emerging risks that could threaten our operation and continuity, GFNorte has contingency plans in place for events involving liquidity (liquidity funding plan) and solvency (solvency plan), as preventive measures for any emergency. These include:

- **Defining indicators and levels for early alerts to identify possible liquidity or solvency crises.**
- **Action plans for various levels of solvency or liquidity crises, including the areas responsible and the possible impact of those actions on the institution's indicators.**
- **Internal and external communication plans for maintaining the stability of the institution and the market.**

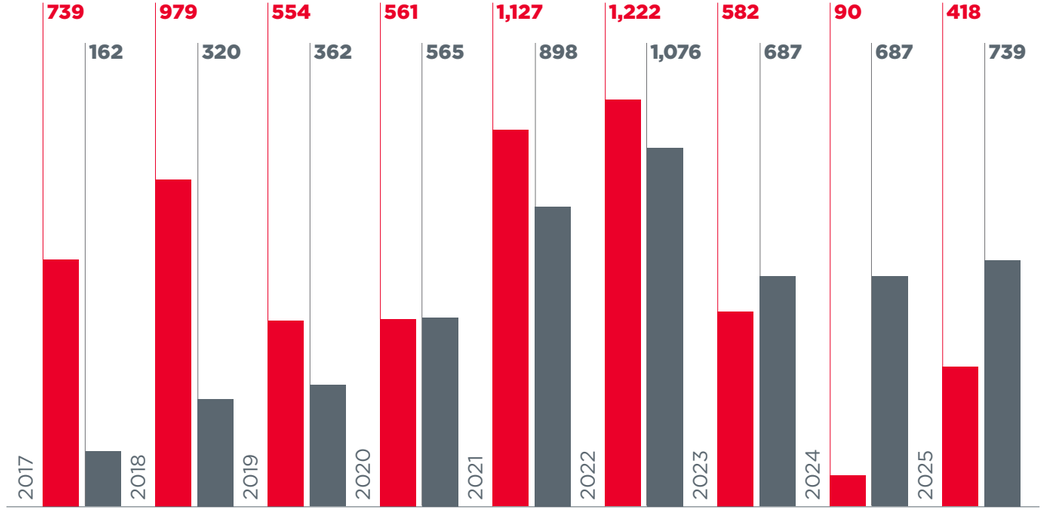
These plans are updated and presented annually to the Board of Directors and the authorities for their authorization and/or comments, so that they remain fully up to date for any new potential threats.

INTEREST-RATE RISK

Interest-rate risk in the balance sheet is tracked via a margin sensitivity exercise, for balances in both domestic and foreign currency.

Margin sensitivity is calculated on a monthly and weekly basis with current data, and on a monthly basis for short- and long-term projections based on budget and expected growth in the balance sheet.

Margin sensitivity of the balance sheet in domestic and foreign currency



Risk appetite, management and mitigants

To manage margin sensitivity, we apply two main strategies:

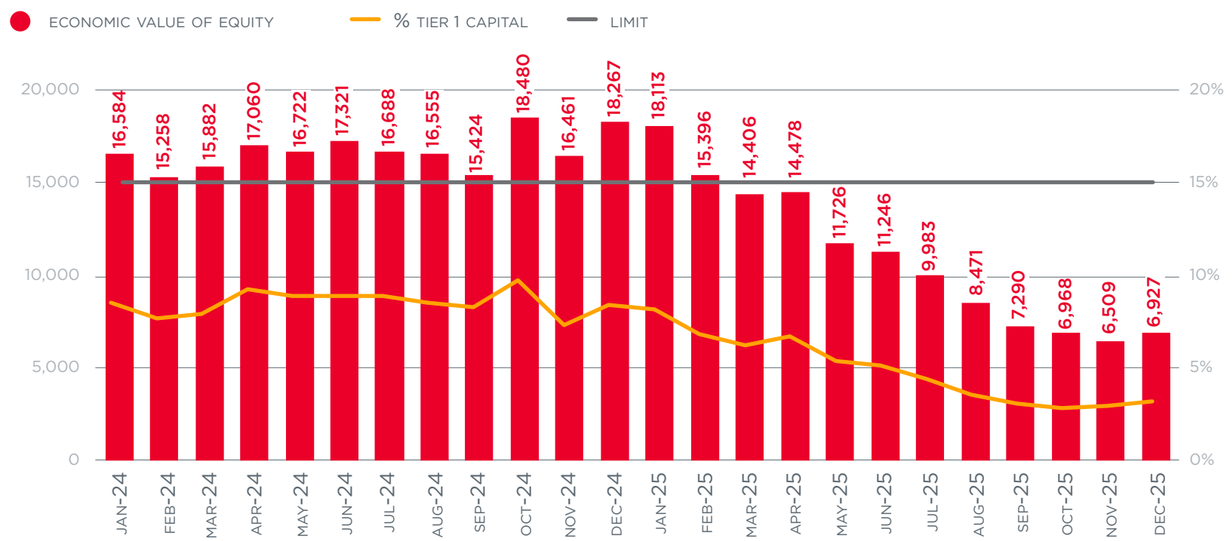
- **Taking out hedge instruments to cover the floating-rate loan portfolio.**
- **Using liquidity to acquire fixed-rate long-term bonds for domestic and foreign currencies.**

We have recently incorporated the EVE model to quantify the impact of changes in market rates on the long-term value of the balance sheet, including positions held to maturity that have no immediate book impact on equity. With this, we are preparing the institution for the eventual entry into force of new provisions on IRRBB, consistent with Basel IV, thus complying with new rules and standards on market risk management.

To define the desired EVE risk profile, we have adopted the minimum set by the Basel standards, which is 15% of Tier 1 capital.

In 2025 we monitored our guidelines and specific thresholds of our desired risk for the following interest-rate risk indicators: margin sensitivity in local currency and margin sensitivity in foreign currency.

Economic Value of Equity



FOREIGN-EXCHANGE RISK

Our institution tracks foreign-exchange risk by calculating indicators associated with the rules on admission of liabilities and investment in foreign currency, as well as the rules on foreign-exchange risk position for full-service banks.

These rules reflect the limits and requirements established by Banxico regarding banks' foreign-exchange positions.

Management and mitigation

We have a system of limits at the bank, trading desk and treasury level. Foreign-exchange positions for the trading desks and treasury are monitored in real time, which allows us to actively manage foreign-exchange risk for the various currencies handled by the bank, within the limits established by collegiate bodies.



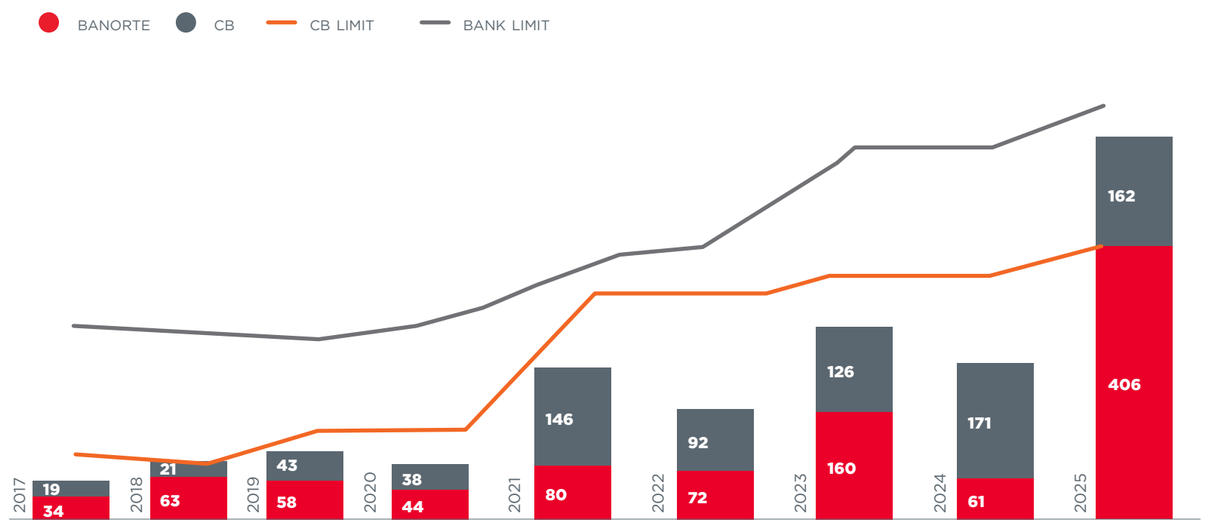
MARKET RISK

The possible volatility of our revenues due to changes in market conditions poses a risk to GFNorte, because it can influence the valuation of positions in lending or borrowing transactions or those that generate contingent liabilities, including interest rates, spreads, exchange rates, price indexes, etc.

Risk appetite, management and mitigants

GFNorte manages market risk according to a series of fundamental pillars. Some of the most important of these are the use of models and methodologies such as potential loss, commonly known as ES, backtesting, sensitivity analysis and stress testing. All of these are used to measure the risk of products and portfolios of instruments listed on the financial markets.

ES for Banorte and Casa de Bolsa



In 2025, we applied new market risk provisions based on the Basel Committee's FRTB, in keeping with new rules and standards for market risk management.

We also monitored our guidelines and specific thresholds of desired risk for the following market risk indicators: ES and capital/loss assessment under stress scenarios.

ES, also known as stressed VaR, is the potential loss once the VaR is exceeded and is calculated as the average of the losses that exceed it. The stressed loss/net capital metric determines potential adverse impacts caused by atypical market movements such as financial crises, health crises (COVID), etc. These are also known as "black swan" events.

The desired risk profile levels are set through a maximization exercise, which assumes that the trading desks increase the exposure in all their allowed financial instruments, so that their sensitivities are taken to the maximum allowed. With this we can calculate the potential loss under normal conditions through the ES metric and under stress conditions.

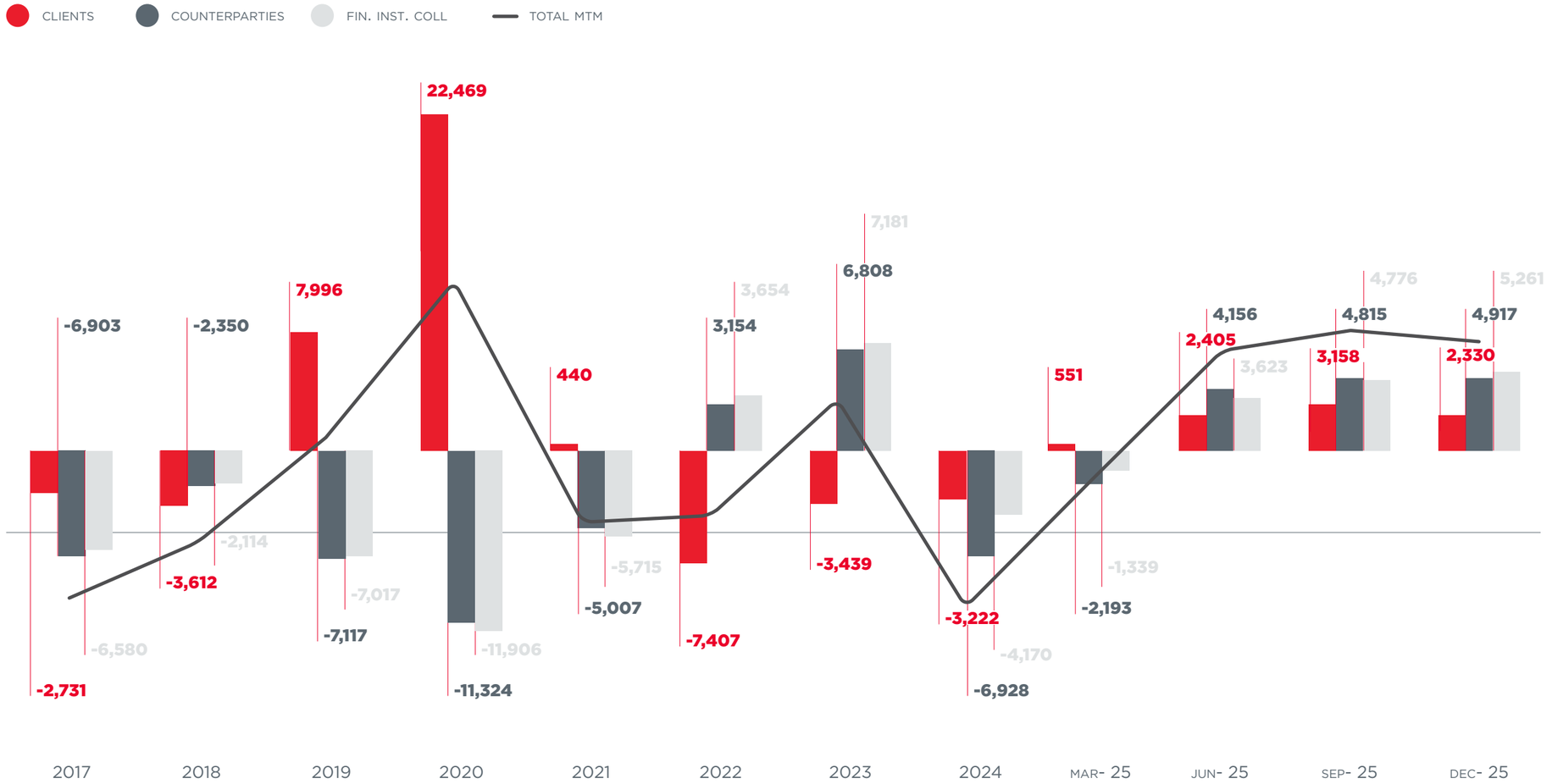
COUNTERPARTY /ISSUER RISK

GFNorte's aim in managing counterparty risk is to identify, measure, monitor, control and disclose the risk associated with potential default in financial market transactions, including close monitoring of its counterparties and clients in such transactions.

Counterparty risk is assessed using various indicators: market valuation, potential exposure, expected exposure, and others. Information on exposure and other key indicators is reported to the RPC, the CEO and the heads of the trading and treasury desks, on a daily, monthly and quarterly basis, in order to evaluate the potential risk to the institution in financial markets and to define or adjust prevention and mitigation strategies.

The following chart shows the trend in the market valuation of the client and counterparty portfolio, as well as the balance in collateral:

Market valuation of client and counterparty portfolio and balance of collateral



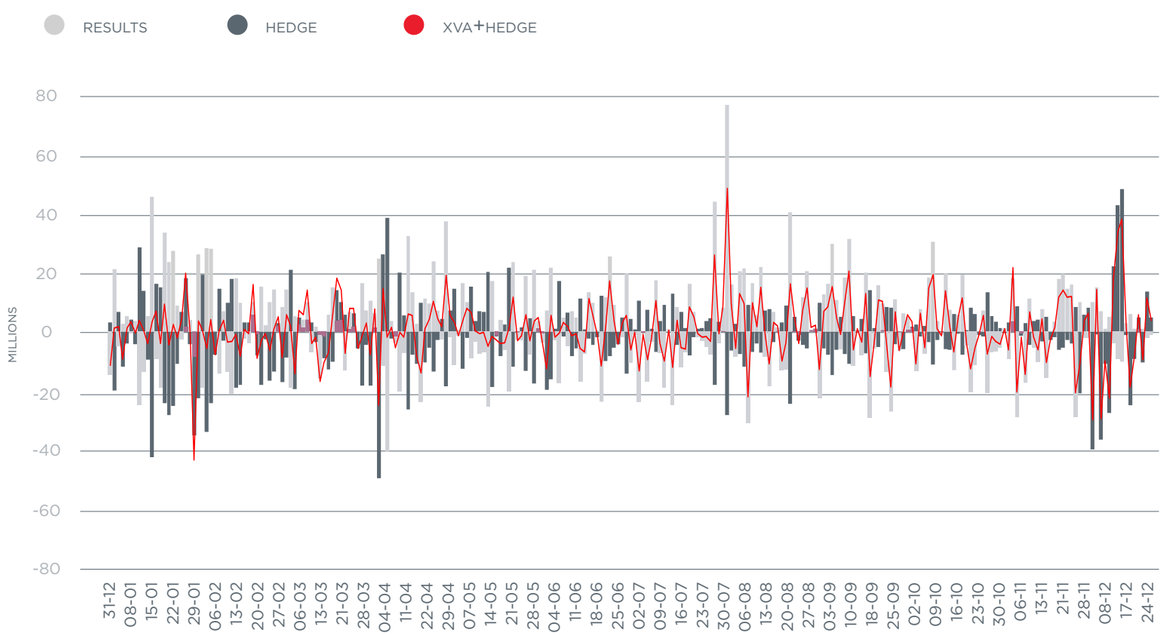
Management and mitigants

As part of our comprehensive management of counterparty risk, the Derivatives Committee evaluates and approves proposed transactions in derivative products with clients, primarily for hedging purposes. To complement the risk measurement, we support the treasury area in the management of the CVA and the FVA, including analysis of likelihood of default.

We have steadily improved our active management and efficiency of XVA hedging with additional tools, with risk management recognized as a priority for the XVA desks. We also monitor and track these hedges in various collegiate bodies, such as the Derivatives Committee and the RPC.

In 2025, we introduced the SA-CCR model for the calculation of capital requirements related to derivative counterparty risk, in line with Basel standards, thereby strengthening the measurement and management of this type of risk.

Daily change in XVA/Hedge



Impairment of financial instruments in issuer risk

In 2022, GFNorte adopted a methodology to determine expected credit losses.

This methodology is based on the issuer's rating, the characteristics of the financial instrument, and the accounting classification to which it belongs (FICPI or FIRS). Having established these characteristics, the exposure at the instrument level is estimated at amortized cost, and both the probability of default and loss severity are assigned in accordance with the issue's rating and the severity of the potential loss.

Expected credit loss for the FICPI and FIRS is calculated by combining the probability of default, the loss severity, and the exposure, depending on which of the following stages the instrument falls under:

STAGE 1:

Financial instruments with low credit risk. Credit risk has not increased significantly since their initial recognition up until the date of the financial statements.

STAGE 2:

Financial instruments with a significant increase in credit risk. These have shown a significant increase in credit risk from their initial recognition to the date of the financial statements

STAGE 3:

Financial instruments with high credit risk. These are assigned a credit impairment because one or more events have had a detrimental impact on the future cash flows of financial instruments.

The probability of default is obtained through a transition matrix that considers historical event scenarios, current conditions, and economic forecasts. This matrix is developed based on an analysis that includes a broad selection of institutions, for a more precise evaluation of risk.

For instruments issued by state-owned enterprises, a percentage impairment is assigned preventively based on amortized cost.

In line with best practices, a securities investment analysis working group was established to review the issues and issuers held in GFNorte's portfolios,. This enables preventive action prior to any detrimental credit event by an issuer or issue occurs that might affect these holdings.

OPERATIONAL RISK

We define operational risk as the potential loss from a deviation or failure in processes or personnel, or from internal system failures or external events. This is a latent risk in our day-to-day operations because it could compromise our ability to achieve institutional goals. This encompasses technological, cybersecurity, and legal risks crucial to operating in the financial industry.

Risk appetite, management and mitigants

In order to properly manage operational risk, it is essential to identify and fully analyze each of the operational risks across all processes. Currently, identified operational risks are recorded by the Compliance Office using the GRC tool, with the support of the process and management controllers. This framework enables the elimination or mitigation of the risks, by reducing their severity or frequency and, where appropriate, defining the corresponding risk appetite.

Besides operational risk management, the GRC platform integrates applications for internal control and information security to comprehensively manage these risks under a common taxonomy.

It supports risk mitigation efforts by optimizing and automating processes such as the evaluation of new products or services, follow-up on remediation plans, management of KRIs and responding to official requests. It thus provides relevant information for its effective and timely management, through scorecards and reports aimed at management and operational levels, and by ensuring the traceability of data and indicators.

As new ways of co-working and collaborative practices have emerged in recent years, so have new risks related to cybersecurity and the use of technological platforms. At GFNorte, preventing cyberattacks is a key priority. For more information, see **Cybersecurity**.

All GFNorte employees receive regular training on risk management issues, including operational risk, and make sure any risk or conflict of interest identified is reported to the process and management controller in each area. In 2025, we reinforced the content of our operational risk training course for new hires and call center staff, ensuring an adequate and timely understanding of the matter.

Throughout the year, KRIs were monitored using the new KRI module, and operational risks were identified using the Questionnaires module, both developed in the GRC platform.

We have documented 7,349 operational risks at the bank, 1.9% of which are in the process of mitigation, with an overall risk level of “medium,” according to our internal quantification methodology.

In 2025, we tracked 179 operational, technological and legal risk indicators.

These were designed with the support of the risk, information security and regulatory control areas, which are monitored on a regular basis and compared against pre-established risk thresholds. The bank's desired risk profile indicators include those corresponding to accumulated operating losses (12 months) and operating losses over NIM.

Pursuant to CNBV regulations, we promptly report the calculation of capital requirements for operational risk using the Business Indicator method. We also update and improve the automated tools used to prepare regulatory reports on operational risk.

At GFNorte, money laundering and terrorist financing risks, as well as compliance with the sanctions program, are among our main operational risks. To manage them, we maintain close coordination between the Regulatory Compliance, Legal, and Risk areas, which allows us to more closely monitor customer account transactions and quickly detect possible those that, due to their characteristics, could signal illicit activity.

The designation of some Mexican drug cartels as ITOs in early 2025 has raised the priority of this risk. Therefore, at GFNorte we are adapting to this new environment by making adjustments to our risk models.

We have regulatory compliance mechanisms and controls in place that allow us to fully comply with Mexico's robust and comprehensive regulations in this area. As this is a significant and constantly evolving risk, we continuously review our processes and invest in governance structures, human resources, training, and awareness.

We have also strengthened our Sanctions Program, which allows us not only to comply with local regulations, but also to go even further in monitoring and supervising our customers' operations.

CYBERSECURITY RISK

GFNorte's digital transformation is supported by the adoption of new information technologies, which in turn pose new operational and cyber-risks. Risks associated with technological transition can translate into availability failures that hinder services, potential regulatory consequences, and information security risks. These risks affect GFNorte's digital transformation strategy, including strategic partnerships in the industry and digital banking.

Risk appetite, management and mitigants

In 2025, the Operational Risk Committee (formerly the Integrity Committee) and the Cyber-Risk Subcommittee met regularly to monitor the central mitigation systems, plans, and programs with a preventive approach, most notably:

- **Data Security Management System (DSMS)**
- **Cybersecurity Risk Management program**
- **Information Security Master Plan (ASMP)**
- **Awareness-building and training for all employees**
- **Vulnerability Management Program (VPM)**
- **Cybersecurity hyper-platform for response to cyber-threats**

During the year, we tracked specific score-based cybersecurity risk guidelines, in keeping with the Institution's desired risk profile. We strengthened our cyber-risk heat maps by creating an annual Banorte Risk Profile report which considers internal sources of information derived from the operation, as well as external sources of reports from manufacturers and global trends, and government authorities, particularly in the financial industry. This report is among the inputs we use for budget projections and strengthening security programs, because it compares the level of mitigation from current programs with current threats.

This risk profile considers the main cyber-risks of our industry and prevalent across the globe, such as:

- **Attacks via ransomware**
- **Cloud infrastructure attacks**
- **Attack via GenAI**
- **Attack threats through supply chains**

These cyber-risks have not yet materialized at GFNorte, but they do occupy a preponderant place in the heat maps according to the risk profile, with levels of impact from the potential damages, but low probability of occurrence given the history, programs and existing controls.

These cyber-risks are managed based on structured strategies and programs, including treatment plans to address the situation until reaching acceptable levels for the organization.

Following up on the results of a specialized consultant's analysis, which endorsed and proposed updates to our cybersecurity KRIs and KPIs, we addressed 100% of the recommendations made by that firm, after approval by our RPC. This provides reasonable assurance that the analysis and mitigation of this type of risk remains within the accepted risk appetite for the institution, and at the same time that it meets best practice standards established in our internal methodologies (for example, the ISO 27005 and ISO 27004 standards on security indicator management).

This past year, with the prompt collaboration of various control areas, we earned various certifications:

- **NYCE personal data protection certification**
- **ISO/IEC 27001:2022**
- **PCI-DSS recertification for digital banking, the acquirer business, and the call center**

Furthermore, as part of our digitalization strategy, in 2025 we continued to strengthen the comprehensive and systematic management of cyber-risks at GFNorte, monitoring internal systems, plans, and programs.

We also continued moving forward with our cybersecurity program, focused on addressing key challenges such as automation, digitalization, increased maturity in cyber-threat management, and the distribution of processes to respond to cyber-risks. This model also allows us to incorporate advanced threat management capabilities in key areas such as cyber-fraud, servers, networks, authentication, and data.

REPUTATIONAL RISK

Reputational risk refers to the potential loss in the institution's activities caused by a worsening of stakeholders perceptions—both internal and external—regarding its solvency and viability. Although the CNBV classifies reputational risk as non-quantifiable, or as an intangible asset, we can manage it through various actions. Reputation is vital to GFNorte, because a strong corporate image fosters trust among our main stakeholders, and reinforces the security, strength, competitiveness, and value of the group's business.

Risk appetite, management and mitigants

In our efforts to properly manage this risk, at GFNorte we have 13 reputational risk indicators designed with the support of the risk, corporate communication and marketing areas, which are monitored on a regular basis and compared against pre-established risk thresholds. The NPS and the IREBA, which were within the desired ranges during the year, are the main indicators of our desired risk profile.

To mitigate this type of risk, we have predefined communication strategies that deal with potential events affecting the institution's reputation. We also have developed prevention strategies for all institutional behaviors that may negatively affect the interests of the different parties involved in the institution's solvency and viability.

At GFNorte, we practice and foster respect among our employees and towards our clients, investors, and other stakeholders.

Our commitment is to maintain high standards of business conduct with zero tolerance for any violation of ethical standards or codes of conduct. We are aware of the growing social and environmental expectations our stakeholders have placed in our institution; thus, we work daily to exceed them and fulfill our commitment to the community.

REGULATORY RISK

This risk is defined as the potential for losses arising from non-compliance with applicable legal and administrative provisions or from the inadequate management of their negative impact on business activities and operating results. It also encompasses potential losses from violation of policies, methodologies, models, procedures and standards that have regulatory implications for our institution, as well as the risks stemming from changes in economic or fiscal policy that may affect GFNorte's operations or assets.

Management and mitigants

At GFNorte, we have a general framework for managing regulatory risk in which we clearly define the areas responsible and the activities they must carry out for the prompt and efficient mitigation of risk.

In order to remain in compliance with current regulations, we have mechanisms for anticipating and mitigating the impact of any changes in them and make the necessary adjustments by the deadlines established in official publications.

Regulatory risk is managed and mitigated through internal control methods, such as:

- **Internal control structure and model, based on three lines of defense.**
- **Corporate governance with committees that support the Board and senior management.**
- **General comptrollership policies, establishing clear guidelines on standards and regulatory compliance.**
- **Review of compliance and regulatory indicators through risk and control matrixes.**
- **Methodology for preparing and publishing internal rules, including our risk and credit policies manual.**
- **CRMU**
- **Internal audit reviews to verify the efficacy of controls and compliance with regulatory provisions.**
- **Proactive management of information and asset diversification as complementary measures to reduce exposure to regulatory or economic risks.**

STRATEGIC RISK

Strategic risk refers to the potential losses arising from failures or deficiencies in decision-making, in the implementation of procedures and actions to apply the institution's business model and strategies, or from insufficient awareness of the risks faced in the course of its business activities, which may adversely affect the expected results of its strategic plan.

Management and mitigants

GFNorte's formal risk management takes the form of a governance framework of goals, plans, tasks and responsibilities in all areas that are directly or indirectly involved.

But because of the way strategic risk is interrelated with all the other risks, added to the difficulty in quantifying its impact, all key areas at GFNorte must play a part in its management.

Our strategic risk management focuses on disciplined execution and adaptability of our business plans. By understanding both current and potential strategic risks, we are able to assess the opportunities that promise the greatest long-term value for our stakeholders. This enables us to meet future needs, fulfill our short-, medium- and long-term goals and vision, and ensure GFNorte's relevance and currency in the environment in which we operate.

Our main mitigating factors are summarized as follows:

- **Solid corporate governance supported by a strategic plan with precise goals, continuous tracking, careful budgeting commitments to internal and external commitments.**
- **Rigorous planning and execution of mergers and acquisitions, joint ventures and strategic alliances, and best practices in project execution, asset quality and profitability, together with strategic management of equity and the balance sheet.**
- **Comprehensive controls for comprehensive risk identification and mitigation, including analysis of adverse scenarios, contingency planning and projection-based decisions.**
- **Senior management succession plans and programs to develop talent and strengthen the teams responsible for executing institutional strategy.**

BUSINESS RISK

This risk is defined as the potential loss or impact on the institution's profitability attributable to the inherent nature of the business and changes in the economic cycle or climate within which it operates, primarily in technological, regulatory and competitive aspects.

Management and mitigants

Business risks can pose a threat to the profitability of GFNorte's portfolio of services, our competitive position, and our business continuity. For that reason, we developed a management approach by which we can anticipate, assess and mitigate these risks promptly, ensuring GFNorte's adaptability, relevance, and staying power in the market. Some of the business risks that may negatively affect the institution are:

- **Uncertain economic, regulatory, and business environments.**
- **Changes in consumer preferences and habits.**
- **Increased supply of financial products and services by new competitors.**
- **Accelerated digital transformation in the banking industry.**
- **New channels for offering products and services.**
- **Vulnerabilities associated with technology providers.**

The following are some of the main mitigants:

- **Corporate governance aligned with the business vision, facilitating agile strategic decisions.**
- **A sustainable holistic vision.**
- **Analytics and data intelligence for optimizing processes, improving client experience and making evidence-based decisions.**
- **Priority on technological innovation and new financial products that meet changing market needs.**
- **Continuous monitoring and analysis of business trends and models in the market to identify emerging opportunities and threats.**
- **Diversified business portfolio to reduce exposure to specific risks and improve institutional resilience.**
- **Seizing opportunities for organic and inorganic growth and strategic alliances with other key players in the financial ecosystem.**
- **Bolstering relations with stakeholders to enhance the stability and sustainability of the business.**
- **Constant investment in the institution's technological and cybersecurity capacities to ensure secure, efficient operations.**

MODELING RISK

Modeling risk is defined as the potential materialization of loss or impact on financial results attributable to errors in models, incorrect interpretation or application of modeled results and/or use of low quality or unreliable data for the development and use of models.

Management and mitigants

GFNorte has a governance framework for models in strict compliance with the requirements of the authorities and best international practices. This framework governs the development, monitoring, independent validation, authorization, certification and management of internal models, including those used for portfolio rating, credit risks, balance sheet, market, operational and other risks. This framework has been extended to other non-regulated models that deal with the day-to-day management of the main risks and we are in the process of extending its scope to the recently developed models for climate risk management, which present additional challenges because of their complexity and long-term horizon.

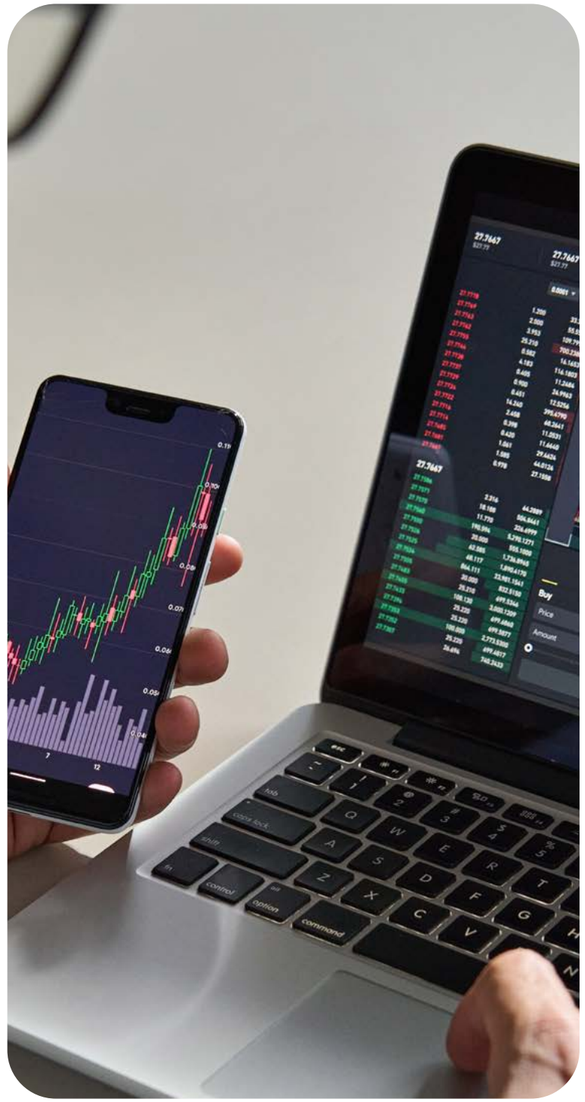
Modeling risk management involves controls, policies, documentation, and calibration, ensuring the quality, reliability, and traceability of models, while maintaining cutting-edge technological capacities. Models are fundamental to GFNorte's operations, as they allow us to:

- **Define measurement strategies and risk limits.**
- **Assess exposures and assign prices.**
- **Perform stress testing and scenario analysis.**
- **Determine capital requirements and adequacy.**

This is why the quality of the data that feeds the models, as well as the soundness of their methodologies, are critical to the reliability of the results and the effectiveness of the decisions derived from them.

We mitigate this risk in a number of ways:

- **Solid corporate governance, in which responsibility for authorizing models lies primarily with the RPC.**
- **Internal and external monitoring, reviews and audits to ensure that the models work correctly and generate reliable results.**
- **Independent validations to ensure an objective and rigorous review of models.**
- **Detailed documentation, including scope, assumptions, methodologies and updates, which facilitates the understanding and review by stakeholders.**
- **Stress testing and scenario analysis to evaluate model performance, especially in adverse economic environments.**
- **Continuous training of the models' users and administrators on the associated risks and best practices for their use.**
- **Solid data and model governance policies to ensure data quality, integrity, traceability and cybersecurity.**
- **Data and model backups on institutional servers or physical media.**
- **Use of multiple models for complex risks such as climate risk, to ensure comparable results and reduced uncertainty.**



Emerging risks

Emerging risks refer to the new risks that arise from economic, political, social, cultural, natural, and technological shifts. These risks can evolve swiftly and are marked by considerable uncertainty. Their full impact is difficult to anticipate in the short-term, and although their initial effects may seem limited, emerging risks can have significant repercussions in the long term, affecting operations, business models, and institutional strategies.

Early identification and proactive management are essential to preserving GFNorte's resilience and sustainability. **We are committed to promptly identifying, monitoring, and managing emerging risks** through business models, processes, and strategies that allow us to anticipate their effects and respond quickly.

We recognize that inadequate management of these risks could result in significant impacts for the Group over in the medium and long-term; therefore, their analysis is incorporated into our institutional risk management framework.

In 2025, we added tariff risk as an emerging risk derived from recent changes in U.S. trade policy.

EPIDEMIOLOGICAL RISK

This risk is defined as the probability that illness or adverse health conditions within a given population will escalate into an epidemic or pandemic, potentially affecting the institution, financing, health, and community. It is assessed through various epidemiological indicators that can be analyzed to develop preparedness and response plans.

Management and mitigants

Management of epidemiological risk is included GFNorte's BCP, which includes an annual program of exercises, drills and effectivity tests of our recovery strategies. With this we can guarantee a solid framework with stress scenarios for our action protocols.

In managing epidemiological risk, our intent is to protect the health and safety of our employees, guarantee continuous operation and minimize the negative effects that a public health crisis might have on our business performance.

We mitigate this risk through:

- **Robust corporate governance, with specific responsibilities assigned to committees and areas.**
- **BCP covering health emergencies, with its respective crisis management team.**
- **Comprehensive health system, focused on prevention, care and monitoring of health conditions within the institution.**
- **Tracking of epidemiological risk indicators.**
- **Effective communication of relevant information to stakeholders.**
- **Adaptation of technological and work schemes, including flexible hours and work-from-home systems.**
- **Work space adaptations, selection, acquisition and prompt distribution of material and equipment to guarantee safe operations.**
- **Timely identification and containment of portfolio impairment due to possible effects of epidemiological risk on our clients.**

NEW TECHNOLOGY RISK

New technology risk is defined as the potential loss or impact on profitability attributable to the inherent characteristics of an institution's implementation, use and adaptation of new technologies in its processes, services, products and operations.

Management and mitigants

GFNorte has a risk management framework based on international standards such as ISO 27005, to address the risk associated with the adoption of new technologies in a structured manner.

This framework is based on the institutional risk profile, taking into account GFNorte's operational and strategic context.

We follow a systematic process of risk identification, analysis, assessment, and treatment, with the goal of reducing exposure to acceptable levels, in accordance with the risk appetite defined by the organization.

To stay at the forefront of our industry and ensure the roll-out of new products, services and channels, we are continually introducing and strengthening technological tools like AI, machine learning, big data, chatbots, cloud storage, and others.

We recognize, however, that the use of new technologies implies identifying and mitigating potential risks such as:

- **Cyber-attacks that exploit software vulnerabilities of new technologies, causing the unavailability of critical services.**
- **Attacks through social engineering that target the weakest link, which is the human factor, causing possible economic fraud.**
- **Crimes against intellectual property and threats to data privacy resulting from attacks on use, adaptation and possible lack of knowledge of new technologies.**
- **Overdependence on services and products from third parties (technology providers), where a lack of visibility or control for GFNorte could result in economic losses for the company.**

This risk is mitigated in the following ways:

- **Infrastructure and information management protocols aligned with best practices (ISO 27001, PCI-DSS) on the collection, storage and use of sensitive information.**
- **Constant monitoring of malicious activity worldwide to learn about new attack patterns on new technologies.**
- **Continuous employee training to close potential gaps related to skills and knowledge about new information technologies.**
- **Strengthening and continuously updating security models and protocols, ensuring regulatory compliance and protection of employees, clients and the Group's entire technological infrastructure.**
- **Program of monitoring KRIs to track the effectiveness of risk mitigants.**

DISINFORMATION RISK

Disinformation risk is the possible materialization of a loss or impact on results attributable to a loss of trust in the market, among clients or employees of the institution, or the cessation or disruption of GFNorte's operations directly caused by disinformation, defined as false, misleading or erroneous information which, intentionally or unintentionally, could stir up uncertainty or doubt among individuals or institutions.

Management and mitigants

Amid the growing presence of threats caused by misinformation around the world, and the rise in attacks or events aimed at financial institutions, GFNorte took steps to proactively identify, assess and mitigate this risk.

We have a comprehensive management framework based on our institutional risk profile, taking into account GFNorte's operational and strategic context. We carry out a systematic process of risk identification, analysis, assessment, and treatment to reduce exposure to acceptable levels, in line with the risk appetite defined by the organization.

Disinformation risk poses a real and current threat to our reputation, operation, profitability and solvency. That is why prompt management of the risk is key to safeguarding our survival and relevance in the market.

We conducted a detailed analysis to assess the operational, reputational, and strategic impact that this risk could have on the institution if it were to materialize. We also defined and assigned clear responsibilities to the relevant areas and established coordination and response mechanisms to effectively manage and mitigate the risk.

This risk is mitigated through:

- **Implementation of training programs across all organizational levels, beginning with senior management, to foster a culture of prevention and response to disinformation.**
- **Strengthening official communication channels with stakeholders, ensuring that critical information such as documentation and methodologies is disseminated exclusively through verified and authorized media.**
- **Technological tools for the early detection of disinformation events on the internet, social media, and other channels, enabling a swift and coordinated response.**
- **Development of specific guidelines for managing reputational incidents arising from disinformation that, by their nature, involve interaction with the media.**
- **Establishment of internal communication channels between key areas (monitoring, technical, communication, and crisis management) to ensure unified and consistent strategic responses.**

- **Design of multi-channel communication programs aimed at strengthening and preserving GFNorte's image and brand both internally and externally.**
- **Investment in cybersecurity and identity theft detection solutions, with particular attention to emerging threats facilitated by technologies such as GenAI.**
- **Continuous monitoring of metrics to evaluate the effectiveness of the controls implemented and adjust mitigation strategies as necessary.**

TARIFF RISK

Tariff risk arises when there are changes in tariff schedules, such as tariff increases, elimination of trade preferences, or new regulations that impact the cost of importing/exporting goods. These changes may be the result of political decisions, trade negotiations, or international conflicts.

Management and mitigants

The global macroeconomic environment is becoming increasingly complex and evolving quickly, particularly due to changes in U.S. public policy on international trade, which have had global repercussions throughout the year.

Given the importance of the bilateral relationship with the United States and its impact on our interests, customers, and economic performance of the country as a whole, we consider it essential to monitor the possible effects that these policies may have on our results, particularly given their influence on the payment capacity of our clients with foreign trade operations.

We have two specialized areas that continuously monitor the foreign trade flows of our exporting and importing customers, as well as the environment in which they operate: the Adjunct Managing Department of Economic Analysis and the Executive Department of Foreign Trade and International Business.

Furthermore, the relationship banking areas of the Business and Corporate segments, in coordination with the Credit and Foreign Trade areas, have strengthened communication and proximity with customers, prioritizing support in the event of possible risk scenarios.

To mitigate this risk, we developed the following mechanisms:

- **We maintain ongoing communication and monitoring of clients most exposed to tariff shocks to identify their expectations and needs, and thus proactively define customized financing solutions and programs.**
- **We have a specialized information platform on imports and exports, which allows us to validate and monitor our clients' foreign trade activity.**
- **We monitor and analyze changes in the tariff policies of the United States, Mexico, and other countries, assessing their potential implications for our clients and operations.**
- **Credit committees conduct a timely review of the risk associated with clients' foreign trade activities, in order to make informed and timely decisions.**
- **We participate in senior management forums with the Risk, Credit, and Business areas to analyze the impact of these factors on the institution's performance, evaluate sensitivity scenarios, and define strategies and action plans.**
- **Our methodology adopts a dual quantitative and qualitative approach that allows us to identify the industries and customers most exposed to tariff shocks, including stress tests based on their payment capacity.**
- **We adjust risk appetite based on developments and expectations related to foreign trade.**

STRATEGY

- 4-5-6 Strategic Plan
- Sustainability as a strategic pillar
- Sustainable leadership in action
- Value creation model
- ESG Ratings

AA
MSCI

3.6/5
FTSE Russell

67/100
S&P Global CSA

SDG
1, 2, 4, 5, 7, 8, 9, 10, 12, 13, 15, 16, 17

WE FOCUS ON

Creating value through our strategy



It's inspiring to be part of a team that knows exactly where it is going and how it wants to get there.



555k

555k

4-5-6 Strategic Plan

LET'S MAKE THE ORDINARY EXTRAORDINARY

In 2024, we began execution of 4, 5, 6 Strategic Plan: *Let's make the ordinary extraordinary*, through which we continue more than a decade of cultural, technological and operational transformation.

***"Let's make the ordinary extraordinary"* symbolizes our goal of making the extraordinary the norm for our customers, and of recognizing that each contribution made every day by our employees, however ordinary it may seem, is essential to creating unique, high value experiences.**

With this strategic vision for 2024–2026, we are fully leveraging the organizational capabilities we have built and focusing on three pillars:

4

BE THE BEST EXPERIENCE IN THE MARKET

We make hyper personalization the key differentiator to deliver a unique, high value experience in every interaction. This allows us to maximize customer value and strengthen their long-term connection and relationship with the Group.

5

BE THE BEST PERSONALIZED OFFER IN THE MARKET

We will generate hyper-value by strengthening our offering across all products and channels. This will be framed within a continuous focus on selective risk taking to maintain the desired risk profile and ensure sustainable profitability, along with efficient management of funding costs.

6

BE THE BEST BUSINESS OPERATION IN THE MARKET

We continuously improve our processes, both internal and customer-financing, to optimize and enhance the efficiency of operations across all subsidiaries, ensuring the delivery of products and services how and where the customer wants them.

This plan represents a return to our essence as a financial institution, strengthened by a solid technological infrastructure, continuous innovation and exceptional talent empowered by our cell-based working culture. This culture sets us apart and allows us to transform needs into increasingly competitive processes, products, and services.

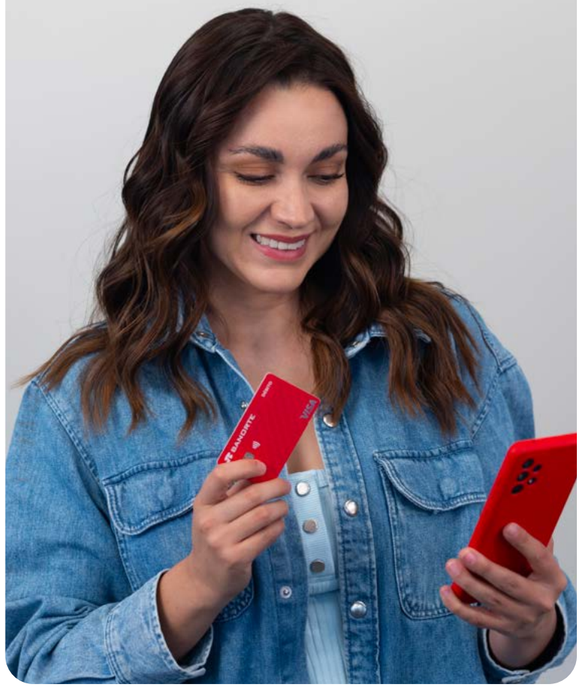
2025: CONTINUING TO BUILD ON OUR DIGITAL STRATEGY

In 2025, we redesigned our digital strategy by integrating the lessons and tools developed from the three digitalization initiatives launched in 2020–2021 and formalized in the former “Plan 1, 2, 3.”

The aim was to leverage the synergies, scale and technological strength of the Group to more effectively serve the young and digitally native segments, where a clear growth opportunity exists. Based on this premise, we remain focused on:

- **Continuing to invest in all technologies that will allow us to compete in the future.**
- **Integrating into Banorte the lessons learned from Bineo and completing the sale of that entity,** in progress subject to regulatory approvals.
- **Integrating the Rappicard (Tarjetas del Futuro) business into Banorte.** With the formal acquisition of the remaining 44.28% of the joint venture with Rappi and the entry into force of the long-term exclusive commercial agreement for the distribution of Banorte products within the Rappi ecosystem, the Group will focus on accelerating the profitability of the business by transitioning toward a multi-product offering aimed at young, digital first customers. In addition to the new products to be launched through this channel, our hyper-personalization capabilities will be a key driver of value creation, allowing us to maximize CLV and deliver high-value experiences to customers within this ecosystem.

In birief, in 2025 we took decisive steps in within our 4, 5, 6 Plan to fortify our digital strategy, strengthening our competitiveness and leadership in the human-digital world. This consolidation builds on years of work by various teams of specialists, and is reflected in a renewed vision for our digitalization efforts. With these results, 2025 became a strategic milestone: shaping a more solid digital model, a more agile operation and extraordinary experiences for our customers.



Sustainability as a strategic pillar

ESG STRATEGY

Sustainability is incorporated in every aspect of our strategic decisions and its implementation is supported by robust governance.

In the environmental sphere, we adopted commitments such as emissions reduction in line with the SBTi, climate-risk management, nature-related risk management, and the disclosure of this management in accordance with international standards.

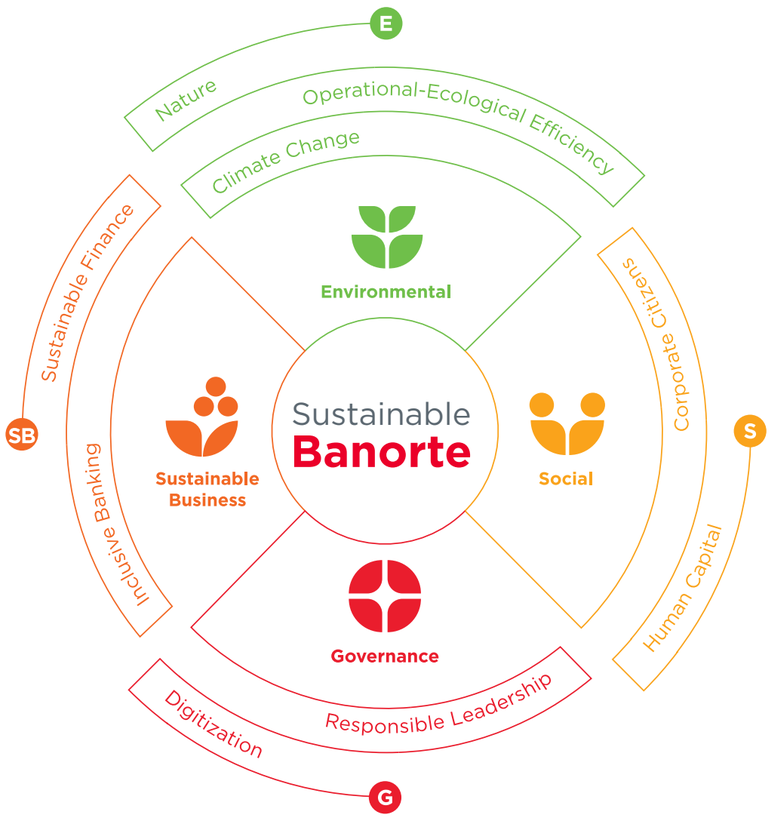
In the social sphere, we support education and financial inclusion, foster a diverse culture, and help communities, strengthening our ties with our various stakeholders.

In corporate governance, we maintain high standards of ethics, transparency, and information security, backed by international certifications and robust control mechanisms.

This vision positions us as a key player in the transition to a more just, resilient, and low-carbon economy, reaffirming our commitment to Mexico's sustainable development.

ESG PRIORITIES

Our sustainability model



ENVIRONMENTAL

- Mitigate the environmental impact of our operations through efficient resource use.
- Continue measuring the carbon footprint of our operations, as well as the credit portfolio and other assets.
- Pursue a strategy of decarbonization in our own operations and businesses.

SOCIAL

- Track various programs through our Diversity and Inclusion Subcommittee to improve the quality of life for our employees.
- Strengthen our internal capabilities to expand the reach of the education and financial health program for our clients, employees and the community.
- Strengthen our contribution to financial inclusion and financial literacy.
- Contribute to the development of Mexican families through Fundación Banorte, so that they can sustainably maintain an appropriate standard of living.

GOVERNANCE

- We have a series of principles and standards that allow for the proper functioning of our governing bodies, complemented by a strong risk management and efficient decision-making. We continued our system of working through cells, which execute various projects aligned with the ESG strategy.
- Work for continuous improvement to identify areas of opportunity in the disclosure of useful information for our various stakeholders.
- Expand the scope of ESG governance to the Group's various subsidiaries.

SUSTAINABLE BUSINESS

- Over the past 12 years, we have made it a priority to incorporate social and environmental factors into the risk assessment of the wholesale portfolio.
- Develop and strengthen sustainable products like the *Autoestrene Verde, Mujer PyME* and Green Mortgages, along with other products that keep us current with market trends and reinforce our commitment to sustainability.
- Identify opportunities for assisting clients through sustainable finance and insurance solutions that support their own sustainability strategies.

Sustainable leadership in action

BANORTE STADIUM

We are transforming Banorte Stadium into an icon of sustainability and technology ahead of the 2026 World Cup.

This project is yet another example of Banorte's involvement as a driving force behind green infrastructure and responsible development.

INFRASTRUCTURE AND URBAN ENVIRONMENT ACTIONS

- Renovation of the Huipulco pedestrian bridge
- Installation of a bicycle parking facility
- Improvements to CETRAM and public transportation
- "Juega limpio, Paseo limpio"(Fair Play, Clean Walk) Urban project to improve the stadium's surroundings and ensure accessibility and basic services

ENVIRONMENTAL PRACTICES IMPLEMENTED

- **Use of solar energy:** installation of solar panels to reduce electricity consumption
- **Rainwater collection and reuse:** for irrigation and sanitation
- **Ecological materials:** use of low environmental impact supplies in the remodeling
- **Emissions reduction:** through energy efficiency and sustainable mobility



MEXICO CITY GRAND PRIX

Since 2024, Banorte has been the first hospitality company to generate actions that reinforce social commitment and environmental responsibility.

The strategy for this event was based on three pillars: **well-being, net zero, and circularity.**

SUSTAINABLE ACTIONS

- Donation of surplus food to the AMA Food Bank, in partnership with Fundación Banorte, with the following results:
  - 158 kilos of prepared food
  - 105 families benefited
  - 1.5 kilos of food delivered per family
- Distribution of 2,000 aluminum cups to guests of the Prestige Club and Commentary Booth, delivered on race day for reuse
- Participation in Escudería #MéxicoGP Banorte with actions such as:
  - Dry urinals
  - Hydration points in the blue zone and green zone
  - Accessible areas
  - Volunteer program
- Use of reusable materials so that they can be used in other events, such as: tarps, vinyl signage, and volumetric displays

This sponsorship reinforces Banorte's positioning as a brand that is there for its customers and committed to sports, innovation, and sustainable practices.





NESTLÉ EXPANSIÓN 2025 ESG SUMMIT

Banorte was the lead sponsor of the 2025 ESG Summit organized by Grupo Expansión. This event brought together business leaders, authorities, and experts.

KEY POINTS OF SPONSORSHIP AND PARTICIPATION

- **Sponsorship goal:** to position Banorte as a leader in responsible finance and a catalyst for sustainable investment.
- **Topics addressed:** climate change, climate justice, carbon footprint reduction, water and waste management, human rights, and community relations.
- **Expected impact:** to strengthen sustainable finance and promote international best practices among its business customers.



MEXICO FOR CLIMATE: ACTION WEEK

Banorte was the lead sponsor of this international meeting that positions Mexico as **a key player in the global environmental agenda and brings forth real solutions** to address the climate crisis.

KEY AIMS OF SPONSORSHIP AND PARTICIPATION

- **Promoting real solutions:** bringing together banks with global leaders, companies, academe, civil society, indigenous communities, and government authorities to exchange experiences and propose innovative solutions with global impact.
- **Weaving a network of collaboration:** fostering a multisectoral ecosystem for climate action in Mexico.
- **Democratizing climate action:** inviting the whole of society, not just experts, to debate and take action on climate change.



WOMEN ECONOMIC FORUM

Banorte sponsors the Women Economic Forum Mexico as part of its comprehensive sustainability strategy.

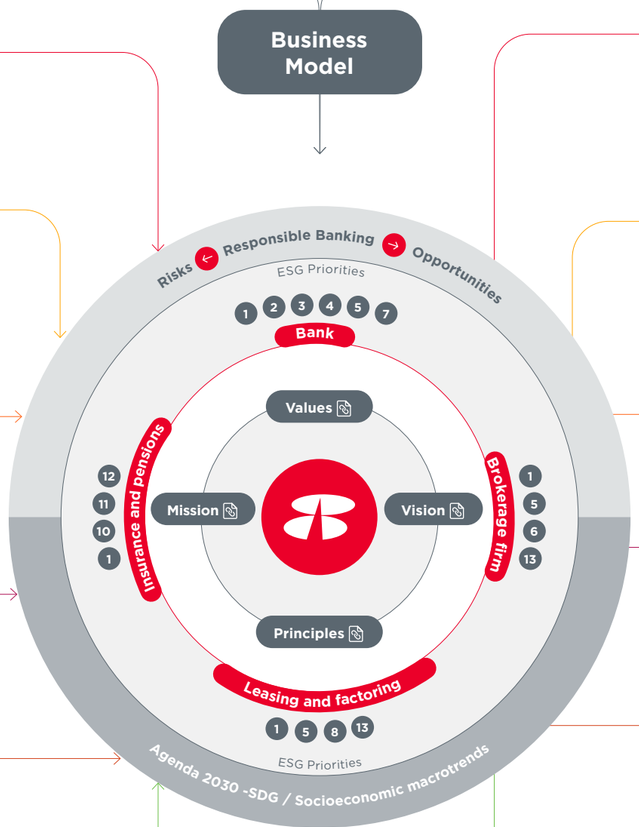
Through this sponsorship, we seek to promote the economic and social empowerment of women in Mexico and Latin America.

KEY POINTS OF SPONSORSHIP AND PARTICIPATION

- **Financial inclusion as an engine of development:** we recognize that the financial inclusion of women drives the country's economic growth, strengthens domestic demand, and reduces poverty.
- **Promoting female entrepreneurship:** we have initiatives such as the "Mujer PyME Banorte" program, a financial solution to support the growth of women-led businesses. By sponsoring the Women Economic Forum, we connect with a key audience of female entrepreneurs and business leaders.
- **Innovation and sustainability:** Our participation reflects our commitment to remain at the forefront of discussions on sustainability and innovation, strengthening our position as a company committed to important social causes.

Value creation model

INPUTS	FINANCIAL RISKS	KPIs
Financial › Interest, fees and commissions › Market-related income › Return on investments › Other operating income	› Macroeconomic changes › Changes in regulatory/legal frameworks › Market competitiveness › Changes in the digital environment › Climate and natural disaster risks	› Income **MXN161.26 billion** › Loan portfolio – credit stages 1 and 2 **MXN1.27 trillion** › Deposit portfolio **102.20%** › ROE **22.80%**
Technology & Infrastructure › Physical and digital channels › Technological platforms › Relationship with vendors › Proprietary systems and developments › Vulnerability testing	› Physical infrastructure risks › Cybersecurity and vulnerabilities › Failures in technological systems › Outsourcing risks (technology providers) › Technological obsolescence › Dependency on technological services	› Information Security Certifications **ISO 27001:2022, PCI DSS** › CAPEX investment • Technology **MXN4.90 billion** • Other **MXN2.47 billion** • Intrusion tests **34 internal and 47 external** › Service channels • Physical: **1,216 branches, 45,260 banking correspondents, 12,168 ATMs** • Digital: **245,894 PST, Banorte Móvil, Internet, Call Center**
Manufacturing & Intellectual › Deposit and loan products › Operating and intermediation products › Service models › Attention and satisfaction monitoring systems › Differentiated value propositions › Customer intelligence › Customer intelligence generated in operations	› Information theft › Misuse of information by employees › Operational risk in processing › Failures or deficiencies in products/services › Disruptive trends › Changes in regulatory/legal frameworks	› Clients by subsidiary • # Bank **13,444,635** • # Factoring **199** • # Leasing **887** • # Warehousing **91 active and 64 operating** • # Pensions **228,765** • # Insurance **8,256,137** › # Distributors Operadora **11** › Client satisfaction monitoring system **NPS**
Human › Workforce and allocated time; team optimization › Training and skill-building › Wellness and safety measures	› Low talent availability › Workplace health and safety › Capability retention and development › DEI efforts › Labor conflicts › Security and environmental risks	› Total workforce **31,376** › Training investment **MXN235 million** › DEI initiatives ***Mes de la mujer, ¡Mujeres en acción!, Mujer-on, Coaching de liderazgo femenino, Sesiones virtuales de DEI, ¡Ella sabe del 8M!, ¡Hacks para tu CV!, Sesión de engagement, Capacitación de espacios seguros*** › Wellness initiatives ***Cuídate, Dormir bien, Caminando juntos, Campaña de comunicación de medicina preventiva, Programa de cultura Teatro-IMSS, Piloto de identificación de riesgos en sucursales***
Social › Inclusive products and channels › Social contribution › Partnerships and collaboration with the business sector	› Gaps in access to financial products › Financial inclusion challenges › Socioeconomic, inequality and demographic factors › Reputational risks › Changes in social expectations › Changes in regulatory frameworks	› Deposit products ***Apoyos Banorte, Banorte fácil, Enlace digital, Suma menores, Mujer Banorte*** › # Number of participants in volunteering activities **906** › Iniciativas de educación financiera › ***Talleres especializados, Salvando mi lana con Banorte Móvil, Semana Nacional de Educación Financiera, Talleres de finanzas familiares*** › Funds mobilized by Fundación Banorte **MXN172 billion**
Environmental › Green products and services › Environmental and social risk models › Sustainable Construction, Tourism and Project Finance protocols › Environmental governance structure › Energy efficiency and resource management	› Impacts and dependencies on natural ecosystems › Environmental and social risks	› Environmental products ***Autoestrene verde*** › Sustainable portfolio (Commercial and Corporate Banking) **MXN22.37 billion**



OUTCOMES	IMPACTS	SDG	S
› Net interest income **MXN146.58 billion** › Tax payments **MXN21.77 billion** › Dividends **MXN47.80 billion** › Average share price change **6.00%**	› Distribution of economic value generated	8 9	1 4 2 9
› # credit cards placed through digital channels **192,520** › Share of credit cards placed through digital channels over total **21.5%** › Share of digital sales over total **32%** › # digital-channel transactions **956 million** › # digital-channel transactions **8.76 billion** › Customer satisfaction indicator for digital channels (NPS change) • Call Center **+1** • Banorte Movil **–1** • Online Banking **0** • Maya **+2** • DBB **0** › # incidents related to client information **0**	› Accessibility › Impactful personalized solutions › Reduction of technological vulnerabilities and cyberattacks › Improvement in the digital customer experience	9	2 3 5
› Overall NPS for GFNorte **82** › Brand value **MXN47.19 billion** Brand Finance Banking 500 2025	› Protection of client data and trust › Evolution of service models › Wellbeing of people: customers	1 9 2 10 4 16 8	1 5 2 8 3 9 4
› Talent intake (# of persons) **5,814** › Annual training hours per employee **35** › Turnover rate **17.3%** › eNPS **78** › Share of women in middle and senior management over total **13.6%**	› Job opportunities and professional development › Wellbeing of people: employees	4 5 8 16	3 5 8
› # of deposit product accounts **2,197,004** › Growth in remittance payment operations **14.5%** › # of SME credit clients **35,128** › # of people reached through financial education initiatives **15,739** › # of people directly benefited by Fundación Banorte **40,856** › # of people indirectly benefited by Fundación Banorte **86,367**	› Financial inclusion: access and use › Wellbeing of people: communities	5 10 17	7 8 9
› Energy consumption intensity **16.59 GJ/employee** **8.86 GJ/MXNmn net income** › Emissions intensity for Scopes 1 and 2 (market-based) **1.85 GJ/employee** **0.98 GJ/MXNmn net income** › Financed emissions (portfolio) (Scope 3) **9,277,553 tCO_2e** › Share of portfolio value with measured emissions **61%**	› Contribution to the energy transition and the decarbonization of the economy › Opportunities related to nature	7 12 13 15	1 7 2 8 5 9

BUSINESSES

Bank
Provides of savings and credit products that meet customers' professional and/or personal needs. Develops of complementary services in accordance with the needs of various customer segments.

Brokerage firm
Offers a portfolio of products in which customers can invest their capital, with differentiated returns. Includes the administration of mutual funds, investment offerings, the management of investments in the fixed and/or variable income market, and the execution of foreign exchange transactions; also facilitates companies' issuance of debt or equity. Innovates with solutions that promote participation, such as Be Trading.

Leasing and factoring
Facilitates the conveyance of fixed assets under leasing schemes, with long-term financing (e.g., transportation equipment, vehicles, technological equipment, etc.). Facilitates payment to suppliers and/or financing of accounts payable through factoring schemes. Enables the obtaining of financial returns derived from investments made by the institution.

Insurance and pensions
Facilitates the protection of individuals' assets, including physical property and health, and support for families in the event of incidents.

For companies, it also functions as a guarantee in the event of incidents related to operations and/or the context (e.g., climate-related damage).

OUTPUTS

1. Portfolio in custody
2. Total portfolio
3. Loans
4. Combined ratio
5. Non-performing loan rate
6. Coverage ratio
7. Loss ratio
8. Revenues
9. Net interest income
10. Net premium income
11. Market position
12. ROE
13. SIEFORE

SDG

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17

STAKEHOLDERS

1. Investors
2. Customers
3. Employees
4. Industry authorities and organizations
5. Suppliers
6. Media
7. CSOs
8. Community
9. Government agencies

ESG Ratings

GFNorte ESG scores assigned by rating agencies

RATING AGENCY	2025	SUSTAINABILITY INDEXES
S&P GLOBAL - CSA[1]	67/100	Dow Jones Sustainability Index MILA S&P/BMV Total Mexico ESG
MSCI[1]	AA	+150 sustainability, ESG, responsible investment or thematic indexes
FTSE RUSSELL[2]	3.6/5	FTSE4Good Emerging Index
SUSTAINABLE FITCH[1]	60/100	"-"

ESG performance evaluation by data providers

DATA PROVIDER	2025
CDP[1]	Climate: C Forests: C Water security: C
BLOOMBERG[1,3]	59.6
REFINITIV[1]	A-



1 Ratings issued in 2025 based on information as of close of 2024.
2 Ratings issued in 2025 based on information as of close of 2023.
3 Bloomberg evaluates only ESG data transparency.

COMMITMENT TO SUSTAINABLE FINANCE

- Responsible banking approach
- Portfolio Impact Analysis
- Commitment to Human Rights
- Main Products and Services with ESG Criteria by Subsidiary
- Responsible investment
- Seguros Banorte

MXN13,343mn

was the outstanding balance of the portfolio financed with proceeds from our first labeled bond

76%

of internally managed AUM underwent ESG analysis

SDG
1, 3, 4, 5, 7, 8, 9, 10, 12, 13

GRI
FS5, FS7, FS8, FS10, FS11

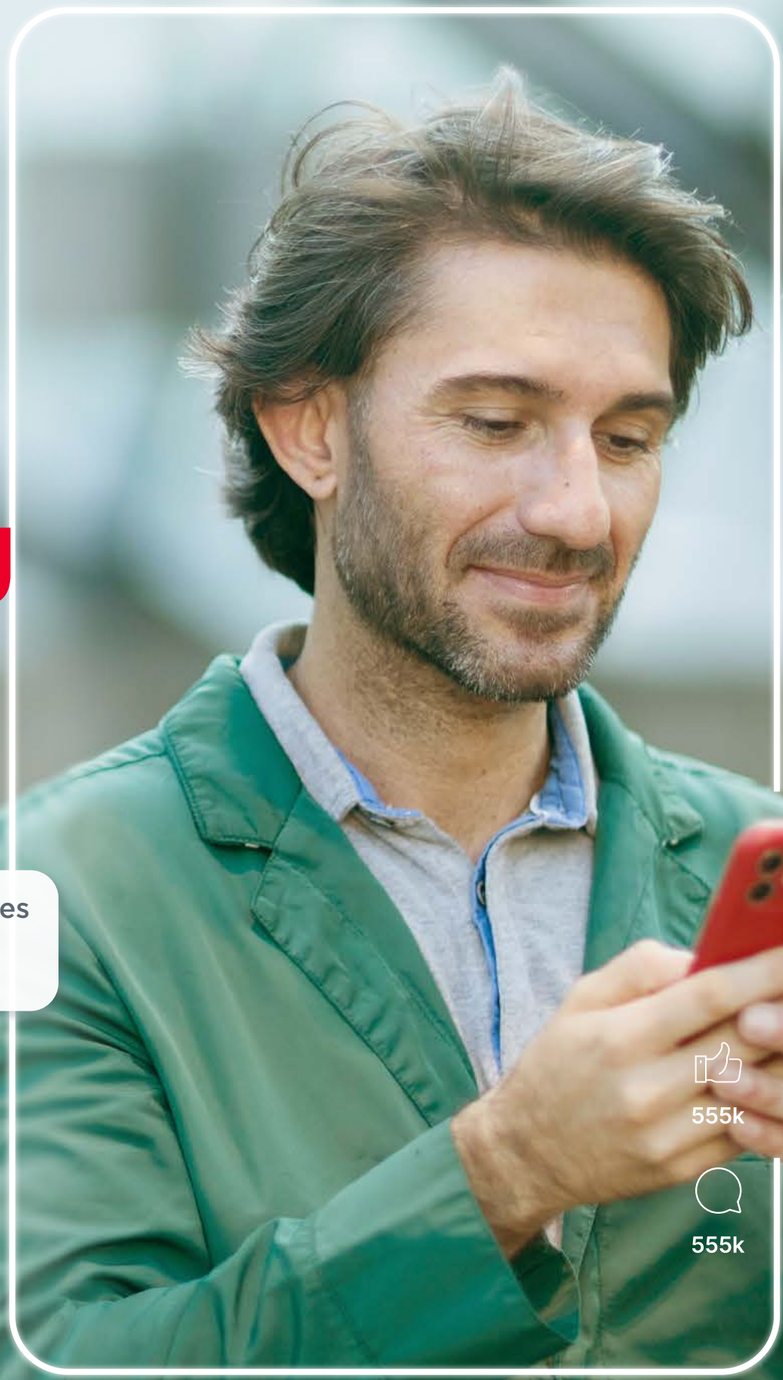
SASB
FN-AC-270a.3, FN-AC-330a.1, FN-AC-410a.1, FN-AC-410a.2, FN-AC-410a.3, FN-AC-510a.1, FN-AC-510a.2, FN-IN-270a.4, FN-IN-410a.2, FN-IN-410b.1, FN-IN-410b.2, FN-IN-410c.1, FN-IN-450a.3

WE FOCUS ON

Generating positive impact



Being part of a sustainable bank makes me feel that what I do today can change tomorrow.



Responsible banking approach

GFNorte is firmly committed to its role as a responsible bank. We incorporate ESG criteria into our wide array of products and services.

Our aim is not only to meet our customers' needs but also to prevent and mitigate environmental and social risk and contribute actively and positively to the SDG and to global well-being.

This approach considers the comprehensive impact of our activities and relationships with different stakeholders, including our role as an employer, customer, and key player in the community. By incorporating ESG criteria we work for consistency between our internal and external performance, ensuring that every decision reflects our values and commitments.

Our support for various international initiatives on responsible business conduct, including those specific to the financial and banking industry, reflects this commitment. For more information, see Our **Associations and Commitments**.



Portfolio Impact Analysis

GRI FS8



In 2025, we conducted our **sixth impact analysis exercise using the third version of the Portfolio Impact Analysis Tool for Banks,** a tool developed by UNEP FI to help banks meet the requirements of Principle 2 on PRB Impact Analysis and Target Setting.

The tool applies a holistic impact methodology to identify, **understand, and manage the most significant positive and negative impact areas of the bank on a wide spectrum of environmental,** social, and economic issues. It considers the context of the regions in which the bank operates and lays the foundation for developing strategies, establishing action plans, and setting objectives.

To apply the Portfolio Impact Analysis Tool for Banks to GFNorte's operations, we studied the composition of the corporate and business banking portfolios at the end of the year, which accounted for 43.6% of Banorte's total portfolio.

43.6%
of the total portfolio is analyzed for the application of the Portfolio Impact Analysis Tool for Banks

CORPORATE BANKING · BUSINESS BANKING

REPRESENTATIVE INDUSTRIES

- Real estate services
- Financial services
- Manufacturing
- Retail
- Hotels and restaurants
- Real estate services

AREAS OF POSITIVE IMPACT

- Availability, accessibility, affordability, and quality of resources and services
- Climate
- Circularity
- Biodiversity and ecosystems
- Solid institutions, peace and stability
- Availability, accessibility, affordability, and quality of resources and services
- Livelihood
- Safety and health
- Healthy economies
- Circularity

AREAS OF NEGATIVE IMPACT

- Circularity
- Biodiversity and ecosystems
- Availability, accessibility, affordability, and quality of resources and services
- Climate
- Personal safety
- Safety and health
- Livelihood
- Circularity
- Biodiversity and ecosystems
- Climate

Priority impact areas at the country level, by sustainable development pillar

SOCIAL

- The safety, dignity, and rights of people (conflicts, natural disasters, child labor)
- Availability, accessibility, affordability, and quality of resources and services (water, food, housing, mobility)
- Equality and justice (age and/or gender discrimination)

SOCIOECONOMIC

- Strong institutions, peace and stability (rule of law)
- Infrastructures
- Socioeconomic convergence

ENVIRONMENTAL

- Climate stability
- Biodiversity and healthy ecosystems (water and life)
- Circularity (use of resources, waste)

Using the Portfolio Impact Analysis Tool for Banks, we were able to identify the predominant areas of impact for the bank based on the breakdown of financing to each of the industries in our portfolio and in relation to the priority areas determined for Mexico.

Among the positive impacts we found were those related to the availability, accessibility, affordability, and quality of resources and services, as well as livelihood, safety and health, and strengthening healthy economies. Negative impacts were found in terms of safety and health, circularity, climate, biodiversity, and ecosystems.

In 2026, GFNorte will continue this effort by setting goals for mitigating negative impacts and enhancing positive impacts, involving our business areas through projects defined in the work groups that the Department of Sustainability has created for this purpose.

For more information, see our **Responsible Banking Principles report**.



Commitment to Human Rights

At GFNorte, we value and respect human rights, and we assume our responsibility to identify, evaluate, prevent and mitigate any adverse impact that our activities may have.

This commitment reflects our firm conviction that we must promote and preserve the well-being of every member of society in which we operate, and of our value chain.

To this end, we participate in various international programs to incorporate these principles into the management of processes and activities, including our business relationships and strategic decision-making. **We reaffirm this commitment by incorporating human rights across all aspects of our operations, products, and services,** guided by national and international standards in order address them comprehensively.



Aligned with the Universal Declaration of Human Rights and using the United Nations Guiding Principles on Business and Human Rights as a reference, we are committed to addressing these issues holistically. We meet the requirements established in the IFC performance standards, the guidelines of other development banks, and the social safeguards defined in Mexico's Sustainable Taxonomy. **This commitment is reflected in the incorporation of these principles into our products and services.**

OUR POSITION ON HUMAN RIGHTS



WITH OUR EMPLOYEES

GFNorte encourages integrity in the work environment, creating favorable, inclusive and discrimination-free work spaces. Our goal is to guarantee a safe and dignified environment for all our employees.

We have a **Human Rights Policy**, a Diversity, Equality and Inclusion Subcommittee, and a reporting channel, **EthicsPoint,** to ensure an ethical and transparent working environment.



WITH OUR CUSTOMERS

GFNorte is actively committed to listening to the opinions and expectations of its customers regarding the quality of our banking services. We focus on two key dimensions of human rights: our personal dealings with customers, and the types of products we offer, guided by the principle of financial inclusion. Our aim is to guarantee access to useful, accessible products, adapted to the needs of various customer segments. We incorporate these principles into our lending criteria and investment activities.

Through SEMS, we provide ongoing advice to our customers in order to prevent our projects from negatively impacting stakeholders. This system promotes regulatory compliance and best practices in key areas such as:

- Reputational risk monitoring
- Social impact assessments
- Public consultation and free, prior and informed consent
- Grievance mechanisms



WITH OUR SUPPLIERS

All suppliers of goods or services to the Group, at the time they are engaged, must submit a statement acknowledging that they are familiar with and will abide by the UN Global Compact during the life of their agreement. We also require that they abide by all current laws, regulations and international standards on respect for human dignity, fair labor conditions, responsible environmental practices and integrity culture.

Suppliers are required to prevent any type of risk pertaining to forced labor, discrimination, restricted freedom of association, occupational health and safety, gender equity, and corruption and bribery, in keeping with best international practices.



WITH THE COMMUNITY

We hold respect for and promotion of human rights as fundamental to building a more just and inclusive society. This past year, we strengthened our community actions with a focus on financial inclusion, economic education, and sustainable development, prioritizing equitable access to our services for vulnerable groups.

Through strategic alliances, circular-focused activations, and banking programs, we reaffirmed our commitment to creating social value, protecting people's dignity, and contributing to the well-being of communities.

HUMAN RIGHTS DUE DILIGENCE

Our **Policy on Human Rights** establishes the regulatory framework and guidelines that must be respected at all times by our employees, customers, suppliers, communities and other stakeholders.

In 2025, we worked with our internal areas to update this policy, considering risks relating to climate change, biodiversity and the rights of indigenous community, and ruling out any activities involving risks of this kind. This effort was in response to our investors' expectations and the requirements of international benchmarks, with a clear vision of what must be done as we look toward 2026.

Our operations undergo human rights impact assessments as part of a due diligence process based on the OECD Guidelines for Responsible Business Conduct. GFNorte's human rights due diligent process is divided into at least four stages:

- **Identification of adverse risks**
- **Assessment of negative impacts**
- **Monitoring of implementation and results**
- **Remediation plan**

These enable us to prevent, mitigate, and remedy negative human rights impacts, ensuring transparency at each stage and promoting the active participation of stakeholders, under a continuous improvement approach.

Dialogue and grievance mechanisms

GFNorte offers communication channels for all its stakeholders:

- **Employees: intranet, helpline, surveys, reporting system**
- **Customers: branches, Banorte Móvil, social media, specialized unit**
- **Investors: reports, meetings, email**
- **Suppliers: telephone, mail, bidding, focus sessions**
- **Communities: telephone, mail, social media, meetings**

Due diligence process

Since 2012, GFNorte has applied a system called the SEMS, operated by the Socio-Environmental Risk Area, in turn part of the Sustainability Department. This system allows us to:

- Identify social and environmental risks and impacts in financed projects.
- Categorize risks in accordance with the Equator Principles.
- Assess legal and regulatory compliance, including permits, licenses, and specialized studies.
- Manage socio-environmental performance in the financing cycle, with site visits, ongoing advice, and reputational monitoring.

