



Execution in

Integrated Annual Report

2025

MOTION

Execution in **MOTION**

In 2025, we operated in a challenging environment while maintaining the dynamism of our operations. Although the situation demanded constant flexibility, we strengthened key processes.

Our ability to adapt, integrate new technologies, and work in a coordinated manner allowed us to respond promptly, **sustain the strength of the business, and meet the demands of our customers.**

Execution in motion was made possible by a disciplined organization with a clear direction, laying the groundwork for the future.



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Message from the Chairman of the Board and Chief Executive Officer

GRI: 2-22

Héctor, 2025 was marked by highly significant decisions, such as the separation of the retail business and the sale of a 25.0% stake in McCormick® de México. Looking back, **what conviction drove these decisions?**

I would describe 2025 as a year of **strategic evolution**. The driving force behind these decisions was a simple yet powerful conviction: in an environment as volatile as the one we face today, **agility has become the new standard of excellence**.

Honoring our history requires having the vision to transform it. The reconfiguration of our partnerships and the separation of the retail business were fundamental steps to refocus on our core strategic strengths while projecting them into the future. For Grupo Herdez®, this evolution reflects strategic conviction and strength. By focusing our talent and capital on the preserved foods business, we enhance the innovation capabilities needed to fulfill our enduring mission: to remain relevant to consumers at every moment of the day.

At the same time, for Grupo Nutrisa®, this separation represents **agility and opportunity**. It provides the momentum to consolidate its own legacy, granting it the independence and strategic innovation capacity required in such a dynamic industry, thereby accelerating its growth.

Bold decisions must be supported by results. In a year when consumption and the industry faced significant pressures, **what do the year-end 2025 figures tell us about the strength of the brands that now make up Grupo Herdez®?**

The year's results provide compelling evidence of the resilience and strength of our portfolio. Despite a challenging environment, we closed 2025 with **net sales of \$38.6 billion**, setting a new all-time record for the Company.

To fully appreciate the magnitude of this achievement, it is important to focus on our continuing operations. While Grupo Nutrisa® was no longer consolidated in the final four months of the year, our core categories continued to advance. Comparing the businesses we operate today with those same businesses in the prior year, net sales would have grown 5.3% versus 2024, reaffirming the dynamism and strength of our portfolio.

This sales momentum translated into a gross margin of **40.3%**, and operating and EBITDA margins of **14.7%** and **17.4%**, respectively. We achieved controlling **net income of \$1.8 billion**, an increase of 31.4% year over year. As a result, a greater portion of every peso in revenue was converted into tangible value for our shareholders.

Cash flow remained solid even as we faced higher working capital requirements. **Free cash flow at year-end amounted to \$2.4 billion**, equivalent to **6.3% of sales**. This financial discipline enabled us to reward our investors' trust through dividend payments totaling **\$803 million**, including an extraordinary dividend declared in the second quarter. Collectively, these actions delivered a **5.2%** shareholder return, reinforcing our ongoing commitment to capital returns and value creation

Regarding the strategic sale of a stake in McCormick® México, **what are the most relevant factors to consider?**

This question goes to the very heart of our value creation strategy. The McCormick® de México transaction is not an isolated transaction; it represents the realization of the value created over 78 years through an exemplary strategic partnership. Few companies in the world can say they have built and sustained such a successful alliance for more than seven decades. Executing this sale at a moment of full maturity demonstrates our ability to recognize when to harvest the value of our history in order to invest in Grupo Herdez®'s future



For shareholders, this translates into a fundamental certainty: our discipline is not static.

Notwithstanding this transaction, we closed 2025 with a solid financial position, maintaining a highly conservative leverage profile, with a Net Debt to EBITDA ratio of 1.2x.

The liquidity derived from this transaction strengthens our ability to return capital to shareholders while providing the financial flexibility required to **capitalize on opportunities** within our portfolio. With this foundation, we are firmly positioned **to project our leadership into the future**, transforming our current strength into the driving force behind innovation and expansion in the years ahead.



We are living in an era where trust is built not only on financial results, but also on transparency. In light of evolving global expectations, **how has Grupo Herdez® advanced to provide this certainty to all its stakeholders, from Team Members to consumers and shareholders?**

Today, our commitment is stronger than ever. For us, **transparency goes beyond** mere compliance; it is a corporate imperative for our stakeholders.

We are taking a proactive leadership role in adopting **IFRS S1 and S2** standards. This is translating into a transformation of our decision-making processes: through **double materiality** analysis, we are integrating climate-related risks and opportunities directly into our strategic planning and capital allocation. Reporting under these international standards means that our sustainability information is now more **auditable and comparable**, effectively closing any gap between operational performance and environmental impact.

This evolution ensures that every commitment we make is supported by robust financial metrics, providing our shareholders and stakeholders with the **confidence that Grupo Herdez® is shaping the future with the highest level of rigor and a long-term vision.**



Mexican households are evolving, and family habits and mealtime dynamics continue to change. What is the roadmap to ensure that a company with such a strong legacy remains present in 99.0% of households in Mexico in the years ahead?

