# ABOUT This report

We share our integrated January 1 through As part of our initiatives to reduce our environmental December 31, 2022 report. This document impact, this report was created in a digital format, summarizes our global economic, social, which you can download https://www.alsea.net/ environmental and corporate governance initiatives informe-anual/2022 and achievements based on our business strategy, focusing on sustainability. During this period, there are no restatements of information or significant changes for previous periods in terms of coverage.

The report was prepared with the information requested by the Mexican Stock Exchange through the S&P/BMV Total México ESG Index for listing on the Sustainable index, referring to the GRI standards, the SASB sustainability frameworks and our actions focused on contributing to the UN Sustainable Development Goals. Alsea's internal departments and divisions generated and verified its content with financial information examined through an external auditing process.

Please direct your feedback, questions or comments on this report to:

Corporate Affairs Valeria Oslon Fernández rp@alsea.com.mx





# FEATURED

# +442 million of served customers OUR FIRS **ARE SMALL AND MEDIUM-**NET MATERIALITY SIZED ENTERPRISES (SMES) REPORT INANCIAL ASPECTS

TO VULNERABLE POPULATION





THIS BOX

HILLING M

Restaurants

VO NUS LUTO IV.

ALSEA UNITS



4,447



AR











FOSTER'S HOLLYWOOD

ALSEA 2022

Anchies.

G







We are the leading restaurant operator in Latin America and Europe, with globally recognized brands within the Fast Food, Cafeteria, Casual Dining, Fast Casual Dining, and Family Restaurant segments. We operate more than 4,400 units in Mexico, Spain, Argentina, Colombia, Chile, France, Portugal, Belgium, Netherlands, Luxembourg, and Uruguay. Our business model supports all business units through the Shared Services Center, providing support in administrative, development and supply chain processes.

Restaurants Brands 245 America 2 226 Argentina 4 239 3 Chile 2.248 Colombia 11 13 Mexico 2 Uruguay 34 Europe 1 1.098 Belgium 9 218 1 Spain 97 France ٦ The Netherlands 4 1 Luxembourg 25 2 Portugal



ALSEA 2022

15







% corresponding to all units







**RESTAURANTS** casua



Italiannis P.F. CHANG'S

EL PORTÖN heesecake Factory

OEMOE











# RESTAURANT family vips

VIPS



## 2022 was a very good year for OUR COMPANY in terms of business growth and positioning.

THROUGH RESPONSIBLE AND EFFICIENT MANAGEMENT, WE MITIGATED INFLATION IN INPUTS AND FACED THE INCREASE IN THE COST OF ENERGY IN EUROPE. THESE RESULTS ARE A **REFLECTION OF THE TALENT AND COMMITMENT** OF OUR TEAM MEMBERS, LEADING US TO AN OPTIMISTIC OUTLOOK WITH SIGNIFICANT **OPPORTUNITIES LOOKING FORWARD.** 



IFRS standards (including the IFRS 16 effects and the effects of the restatement due to hyperinflation in Argentina), except data per share, number of units and

- 2. EBITDA is defined as operating income before depreciation and amortization.
- 3. ROIC means dividing the Company's net operating profit liability at no cost).
- our shareholders' equity. 5. CAGR Compound Annual Growth Rate from 2017 to 2022.

1,648 Net income

RESULTS	CAGR 2017-2022⁵	ANNUAL GROWTH	2022	%	2021	%
Net Sales	10%	28.9%	68,831	100%	53,379	100%
Gross Profit	9%	26.5%	46,319	67.3%	36,626	68.6%
Operating Profit	11%	54.1%	6,368	9.3%	4,133	7.7%
EBITDA <sup>2</sup>	17%	14.3%	14,070	20.4%	12,311	23.1%
Consolidated Net Income	6%	110.2%	1,648	2.4%	784	1.5%
Balance						
Total Assets		(5.4%)	78,457		82,978	

Total Assets	(5.4%)	78,457	82,978
Cash	(11.7%)	6,087	6,893
Liability Costs	(12.4%)	27,789	31,729
Stockholders' Equity	3.1%	7,879	7,639

