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The CEO Letter

Over the past five years, sustainability has become increasingly embedded in the way Saavi Energía operates, grows, and creates long-term value. The progress reflected in this report is not the result of a single year or a single initiative. It is the outcome of a consistent strategy that has strengthened our business while delivering measurable environmental and social results.

We steadily improved the indicators that matter most. Our decarbonization pathway continues to advance as we optimize our generation portfolio and integrate cleaner technologies. Since 2019, our emissions intensity has declined from 0.456 to 0.415 tCO₂/MWh, keeping us on track toward our indicative 2030 target while reinforcing the reliability of our generation fleet.

Our approach to water stewardship demonstrates the same long-term discipline. Over the last five years, we have progressively reduced our dependence on groundwater while increasing the use of reclaimed wastewater across our operations. In 2025, 96% of the water used in our facilities came from treated wastewater, compared with 93% in 2021, while our water consumption indicator improved from 0.520 to 0.316 m³/MWh. These results confirm that operational efficiency and responsible resource management can advance together, even in regions facing increasing water stress and evolving energy demand.

We have also continued building a more inclusive organization. Female participation has increased across the company, while diversity has become increasingly integrated into our governance and talent strategy. Since 2019, female representation has grown from 16% to 24% across our workforce, and from 39% to 45% in our Head Quarters (HQ). Our Board of Directors includes

29% women and 29% independent members. These milestones reflect our conviction that stronger governance and broader perspectives lead to better decisions and a more resilient organization.

Our commitment to communities has evolved just as significantly. What began as traditional social investment has become a platform for creating lasting opportunities. Since 2021, our flagship Energy with Equality STEM program has expanded from supporting only two students to 25 active scholars nationwide. Together with initiatives addressing energy poverty, biodiversity conservation, education, and local infrastructure, these efforts demonstrate that sustainable development and growth is built through long-term partnerships with the communities where we operate.

Building on this foundation, 2025 was a year of meaningful progress and innovation. Our first full year operating La Lucha confirmed the value of integrating renewable generation into our portfolio while maintaining the reliability that Mexico's electrical system requires.

Innovation also defined our social impact. Through the electrification of the Puerto Canoas fishing cooperative, we demonstrated how distributed solar generation can strengthen local economies while reducing emissions. Our Energy with Equality program continued expanding opportunities for young women pursuing STEM careers, while the "Ilumínate: Sol para Todos" initiative brought clean energy solutions to remote Rarámuri communities, reaffirming that the energy transition must also be an inclusive transition. Internally, we continued investing in our people. We earned Great Place to Work® Certification, reached 80% employee satisfaction, achieved five million

hours without a Lost Time Incident, expanded professional development to an average of 64 training hours per employee, and continued strengthening our cybersecurity capabilities and digital transformation. Together, these achievements reflect an organization that understands sustainability not only as environmental performance, but as operational excellence, responsible governance, and investment in people.

As we look ahead, Saavi Energía begins a new chapter. The announced combination of our portfolio with Grupo México's power generation assets marks the beginning of a stronger platform with greater scale, broader capabilities, and an enhanced ability to support Mexico's growing energy needs. While our shareholder structure will evolve, our purpose remains unchanged. Our commitment to operating safely, responsibly, and sustainably is stronger than ever. We will continue investing in cleaner technologies, protecting natural resources, strengthening the communities where we operate, and delivering the reliable, resilient and efficient electricity that Mexico's economy requires.

The future of our company begins from a position of strength. We are proud of the progress we have achieved, confident in the direction we have chosen, and excited about the opportunities that lie ahead. Together, we will continue illuminating lives.



CEO
Saavi Energía



OUR 2025 HIGHLIGHTS

3.7 GW
of installed capacity

Energy Reach: 12M
households powered annually

Board Diversity:
29% female &
29% independent

Digital Defense:
100% MFA adoption
& anticipatory cyber-posture

96%
consumption from wastewater

Water Efficiency:
0.316 m³/MWh
(+7.06% vs 2024)

Emissions Intensity:
0.415 tCO₂/MWh
(-0.72% vs 2024 / -9% vs 2019)

Operational Safety:
5M LTI-free man-hours

Workplace:
GPTW® Certified &
80% Satisfaction

Talent Retention:
Turnover decreased 10%

Professional Growth:
64 average training hours

STEM female Empowerment:
25 active beneficiaries
(+19% vs 2024)

Energy Justice:
400 solar kits
to Rarámuri communities

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About this report



About this report

This Sustainability Report details the performance and progress of Saavi Energía for the period from January 1 to December 31, 2025. Through these pages, we share the evolution of our strategy and the way we address the priorities of those who place their trust in us, while consistently maintaining alignment with the most robust international reporting frameworks.

Our 2022 materiality analysis defines the structure of this document. This process was built upon a comprehensive immersion phase that involved two levels of analysis: an operational assessment through on-site visits to four of our Combined Cycle Power Plants and two Gas Compression Stations, and a strategic evaluation at the corporate level. By engaging in direct dialogue with local communities, government authorities, and internal leadership, we mapped the expectations and risks unique to our industry and regional contexts.

This rigorous approach allowed us to identify nine key topics that represent the core of our management:

occupational health and safety

organizational culture and values

well-being of employees and their families

equality, diversity, and inclusion

water scarcity

environmental risk assessment systems

energy efficiency

clean energy production

greenhouse gas reduction.

Combining these three frameworks provides us with a comprehensive vision:

This combination allows us to explain *where we stand today* and, above all, how *we are preparing for the challenges* that the future may hold.

GRI provides transparency and **data rigor**.

The SDGs connect our work with global **well-being goals**.

TCFD places **climate resilience** at the center of our decision-making.



By integrating these priorities into our KPI dashboard, we ensure that our strategic decisions are consistently aligned with the social and environmental topics that matter most to our industry and communities.

To align these material topics with international reporting best practices, we have based our disclosures on the Global Reporting Initiative (GRI) Standards since 2021. The use of this framework ensures that the data presented complies with the fundamental reporting principles: accuracy, balance, clarity, comparability, completeness, sustainability context, timeliness, and verifiability. This alignment allows us to disclose our progress in a simple and direct manner, providing our stakeholders with consistent and reliable information year after year.

As a complementary guide, we utilize the United Nations Sustainable Development Goals (SDGs). This global agenda serves as a common language that helps us demonstrate how our daily initiatives contribute to prosperity and environmental balance goals that extend beyond the energy sector. By linking our actions to the SDGs, we highlight the value Saavi provides to society by empowering communities, fostering inclusion, and caring for natural resources.

Finally, we incorporate the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). This framework is essential for assessing how climate change influences our operations and assets. Our analysis includes physical risks, such as water availability and extreme weather events, and transition risks arising from new regulations or market shifts. During 2024, we conducted a gap analysis and a benchmark against external best practices. This exercise confirmed that we are on the right path toward full alignment with TCFD standards and provided a clear roadmap for improving our corporate governance and the protection of our infrastructure.

Section	Priority area	KPIs	2021	2022	2023	2024	2025
Decision making		Total board members	5	7	7	7	7
		Independent board members	0	29%	29%	29%	29%
		Women board members	0	29%	29%	29%	29%
Team and communities	Organizational culture, well-being and diversity	Work climate survey - satisfaction	72.6%	73.2%	75%	78.9%	80%
		Talent turnover	9%	7.6%	8.7%	11.8%	10%
		Female participation in the company	18%	20%	22%	24%	24%
		Female participation in HQ	39%	43%	44%	48%	45%
	Health and safety	Lost Time Incidents (LTIs)	1	2	2	0	0
		Security incidents	1	3	2	1	4
	Community engagement	Social Investment initiatives STEM scholarships	2	5	6	21	25
		Energy poverty	N/A	N/A	700 solar kits (1)	400 solar kits (1)	400 solar kits (1)
		Community complaints	0	0	0	0	0
Environmental	Decarbonization	Emissions intensity: CO ² Ton / MWh	0.441	0.445	0.423	0.418	0.415
	Water consumption	Water consumption indicator (m ³ /MWh)	0.520	0.530	0.300	0.340	0.316
		Percentage of groundwater	7%	3%	13%	9.1%	4%
		Percentage of wastewater usage	93%	97%	87%	90.9%	96%
		Water redirected to communities	10%	9%	8%	7.4 %	8.17%
	Biodiversity protection	Nature conservation	1,800 trees planted	1,600 trees planted	4,231 trees maintained	2,903 trees maintained	3,613 trees maintained

1. In collaboration with other companies.



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Report Structure

Report Structure

The structure of this report is intentionally designed to reflect Saavi Energía’s sustainability practices, operational priorities, and long-term vision. Each chapter highlights the specific material topics and Sustainable Development Goals (SDGs) addressed, ensuring our performance data is directly linked to global development priorities.

The core of this document is organized around two strategic pillars:

- i. Environmental Performance: Details our climate resilience strategies, driving industry-leading water efficiency, reducing emissions intensity, and advancing biodiversity conservation.
- ii. Social Performance & Governance: Highlights our institutional framework, core values, portfolio capacity, specific risk oversight conducted by our Board committees, human capital development, social investment and the community engagement activities done by Saavi Energía.

This approach reflects the integration of sustainability criteria into our daily business model, ensuring transparent communication and effective performance monitoring for all stakeholders.



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Corporate Profile

- a) Values and Identity
- b) Governance Framework
- c) Asset Portfolio



a) Values and Identity

Our operations are guided by a set of core values that define how we work and how we engage with our employees, clients, communities, and shareholders. These principles, adhere to national and international regulations, such as the U.S. Foreign Corrupt Practices Act (FCPA), and guide our internal quality standards to support a business model based on ethical conduct and a focus on long-term stability.



08
DECENT WORK AND ECONOMIC GROWTH



09
INDUSTRY, INNOVATION AND INFRASTRUCTURE



16
PEACE, JUSTICE AND STRONG INSTITUTIONS



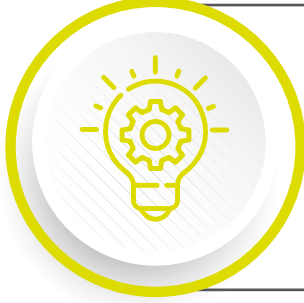
Integrity
We operate with fairness, honesty, and transparency in our internal and external relationships. We promote open communication and accountability, ensuring that our actions remain aligned with ethical standards.



Commitment
We work with the discipline necessary to fulfill our objectives and institutional policies. This involves responsible use of resources and a focus on making decisions that unify the interests of our stakeholders and the environment.



Teamwork
Collaboration is essential to our results. We promote a work environment based on mutual support and empathy, where different perspectives help us reach our shared goals across the organization.



Innovation
We recognize that the energy sector is evolving, and we seek to adapt through the integration of better practices and practical solutions. We view change as an opportunity to improve our operations and incorporate more efficient ways of working.



Passion
We are dedicated to our work and its role within the energy industry. This mindset helps us face challenges with a focus on professional growth and the consistent quality of our results.



Customer Focus
We prioritize active listening to understand and meet our clients' requirements. Through constant dialogue, we work to build stable relationships and identify ways to improve the value and performance of our services.

These values are integrated into Saavi Energía’s strategy and our approach to sustainability. They help us align our daily activities with our goals for steady growth, transparency, and the generation of shared value in the regions where we operate.

b) Governance Framework

Three decades of experience in the Mexican energy market have shaped Saavi Energía’s current corporate governance framework. Established in 1995 and supported since 2021 by Global Infrastructure Partners (GIP), Saavi has consolidated its position as a key independent power producer with significant U.S. capital investment in the Mexican market.

Our governance model is anchored by a seven-member Board of Directors, characterized by a diverse composition that includes 29% female representation and 29% independent members. The Board convenes at least quarterly and operates through five specialized committees. These bodies provide dedicated oversight, monitor performance, and delegate authority to management according to a well-defined threshold matrix.

Saavi’s governance is further strengthened by our commitments as an issuer of three 144A/Reg S notes listed on the Singapore Stock Exchange. Each issuance is governed by specific Indentures containing affirmative, negative, financial, and information covenants designed to uphold transparency and protect stakeholder interests.

These institutional commitments are reinforced through the publication of quarterly investor reports that provide a detailed view of our financial and operational performance. Our creditworthiness and sustainability alignment are independently evaluated by Fitch Ratings, Moody’s Investors Service, and S&P Global Ratings, offering clear and transparent benchmarks for our ongoing activities.

Most of Saavi’s generation assets also undergo annual audits under the Equator Principles, a globally recognized framework for managing environmental and social risks. These assessments are vital for identifying opportunities to enhance our operational standards and refine our mitigation planning.