Vision toward 2026

GFNorte will continue to strengthening its human rights due diligence process, incorporating impact indicators into the ESG strategy and building a bank that is synonymous with inclusion, sustainability and respect for human dignity.

RESPONSIBLE BUSINESS CONDUCT AT GFNORTE

1

We incorporate responsible business conduct into GFNorte policies and management systems

- Through our mission, vision, and values, as well as guidelines on employee conduct and relations with customers, suppliers, community, and other stakeholders established by:
  - → Code of Conduct
  - → Sustainability Committee
  - → Environmental Policy
  - → Social Policy
  - → Socio-Environmental Risk Policy
  - → Responsible Investment Policy
  - → Natural Capital Policy
  - → Psychosocial Risk Policy

2

We identify and evaluate negative impacts on operations, supply chains, and business relationships

- By efficiently managing our EthicsPoint reporting channel.
- Through constant communication with customers, investors, and other stakeholders through various communication channels to obtain feedback and identify areas of opportunity in our different activities.
- Through internal and external audits.
- Through a clause in all supplier agreements in which they declare awareness of and adherence to the ten principles of the United Nations Global Compact.

3

We cease, prevent, or mitigate negative impacts

- Reports are received by members of the ACPC, directors of Internal Audit and Control, and an administrator, who act in accordance with internal labor regulations, the Code of Conduct, and other internal provisions. Investigations are conducted through transaction and image analysis, interviews, and work environment surveys.
- Through identification of risks and areas for improvement in ESG through a Sustainability Score based on the selection of material indicators corresponding to each of the ESG pillars.
- Through the SEMS, by which we manage social risks in financing, by imposing conditions, and recommendations and close tracking, including measures for mitigation and continuous improvement.

4

We monitor implementation and results

- Through reports on the status of grievances, presented semi-annually to the ACPC, which monitors the implementation of different initiatives to monitor risks.
- Through results of the Sustainability Score, which are presented each year to the RPC for monitoring.
- Through monthly monitoring of the reputational exposure of projects evaluated under the Equator Principles and classified in the high and medium-risk categories, part of the management phase of SEMS. The findings are reported to the Operational Risk department.

5

We report on how impacts are addressed

- Through our Integrated Annual Report, we publicly report on our management, including the detection of violations or non-compliance related to human rights.
- Through constant communication with our stakeholders, we encourage feedback and identify areas of opportunity through various channels.

6

We remediate or collaborate in remedying the impact when appropriate

- Through regulatory compliance, we prevent and reduce the occurrence of human rights impacts, avoiding any significant cases in our organization.



Main products and services with ESG criteria by subsidiary

GRI FS7, FS8

As a responsible bank, through our various subsidiaries, we offer products and services with positive social and environmental impacts.

CONSUMER BANKING

MXN10.83 billion
to our portfolio by the end of 2025

Autoestrene verde

In 2022, GFNorte began offering a loan product called Autoestrene Verde, **especially for the purchase of hybrid and electric vehicles.** In 2025, we strengthened this product by partnering with the carmaker BYD, becoming its lead supplier of loans to car buyers. **With this, we continue to promote clean mobility solutions** that support emission mitigation, reinforcing our commitment to sustainability and to the transition toward a low-carbon economy.

By the end of 2025, we had placed 29,241 loans of this type, adding **MXN10.83 billion to our portfolio.**

Green mortgages

Hipoteca Verde, introduced in 2024, is a solution GFNorte designed to finance housing that is built with higher environmental standards. In Mexico, the supply of certified housing is still limited, which has posed a challenge for the placement of this product.

To address the needs of commercial partners and real estate developers that build and market housing with high standards of energy efficiency and sustainability, **we worked on redesigning a product that promotes the adoption of eco-technologies and helps reduce the environmental impact of homes,** while also generating economic savings for Mexican families.

CORPORATE AND COMMERCIAL BANKING

Sustainable Portfolio

At GFNorte, we work to ensure that our loan portfolio includes an increasing number of projects that promote the country's economic prosperity and people's well-being, while preserving nature.

By the end of 2025, through SEMS, we had identified **46 clients with sustainable** activities in Corporate Banking and Commercial Banking, with an outstanding **balance of MXN22.37 billion.** Of this amount, **MXN3.85 billion were placed with wind and solar energy clients,** who contribute to our climate portfolio as a pathway to achieving a low-carbon economy.

The financing we provided went for projects that include producing energy from renewable and clean sources; sustainable construction; drinking-water distribution; waste-water treatment; manufacturing; clean transportation; and waste management and remediation services.

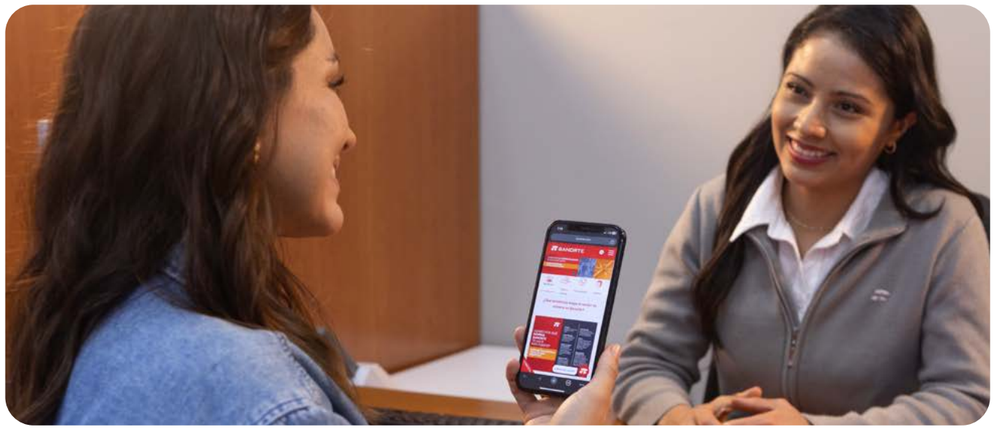
SYNDICATED LOANS

In 2025, Banorte added strength to its portfolio by placing sustainability-linked syndicated loans in the wholesale banking segment.

To structure these loans, customers set short and/or medium-term goals related to material ESG metrics in their industry. The extent to which they have met these goals is validated by an independent third-party and is subject to special financial conditions established by the banks involved in these transactions, as stipulated in the contracts.

We completed five syndicated loans during the year, our share of which amounted to MXN4.51 billion, funding projects that support decarbonization and drive the transition toward a more sustainable, responsible financial market.

At Banorte, we reiterate our commitment to sustainability and our intention of continuing to extend financing that has long-term environmental and social benefits through projects that promote environmental conservation, the adoption of clean technologies, resource stewardship, social cohesion and environmental conservation.



five
syndicated loans closed during the year

MXN4.51 billion
total participation allocated to financing decarbonization and sustainable transition projects

THEMATIC ISSUES

Through our Investment Banking area, we underwrote **23 thematic** bond tranches for **eight issuers,** for a total amount of **MXN95.64 billion** and an average bid-to-cover ratio of **1.73 times.** Labeled bonds include those with specific use of proceeds (green, social and sustainable) and those linked to sustainability commitments or targets, similar to what happens with credit products.

Of the total value of the issuances structured by Banorte, **green bonds accounted for 4.68%, social bonds for 17.46%, sustainable bonds for 64.58%, and sustainability-linked bonds for the remaining 13.28%.** All of the issues received a positive opinion of the reference framework through a SPO from an independent specialist. In all cases, we ascertained compliance with international frameworks at all times, such as those developed by the ICMA and Mexico's Sustainable Taxonomy.

Furthermore, prior to the placement and/or during the roadshow and selling process, the ESG structuring agent assists companies in developing sustainability capacities consistent with market expectations. This included the ESG structure of the bonds, the development of reference frameworks and securing of SPOs, along with advice on sustainability strategies, ESG information disclosure and the publication of sustainability reports for institutional investors and rating agencies.

ISSUER	TICKER	BOND TYPE	SECTOR	AMOUNT PLACED (MXNMN)	FORMAT	RATE/ SPREAD	ISSUE DATE	TERM	BID TO COVER	S&P	MOODY'S	FITCH	HR RATINGS	SPO
NAFIN	NAFF 25X	Sustainable	Development bank	MXN 6,147.18	Fixed	10.13%	13/02/2025	10.5	1.74x	-	-	AAA(mex)	HR AAA	Sustainable Fitch
NAFIN	NAFR 25X	Sustainable	Development bank	MXN 6,089.79	TIIEF+	0.25%	13/02/2025	3.5		-	-	AAA(mex)	HR AAA	Sustainable Fitch
BANCOMEXT	BACMEXT 25-2X	Sustainable	Development bank	MXN 11,042.77	Fixed	9.87%	10/03/2025	10.1	2.48x	-	-	AAA(mex)	HR AAA	HR Ratings
BANCOMEXT	BACMEXT 25DX	Sustainable	Development bank	MXN 76.91	Fixed USD	4.87%	10/03/2025	3.0		-	-	AAA(mex)	HR AAA	HR Ratings
BANCOMEXT	BACMEXT 25X	Sustainable	Development bank	MXN 3,880.42	TIIEF+	0.25%	10/03/2025	3.6		-	-	AAA(mex)	HR AAA	HR Ratings
FIRA	FEFA 25G	Social	Development bank	MXN 4,500.00	TIIEF+	0.32%	03/04/2025	3.0	1.64x	mxAAA	mxAAA	-	HR AAA	Sustainalytics
CFE	CFE 25-2X	Sustainable	Energy	MXN 4,338.38	Fixed	11.00%	10/04/2025	9.1	1.55x	mxAAA	mxAAA	AAA(mex)	-	Sustainalytics
CFE	CFE 25UX	Sustainable	Energy	MXN 826.91	UDIs	6.13%	10/04/2025	12.1		mxAAA	mxAAA	AAA(mex)	-	Sustainalytics
CFE	CFE 25X	Sustainable	Energy	MXN 3,691.48	TIIEF+	0.65%	10/04/2025	3.0		mxAAA	mxAAA	AAA(mex)	-	Sustainalytics
FIBRA UNO	FUNO 25-2L	Sustainability linked	Mexican REIT	MXN 9,000.00	Fixed	11.36%	30/05/2025	7.1	1.50x	-	-	AAA(mex)	HR AAA	Sustainalytics
FIBRA UNO	FUNO 25L	Sustainability linked	Mexican REIT	MXN 3,700.00	TIIEF+	1.25%	30/05/2025	3.0		-	-	AAA(mex)	HR AAA	Sustainalytics
FIRA	FEFA 25-2S	Social	Development bank	MXN 1,170.30	TIIEF+	0.40%	14/07/2025	5.1	1.33x	mxAAA	mxAAA	-	HR AAA	Sustainalytics
FIRA	FEFA 25S	Social	Development bank	MXN 3,025.60	TIIEF+	0.33%	14/07/2025	3.1		mxAAA	mxAAA	-	HR AAA	Sustainalytics
BANCO COMPARTAMOS	COMPART 25-3S	Social	Commercial Banking	MXN 3,000.00	TIIEF+	0.84%	02/10/2025	3.5	2.39x	-	-	AA(mex)	-	Sustainalytics
BANCO COMPARTAMOS	COMPART 25-4S	Social	Commercial Banking	MXN 2,000.00	Fixed	9.58%	02/10/2025	7.1		-	-	AA(mex)	-	Sustainalytics
CFE	CFE 25-3X	Sustainable	Energy	MXN 2,700.00	TIIEF+	0.49%	06/10/2025	3.0	2.17x	mxAAA	mxAAA	AAA(mex)	-	Sustainalytics
CFE	CFE 25-4X	Sustainable	Energy	MXN 4,800.00	Fixed	10.27%	06/10/2025	10.6		mxAAA	mxAAA	AAA(mex)	-	Sustainalytics
CFE	CFE 252UX	Sustainable	Energy	MXN 876.51	UDIs	5.70%	06/10/2025	15.2		mxAAA	mxAAA	AAA(mex)	-	Sustainalytics
CABEI	CABEI 1-25S	Social	Foreign development bank	MXN 3,000.00	TIIEF+	0.26%	03/11/2025	3.6	2.12x	mxAAA	mxAAA	-	-	Moody's Analytics
BANOBRAS	BANOB 25-2X	Sustainable	Development bank	MXN 10,200.00	Fixed	9.52%	11/11/2025	12.1	1.31x	mxAAA	mxAAA	AAA(mex)	-	Sustainable Fitch
BANOBRAS	BANOB 25X	Sustainable	Development bank	MXN 7,100.00	Fixed	8.99%	11/11/2025	7.6		mxAAA	mxAAA	AAA(mex)	-	Sustainable Fitch
FIRA	FEFA 25-2V	Green	Development bank	MXN 3,092.86	TIIEF+	0.43%	24/11/2025	5.1	0.83x	mxAAA	mxAAA	-	HR AAA	Sustainalytics
FIRA	FEFA 25V	Green	Development bank	MXN 1,386.73	TIIEF+	0.33%	24/11/2025	3.3		mxAAA	mxAAA	-	HR AAA	Sustainalytics

Sustainable Bond

Aware of the strategic role that financial institutions play in the transition to a more just and sustainable economy, at Banorte we issued our first labeled bond on February 19, 2024.



At the end of that year, the balance of the portfolio financed by the bond's resources reached MXN13.34 billion, covering and even exceeding the total amount of the issue[1].

As part of our commitment to transparency, we published the resource allocation report on the first anniversary of the placement. The report makes note of the fact that 100% of the funds were allocated in the first ten months after the issuance. **Of the total, 51% went to projects with an environmental focus and 49% to social development initiatives.**

The allocation of resources was carried out in accordance with international standards, including the GBP, the SBP, and Mexico's Sustainable Taxonomy. The projects financed include:

- **Modernization of hydroelectric plants**
- **Purchase of hybrid and electric vehicles**
- **Construction of public transportation infrastructure**
- **Development of a desalination plant**
- **Loans for micro-enterprises**
- **Social housing**
- **Loans for agricultural activities**
- **Preferred financing conditions for Mexican companies**

All financing was carried out in accordance with the criteria established our **reference framework**.

For more information on the use and impact of the bond, see the **Use of Proceeds Report.**

1 The total amount of projects labeled with sustainable bond resources amounts to MXN13.343 billion, exceeding the issue amount by MXN280mn. The surplus is due to the fact that the projects cannot be financed partially; instead, the total value of the listed projects was financed.

Responsible investment

PROFILE

Operadora de Fondos Banorte, the Group's fund management arm, is among the investment solutions offered by the asset management area, and **is one of the leading mutual fund managers in Mexico.**

We support our clients in achieving their financial targets with a solid, responsible offering aligned with a long-term vision. As signatories of the PRI, we incorporate sustainability criteria into our strategies to generate lasting value in a conscious, resilient environment.

CATEGORY	2023 (MXNMN)	2024 (MXNMN)	2025 (MXNMN)
DEBT	$257,848	$316,427	**$391,891**
STRATEGY	$5,556	$5,907	**$7,536**
EQUITY	$4,332	$3,967	**$4,749**
INTERNATIONAL	$13,875	$20,816	**$19,788**
SPECIALIZED	$6,253	$19,909	**$38,005**
TOTAL ASSETS	**$287,864**	**$367,026**	**$461,970**

Mutual funds

We offer access to local and international investments through 34 funds that are regulated by the CNBV.

- **Debt funds**
- **Equity funds**
- **Strategy funds**
- **International funds**
- **Specialized funds**

Through our strategic alliances with global leaders, investors can diversify and elevate their financial strategies to incorporate a global vision.

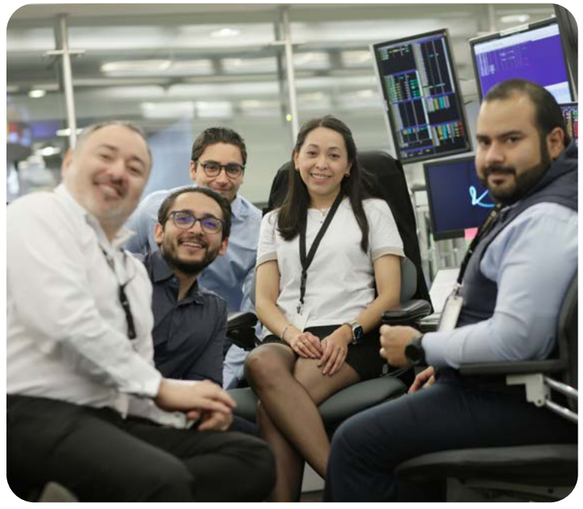
Learn more about our funds, see **Operadora de fondos** (Only available in Spanish).

CORPORATE GOVERNANCE

Corporate governance structure

The Board of Directors is the highest governance body of Operadora de Fondos. Like the Board of GFNorte, it carries out each and every one of the actions necessary to ensure good corporate governance at the subsidiary level.

In addition to the exhaustive analysis carried out by Operadora de Fondos regarding the requirements for membership in the Board, directors' independence is further guaranteed in a statement signed by each of them.



Composition of Board of Directors

The Annual Ordinary General Shareholders' Meeting of Operadora de Fondos h**eld on April 21, 2025,** approved a Board of Directors made up of **eight members, four of whom are independent, for the fiscal year 2025.**

Eight members
serve on the Board of Directors in 2025

Regular members

MEMBER	POSITION
JOSÉ ARMANDO RODAL ESPINOSA	Chairman – Executive member
ALEJANDRO AGUILAR CEBALLOS	Executive member
LUIS ERNESTO PIETRINI SHERIDAN	Executive member
CARLOS DE LA ISLA CORRY	Non-executive member
THOMAS STANLEY HEATHER RODRÍGUEZ	Independent
EVERARDO ELIZONDO ALMAGUER	Independent
CLEMENTE ISMAEL REYES RETANA VALDÉS	Independent
JOSÉ ANTONIO QUESADA PALACIOS	Independent

Alternates

MEMBER	POSITION
ALEJANDRO ERIC FAESI PUENTE	Executive member
ARTURO MONROY BALLESTEROS	Executive member
ISMAEL LEMUS MONTOYA	Executive member
GERARDO SALAZAR VIEZCA	Executive member
AUGUSTO MANUEL ESCALANTE JUANES	Independent
DIEGO MARTÍNEZ RUEDA-CHAPITAL	Independent
CECILIA GOYA DE RIVIELLO MEADE	Independent
NARCISO CAMPOS CUEVAS	Independent

To guarantee coordinated, consistent management of the various business units, we ensure that the strategies of Operadora de Fondos are aligned with those of the Group.

Six members of our Board of Directors also sit on the Board of GFNorte, one of whom is a related regular member, two are independent regular members, one is a related alternate, and two are independent alternates.

In accordance with the bylaws of Operadora de Fondos, each member of our Board of Directors can appoint an alternate to replace them in case of absence. The alternates of the independent board members must also be independent. This guarantees continuity in decision-making and ensures that there is always a full board to call meetings to order.

Senior management

Top executives of Operadora de Fondos

MEMBER	POSITION
ALEJANDRO AGUILAR CEBALLOS	Chief Executive Officer
JAVIER DÍAZ DE LEÓN OPITZ	Chief Investment Officer
MANUEL LASA LASA	Chief Sales Officer
ISMAEL LEMUS MONTOYA	Director, Middle Office
MIGUEL ÁNGEL ARENAS LÓPEZ	Compliance Officer
ÓSCAR GUADALUPE VELA HINOJOSA	Head of the Risk Unit (CRMU)

To support our commitment to sustainability, Operadora de Fondos works together with the Department of Sustainability and Responsible Investment at the Group level.

This team evaluates our progress in ESG matters relating to the assets in which we invest, seeking to the extent possible that our investments have a positive impact on the environment and society, thus fulfilling our fiduciary duty to investors in our funds.

Support committees to the Board of Directors

To guarantee efficient and transparent management, our fund manager has specialized committees that support the Board of Directors.

These committees play a fundamental role in regulatory and policy compliance matters and in strategic decision-making.

RISK COMMITTEE

Risk management is a priority for Operadora de Fondos. The Risk Committee, as established by the policies of the Group, works proactively to identify, assess and mitigate the risks that may affect our investments. It ensures that all transactions conform to the established risk profile and the limits approved by the Board of Directors. This committee meets on a monthly basis.



MEMBER	TYPE	POSITION	COMMITTEE MEMBER SINCE	EXECUTIVE / NON-EXECUTIVE
GERARDO SALAZAR VIEZCA	Regular Chief Administrative, Risk and Credit Officer	Chairman	2022	Executive
ABRAHAM MOHAMED IZQUIERDO GARCÍA	Regular Deputy Chief Financial Risk Officer	Secretary	2022	Executive
ALEJANDRO AGUILAR CEBALLOS	Deputy Chief Asset Management Officer	Member	2022	Executive
EMILIA VEGA CABRERA	External Advisor	Member	2023	Non-executive
JAVIER DIAZ DE LEON OPITZ	Executive Director, Investment Asset Management	Member	2023	Executive
JOSÉ ALFREDO SANTIAGO GARCÍA	Executive Audit Director, Markets, Treasury and Risk	Member	2022	Executive
MAURICIO CALVA RUIZ DE CHÁVEZ	Asset Management Director	Member	2022	Executive
MIGUEL ÁNGEL ARENAS	Securities and Market Comptroller	Member	2022	Executive
ÓSCAR GUADALUPE VELA HINOJOSA	Market Risk Director	Member	2022	Executive

AUDIT COMMITTEE

As a best practice in corporate governance, Operadora de Bolsa relies on the Audit Committee of the Group's brokerage firm subsidiary (Casa de Bolsa Banorte). The Audit Committee is a governing body established by the Board of Directors to support it in defining and updating the goal of the internal control system and the guidelines for its application, as well as in its evaluation.

The Audit Committee ensures that financial and accounting information is prepared in accordance with applicable accounting guidelines, provisions, and principles. It also monitors the activities of Internal and External Audit areas, Internal Comptroller, and the person responsible for overseeing compliance with the General Provisions Applicable to Financial Institutions and Other Persons Providing Investment Services, as well as other duties, keeping the Board of Directors informed of its performance.

The Audit Committee's sphere of responsibility encompasses the companies Casa de Bolsa Banorte (our brokerage firm), Banorte Securities Holdings International, Inc., a subsidiary of that company, and Operadora de Fondos Banorte.

MEMBER	TYPE	POSITION
THOMAS STANLEY HEATHER RODRÍGUEZ	Independent regular	**Chairman**
JOSÉ ANTONIO QUESADA PALACIOS	Independent regular	**Member**
CLEMENTE REYES RETANA VALDÉS	Independent regular	**Member**
EVERARDO ELIZONDO ALMAGUER	Independent regular	**Member**
ANWAR LOERA MENDOZA	Non-member secretary	**Secretary**

Support Committees to Senior Management

ASSET MANAGEMENT COMMITTEE

The Asset Management Committee, working together with the CEO, is in charge of evaluating and overseeing investment strategies at Operadora de Fondos Banorte.

It meets each month to ensure that investments are made according to established goals and policies.



MEMBER	TYPE	POSITION	COMMITTEE MEMBER SINCE	EXECUTIVE / NON-EXECUTIVE
ALEJANDRO AGUILAR CEBALLOS	Regular	**Chairman**	2015	Executive
ALEJANDRO ERIC FAESI PUENTE	Regular	**Member**	2014	Executive
ARTURO MONROY BALLESTEROS	Regular	**Member**	2014	Executive
JAVIER DIAZ DE LEÓN OPITZ	Regular	**Member**	2014	Executive
LUIS ERNESTO PIETRINI SHERIDAN	Regular	**Member**	2014	Executive
MANUEL LASA LASA	Regular	**Member**	2018	Executive
MARCO TULIO CHÁVEZ GODOY	Regular	**Member**	2017	Executive
RENE GERARDO PIMENTEL IBARROLA	Regular	**Member**	2015	Executive
IGNACIO JAVIER SALDAÑA PAZ	Regular	**Member**	2014	Executive
MIGUEL ÁNGEL ARENAS LÓPEZ	Secretary	**Non-member**	2015	Executive

INVESTMENT SERVICES COMMITTEE

The Investment Services Committee is in charge of compliance with the obligations stemming from the UBFC issued by the CNBV. It is also responsible for authorizing information on investment services. This committee meets on a monthly basis.

MEMBER	TYPE	POSITION	EXECUTIVE / NON-EXECUTIVE
ABRAHAM IZQUIERDO GARCÍA	Regular	**Chairman**	Executive
ALEJANDRO AGUILAR CEBALLOS	Regular	**Member**	Executive
LUIS PIETRINI SHERIDAN	Regular	**Member**	Executive
ALEJANDRO PADILLA SANTANA	Regular	**Member**	Executive
DIEGO GONZÁLEZ CHEBAUX	Regular	**Member**	Executive
JORGE EDUARDO VEGA CAMARGO	Regular	**Member**	Executive
ÁNGEL HINOJOSA GARZA	Regular	**Member**	Executive
ARTURO MONROY BALLESTEROS	Regular	**Member**	Executive
MIGUEL ÁNGEL ARENAS LÓPEZ	Regular	**Member**	Executive
IGNACIO SALDAÑA PAZ	Regular	**Member**	Executive
ALEJANDRO ERIC FAESI PUENTE	Regular	**Member**	Executive
ALEJANDRO DEL BOSQUE	Regular	**Member**	Executive
MARIO TREVIÑO VILLARREAL	Regular	**Member**	Executive
ADÁN JORGE PEÑA GUERRERO	External Advisor	**Member**	Non-executive
GILBERTO MARTÍNEZ SERRANO	External Advisor	**Member**	Non-executive
JAIME DÍAZ TINOCO	External Advisor	**Member**	Non-executive
OSCAR GUADALUPE VELA HINOJOSA	Secretary	**Non-member**	Executive

To ensure investments are managed transparently and responsibly, the Department of Sustainability and Responsible Investment has representatives on the Asset Management, Risk and Investment Services Committees.

Its presence guarantees that the principles of investment are considered at all stages of the investment process, from strategy through execution.

CORPORATE ETHICS

Compliance

SASB FN-AC-510a.2

OPERADORA DE FONDOS MANUAL OF OPERATIONS AND FUNCTIONS

Pursuant to the Mutual Funds Act and applicable regulatory provisions, Operadora de Fondos has developed an Operations and Functions Manual that details the rules and procedures that govern our processes and activities, in strict compliance with applicable legislation.

This Manual, available on the GFNorte compliance website, details the activities of the various areas that participate in the fund manager's processes, providing an overview aligned with best practices in this industry.

Operadora de Fondos Banorte also has a Policy on Conflicts of Interest, an Information Classification and Handling Policy, and Code of Conduct, and uses GFNorte's EthicsPoint complaints system. **These instruments establish the principles and values that should guide the actions of board members, senior management and employees in their professional relations,** both in dealing with customers and suppliers, and in making strategic decisions.

RESPONSIBLE INVESTMENT POLICY

Operadora de Fondos' Responsible Investment Policy sets guidelines for incorporating ESG factors into our investment analysis and decision-making processes. Oversight of compliance with this policy falls to the Executive Department of Sustainability and Responsible Investment, together with the Deputy Chief Asset Management Officer, who ensures its proper application and monitoring.

GFNorte has an ongoing commitment to continuous improvement. For this reason, our Responsible Investment Policy is updated regularly to remain current with international best practices, stakeholder expectations, and regulations.

Since 2018, Operadora de Fondos has adhered to the Global Code of Conduct for the Foreign-Exchange Market, pledging to do business in line with its principles at all times. To ensure this alignment, we apply specific measures carefully adapted to the scale and complexity of our operations. We maintain an ongoing process of evaluating and adjusting our practices with the aim of staying at the forefront of market best practices.

RISK MANAGEMENT

Comprehensive risk management framework

Operadora de Fondos has a robust, dynamic comprehensive risk management framework designed to keep pace with changing market conditions and domestic and international regulations. This framework consists of a structured set of policies, procedures, and methodologies incorporated into internal regulations, as well as guidelines established by authorities such as the CNBV, Banxico, and international organizations.

Proactive risk management allows us to identify, measure, mitigate, and monitor all types of risks in line with GFNorte's management practices. This in turn enables us to make informed decisions, protect investors' assets, and ensure the stability and sustained profitability of the funds we manage.

GOVERNANCE

Board of Directors of Operadora de Fondos

As its highest governing body, the Board of Directors assumes ultimate responsibility for defining, approving and overseeing Operadora de Fondos' strategic targets, policies and limits for comprehensive risk management, ensuring their alignment with applicable regulations and best practices in the industry.

Operadora de Fondos Risk Committee

This body, which reports to the RPC of GFNorte, plays a key role in managing the risks inherent in its operations. Its job is to ensure that transactions remain within the desired risk profile, in accordance with the comprehensive risk management framework and respecting the risk exposure limits established by the Board of Directors. This oversight helps to strengthen risk discipline and alignment with the entity's strategic goal.

Comprehensive Risk Management Unit

The CRMU is the linchpin of the internal control system. Its participation has been key in taking a strategic approach to risk management, through which risks that could affect the performance of investment funds are continuously identified, quantified, and monitored.

The CRMU maintains direct and constant communication with the Board of Directors and Operadora de Fondos Risk Committee', promptly reporting any detected deviations. This agile response capacity allows for the activation of effective corrective measures, contributing to regulatory compliance, protecting investors' assets, and optimizing investment opportunities.



Credit Committee

The Credit Committee has the highest authority to authorize transactions in financial instruments. Its main responsibility is to evaluate and approve credit and exposure requests that directly impact GFNorte's risk profile, under strict internal guidelines and procedures. The decisions made by this committee are strategic in nature, as they determine the conditions for any financial relationship with counterparties.

However, the CRMU has been delegated powers to authorize counterparty lines, mainly with financial institutions, provided that they meet previously defined criteria. This authorization is carried out using a robust parametric methodology approved by GFNorte's RPC. This allows for streamlined operational decision-making without compromising risk control and oversight.

Risk profile guidelines and/or thresholds

The following risk profile guidelines exist for Operadora de Fondos:

- **Overall and specific exposure limits, as well as tolerance levels for the different types of risk, broken down by mutual fund and by type of asset, risk factor, its cause or origin, taking into account, as appropriate, the articles 130 to 133 of the General Provisions Applicable to Mutual Funds and to the Parties Who Provide Services to Them.**
- **The special cases or circumstances in which both the Overall Risk Exposure Limits and the Specific Risk Exposure Limits may be exceeded.**
- **Mechanisms for taking corrective action.**

COMPLIANCE

Operadora de Fondos Banorte has a set of policies, standards and procedures that help control risk while preserving its capacity to exploit market opportunities, while respecting current regulations.

Applicable regulations:

- **UMFC**
- **CNBV General Provisions Applicable to Credit Institutions**
- **CNBV rules on technological risk management activities**
- **The Mutual Funds Act**
- **The Securities Market Act**

Operadora de Fondos Manuals:

- **Operadora de Fondos Banorte Operations Manual**
- **Operadora de Fondos Risk Manual**
- **Mutual Fund Compliance Manual**
- **Methodology for the Application of Mechanisms in Mutual Funds during Disordered Market Conditions**
- **Business continuity plan**

MAIN RISKS

Risk management is a fundamental pillar of Operadora de Fondos' operating and business strategy.

We seek to maintain a conservative and diversified risk profile, to protect investors' capital and maximize risk-adjusted returns. **We take a proactive approach that includes early risk identification,** assessment using quantitative and qualitative metrics, and specific mitigation measures.

We can thus preserve portfolio stability and comply with regulatory guidelines, as well as ensure long-term strength and sustained profitability.



Mitigants by type of risk

SASB FN-AC-510a.1

MARKET

- Determining the maximum level of risk that the mutual fund is willing to accept, setting market risk limits based on the desired percentage of the total portfolio to be held.
- Assessing the mutual fund's vulnerability to losses under extreme market conditions and considering the results for decision-making.
- Analyzing trends in market risk, with the aim of constructing scenarios and sensitivity analyses to support decision-making.
- Defining and maintaining a contingency plan that includes possible corrective actions to eliminate or reduce risks to the mutual fund, seeking to minimize the impact on investor returns.

LIQUIDITY

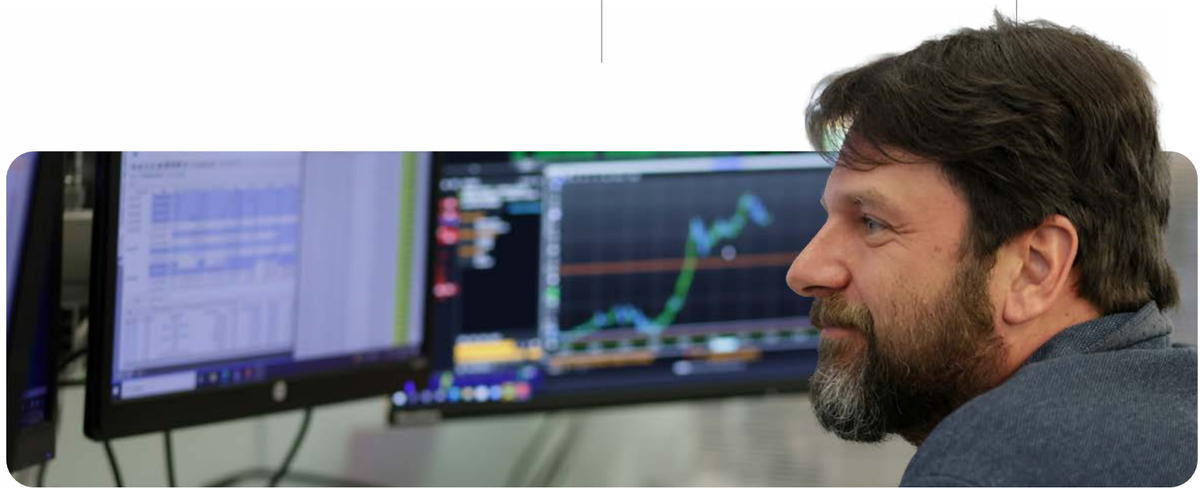
- Measuring and monitoring liquid assets through a marketability/turnover index of current assets in the portfolio.
- A plan describing steps to be taken in the event of deterioration or unexpected situations that affect the observed risk levels.
- Calculating potential losses under different scenarios, including extreme scenarios.

CREDIT

- Evaluating credit risk in each mutual fund for the investments made with financial institutions and companies by means of statistical models that assign each counterparty or issuer a probability of default and a recovery rate using expected loss analysis.

OPERATIONAL

- Identifying, quantifying, and mitigating operational risks relating to fraud or operational errors in various processes.
- Constant measurement, monitoring, and reporting of operational losses affecting the institution.
- Mitigation of operational risks with the support of the Process Controller and process owners.
- Automation of processes, validations, and reconciliations, using various specialized tools.



In 2025, no legal contingencies were identified involving Operadora de Fondos or its mutual funds.

To learn more about the main risks managed by GFNorte, see **Risk Management**.

QUALITY MANAGEMENT SYSTEM

The ISO 9001 standard encourages organizations to constantly optimize their processes, products, and services.

In 2025, the Investment and Asset Management Department worked on one of the most important pillars of the quality management system: continuous improvement, the essence of which is that each advance lays the foundation for greater achievements. We work to progressively improve our existing processes, workflows, and practices, heightening efficiency and quality at every stage.

All employees took part in identifying and selecting actions that would generate short-term benefits and could be implemented easily, quickly, economically, and with effective results:

- **Identification of activities where paper use can be eliminated or reduced**
- **Standardization of validations within processes**
- **Strengthening of internal and external communication**
- **Automation of tasks**
- **Identification of complex activities that can be optimized**
- **Identification and correction of defects in products or services**
- **Optimization of work meetings**

Operadora de Fondos Banorte continually makes specific process improvements as part of strengthening the quality management system. These actions seek to generate tangible benefits that contribute to reinforcing operational efficiency, optimizing service quality, reducing risks, and increasing the satisfaction of our fund investors.

One of the particularly important improvements made over the past year at Operadora was the use of AI tools to analyze financial markets.

USE OF AI TOOLS TO ANALYZE FINANCIAL MARKETS

Previous situation: Each team member checked market information daily by reviewing reports and news analyses from different sources in order to make data-driven decisions on investment strategies.

Situation after implementation: Through AI tools, economic and market information is compiled, synthesized, and summarized into the highlights for the day. This summary is shared with the entire team for consultation and to reinforce the data needed for daily operational decision making.

Benefits of the implementation: The adoption of these tools increased efficiency and maximized productivity, reducing daily market research time by 83% (from 30 minutes to five minutes). Furthermore, it enabled immediate access to historical data to strengthen analysis.



We firmly believe that great results are built on small changes. That is why continuous improvement is a principle that guides our quality management system, fueling constant adjustments that make our processes more robust.

From this perspective, we also know that improvements can only be made in things that can be measured, and that constant change is key to remaining at the forefront and effectively responding to challenges in the operating and regulatory environment.

RESPONSIBLE INVESTMENT STRATEGY

SASB FN-AC-410a.1, FN-AC-410a.2

At Operadora, we have developed a comprehensive approach to responsible investment that incorporates ESG criteria at every stage of the investment process. Our strategy involves multiple complementary approaches, including the presence of ESG concerns in financial analysis, positive and negative screening of instruments, and thematic investment focused on projects with a positive environmental and social impact. These tools allow us to build more resilient portfolios aligned with global sustainability trends. In addition, we strengthen our commitment through active ownership practices, seeking to generate positive impacts through dialogue with the companies in which we invest, promoting improvements in their corporate practices and in their ESG performance.

ESG analysis

GRI FS11

We developed an internal methodology to assess ESG performance and transparency for local issuers, **which covers 19 industries.** The methodology applies more than 200 indicators, defined and weighted according to our industry materiality matrix consistent with GRI and SASB standards, as well as the CDP questionnaire and PCAF methodologies for climate-related indicators.

Our methodology also encompasses the ESG performance of sovereign issuers in the MILA market: Mexico, Peru, Chile and Colombia, and the United States. The ESG analysis for 2025 covered 76% of our internally-managed assets. This in excess of the 50% defined in our Responsible Investment Policy, which is one of the minimum requirements of the PRI initiative.

The percentages analyzed by asset type are:

87%
Equities

98%
Money market

94%
Fixed income

100%
Liquidity



At the time this report went to press, there was no regulation in Mexico that required investment assets to undergo an ESG assessment. However, Operadora de Fondos does conduct this analysis as part of our commitment as PRI signatories and in keeping with our responsible investment strategy.

In addition to ESG analysis, we also continuously analyze issuers' reputational risk, meaning their exposure to controversies, with the help of a global data provider that provides real-time alerts regarding ESG-related incidents. The ESG performance and transparency ratings, together with the reputational risk ratings, are used to obtain a combined ESG rating for each issuer.

Our internal methodology for ESG assessment of fixed income instruments involves an evaluation of issuers' ESG profile, including their ESG performance and transparency.

This is complemented by an analysis of the key criteria and components of the labeled bonds, in keeping with ICMA principles In 2025, we assessed 100% of the labeled bonds issued during the year and in which Operadora de Fondos invested.

100%
of the labeled bonds in which the Operadora participated were evaluated

ESG Fund Ratings

We rate the fixed income and equity funds that are managed internally by Operadora de Fondos, assigning each of them an ESG rating. These are calculated as a weighted average of the ESG ratings of each issuer and its exposure within the fund[2].

Using global ratings, we classified funds into three levels according to their ESG alignment[3]:

- **High: 70-100**
- **Medium: 40-69**
- **Low: 0-39**

ESG rating

FUND	ASSET TYPE	2023	2024	2025	ESG ALIGNMENT
NTE+EMP	Equity	48	34	**55**	Medium
NTEIPC+	Equity	62	58	**58**	Medium
NTERT	Equity	56	54	**50**	Medium
NTESEL	Equity	61	60	**59**	Medium
NTEGUB	Fixed income	60	62	**62**	Medium
NTEGUB+	Fixed income	60	62	**62**	Medium
NTERTD	Fixed income	60	63	**62**	Medium
NTETR	Fixed income	60	62	**62**	Medium
APIBONO	Fixed income	NA	62	**42**	Medium
APICP	Fixed income	NA	62	**56**	Medium
NTECT	Fixed income	NA	64	**53**	Medium
NTEDIG	Fixed income	NA	63	**54**	Medium
NTEDP	Fixed income	NA	56	**37**	Low
NTELP	Fixed income	NA	62	**58**	Medium
NTEMP+	Fixed income	NA	62	**61**	Medium
NTEMPG	Fixed income	NA	62	**59**	Medium
NTEPZO1	Fixed income	NA	62	**62**	Medium
NTEPZO2	Fixed income	NA	62	**62**	Medium
NTEPZO3	Fixed income	NA	62	**79**	High
NTEPZO4	Fixed income	NA	62	**62**	Medium

2 Not including strategy, international and specialist funds, because these are not subject to ESG analysis or are externally managed.
3 The rating may vary over time because the calculation methodology considers the portfolio weightings, which change month to month.

Portfolio impacts

As part of this year's ESG analysis exercise, **we examined key ESG performance indicators for Mexican issuers** that make up the investable universe for Operadora de Fondos. This exercise allows us to identify how companies' sustainability practices contribute to mitigating risks, generating long-term value, and strengthening portfolio resilience.

ENVIRONMENTAL ASPECTS

Given how important climate change has become in today's world, we selected three key indicators related to transparency in quantifying emissions and setting emission reduction targets. **We found that more than 50% of the issuers analyzed report their carbon footprint in all three scopes (scope 1, 2, and 3),** which provides robust information for decision-making, as well as for the quantification of the Operadora's category 15 financed emissions. Likewise, **more than 60% of issuers have defined emission reduction targets, reflecting a clear commitment to a decarbonization trajectory** and contributing to the alignment of the portfolio with the goal of the Paris Agreement.

SOCIAL ASPECTS

Currently, 44% of the companies in which we invest have a gender-balanced workforce, that is, either gender accounts for between 40% and 60% of the total workforce. However, we have found in the construction, food and beverage, mining, telecommunications, consumer goods, transportation and infrastructure industries, there is a higher concentration of male employees. We continue to work to ensure that the issuers in which we invest move toward more equitable work environments, promoting balanced gender representation at all organizational levels.

We consider respect for human rights to be a fundamental pillar, which is why we actively promote clear policies on this issue among the issuers in which we invest. Our analysis found that 94% of the issuers evaluated have adopted a Human Rights Policy, reflecting a growing commitment in the market to protecting people and strengthening responsible business practices.

44%
of companies have a gender balanced workforce

GOVERNANCE ASPECTS

GFNorte encourages practices that contribute to more diverse and representative decision-making.

Accordingly, in line with national standards and international recommendations, we consider it essential that issuers have at least one woman on their Board of Directors. Among the local companies we analyzed, 94% of them meet this criterion, which is a sign of the progress that has been made in terms of inclusion in corporate governance.

We also ensure that all the issuers we analyze meet the minimum regulatory requirement that, to safeguard shareholders' interest, the Board of Directors must be composed of at least 25% independent board members. In 2025, the average proportion of independent board members in the analyzed sample was 56%, showing an outstanding commitment to the required standards and a trend toward greater independence in strategic decision-making.

ESG incorporation

The NTESEL fund incorporates ESG criteria by using internal ESG ratings and those of a data provider specialist as inputs into its quantitative models, to optimize asset screening. In 2025, the NTESEL fund's **ESG rating was 59 points (on a scale of 0 to 100), s**lightly lower than the previous year due to changes in the composition of the fund.

Financial performance was also positive. **NTESEL outperformed the S&P/BMV IPC with a relative return of 3.92%,** driven by an overweighting of issuers with better-than-expected results. Since **ESG criteria were incorporated in 2020, this fund has accumulated a relative return of 57.36% above the index,** which proves that ESG criteria not only contribute to sustainability, but help build value as well.

MXN1,101mn
accumulated in AUM in the NTESEL fund



Positive and negative screening

We apply positive screening for inclusion into the NTEESG fund in partnership with Franklin Templeton. This fund is composed of issuers that have shown superior global ESG performance ratings from a specialized data provider. The fund is part of the multi-asset strategies of the products we offer. **With a 2025 ESG rating of 7.12 points (out of 10) from the external specialist,** slightly lower than the previous year, but still 6.59% above its benchmark index.

In terms of performance, the NTEESG fund closed 2025 with a return of 10.63%, outperforming the MSCI World Index, which gained 6.02%. This result is mainly attributable to a stock selection that strengthened relative performance, both at the sector level and in terms of ESG criteria. In addition, sector allocations boosted relative performance, resulting in a net positive contribution. This strategy shows how incorporating ESG criteria can create financial value without compromising sustainability.

MX2,034mn
accumulated in AUM in the NTEESG fund

Negative screening is done on the basis of exclusion lists specific to equity assets and debt instruments, which detail the economic activities and countries that do not meet ESG standards. This tool, based on IFC criteria, is applied to both equity and debt instruments, and bolsters our institutional commitment to ethical, sustainable and coherent practices in every investment decision.

Thematic investment

We invest in financial instruments labeled as sustainable, the proceeds of which are used to create positive impacts on the environment and society. These include green, social, and sustainable bonds, among others.

At the close of 2025, we had AUM totaling MXN6.95 billion invested in labeled bonds. With this strategy, we make sure that today's environmental and social challenges are considered, and we contribute actively to managing them from the financial sphere.

Amount invested by instrument (MXNmn)

	2024	2025
GREEN BONDS	$754	**$742**
SOCIAL BONDS	$1,905	**$1,608**
GENDER BONDS	$40	**$141**
SUSTAINABLE BONDS	$2,544	**$3,609**
SUSTAINABILITY-LINKED BONDS	$887	**$856**

Between 2024 and 2025, the breakdown of investments by bond type changed significantly. Green bonds declined slightly in proportion to the total, and social bonds saw a more pronounced decline. In contrast, gender bonds took up a much larger share, increasing by a factor of several times. Investment in sustainable bonds also grew considerably, further establishing themselves as the largest destination for investment.

Finally, sustainability linked bonds show a slight reduction. Overall, the trend reflects a reorientation toward instruments with a sustainable and gender focus, although with downward adjustments in green and social bonds, mainly driven by market conditions and trends.

Active Ownership

Our active ownership strategy rests on three pillars:

- **Individual engagement**
- **Collective engagement**
- **Exercising our voting rights**

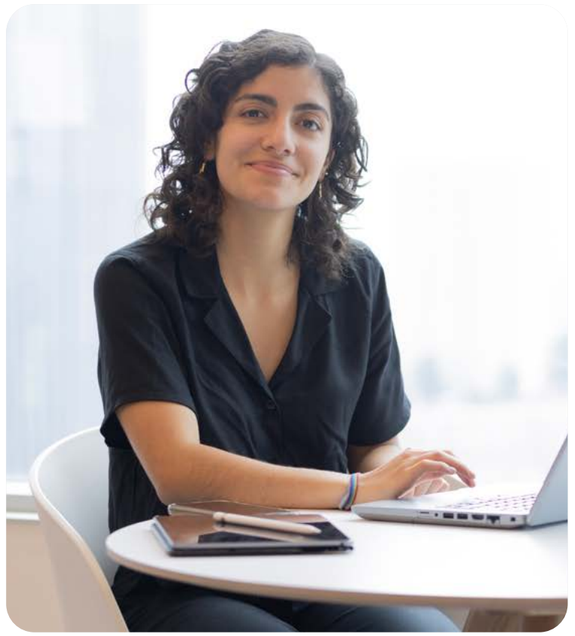
Each year we decide on the priority issues that will serve as the main focus for the engagement process, as well as the criteria for selecting the issuers we will approach, based on national and international ESG trends. **In 2025, we decided to maintain the thematic approaches defined in the prior year, as they remain relevant to the issuers analyzed and pertinent in the context of the Mexican market.** As a result, we focused our efforts on engaging individually with those priority issuers that had the greatest exposure to non-financial risks and opportunities for improvement in defining their sustainability strategy, in disclosing ESG information, and in performance and transparency on climate change.

INDIVIDUAL ENGAGEMENT

GRI FS5, FS10
SASB FN-AC-270a.3

In 2025, we had 43 interactions with local issuers to share feedback on internally generated ESG ratings, highlighting good practices and issuing some recommendations to improve their performance.

In addition, we held nine engagement sessions with issuers identified under 2024 criteria, with the goal of expanding the scope of ESG and reputational risk analysis, understanding the issuer's ESG trajectory, and establishing commitments if necessary.



SUCCESS STORY

In keeping with our fiduciary duty and within the framework of our individual engagement and active ownership practices, we supported a publicly-traded retail company in strengthening its environmental disclosure. The company was thus able to share detailed information with the market and its investors about its carbon footprint, as well as its strategies implemented to identify risks and opportunities related to climate change. This progress represents a significant step toward transparency and responsible management, building trust for its stakeholders and aligning its practices with international sustainability standards.

Regarding the ongoing engagement with various issuers, we made sure to clearly understand the actions they are implementing to comply with current ESG regulations in the Mexican market. This process allowed us to identify relevant progress in the adoption of responsible practices and to strengthen our dialogue with issuers to promote greater alignment with regulatory and sustainability standards.

COLLECTIVE ENGAGEMENT

We seek to take advantage of collective engagement opportunities that are aligned with the focus of our strategy and that add value to our individual approaches.

In 2025, we joined the board of directors of the MxColab initiative, a platform that fosters dialogue between investors and issuers in the Mexican market to promote stronger ESG practices, especially on issues such as climate change, energy transition, and disclosure of targets aligned with the Paris Agreement. Our participation in MxColab is part of our collaborative engagement strategy, as it fosters spaces for interaction between investors and issuers that encourage the adoption of best ESG practices and strengthen transparency, accountability, and shared risk management.

NON-DISCLOSURE CAMPAIGN

For the sixth year in a row, Banorte led this effort to reach out to 23 Mexican companies. Engagement letters were sent to them, signed by both Banorte and CDP and its base of more than 300 global signatories participating in the campaign. **We played an active role in the campaign in 2025, providing technical and strategic support to an issuer in the consumer goods industry** in its disclosure process through the CDP questionnaire, helping it to move forward in incorporating climate criteria into its corporate management and reporting processes.

ESCALATION PROCEDURE

The rules and regulations on responsible investment provide for what is called an escalation procedure, by which we contact issuers and conduct engagement sessions to monitor their ESG performance. This process involves the Department of Sustainability and Responsible Investment and the Executive Department of Sustainability and Investor Relations.

In 2025 there were no instances of engagement in which escalation measures were required.

PROXY VOTING

SASB FN-AC-410a.3

Voting is a key tool for our engagement as equity owners of the issuers in which we invest. With the goal of being active owners, our Responsible Investment Policy sets forth the conditions under which we will attend general shareholders' meetings (ordinary or extraordinary), meetings or relevant committees of issuers, as equity holders, in order to guide strategic decisions toward ESG criteria. We did not attend any such meetings in 2025.

ENVIRONMENTAL MANAGEMENT AND CLIMATE ACTION

GFNorte is aware that environmental factors bring key risks and opportunities for generating long-term value.

Therefore, we extend our focus beyond climate change, incorporating a holistic environmental vision that also encompasses efficient resource management and the promotion of responsible practices in our operations and investments. From this perspective, we remain committed to the transition to a low-carbon economy, and we work to minimize our own environmental footprint. These actions reflect our commitment to the principles of sustainability promoted by GFNorte.

Carbon footprint

As part of our commitment to climate action, we quantify the emissions associated with our investments, including equity instruments, corporate debt and sovereign bonds, using recognized methodologies such as those of the GHG Protocol and PCAF.

To learn more about this analysis, see **Greenhouse Gas Emissions**.

Emissions intensity

In 2022–2024, the financed emission intensity of the Operadora de Fondos showed a moderately upward trend in corporate bonds, **increasing from 1.55 tCO_2e/USDmn in AUM in 2022 to 2.51 in 2023, and remaining at that same level in 2024.**

This increase reflects a higher volume of emissions per unit of exposure, although stabilized in the most recent year. In contrast, financed emission intensity in sovereign bonds has remained relatively stable, rising slightly from 3.39 tCO_2e/USDmn in AUM in 2022 to 3.94 in 2023, and only a minimal increase to 3.95 in 2024.

Meanwhile, equities recorded a more pronounced rise in emission intensity, increasing from **6.86 tCO_2e/USDmn in AUM in 2022 to 14.07 in 2023, followed by a reduction to 11.19 in 2024.**

Weighted Average Carbon Intensity

WACI measures the weighted average carbon intensity of an investment portfolio, providing insight into carbon risk exposure.

EQUITY AND CORPORATE FIXED INCOME WACI

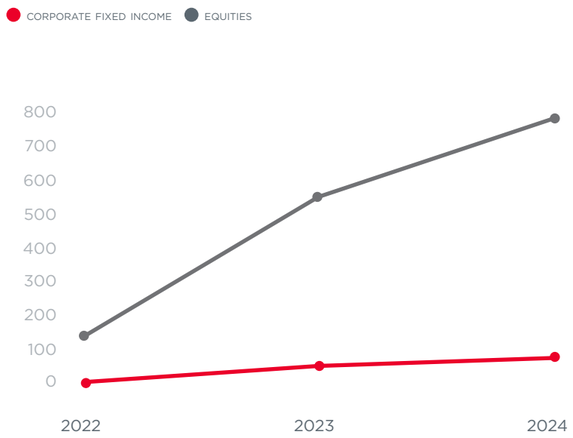
859.68 tCO_2e

per USD million in revenues in 2025

Between 2022 and 2024, carbon intensity in the portfolio increased steadily across both equities and corporate fixed income. In equities, WACI rose from 133.01 to 786.53 tCO_2e/USDmn in revenue. This increase was concentrated in 2023 and moderated in 2024, suggesting that the main coverage or sector-composition changes occurred between 2022 and 2023. In corporate fixed income, WACI increased from 6.73 to 73.15 tCO_2e/USDmn in revenue, with a sharp jump in 2023 and a rate similar to equities in 2024. Despite this dynamism, equities maintain a higher carbon intensity than corporate fixed income in 2024.

These variations are typically driven by the sectoral composition of the portfolio (for instance, companies in industries such as energy or materials tend to emit more), improvements in data coverage (more companies reporting their emissions), and the weighting applied to each investment.

Evolution of WACI by asset class





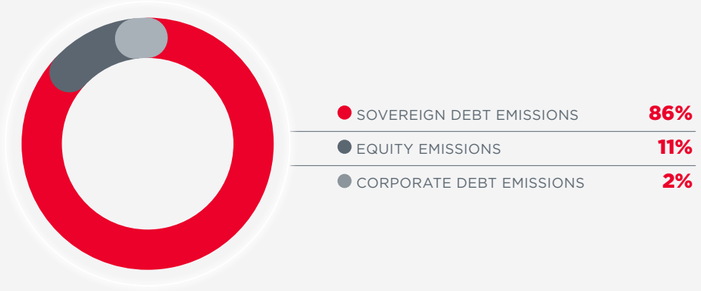
Analysis of carbon footprint

At the portfolio level, the bulk of CO_2e emissions are attributed to sovereign debt instruments, which account for 86% of the total. Equity investments contribute 11% of total emissions, while corporate debt accounts for the remaining 2%.

86%

of CO_2e emissions come from sovereign debt

Breakdown of CO_2e emissions in the portfolio



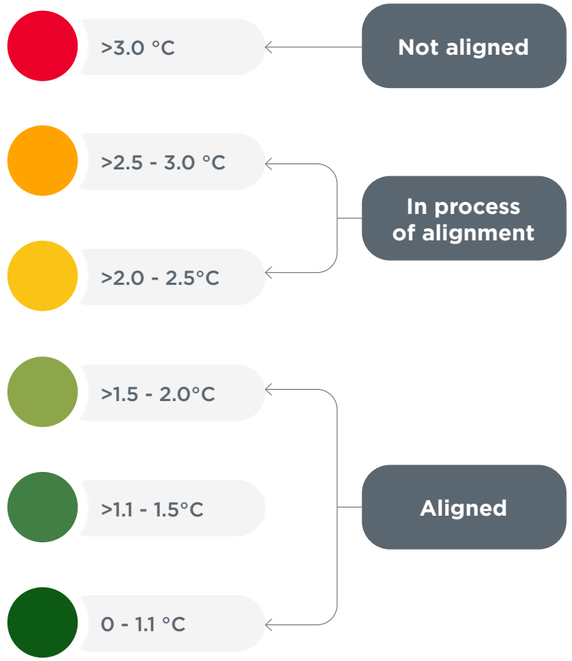
The 15% categorized as “other” is composed of the following industries: wholesale and retail trade; transportation; consumer discretionary; electricity, gas, steam, and air-conditioning supply; energy; human health and social work activities; telecommunications; computer programming, consultancy, and information technology infrastructure services; information services; information technology; real estate; consumer staples; agriculture, forestry, and fishing; accommodation and food services; professional, scientific, and technical activities; construction; information and communication; manufacturing of computers and peripheral equipment; real estate activities; and buildings.

In accordance with the PCAF, we use the ISIC industry classification system.

Temperature Scoring Methodology

The Temperature Scoring Methodology is a tool for assessing the climate impact of investments and their alignment with the goals of the Paris Agreement. It considers both direct and indirect emissions, as well as companies' commitments to reducing their emissions over time, using reported data and established targets to project how investments contribute to global warming.

In 2024, the implied temperature of the NTESEL fund was 2.73°C, which reflects its ongoing progress toward alignment with the Paris Agreement. In addition, the coverage of the fund's validated targets is 79.71%, which is very positive as it helps to strengthen investor confidence that their resources are being used responsibly and sustainably, contributing to a more resilient future.



The CDP temperature scoring methodology was used to obtain the fund's results, applying the weighting defined by the ECOTS methodology. Scores are assigned based on a VE approach that incorporates cash and cash equivalents to more accurately reflect the portfolio's climate exposure. This method enables a rigorous and consistent assessment of companies' environmental performance.

Resource optimization initiatives

Operadora de Fondos Banorte migrated to electronic issuance for all of its funds.

34 funds

637 share classes

This advance, made with the support and assistance of Indeval, is a firm step toward a more efficient, secure, and sustainable market. Electronic issuance simplifies and expedites the listing process with the BMV and Indeval, shortening review times by direct and immediate communication with depositors, and accelerating funding, a critical process for recurring issuers.

This new process has an immediate impact on issuers and market liquidity. It also supports development of innovative solutions in the digital world, in line with global trends.

On another note, we work to conserve ecosystems, reduce consumption water and energy consumption and lower emissions, replacing the use of paper with digitalization of documents. We were the first mutual fund manager in Mexico to adopt fully electronic issuance.

Nature

In accordance with best practices and to strengthen our nature reporting capabilities, we have joined the Nature Reporting Preparer Forum, a global initiative developed by PRI.



STAKEHOLDER ENGAGEMENT

Labor demographics

SASB FN-AC-330a.1

In 2025, the Operadora de Fondos team was made up of 70 employees, 33% of which were women.

Workforce composition by position and gender

	WOMEN	MEN
SENIOR MANAGEMENT	1%	13%
MIDDLE MANAGEMENT	20%	31%
OPERATIONS	11%	23%

External managers

Operadora de Fondos has strategic partnerships with internationally renowned fund managers. Each of these is selected through a rigorous evaluation of various factors, including the inclusion of ESG criteria in their methodologies, and all of them are also PRI signatories.

Industry engagement

MEXICAN SECURITIES INDUSTRY ASSOCIATION

Operadora de Fondos is a member of various AMIB committees, where we work toward the development of best practices, stay abreast of market trends, and adapt to regulatory changes.

We are members of:

- **Asset Management Committee**
- **Distribution Committee**
- **Administration Committee**
- **Sustainable Finance Committee**

Our Chief Executive Officer, Alejandro Aguilar Ceballos, currently serves as Chairman of AMIB's Asset Management Committee, as well as Vice President of the Association.

For the second year in a row, another Banorte executive, Natalia Martínez Álvarez, has represented mutual fund managers on the Sustainable Finance Committee, serving as its Vice President. **Her participation reinforces the Group commitment to sustainable finance at the industry level.**

As part of our work on this Committee, we participated in the consultation on a draft amendment to the UMFC regarding the incorporation of ESG factors into comprehensive risk management presented in the prospectuses for the investing public.

The Committee is currently developing a training course on ESG criteria and sustainable finance that includes two public online courses for AMAFORE and AMIB, which will begin in the first quarter of 2026. As Operadora Banorte, we are actively involved in the corresponding working group.

Other work groups we participate in include:

- **Review of distribution contract termination clause**
- **Modification of the Economic Competition Law**
- **Selling practices**

Banco de México

In 2025, we continued to participate in working groups on financial system development led by the Banco de Mexico, on topics such as securities lending, repurchase agreements, derivatives, hedge funds, reference rate transition, and corporate bond market liquidity.

GLOBAL INITIATIVES

PRI

Since 2020, Operadora de Fondos has been a member of the global community of the PRI, reflecting our commitment to continuous improvement in responsible investment processes and effective incorporation of ESG criteria into portfolio management.

In keeping with principle 6, which states that each signatory will report on its progress in aligning with the principles, we have reported our progress in the assessment report each year since we signed the initiative. **This progress report allows us to identify areas of improvement, strengthen internal capacities and remain aligned with more exacting international responsible investment standards.**

We reaffirm our commitment to responsible investment and to the Principles for Responsible Investment (PRI), as reflected in an improved rating in the 2025 annual assessment of signatories compared to 2024. This progress was driven by strengthened governance and strategy, which increased from 58 to 61 points following the adoption of clearer policies and more clearly defined cross-cutting processes. We also achieved outstanding progress in quantitative-focused equities, where scores rose from 78 to 98 points, reflecting stronger integration of ESG factors into systematic models and enhanced traceability in investment decision-making. In fixed income, both sovereign and corporate, scores increased from 41 to 45 points, supported by a more consistent incorporation of ESG criteria into analysis and investment processes. Finally, confidence measures improved from 70 to 81 points, strengthening the quality of evidence, internal controls, and methodological transparency.



In 2025, we took part in the Nature Reporting Preparer Forum, an initiative promoted by PRI that runs from October 2025 to June 2026. This forum was established to bolster participants' capabilities to report nature-related risks and impacts, in line with emerging frameworks such as the TNFD. Our own involvement is a sign of our commitment to continuous improvement in responsible investment practices, especially in biodiversity and ecosystem issues, and allows us to anticipate future regulatory and market requirements. It also gives us an increasingly visible presence in sustainable finance for Latin America.

In November 2025, PRI introduced MyPRI and Progression Pathways, tools designed to guide signatories in the progressive implementation of responsible investment practices aligned with the initiative's principles. In 2026, we will be working on analyzing and adopting these tools so that we can strengthen our internal capabilities, identify opportunities for improvement, and remain at the forefront of international standards.

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Seguros Banorte

SASB FN-IN-270a.4

Our insurance arm offers a variety of protection and planning services: life, car, home and major medical expense insurance, among others. This is consistent with its commitment to guaranteeing protection of our customers' equity and personal property.

These products are distributed **through various sales channels, such as Insurance and Business Banking,** as well as through traditional methods involving brokers and public tenders, so that we can provide security to those who choose us.

In the year ended December 2025, sales in Insurance Banking continued to rise, with double-digit growth (12% over the previous year) in lines linked to credit, branches, call center, and alternative channels, particularly products with a savings component (Patrimonio Vida Banorte).



Our success at achieving this growth strengthens Seguros Banorte's portfolio of key products:

- **Through the Embedded Insurance strategy, we embedded insurance offers into the origination and account platforms for auto loans, payroll loans, deposit accounts, and credit cards. This increases customer satisfaction, reduces friction in sales, and initiates hyper-personalized sales processes.**
- **We maintained a competitive offering in new car and mortgage insurance through constant reviews of coverage and rates to ensure excellent insurance options in the industry.**
- **We strengthened our car insurance coverage against property damage, civil liability, total theft, and roadside assistance, incorporating incentives for drivers with a safe driving record.**
- **We strengthened life insurance for payroll employees, offering accidental death and organic loss coverage at no additional cost; in addition, we incorporated fully digital policy enrollment processes.**
- **We introduced new products to the market, such as hurricane (parametric) protection for SMEs and companies, which offers financial protection against seismic or hydrometeorological natural disasters, with expedited compensation that favors business recovery.**
- **We relaunched personal accident insurance, strengthening its offering (package, coverage, and insured amounts).**
- **In the property and casualty segment, we consolidated transactional protection for Banorte credit and debit cards, increasing protection against unauthorized charges in e-commerce, fraud, cloning, PIN theft, and backing purchases made with the card in case of theft.**
- **We made progress in the development and launch of the new Seguros Digitales, with the first pilot of products for pets, gadgets, personal belongings, and mobility. These products offer hyper-personalization capabilities, with coverage options that customers can activate or deactivate, and fully digital experiences featuring next-generation cards. We are currently in the final review stage of service and self-service processes as we prepare for their development and launch as an initial value delivery to the market through various digital channels. In parallel, we implemented our own White Label solution, which will allow us to offer these products through multiple partners and digital platforms.**
- **We developed an agricultural insurance product with AI to manage the entire production cycle of all produce from Mexican farms, based on 10 years of historical data from the entire arable land in the country.**
- **We introduced protection for SMEs applying for credit, offering life insurance in the event of death, which provides financial security and guarantees operational continuity.**

With these efforts, Seguros Banorte remains at the forefront of innovation in all lines and channels of the Mexican insurance industry.

REGULATIONS

SASB FN-IN-410a.2, FN-IN-450a.3

In accordance with the requirements established in the Insurance and Bonding Institutions Law regarding governance, Seguros Banorte has a Manual of Policies and Procedures for Corporate Governance Principles. To strengthen and define the subsidiary's processes and activities, there are procedure manuals for risks, investments, and supplier engagement, among others.

In keeping with these provisions, a report on the application and operation of the Corporate Governance System is submitted annually to the Board of Directors for presentation to the CNSF as part of the regulatory corporate governance report.

Seguros y Pensiones maintains full alignment with the Group's sustainability strategy. ESG progress is reported every four months to the Sustainability Committee, which in turn informs the RPC, and the RPC reports directly to the Board of Directors. This commitment has been institutionalized through the formal integration of ESG factors into the risk and investment manuals of each subsidiary, ensuring that these factors serve as key pillars in our decision-making processes.

RISK MANAGEMENT

SASB FN-IN-450a.3

Comprehensive risk management at Seguros Banorte consists of monitoring, managing, measuring, controlling, and mitigating potential risks for the subsidiary, continuously analyzing market, mismatch, liquidity, credit, and concentration risk factors in order to determine their impact on solvency.

The Comprehensive Risk Management Area works continuously to adapt to a dynamic and constantly evolving industry. We recently incorporated ESG risks to begin addressing the various ways in which these factors impact underwriting activities, the investment portfolio, and the company's operations.

To incorporate ESG criteria into Seguros Banorte's risk management, **we require each area to identify and classify such risks and we analyze their interaction with the other risks relevant to our operations.**

In addition, we calculate our PML, which means the maximum amount of loss that an insurer could expect to face in the event of a severe but reasonably possible adverse event. This metric is key to catastrophic risk management and financial planning in the insurance industry. The calculation is performed using the ENR system, as required by our regulations, which simulates historical events and considers multiple variables, such as the geographical distribution of insured risks, the characteristics of the insurance, the type of economic activity involved, and the reinsurance structure arranged.

Insurable

DESCRIPTION	INSURABLE VALUE	%
TOTAL	1,182,847	100%
PML	10,684,336	0.903%

Retained Indemnifiable Amount

DESCRIPTION	RETAINED VALUE	%
TOTAL	45,673	3.861%
PML	394	0.863%

The risk premium is the expected average loss of our total portfolio (calculated using the ENR system, as required by our regulations, based on geographical location, line of business, and risk activity, among other factors).



	INSURED VALUE		RISK PREMIUM	
TERRITORY	TOTAL	RETAINED	TOTAL	RETAINED
NORTH	456,530	16,824	242	8
WEST	173,898	7,375	74	3
CENTRAL	342,815	14,831	35	1
SOUTH	209,605	6,642	270	8
TOTAL	**1,182,847**	**45,672**	**620**	**21**

Figures in millions of pesos.

INVESTMENT STRATEGY

SASB FN-IN-410a.2

Seguros Banorte is committed to the well-being of society and care for the environment, and works to develop responsible investment strategies in line with best securities market practices. These strategies will be implemented in 2026 and will focus on incorporating ESG factors into investment decisions, with the goal of achieving comprehensive risk management and generating sustainable long-term results.

ENVIRONMENTAL FOOTPRINT

SASB FN-IN-410c.1

As part of our commitment to sustainability, we calculate our scopes 1 and 2 emissions based on a methodology defined by the GHG Protocol.

To learn more about this analysis, see **Greenhouse Gas Emissions**.

PRODUCTS AND SERVICES WITH A SUSTAINABLE FOCUS

SASB FN-IN-410b.2, FN-IN-410b.1

Seguros Banorte maintains a comprehensive strategy based on three pillars:

1. **Strengthening the product portfolio**
2. **Encouraging responsible practices in health, safety, and the environment**
3. **Fostering a culture of risk planning, work toward the overall Group's strategic goal.**

In line with the sustainability strategy of GFNorte as a whole, we incorporate features that promote responsible and preventive practices in our insurance products. These strengthen our value proposition and contribute to promoting a safer, healthier, and more sustainable environment for our customers and society at large. This in turn allows us to maintain a competitive portfolio while focusing on protecting Mexican families.

We also recognize that the impacts of physical risks associated with climate change are becoming more frequent and severe. Therefore, we offer products designed to address climate risks, such as agricultural insurance, coverage for hydrometeorological phenomena, and parametric insurance.

Agricultural insurance

In mid-2025, Seguros Banorte began offering agricultural insurance that covers hydrometeorological risks, fire, drought, pests, earthquakes, inability to plant, and non-birth, among others. This insurance applies to open-air crops and protected agriculture schemes (greenhouses, macro tunnels, shade nets), in irrigation and seasonal modes, as well as perennial crops under special acceptance.

For the government insurance segment, we have **agricultural insurance** schemes tailored to specific needs, **with a premium issued as of December 2025 of MXN18.8 million.**



Net premiums written related to energy efficiency and low-carbon technology: In 2025, a wind farm insurance policy was placed, 100% to facultative reinsurance, with an insured sum of MXN17.96bn and a net premium of MXN68.8mn.

Hydrometeorological insurance

We offer catastrophic coverage insurance for weather-related phenomena, which mitigates the impacts of physical risks associated with climate change, such as hurricanes, floods, storm surges, sea storms, and hail. Offering customers the capacity to withstand the devastating impacts of a Category 5 hurricane, this insurance is available for households, businesses, and industries.

It is available in the home, commercial, and industrial insurance categories.

At the close of December 2025, we offered coverage of 228,276 risks throughout the country, including areas with high exposure to hurricanes such as the Yucatan Peninsula, the Gulf of Mexico, and the Pacific Ocean. The **declared insurable values amounted to MXN1.183 billion, with a retained value of MXN45.67 billion and a net premium of MXN1.23 billion.**



Parametric insurance

Seguros Banorte developed a parametric hurricane insurance product targeted at SMEs and households in coastal areas. The payout-trigger parameters are defined by the storm's trajectory and wind speed, starting at a stepped threshold of 154 km/hour. Based on these parameters, the maximum limit of liability varies, starting at 10%.

When an incident of this type occurs that meets the predefined parameters, our commitment is to make the payment within no more than 10 business days from the approval of the payment request, regardless of whether or not there are actual damages in the insured area. This provides financial support to our clients as quickly as possible to help them cope with the impacts of an adverse natural event.

As of the end of 2025, the declared insurable values under these policies amounted to MXN40.7 million, with a net premium of MXN2.2 million.

Car insurance

Around the world, carmakers are facing the challenge of reducing vehicles' environmental impact by adopting cleaner and more efficient technologies. Aware of this responsibility, we introduced a differentiated rate in the Autoestrene channel for new vehicles that run on hybrid or electric engines, offering preferred conditions that encourage the transition toward sustainable mobility.

This initiative is part of our *Auto Verde* strategy, which supports practices that help reduce pollutant emissions and encourage responsible resource stewardship. By driving the adoption of hybrid and electric vehicles, we not only keep pace with global decarbonization trends but also reaffirm our commitment to the principles of sustainable development, ensuring that today's decisions do not compromise the well-being of future generations.

During 2025, we boosted the insurance for electric vehicles, which grew by 262% over 2024, driven by strategic partnerships with brands that offer this type of vehicle.

Furthermore, we offer customers with a safe driving record and low claims frequency discounts on auto insurance premiums for those with low claims frequency, **promoting a culture of road safety prevention and strengthening our sustainable mobility** offering with adaptable coverages for hybrid and electric vehicles.

FINANCIAL LITERACY INITIATIVES AT SEGUROS BANORTE

Financial literacy is a strategic cornerstone for Seguros Banorte, because it encourages informed decision-making about savings, protection, and risk prevention.

Some of our key financial literacy actions during the year were:

- **Training and virtual workshops for the sales force to promote a culture of prevention.**
- **Specialized guidance by executives to help customers choose coverages tailored to their needs and life stage.**
- **Initiatives that strengthen decision-making, reinforcing Banorte's role as an ally in building a more solid financial future for Mexican families and SMEs.**

CORPORATE GOVERNANCE

- Shareholders' Meeting
- Board of Directors
- Board diversity and inclusion
- Internal Control System
- Support Committees to the Board
- Regional and Local Boards
- Senior management
- Executive compensation
- Sustainability Committee

64%

independent directors

21%

women directors

+270

employees participated in the Macrocell and the sustainability cells

SDG
16

GRI
2-9, 2-10, 2-11, 2-12, 2-13, 2-15, 2-18, 2-19, 2-20, 405-1

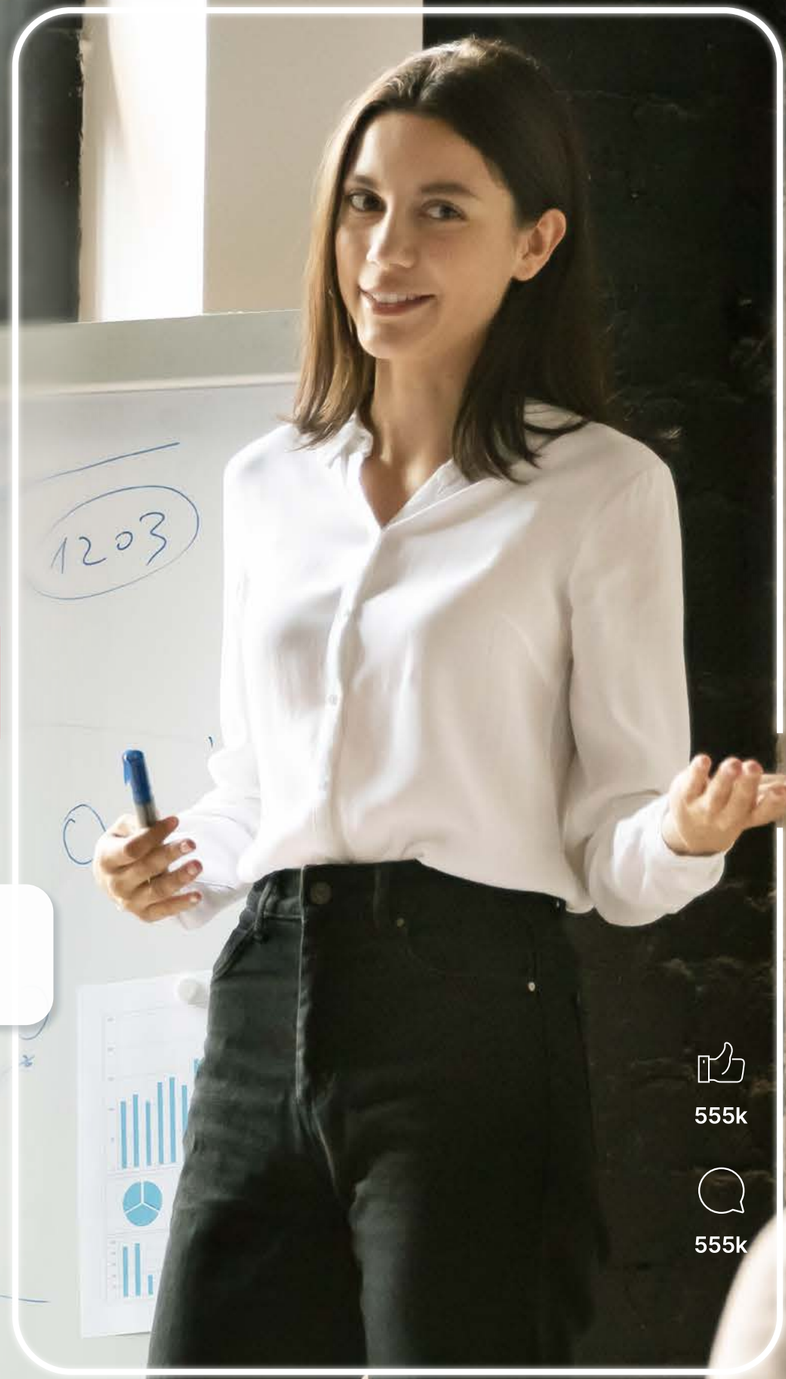
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WE FOCUS ON

Aligning with best practices



I'm proud to work in a place where transparency and integrity are part of every decision.