Profitability	
ROIC <sup>3</sup>	

18.6%

ROE<sup>4</sup>

### Stock Market Data per Share

Price	(2.9%)	\$36.86	\$ 37.95
Earnings per Share	116.0%	\$2.03	\$ 0.94
Dividend	N.A.		
Book Value per Share	5.5%	\$9.61	\$ 9.11

### Operation

ROE<sup>4</sup>

Total Number of Units	5%
Collaborators	1%

34.8% SSS



10 bps	10.5%	5.4%
70 bps	18.6%	9.9%

4.3%	4,447	4,262
6.9%	76,382	70,827

### Our purpose is...

We bring

... and it entails a huge responsibility to our excellence and service to make each consumption occasion an unbeatable experience when, how and where our customers desire. To achieve this, we have a team of collaborators who live our values and bring Alsea's philosophy to each geography in which we have a presence.

> Thanks to the ethics and transparency of our Corporate Governance, we are moving towards fulfilling our longterm vision, putting our hearts and focus on our customer's experience in everything we do.







ALSEA 2022

# CODE OF ETHICS

Each of us who are part of Alsea promotes our values and culture. We work with passion and common goals to fulfill our purpose under the principles of integrity and transparency established in our Code of Ethics.

This ideology guides our business decisions to focus on the customer experience, looking after our relationships with stakeholders, incorporating sustainability aspects and establishing the regulatory framework for our supplier and fr anchisees' behavior.

### **GUIDING PRINCIPLES OF OUR**

10

Compliance with the law, Our customer regulations and internal • service and external rules

nics

5. Job security

6. About conflicts of interest

BURGER KINGS

9. **Taking care** of our work tools

Taking care of our private and confide information

We live our Code of Ethics with great pride and a sense of belonging.

<b>3.</b> Equal opportunity	<b>4.</b> Harassment-Free workplace
<b>7.</b> Acceptance of gifts	<b>8.</b> Transparent business practices free of bribery
<b>O.</b> bout aud	<b>11.</b> Financial information
ential : and ou	the environment ir responsible resources

OUR COMPANY | CORPORATE GOVERNANCE GRI 2-9, 2-27

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# CORPORATE GOVERNANCE

At Alsea, sustainability is part of our business strategy, and we live it at all levels of the operation. Our Corporate Governance policy guides our efforts to improve Alsea's economic, social and environmental impacts, allowing us to be exemplary, innovative and sustainable. Every individual at Alsea is committed to promoting leadership in sustainability, transparency and the adoption of corporate best practices.

Corporate Governance Structure











ALSEA MEXICO ALSEA EUROPE SOUTH AMERICA

### **BOARD OF DIRECTORS**

The Board of Directors is the highest governance body Alberto Torrado Martínez of the Company. It supervises the implementation of strategies and our decision-making processes, supported Cosme Alberto Torrado Martínez by the Audit, Corporate Practices, and Corporate Governance Committees to recommend and instruct Armando Torrado Martínez Senior Management on risk control mechanisms, business performance, stakeholder relations policies, compensation and regulatory compliance.

It has 11 members, three of which are related equity directors, two are independent equity directors, and Fabián Gerardo Gosselín Castro six are independent. A related equity director chairs the Board.

Alsea does not have Alternate Directors since it believes that Directors who do not attend a Board meeting dilute their obligations among the rest of the board members. Alsea allows 25% of the board members to call a meeting.

### **Related Equity**

President **Board Member Board Member** 

### **Independent Equity**

Federico Tejado Bárcena **Board Member Board Member** 

### Independent

León Kraig Eskenazi **Board Member** Adriana María Noreña Sekulist **Board Member** Carlos Vicente Salazar Lomelín **Board Member** Alfredo Sánchez Torrado **Board Member** Luiz Carlos Ferezin **Board Member** Leticia Mariana Jáuregui Casanueva **Board Member** 

### **Board Secretary**

Xavier Mangino Dueñas

### **Board Diversity**

At Alsea, we are committed to applying Diversity and Inclusion policies and initiatives at all levels of the organization. In 2022, our Board had two women, and the average age of the members was 56 years.

### **Board Experience**

Our Board members include professionals with extensiv business experience in the food sector and robus credentials in finance, international business, socia and philanthropic organizations, entrepreneurship an innovation.

Furthermore, all our board members are or hav served as board members of leading companies, socia organizations and relevant associations.