Additionally, Saavi leverages climate risk evaluations provided by its insurance partners, who benchmark both regional and company-specific exposure. These insights are instrumental in our efforts to strengthen climate resilience and adapt effectively to an evolving risk landscape.





Environmental, Social and Governance (ESG) Committee

- Prepares and presents comprehensive reports to the Board, tracking progress against reference targets and milestones.
- Develops KPIs and baseline metrics for Health, Safety, and Security, ensuring they remain aligned with global sustainability trends and internal strategy.
- Designs, implements, and monitors community engagement programs across our operational areas.
- Recommends proactive improvements to the company's environmental performance, including strategies to manage our carbon footprint.



Audit Committee

- Reviews accounting policies, auditing practices, and the adequacy of internal controls in coordination with both the Board and external auditors.
- Analyzes and proposes structured internal audit plans.
- Oversee the management of complaints or violations related to business ethics and the Ethics Committee's directives.
- Monitors and reports on legal proceedings involving Saavi's subsidiaries to ensure financial transparency.



Operations Committee

- Reviews and assesses short-, medium-, and long-term operational plans to ensure business continuity.
- Monitors asset-level performance through the rigorous tracking of specific KPIs.
- Proposes action plans to address operational challenges across all controlled subsidiaries.
- Supervises key facilities and maintains direct communication with operational personnel.
- Evaluates and monitors capital expenditures related to life-extension projects, efficiency improvements, and infrastructure upgrades.



Commercial and Risk Management Committee

- Proposes commercial strategies aligned with market trends across various time horizons.
- Evaluates and monitors commodity risk positions, keeping the Board informed on evolving exposure.
- Provides detailed market analysis, forecasting, and monitoring of regulatory trends.
- Proposes and supervises key risk management initiatives to protect the business portfolio.
- Oversees strategic contracts for energy purchase and sales.



Remunerations Committee

- Reviews and approves compensation frameworks designed to attract and retain leadership talent.
- Ensures the alignment of executive incentives with the long-term interests of our stakeholders.
- Sets targets for performance-based compensation, including equity and bonus schemes.
- Evaluates and supports succession planning for critical leadership roles within the organization.

c) Asset Portfolio

Maintaining a resilient and efficient portfolio is fundamental to our role as a pillar of the National Electric System. With a total installed capacity of 3.7 GW, we have consolidated our position as the largest private generator across Mexico and the U.S. border. This relevance is backed by a leading share of U.S. capital investment in the country’s power sector, reflecting a sustained commitment to the region’s energy development. Our infrastructure is strategically situated to power the fast-growing industrial corridors and strengthen the critical energy link within the Cali-Baja cross-border region.

Our operational matrix is characterized by a balanced mix of technologies. We operate six high-efficiency combined-cycle plants and three natural gas compression stations that guarantee supply continuity. A vital component of our evolution is the consolidation of La Lucha, our 131 MW solar plant, which completed its first full year of operational integration following its commissioning in 2024. This photovoltaic asset serves as a tangible link in our continuous path towards a lower-carbon future, as it allows us to strengthen the baseload reliability of our thermal plants with clean energy and systematically reduce our emissions intensity, proving that the adoption of clean energy is a structural pillar of our long-term growth and environmental responsibility.

In line with asset optimization, our strategy focuses on maintaining a modern and competitive fleet. To this end, the divestment of more carbon intensive assets, as previously seen with the Energía Campeche plant, has allowed us to concentrate resources on high-performance operations with lower environmental impact.

Complementing our fixed capacity, we offer Saavi Power Mobile Solutions (SPMS). This fleet of mobile turbines represents our immediate response capability for critical energy contingencies. After playing a fundamental role in stabilizing Puerto Rico’s electric system through the first quarter of 2024, these units remain available to bolster reliability in regions with high seasonal demand, such as Baja California, ensuring that power supply never limits regional development.

Through this robust infrastructure, we provide reliable energy solutions to both the Federal Electricity Commission (CFE) and Commercial and Industrial (C&I) customers across North America. During this year, the energy generated by our plants was equivalent to the annual electricity consumption of approximately 12 million homes, extending our commitment to energy security in the communities where we operate.



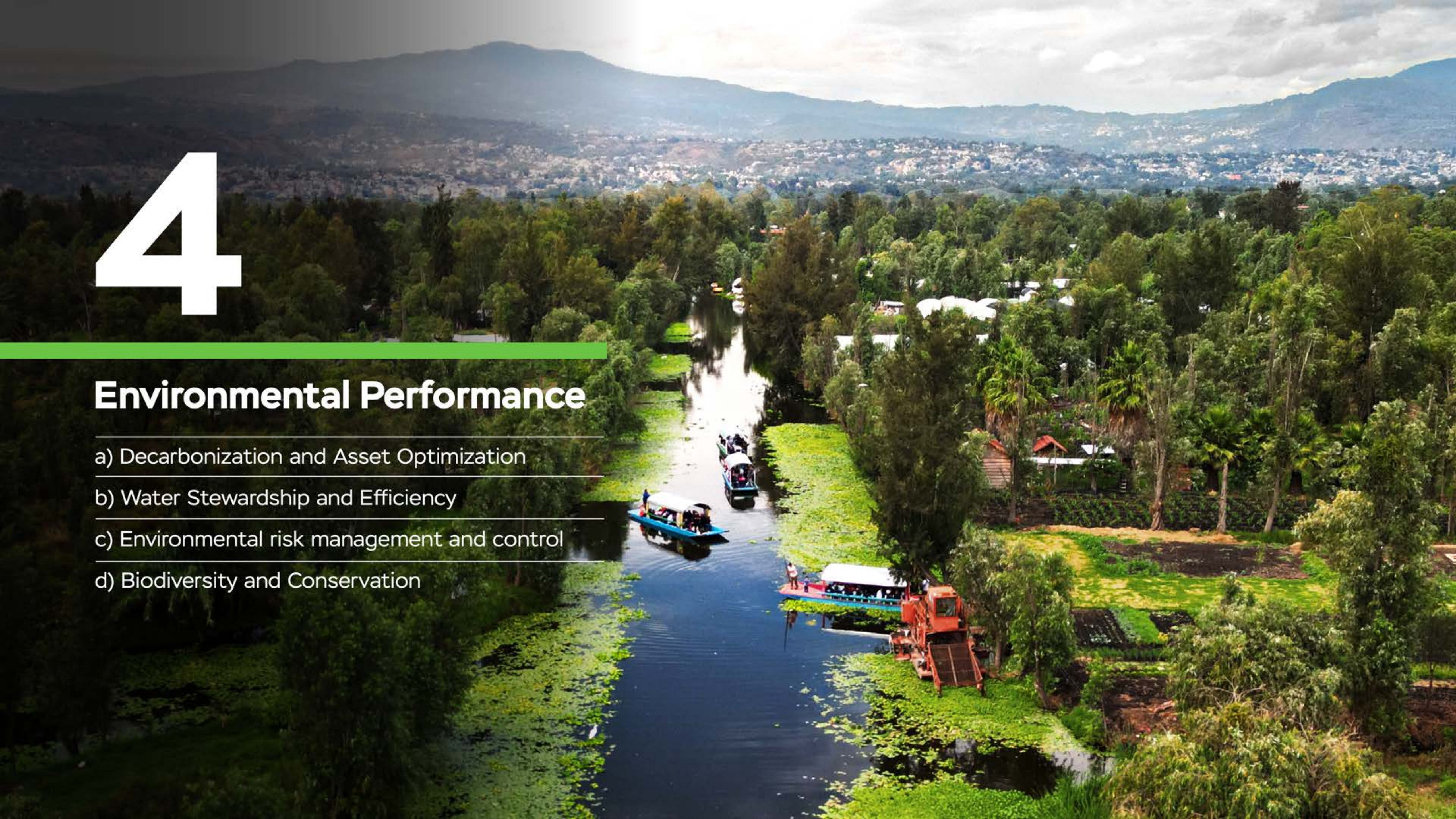
PORTFOLIO DISTRIBUTED ACROSS KEY INDUSTRIAL CORRIDORS



4

Environmental Performance

- a) Decarbonization and Asset Optimization
- b) Water Stewardship and Efficiency
- c) Environmental risk management and control
- d) Biodiversity and Conservation



a) Decarbonization and Asset Optimization

Decarbonization efforts during this reporting period were characterized by a dual focus: optimizing existing assets and integrating cleaner energy sources. These efforts are part of a broader strategy to meet our indicative target of reducing emissions intensity by 25% by 2030, using 2019 as our baseline.



06

CLEAN WATER AND SANITATION



07

AFFORDABLE AND CLEAN ENERGY



13

CLIMATE ACTION

A significant portion of our progress this year stems from the performance of La Lucha, our solar facility. Having completed its first full year of operations, this asset has moved beyond its integration phase to become a reliable contributor to our clean energy output. The data gathered during this period confirms that utility-scale solar is a fundamental piece of our transition, allowing us to systematically lower our annual emissions intensity, and to mitigate up to 128,675 tCO2 through its clean energy generation.

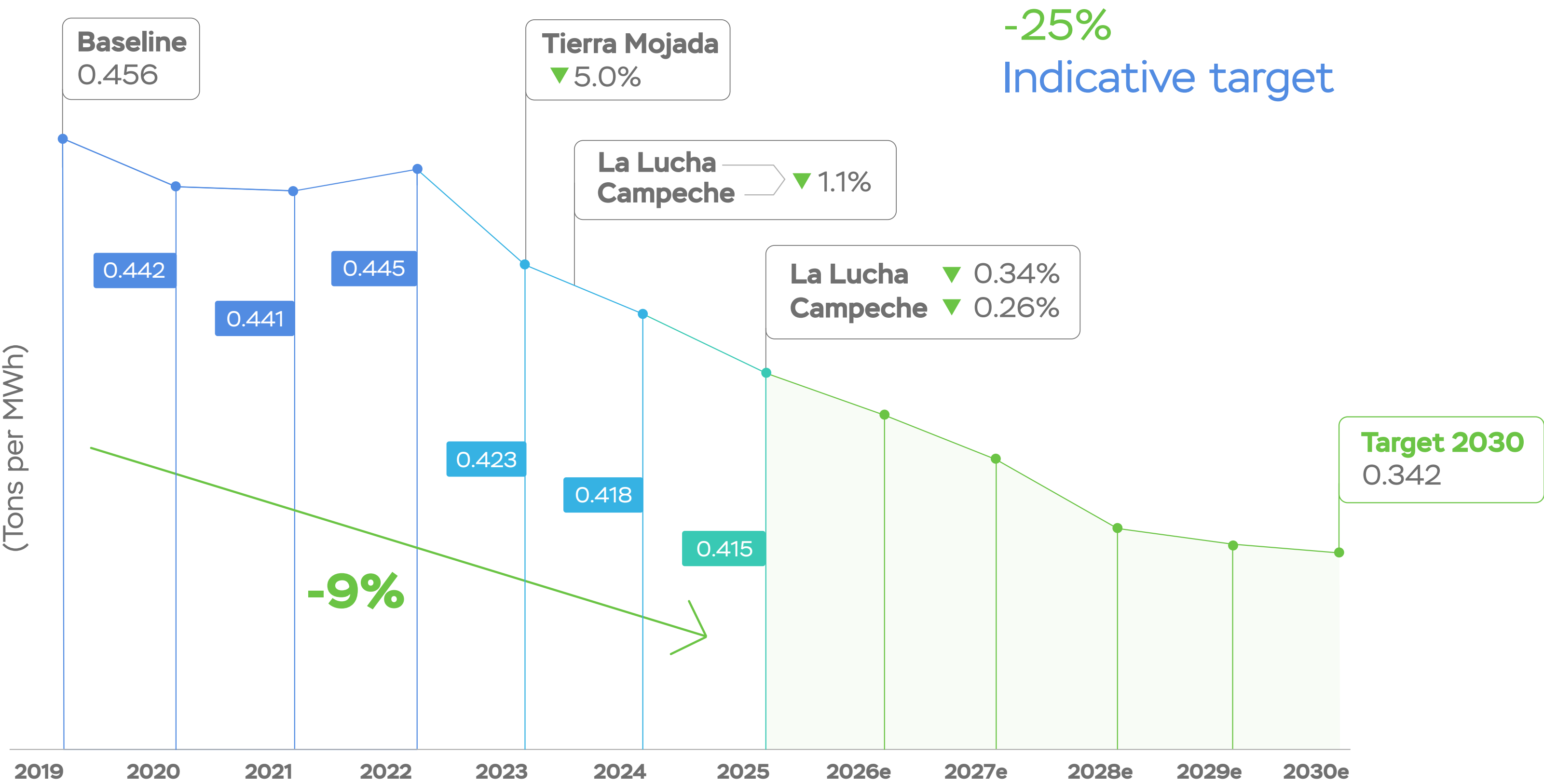
At the same time, our portfolio optimization remains a priority. It has now been over a year since the Energía Campeche plant was removed from our carbon footprint calculations. This divestment was a deliberate structural move to divest less environmentally efficient technologies and concentrate our resources on high-performance operations with a lower environmental impact. To complement these portfolio changes, we maintained our focus on technical efficiency through heat-rate optimization protocols and specialized on-site energy audits at key facilities, including the Bajío and La Rosita CCGTs.