Our objective is clear: to place the consumer at the center and evolve alongside them, without losing the essence of Mexican tradition. To achieve this, we are driving a digital and operational transformation that is redefining how we think about and produce food.

Today, we combine more than a century of culinary expertise with advanced artificial intelligence. Through proprietary algorithms developed by our Data Science team, such as **Jarvis and Charles**, we have moved from a predictive to a prescriptive model. This means we no longer simply read trends; we now generate precise scenarios to anticipate the impact of multiple variables within the competitive landscape.

In packaging and product innovation, AI enables us to analyze up to 15 variables simultaneously, reducing hypothesis validation points in the market and shortening development cycles by more than 35.0%—from four months to just 2.5 months. This agility empowers our brands to strengthen and consolidate their market share.

All of this speed and execution is supported by the **NEO Program**, our new technological backbone built on the SAP S/4HANA platform. NEO is more than a systems upgrade; it is an enterprise architecture that provides end-to-end, real-time visibility across our value chain. Operating on this digital core allows us to optimize everything from demand planning to last-mile logistics, ensuring seamless operational continuity in the face of any market fluctuation.

This ecosystem of innovation and efficiency is powered by our **more than 10,187 professionals**, who transform this technology into the engine that secures our presence in 99.0% of Mexican households, projecting our legacy into a new era of scalable growth.

Grupo Herdez®'s timeless proximity extends beyond household kitchens. The Company reaches thousands of people each year who have found a source of support for nutrition and food security. **How do you plan to continue strengthening ties with communities?**

At Grupo Herdez®, our presence in Mexican households carries a responsibility that we embrace with a long-term vision. Our social pillar is not an isolated initiative, but a strategic commitment aligned with **the United Nations' SDG 2 (Zero Hunger)**. In 2025, we scaled our social investment to more than \$30 million through Saber Nutrir®, Fundación Herdez® and Casa Doña María Pons®.

Through Saber Nutrir®, we supported 127 families in achieving economic independence; their productive projects proved so successful that they exceeded our initial investment, demonstrating that local talent simply requires the right support to thrive. In parallel, through Fundación Herdez®, we delivered more than 536,800 kilograms of food to the tables of 40,600 people. Finally, our commitment to promoting knowledge and preserving our heritage came to life at Casa Doña María

\$33.0
million in
social investment

Pons®, where we reached more than 24,700 people **through educational programs, culinary workshops and cultural exhibitions centered on our gastronomy.**

These actions demonstrate that our relevance is not measured solely by market share, but by our ability to transform lives. At Grupo Herdez®, we understand that the strength of our business is inseparable from the well-being of the communities that have placed their trust in us. By integrating our social strategy with our business vision, we ensure that the Company's value extends beyond the shelf, positioning us as **a true driver of development and resilience in Mexico.**

Environmental performance is becoming increasingly relevant to the market. How is the sustainability strategy integrated into this new phase of strong operational focus?

At Grupo Herdez®, sustainability is no longer a parallel initiative—it has become an integral part of the core of our strategy. Today, we operate under a vision in which finance, operations and sustainability are fully aligned, recognizing that a responsible operation is, by definition, more agile, resilient and competitive.

The results of this integration have been outstanding. I am proud to share that we closed the year **below our target for water consumption per ton of production**, as established in our sustainability-linked bonds. This milestone was achieved through unprecedented operational discipline, reaching **1.91 m³ per ton produced**. Achieving this figure not only reaffirms our ability to align environmental performance with our financial structure but also sets a new standard of efficiency for the industry in Mexico.



1.91 m³
of water per ton
produced

This approach is further strengthened by the adoption of new sustainability-related financial reporting standards, which institutionalize the management of climate-related risks with the same rigor as financial information. The path forward requires us to go beyond mitigation and actively safeguard the resources of tomorrow. We do so guided by an unwavering principle: Grupo Herdez®'s legacy is built by protecting the natural ecosystems that sustain us, recognizing that there can be no financial prosperity without a healthy environment to sustain it.

Finally, Héctor, for those who see Grupo Herdez® not only for what it has been, but for what it will become: **what message would you share after this year of strategic moves?**

We are at a point of unprecedented strategic clarity. The actions we took in 2025 had a single objective: to build a stronger, more focused company.

Today, we are a financially solid organization, with brands that are highly relevant to our consumers and the financial flexibility required to succeed in a constantly evolving environment. **We are building the Grupo Herdez® of the next decade.** We have the talent, the vision and the strength required; our current results are only the beginning of a more dynamic and sustainable phase of growth.

Today, we reaffirm our commitment to bringing the best of Mexico to the world, adapting to changing times with more advanced tools and with the same passion and responsibility that have defined our legacy for more than a century.