At GFNorte, we are convinced that sound corporate governance is vital to retaining the trust of our customers and investors, and a cornerstone of sustainable growth for our institution.

Good governance practices strengthen transparency, accountability and responsibility within the organization, in turn a reflection of our commitment to all of our stakeholders.
In matters of sustainability, we maintain a firm commitment to addressing environmental, social, and corporate governance issues in a comprehensive manner. We have redoubled our efforts to combat climate change and address social issues, actively participating in specialized forums and guiding our strategy based on the five material topics identified in our materiality analysis:

- Customer relations
- Decarbonization
- Corporate governance
- Diversity, equity and inclusion
- Technology and innovation

Shareholders' Meeting

The General Shareholders' Meeting is the highest decision-making body of the company, with powers to agree, revoke, and ratify all of its actions and operations.

Shareholders' meetings may be ordinary or extraordinary and may be held at any time when they are called at the company's registered address. Their powers, functioning, and procedures are regulated in Chapter Three of the **Corporate Bylaws** and in the **Shareholders' Manual**. Pursuant to Article Ten of the Corporate Bylaws, each outstanding share entitles the holder to one vote, which guarantees the proportional participation of shareholders in the company's decisions.

Shareholders gathered for annual general meetings discuss and, where appropriate, approve the financial statements for the year, the allocation of net income and other corporate reports, as well as other relevant matters. They also appoint the Chairman of the Board of Directors, the regular and alternate board members, the Secretary of the Board, and the Chairman of the Audit and Corporate Practices Committee, and set their respective emoluments.

The LMV recognizes the rights of minority shareholders and protects their participation, particularly in its Articles 49, 50, and 51.

For more information, see our **corporate governance policies and documents**.

Board of Directors

GRI 2-19

The Board of Directors is GFNorte's main governing body.

Charged with ensuring that our goals, values and strategies are aligned with the principles of sound corporate governance, and thus safeguarding the interests of shareholders, employees, suppliers and communities.

Together with the CEO, the Board of Directors administers the Group and its financial subsidiaries, establishing general strategies and guiding the business of the parent company and its affiliates. In keeping with the LGSM, the LRAF and the LMV, as well as GFNorte's bylaws, Board members are appointed by the Shareholders' Meeting and must meet specific regulatory requirements.

A majority of GFNorte Board members are independent, which helps prevent potential conflicts of interest. GFNorte also has a Code of Conduct approved by the Board itself, which establishes ethical and behavioral guidelines for its employees, directors, and board members, ensuring that all actions are taken in line with institutional principles and values.

The corporate bylaws establish that the board should consist of at least 50% independent members, which is above the regulatory minimum of 25%. At present, 64% of the board's members qualify as independent.

64%
independent directors

The Board meets on a quarterly basis, or more frequently when necessary, in extraordinary cases, when called by the Chairman of the Board, by 25% of the regular members or by the chairman of the Audit and Corporate Practices Committee.

The General Ordinary Shareholders' Meeting of April 23, 2025 approved compensation for regular board members and their alternates, for every meeting they attend, in the amount equivalent to the listed value of two fifty-peso gold coins, commonly known as centenarios.

RESTRICTIONS

The following persons may not serve a board members:

- **GFNorte officers and employees, with the exception of the chief officers and those who hold positions two administrative levels below them.**
- **Persons who have held the position of external auditor at GFNorte or any of its financial institutions or sub-holdings in the twelve months immediately prior to the date of appointment.**
- **Spouses, common-law partners, or persons related by blood, affinity, or civil relationship up to the fourth degree to more than two board members.**
- **Public servants who perform inspection, surveillance, or regulatory functions for GFNorte or its financial entities or sub-controllers.**
- **Persons who have pending litigation with GFNorte or any of its financial entities or sub-controllers.**
- **Persons declared bankrupt or in receivership.**
- **Persons convicted of intentional property crimes, as well as those disqualified from engaging in commerce or from holding a job, position, or commission in the public service or in the Mexican financial system.**



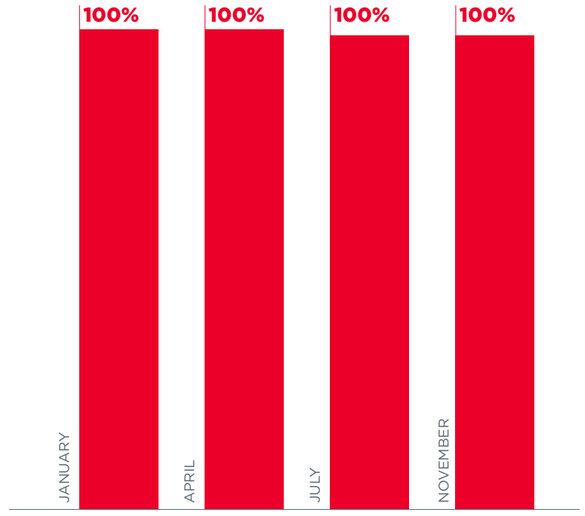
STRUCTURE OF THE BOARD OF DIRECTORS

GRI 2-9, 2-11

Average seniority of board members: **10 years**
GFNorte's Board of Directors is comprised as follows:

NAME	NATIONALITY	AGE	POSITION	CATEGORY	ABSENCES	YEARS ON BOARD	NUMBER OF TERMS	EXECUTIVE MANAGEMENT
CARLOS HANK GONZÁLEZ	Mexican	54	**Regular member / Chair**	Related (non-executive)	0	11	3	0
JUAN ANTONIO GONZÁLEZ MORENO	Mexican	68	**Regular member**	Related (non-executive)	0	21	2	1
DAVID JUAN VILLARREAL MONTEMAYOR	Mexican	77	**Regular member**	Related (non-executive)	0	32	1	0
JOSÉ MARCOS RAMÍREZ MIGUEL	Mexican	62	**Regular member**	Related (executive)	0	10	2	1
CARLOS DE LA ISLA CORRY	Mexican	62	**Regular member**	Related (non-executive)	0	9	1	0
ALICIA ALEJANDRA LEBRIJA HIRSHFELD	Mexican	58	**Regular member**	Independent (nonexecutive)	0	4	1	0
CLEMENTE ISMAEL REYES RETANA VALDÉS	Mexican	64	**Regular member**	Independent (nonexecutive)	0	4	3	0
MARIANA BAÑOS REYNAUD	Mexican	51	**Regular member**	Independent (nonexecutive)	0	2	1	0
FEDERICO CARLOS FERNÁNDEZ SENDEROS	Mexican	57	**Regular member**	Independent (nonexecutive)	0	2	4	0
DAVID PEÑALOZA ALANÍS	Mexican	52	**Regular member**	Independent (nonexecutive)	1	6	2	1
JOSÉ ANTONIO CHEDRAUI EGUÍA	Mexican	59	**Regular member**	Independent (nonexecutive)	1	10	3	1
ALFONSO DE ANGOITIA NORIEGA	Mexican	63	**Regular member**	Independent (nonexecutive)	0	10	3	1
THOMAS STANLEY HEATHER RODRÍGUEZ	Mexican	71	**Regular member**	Independent (nonexecutive)	0	9	2	0
DIANA MUÑOZCANO FELIX	Mexican	46	**Regular member**	Independent (nonexecutive)	0	8 months	1	1

Attendance at Board meetings in 2025



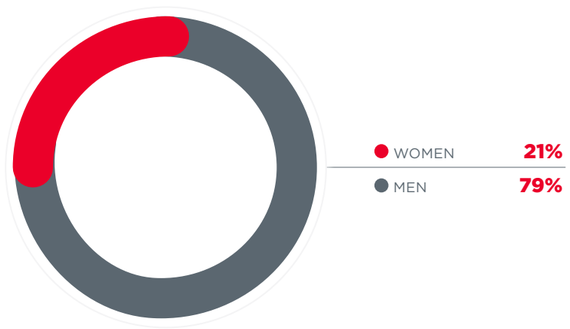
Number of board memberships including GFNorte.
Number of years on the board counted since appointment as regular board member.
Number of other CEO positions indicates how many times the member in question holds the position of CEO in a publicly listed company other than GFNorte.
Data as of December 31, 2025.

For more information about our Board of Directors, see our **Governance section**.

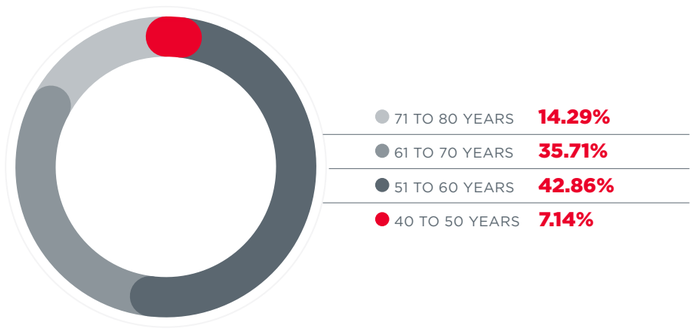
Percentage of executives, non-executives and independent members



By gender
(appointed at General Ordinary Shareholders' Meeting of April 23, 2025)



By age range
(appointed at General Ordinary Shareholders' Meeting of April 23, 2025)



MATRIX OF BOARD OF DIRECTORS SKILLS AND EXPERTISE

GRI 2-10, 2-18

According to GFNorte's bylaws, members of the Board of Directors must possess recognized technical expertise, honorability and a satisfactory credit record, and must have extensive knowledge and experience in finance, law or administration.

The bylaws also require that members be elected or reelected each year, as the case may be, so that their suitability and alignment with institutional objectives may be continually assessed.

Based on best corporate governance practices, and to ensure that GFNorte's Board of Directors is composed of members whose skills contribute the overall strategy of the Group, a matrix of skills that board members should possess was designed. This allows the Nominating Committee to evaluate candidates and determine their suitability to be members of the Board of Directors.

During the selection process, the Nominating Committee ascertains whether the nominees meet the regulatory requirements and that their qualifications align with the group's strategy. It also endeavors to maintain a plural and equal balance of board members based on the principles of dignity, inclusion and diversity, considering aspects such as gender, nationality, culture, beliefs and ideology, avoiding any type of discrimination.

Process to define the skills matrix

To prepare the skills matrix, the following activities are carried out:

- **Establishment and updating of a benchmark**
- **Comparison of the skills matrix with GFNorte's objectives**
- **Identification of potential gaps and existing alignment**
- **Confirmation by the directors of their skills matrix and determination of their level of expertise (expert, highly experienced, or some experience)**

In setting a benchmark for the skills matrix, we were careful to include key skills in:

- **Information technology, with an emphasis on digital banking, fintech, and cybersecurity**
- **ESG matters, particularly climate change, social programs, and DEI**
- **Legal and regulatory aspects, to ensure transparency and ensure regulatory compliance**
- **Mainstream skills that are relevant to the various business lines**

This matrix is regularly updated to remain consistent with the institution's strategy and business plans.

The specific skills required for members of the Board of Directors in the field of financial services include:

- **Knowledge of capital markets**
- **Corporate banking**
- **Retail and commercial banking**
- **Private banking**
- **Digital banking**

Other more general skills were also considered, such as risk management, accounting and auditing, internal control, strategy, human resources and compensation, institutional relations, regulatory experience, public policy, corporate governance, sustainability, and experience in the domestic and international markets.

Board of Directors Evaluation

GRI 2-17

To uphold the highest standards of corporate governance, as in previous years, in 2026 the Board will undertake a comprehensive self-evaluation. This exercise aims not only to assess Board members' performance but also to identify opportunities that enhance the effectiveness of the Board and its Committees, and buttress oversight of the Group's sustainable performance.

To ensure that long-term vision remains the guiding principle of corporate governance, this process will include an in-depth analysis of: (i) the performance and dynamics of Board sessions; (ii) the structure and alignment of Board members' qualifications with the current challenges of the financial sector and best practices in corporate governance; (iii) the functioning of the Board's support committees; and (iv) the strategic role of the Board.

The results will be compared with those of previous, supporting our ongoing commitment to international best practices and to strengthen a robust governance structure that remains up to date with current conditions and aligned with shareholders' interests.

The main findings of this process will be presented in the upcoming 2026 Annual Report.



Skills matrix

● EXPERT ● HIGHLY EXPERIENCED ● SOME EXPERIENCE ● OTHER EXPERIENCE

	CARLOS HANK GONZÁLEZ	JUAN ANTONIO GONZÁLEZ MORENO	DAVID JUAN VILLAREAL MONTEMAYOR	JOSÉ MARCOS RAMÍREZ MIGUEL	CARLOS DE LA ISLA CORRY	ALICIA ALEJANDRA LEBRIJA HIRSCHFELD	CLEMENTE ISMAEL REYES RETANA VALDÉS	MARIANA BAÑOS REYNAUD	FEDERICO CARLOS FERNÁNDEZ SENDEROS	DAVID PEÑALOZA ALANÍS	JOSÉ ANTONIO CHEDRAUI EGUÍA	ALFONSO DE ANGOITIA NORIEGA	THOMAS STANLEY HEATHER RODRÍGUEZ	DIANA MUÑOZCANO FELIX
CAPITAL MARKETS	●	●	●	●	●	●	●			●	●	●	●	
CORPORATE	●	●	●	●	●	●	●			●	●	●	●	●
RETAIL	●	●	●	●	●	●	●	●	●	●		●	●	
GOVERNMENT	●	●	●	●	●	●	●			●		●	●	
PRIVATE	●	●	●	●	●	●	●			●		●	●	
DIGITAL AND FINTECH	●	●	●	●	●	●	●	●		●	●	●	●	
RISK MANAGEMENT			●					●						●
AUDIT AND INTERNAL CONTROL			●					●	●					
FINANCE	●			●	●		●	●		●		●	●	●
STRATEGY	●	●	●	●	●	●	●	●		●	●	●	●	●
IT & CYBERSECURITY		●	●					●	●					
HR & COMPENSATION	●		●					●						
INST. RELATIONS	●	●	●	●	●	●	●	●	●	●	●	●	●	
LEGAL AND COMPLIANCE	●	●		●			●	●	●	●	●	●	●	●
PUBLIC & REGULATORY		●					●	●						●
ESG/SUSTAINABILITY		●	●	●	●	●	●	●	●	●	●	●	●	●
BUSINESS MANAGEMENT	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
BDS. OF DIR.	✓	✓	✓	✓	✓		✓		✓	✓	✓	✓	✓	✓
DOMESTIC EXPERIENCE	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
INTERNATIONAL EXPERIENCE	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
GENDER	**M**	**M**	**M**	**M**	**M**	**F**	**M**	**F**	**M**	**M**	**M**	**M**	**M**	**F**
INDEPENDENT						✓	✓	✓	✓	✓	✓	✓	✓	✓

RESTRICTION ON BOARD MEMBERSHIPS

GRI 2-15

In line with international best practices, the Nominating Committee considers both the length of service of independent board members and the availability of candidates to adequately perform their duties.

The documentation presented to the Ordinary General Shareholders' Meeting includes, within the individual assessment of board members, information on their involvement in the **boards of other publicly-listed companies**.

Board diversity and inclusion

GRI 2-10, 405-1
SASB FN-IB-330a.1, FN-AC-330a.1

The Nominating Committee is responsible for promoting dignity, equity, inclusion, and diversity in the composition of the Board of Directors.

Its objective is to ensure a balance on the Board in terms of gender, experience, and skills, which enriches decision-making and strengthens GFNorte's strategic management.

The board member selection process takes into account:

- **Compliance with regulatory requirements**
- **The contributions that candidates can bring based on their profile, professional experience and capabilities**
- **Alignment with the skills matrix adopted by the Committee**
- **Gender diversity and inclusion**

All selection processes and all mechanisms for compensation are based on merit, experience and capacity. Our policies reinforce our commitment to non-discrimination, promoting equal opportunities regardless of gender, culture, race, or other personal characteristics, and always prioritizing the most suitable person for each position.

Before board members are appointed and begin work, **GFNorte checks that each of them meets the requirements established in the corporate bylaws,** the LMV and the LRAF.

Internal Control System

GFNorte has a robust internal control system, **designed to ensure that all operations are conducted in strict conformity with applicable regulations.** This system includes methodologies and mechanisms for review that permit continuous evaluation of its effectiveness and regulatory compliance.

The Audit and Corporate Practice Committee regularly reports to the board on the status of this system at GFNorte, its financial subsidiaries as well as other corporations it controls. It also tracks any irregularities detected and proposes the necessary corrective measures.

GFNorte pays special attention to:

- **Internal control over operations**
- **Creation, processing and disclosure of accounting and financial information**
- **Relations with investors, customers and suppliers**
- **Compliance with applicable regulations**



Support Committees to the Board

GRI 2-9

The board is supported by a group of committees made up of predominantly independent members of the board, except in cases where the law requires that they also include executives of the institution itself or related board members.

Audit and Corporate Practices Committee

Meets on a regular basis 12 times a year, and in extraordinary meetings as necessary.

MEMBER	TYPE	POSITION	ATTENDANCE	COMMITTEE MEMBER SINCE	EXECUTIVE	NON-EXECUTIVE
THOMAS S. HEATHER RODRÍGUEZ	Regular independent member	Chairman	100%	April 2016		X
CLEMENTE I. REYES RETANA VALDÉS	Regular independent member	Member	100%	April 2017		X
ALICIA A. LEBRIJA HIRSCHFELD	Regular independent member	Member	100%	April 2022		X
DIEGO MARTÍNEZ RUEDA-CHAPITAL	Independent alternate	Member	91.2%	April 2021		X

Risk Policies Committee*

Meets for 12 regular sessions and one extraordinary meeting per year.

MEMBER	TYPE	POSITION	ATTENDANCE	COMMITTEE MEMBER SINCE	EXECUTIVE	NON-EXECUTIVE
CARLOS DE LA ISLA CORRY	Regular related member	Chairman	100%	April 2019		X
CLEMENTE I. REYES RETANA VALDÉS	Regular independent member	Member	100%	April 2019		X
THOMAS S. HEATHER RODRÍGUEZ	Regular independent member	Member	100%	April 2016		X
DIEGO MARTÍNEZ RUEDA-CHAPITAL	Independent alternate	Member	100%	April 2021		X
JOSÉ MARCOS RAMÍREZ MIGUEL	CEO, GFNorte*	Member	100%	November 2014	X	
GERARDO SALAZAR VIEZCA	Managing Director, Risk Management and Credit/ CRMU	Member	100%	April 2019	X	

* Pursuant to Article 70 of the CUB, the RPC is made up of at least two regular members of the Board of Directors (one of which chairs the committee); the CEO; and the head of the CRMU. Additionally, the internal auditor and invited guests may attend meetings with the right to speak but not to vote.

Human Resources Committee*

Meets four times a year.

MEMBER	TYPE	POSITION	ATTENDANCE	COMMITTEE MEMBER SINCE	EXECUTIVE	NON-EXECUTIVE
THOMAS S. HEATHER RODRÍGUEZ	Regular related member	**Chairman**	100%	April 2020		X
DIEGO MARTÍNEZ RUEDA-CHAPITAL	Regular independent member	**Member**	100%	April 2024		X
GERARDO SALAZAR VIEZCA	Chief Risk and Credit Officer	**Member**	100%	April 2020	X	
JAVIER BELTRÁN CANTÚ	Chief Administrative and Human Relations Officer	**Member**	100%	April 2016	X	
RAFAEL ARANA DE LA GARZA	Chief Financial and Operational Officer	**Member**	100%	April 2016	X	
ISAÍAS VELÁZQUEZ GONZÁLEZ	Chief Audit Executive	**Guest**	100%	April 2016	X	

* In accordance with Article 168 Bis 5 of the UBC, the Human Resources Committee must include at least two board members of the Board of Directors, at least one of them independent (the committee chair). In addition, at least one of the board members must have knowledge and experience that gives them extensive expertise in risk management or internal control. The following must also be members of the committee: head of the CRMU, a representative from the Human Resources Department, a representative from the area responsible for financial planning or budgeting, and the internal auditor, who may participate with the right to speak but not to vote. Beyond the requirements of applicable law, GFNorte requires that all members of the Board of Directors who sit on the Human Resources Committee be independent.

Nominating Committee

Meets at least once a year or when called by its Chair.

MEMBER	TYPE	POSITION	ATTENDANCE	COMMITTEE MEMBER SINCE	EXECUTIVE	NON-EXECUTIVE
CARLOS HANK GONZÁLEZ	Regular related member	**Chairman**	100%	November 2014		X
JUAN ANTONIO GONZÁLEZ MORENO	Regular related member	**Member**	100%	November 2014		X
CARLOS DE LA ISLA CORRY	Regular related member	**Member**	100%	April 2024		X
JOSÉ ANTONIO CHEDRAUI EGUÍA	Regular independent member	**Member**	100%	July 2016		X
ALFONSO DE ANGOITIA NORIEGA	Regular independent member	**Member**	100%	July 2016		X
THOMAS S. HEATHER RODRÍGUEZ	Regular independent member	**Member**	100%	July 2016		X
FEDERICO FERNÁNDEZ SENDEROS	Regular independent member	**Member**	NA	April 2024		X



Regional and Local Boards

At GFNorte, Regional and Local Boards provide a platform for dialogue and engagement with the business community throughout the country.

Their purpose is to strengthen institutional ties, share perspectives on the economic and social environment, and contribute proposals for regional and national development.

In 2025, the Boards continued to **focus on fostering closer ties with the business community and actively listening to the members** in order to enrich the Group's decision-making with a diverse and regionalized vision.

The **Regional Boards** are distributed across six areas of the country:

- Central
- Metropolitan
- Northwest
- North
- West
- Peninsula

There were a total of 266 members

240 men

26 women

from **28 states**, representing nine different industries

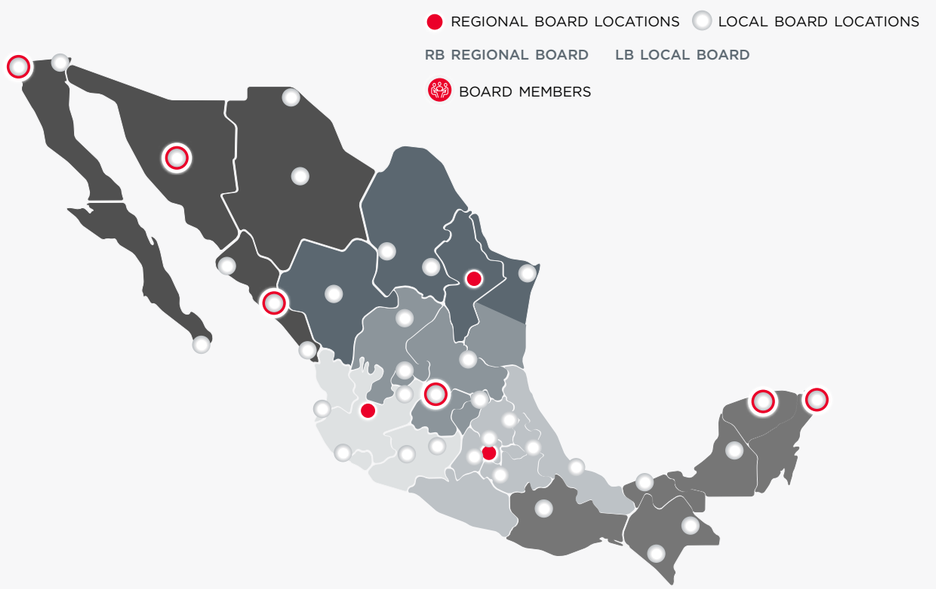
The meetings of these Boards were held in a hybrid format, incorporating in-person and virtual participation. **Two events were held in the year: the Peninsular Regional Board, which met on March 10 in Cancun**, featuring Carlos Elizondo Mayer-Serra, who shared his analysis of Mexico's political outlook; **and the Metropolitan Regional Council, held on November 6 in Mexico City,** where Leonardo Curzio Gutiérrez reflected on the country's current challenges.

The **Local Boards** complement the strategy and vision with broader coverage. **In 2025, two new councils were added, bringing the total to 36 active boards in 31 states across the country. There are 867 members in all: 771 men and 96 women.** Throughout the year, more than 60 face-to-face sessions were held in different regions, articulating the institutional vision with local realities, generating shared value, and contributing to the construction of new strategies.



Looking to the future, GFNorte will continue to strengthen a solid, diverse, and representative network of boards across the country. By encouraging the active participation of our board members, we will continue to focus on listening, fostering partnership, and generating value with a positive impact for the people, businesses, and communities of Mexico.

Composition of Regional and Local Boards



Northwest RB
46
LB 9
221

Central RB
41
LB 5
117

Metropolitan RB
43
LB 6
143

North RB
46
LB 4
102

West RB
47
LB 5
110

Peninsular RB
43
LB 7
174

INDUSTRIES

- Agriculture[1]
- Retail
- Communications and transportation
- Construction
- Education
- Manufacturing
- Mining and Steel
- Services
- Financial services

6
Regional Boards

- **266** board members
- **240** men | **26** women
- Average age: **58**
- **28** States | **51** Cities

36
Local Boards

- **867*** board members
- **771** men | **96** women
- Average age: **59**
- **31** States | **111** Cities

* 67 are also members of Regional Boards.
1 Agriculture, poultry farming, livestock, forestry and fishing

Senior management

GRUPO FINANCIERO BANORTE SENIOR OFFICERS

José Marcos Ramírez Miguel
Chief Executive Officer, Financial Group

José Armando Rodal Espinosa
Managing Director, Wholesale Banking

Mario Alberto Barraza Barrón
Managing Director, Retail Banking

Fernando Solís Soberón
Managing Director, Savings and Planning

Carlos Eduardo Martínez González
Managing Director, Government Banking

José Francisco Martha González
Managing Director, Digital Businesses

Rafael Arana de la Garza
Chief Financial and Operational Officer

Gerardo Salazar Viezca
Managing Director, Risk Management and Credit

Javier Beltrán Cantú
Chief Administrative and Human Resources Officer

Héctor Ávila Flores
Chief Legal Officer

Isaías Velázquez González
Chief Audit Executive

Executive compensation

GRI 2-19, 2-20

Executive compensation at GFNorte is designed to reflect our institutional values and commitment to responsible, efficient, and sustainable management.



Under the supervision of the Human Resources Committee, compensation schemes are aligned with the Group's strategic targets and the expectations of our shareholders, customers, and society.

The compensation model recognizes individual performance, promotes decision-making, and strengthens executive leadership in the execution of corporate strategy. In line with international best practices in corporate governance, deferred compensation schemes incorporate the management of risks inherent to each function, evaluated over time horizons that reflect the sustainability of results.

These mechanisms seek to balance sustained value creation, the continuity of key talent, and long-term strategic alignment.

In keeping with this vision, and pursuant to the **resolutions** adopted at the Annual Ordinary General Shareholders' Meeting of April 23, 2025, the executives of the Group and its subsidiaries who may be eligible for the Stock Plan include, among others:

- **General Directors**
- **Deputy General Directors, as well as Territorial Directors**
- **Key executives, along with other relevant executive personnel**

Additionally, the general conditions of the Stock Plan consider the weighting of the Performance Plan metrics. This weighting is calculated as follows, with the possibility of adjustments defined by the Human Resources Committee: Likewise, it was established that the sustainability indicators will carry a weighting of 4% in the evaluation of the performance plans.

To learn more about these indicators, contact **investor@banorte.com**.

	VARIABLE	PERCENTAGE
FINANCIAL (90%)	Net income growth	82%
	ROE	2%
	ROA	2%
	Efficiency Ratio	2%
	Capitalization Ratio	2%
CLIENTS (6%)	Cross-Sell Ratio	2%
	NPS	2%
	Increase in preferred customers' value	2%
	Sustainability indicators	4%
TOTAL		100%

4%
weighting of sustainability indicators in performance plans

1. DEFERRED STOCK BONUS

The deferred bonus scheme is an essential tool for promoting responsible executive decisions that are consistent with the risk and sustainability parameters defined by the Group.

- **Mechanics:** each year, senior management receives a performance bonus, of which 60% is paid immediately in cash and 40% is deferred in GFNorte shares over a period of three years.
- **Payment schedule:** The deferred amount is structured in three equal installments, which are paid annually, beginning in the fiscal year following the year in which the bonus is paid.
- **Purpose:** This deferral ensures that compensation does not depend exclusively on short-term results, but rather materializes as those results are consolidated over time.
- **Value for investors and regulators:** With this scheme, the Group reinforces financial discipline and prudent risk management, aligning executive decisions with the stability and sustainability of the institution.

2. DEFERRED STOCK COMPENSATION PLANS

Deferred stock compensation plans are intended to ensure the stability of management teams that are critical to the execution of the medium and long-term strategy.

- **Mechanics:** Shares are allocated based on multiples of the base salary, determined according to the executive's level in the organization.
- **Eligibility:** Based on talent assessments, those who demonstrate high potential and performance within the organization are selected.
- **Payout schedule:** The benefit is granted over three years, with 30% distributed in the first two years and 40% in the third.
- **Purpose:** To ensure management continuity, avoiding disruptions that could compromise the execution of strategic projects and the pursuit of the Group's multi-year agenda.
- **Value for investors and regulators:** This scheme fosters organizational stability and ensures the ability to deliver consistent results, a key factor in preserving long-term confidence.

3. STOCK-BASED PERFORMANCE BONUSES

Stock-based performance bonuses have the purpose of ensuring a strategic alignment between the interests of shareholders and the decisions of those at the highest hierarchical levels.

- **Mechanics:** Stock bonuses are paid out depending on the fulfillment of certain strategic metrics defined and approved by the corporate governance bodies.
- **Eligibility:** Based on talent assessments, those who demonstrate high potential and performance within the organization are selected.
- **Payout schedule:** The benefit is granted over three years, with 30% distributed in the first two years and 40% in the third.
- **Evaluation criteria:** Profitability, business management, capitalization, increase in customer value, and fulfillment of sustainability commitments.
- **Purpose:** To ensure that the compensation of individuals in key positions is directly dependent on strategic results and real impact on organizational performance.
- **Value for investors and regulators:** This scheme strengthens the alignment of senior management with the creation of sustainable economic value, financial strength, and the principles of corporate responsibility, contributing to the Group's long-term resilience and competitiveness.

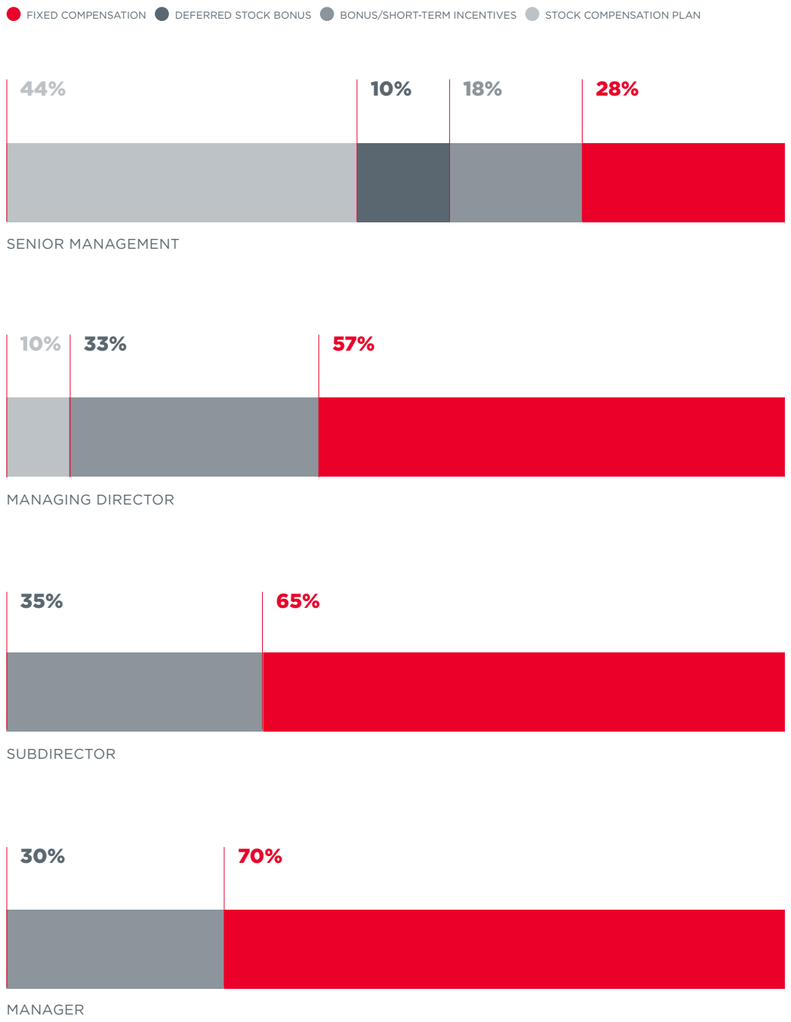


VESTING HORIZON

Both deferred stock compensation plans and stock-based performance bonuses are assigned as a multiple of each participant's base salary, determined based on international references that ensure their competitiveness within the regional context. Both schemes have annual vesting schedules and are structured with progressive allocation calendars, which allows for extending the visibility of the amount committed to those participating in these plans up to a five-year horizon.

This architecture reinforces incentives for retention, alignment with strategic goals, and discipline in long-term management.

EXECUTIVE COMPENSATION MIX



KEY FIGURES ON THE COMPENSATION SYSTEM

29
members of senior management received compensation under this system during the year

three
severance payments account for **0.04417%** of the balance of the direct short-term benefits account

The total amount of extraordinary compensation pending payment accounts for
0.51526%
of the balance of the direct short-term benefits account

Fixed compensation accounts for
1.06503%
and variable compensation accounts for **3.62042%** of the balance of the direct short-term benefits account

The total amount of compensation earned and paid out accounts for
4.68544%
of the balance of the direct short-term benefits account

The amount of extraordinary compensation paid in cash accounts for
0.96609%
and payment in shares accounts for **2.65432%** of the balance of the direct short-term benefits account

Transferred compensation accounts for
0.51526%
and non-transferred compensation accounts for **3.10516%,** of the balance of the direct short-term benefits account

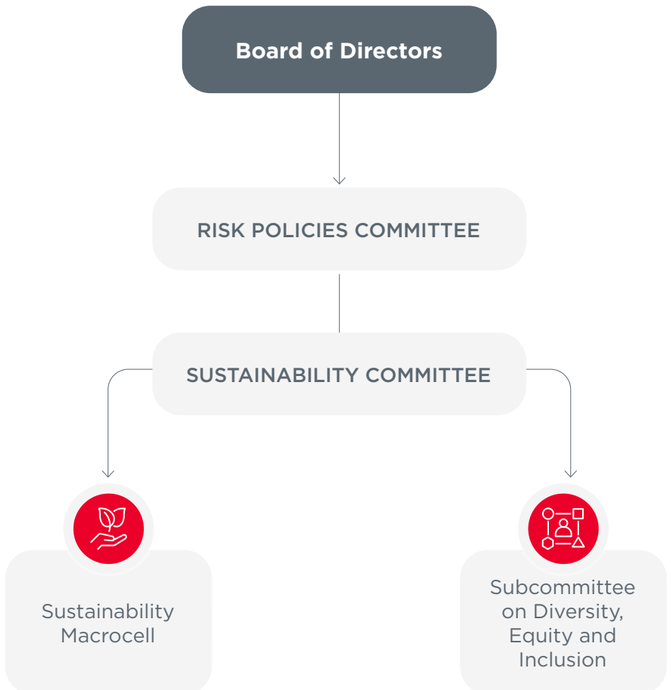
Sustainability Committee

GRI 2-12, 2-13

GFNorte's Sustainability Committee is responsible for defining the group's sustainability strategy, aligning it with corporate objectives.

This approach takes shape through ESG initiatives driven by the various strategic divisions. The committee presents its progress to the RCP, which reports directly to the Board of Directors. It also oversees the operation of the DEI Subcommittee.

Structure of the GFNorte Sustainability Committee



MEMBERS OF THE SUSTAINABILITY COMMITTEE

- Adjunct Managing General Director, Financial Planning, M&A, Investor Relations and Sustainability
- Chief Administrative Officer
- Managing Director, Wholesale Banking
- Managing Director, Risk Management and Credit
- Managing Director, Government Banking
- Managing Director, Retail Banking
- Managing Director, Digital Businesses
- Chief Legal Officer
- Chief Audit Executive
- Adjunct Managing Director, Comptrollership
- Adjunct Managing Director, Communication and Public Affairs
- Chief Investment Officer Afore XXI Banorte

The Sustainability Committee oversees the incorporation of ESG aspects as an integral part of internal organizational processes. This includes the consideration of environmental and social risks and impacts in decision-making, and the application of best corporate governance practices. It also encourages the engagement of Group leaders at all levels.

These actions are grounded in a normative framework of the **Group's sustainability policies** which establish the commitments, references, and guidelines to follow in environmental, social, socio-environmental risk, natural capital, and human rights matters.

Following our most recent materiality analysis, we set ESG goals for each of the group's managing directors and created a set of working structures called "cells" to pursue them. The cells provide an innovative, multidisciplinary venue for collaboration toward institutional objectives.

The Sustainability Macrocell was created by the Sustainability Department in coordination with the Customer Experience Department, to coordinate and monitor sustainability-related projects in both recently created and currently operating cells. The purpose of this macrocell is to address institutional priorities, including sustainable financing, climate risk, decarbonization, financial education, the bank's environmental performance, legal compliance, and accountability.

Sustainability topics addressed in committee meetings

THE SUSTAINABILITY COMMITTEE MEETS THREE TIMES A YEAR

1st meeting
- Advances in operational eco-efficiency
- Identification of sustainable finance opportunities
- Responsible investment (Operadora de Fondos)
- Responsible investment (Seguros y Pensiones)
- Sustainable performance analysis
- Sustainable performance benchmark
- Financial literacy as differentiator for strategic customers

ATTENDANCE 64%

2nd meeting
- Follow-up on sustainable performance analysis
- Application of IFRS S1 and S2 Sustainability Standards
- 2025 Integrated Annual Report
- 2025 TNFD Report
- Eco-efficiency update
- 2025 reforestation update
- Financial literacy from a gender perspective

ATTENDANCE 79%

3rd meeting
- Sustainable performance analysis
- Implementation of IFRS S1 and S2 Sustainability Standards
- 2025 Integrated Annual Report
- Sustainable financing
- 2025 TNFD report
- Eco-efficiency update
- 2025 reforestation update
- Financial education
- Sustainability events
- CUSF – Insurance and Pensions update
- Responsible investment – Operadora de Fondos

ATTENDANCE 86%

THE RISK POLICIES COMMITTEE MEETS EVERY THREE MONTHS

- January: 2024 Climate Risk progress – Areas of opportunity and best practices
- February: Financing assessed under SEMS and due diligences
- March: Items for authorization. Evaluation of 2025 climate capital adequacy
- April: Financing assessed under SEMS
- May: Monthly Sustainability indicators
- June: Financing assessed under SEMS
- July: Climate scenario analysis for the Mexican financial sector
- August: Financing assessed under SEMS
- September: Nature project progress
- October: ESG rating agencies analysis
- November: Target Markets, Financed Emissions, Climate-related Risk training
- December: MEDIR Climate Transition Strategy

Sustainability Macrocell and cells

Sustainability Macrocell

- CLIMATE-RELATED RISK
  - 32 value deliverables developed
  - +76 activities underway
- SUSTAINABLE FINANCING
  - +30 action lines
- FINANCIAL EDUCATION
  - +27 sessions
  - +30 participating areas
- OPERATIONAL ECO-EFFICIENCY
  - +270 participants

CORPORATE ETHICS

- Code of Conduct
- EthicsPoint whistleblowers' channel
- Money-laundering and terrorism financing prevention
- Anti-Corruption
- Fair competition
- Responsible marketing
- Ethical management and internal regulations
- Tax transparency
- Auditing

152

specialized professionals comprise the Executive Compliance Directorate

+99.5%

passed the course on the Code of Conduct

3,224

employees received training about our Policy on Economic Competition

SDG
8, 16

GRI
2-16, 2-23, 2-24, 2-25, 2-26, 205-1, 205-2, 205-3, 207-1, 207-2, 207-3, 406-1, 417-1, 417-2, FS15

SASB
FN-CB-510a.2, FN-IB-510a.2, FN-AC-510a.2, FN-IB-510b.4, FN-AC-270a.3

WE FOCUS ON

Acting in accordance with our principles



At Banorte, doing the right thing is not optional... it is part of our day-to-day.

555k

555k

Code of Conduct

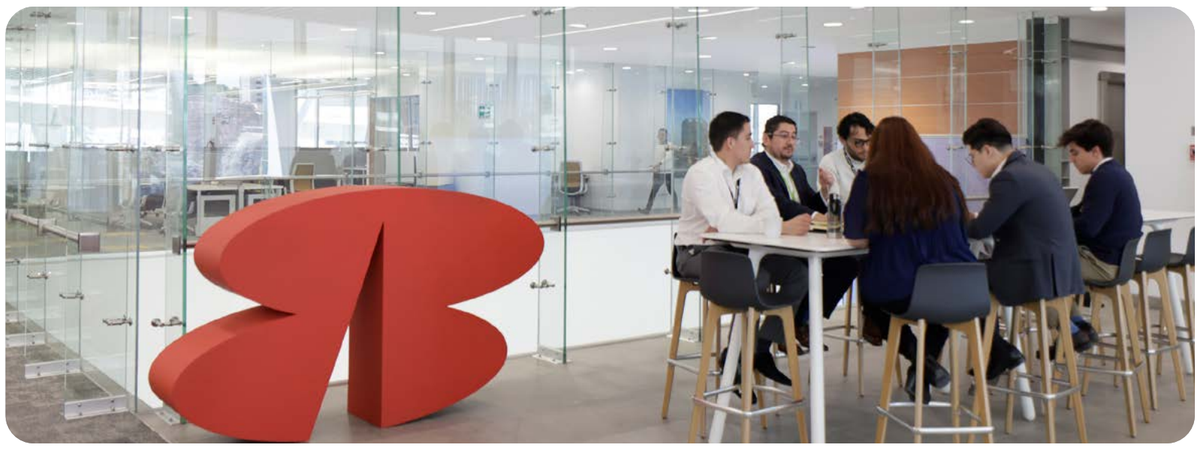
GRI 2-23, 2-24
SASB FN-IB-510b.4

The Code of Conduct is our guide for acting with integrity and responsibility. It adapts to the constant evolution of our environment and is strengthened each year to remain relevant. In updating it, we incorporate topics that reflect market dynamics and everyday situations that may arise in our daily lives, ensuring that it remains a practical and current reference point.

This code's principles are derived from one basic rule: "Doing business in good faith, with absolute honesty, and in compliance with the law." Adherence to this code is imperative for all members of GFNorte, so that we can maintain our reputation as a dynamic, respectable, and transparent institution.

The overall content of the code is an indication of our attitude of social awareness and diligent control, which makes us Mexico's Strong Bank. Among the topics addressed in the Code of Conduct are:

- **Conflicts of interest**
- **Confidentiality of information**
- **Resource management**
- **Customer relations**
- **Relations with competitors, suppliers and authorities**
- **Interpersonal and community interactions**
- **Employee recognition**
- **Managing employee grievances**



REVIEW, APPROVAL, AND DISTRIBUTION

In accordance with the procedural regulations governing GFNorte's companies, we review the content of the Code of Conduct every year to ensure it remains up to date.

This update incorporates current issues and strategies defined by the Board of Directors, ensuring that it can continue to function as a guide for employees' actions.

The ACPC reviews any changes to the Code of Conduct and submits them for approval by the Board of Directors. Once approved, the adjustments are communicated to all personnel through a regulatory newsletter that also provides a channel for answering any questions. Additionally, each year, with the support of the Human Resources platform, personnel are informed of the main changes, invited to review the full text of the document on our compliance website, and asked to reaffirm their commitment to act in accordance with the provisions of the code.

In 2025, the Code of Conduct was updated to include general guidelines on the responsible use of AI tools in our processes, aligning with the strategy and principles that guide our culture and business model.

The **Code of Conduct** is permanently available for consultation on the compliance website and on the corporate webpage open to the public.

All employees and senior management must pledge to abide by the Code of Conduct, which reinforces our culture of honesty and responsibility.

TRAINING AND EVALUATION

GRI 2-24



We have a standing program of training that covers familiarity with and application of the Code of Conduct. **New hires take training courses as part of the onboarding process, as do those who are already working in companies belonging to the financial group.** During the onboarding process employees are introduced to the Code and at the end of this process they sign a statement affirming that they are familiar with and will abide by its terms.

These courses have been widely welcomed by employees, 99.5% of whom pass the course on average each year.

Because we are committed to continuous improvement, the content of the course is reviewed every two years to ensure that the code remains current, enforceable and consistent with our business strategies and the overall economic climate.

The work of GFNorte officers and employees is continuously evaluated by their hierarchical supervisors, with the support of the Human Resources area. For certain employees whose work falls under the Compensation System, their performance is evaluated by the Human Resources Committee. The evaluation covers not just aspects pertaining to their jobs but to their adherence to the Code of Conduct.

The Internal Audit Department also conducts an independent review of each area as part of its annual plan. This includes questionnaires regarding familiarity with the Code of Conduct, in order to assess its efficacy and identify possible breaches. The area's report confirms the results of this questionnaire, most of which are positive.

GFNorte officers and employees **are obligated to cooperate with the audits in their sphere of responsibility, supplying the requested information promptly and facilitating the process.** They must also help correct any irregularities detected and cooperate in any internal or external investigations regarding possible violations of the Code of Conduct.

EthicsPoint whistleblowers' channel

GRI 2-16, 2-25, 2-26, 205-3, 406-1
SASB FN-CB-510a.2, FN-IB-510a.2, FN-AC-510a.2

GFNorte has a whistleblowers' channel called EthicsPoint that allows any GFNorte officer, employee or board member to report breaches of the Code of Conduct or internal or external regulations.

The information received through this channel is handled outside our technological environment, while the system is available on the institutional intranet and is also accessible through the supplier's website **Navex Global**. This channel accepts both anonymous and identified reports. Throughout the process, we respect anonymity and ensure that whistleblowers are not subjected to reprisals.

Reports are forwarded by e-mail to members of the ACPC, the Comptroller and Chief Audit Executive, and an administrator. They are classified into human resources and internal control matters. A status report is provided to the ACPC every six months. Substantiated reports are sanctioned by reprimand, relocation, suspension without pay, or dismissal, depending on the circumstances of the case.

1 Including harassment, abuse of authority, threats, conflicts of interest and substance abuse.
2 Including violation of policies, falsification, theft, fraud, and accounting/ audit problems

1 REPORT SENT AND RECEIVED
Reporting party inputs report and attaches any evidence. Administrator and other recipients receive an e-mail notification.

2 ANALYSIS AND CLASSIFICATION
Administrator reviews content and classifies it as either a human resource or internal control matter. If there is sufficient information, the report is forwarded for investigation; if not, additional data is requested.

3 CONTACT WITH THE REPORTING PARTY
Through the Navex Global platform, administrator asks the reporting party for additional evidence supporting the claim.

4 FORWARDED FOR INVESTIGATION
Human resource cases are forwarded to the Human Resources Department; internal control matters are investigated by the Comptroller or Audit Department.

5 INVESTIGATION
Interviews, workplace environment surveys, and analysis of transactions and images are carried out.

6 NOTIFICATION OF RESULTS
When the investigation is concluded, the accused's supervisor and administrator of the whistleblower's channel are informed of the results.

7 CORRECTIVE MEASURES
The Labor Relations Department, with the support of any other area required, applies sanctions according to the internal labor regulations, Code of Conduct, and other internal rules.

8 CLOSURE
Administrator inputs the result of the investigation into the system, notifies the reporting party of the resolution and closes the report.

In 2025, we received **569 reports through the EthicsPoint channel**, 500 of them having to do with human resource matters and 69 with internal control.

The 15% increase in the number of reports filed is attributed to a wider employee awareness of the channel.

In 477 of the cases (84%) there was enough evidence to investigate the matter, compared to 404 (79%) in 2024.

240 reports resulted in sanctions, including suspension without pay, written reprimands and dismissal for conduct unacceptable at GFNorte.

Reports resolved by category

			FIRED*		SUSPENDED*		REPRIMANDED*	
CATEGORY	COMPLAINTS RECEIVED	COMPLAINTS ADMITTED	COMPLAINTS ADMITTED	EMPLOYEES INVOLVED	COMPLAINTS ADMITTED	EMPLOYEES INVOLVED	COMPLAINTS ADMITTED	EMPLOYEES INVOLVED
THEFT	0	0	0	0	0	0	0	0
FRAUD	0	0	0	0	0	0	0	0
HARASSMENT	273	114	21	11	43	32	50	36
ABUSE OF AUTHORITY	140	46	12	6	19	9	15	10
THREATS	48	33	2	2	27	5	4	6
POLICY VIOLATIONS	64	33	18	16	14	14	1	2
CONFLICT OF INTEREST	36	11	0	0	7	6	4	2
FALSIFICATION	5	2	0	0	2	1	0	0
ACCOUNTING/AUDIT PROBLEMS	0	0	0	0	0	0	0	0
SUBSTANCE ABUSE (ALCOHOL, MARIJUANA, OTHERS)	3	1	0	0	0	0	1	1
TOTAL	**569**	**240**	**53**	**35**	**112**	**67**	**75**	**57**

*The number of complaints admitted and employees involved may not coincide, since the number of employees associated with each complaint may vary according to the circumstances of each case.

Reports by category

		COMPLAINTS	TOTAL
1. CORRUPTION OR BRIBERY	Theft	0	**64**
	Fraud	0	
	Violation of policies	64	
2. DISCRIMINATION OR HARASSMENT	Workplace harassment	273	**461**
	Abuse of authority	140	
	Threats	48	
3. CUSTOMER DATA PRIVACY		-	**-**
4. CONFLICTS OF INTEREST	Conflicts of interest (human resources)	36	**36**
	Conflicts of interest (internal control)	0	
5. MONEY-LAUNDERING OR INSIDER TRADING	Falsification	5	**5**
	Accounting/audit problems	0	
6. OTHERS	Substance abuse (alcohol, marijuana, others)	3	**3**
TOTAL		**569**	**569**

Types of complaint received

	HUMAN RESOURCES		INTERNAL CONTROL	
COMPLAINTS RECEIVED	500	100%	69	100%
COLLECTING INFORMATION	13	3%	1	1%
IN PROGRESS	47	9%	17	25%
COMPLAINTS CLOSED	440	88%	51	74%
INSUFFICIENT INFORMATION	74	15%	4	6%
COMPLAINTS INVESTIGATED	366	73%	47	68%
• FRIVOLOUS OR GROUNDLESS	161	32%	12	17%
• SUBSTANTIATED	205	41%	35	51%
— FIRED	35	7%	18	26%
— SUSPENDED WITHOUT PAY	96	19%	16	23%
— REPRIMANDED	74	15%	1	1%

Money-laundering and terrorism financing prevention

To prevent money-laundering and terrorism financing, the Board of Directors exercises oversight through the corporate governance bodies appointed by the Board itself.

These bodies are responsible for reviewing and assessing oversight and control aspects, ensuring regulatory compliance and proper management of the institution.

The ACPC, which is made up of independent members of the Board of Directors, carries out these duties, informs the Board of the result of its quarterly reviews, and issues an opinion on the functioning of the group's internal control system.

The Comptroller's Department, which is responsible for various compliance programs, including prevention of money laundering, terrorism financing, and the proliferation of weapons of mass destruction, as well as the Anti-corruption Policy, draws up a quarterly report for the ACPC regarding the activities carried out.

Every year the results of a risk assessment model are submitted to the ACPC and the Board. This model determines the level of exposure to money-laundering and terrorism financing risk to which GFNorte is exposed according to its products and services, the regions where it is present, and transactions and channels we deal with. This analysis is complemented by other controls we have developed to mitigate such risks.

The ACPC reports to the Board annually on the design, deployment and any modifications to the risk assessment model, including the classification of high, medium or low risk, and of customers, regarding exposure to money laundering and terrorism financing.

GFNorte has an area that specializes in the prevention of transactions that draw upon illegally obtained resources—the Executive Department of Compliance, which is part of the Adjunct Department of Comptrollership. This department is responsible for monitoring and ensuring compliance with the measures established on this matter, using policies, procedures, systems, and controls to mitigate the risk of such transactions.

We have an additional control structure through the Commercial Comptroller's Office, which conducts a physical and documentary review of transactions and files in each branch and customer service module.

This oversight helps ensure that established policies and procedures are followed.

Another system we have monitors transactions and compares them against each customer's transactional profile. If any of the established parameters is exceeded, a transactional alert is generated, which is analyzed and reviewed by the compliance team in coordination with the Commercial Department. This enables us to keep track of any transactions that might require special attention, and it strengthens our capacity to detect and address possible transactions that involve illegally obtained resources.



We have developed a model for grading all customers for degree of risk, which is applied at the start of the commercial relationship and every six months subsequently. When a customer is rated medium or high risk, an expanded questionnaire is applied to request further information about their activities and the origin and use of their resources. We also monitor their transactions more strictly in order to more closely control their transactions and make sure we remain in line with laws and policies. Because of their importance, these persons are closely tracked and their activity reported to the Communication and Control Committee.

Transactional alert triggered

- Customer's overall pattern of behavior analyzed
- Evidence requested to justify transaction
- If customer cannot provide evidence to justify transaction, it is reported to the authorities as unusual
- Forwarded for consideration by the Communication and Control Committee, which decides on whether to continue or terminate the commercial relationship

Our strategy in this area includes the assistance of external consultants every three years, to ensure continuous improvement. We also immediately address and apply any recommendations we receive from our participation in industry-wide meetings or seminars given by specialized personnel, as well as the observations of the Internal Audit Department or regulators in their annual review. In specific process such as SPEI and SPID wire transfers we request an independent review by an outside auditor, alternating with the annual internal audit.

Taken together, these actions enable us to constantly strengthen processes to maintain high compliance standards.



TRAINING IN MONEY-LAUNDERING AND TERRORISM FINANCING PREVENTION

To keep our personnel up to date and prepared to address the challenges and best practices in our industry, we have an annual training program that was drafted in coordination with the ABM, including all employees, executives and members of the Board, which ensures compliance with the corresponding regulatory guidelines. The course includes a test that must be completed with a passing grade, and corrective measures to ensure this is done.

We also take part in specialized international training forums on money-laundering and terrorism financing, along with sanction programs.

We have a team of nine officers responsible for regulatory compliance, certified by the CNBV as specialists in the prevention of transactions with illegally obtained resources. Compliance Office staff participates in international money-laundering and terrorism financing prevention seminars as well as various internal training programs on the matter, so that they can stay abreast of global trends and best practices.

Our goal is to guarantee that every level of the organization is duly trained, and to foster a culture of prevention throughout the entire institution.

28,108

employees trained in 2025

MONEY-LAUNDERING PREVENTION COMPLIANCE PROGRAM

As part of our money laundering and terrorism financing prevention program, we submit various regular reports to the authorities on unusual, relevant, or troubling internal transactions. We also file reports on international fund transfers, cash dollar deposits and purchases, transactions relating to the issuance and cashing of cashier's checks, and the annual Transaction Questionnaire.

In 2025, we reported a monthly average of 870 unusual transactions to the authorities.

The information is stored during the life of the account or contract with the customer and for no less than ten years after that.

Our know-your-customer policy, which is included in the Compliance Manual, includes a specific section on the obligation to identify and apply the strictest monitoring to transactions by politically exposed persons.

As a matter of policy, GFNorte does not engage in international transactions involving jurisdictions considered high risk.

The Executive Department of Compliance has a team of specialists who oversee the transactions of customers identified as politically exposed persons. This team monitors whether the transactional behavior of politically exposed persons reasonably corresponds to their duties, level, and responsibilities.

We have policies, controls, and systems in place to prevent any transactions involving high-risk jurisdictions listed by authorities such as the Financial Action Task Force (FATF) and the OFAC. We thoroughly monitor and review the transactions carried out by politically exposed persons that involve jurisdictions considered tax havens.

Through the Executive Department of Compliance, comprised of 152 specialists, we directly monitor customer transactions based on their risk level.

Last year we incorporated higher weightings and new risks as result of decisions to designate certain Mexican drug cartels as international terrorist organizations. We also developed strategic processes for strengthening reporting on unusual transactions, reviewed the process for monitoring sanctions lists, and strengthened the Banorte Intelligence Unit.

A specialized team was formed to oversee the Sanctions Compliance Program, establishing a specific regulatory manual and appointing a Sanctions Compliance Officer responsible for ensuring the implementation of these policies.

This team is responsible for managing and administering compliance policy, as well as preparing and submitting regulatory reports.

Additionally, we have teams that indirectly participate in and support this process. These teams include process controllers who incorporate this topic into their reviews, and personnel from Commercial, Legal, Internal Audit, Operations, and Data Governance, among other departments, who participate in supervising and complying with policies on the prevention of money laundering and terrorism financing.

IN-PERSON CUSTOMER DUE DILIGENCE

SASB FN-IB-510b.4

We conduct thorough background checks on our customers based on documents, data, or information from independent, reliable sources, identification of final beneficiaries, and continuous due diligence in commercial relations.

When beginning a business relationship with a new customer, we assemble an identification file, which includes data and documents to know more about them, as well as the origin and use of their money and how they will use their account. The documents we compile include official identification, corroborated by the issuing agency, proof of address, deeds of incorporation, tax identification certificates, and population registry code (CURP) for individuals.

In the case of corporations, we also identify the actual owner (final beneficiary) and the company's stock structure and corporate organization.

If a customer is rated medium or high risk, an expanded questionnaire is applied to request further information to determine their main activity and the origin and destination of their funds. We also track their transactions more closely. This measure allows us to exercise stricter control over higher-risk transactions.

REMOTE CUSTOMER DUE DILIGENCE

SASB FN-IB-510b.4

We cross-check and certify the documents submitted and stay in touch with the customer through digital channels.

For accounts and contracts opened and signed remotely, we monitor all the know-your-customer information, including geolocation and transactions conducted by these channels. This is carried out by the Executive Department of Compliance.

1

Banorte monitors formal lists of known or suspected terrorists issued by the competent authorities with jurisdiction over our institution. Our internal bureau checks various blacklists, such as:

- **The OFAC list**
- **The lists contained in United Nations Security Council resolutions 1267 and 1373 on terrorism**
- **The list of blocked persons, among others**

This procedure is part of our sanction program.

2

Before beginning the business relationship, we check these lists to ensure that no one appearing in them is accepted as a customer. We also use the Bridger Insight system, which contains various blacklists issued by the authorities of different countries, including anti-terrorism blacklists, to make sure we do not enter into contracts or transactions with undesirable institutions or individuals.

3

The Internal Audit Department evaluates compliance with regulatory measures on avoiding transactions with illegal resources or terrorism financing each year. The review encompasses the full year from January to December and culminates in a report that is presented to the ACPC and sent to the CNBV.

The CNBV conducts regular inspection visits to evaluate compliance with these measures, while Banxico conducts annual audits of payment methods such as SPEI and SPID, including a review of money-laundering and terrorism prevention processes.

Anti-Corruption

GRI 205-1, 205-2

We have an Anti-Corruption Policy that forms part of the key governance documents related to internal control. This policy consolidates in a single document the internal regulations that GFNorte has established in this area and covers the following aspects:

- **What GFNorte understands as an act of corruption**
- **Prohibitions in matters of human and material resources**
- **Use of information**
- **Donations**
- **Business dealings**
- **Bribery**
- **Influence-peddling**
- **Prevention, monitoring, and oversight**

Its purpose is to establish measures to prevent corruption in the course of business and operations by any of the financial institutions that make up this group and investigate and sanction cases where it is warranted.

It also serves as a reference for GFNorte personnel in dealing with situations in their activities that may place them in any of the situations described. If they have any questions or concerns, the Deputy Managing Director for Comptrollership can advise them on how to proceed in keeping with institutional guidelines.

UPDATING

To keep the policy up to date with the current climate, various management areas work together every year on a review, presenting their adjustments or ratification of the current content to the ACPC for subsequent consideration by the Board of Directors.

RISK ASSESSMENT

We monitor effective, efficient compliance with our Anti-Corruption Policy using a risk management methodology that includes operational risk indicators relating to corrupt acts.

The results of this monitoring are reported to the corresponding governance bodies, and the necessary corrective actions taken, in accordance with internal regulations. Reputational risk stemming from an act of corruption is managed according to established policies.

TRAINING

We have developed a course on the Code of Conduct and anti-corruption for our employees, 99.5% of whom have passed the course. Because we are committed to continuous improvement, the content of the course is reviewed every two years to ensure that the code remains current, enforceable and consistent with our business strategies and the overall economic climate.



COMMUNICATION

The Adjunct Managing Director for Communication and Public Affairs is responsible for creating programs that communicate to employees the importance of acting with integrity, and share with them tools and channels for combating any corrupt acts they might become aware of.

The Adjunct Managing Director for Comptrollership in turn is charged with conveying GFNorte's Anti-Corruption Policy to both employees and outside parties by issuing regulatory bulletins and posting them on the compliance website as well as on the corporate website at **www.banorte.com**

Fair competition

SASB FN-CB-510a.1, FN-AC-510a.1, FN-IB-510b.3, FN-IB-510a.1



GFNorte understands fair competition as the right of any player in the market to develop and grow based on their own skills, efforts and perseverance, pursuing their own goals without impeding or attempting to hinder others from achieving their legitimate ends

.

We recognize the value of economic competition because it has been key in GFNorte's path to becoming a major player in the Mexican financial industry. We want to compete openly, standing above our peers in a highly competitive environment. That is why we support free competition, respect legal ordinances in this matter, and prohibit any practice that may be considered anti-competitive.

As one of the pillars of our internal control system, the Policy on Economic Competition lays out a series of measures aimed at promoting, protecting, and ensuring fair competition, as well as preventing and investigating monopolistic practices, illicit concentrations, and barriers to free competition, as well as restrictions on market efficiency that may result from decisions or agreements made by GFNorte officers. The policy and its amendments are reviewed annually by the ACPC and also subject to approval by the Board of Directors.

The control areas that constitute the second line of defense in the internal control system are Legal, Risks, Credit, and Comptroller's Office, with the support of process and management comptrollers. Each of these, within the sphere of its duties, contributes to the detection of risks, the implementation of controls and regulatory updates needed to reinforce the Policy on Economic Competition, and, if necessary, the reporting of incidents. Likewise, the control areas are responsible for reporting to the Operational Risk department any event they become aware of involving acts that harm, limit, or hamper fair competition, regardless of whether such act resulted in a fine or penalty by the authorities.

The Adjunct Managing Director for Comptrollership is responsible for distributing the Policy on Economic Competition and its amendments to the staff through regulatory bulletins and their incorporation into the compliance website, where they are always available for consultation.

To monitor efficient compliance with the Policy on Economic Competition, GFNorte manages risk through operational indicators for anti-competitive practices, the results of which are reported to the relevant corporate governance bodies. In addition, any reputational risk that may arise from the existence of anti-competitive practices is managed according to policies established on that type of risk.

The Chief Administrative Officer develops and conducts training programs for officers and employees to familiarize them with the Policy on Economic Competition, working jointly with the ABM. We endeavor to create different content for operating personnel and senior management, including practical cases that are useful in identifying anti-competitive situations and their consequences.

Finally, the Adjunct Managing Director for Communication and Public Affairs is responsible for creating programs that communicate to officers and employees the importance of acting with integrity, and share with them tools and channels for combating any incidents they might become aware of involving anti-competitive practices.

3,224 employees trained in the Policy on Economic Competition.

There were no monetary repercussions resulting from anti-competitive practices.

Responsible marketing

GRI 2-23

PRODUCT APPROVAL PROCEDURES

GRI 417-1, 417-2, FS15

Our Policy on the Evaluation and Approval of New Products or Services establishes **criteria for ensuring that the launch of every new product or service or its modification conforms to its guidelines.**

Product or service initiatives or modifications that have been approved by GFNorte's corporate governance bodies must make reference to the technical, economic and operating aspects involved, along with the technological development required to launch them.



1

CONSIDERATION AND APPROVAL

Any business area with an initiative for developing and launching a new product or service, or modifying an existing one, must submit it for the consideration of the appropriate GFNorte governance bodies.

2

ANALYSIS AND OPINION

All proposals must include an analysis and opinion by the Comptroller and Risk offices on whether the operation, registry, and authorization functions are duly segregated.

3

VALIDATION AND EVALUATION

The review must check that there is no conflict of interest in the activity, identify the inclusion of physical and local security for implementation when a technological plan is required, comply with internal and external regulations, assess the risks involved and the existence of controls to mitigate them, and issue an opinion and provide recommendations as appropriate.

4

MANAGEMENT AND TRAINING

If the project is approved, the actions necessary to set it in motion must be managed, including not only the technical aspects but also rules on the applicable technical, economic, and operating characteristics, as well as training of the people involved.

PRODUCT OFFERING

SASB FN-AC-270a.3

Our Code of Conduct requires employees who offer information on our products or services to do so exclusively through institutional communication channels. They must also ensure the information is truthful, verifiable, and free of any potentially confusing or misleading elements regarding the product or service's characteristics.

The following is strictly prohibited:

1 Steering clients toward products or services they do not need merely because they may be profitable for GFNorte

2 Failing to refer to the possible risks or inconvenience to the client within the detailed product or service description

3 Making false or misleading comparisons with equivalent products or services offered

Ethical management and internal regulations

POLICY ON MANAGING CONFLICTS OF INTEREST

To guarantee that we operate ethically and with integrity, we have a Policy on Managing Conflicts of Interest. This document provides a reference framework for identify, managing and preventing situations that may create conflicts of interest in all GFNorte subsidiaries.

The policy establishes specific goals for guaranteeing regulatory compliance and due application of the organization's Code of Conduct, promoting transparency and responsibility in all operations and decisions, and protecting the interests of the public and of the Group.

INFORMATION CLASSIFICATION AND HANDLING POLICY

Pursuant to the applicable laws and regulations, we have an Information Classification and Handling Policy which defines the guidelines and procedures for classifying, protecting and managing the Group's information, with the aim of safeguarding its confidentiality, integrity and availability, and preventing risks associated with its loss, unauthorized access or improper disclosure.

COLLECTIONS POLICY

Our Asset Recovery Department operates under a regulatory framework that guarantees transparency, accountability, and respect for our customers. Our management is aligned with the general provisions applicable to financial institutions in matters of collection agencies, issued by CONDUSEF.

It is the responsibility of the Executive Department of Consumer Collections to communicate these regulations to its staff and to monitor their ongoing application in telephone and home collection efforts, as well as in those carried out by contracted collection agencies with which service agreements are formalized.

We comply by all current regulations and as asset managers we received an AAA rating from Fitch Ratings. This attests to our robust, reliable recovery processes and this Department's strategic importance within the organization.

RESPONSIBLE MANAGEMENT OF INVESTMENT SERVICES

GFNorte's brokerage and banking divisions offer a wide range of investment products tailored to the needs and profiles of our customers, with a focus on transparency, diversification and customization. These services are provided in two ways: advised and non-advised, and are adapted to different investment horizons, risk tolerances and financial goals.

Through our investment service guides, we make sure customers have clear and detailed information on each available product. This includes key features such as performance goals, associated risks and diversification policies, which support informed decision-making. In addition, our policies ensure that investment recommendations are reasonable and congruent with each customer's profile, checking concentration limits by instrument and investment horizon.

For more information, see our **Investment Services Guide** (Only available in Spanish) and our **Brokerage Firm Investment Services Guide** (Only available in Spanish).

CUSTOMER PROFILES AND DIVERSIFICATION POLICIES

To help customers to look for the right products, we classify investments into groups according to risk level and recommended time horizon, ranging from capital preservation options with low volatility to advanced strategies with higher risk exposure. These categories are designed for customers with different levels of experience and financial sophistication, ensuring that each receives proposals aligned with their goals.

Service guidelines are available to all customers and the general public, outlining customers' rights and responsibilities, as well as mechanisms for resolving concerns related to the management of their investments. This approach builds trust and encourages the adoption of responsible investment strategies.

Tax transparency

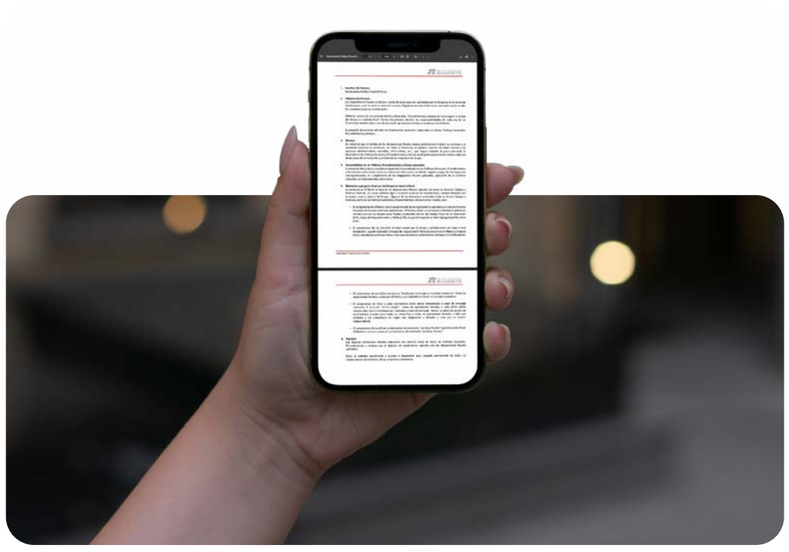
GRI 2-23, 207-1, 207-2, 207-3

GFNorte remains committed to ensuring transparency in our tax payments by incorporating our tax strategy into the framework of the company's corporate governance system. To guarantee that we stay current with our tax obligations, we have various tax risk control procedures, supported by the regular involvement of the Adjunct Managing Director of Tax Matters, who is responsible for providing tax counsel to the governing bodies. We comply with all laws and regulations, support tax equality in all the regions where we operate, and promptly convey relevant tax matters and measures to mitigate risk.

The ACPC reports on its oversight of the group's corporate tax policy and verifies that this responsibility is reflected in its reference terms:

1. Actions to guarantee compliance with tax obligations in accordance with applicable regulations
2. Adaptation to the new digital environment
3. Clear and transparent communication with the various stakeholders regarding tax matters

Income Tax and Employee Profit-Sharing provisions are recognized in the results of the year in which they are incurred. Deferred tax is calculated based on financial projections and is recognized by applying the appropriate rate to temporary differences resulting from the comparison between the book and tax values of assets and liabilities. This calculation also includes benefits from tax loss carryforwards and certain tax credits. Deferred tax assets are recognized only when there is a high probability of recovery. The net effect of all these items is entered on the balance sheet under the heading "Deferred Taxes and Employee Profit-Sharing, net." Under the current Income Tax Law, the rate for 2025, 2026 and subsequent years is 30%. For information, see the **GFNorte Tax Policy Statement**.



The reconciliation of the statutory income tax rate and the effective rate expressed as a percentage of pretax profit is as follows:

30% Statutory rate	-1% Interest on tax obligations
-2% Tax inflation	-1% Other entries
2% Non-tax accounting deductions	27% Effective rate
-1% Non accruable recoveries	

Auditing

EXTERNAL AUDITORS

The Board of Directors is responsible for appointing the independent external auditing firm and the auditor, based on the recommendation of the ACPC. In formulating its recommendation, the ACPC examines compliance with independence requirements as well as personal and professional qualifications, and verifies that the firm has a quality control standard in place.

In addition, the ACPC reviews the work plan, including the composition of the team, to determine whether the resources allocated are reasonable. It participates in defining the terms of the engagement, maintains continuous communication with the independent external auditor in the audit, and, at the close, verifies its reports and opinions.

GFNorte has an internal policy on selection, hiring, evaluation, and rotation of the external auditor by which the independent auditor, the reviewing partner, and the audit team manager may not participate in the audit of basic financial statements for more than five consecutive years and may be reappointed after a minimum interruption of two years, in which time they may not provide services other than the external audit of the basic financial statements. The rest of the personnel involved rotates at the discretion of the independent external auditor.

At least every five years, ACPC evaluates the advisability of continuing with the same firm that provides basic financial statement auditing services, with the authority to carry out this evaluation in advance and, depending on the results, propose a change to the Board of Directors.

For fiscal year 2025, the Board of Directors authorized the following services other than the external audit of basic financial statements:

Services other than the external audit of basic financial statements

	FIGURES IN THOUSANDS OF MXN
REVIEW OF LOCAL TAXES	3,887
OPINION ON THE ISR DEPRECIATION RATE APPLICABLE TO AVIACORE AND THE TAX EFFECT OF THE PENDING BALANCE RELATED TO THE RENEWAL OF ASSETS	600
INDEPENDENT ASSESSMENT OF AML/CFT SYSTEMS FOR MID SIZE COMPANIES	682
RECOVERY OF IVA BALANCES IN FAVOR FOR 2021 FOR UNTELLER MÉXICO	374
ADVISORY ON RISK DETERMINATION AND MATERIAL OPPORTUNITIES FOR DISCLOSURE, AND PREPARATION OF THE SUSTAINABILITY REPORT IN ACCORDANCE WITH IFRS S1 AND S2	890
REVIEW OF THE EFFECTIVENESS OF AML/CFT ALERT SYSTEMS	350
TOTAL	**6,783**

The total amount spent on the external audit of the basic financial statements performed on the firm for the aforementioned fiscal year was MXN38.7mn, meaning that the abovementioned services accounted for 17.5% of that amount.

In keeping with the Independence Standards issued by the IESBA, the firm reported to the Board of Directors and the ACPC its fees for the external audit of the basic financial statements, as well as for other services corresponding to the 2025 fiscal year, which were validated by the latter.

INTERNAL AUDIT

In line with applicable regulations and best practices, we prepare the Internal Audit Department's annual work program based on a risk assessment that considers regulatory and organizational changes, issues relevant to senior management, observations from regulatory entities, and the Group's strategic goal.

Once the proposal has been drafted, we review it with the people responsible for the processes and the Chief Executive Officers of the companies that make up the Group, and with their approval, it is submitted to their individual audit committees.

The audit universe covers approximately 80% of our processes in each fiscal year, and we have an internal policy of auditing all processes at least every three years.

All assurance or audit work includes an assessment of knowledge and compliance with the Group's Code of Conduct, as well as testing to identify possible fraud.

FINANCIAL CAPITAL

- Direct economic value generated and distributed
- Table of main financial results
- Credit exposure by industry
- GFNorte shares
- Stock structure

5%
increase in net income for GFNorte

87%
of share ownership contacted during the year

22.80%
return on equity (ROE)

SDG
8, 9

GRI
201-1

SASB
FN-CB-410a.1

WE FOCUS ON

Generating positive impact



We maintain constant communication with our base of analysts and investors.

555k

555k

Direct economic value generated and distributed

GRI 201-1

Direct economic value generated and distributed

	2025
REVENUES (EVG)	**419,721**
INTEREST EXPENSE (EVD)	**338,011**
FINANCIAL EXPENSES	258,460
OPERATING EXPENSES	57,779
PERSONNEL EXPENSE	26,257
HONORARIA PAID	4,819
ADMINISTRATION & SALES EXPENSE	6,601
RENT, DEPRECIATION AND AMORTIZATION	13,822
SUNDRY TAXES	3,128
EMPLOYEE PROFIT-SHARING INCURRED	1,621
OTHER EXPENSES	1,532
TAXES	**21,772**
RETAINED (EVG-EVD)	**81,710**

Figures in millions of pesos.

Net income

MXN58.79 billion

a 5% increase over 2024

Table of main financial results

In 2025, GFNorte strengthened its position as one of Mexico's leading financial groups, continuing to post solid metrics on profitability, operating efficiency and credit quality.

This performance was sustained by the solidity and diversification of our business lines, resilient margins and disciplined expense management. In line with our strategic vision, the Group continued to push forward its strategy of digitalization and hyper-personalization, aimed at improving customer experience, boost the adoption of digital channels and enhance advanced analytics to offer customized financial solutions.

GFNorte closed the year with a **net income of MXN58.79 billion, a 5% increase over 2024. Net interest income grew by 6% against 2024, bringing the net interest margin (NIM) to 6.3%,** a robust result that reflects our internal initiatives to manage the balance sheet and optimize our portfolio composition as well as the structure and cost of deposits. Banorte also turned in the highest asset quality numbers in the system, with a **non-performing loan rate of 1.4% at the close of 2025,** upported by the effectiveness of our risk and origination models.