For the 2025 reporting period, our greenhouse gas emissions inventory underwent independent verification by accredited third-party auditors. This process ensures that our data complies with Mexico’s SEMARNAT regulations, specifically regarding the National Emissions Register (RENE) and the Emissions Trading System (SCE), providing our stakeholders with full transparency regarding our environmental performance.

Our most significant environmental footprint comes from Scope 1 emissions resulting from fuel combustion. By directing our innovation and investment toward these direct emissions, we can achieve measurable results in both the short and long term. As of the end of this year, our total emissions intensity reached 0.415 tCO₂ per MWh, a 9% reduction in comparison with our baseline year (2019/ 0.456 tCO₂/MWh), and a decrease of 0.72% against 2024. This yearly decrease contributed to a 0.6% reduction against 2019 emissions intensity, as shown in the graph below.



Total CO2 emissions



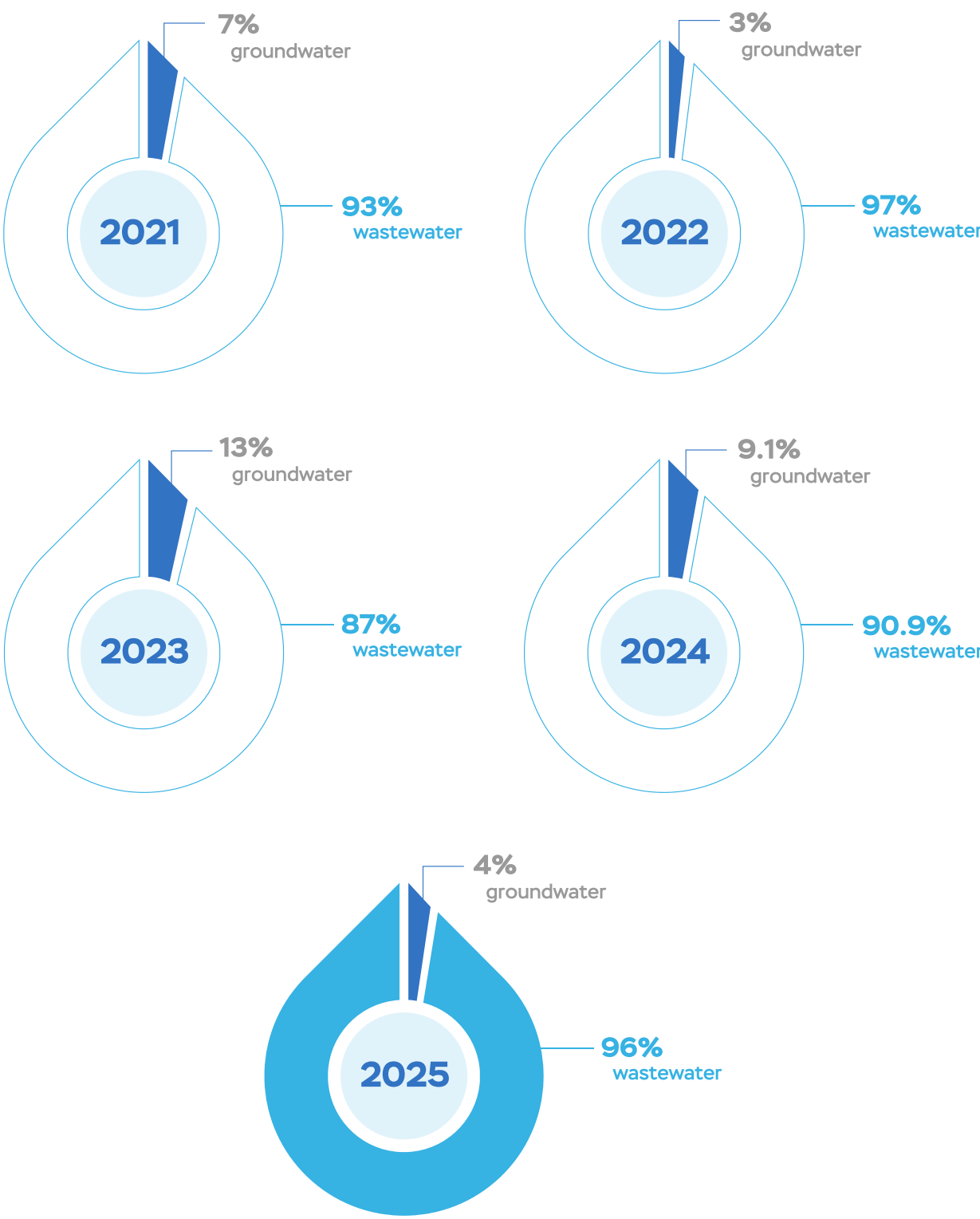
True progress lies in the balance between the reliability of today and the possibilities of tomorrow. As we evolve our fleet and embrace new technologies, we remain guided by a holistic vision: to transform our energy footprint into a lasting positive legacy, ensuring that every megawatt generated reflects our responsibility to the planet and its people.

b) Water Stewardship and Efficiency

Recognizing that water is the most essential resource for life, we treat its management as a fundamental responsibility that goes beyond power generation. In our facilities, water is critical to drive the steam cycle, enables cooling, and supports emissions control. In the face of regional scarcity, we focus on reducing our reliance on groundwater by maximizing the use of treated wastewater and adhering to strict environmental standards. By prioritizing water recycling, we transform technical requirements into shared value, ensuring every drop contributes to a more water-secure future in the territories where we operate.

i. Water Efficiency Metrics

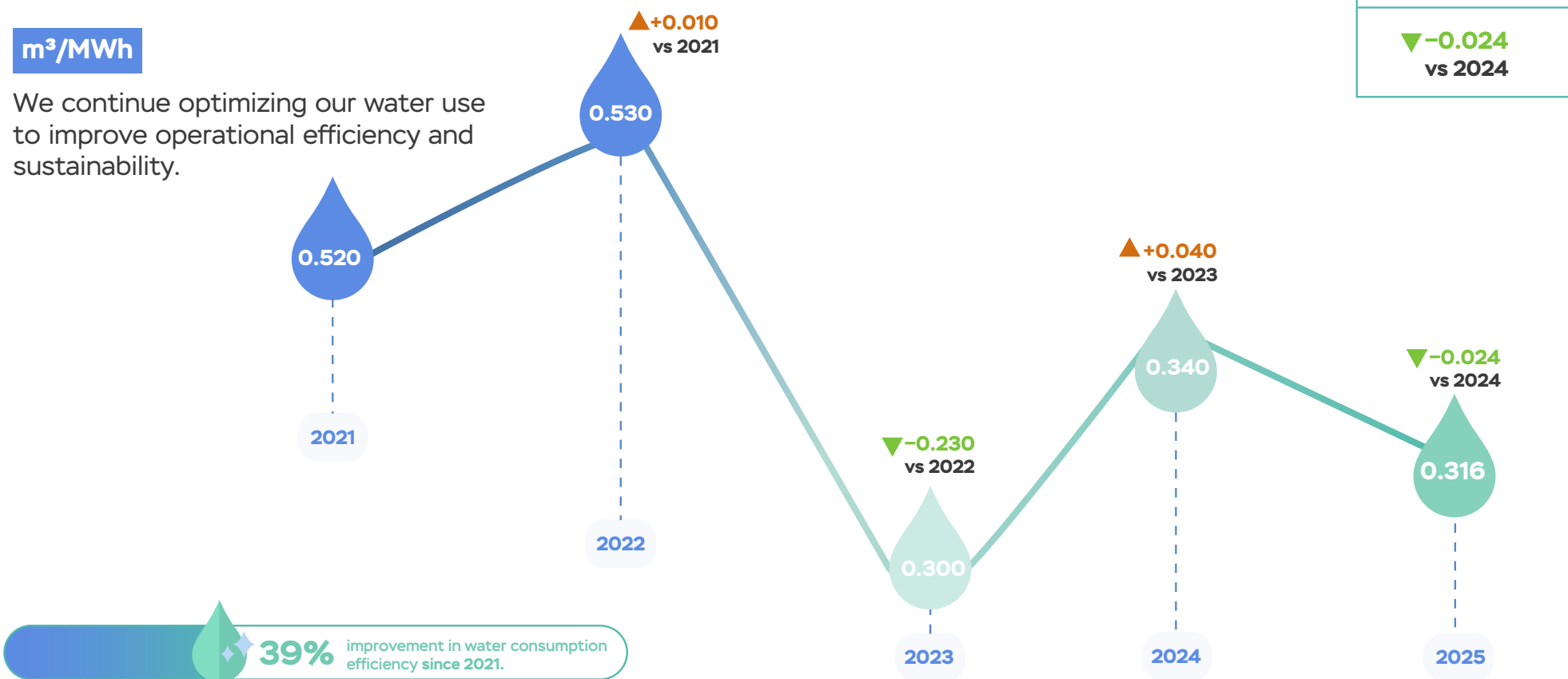
Water management serves as a strategic pillar for both operational stability and the fulfillment of long-term sustainability goals. In the context of increasing regional scarcity, the focus remains on minimizing groundwater withdrawal while maximizing the reuse of alternative sources. During this period, the organization achieved a significant milestone in resource management: 96% of the water used across all processes was sourced from treated wastewater. This represents a substantial improvement from the 90.9% reported in the previous cycle, reaffirming a commitment to decoupling power generation from the consumption of high-quality groundwater. Part of the increase in the percentage of treated wastewater used in our process is explained by the divestment of the Campeche facility, which was not part of our fleet in 2025. Additionally, La Rosita 1 had an increase in its wastewater consumption given the multiple orders received from the System Operator for turning off and reactivating the facility across the year. Also, our water consumption indicator decreased from 0.340 to 0.316 m³/MWh, reaffirming a steadfast commitment to lowering or eliminating the net consumption of high-quality groundwater in our power generation activities.



WATER CONSUMPTION EFFICIENCY

m³/MWh

We continue optimizing our water use to improve operational efficiency and sustainability.



While groundwater sources accounted for only 4% of the total volume used, a substantial reduction from the 9.1% recorded previously, there has been a deliberate effort to increase the positive impact on local surroundings through a shared-value approach. This year, the proportion of water redirected back to communities for the maintenance of green spaces and local ecosystems increased to 8.17% of total annual consumption, up from 7.4% in the prior year. By transforming an industrial byproduct into a vital resource for landscape preservation, the initiative supports regional biodiversity and community well-being.

Strategic facilities like La Rosita continue to lead these efficiency efforts, functioning as a center for water recovery by processing municipal wastewater that would otherwise lack productive secondary use. This holistic approach to water stewardship proves that technical capacity and environmental responsibility are inseparable. By prioritizing recycled sources and increasing the return of water for communal benefit, the operation ensures that its growth remains aligned with the preservation of the most precious resource in the territories where it operates.



ii. La Rosita Water efficiency program

Operational continuity in Mexicali, Baja California, demands a proactive and long-term water management strategy. With extreme thermal conditions and minimal annual rainfall, the La Rosita facility remains the focal point for advancing water efficiency through a robust, multi-phase framework. This initiative is designed to ensure that internal optimization serves as a foundation for broader regional benefits, aligning with the 2030 goal of enhancing water stewardship across all operations.

Phase 1. System Stabilization and Internal Quality Control

The initial phase of this strategy focused on the rehabilitation of the site’s wastewater treatment plant (WWTP). By maintaining the improvements achieved in water quality, specifically the reduction of nitrate concentrations, the facility has secured a reliable source of high-quality water for internal reuse. Current efforts are centered on the integration of advanced dual-filtration systems and the strategic use of buffering tanks. These components are essential for protecting critical infrastructure, such as reverse osmosis membranes, and ensuring steady supply during peak operational demands, thereby safeguarding the thermal efficiency of the plant in a challenging climate.