Héctor Hernández-Pons Torres

Message from the Chairman of the Board and Chief Executive Officer of Grupo Herdez®



Key Results for 2025

+10 thousand team members

\$23.2 million invested in training

+187,000 training hours (18.4 hours per team member on average)

+5.3% in proforma net sales*

17.9% EBITDA margin*



\$27.9 million invested in environmental projects

+8,000 hectares impacted

58.0% of agricultural raw materials sourced from sustainable agriculture



200 new products launched, representing a 9.9% increase vs. 2024

74 products optimized to strengthen our portfolio

\$32 million in Research and Development investment



\$33.0 million invested in social programs (Saber Nutrir®, Fundación Herdez®, Casa Doña María Pons®)

*Proforma figures exclude Grupo Nutrisa® results for 2025 and 2024. Financial information is expressed in Mexican pesos throughout the report, unless otherwise indicated.

WE CONTINUE
to lay the foundations as we
move towards the future.



Corporate Governance

Meet the Board Members here. >

GRI: 3-3, 2-9, 2-10, 2-11, 2-15

At Grupo Herdez®, we view governance as the foundation of our long-term value creation and resilience.

We have a decision-making and oversight structure that provides certainty in a dynamic environment, facilitating responsible and transparent execution aligned with long-term value creation.



Governing Body and Committees

GRI: 2-9, 405-1

The Board of Directors is the highest governing body of the Company and leads its strategic direction. Its management is supported by two key committees: the Corporate Practices Committee, which evaluates and oversees compliance by senior management; and the Audit Committee, which safeguards internal controls and regulatory transparency.

This structure is reinforced by specialized management committees—such as Finance, Human Resources, Marketing, and Supply Chain—which conduct quarterly reviews to ensure operational alignment with the Company’s strategic objectives.

Throughout 2025, this governance structure remained stable, with no changes to its composition.

Board of Directors	
7 independent members	2 executive members
2 women	Seniority of directors: between 8 months and 34 years
Corporate Practices Committee	
2 independent members	2 executive members
Seniority of directors: between 5 and 21 years	
Audit Committee	
3 independent members	
Seniority of directors: between 21 and 32 years	

Designation of Members

GRI: 2-10, 2-11, 2-15

The appointment, ratification, or removal of members of the Board of Directors is subject to approval by the General Ordinary Stockholders’ Meeting, with priority given to criteria such as experience, competence, and career track record. For independent members, criteria are evaluated to support the objective performance of their duties and prevent conflicts of interest. The Board has the authority to establish and organize committees in accordance with applicable regulations.

Chairmanship of the Board and Chief Executive Officer

Combining the roles of Chair of the Board and Chief Executive Officer enables full alignment between strategic vision and operational agility. To strengthen this structure and ensure objectivity, our corporate governance framework incorporates the active participation of independent directors and oversight by the Audit Committee as checks and balances, thereby promoting transparency and ethical decision-making.

Ethical Behavior and Compliance

GRI: 2-23, 2-24, 3-3

Ethics serve as the guiding framework for our decisions and safeguard our institutional integrity.

This commitment is grounded in our Code of Ethics and in corporate policies on integrity, anti-corruption, and human rights, fostering consistent and responsible operations.

To translate these principles into daily practices, we implement an ongoing training and communication strategy. In this way, we strengthen a culture of prevention and accountability, mitigating operational risks and protecting the Company's most valuable asset: trust.

Anticorruption Commitment

GRI: 205-1, 205-2, 205-3

In 2025, we strengthened the rigor of our control environment. We expanded the scope of our risk analysis processes by 6.7% and assessed 16.0% of our operations, reaffirming our commitment to operational transparency.

This active monitoring allowed us to detect and manage 31 confirmed cases, applying specific disciplinary measures (ranging from employee dismissals to the termination of business relationships), demonstrating that at Grupo Herdez® we have zero tolerance for corruption.

Ethics and Anticorruption Training

Beyond providing information, we strive to live our values both within and outside the Company. In 2025, we delivered 13,026 hours of training (1.3 hours per team member), with a strategic focus on manufacturing plants and distribution centers, prioritizing areas with the highest exposure to operational risk.

2025 Programs

Code of Ethics

Primarily aimed at our new talent, this program trains employees on the company's values, conduct guidelines, and reporting channels.

Culture of Legality – Forming Citizenship

This initiative raises awareness of how individual actions contribute to corruption prevention and promotes the responsible use of institutional mechanisms, including the active involvement of Legality Ambassadors.

Annual Endorsement of the Code of Ethics – Our Commitment

Based on short courses, this initiative allows us to review and keep the Code's guidelines and the use of the CONFIANZA Hotline up to date, and it is mandatory for all employees.



> Read our Code of Ethics [here](#). > Learn [here](#) about the policies that drive our execution.