### Leaders in Sustainability

The directors are involved in the areas where the have the most experience and participate in developin strategies, studies and strategic inputs on socia environmental and governance issues.

We have various governance instruments that guide ou relationships and business conduct and establish th general guidelines for adherence to integrity, such a our Code of Ethics, Conflicts of Interest Policy, Diversit and Inclusion Policy, Code of Best Practices, and Globa Policy on Human Rights.

Further details about our Corporate Policies, please visit https://www.alsea.net/integridadcorporativa.



In 2022, our Board Members received training on ethical and transparency issues.

50% of our Board is made up of independent members





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### **BOARD MEMBER SELECTION AND REMUNERATION PROCESS**

The Nominations and Compensation Committee is The proposals submitted for approval to the General We are aware of our responsibility as a public Company responsible for our Board's selection, appointment, and renovation procedures. These must ensure a a justifying report from the Committee with an breakdown of the entity's corporate bodies that permit the proper exercise of the functions attributed to them by law, our Corporate Bylaws and regulations in the Company's best interest.

the Board of Directors presents to the Company's must dedicate to fulfill their mission adequately. The Nominations and Compensation Committee is also Regular General Shareholders' Meeting and its based on the needs of the Company's governing direct appointments to fill vacancies in the exercise bodies at all times. of its powers of co-optation are approved at the Committee's proposal, in the case of independent members, and following a report from this Committee, in the case of all other members.

assessment of the proposed candidates' competence, experience and merit. The assessment is supported by an evaluation of the balance of knowledge, skills and experience on the Board of Directors, as well as the conditions that each candidate must comply appointed CEO of Alsea on July 11, 2022. The appointments or re-election proposals that with to fill the vacancies, assessing the time they

Meeting of Shareholders are accompanied by to implement institutionalization measures following the provisions of the Code of Best Corporate Practices established by the Mexican Stock Exchange. Therefore, as of January 24, 2022, Alberto Torrado left his position as Executive President to serve as Chairman of the Board of Directors and Armando Torrado was

> the body empowered to propose to the Shareholders' Meeting the remuneration of the members of the Board of Directors. Alsea has determined this remuneration as a fixed amount for attendance. We have also implemented mechanisms and objectives to evaluate their performance management and, where appropriate, propose the necessary training on issues relevant to the Company's development.



### **All Board Members are** elected and re-elected annually and individually.

Audit Committee

# Alfredo Sánchez Torrado

Luis Carlos Ferezin Membe

Federico Tejado Bárcena

Elizabeth Estrella Garrido López Secretary (without being a member)

**Corporate Governance Committee** 

León Kraig Eskenazi

Luis Carlos Armando Torrado Ferezin Martínez Memper Member

### **Roles and Responsibilities**

- Recommend to the Board of Directors the Company's external auditors, their contracting conditions and scope of work, and oversee compliance.
- Serve as the communication channel between the Contribute to the establishment of policies for Board of Directors and the external auditors, and operations with related parties. ensure the latter's independence and objectivity. Analyze and evaluate operations with related parties
- Review the work program, the observation letters and the internal and external audit reports and • Decide to hire third-party experts who issue their report the results to the Board of Directors.
- auditors, without the corporate officers, to review their progress reports and hear their comments and observations.
- Give their opinion to the Board of Directors on the whistleblower protection. Assist the Board of Directors in analyzing contingency policies and criteria used in preparing financial information and the process for its issuance, ensuring and information recovery plans. its reliability, quality and transparency. • Verify the implementation of the necessary
- Help define general internal control and auditing mechanisms to ensure that the Company complies guidelines and evaluate their effectiveness. with the different legal provisions.