Phase 2. Circular Economy and Future Implementation

The second phase of the project continues to advance toward a circular water model, exploring the potential to redirect treated wastewater for productive and agricultural use in neighboring areas. If approved by Saavi’s management team, the objective would be to significantly scale the proportion of water reclaimed for the community, potentially reaching a reuse rate of nearly 95%.

With the engineering plans completed and under detailed internal evaluation, the project is moving through a phase of technical validation. This rigorous review process ensures that the transition to large-scale circular water use will be both sustainable and operationally sound. By treating water not just as an input but as a shared resource, La Rosita continues to strengthen regional resilience, transforming operational requirements into a catalyst for positive environmental impact beyond the facility’s boundaries.



c) Environmental risk management and control

We manage environmental risks not as a separate requirement, but as an inseparable part of our daily workflows and preventive culture. This approach allows us to move beyond simple compliance toward a state of constant anticipation, addressing everything from immediate contingencies like spills to the long-term identification of environmental opportunities. By embedding risk management within our core ‘operating system,’ we ensure that emergency response and ecosystem protection are seamlessly aligned, fostering a culture of accountability where safeguarding the environment is a shared responsibility across all operations.



iii. Facility certifications

The consistency of our preventive culture is validated by external benchmarks and rigorous certification programs implemented across all facilities. Every power generation plant maintains the Industria Limpia certification, a federal recognition granted by PROFEPA, or participates in state environmental programs. These processes involve a comprehensive environmental audit that evaluates everything from the efficiency of waste management and the control of air emissions to the responsible usage of water resources. Maintaining this status confirms our ability to meet and exceed Mexico’s national environmental benchmarks, ensuring that each site operates in full harmony with federal regulations.

Beyond local requirements, our management systems are aligned with international ISO 14001 and ISO 45001 standards. These provide a globally recognized framework for environmental and occupational health excellence, fostering a perspective that identifies both risks and opportunities for continuous improvement. This level of operational maturity is further reflected in our strategic transition toward internal self-assessment models for programs like Safe Start. Having completed the full implementation cycle in previous years, these safety principles are now deeply embedded in the daily habits of our personnel. By shifting to a model of internal ownership and shared accountability, we optimize our resources while ensuring that high safety and environmental standards remain non-negotiable and strictly monitored across the entire fleet.

iv. Tierra Mojada Standards

While excellence is a standard across our entire fleet, the Tierra Mojada facility serves as a flagship for the highest level of operational maturity within the organization. The plant operates under a robust Integrated Management System (IMS) certified by AENOR, which seamlessly unifies three critical international standards: ISO 9001 for quality management, ISO 14001 for environmental stewardship, and ISO 45001 for occupational health and safety. By merging these into a single, cohesive workflow, Tierra Mojada ensures that process integrity, risk prevention, and environmental impact reduction are managed as one unified mission.

Beyond these international certifications, the facility demonstrates its commitment to going “beyond the fence line” through its voluntary participation in the Environmental Compliance Program led by SEMADET in the State of Jalisco. This proactive engagement with regional authorities reflects a philosophy of transparency and collaborative improvement that exceeds mandatory legal requirements. By serving as a model of integrated and responsible energy production, Tierra Mojada not only positions itself as a high-performing asset but also as a milestone for sustainable impact and operational sophistication for the future of our operations.

d) Biodiversity and Conservation

Protecting biodiversity is a commitment that transcends operational boundaries, rooted in the deep connection between ecosystems and the communities that sustain them. Our strategy focuses on the preservation of Mexico’s unique natural landscapes, from the ancestral wetlands of the Valley of Mexico to the resilient arid zones of the North-Central region. By integrating scientific restoration with traditional knowledge, we actively contribute to the stabilization of vital habitats that regulate regional climates and harbor endangered species. These initiatives are not merely conservation efforts but collaborative platforms for social empowerment, fostering inclusive education and sustainable local economies. Through these site-specific actions, we ensure that energy development remains in harmony with the restoration of the natural and cultural heritage that defines the territories where we operate.



v. Xochimilco Wetland Restoration

Protecting the ecological and cultural heritage of the Valley of Mexico requires active participation and a deep connection with the territory. As part of a focused effort to restore the lacustrine zone of Xochimilco, a site recognized as a UNESCO World Heritage and a Ramsar wetland, a specialized volunteering day was organized to support the chinampa system. This ancient agroecosystem is a vital habitat for 11% of Mexico’s biodiversity and 2% of the world’s species, functioning as a crucial regulator of the regional climate. By engaging directly with this protected natural area, the initiative addressed the severe erosion and soil degradation that threaten the survival of the last remaining wetlands in the region, which currently lose approximately 31 hectares annually.

Collaboration with local land workers and expert organizations allowed for a hands-on restoration process covering a quarter of a hectare of chinampa. Participants focused on soil recovery and agroecological production, carrying out essential tasks such as land clearing and the preparation of half a ton of compost to enrich the productive ground. These actions are fundamental for the long-term stabilization of the artificial isles, preventing them from dissolving into the 207 kilometers of canals that form this unique landscape. The experience also included learning about nature-based technologies, such as biofilters and water treatment plants, which are essential for maintaining the water quality necessary for the survival of endemic species like the axolotl (*Ambystoma mexicanum*).

Beyond the technical restoration, this flagship activity fostered a meaningful exchange of traditional knowledge, bridging the gap between modern corporate responsibility and thousand-year-old agricultural techniques. The impact of the project extended into the socio-economic sphere by supporting the generation of 15 green jobs and reaching nearly one hundred direct beneficiaries within the local farming community. By empowering those who work the land daily, the initiative ensures that conservation efforts are not isolated events but part of a sustainable cycle of restoration.

Generating social and environmental value through these alliances strengthens the bond between people and the ecosystems that sustain them. This synergy between environmental care and social empowerment ensures that our commitment to biodiversity is both measurable and deeply rooted in the history of the region. Through this dedication to the chinampa system, we contribute to a future where ancestral heritage and modern sustainability work together to preserve the natural lungs of the valley.



vi. Dehesa San Isidro Project

Strengthening the biological and social resilience of Rancho Bonito remains at the heart of the Dehesa San Isidro project, a strategic initiative dedicated to the protection of arid ecosystems since 2022. Located near our Bajío and SLP facilities, this 250 m² xerophytic garden serves as a vital sanctuary for biodiversity, currently preserving over 600 specimens of native cacti, which capture up to 474 kg of CO2 per year. These include species classified as endangered, threatened, or under special protection, in strict compliance with NOM-059-SEMARNAT-2010.

During the current cycle, the focus has shifted toward the stabilization of these species and the reinforcement of the social fabric in the community of Rancho Bonito. By sustaining the generation of local jobs that benefit both men and women, the project continues to build on its history of cooperation, demonstrating that biodiversity protection is a powerful engine for community stability and long-term economic development.

A Living Laboratory for Inclusion and Research

The garden functions as an inclusive space for environmental education, designed to be accessible for children, seniors, and people with disabilities. Through workshops and guided visits, the site fosters a culture of conservation while highlighting the ecological value of the Guanajuato desert. Furthermore, ongoing scientific research and ecological restoration strategies ensure the recovery of degraded areas, providing a safe habitat for local wildlife such as birds and small mammals.

Resilience Amidst Climate Challenges

In response to persistent regional water stress, our commitment to the garden’s survival remained steadfast. Strategic water donations and specialized maintenance ensured the continued irrigation of the specimens, preventing the loss of vital conservation efforts. This resilience exemplifies a mature partnership where environmental stewardship, eco-tourism potential, and shared value converge to safeguard one of Mexico’s most vulnerable landscapes.



5

Social Performance and Governance

- a) Human Capital and Workplace Culture
- b) Community Engagement and Social Investment
- c) Operational Excellence
- d) Ethics and Corporate Compliance

Social Performance and Governance

Achieving sustainable business growth depends on an organizational culture where human dignity and operational excellence thrive in harmony. We have transformed our human capital management by integrating technological tools and internal processes that ensure a more agile structure. This approach allows us to attract and develop top professionals while ensuring that every connection we build is grounded in responsibility and a shared purpose.

The implementation of SAP SuccessFactors has been fundamental in this evolution, bringing standardization and efficiency to our Human Resources processes. By having access to reliable, real-time information, we facilitate strategic decision-making and improve employee experience through self-service tools. In line with



03

GOOD HEALTH AND WELL-BEING



05

GENDER EQUALITY



12

RESPONSIBLE CONSUMPTION AND PRODUCTION



strengthening our internal control, we also completed the internalization of our payroll processing. This shift grants us greater oversight of confidential data, reduces dependency on third parties, and ensures much more precise legal and fiscal compliance.

By integrating these technological advancements with a focus on personal growth, we foster a workplace where efficiency serves as a foundation for professional fulfillment. This balance ensures that our people are not just part of a workforce, but the primary drivers of our long-term resilience. Ultimately, our commitment is to provide a stable, transparent, and empowering environment where every individual can contribute to the company’s mission, with purpose and integrity.



a) Human Capital and Workplace Culture



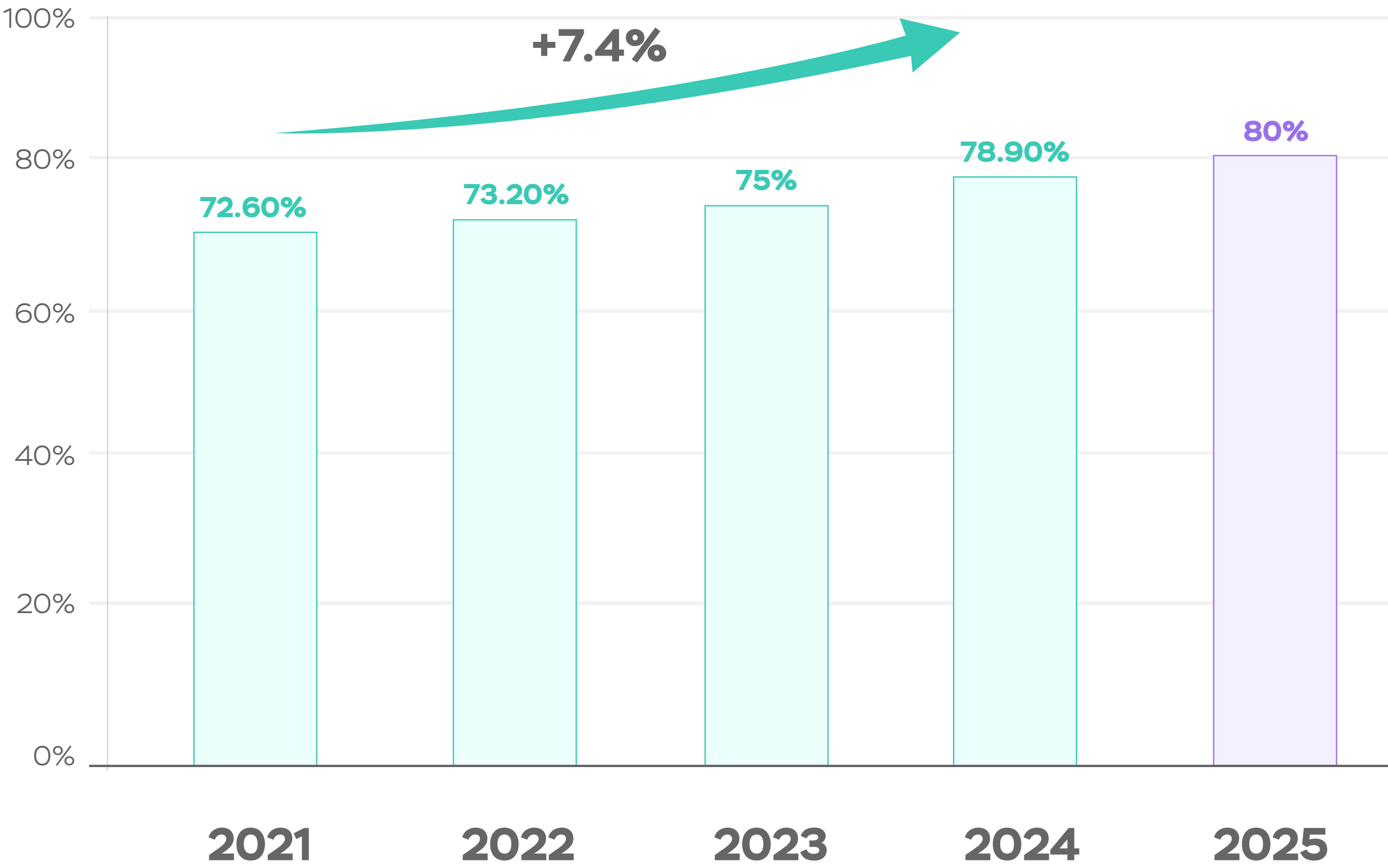
The strength of our operations is linked to a culture that prioritizes the professional and personal fulfillment of every individual. Since 2019, our Human Experience Management framework has guided our strategy, moving beyond traditional workplace metrics to create an environment where people can contribute meaningfully to both the industry and society. We believe that a high-performing organization is built on the collective success of individuals who feel valued, empowered, and truly part of a team.