Hours of Training in Ethics and Anticorruption, by Labor Category, 2025

Labor category	Women	Men	Unionized	Training hours
Operative	3,425	5,006	11,251	11,251
Operative-Normative	557	720	0	1,507
Tactical	137	214	0	222
Strategic	43	85	0	47

Hours of Training in Ethics and Anticorruption, by Job Location, 2025

Location	Women	Men	Unionized	Training hours
Plants	2,781	2,625	3,942	8,510
Distribution centers	298	690	245	1,918
Corporate	530	643	0	1,018
Sales routes	553	2,067	0	1,581

Note: The training data presented here covers training provided to Grupo Herdez® employees, including those at McCormick®, Barilla®, Helados Nestlé®, Aires de Campo®, and Interdeli® (including Herpons and Seramano), as well as the service and logistics divisions (Herflot and Energía para Conservas). In accordance with the restructuring of our portfolio, these figures do not include Grupo Nutrisa®.

In 2025, we provided 13,026 hours of training on ethics and anti-corruption, averaging 1.3 hours per employee.

CONFIANZA Hotline

GRI: 2-26

The CONFIANZA Hotline is our primary institutional mechanism for promoting transparency and reporting conduct that violates the *Code of Ethics* and the Company's policies. Through this channel, we facilitate the detection, handling, and follow-up of potential irregularities via verification processes that include investigation and document analysis.

The system operates under principles of confidentiality and whistleblower protection, and involves the coordinated participation of Human Resources, Internal Audit, and the relevant departments. This structure ensures the effective resolution of each case and solid accountability.

Channels
CONFIANZA
Hotline



800 CONFIANZA: 800-2663-42692 | 800-266-3426



confianza@herdez.com



Learn about the CONFIANZA hotline **here**

Suggestion box in plants and distribution centers.

Direct emails to area managers.

Available for team members, suppliers, clients, and customers.

Communicated through the *Code of Ethics*, *Supplier Code of Conduct*, website, and corporate app.

In 2025, we received 397 reports: 86.0% had been resolved by the end of the year, and 14.0% were still under review.

● Complaints ● Reports

84.0% (334)

16.0% (63)

Sustainability Approach

GRI: 2-12, 2-13, 2-16, 2-25, 2-28, 2-29, 3-1, 3-2

Sustainability has evolved to become an integral part of our business strategy. We understand that resilience is inseparable from social and environmental responsibility, which is why we incorporate people, communities, and the planet into all our operational decisions.

At Grupo Herdez®, we are reaffirming our commitment to **sustainable governance**, fostering talent with **equity**, and **strengthening the heart of our communities**. While we take care of the origins of the food we bring to the table, we met our 2025 water consumption reduction target, and our fight against climate change continues with determination: we are innovating in circularity strategies and protecting every resource to secure the future.

Strategic Alignment

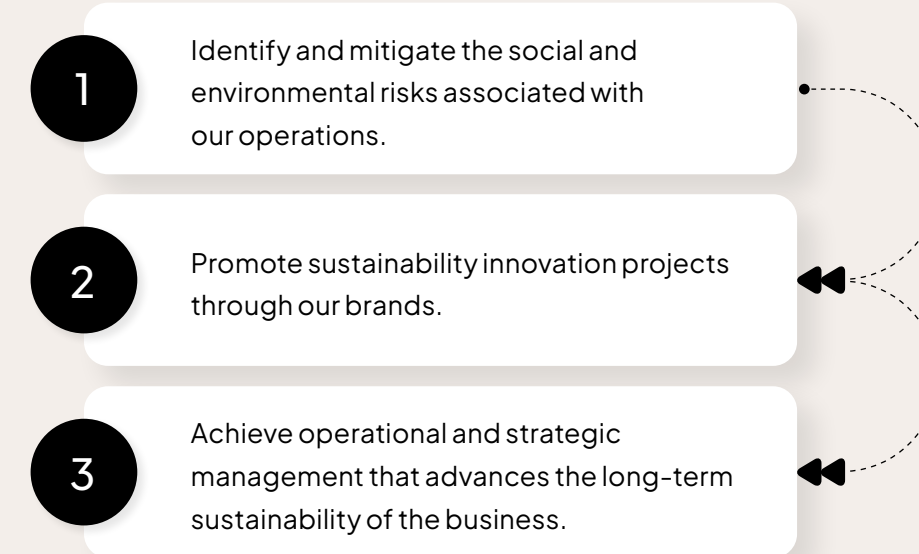
At Grupo Herdez®, we structure our growth around three pillars that support competitiveness: Digital Transformation, Innovation, and Sustainability.