Subsidiaries made a positive contribution to the Group's results, diversifying revenues and sustaining the diversified product offering we provide our customers.

During the year, net earnings grew:

5% Banorte

23% insurance company

24% leasing-factoring and warehousing

13% Afore XXI Banorte

54% market-related revenues

Data highlights

BALANCE SHEET	2025
ASSETS UNDER MANAGEMENT[1]	5,196,669
STAGE 1 AND 2 LOAN PORTFOLIO[1]	1,268,827
TOTAL ASSETS[1]	2,598,663
TOTAL DEPOSITS[1]	1,242,007
SHAREHOLDERS' EQUITY[1]	252,213
BANORTE CAPITAL ADEQUACY	20.06%

ASSET QUALITY	2025
NON-PERFORMING LOAN RATE (PREVIOUSLY PAST-DUE LOAN RATE)	1.38%
COVERAGE RATIO	135.08%
COST OF RISK	1.77%

PROFITABILITY	2025
RETURN ON EQUITY (ROE)	22.80%
RETURN ON ASSETS (ROA)	2.32%
NET INTEREST MARGIN	6.29%
EFFICIENCY INDEX	35.83%
NET INCOME[1]	58,788

For more details, see **financial information as of December 31, 2025**.

1 Figures in millions of pesos.

Credit exposure by industry

SASB FN-CB-410a.1

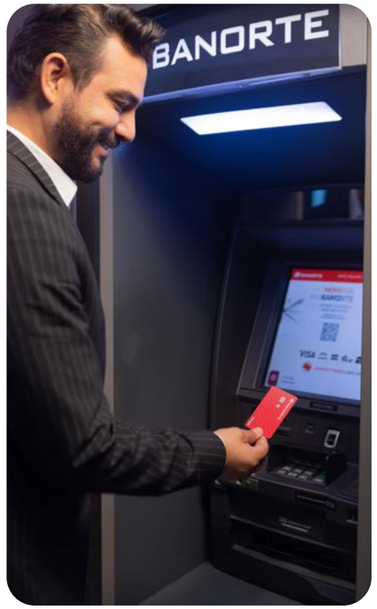
The following are the **ten industries where we have the most credit exposure,** according to Banxico's catalog:

TOP	SUBSECTOR	INDUSTRY	NUMBER OF BORROWERS	PORTFOLIO STAGE 1+2+3	STAGE 3 PORTFOLIO
1	531	Real-estate services	919	95,230	230
2	721	Temporary lodging services	322	63,382	156
3	522	Institutions offering non-market credit and financial intermediation	93	48,526	204
4	488	Transportation-related services	193	37,083	2
5	236	Building	514	35,349	4,008
6	541	Professional, scientific and technical services	4,045	21,724	194
7	237	Construction of civil engineering works	205	17,873	977
8	462	Supermarket and department store retailing	1,401	15,207	40
9	436 y 468	Wholesale trade in trucks, parts and new spare parts for cars, light trucks and trucks, and retail trade in motor vehicles, spare parts, fuel and lubricants	2,009	14,834	217
10	431 y 461	Wholesale of groceries, food, beverages, ice and tobacco and retail of groceries, food, beverages, ice and tobacco	1,871	12,120	556
		SUBTOTAL FOR THE TOP 10 INDUSTRY GROUPS	11,572	361,326	6,585
		OTHERS	**19,878**	**151,853**	**1,825**
		TOTAL	**31,450**	**513,179**	**8,410**

Figures in millions of pesos.
The scope includes the bank's business, commercial and corporate portfolio.

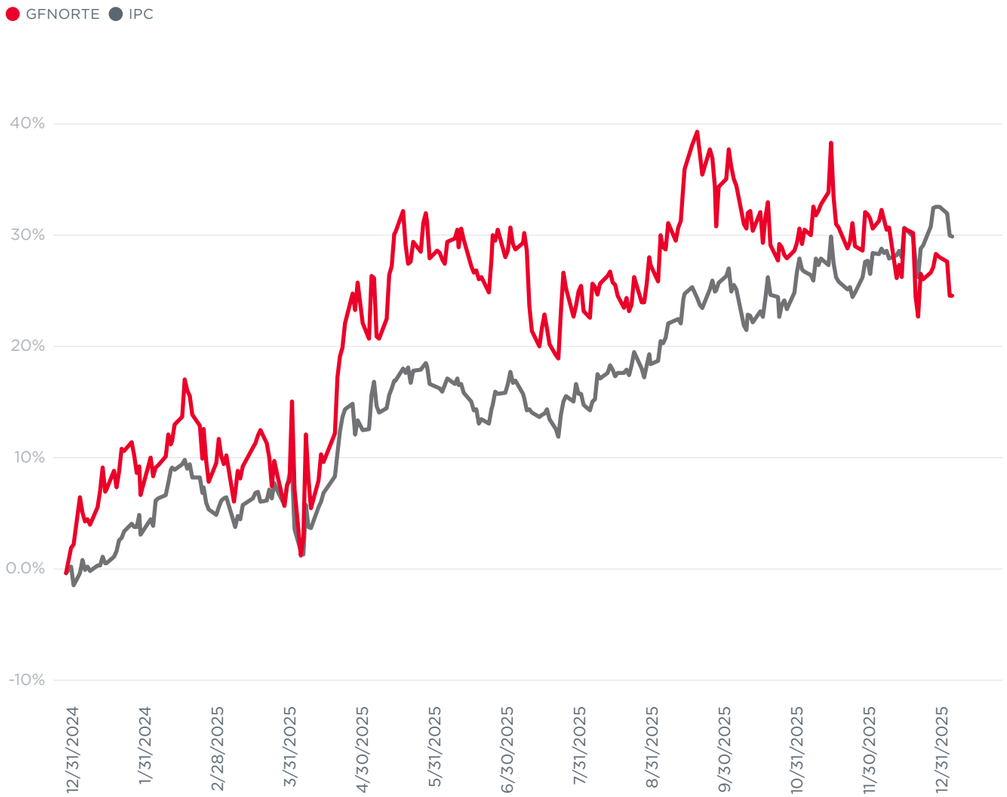
70%

represents the concentration of our portfolio in these ten industry groups within the business portfolio (excluding government)



GFNorte shares

Relative performance of GFNORTE shares vs. the IPC



Stock structure

OUR SHAREHOLDERS

GFNorte has a globally diversified shareholder base made up of both individual and institutional investors.

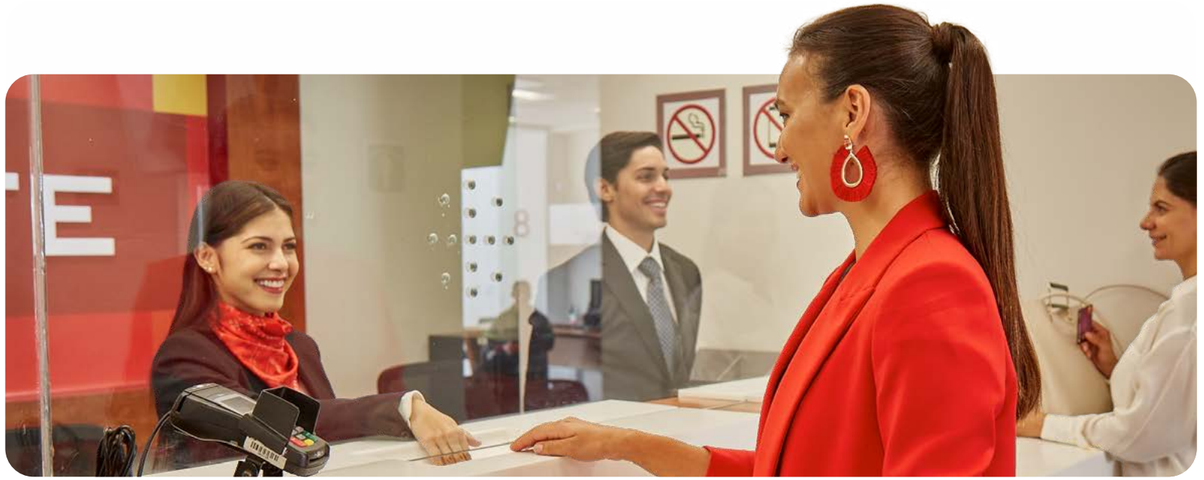
Considering the various types and objectives of these groups, we are continually analyzing opportunities for optimizing capital placement, seeking to maximize the return on their investment, either through dividends, the use of our buyback program, or through organic and non-organic growth.

In 2025, as a result of solid internal capital generation, we paid out a total of MXN47.80 billion in dividends, **equivalent to 50% of the Group's 2024 earnings (MXN28.10 billion,** consistent with the upper range of our dividend policy, plus **extraordinary dividends of MXN19.7 billion. This was a total payout ratio of 85%.**

Following the program for GFNorte's Level 1 ADRs (GBOOY), where each certificate represents five GFNorte shares, **we closed the year with 10,981,518 ADRs outstanding, an increase of 17.6% in the year.**

MXN47.8 billion
in dividends distributed in 2025

During the year, we stayed in constant communication with our analysts and investor base to **clearly and consistently convey our corporate strategy and results,** and to learn about and promptly address their main opinions and concerns.



Our communications with leading analysts and investors in 2025 were summed up as follows:

1,886
fixed-income and equity investors contacted

253
face-to-face and virtual talks and meetings with investors

87%
of stock holdings contacted during the year.

STOCK MARKET INDICATORS	2025
SHARES OUTSTANDING AT THE END OF THE YEAR (MILLIONS)[1]	2,813.2
AVERAGE TRADING VOLUME (SHARES)	6,438,953
AVERAGE VALUE TRADED[2]	1,054.04
HIGHEST QUOTE[3]	186.57
LOWEST QUOTE[3]	136.00
STOCK PRICE[3]	166.94
BOOK VALUE PER SHARE[3]	88.54
BASIC EARNINGS PER SHARE[3, 4]	20.79
MARKET CAP[2]	469,628
DIVIDENDS PER SHARE[3]	16.98
DIVIDENDS PAID[2]	47,760
DIVIDEND YIELD	10.2%

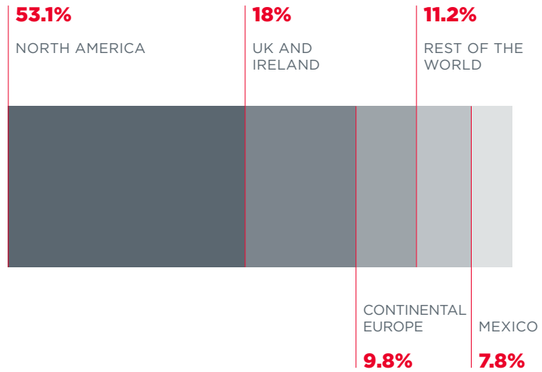
1 Outstanding shares: RNV.
2 Figures in millions of pesos.
3 Figures in pesos.
4 Basic earnings per share = net earnings for the period/weighted average number of shares outstanding

The main concerns communicated to us by investors and analysts during the year were:

- **Macroeconomic indicators and impact of the USMCA renegotiation on economic and portfolio growth**
- **Competitive environment against digital players and incumbents**
- **Digital strategy**
- **Operating levers and hyper-personalization to achieve quality growth in a climate of moderate/low growth**
- **Portfolio growth and quality**
- **Margin sensitivity**
- **Management IT spending and investment**
- **Capital distribution: operation of stock buyback program and payout of ordinary and extraordinary dividends**
- **Regulatory and political risks**

Our shareholder base is diversified across various regions and types of investors:

GFNorte shareholdings by region



Institution by investment style



TECHNOLOGY CAPITAL AND INFRASTRUCTURE

- Strategy and course
- Strategic clarity
- Service channels
- Accelerating digitalization
- Infrastructure modernization
- Cybersecurity
- Supplier engagement

12
cyber-drills carried out throughout the year

192,520
credit cards issued through digital channels

98%
of our suppliers are national

SDG
9

GRI
2-6, 3-3, 203-1, 204-1, 416-1, 416-2, FS13

SASB
FN-CB-230a.2, FN-CF-230a.2, FN-CF-230a.3

WE FOCUS ON

Delivering the best experience



At Banorte, activating my card was easy and faster than I expected.



Strategy and course

GRI 3-3

Constant transformation is a crucial part of our vision. On a clear course toward strengthening the bank we want to build, we are firmly supported by three strategic pillars. This allows us to be the best partner for our customers, working alongside them and growing together, *making the ordinary extraordinary:*

CUSTOMER

Listening and acting
The heart of our decisions

PERSONALIZATION

Every customer is the star
With their own needs and interests

DIGITALIZATION

I decide what, when and where
Intuitively and with instant results

ACQUIRER BUSINESS

3rd place in number of affiliated merchants

10.78%

share

CREDIT CARDS

4th place in portfolio volume

10.71%

share

Strategic clarity

In 2025, our issuer business continued the brisk pace of growth set in previous years, with positive results on every line, consistent with the strategy it has followed since 2018.

The solidity of this business enables us to invest steadily in strategic alliances, technological innovation and high-value benefits for those who use our services. Its strength rests on a healthy portfolio whose growth is driven by the recurrent use of our cards for daily spending, a behavior hat reflects an active, committed base and favors an efficient allocation of funding toward long-term initiatives.

Our credit card portfolio totaled MXN75.13 billion at the end of the year, a growth of 15.7%, while maintaining its quality. The non-performing loan portfolio ratio remained stable in 2025 (3.2%), which is consistent with our risk strategy at GFNorte, with the profile of our cardholders and the economic environment.

Two indicators are particularly relevant in this context:

1. The payment percentage, defined as total payments made during the period divided by the balance at the start of the period, averaged 33% throughout the year, a level very similar to that of 2023 and 2024. This indicates that our customers are using their cards responsibly and in line with their ability to pay.

2. In addition, the Banorte card is the most frequently used by 64% of our customers who have credit cards with other issuers. This shows that we are steadily advancing toward our goal of offering cards that create the most value for those who place their trust in us.

Service channels

GRI FS13

Because one of our main priorities is to comprehensively meet our customers' needs, our acquirer business complements the experience by offering a robust and efficient infrastructure for payment acceptance.

This strategy is reflected in the solid growth of our portfolio, which now encompasses more than 178,000 affiliations nationwide. These affiliations have both card-present and remote payment solutions.

One of the core pillars supporting these merchants has been our technological infrastructure, together with the continuous improvement of our proprietary payment engine, which last year processed a record volume of transactions. In a single month, we cleared more than 167 million transactions, a growth of 28% over 2024 and an increase of 25% in total sales.

To serve our bank customers, we have an extensive network that includes:

Service channels

CHANNEL	2025
BRANCHES	1,216
MILLIONS OF TRANSACTIONS	129
ATMS	12,168
MILLIONS OF TRANSACTIONS	808
CORRESPONDENTS	45,260
MILLIONS OF TRANSACTIONS	19
INTERNET (NUMBER OF ACTIVE CUSTOMERS)[1]	8,373,140
MILLIONS OF TRANSACTIONS[2]	821
BANORTE MÓVIL	7,381,486
MILLIONS OF TRANSACTIONS[3]	6,080
PST	245,894
MILLIONS OF TRANSACTIONS	1,821
BILLING (MXNMN)	965,523
CALL CENTER, CALLS TAKEN (MILLIONS)	42

The number of municipalities covered by branches and correspondents is shown below:

Service channels

	NUMBER OF OFFICES	MUNICIPALITIES COVERED	PERCENTAGE OF MUNICIPALITIES COVERED[4]
BANORTE BRANCH NETWORK	1,216	344	14%
BANORTE CORRESPONDENT NETWORK	45,260	1,788	72%
CORRESPONDENTS LOCATED IN MUNICIPALITIES WITH NO BANORTE BRANCH	9,427	1,447	58%
CORRESPONDENTS LOCATED IN MUNICIPALITIES WITH NO BANK BRANCHES	2,670	885	36%

We are the second-largest ATM network in Mexico, with more than 12,000 machines and a 100% modernized fleet.

1 Web, Banorte Móvil, DBB, SDB, Conexión Banorte, Banortec.
2 Web, DBB, SDB, Conexión Banorte.
3 Banorte Móvil, Apoyos Banorte, Banortec.
4 Total municipalities in Mexico. 2,478. Source: www.inegi.org.mx

Accelerating digitalization, without neglecting traditional channels

GRI 203-1

We strengthened our market leadership in terms of digital services and new features.

Through our omnichannel **Contrata** platform, customers can open, continue and complete their credit card application in any of our origination channels (bank branches, website, app, or tablet), driving another record year for us in 2025. In addition, with Contrata, approved applicants receive their card immediately, contributing to significantly higher activation and usage rates: more than 94% of customers maintain positive balances, reflecting an effective adoption and recurrent use of our products.

In debit cards, we now have a portfolio of **14.6 million cards**. More than 90% of these cards do not display sensitive data and can be linked to the account through Banorte Móvil via self-service. Furthermore, customers can acquire these cards at partner retailers, a channel that distributed more than **300,000 cards in 2025**. Our debit card portfolio rose to a total of 14.0 million cards last year. Some 7.5 million payroll cards were issued in partnership with the Mexican national soccer team in 2025. Our new-generation debit product continues to be a market benchmark, with more than 2.0 million cards linked to accounts this year and almost 100,000 cards sold at merchants. The accumulated billing of these cards reached MXN60 billion during the year.

As for the everyday use of our cards, we offer a flexible modern experience through physical cards with contactless technology, digital cards or through the wallet of their choice (Apple Pay, Google Pay, Garmin Pay). In 2025, digital credit and debit cards accounted for 24% and 31% of total billing in card-not-present transactions, respectively. Billing with digital wallets increased 158% for credit and 212% for debit. **All of these features make the Banorte Móvil experience exceptional for those who place their trust in us.**

In payment solutions, we strengthened our value proposition by launching two key solutions that transform the collection and commercial management experience:



TAP TO PHONE

A solution that turns any Android smartphone with NFC technology into a PST, eliminating the need for physical devices and generating the following impacts:

- **Environmental: E-mailing receipts reduces the use of paper. The elimination of physical terminals also reduces the environmental footprint of the payment process, as it uses fewer potentially polluting materials and uses existing devices.**
- **Social: Democratizes access to electronic payment methods for small businesses and independent professionals, especially in areas with low PST presence.**
- **Inclusive digitalization: Facilitates 24/7 payments, mobility, and control of operations directly from a cell phone.**



SPECIALIZED SOLUTIONS

An ecosystem integrated into A920 Pro terminals that allows businesses to manage sales, inventory, promotions, electronic invoicing, and reports in real time, with the following benefits:

- **Environmental: Digitalization of administrative and operational processes, reducing paper use and dependence on multiple suppliers.**
- **Social: Empowers local businesses with management tools that were previously only available to large chains, promoting equitable access to technology and commercial opportunities.**
- **Governance: Improves transaction traceability and control, strengthening operational transparency.**

Both solutions represent a strategic advance in the digital transformation of our acquirer business, aligned with ESG principles and with the goal of promoting financial inclusion, reducing the environmental footprint, and strengthening our customers' operational efficiency.

In origination, as part of our digital transformation strategy, we have made significant progress through digital tools. Through AFILIA and GENERA, **15,289 procedures were carried out with digital signatures**, representing estimated savings of more than 489,000 sheets of paper, equivalent to avoiding the felling of more than 58 trees and the emission of approximately 2.3 metric tons of CO_2.

AFILIA

10,460

digital procedures

44% of the procedures that previously required a handwritten signature were carried out using a digital signature

GENERA

4,829

digital procedures

18% of the procedures that previously required a handwritten signature were carried out using a digital signature

Also, as part of our commitment to sustainability and operational efficiency, we began various initiatives that contribute directly to the environmental pillar:

- **Eliminated physical delivery of numerous account activation documents, consolidating the application into a single digital submission via email. This eliminates requirements such as identification, reports, receipts, and fee forms, significantly reducing paper use and processing times.**
- **Developed a single request letter that replaced four separate forms. This ongoing initiative seeks to standardize and digitalize applications, eliminating document redundancies.**
- **We went from generating a new membership for each application, involving multiple physical documents, to having a single digital letter by which maintenance can be carried out without having to reprint or secure signatures on physical attachments.**

This effort not only optimizes our operational processes but also reinforces our commitment to the environment and financial inclusion. By reducing paper use and encouraging digital signatures, we are moving toward more responsible, efficient banking aligned with best ESG practices. Through initiatives such as this, Banorte has become the ninth largest acquirer in Latin America, according to the ranking of Latin America's Largest Acquirers published by Nilson Report.

Infrastructure modernization

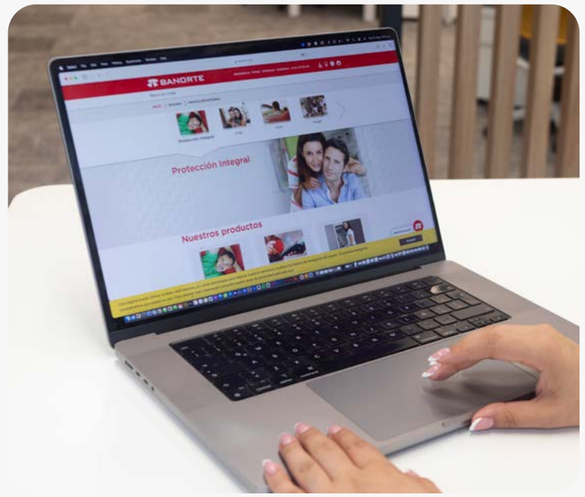
GRI 203-1

GFNORTE LEADS DIGITAL TRANSFORMATION IN MEXICO'S FINANCIAL INDUSTRY

Banorte's ongoing innovation process earned it Red Hat's prestigious **CY25 LATAM Honorable Mentions.**[5] This success story demonstrates that a well-orchestrated infrastructure sets increasingly robust standards for safety and efficiency in digital banking, while accelerating operational and digital transformation processes. This is the innovation needed to stay ahead in an environment as dynamic as finance, offering world-class solutions in GFNorte's services and products.

Digital services in Banorte Móvil's containerized environments now operate 35% faster. We stripped out a number of manual activities in the development of financial tools, solutions, and applications, such as code safeguarding, safety scans, release to previous environments and production, as well as automated authorizations, which increases operational efficiency.

Thanks to the migration to container-based infrastructure and advanced automation, banking authentication processes through common channels and services that previously took three weeks now speed through in a single day.



5 For more information, please see the press release

FINANCIAL SOLUTIONS

INTELLIGENT TREASURY

We developed a 100% digital platform for automated financial management, designed especially for companies and institutions. This solution supplies companies and institutions with information and data mining for their services with Banorte, helping them make better decisions through data analytics. It is available for all DBB users, and includes the acquirer, payments, services and financial information modules.

Developed in the Microsoft Azure cloud, it processes close to 516 million data records a month, with the capacity to deliver personalized dashboards of various dimensions and filters that provide data mining capacity to 211,000 DBB users.

In 2025 we incorporated new features:

- **Chargeback module**
- **Credit module**
- **N4 account migration notification sub-module**
- **Commodities sub-module**
- **New employee turnover indicators on the Debt module**
- **Market and derivatives information sub-module**
- **PDF report export feature**

DRIVING PRODUCTIVITY WITH AI TOOLS

In 2025, Banorte stepped up its digital transformation by incorporating AI solutions that enhance operating efficiency and employee experience. Through a pilot program involving the use of Copilot365, 350 people benefited from significant time savings on day-to-day tasks and better quality of work, along with collaboration and knowledge management. This tool permits the automation of tasks like drafting e-mails, drawing up meeting summaries, creating presentations, analyzing data, internal information search and transcription of multimedia content.

The pilot test results were positive, so CopilotChat was authorized for widespread use throughout the organization, with the goal of **boosting the productivity of more than 18,000 employees,** with an average saving of 30 minutes per day. This tool allows multiple tasks to be performed easily using natural language, which facilitates its adoption and daily use. This advance has been accompanied by digital adoption initiatives that promote a culture of innovation, consolidating Banorte as a benchmark in the responsible and strategic use of artificial intelligence in the Mexican financial industry.

INFRASTRUCTURE – HIGH AVAILABILITY

In 2025, we continued to include cross-functional and critical services into the high-availability area of our alternate service site, including the following:

- **Critical services**
- **Cross-functional critical application services**
- **Cross-functional communications services**
- **Cross-functional on-premise logical safety services**
- **Cross-functional cloud logical safety services**

Continuing with this high-availability strategy provides us with significant benefits in terms of:

Service availability

- **Minimizes interruptions to critical services**
- **Enables 24/7 operations, even in the event of hardware, software, or infrastructure failures**
- **Mitigates the risk of financial losses due to unplanned downtime**
- **Improves experience for customers and internal users by avoiding prolonged outages**

Failure tolerance

- **Has the ability to absorb failures without affecting operations through power, network, storage, and server redundancy**
- **Includes redundant architectures (clusters, load balancers, and synchronous replication)**
- **Ensures that critical banking applications are always available**

Operational optimization

- **Facilitates centralized administration with less risk of human error**
- **Enables preventive and corrective maintenance without affecting operations**
- **Provides greater efficiency in the use of resources for virtualization and balancing**

Regulatory and reputational compliance

- **Complies with operational continuity regulations**
- **Reduces reputational risk with customers and investors by demonstrating technological robustness**

Cybersecurity

GRI 416-1, 416-2
SASB FN-CB-230a.2, FN-CF-230a.2, FN-CF-230a.3

GFNorte has advanced measures in place to safeguard every data and transaction, prioritizing integrity and confidentiality in all our services. To this end, the Chief Information Security Office has a strategy underpinned by five pillars for efficient cybersecurity management:

- **Cybersecurity governance**
- **Cyber-crises**
- **Application security and access control**
- **Security engineering**
- **Data architecture and protection**

CYBERSECURITY GOVERNANCE

We have an extensive portfolio of cybersecurity policies, procedures and operating models that constitute our protection strategy, consistent with external regulations and best industry practices.

These policies are approved by the bank's control and audit areas, including the CISO and Operational Risk Committee

Information security compliance

Every year, we undergo various internal and external audits for the purpose of reviewing controls and ensuring the integrity of the information in the financial statements, including visits by the CNBV and Banxico. **This year we addressed approximately 63 reviews on time and as required, responding to over 1,100 requests for information.**

We also managed 30 tickets for information security projects and fulfilled 100% of the committed value deliveries, with 137 ongoing and 140 at year-end.

To ensure continuous and transparent communication on the status of cybersecurity at GFNorte, the Executive Department of Cybersecurity discusses its progress, challenges, and priorities with the support committees and the Board of Directors each quarter. This participation in the committees keeps our leaders informed and actively engaged in digital risk management. As part of this effort, we developed specialized workshops and drills for Board members with the goal of strengthening response capabilities and fostering a culture of shared responsibility in cybersecurity.

ISO 27001 and PCI standards

In 2025, we not only maintained **ISO 27001:2022 certification** of our ISMS, but we also extended the scope of the certificate to the core process at Seguros, our insurance arm, a sign of our commitment to staying up to date and aligned with international data security standards. The scope of this certification includes:

1. Critical data assets of our online banking and mobile banking services and apps, payment method platform, local interbank transfer platforms, personal data archives, and databases authorized by senior management
2. Operation of the information security service delivery process and incident response team, including their critical assets
3. Management of cyber-fraud risk, a coordinated effort between GFNorte's business areas and the Adjunct Managing Director for Technology, focused on ATMs, online banking, and card-not-present transactions
4. Critical information assets and applications in policy writing, issuance and collection and claims payments in the Seguros life insurance macroprocess.

We also obtained PCI DSS v4.0 recertification for the acquirer process, digital banking channels, and the call center.

Operating models

Through our MMS, we achieved comprehensive coverage of 61 operating models, integrating at least 231 documented processes and 153 active KPIs.

In the year, we created at least 90 new KPIs to monitor Seguros processes, strengthening cybersecurity management in new areas of the Group.

We redesigned 41 operational models and built 11 new ones through more than 300 working sessions with owners to ensure the quality and relevance of the models. We monitored more than two thousand quality elements to ensure that each model is kept up to date and constantly improved.

This approach ensures that the models accurately reflect current operations, incorporate recent learnings, and remain under continuous observation, strengthening operational resilience and the ability to adapt to new risks.

One of the most significant advances was the **automation of more than 31 KPIs,** which reduced indicator processing times by up to 3,500%, improving operational efficiency.

This automation was complemented by the development of six new executive dashboards, which provide tactical and strategic visibility into historical performance, compliance, and KPI alerts. Version 3.0 of the SGM allows for early warning of deviations, undocumented processes, or KPIs that are off target, strengthening response capacity.

Additionally, we launched a strategic program to transfer best practices, through which various Group subsidiaries were trained to adopt the performance indicator management model used by the bank. This will standardize operational maturity in cybersecurity throughout the ecosystem, an initiative of high institutional value that makes the bank a benchmark in the financial industry in indicator management and has earned us recognition for strengthening digital resilience and fostering a culture of shared operating responsibility.

Awareness-building

One of the chief goals of the Cybersecurity area is to strengthen the incident response capabilities of both Banorte's teams and its subsidiaries.
To this end, we carried out 12 cyber-drills throughout the year, some of which were required by regulation, addressing various local and global threat scenarios such as ransomware variants, social engineering attacks, supply chain attacks, and denial of service attacks, among others. One of the most challenging exercises was orchestrated by Banxico, which required the incorporation of various businesses (Banorte, Seguros, Afore XXI Banorte) for the first time.

With the same goal in mind, we established action protocols with strategic areas of the bank to ensure a coordinated response between the different teams. In addition, we provide 308 annual training sessions to cyber-crisis teams, ensuring continuous preparation in incident response issues.

We ran monthly phishing campaigns to measure the level of awareness and response of employees to social engineering attacks. This awareness is reinforced by the publication of 23 newsletters in corporate media, which also address current and relevant safety issues.

In 2025, multimedia content was published for all employees, in a dynamic and entertaining format, covering the main safety threats.

To further buttress cybersecurity culture, we organized a Cybersecurity Awareness Month in October, bringing in various specialists to speak on recent and relevant topics, such as AI, the Internet of Things, and strong passwords, among others. We also distributed informative capsules, trivia, and other cybersecurity-related content during the month.

Ongoing training was a key factor in improving cybersecurity. Executive Department of Cybersecurity received 1,619 training sessions. The most frequently addressed topics were Cloud Data Security, cloud computing, ISO 27001:2022, ISO 27005, identity management, incident response with threat intelligence, and risk management.

To encourage communication, partnership, exchange, and standardization of best practices among the Group's companies, the Banorte Companies Cybersecurity Program was redesigned with a focus on business visibility. In line with this goal, 11 checkpoint sessions were held to share progress on the safety strategy, achievements, and challenges of each company throughout the year, with the active participation of Seguros y Pensiones, Banorte Wealth Management, and Afore XXI Banorte.

CYBER CRISIS - CTIR

The IRT continued its third-party ransomware program as one of the tools for incident prevention. These were the results of that process:



18
organizations entered quarantine

11
organizations exited quarantine

357 days
was the maximum period an organization remained in quarantine

eight days
was the minimum period an organization remained in quarantine

Regarding the response and recovery team, 27 special penetration tests (pentests) and 16 revalidation tests (retests) were performed.

Additionally, more than 177 adversary simulations of 46 threat actors were executed.

As part of the manual simulations, 10 flows were created in our EDR tools aimed at detecting and preventing threats to digital identities.

This model allows us to incorporate advanced capabilities for threat detection and hunting in key areas such as the cloud, cyber-fraud, servers, networks, authentication, and data.

WITH THIS APPROACH, WE ACHIEVED

- **Constant automation proposals for threat detection and containment.**
- **Generation of a threat profile that helps predict attacks directed at the institution and allows us to strengthen the monitoring of events that is already being carried out.**
- **Introduction of machine learning solutions to increase database monitoring and protection capabilities.**

RESULTS

271,155
IoCs alerts processed

174
preventive threat detections

Creation of at least
seven
process automations for threat detection and containment

APPLICATION SECURITY AND ACCESS CONTROL

Our VMP provides detailed instructions on analysis and vulnerability testing of the technological infrastructure that supports critical applications. It covers four types of infrastructure:

- **Regulated applications**
- **Applications within the scope of the BIA**
- **Critical infrastructure**
- **Other requirements (servers that support an operating process)**

The VMP is carried out in accordance with our internal methodology, which determines the level of risk derived from vulnerabilities by considering factors such as the asset's relevance, its exposure, regulatory compliance, and the likelihood of exploitation.

The monitoring of this program is aligned with the evaluation of the KRI0016 indicator (critical vulnerabilities pending correction and detected in vulnerability analyses) as established in the CNBV's UBC, and is reported to senior management, which can then authorize the necessary support and resources for reducing risk indicators based on the results.

In 2025, **47 intrusion tests were run by a qualified external consultant, and 34 internal tests were conducted.** We also reviewed over 282 code-level applications with black-box and white-box scans.

We improved the platform scanning process so that it can be conducted biweekly instead of monthly. These scans covered 282 applications, encompassing over 2,175 servers in all the bank's environments.

Through our "Border Patrol" process, we continued to monitor changes that add new infrastructure and technology platforms to the technology ecosystem. To this end, we verified the creation and configuration of new servers, ensuring compliance with the safety baseline. This included reviewing vulnerabilities, installing and configuring integrity and anti-malware agents, and correctly enabling and connecting operating system logs for event monitoring, both in on-premises and cloud ecosystems. In 2025, we validated around 574 servers within this process.

For the VMP, meeting KPIs is an essential component of ensuring effective technological risk management.

The KPIs associated with white box, black box, platform, and pentest consist of eight sub-indicators, which provide a comprehensive measurement of process performance. This allows for accurate assessment of quality and effectiveness at each stage of the vulnerability lifecycle:

SUB-INDICATORS 1 AND 5

Measure the effectiveness of compliance with the scope established in the annual plan as well as the SLA committed to for the Identification phase.

SUB-INDICATORS 2 AND 6

Measure the effectiveness of compliance with the analysis and prioritization phase carried out on the vulnerability findings identified in the previous phase, as well as the committed SLA.

SUB-INDICATORS 3 AND 7

Measure the effectiveness of compliance with the attention given to critical findings within the committed SLA for the remediation phase.

SUB-INDICATORS 4 AND 8

Measure the effectiveness of compliance with the attention given to high severity findings within the SLA committed to for the remediation phase.

The maturity of these metrics has been key to maintaining a controlled environment, with increasingly shorter response times and a sustained decrease in accumulated risk. Continuous improvement in these indicators has strengthened GFNorte's security stance.



Third-party security

We continued to deploy VDI technology during the year, installing more than 4,050 VDIs, which allow outside suppliers to work in a virtual team with the institution, accessing any physical device (desktops, laptops and tablets) through a web browser. These VDIs are administered and monitored by Banorte without having to physically distribute equipment to the suppliers or send an agent to modify their equipment. This significantly reduces the risk of loss or theft of information due to negligence or cyberattack on the outside party's premises. A significant milestone this past year was installation of a high-availability service, which strengthens the resilience of our operations with these outside parties.

Information security service desk

This year, to be more efficient, reduce our risk exposure and automate routine tasks, we expanded the coverage of our self-service password management tool for users who need to change passwords or unblock accounts. By implementing self-service kiosk stations in the Call Center **we reduced the average monthly call volume by 2,000 calls**. We also incorporated the RSA token as a second authentication factor, offering an additional secure and agile option that improves the experience for employees across the bank and its subsidiaries who use the self-service portal.

In 2025, we scored an average of 95 points in the NPS that the bank's Customer Experience area launched to the branch network, improving the experience of the services that the ISSD offers to the bank's customer base.

SECURITY ENGINEERING

This year, we introduced various solutions and improvements aimed at increasing service availability, strengthening ATM protection, and optimizing threat visibility.

Central systems

In central systems, we continued to close vulnerabilities, reduce risks and improve operational processes, separating batch process execution according to functions and information access requirements.

Key administration and encryption

For the remote key loading and transactional security platform, incorporated with the multichannel architecture, we implemented a highly available and resilient infrastructure capable of operating in any of the data center rooms, with independent monitoring and efficient load balancing.

We also updated ATM encryption and communication protocols to a more robust version, ensuring data integrity and security.

ATM security

We adopted a new image loading scheme for ATMs, ensuring that images in 8,645 devices were protected by encryption, which ensures the integrity of the masters and eliminates the use of CDs or DVDs.

Data security

To preserve data security, we developed use cases to automatically respond to the detection of suspicious or anomalous activity in database access, promptly blocking unauthorized access.

This year, we incorporated cybersecurity management for the insurance and pensions business, working on the standardization of safety controls, including threat detection and response.

Finally, we strengthened the monitoring of the performance, availability, and capacity of cybersecurity solutions with early warning systems that promptly signal conditions that could evolve into incidents of unavailability.

IT SECURITY ARCHITECTURE AND PROTECTION

Cybersecurity architecture

Among our strategic advances last year was the design of a service model for the Cybersecurity Department and our work on updating and building an initial inventory of services. In addition, we **documented 25 technologies that enable nine security capabilities and 27 sub-capabilities.**

Furthermore, we updated a total of 40 archetypes, strengthening technological alignment, and implemented the Advanced Digital Identity Protection solution in Banorte Móvil, enhancing customer security using the Cleafy tool.

Cybersecurity consulting

We participated in more than 424 cybersecurity consulting projects, under which we reviewed 324 value deliveries, providing our opinion on the implementation of 702 cybersecurity controls. This involved an investment of more than 22,500 hours of internal effort.

Supplier engagement

GRI 2-6, 204-1

We believe that responsible banking begins with strong and ethical relationships with those who accompany us on our journey.

98%
of our suppliers are domestic

Since 2012, we have had a Goods and Services Supplier Contracting Policy that includes a clause in which our suppliers certify that they are familiar and compliant with the Ten Principles of the United Nations Global Compact regarding human rights, labor standards, the environment, and anti-corruption.

Today, 98% of our suppliers are domestic, reflecting our commitment to local economic development and job creation in Mexico.

With the concerted efforts of various areas of the bank, in 2025 we achieved CEMEFI recognition of best practices in the value chain, part of the ESR Distinction.

This recognizes actions aimed at strengthening responsible supplier management, including:

- **Compliance with ethical, labor, and sustainability principles in relationships with suppliers.**
- **Detecting and mitigating operational risks associated with contracting processes**
- **Facilitating access to key information and technical support, promoting alignment toward common targets.**
- **Fair and timely payment terms, with an emphasis on strengthening SMEs.**
- **Transparency in supplier management by disclosing relevant indicators, such as the percentage of domestic suppliers.**

These actions reflect the institution's commitment to a supply chain that fosters sustainable development, competitiveness, and economic inclusion in Mexico.

MANUFACTURING AND INTELLECTUAL CAPITAL

- Customer experience
- Monitoring customer satisfaction
- Data privacy

32%
of bank sales are digital

82
overall NPS for GFNorte

zero
identified cases of customer data leaks, theft, or loss

SDG
1, 2, 4, 8, 9,10, 16

GRI
3-3, 418-1

SASB
FN-CB-230a.1, FN-CB-230a.2, FN-CF-220a.1, FN-CF-220a.2, FN-CF-230a.3

WE FOCUS ON

Strengthening our capabilities and continuing to innovate



With Banorte, I felt that they were not just offering me a product, but a solution designed just for me.



Customer experience

GRI 3-3

GFNorte aims to build meaningful human connections in a digital world by transforming and innovating experiences for our customers.

Through customer-centric innovation, *we make the ordinary, extraordinary*. Following our 4,5,6 strategic plan, we optimize processes, design high-impact experiences, and escalate hyper-personalization, sustained by the following pillars.



1 **HYPER-PERSONALIZATION**
Scalability of the hyper-personalized offerings and experiences model.

2 **HUMAN-DIGITAL EXPERIENCE**
Connection and consistency in experiences with an omnichannel approach to provide the best human-digital experience.

3 **OMNICHANNEL CAPACITIES**
Innovation in process transformation with more organic and efficient operations, through the reuse of components in digital and/or assisted experiences.

4 **COLLABORATIVE CULTURE**
Our collaborative model based on inverted structures accelerates transformation to keep pace with the needs of the business. We do this through Transformation Cells and Branch Cells: multidisciplinary, self-regulated teams aligned under a single approach.

5 **ARTIFICIAL INTELLIGENCE**
We elevate experiences and achieve process efficiency through the use of AI.

HYPER-PERSONALIZATION

Firm in our commitment to strengthen and grow our customer relationships, we rely on hyper-personalization to drive trust, commitment, and loyalty, placing customers at the center of our decisions.

We promote the use of advanced analytics to predict and personalize service. We do this through machine learning and AI models, which allow us to generate offers tailored to each profile. In this way, we prioritize loyalty while managing risk, profitability, and the competitiveness of our products. These capabilities give us the agility we need to adapt to a dynamic and constantly evolving environment. They also allow us to be present at the right time in our customers' lives, offering memorable experiences in the preferred channel, and to communicate in a personalized way.

In 2025, our challenge was to reach more customers every day with a "special offer," available both digitally and through assisted channels. At the close of the year, 58% of our total customer base was scalable; that is, five out of ten received a hyper-personalized offer, either through a 100% digital experience or with the support of a branch executive.

In particular, we reached 67% of all Preferred Banking customers and 43% of those who are part of Personal Banking.

Our current architecture is flexible enough for us to design personalized actions, considering not only the utility of each customer, but also their CLV, propensity to acquire new products, churn behavior, and other factors.

Executives have a tool that enables a closer and more unique experience: a platform unique to our market through which they can look up key information about each customer, such as their previous experiences, products purchased, and life events. Using this data, they can take a detailed approach, obtain feedback on the offer, and, if necessary, make a counteroffer.

The counteroffer allows new credit options to be automatically recalculated online, adjusting the amount, term, or type of product. Under this scheme, each customer can receive up to five credit offers, with maximum amounts in line with their payment capacity. If they choose one of these offers, the others are eliminated as their total capacity has been used. On the other hand, if they decide to reduce the amount, the platform recalculates new options in real time, keeping the offer within the available margin.

This flexible model allows executives to offer alternatives tailored to the customer's specific needs in a matter of minutes. They can also use it to modify the term (in products such as mortgage, auto, or payroll loans) and even the type of product, such as a loan for a new or used car.

We strengthened the role of financial advisors by incorporating new tools. These allow us to access contextual information about each customer in advance, so we can respond instantly to their needs, offer more accurate proposals, and, when necessary, make a counteroffer.

This past year, hyper-personalization yielded the following results:

- **We increased offers by up to 14.62%.**
- **We reached 96% adoption in the branch network, increasing productivity per executive because multiple offers can be made based on each customer interaction.**
- **We increased the CLV value of our most valuable customers by 35% over 2024.**
- **We improved the recommendation level in the new product acquisition process by +6 NPS points, compared to the traditional system. By product, our NPS score improved by +6 points in auto loans and +12 points in mortgages.**

Through these hyper-personalization strategies, including the ability to react proactively to potential departures, we reduced churn by 60%.

In many cases, retaining a customer involves modifying loan terms. Through risk level segmentation, analytical models, and early warnings, we identify specific needs to strengthen the relationship and ensure portfolio sustainability. This preventive approach allows us to prioritize those who are highly likely to remain, reduce risk exposure, and improve the experience, avoiding aggressive practices and building loyalty.

Prevention is key to protecting credit health and ensuring business resilience.

Our reactive capacity also strengthens relationships with customers facing specific contingencies or impacts. In the event of extreme weather events, such as Hurricane Otis, we take steps to mitigate the financial impact and protect credit health. Such actions include:

- **Segmentation by risk level, identifying affected geographic areas and classifying individuals according to their vulnerability.**
- **Assessment of post-event payment capacity, considering operational and financial impacts.**
- **Granting special terms, such as maturity extensions and flexible refinancing schemes for businesses temporarily affected.**

In addition, we dynamically monitor the portfolio to adjust placement and scoring policies, and we maintain proactive and close communication with the people in the affected areas. We offer customers access to refinancing schemes that significantly reduce the risk of transition to stage 3, preserve profitability, and keep past-due loan rates from rising. These plans can also be deployed in situations of insecurity and macroeconomic situations.

Information model strategy

The issuer business is a key part of the bank's hyper-personalization strategy. In credit cards, personalization begins when customers choose a product based on their needs, profile, and consumption habits. This approach has planted the seeds for strategic corporate alliances with United Airlines and Marriott International, with which we have developed successful co-branded card programs that offer customers exclusive benefits from leading companies in the travel industry.

Meanwhile, the products we launched in 2024 for specific segments continue to gain weight in our portfolio:

The **Banorte Conmigo** credit card, aimed at payroll recipients who are beginning to build their credit history, shows positive usage and delinquency levels. Initial results show that the low-cost configuration of this card helps customers efficiently manage their debt levels. This consolidates it as an effective product for promoting healthy credit behavior from the early stages.

The **OneUp** credit card, aimed at tech-savvy individuals seeking a personalized card experience, has become our most successful launch, not only in terms of the number of cards issued, but also in terms of activation and usage indicators one year after the product's launch.

Our recognition programs are a benchmark in terms of their level of personalization.

Recompensa Total Banorte (Total Rewards) is a loyalty platform that allows our customers to decide whether they want to redeem their points for travel, merchandise, or to pay for transactions at selected points of sale. In terms of promotions, our strategy continues to be to reward customers for reaching usage targets. We already have more than 2.3 million customers registered in the *Mi Tarjeta Favorita* (my favorite card) program and expect a significant increase in this number thanks to the launch of the app.

Driven by previous efforts and customer preference, the number of credit cards with billing grew 12% over the previous year. This fueled a 16.5% increase in total billing, and card-not-present transactions accounted for 41% of the total, 16.1% more than in 2024. In the case of debit cards, total billing increased by 13.4% compared to the previous year. Card-not-present billing grew by 18%, making up 21% of the total.

In 2025, through our *Enlace Comercial* channel, we launched strategic campaigns to promote the placement of PSTs, strengthening our value proposition and buttressing our competitive position in the market.

In the SME Banking segment, through the *Cáptalos con Adquirente* campaign, we attracted new merchants to the acquirer business, strengthening our balance deposit strategies and boosting cross-selling of products such as insurance and payroll. As a result, we added 34,709 new affiliations, 89% of which remain active, generating cumulative revenues of MXN30.96 billion.

Guided by our financial inclusion strategy, we focused efforts on municipalities with high levels of marginalization, adapting our solutions to their specific needs. In Oaxaca, for example, we went from six to 23 PST, a growth of 283%, and welcomed 17 new merchants in previously underserved areas. Chiapas maintained its 53 active PST with 35 merchants. In Puebla, although the base is still small, we doubled our coverage by setting up two active PST in highly marginalized municipalities, reflecting our commitment to responsible expansion and strengthening the installed network.

The adjustment of our PST network is part of a well-aimed strategy to maximize impact per transaction, optimize operational efficiency, and ensure that each device installed generates tangible value for local businesses.

Every PST represents a gateway to the digital economy, facilitating access for more Mexicans to secure, modern, and sustainable financial services.

With this initiative, Banorte reaffirms its commitment to responsible financial inclusion, prioritizing lasting presence, effective use, and close support for businesses in their digital transformation process through targeted, high-impact solutions.

Personalization is a key pillar of our innovation strategy, allowing us to adapt our products and services based on each interaction. This responsiveness, based on deep understanding and continuous analysis, ensures timely solutions such as payment plans, credit line increases, and specialized advice, strengthening relationships and fostering retention.

HUMAN-DIGITAL EXPERIENCES

Providing consistent and connected experiences for our customers, regardless of the channel, is the path to continuing to build the best human-digital experience.

MORTGAGES

+3 NPS points vs. 2024 (origination)

We shortened the process to 18 days, optimized mortgage approvals, and reduced operational reprocessing by 28%, while skipping the cost of external suppliers.

Despite a downturn in the mortgage market (1.1%), Banorte grew its mortgage portfolio by 15.8% year-on-year and kept up the healthiest portfolio metrics: a loan delinquency rate of 0.80% compared to the market average of 3%. Our market share was the second largest in the market in 2025.

These results reflect a complete overhaul of the process, from digitalization to the incorporation of AI, as well as the reuse of *journeys* and *micro journeys*, among other key elements.

CAR LOANS

+1 NPS point vs. 2024 (after sales)
+3 NPS points vs. 2024 (closure)

We operate through branches, automotive agencies, a tablet-equipped sales force, and our mobile app, Banorte Móvil.

In 2025, we brought new partners into our strategy. Today, we are the only bank with an incorporated API that allows us to quote and attract customers directly from our partners' portals, giving us a unique competitive edge in the market.

Although over all car sales in Mexico were down by +1.0% at the end of December 2025, most car sales were made on credit, accounting for 76% of the total, with 1,045,597loans granted. Banorte significantly outperformed the market with 41.9% growth in the number of auto loans, compared to +6.8% for the market, reaching a 10.9% share of total vehicles financed. This made us the second leading bank for total placements.

We optimized the customer experience with more agile processes, such as invoice delivery for preferred customers and new features in Banorte Móvil that make it easier to obtain account statements and make prepayments.

HYPER-PERSONALIZATION OF SMG PAYROLL

We designed improvement strategies to attract and retain SGM payroll clients, identifying recently attracted issuers and those at risk of leaving in order to create interesting offers through hyper-personalized campaigns. We have reached more than 475,000 customers to date.

ON-PREMISE *VENDING MACHINES*

We created a self-service model unique in the market for employees who have Banorte payroll accounts to replace their debit cards through vending machines. This model allowed us to:

- **Save money for companies by reducing operating costs and administrative burdens**
- **Offer 24/7 availability of the payment method to our clients' employees**

TRUE ID IN REMOTE AUTHENTICATION PROCESSES

We improved the digital and in-person experience at branches through the True ID tool, which automatically verifies the phone number assigned to the device's SIM card. The result was a 93.5% increase in successful logins to Banorte Móvil.

DIGITAL ASSISTED SALES

We guide our customers with a human-digital combination through the implementation of assisted sales, via executives and Mobile Banking, which has led to growth in product placement:

- **Credit card: 85%**
- **Payroll credit: 49%**

In addition, we attracted outstanding deposits to:

- **Promissory notes: MXN1.94 billion, implemented in 2025**

Through cross-selling on tablet and branch channels, in the payroll loan application process, customers have the option of applying for a credit card using a pre-authorized processing number.

Digital experiences

INNOVATION IN DIGITAL CARD ACTIVATION USING BANORTE MÓVIL

We offer same-day activation of digital cards through Banorte Móvil, so users have a functional credit card from day one. This resulted in an increase in sign-ups, from 62% to 81%, and in activation, from 27% to 87%.

SMES

+3 NPS points vs. 2024

We launched BePYME CRM, a tool that facilitates account executives' work by incorporating SME data, products acquired, available offers, and relevant alerts in one place.

We are strengthening the digital experience through solutions such as Círculo PyME, digital banking, and direct online customer service, which allow for more agile and efficient interaction.

BUSINESS AUTHENTICATION

We introduced an agile, 100% digital process to biometrically authenticate company names and to incorporate company information into a single system, using electronic files and a biometric module, for a more efficient, secure process.

RATE CAP PLATFORM

We developed a rate cap platform to simplify the application and distribution of rate hedges on floating-rate loans. This tool allows prices to be quoted online automatically, protecting our customers from interest rate volatility and curbing the risk of increases that might affect their payments.

DIGITAL PLATFORM FOR CORPORATE AND WHOLESALE BANKING CUSTOMERS

We introduced a robust digital platform for our wholesale banking customers that includes mutual funds, personalized service, smart treasury, corporate payroll, automated payments, collections, investments, derivatives, and markets.

BANKING FOR YOUNG PEOPLE

We created a 100% digital onboarding process and special products for young customers, accompanied by a loyalty program and personalized advice through AI.

Digital solutions

With a consolidated human-digital model, we focused our strategy for individuals on improving customer experience, responding to their needs through highly personalized self-service solutions.

BANORTE MÓVIL

- **Additional savings accounts can be opened directly from the app, without having to visit a branch.**
- **Transactions in less than a minute, including transfers, bill payments, airtime purchases, and generating codes for cardless ATM cash withdrawals.**
- **Shortcuts to the most frequently used functions.**
- **Saved information for repeating transfers, in which the recipient's details are pre-filled along with a suggested amount, which speeds up the process.**
- **Simplified authentication for saved recipients and authorized features, so the user avoids having to re-enter the password, reducing steps without compromising security.**
- **Real-time validation of the phone number when activating the application; verification is performed directly with the phone company, eliminating the need to send SMS messages and reducing the process time by more than half[1].**
- **At the end of the year, nearly eight million people had the application.**
- **Nearly 96% of users carried out some type of operation or transaction, and 20% acquired a new financial product on their own.**

BRANCH NETWORK

- **Eight out of ten people who come to open an account activate Banorte Móvil at the same time.**
- **Personalized advice and signup for products that require human interaction, such as auto loans, with process that begins on Banorte Móvil and concludes at a branch, optimizing time and operational efficiency.**

This hybrid approach strengthens our relationship with our customers and encourages the growing adoption of digital solutions.

1 This service applies to Telcel users. It will soon also apply to AT&T users. Together, they represent more than 80% of Banorte Móvil's current users.

The strengthening of our digital solutions and their solid performance have encouraged our customers to swiftly adopt the use of self-service channels. As a result, **digital sales now account for 32% of the bank's total sales.**

DIGITAL SALES SHARE BY PRODUCT

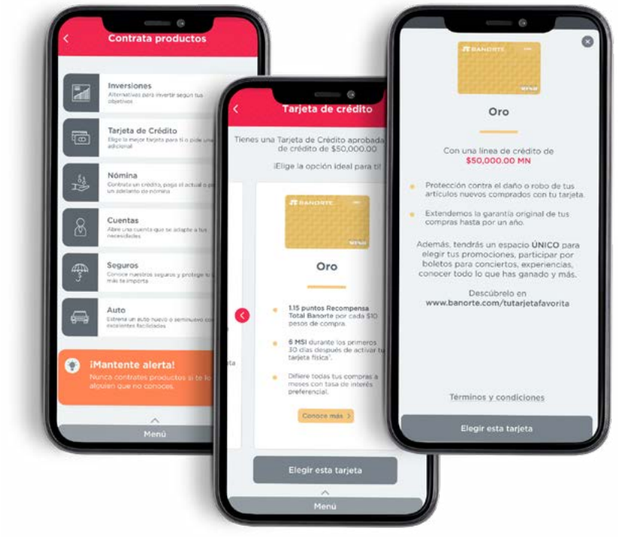
	% SHARE
CREDIT CARD	21%
MUTUAL FUNDS	78%
PROMISSORY NOTE	44%
PAYROLL LOANS	65%
PAYROLL ADVANCE	99%
INSURANCE	3%
NEW TO BANK	10%
ENLACE DIGITAL (DEBIT CARD)	100%
AUTO LOAN	4%
PORTABILITY	27%

We can offer all these services because we efficiently focus resources on constant transformation and evolution. This evolution enables us to guarantee regulatory compliance, bolster security and ensure system stability standards, so that all our channels can be operated continuously and with high availability.

AVAILABILITY

CHANNEL	2024	2025
BANORTE MÓVIL	99.83%	99.84%
INTERNET FOR INDIVIDUALS	99.94%	99.94%
INTERNET FOR BUSINESSES AND GOVERNMENT	99.72%	99.96%
ATMS	96.61%	97.36%
PAYWORKS	99.99%	99.99%
CALL CENTER	99.96%	99.96%
CORRESPONDENTS	99.99%	99.97%
BRANCHES	99.91%	99.91%

The consistency and maturity of our technological development areas brought our VDFi in 2025 to 95.4% on-time deliveries, as planned and without production failures, with 933 value deliveries.



Digital strategy

During 2025, we made progress in building a more robust digital model by leveraging the lessons learned from the digitalization initiatives developed under the former **"1, 2, 3 Plan."**

These experiences gave us a deeper understanding of how technology and digital ecosystems transform the way we can meet the expectations of young and digitally native segments and strengthen our ability to compete in the human-digital world.

On this basis, we updated our digital roadmap to fully capitalize on the synergies, scale and technological capabilities of the Group, with the goal of serving our customer base more effectively.

The progress made in 2025 builds on a digital strategy that combines innovation with an increasingly human approach.

This evolution strengthens our competitiveness, drives a more agile operation, reinforces a value proposition focused on each person who places their trust in us, and enables us to continue creating extraordinary experiences.

Throughout the year, we concentrated our efforts on three strategic pillars that collectively mark the beginning of a new phase in our digital evolution:

1° We continued modernizing the technology supporting our operations through investments in infrastructure, technological architecture, AI and state of the art tools, prioritizing security, availability, reach and operational resilience to strengthen our commercial strategies and improve the customer experience.

2° We integrated the knowledge and lessons developed in Bineo, enriching our internal capabilities to accelerate the adoption of digital experience centered practices across the Banorte ecosystem.

3° We accelerated our value proposition for digitally native customers with the integration of Rappicard (Tarjetas del Futuro). We added an operating model designed for young audiences with a robust value proposition and highly attractive differentiating features. The focus will primarily be on transforming the single-product offering into a multi-product one that enhances customer lifetime value, leveraging the hyper personalization capabilities developed at Banorte.

OMNICHANNEL BANKING

Our omnichannel platform gives us a multi-faceted view of each customer, improves operational efficiency, reduces costs, and automates processes. By designing and developing journeys, which are technological configurations that can be reused in different episodes of the user experience, we have made significant progress in creating omnichannel experiences and value propositions. This approach has earned us a reputation as a "bank in minutes," with simplified processes and cost savings.

This approach allows us to consolidate our position as a "bank in minutes," with simplified processes and cost savings.

We promote omnichannel banking with an agile, adaptable, and reusable ecosystem for individuals, sole proprietorships, and SMEs. We implement it through applications that accompany users at different moments: at the branch, with sales force executives, or through direct closing offers in digital banking.

Main actions

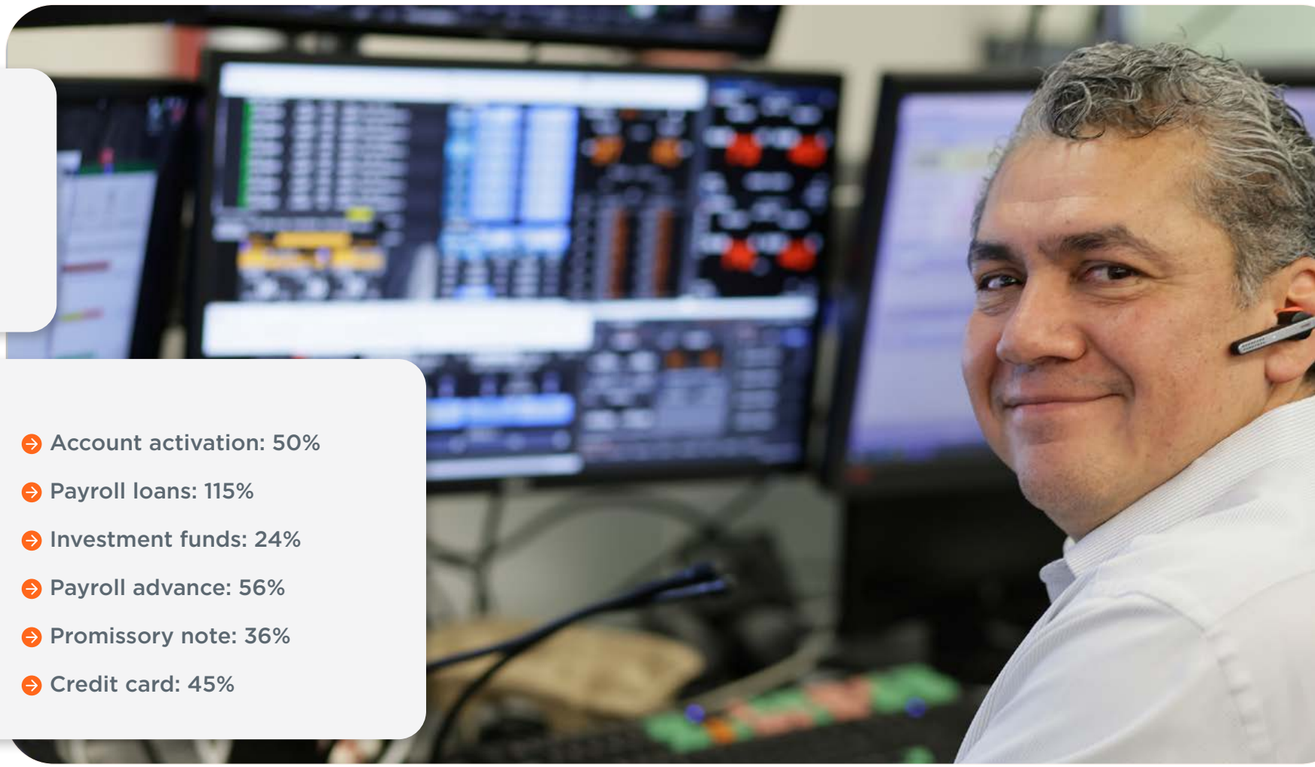
ACTIONS
Incorporation of AI into digital payroll loans, credit cards, and account upgrade processes in service channels such as tablets, branches, and Banorte Móvil

RESULTS
Automated validation and reading of documents in ten seconds

ACTIONS
Use of state machines in six account opening processes on Banorte Móvil

RESULTS
Increased campaign effectiveness and customer feedback:

- Account activation: 50%
- Payroll loans: 115%
- Investment funds: 24%
- Payroll advance: 56%
- Promissory note: 36%
- Credit card: 45%



COLLABORATIVE CULTURE

Our cell-based culture drives the transformation of our customers' experience through partnership, discipline, creativity, and innovation. The efforts and results of more than 17,000 employees are aligned through these cells, strengthening local execution with a global impact. This model has aided in the strategic coordination of more than 63,000 active initiatives.

Branch cells are the executing arm of Banorte's commercial strategy, allowing each branch to operate as a self-regulated unit that controls its own micro-market.

With this focus on hyper-personalization and customer attraction, 100% of our branches now operate under a human-digital model, with a partnership between segments such as Sales Force, Preferred, and SME banking. This model, supported by our methodology and organizational culture, embodies our long-term strategy for scaling value and differentiating ourselves in an increasingly competitive market.

Currently operating

34
macro-cells

+1,110
cells

INGENIO Program

In 2025, a new edition of the INGENIO program was held, whose purpose is to promote collaborative innovation and offer a space for employees to generate proposals aligned with GFNorte's goal. On this occasion, the cycle focused on developing solutions to address the growing difficulty faced by older adults when interacting with the modern financial system.

85
employees from 12 states of the Republic brought forth proposals for innovation

62
proposals were developed through more than **100 personalized mentoring sessions**

Seven
winning concepts are being followed up for implementation



ARTIFICIAL INTELLIGENCE

In 2025, Banorte once again positioned itself as one of the most innovative financial institutions in using AI for business. We manage these initiatives in short cycles, with agile schemes and risk control, yielding tangible results in:

- **Operational efficiency: reduction of time and costs in key processes**
- **Security and compliance: mitigation of technological and regulatory risks**
- **Customer experience: more agile, intelligent, and personalized channels**
- **Personalized marketing and advanced analytics**



Banorte's venture into AI applications last year focused on:

Predictive analytics

MACHINE LEARNING

Incorporating new technologies to create experiences for our customers, we use machine learning models to be a part of their daily lives, with automated reminders for:

- **Service payments**
- **Airtime purchases**
- **Credit card payments**
- **Transfers**

With AI models, we help customers to improve their financial health, offering them recommendations based on their consumption habits.

GENERATIVE AI

Banorte has built an end-to-end portfolio of strategic projects in every phase: exploration, design, development, testing, and closure. These projects are aimed at strengthening operational efficiency, improving our customers' experience, and ensuring technological security through the use of GenAI.

One of the most significant advances to date has been the development of models that interpret user feedback and translate it into emotions with greater accuracy. This capability enriches interaction in assisted channels, facilitating cross-selling and hyper-personalized offers that better respond to specific contexts and needs.

Service channels and virtual assistants

Banorte optimizes the service experience for both customers and staff through digital channels and virtual assistants that handle frequently asked questions. This automation frees up operational time and allows the team to focus on higher-value strategic tasks.

As part of this transformation, we developed specialized chatbots to handle internal processes. These tools provide immediate access to operational and technical information, significantly reducing search and consultation times for employees.

Maya, our virtual assistant, fields more than 2 million messages per month.[2]

2 Through the portal and Banorte Móvil.

MOST RELEVANT PROJECTS COMPLETED DURING THE YEAR

RATE RISK MANAGEMENT

We developed a risk framework that allows us to identify, manage, and mitigate risks associated with changes in interest rates that might adversely affect positions in the banking book.

This framework considers current and prospective risks to the bank's capital and earnings, in compliance with the regulatory agenda issued by the CNBV on the separation of books (balance sheet and trading). Its goal is to harmonize our internal interest rate risk metrics with the international guidelines that underpin local regulations.

ORIGINATION

We follow a unique origination and re-origination process for deposit products, based on the generation of a unified electronic file. This initiative contributes positively to multiple key indicators: reduction of origination costs, process automation, improvement in operational efficiency, increase in profit per customer, higher sales success rate, expanded cross-selling, reduction in service times, and increase in customer satisfaction with services provided at branches.

BALANCE-BASED FEE

We boosted attraction of corporate clients by offering benefits such as differentiation or exemption from commission charges for corporate, business, government, SME, state, and municipal segments.

We took advantage of the capabilities of the new pricing workshop, incorporating more commissions that allow us to make comprehensive preferred pricing offers.

SME CUSTOMIZATION OFFERS AND COUNTEROFFERS

We have a digital ecosystem by which we can make customized offers and counteroffers for financial products, including SME loans, on a bimonthly basis.

This initiative has strengthened the quality and depth of the portfolio by incorporating criteria defined by the risk area for identifying eligible customers and tailoring proposals to their specific needs. The ecosystem evaluates counteroffers using analytical tools such as CLV calculators, profitability, and interaction rules, ensuring more accurate and profitable decisions.

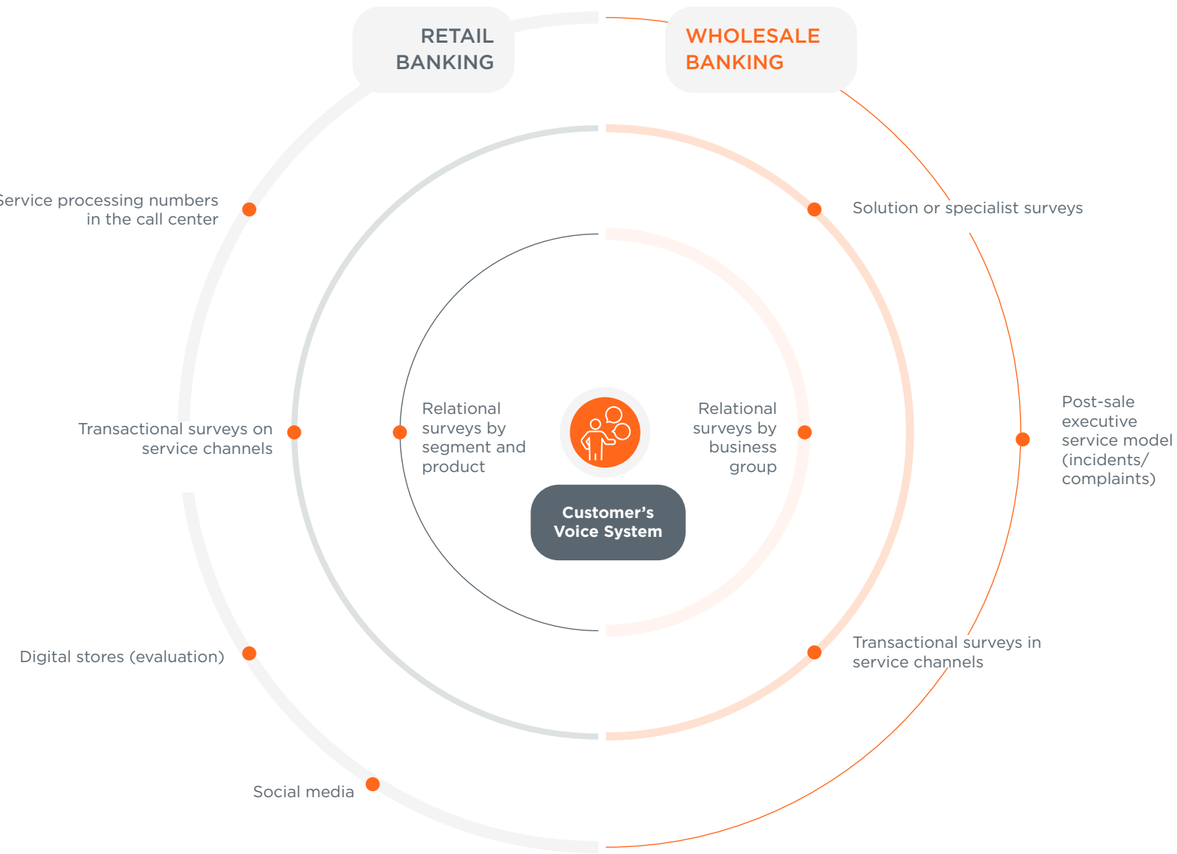
RETRIEVAL-AUGMENTED GENERATION

We established a comprehensive framework for the development of RAG solutions, incorporating validation mechanisms through synthetic tests that measure response accuracy and consistency. We also conduct security and sensitivity testing to pinpoint vulnerabilities and risks in the handling of critical information.

This approach guarantees solutions that meet the highest standards of quality, reliability, and data protection while improving productivity, reducing costs, increasing service quality, and facilitating agile, data-driven decision-making.

Monitoring customer satisfaction

The Banorte Customer's Voice is a system for continuous listening which incorporates three key perspectives: that of customers, employees, and competitors.



The Customer's Voice as an axis for action and alignment of critical processes

STORE RATINGS

iOS	Android
3.1	4.4

CONVERSATION ON SOCIAL MEDIA

+11%	-1
in positive sentiment	Net Sentiment Score point

COMPLAINT LOG IN CC

-9%	-56%
vs. 2024	vs. 2020

In 2025, GFNorte earned an overall NPS of 82 points, reflecting the consistent attention and service that our customers receive in their transactions, regardless of channel.

We also marked an improvement in the relational NPS within the areas that serve strategic segments. All these indicators make up what we call the BRRI, a metric that is submitted monthly to the RPC, a corporate governance body made up of senior executives from the organization, as well as independent board members.

The incorporation of these indicators into the BRRI allows us to monitor our customers' complaints in a timely and systematic manner, thereby strengthening the RPC's reputation management and oversight.

Change in NPS points of strategic segments

SEGMENT	2024 VS. 2025
PREFERRED BANKING	+1
WEALTH AND PRIVATE BANKING	+3
SME BANKING	+3
CORPORATE BANKING	=

Beyond NPS, ongoing omnichannel listening provides the main input for identifying attributes and influencers of the experience, and guiding transformation and innovation strategies focused on our customers. This feedback allows us to capture direct verbalizations, identify new needs, and anticipate changes in the market.

Physical account opening experience

Change in transactional NPS points when a customer opens an account on channels assisted by executives, mainly in branches:

PRODUCT	2024 VS. 2025
OPENING OF DEPOSIT ACCOUNTS (INDIVIDUALS)	+8
CREDIT CARD	+1
PAYROLL LOAN	+2
AUTO LOAN	+1
MORTGAGE CREDIT	+3
INSURANCE	+5

Digital account opening experience

Change in transactional NPS points when a customer opens an account via Banorte Móvil and Internet Banking:

PRODUCT	2024 VS. 2025
DIGITAL LINK	+37 (vs. web)
PERSONAL LINK	-2
PAYROLL CREDIT	-0.8
PAYROLL ADVANCE	-0.7
CREDIT CARD	=
INVESTMENT FUNDS	=
PROMISSORY NOTE	=

NPS change by channel

CHANNEL	2024 VS. 2025
BRANCH	+1
ATM	+2
CALL CENTER	+1
CORRESPONDENTS	+3
BANORTE MÓVIL	-1
ONLINE BANKING	=
MAYA	+2
DBB	=

NPS change by product

PRODUCT	2024 VS. 2025
CREDIT CARD	+8
INVESTMENT AND REDEMPTION – DIGITAL EXPERIENCE	+6
AUTO LOAN	+3
MORTGAGE CREDIT	=

Each month, we recalculate the recommendation score for our entire customer base, using information, technology, and AI models. This approach allows us to evolve our organic focus and strengthen our relationship with users.

Ratings for experiences through physical and assisted channels remained outstanding, with NPS scores above 83 points. In addition, account openings under the hyper-personalization scheme show significant improvements, especially in car loans and mortgages, which were rated higher than six points.

We maintain some of the highest recommendation levels in the industry.

Data privacy

GRI 418-1
SASB FN-CF-230a.1, FN-CB-230a.2, FN-CF-230a.3

We protect data privacy with a commitment to safeguarding our customers' personal information. Our practices meet the highest standards to ensure confidentiality and respect in every interaction.

We have a Personal Data Protection Policy that applies to all Group subsidiaries. It was developed in response to new personal data protection laws introduced in Mexico. This policy outlines the duties and obligations of employees, especially those whose job involves handling sensitive personal data on the bank's customers. It has already been updated various times, incorporating best practices recommended by external consultants and authorities, to guarantee proper, secure handling of information.

We also have a Personal Data Management System Policy, which sets forth our internal strategy for dealing with security risks, cyber-threats, and incidents that could jeopardize the confidentiality, integrity, or availability of personal data. This process also requires the elimination of data on customers whose legal relationship with GFNorte has ended after the ten-year retention period has passed.

GFNorte neither rents, sells nor conveys personal data to outside parties for purposes not related to the execution of transactions or services. This policy was created as part of our data protection process certification application.

PERSONAL DATA PROTECTION COMMITTEE

SASB FN-CB-230a.1

As part of our commitment to personal data protection, we created a Personal Data Protection Committee in October 2017, with members drawn from an interdisciplinary sampling of areas. Its objective is to analyze, assess, anticipate risks, and issue resolutions regarding the protection of personal data.

It does so through planning, monitoring, and continuous review of policies, procedures, strategies, and improvements. It also works to foster a culture of personal data protection, prioritizing the interests and privacy of data subjects, internal rules, and external regulations.

Zero identified cases of customer data leaks, theft, or loss

We establish clear obligations and responsibilities regarding personal data protection through contractual clauses with suppliers and business partners. These clauses are fundamental in contracts and agreements, as they guarantee the information security and privacy of the personal information of the parties involved. Their importance lies in the fact that they regulate the handling, storage, and communication of data, ensuring compliance with current legislation.

To guarantee this protection, we also incorporate the following key elements, aimed at strengthening information security, ensuring compliance with legal regulations, and promoting a culture of privacy and respect for personal data:

- **Process personal data only in accordance with the instructions of the person responsible**
- **Refrain from processing personal data for purposes other than those instructed by the person responsible**
- **Apply security measures in accordance with Mexican data privacy laws and other provisions**
- **Keep all personal data processed strictly confidential**
- **Delete personal data once the legal relationship with the responsible person has ended or on their instructions, unless there is a legal provision requiring its retention**
- **Refrain from transferring personal data to other parties, unless the person responsible so determines, if is related to a subcontract, or the competent authority so requires**
- **Limit the handling of personal data to the purposes set forth in Banorte's privacy notice**
- **Train personnel in personal data protection**

In some cases, we request an additional bond to ensure compliance with these obligations.

RESPONSE TO OFFICIAL REQUESTS FOR INFORMATION

SASB FN-CF-220a.2

GFNorte responds to all official requestions for information, upon prior request through a duly justified and motivated notice from the competent authorities and/or by court order, in accordance with Mexican law. These requests are handled promptly by the legal department, in coordination with the Regulatory Provisions Control department.

No monetary losses[3] were incurred as a result of legal proceedings related to customer privacy in 2025.

DATA PRIVACY MECHANISMS

Privacy Notice

GFNorte protects personal data in accordance with the Federal Law on the Protection of Personal Data Held by Private Parties and its Regulations. Data owners, their privacy, and trust are our top priority. For this reason, we protect their data through continuous review of our physical and electronic information security processes.

Our privacy notices are permanently available to data owners on our websites, which are updated according to business needs and compliance with applicable regulations. Personal data are handled as described in that notice, which informs data owners of how their information will be used and the rights they have in this regard.

Refusal to permit the use of personal data for secondary purposes may not be considered grounds for denial of services and/or products to data owners who request them or do business with GFNorte. If data owners do not wish their data to be processed for secondary purposes, they can communicate this through the means indicated in the privacy notice.

Personal data is retained in accordance with the deadlines established in applicable regulations for financial institutions in Mexico.

Personal Data Protection Culture

SASB FN-CF-220a.1

We instill a culture of data protection among our employees through annual training and regular awareness programs, along with penalties for those who fail to comply with applicable regulations.

We also encourage awareness and training for other participating organizations and companies, to form a collective commitment to personal data privacy and respect.