Alejandro Arturo **Kipper Lezama** 

### Confirm the observation of the mechanisms established to control the Company's inherent risks.

- Coordinate the internal auditor's duties.
- to make recommendations to the Board of Directors.
- opinion on operations with related parties or any other matter to ensure the proper performance of their duties.
- Verify compliance with the Code of Ethics and the mechanism for disclosure of improper acts and

Co	orporate Practices Commit	tee	<ul><li>Roles and Responsibilities</li><li>Suggest to the Board of Directors the criteria</li></ul>	• Study ar
	León Kraig Eskenazi		<ul> <li>for appointing or removing the CEO and C-level executives.</li> <li>Propose the evaluation and compensation criteria for the CEO and C-level executives to the Board of Direct executives to the Board of Direct executives.</li> </ul>	to ensure of Direct • Analyze presents
Cosme Alberto	Leticia Mariana	Fabián Gerardo	<ul> <li>Directors.</li> <li>Recommend to the Board of Directors the criteria to determine the settlement for termination of the CEO and C-level executives.</li> </ul>	<ul> <li>and follo</li> <li>Evaluate</li> <li>policies policies policies</li> </ul>
Torrado Martínez	Jauregui Casanueva	Gosselín Castro	<ul> <li>Recommend the criteria for remuneration of the Company's board members.</li> <li>Analyze the proposal made by the CEO about the</li> </ul>	its opinic • Give an budget p application
E	Elizabeth Estrella Garrido Lópo Secretary Without being a membe	ez V)	<ul> <li>staff compensation structure and criteria.</li> <li>Analyze and ask the Board to approve the statement about the Company's compliance with its corporate social responsibility, the Code of Ethics, and the information system used to report improper acts and whistleblower protection.</li> <li>Analyze and propose to the Board of Directors the approval of the formal succession system for the</li> </ul>	<ul> <li>Evaluate presents the Com with the</li> <li>Evaluate disclosu share its</li> </ul>

CEO and C-level executives, and verify compliance.

and propose the Company's strategic vision and permanence to the Board ctors over time.

e the general guidelines the Office of the CEO ts to determine the Company's strategic plan low up on its implementation.

e the Company's investment and financing proposed by Senior Management and share ion with the Board of Directors.

n opinion on the premises of the annual presented by the CEO and follow up on its tion and control system.

te the mechanisms the Office of the CEO ts to identify, analyze, manage and control mpany's inherent risks and share its opinion e Board of Directors.

e the criteria presented by the CEO for the ure of the Company's inherent risks and ts opinion with the Board of Directors. 25

# SUSTAINABILITY STRATEGY

At Alsea, we firmly believe that the future is our responsibility and that adopting a sustainability approach will lead us to face current and future challenges successfully.

We are committed to pioneering change and positively impacting society and the planet by integrating clear objectives and goals into our Sustainability Strategy.

We seek to offer unmatched customer experiences and generate value for the Company, our employees and the communities in which we operate. To achieve this, we improve our processes to positively impact the environmental and social aspects derived from our activities through a long-term sustainability vision we developed based on the adoption of corporate best practices.

Our strategy is promoted by our Corporate Governance Guidelines and implemented in all the regions in which we have a presence, thanks to the support of the local commissions and committees that work to ensure adherence to the plans that will lead us to fulfill our objectives.

### Awareness 2023

We will reinforce this culture and establish standardized indicators.

# Alignment

**2022** We defined our ESG goals for 2030 and their contribution to the UN 2030 Agenda. lonso<mark>lication</mark> 2024-2027

We will drive global initiatives and governance systems for our brands.



# evolution of the strategy

# MATERIALITY

In 2022, we implemented our first double materiality by integrating impact and financial aspects to identify priority issues for Alsea's sustainability strategy and focus our efforts on the common goals that facilitate impact measurement and monitoring.

The methodology we used for this analysis was based on the Global Reporting Initiative (GRI) guidelines and the terms established by the Sustainability Accounting Standards Board (SASB). It began by identifying relevant issues and prioritizing them according to the opinions stated by the different stakeholders and the strategic perspective of Alsea and a final validation process.

identification ...> prioritization **OF TOPICS** 

•••>

Validation

suppliers 1960s sustainability **COMMITTEE LEADERS** 

### The consultation exercise we conducted to update our materiality included the participation of the following Stakeholders:



finan



27

### MATERIALITY MATRIX globally integrated

As a result of this effort, we identified 35 material topics grouped under our strategic pillars of sustainability.