This year represents a landmark in this evolution, highlighted by our certification as a Great Place to Work. This internationally recognized standard serves as a formal validation of a workplace rooted in trust and collaboration, positioning us as an employer of choice within a demanding market.

Our progress is also visible in our Work Climate Survey, where we reached an 80% satisfaction rate, a steady climb from the previous year. This growth is a direct result of our focus on real teamwork and better communication across the company. A great example was our simultaneous sports tournament, which brought people together from all our plants to build camaraderie and healthy habits outside of the daily routine. It was an excellent way to strengthen the bond between teams that don't usually get the chance to interact.

These results show that we are on the right track by balancing professional goals with personal well-being. By keeping our focus on people and inclusive growth, we make sure our culture stays strong and that mutual respect remains at the heart of everything we do.

Work climate survey-satisfaction



i. Talent Development and Benefits

Investing in talent remains a cornerstone of our competitive edge and a primary driver for long-term value creation. We have developed a total compensation model that integrates economic and emotional benefits, focusing on continuous learning, professional growth, and a comprehensive approach to health and wellness. During 2025, we prioritized the evolution of our value proposition to ensure it remains distinctive, effective, and capable of attracting the best talent in a demanding market.

Continuous Learning and Talent Development

Professional growth is a fundamental driver of operational excellence, as evidenced by a historic peak in educational engagement reaching 28,286 total training hours. This performance marks a consistent upward trajectory in recent years, achieving a robust average of 64 hours per employee. Technical specialization remains the core priority, accounting for nearly half of all instruction, with in-person sessions standing as the primary delivery method at 60%. By sourcing 70% of these programs from external experts, the workforce stays aligned with the most advanced industry standards and global best practices.

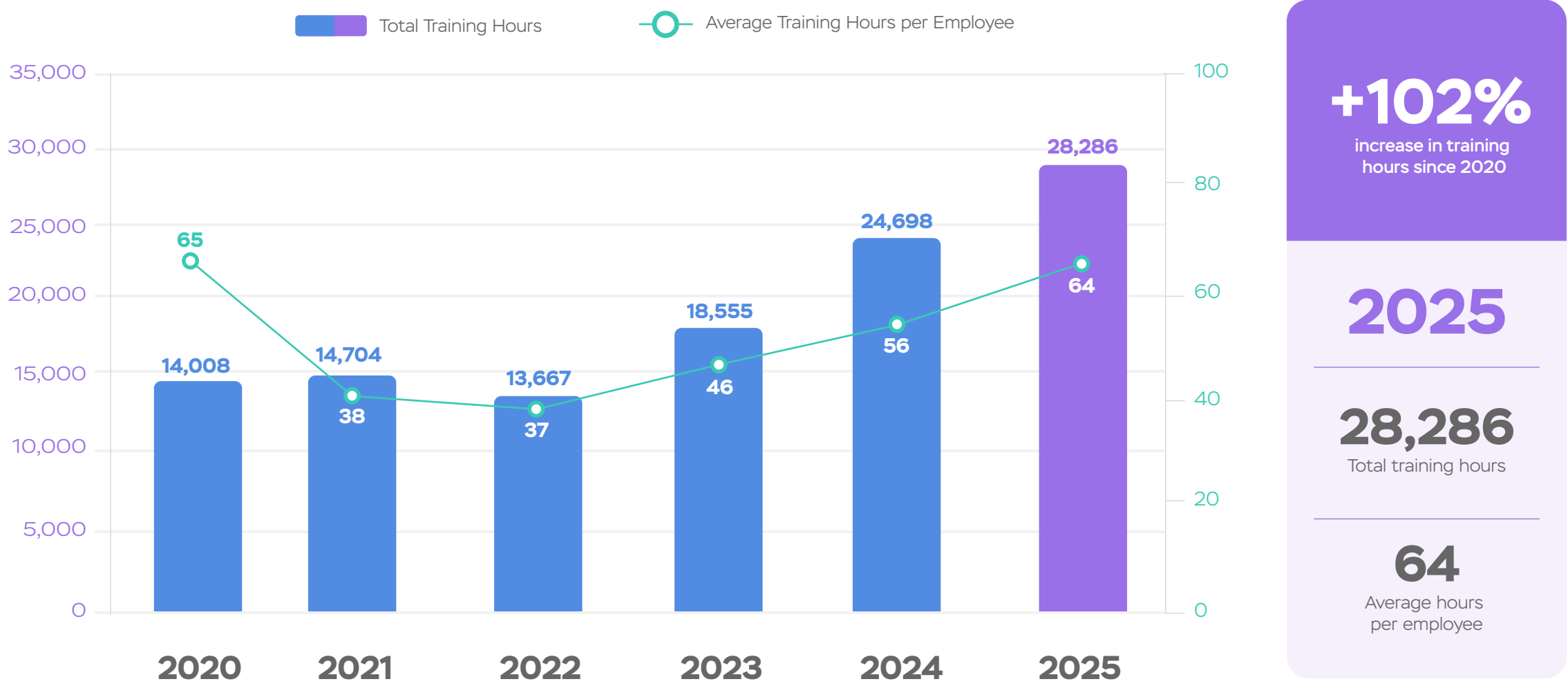
Digital transformation has further personalized the learning experience through the implementation of e-learning licenses for self-paced development. Collaborators can choose from three specialized platforms to tailor their professional growth to their specific needs: LinkedIn Learning, Ubits, and Crehana. This culture of self-improvement is reflected in the fact that one out of every four non-unionized employees actively utilized the corporate continuing education benefit during this cycle, demonstrating a shared commitment to lifelong learning and academic advancement.

A major pillar of this evolution was the implementation of the Beneflex program for non-unionized staff. This initiative introduces specialized benefits such as minor medical expense insurance, Wellhub, “Balance Days,” and enhanced workplace flexibility. Simultaneously, we strengthened our commitment to unionized personnel by providing major medical expense insurance. These actions expand our total compensation package and allow for a more personalized approach to benefits that respect the diversity of our workforce. This shift toward a more flexible benefits scheme has directly contributed to a stronger employer brand, improved internal equity, and ensured the operational continuity of our business.

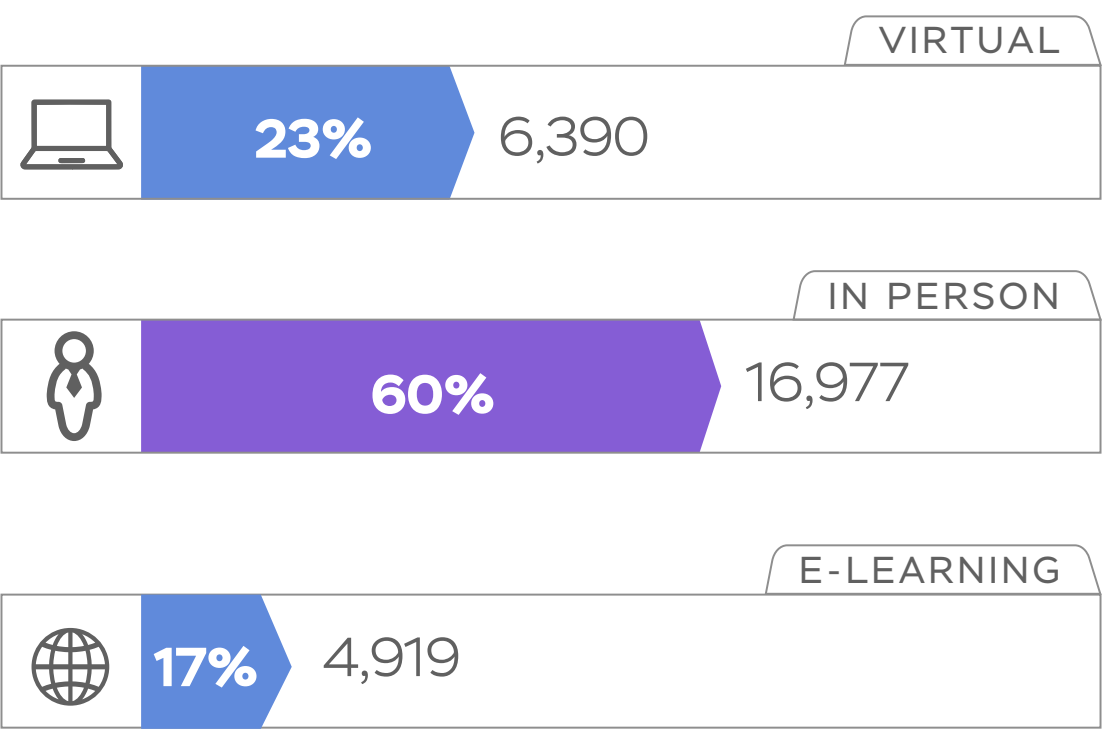
The success of these strategies is clearly reflected in our performance metrics and the overall stability of our workforce. In 2025, our turnover rate decreased to 10%, down from 11.8% in the previous year. This consistent downward trend serves as evidence that our focus on personalizing the employee experience and broadening our compensation standards is the right path to maintaining a resilient, motivated, and high-performing team. Furthermore, our internal climate assessments show that these improvements have significantly bolstered the long-term commitment of our collaborators.

Training hours evolution

Building capabilities for a stronger future



Hours of Training by Training Modality



ii. Diversity and Equal Opportunities

A diverse and inclusive workforce is a key driver of innovation, collaboration, and better decision-making. At Saavi Energía, we are committed to fostering an equitable workplace where all employees have equal opportunities to grow and contribute. During 2025, women represented 24% of our total workforce and 29% of the seats on our Board of Directors, reflecting our continued efforts to strengthen gender diversity across all levels of the organization.

To further advance our Diversity, Equity, and Inclusion (DE&I) strategy, we conducted the Saavi Identity Study, a comprehensive assessment designed to better understand employees’ perceptions, identify opportunities to strengthen our organizational culture, and proactively address potential labor and reputational risks. The study was structured in two complementary phases. The quantitative phase consisted of a company-wide digital survey distributed across all our facilities, achieving an outstanding 93% response rate, which provided robust and representative insights into the employee experience. The qualitative phase included 10 focus groups involving employees from different

business areas and organizational levels, enabling a deeper understanding of the perspectives, experiences, and opportunities identified through the survey. The findings of the study provided valuable insights into the diversity, inclusion, and sense of belonging experienced throughout the organization, establishing a solid baseline to guide future DE&I initiatives. The results will support the implementation of targeted actions aimed at strengthening an inclusive workplace, promoting equal opportunities, enhancing employee well-being, and reinforcing a culture where diverse perspectives are valued and contribute to the long-term success of the Company.



Strategic Fairness in Talent Management

The recruitment and development processes are designed to eliminate biases related to age, sexual orientation, religion, or any other demographic characteristic. By focusing exclusively on experience, competence, and potential, the organization ensures that opportunities are equitable and accessible to all. This commitment to neutrality is embedded in the very structure of the organization, from job descriptions written in neutral language to salary review exercises specifically designed to identify and eliminate gender pay gaps. These adjustments consider organizational level, performance evaluations, and market competitiveness to ensure true pay equity.