In November 2025, we obtained the recertification in personal data protection granted by NYCE to Banco Mercantil del Norte (certification under the binding self-regulation scheme REA. EA.01.2015-01/15-NYCE-CPDP-070). This recertification confirms compliance with the requirements established in the Federal Law on the Protection of Personal Data Held by Private Parties, its Regulations, and the Self-Regulation Parameters on personal data protection.

The scope of this certificate, valid through November 2027, includes: *"The processing of personal data as the data controller through the following areas: Personal Data Protection Committee, Call Center, Data Center and Branches, for the provision of financial services related to auto loans, mortgage loans, payroll loans, personal loans, credit cards, debit cards, online banking, payroll services, investment funds and deposit accounts, based on the personal data inventory. This is in compliance with the principles of lawfulness, consent, information, quality, purpose, loyalty, proportionality and accountability, as well as the duties of security and confidentiality and the obligations established by law."*

The recertification and its maintenance are achieved through a thorough annual review conducted by NYCE, which confirms the continuity of our personal data protection standards. We also obtained Certificate No. 2025CRD 013 in compliance with the standard NMX I 27701 NYCE 2021/ISO/IEC 27701:2019 for our Privacy Information Management System, granted by NYCE. This certificate maintains the same scope as the previous certificate related to the binding self regulation scheme and is valid until November 12, 2028.

Currently, Banorte has 13,444,635 active customers, 12,627,283 of which have agreed to allow the use of their personal data for secondary purposes, while 817,352 customers (6%) opted out of having their information used for these purposes.

We reiterate our pledge to make customer information privacy our highest priority.

3 By the Ministry of Anti-Corruption and Good Government.

HUMAN CAPITAL

- Labor demographics
- Diversity, equality and inclusion
- Talent recruitment and retention
- Training
- Work environment and employee experience
- Wellness, health and safety
- Compensation and retention

31,376
people make up the GFNorte family

92.41%
reinstatement rate after parental leave

86.6%
of total internal movements were promotions

SDG
4, 5, 8, 16

GRI
2-7, 2-8, 2-19, 2-20, 2-30, 201-3, 401-1, 401-2, 401-3, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10, 404-1, 404-2, 404-3, 405-1, 405-2

SASB
FN-IB-330a.1, FN-CF-270a.1

WE FOCUS ON

Empowering the talent of the best team

I love being part of a company that recognizes and empowers women in the digital world.

555k

555k

At GFNorte, we believe that people are the true drivers of transformation. In a rapidly evolving work environment, we are committed to preparing our talent for the challenges of tomorrow. Digitalization, AI, empathetic leadership, and the employee experience are reshaping the world of work. In response, we have adopted a people-centric management approach that not only adapts to change, but leads it, with vision and purpose.

Faced with the emergence of business models and the need to strengthen customer relationships, our Human Resources Department anticipates these challenges by working in close partnership with the business areas.

The aim is to build talent that can respond with agility and innovation, underpinning our transformation and contributing directly to our results.

We make hiring and promotion decisions based on skills, capabilities, and performance, as well as the specific requirements of each position, through transparent and merit-based processes. This approach reinforces our commitment to equality and supports the development of diverse, highly skilled teams.

Our strategic approach targets continuous skills development and the incorporation of young talent. We promote digital learning to address the challenges and opportunities presented by AI, while fostering critical thinking and intergenerational collaboration, recognizing the value that each generation brings to organizational growth.

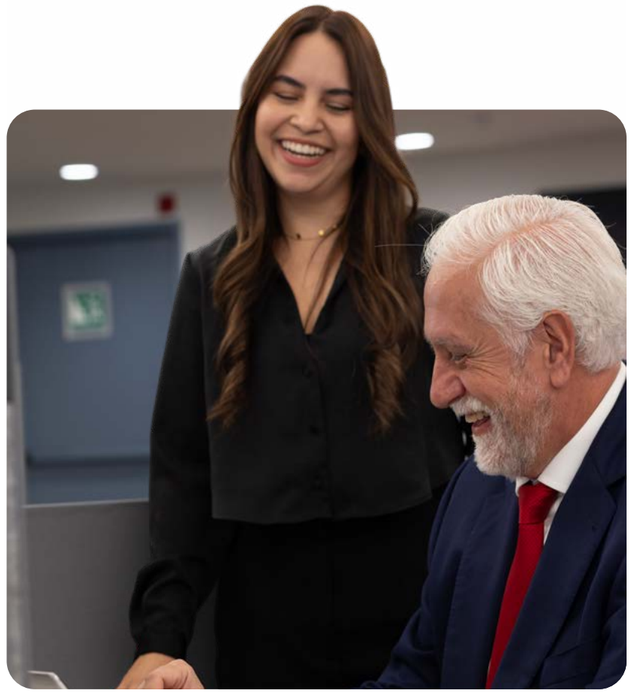
Today, more than ever, we are convinced that talent is the key to building an extraordinary future. At GFNorte, we do more than manage talent: we inspire, develop, and support people throughout their evolution, guided by a clear mission: to make the ordinary, extraordinary.

Labor demographics

GRI 2-7, 2-8, 2-30, 202-2, 405-1
SASB FN-IB-330a.1, FN-AC-330a.1

At the close of 2025, the Banorte family consisted of 31,376 employees, 51% of them women.

All of them had permanent contracts and full-time jobs, and some had the option of a hybrid work scheme.



31,376
people are part of the GFNorte family

51%
women employed by GFNorte

Breakdown by gender



Workforce breakdown by generation and gender

	WOMEN	%	MEN	%	TOTAL
BABY BOOMERS	50	23.6%	162	76.4%	**212**
GENERACIÓN X	2,129	48.4%	2,266	51.6%	**4,395**
MILLENNIALS	7,480	51.9%	6,930	48.1%	**14,410**
CENTENNIALS	6,401	51.8%	5,958	48.2%	**12,359**
TOTAL	**16,060**	**51.2%**	**15,316**	**48.8%**	**31,376**

Workforce by position and gender

	WOMEN	%	MEN	%	TOTAL
SENIOR MANAGEMENT	201	25.7%	580	74.3%	**781**
MIDDLE MANAGEMENT	4,068	44.6%	5,056	55.4%	**9,124**
OPERATIONS	11,791	54.9%	9,680	45.1%	**21,471**
TOTAL	**16,060**	**51.2%**	**15,316**	**48.8%**	**31,376**

Workforce by age and gender

	WOMEN	%	MEN	%	TOTAL
UNDER 30	5,569	51.7%	5,196	48.3%	**10,765**
BETWEEN 30 AND 50	9,131	51.9%	8,473	48.1%	**17,604**
OVER 50	1,360	45.2%	1,647	54.8%	**3,007**
TOTAL	**16,060**	**51.2%**	**15,316**	**48.8%**	**31,376**

Workforce by position and age

	UNDER 30		BETWEEN 30 AND 50		OVER 50		TOTAL
SENIOR MANAGEMENT	6	0.8%	395	50.6%	380	48.7%	**781**
MIDDLE MANAGEMENT	1,296	14.2%	6,479	71.0%	1,349	14.8%	**9,124**
OPERATIONS	9,463	44.1%	10,730	50.0%	1,278	6.0%	**21,471**
TOTAL	**10,765**	**34.3%**	**17,604**	**56.1%**	**3,007**	**9.6%**	**31,376**

Breakdown by nationality (overall headcount)

	WOMEN	MEN	TOTAL
AMERICAN	19	10	**29**
ARGENTINE	1	3	**4**
BRAZILIAN	1		**1**
CANADIAN	2	4	**6**
COLOMBIAN	12	7	**19**
SLOVAK		1	**1**
SPANISH	1	3	**4**
INDIAN		1	**1**
ITALIAN		1	**1**
MOROCCAN	1		**1**
MEXICAN	16,009	15,277	**31,286**
PERUVIAN	2		**2**
VENEZUELAN	12	9	**21**
TOTAL	**16,060**	**15,316**	**31,376**

Breakdown by nationality (senior and middle management)

	SENIOR MANAGEMENT		MIDDLE MANAGEMENT	
	WOMEN	MEN	WOMEN	MEN
AMERICAN		1	4	4
ARGENTINE		1	1	2
BRAZILIAN			1	
CANADIAN		2	2	2
COLOMBIAN	1		5	3
SLOVAK				1
SPANISH			1	1
INDIAN		1		
ITALIAN				1
MEXICAN	200	575	4,046	5,038
PERUVIAN			2	
VENEZUELAN			6	4
TOTAL	**201**	**580**	**4,068**	**5,056**

Data from GFNorte, excluding Afore XXI.

EMPLOYEE TURNOVER

GRI 401-1

We closed the year 2025 with a **turnover rate of 17.3%**, 10.6% of which was voluntary.

We are able to keep our turnover rate below the industry average thanks to conscious management and an awareness that the solidity of our teams is what makes this Group resilient.

Every percentage point we avoid losing represents not just talent retained, but projects strengthened, customers served, and knowledge transformed into experience.

For GFNorte, workforce stability is not just an indicator; it is an asset that guarantees our business continuity and the trust and confidence of our shareholders.

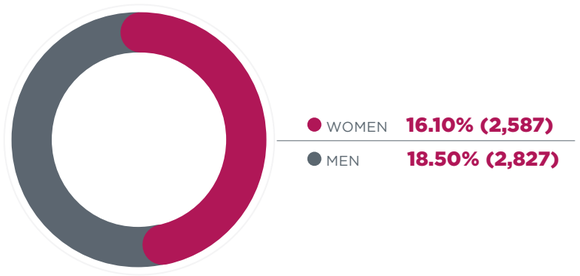
Turnover by segment

	2024	2025	CHANGE (PERCENTAGE POINTS)
CALL CENTER EXECUTIVES	66.8%	**57.5%**	-9.3
SALES FORCE	63.8%	**50.0%**	-13.8
TELLERS	12.4%	**11.7%**	-0.7
OTHER EMPLOYEES	11.8%	**10.9%**	-0.9
TOTAL TURNOVER	20.1%	**17.3%**	-2.8
TURNOVER EXCLUDING CALL CENTER EXECUTIVES	13.3%	**12.9%**	-0.4

Turnover by position and gender

	WOMEN		MEN		TOTAL	
SENIOR MANAGEMENT	20	10.00%	47	8.10%	**67**	**8.60%**
MIDDLE MANAGEMENT	412	10.10%	662	13.10%	**1,074**	**11.80%**
OPERATIONS	2,155	18.30%	2,118	21.90%	**4,273**	**19.90%**
TOTAL	**2,587**	**16.10%**	**2,827**	**18.50%**	**5,414**	**17.30%**

Turnover by gender



Turnover by generation and gender

	WOMEN		MEN		TOTAL	
BABY BOOMERS	29	58.00%	47	29.00%	**76**	**35.80%**
GEN X	361	17.00%	388	17.10%	**749**	**17.00%**
MILLENNIALS	759	10.10%	900	13.00%	**1,659**	**11.50%**
CENTENNIALS	1,438	22.50%	1,492	25.00%	**2,930**	**23.70%**
TOTAL	**2,587**	**16.10%**	**2,827**	**18.50%**	**5,414**	**17.30%**

Data from GFNorte, excluding Afore XXI.

UNION

GRI 2-30

We have a collective bargaining agreement that is legally registered with the labor authority. In this agreement, GFNorte and the National Union of Banorte Workers, on behalf of its member workers and represented by its General Secretary, establish the working conditions that govern current labor relations.

Pursuant to Mexican labor law, the institution and the union regularly review the agreed-upon working conditions in order to keep our institution competitive and productive, and preserve harmonious labor relations.

Number of employees by union affiliation and gender

	WOMEN	MEN	TOTAL	
NON-UNIONIZED	10,938	11,232	**22,170**	**71%**
UNIONIZED	5,122	4,084	**9,206**	**29%**
TOTAL	**16,060**	**15,316**	**31,376**	**100%**

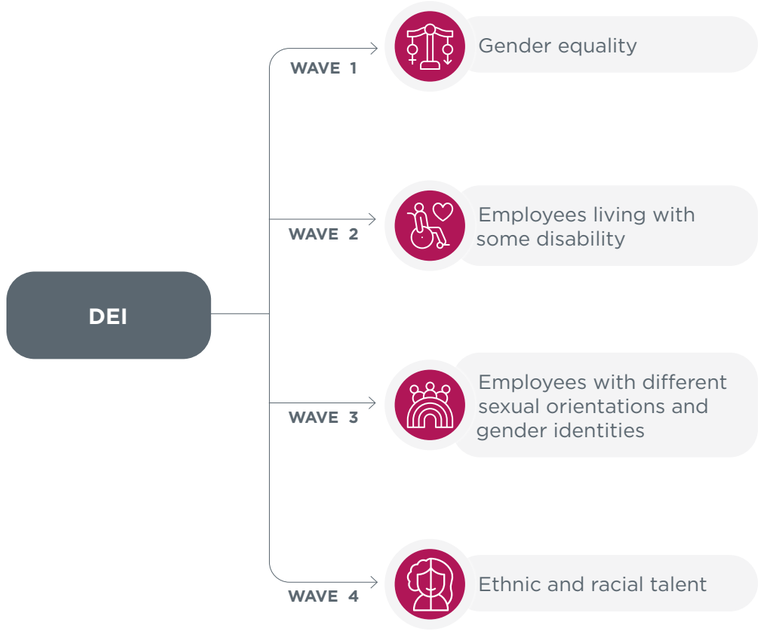
Data from GFNorte, excluding Afore XXI.

Diversity, equality and inclusion

GRI 3-3, 401-3
SASB FN-IB-330a.1

Over the course of the year, we redoubled our efforts to instill an organizational culture in which diversity, equality and inclusion are the cornerstones of our talent development. To this end, we worked to create safe, respectful workplaces, where every individual can grow, contribute, and be recognized for their contributions.

We continued working toward this goal according to four strategic waves:



As a result of these efforts, at the end of the year our workforce was made up of 51% women and 49% men, of which 25.7% of women hold leadership positions, continuing our progress towards more equitable representation.

Some of the specific actions that supported this progress last year were:

- **Review of hiring and promotion processes to ensure inclusive and bias-free criteria**
- **Gender-focused leadership programs aimed at strengthening management skills in women**
- **Mentoring and support networks for women in leadership roles**
- **Raising awareness among leaders and decision-makers about the importance of parity.**
- **Constant monitoring of key gender indicators**

In 2025, the DEI Subcommittee was a key player in pursuing the institutional strategy in this area, acting as a liaison between various areas, which allowed for a cross-cutting view of the strategy and ensured that the initiatives responded to the employees' needs.

Members of Banorte DEI Subcommittee

JAVIER BELTRÁN CANTÚ	CHIEF ADMINISTRATIVE AND HUMAN RESOURCES OFFICER
MARIO ALBERTO BARRAZA BARRÓN	MANAGING DIRECTOR, RETAIL BANKING
CONSTANZA NOELIA LÓPEZ VELA	ADJUNCT MANAGING DIRECTOR, ACQUIRER BUSINESS
ELBA ELENA GARCÍA GARATE	ADJUNCT MANAGING DIRECTOR, LEGAL
ROGELIO CÁRDENAS SOLÍS	EXECUTIVE DIRECTOR, HUMAN CAPITAL
LUIS MARIO OCHOA GÓMEZ	EXECUTIVE DIRECTOR, SERVICES
GABRIELA GALLEGOS DE LA TORRE	EXECUTIVE DIRECTOR, CORPORATE COMMUNICATIONS
MÓNICA GRACIELA GALLEGOS GARCÍA	EXECUTIVE DIRECTOR, AUDIT, SUPPORT AND CONTROL AREAS
ANA REGINA RAMÍREZ HOYOS	DIRECTOR, SUSTAINABILITY AND RESPONSIBLE INVESTMENT
PERLA DANIELA SALINAS DÍAZ	DIRECTOR, ORGANIZATIONAL CLIMATE AND CULTURE

In 2025 this group was strengthened, acting essentially as the Subcommittee's executive arm, coordinating the design and implementation of initiatives, following up on the commitments of each wave, and monitoring progress and results.

By working in tandem, the DEI Subcommittee and the Operating Commission have enabled concrete and measurable actions, building a diverse, inclusive, and participatory culture where people can develop fully and be valued for their performance. With this, GFNorte reaffirms its commitment to structural equality, effective inclusion, and safe work environments.

GENDER EQUALITY

GRI 405-2

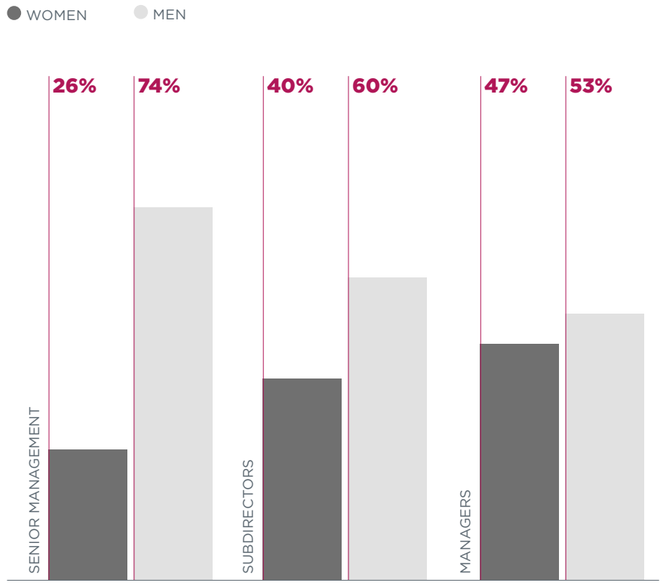
In line with our comprehensive DEI strategy, gender equality was one of our priority areas in 2025.



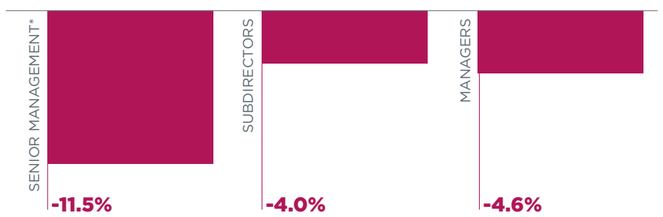
This line of action seeks to ensure fair conditions for all people, encouraging the participation of both men and women at all levels of the organization.

In 2025, our key gender equality metrics were as follows:

Gender representation



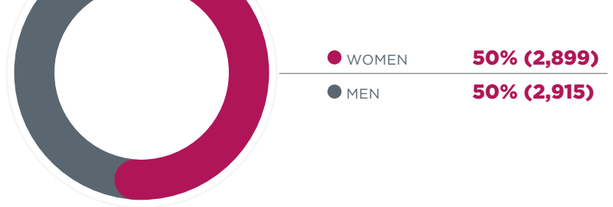
Equal pay for similar positions (Gender pay gap)



Promotions by position and gender

	WOMEN	MEN
SENIOR MANAGEMENT	33%	67%
SUBDIRECTORS	45%	55%
MANAGERS	50%	50%
TOTAL	**47%**	**53%**

New hires by gender



0.89%

of total departures in 2025 were women who resigned for gender related reasons

100%

of complaints of harassment and/or gender discrimination addressed by 2025, 12 cases addressed out of 12 received

Data from GFNorte, excluding Afore XXI.
*Excluding senior officers.

Parental leave

GRI 401-3

Within the framework of our gender equality strategy, parental leave has become key in our effort to guarantee fair, respectful working conditions that are sensitive to the needs of new parents.

Some of our actions in this area in 2025 were:

- **Online sessions to promote an organizational culture in which no stigma is assigned to those who take parental leave**
- **Bolstering policies in work-life balance**
- **Shedding light on the experience of employees who are mothers**
- **Building awareness in management teams regarding the impact of maternity in the work environment**

Also, our website has a section providing key information, testimonials and tools for supporting employees toward a full and satisfying parental experience, balanced with their professional development.

Our parental leave policy provides for:

- **15 working days for paternity leave**
- **100 calendar days for maternity leave**

The reinstatement rate of employees following parental leave gives us insights into how successfully GFNorte is supporting them, and conditions for reinstatement to the workforce.

540
women took maternity leave

92.41%
is the reinstatement rate of employees after their maternity leave

499
returned to work after maternity leave

480
remained with the company at the end of 2025

89%
is the reinstatement rate at the end of 2025



Women in the digital world

Women currently make up 6% of employees working in STEM areas. In 2025, we continued to support their advancement and involvement in these disciplines through the Women in the Digital World group, a forum for support, visibility and skill-building.

The main purpose of this group is to promote women's professional and personal development, guaranteeing save and equitable spaces for everyone.

Its work is organized into four pillars:

- **Work-life balance**
- **Visibility and image**
- **Professional growth**
- **Respect and ethics**

Main achievements:

- **Six personal and professional empowerment and advancement initiatives**
- **More than eight hours of sessions with the co-founders' group**
- **85% of the women employees in the Adjunct Department of Technology participated**
- **More than 358 women employees benefited**

Internal initiatives

We developed a number of programs to transform practices, strengthen capacities and create fairer, more inclusive work environments.

These initiatives focused on various areas, **including training, awareness-building, assistance and creating safe spaces** for dialogue and engagement.

WOMEN'S MONTH

In March, GFNorte marked International Women's Day with a month-long celebration of women's talent, building awareness and fostering a culture of inclusion and women's leadership.

Eight online sessions were held, in which **3,799 people participated (45% men and 55% women),** discussing topics such as personal branding, work-life balance, women's health, women and finance, and the growth of women in the Group's senior management.

We also held two in-person events called "Talent that inspires," to recognize women's talent, attended by 282 women (153 in México City and 129 in Monterrey), with a reported **satisfaction rate of 98%.**

WOMEN IN ACTION!

A forum held in February for **45 participants from Mexico City and Monterrey,** to develop synergies among women and identify needs, opportunities and proposals on progress toward greater gender equality.

WOMEN-ON

A workshop offering practical tools for women in five key areas of their personal and professional development: personal branding, networking, empathy, communication, and developing personal purpose.

Six workshops were held in 2025, four online and two in-person, benefiting **438 women participants** and achieving a s**atisfaction rate of 96.41%**.



WOMEN'S LEADERSHIP COACHING

To build women employees' leadership skills, a female leadership coaching program was developed in which 16 women participated.

ONLINE DEI SESSIONS (BANORTE CONTIGO)

To continue promoting a diverse and inclusive culture and raising awareness of diversity issues at key moments, various online sessions were held to address topics such as:

- **Female leadership**
- **Motherhood**
- **People with disabilities**
- **Banorte women leaders**

In the year, nine sessions were held, benefiting **5,040 people with an average NPS of 97.01.**

¡ELLA SABE DEL 8M!

An activity created to inform, learn, and raise awareness about the historical, cultural, and social significance of International Women's Day, **benefiting 125 people.**

HACKS FOR YOUR RÉSUMÉ

Session organized for **250 participants**, suggesting practical tools for analyzing and improving their résumés, identifying technical skills and professional achievements.

ENGAGEMENT SESSION: I'M A MOM AND PROUD OF IT!

An opportunity for employees to talk about their work as mothers and professionals, inviting them to self-awareness and self-recognition of achievements.

SAFE SPACE TRAINING

In line with our DEI strategy, **15,653 employees** were trained in discrimination prevention and the creation of safe spaces.

External initiativess

Women leaders in banking

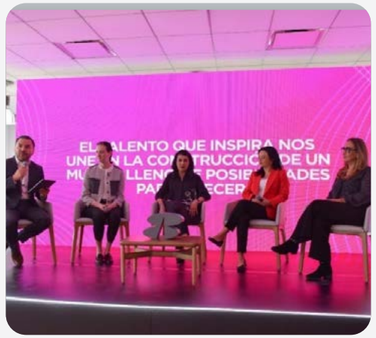
Participation in an industry-wide women's group, where DEI issues are addressed and best practices are shared.

Master classes

Banorte participated in this ABM program, promoting the professional self-development of women who are deputy directors at the bank. Topics such as **personal branding, equality in banking, construction of professional advancement, time management, and the importance of inclusion in business were addressed.**

Gender inclusion and equality training

13,623 people participated in this industry-wide course on inclusion and gender equality, at building awareness of the importance of exercising inclusive leadership that encourages gender equality and favors inclusion at all levels of the organization.







PEOPLE WITH DISABILITIES

A focus on people with disabilities is an important part of our institutional DEI strategy, and we have been working to create accessible, respectful environments free of both physical and attitudinal barriers. We do this on the principle that any form of disability must be addressed from the standpoint of human rights, non-discrimination, and universal accessibility.

In 2025, we took action to welcome the full participation of people with disabilities into institutional life and to build our teams' awareness of the importance of building inclusive spaces that recognize functional diversity as part of the wealth of human experiences.

Incorporation of people with motor disabilities

This past year, we reinforced and concluded our program of bringing in more people with disabilities, adapting our processes and physical spaces to facilitate their integration and allow them to best do their jobs.

This included:

- **Providing information and raising awareness among the receiving areas and the staff involved.**
- **Monitoring satisfaction and performance among the teams participating in the program.**
- **Following up with new hires on a daily basis to ensure they were equipped with the necessary tools to do their jobs.**

In 2025, two key initiatives were launched:

- **Self-identification census: A voluntary self-identification exercise was carried out among staff, with the goal of identifying and ensuring that people with disabilities were provided with the optimum conditions for advancement.**
- **Specialized workshops for key areas: two workshops given to areas involved in critical institutional processes, to enhance their capacities in issues related to people with disabilities.**

At present there are 17 employees living with a disability in the GFNorte family.

Talent recruitment and retention

GFNorte is deeply interested in providing new hires with a meaningful onboarding experience that connects them with the purpose, values and culture of our organization.

In 2025, we held 180 iHOLA! Welcome sessions, in which 5,800 newly hired team members participated.

HIRING

GRI 401-1

New hires by gender



WOMEN	50% (2,899)
MEN	50% (2,915)



New hires by generation and gender

	WOMEN	MEN	TOTAL	%
BABY BOOMERS	1	2	**3**	0%
GEN X	90	109	**199**	3%
MILLENNIALS	552	610	**1,162**	20%
CENTENNIALS	2,256	2,194	**4,450**	77%
TOTAL	**2,899**	**2,915**	**5,814**	**100%**

New hires by position and gender

	WOMEN	MEN	TOTAL	%
SENIOR MANAGEMENT	2	9	**11**	0%
MIDDLE MANAGEMENT	231	405	**636**	11%
OPERATING STAFF	2,666	2,501	**5,167**	89%
TOTAL	**2,899**	**2,915**	**5,814**	**100%**

Data from GFNorte, excluding Afore XXI.

YOUNG TALENT PROGRAM

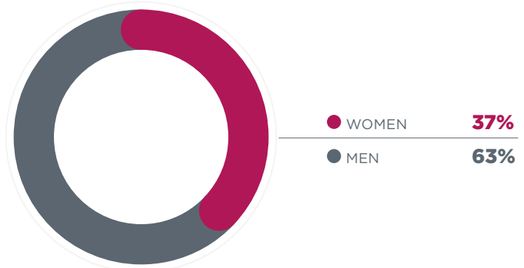
In line with our value proposition and institutional pillars, in 2025 we strengthened our university engagement strategy with the aim of identifying, attracting, and developing undergraduate talent capable of addressing GFNorte's current and future challenges.

As part of this effort, leaders from various Banorte business areas responded to an institutional call for proposals on strategic projects that would benefit from the incorporation of student interns, who would join their team and participate actively in advancing their initiatives.

Student candidates were recruited and identified through our professional engagement initiatives, including job fairs, university challenges, hackathons, and other events conducted in partnership with academic institutions. As a result of these actions, **in 2025 we welcomed 143 students as interns, representing a broad range of undergraduate and engineering** programs at the country's leading universities.

This program is designed to provide students with a practical and formative experience, while also identifying high-potential talent for joining the organization on a more permanent basis. **By year-end, 48% of the students who graduated from the program 2025 were formally hired,** strengthening our pipeline of young talent and supporting the long-term sustainability of the business.

Interns by gender





Participating universities

UNIVERSITY	NUMBER OF STUDENTS
ITESM	58
TECMILENIO	15
UANL	12
ANÁHUAC	8
UNAM	4
OTHERS	46

Participating degree programs

DEGREE PROGRAM	NUMBER OF STUDENTS
ECONOMICS-ADMINISTRATION	89
ENGINEERING	43
COMMUNICATION	3
MARKETING	5
DESIGN	3

Participating cities

CIUDAD	NUMBER OF STUDENTS
MONTERREY	63
MEXICO CITY	44
GUADALAJARA	6
OTHERS	30

Participating departments

DEPARTMENT	NUMBER OF STUDENTS
WHOLESALE BANKING	46
FINANCE	27
DIGITAL BUSINESS DEVELOPMENT	2
RISK AND CREDIT MANAGEMENT	14
ADMINISTRATION	16
RETAIL BANKING	28
GOVERNMENT BANKING	9
AUDIT	1

Data from GFNorte, excluding Afore XXI.

ACADEMIC PARTNERSHIPS

As part of our strategy for strengthening ties with the country's most renowned educational institutions, in 2025 we formalized a professional partnership agreement with UDEM. This alliance reinforces our commitment to developing young talent and promoting educational experiences that foster students' academic and professional growth.

To celebrate this new partnership, we held an institutional event attended by more than 160 business and engineering students, who had the opportunity to learn about our strategic pillars and our commitment to the future of the country as an institution.

The event concluded with a talk on financial literacy, providing students with key tools to start their professional lives with a solid foundation in managing their personal finances.

Additionally, we organized or participated in the following initiatives last year:

CONCENTRACIÓN ITESM

In partnership with ITESM, we organized the third Innovation Concentration in Financial Institutions event at the Monterrey campus and the first such event at the Mexico City campus. **A total of 54 students from Accounting and Finance degree programs participated**, developing solutions over six months for three strategic challenges presented by Banorte executives: financial innovation, sustainable development in the financial sector, and digitalization as a pillar of banking transformation.

BANORTE LECTURESHIP

More than **500 students participated in 18 lectures given by Banorte leaders,** strengthening their academic and professional training in the financial industry.

HACKMTY ITESM 2025

Banorte's six year participating in the ITESM hackathon. **240 students from 60 teams** worked on challenges in the areas of innovation and digital banking.

INNOVATION MEETUP 2025 TEC MILENIO

1,125 participants enrolled in the second event of this kind, and **80 students** organized into **20 teams developed** an innovative solution for users to automatically and efficiently manage their finances. The finalists presented prototypes and members of the winning team joined the Digital Banking team as interns.

IISE CHALLENGE 2025

Banorte participated for the first time in this competition, now in its second year; **200 students organized into 50 teams** developed solutions for proposed challenges like cash planning for ATMS and controlling insurance on financed cars.

UDEM BREAKING BUSINESS BOUNDARIES CONGRESS

This was Banorte's first time participating in this event, which brought together **1,000 students**, who had the opportunity to learn about the most relevant trends in the business world through talks, workshops, and company visits.

As part of our company visit, **we welcomed 19 students to Torre KOI,** where they learned about our value proposition and the initiatives that would allow them to become part of Banorte's talent pool.

BANORTE CHALLENGES

Participation in **six academic challenges,** with more than **662 students** from the fourth semester onwards, from universities such as Tecnológico de Monterrey, Universidad Panamericana, and Universidad Anáhuac. The students were accompanied by Banorte executives, addressing topics such as investment fund management, process transformation, banking services, and price monitoring models. Thanks to this program, we identified high-potential talent and hired the winners of each challenge as interns.

JOB FAIRS

Banorte attended **20 job fairs at key universities,** collecting **800 résumés** and strengthening its link with university talent.

YOUTH BUILDING THE FUTURE

Banorte joined in the work of this federal government program, offering learning spaces to **48 young people** and promoting their advancement and social mobility.

ORGANIZATIONAL DEVELOPMENT

Talent and leadership

GFNorte recognizes the growth and advancement of its talent as key to the value proposition it offers its customers. It is also aware that positive, responsible leadership requires environments and tools that support those who will be the future leaders of the organization.

We have a methodology for identifying talent by which we have built up a pool of leaders with qualifications, motivations, skills and experiences that align with customers' needs and expectations. In this we have created a map of talent in the organization that facilitates the development of succession plans for critical positions.

In this process, we have identified candidates for each Executive Management position, which allows us to ensure an orderly succession and strengthen business continuity. Each candidate participates in training programs and receives the exposure needed to prepare for these responsibilities.

Our pool of talent participates in leadership and academic education programs that expedite their development, close leadership gaps, broaden their business vision, fine-tune process analytics, align human-digital transformation efforts and strengthen strategic thought.

DEVELOPMENT PROGRAMS

These exist to guide adjunct managing directors and territorial directors in paths of development that connect with the organization's needs and their own career interests. We also connect them with Ivy-League programs to close leadership gaps.

LEADERSHIP PROGRAMS

Training GFNorte leaders is clearly essential to our transformation strategy, which is why we prioritize specialized programs that drive the development of future-critical skills, preparing for new trends that will affect our business and the emerging workforce.

With a clear awareness of these needs, GFNorte ensures that we have an extensive pool of talent in the teams led by our adjunct managing directors and executives. This fortifies their leadership capacity and ensures smooth transitions in the pursuit of organizational goals

DEVELOPMENT OF RETAIL BANKING EXECUTIVES

We help top executives in this area to develop the strategic thought necessary to drive the organization's long-term success, honing their innovative capacities and understanding of the customer, so that we can continue to offer higher-quality and more relevant products, services and experiences

TRANSFORMATIONAL LEADERSHIP

Here, our goal is to aid leaders not only in development skills but in building a mindset of evolution. They emerge with practices and approaches that have been fine-tuned to accelerate and escalate the achievement of goals.

TALENT ACCELERATOR

This program develops management talent by elevating their strategic and leadership abilities. It prepares participants to manage teams and design innovate strategies that drive business growth.

People participating in training programs by position and gender

	PROGRAM	WOMEN	MEN	TOTAL
DIRECTORS	EXECUTIVE MBA AMERICAS (CORNELL)	2	3	**5**
	GRADUATE SCHOOL OF BANKING (LSU)	5	19	**24**
	EXECUTIVE DEVELOPMENT (IE)	25	54	**79**
	SR. MANAGEMENT TRAINING (IPADE)	20	54	**74**
	TRANSFORMATIONAL LEADERSHIP (KORN FERRY)	8	15	**23**
	COACHING	12	9	**21**
	MASTER'S DEGREE SCHOLARSHIPS	2	0	**2**
SUBDIRECTORS	GRADUATE SCHOOL OF BANKING (LSU)	9	13	**22**
	TRANSFORMATIONAL LEADERSHIP (HARVARD BUSINESS IMPACT)	73	131	**204**
	EXECUTIVE DEVELOPMENT (IE)	9	10	**19**
	TALENT ACCELERATOR (IPADE)	24	44	**68**
	COACHING	25	14	**39**
	MASTER'S DEGREE SCHOLARSHIPS	5	15	**20**
MANAGERS	TALENT ACCELERATOR (COLLECTIVE)	34	41	**75**
	MANAGEMENT SKILLS (ITESM)	276	248	**524**
	COACHING	38	34	**72**
	MASTER'S DEGREE SCHOLARSHIPS	12	12	**24**
OPERATING STAFF	MASTER'S DEGREE SCHOLARSHIPS	0	2	**2**
	COACHING	5	5	**10**
	TOTAL	**584**	**723**	**1,307**

66%

of managing directors have a defined development plan

100%

confirmed talent pool for Executive Management (Deputy Managing Directors/Executive Directors), strengthening our leadership capacity and organizational continuity

Data from GFNorte, excluding Afore XXI.

PROMOTING EXTRAORDINARY TALENT

Employee advancement at GFNorte is essential, and it has a positive and significant impact throughout the organization. That is why we prioritize strengthening internal talent in each of our mobility processes.

Our commitment goes beyond filling positions: we want to enhance each person's talent, strengthen their key skills, and support their professional development. We do this by offering training and development programs designed to respond to business needs.

In 2025, **we moved 5,908 employees internally, 86.6% of which were promotions** that recognized existing employees for their merit and efforts. The remaining 13.4% were horizontal transfers, aimed at developing cross-cutting capacities and enriching professional experience.

Every movement reflects our conviction: at GFNorte, extraordinary talent deserves extraordinary opportunities.

Vacancies filled by position and generation

	BABY BOOMERS		GEN X		MILLENNIALS		CENTENNIALS	
	INTERNAL	EXTERNAL	INTERNAL	EXTERNAL	INTERNAL	EXTERNAL	INTERNAL	EXTERNAL
SENIOR MANAGEMENT	2	0	40	5	33	6	5	0
MIDDLE MANAGEMENT	1	1	152	63	829	288	494	284
OPERATIONS	0	2	62	131	1,021	868	3,269	4,166
TOTAL	**3**	**3**	**254**	**199**	**1,883**	**1,162**	**3,768**	**4,450**

Internal promotions by position and gender

	WOMEN	MEN	TOTAL
SENIOR MANAGEMENT	20	40	**60**
MIDDLE MANAGEMENT	552	595	**1,147**
OPERATIONS	1,997	1,912	**3,909**
TOTAL	**2,569**	**2,547**	**5,116**

Staff vacancies filled by position

	INTERNAL		EXTERNAL		TOTAL	
SENIOR MANAGEMENT	80	88%	11	12%	**91**	**100%**
MIDDLE MANAGEMENT	1,291	67%	626	33%	**1,917**	**100%**
OPERATIONS	1,000	46%	1,153	54%	**2,153**	**100%**
TOTAL	**2,371**	**57%**	**1,790**	**43%**	**4,161**	**100%**

Branch vacancies filled by position

	INTERNAL		EXTERNAL		TOTAL	
DIRECTORS	185	95%	10	5%	**195**	**100%**
EXECUTIVES	923	61%	584	39%	**1,507**	**100%**
CASHIERS	417	33%	848	67%	**1,265**	**100%**
TOTAL	**1,525**	**51%**	**1,442**	**49%**	**2,967**	**100%**

Sales vacancies filled—sales and service

	INTERNAL		EXTERNAL		TOTAL	
EXECUTIVES	54	8%	595	92%	**649**	**100%**

Call center vacancies filled

	INTERNAL		EXTERNAL		TOTAL	
EXECUTIVES	1,958	50%	1,987	50%	**3,945**	**100%**

Data from GFNorte, excluding Afore XXI.

Training

GRI 404-1, 404-2

TECHNICAL TRAINING

GFNorte's philosophy is customer-centric, so we make sure our talent has the tools necessary to meet their needs.

Our "Descubre" program has offered more than 9,000 specialized development opportunities, including institutional leadership programs, aiming at strengthening the critical skills the future market will require.

We recognize that learning is a shared responsibility, **and our "APPRENDE" platform serves as a digital ecosystem for employees that promotes continuous development and a culture of self-advancement.**

APPRENDE offers a wide range of content and training organized into three strategic areas:

- **Business growth**
- **Leadership development**
- **Preparation for the future**
- **Function assurance**

With these actions, we reaffirm our commitment to supporting each employee in their professional career and building the skills that drive the Group's transformation.

DIGITAL SELF-DEVELOPMENT

To encourage continuous learning and developing key skills for the future, **we urge them to take advantage of digital platforms where they can learn autonomously,** at their own pace, and in line with both emerging business needs and individual goals.

With this, each employee can take charge of their own professional advancement, through access to leading global digital platforms with high-quality content that prepares them to face the challenges of organizational transformation and evolution.



BUSINESS TRAINING

GRI 404-2

At GFNorte, the customer comes first, so developing our talent to provide the best service is central to our business training. This strategy touches on various areas related to the customer experience where we work to ensure excellence and continuous process improvement. These are some of the business training programs we developed:

Commercial sales academy

A program aimed at strengthening advanced skills in emotional management, persuasion techniques, handling objections, and successful closings. It includes sales strategies and a hyper-personalized approach to products. This initiative impacted more than **126 work groups, covering 3,210 employees in the nationwide branch network,** focusing on promoting Personal Banking products, average-balance accounts, and the hyper-personalization system.

Branch management training

Designed to strengthen the basic skills of managers for new branches, through comprehensive training based on three pillars:

- **Leadership with a human touch**
- **Effective team management**
- **Mastery of financial skills**

Comprehensive training for professional advancement and operational development of new hires (branch)

Basic training for new hires, imparting a deep and practical understanding of branch functions, roles, and daily operations. In 2025, **face-to-face workshops were held with 126 groups, covering 2,005 employees** in the nationwide branch network, ensuring a common base of knowledge and skills that strengthen cohesion and regulatory compliance.



SME Focus Program

Raises the professional profile of SME Transactional Banking executives in analysis and consulting on key industries in each region.

By 2025, this program encompassed a total of:

nine
groups

six
in-person

three
online

With a particularly strong presence in **Monterrey, Mexico City, Guadalajara, León, and Tijuana.** New specialties were incorporated in partnership with regional teams:

- **manufacturing**
- **maquiladoras**
- **tourism**

Learning schools

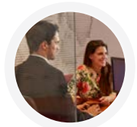
A continuing education model that promotes self-learning and updating on products and services.



WHOLESALE BANKING SCHOOL

More than 190 hours of specialized content on credit, finance, service models, and project evaluation.

56 graduates and more than 790 trainees.



CREDIT AND RISK SCHOOL

Training in credit analysis, risk management, and advanced systems, with master classes taught by Group directors.

More than 547 trainees.



COMMERCIAL SCHOOL

Program focused on financial products and customer service in SME Banking, Preferential Banking, and Sales Force.

Training adapted to each segment, **with more than 13,648 trainees.**

TRAINING SUMMARY

In 2025, we provided 1,100,789 hours of training, equivalent to an average of 35 hours per employee.

This effort reaches all employees, ensuring equitable access to learning and development tools.

KEY INDICATORS:

31,329
Total number of employees trained

Total hours invested per employee



WOMEN	553,340
MEN	547,449

Average hours of training by position and gender

	WOMEN	MEN
SENIOR MANAGEMENT	46	39
MIDDLE MANAGEMENT	37	40
OPERATIONS	34	33
TOTAL	**35**	**36**

Average hours of training by generation and training

	WOMEN	MEN
BABY BOOMERS	28	23
GEN X	33	33
MILLENNIALS	34	37
CENTENNIALS	35	36
TOTAL	**35**	**36**

Investment in training

	MXNMN
LEADERSHIP TECHNIQUES	MXN167mn
AMIB CERTIFICATIONS	MXN13mn
REGULATORY ISSUES	MXN17mn
DIGITAL PLATFORMS	MXN20mn
SCHOLARSHIPS	MXN18mn
TOTAL	**MXN235mn**

Data from GFNorte, excluding Afore XXI.

Work environment and employee experience

GFNorte is fully committed to the well-being and experience of employees, **an attitude that is reflected in a wide array of tools for continually monitoring the workplace environment and listening to, understanding and acting promptly to meet their needs.**

ORGANIZATIONAL PULSE-TAKING

Since 2020, we have made it a practice to engage in active listening to our employees, an approach called "organizational pulse-taking," allowing us to continuously measure* three key dimensions:



81.5
Engagement

83.4
Mood

67.6
Burnout

* Through a rating on a scale from 1 to 100.

This approach provides us with a clear and up-to-date view of the well-being, motivation and balance of our teams so that we can identify strengths and areas of opportunity.

The following graphs show how these indicators have evolved in recent years:

The information obtained **from this analysis is essential for making data-based strategic decisions and supporting targeted initiatives** to strengthen organizational culture, conscious leadership and a positive work environment.

INTERVENTIONS TO IMPROVE THE ORGANIZATIONAL CLIMATE



eNPS 2025

Our range of metrics also includes NOM 035 standard, organizational pulse-taking, internal indicators, and the more recently introduced eNPS, a key tool for learning how willing employees are to recommend working at GFNorte.

This comprehensive monitoring gives us robust information for designing effective interventions in the work environment. **Such actions are essential for aligning each person's experience with the values, principles and leadership** we are working to consolidate into a Banorte culture.

In 2025, our eNPS score was 78, reflecting a high degree of satisfaction and pride in belonging.

This attests to the strength of our monitoring and action system, which not only complies with regulations but also supports well-being, productivity, and talent retention, ensuring that every employee is given optimum conditions to contribute their best to the institution.

BanorTe Reconoce

In 2025 we continued this program, whose name in Spanish means "Banorte recognizes you," as a way to foster an organizational culture based on recognition of good practices, shared values, and significant contributions in the work environment.

We define and continue strengthening these practices through institutional communication in order to inculcate this spirit of recognition.

Banorte Contigo

Over the course of the year we continued strengthening Banorte Contigo, our core cultural communication platform, through online sessions.

This initiative focuses on the key behaviors in our institution, and worked along four main axes in 2025:

Axes

HEALTH
Tools for developing a state of holistic physical, mental and social wellness for navigating workplace challenges.

BUSINESS
Communicating the unique and exclusive benefits Banorte offers its employees, and promoting the bank's programs and key messages.

LEADERSHIP
Helping leaders develop their capacity to influence, inspire and lead teams toward organizational goals, from a conscious approach that promotes fair dealings, respect, cooperation, innovation and commitment.

DEI
Building a diverse, inclusive work environment, raising awareness about diversity issues in key points of bank operations.

Key indicators from the 55 sessions held in 2025

	DESCRIPTION	WOMEN	MEN	TOTAL
ACCUMULATED ATTENDANCE	Number of employees who attended a Banorte Contigo session during the year, counting all the times they have attended a session.	20,447	18,103	**38,550**
NET ATTENDANCE	Number of employees who attended a session during the year (counted only once, even if they have attended more sessions).	4,004	4,067	**8,071**
AVERAGE ATTENDANCE PER SESSION	Number of employees connecting to the live webcast of the session, calculated by dividing the cumulative attendance by the total number of sessions held.	372	335	**707**
PERCENTAGE OF RECURRENCE	Percentage of net attendees who participated in two or more sessions.	67%	65%	**66%**
ATTENDANCE VS. HEADCOUNT	Percentage of bank employees who attended at least one session during the year.	26%	28%	**27%**

94.25 eNPS
Metric that measures employee satisfaction and loyalty to the program

Data from GFNorte, excluding Afore XXI.

SPORTING ACTIVITIES AND EVENTS

In 2025, GFNorte organized a wide variety of events and activities for employees.

These were designed to strengthen their sense of belonging, promote self-care, provide entertainment and build solid ties among and between our teams.



Juegos Bancarios

Between April and July 2025, **439 employees** shared in the spirit of competition and engagement, in this traditional sporting event.

This year, Mexico City hosted the competition, where the Gladiadores Banorte team participated in **22 sports and one cultural discipline, winning 153 medals** in sports such as swimming, athletics, squash, and tennis, among others.

In the end, the Banorte contingent won **47 gold medals, 53 silver medals, and 53 bronze medals.**



Gran Carrera Banorte

For the sixth year in Monterrey and the third year in Mexico City, the Gran Carrera Banorte (the Great Banorte Race) provided the perfect opportunity to unite the Banorte family. This institutional event brought together **7,300 people,** including employees, families, and friends, who enjoyed and shared in an atmosphere of sporting and wellness, strengthening their pride and sense of belonging.

The run included 3, 5, and 10-kilometer courses and was held at Fundidora Park in Monterrey and Chapultepec Park in Mexico City.



National Sales Convention

In March, Banorte recognized the effort and commitment of its best sales teams nationwide. A total of **864 employees** participated in this great event held in Cancún, Quintana Roo.

Attendees enjoyed a comprehensive experience with shows, dinners, activities, and awards. The convention was attended by Group leaders, including Carlos Hank González, Chairman of the Board of Directors, and Marcos Ramírez Miguel, Chief Executive Officer of Grupo Financiero Banorte.



Banorte Celebra

Virtual end-of-year event to thank our employees for their work. This meeting was aimed at **30,000 people from our institution** and was attended by senior management, including Carlos Hank González and Marcos Ramírez Miguel, who shared a concluding message for the year as it drew to a close.

The event included a raffle with 3,139 prizes, including cars, technological accessories, and electronic wallets.

Wellness, health and safety

GRI 401-2, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10

NOM-035 | PROTOCOL FOR PREVENTING PSYCHOSOCIAL RISKS

As part of our comprehensive strategy to ensure safe, healthy, and productive work environments, we apply the ministry of Labor's NOM-035 standard in accordance with its guidelines.

Besides complying with regulatory standards, the application of NOM-035 allowed us to strengthen our organizational climate measurement system, incorporating its findings into our internal indicators. This gives us the opportunity to identify psychosocial risk factors and areas of opportunity to improve the experience of each employee, as well as prevent possible impacts on their well-being.

83% of our workforce participated in this exercise, representing 26,163 employees, consisting of 52% women and 48% men. This sample gives us a statistically solid representation for analyzing the results.

Thanks to this level of response, we obtained reliable information about the perceptions and experiences of our employees, reaching a low level of risk, according to the criteria published by the STPS. This confirms that we maintain a healthy work environment aligned with best practices, as we have done since 2020, reflecting our commitment to preventing psychosocial risks and promoting comprehensive well-being in our institution.



83%
of our workforce participated in this exercise

52% women and 48% men
compose the sample

HEALTH AND SAFETY

To provide a safe and healthy workplace for all of our employees, we created an Occupational Medicine area and Safety, Safety Culture and Prevention Department. These areas are charged with implementing a management system based on continuous improvement, with the active involvement of all our employees.

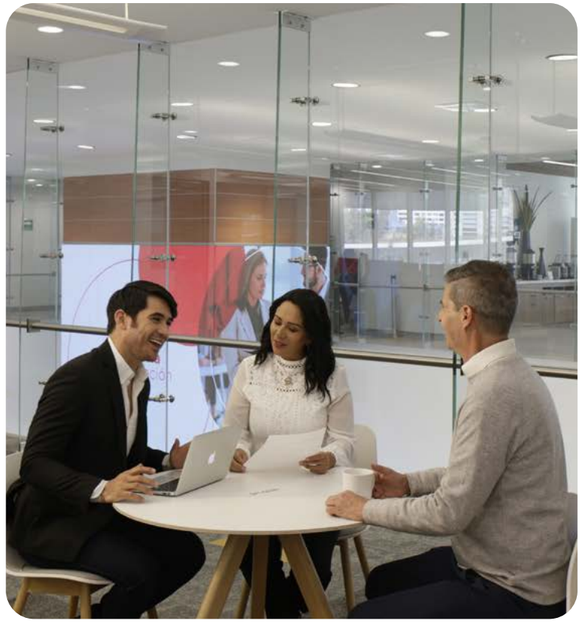
We monitor performance indicators and consequence indicators every six months: security indices, frequency, severity, and average duration of accidents. These results guide the design of new action plans.

Any workplace accident is reported through Corporate Security, the Safety Culture and Prevention Department, and the Comprehensive Health System. The accident is analyzed and verified by the Occupational Medicine and Safety Culture and Prevention departments, in partnership with Material Resources. In cases where the injured person is a supplier, a representative of that supplier is also involved.

An investigation is carried out to analyze the information received in order to determine the origin, circumstances, and causes for the accident. The conclusions are useful in preventing situations that could lead to new accidents.

Low risk level

in psychosocial factors,
according to STPS criteria



Results by category

CATEGORY	RISK LEVEL
WORK ENVIRONMENT	Null
FACTORS SPECIFIC TO THE ACTIVITY	Medium
ORGANIZATION OF WORK TIME	Low
LEADERSHIP AND WORK RELATIONSHIPS	Low
ORGANIZATIONAL ENVIRONMENT	Null

Participation and results over time

	2020	2022	2024	2025
SURVEYS APPLIED	8,698	17,019	22,087	**26,163**
PERCENTAGE PARTICIPATION	35%	68%	72%	**83%**
OVERALL RESULT	Low Risk	Low Risk	Low Risk	**Low Risk**

Based on the results of this survey, since 2020 we have taken corrective and preventive action aimed at:

- **Strengthening conscious, empathetic leadership**
- **Fostering a healthy work-life balance**
- **Reinforcing communication and feedback channels**
- **Designing focused interventions for each area, aligned with the detected needs**

With these efforts, we reaffirm our commitment to building a work environment that fosters wellness professional development and productivity for every employee.

Data from GFNorte, excluding Afore XXI.

OCCUPATIONAL RISK PREVENTION MANAGEMENT SYSTEM

GFNorte's Occupational Risk Prevention Plan mandates a robust management system based on continuous improvement, covering 100% of our workforce.

The essential tools we use to manage and implement the plan are risk assessment and, when risk situations are identified, the planning of preventive activities.

This process draws connections between each job position and the risks of accidents or occupational diseases that may arise in those environments. To this end, we carry out the necessary measurements and analyses in accordance with the methods defined in the applicable regulations.

The information obtained through visits to workplaces, environmental measurements, noise controls, accident investigations, and emergency measures ensures the security of employees and facilities.

Risk identification assessments are carried out annually, unless specifically requested by any employee.

zero
number and rate of deaths due to work-related accidents

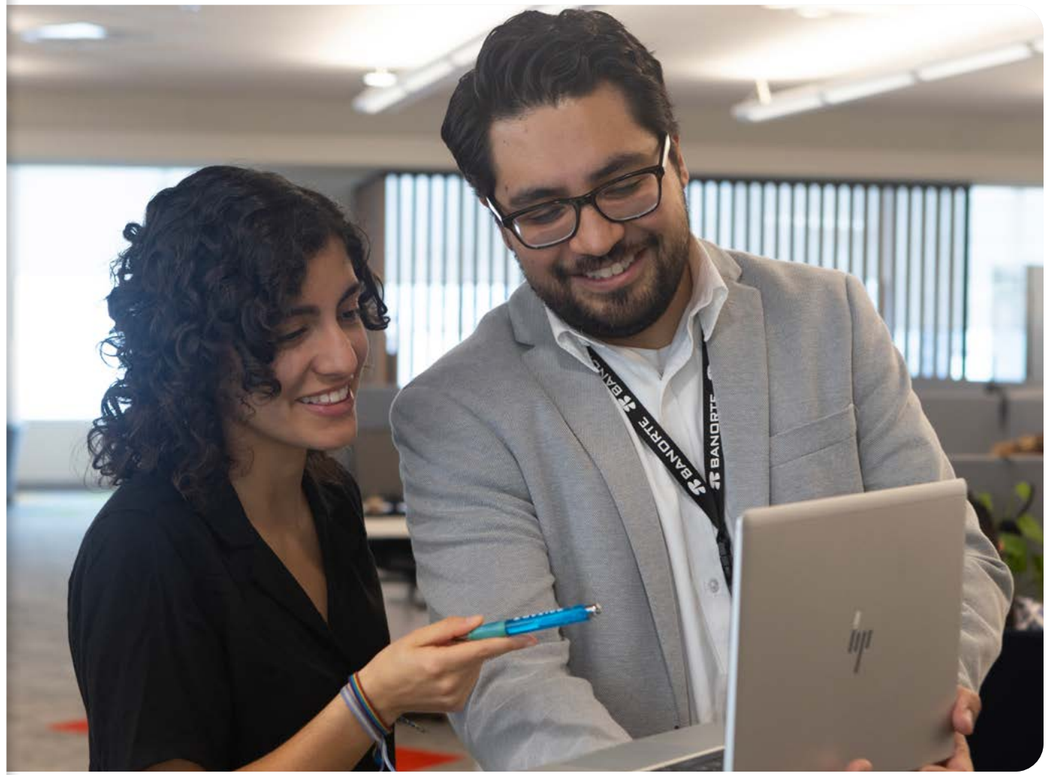
zero
number and rate of injuries due to work-related accidents with serious consequences (not including deaths)

58
number of injuries due to recordable work-related accidents
Most frequent causes: Bruises

0.19%
rate of injuries due to recordable work-related accidents

1.65%
overall absenteeism rate

1,009,816
hours lost and worked per employee



Data from GFNorte, excluding Afore XXI.

HEALTH AND WELLNESS

Banorte maintains a number of key programs that reflect its commitment to the health and wellness of its people and communities. These are some of the most prominent of these initiatives:

- ***Cuídate:*** **Aimed at early detection and control of chronic-degenerative illnesses, in partnership with the IMSS. It began as a pilot program in 2024 and in 2025 it was taken nationwide, offering medical checkups, vaccinations and personalized follow-ups. This initiative strengthens our culture of prevention, reduces health risks and contributes to a healthier, more productive workplace.**
- ***Dormir bien:*** **Program designed to improve sleep quality and reduce psychosocial risks through virtual workshops, mindfulness sessions, and educational materials. Implemented in 2025 with more than 1,000 participants, it includes personalized follow-up and impact measurement using clinical scales. It helps reduce fatigue, stress, and sleep disorders, strengthening overall wellness and productivity.**
- ***Caminando juntos:*** **An initiative that promotes physical activity by challenging participants to reach 7,500 steps per day. The program seeks to encourage healthy habits, reduce sedentary lifestyles, and strengthen the comprehensive well-being of employees.**



- **Preventive medicine communication campaign on Viva Engage:** **A digital strategy to promote preventive medicine through publications, trivia, and podcasts on the internal Viva Engage platform. With more than 23,800 members and 143,742 views, the campaign shared practical resources and tips to encourage proactive behaviors, strengthening the culture of self-care within the organization.**
- **Increasing the use of the Vive Sano portal:** **Initiative to encourage employees to visit the Vive Sano portal, where they can find information on health, wellness, and preventive programs. In 2025, digital marketing strategies were implemented to facilitate its use, reaching 15,961 users and 55,326 visits. This tool, which follows Mayo Clinic standards, reinforces health education and prevention within the organization.**
- **Opening of three knowledge extension centers:** **Training and recreational spaces that promote mental health and social well-being through craft workshops taught by IMSS instructors. With four centers operating in Mexico City and Monterrey, the program has reduced perceived stress levels and strengthened cohesion and a sense of belonging among employees.**
- **IMSS theater culture program:** **A cultural initiative that uses theatrical performances to raise awareness about health and emotional well-being issues. The program encourages reflection, learning, and incorporation, using art as a tool for strengthening mental health in the workplace.**
- **Branch risk identification pilot:** **A project aimed at detecting risks in the workplace to prevent accidents and ensure the security of employees and users. This initiative reinforces a culture of prevention and contributes to the creation of safer and healthier work environments.**

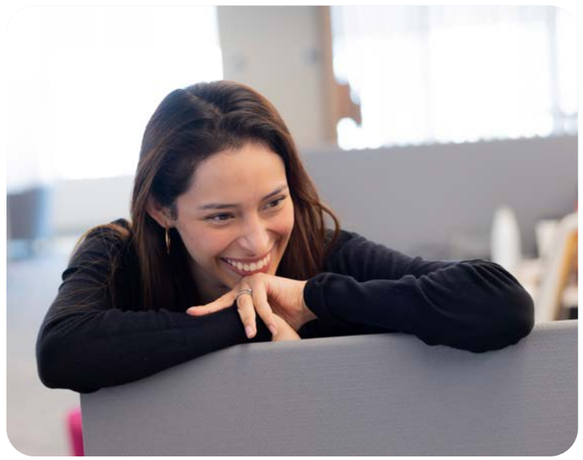
Investing in preventive health not only improves the quality of life of employees, but also contributes directly to organizational strengthening by reducing risks, reducing absenteeism and increasing productivity.

These achievements reflect a long-term vision in which health and wellness become strategic pillars for the sustainable development of our institution.

MENTAL HEALTH

At GFNorte, the Occupational Psychology Department took on an increasingly strategic role in the holistic wellness of our employees, through actions such as:

- **Prompt psychological counseling nationwide.**
- **Mental health promotion and prevention programs.**
- **Tools for attending to mental health at all levels of severity, from preventive practice to crisis situations, while raising visibility to assess impact and ROI in wellness.**
- **Continue nationwide mental health destigmatization campaigns.**
- **Strengthening the network of suppliers who specialize in psychiatric care.**



KEY RESULTS

11,882

People registered on the Vive Sano platform, Mental Health chapter

588

Total cases addressed

Most frequent reasons for consultation: **anxiety, burnout, pathological stress, family violence, and interpersonal relations**

Cases that required special secondary attention in 2025: **244,** of which:

- **244 received or are receiving treatment**
- **63 were evaluated for aptitude to work**
- **63 received follow-up through monitoring sessions**

9.8/10

Level of satisfaction in mental health services

The critical cases were identified through Human Resources, Occupational Medicine, reports by supervisors, psychosocial risk detection processes, attention to traumatic events and labor relations.

Training and communication

- **Psychological first aid training for staff in the Comprehensive Health, Security, and Hygiene System and Command Center**
- **Awareness campaigns through bimonthly webinars and publications on the intranet and internal networks, with a focus on destigmatization**
- **Group-wide actions on key dates such as World Mental Health Day and Suicide Prevention Day**

Strategic initiatives

In 2025, Banorte engaged Ifeel, a supplier who will assist us in addressing mental health needs through a digital platform. After a pilot program this year, the platform will go live in 2026. This project positions the bank as a pioneer in Latin America in the use of cutting-edge mental health technology.

Internal pilot programs

- **Mental health checkups for management.**
- **Wellhub (Gympass) project in conjunction with the Organizational Climate Department to strengthen physical and emotional health as part of the value proposition.**
- **Mental health activities on the internal social network.**

The progress made in 2025 and the plans for 2026 reflect a solid commitment to the well-being of employees, directly impacting their sense of belonging, productivity, and institutional reputation.

Compensation and retention

GRI 2-19, 2-20, 201-3, 404-3, 405-2
SASB FN-CF-270a.1

COMPENSATION PHILOSOPHY

GFNorte recognizes that a complete compensation package is essential to attracting and retaining the best talent in the Mexican labor market. Our policy is geared toward balancing external competitiveness with the Group's financial sustainability, ensuring that each component contributes to value creation while maintaining a structure of internal equality.

Key goals:

- **Attract and retain talent:** offer competitive compensation in the financial industry that positions the Group as a leading employer in Mexico.
- **Drive performance:** allocate a portion of compensation to the achievement of strategic, tactical, and commercial targets, aligning individual and collective incentives with business goals.
- **Retain key executives:** Build commitment and loyalty among the Group's strategic leadership.



- **Promote employee wealth and security:** encourage short- and long-term savings and support the development of employee wealth.
- **Efficiency:** maintain a sustainable compensation structure in line with the Group's financial situation.

ELEMENTS OF THE COMPENSATION ECOSYSTEM

Fixed compensation

Our salary structure is designed to ensure that pay levels remain within a target range of 90- 110% of market benchmarks, according to specialized surveys of the financial industry in Mexico. We also take into account secondary comparisons with specialized financial industries such as insurance, brokerage firms, and investment banking.

Meritocracy and variable compensation

Meritocracy is a key strategic component of our human talent management, ensuring that compensation aligns with value creation, sustainable profitability, and the fulfillment of institutional goals.

This approach is based on the following principles:

- **Alignment between talent and institutional strategy:** Talent management is directly linked to corporate strategy and commitment to profitability, ensuring that compensation and recognition schemes are based on measurable performance against clear goals, and not discretionary decisions.
- **Promotion of professional advancement:** We create a career ecosystem that favors internal growth, functional mobility, and capacity-building as a way to increase productivity and ensure the continuity of key talent within the organization.
- **High-performance culture:** This means an organizational culture geared toward high performance, one that maximizes collective productivity and accelerates strategic execution, in line with best practices in the financial industry.

Variable compensation is a strategic tool for ensuring that individual interests line up with institutional goals. This builds profitability, productivity, and value for shareholders. The system can be adapted to the needs of each business segment, so that incentives are directly linked to the achievement of specific and measurable targets.

RETAIL BANKING

In this segment, career structures are designed for performance-based internal mobility, ensuring alignment between professional advancement and the organization's goals. Employees are eligible for variable compensation schemes that include bonuses and incentives linked to the achievement of key targets, such as deposits, financial product placement, NPS, and the overall profitability and operational efficiency of their business unit. The compensation scheme is complemented by strategic campaigns designed to encourage proactive and sustained commercial management throughout the fiscal year.



WHOLESALE BANKING

Relationship banks operate under a comprehensive evaluation model that provides specific tools for measuring the overall profitability of each client, considering the particularities of the business, corporate, and government segments. This model is complemented by a balanced scorecard that weighs key indicators such as deposits, client development, and penetration in transactional products, ensuring a holistic view of performance. Bonuses are weighted by the achievement of comprehensive profitability in each segment, fostering a culture of responsible and sustainable growth.

SUPPORT AREAS AND OPERATING STAFF

Variable compensation is structured through a semi-annual and annual evaluation system based on the achievement of individual goals and the development of key competencies. Employees are eligible for annual bonuses linked to institutional performance. The competencies evaluated include innovation, operational efficiency, internal service orientation, and effective leadership, all which boosts organizational productivity.

This variable compensation model allows for objective performance recognition, encourages continuous improvement, and ensures that individual results contribute directly to the Group's strategic goal.

Long-term compensation for senior management and executive leadership

In the case of senior management, long-term incentive plans are designed with reference to the most recognized benchmarks in the market, comparable to international companies in the financial industry. This approach ensures that compensation remains within competitive global standards, favoring the attraction and retention of key talent.

The main schemes are:

1 DEFERRED STOCK COMPENSATION PLANS

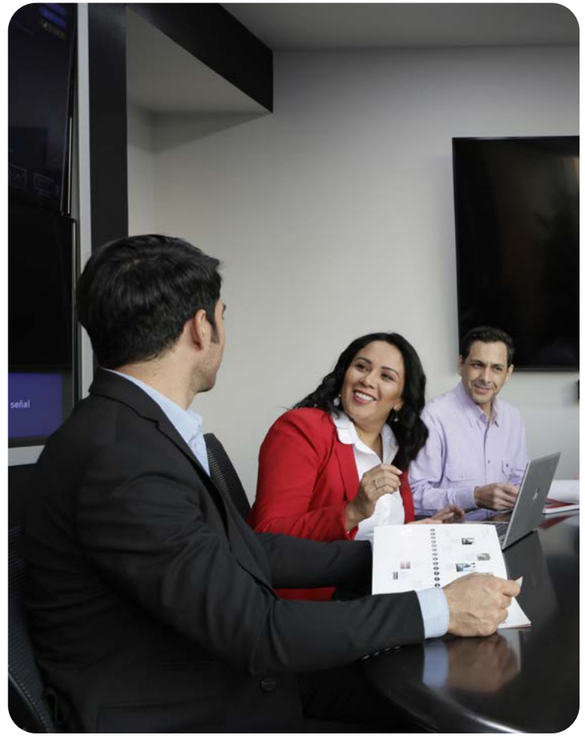
- **Designed to ensure the retention of key executive leadership in strategic positions.**
- **The award of shares is conditional exclusively on length of employment in the institution. This is aimed at preserving leadership continuity, as necessary to achieve strategic targets and ensure the sustained execution of the corporate vision.**

2 STOCK-BASED PERFORMANCE BONUSES

- **Aimed at encouraging critical talent to support long-term institutional goals.**
- **Compensation is linked to the fulfillment of strategic targets, including financial targets, customer growth, and sustainability goals.**
- **Aligns executive management with the generation of sustained value and a high-performance culture.**

Both bonus systems operate on the following premises:

- **Bonuses are paid out in GFNorte shares, based on a multiple of the base salary of the person occupying an executive position.**
- **Bonuses are paid annually, with a visibility horizon of up to five years, to support a medium- to long-term vision on the part of senior management.**



BENEFITS

At GFNorte, we recognize that the strength of our organization relies on the commitment, ability, and permanence of our employees. That is why we offer benefits that not only conform to current labor law but also contribute to the recruitment, retention, and development of key talent.

With this in mind, we structure our value proposition into three dimensions that guarantee comprehensive support throughout each person's professional life:

- **Protection and security:** A robust protection scheme covering the salient risks, including death and disability insurance and medical coverage.
- **Income and wealth:** Aimed at strengthening personal finances and improving employees' wealth through cash schemes, investment and savings mechanisms, and loans at preferential rates.
- **Quality of life:** Initiatives that promote work-life balance, fostering physical, emotional, and social well-being both inside and outside the workplace.

This approach is constantly benchmarked against the market to ensure its competitiveness against the main competitors in the financial industry.

We are convinced that it is one of the most comprehensive schemes in terms of diversity, coverage, and alignment with the real needs of our employees.

Compensation structure by organizational role

		FIXED COMPENSATION	VARIABLE COMPENSATION	CASH/ECONOMIC INCENTIVES	STOCK PLAN	BENEFITS
SENIOR MANAGEMENT	Chief Executive Officer	Salary Annual bonus Vacation bonus Savings fund Grocery vouchers (only for operations staff)	Profit sharing Annual performance bonus	Not eligible	Eligible	**Protection and safety** Protection and safety Life insurance Medical service/MMEI Vision plan Retirement savings plan Funeral expense **Income and wealth** Vacation above legal requirement Bonuses, commissions and incentives Savings fund Loans at preferred rates (car, mortgage) Credit card at preferred rate IMSS contribution subsidy Uniforms Bonus above legal requirement **Quality of life** Flex time Grocery vouchers (operating staff only) Cafeteria Vive Sano programs Maternity (pay 100%) Parental leave above legal requirement Fitness center subsidy **Personal and professional development** Scholarships Executive courses Learning platforms Training
SENIOR MANAGEMENT	Adjunct Managing Director					
SENIOR MANAGEMENT	Executive director					
SENIOR MANAGEMENT	Area director			Regional directors	High potential and high performing	
MIDDLE MANAGEMENT	Subdirector			Wholesale and SME banking relationship executives Retail banking, recovery and call center	Not eligible	
MIDDLE MANAGEMENT	Manager					
OPERATIONS	Operations staff					
OPERATIONS	Sales operations					



Total compensation for management (senior management, subdirectors and managers) in 2025 was MXN6.061 bn, and for operating staff, MXN4.081 bn.

Average monthly salary by position and gender

	WOMEN	MEN
SENIOR MANAGEMENT*	MXN170,952	MXN150,871
MIDDLE MANAGEMENT	MXN46,843	MXN42,757
OPERATIONAL STAFF	MXN17,844	MXN17,792
TOTAL	**MXN32,628**	**MXN25,727**

Basic salary ratio of women and men by position

	RATIO
SENIOR MANAGEMENT*	1.13
MIDDLE MANAGEMENT	1.10
OPERATIONAL STAFF	1.00
TOTAL	**1.27**

Performance evaluations: driving excellence from within

At our institution, performance evaluations are much more than a tool for talent management. They are a strategic pillar of our organizational culture, driving productivity and ensuring that individual targets align with the challenges of our business. In this way we foster a culture of continuous improvement, meritocracy and professional development that translates into sustainable value for our customers, employees and investors.

The performance evaluation process is an annual cycle, in which goals are set, progress evaluated and feedback is constantly given based on results.

At the end of the process, leaders make a final evaluation of the employee's performance and progress against the goals.

This effort translates into greater strategic clarity, better alignment with institutional priorities, and a more effective execution at all levels of the organization. We also conduct regular reviews of the skills that are evaluated, which are essential for encouraging individual advancement.



Percentage of employees with performance evaluations

	WOMEN	MEN
SENIOR MANAGEMENT	100%	99.8%
MIDDLE MANAGEMENT	98.8%	99.6%
OPERATIONS	80.2%	77.9%

The base structure of short-term variable compensation in the Group is as follows:

	AREAS	PAYMENT FREQUENCY
BONUSES	Staff and business areas	Annual
	Retail network (branches)	Monthly
	Equity and Private Banking, Transactional Banking and Institutional Sales	Quarterly

	AREAS	CATEGORY
INCENTIVES	Retail network	Production incentives per unit placement of products
		Campaigns in support of specific elements of the business strategy
	Asset Recovery and Call Center	Portfolio recovery and customer service

Data from GFNorte, excluding Afore XXI.
*Excluding senior officers.

SOCIAL CAPITAL

Financial inclusion
Financial literacy
Fundación Banorte

+39,000
SMEs supported during 2025

56
financial literacy workshops delivered

+41,000
people benefited by Fundación Banorte

SDG
4, 8, 10

GRI
2-28, 203-1, 203-2, 413-1, FS6, FS13, FS14, FS16

SASB
FN-CB-240a.1, FN-CB-240a.2, FN-CB-240a.3, FN-CB-240a.4

WE FOCUS ON

Driving social development

I was able to expand my business thanks to the support of Banorte's Mujer PyME program.



Financial inclusion

GFNorte promotes financial inclusion, giving more people access to financial products that meet their needs and thus opening better opportunities to them.

DEPOSITS

GRI FS14
SASB FN-CB-240a.3

We have transformed ourselves to offer an array of personalized and digital products and services that are easily and efficiently accessible to an increasing number of people.



APOYOS BANORTE[1]

This account is part of the Bienestar program, supporting Mexico's most vulnerable populations through a deposit account and debit card that make it easier to access their money.

Product designed exclusively for social programs that distribute economic benefits.

1,098,957 accounts



BANORTE FÁCIL

An option for anyone who wants to access formal bank services and their benefits through a basic peso deposit account with no fees or commissions.

80,205 accounts



ENLACE DIGITAL

100% digital account that can be opened in just five minutes from any device with internet access, with no annual membership fee or minimum opening amount.

Users can also obtain a physical debit card to be sent to their home or to any of our retail partners, like Oxxo, 7-Eleven and Kiosko stores.

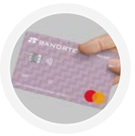
257,849 accounts



SUMA MENORES[2]

An ideal account for young people. It allows deposits at any branch and through Banorte Móvil. Funds can be withdrawn at ATMs or used for purchases with a debit card. It earns interest when maintaining a minimum average monthly balance of MXN500 pesos.

159,480 accounts



MUJER BANORTE[3]

Offers a package of benefits and services designed for women.

Exclusive benefits:

- Mujer Banorte emergency assistance
- Medical insurance for women's illnesses
- Accidental death insurance

Account benefits:

- Scheduled savings and buckets
- Sight investment
- Protection against card loss or theft
- Sustainable debit card with exclusive benefits
- MasterCard Priceless™ experiences
- Banorte reward points

600,513 accounts

1 Number of customers banked for the first time (under 18 and over 65 years old).
2 Can only be opened by a parent or guardian.
3 For more information, visit **Cuenta Mujer Banorte**

Banorte-UNHCR Partnership

GRI 2-28

In a partnership with UNHCR, Banorte works to helps refugees access the Mexican financial system. Through the "Enlace Digital" account, they can receive their pay from their first formal job and access other financial services like savings and credit, that improve their quality of life.

MXN1.55 billion
average balance

10,062
total accounts

Enlace Digital /UNHCR account openings



Buckets and scheduled savings

In 2025, we reached MXN27 billion in **our buckets and scheduled savings** services, **helping more than 1.5 million customers** manage monthly expenses such as tuition, rent, and utilities.

The buckets and scheduled savings services are key tools for improving our customers' financial health by supporting them in medium-term savings goals like vacations, Christmas gifts, or a down payment for a house or car.

In 2025, we incorporated these services into a single interface, improving customers' management and savings balances through one-stop banking.

EXPANDED PRODUCT OFFERING TO MEET OUR CUSTOMER'S NEEDS

In 2025, Banorte strengthened its financial inclusion strategy by expanding its product offering in segments traditionally underserved by the banking sector.

Through digital solutions and tailored offerings, we promote access to liquidity, financial resilience, and the fulfillment of immediate needs.

This effort is part of our **product mapping and expansion strategy**, which identifies segments with low financial engagement to provide useful, affordable, and responsible solutions for financial inclusion.

Liquidity ecosystem for low-income segments in Banorte Móvil

We created a comprehensive ecosystem in Banorte Móvil to facilitate access to loans of up to 1,000 UDIs (approximately MXN8,500), targeted at low-risk accounts designed for people with moderate transactional needs.

These solutions allow users to obtain loans of up to MXN10,000 digitally, securely, and within minutes.

PRODUCTS WITHIN THE ECOSYSTEM

	RESPALDO BANORTE	PAYROLL ADVANCE	BANORTE CONMIGO CREDIT CARD
DESCRIPTION	Revolving credit line to cover overdrafts, with a limit of MXN2,000 pesos. It can be used for purchases, withdrawals, transfers, and checks. On average, customers use MXN1,500 per month	Low-amount credit from MXN100 to MXN20,000, with terms of two months, an interest rate of 0%, and a 7% fee for the disbursement	No annual fees for life. Competitive interest rate of 40% + TIIE and a minimum payment option. On average, users have incomes of MXN8,000
PROFILE	Digital customers with incomes starting at MXN2,000	Digital payroll customers with incomes starting at MXN2,000	Payroll customers with incomes starting at MXN2,000
PEOPLE SERVED / ACTIVE ACCOUNTS	More than 64,000	More than 666,000	More than 9,400
LOAN PLACEMENT	MXN115.77mn	MXN1,740mn	MXN35.05mn
CUSTOMERS WITH INCOMES UNDER MXN10,000	More than 30%	More than 15%	More than 70%
AVERAGE CUSTOMER AGE	40	35	38
% WOMEN	45%	40%	53%

ACCESS POINTS IN ECONOMICALLY MARGINALIZED AREAS

GRI 203-1, 203-2, FS13

GFNorte is present in a number of municipalities classified as very high in the marginalization index, according to the National Population Council,[4] where we offer various service channels:

- **PST: Presence in 20 municipalities with 78 PST**
- **ATM: Presence in 19 municipalities with 26 ATMs**
- **Correspondents: Presence in 97 municipalities with 268 correspondents**

These bring financial services closer to communities that face heavier barriers to access, and thus contributes to financial inclusion in Mexico



4 Consejo Nacional de la Población, 2020, *Población total, indicadores socioeconómicos, índice y grado de marginación por municipio*

SERVICE CHANNELS

We also have a number of services in our channels that foster inclusion:

SCREEN READER (VOICEOVER)

Following up on the introduction of a screen reader feature (voiceover) function in the Banorte Móvil app for all devices, we made this option mandatory for all new services. With this, **people with visual disabilities can do their banking independently and securely.** This makes Banorte one of the few banks in the country to offer this service to a historically under-served population. Employees with visual disabilities participated actively in its development and made valuable contributions toward its optimization.