### **Potentially material topics (16)**

31 Waste management and circular processes 13 Ethics and integrity 11 Product innovation Communication and transparency Employee health, safety and well-being 32 Climate strategy 26 Nutritious and affordable products 24 Responsible communication and marketing of products 20 Responsible supplier assessment and development 21 Availability of local raw materials 34 Investment and social commitment 29 Water 23 Food waste 12 Human rights 33 Contribution to local food security Data privacy and cybersecurity

### Non-material topics (5)

22 Responsible sourcing of raw materials
18 Stakeholder relations
25 Inclusive selling practices
19 Fair competition practices
35 Comprehensive development of farmers and agricultural producers 28



To focus on our purpose To deliver happiness and experiences full of flavor in every aspect of our operation, we created our ESG model, which illustrates our sustainability strategy and links our purpose to Alsea's economic (growth), environmental (balance), social (development) and governance, as well as our goals for 2030 and their direct relationship with the Sustainable Development Goals, prioritizing, as a frame of reference, our stakeholders' needs and expectations.



### DEVELOPMENT

It integrates aspects of the development of our collaborators in a fair, inclusive, diverse, dignified and safe work environment, with the flexibility required to harmonize their personal and professional lives.

It refers to providing food security for vulnerable communities and promoting human development through initiatives favoring education and employability.

### BALANCE

It includes activities related to caring for our planet with the efficient use of resources, such as energy, water, inputs and waste.

### GROWTH

It addresses issues related to operating responsible brands that offer professional services and products with the highest quality and safety standards, thanks to the support provided by a leading industry supply chain.

It also integrates the commitment to offer balanced dishes and menus featuring alternatives for all lifestyles, labeling, communications, responsible advertising, and food waste reduction practices.

### Our contribution to the UN 2030 Agenda

Putting our hearts into everything we do involves setting specific sustainability goals to produce positive impacts through our activities. Hence, we focus on issues contributing to the UN Sustainable Development Goals (SDGs). We aim to measure Alsea's contribution further and drive positive impact initiatives that advance our focus and innovation.

6rowth

# Progress made in 2022

Alsea Z Goal for 2030

0%

food waste

We avoided food waste (kg)

and standards

**1,077,185** Mexico

41%

Mexico

62,137 South America

5,118 Europe

**100%** suppliers audited on sustainability issues

80% of our menus in Mexico have updated caloric information

Suppliers in our operations evaluated under social and environmental criteria

We started projects to improve the nutritional quality of food

100% transparency in the calorific content of our dishes

50% of products with reduced salt, sugar and/or fat

> 0% artificial colors and flavors





**12.3** By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses.



**12.6** Encourage companies, especially large and multinational corporations, to adopt sustainable



**3.4** By 2030, reduce by one-third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being.

# Stop Development

Progress made in 2022



Economic investment in programs to end hunger

17% PROGRESS 2,069,207 USD investment in 2022



Alsea 97

2030

Goal for



**2.1** By 2030, end hunger and ensure access by all people, in particular, the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round.





<b>Greenhouse emissions (Tn CO eq)</b> Scopes 1 and 2. We will take the year 2022 as our baseline.	<b>154,455</b> tCO <sub>2</sub> e Mexico <b>19,305</b> tCO <sub>2</sub> e tCO <sub>2</sub> e South America <b>51,569</b> tCO <sub>2</sub> e Europe	-25% emissions CO <sub>2</sub>
We promote the use of a clean energy infrastructure Percentage of clean energy used	70% 30% 100% Mexico South America Europe	<b>100%</b> clean energy subject to each country's legislation
Water consumption in thousands of cubic meters 2022 baseline	<b>1,710</b> Mexico South America Europe	-35% water consumption
We designed and built	<b>2</b> restaurants certified as Green Stores in 2022	<b>100%</b> new stores built under Alsea's sustainable design and construction standards
<b>Electrical energy (kWh)</b> 2022 baseline	259.613 GWh Mexico <b>58.300</b> GWh GWh GWh South America Europe	-25% electricity consumption





**11.6** By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management.



**7.2** By 2030, increase substantially the share of renewable energy in the global energy mix.



**6.4** By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity.



**9.1** Develop quality, reliable, sustainable and resilient infrastructure.



**7.3** Double the global rate of improvement in energy efficiency by 2030.



# STAKEHOLDER ENGAGEMENT

At Alsea, Delivering happiness and experiences full of flavor also implies caring for our relations with all the sectors with which we interact and that impact or are impacted by our operation. Based on our stakeholders' concerns, we analyze our sustainability strategy, business risks and opportunities, and our strategic plan and global challenges.