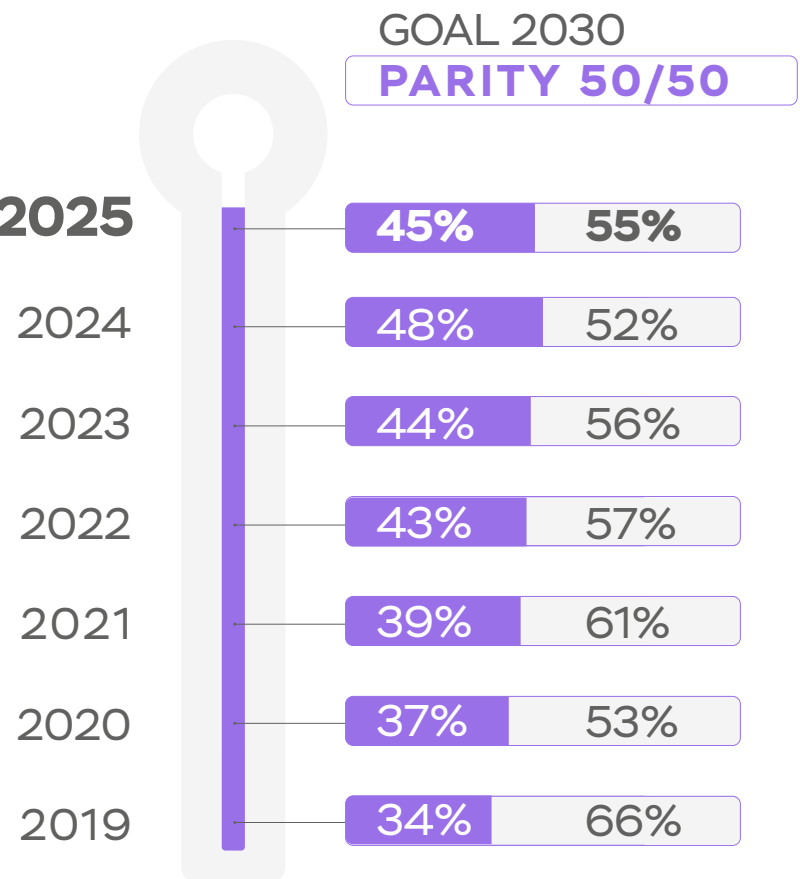
Measuring Belonging and Personalizing the Experience

Inclusion is monitored constantly through a data-driven approach. The most recent Work Climate Survey included a dedicated “Identity Culture” dimension to evaluate employee satisfaction regarding inclusion and diversity. By analyzing segmented data on age, tenure, nationality, and gender, trends in performance and preferences are identified to improve the personalized experience of every team member. Furthermore, flexible work schemes and customizable benefit packages allow individuals to tailor their compensation and schedules to their unique lifestyles and personal needs.

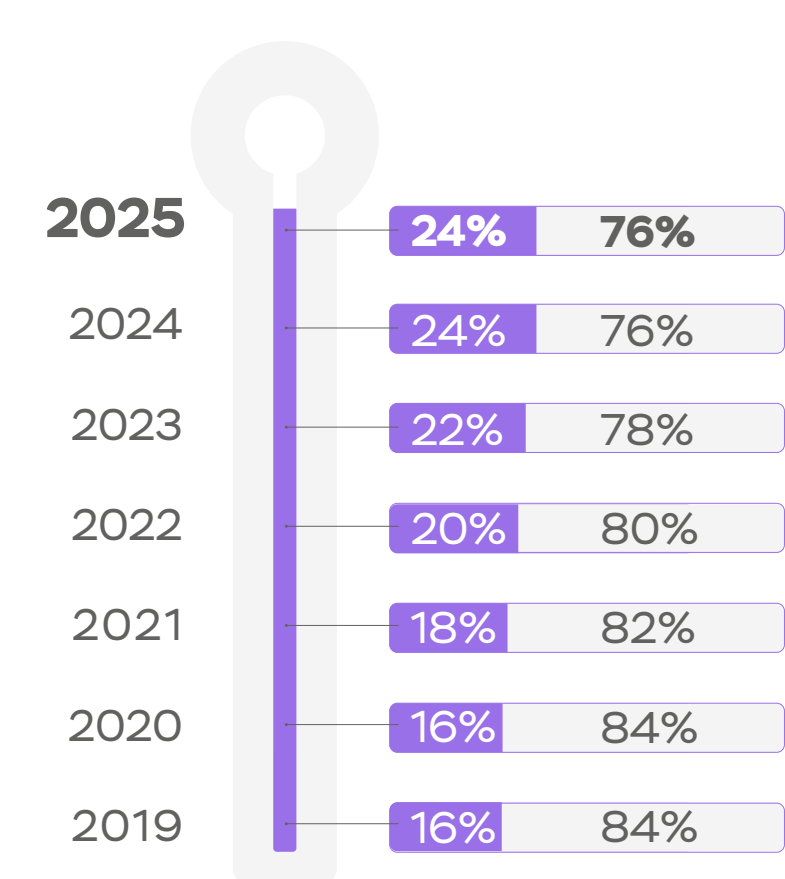
Accountability and Shared Values

Maintaining an environment of zero tolerance toward discrimination or harassment is non-negotiable. This principle is upheld by robust Diversity, Equity, Inclusion, and Human Rights policies, supported by annual training on the Code of Ethics. Secure reporting channels and investigation processes are in place to prevent retaliation and victimization, ensuring a safe workspace for everyone. Through alliances with inclusive associations and the commemoration of key dates such as International Women’s Day, Pride Month, and International Day for the Elimination of Violence against Women, the organization fosters a sense of belonging that transcends the office and positively impacts the development of society as a whole.

FEMALE PARTICIPATION
IN CORPORATE HQ



TOTAL FEMALE PARTICIPATION
IN THE COMPANY





b) Community Engagement and Social Investment

iii. Corporate Philanthropy Framework

Meaningful community engagement serves as a vital bridge between operational continuity and the genuine advancement of regional social well-being. This commitment is guided by four fundamental principles: prompt attention to local priorities, strategic engagement with social actors, tailored initiatives, and absolute transparency. By maintaining open communication channels at every operational site, a zero-complaint record has been upheld, ensuring that every contribution, whether sponsorship, donation, or infrastructure improvement, responds directly to the unique needs and aspirations of neighboring populations.

The governance of these social investment efforts remains a top priority. Contributions are strictly managed under a comprehensive Donations, Sponsorships, and Improvements Policy, which is fully integrated with a robust Compliance Framework. This ensures that every philanthropic action undergoes rigorous due diligence and adheres to both national and international standards, including the U.S. Foreign Corrupt Practices Act (FCPA). By aligning social impact with institutional integrity, trust is strengthened between the organization and its stakeholders, transforming philanthropic acts into long-term strategic alliances.

This year’s efforts spanned a wide range of critical areas, from enhancing public safety and health infrastructure to supporting education and environmental stewardship. Highlights include the development of an Emergency Control Center in El Sauz, the implementation of solar energy solutions for fishing communities in Baja California to combat energy poverty, and the continuous support of academic and athletic excellence in regions like La Lucha and Chihuahua. The following table details the diverse initiatives that took shape during this cycle, reflecting a shared mission of listening, building trust, and working hand in hand with the communities that sustain the operation.

FACILITY / AREA	DESCRIPTION OF CONTRIBUTION	BENEFICIARY
Altamira	Christmas event sponsorship, including bedding, toys, first aid kits, and emergency response training for parents.	"Nuestra Casita" Children's Home
San Luis de la Paz	Sponsorship of the regional Biodiversity Fair.	San Luis Potosí Biodiversity Fair
Bajío	Annual maintenance funding for the xerophytic conservation garden.	Dehesa San Isidro Wildlife Management Unit (UMA)
Chihuahua	- Sponsorship of team uniforms for the youth cycling academy. - Donation of custom-printed shirts for community outreach. - Donation of Mother's Day gifts for local community celebrations. - Travel and lodging support for students and staff.	- Soles de Ciudad Juárez Cycling School - Municipality of Ciudad Juárez (CLAM) - Samalayuca Town Hall - Samalayuca High School
Corporate	- Traditional event sponsorship: brand recognition and participation in strategic forums. - Donation of ASOLMEX solar lighting kits for remote areas. - Corporate sponsorship for high-level energy sector engagement. - Silver Sponsorship for the US-Mexico Forum. - Silver Sponsorship for the annual Padel Tournament.	- US-Mexico Foundation - Indigenous Communities (Rarámuris) - CERAWeek (Houston) - UC San Diego Foundation - Women in Renewable Energy (MER)
El Sauz	- Emergency Control Center Project: Provision of smart monitoring screens, video surveillance systems, weather station, and specialized rescue equipment (gas analyzers, AEDs, and firefighting gear). - Facility improvements including wall and floor repairs and provision of fire extinguishers.	- Pedro Escobedo Emergency Prevention & Control (I.A.P.) - La Casita de San José de los Ancianos A.C.
La Lucha	- Sponsorship of athletic apparel and specialized sprint footwear for student-athletes. - Donation of shelving units and air conditioning equipment (minisplit). - Provision of medical equipment (glucose monitors, blood pressure cuffs), chairs, and air conditioning units. - Lodging support for students participating in the UAG Pre-University Mathematics Tournament. - Children's Day celebrations and Mother's Day gifts.	- CECyTED 02 Students (Ceballos, Durango) - Ceballos Public Library - Ceballos Health Center - Ceballos - Mapimí Community - Ceballos - Mapimí Community
La Rosita	- Support for the "Safe Summer" program through the donation of water drinking fountains. - Donation of Christmas dinners for vulnerable families in the Mexicali Valley. - Energy Poverty Program: Implementation of solar panels for small entrepreneurs in southern Baja California.	- Mexicali DIF - Mexicali DIF - Puerto Canoas Fishing Community
Tierra Mojada	- Infrastructure improvements for the basketball court. - Provision of professional stage, lighting, and sound systems for local traditional festivities.	- Casa Hogar Florecitas - Cuchillas Community

iv. Energy with Equality

At Saavi Energía, we recognize that structural gender gaps impose complex challenges for women in the fields of Science, Technology, Engineering, and Mathematics (STEM). To transform this reality, we have consolidated “Energy with Equality” (Energía con Equidad), our flagship social investment initiative designed to drive female talent within our strategic areas of influence.

What began as a pilot model with two beneficiaries in 2021 has evolved into a comprehensive support ecosystem that combines financial backing, specialized mentorship, and hands-on experience in the energy sector. This sustained growth allowed us to reach a milestone of 25 active participants following a significant expansion in 2025, driven by the successful launch of the program in Mexico City.



Beyond academic support, the program has been optimized through strategic alliances with universities and more agile mentorship processes, ensuring that each student has the necessary tools to navigate the professional environment. By aligning the development of these young women with our internal talent formation, we combat inequality in a critical area (STEM) while strengthening our pipeline of high-potential profiles. This creates a direct bridge toward future operational and leadership opportunities within Saavi Energía. Through this initiative, we reaffirm that equity is a fundamental pillar for our organization’s resilience and competitiveness.



v. Puerto Canoas Electrification

Historically, Baja California has faced significant challenges in integrating into Mexico’s national power grid. These energy limitations, driven by the region’s complex geography, have created persistent barriers to human and economic development. In 2025, through a strategic alliance with the State government, we consolidated the “Electrification of Fishing Cooperatives” project in Baja California, specifically in the community of Puerto Canoas. This locality, situated more than 10 kilometers (about 6.2 miles) from the conventional power grid, previously relied on inefficient generators and gas-powered refrigeration. By installing a “Línea Pro” Solar System with a 7.260 kW capacity, we have transformed the operational reality of the Puerto Canoas Fishing Cooperative, directly benefiting 10 partners, 36 fishermen, and more than 60 families who depend on this activity.

The implementation of this photovoltaic infrastructure represents a significant milestone in clean energy access. The system provides a daily energy budget of 34.485 kWh, resulting in the displacement of 10.22 tCO₂ annually. By replacing fossil fuels with clean, reliable power, Saavi Energía actively contributes to climate change mitigation, integrating cutting-edge technological solutions in rural and isolated areas to reduce the carbon footprint of the region’s primary productive activities.

The impact of this initiative translates into a substantial improvement in local competitiveness. The transition to photovoltaic energy has enabled the operation of an on-site ice plant, eliminating dependence on external suppliers and generating logistical and economic savings of 6 to 7 tons of ice per month, by producing up to 300 kg of ice per day. This energy autonomy ensures constant refrigeration for bait and preserves the quality of the seafood products, strengthening the cooperative’s intergenerational economy. Furthermore, to guarantee the project’s long-term financial viability, Saavi Energía provides a 50% subsidy on the monthly tariff for the first six years, ensuring that the social and economic benefits remain resilient and enduring.

vi. “Ilumínate: Sol para Todos” Solar Initiative

Bridging the energy gap in Mexico requires more than just technical deployment; it demands a commitment to equity and the recognition of energy as a fundamental right. In remote rural areas where over 6.9 million people remain disconnected from the national grid, the lack of electricity represents a profound denial of opportunities for education, health, and economic growth. To address this, the “Ilumínate: Sol para Todos” initiative continues to bring clean, reliable, and autonomous lighting solutions to Rarámuri communities in the Sierra Tarahumara of Chihuahua.

This year, the project was guided by the principle of Bajureka, a Rarámuri term that reflects a collective commitment to a common cause. Moving beyond traditional donation models, the program fosters a fair distributive system where families actively participate through a solidarity-based exchange. By trading traditional crafts for solar technology, the initiative dignifies Indigenous knowledge and ensures that communities are seen as active participants rather than passive recipients. This approach aligns with the procedural dimension of energy justice, prioritizing active listening and community participation to ensure that every family can “give and receive” from their own reality and culture.