SCHEDULED BRANCH VISITS USING BANORTE MÓVIL

With this new service, Banorte Móvil users can schedule appointments at a branch directly through the app. The system shows availability at each location so that users can schedule their visit at their convenience. This service is particularly beneficial for senior customers and people with disabilities, who may find it difficult to spend too much time at a branch. With a scheduled appointment, **they can go directly to their appointment and receive service more quickly** because the staff is aware of the reason for their visit.

SECURITY UNBLOCKING FOR SENIOR CITIZENS

This year we launched a new security unblocking service for senior citizens. Now, when they come up against a block code in Banorte Móvil, **they can unblock it autonomously from their cell phone, without having to go to a branch.** The system asks them for a photograph of their official ID (INE) and a selfie to verify their identity so they can get back to banking as quickly as possible.

AUTOMATIC CELL PHONE NUMBER CHECK

We continue to innovate to strengthen customer security, with special attention to protecting seniors, who are often more exposed to fraud attempts. Unlike the market's standard SMS-based validation process, Banorte has developed a proprietary solution that enables direct verification between the bank and the mobile carrier.

This feature automatically confirms that the cell phone number registered on the SIM card matches the device used for validation. As a result, **activation processes for the Banorte Móvil app are now more secure, efficient, and reliable for all users.**

DEBIT CARD LINKING VIA NFC

To further enhance security and provide greater autonomy to our customers, we introduced a new feature that allows debit cards to be linked directly through a mobile device's NFC technology. This mechanism verifies that the individual performing the linkage physically possesses the card, **significantly reducing fraud risk.**

This innovation is especially beneficial for senior customers, who may be more susceptible to scams. It also enables them to purchase a universal debit card at convenience stores and link it to their account through the Banorte Móvil app without having to visit a branch, offering a safer and more convenient experience.

LAZARILLO APP

Through our partnership with this app, an accessible digital map platform for the visually impaired, Banorte offers a digital solution tailored to this group of customers. The app offers geolocation of more than 1,200 branches, 12,000 ATMs and 45,000 correspondents, facilitating access to our services.

This not only improves customer experience, but also furthers our mission of making banking accessible to everyone.

DEDICATED SERVICE FOR SENIORS

In 2024 and 2025, we introduced an affinity-based service model designed to make banking more accessible, empathetic, and efficient for seniors.

Improvement metrics

INDICATOR	2024	2025
% SERVED BY AFFINITY MODEL	67%	**80%**

MAIN ACTIONS

- Automatic age identification to prioritize service for this segment.
- Streamlined processes, reducing wait times to under 40 seconds.
- Technological upgrades to improve interaction across channels.
- Adoption of the Core Principles for Serving Older Adults, aligned with industry best practices.

RESULTS

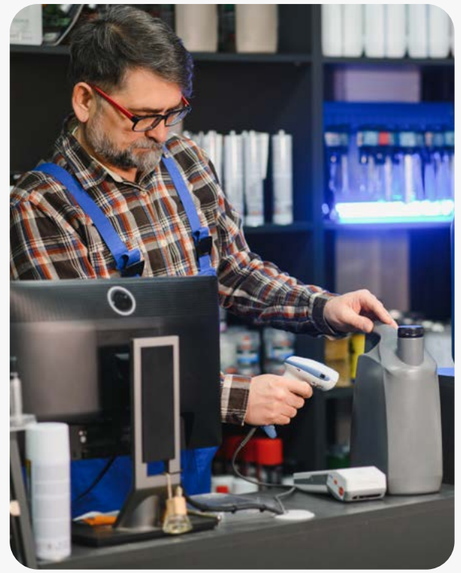
- Over 290,000 senior customers served:
  - ·130,000 in 2024
  - ·160,000 in 2025
- More than 20,000 monthly interactions.
- NPS satisfaction index of 82 in 2025.
- Recognized by the Mexican Institute of Teleservices as Best Customer Experience Strategy 2025.

KEY STRATEGIES

- Personalized service for balance and transaction inquiries, debit card activation, and callback follow-ups.
- Expansion to 48 specialized agents.
- Automatic call routing to specialized staff.
- Integration of differentiated service into the call center since March 2024.

*Percentage of call center interactions handled by agents assigned under the affinity model, relative to the total number of calls received.

CORRESPONDENTS



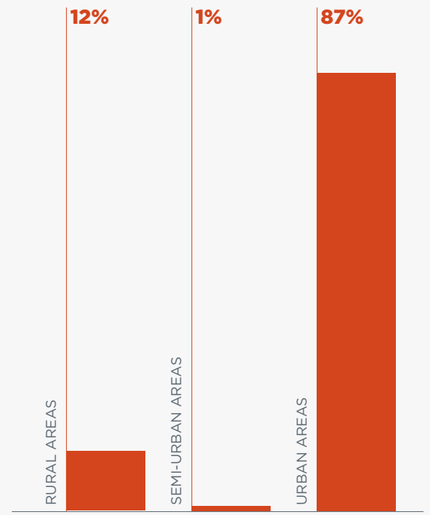
Banking correspondents are vital to our mission of financial inclusion, providing access to financial services through more than 45,000 points of service available every day with extended service hours. There, customers can make cash withdrawals, account deposits, credit card and utility payments, conveniently and accessibly.

In addition to our traditional services, we have added features such as digital account opening, debit card replacement and cardless cash withdrawal, combining digital services with physical correspondent premises, delivering cards and cash in rural and hard-to-reach areas.

These services make our correspondents a strategic ally for bringing the benefits of banking to an increasing number of Mexicans and encourage growing financial inclusion throughout the country.

45,000
points of service with extended hours

Correspondents by zone



REMITTANCES

In 2025, Mexico remained the second-largest recipient of remittances worldwide, although the influx of money slowed. Remittances to Mexico were affected by changes in U.S. immigration policy, which generated uncertainty, fewer job offers, and economic weakening. As a result, the total remittances received in the country fell by 4.6% compared to 2024, ending 2025 at MXN61.791 billion.

At Banorte, the Remittances service remains to be key to advancing financial inclusion objectives, bringing banking products and services closer to people in Mexico and helping them improve their income.

Remittances received at Banorte grew 1.45%, of which 91.1% were deposited into Banorte accounts (vs. 86.2% in 2024). This means that nine out of every ten remittances paid at Banorte were deposited into our customers' bank accounts.

With our self-service strategy, cashing a remittance is easier than ever, with the freedom to choose among different functionalities: ATMs, Digital Area, or Banorte Móvil. These self-service solutions avoid lines and enable remittances to be deposited into Banorte accounts quickly, securely, and without complications.

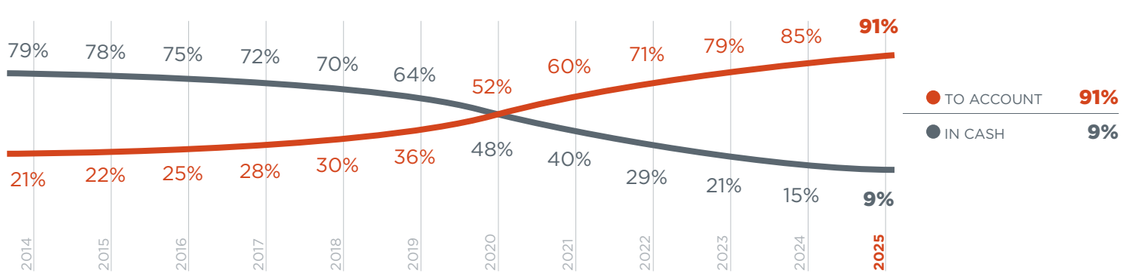
We have also strengthened our remittance payment model through cross-selling, incorporating services such as credit lines, insurance, and financial literacy, improving financial inclusion for remittance recipients.

With these options, we offer a more accessible, convenient, and secure banking experience, allowing customers to choose when and how to manage their remittances, including depositing them directly into their account without visiting a branch.

We strengthened our international remittance offering by introducing the Banorte Link app, a digital solution that allows money to be sent from abroad to Mexico quickly, securely, and with no fees when deposited into Banorte accounts. This initiative is transforming the way families stay connected, offering an agile and reliable experience backed by Banorte's strength.



Remittances



Client profile

- **GENDER**
  6 out of every 10 users are women
- **DIGITALIZATION**
  8 out of every 10 use Digital Banking
- **PAYROLL**
  5 out of every 10 receive payouts
- **PRODUCT CROSS SELLING**
  4 out of every 10 have a Banorte credit product

SUPPORT FOR SMES

GRI FS6
SASB FN-CB-240a.1, FN-CB-240a.2

Firmly committed to Mexico's SMEs, Banorte offers comprehensive solutions that respond to the specific development needs of each business, **serving more than 480,000 SMEs in 2025.** By professionalizing our advisory and sales teams through career plans, we are now better able to provide closer and more effective service, reducing the risk of default and consolidating a solid and resilient portfolio in the face of market conditions.

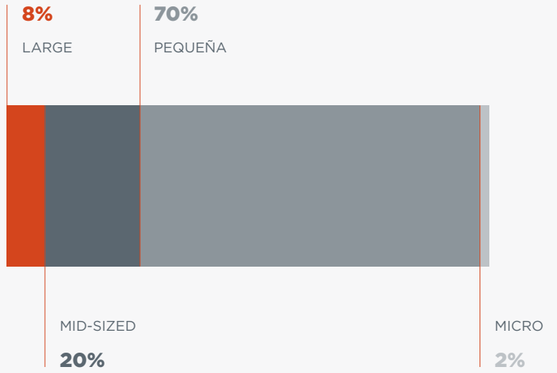
During the year, we extended financing to more than 16,000 SMEs, for a total portfolio of more than MXN62 billion.

Continuing our niche strategy to support women entrepreneurs and small business owners, in 2025 we strengthened our offering and improved credit conditions, which we promoted with high media visibility and throughout our branch network. These efforts earned us the *Sáasil* badge from CONDUSEF, awarded to financial institutions that create products that advance gender inclusion.

In addition, we participated in working sessions with the national development bank and the ABM to define and implement the initiatives in connecion with *Plan México*, presented at the Banking Convention in May 2025.

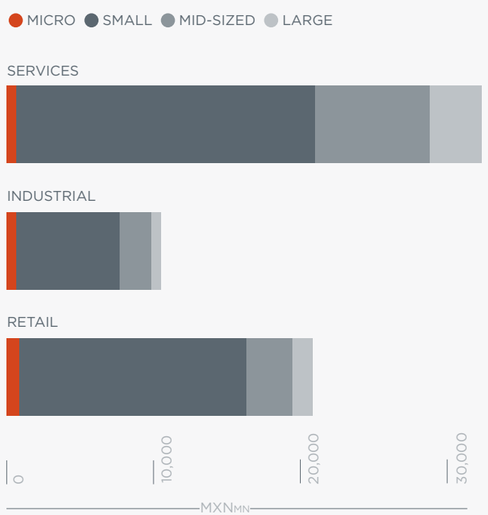
GFNorte knows that SMEs are a key driver of the Mexican economy. To help them grow and create more jobs, we will continue to support them with financial and non-financial products tailored to their needs.

Breakdown of total loan balance by company size

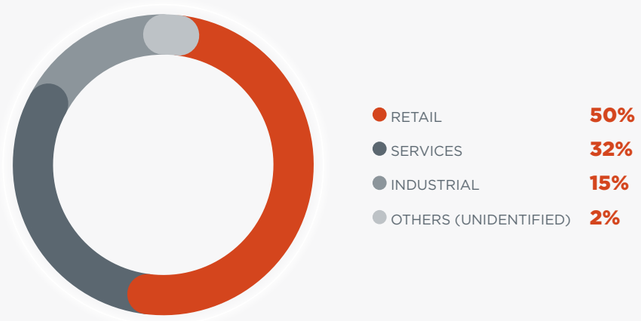


- # Retail and service employees: 101
  # Industrial employees: + 250
  Annual sales: +MXN250mn
- # Retail employees: 31-100
  # Service employees: 51-100
  # Industrial employees: 51-250
  Annual sales: MXN100mn – 250mn
- # Retail employees: 11-30
  # Industrial and service employees: 11-50
  Annual sales: MXN4mn – 100mn
- # Employees = up to 10
  Annual sales: up to MXN4mn

Total Loan Balance – Industry by company size



Sectoral breakdown of total balance



54%
of the portfolio was made up of floating-rate loans

1.47
loans per customer on average

S3R was
1.69%

27%
of borrowers are IWBA and 30% are women entrepreneurs

SME Portfolio as of August 2025

	MICRO	SMALL	MID-SIZED	LARGE
RETAIL	1.00%	33.24%	11.37%	4.86%
SERVICES	0.87%	24.78%	4.79%	1.44%
INDUSTRY	0.23%	10.80%	3.38%	1.05%
OTHERS (NOT IDENTIFIED)	0.01%	1.62%	0.37%	0.19%

The SME portfolio rose to MXN62.461 billion last year, 7% higher than where it stood at the close of December 2024. Overall portfolio growth in our market was 6%, and our growth was the third highest in the industry as of October 2025.

Our S3R closed at 1.69%, well below the banking system average of 3.83% as of October 2025.

DEVELOPMENT BANKING

Development banks play a key role in boosting the economy by encouraging commercial banks to grant credit to SMEs. This allows us to enter new market niches, strengthen strategic industries, and expand access to financing to meet liquidity and working capital needs, sharing the risk among institutions.

Among our initiatives to support micro, small and mid-sized businesses, last year we once again worked together with Mexican development banks through various programs:

- Joint NAFIN+State government support
- Federal government suppliers
- Sustainable eco-loans
- MSMEs in Tepic
- Bancomext foreign trade
- Bancomext Tourism
- Bancomext women
- Bancomext Automotive industry suppliers
- Bancomext Electric-electronic industry suppliers
- Strategic programs for medical-pharmaceutical industry, energy efficiency, women, and restaurants



Loans for women

For women business owners, financing can be a key tool for closing gender gaps and creating greater equality in the financial system. These loans support local economies, encourage economic autonomy and offer us a more diversified, financially stable portfolio by balancing risk and return with a gender approach.

Dedicated products

MUJERES BANCOMEXT

Loans to encourage the work of women entrepreneurs involved directly or indirectly in foreign trade and tourism to strengthen their position in the global market. .

SUSTAINABLE ECO-LOANS (NAFIN)

Nacional Financiera re-engineered its green finance program to improve the client-facing loan application process and simplified verification procedures for loans to acquire solar panels.

BANORTE – NAFIN STRATEGIC PROGRAM

In November 2025, Banorte worked in tandem with the national development bank to introduce a program unique to our bank, focused on strategic sectors and promoting responsible loan placement. During 2025, more than MXN600mn were placed. The primary focus was on the following segments:

- **Banorte Mujeres PyME Credit Program**

  Financing offering targeted at SMEs customers, with a particular focus on women entrepreneurs. The aim was to incorporate a specific alternative for this segment into the product portfolio and conduct evaluations based on verifiable cash flows through account statements.

- **Energy Efficiency**

  Continuing our work on programs aligned with the PRB, we selected this segment to target loans for individuals and businesses, including micro, small, and medium-sized enterprises that develop projects aimed at optimizing and improving energy efficien

- **Medical–Pharmaceutical**

  Financing offering targeted at individuals and businesses, including micro, small, and medium-sized enterprises engaged in the medical and pharmaceutical sector and its value chain.

MUJER PYME BANORTE

In 2025, we expanded access to Mujer PyME Banorte financing to companies led by women, complementing the initial version launched in 2024. This comprehensive offer includes:

- **No-fee account and electronic banking for managing their business.**
- **Collection service in which past-due accounts are acquired with special rates depending on the line of business.**
- **Easy payment with the Banorte payroll, with no payout costs and extended assistance for employees.**
- **Discounts on personal and business insurance.**
- **Access to unsecured loans of up to MXN8 million, with a preferential opening commission. Additionally, in 2025, we reduced interest rates by up to 250 basis points, supporting the guidelines of the government's "Plan Mexico".**
- **Educational opportunities to help women continue to grow and meet their goals.**
- **Easily accessible investments for excess cash, with special returns and a pre-approved offer on our Mujer Banorte credit card.**

In addition, we hold workshops, webinars, and in-person events open to both customers and non-customers, which promote networking, financial literacy, and connections between women entrepreneurs, without having to sign up for banking products. During the year, we organized five events in which more than 500 women entrepreneurs participated.

In 2025, Mujer PyME accounted for 4.8% of our total placement in the PyME segment, compared to 1.6% observed in 2024.*

This upward trend confirms the value of incorporating inclusion criteria into the financial offering aimed at women entrepreneurs. In this way, **we benefited more than five thousand entrepreneurs** through the comprehensive Mujer PyME Banorte offering, **with placement exceeding MXN2.390 billion pesos** through the Mujer PyME Banorte Credit Program.

Our conviction that supporting women and small and medium-sized enterprises is key to the country's economic development, **our offering was recognized by CONDUSEF with the Sáasil badge.** This recognition attests to the strength of our internal policies and our ongoing commitment to financial inclusion, accessibility, financial literacy, and institutional transparency.



*Calculated based on the number of loans.

COMMUNITY DEVELOPMENT

SASB FN-CB-240a.2



Agriculture

855

loans for small farmers, totaling MXN2.77 billion at the close of 2025.

103

loans totaling MXN417 million for small farmers formerly classified as past-due or non-performing.



Real estate

15

loans for affordable low- or moderate-income housing developers, totaling MXN2.011 billion at the close of 2025.

zero

loans for affordable low- or moderate-income housing developers formerly classified as past-due or non-performing.

Financal literacy

At Banorte, we firmly believe that financial knowledge is a powerful tool for improving the well-being of people and their families.

We have a number of programs that empower informed financial decisions, encourage savings, prevent over-indebtedness, and help people to build a more solid economic future.

Financial Literacy and Inclusion Cell

Our Financial Literacy and Inclusion Cell, launched in 2024, is part of a strategic plan to improve the financial well-being of customers, employees, and communities through skill-building, access to responsible financial products, and healthy financial habits.

Our main lines of action are:

- **Financial inclusion: in support of the goals established by the PRB working group**
- **Financial literacy: personal finance workshops and monthly webinars**

In 2025, we held five sessions with an average of 45 attendees per session.

Financial inclusion targets 2024-2026

GRI 2-28

As part of our commitment to the PRB, GFNorte has set concrete goals on universal financial inclusion and financial health for our customers.

FOR CORPORATIONS
Target: Extend financing to an additional 7,250 SMEs

190%
met and exceeded

This shows how much of an impact our strategies for supporting productive industries have had, especially in strengthening local supply chains and driving entrepreneurship.

As a next step, we decided to more thoroughly analyze our actions, bringing in quantitative and qualitative indicators to assess the social and economic impact of the financing we provide.

FOR INDIVIDUALS
Target: Incorporate between 1.0 million and 1.2 million customers through digital channels

48%
complete

In 2025 we incorporated all our digital strategies into this target, taking advantage of our technological capacities and growing stronger as a digital bank.

Starting in 2026, we will focus our efforts on segments with the greatest potential for impact, particularly in payroll customers, building on our infrastructure and knowledge of their financial habits.

Synergy with CONDUSEF

Banorte continued to strengthen the partnership with CONDUSEF in 2025, promoting financial literacy and inclusion as fundamental pillars of our sustainability strategy.

This synergy is reflected in joint initiatives such as our active participation in NFLW, as well as in the creation and distribution of accessible and relevant content for different stakeholders. We maintain constant communication through Viva Engage, social media, and the exclusive Banorte–CONDUSEF portal, where we promote educational and practical materials that foster a culture of responsible finance among our employees, customers, and communities.

The content developed aims at strengthening financial skills and promoting responsible money management, with topics such as **“Educate your wallet, “Budgeting tips,” “Financial literacy in your institution,” “Financial literacy stories” and “Financial literacy leaders.”**

FINANCIAL LITERACY INITIATIVES

GRI FS16
SASB FN-CB-240a.4

Specialized workshops

In 2025, we designed a new series of specialized workshops with the following goal:

- **Raise awareness of the importance of good financial management**
- **Improve participants' financial habits**
- **Strengthen people's relationship with their money**

As part of our continuing education strategy, in 2025 we organized workshops for customers, employees, and communities, in both face-to-face and virtual formats, expanding our reach and strengthening key skills.

We also launched a series of live webinars, given by specialists from different areas of the bank, addressing topics relevant to people's financial lives:

- **May: personal finance**
- **June: digital banking**
- **July: using debit and credit cards**
- **August: investments**
- **September: cybersecurity**
- **October: insurance for you**
- **November: saving for retirement**

2025 RESULTS

Workshops given	Participants	Format	Demographics
56 workshops	4,734 people benefited	Hybrid Virtual and in-person	56% women
			44% men

Digital financial literacy: "Saving my money with Banorte Móvil"

During the year, we redoubled our support for employees' financial well-being with an additional financial literacy strategy that complements the usual training content offered through *Banorte Contigo.*

We expanded our traditional approach by incorporating a specific program to encourage the conscious and efficient use of digital tools, particularly the Banorte Móvil app. This helps our staff acquire the knowledge needed to manage their money in an informed, secure manner in tune with their financial goals.

Through an internal campaign and educational sessions, we explained the key features of the application: savings accounts, scheduled savings, promissory notes, card limit modifications, and account status inquiries.

Each feature is accompanied by financial literacy tips that help users identify its benefits and improve personal financial health. The campaign's guiding concept, "Saving my money with Banorte Móvil," connects closely and in a friendly way with our employees, promoting savings, investment, and the responsible use of financial resources.

We developed a set of KPIs to measure the impact of this campaign:

- **Increase in knowledge and use of digital tools**
- **Increase in the percentage of employees with products linked to savings and investment plans**
- **Sustained growth in savings, deposit, and investment account balances**



Stronger families through financial literacy

At Fundación Banorte, we believe that financial knowledge is a powerful tool for transforming lives. This inspired us to give a series of **family finance workshops** in 2025, aiming to empower vulnerable communities through basic financial literacy.

TYPES OF BENEFICIARIES

Our workshops reached people in Chiapas, Mexico City, Mexico State, Nuevo León, Oaxaca, San Luis Potosí, and Yucatán. In terms of educational level, 46% of the beneficiaries had completed secondary school. In addition, only 20% had access to banking services, while the rest were under-banked or underserved.

RESULTS

24
workshops delivered in seven states of the Mexican Republic

48
volunteers participated, donating 168 hours of their time

410
people directly benefited, 95% of whom were women

17 a 40
was the predominant age range (84%), reflecting the interest of younger generations in improving their financial well-being

VOLUNTEER COMMITMENT

Of the 48 volunteers, 63% responded to the satisfaction survey, with the following results:

97%
rated their experience as good or excellent

100%
expressed their willingness to participate again

70%
reported active community participation

100%
would recommend the workshop to other colleagues

National Financial Literacy Week

KEYNOTE LECTURES

We delivered keynote lectures at the School of Public Accounting and Administration of UANL, aimed at university students. Among the highlighted sessions were “Building Wealth with ETFs” and “PPR, Your Life Partner,” which together benefited 1,500 students, attended by a total of 1,500 students who gained a stronger understanding of investment, financial planning, and wealth buildi

Additionally, we held the keynote lecture entitled “Cybersecurity: What Banks Do in This Field.” This session was held at two academic centers, expanding the reach of the content to students from various institutions: the ITESM Library Auditorium, with 200 attendees; and the “Víctor L. Treviño” Auditorium at the UANL School of Law and Criminology, with 250 attendees.

In total, these activities benefited 1,950 people, strengthening their financial literacy, responsible investment skills, and cybersecurity awareness.



BANORTE PARTICIPATION AT THE MAIN VENUE

We positioned ourselves as a key player during NFLW 2025, offering innovative and memorable educational experiences. Under the theme “Live and Experience Financial Well-Being,” NFLW 2025 was structured around four thematic paths that guided attendees in their learning:

- **I stay on top of the day-to-day: budgeting, expense tracking, and daily purchases**
- **I can handle emergencies: savings, emergency funds, and financial prevention**
- **I make my dreams happen: investment goals and financial control**
- **I achieve my future: planning, financial security, and economic freedom**

EXPERIENCE CABIN

We designed a comprehensive educational experience that connected with younger generations through relevant, dynamic content aligned with their lifestyle. Under the theme "Your Money in Action: Decisions That Change Your Future," we addressed topics that strengthen financial culture and promote informed decision-making. At the Banorte Experience Cabin, we held eight workshops that brought together 1,499 attendees, representing a 44% increase compared to 2024.

The workshops we delivered were:

- **Your money in action: decisions that change your future**
- **X-ray of the economy from a demographic perspective**
- **The role of youth in sustainability**
- **Debit and credit cards: how do they work?**
- **Insurance for young people: your lifestyle and well being**
- **Protect your data**
- **Give flow to your money**
- **Artificial intelligence in the financial world**

FINANCIAL COMPASS

In our stands, we offered visitors a hybrid experience that combined games with an interactive WebApp to strengthen financial skills of younger audiences using a playful and participatory approach. The experience unfolded through three ecosystems, each associated with a key value for financial decision-making:

- **Strength, Sea of Savings:**
  Through a surfing simulator, participants reflected on the importance of saving and financial resilience in the face of unforeseen events.
- **Perseverance, Mountain of Security:**
  In a mountain simulator using virtual reality, participants learned about perseverance and discipline as essential elements to achieve financial goals.
- **Certainty, Valley of Goals:**
  With the Falling Stick activity, participants strengthened financial control and understanding of the importance of anticipating and planning economic decisions.

The WebApp guided the journey with a digital rally of financial challenges. Completing these challenges led to a practical, meaningful and valuable learning experience, reinforcing our commitment to financial literacy as a tool for inclusion and development.

RESULTS

3,294
participants

46%
men

53%
women

1%
prefer not to say



VIRTUAL ECOSYSTEM

We developed an interactive virtual stand that allowed us to bring our financial literacy content to more people, without time or physical presence restrictions.

The space included:

- **Personalized avatar**
- **Trivia style questions**
- **Mini games**
- **Educational content on savings, investing, and insurance**

This virtual environment expanded the reach of the event by offering an experience accesible from any device. It also strengthened our digital presence and generated greater interaction opportunities thanks to multimedia resources and participatory dynamics.

Our participation in these activities is aligned with the SDGs, especially:



Indicators of Financial Literacy Initiatives

INITIATIVE	TARGET GROUP	GROUP NEED	OBJECTIVES	MAIN ACTIVITIES	NUMBER OF EVENTS	NUMBER OF PEOPLE BENEFITED	OUTSIDE PROGRAMS OR PROVIDED BY THE INSTITUTION
FINANCIAL LITERACY WORKSHOPS	Bank customers	Strengthen financial literacy and promote sustainable practices in resource management	Provide tools to improve financial management and decision-making	Design and delivery of talks (personal finance, digital banking, use of debit and credit cards, investments, cybersecurity, insurance, among others).	56	4,734	Provided directly by the institution
FINANCIAL LITERACY FOR EMPLOYEES	Bank employees	Strengthen personal and professional financial skills to support economic well-being	Provide tools for better financial management, savings, and financial planning	Delivery of virtual interactive workshops	8	3,852	Provided directly by the institution
FAMILY FINANCE WORKSHOPS	People in vulnerable situations	Reduce financial exclusion and empower families through access to financial services	Provide basic knowledge on savings, insurance, budgeting, and use of financial products	Delivery of practical workshops and financial planning exercises adapted to the context of the communities	24	410	Offered in coordination with Fundación Banorte allies
NATIONAL FINANCIAL LITERACY WEEK	General public	Raise awareness of financial inclusion and promote financial culture in Mexico	Highlight the importance of savings, planning, investment, and insurance to contribute to well-being, strengthening decision-making among women and youth	Delivery of workshops (digital banking, macroeconomics, sustainability, insurance, investments, debit and credit cards, data protection, AI), on-site activations (interactive dynamics), virtual activities, and outreach through social networks and internal media	4 workshops in Monterrey	1,950	Provided directly by the institution and in coordination with governmental authorities
					8 workshops at the main venue	1,499	
					3 stands	3,294	

Turning savings into investment from the inside

At Banorte Asset Management, we believe financial inclusion starts at home. With this in mind, we designed a comprehensive internal campaign with clear, didactic messages, to work with our employees on improving their own financial management, building savings and investing intelligently through **Banorte Funds**, with the added exclusive benefit of preferred fees.

In 2025, the campaign unfolded in various phases for maximum impact:



1

We distributed content through key channels like Noticias Banorte, Viva Engage, BanorteTV, our internal website and corporate elevators, offering guidance to employees on organizing their personal finances and encouraging them to invest in mutual funds through Banorte Móvil, significantly increasing their use of digital channels.

2

We strengthened these messages through videos in the form of videogames, in which every step forward was an “achievement unlocked” until the player reached their final goal: turning savings into investment. This activity, designed to connect with younger generations, encouraged financial literacy in a fun, interactive way.

3

We expanded the approach with weekly educational content on personal finance, distributed in Viva Engage through postcards videos and informational links. We structured the content into six thematic sections that turned financial knowledge into action, covering everything from the ABCs of savings to practical advice on investing intelligently.

In 2025, we took another step forward by completely overhauling the campaign to give it a more innovative, technological approach:

- **New design and sections:** we incorporated artificial intelligence tools to generate more useful, attractive, and personalized content
- **Interactive activities:** we introduced regular activities on accessible financial literacy, the differences between saving and investing, and how Banorte Funds work
- **Copilot as an ally:** we use this tool to create storytelling, book summaries, and interactive pieces that invite engagement and learning

SECTION HIGHLIGHTS

- **Money Hacks (#FinanzasConFlow):** practical personal finance tips presented through storytelling
- **Camera, Action:** Mutual Funds (#DetrásDelFondo): dynamic videos that explain how to invest wisely
- **Finance Talk (#ConsejosQueInvierten):** Banorte experts share recommendations for real life
- **Money Vibes (#DatoCashual):** economic data explained clearly and accessibly
- **Cash Culture (#EconomíaGeek):** important information for understanding the current financial context
- **Financial Brain on Paper (#InvirtiendoEnConocimiento):** summaries of key finance books available on GetAbstract

With this campaign, we reached our broad employee community:

- **Follower reach since the start of the third phase, through the Viva Engage community**

	NUMBER OF FOLLOWERS
AT THE LAUNCH OF PHASE 3 (APRIL 2024)	61
AT THE CLOSE OF 2024	644
AT THE CLOSE OF 2025	806

- **Increase in followers**

	%
PERCENTAGE INCREASE IN FOLLOWERS SINCE LAUNCH	1221%

- **Content in VIVA corporate network**

	IMPACTS
VIEWS	21,859
REACTIONS	669
COMMENTS	186
TOTAL IMPACTS	**22,714**
INCREASE IN IMPACTS IN 2025	**11.84%**

Fundación Banorte

GRI 203-1, 203-2, 413-1

At Fundación Banorte, we have been committed to the comprehensive development of Mexican families for 20 years, supporting opportunities for well-being and community sustainability.

Our purpose is clear: to contribute to the comprehensive development of vulnerable Mexican families so that they can improve their quality of life sustainably.

Comprehensive Program and Pillars

Pillars

HOUSING
We transform houses into livable homes where families find security and a sense of belonging.

EDUCATION
We promote the education of children and young people.

WOMEN
We empower and strengthen women's productive capacities and socio-emotional skills.

NUTRITION
We help Mexican children reach a better future through good nutrition, and we reinforce families' diets.

HEALTH
We provide specialized health services to our communities.



RESULTS

1,044	1,835	+4,457	+92,000	+1,353
homes built, expanded, or improved with sustainable additions	women benefited from productive programs	people benefited from scholarships, workshops, media classrooms, and water collectors in schools	food packages delivered, contributing to food security	people benefited from health services, diagnostic tests, glasses, and hearing aids

These operations were carried out in Nuevo León, Mexico State, Veracruz, Yucatán, Chiapas, Puebla, and Oaxaca, states where the need to strengthen the social and economic fabric is most pressing.

INTERNAL PROGRAMS

At Fundación Banorte, we have various initiatives that embody our social commitment and our employees' spirit of solidarity.

Internal programs

Yo Soy Voluntario Banorte

Corporate volunteering in three areas: community, financial literacy and environment.

- **71** volunteer actions
- **906** volunteers donated their time and talent
- **3,442** work hours devoted to social causes in 13 states
- **2,025** beneficiaries in vulnerable communities

Mil sueños por cumplir

We support financial literacy for children and youth.

- **2,363** scholarships granted in three forms
- **2,835** scholarship applicants with a knowledge of philanthropy
- **37** students took complementary workshops
- **one** student benefited from educational support in training, education and infrastructure with full scholarship at the ITESM

Fuerza Banorte

Support for specialized medical treatment or access to preventive healthcare.

- **4,134** employees supported
- **1,582** people attended Family Day in Mexico City and Guadalajara
- **five** special health cases supported
- **540** people benefited from diagnostic studies and/or health aids

AYUDANDO

Support for shelters and hospices that serve the elderly.

- **24** shelters supported with infrastructure and equipment
- **4,501** children, young people, and older adults benefited

20 Aniversario Fundación Banorte

Support for the well-being of vulnerable Mexican families.

- **9,201** people supported through social projects linked to the ABM or to the business

+3,000
employees benefited from internal programs

2025 HIGHLIGHTS

MXN172 billion
funds mobilized

147
donations

40,856
direct beneficiaries

86,367
indirect beneficiaries

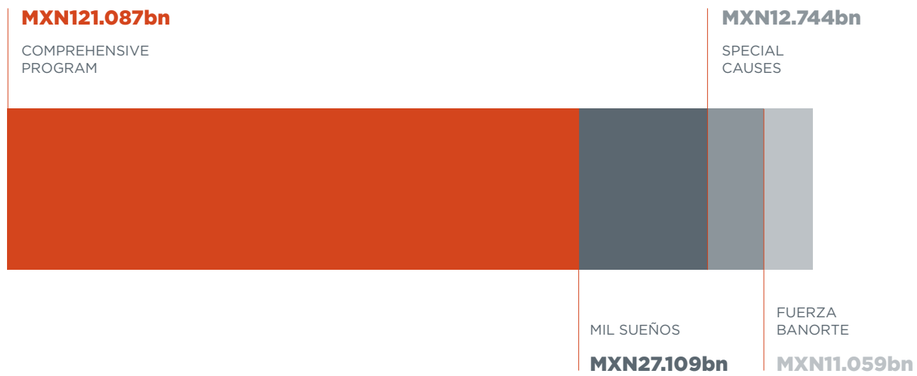
73
organizations benefited

1,044
housing actions

24
projects funded

19
alliances

Funds mobilized



Corporate Volunteering: "Yo Soy Voluntario Banorte"

AREA	DESCRIPTION	ACTIONS	VOLUNTEERS	HOURS DONATED
COMMUNITY	**Various events:** Día de Reyes, Día de la niñez, Cobijando la Navidad, Día del perro y adopción del gato	23	217	813
	Homebuilding	1	145	508
	ABM Bank Volunteers	2	18	62
	Summer program	2	21	84
	Community Space	1	15	60
BANORTE EXPERIENCE	Family Finance Workshops	24	48	168
	Mentoring, Talks and Brigades	35	5,118	40,734
ENVIRONMENT	Reforestation and ecosystem restoration	6	399	1,596
TOTAL		**94**	**5,984**	**44,025**

Through our *Soy Voluntario Banorte* program, we encourage our employees and their families to get involved in our work in favor of communities, financial literacy and the environment.

In 2025 we organized six reforestation days, with the help of GFNorte's Sustainability team, as our contribution to the "One Trillion Trees" global initiative. Together with 399 employees and their families we planted 1,596 pine trees and grasses in:

- **La Primavera Biosphere Reserve, Jalisco**
- **Nevado de Toluca y Tenango del Aire, Mexico State**
- **Milpa Alta, Mexico City**
- **Sierra de Zapalinamé, Coahuila**

Banorte volunteers played an active role in GFNorte's financial inclusion initiatives, giving 24 family finance workshops to 410 individuals in low-income communities. In these sessions, they covered topics such as income, spending, saving and budgeting, reinforcing knowledge that contributes to families' financial well-being and their integration into the formal financial system.

Waste collection

Additionally, we reasserted our commitment to the environment through the ongoing collection of waste at corporate buildings in Mexico City, Monterrey and other of our offices, building employee awareness about the importance of managing waste and reducing our environmental footprint.

Thanks to this campaign, we collected:

920 kg
of multilayer packaging to be turned into roofing sheets installed in 94 homes in the State of Mexico

1,638 kg
of plastic caps, which funded 39 pediatric chemotherapy treatments, supporting children with cancer

ENVIRONMENTAL CAPITAL

- Environmental management
- Energy consumption
- GHG emissions
- Materials and waste
- Water
- Biodiversity
- Environmental culture
- Nature-related risks

30%

of the energy consumed in our six corporate buildings with the greatest number of employees comes from renewable sources

0.7%

reduction in energy intensity per employee

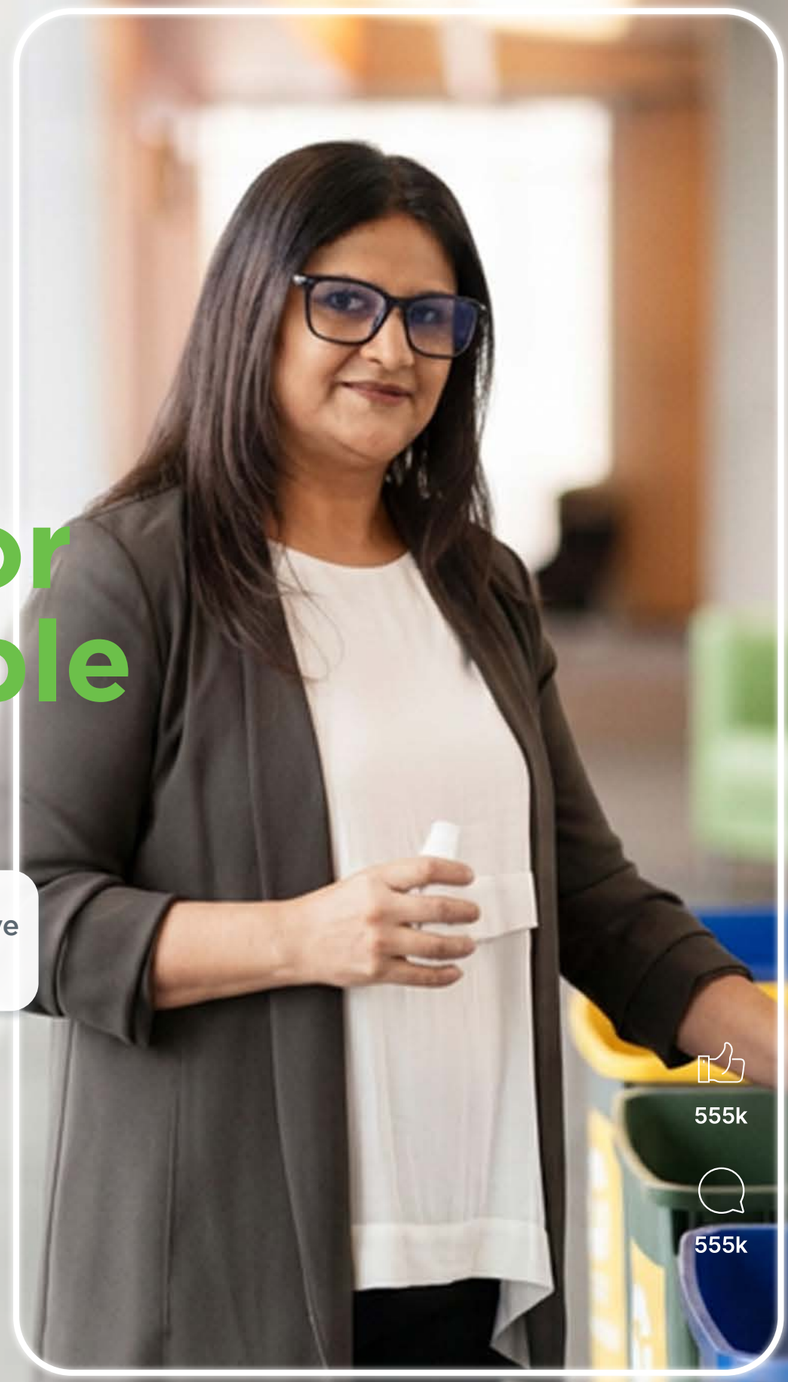
SDG
7, 12, 13, 15

GRI
2-23, 3-3, 302-1, 302-3, 302-4, 302-5, 305-1, 305-2, 305-3, 305-4, 305-5, 306-1, 306-2, 306-3, 306-4, 306-5

WE FOCUS ON

Working for a sustainable planet

Every small action adds up to improve our environment.



Environmental management

GRI 2-23, 3-3

GFNorte stands by its commitment to sustainability, incorporating environmental criteria into all of our operations and business decisions. Our actions, backed by our current **Environmental Policy**, align with national and international regulations and global initiatives like the Paris Agreement, and the SDG. They are also consistent with Mexican laws such as the General Law on Environment Balance and Protection and the General Law on Climate Change.

Through our robust SEMS, we monitor, assess and mitigate the risks associated with our operations, guaranteeing an efficient use of our resources and reducing any negative impact on the world around us.



In 2025, we did not receive any penalties or fines for breach of environmental laws or regulations, reflecting the efficiency of our processes, our corporate responsibility, and our firm commitment to protecting the environment and sustainable management for the future.

Energy consumption

GRI 302-1, 302-3

Much of our energy consumption takes the form of electricity purchased from the national electrical grid. In 2025 we began purchasing electricity on the WPM for six of our corporate buildings, which guarantees that 30% of our supply comes from renewable sources (solar energy). To a lesser extent, we also use fossil fuel for utility vehicles and backup plants. None of our subsidiaries consumes energy associated with cooling or steam, nor do they generate energy or steam for commercial sale.

GFNorte energy consumption (GJ)

SUBSIDIARY	SOURCE	FUEL	2023	2024	2025	% CHGE.
ALMACENADORA	Utility vehicles	Gasoline	2,311.6	2,041.7	**1,967.3**	-4%
		Diesel	-	293.8	**533.1**	81%
	Heating	LP Gas	15.4	24.8	**19.2**	-22%
	Fork lifts	LP Gas	818.5	1,134.0	**798.0**	-30%
	Power generators	Diesel	7.8	6.8	**7.6**	12%
	Electricity	NA	851.4	946.0	**1,066.2**	13%
ARRENDADORA Y FACTOR	Utility vehicles	Gasoline	517.2	-	**-**	-
BANORTE	Utility vehicles	Gasoline	17,826.3	17,989.5	**18,199.9**	1%
		Diesel	123.8	25.0	**5.2**	-79%
	Power generators	Gasoline	95.5	35.3	**4.9**	-86%
		Diesel	2,838.4	1,730.3	**2,220.1**	28%
	Electricity	NA	472,113.1	466,240.0	**459,147.8**	-2%
		Non-renewables	472,113.1	407,642.5	**404,814.8**	0.7%
		Renewables	0	58,597.6	**54,333.0***	-7.3%
	Kitchen	LP Gas	-	-	**-**	-
SEGUROS Y PENSIONES	Utility vehicles	Gasoline	20,111.6	19,956.2	**29,498.0**	47%
		Diesel	-	-	**35.8**	100%
	Power generators	Diesel	51.4	-	**-**	-
	Electricity	NA	5,677.8	6,640.9	**7,082.0**	7%
GFNORTE			**523,359.8**	**517,064.4**	**520,585.3**	**0.7%**

Figures as of the close of December 2025.
To calculate energy consumption from fuels, we used the heating values published in the "List of Fuels and their Heating Values 2024" issued by the CONUEE.

Starting in June 2023 the fuel consumption of the subsidiary Arrendadora and Factor is consolidated into those of the subsidiary Banorte. Starting in August 2024, diesel consumption for the power generators of Seguros y Pensiones is also consolidated with the bank's, so these sources are not reported individually for 2024 or 2025.

Starting in 2025, following the recommendations of the RENE and based on the GHG Protocol guidelines, emissions from the consumption of refrigerant gases were incorporated into scope 1, having been previously reported under scope 3, category 1 (purchased goods and services). In addition, we used the document "Agreement establishing greenhouse gases or compounds that are grouped for emissions reporting purposes, as well as their global warming potentials," issued by SEMARNAT, to refine the calculation of emissions associated with the use of refrigerants.

*For a portion of its electricity consumption, the organization purchased and retired national renewable energy certificates (I-RECs) equivalent to 6,976 MWh corresponding to 2025. These certificates represent the environmental attributes of renewable generation and are used exclusively to classify the source of the electricity consumed as renewable. The certificates do not modify the total volume of energy consumed; they only adjust its composition by source type, avoiding duplicate accounting.

Energy consumption increased by 0.7%, propelled mainly by the overall growth of GFNorte. We went from 30,908 employees and 1,191 branches in 2024 to 31,376 employees and 1,216 branches in 2025. This meant that despite our work on emission reduction initiatives, total levels rose.

Afore XXI Banorte energy consumption (GJ)

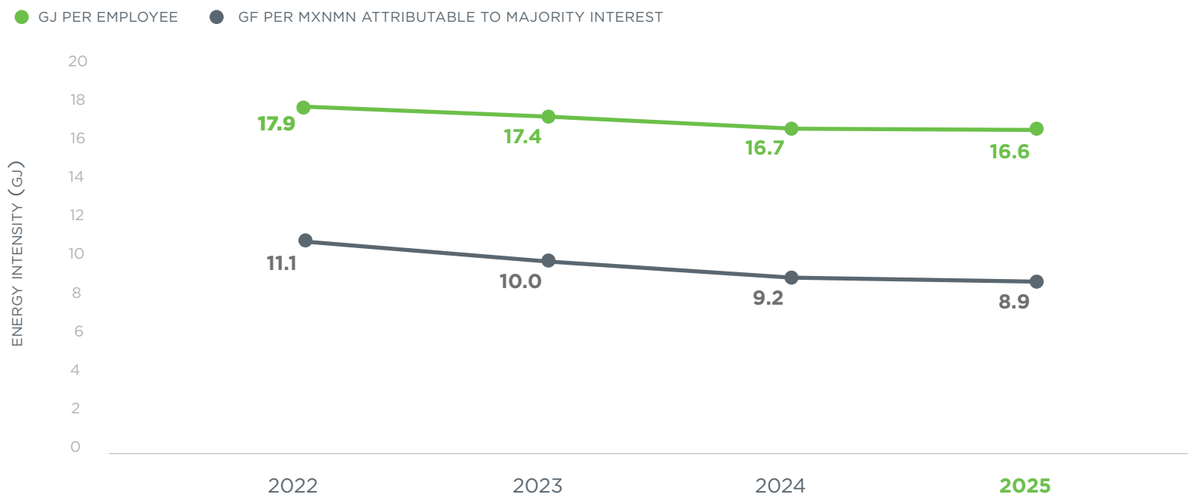
SUBSIDIARY	SOURCE	FUEL	2023	2024	2025	% CHGE.
AFORE XXI BANORTE JOINT VENTURE	Utility vehicles	Gasoline	2,822.8	2,701.5	**2,404.72**	-11%
		Diesel	7.3	0.8	**-**	-100%
	Electricity	NA	9,156.1	9,266.1	**8,967.8**	-3%
	Heating	Natural gas	-	-	**-**	**-**
TOTAL			**11,986.2**	**11,968.4***	**11,372.5**	**-5%**

Figures as of December 2025.
To calculate energy consumption from fuels for Afore XXI Banorte, we used the same heating values as those used for the Group.

Because GFNorte does not hold operating control of Afore XXI Banorte, data on this subsidiary were not included in the Group's indicators and therefore were not covered by the independent assurance process for 2025.

*During our review of historic information, we found an arithmetic error in the figure reported for 2024. The information presented in this Annual Report has been corrected. The adjustment does not alter the overall trend nor affect other related metrics.

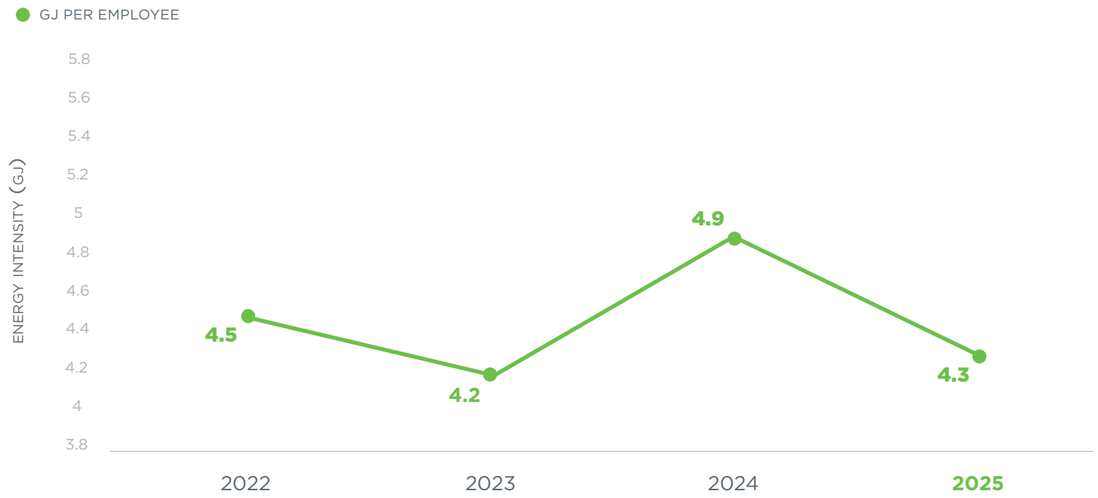
Energy intensity in GJ by GFNorte



To calculate energy intensity we used a base of 31,376 employees, and MXN58.79bn in majority net income. The types of energy covered include internal consumption from utility vehicles, backup power plants, heating, fork lifts and electricity at the warehousing, leasing and factoring, bank, insurance and pension subsidiaries

Although total energy consumption increased, we observed a 0.7% decrease in energy intensity per employee. Energy intensity per million pesos of majority net income showed a 3.7% reduction. This reflects the energy-efficiency initiatives implemented during the year.

Energy intensity in GJ for Afore XXI



To calculate energy intensity for Afore XXI, we used a base of 2,707 employees, including full-time employees, those working on a fee basis and other professional service providers. The types of energy covered at Afore XXI include internal consumption from utility vehicles, heating and electricity.

Because GFNorte does not hold operating control of Afore XXI Banorte, data on this subsidiary were not included in the Group's indicators and therefore were not covered by the independent assurance process for 2025.

ENERGY EFFICIENCY

GRI 302-4, 302-5

We introduced the following energy efficiency projects at GFNorte this past year:

- **Entering the WPM**: For the first time this year, the energy consumed by our six office buildings was acquired from an independent partner, who guarantees that 30% of the supply is sustainable in origin. By 2028 we are aiming to raise this percentage to 100%.
- **Installation of solar cells in bank branches:** In 2025 we installed solar panels at two of our branches, mitigating 21.92 tCO_2e. We also moved ahead on the preliminary technical and operating assessments for installing solar panels at 24 more branches, scheduled for 2026, with the aim of gradually increasing the use of renewable energy in our operations.
- **Upgrade of air conditioning equipment:** Continuing the project begun in 2024, we replaced older equipment with lower-consuming and more efficient equipment. This resulted in a reduction of 275,277 KWh and 122 tCO_2e, with economic savings of MXN633,137.

To calculate the amount of tCO_2e avoided through energy efficiency initiatives, we used the National Electrical Emission Factor 2024 issued by the CRE and available at the time of the emissions report.



GHG emissions

GRI 3-3

SCOPE 1 AND 2 GHG EMISSIONS

GRI 305-1, 305-2, 305-4

GFNorte manages GHG emissions, including carbon dioxide (CO_2, CH_4 and N_2O) under an operational control approach and in accordance with the GHG Protocol guidelines. Our scope 1 and 2 GHG emissions inventory is verified every three years by an independent reviewer and an organization accredited by the SEMARNAT for the validation of emissions (OC-VV-GEI). This verification covers 100% of the emissions data reported, for all the subsidiaries that make up GFNorte.

In 2025, the Group's scope 1 and 2 (market-based) emissions increased by 7.9%. This is mainly due to the reclassification of emissions associated with refrigerant gas refilling, which were previously reported in scope 3, category 1, and are now incorporated into scope 1 as per GHG Protocol recommendations. Another contributing factor was the organic growth of GFNorte, which went from 30,908 employees and 1,191 branches in 2024 to 31,375 employees and 1,216 branches in 2025.

Electricity consumption remains the main source of scope 2 emissions for our Group, accounting for approximately 88% of total emissions. However, with the introduction of various energy efficiency strategies, including renewable energy projects and the acquisition of I-RECs, this indicator saw a moderate decrease of 2% at Banorte.

GFNorte scope 1 and 2 GHG emissions (tCO_2e)

SUBSIDIARIA	ALCANCE	2023	2024	2025	VAR (%)
ALMACENADORA	1	221.4	245.1	**235.6**	-4%
	2 (Market-based)	102.9	115.1	**131.5**	14%
	2 (Location-based)	102.9	115.1	**131.5**	14%
	1 + 2 (Market-based)	324.3	360.1	**367.1**	2%
	1 + 2 (Location-based)	324.3	360.1	**367.1**	2%
ARRENDADORA Y FACTOR	1	37.3	-	**-**	-
	2 (Market-based)	-	-	**-**	-
	2 (Location-based)	-	-	**-**	-
	1 + 2 (Market-based)	37.3	-	**-**	-
	1 + 2 (Location-based)	37.3	-	**-**	-
BANORTE	1	4,112.3*	4,040.9*	**4,596.0**	14%
	2 (Market-based)	57,440.4	49,596.5	**49,927.2**	1%
	2 (Location-based)	57,440.4	56,725.8	**56,628.2**	0%
	1 + 2 (Market-based)	58,953.4*	51,027.0*	**54,523.2**	7%
	1 + 2 (Location-based)	58,953.4*	58,156.4*	**61,224.2**	5%
SEGUROS Y PENSIONES	1	1,454.3	1,439.2	**2,130.1**	48%
	2 (Market-based)	690.8	808.0	**873.5**	8%
	2 (Location-based)	690.8	808.0	**873.5**	8%
	1 + 2 (Market-based)	2,145.1	2,247.2	**3,003.5**	34%
	1 + 2 (Location-based)	2,145.1	2,247.2	**3,003.5**	34%
GFNORTE	**1**	**5,825.3***	**5,725.2***	**6,961.7**	**22%**
	2 (Market-based)	**58,234.1***	**50,519.6***	**50,932.1**	**1%**
	2 (Location-based)	**58,234.1***	**57,648.9**	**57,633.2**	**0%**
	1 + 2 (Market-based)	**64,059.4***	**56,244.8***	**57,893.8**	**3%**
	1 + 2 (Location-based)	**64,059.4***	**63,374.1***	**64,594.9**	**2%**

Figures as of the close of December 2025.
Using 2020 as the base year.

To calculate the scope 1 emissions, we used the factors published by SEMARNAT in the "Agreement to establish the technical characteristics and the formulas to apply methodologies to calculate greenhouse gas or greenhouse compound emissions."

To calculate scope 2 emissions, we used the National Electrical Emission Factor 2024 issued by the CRE available at the time the emissions were reported. The methodology incorporates both a market-based approach as well as a location-based approach, in order to observe the impact of renewable energy consumption projects over time.

Since June 2023, emissions of tCO_2e by Arrendadora and Factor are consolidated into Banorte's, so these are not reported individually for 2024 or 2025. Beginning in 2025, following the recommendations of the RENE and based on the GHG Protocol guidelines, we are incorporating emissions from the consumption of refrigerant gases under scope 1. These were formally classified under scope 3, category 1 (purchased goods and services).

*In order to ensure the comparability of data between different periods, we incorporated the energy consumption of refrigerant gases into scope 1 for both 2023 and 2024, which implied a modification in the consolidated total of GFNorte.

Afore XXI Banorte scope 1 and 2 GHG emissions (tCO_2e)

SUBSIDIARY	SCOPE	2023	2024	2025	CHGE. (%)
AFORE XXI BANORTE JOINT VENTURE	1	203.5	194.9	**230.9**	18 %
	2	1,106.4	1,127.4	**1,106.0**	-2 %
	1 + 2	1,309.8	1,322.3	**1,336.9**	-1 %

Figures as of the close of December 2025.

Because GFNorte does not hold operating control of Afore XXI Banorte, data on this subsidiary were not included in the Group's indicators and therefore were not covered by the independent assurance process for 2025.

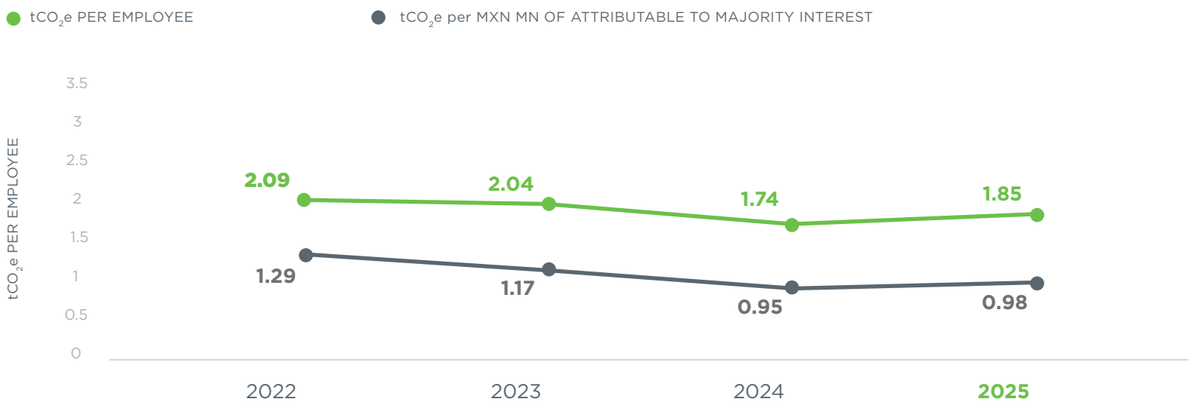
Beginning in 2025, following the recommendations of the RENE and based on the GHG Protocol guidelines, we are incorporating emissions from the consumption of refrigerant gases under scope 1. These were formally classified under scope 3, category 1 (purchased goods and services).

6,976
I-REC certificates acquired in 2025

To reduce our scope 2 carbon footprint and guarantee the traceability of renewable resources, during the year we acquired 6,976 I-RECs, aligned with RE100 criteria. These certificates represent a total of 6,976 MWh of electrical energy generated from renewable sources.

Emission intensity, both per employee and per million pesos of majority net income, rose by 3.4% and 5.3%, respectively. This was due primarily to an increase of 1.5% in total headcount compared to the previous year.

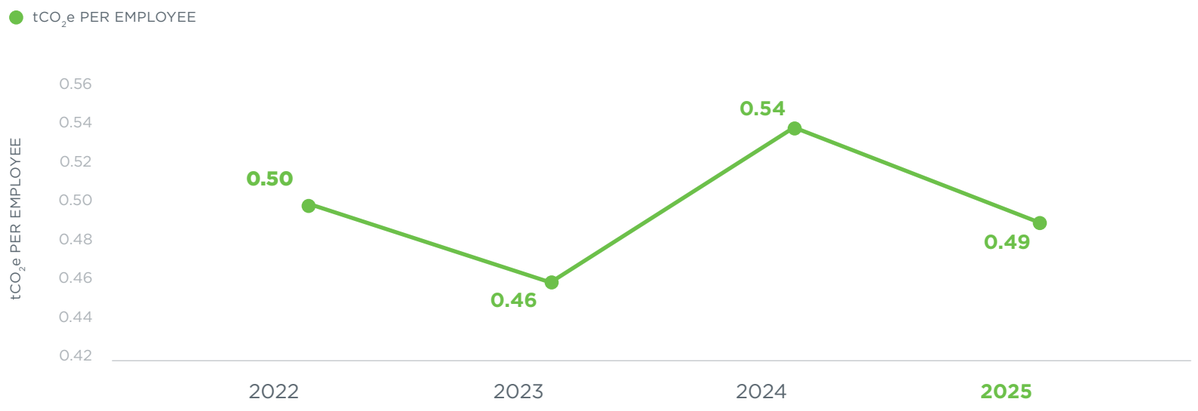
GFNorte emission intensity (tCO_2e)



To calculate energy intensity we used a base of 31,376 employees and MXN58.79bn in majority net income.

The emissions included in this calculation correspond to scope 1 and 2 (market-based) emissions in GFNorte operations.

Afore XXI Banorte emission intensity (tCO_2e)



To calculate emission intensity for Afore XXI Banorte, we used a base of 2,707 employees.

The emissions included in this calculation correspond to scope 1 and 2 emissions by Afore XXI Banorte operations.

Because GFNorte does not hold operating control of Afore XXI Banorte, data on this subsidiary were not included in the Group's indicators and therefore were not covered by the independent assurance process for 2025.

SCOPE 3 GHG EMISSIONS

GRI 305-3

GFNorte scope 3 GHG emissions, categories 1-14 (tCO_2e)

GHG PROTOCOL CATEGORY	DESCRIPTION	SOURCE	2023	2024	2025	COVERAGE
1	Purchased goods and services	Advertising print material and consultancy	11,657.3	7,120.1	**6,012.0**	100%
2	Capital goods	Purchase of laptops, desktops, ATMs, tablets, mPOS and PST, Thin Client, printers, multi-functionals, tokens, headsets, monitors	18,013.0	20,056.9	**25,067.6**	92%
3	Fuel- and energy-related activities (not included in scope 1 and 2)	Electricity transmission and distribution (T&D), and fuel well to tank (WTT)	10,245.8	10,123.0	**-**	100%
4	Upstream transportation and distribution	Correspondence, internal mail, and other internal shipments	2,461.9	2,209.9	**3,148.9**	92%
5	Waste generated in operations	Waste sent for recycling and to municipal landfills	282.7	248.3	**16.4**	56%
6	Business travel	Flights related to work matters	1,225.4	1,054.0	**1,888.4**	100%
9	Downstream transportation and distribution	International shipments, delivery of credit cards, and statement mailings	502.0	924.0	**1,994.7**	92%

Figures as of the close of December 2025.
Category 1, 2, 4 and 9 emissions were calculated based on the expenses and factors supplied by the US EPA in the document “Supply Chain GHG Emission Factors for US Commodities and Industries v1.1.1.”

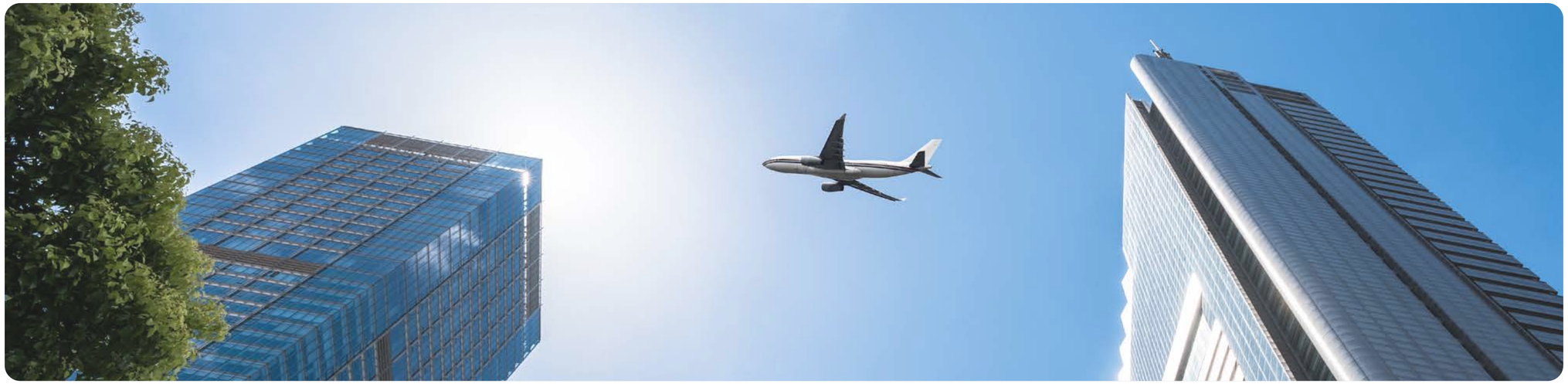
The most recent factors published are for the year 2018 so we adjusted them for inflation in the intervening period and the exchange rate at the close of 2025.

Category 3 emissions were calculated using the fuel-based method and the factors provided by the UK Department for Environment, Food & Rural Affairs (DEFRA) in the document "Conversion factors 2020: full set.”

Category 5 emissions were calculated using the type-of-waste method, and category 6, based on distance. Both categories use the factors supplied by the US EPA in its “Emission Factors for Greenhouse Gas Inventories 2023.”

Beginning in 2025, following the recommendations of the RENE and based on the GHG Protocol guidelines, we are incorporating emissions from the consumption of refrigerant gases under scope 1. These were formally classified under scope 3, category 1 (purchased goods and services).

Beginning in 2025, the data calculated as scope 3 category 3 is reported as scope 1, in order to avoid duplicate reporting.



Afore XXI Banorte scope 3 GHG emissions, categories 1-14 (tCO_2e)

GHG PROTOCOL CATEGORY	DESCRIPTION	SOURCE	2023	2024	2025
1	Purchased goods and services	Refrigerant gas refills	50.5	-	-
3	Fuel- and energy-related activities (not included in scope 1 and 2)	Electricity transmission and distribution (T&D), and fuel well to tank (WTT)	229.4	229.4	-
6	Business travel	Flights related to labor issues	73.0	66.0	**57.5**

Figures as of the close of December 2025.
Category 1 emissions were calculated based on the expenses and factors supplied by the US EPA in the document "Supply Chain GHG Emission Factors for US Commodities and Industries v1.1.1." The most recent factors published are for the year 2018 so we adjusted them for inflation in the intervening period and the exchange rate at the close of 2025.

Category 6 emissions were calculated using the distance-based method, and using the factors supplied by the US EPA in its "Emission Factors for Greenhouse Gas Inventories 2023."

Category 3 emissions were calculated using the fuel-based method and the factors provided by the UK Department for Environment, Food & Rural Affairs (DEFRA) in the document "Conversion factors 2020: full set."

Beginning in 2025, following the recommendations of the RENE and based on the GHG Protocol guidelines, we are incorporating emissions from the consumption of refrigerant gases under scope 1. These were formally classified under scope 3, category 1 (purchased goods and services).

Beginning in 2025, the data calculated as scope 3 category 3 is reported as scope 1, in order to avoid duplicate reporting.

Because GFNorte does not hold operating control of Afore XXI Banorte, data on this subsidiary were not included in the Group's indicators and therefore were not covered by the independent assurance process for 2025.

GFNorte scope 3, GHG emissions, category 15 (investments) (tCO_2e)

SUBSIDIARY	ASSET CLASS	COVERAGE (%)	2023	2024	CHGE. (%)	DATA QUALITY
BANORTE	Mortgage	100%	197,118	214,435	8%	4
	Commercial real estate	86%	298,213	299,453	0.4%	3.8
	Investment projects	100%	888,578	983,223	10%	4.5
	Corporate loans	100%	9,471,080	6,824,099	-39%	3.3
ARRENDADORA Y FACTOR	Corporate loans	100%	707,907	893,883	21%	3.5
OPERADORA DE FONDOS	Stocks	97%	239,034	197,252	-17%	1.3
	Corporate bonds	86%	42,558	44,270	4%	1.5
	Sovereign bonds	100%	1,623,932	1,547,154	-5%	2
GFNORTE	**Assets on the balance sheet**	**35%**	**11,562,895**	**9,277,553**	**-20%**	
	Off-balance assets	**62%**	**1,905,524**	**1,788,676**	**-6%**	

Figures as of the close of December 2024.
The financed emissions reported for assets on the balance sheet include subsidiaries Banorte and Arrendadora y Factor Banorte, while emissions from off-balance assets correspond to Operadora de Fondos.

In both cases, we used the methodology supplied by the PCAF standard (second edition), an alliance of which we have been signing members since 2022. The estimation process depends on data quality, classified according to the PCAF scale, where 1 corresponds to the best data quality and 5 to the worst data quality. In other words, the DQ reflects how close the estimated value is to the actual value of emissions.

- DQ1: Represents the best data quality, as it includes verified emissions reported directly by the client.
- DQ2: Includes unverified emissions but reported by the client, which implies a lower level of confidence than DQ1.
- DQ3: Corresponds to those clients who report their physical intensity and have financial statements available, allowing for a more accurate estimate.
- DQ4: Applies when the client does not publish information on emissions or physical intensity; in these cases, the associated PCAF factor is used, provided that financial statements are available.
- DQ5: This is the lowest level of quality, where only the PCAF factor and the client's balance are available, with no additional information.

This classification ensures that emissions estimates are made in a consistent and transparent manner, prioritizing the best available data quality and applying internationally recognized methodologies.

To calculate the financed emissions of Banorte and Arrendadora y Factor, we considered scope 1, 2, and 3 GHG emissions.

In cases where specific information on customer emissions was not available, we applied sectoral emission factors obtained from the PCAF database. We assigned these factors based on the NAICS classification, selected for its standardized structure and alignment with the bank's internal classification.

Having calculated total emissions of the customers, we determined the attribution of the financed emissions by applying the attribution factor defined by PCAF, which is given as a function of the balance and total value of the asset.

Coverage is determined as the percentage exposure by asset type. In this classification, mortgage loans, commercial real estate, and investment projects include both short- and long-term financing, while corporate loans correspond only to long-term financing. Loans with maturities of less than one year are considered short-term, and those with maturities of more than one year are considered long-term.

Investment projects and corporate loans cover carbon-intensive industries such as oil and gas, power generation, aluminum, agriculture, coal, cement, construction, iron and steel, and transportation. The total verified emissions from these assets amount to 5,273,161.59 tCO_2e, while for Arrendadora y Factor they total 893,882.55 tCO_2e. The variation compared to what is presented in this report is due to the guidelines and requirements established by SBTi for target setting.

To calculate financed emissions for stocks, FIBRAs, and corporate debt held by Operadora de Fondos Banorte, we included scope 1 and 2 GHG emissions by the issuers in which we invest. Furthermore, as per the PCAF standard, we included scope 3 emissions by the oil & gas, mining, transportation, construction, raw materials, building and industrial sectors.

To quantify financed emissions from sovereign bonds, we used Mexico's consumption emissions, where emissions intensity refers to the CO_2 emissions per GDP based on PPP (PPP-adjusted tCO_2e/GDP). Sources used for calculations include internal databases, as well as issuers' public reports, Refinitiv, and CDP. The data quality column shows the result of a weighted average of the customer/issuer balances that make up the asset classes by their respective data quality. PCAF's data quality scale is used, where data quality 1 indicates the highest quality, and data quality 5 the lowest.

Afore XXI Banorte scope 3, GHG emissions, category 15 (investments) (tCO_2e)

SUBSIDIARY	ASSET CLASS	COVERAGE (%)	2023	2024	CHGE. (%)
AFORE XXI BANORTE JOINT VENTURE	Stocks	100%	451,939	368,375	-18%
	FIBRAs	88%	15,322	14,349	-11%
	Corporate bonds	72%	453,629	403,691	-6%
	Sovereign bonds	100%	5,384,844	4,558,324	-15%

Figures as of the close of December 2024.
Because GFNorte does not hold operating control of Afore XXI Banorte, data on this subsidiary were not included in the Group's indicators and therefore were not covered by the independent assurance process for 2025.

The data on financed emissions for 2023 were adjusted as a result of the revision of the calculation as suggested by the SBTi methodology, as well as improvements in the quality of information sources. In particular, estimates were replaced by data reported directly by issuers or specialized information providers, and the inputs used to calculate sovereign emissions, which were not available in their most recent version at the time of the original calculation, were updated. These adjustments were made with the goal of strengthening the quality, consistency, and comparability of the information.

To calculate financed emissions for stocks, FIBRAs, and corporate debt held by Afore XXI Banorte, we included scope 1 and 2 greenhouse gas emissions by the issuers.

If the issuer's enterprise value was not available for calculation, market capitalization was used. In the case of international companies with a presence in Mexico and a sustainability report at the subsidiary level, emissions of greenhouse gases at the Mexico level were used; otherwise, emissions at the corporate level were used for calculations.

To quantify financed emissions from sovereign bonds, Mexico's consumption emissions were used, where emissions intensity refers to CO_2 emissions per GDP adjusted for PPA (PPP-adjusted tCO_2e/GDP). Sources used for calculations include internal databases, as well as MSCI, Bloomberg, Alladin S&P, CDP and Refinitiv.

GHG EMISSION REDUCTION TARGETS

GRI 305-5

Scope 1 + 2 reduction targets

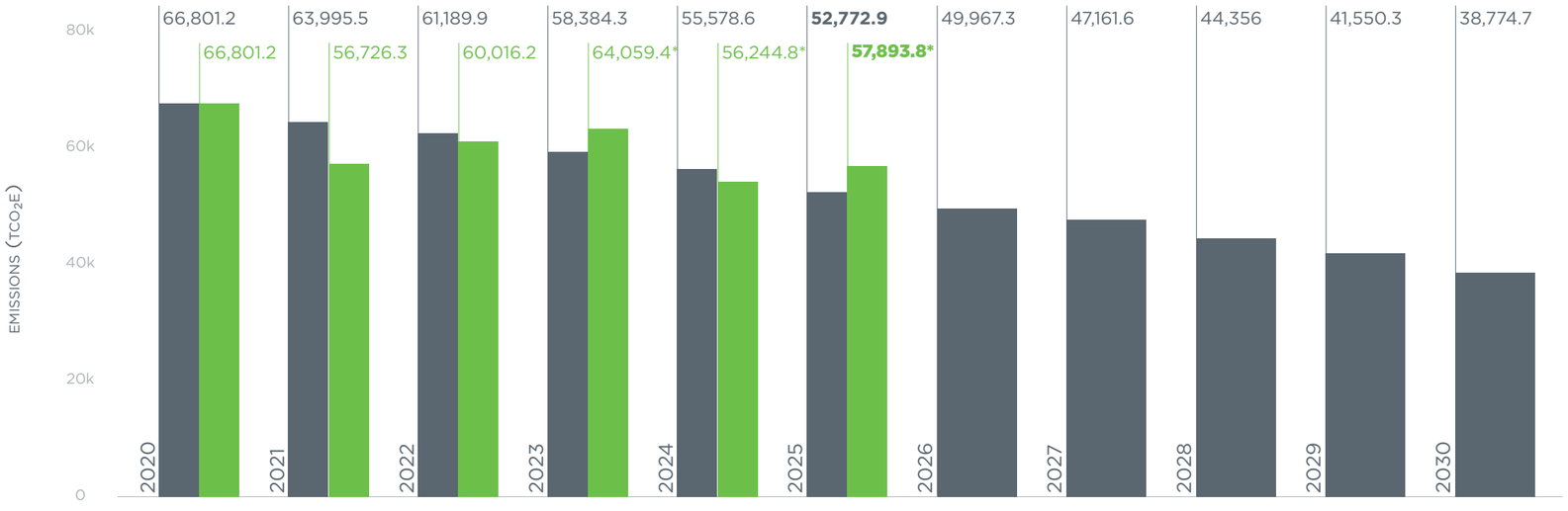
We set our scope 1 and 2 GHG emission reduction targets using the Absolute Contraction Approach, aligned with the scenario of a 1.5°C rise in global temperature. This target was established with a coverage of 100%, including emissions of GFNorte and Afore XXI Banorte.

38,774.7 tCO_2e
Reduction target for 2030
Base year: 2020

In 2025, the Group's scope 1 and 2 emissions increased by 7.9%. This increase is mainly due to the reclassification of emissions associated with refrigerant gas refilling, which were previously reported in scope 3, category 1, and are now incorporated into scope 1 in accordance with the GHG Protocol recommendations.