with whom we must collaborate on strategic issues and safety of the food we offer in our restaurants, regulatory compliance for our business are some activities that require the establishment of relationships and collaboration frameworks with different stakeholders such as government agencies, industrial chambers or associations, partnerships

Below we explain the channels we use to maintain ongoing and regular communication with our key

# Dur stakeholders

24 HRS

### Ø Customers Communication in restaurants

- Social media
- Mass media
- Annual report
- Email and website
- Communication campaigns
- Marketing campaigns
- Apps
- Loyalty programs
- Monthly newsletter
- Correct line

# Media

- Evaluation visits
- Participatory diagnoses
- Work meetings
- Reports and control meetings
- Annual report
- Email and website
- Participation in forums and events
- Monthly newsletter
- Correct line

# Community

- Evaluation visits
- Participatory diagnoses
- Work meetings
- Reports and control meetings
- Annual report
- Email and website

- Monthly newsletter
- Correct line

- Participation in forums
- In person and remote events
- Social media

# Collaborators

- Communication boards
- Workplace
- Communications from the Office of the CEO.
- Internal communication campaigns
- Screens
- Annual report
- Email and website
- In person and remote events and conventions
- Monthly newsletter
- Correct line

# Suppliers

- Annual report
- Email and website
- Monthly newsletter
- Phone calls
- Correct line

# Governmen

- Participation in even
- Reports
- Meetings
- Annual report
- Email and website
- Phone calls
- Official announcements
- Monthly newsletter
- Correct line

# Partners and Investors

- Results report
- Phone calls
- Annual report
- Email and website
- Meetings
- In person and remote conventions
- Investor and Analyst Day
- Sending relevant communications
- Monthly newsletter
- Correct line







## AWARDS, **CERTIFICATES AND** SUSTAINABILITY **INITIATIVES**

At Alsea, standing out as a responsible **Company working with the best** industry standards and as a leader in the sectors and markets we participate in is the result of many years of efforts to achieve and endorse relevant recognitions, certificates, and awards.

These recognitions guide us and lead us towards the corporate best practices in social, economic and environmental matters and reaffirm our commitment to excellence in everything we do.

### **UN Global Compact**

the leading corporate sustainability initiative worldwide. This adhesion represents a commitment to promote and comply with its Ten Principles in human rights, labor, and the environment.

### **ESR Certificate**

For the 11<sup>th</sup> year in a row, the Mexican Philanthropy Center (CEMEFI) gave us this distinction highlighting our performance in five pillars of sustainability: Quality of life, environment, ethics, community engagement, and corporate social responsibility management.

### **Company Committed to Labor Inclusion Certificate**

For our progress and contribution to including people with disabilities in our workplace, according to the inclusion strategy established by the Labor Inclusion Index for people with disabilities.

Éntrale.org.mx is a digital platform that promotes labor inclusion by connecting companies with civil society programs and programs for people with disabilities. This year we received an award for our progress in favoring the Labor Inclusion of People with Disabilities in Mexico.

### S&P/BMV Total Mexico ESG Index

Since 2011, we have followed the UN Global Compact, Since 2013, we have been listed on the IPC Sustentable Index, now known as the S&P/BMV Total Mexico ESG Index, aimed at providing exposure to the Mexican market and boosting the performance of companies that meet sustainability criteria.

### **Dow Jones Sustainability Index**

Since 2018, Alsea has been included in the Dow Jones Sustainability Index (DJSI) in the Latin American Integrated Market (MILA), a benchmark index that measures the ESG performance of publicly traded companies. For the Company, being listed on this index means being recognized for identifying and managing risks and opportunities on the economic, social and environmental fronts and creating value for all its stakeholders.

### The Sustainability Yearbook 2022

Recognition from Standard & Poor's (S&P) Financial Services LLC Global. This year we were listed among the ten Mexican companies recently added to the Yearbook for our efforts to promote the development organizations that assist with implementing inclusion of ESG matters. It is important to note that we were the only Mexican Company in the restaurant industry that received this recognition.







Sustainability Yearbook S&P Global