These components operate in an integrated manner and form the foundation that enables us to anticipate risks and respond with agility to a complex environment. Our strategy aligns with seven UN Sustainable Development Goals (SDGs), structured around three pillars of impact:

Pillars



Key Sustainability Objectives



Strategic Framework

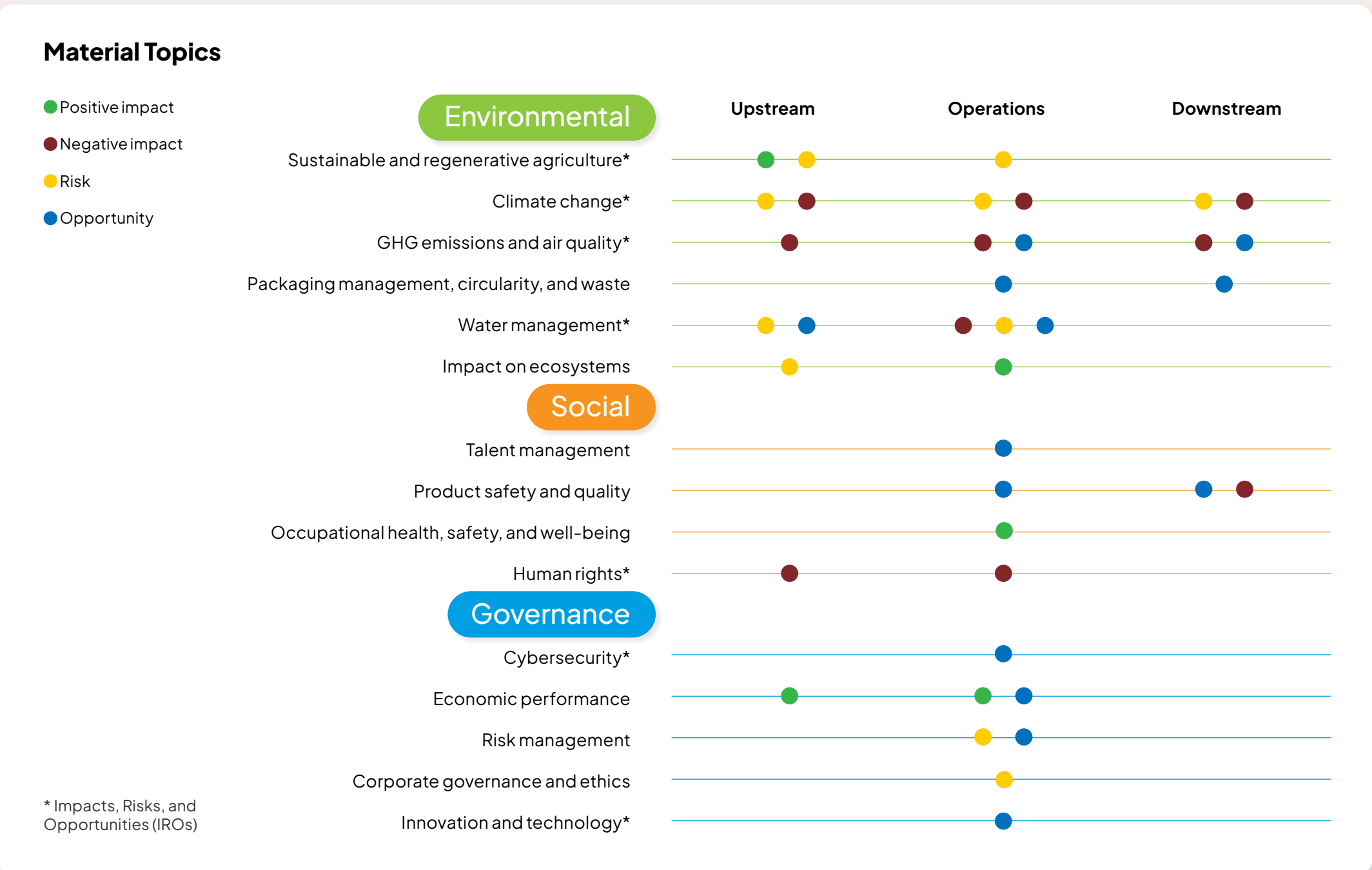
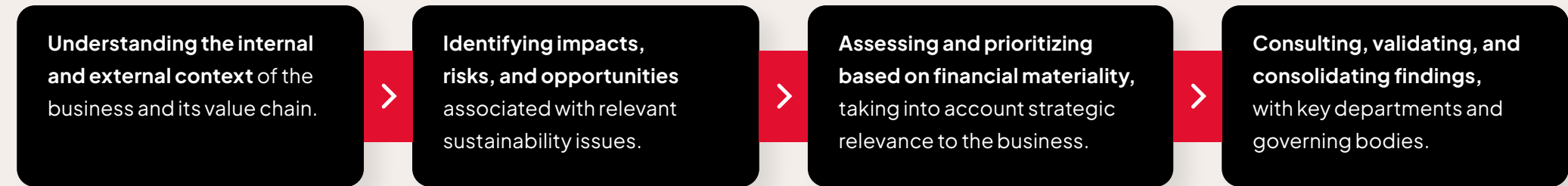
Double Materiality

GRI: 3-1, 3-2

In a constantly changing environment, the key lies in prioritizing. In 2025, we conducted a double materiality analysis. Under this approach, we not only measure our external impact, but also incorporate an in-depth analysis of the risks and opportunities that shape the resilience of our operations.