Another contributing factor was the organic growth of GFNorte, which went from 30,908 employees and 1,191 branches in 2024 to 31,376 employees and 1,216 branches in 2025. This methodological update resulted in a 124% increase in scope 1 emissions and a marginal increase of 0.8% in scope 2 emissions.

Progress against scope 1 + 2 reduction targets (tCO_2e)





*For 2023, 2024, and 2025, we incorporated the energy consumption of refrigerant gases into scope 1, which resulted in a modification to GFNorte's consolidated total. The figures included correspond to the sum of scope 1 and scope 2 (market based) emissions.

SCOPE 3 CATEGORY 15 TARGETS AT THE GROUP LEVEL, BASED ON SBTI

At the Group level, we set GHG scope 3 category 15 reduction targets with a coverage of 21.7% of the assets of GFNorte.

For this purpose, we used the Science-based Target-Setting Manual for the Financial Industry complemented by the SBTi's SDA and Portfolio Coverage Approach, using the scenarios of 1.5°C and below 2°C, according to the asset class and industry.

Targets according to SBTi

ASSET CLASS	KPI 2021 (BASE YEAR)	KPI 2022	KPI 2023	KPI 2024	METRIC	COVERAGE (% OF ASSETS) 2024	TARGET	TARGET YEAR	METHODOLOGY	CLIMATE SCENARIO
MORTGAGE	8.9	8.2	8.0	7.9	$kgCO_2e/m^2$	100%	42.1%	2030	SDA	SBTi 1.5°C
COMMERCIAL REAL ESTATE	42.0	43.4	28.5	23.5	$kgCO_2e/m^2$	86%	52.5%	2030	SDA	SBTi 1.5°C
ENERGY GENERATION	0.5	0.5	0.4	0.5	tCO_2e/MWh	100%	73.7%	2030	SDA	SBTi 1.5°C
CORPORATE LOANS – OIL & GAS	1.4%	3.7%	4.2%	4.6%	Percentage coverage	95%	27.4%	2026	SBTi Portfolio coverage	SBTi 1.5°C
CORPORATE LOANS – OTHER LONG-TERM LOANS						67%				
COMMON AND PREFERRED STOCK	10.5%	3.4%	6.8%	7.2%	Percentage coverage	100%	34.1%	2026	SBTi Portfolio coverage	SBTi 1.5°C
CORPORATE BONDS						100%				
ETFS						100%				

Figures as of the close of December 2024.
We defined terms as follows: short-term refers to loans with maturities of less than one year; long-term means loans with maturities of more than one year. In both cases, with respect to the base year (2021 for the purposes of this exercise). The targets for the mortgage and commercial real estate segments apply only to Banorte (the bank), and include short- and long-term loans. Commercial real estate does not include investment projects.

Targets for both these asset classes were set using the Sectorial Decarbonization Approach (SDA) Tool for Commercial Real Estate and Residential Mortgages, version 1.2, which supplies a reference framework for evaluating decarbonization in the real-estate industry.

The target for energy generation includes investment projects and corporate loans with short- and long-term maturities. We used the "Science Based Targets Setting Tool" version 2.1 so that our targets could align with the requirements on the emission reduction necessary to mitigate climate change in carbon-intensive industries.

Corporate loans include the portfolios of Banorte and Arrendadora y Factor Banorte. It mainly covers short- and long-term loans in the oil and gas industry, as well as other long-term loans in carbon-intensive industries. This industry approach allows us to focus our decarbonization efforts on key areas, ensuring that our commitments reflect both market realities and the environmental responsibility we assume in our financing activities.

The Common and Preferred Stock, Corporate Bonds, and ETF asset classes correspond to the book account "Investments in Securities." This account includes negotiable financial instruments, assets available for sale and held to maturity, by all subsidiaries of the Group that manage assets on the balance sheet. The ETFs directly consider the commitments of the instrument managers to SBTi, not constituent issuers. The percentage coverage declined due to changes in exposure to certain assets that previously accounted for a larger share of the account and now have emission reduction targets aligned with and approved by the SBTi.

In line with SBTi methodologies, the exercise covers all mandatory asset classes and their respective coverages, unless the asset class does not exist in the Group's balance sheet. Additionally, coverage also includes mortgages, which are a voluntary asset class.

As a whole, the scope 1, 2 and 3 GHG emission reduction targets underwent a process of validation by the SBTi, with a favorable results, making us the first financial institution in Latin America with targets validated by this initiative.

FINANCED EMISSION REDUCTION TARGETS AT THE BANK LEVEL (BANORTE)

Banorte was a member of the NZBA until that alliance ceased operations on October 3, 2025. Banorte remains committed to its decarbonization goals and continues to set targets and disclose its progress using the "Guidance for Climate Target Setting for Banks" and supporting materials, developed by the NZBA.

We established specific goals for the most carbon-intensive industries at Banorte, which account for 45.2% of our loan portfolio. We designed these goals in accordance with the aforementioned guide and applying SDA and absolute contraction methodologies.

To define them, we used the 1.5°C scientific scenarios proposed by the SBTi and the IEA's Net Zero Emissions by 2050 scenario as a reference. This approach allows us to adapt our decarbonization strategies to the characteristics and challenges of each industry, align our actions with global climate change mitigation goals, and ensure an orderly and responsible transition to a low-carbon economy.

Banorte emission reduction targets

INDUSTRY	KPI 2021 (BASE YEAR)	KPI 2022	KPI 2023	KPI 2024	METRIC	INDUSTRY COVERAGE (% PORTFOLIO)	2030 TARGET	BOARD APPROVED RANGE	METHODOLOGY	CLIMATE SCENARIO
MORTGAGE	8.9	8.19	8.0	7.9	$kgCO_2e/m^2$	100%	42.1%	20% - 39%	SDA	SBTi 1.5°C
COMMERCIAL REAL ESTATE	42.0	43.4	28.5	23.5	$kgCO_2e/m^2$	86%	52.5%	19% - 37%	SDA	SBTi 1.5°C
ENERGY GENERATION	0.5	0.5	0.4	0.5	tCO_2e/MWh	100%	73.7%	34% - 68%	SDA	SBTi 1.5°C
OIL & GAS	2,109,250	1,875,030	1,451,603	1,471,050	tCO_2e	100%	21.0%	24% - 47%	Absolute contraction	IEA – NZE 2050
AGRICULTURE & LIVESTOCK	1,691,253	1,789,475	1,131,003	1,359,303	tCO_2e	100%	35.0%	18% - 35%	Absolute contraction	IEA – NZE 2050
ALUMINUM	5,973	15,273	12,866	37,426	tCO_2e	100%	35.0%	18% - 35%	Absolute contraction	IEA – NZE 2050
IRON AND STEEL	50,136	45,027	142,772	157,587	tCO_2e	100%	22.0%	11% - 22%	Absolute contraction	IEA – NZE 2050
COAL	1,418	156	1,414	5,703	tCO_2e	100%	68.0%	34% - 68%	Absolute contraction	IEA – NZE 2050
TRANSPORTATION	46,608	51,729	10,317	78,960	tCO_2e	100%	18.0%	9% - 18%	Absolute contraction	IEA – NZE 2050
CEMENT	1,161,167	1,194,810	897,421	724,942	tCO_2e	100%	17.0%	3% - 18%	Absolute contraction	IEA – NZE 2050
CONSTRUCTION	164,519	194,841	18,127	307,784	tCO_2e	100%	35.0%	18% - 35%	Absolute contraction	IEA – NZE 2050

Figures as of the close of 2025.
For this analysis, we defined financing terms according to maturity: short (less than one year) or long-term (more than one year), using the year 2022 as the baseline. All industries covered in the analysis include short- and long-term financing, which allows us to comprehensively assess decarbonization commitments according to the time horizon of each financing.

The reported ranges are between the optimistic and conservative scenarios for the measures that Banorte would have to take, depending on the market response. These ranges were submitted to the Board for its approval, in order to offer an informational framework to facilitate strategic decision-making consistent with the organization's climate targets. In keeping with the NZBA's "Guidance for Climate Target Setting for Banks" and supporting materials, the exercise encompassed nine mandatory industries that are highly carbon-intense, ensuring that our emission reduction efforts are concentrated in the areas of greatest impact.

Finally, the GHG emission reduction targets set for these industry groups were reviewed and approved by the Sustainability Committee, the RPC and Board of Directors, underscoring our commitment as an institution to sustainability and the proactive management of climate-related risks.

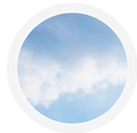
DECARBONIZATION ROADMAP

To continue moving forward with our decarbonization strategy an help meet the goals set for reduction emissions in our internal operations and the Group's portfolio, we pursued a number of initiatives aligned with our institutional stance on climate change.



SCOPE 1 AND 2 EMISSIONS

- Following up on the 2024 pilot project to install solar panels in our bank branches, in 2025 we installed this system in two branches, mitigating 21.92 tCO_2e. We also continued the preliminary work of technical and operating assessment for possibly extending this system to another 24 branches in 2025, in order to gradually escalate the use of renewable energy in Group operations.
- To contribute to the reduction of GHG emissions, we incorporated our six administrative buildings into the WPM network, which allowed 30% of the energy supplied to come from renewable sources in 2025. We expect this percentage to increase to 50% in 2026.
- We have 48 branches certified under the EDGE scheme, which guarantees the optimization of resources such as water and energy in the daily operation of the branch. In addition, we are continuing our efforts to certify a further 26 branches in 2026.
- We installed 24 charging stations for plug-in hybrid and electric vehicles in our six corporate buildings as a measure to help mitigate GHG emissions associated with employees' commutes to work.
- In order to reduce our Scope 2 carbon footprint and ensure the traceability of renewable energy consumption, in 2025 we used 6,976 I-REC, equivalent to 6,976 MWh of electricity from renewable sources.



SCOPE 3 EMISSIONS

- We continued to set specific limits on financing to activities based on coal, oil and unconventional gas, under our institutional decarbonization strategy, which is aimed at phasing them out completely by 2050.
- This past year we expanded coverage of financed emissions in our loan portfolio and had them verified by an external auditor, reinforcing the solidity and reliability of our processes. We also improved the quality of data from customers who report their emissions, working toward a more robust measurement of financed emission and reduction of our footprint.
- We reported the presentation of a climate scenario analysis applicable to the Mexican financial industry, as well as the results of our participation in the first climate stress test led by Banxico, with an emphasis on the potential impacts on financing portfolios.
- We strengthen the measurement of financed emissions, as part of the management of climate and environmental risks associated with scope 3.
- We updated our carbon intensity metric to define target markets, and introduced an additional metric for nature-related risks in order to improve the climate and environmental assessment of our customer portfolio.
- We presented the progress made in 2025 in terms of Scope 3 emissions management, in line with the guiding pillars of the Group's climate transition strategy.
- We installed 24 charging stations for plug in hybrid and electric vehicles in our six corporate buildings with the greatest number of employees, helping to mitigate the GHG emissions associated with employees' commuting to their workplace.

Materials and waste

GRI 306-1, 306-2, 306-3, 306-4, 306-5

At GFNorte we set specific targets to optimize materials used and comprehensively manage waste, focusing on reducing the waste generated by our internal operations.

In 2025, a total of 1,681 tons of waste were generated across our six corporate buildings with the greatest number of employees.

Of this total volume, 67% corresponded to waste destined for recycling processes, made up mainly of paper (1,121 tons).

Waste generated

	2023	2024	2025	% CHGE.
RECYCLABLE WASTE	1,138	124	**1,131**	813%*
SOLID URBAN WASTE	475	469	**550**	17%
BIOLOGICALLY INFECTIOUS HAZARDOUS WASTE*	-	0.13	**0.1**	-15%
TOTAL METRIC TONS	**1,613**	**593**	**1,681**	**183%**
PERCENTAGE OF TOTAL WASTE RECYCLED	83%	21%	**67%**	
EMPLOYEE COVERAGE	36%	39%	**61.8%**	

Figures as of the close of 2025.
Data for the three years shown were calculated based on the following assumptions: using the measurements obtained through the waste separation program, we estimate the waste generated in the administrative buildings with the greatest number of employees using a kilograms per employee indicator, which is then extrapolated to six administrative buildings, assuming similar behavior. Solid urban waste is sent to landfill, while IBW is collected by a supplier authorized to treat it.

*The reduction in the percentage of paper recycled compared to the previous year was due to our recycling of a substantial volume of dead files from our administrative buildings in 2024.



RECYCLING PROGRAMS

To ensure the comprehensive management of the waste we produce in our daily operations, we continued several ongoing initiatives and introduced others.

WASTE SEPARATION

In our six administrative buildings with the greatest number of employees, we sent a total of 1,131 metric tons for recycling, diverting waste from municipal landfills and recovering MXN 2.1 million.

"DE UN LITRO A TECHO: COLECTA TETRAPACK"

Through Fundación Banorte, we support the communities participating in this program. We collected 920.8 kg of packaging from three of our Mexico City corporate buildings and three in Monterrey, which were converted into roofing sheets for 100 homes.

BOTTLECAP COLLECTION

As part of this ongoing program, we donated 1.62 metric tons of PET screw-top bottlecaps for recycling, with the proceeds used to fund 39 chemotherapy treatments.

DEBIT CARDS MADE FROM RECYCLED PLASTIC

We continued issuing debit cards made from 90% recycled plastic. In 2025, we distributed more than 597,330 of these cards for Mujer Banorte, Enlace Negocio, Nómina Selección, Infinite, World Elite, and Visa Platinum debit accounts.

RECYCLING OF ARCHIVED DOCUMENTS

Through a specialized supplier that guarantees the secure and responsible destruction of archived documents stored in Mexico City and Monterrey, we recycled 1.1 metric tons of paper.



WASTE REDUCTION PROGRAMS

Among our efforts to lower the environmental impact of our waste generation, we also have the following waste reduction programs:

ELIMINATION OF PAPER ACCOUNT STATEMENTS

We strengthened synergies between the Sustainability Department and Process Improvement Center to gradually phase out printed credit card statements. We succeeded in migrating 90.5% of account statements to digital channels by the end of 2025. The initiative resulted in a reduction of 3,000 metric tons of paper and savings of MXN406 million for supplies and mailing. It also mitigated 17,914 tCO_2e of emissions.

ELIMINATION OF SINGLE-USE PLASTICS

In 2025, we continued our campaign to phase out single-use plastics, introduced in 2024 to minimize the use of disposable PET bottles in our corporate offices. In 2025, we avoided the use of an estimated 642,051 bottles, preventing the emission of 53 tCO_2e into the atmosphere.



For the estimation of avoided CO_2e emissions associated with these initiatives, we applied the expenditure-based methodology in accordance with the GHG Protocol guidelines. This approach consisted of gathering information on the economic value of the goods and services acquired and multiplying these amounts by the corresponding EEIO emission factors.

Water

At GFNorte, we remain committed to the preservation of water, one of the planet's most valuable resources. We drive a range of initiatives that, from complementary fronts, aim to protect and make more efficient use of this resource.

- **We have a 79 m^3 rainwater capture system that allows us to reuse the rainwater for green areas and the bathrooms on three floors of our Tlalpan building.**
- **We advanced the EDGE certification process in 36 of our branches, bringing the total to 48 certified branches that incorporate water, energy, and materials efficiency criteria.**
- **We promote ongoing awareness campaigns among our employees to foster a culture of responsible water use.**

Water consumption

	2023	2024	2025	% CHGE.
TOTAL CONSUMPTION M^3	116,718.9	121,100.5	**133,166.7**	9.9%
M^3/EMPLOYEE	9.9	11.2	**12**	7.5%
COVERAGE	36%	35%	**35%**	-

Figures as of December 2025.

To calculate our water footprint, we included the water consumption of the six buildings with the greatest number of employees. The figures do not include GFNorte bank branches.

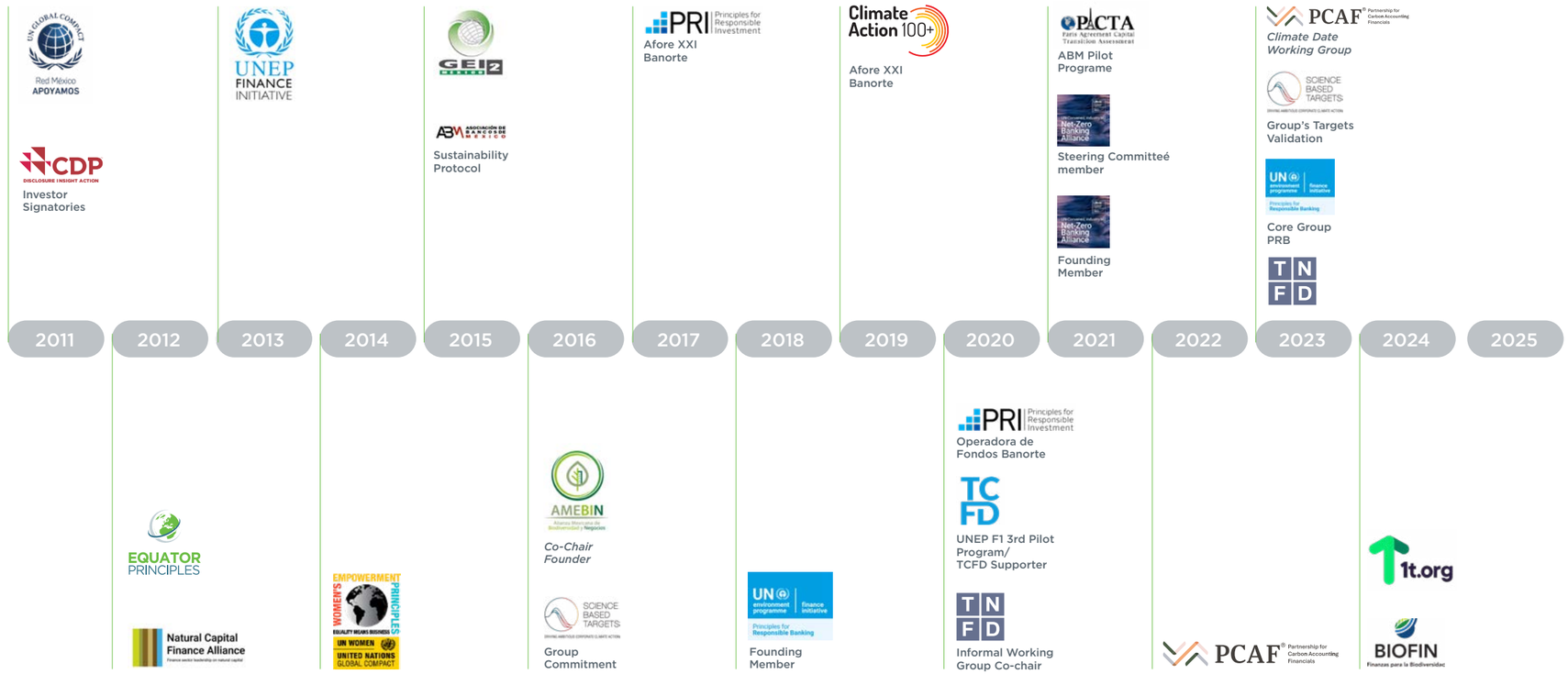
Biodiversity

Since 2011, GFNorte has participated in key global initiatives aligned with best international practices. We work in tandem with other organizations and share experiences focused on considering the value of natural capital in business decisions.

In 2025, we reaffirmed our commitment to sustainability by incorporating the value of nature into our business model.

We worked on initiatives to protect the environment and joined forces in strategic projects for natural resource conservation, climate change mitigation, and developing resilient communities. These actions reflect our conviction that economic growth must go hand in hand with respect for the environment, contributing to a more just, green, and sustainable future for Mexico.

Environmental commitment roadmap



One Trillion Trees

At GFNorte, we contribute to tree growth across several states of the Mexican Republic as part of the World Economic Forum's global One Trillion Trees initiative. This effort aims to regenerate ecosystems, strengthen ecological connectivity, and expand forest coverage.

GFNorte positioned itself as the first Mexican institution to join this initiative, reaffirming its leadership in sustainability and its commitment to social development and environmental protection.

Through restoration actions, we promote the regeneration of ecosystems and the economic and social development of forest communities.

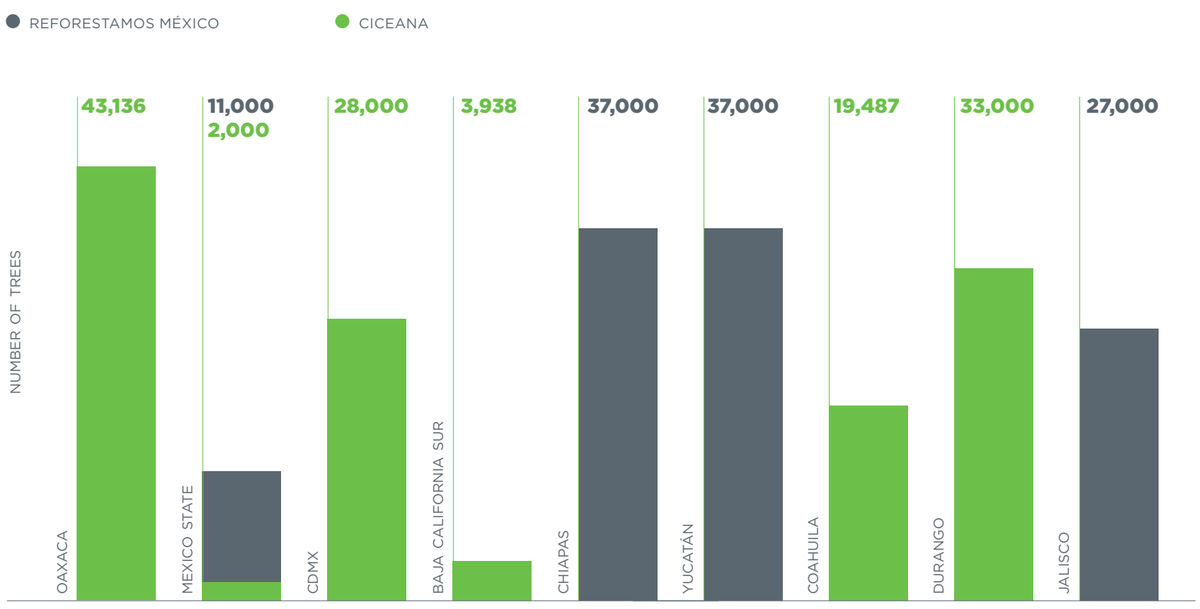
The project's activities contribute to conserving essential ecosystem services, such as water supply, air purification, and soil fertility. To achieve this target, GFNorte partners with key organizations in Mexico that promote sustainable forest management through restoration, conservation, protection, and stewardship of wildlife. These alliances have a positive impact on both the environment and the social well-being of the communities involved.

In 2025, we worked in various regions of Mexico. We strategically selected the intervention areas, prioritizing those with high deforestation rates and where ongoing conservation efforts were already in place. This allowed us to maximize ecological and social impact, ensuring that each tree planted contributes to regenerating vulnerable ecosystems and strengthening local communities.

Reforestamos México and CICEANA were our partners. Together, we planted 241,561 trees.

The scope of these actions was:

Reforestation by organization and by state



In January 2026, it was announced that One Trillion Trees would evolve into the Forest Future Alliance (FFA), modifying its objectives and scope.

Environmental Culture



YO SOY VOLUNTARIO BANORTE

In 2025, Fundación Banorte strengthened its environmental commitment by joining efforts with GFNorte's Sustainability Department to conduct six volunteer days in collaboration with key organizations.

Four of these sessions were held together with CICEANA, and two more with Reforestamos México as part of the "Better Alliances, Better Forests" program.



In total, 399 volunteers participated, reinforcing the collective impact of these actions.

At GFNorte, we worked on two strategic interventions in Mexico City: the restoration of medians in the Santa Fe neighborhood, and restoring trees and shrubs in Parque La Mexicana. Both of these projects are part of our contribution to the Global "One Trillion Trees" initiative.

Through actions like these we want to make our cities more resilient, improve air quality and water infiltration and capture carbon, while beautifying the urban landscape and creating social value.

The area of intervention encompassed parts of Avenida Santa Fe and Prolongación Paseo de la Reforma in Cuajimalpa, Mexico City, where around 230 trees of various native species were planted. We also organized a tree census in La Mexicana, which made it possible to identify and replace 251 dead, depressed, or fallen trees, as well as plant new trees in strategic areas such as Plaza Mirador, Jardín Minero, and create a green sound barrier.

These two projects provided temporary jobs to local residents, who participated in training and implementation processes, strengthening the social fabric and building local skills. A total of 34 people participated and benefited directly from these actions.

Nature-related risks

Mexico is facing a profound transformation of its land-based ecosystems, driven by various social and economic factors that have accelerated biodiversity loss and eroded ecosystem services. This ecological crisis threatens not only the health of the planet, but also the economic stability and social well-being of its inhabitants.

Nature-related risks arise when a company's dependencies or impacts on the natural environment are such that they may compromise its operations and profitability, depending on its level of exposure and vulnerability. These increasingly pressing risks require a decisive and informed response from the financial industry.

Because of the predominant role GFNorte plays in finance, investment, and insurance, we feel that addressing these risks strategically is an urgent concern. We reiterate our commitment to transforming the financial industry toward a model that generates positive flows for nature, both in our operations and in those of our clients, aligning ourselves with global sustainability priorities.

As part of this commitment, in 2025 we partnered with UNDP's BIOFIN in Mexico to hold strategic capacity-building workshops for our employees, to help them better identify, assess and manage impacts, dependencies, risks, and opportunities related to nature and biodiversity.

A total of 266 employees from various areas of the institution participated, acquiring a total of seven hours of training per person. This is proof of our deep institutional commitment to sustainability and to incorporating environmental criteria into financial decision-making.

The workshops addressed key topics such as:

- **Introduction to nature-related risks.**
- **Biodiversity metrics.**
- **Results of metric quantification and setting goals.**
- **Applying the LEAP approach, TNFD and SBTN recommendations.**

This partnership also included:

- **Detailed analysis of existing methodologies for identifying nature-related risks, allowing for the exploration of more robust approaches that are adaptable to different contexts.**
- **Comprehensive mapping of key processes and information, facilitating a clear view of interactions between areas and the identification of critical points.**
- **Quantification of specific metrics for various portfolios, in order to establish accurate indicators to support data-driven decision-making.**
- **Definition of strategic goals and a critical path for the implementation of TNFD recommendations, aligning efforts with international standards in this area.**
- **A pilot conducted with two clients in each of the priority industries (agriculture, infrastructure, and mining), to demonstrate the practical applicability of the TNFD recommendations, which validated their usefulness in different operating environments, and generated valuable lessons for future scaling.**

This effort was part of our preparations to issue our first **TNFD report in 2026**, demonstrating our leadership in sustainable finance and reaffirming our commitment to biodiversity protection and responsible environmental risk management. We will also begin aligning our targets with the SBTN, which focuses specifically on nature-related issues.

This first TNFD implementation exercise identified strengths and areas for improvement in our processes so that we could take steps for future analysis.

Among the main actions are:

- **Continuing to strengthen our internal processes to learn more about our clients and their activities so that we can assess their nature-related impacts and dependencies and subsequently analyze their risks and opportunities.**
- **Strengthening our internal policies related to nature and biodiversity.**
- **Continuing capacity-building activities on nature within the organization, as well as with key stakeholders.**

About this report

GRI 2-2, 2-3, 2-4, 2-5, 2-14

This 2025 GFNorte Annual Report describes our progress and performance on ESG matters in the period from January 1 to December 31, 2025. Its content is aligned with the Value Creation Model, structured into seven chapters: financial, technology and infrastructure, manufacturing, intellectual, human, social and environmental.

It also details our work on four ESG priorities: environmental, social, governance and sustainable business. The information presented here refers to the operations of Grupo Financiero Banorte (GFNorte; ticker symbols BMV: GFNORTEO; OTCQX; GBOOY; LATIBEX: XNOR), and does not include information on other companies. This report undergoes limited assurance issued by an independent third-party, which focuses exclusively on the selected sustainability information prepared in accordance with GRI and SASB, as detailed in Annex A of the limited assurance letter.

THE REPORT

IIRC

Incorporates the framework supplied by the IIRC for presentation of financial and non-financial information, allowing us to assess our ability to create value in the short, medium, and long-term.

GRI

Has been developed in accordance with GRI standards, a set of guidelines that address social and environmental materiality and are intended for a broad audience.

SDG

Details our contribution to the SDGs, the global roadmap proposed by the UN to address the most pressing challenges of society today.

SASB

Conforms to SASB standards for the following industries: commercial banking, consumer finance, investment banking and brokerage, and asset management and custody activities. SASB Standards address financial materiality and respond to information requirements, specifically from investors.

TCFD

Addresses the recommendations of the TCFD, which proposes a framework of guidelines for informing the investing public about the management of risks and opportunities related to climate change.

TNFD

Reflects our progress in adopting the recommendations of the TNFD, which allows for the assessment of nature-related risks and impacts related to nature.

UNEP-FI

Responds to our commitment as signatories of the UNEP-FI PRB, a unique framework to ensure that our strategy and operations are aligned with the UN SDGs and the Paris Climate Agreement.

UN Global Compact

Serves as our Communication of Progress for the Global Compact, disclosing our activities toward implementing its ten principles.

HOW TO READ THE REPORT

At the beginning of each chapter, there is a reference to the contents of the GRI, SASB standards and the SDGs to which they correspond. In the annexes, specific indices of GRI and SASB reporting standards and frameworks are provided, as well as a summary of our progress toward the SDG and the Principles of the Global Compact.

Available in the following formats:

ANNUAL REPORT IN SPANISH

FINANCIAL STATEMENTS IN SPANISH

ANNUAL REPORT IN ENGLISH

FINANCIAL STATEMENTS IN ENGLISH

The 2025 Annual Report and Financial Statements of GFNorte, published in February 2026.



Annex I Breakdown of ESG Results

GFNORTE

Financial, operating and ESG results by subsidiary

BANK	METRIC	2023	2024	2025
TOTAL REVENUES	MXNmn	116,354	127,725	**139,546**
EARNINGS	MXNmn	41,946	44,854	**47,320**
ROE	%	27.6	29.1	**29.1**
CUSTOMERS	number	12,118,684	12,803,646	**13,444,635**
MARKET RANK BY ASSETS MANAGED	number	2°	2°	**2°**
SUSTAINABLE PORTFOLIO ANALYZED FOR CORPORATE AND COMMERCIAL BANKING	MXNmn	25,395	23,386	**22,364.64**
PORTFOLIO ANALYZED IN CLEAN AND RENEWABLE ENERGY	MXNmn	6,098	2,387	**3,854**
SUSTAINABILITY-LINKED SYNDICATED LOANS	number	4	0	**5**
	MXNmn	3,070	0	**4,509**
SYNDICATED GREEN LOANS	number	“-“	5	**"-"**
	MXNmn	“-“	4,457	**"-"**
"AUTOESTRENE VERDE" LOANS	number	868	7,078	**29,241**
	MXNmn	572	3,400	**10,829**
PROJECTS ASSESSED UNDER PERFORMANCE STANDARDS, EQUATOR PRINCIPLES OR SEMS EVALUATION	number	35	24	**15**
	MXNmn	24,115	18,082	**22,355**
PARTICIPATION AS LEAD UNDERWRITER IN THEMATIC BONDS	tranches	27	21	**23**
	MXNmn	94,566	99,528	**95,645**
PARTICIPATION AS LEAD UNDERWRITER IN SUSTAINABLE BONDS	MXNmn	34,044	56,742	**61,768**
PARTICIPATION AS LEAD UNDERWRITER IN GENDER BONDS	MXNmn	“-“	0	**0**
PARTICIPATION AS LEAD UNDERWRITER IN SOCIAL BONDS	MXNmn	37,826	42,785	**16,700**
PARTICIPATION AS LEAD UNDERWRITER IN GREEN BONDS	MXNmn	6,620	0	**4,476**
PARTICIPATION AS LEAD UNDERWRITER IN SUSTAINABILITY-LINKED BONDS	MXNmn	16,076	0	**12,702**

Information for 2025 corresponds to the fourth-quarter 2025 results.

SEGUROS BANORTE (INSURANCE)	METRIC	2023	2024	2025
PREMIUM REVENUES	MXNmn	32,963	39,763	**51,654**
TOTAL OPERATING INCOME	MXNmn	8,136	9,576	**10,854**
EARNINGS	MXNmn	5,635	6,883	**8,327**
ROE	%	23.0	27.0	**31.4**
CUSTOMERS	number	7,064,379	8,056,805	**8,256,137**
MARKET RANK IN PROFITS	number	4°	3°	**4°**
MARKET RANK IN PREMIUMS	number	6°	7°	**6°**
HYDROMETEOROLOGICAL INSURANCE, COVERED RISK	number	223,087	227,855	**228,276**
HYDROMETEOROLOGICAL INSURANCE, INSURABLE VALUE	MXNmn	947,287	1,284,941	**1,182,847**
HYDROMETEOROLOGICAL INSURANCE, VALUE OF RETENTION	MXNmn	85,794	56,180	**45,673**
HYDROMETEOROLOGICAL INSURANCE, NET PREMIUMS	MXNmn	828	1,208	**1,229**
PARAMETRIC INSURANCE, INSURABLE VALUE	MXNmn	"-"	"-"	**41**
PARAMETRIC INSURANCE POLICIES	number	1	2	**74**
PARAMETRIC INSURANCE, NET PREMIUMS	MXNmn	1.4	2.6	**2.2**

PENSIONES BANORTE (PENSIONS)	METRIC	2023	2024	2025
PREMIUM REVENUES	MXNmn	15,869	16,606	**18,169**
TOTAL OPERATING INCOME	MXNmn	3,950	4,425	**4,333**
EARNINGS	MXNmn	2,470	2,827	**2,800**
ROE	%	22.9	24.2	**24.4**
CUSTOMERS	number	206,761	218,308	**228,765**
MARKET RANK	number	1°	1°	**1°**

ALMACENADORA BANORTE (WAREHOUSING)	METRIC	2023	2024	2025
EARNINGS	MXNmn	51	26	**52**
INVENTORIES	MXNmn	938	1,219	**1,297**
ROE	%	14,5*	6.6	**12**

Information for 2025 corresponds to the fourth-quarter 2025 results.

SECURITIES MARKET (BROKERAGE FIRM AND FUND MANAGER)	METRIC	2023	2024	2025
EARNINGS	MXNmn	751	959	**1,472**
PORTFOLIO IN CUSTODY	MXNmn	1,161,116	1,425,818	**1,699,635**
ROE	%	13.0	20.9	**27.2**
AUM COVERED BY ESG ANALYSIS	%	83	77	**76**
TOTAL MARKET VALUE OF AUM IN NTESEL RESPONSIBLE INVESTMENT FUND	MXNmn	1,074	868	**1,101**
AUM IN NTEESG FUND	MXNmn	1,235	1,635	**2,034**
AUM INVESTED IN THEMATIC BONDS*	MXNmn	4,075	6,168	**6,956**
AMOUNT INVESTED IN GREEN BONDS	MXNmn	532	754	**742**
AMOUNT INVESTED IN SOCIAL BONDS	MXNmn	1,357	1,905	**1,608**
AMOUNT INVESTED IN GENDER BONDS	MXNmn	301	40	**141**
AMOUNT INVESTED IN SUSTAINABLE BONDS	MXNmn	1,105	2,544	**3,609**
AMOUNT INVESTED IN SUSTAINABILITY-LINKED BONDS	MXNmn	699	887	**856**

Information for 2025 corresponds to the fourth-quarter 2025 results.

ARRENDADORA Y FACTOR BANORTE (LEASING AND FACTORING)	METRIC	2023	2024	2025
EARNINGS	MXNmn	665	997	**1,214**
TOTAL PORTFOLIO	MXNmn	44,496	48,053	**54,107**
PAST-DUE LOANS	MXNmn	885	550	**485**
PAST-DUE LOAN INDEX	%	2.0	1.1	**0.9**
COVERAGE	%	96.6	82.0	**85.6**
ROE	%	6.2	8.1	**8.4**

AFORE XXI BANORTE	METRIC	2023	2024	2025
EARNINGS	MXNmn	2,455	2,653	**3,000**
ASSETS UNDER MANAGEMENT (SIEFORE)	MXNmn	1,168,122	1,303,176	**1,581,325**
ROE	%	10.3	11.0	**12.3**
CUSTOMERS	number	7,751,039	7,167,334	**8,451,766**
MARKET RANKING BY TOTAL BALANCE UNDER MANAGEMENT	number	1°	1°	**2°**

Information for 2025 corresponds to the fourth-quarter 2025 results.

Strategy

ESG RATINGS	METRIC	2023	2024	2025
RATING AGENCY				
S&P GLOBAL - CSA	rating	66 / 100	67 / 100	**67/100**
MSCI	rating	AA	AA	**AA**
FTSE RUSSELL	rating	3.7 / 5	3.8 / 5	**3.6/5**
SUSTAINABLE FITCH	rating	"-"	"-"	**60/100**

Information on inclusion in sustainability indexes can be found in the “ESG Ratings” section under “Strategy".

ESG RATINGS	METRIC	2023	2024	2025
DATA PROVIDERS				
CDP*	rating	B	"-"	**"-"**
CLIMATE	rating	"-"	D	**C**
FORESTS	rating	"-"	B-	**C**
WATER SECURITY	rating	"-"	B-	**C**
BLOOMBERG**	rating	58.9 / 100	58.5/100	**59.6/100**
REFINITIV	rating	A-	A-	**A-**

* As of 2024, CDP issues separate ratings for climate, forests and water security.

** Bloomberg evaluates only ESG data transparency. Due to changes in the providers' evaluation methodology 2021, 2022 and 2023 figures are not comparable with previously published figures.

CONTRIBUTIONS TO ASSOCIATIONS AND INITIATIVES	METRIC	2023	2024	2025
CONTRIBUTIONS TO ASSOCIATIONS	MXNmn	12.8	36.2	**47.8**
CONTRIBUTIONS TO INITIATIVES	MXNmn	1.5	2.5	**5.7**

Corporate Governance

BOARD OF DIRECTORS	METRIC	2023	2024	2025
BOARD MEMBERS	number	14	13	**14**
INDEPENDENT BOARD MEMBERS	%	64	61	**64**
EXECUTIVE BOARD MEMBERS	%	7	8	**7**
NON-EXECUTIVE BOARD MEMBERS	%	93	92	**93**
FEMALE BOARD MEMBERS	%	14	15	**21.43**
MALE BOARD MEMBERS	%	86	85	**78.57**
BOARD MEMBERS BY AGE RANGE, 40 – 50 YEARS	%	14	7	**7.1**
BOARD MEMBERS BY AGE RANGE, 51 – 60 YEARS	%	43	39	**42.9**
BOARD MEMBERS BY AGE RANGE, 61 – 70 YEARS	%	29	47	**35.7**
BOARD MEMBERS BY AGE RANGE, 71 – 80 YEARS	%	14	7	**14.3**
ATTENDANCE AT BOARD OF DIRECTORS MEETINGS, JANUARY	%	93	100	**100**
ATTENDANCE AT BOARD OF DIRECTORS MEETINGS, APRIL	%	100	100	**100**
ATTENDANCE AT BOARD OF DIRECTORS MEETINGS, JULY	%	100	100	**100**
ATTENDANCE AT BOARD OF DIRECTORS MEETINGS, OCTOBER	%	100	100	**100**
AVERAGE BOARD TENURE	years	8	9	**10**

SUPPORT COMMITTEES TO THE BOARD OF DIRECTORS	METRIC	2023	2024	2025
MEETINGS OF THE AUDIT AND CORPORATE PRACTICES COMMITTEE	number	12	12	**12**
MEETINGS OF THE RISK POLICIES COMMITTEE	number	12	12	**12**
MEETINGS OF THE SUSTAINABILITY COMMITTEE	number	3	3	**3**
MEETINGS OF THE HUMAN RESOURCES COMMITTEE	number	4	4	**4**
MEETINGS OF THE NOMINATING COMMITTEE	number	1	1	**1**

EXECUTIVE COMPENSATION	METRIC	2023	2024	2025
SENIOR MANAGEMENT COVERED BY THE EXECUTIVE COMPENSATION SYSTEM DURING THE YEAR	number	31	30	**29**
TOTAL AMOUNT OF OUTSTANDING EXTRAORDINARY COMPENSATION TO BE GRANTED ON THE SHORT-TERM DIRECT BENEFITS ACCOUNT BALANCE	%	0.51564	0.49689	**0.51526**
TOTAL AMOUNT OF COMPENSATION GRANTED AND PAID ON THE SHORT-TERM DIRECT BENEFITS ACCOUNT BALANCE	%	4.78309	4.37470	**4.68544**
TRANSFERRED COMPENSATION ON THE SHORT-TERM DIRECT BENEFITS ACCOUNT BALANCE	%	0.51564	0.49689	**0.51526**
UNTRANSFERRED COMPENSATION ON THE SHORT-TERM DIRECT BENEFITS ACCOUNT BALANCE	%	3.24260	2.91204	**3.10516**
FIXED COMPENSATION ON THE SHORT-TERM DIRECT BENEFITS ACCOUNT BALANCE	%	1.02485	0.96578	**1.06503**
VARIABLE COMPENSATION ON THE SHORT-TERM DIRECT BENEFITS ACCOUNT BALANCE	%	3.75824	3.40892	**3.62042**
AMOUNT OF EXTRAORDINARY COMPENSATION IN MONETARY BENEFITS ON THE SHORT-TERM DIRECT BENEFITS ACCOUNT BALANCE	%	0.96121	0.91242	**0.96609**
AMOUNT OF EXTRAORDINARY COMPENSATION IN STOCKS ON THE SHORT-TERM DIRECT BENEFITS ACCOUNT BALANCE	%	2.79703	2.49651	**2.65432**

Corporate Ethics

CORPORATE ETHICS	METRIC	2023	2024	2025
PERCENTAGE OF EMPLOYEES WHO PASSED THE CODE OF CONDUCT ONBOARDING COURSE	%	99.7	99.7	**99.5**
EMPLOYEES TRAINED IN MONEY-LAUNDERING PREVENTION	number	29,161	28,558	**28,108**
EMPLOYEES TRAINED IN ANTI-CORRUPTION	number	30,733*	0**	**29,975**
EMPLOYEES TRAINED IN FAIR COMPETITION POLICY	number	6,223	3,232	**3,224**

* The significant increase is attributed to inclusion of an anti-corruption module in the Code of Conduct course.

** The training was not provided for 2024, as it is given every two years.

REPORTS RECEIVED THROUGH ETHICSPOINT	METRIC	2023	2024	2025
CATEGORY 1: CORRUPTION OR BRIBERY	number	7	81	**64**
THEFT	number	5	3	**0**
FRAUD	number	2	0	**0**
POLICY VIOLATIONS	number	51	78	**64**
CATEGORY 2: DISCRIMINATION OR HARASSMENT	number	339	401	**461**
WORKPLACE HARASSMENT	number	167	225	**273**
ABUSE OF AUTHORITY	number	118	147	**140**
THREATS	number	54	29	**48**
CATEGORY 3: CUSTOMER PRIVACY DATA	number	0	0	**0**
CATEGORY 4: CONFLICTS OF INTEREST	number	81	28	**36**
HUMAN RESOURCES CONFLICTS OF INTEREST	number	14	28	**36**
INTERNAL CONTROL CONFLICTS OF INTEREST	number	16	0	**0**
CATEGORY 5: MONEY LAUNDERING OR INSIDER TRADING	number	3	0	**5**
FORGERY	number	3	0	**5**
ACCOUNTING/AUDITING ISSUES	number	0	0	**0**
OTHERS:	number	8	2	**3**
SUBSTANCE ABUSE (ALCOHOL, MARIJUANA, OTHERS)	number	8	2	**3**
TOTAL REPORTS	number	438	512	**569**

REPORTS RECEIVED THROUGH ETHICSPOINT	METRIC	2023	2024	2025
REPORTS RECEIVED THROUGH ETHICSPOINT	number	438	512	**569**
INFORMATION GATHERING	number	7	27	**14**
IN PROCESS	number	47	43	**64**
CLOSED REPORTS	number	384	442	**491**
INSUFFICIENT INFORMATION	number	121	81	**78**
INVESTIGATION RESULTS	number	263	361	**413**
UNFOUNDED	number	81	152	**173**
FOUNDED	number	182	209	**240**
DISMISSED	number	55	52	**53**
REASSIGNED	number	2	0	**0**
SUSPENDED WITHOUT PAY	number	64	79	**112**
REPRIMANDED	number	58	78	**75**
TRAINING AND OTHERS	number	3	0	**0**

TAX TRANSPARENCY	METRIC	2023	2024	2025
LEGAL RATE	%	30	30	**30**
TAX INFLATION	%	-1	-1	**-2**
NON-TAX ACCOUNTING DEDUCTIONS	%	1	1	**2**
NON-ACCUMULATIVE RECOVERIES	%	-1	-1	**-1**
INTEREST ON TAX OBLIGATIONS	%	-2	-2	**-1**
OTHER ITEMS	%	-1	-1	**-1**
EFFECTIVE RATE	%	26	26	**27**

COMPLIANCE	METRIC	2023	2024	2025
SIGNIFICANT CASES OF NON-COMPLIANCE WITH APPLICABLE LAWS AND/OR REGULATIONS	number	0	0	**0**

For a monetary loss to be considered significant, its value must be equal to or greater than MXN100mn, an amount that represents approximately 0.2% of the NET INCOME reported in the consolidated statements of income of Grupo Financiero Banorte for fiscal year 2024.

CASES OF NON-COMPLIANCE RELATED TO MARKETING COMMUNICATIONS	METRIC	2021	2022	2023	2024	2025
CASES OF NON-COMPLIANCE WITH REGULATIONS OR VOLUNTARY CODES RELATED TO MARKETING COMMUNICATIONS	number	0	0	0	0	**0**

For a monetary loss to be considered significant, its value must be equal to or greater than MXN100mn, an amount that represents approximately 0.2% of the NET INCOME reported in the consolidated statements of income of Grupo Financiero Banorte for fiscal year 2024.

TOTAL AMOUNT OF MONETARY LOSSES AS A RESULT OF LEGAL PROCEEDINGS RELATED TO FRAUD, INSIDER TRADING, ANTITRUST, UNFAIR COMPETITION, MARKET MANIPULATION, MALPRACTICE, OR OTHER FINANCIAL INDUSTRY-RELATED LAWS OR REGULATIONS	METRIC	2021	2022	2023	2024	2025
SIGNIFICANT MONETARY LOSSES AS A RESULT OF LEGAL PROCEEDINGS	MXNmn	0	0	0	0	**0**

For a monetary loss to be considered significant, its value must be equal to or greater than MXN100mn, an amount that represents approximately 0.2% of the NET INCOME reported in the consolidated statements of income of Grupo Financiero Banorte for fiscal year 2024.

COMPLAINTS FILED WITH CONDUSEF	METRIC	2021	2022	2023	2024	2025
COMPLAINTS FILED	number	13,351	11,467	11,753	11,189	**12,526**
COMPLAINTS FILED WITH MONETARY IMPLICATIONS	number	“-“	2,541	4,344	3,400	**2,937**
	%	“-“	22*	37	30.39	**23.45**
COMPLAINTS FILED WITHOUT MONETARY IMPLICATIONS	number	“-“	“-“	“-“	“-“	**354**
	%	“-“	“-“	“-“	“-“	**2.83**
COMPLAINTS FILED INVOLVING LITIGATION	number	“-“	1,755	1,780	1924	**2,604**
	%	“-“	15	15	17.2	**20.79**
COMPLAINTS FILED UNDER INVESTIGATION	number	“-“	427	317	305	**257**
	%	“-“	“-“	3	2.73	**2.05**

In some cases, the same complaint may fall under more than one category ("with monetary implications" or "in litigation"). As a result, the percentages may not always add up to 100%.

* The percentage is restated as there was an error in the 2022 Annual Report. This change does not impact the number of complaints, only the calculation of the corresponding percentage.

FINANCIAL ASSISTANCE FROM THE GOVERNMENT	METRIC	2021	2022	2023	2024	2025
GOVERNMENT ASSISTANCE IN THE FORM OF TAX BREAKS AND CREDITS, GRANTS, AND/OR ROYALTY EXEMPTIONS (TAX-RELATED ASSISTANCE)	number	0	0	0	0	**0**

Financial Capital

MAIN FINANCIAL RESULTS	METRIC	2023	2024	2025
BALANCE SHEET				
ASSETS UNDER MANAGEMENT	MXNmn	3,957,801	4,495,930	**5,196,669**
LOAN PORTFOLIO	MXNmn	1,042,817	1,190,782	**1,268,827**
TOTAL ASSETS	MXNmn	2,274,859	2,471,209	**2,598,663**
TOTAL DEPOSITS	MXNmn	1,056,417	1,133,500	**1,242,007**
SHAREHOLDERS' EQUITY	MXNmn	249,206	248,428	**252,213**
CAPITAL SUFFICIENCY INDEX – BANORTE	%	20.69	21.78	**20.06**
ASSET QUALITY				
STAGE 3 PORTFOLIO RATE (PREVIOUSLY NON-PERFORMING LOAN INDEX)	%	1.04	0.93	**1.38**
COVERAGE INDEX	%	182.33	183.67	**135.08**
COST OF RISK	%	1.61	1.76	**1.77**
PROFITABILITY				
ROE	%	21.41	22.44	**23**
ROA	%	2.39	2.32	**2.32**
NET INTEREST INCOME	%	6.32	6.26	**6.29**
EFFICIENCY INDEX	%	36.20	36.96	**35.83**
NET INCOME	MXNmn	52,418	56,188	**58,788**

STOCK STRUCTURE	METRIC	2023	2024	2025
OUTSTANDING STOCK AT CLOSE OF YEAR	millions	2,883.46	2,812.20	**2,813.20**
AVERAGE TRADING VOLUME	shares	5,578,964	7,217,590	**6,438,953**
AVERAGE VALUE TRADED	MXNmn	840.22	1,101.08	**1,054.04**
HIGH QUOTE	$	174.47	189.85	**186.57**
LOW QUOTE	$	137.69	132.00	**136.00**
STOCK PRICE AT CLOSE OF YEAR	$	171.10	133.97	**166.94**
BOOK VALUE PER SHARE	$	86.48	88.69	**88.54**
EARNINGS PER BASIC SHARE	$	18.31	19.72	**20.79**
MARKET CAPITALIZATION	MXNmn	493,359	376,745	**469,628**
DIVIDEND PER SHARE	$	13.08	12.64	**16.98**
DIVIDENDS PAID	MXNmn	37,704	36,209	**47,760**
DIVIDEND RETURN	%	7.64	9.4	**10.20**

COMMUNICATION WITH LEAD ANALYSTS AND INVESTORS	METRIC	2023	2024	2025
FIXED INCOME AND EQUITY INVESTORS CONNECTED	number	1,615	1,878	**1,886**
INVESTOR CONFERENCES AND MEETINGS	number	289	313	**253**
SHAREHOLDINGS CONNECTED DURING THE YEAR	%	73	81	**87**

OUTSTANDING SHARES BY REGION	METRIC	2023	2024	2025
NORTH AMERICA	%	34.1	47.7	**53.1**
UNITED KINGDOM AND IRELAND	%	17.6	21.6	**18.0**
EUROPE	%	8.0	12	**9.8**
REST OF WORLD	%	8.7	10.8	**11.2**
MEXICO	%	3.4	8	**7.8**

INSTITUTIONS BY INVESTMENT STYLE	METRIC	2023	2024	2025
GROWTH	%	39.8	37	**37**
VALUE	%	23.7	24	**25**
INDEXED	%	10.9	11	**11**
REASONABLY PRICED GROWTH	%	8.5	9	**9**
ALTERNATIVE	%	7.6	8	**8**
SPECIALTY	%	2.2	2	**2**
OTHERS	%	6.9	9	**8**
PRIVATE EQUITY	%	0.4	0	**0**

Technology and Infrastructure Capital

SERVICE CHANNELS	METRIC	2023	2024	2025
BRANCHES	number	1,164	1,191	**1,216**
TRANSACTIONS	millions	133	131	**129**
ATMS	number	10,372	11,284	**12,168**
TRANSACTIONS	millions	633	749	**808**
CORRESPONDENTS	number	19,782	19,701	**45,260**
TRANSACTIONS	millions	21	19	**19**
ONLINE BANKING - ACTIVE CUSTOMERS	number	6,686,640	7,633,846	**8,373,140**
TRANSACTIONS	millions	741	820	**821**
MOBILE BANKING - CUSTOMERS SERVICED	number	5,742,816	6,613,245	**7,381,486**
TRANSACTIONS	millions	3,275	4,761	**6,080**
PST	number	197,216	2,599,799	**245,894**
TRANSACTIONS	millions	1,489	1,815	**1,821**
BILLING	MXNmn	864,854	1,031,841	**965,523**
CALL CENTER, INTERACTIONS SERVED	millions	49	44	**42**

For details, see "Service channels" in the "Technology and Infrastructure Capital" section

BANORTE BRANCH NETWORK	METRIC	2023	2024	2025
OFFICES	number	1,164	1,191	**1,216**
MUNICIPALITIES COVERED	number	335	339	**344**
	%	13.5	13.7	**14**

For details, see "Service channels" in the "Technology and Infrastructure Capital" section

BANORTE CORRESPONDENT NETWORK	METRIC	2023	2024	2025
OFFICES	number	19,782	19,701	**45,260**
MUNICIPALITIES COVERED	number	1,632	1,696	**1,788**
	%	66.0	68.4	**72**

For details, see "Service channels" in the "Technology and Infrastructure Capital" section

CORRESPONDENTS LOCATED IN MUNICIPALITIES WHERE THERE ARE NO BANORTE BRANCHES	METRIC	2023	2024	2025
OFFICES	number	5,490	5,274	9,427
MUNICIPALITIES COVERED	number	1,306	1,360	1,447
	%	52.8	54.9	58

For details, see "Service channels" in the "Technology and Infrastructure Capital" section

CORRESPONDENTS LOCATED IN MUNICIPALITIES WITH NO BANK BRANCHES AT ALL	METRIC	2023	2024	2025
OFFICES	number	1,949	1,814	2,670
MUNICIPALITIES COVERED	number	833	807	885
	%	33.7	32.6	36

For details, see "Service channels" in the "Technology and Infrastructure Capital" section

VULNERABILITY MANAGEMENT	METRIC	2023	2024	2025
INTRUSION TESTS BY INDEPENDENT CONSULTANT	number	28	16	47
INTERNAL INTRUSION TESTS	number	8	7	34
CODE-LEVEL APP SCANS, BOTH BLACK BOX AND WHITE BOX	number	236	151	282

SUPPLIER RELATIONS	METRIC	2023	2024	2025
TOTAL SUPPLIERS	number	1,756	1,947	1,150
DOMESTIC SUPPLIERS	%	97	97	98

Manufacturing and Intellectual Capital

CHANNEL AVAILABILITY	METRIC	2023	2024	2025
MOBILE BANKING	%	99.82	99.83	**99.84**
INTERNET – INDIVIDUALS	%	99.9	99.94	**99.94**
INTERNET – CORPORATIONS AND GOVERNMENT	%	99.77	99.72	**99.96**
ATMS	%	94.97	96.61	**97.36**
PAYWORKS	%	100	99.99	**99.99**
CALL CENTER	%	99.95	99.96	**99.96**
CORRESPONDENTS	%	99.97	99.99	**99.97**
BRANCHES	%	99.91	99.91	**99.91**

PERCENTAGE OF DIGITAL SALES BY PRODUCT	METRIC	2023	2024	2025
PAYROLL LOANS	%	54	62	**65**
CREDIT CARDS	%	24	17	**21**
INVESTMENT FUNDS	%	78	84	**78**
PROMISSORY NOTES	%	51	63	**44**
PAYROLL ADVANCES	%	84	93	**99**
INSURANCE	%	1	1	**3**
NEW TO BANK	%	31	30	**10**
ADDITIONAL CC*	%	66	73	**"-"**
ENLACE DIGITAL (DEBIT CARD)	%	100	100	**100**
CAR	%	"-"	2	**4**
PORTABILITY	%	"-"	1	**27**

* Beginning in 2025, this percentage is reported on the "Credit card" line

WORK CELLS	METRIC	2023	2024	2025
MACROCELLS	number	36	34	**34**
CELLS	number	92	24	**"-"**
EXECUTION CELLS	number	1,342	239	**1,110**

YOY CHANGE IN NPS POINTS	METRIC	2023	2024	2025
OVERALL BANORTE EXPERIENCE	points	80.4	82	**82**
BRANCHES	points	+6	+5	**+1**
ATMS	points	+5	+6	**+2**
CALL CENTER	points	+8	+3	**+1**
CORRESPONDENTS	points	-1	=	**+3**
INSURANCE	points	+6	+6	**+5**
ONLINE BANKING	points	+1	+0.7	**=**
MAYA (MOBILE BANKING VIRTUAL ASSISTANT)*	points	"-"	+4	**"-"**
MAYA (ONLINE BANKING VIRTUAL ASSISTANT)*	points	"-"	+8	**"-"**
MAYA*	points	"-"	"-"	**+2**
DBB	points	+3	+3	**=**
SDB*	points	-1	+3	**"-"**
BANORTE MÓVIL	points	+1	+2	**+11**

* Starting in 2025, SDB is no longer reported, and Maya is reported as a single channel.

DATA PRIVACY	METRIC	2023	2024	2025
ACCOUNT HOLDERS WHOSE INFORMATION IS NOT USED FOR SECONDARY PURPOSES	number	1,773,139	2,407,495	**817,352**
	%	15	19	**6**
TOTAL NUMBER OF SUBSTANTIATED CLAIMS OF CUSTOMER PRIVACY VIOLATIONS	number	"-"	"-"	**"-"**
TOTAL NUMBER OF CUSTOMER DATA LEAKS, THEFT OR LOSS	number	"-"	"-"	**"-"**
TOTAL AMOUNT OF MONETARY LOSSES RESULTING FROM LAWSUITS RELATING TO CUSTOMER PRIVACY	MXNmn	"-"	"-"	**"-"**

Human Capital

WORKFORCE BY AGE RANGE AND JOB CATEGORY	METRIC	2023	2024	2025
TOTAL	number	32,392	30,908	**31,376**
UNDER 30	number	11,143	10,789	**10,765**
BETWEEN 30 AND 50	number	18,126	16,921	**17,604**
OVER 50	number	3,123	3,198	**3,007**
SENIOR MANAGEMENT	number	798	792	**781**
MIDDLE MANAGEMENT	number	9,093	9,229	**9,124**
OPERATING STAFF	number	22,501	20,887	**21,471**
BABY BOOMERS	number	"-"	290	**212**
GEN X	number	"-"	4,935	**4,395**
GEN Y	number	"-"	14,851	**14,410**
GEN Z	number	"-"	10,832	**12,359**
UNDER 30 IN SENIOR MANAGEMENT	%	"-"	"-"	**0.77**
BETWEEN 30 AND 50 IN SENIOR MANAGEMENT	%	"-"	"-"	**50.58**
OVER 50 IN SENIOR MANAGEMENT	%	"-"	"-"	**48.66**
UNDER 30 IN MIDDLE MANAGEMENT	%	"-"	"-"	**14.20**
BETWEEN 30 AND 50 IN MIDDLE MANAGEMENT	%	"-"	"-"	**71.01**
OVER 50 IN MIDDLE MANAGEMENT	%	"-"	"-"	**14.79**
UNDER 30 IN OPERATING POSITIONS	%	"-"	"-"	**44.07**
BETWEEN 30 AND 50 IN OPERATING POSITIONS	%	"-"	"-"	**49.97**
OVER 50 IN OPERATING POSITIONS	%	"-"	"-"	**5.95**

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BREAKDOWN BY NATIONALITY	METRIC	2023	2024	2025
AMERICAN	number	23	21	**29**
ARGENTINE	number	3	3	**4**
BRAZILIAN	number	1	1	**1**
CANADIAN	number	8	5	**6**
COLOMBIAN	number	17	16	**19**
DANISH	number	1	0	**"-"**
SLOVAK	number	1	1	**1**
SPANISH	number	2	2	**4**
FRENCH	number	1	0	**"-"**
INDIAN	number	"-"	"-"	**1**
ITALIAN	number	"-"	"-"	**1**
MOROCCAN	number	1	1	**1**
MEXICAN	number	28,315	30,844	**31,286**
PERUVIAN	number	1	1	**2**
VENEZUELAN	number	24	18	**21**

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WOMEN IN THE WORK FORCE	METRIC	2023	2024	2025
TOTAL	number	16,592	15,722	**16,060**
	%	51.2	50.9	**51.2**
UNDER 30	number	5,801	5,559	**5,569**
BETWEEN 30 AND 50	number	9,468	8,749	**9,131**
OVER 50	number	1,323	1,414	**1,360**
SENIOR MANAGEMENT	number	200	204	**201**
	%	"-"	"-"	**25.74**
MIDDLE MANAGEMENT	number	4,035	4,066	**4,068**
	%	"-"	"-"	**44.59**
OPERATING STAFF	number	12,357	11,452	**11,791**
	%	"-"	"-"	**54.92**
BABY BOOMERS	number	"-"	81	**50**
GEN X	number	"-"	2,396	**2,129**
GEN Y	number	"-"	7,666	**7,480**
GEN Z	number	"-"	5,579	**6,401**

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TURNOVER FOR WOMEN	METRIC	2023	2024	2025
TOTAL	%	18.9	17.9	**16.1**
SENIOR MANAGEMENT	%	"-"	6.2	**10.0**
MIDDLE MANAGEMENT	%	"-"	11.0	**10.1**
OPERATING STAFF	%	"-"	20.5	**18.3**
BABY BOOMERS	%	"-"	56.9	**58.0**
GEN X	%	"-"	9.9	**17.0**
GEN Y	%	"-"	12.2	**10.1**
GEN Z	%	"-"	29.2	**22.5**

Starting in 2025 information is consolidated for GFNorte, not including Afore XXI Banorte. Information for 2021-2024 includes Banorte, Casa de Bolsa, Operadora de Fondos, Arrendadora y Factoraje, Almacenadora and Bineo.

HIRES OF WOMEN	METRIC	2023	2024	2025
TOTAL	number	"-"	3,007.0	**2,899**
	%	"-"	50.0	**50.0**
SENIOR MANAGEMENT	number	"-"	7.0	**2**
MIDDLE MANAGEMENT	number	"-"	257.0	**231**
OPERATING STAFF	number	"-"	2,743.0	**2,666**
BABY BOOMERS	number	"-"	2.0	**1**
GEN X	number	"-"	135.0	**90**
GEN Y	number	"-"	654.0	**552**
GEN Z	number	"-"	2,216.0	**2,256**

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GENDER REPRESENTATION OF WOMEN	METRIC	2023	2024	2025
TOTAL	%	"-"	50.9	**51.0**
SENIOR MANAGEMENT	%	25.0	26.0	**26.0**
SUBDIRECTORS	%	39.0	38.0	**40.0**
MANAGERS	%	48.0	48.0	**47.0**

Starting in 2025 information is consolidated for GFNorte, not including Afore XXI Banorte. Information for 2021-2024 includes Banorte, Casa de Bolsa, Operadora de Fondos, Arrendadora y Factoraje, Almacenadora and Bineo.

PROMOTIONS OF WOMEN	METRIC	2023	2024	2025
TOTAL PROMOTIONS	number	3,949	3,033	**2,569**
SENIOR MANAGEMENT	number	21	26	**20**
	%	33.0	31.0	**33.0**
SUBDIRECTORS	number	125	172	**181**
	%	40.0	44.0	**45.0**
MANAGERS	number	417	377	**371**
	%	47.0	52.0	**50.0**
OPERATING STAFF	number	"-"	2,458	**1,997**
	%	"-"	53.0	**51.1**

Starting in 2025 information is consolidated for GFNorte, not including Afore XXI Banorte. Information for 2021-2024 includes Banorte, Casa de Bolsa, Operadora de Fondos, Arrendadora y Factoraje, Almacenadora and Bineo.

MATERNITY LEAVE	METRIC	2023	2024	2025
EMPLOYEES WHO TOOK MATERNITY LEAVE DURING THE YEAR	number	462	434	**540**
REINSTATEMENT AFTER MATERNITY LEAVE	number	437	422	**499**
	%	94.6	97.2	**92.4**
RESIGNATIONS FOR GENDER ISSUES, TOTAL DEPARTURES	%	1.1	0.7	**0.9**

Starting in 2025 information is consolidated for GFNorte, not including Afore XXI Banorte. Information for 2021-2024 includes Banorte, Casa de Bolsa, Operadora de Fondos, Arrendadora y Factoraje, Almacenadora and Bineo.

AVERAGE HOURS OF TRAINING FOR WOMEN	METRIC	2023	2024	2025
TOTAL	number	"-"	36	**35**
SENIOR MANAGEMENT	number	32	25	**46**
MIDDLE MANAGEMENT	number	41	32	**37**
OPERATING STAFF	number	37	38	**34**
BABY BOOMERS	number	"-"	38.0	**28**
GEN X	number	"-"	34.0	**33**
GEN Y	number	"-"	36.0	**34**
GEN Z	number	"-"	38.0	**35**

Starting in 2025 information is consolidated for GFNorte, not including Afore XXI Banorte. Information for 2021-2024 includes Banorte, Casa de Bolsa, Operadora de Fondos, Arrendadora y Factoraje, Almacenadora and Bineo.

PERFORMANCE EVALUATIONS OF WOMEN	METRIC	2023	2024	2025
SENIOR MANAGEMENT	%	100.0	100.0	**100.0**
MIDDLE MANAGEMENT	%	100.0	98.4	**98.8**
OPERATING STAFF	%	78.6	79.6	**80.2**

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AVERAGE SALARY FOR WOMEN	METRIC	2023	2024	2025
SENIOR MANAGEMENT	pesos	144,692	151,213	**150,871**
MIDDLE MANAGEMENT	pesos	37,996	40,227	**42,757**
OPERATING STAFF	pesos	15,680	16,721	**17,792**

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MEN IN THE WORKPLACE	METRIC	2023	2024	2025
TOTAL	number	15,800	15,186	**15,316**
	%	48.8	49.1	**48.8**
UNDER 30	number	5,342	5,230	**5,196**
BETWEEN 30 AND 50	number	8,658	8,172	**8,473**
OVER 50	number	1,800	1,784	**1,647**
SENIOR MANAGEMENT	number	598	588	**580**
	%	"-"	"-"	**74.26**
MIDDLE MANAGEMENT	number	5,058	5,163	**5,056**
	%	"-"	"-"	**55.41**
OPERATING STAFF	number	10,144	9,435	**9,680**
	%	"-"	"-"	**45.08**
BABY BOOMERS	number	"-"	209.0	**162**
GEN X	number	"-"	2,539.0	**2,266**
GEN Y	number	"-"	7,185.0	**6,930**
GEN Z	number	"-"	5,253.0	**5,958**

Starting in 2025 information is consolidated for GFNorte, not including Afore XXI Banorte. Information for 2021-2024 includes Banorte, Casa de Bolsa, Operadora de Fondos, Arrendadora y Factoraje, Almacenadora and Bineo.

TURNOVER FOR MEN	METRIC	2023	2024	2025
TOTAL	%	21.6	22.3	**18.5**
SENIOR MANAGEMENT	%	"-"	8.8	**8.1**
MIDDLE MANAGEMENT	%	"-"	13.8	**13.1**
OPERATING STAFF	%	"-"	27.7	**21.9**
BABY BOOMERS	%	"-"	41.6	**29.0**
GEN X	%	"-"	12.7	**17.1**
GEN Y	%	"-"	16.9	**13.0**
GEN Z	%	"-"	34.0	**25.0**

Starting in 2025 information is consolidated for GFNorte, not including Afore XXI Banorte. Information for 2021-2024 includes Banorte, Casa de Bolsa, Operadora de Fondos, Arrendadora y Factoraje, Almacenadora and Bineo.

HIRES OF MEN	METRIC	2023	2024	2025
TOTAL	number	"-"	3,307.0	**2,915**
	%	"-"	50.0	**50.0**
SENIOR MANAGEMENT	number	"-"	29.0	**9**
MIDDLE MANAGEMENT	number	"-"	532.0	**405**
OPERATING STAFF	number	"-"	2,746.0	**2,501**
BABY BOOMERS	number	"-"	3.0	**2**
GEN X	number	"-"	149.0	**109**
GEN Y	number	"-"	858.0	**610**
GEN Z	number	"-"	2,297.0	**2,194**

Starting in 2025 information is consolidated for GFNorte, not including Afore XXI Banorte. Information for 2021-2024 includes Banorte, Casa de Bolsa, Operadora de Fondos, Arrendadora y Factoraje, Almacenadora and Bineo.

GENDER REPRESENTATION OF MEN	METRIC	2023	2024	2025
TOTAL	%	"-"	49.1	**49.0**
SENIOR MANAGEMENT	%	75.0	74.0	**74.0**
SUBDIRECTORS	%	61.0	62.0	**60.0**
MANAGERS	%	52.0	52.0	**53.0**

Starting in 2025 information is consolidated for GFNorte, not including Afore XXI Banorte. Information for 2021-2024 includes Banorte, Casa de Bolsa, Operadora de Fondos, Arrendadora y Factoraje, Almacenadora and Bineo.

PROMOTIONS OF MEN	METRIC	2023	2024	2025
TOTAL PROMOTIONS	number	3,986	2,826	**2,547**
SENIOR MANAGEMENT	number	43	57	**40**
	%	67.0	69.0	**67.0**
SUBDIRECTORS	number	187	228	**218**
	%	60.0	56.0	**55.0**
MANAGERS	number	479	364	**377**
	%	53.0	48.0	**50.0**
OPERATING STAFF	number	"-"	2,177	**1,912**
	%	"-"	47.0	**48.9**

Starting in 2025 information is consolidated for GFNorte, not including Afore XXI Banorte. Information for 2021-2024 includes Banorte, Casa de Bolsa, Operadora de Fondos, Arrendadora y Factoraje, Almacenadora and Bineo.

AVERAGE HOURS OF TRAINING FOR MEN	METRIC	2023	2024	2025
TOTAL	number	"-"	37	**36**
SENIOR MANAGEMENT	number	31	23	**39**
MIDDLE MANAGEMENT	number	41	35	**40**
OPERATING STAFF	number	36	38	**33**
BABY BOOMERS	number	"-"	26.0	**23**
GEN X	number	"-"	33.0	**33**
GEN Y	number	"-"	38.0	**37**
GEN Z	number	"-"	38.0	**36**

Starting in 2025 information is consolidated for GFNorte, not including Afore XXI Banorte. Information for 2021-2024 includes Banorte, Casa de Bolsa, Operadora de Fondos, Arrendadora y Factoraje, Almacenadora and Bineo.

PERFORMANCE EVALUATIONS OF MEN	METRIC	2023	2024	2025
SENIOR MANAGEMENT	%	99.8	99.8	**99.8**
MIDDLE MANAGEMENT	%	99.9	99.3	**99.5**
OPERATING STAFF	%	76.0	77.0	**77.9**

Starting in 2025 information is consolidated for GFNorte, not including Afore XXI Banorte. Information for 2021-2024 includes Banorte, Casa de Bolsa, Operadora de Fondos, Arrendadora y Factoraje, Almacenadora and Bineo.

AVERAGE SALARY FOR MEN	METRIC	2023	2024	2025
SENIOR MANAGEMENT	pesos	189,280	199,438	**170,952**
MIDDLE MANAGEMENT	pesos	41,185	44,562	**46,843**
OPERATING STAFF	pesos	15,537	16,574	**17,844**

Starting in 2025 information is consolidated for GFNorte, not including Afore XXI Banorte. Information for 2021-2024 includes Banorte, Casa de Bolsa, Operadora de Fondos, Arrendadora y Factoraje, Almacenadora and Bineo.

WAGE GAP BY CATEGORY	METRIC	2023	2024	2025
SENIOR MANAGEMENT - AVERAGE MONTHLY SALARY FOR MEN / FOR WOMEN	ratio	1.308	1.32	**1.13**
MIDDLE MANAGEMENT - AVERAGE MONTHLY SALARY FOR MEN / FOR WOMEN	ratio	1.084	1.11	**1.10**
OPERATING STAFF - AVERAGE MONTHLY SALARY FOR MEN / FOR WOMEN	ratio	0.991	0.99	**1.00**

Starting in 2025 information is consolidated for GFNorte, not including Afore XXI Banorte. Information for 2021-2024 includes Banorte, Casa de Bolsa, Operadora de Fondos, Arrendadora y Factoraje, Almacenadora and Bineo.

UNION MEMBERSHIP	METRIC	2023	2024	2025
UNIONIZED EMPLOYEES	number	9,872	9,072	**9,206**
UNIONIZED EMPLOYEES	%	30.5	29.4	**29.3**

Starting in 2025 information is consolidated for GFNorte, not including Afore XXI Banorte. Information for 2021-2024 includes Banorte, Casa de Bolsa, Operadora de Fondos, Arrendadora y Factoraje, Almacenadora and Bineo.

ABSENTEE RATE	METRIC	2023	2024	2025
TOTAL	%	0.8	1.3	**1.7**

Starting in 2025 information is consolidated for GFNorte, not including Afore XXI Banorte. Information for 2021-2024 includes Banorte, Casa de Bolsa, Operadora de Fondos, Arrendadora y Factoraje, Almacenadora and Bineo.

GENDER WAGE GAP	METRIC	2023	2024	2025
SENIOR MANAGEMENT	%	-7.8	-10.1	**-11.5**
SUBDIRECTORS	%	-3.3	-3.2	**-4.0**
MANAGERS	%	-2.2	-4.4	**-4.6**

Starting in 2025 information is consolidated for GFNorte, not including Afore XXI Banorte. Information for 2021-2024 includes Banorte, Casa de Bolsa, Operadora de Fondos, Arrendadora y Factoraje, Almacenadora and Bineo.

RATIO BETWEEN THE STANDARD ENTRY-LEVEL SALARY BY GENDER AND THE LOCAL MINIMUM WAGE	METRIC	2023	2024	2025
RATIO FOR REST OF COUNTRY	ratio	"-"	"-"	**1.91**
RATIO FOR NORTHERN BORDER FREE ZONE	ratio	"-"	"-"	**1.05**

Starting in 2025 information is consolidated for GFNorte, not including Afore XXI Banorte. Information for 2021-2024 includes Banorte, Casa de Bolsa, Operadora de Fondos, Arrendadora y Factoraje, Almacenadora and Bineo.

INVESTMENT IN TRAINING	METRIC	2023	2024	2025
TOTAL	MXNmn	"-"	216	**235**

Starting in 2025 information is consolidated for GFNorte, not including Afore XXI Banorte. Information for 2021-2024 includes Banorte, Casa de Bolsa, Operadora de Fondos, Arrendadora y Factoraje, Almacenadora and Bineo.