The delivery of 400 solar lighting kits was made across five remote communities: Sitanachi, Turuseachi, Morisochi de Pilaes, Rahuihuarachi, and Pahuichique, directly benefiting 2,590 people. Each kit, designed for easy self-installation, provides up to 20 hours of light per charge, enabling essential activities after sunset. Solar energy transforms the evening into a time for connection and play. By illuminating the domestic space, these kits enable children to study and families to enjoy nighttime traditions in a protected environment, free from the discomfort of insect bites and the hazards of total darkness.

Strategic alliances with partners such as ASOLMEX provided the logistical support necessary to reach these isolated regions. Furthermore, the leadership of local allies, such as Rarámuri teacher María Nicolasa Gardea Cruz, ensured that the process remained deeply rooted in local dynamics. Supported by the involvement of corporate volunteers, the brigades became transformative spaces for mutual learning and empathy. By balancing operational efficiency with a profound respect for cultural identity, this initiative continues to illuminate pathways toward dignity and self-determination for the Rarámuri people.



vii. Casa Hogar Florecitas

In Mexico, children’s shelters operate under significant pressure to provide safe environments amid challenging regional realities. Within the municipality of Zapotlanejo, where approximately 48% of the population experiences social vulnerability and families face rising issues related to domestic fragmentation, places like Casa Hogar Florecitas act as vital sanctuaries for child protection. Recognizing that comprehensive development requires spaces that go beyond basic shelter, local efforts directed resources to fully rehabilitate the facility’s basketball court. In institutional care, structured sports are proven catalysts for psycho-social recovery, serving to lower anxiety, foster teamwork, and counteract regional youth risks. This targeted infrastructure upgrade delivers a secure recreational zone that directly transforms daily life inside the shelter, turning a simple court into a launchpad for emotional healing, permanent resilience, and the solid reconstruction of a dignified childhood.

viii. Regional Biodiversity Fair

Protecting the ecological balance of central Mexico’s semi-arid regions extends well beyond mere regulatory compliance, calling for deep community awareness and participation. Strategically adjacent to regional ecological corridors, the municipality of San Luis de la Paz in Guanajuato shares vital natural heritage and biodiversity challenges with neighboring territories. Acknowledging that education is the foundation for lasting conservation, localized sponsorship supported the Regional Biodiversity Fair, a collaborative initiative designed to foster environmental literacy. This forum serves as a vital platform to showcase the ecological value of native flora and fauna while raising awareness about the critical impacts of climate change and habitat degradation. By transforming scientific knowledge into accessible community dialogue, this strategic support empowers local populations to become active stewards of their environment, inspiring collective actions to safeguard the natural resources that sustain regional prosperity.



ix. La Casita de San José Project

In municipalities like Pedro Escobedo, Querétaro, where over 41% of the population lives in poverty and a staggering majority of older adults lack any form of social security, elderly care centers face critical operational and structural challenges. Within this vulnerable context, places like La Casita de San José de los Ancianos act as indispensable sanctuaries for a population often left unprotected. Understanding that a dignified life requires both living comfort and absolute safety, localized resources were deployed to completely repair the walls and floors of three bedrooms, alongside the donation of vital firefighting equipment. In institutional elder care, infrastructure integrity directly impacts physical health and emotional well-being. This targeted intervention goes beyond basic maintenance; it reinforces human security, protects senior citizens from structural hazards, and ensures a resilient, warm, and safe environment where the elderly can age with the dignity and care they fundamentally deserve.

c) Operational Excellence

A resilient operation is built upon the silent but essential systems that safeguard people, assets, and information from unforeseen disruption. This foundation is structured around three strategic areas: the physical protection of the workforce, the ethical integrity of the supply chain, and the security of critical digital infrastructure. By prioritizing high standards in health and safety, refining procurement processes, and maturing cybersecurity defenses, a stable environment is created for sustainable growth. Together, these pillars provide the necessary oversight to navigate complex challenges while ensuring transparency and the uninterrupted delivery of services to all stakeholders.

x. Occupational Health and Safety

Fostering a safety-first culture serves as the fundamental pillar across all levels of the organization, supporting resilience, trust, and long-term success. By focusing on a proactive and accountable environment, the “No Lost Time Incidents” (LTI) strategy achieved a historic milestone: reaching 5,000,000 man-hours worked without a single lost-time injury since January 2023. This performance is not a matter of chance, but the result of a comprehensive Safety Impact Management Plan structured around five strategic pillars.

1. Proactive HSE Management and Health

Strategic management reached a new level of maturity this year with the launch of an updated HSE Policy, now strictly aligned with international standards such as ISO 9001, ISO 45001, and ISO 18001. This alignment ensures that safety, quality, and environmental protection follow global best practices. Beyond traditional lagging indicators, the focus remains on leading metrics, such as Safety Observations per Man Hour and the investigation of high-potential incidents to prevent recurrence. Furthermore, the fleet met 100% of the objectives in the Annual Health Program, reinforcing the commitment to the holistic well-being of the workforce.

2. Contractor Safety Management

Strengthening the safety bond with strategic partners led to the inaugural HSE Day in Mexico City, bringing together all critical operations contractors. This forum served as a space for reviewing safety rules, analyzing audit trends, and sharing lessons learned to build a shared accountability model. This collaborative approach is supported by the digital “DC3” platform, which verifies contractor competencies and safety inductions aligned with their specific roles before they begin any on-site activity.

3. Critical Procedures and Digital Innovation

Operational risk control has been modernized through the full digitalization of field tools. Every site is now equipped with electronic tablets to perform Safety Walks, Hazard Hunts, and audits directly through the HSE management digital platform Macrom, significantly reducing the environmental footprint by eliminating paper use. This technological leap ensures that critical procedures such as Lockout-Tagout (LOTO), Permit to Work, Confined Spaces, and Electrical Safety are revised and monitored with real-time data to ensure alignment with the highest industry standards.

4. Leadership and Environmental Stewardship

Leadership during operational phases, particularly during planned outages, is defined by a commitment to zero-incident environments. This year, the fleet recorded zero recordable environmental incidents, reflecting a management system that treats environmental protection as an essential safety component. By integrating leadership workshops and the “Observation-Intervention” campaign, a proactive environment is maintained where accountability is shared between employees and contractors alike.

5. Audits and Systemic Evaluation

Systematic evaluation remains a key priority to ensure 100% regulatory compliance. Due Diligence audits were conducted across the entire fleet to verify that every facility meets the highest technical and legal HSE standards. These evaluations are supported by internal self-assessment models and dedicated checklists that allow each site to track conformance and identify opportunities for improvement independently of external certifications.

The evolution of these five pillars demonstrates that safety is not a static goal, but a continuous journey of improvement and cultural maturity. This strategic framework ensures that every technological advancement and every hour worked is grounded in a human-centered vision. Ultimately, the success of these programs is measured not only by the millions of incident-free hours achieved but by the unwavering certainty that every team member, contractor, and partner operates in a workspace where their health, dignity, and safety are the absolute priority, ensuring everyone returns home safely every single day.

AREA	INDICATOR	2025
SAFETY	Fatalities	0
	Lost Time Incident Frequency (LTIF)	0
	Total Recordable Cases (TRC)	4
	Restricted Work Cases (RW)	2
	Medical Treatment Cases (MTC)	2
	First Aid Cases (FAC)	14
SECURITY	Near Misses (NM)	30
	Number of Security Incidents	4
	Number of Crisis Management Drills	0
HEALTH	Frequency Rate Health	0
	Severity Index Health	0
	Number of Cases of Illnesses to Work	0
	% of Medical Exams	100

xi. Supply Chain and Responsible Procurement

Our procurement strategy is built on the principle that a resilient supply chain must be grounded in ethical conduct, transparency, and a deep respect for labor rights. We view our suppliers not merely as providers, but as partners in our sustainability journey. Currently, 85.74% of our supplier base is domestic or locally based, reflecting our commitment to strengthening regional economies and reducing the environmental footprint associated with logistics.

Operational Integration and Risk Mitigation

A key highlight of our current cycle has been the strategic involvement of procurement and human resources in the integration of new business ventures. During the acquisition of operations at La Lucha, and the strategic alliance with Kepler, we implemented a multidisciplinary approach to ensure an orderly transition. By collaborating closely with operational and commercial teams, we mitigated labor risks and shortened learning curves, ensuring that new teams adapted quickly to Saavi’s organizational culture without compromising business continuity or legal compliance.

Integrity and Due Diligence

To maintain the highest standards of integrity, all partners undergo a rigorous due diligence process designed to identify risks related to corruption, money laundering, and regulatory breaches. We remain steadfast in our oversight of the Mexican Registry of Specialized Service Providers (REPSE), ensuring that every individual working within our sites operates under protected labor rights. Furthermore, our updated Code of Conduct, aligned with United Nations guidelines, serves as the cornerstone of our supplier relationships, clearly outlining our expectations regarding human rights, ethics, and the use of our Ethics hotline.

Continuous Improvement and Future Vision

We have reinforced these standards through comprehensive regularization campaigns, updating due diligence documentation and strengthening adherence to our Code of Ethics. Moving forward, we are evolving toward the integration of specific sustainability KPIs and the promotion of circular innovation within our purchasing decisions. These priorities ensure that as Saavi Energía grows, our supply chain remains a benchmark for responsible sourcing and long-term value creation.



xii. Cybersecurity and Digital Defense

Adopting a comprehensive and forward-looking Cybersecurity strategy is essential to navigating the challenges of digital transformation. This approach responds to an evolving threat landscape and increasing operational complexity, such as the migration to modern ERP platforms and the integration of Artificial Intelligence (AI) into the corporate culture. To ensure robust protection, the strategy remains strictly aligned with international frameworks, including ISO 27001, NIST SP 800-82 v2, and ISA/IEC 62443.

The current focus is on elevating cybersecurity maturity from reactive and proactive stages toward an anticipatory posture. This evolution is supported by continuous improvements across key areas of the digital environment:

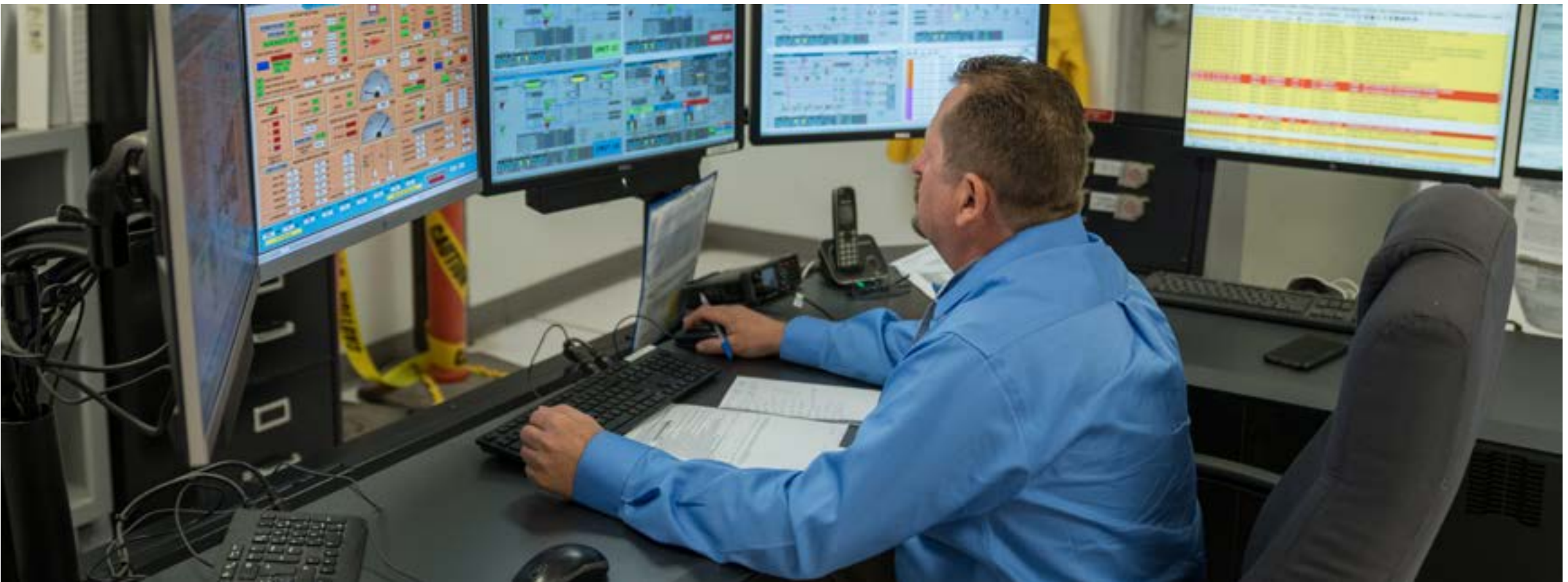
Policy and Framework Strengthening: A comprehensive refresh of internal policies and guidelines was conducted to reinforce the expected behavior and responsibilities of all collaborators. By aligning these updates with global best practices, the organization ensures that its regulatory framework remains a solid foundation for digital defense.

