



The last year has not been easy for anyone. Many have mourned the irreparable loss of a beloved person. Others have suffered the enormous burden of disease in their families, the loss of their jobs, the closure of their business, the cancellation or indefinite delay of important personal and professional goals. In difficult times like these, true leaders need to refocus on the basics: people and values.

As I often say to my team: a company will be as good as its people, and its people will be as good as its leaders. But being a good leader is no longer the same as having big titles or the best qualifications. Competence is important, of course, and you should keep striving to become better at what you do, always paying attention to detail and quality. What will make the difference in your professional and personal life is the example you set with your actions. People will hear what you say, but if you want to inspire them to join your vision and plans for the future, you need to walk the talk. What you think, what you say and what you do, all of these need to be aligned so people can really trust you. Trust is the foundation of any healthy relationship. If there is no trust among its members, no family, community, company nor nation can thrive and succeed.

Doing the right thing is easier when the stakes are not high. However, as any experienced leader would tell you, doing the right thing, even at a personal cost, is the real measure to build character as an ethical leader. You will identify those key moments when a difficult choice has to be made - your stomach aches because you are worried sick. At those moments, breaking the rules or taking a shortcut could seem to be the easy way to avoid some damage or get a quick gain. That path leads only to more pain and higher costs. Take a deep breath and always choose the ethical solution. You will find out that, in the end, no one regrets acting with integrity.

Finally, leaders need to have a vision for a better future and show commitment and discipline to make it real. A good leader is someone who has a clear vision of a better tomorrow: a cleaner planet, a society where human dignity is respected, and a world with no hunger nor disease. A very outstanding leader will be the one who, through the power of example, inspires others to share that vision and brings people together to achieve it.

My father used to say that "even in the most adverse of situations, one can find opportunities for work and growth, you just have to keep your eyes and mind open." In addition, I urge you to keep an open heart to become the leaders who will transform global challenges into global opportunities.

I wish you all the best.

A handwritten signature in black ink, appearing to read "Daniel Servitje".

Daniel Servitje
Chairman and Chief Executive Officer
Grupo Bimbo