Social Capital

PROJECTS TO SUPPORT FINANCIAL INCLUSION	METRIC	2023	2024	2025
APOYOS BANORTE	number of accounts	1,547,216	1,198,908	**1,098,957**
BANORTE FÁCIL	number of accounts	86,539	80,235	**80,205**
ENLACE DIGITAL	number of accounts	232,965	260,047	**257,849**
SUMA MENORES (FIRST-TIME BANK CUSTOMERS: UNDER THE AGE OF 18 AND OVER 65)	number of accounts	109,523	116,575	**159,480**
MUJER BANORTE	number of accounts	296,790	437,453	**600,513**

BANORTE MÓVIL BANKING PRODUCTS	METRIC	2023	2024	2025
RESPALDO BANORTE				
PERSONS SERVED/ACTIVE ACCOUNTS	number	"-"	"-"	**+64,000**
AMOUNT PLACED	MXNmn	"-"	"-"	**115.8**
WOMEN CUSTOMERS	%	"-"	"-"	**45**
PAYROLL ADVANCES				
PERSONS SERVED/ACTIVE ACCOUNTS	number	"-"	"-"	**+666,000**
AMOUNT PLACED	MXNmn	"-"	"-"	**1,740**
WOMEN CUSTOMERS	%	"-"	"-"	**40**
"BANORTE CONMIGO" CREDIT CARD				
PERSONS SERVED/ACTIVE ACCOUNTS	number	"-"	"-"	**+9,400**
AMOUNT PLACED	MXNmn	"-"	"-"	**35.1**
WOMEN CUSTOMERS	%	"-"	"-"	**53**

ACCESS POINTS BY TYPE IN SPARSELY POPULATED OR ECONOMICALLY DISADVANTAGED AREAS	METRIC	2023	2024	2025
MUNICIPALITIES CLASSIFIED WITH A VERY HIGH DEGREE OF MARGINALIZATION WITH PSTS	number	52	32	**20**
PSTS IN MUNICIPALITIES CLASSIFIED WITH A VERY HIGH DEGREE OF MARGINALIZATION	number	211	273	**78**
MUNICIPALITIES CLASSIFIED WITH A VERY HIGH DEGREE OF MARGINALIZATION WITH ATMS	number	17	18	**19**
ATMS IN MUNICIPALITIES CLASSIFIED WITH A VERY HIGH DEGREE OF MARGINALIZATION	number	20	23	**26**
MUNICIPALITIES CLASSIFIED WITH A VERY HIGH DEGREE OF MARGINALIZATION WITH CORRESPONDENT BANKS	number	98	99	**97**
CORRESPONDENT BANKS IN MUNICIPALITIES CLASSIFIED WITH A VERY HIGH DEGREE OF MARGINALIZATION	number	261	239	**268**

SPECIAL ATTENTION TO SENIOR ADULTS	METRIC	2023	2024	2025
RELATIONSHIP BANKING SERVICE	%	“-“	67	**80**

REMITTANCES	METRIC	2023	2024	2025
REMITTANCES DEPOSITED TO BANORTE ACCOUNTS	%	79	86	**91**
REMITTANCES PAID IN CASH TO USERS WITHOUT BANORTE ACCOUNTS	%	21	14	**9**

NUMBER OF PENDING LOANS THAT QUALIFY FOR PROGRAMS DESIGNED TO SUPPORT SMALL BUSINESSES AND COMMUNITY DEVELOPMENT	METRIC	2023	2024	2025
LOANS TO ENTRY-LEVEL OR MEDIUM-INCOME HOUSING DEVELOPERS	number	20	16	**15**
AMOUNT OF LOANS TO ENTRY-LEVEL OR MEDIUM-INCOME HOUSING DEVELOPERS	MXNmn	1,678	1,478	**2,011**
LOANS TO SMALL FARMERS	number	888	1,181	**855**
AMOUNT OF LOANS TO SMALL FARMERS	MXNmn	3,332	3,121	**2,771**

SPECIAL PROGRAMS	METRIC	2023	2024	2025
LOANS FOR PROMOTING ACTIVITIES SUCH AS: INDUSTRY AND STATE PROMOTION, WOMEN'S INCLUSION, MOLDS, DIES AND TOOLING, FOREIGN TRADE, TOURISM AND HOSPITALITY, AUTOMOTIVE, SUPPLY LOANS, ELECTRICAL-ELECTRONIC, YOUTH CREDIT INCLUSION, LEATHER AND FOOTWEAR, SECTORAL PROGRAMS, CONSTRUCTION, AND FOREIGN BANKS.	number	4,710	4,738	**4,865**

MUJER PYME	METRIC	2023	2024	2025
PROPORTION OF PRODUCT TO TOTAL PORTFOLIO	%	“-“	“-“	**4.8**

SME SUPPORT	METRIC	2023	2024	2025
SMES SUPPORTED	number	15,300	16,364	**16,942**
TOTAL SME SUPPORT PORTFOLIO	MXNmn	50,313	58,217	**62,461**
PROPORTION OF TOTAL LOAN BALANCE PLACED IN LARGE COMPANIES	%	6	7	**8**
PROPORTION OF TOTAL LOAN BALANCE PLACED IN MID-SIZED COMPANIES	%	20	20	**20**
PROPORTION OF TOTAL LOAN BALANCE PLACED IN SMALL COMPANIES	%	69	69	**70**
PROPORTION OF TOTAL LOAN BALANCE PLACED IN MICRO-ENTERPRISES	%	5	4	**2**
PROPORTION OF TOTAL LOAN BALANCE PLACED IN THE RETAIL INDUSTRY	%	51	50	**50**
PROPORTION OF TOTAL LOAN BALANCE PLACED IN THE SERVICES INDUSTRY	%	28	30	**32**
PROPORTION OF TOTAL LOAN BALANCE PLACED IN THE INDUSTRIAL INDUSTRY	%	19	18	**15**
PROPORTION OF TOTAL LOAN BALANCE PLACED IN OTHER INDUSTRIES	%	2	2	**2**
IWBA BORROWERS	%	“-“	17	**27**
PROPORTION OF IWBA BORROWERS WHO ARE WOMEN ENTREPRENEURS	%	28	27	**30**
AVERAGE AMOUNT OF LOAN	MXNmn	“-“	2.78	**2.74**
STAGE 3 LOAN INDEX	%	1.08	1.43	**1.69**
LOANS PER CUSTOMER	number	1.30	1.50	**1.47**
LOANS IN SME PORTFOLIO THAT HAVE DEVELOPMENT BANK GUARANTEES	number	23,469	27,422	**31,854**
	%	72	72	**78**
USE OF RESOURCES PROVIDED TO BANKS BY THE DEVELOPMENT BANKS	%	53	65	**30**

NUMBER OF PENDING LOANS THAT QUALIFY FOR PROGRAMS DESIGNED TO SUPPORT SMALL BUSINESSES AND COMMUNITY DEVELOPMENT	METRIC	2023	2024	2025
LOANS TO ENTRY-LEVEL OR MEDIUM-INCOME HOUSING DEVELOPERS	number	0	0	**0**
	MXNmn	0	0	**0**
LOANS TO SMALL FARMERS	number	14	89	**103**
	MXNmn	23	301	**417**

NAFIN ECO-LOANS	METRIC	2023	2024	2025
SPECIAL LOANS TO FINANCE SOLAR PANEL SYSTEMS	number	2	2	**1**
	MXNmn	6.7	3.9	**2**

MICROSUPPORT	METRIC	2023	2024	2025
TIR AND REPECO PROGRAM LOANS, ACTIVITY DURING THE YEAR	number	7	0	**0**
	MXNmn	1.8	0	**0**
TIR AND REPECO PROGRAM LOANS, PORTFOLIO AT CLOSE OF YEAR	number	39	0	**8**
	MXNmn	8.5	0	**2**

ATTENDANCE IN FINANCIAL LITERARY PROGRAMS	METRIC	2023	2024	2025
TOTAL	number	"-"	"-"	**15,739**
NATIONAL FINANCIAL LITERACY WEEK (NFLW)	number	1,638	2,767	**6,743**
FINANCIAL LITERACY WORKSHOPS (CUSTOMERS)	number	"-"	3,898	**4,734**
FAMILY FINANCE WORKSHOPS (FUNDACIÓN BANORTE)	number	"-"	441	**410**
FINANCIAL LITERACY (EMPLOYEES)	number	"-"	4,202	**3,852**

NUMBER OF PARTICIPANTS IN FINANCIAL LITERACY INITIATIVES FOR UNBANKED, UNDERBANKED, OR UNDERSERVED CUSTOMERS	METRIC	2023	2024	2025
UNDERBANKED BENEFICIARIES	number	842	441	**135**
UNBANKED BENEFICIARIES	number	1,638	1,044	**6,825**
UNDERSERVED BENEFICIARIES	number	"-"	"-"	**37**

CASES OF VIOLATIONS OF INDIGENOUS PEOPLES' RIGHTS	METRIC	2023	2024	2025
CASES OF VIOLATIONS OF INDIGENOUS PEOPLES' RIGHTS	number	0	0	**0**

OPERATIONS WITH SIGNIFICANT POTENTIAL OR ACTUAL NEGATIVE IMPACTS ON LOCAL COMMUNITIES	METRIC	2023	2024	2025
CASES OF OPERATIONS WITH SIGNIFICANT POTENTIAL OR ACTUAL NEGATIVE IMPACTS ON LOCAL COMMUNITIES	number	0	0	**0**

NEGATIVE SOCIAL IMPACTS IN THE SUPPLY CHAIN AND ACTIONS TAKEN	METRIC	2023	2024	2025
CASES WITH NEGATIVE SOCIAL IMPACTS IN THE SUPPLY CHAIN AND ACTIONS TAKEN	number	0	0	**0**

Environmental Capital

GFNORTE ENERGY CONSUMPTION	METRIC	2023	2024	2025
ALMACENADORA				
UTILITY VEHICLES (GASOLINE)	GJ	2,311.6	2,041.7	**1,967.33**
UTILITY VEHICLES (DIESEL)	GJ	"-"	293.8	**533.14**
FORKLIFTS (LP GAS)	GJ	818.5	1,134.0	**798.05**
HEATING (NATURAL GAS)	GJ	15.4	24.8	**19.22**
BACKUP GENERATORS (DIESEL)	GJ	7.8	6.8	**7.63**
ELECTRICITY (NON-RENEWABLES)	GJ	851.4	946.0	**1,066.23**
ARRENDADORA Y FACTOR				
UTILITY VEHICLES (GASOLINE)	GJ	517.2	"-"	**"-"**
BANORTE				
UTILITY VEHICLES (GASOLINE)	GJ	17,826.3	17,989.5	**18,199.88**
UTILITY VEHICLES (DIESEL)	GJ	123.8	25.1	**5.25**
BACKUP GENERATORS (GASOLINE)	GJ	95.5	35.3	**4.94**
BACKUP GENERATORS (DIESEL)	GJ	2,838.4	1,730.3	**2,220.07**
ELECTRICITY	GJ	472,113.1	466,240.0	**459,147.77**
NON-RENEWABLES	GJ	472,113.1	407,642.5	**404,814.77**
RENEWABLES	GJ	"-"	58,597.6	**53,332.97**
KITCHENS (LP GAS)	GJ	"-"	"-"	"-"
SEGUROS Y PENSIONES				
UTILITY VEHICLES (GASOLINE)	GJ	20,111.6	19,956.2	**29,497.96**
UTILITY VEHICLES (DIESEL)	GJ	"-"	"-"	**35.79**
BACKUP GENERATORS (DIESEL)	GJ	51.4	"-"	**"-"**
ELECTRICITY (NON-RENEWABLES)	GJ	5,677.8	6,640.9	**7,082.03**
GFNORTE				
TOTAL ENERGY CONSUMPTION	**GJ**	**523,359.8**	**517,064.5**	**520,585.28**

The methodological information and calculations can be viewed in the footnotes to the "Environmental capital" section.

ENERGY CONSUMPTION, AFORE XXI BANORTE	METRIC	2023	2024	2025
UTILITY VEHICLES (GASOLINE)	GJ	2,822.8	2,701.5	2,404.7
UTILITY VEHICLES (DIESEL)	GJ	7.3	0.8	"-"
ELECTRICITY (NON-RENEWABLES)	GJ	9,156.1	9,266.1	8,967.8
HEATING (NATURAL GAS)	GJ	"-"	"-"	"-"
TOTAL ENERGY CONSUMPTION	GJ	11,986.2	11,968.4	11,372.5

The methodological information and calculations can be viewed in the footnotes to the "Environmental capital" section.

ENERGY INTENSITY, GFNORTE	METRIC	2023	2024	2025
GJ PER EMPLOYEE	Ratio	17.40	16.70	16.59
GJ PER NET INCOME	Ratio	10.00	9.20	8.86

The methodological information and calculations can be viewed in the footnotes to the "Environmental capital" section.

ENERGY INTENSITY, AFORE XXI BANORTE	METRIC	2023	2024	2025
GJ PER EMPLOYEE	Ratio	4.20	4.90	4.37

The methodological information and calculations can be viewed in the footnotes to the "Environmental capital" section.

GFNORTE SCOPE 1 AND 2 GHG EMISSIONS	METRIC	2023	2024	2025
ALMACENADORA (WAREHOUSING)				
SCOPE 1	tCO_2e	221.4	245.1	**235.60**
SCOPE 2 (MARKET-BASED)	tCO_2e	102.9	115.1	**131.50**
SCOPE 2 (LOCATION-BASED)	tCO_2e	102.9	115.1	**131.50**
SCOPE 1 + SCOPE 2 (MARKET-BASED)	tCO_2e	324.3	360.1	**367.10**
SCOPE 1 + SCOPE 2 (LOCATION-BASED)	tCO_2e	324.3	360.1	**367.10**
ARRENDADORA Y FACTOR (LEASING AND FACTORING)				
SCOPE 1	tCO_2e	37.3	"-"	**"-"**
SCOPE 2 (MARKET-BASED)	tCO_2e	"-"	"-"	**"-"**
SCOPE 2 (LOCATION-BASED)	tCO_2e	"-"	"-"	**"-"**
SCOPE 1 + SCOPE 2 (MARKET-BASED)	tCO_2e	37.3	"-"	**"-"**
SCOPE 1 + SCOPE 2 (LOCATION-BASED)	tCO_2e	"-"	"-"	**"-"**
BANORTE				
SCOPE 1	tCO_2e	4,112.3	4,040.9	**4,596.03**
SCOPE 2 (MARKET-BASED)	tCO_2e	57,440.4	49,596.5	**49,927.16**
SCOPE 2 (LOCATION-BASED)	tCO_2e	57,440.4	56,725.8	**56,628.22**
SCOPE 1 + SCOPE 2 (MARKET-BASED)	tCO_2e	58,953.4	51,027.0	**54,523.19**
SCOPE 1 + SCOPE 2 (LOCATION-BASED)	tCO_2e	58,953.4	58,156.4	**61,224.25**
INSURANCE AND PENSIONS				
SCOPE 1	tCO_2e	1,454.3	1,439.2	**2,130.09**
SCOPE 2 (MARKET-BASED)	tCO_2e	690.8	808.0	**873.45**
SCOPE 2 (LOCATION-BASED)	tCO_2e	690.8	808.0	**873.45**
SCOPE 1 + SCOPE 2 (MARKET-BASED)	tCO_2e	2,145.1	2,247.2	**3,003.54**
SCOPE 1 + SCOPE 2 (LOCATION-BASED)	tCO_2e	2,145.1	2,247.2	**3,003.54**
GFNORTE				
SCOPE 1	tCO_2e	**5,825.3**	**5,725.2**	**6,961.71**
SCOPE 2 (MARKET-BASED)	tCO_2e	**58,234.1**	**50,519.6**	**50,932.11**
SCOPE 2 (LOCATION-BASED)	tCO_2e	**58,234.1**	**57,649.0**	**57,633.17**
SCOPE 1 + SCOPE 2 (MARKET-BASED)	tCO_2e	**64,059.4**	**56,244.8**	**57,893.82**
SCOPE 1 + SCOPE 2 (LOCATION-BASED)	tCO_2e	**64,059.4**	**63,374.2**	**64,594.88**

Starting in 2025, following the recommendations of the RENE and based on the GHG Protocol guidelines, emissions from the consumption of refrigerant gases were incorporated into scope 1, having been previously reported under scope 3, category 1 (purchased goods and services). In order to ensure the comparability of data between different periods, in 2023 and 2024 we incorporated the energy consumption of refrigerant gases into scope 1, which implied a modification in the consolidated total of GFNorte.

The methodological information and calculations can be viewed in the footnotes to the "Environmental capital" section.

AFORE XXI BANORTE SCOPE 1 AND 2 GHG EMISSIONS	METRIC	2023	2024	2025
SCOPE 1	tCO_2e	203.5	194.9	**230.9**
SCOPE 2	tCO_2e	1,106.4	1,127.4	**1,106.0**
SCOPE 1 + SCOPE 2	tCO_2e	1,309.8	1,322.3	**1,336.9**

The methodological information and calculations can be viewed in the footnotes to the "Environmental capital" section.

GFNORTE EMISSION INTENSITY	METRIC	2023	2024	2025
tCO_2e PER EMPLOYEE	Ratio	1.93	1.74	**1.85**
tCO_2e PER NET INCOME	Ratio	1.19	0.95	**0.98**

The methodological information and calculations can be viewed in the footnotes to the "Environmental capital" section.

AFORE XXI BANORTE EMISSION INTENSITY	METRIC	2023	2024	2025
tCO_2e PER EMPLOYEE	Ratio	0.46	0.54	**0.49**

The methodological information and calculations can be viewed in the footnotes to the "Environmental capital" section.

GFNORTE SCOPE 3 GHG EMISSIONS	METRIC	2023	2024	2025
CATEGORY 1 GHG PROTOCOL: PURCHASED GOODS AND SERVICES (ADVERTISING PRINT MATERIAL, CONSULTANCY, REFRIGERANT GAS SUPPLIERS)	tCO_2e	11,657.3	7,120.1	**6,012.0**
COVERAGE	%	95	95	**100**
CATEGORY 2 GHG PROTOCOL: CAPITAL GOODS (PURCHASE OF OFFICE EQUIPMENT)	tCO_2e	18,013.0	20,056.9	**25,067.6**
EMPLOYEE COVERAGE CATEGORY 2 GHG PROTOCOL: CAPITAL GOODS (PURCHASE OF OFFICE EQUIPMENT)	%	88	95	**92**
CATEGORY 3 GHG PROTOCOL: FUEL- AND ENERGY-RELATED ACTIVITIES (NOT INCLUDED IN SCOPE 1 AND 2) (ELECTRICITY TRANSMISSION AND DISTRIBUTION (T&D), AND FUEL WELL TO TANK (WTT))	tCO_2e	10,245.8	10,123.0	**"-"**
COVERAGE	%	100	100	**100**
CATEGORY 4 GHG PROTOCOL: UPSTREAM TRANSPORTATION AND DISTRIBUTION (CORRESPONDENCE, INTERNAL MAIL, AND OTHER INTERNAL SHIPMENTS)	tCO_2e	2,461.9	2,209.9	**3,148.9**
COVERAGE	%	88	95	**92**
CATEGORY 5 GHG PROTOCOL: WASTE GENERATED IN OPERATIONS (WASTE SENT FOR RECYCLING AND TO MUNICIPAL LANDFILLS)	tCO_2e	282.7	248.3	**16.4**
COVERAGE	%	36	39	**56**
CATEGORY 6 GHG PROTOCOL: BUSINESS TRAVEL (FLIGHTS RELATED TO WORK MATTERS)	tCO_2e	1,225.4	1,054.0	**1,888.4**
COVERAGE	%	100	100	**100**
CATEGORY 9 GHG PROTOCOL: DOWNSTREAM TRANSPORTATION AND DISTRIBUTION (INTERNATIONAL SHIPMENTS, DELIVERY OF CREDIT CARDS, AND STATEMENT MAILINGS)	tCO_2e	502.0	924.0	**1,994.7**
COVERAGE	%	88	95	**92**

Starting in 2025, following the recommendations of the RENE and based on the GHG Protocol guidelines, emissions from the consumption of refrigerant gases were incorporated into scope 1, having been previously reported under scope 3, category 1 (purchased goods and services).
The methodological information and calculations can be viewed in the footnotes to the "Environmental capital" section.

AFORE XXI BANORTE SCOPE 3 GHG EMISSIONS	METRIC	2023	2024	2025
CATEGORY 1 GHG PROTOCOL: PURCHASED GOODS AND SERVICES (ADVERTISING PRINT MATERIAL, CONSULTANCY, REFRIGERANT GAS SUPPLIERS)	tCO_2e	50.5	"-"	"-"
CATEGORY 2 GHG PROTOCOL: CAPITAL GOODS (PURCHASE OF OFFICE EQUIPMENT)	tCO_2e	229.4	229.4	"-"
CATEGORY 3 GHG PROTOCOL: FUEL- AND ENERGY-RELATED ACTIVITIES (NOT INCLUDED IN SCOPE 1 AND 2) (ELECTRICITY TRANSMISSION AND DISTRIBUTION (T&D), AND FUEL WELL TO TANK (WTT))	tCO_2e	73.0	66.0	**57.5**

Starting in 2025, following the recommendations of the RENE and based on the GHG Protocol guidelines, emissions from the consumption of refrigerant gases were incorporated into scope 1, having been previously reported under scope 3, category 1 (purchased goods and services).
The methodological information and calculations can be viewed in the footnotes to the "Environmental capital" section.

GFNORTE SCOPE 3 EMISSIONS, CATEGORY 15 (INVESTMENTS)	METRIC	2022	2023	2024
BANORTE				
MORTGAGE	tCO_2e	209,132	197,118	214,435.17
COVERAGE	%	100	100	100
DATA QUALITY	point score	4.0	4.0	4.0
COMMERCIAL REAL ESTATE	tCO_2e	724,549	298,213	299,453.41
COVERAGE	%	69	77	86
DATA QUALITY	point score	4.1	3.7	3.8
INVESTMENT PROJECTS	tCO_2e	825,194	888,578	983,222.64
COVERAGE	%	91	100	100
DATA QUALITY	point score	4.2	4.3	4.5
CORPORATE LOANS	tCO_2e	8,732,899	9,471,080	6,824,098.91
COVERAGE	%	92	100	100
DATA QUALITY	point score	4.1	4.0	3.3
ARRENDADORA Y FACTOR BANORTE				
CORPORATE LOANS	tCO_2e	402,658	707,907	893,882.55
COVERAGE	%	100	100	100
DATA QUALITY	point score	4.8	2.8	3.5
OPERADORA DE FONDOS BANORTE				
STOCKS	tCO_2e	81,013	239,034	197,251.60
COVERAGE	%	93	98	98
DATA QUALITY	point score	2.0	2.0	1.3
CORPORATE BONDS	tCO_2e	18,815	42,558	44,269.79
COVERAGE	%	67	95	86
DATA QUALITY	point score	1.5	1.6	1.5
SOVEREIGN BONDS	tCO_2e	1,450,290	1,623,932	1,547,154.29
COVERAGE	%	100	100	100
DATA QUALITY	point score	2.0	2.0	2.0
GFNORTE				
ON-BALANCE ASSETS	**tCO_2e**	**10,894,432**	**11,562,895**	**9,277,553**
COVERAGE	**%**	**27**	**27**	**35**
OFF-BALANCE ASSETS	**tCO_2e**	**1,550,118**	**1,905,524**	**1,788,676**
COVERAGE	**%**	**61**	**69**	**62**

The methodological information and calculations can be viewed in the footnotes to the "Environmental capital" section.

AFORE XXI BANORTE SCOPE 3 EMISSIONS, CATEGORY 15 (INVESTMENTS)	METRIC	2022	2023	2024
STOCKS	tCO_2e	309,956	451,939	368,375
COVERAGE	%	100	100	100.0
REITS	tCO_2e	40,249	15,322	14,349
COVERAGE	%	77	71	88.0
CORPORATE BONDS	tCO_2e	626,891	453,629	403,691
COVERAGE	%	62	62	72.0
SOVEREIGN BONDS	tCO_2e	9,036,920	5,384,844	455,324
COVERAGE	%	100	100	100.0

The methodological information and calculations can be viewed in the footnotes to the "Environmental capital" section.

WASTE MANAGEMENT	METRIC	2023	2024	2025
RECYCLABLE WASTE	metric tons	1,138.0	124.0	**1,131.0**
SOLID URBAN WASTE	metric tons	475.0	469.0	**550.0**
IBW	metric tons	"-"	0.1	**0.1**
TOTAL	metric tons	1613.0	593.1	**1,681.1**
RECYCLED WASTE	%	83.0	21.0	**67.0**
COVERAGE	%	36.0	39.0	**61.8**

The methodological information and calculations can be viewed in the footnotes to the "Environmental capital" section.

WATER	METRIC	2023	2024	2025
TOTAL WATER CONSUMPTION	m^3	116,718.9	121,100.5	**133,166.7**
m^3 WATER PER EMPLOYEE	Ratio	9.9	11.2	**12.0**
COVERAGE	%	36	35	**35**

The methodological information and calculations can be viewed in the footnotes to the "Environmental capital" section.

Annex II ESG Management

STAKEHOLDER ENGAGEMENT

GRI 2-29

We work to maintain active and open communication with stakeholders through various specific channels designed to learn about their priorities, meet their needs and address their concerns.

This strategic approach helps us more effectively pursue our goals and build stronger relations with each of these groups.

Frequency of interaction with stakeholders

Regular | Constant | Annual

INVESTORS

Value proposition

We apply best practices in financial and ESG transparency and communication. We build trust and attract investment through strong management of our business growth.

Communication channel

- Quarterly Reports
- Investor Website
- *Norte Económico* Podcast
- Annual Report
- Shareholders' meeting
- Website
- Newsletters
- Talks
- E-mail

CUSTOMERS

Value proposition

We offer high-quality products and services that meet every customer's needs through effective, ethical, and responsible advice. We ensure better communication through technological and digital solutions. We also encourage the adoption of sustainable practices.

Communication channel

- Branch network
- Banorte móvil
- Specialized User Service Unit
- Media advertising
- Website
- Social media
- *Norte Económico* podcast
- Satisfaction surveys

EMPLOYEES

Value proposition

We foster a culture grounded in our principles and values, ensuring equal opportunities for all. We create development and growth opportunities by building highly competitive profiles. We care for our employees' overall wellness, health, and safety.

Communication channel

- Institutional website
- Banorte News
- Collaborative tools: Microsoft Teams
- EthicsPoint whistleblower hotline
- Human capital development
- *Rumbo* (Corporate WhatsApp)
- Viva Engage
- E-mail
- Banorte support line
- AsisMed app
- Union magazine
- Organizational climate survey

Regular Constant Annual

GOVERNMENT AGENCIES

Value proposition

We maintain a culture of regulatory compliance with applicable laws, always safeguarding the rights of our customers and stakeholders.

Communication channel

- Website
- Participation in forums
- E-mail
- Contact numbers
- Committees
- Online meetings
- Face-to-face meetings

INDUSTRY AND TRADE ACTIVITIES

Value proposition

We actively promote an ESG management agenda with priority attention to strategic banking industry issues.

Communication channel

- Contact numbers
- Website
- Social media
- Online meetings and visits
- Meetings and site visits
- E-mail

COMMUNITY

Value proposition

We continually work for the social development of our communities through inclusion and financial literacy efforts. We also promote investment initiatives benefiting the community through donations, volunteer efforts, and other programs.

Communication channel

- Contact numbers
- Website
- Social media
- Community visits
- Meetings and site visits
- Corporate volunteering
- E-mail

MEDIA

Value proposition

We share clear and timely information on business performance, promoting transparency in our relations with the media.

Communication channel

- E-mail
- Public tenders
- Online meetings and visits
- Meetings and site visits
- Contact numbers

SUPPLIERS

Value proposition

We build solid relationships, based on mutual benefit through commitment and compliance with quality criteria.

Communication channel

- Online meetings and visits
- Meetings and site visits
- E-mail
- Contact numbers
- Public tenders

CIVIL SOCIETY ORGANIZATIONS

Value proposition

We strengthen our partnerships with CSOs to create social investment and other environmental opportunities related to our line of business.

Communication channel

- Website
- Social media
- E-mail
- Contact numbers

ASSOCIATIONS AND COMMITMENTS

GRI 2-28

GFNorte works together with national and international organizations that motivate us to make more conscious decisions. This commitment includes involvement in strategic initiatives, membership in associations, and adoption of leading frameworks, metrics and standards of our industry and in the sustainability sphere.

MXN47.8mn
in contributions to associations

MXN5.7mn
in contributions to initiatives



Other allies

GRI 2-28

Amafore · AMIB · AMIS · CONDUSEF · Consejo Mexicano de Finanzas Sostenibles · UN-Convened, Industry-led Net-Zero Banking Alliance · Principios para el Empoderamiento de las Mujeres

Banorte remains committed to its decarbonization goal and will continue to set targets and report on progress using the Guide to Setting Climate Goals for Banks and supporting materials developed by the Net-Zero Banking Alliance. Banorte was a member that organization until it ceased operations on October 3, 2025, following a vote to transition from a membership-based alliance to establishing its guidance as a framework.

MATERIALITY ANALYSIS

The double materiality exercise that guided our actions in 2025 was first devised in 2022, using the methodology proposed by EFRAG and following the GRI standard on the identification and prioritization of material issues. This exercise has governed our sustainability strategy for the past three years, including the period covered by this report.



Methodology

GRI 3-1

The methodology consisted of the following stages:

1

Identification of stakeholder groups for GFNorte

Eight stakeholder groups were identified: Shareholders and investors, employees, suppliers and partners, customers, regulatory agencies, industry associations, society, and media.

2

Identification of material issues and impacts

In this phase, previously reported material issues were analyzed, a benchmarking exercise was conducted, and based on this, the list of material issues was obtained.

3

Communication with stakeholders through surveys

Interviews were conducted with GFNorte's senior management and Board of Directors, as well as surveys among a defined universe of other identified stakeholder groups.

4

Evaluation of financial materiality

A qualitative analysis was conducted, enriched with quantitative proxies provided by the Operational Risk department.

5

Construction of the double materiality matrix

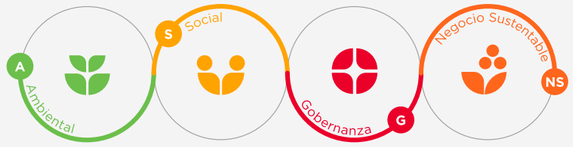
The Y-axis was formed with impact materiality, and the X-axis with financial materiality.

The results of this exercise were presented to the Sustainability Committee for validation.

MATERIAL TOPICS

GRI 3-2

As a result of this analysis, these were the five most relevant material topics identified:



- S 1 CUSTOMER RELATIONS
- A 2 DECARBONIZATION
- G 3 CORPORATE GOVERNANCE
- S 4 DIVERSITY, EQUITY, AND INCLUSION
- G 5 TECHNOLOGY AND INNOVATION

DOUBLE MATERIALITY | FINANCIAL MATERIALITY | IMPACT MATERIALITY



Ranking of material topics

1	CUSTOMER RELATIONS	S
2	DECARBONIZATION	A
3	CORPORATE GOVERNANCE	G
4	DIVERSITY, EQUITY AND INCLUSION	S
5	TECHNOLOGY AND INNOVATION	G
6	CLIMATE RESILIENCE	A
7	CYBERSECURITY AND INFORMATION SECURITY	G
8	ESG RISK MANAGEMENT	NS
9	FINANCIAL LITERACY AND HEALTH	NS
10	RISK MANAGEMENT	G
11	OCCUPATIONAL HEALTH AND SAFETY	S
12	HUMAN RIGHTS	S
13	CORPORATE ETHICS	G
14	PRODUCTS AND SERVICES FOR FINANCIAL INCLUSION	NS
15	SUSTAINABLE FINANCING AND PRODUCTS	NS
16	TALENT RECRUITMENT AND RETENTION	S
17	RESPONSIBLE INVESTMENT	NS
18	COMMUNITY ENGAGEMENT	S
19	ECOSYSTEMS	A
20	RESOURCE STEWARDSHIP	A
21	POLLUTION	A
22	BIODIVERSITY	A

Annex III Report on ESG commitments

PROGRESS TOWARD THE PRINCIPLES OF THE GLOBAL COMPACT

Since 2011, as signing members of the UN Global Compact we have pledged to adhere to its ten principles, incorporating them into both our strategies and our operations.

The following is a brief account of our progress on each of these principles to promote sustainable development, addressing issues such as human rights, labor standards, the environment, and anti-corruption.

Principle 1

Support and respect the protection of internationally proclaimed human rights, within their sphere of influence.

Commitment

- Policy on Human Rights
- Social Policy
- Code of Conduct
- Anti-corruption policy
- Socioenvironmental Risk Policy
- Annual Report on Equator Principles
- Blacklist

Performance

- Corporate ethics
- Risk management
- Commitment to sustainable finance

Principle 2

Make sure the business is not complicit in human rights abuses.

Commitment

- Policy on Human Rights
- Social Policy
- Supplier questionnaire
- Anticorruption Policy
- Code of Conduct
- Blacklist

Performance

- Corporate ethics
- Manufacturing and intellectual capital: Supplier relations
- Commitment to sustainable finance

Principle 3

Uphold the freedom of association and the effective recognition of the right to collective bargaining.

Commitment

- Union
- Internal HR Policies
- Code of Conduct
- Internal labor regulations
- Policy on Human Rights

Performance

- Corporate ethics
- Human capital

Principle 4

Support the elimination of all forms of forced and compulsory labor.

Commitment

- Policy on Human Rights
- Social Policy
- Code of Conduct

Performance

- Corporate ethics
- Human rights due diligence

Principle

5

Support the effective abolition of child labor.

Commitment

- Policy on Human Rights
- Social Policy
- Code of Conduct
- Internal HR Policies

Performance

- Corporate ethics
- Commitment to sustainable finance

Principle

6

Support the elimination of discrimination in respect of employment and occupation.

Commitment

- Policy on Human Rights
- Social Policy
- Code of Conduct
- Internal HR Policies

Performance

- Corporate ethics
- Human capital
- Commitment to sustainable finance

Principle

7

Support a precautionary approach to environmental challenges.

Commitment

- Environmental policy
- Policy on Natural Capital

Performance

- Risk management
- Commitment to sustainable finance
- Environmental capital

Principle

8

Undertake initiatives to promote greater environmental responsibility.

Commitment

- Environmental policy
- Policy on Natural Capital

Performance

- Risk management
- Commitment to sustainable finance
- Environmental capital

Principle

9

Encourage the development and diffusion of environmentally friendly technologies.

Commitment

- Environmental policy

Performance

- Environmental capital

Principle

10

Work against corruption in all its forms, including extortion and bribery.

Commitment

- Anti-corruption Policy

Performance

- Corporate ethics

Annex IV GRI Content index and SASB Parameters

GRI CONTENT INDEX

GRI STANDARD	CONTENT	LOCATION	OMISSION	ASSURANCE
GRI 1 USED:	GRI 1: Foundations 2021			
APPLICABLE GRI INDUSTRY STANDARDS:	Financial industry			
GRI 2 USED:	GRI 1: General disclosures 2021			
THE ORGANIZATION AND ITS REPORTING PRACTICES	GRI 2-1 Organizational details	9		
	GRI 2-2 Entities included in the organization's sustainability reporting	9, 223		
	GRI 2-3 Reporting period, frequency and contact point.	223, 278		
	GRI 2-4 Restatements of information	223		
	GRI 2-5 External assurance	223		
ACTIVITIES AND EMPLOYEES	GRI 2-6 Activities, value chain and other business relationships	10, 137		
	GRI 2-7 Employees	154		
	GRI 2-8 Workers who are not employees	N/A		
GOVERNANCE	GRI 2-9 Governance structure and composition	92, 97		
	GRI 2-10 Nomination and selection of the highest governance body	93, 96		
	GRI 2-11 Chair of the highest governance body	92		
	GRI 2-12 Role of the highest governance body in overseeing the management of impacts	18, 104		
	GRI 2-13 Delegation of responsibility for managing impacts	18, 104		
	GRI 2-14 Role of the highest governance body in sustainability reporting	223		
	GRI 2-15 Conflicts of interest	95 See mechanisms for prevention and management of conflicts of interest in the Code of Conduct: **https://investors.banorte.com/es/governance/policies-and-documents** Additionally, in accordance with Articles 64, 64 Bis and 64 Bis 1 and the General Rules for Financial Groups and their financial entities, financial institutions must avoid conflicts of interest between them and their respective business units. The Audit and Corporate Practices Committees of the financial institutions, where appropriate, shall implement a system to prevent conflicts of interest and shall ensure at all times functions in a manner consistent with the strategies and goals of these financial institutions, taking preventive and corrective measures to remedy any deficiency detected within a reasonable time, addressing the characteristics of such measures. GFNorte limits itself to reporting on conflicts of interest; these are addressed internally.		

GRI STANDARD	CONTENT	LOCATION	OMISSION	ASSURANCE
GOVERNANCE	GRI 2-16 Communication of critical concerns	109 Critical concerns are communicated in Shareholders' meetings. For more details, Visit: **https://investors.banorte.com/es/governance/shareholders-meetings**		
	GRI 2-17 Collective knowledge of the highest governance body	94		
	GRI 2-18 Evaluation of the performance of the highest governance body	93		
	GRI 2-19 Remuneration policies	91, 101, 179		
	GRI 2-20 Process to determine remuneration	101, 179		
	GRI 2-21 Annual total compensation ratio	The ratio of management salaries to the average salary of the rest of the employees is 7.6 times the base salary. The methodology is to first group the different levels of management and obtain their average compensation, then group the different levels of the rest of the employees and obtain their average compensation. Average compensation of the management group is then divided by the compensation of the rest of the employees to obtain the indicator.		
STRATEGY, POLICIES AND PRACTICES	GRI 2-22 Statement on sustainable development strategy	4, 7		
	GRI 2-23 Policy commitments	107, 117, 119, 203 See our policies: **https://investors.banorte.com/es/sustainability/resources/policies-and-procedures**		
	GRI 2-24 Embedding policy commitments	107, 108 See the Internal Control Goals and Guidelines at: **https://investors.banorte.com/~/media/Files/B/Banorte-IR/documents/policies-and-documents/es/2020/Sistema%2de%20Control%20Interno_NF_241120.pdf**		
	GRI 2-25 Processes to remediate negative impacts	109		
	GRI 2-26 Mechanisms for seeking advice and raising concerns	109		
	GRI 2-27 Compliance with laws and regulations	No significant instances of non-compliance with the applicable laws and regulations were reported. For a monetary loss to be considered significant, its value must be equal to or greater than MXN100mn, an amount that represents approximately 0.2% of the NET INCOME reported in the consolidated statements of income of Grupo Financiero Banorte for fiscal year 2024.		
	GRI 2-28 Membership associations	185, 193, 261		
STAKEHOLDER ENGAGEMENT	GRI 2-29 Approach to stakeholder engagement	259		
	GRI 2-30 Collective bargaining agreements	156		
GRI 3 USED:	Material topics 2021			
	GRI 3-1 Process to determine material topics	262		
	GRI 3-2 List of material topics	263		x
	GRI 3-3 Management of Material topics	127, 139, 157, 203, 207		

GRI STANDARD	CONTENT	LOCATION	OMISSION	ASSURANCE
GRI 201: ECONOMIC PERFORMANCE 2016	201-1 Direct economic value generated and distributed	122		
	201-2 Financial implications and other risks and opportunities due to climate change	27, 32		
	201-3 Defined benefit plan obligations and other retirement plans	179		
	201-4 Financial assistance received from government	Banorte has not received any government assistance in terms of tax deductions and credits, subsidies, royalty exemptions, or any other form of tax assistance.		
GRI 202: MARKET PRESENCE 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Ratio for the Northern Border Free Zone: 1.05 Ratio for the rest of the country: 1.91		x
	202-2 Proportion of senior management hired from the local community	154		
GRI 203: INDIRECT ECONOMIC IMPACTS 2016	203-1 Infrastructure investments and services supported	129, 130, 186, 199		
	203-2 Significant indirect economic impacts	186, 199		
GRI 204: PROCUREMENT PRACTICES 2016	204-1 Proportion of spending in local suppliers	137		
GRI 205: ANTICORRUPTION 2016	205-1 Operations assessed for risks related to corruption	115		
	205-2 Communication and training about anti-corruption policies and procedures	115		
	205-3 Confirmed incidents of corruption and actions taken	109		
GRI 207: TAXES 2019	207-1 Approach to tax	119		
	207-2 Tax governance, control, and risk management	119		
	207-3 Stakeholder engagement and management of concerns related to tax	119		
	207-4 Country-by-country reporting		Not applicable	
GRI 302: ENERGY 2016	302-1 Energy consumption within the organization	204		x
	302-2 Energy consumption outside of the organization		Not available	
	302-3 Energy intensity	204		x
	302-4 Reduction of energy consumption	206 During the reporting period, the organization did not report any decrease in energy consumption.		x
	302-5 Reductions in energy requirements of products and services	206		
GRI 305: EMISSIONS 2016	305-1 Direct (Scope 1) GHG emissions	207		x
	305-2 Energy indirect (Scope 2) GHG emissions	207		x
	305-3 Other indirect (Scope 3) GHG emissions	209		Category 15 only
	305-4 GHG emissions intensity	207		x

GRI STANDARD	CONTENT	LOCATION	OMISSION	ASSURANCE
GRI 305: EMISSIONS 2016	305-5 Reduction of GHG emissions	212		
	305-6 Emissions of ozone-depleting substances (ODS)		Not applicable	
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions		Not applicable	
GRI 306: WASTE 2020	306-1 Waste generation and significant waste-related impacts	216		
	306-2 Management of significant waste-related impacts	216		
	306-3 Waste generated	216		
	306-4 Waste diverted from disposal	216		
	306-5 Waste directed to disposal	216		
GRI 401: EMPLOYMENT 2016	401-1 New employee hires and employee turnover	156, 162		
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	174		
	401-3 Parental leave	157, 159		
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018	403-1 Occupational health and safety management system	174		
	403-2 Hazard identification, risk assessment, and incident investigation	174		
	403-3 Occupational health services	174		
	403-4 Worker participation, consultation, and communication on occupational health and safety	174		
	403-5 Worker training on occupational health and safety	174		
	403-6 Promotion of worker health	174		
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	174		
	403-8 Workers covered by an occupational health and safety management system	174		
	403-9 Work-related injuries	174		
	403-10 Work-related ill health	174		
GRI 404: TRAINING AND EDUCATION 2016	404-1 Average hours of training per year per employee	168		
	404-2 Programs for upgrading employee skills and transition assistance programs	168		
	404-3 Percentage of employees receiving regular performance and career development reviews	179		
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016	405-1 Diversity of governance bodies and employees	96, 154		x
	405-2 Ratio of basic salary and remuneration of women to men	158, 179		x

GRI STANDARD	CONTENT	LOCATION	OMISSION	ASSURANCE
GRI 406: NONDISCRIMINATION 2016	406-1 Incidents of discrimination and corrective actions taken	109		
GRI 411: RIGHTS OF INDIGENOUS PEOPLES 2016	411-1 Incidents of violations involving rights of indigenous peoples	In 2025, there were no such claims reported.		
GRI 413: LOCAL COMMUNITIES 2016	413-1 Operations with local community engagement, impact assessments, and development programs	199		
	413-2 Operations with significant actual and potential negative impacts on local communities	In 2025, there were no such claims reported.		
GRI 416: CUSTOMER HEALTH AND SAFETY 2016	416-1 Assessment of the health and safety impacts of product and service categories	132		
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	132		
GRI 417: MARKETING AND LABELING 2016	417-1 Requirements for product and service information and labeling	117		
	417-2 Incidents of non-compliance concerning product and service information and labeling	117		
	417-3 Incidents of non-compliance concerning marketing communications	There were no significant cases of non-compliance related to marketing communications during 2025. For a monetary loss to be considered significant, its value must be equal to or greater than MXN100mn, an amount that represents approximately 0.2% of the NET INCOME reported in the consolidated statements of income of Grupo Financiero Banorte for fiscal year 2024.		x
GRI 418: CUSTOMER PRIVACY 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	151		x
PRODUCT AND SERVICE PORTFOLIO	FS1 Policies with specific environmental and social components applied to business lines	See our policies: https://investors.banorte.com/es/sustainability/resources/policies-and-procedures		
	FS2 Procedures for assessing and screening environmental and social risks in business lines	32		
	FS3 Processes for monitoring clients' implementation of and compliance with environmental and social requirements included in agreements or transactions	32		
	FS4 Process(es) for improving staff competency to implement the environmental and social policies and procedures as applied to business lines	32		
	FS5 Interactions with clients/ investees/business partners regarding environmental and social risks and opportunities	32, 79		
	FS6 Percentage of the portfolio for business lines by specific region, size (e.g. micro/sme/large) and by sector	189		
	FS7 Monetary value of products and services designed to deliver a specific social benefit for each business line broken down by purpose	64		
	FS8 Monetary value of products and services designed to deliver a specific environmental benefit for each business line broken down by purpose	59, 64		x
AUDIT	FS9 Coverage and frequency of audits to assess implementation of environmental and social policies and risk assessment procedures	32		

GRI STANDARD	CONTENT	LOCATION	OMISSION	ASSURANCE
ACTIVE ENGAGEMENT	FS10 Percentage and number of companies held in the institution's portfolio with which the reporting organization has interacted on environmental or social issues	Percentage of companies interacted with on environmental or social issues (Bank): 17.90% Number of companies in the portfolio interacted with on environmental or social issues (Bank): 285 Total companies in the portfolio (Bank): 1,592 Percentage of companies interacted with on environmental or social issues (Operadora): 11.84% Number of companies in the portfolio interacted with on environmental or social issues (Operadora): 9 Total companies in the portfolio (Operadora): 76		x
	FS11 Percentage of assets subject to positive and negative environmental or social screening	43, 83 - Assets subject to positive or negative social or environmental screening: MXN2.03 billion, solely from the sustainable investment fund "NTEESG". - Total assets: MXN462.45 billion - Percentage of assets subject to positive or negative social or environmental screening: 0.44%		x
LOCAL COMMUNITIES	FS13 Access points in low-populated or economically disadvantaged areas by type	128, 186		
	FS14 Initiatives to improve access to financial services for disadvantaged people	184		
PRODUCT AND SERVICE LABELING	FS 15 Policies for the fair design and sale of financial products and services	117		
FINANCIAL LITERACY	FS 16 Initiatives to enhance financial literacy by type of beneficiary	194		x

SASB PARAMETERS INDEX

SASB STANDARD: COMMERCIAL BANKING 2018					
SASB INDICATOR	CODE	DESCRIPTION OF THE INDICATOR	OMISSIONS AND/OR MODIFICATIONS	PAGE	ASSURANCE
		ACCOUNTING METRIC			
DATA SECURITY	FN-CB-230a.1	Number of data breaches		151	
	FN-CB-230a.2	Description of approach to identifying and addressing data security risks		132, 151	
FINANCIAL INCLUSION & CAPACITY BUILDING	FN-CB-240a.1	Number and amount of loans outstanding qualified to programs designed to promote small business and community development		189	
	FN-CB-240a.2	Number and amount of past due and nonaccrual loans qualified to programs designed to promote small business and community development		189	
	FN-CB-240a.3	Number of no-cost retail checking accounts provided to previously unbanked or underbanked customers		184	
	FN-CB-240a.4	Number of participants in financial literacy initiatives for unbanked, underbanked, or underserved customers		194	x
INCORPORATION OF ENVIRONMENTAL, SOCIAL AND GOVERNANCE FACTORS IN CREDIT ANALYSIS	FN-CB-410a.1	Commercial and industrial credit exposure by industry		123	
	FN-CB-410a.2	Description of approach to incorporation of environmental, social and governance (ESG) factors in investment management processes and strategies		32	
BUSINESS ETHICS	FN-CB-510a.1	Total amount of monetary losses as a result of legal proceedings associated with fraud, insider trading, anti-trust, anti-competitive behavior, market manipulation, malpractice, or other related financial industry laws or regulations		No relevant monetary losses reported in 2025. For a monetary loss to be considered significant, its value must be equal to or greater than MXN100mn, an amount that represents approximately 0.2% of the NET INCOME reported in the consolidated statements of income of Grupo Financiero Banorte for fiscal year 2024.	
	FN-CB-510a.2	Description of whistleblower policies and procedures		109	
SYSTEMIC RISK MANAGEMENT	FN-CB-550a.1	Global Systemically Important Bank (G-SIB) score, by category		GFNorte is not considered a global systemically important bank.	
	FN-CB-550a.2	Description of approach to incorporation of results of mandatory and voluntary stress tests into capital adequacy planning, long-term corporate strategy, and other business activities		16, 22	

SASB STANDARD: CONSUMER FINANCE 2018

SASB INDICATOR	CODE	DESCRIPTION OF THE INDICATOR	OMISSIONS AND/OR MODIFICATIONS	PAGE	ASSURANCE
		ACCOUNTING METRIC			
CUSTOMER PRIVACY	FN-CF-220a.1	Number of account holders whose information is used for secondary purposes		152	
	FN-CF-220a.2	Total amount of monetary losses as a result of legal proceedings associated with customer privacy		Zero monetary losses as a result of legal proceedings associated with customer privacy. For a monetary loss to be considered significant, its value must be equal to or greater than MXN100mn, an amount that represents approximately 0.2% of the NET INCOME reported in the consolidated statements of income of Grupo Financiero Banorte for fiscal year 2024.	x
DATA SECURITY	FN-CF-230a.1	Number of data breaches		151	
	FN-CF-230a.2	Card-related fraud losses from card-not-present transactions		132	
		Card-related fraud losses from card-present and other fraud		132	
	FN-CF-230a.3	Description of approach to identifying and addressing data security risks		132, 151	
SELLING PRACTICES	FN-CF-270a.1	Percentage of total remuneration for covered employees that is variable and linked to the amount of products and services sold		179	
	FN-CF-270a.2	Approval rate for (1) credit and (2) pre-paid products for applicants with FICO scores above and below 660	Not applicable		
	FN-CF-270a.3	(1) Average fees from add-on products, (2) average APR, (3) average age of accounts, (4) average number of trade lines, and (5) average annual fees for pre-paid products, for customers with FICO scores above and below 660	Not applicable		
	FN-CF-270a.4	(1) Number of complaints filed; (2) percentage requiring monetary or non-monetary relief		15,526 complaints to CONDUSEF 2,937 complaints with monetary implications 23.45% of complaints with monetary implications 354 complaints without monetary implications 2.83% of complaints without monetary implications 2,604 complaints involving a lawsuit 20.79% of complaints involved a lawsuit 257 complaints under investigation 2.05% complaints under investigation	x
	FN-CF-270a.5	Total amount of monetary losses as a result of legal proceedings associated with selling and servicing of products	Not available		

SASB STANDARD: INVESTMENT BANKING & BROKERAGE 2018

SASB INDICATOR	CODE	DESCRIPTION OF THE INDICATOR	OMISSIONS AND/OR MODIFICATIONS	PAGE	ASSURANCE
		ACCOUNTING METRIC			
EMPLOYEE DIVERSITY AND INCLUSION	FN-IB-330a.1	1.1 Percentage of gender and racial/ethnic group representation for executive management		96	
		1.2 Percentage of gender and racial/ethnic group representation for non-executive management		154, 157	
		1.3 Percentage of gender and racial/ethnic group representation for professionals		154, 157	
		1.4 Percentage of gender and racial/ethnic group representation for all other employees		154, 157	
INCORPORATION OF ENVIRONMENTAL, SOCIAL, AND GOVERNANCE FACTORS IN INVESTMENT BANKING & BROKERAGE ACTIVITIES	FN-IB-410a.2	(1) Number and (2) total value of investments and loans incorporating integration of environmental, social, and governance (ESG) factors, by industry		32	
	FN-IB-410a.3	Description of approach to incorporation of environmental, social, and governance (ESG) factors in investment banking and brokerage activities, by industry		32	
BUSINESS ETHICS	FN-IB-510a.1	Total amount of monetary losses as a result of legal proceedings associated with fraud, insider trading, anti-trust, anti-competitive behavior, market manipulation, malpractice, or other related financial industry laws or regulations		No significant monetary losses are reported during 2025. For a monetary loss to be considered significant, its value must be equal to or greater than MXN100mn, an amount that represents approximately 0.2% of the NET INCOME reported in the consolidated statements of income of Grupo Financiero Banorte for fiscal year 2024.	
	FN-IB-510a.2	Description of whistleblower policies and procedures		109	
PROFESSIONAL INTEGRITY	FN-IB-510b.1	(1) Number and (2) percentage of covered employees with a record of investment-related investigations, consumer-initiated complaints, private civil litigations, or other regulatory proceedings	Not available		
	FN-IB-510b.2	Number of mediation and arbitration cases associated with professional integrity, including duty of care, by party	Not available		
	FN-IB-510b.3	Total amount of monetary losses as a result of legal proceedings associated with professional integrity, including duty of care		116	
	FN-IB-510b.4	Description of approach to ensuring professional integrity, including duty of care		107, 114	
SYSTEMIC RISK MANAGEMENT	FN-IB-550a.1	Global Systemically Important Bank (G-SIB) score, by category	Not applicable		
	FN-IB-550a.2	Description of approach to incorporation of results of mandatory and voluntary stress tests into capital adequacy planning, long-term corporate strategy, and other business activities		16	
EMPLOYEE INCENTIVES AND RISK TAKING	FN-IB-550b.1	Percentage of total remuneration that is variable for Material Risk Takers (MRTs)	Not available		
	FN-IB-550b.2	Percentage of variable remuneration of Material Risk Takers (MRTs) to which malus or clawback provisions were applied	Not available		
	FN-IB-550b.3	Discussion of policies around supervision, control, and validation of traders' pricing of Level 3 assets and liabilities	Not available		

SASB STANDARD: ASSET MANAGEMENT & CUSTODY 2018

SASB INDICATOR	CODE	DESCRIPTION OF THE INDICATOR	OMISSIONS AND/OR MODIFICATIONS	PAGE	ASSURANCE
		ACCOUNTING METRIC			
TRANSPARENT INFORMATION & FAIR ADVICE FOR CUSTOMERS	FN-AC-270a.1	(1) Number and (2) percentage of covered employees with a record of investment-related investigations, consumer-initiated complaints, private civil litigations, or other regulatory proceedings	Not applicable		
	FN-AC-270a.2	Total amount of monetary losses as a result of legal proceedings associated with marketing and communication of financial product- related information to new and returning customers	Not applicable		
	FN-AC-270a.3	Description of approach to informing customers about products and services		79, 117	
EMPLOYEE DIVERSITY & INCLUSION	FN-AC-330a.1	1.1 Percentage of gender and racial/ethnic group representation for executive management		96	
		1.2 Percentage of gender and racial/ethnic group representation for non-executive management		83, 154	
		1.3 Percentage of gender and racial/ethnic group representationfor professionals		83, 154	
		1.4 Percentage of gender and racial/ethnic group representation for all other employees		83, 154	
INCORPORATION OF ENVIRONMENTAL, SOCIAL, AND GOVERNANCE FACTORS IN INVESTMENT MANAGEMENT & ADVISORY	FN-AC-410a.1	Amount of assets under management, by asset class, that employ (1) integration of environmental, social, and governance (ESG) issues, (2) sustainability themed investing, and (3) screening		76	
	FN-AC-410a.2	Description of approach to incorporation of environmental, social, and governance (ESG) factors in investment and/or wealth management processes and strategies		76	
	FN-AC-410a.3	Description of proxy voting and investee engagement policies and procedures		80	
BUSINESS ETHICS	FN-AC-510a.1	Total amount of monetary losses as a result of legal proceedings associated with fraud, insider trading, anti-trust, anti-competitive behavior, market manipulation, malpractice, or other related financial industry laws or regulations		No significant monetary losses are reported in 2025. For a monetary loss to be considered significant, its value must be equal to or greater than MXN100mn, an amount that represents approximately 0.2% of the NET INCOME reported in the consolidated statements of income of Grupo Financiero Banorte for fiscal year 2024.	
	FN-AC-510a.2	Description of whistleblower policies and procedures		71, 109	

SASB STANDARD: INSURANCE 2025

SASB INDICATOR	CODE	DESCRIPTION OF THE INDICATOR	OMISSIONS AND/OR MODIFICATIONS	PAGE	ASSURANCE
		ACCOUNTING METRIC			
TRANSPARENT INFORMATION & FAIR ADVICE FOR CUSTOMERS	FN-IN-270a.4	Description of approach to informing customers about products		85	
INCORPORATION OF ENVIRONMENTAL, SOCIAL, AND GOVERNANCE FACTORS IN INVESTMENT MANAGEMENT & ADVISORY	FN-IN-410a.2	Description of approach to incorporation of environmental, social and governance (ESG) factors in investment management processes and strategies		86	
POLICIES DESIGNED TO INCENTIVIZE RESPONSIBLE BEHAVIOR	FN-IN-410b.1	Net premiums written related to energy efficiency and low carbon technology		87	
	FN-IN-410b.2	Discussion of products or product features that incentivize health, safety or environmentally responsible actions or behaviors		87	
FINANCED EMISSIONS	FN-IN-410c.1	Absolute gross financed emissions, disaggregated by (1) scope 1, (2) scope 2 and (3) scope 3		87	
PHYSICAL RISK EXPOSURE	FN-IN-450a.3	Description of approach to incorporation of environmental risks into (1) the underwriting process for individual contracts and (2) the management of entity-level risks and capital adequacy		86	

Glossary

°C	Degrees Celsius
ABM	Mexican Bankers' Association (in Spanish)
ACPC	Audit And Corporate Practices Committee
ADR	American Depositary Receipt
AI	Artificial Intelligence
AMIB	Mexican Securities Industry Association (in Spanish)
ANPLR	Adjusted Non Performing Loan Ratio
API	Application Programming Interface
ATM	Automatic Teller Machine
AUM	Assets Under Management
BANCOMEXT	Mexico's Export Import Bank (in Spanish)
BANXICO	Mexico's Central Bank (in Spanish)
BCP	Business Continuity Plan
BIA	Business Impact Analysis
BIOFIN	United Nations Biodiversity Finance Initiative
BMV	Mexican Stock Exchange (in Spanish)
BP	Basis Points
BRRI	Banorte Reputational Risk Index
BSMC	Balance Sheet Management Committee
CAA	Capital Adequacy Assessment
CAA	Capital Adequacy Assessment
CC	Credit Card
CD	Compact Disk
CDMX	CDMX
CDP	Carbon Disclosure Project
CEMEFI	Mexican Center For Philanthropy (in Spanish)
CETRAM	Modal Transfer Center (in Spanish)
CH_4	Methane
CICEANA	North America Environmental Information And Communication Center (in Spanish)

CISO	Chief Information Security Officer
CLV	Customer Lifetime Value
CNBV	National Banking And Securities Commission (in Spanish)
CNSF	National Insurance And Bonding Commission (in Spanish)
CO_2	Carbon Dioxide
CO_2E	Carbon Dioxide Equivalent
CONDUSEF	National Commission For The Protection And Defense Of Financial Service Users (in Spanish)
CONUEE	National Energy Efficiency Council (in Spanish)
CRE	Energy Regulation Commission (in Spanish)
CRM	Customer Relationship Management
CRMU	Comprehensive Risk Management Unit
CSA	Corporate Sustainability Assessment
CSO	Civil Society Organization
CTIR	Cyber Threat And Incident Response
CURP	Unified Population Registry Code (in Spanish)
CV	Curriculum Vitae (Résumé)
CVA	Credit Value Adjustment
DBB	Digital Business Banking
DC	Debit Card
DEFRA	Department For Environment, Food And Rural Affairs
DEI	Diversity, Equality And Inclusion
DVD	Digital Versatile Disk
EDGE	Excellence In Design For Greater Efficiency
EDR	Endpoint Detection And Response
EFRAG	European Financial Reporting Advisory Group
ENR	Evaluation Of Natural Risks
EPA	Environmental Protection Agency
EPS	Employee Profit Sharing

ES	Expected Shortfall
ESG	Environmental, Social And Governance
ESR	Socially Responsible Enterprise (in Spanish)
ETF	Exchange Traded Funds
EVD	Economic Value Distributed
EVE	Economic Value Of Equity
EVG	Economic Value Generated
FATF	Financial Action Task Force
FCR	First Contact Resolution
FIRS	Financial Instruments To Redeem Or Sell
FRTB	Fundamental Review Of The Trading Book
FVA	Funding Value Adjustment
GBP	Green Bond Principles
GDP	Gross Domestic Product
GENAI	Generative Artificial Intelligence
GFNORTE	Grupo Financiero Banorte
GJ	Gigajoules
GRC	Governance, Risk And Compliance
GRI	Global Reporting Initiative
HTM	Held To Maturity
IBW	Infectious Bio Hazardous Waste
ICAP	Net Capital Adequacy Ratio (in Spanish)
ICMA	International Capital Market Association
IEA	NZE 2050 International Energy Agency – Net Zero Scenario 2050
IESBA	International Ethics Standards Board For Accountants
IFC	International Finance Corporation
IFRS	International Financial Reporting Standards
IIRC	International Integrated Reporting Council
IMSS	Mexican Social Security Institute (in Spanish)

INDEVAL	Mexico's Central Securities Depository (in Spanish)
IOC	Indicator Of Compromise
IPC	Main Index Of The Mexican Stock Exchange
IPH	Interest And Principal Hedges
IRRBB	Interest Rate Risk In The Banking Book
IRT	Incident Response Team
ISIC	International Standard Industrial Classification
ISMS	Information Security Management System
ISSD	Instrumentos financieros para cobrar o vender
IT	Income Tax
IT	Information Technology
ITESM	Tecnológico De Monterrey (in Spanish)
ITO	International Terrorist Organizations
KG	Kilograms
KPI	Key Performance Indicator
KRI	Key Risk Indicator
KWH	Kilowatt Hours
LCR	Liquidity Coverage Rate
LDR	Loan To Deposit Ratio
LEAP	Locate, Evaluate, Assess, Prepare
LGSM	General Commercial Corporations Law (in Spanish)
LMV	Mexican Securities Market Act (in Spanish)
LRAF	Mexican Law To Regulate Financial Groups (in Spanish)
M^2	Square Meters
M^3	Cubic Meters
MILA	Integrated Latin American Market
ML	Maximum Liability
MMEI	Major Medical Expense Insurance
MMS	Model Management System

MPOS	Mobile Point Of Sale
MSMES	Micro, Small And Mid Sized Enterprises
MWH	Megawatt Hours
MXNMN	Millions Of Mexican Pesos
N_2O	Nitrous Oxide
NAFIN	Mexico's National Development Bank (in Spanish)
NAICS	North American Industry Classification System
NDC	Non Disclosure Campaign
NFC	Near Field Communication
NFLW	National Financial Literacy Week
NHC NOAA	National Hurricane Center – National Oceanic And Atmospheric Administration
NIM	Net Interest Margin
NPLR	Non Performing Loan Rate
NPS	Net Promoter Score
NRA	Nature Related Risk Assessment
NSFR	Net Stable Funding Rate
NYCE	Normalización Y Certificación NYCE, S.C.
NZBA	Net Zero Banking Alliance
OECD	Organization For Economic Cooperation And Development
OFAC	Office Of Foreign Assets Control
PCAF	Partnership For Carbon Accounting Financials
PCI SSC	Payment Card Industry Security Standards Council
PET	Polyethylene Terephthalate
PML	Probable Maximum Loss
PPP	Purchasing Power Parity
PRB	Principles For Responsible Banking
PRI	Principles For Responsible Investment
PST	Point Of Sale Terminal
R&R	Response And Recovery

RAG	Retrieval Augmented Generation
RE100	Global Renewable Energy Initiative
RFR	Risk Free Rate
RNV	National Securities Registry (in Spanish)
ROE	Return On Equity
ROI	Return On Investment
RPC	Risk Policies Committee
S&P/BMV IPC	Price And Quotations Index Of The Mexican Stock Exchange
S3R	Stage 3 Rate
SA CCR	Standardized Approach For Counterparty Credit Risk
SASB	Sustainability Accounting Standards Board
SAYBG	Ministry Of Anti-Corruption And Good Government (in Spanish)
SBP	Social Bond Principles
SBTI	Science Based Targets Initiative
SBTN	Science Based Target Network
SDA	Sectoral Decarbonization Approach
SDG	Sustainable Development Goals
SEMARNAT	Ministry Of Environment And Natural Resources (in Spanish)
SEMS	Social And Environmental Management System
SERA	Socio Environmental Risk Area
SIEFORE	Specialized Retirement Investment Fund
SIM	Subscriber Identity Model
SIMM	Standard Initial Margin Model
SLA	Service Level Agreement
SME	Small And Mid-Sized Enterprise
SMG	State And Municipal Governments
SMS	Short Messaging Service
SPEI	Interbank Wire Transfer System (in Spanish)
SPID	Interbank Wire Transfer System For US Dollars (in Spanish)

SPO	Second Party Opinion
STEM	Science, Technology, Engineering And Mathematics
STPS	Ministry Of Labor And Social Planning (in Spanish)
TCO_2E	Metric Tons Of Carbon Dioxide Equivalent
TCFD	Task Force On Climate Related Financial Disclosures
TLAC	Total Loss Absorbing Capacity
TNFD	Taskforce On Nature Related Financial Disclosures
UANL	Autonomous University Of Nuevo León (in Spanish)
UBC	Unified Banking Circular
UBFC	Unified Brokerage Firm Circular
UIBC	Unified Insurance And Bonding Circular
UMFC	Unified Mutual Fund Circular
UDEM	University Of Monterrey (in Spanish)
UN	United Nations
UNAM	National Autonomous University Of Mexico (in Spanish)
UNDP	United Nations Development Programme
UNEP FI	United Nations Environmental Programme Finance Initiative
UNHCR	United Nations High Commissioner For Refugees
USDMN	Millions Of US Dollars
USMCA	US Mexico Canada Agreement
VAR	Value At Risk
VDFI	Value Delivery Fulfillment Index
VDFR	Value Delivery Fulfillment Rate
VDI	Virtual Desktop Infrastructure
VMP	Vulnerability Management Program
WACI	Weighted Average Carbon Intensity
WPM	Wholesale Power Market
XVA	X Value Adjustment

Independent Practitioner's Limited Assurance Report

Grupo Financiero Banorte, S.A.B. de C.V.

Limited assurance report for selected sustainability information included in the Annual Report for the year ended December 31, 2025

Independent Practitioner's Limited Assurance Report for selected sustainability information of Grupo Financiero Banorte, S.A.B. de C.V.

Information subject to the assurance engagement

We have been engaged by the Management of Grupo Financiero Banorte, S.A.B. de C.V. ("Banorte" or the "Entity") to perform a limited assurance engagement on selected sustainability information included in the 2025 Annual Report for the year ended December 31, 2025.

Our work was performed by an independent and multidisciplinary team including assurance practitioners and sustainability specialists.

Our limited assurance engagement was performed solely in respect of the selected sustainability information included in Appendix A. Our assurance report does not extend to information from previous periods or other information included in the 2025 Annual Report, including other information related to such report that may contain images, audio, or videos.

Criteria used for the preparation of the information subject to the assurance engagement ("Criteria")

The selected sustainability information, included in Appendix A, has been prepared and presented in accordance with the guidelines of the Global Reporting Initiative ("GRI") and Sustainability Accounting Standards Board ("SASB").

Scope 3 emissions correspond to the coverage and financed emissions in tCO_2e presented for the fiscal year ended December 31, 2024, and are limited to the requirements of the Net-Zero Banking Alliance ("NZBA") and the Science Based Targets Initiative ("SBTi"). Additionally, the technical guidance established for calculating the emission criteria for this scope is used, in accordance with the publication by the Partnership for Carbon Accounting Financials ("PCAF") for Scope 3, Category 15: Investments.

Banorte's responsibility in relation to the selected sustainability information

The Management of Banorte is responsible for the preparation of the selected sustainability information in accordance with GRI and SASB. This responsibility includes the design, implementation, and execution of internal controls over the relevant information for the preparation of the selected sustainability information that is free from material misstatement, whether due to fraud or error.

Inherent limitations to the assurance engagement

The selected sustainability information is subject to inherent uncertainty due to the use of non-financial information which is subject to greater inherent limitations than financial information, given the nature of the methods used to determine, calculate, sample, or estimate such information. In preparing the selected information, the Entity makes qualitative interpretations about the relevance, materiality, and accuracy of the information that are subject to assumptions and judgments.

Due to the nature of Scope 3 and the guidance from the Partnership for Carbon Accounting Financials ("PCAF"), the emissions depend on estimates, assumptions, and third-party data that may change. Consequently, the reported amounts are subject to measurement uncertainty and could differ if alternative methodologies or data were applied.

Our independence and quality control

We have complied with the independence and ethical requirements of the Code of Ethics for Public Accountants issued by the International Ethics Standard Board for Accountants ("IESBA"), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality, and professional behavior.

The Firm applies the International Standard on Quality Management 1 ("ISQM 1") and maintains a system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

Our responsibility

Our responsibility is to express a limited assurance conclusion on selected sustainability information for the year ended December 31, 2025, based on the procedures we have performed and the evidence we have obtained. We conducted our limited assurance engagement in accordance with International Standard on Assurance Engagements 3000 (Revised), assurance engagements other than audits or reviews of historical financial information ("ISAE 3000") issued by the International Auditing and Assurance Standards Board ("IAASB"). This standard requires that we plan and perform this engagement to obtain limited assurance about whether the selected sustainability information is free from material misstatement.

A limited assurance engagement undertaken in accordance with ISAE 3000 implies assessing the suitability in the circumstances of Banorte's use of GRI and SASB as the basis for the preparation of the selected sustainability information, assessing the risks of material misstatement of the selected sustainability information whether due to fraud or error, responding to the assessed risks as necessary in the circumstances, and evaluating the overall presentation of the selected sustainability information. A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both the risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks.

The procedures we performed were based on our professional judgment and included inquiries, observation of processes performed, inspection of documents, analytical procedures, evaluation of the appropriateness of quantification methods, and agreeing or reconciling with underlying records.

Given the circumstances of the engagement, in performing the procedures listed above, we:

- Performed inquiries, through which we obtained an understanding of Banorte's internal policies related to the selected sustainability information.
- Performed inquiries, through which we obtained an understanding of Banorte's control environment and information systems relevant to the preparation of selected sustainability information; nevertheless, we did not evaluate the design of particular control activities, obtain evidence about their implementation, or test operating effectiveness.
- Evaluated whether Banorte's methods for developing estimates are appropriate and had been consistently applied in the preparation of the selected sustainability information.

- Performed substantive tests on the information referred to in this report and corroborated that the data has been adequately measured, recorded, compiled, and reported through the following procedures:
  - Inspection;
  - Observation;
  - Recalculations;
  - Confirmations.
- Comparison of the contents presented by the Management with what is established in the section of Criteria of this report.

The procedures performed in a limited assurance engagement vary in nature and opportunity, and are less in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had we performed a reasonable assurance engagement. Accordingly, we do not express a reasonable assurance opinion about whether Banorte's selected sustainability information has been prepared, in all material respects, in accordance with the guidelines provided by GRI and SASB.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusion.

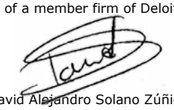
Limited assurance conclusion

Based on the procedures performed and the evidence obtained, nothing has come to our attention that causes us to believe that the selected sustainability information for the year ended December 31, 2025, has not been prepared in all material aspects, in accordance with the Criteria section of this report.

Restriction on the use and distribution

Our report is intended solely for Management of Grupo Financiero Banorte, S.A.B. de C.V., in accordance with the terms of our engagement letter and should not be used for any other purpose, or distributed to any other party.

Galaz, Yamazaki, Ruiz Urquiza, S.C.
Affiliated of a member firm of Deloitte Touche Tohmatsu Limited



C.P.C. David Alejandro Solano Zúñiga
Mexico City, Mexico
February 25, 2026

Appendix A

The following include the GRI and SASB metrics subject to limited assurance defined by the Management of Banorte for the period ended December 31, 2025.

GRI Indicators	Metric
3-2 List of material topics	- Qualitative review of the list of material topics
202-1 Ratios of standard entry level wage by gender compared to local minimum wage	- **1.05** Northern Border Free Zone - **1.91** Rest of the Country
302-1 Energy consumption within the organization	- Total energy consumption within the organization: **520,585.28** GJ - Total fuel consumption within the organization from non-renewable sources: **53,289.24** GJ - Total electricity consumption within the organization: **467,296.03** GJ
302-3 Energy intensity	- Energy intensity of **16.59** GJ per employee - Energy intensity of **8.86** GJ per net result attributable to the controlling interest (in millions of pesos)
302-4 Reduction of energy consumption	- During the reporting period, the organization did not record a reduction in energy consumption
305-1 Direct (Scope 1) GHG emissions	- Total emissions of **6,961.71** tCO2e
305-2 Energy indirect (Scope 2) GHG emissions	- Gross value of indirect GHG emissions associated with energy (Scope 2) based on **location** of **57,633.18** tCO2e - Gross value of indirect GHG emissions associated with energy (Scope 2) based on **market** of **50,932.11** tCO2e
305-3 Other indirect (Scope 3) GHG emissions (Category 15)	Financed emissions by portfolio: - Fund operator: **1,788,676.00** tCO2e - Mortgage: **214,435.17** tCO2e - Commercial Real Estate (CRE): **299,453.41** tCO2e - Other industries: **6,167,044.14** tCO2e detailed as follows: Other industries Leasing and Factoring: **893,882.55** tCO2e Other industries Bank: **5,273,161.59** tCO2e - Total financed emissions Grupo Banorte**: 8,469,608.72** tCO2e
305-4 GHG emissions intensity *Obtained from the sum of Scope 1 emissions and Scope 2 emissions determined under the **market-based** approach	- GHG emissions intensity of **1.85** tCO2e per employee - GHG emissions intensity of **0.98** tCO2e per net result attributable to the controlling interest (in millions of pesos)

GRI Indicators	Metric
405-1 Diversity of governance bodies and employees	- **78.57%** of men within the organization's governing bodies - **21.43%** of women within the organization's governing bodies - **74.26%** of men in senior management positions - **55.41%** of men in middle management positions - **45.08%** of men in operating positions - **25.74%** of women in senior management positions - **44.59%** of women in middle management positions - **54.92%** of women in operating positions - **0.77%** under 30 years in senior management positions - **50.58%** between 30 and 50 years old in senior management positions - **48.66%** over 50 years in senior management positions - **14.20%** under 30 years in middle management positions - **71.01%** between 30 and 50 years old in middle management positions - **14.79%** over 50 years in middle management positions - **44.07%** under 30 years in operating positions - **49.97%** between 30 and 50 years old in operating positions - **5.95%** over 50 years in operating positions
405-2 Ratio of basic salary and remuneration of women to men *The remuneration ratio is not included *Senior management is excluded	- Ratio of the basic salary and remuneration of women to men in senior management positions of **1.13** - Ratio of the basic salary and remuneration of women to men in middle management positions of **1.10** - Ratio of the basic salary and remuneration of women to men in operating positions of **1.00**
417-3 Incidents of non-compliance concerning marketing communications *For a monetary loss to be considered significant, its value must be equal to or greater than MXN100 mn, an amount that corresponds to approximately 0.2% of the NET INCOME reported in Grupo Financiero Banorte's consolidated income statements for the fiscal year 2024.	- **Zero** incidents of non-compliance and/or voluntary codes concerning marketing communications
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data *A substantiated complaint is considered any written statement from an official regulatory body or similar entity, directed to the organization, that identifies violations of customer privacy, or any complaint submitted to the organization that has been acknowledged as legitimate by the organization	- **Zero** total number of identified leaks, thefts, or losses of customer data - **Zero** total number of substantiated complaints received concerning breaches of customer privacy

GRI Indicators	Metric
FS8 Monetary value of products and services designed to deliver a specific environmental benefit for each business line broken down by purpose * The proportion of balances with respect to the total value of products and services by business line is not included	- **MXN10.83 bn** in the "Autoestrene Verde" Program. - **MXN22.36 bn** in the sustainable portfolio.
FS10 Percentage and number of companies held in the institution's portfolio with which the reporting organization has interacted on environmental or social issues	**Bank:** - Number of companies held in the institution's portfolio with which the reporting organization has interacted on environmental or social issues: **285** - Total number companies in the institution's portfolio: **1,592** - Percentage of companies held in the institution's portfolio with which the reporting organization has interacted on environmental or social issues of **17.90%** **Fund Operator:** - Number of companies held in the institution's portfolio with which the reporting organization has interacted on environmental or social issues: **9** - Total number companies in the institution's portfolio: **76** - Percentage of companies held in the institution's portfolio with which the reporting organization has interacted on environmental or social issues of **11.84%**
FS11 Percentage of assets subject to positive and negative environmental or social screening	- Assets subject to positive social or environmental or social screening amounting to **MXN2.03 bn,** only by the sustainable investment fund "NTEESG" - Total assets amounting to **MXN462.45 bn** - **0.44%** of assets subject to positive and negative environmental or social screening
FS16 Initiatives to enhance financial literacy by type of beneficiary	- **4,734** beneficiaries of the financial education workshops - **410** beneficiaries of the family finance workshop with Fundación Banorte - **3,852** beneficiaries of financial education for employees - **6,743** beneficiaries of the National Financial Education Week (SNEF)

SASB Indicators	Metric
FN-CB-240a.4 Number of participants in financial literacy initiatives for unbanked, underbanked, or underserved customers	- **6,825** unbanked participants - **135** underbanked participants - **37** underserved participants
FN-CF-220a.2 Total amount of monetary losses as a result of legal proceedings associated with customer privacy	- **Zero** monetary losses as a result of legal proceedings associated with customer privacy

SASB Indicators	Metric
*For a monetary loss to be considered significant, its value must be equal to or greater than MXN100 mn, an amount that represents approximately 0.2% of the NET INCOME reported in Grupo Financiero Banorte's consolidated income statements for the fiscal year 2024	
FN-CF-270a.4 (1) Number of customer complaints filed, (2) percentage with monetary or non-monetary relief	- **12, 526** complaints filed with the National Commission for the Protection and Defense of Financial Services Users (CONDUSEF) - **2,937** complaints with monetary implications - **23.45%** of complaints with monetary implications - **354** complaints without monetary implications - **2.83%** of complaints without monetary implications - **2,604** complaints involving a lawsuit - **20.79%** of complaints involved a lawsuit - **257** complaints under investigation - **2.05%** of complaints under investigation

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Contact

GRI 2-3

ADJUNCT MANAGING DIRECTOR OF FINANCIAL PLANNING, M&A, INVESTOR RELATIONS AND SUSTAINABILITY



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2025

ANNUAL REPORT

GRUPO FINANCIERO BANORTE

125 aniversario