Logging, Monitoring, and Incident Readiness: Technical controls were enhanced through the reconfiguration of email systems to provide superior security monitoring. Additionally, vulnerability management tools were integrated into the Security Operations Center (SOC) via the SIEM platform, significantly improving threat visibility. To bolster response capabilities, a formal Incident Response Plan was initiated, supported by an automated

Phishing Alert Button that streamlines the analysis of suspicious communications.

Identity Management and Awareness: Building a cyber-resilient workforce is prioritized through a blend of in-person awareness sessions at operational sites and mandatory modules on a digital training platform. These efforts resulted in a Saavi SAPA (Score Per Knowledge Area) of 60.5%, reflecting a measurable increase in employee proficiency. Furthermore, Multi-Factor Authentication (MFA) was successfully implemented for the entire workforce, including unionized personnel, following rigorous health checks of Active Directory and Exchange systems.

By maturing toward an anticipatory defense model, the organization secures the trust and operational continuity necessary for a resilient energy future, ensuring that critical infrastructure is protected against the digital risks of today and tomorrow.



d) Ethics and Corporate Compliance

Integrity serves as the foundational pillar of our operational stability and a key driver of our corporate resilience. Following the structural redefinition of our Compliance Program, 2025 focused on the full integration of these standards into our organizational culture. Current performance indicators confirm a high level of adoption among our workforce, reflected in the proactive use of the ethics line, consistent conflict-of-interest disclosures, and the systematic application of policies regarding donations and sponsorships. These results demonstrate that ethical conduct has become standard practice across all levels of the company.



Our primary achievement this year was the high degree of adaptability shown in navigating a volatile international regulatory environment. We successfully integrated new interpretations of the Foreign Corrupt Practices Act (FCPA) and specific mandates from the Financial Crimes Enforcement Network (FinCEN) regarding foreign terrorist organizations, executing necessary safeguards without hindering our business momentum. This agile response allowed us to anticipate emerging global risks and communicate preventive measures clearly to our clients and suppliers, ensuring that our operations remain protected and compliant within the international energy landscape.

The evolution of our third-party due diligence process exemplifies this commitment to continuous improvement. We transitioned toward a dynamic evaluation model where the integrity of our business partners is monitored through a quarterly review cycle. This system accounts for territorial nuances and the specific nature of the services provided, ensuring that our distancing from illicit

activities is consistently documented. To support these updates, a cross-functional effort involving Supply Chain, Audit, HSE, Human Resources, IT, and Operations resulted in the renewal or creation of 97 normative documents. This collective alignment ensures that our procedures are standardized and readily available to all members of the organization.

Maintaining a robust compliance framework is a strategic necessity that reinforces institutional trust and secures our long-term viability. By embedding transparency into our decision-making processes, we fulfill our regulatory obligations while strengthening our position as a reliable partner. Prioritizing accountability and excellence define our path forward as we navigate an evolving landscape. Our growth is anchored in this transparent approach, securing our role as a trusted leader in the transition toward a more sustainable energy sector.

6

**Progress in motion:
Our vision for 2026**



Progress in motion: Our vision for 2026

For our future, we will keep track of the constant evolution and improvement of our impact. Through our different initiatives, strategic partnerships, and community reach strengthening, we will develop both operational successes tied with sustainable and human progress for the communities and environment in which our facilities are embedded.

Here are some of our key focus areas for 2026:

Fighting energy poverty.

Developing initiatives like the one in Baja California, to support communities and their livelihoods with reliable, renewable and sustainable energy solutions. During 2026, we propose to increase these types of collaborations with productive cooperatives in the country.

Fostering culture of volunteering.

Organizing volunteer events across all our facilities, encouraging and promoting employees to actively participate in their communities and environment, maintaining and strong sense of belonging and reciprocity.

Strengthening our biodiversity strategy.

Reinforcing environmental interventions by expanding our biodiversity strategy and its reporting, aligning it with regional and local conservation needs.

Water access initiatives.

Advancing in the research and implementation of initiatives to improve access to water in scarce regions, increasing water security and availability where most is needed.

Implementing Social Management Plans.

Continuing to do tailored shared benefit initiatives under the Social Management Plans of our facilities, in the lines of energy justice, water access, and gender and equality.

Constantly update our materiality assessment.

Conduct a new materiality study to reflect the evolution of our operations and stakeholder expectations starting in 2020.

We are excited to continue the constant betterment of both our operations and the conditions of the communities around us. By working together, being present, and by developing lasting share benefits initiatives, we aim to be an impactful ally in driving change where is needed.





7

**Contributing to the Sustainable
Development Goals (SDGs)**

Contributing to the Sustainable Development Goals (SDGs)

The United Nations Sustainable Development Goals serve as a global framework that allows us to align our operational performance with universal sustainability priorities.

Here, we detail the specific SDGs we address and how our daily initiatives, from water recycling to rural energy access, contribute to an equitable and low-carbon future.

4 Corporate profile



08

DECENT WORK AND ECONOMIC GROWTH

We foster a resilient workforce with 64 average training hours and a record 10% turnover rate. Our focus on competitive compensation and local procurement strengthens regional economic stability and growth.



09

INDUSTRY, INNOVATION AND INFRASTRUCTURE

With 3.7 GW capacity and mobile power solutions, we ensure energy resilience. Modernization through SAP SuccessFactors and anticipatory cybersecurity posture strengthens our critical digital and physical infrastructure.



16

PEACE, JUSTICE AND STRONG INSTITUTIONS

We uphold zero tolerance for corruption through FCPA-aligned policies and 100% ethics training. Our transparent governance and robust reporting mechanisms ensure accountability and institutional integrity for all stakeholders.

5 Environmental Performance



06

CLEAN WATER AND SANITATION

We lead in water recycling, sourcing 96% of our water from treated wastewater. By redirecting 8.17% of consumption to communities, we support local ecosystem preservation and address regional water scarcity.



07

AFFORDABLE AND CLEAN ENERGY

We power 12 million homes and advance the transition via the 131 MW La Lucha solar plant. Rural electrification projects in Baja California and Chihuahua provide clean energy to isolated communities.



13

CLIMATE ACTION

We achieved an emissions intensity of 0.415 tCO2/MWh and aligned our governance with TCFD. Nature-based solutions like Xochimilco's chinampa restoration and xerophytic conservation garden actively mitigate climate risks and preserve biodiversity.

6 Social Performance and Governance



03

GOOD HEALTH AND WELL-BEING

We prioritize safety with 5,000,000 LTI-free man-hours and holistic wellness through the Beneflex program. Our medical equipment donations and "Safe Summer" initiatives further support the health of neighboring communities.



05

GENDER EQUALITY

We drive leadership diversity with 29% female representation on our Board. Our flagship "Energy with Equality" program empowers 25 female STEM scholars, bridging the gender gap in the energy sector.



12

RESPONSIBLE CONSUMPTION AND PRODUCTION

We integrate 85.74% local suppliers and emphasize circular economy models in water and waste. Our rigorous due diligence and REPSE compliance ensure ethical, sustainable, and transparent supply chain management.

8

TCFD Reference table



TCFD Reference table

The recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) serve as a core framework to assess how climate change influences our business model. Here, we present our TCFD Reference Table, detailing how we evaluate governance, strategy, risk management, and metrics to ensure long-term operational resilience and transparency for our financial stakeholders.

TCFD PILLAR	RECOMMENDATION	DISCLOSURE
Governance	Board oversight	The quarterly meeting Board and its specialized ESG Committee directly supervise corporate climate strategy, carbon footprint baselines, and greenhouse gas mitigation initiatives.
	Management's role	Operations and Commercial Committees handle daily climate risks, reporting operational efficiency quarterly to bondholders and international credit rating agencies (Fitch, Moody's, S&P).
Strategy	Climate-related risks and opportunities	Identified physical risks (regional water stress) and transition risks (SEMARNAT regulations) are balanced by commercial opportunities in transborder clean energy and solar expansion.
	Impact on business, strategy, and financial planning	CapEx was allocated to phase out inefficient technologies (Campeche divestment) and integrate the 131 MW La Lucha solar asset to reduce emissions intensity.
	Resilience of strategy	Strategy resilience is evaluated through external TCFD gap analysis and technical regional asset exposure modeling conducted alongside corporate insurance risk partners.
Risk Management	Identification and assessment of climate risks	Plants maintain federal Clean Industry (Industria Limpia) status via PROFEPA audits and apply ISO 14001 frameworks to manage asset-level environmental lifecycle risks.
	Processes for managing risks	Assets undergo independent Equator Principles audits, while plant-level thermal efficiency and resource consumption are monitored digitally via the on-site Macrom platform.
	Integration into enterprise risk management (ERM)	Climate and hydrological risks are structurally embedded into the central ERM system, guiding Operations Committee capital approvals for technical energy efficiency audits.
Metrics & targets	Metrics used	Core indicators include GHG intensity (tCO ₂ /MWh), plant thermal heat-rate, specific water consumption (m ³ /MWh), wastewater reuse percentage, and communal water redirection volume.
	GHG emissions (Scope 1)	Material Scope 1 carbon intensity reached 0.415 tCO ₂ /MWh, verified by independent compliance auditors under RENE guidelines.
	Climate targets and performance	Indicative target of 25% carbon reduction by 2030. Sourced 96% of water from treated wastewater, lowering specific consumption to 0.316 m ³ /MWh.



9

**Global Reporting
Initiative (GRI) Index**

Global Reporting Initiative (GRI) Index

Statement of use

Saavi Energía has reported in reference to the GRI Standards for the period January 1 to December 31, 2025.

GRI 1 used

GRI 1: Foundation 2021

GRI STANDARD	Disclosure	Location
GRI 1: Foundation 2021		
General disclosures		Location
GRI 2: General Disclosures 2021	2-1 Organizational details	12, 13, 14, 15
	2-6 Activities, value chain and other business relationships	12, 13, 14, 15, 35
	2-9 Governance structure and composition	12, 13
	2-12 Role of the highest governance body in overseeing the management of impacts	12, 13
	2-13 Delegation of responsibility for managing impacts	12, 13
	2-14 Role of the highest governance body in sustainability reporting	12, 13
	2-15 Conflicts of interest	36
	2-22 Statement on sustainable development strategy	3, 6
	2-23 Policy commitments	12, 13, 29, 34, 35, 36
	2-24 Embedding policy commitments	36
Material topics		Location
GRI 3: Material Topics 2021	3-1 Process to determine material topics	6
	3-2 List of material topics	6, 25

GRI STANDARD	Disclosure	Location
Water Scarcity		Location
GRI 3: Material Topics 2021	3-3 Management of material topics	19, 20
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource 303-3 Water withdrawal	19, 20 19, 20
GHG emissions reduction / Energy generation efficiency		Location
GRI 3: Material Topics 2021	3-3 Management of material topics	17, 18
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions 305-4 GHG emissions intensity 305-5 Reduction of GHG emissions	17, 18 17, 18 17, 18
Occupational Health, and Safety		Location
GRI 3: Material Topics 2021	3-3 Management of material topics	21, 34
GRI 403: Occupational health and safety 2018	403-1 Occupational health and safety management system 403-2 Hazard identification, risk assessment, and incident investigation 403-3 Occupational health services 403-4 Worker participation, consultation, and communication on occupational health and safety 403-5 Worker training on occupational health and safety 403-6 Promotion of worker health 403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships 403-8 Workers covered by an occupational health and safety management system 403-9 Work-related injuries	34 34 34 34 34 34 34 34 34

GRI STANDARD	Disclosure	Location
Well-being of Collaborators and their Families		Location
GRI 3: Material Topics 2021	3-3 Management of material topics	25, 26
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	27
	404-3 Percentage of employees receiving regular performance and career development reviews	27
Diversity and Inclusion		Location
GRI 3: Material Topics 2021	3-3 Management of material topics	28
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	20, 21, 22, 23, 29, 30, 31, 32, 33