Guided by the rigor of international GRI and SASB standards, and incorporating the perspectives of our strategic partners, this comprehensive approach allows us to be more agile, precise, and accountable in every step we take.

We identified the sustainability issues most relevant to Grupo Herdez® and began to define critical action plans for the short, medium, and long term.



Stakeholder Approach

GRI: 2-28, 2-29

In the double materiality assessment, stakeholders are central to understanding Grupo Herdez's® context and identifying the most relevant sustainability issues from a strategic perspective. Their expectations and priorities were incorporated as key inputs in the identification of impacts, risks, and opportunities throughout our value chain.

The perspective of our stakeholders is central to the Company's planning. Their collective vision enriches our understanding of the social and economic context, ensuring that our strategy evolves in line with the expectations of the environment.



Stockholders and investors



Employees



Community



Consumers



Customers



Suppliers

Through our participation in industry, business, and sustainability associations and organizations, at Grupo Herdez® we maintain an open dialogue with our stakeholders and enhance our decision-making.

Sustainability Governance

GRI: 2-12, 2-13, 2-16, 2-25, 3-3

Our sustainability governance model is guided by the oversight of the Board of Directors, which bears ultimate responsibility for strategy, risk management, and decision-making relevant to the business. This highest governing body recognizes and integrates environmental, social, and governance criteria across all aspects of the organization's strategic direction.

Strategy Management and Implementation

The implementation of our sustainability strategy is managed through specialized management committees, under the leadership of the Corporate Finance and Sustainability Department. This structure ensures that institutional objectives are implemented across the board, bringing together interdisciplinary working groups composed of employees from different areas of the Company. Through these bodies, we coordinate internal efforts to ensure that every initiative is aligned with Grupo Herdez's strategic vision and operational efficiency.

Integration of the Climate Approach

Based on the risks and opportunities identified in the double materiality assessment, we are increasingly integrating climate-related issues into our governance framework, in alignment with our comprehensive risk management approach. This process reflects an ongoing evolution of our sustainability model and strengthens the alignment between the Company's strategy, risk management, and resilience.

External Recognition and Evaluations

In 2025, our sustainability performance was evaluated by external rating agencies and certifiers, providing further validation of our environmental, social, and governance practices, as well as Grupo Herdez's ability to address long-term risks, thereby cementing our position as a leader in this field.

<table border="1"> <tr> <td>Forests</td> <td>2024</td> <td>2025</td> </tr> <tr> <td></td> <td>C</td> <td>C</td> </tr> </table>	Forests	2024	2025		C	C	<table border="1"> <tr> <td>2024</td> <td>40/100</td> </tr> <tr> <td>2025</td> <td>44/100</td> </tr> </table>	2024	40/100	2025	44/100	<table border="1"> <tr> <td></td> <td>2024</td> <td>2025</td> </tr> <tr> <td>ESG</td> <td>4.06</td> <td>4.44</td> </tr> <tr> <td></td> <td>80.8%</td> <td>86.5%</td> </tr> <tr> <td>Environmental</td> <td>5.18</td> <td>5.55</td> </tr> <tr> <td></td> <td>93.9%</td> <td>96.2%</td> </tr> <tr> <td>Social</td> <td>3.27</td> <td>4.49</td> </tr> <tr> <td></td> <td>82.3%</td> <td>96.2%</td> </tr> <tr> <td>Governance</td> <td>3.48</td> <td>3.08</td> </tr> <tr> <td></td> <td>9.4%</td> <td>8.3%</td> </tr> </table>		2024	2025	ESG	4.06	4.44		80.8%	86.5%	Environmental	5.18	5.55		93.9%	96.2%	Social	3.27	4.49		82.3%	96.2%	Governance	3.48	3.08		9.4%	8.3%
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WE ADVANCE
by sustaining our timeless
proximity.



Timeless Proximity

We are evolving to remain a trusted guest in homes across Mexico and around the world.

With 112 years of history, at Grupo Herdez® our Mexican roots are the driving force behind a clear purpose: to bring the best of Mexican cuisine to the world and the best of the world to Mexican tables.

In 2025, we built on this legacy by strengthening the foundation needed to lead in the coming decades. The restructuring of our portfolio and the modernization of our processes are not isolated changes, but rather a natural evolution aimed at strengthening the heart of the Company.

Behind every product lies a living value chain that never stops. From the source of our

ingredients to the final step of distribution, we operate with discipline and a personal touch, guided by a single timeless mission: to be, today and always, closer to you.

Throughout this journey, technology and artificial intelligence have played a pivotal role, creating a new operating model that allows us not only to respond to the market but also to anticipate opportunities. This agility is reflected in our proximity to consumers: thanks to a strong multichannel presence—ranging from supermarkets and discount stores to traditional retail—we ensure that our brands are always available, accompanying consumers in any shopping context.



Our legacy goes beyond history: it is what drives us today and enables us to build the future.



National and International Operational Footprint

GRI: 2-6, 2-7
SASB: FB-PF-000.B.



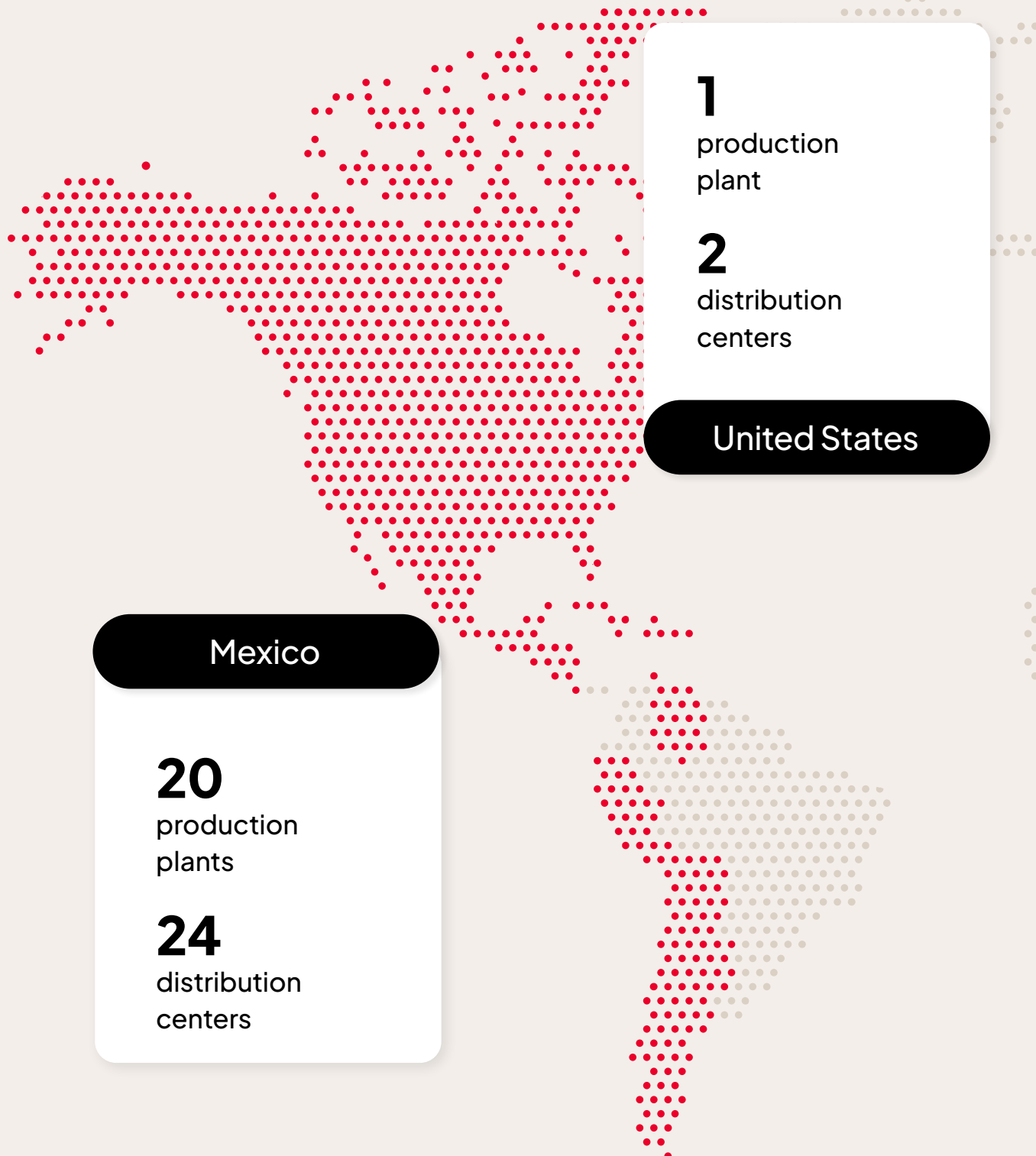
We maintain a solid, transnational operational footprint, built on the dedication of thousands of our people and a long-term strategic vision.

Our presence at the point of sale is ensured by the responsiveness of our strategic network, which comprises 21 industrial plants (20 in Mexico, one in the U.S.) and 26 distribution centers in both countries. This infrastructure combines experience and efficiency so that our brands are always within the consumer's reach.

This operational platform not only drives the business but also serves as an engine for social development. Throughout our history, we have transformed our logistics capacity into sustainable sources of employment, positively impacting the local economy and the future of families in the communities where we operate.

See the breakdown of contributors here. >

Our Infrastructure



Legacy, Brands, and Proximity that Unite Generations



At Grupo Herdez®, we build our timeless proximity by connecting brands and people.



Our portfolio reflects the cultural, culinary, and geographic diversity of the markets where we operate.

Evolving without losing sight of our core values allows us to respond with agility to a dynamic environment and remain part of the daily lives of millions of people.

Our Brands in Mexico



*McCormick & Co. brands

Distribution Agreements



* General Mills brands

Joint Ventures



With MegaMex, we are leaders in the production and marketing of guacamole, as well as in the categories of homemade sauces and frozen Mexican food.

Our Brands in the United States



Our Brands Around the World



Note: The information presented in this report reflects the strategic reconfiguration of our portfolio during 2025, which includes the separation of the retail business (Grupo Nutrisa®). It is important to highlight that, although the sale of a 25.0% stake in McCormick® de México was announced in August 2025, the transaction was formally completed in January 2026, therefore, its effects are not reflected in the information presented in this Report.

WE GENERATE
positive impact from the
source.



Environmental

DIMENSION



\$27.9 million
invested in environmental projects



At Grupo Herdez®, we advance our environmental management as part of an execution in motion that enables us to act from the origin of our value chain, particularly in the field where our raw materials are produced. This approach has led us to continuously respond to the challenges of our environment, strengthening the way we produce, operate, and engage with our suppliers.

We manage our environmental footprint by integrating sustainability criteria into our operations, resource efficiency, and the relationship with our value chain.

In 2025, this approach bolstered our operational capabilities through initiatives focused on process efficiency, waste recovery, and the promotion of sustainable and regenerative agriculture.

During the year, we allocated \$27.9 million to environmental projects focused on decarbonization and waste management, operational efficiency, enhancing the Sustainable and Regenerative Agriculture Program (PASyR), and developing the Biodiversity Strategy.

Impact on the Field

GRI: 3-3
SASB: FB-PF-430a.1, FB-PF-430a.2
IP: 6
SDG: 12, 15

The Sustainable and Regenerative Agriculture Program (PASyR) is a cornerstone of our environmental strategy. Through this program, we drive actions to improve soil health, optimize natural resource management, and reduce the environmental impact of agricultural activities while enhancing the quality of life for communities involved in producing our raw materials.

In 2025, in collaboration with our agricultural suppliers, we provided technical field support through the adoption of agricultural monitoring tools, standardizing the implementation of best practices.

Key Areas of Action

- ▶▶ Training in sustainable practices for agricultural producers.
- ▶▶ Implementation of digital platforms and applications for agricultural monitoring and management.

\$1.1 million
invested in 2025
to strengthen capacities in rural areas.

By the end of 2025, more than half of the agricultural raw materials used in our operations came from suppliers participating in the PASyR program, reflecting the gradual integration of sustainable practices at the source of our supply chain.

Suppliers and Compliance

96

agricultural suppliers participating (at the start of the program)

75

active suppliers at year-end (with complete evaluations during the year)

100.0%

compliance with the Proper Use and Management of Agrochemicals (BUMA)

See the SASB index for details on indicators related to agricultural sourcing and on-farm environmental management.

Training and Technical Capacity Building

787

hours of training for agricultural suppliers

1,489

cumulative man-hours of training in workshops and technical sessions

Impact on Agricultural Practices

+8,000

hectares of crops impacted

43.0%

of suppliers used biological control tools

100.0%

of suppliers implemented irrigation modernization measures

48.7%

of suppliers used renewable energy at some stage of their processes

51.2%

of suppliers established areas for pollinators or beneficial organisms

Environmental Impact

165

tons of plastic waste collected in the field for recycling

Zero

pesticide detections in finished products at the U.S. border

Environmental Impact of Operations

Water

GRI: 3-3, 303-1, 303-2, 303-3, 303-4, 303-5
SASB: FB-PF-140a.1
SDG: 6

Water is an indispensable resource for our operations. In 2025, we refined our water management through regular monitoring of water withdrawal, use, and discharge, which allowed us to enhance operational control and identify new opportunities for efficiency.

Despite higher production volumes, we achieved a 3.37% reduction in total water withdrawal compared to 2024*. This progress is reflected in a 7.31% improvement in our water intensity compared to 2024 results, decreasing from 2.06 to 1.91 m³ per ton produced, reflecting a more efficient use of the resource at the operational level.

At some facilities, we have infrastructure for rainwater harvesting and the reuse of treated wastewater, which helps reduce the demand for potable water in auxiliary operations, such as the irrigation of green spaces. We also conducted a Water Risk Assessment in seven key watersheds for our operations in Mexico, in order to identify current and future risks related to water availability, with the aim of prioritizing actions that fortify the water resilience of our operations.

Despite these advances, the operating environment remains challenging: 99.95% of the water withdrawn came from areas with high and very high water stress, underscoring the importance of maintaining active water management and continuing to expand our adaptive capacities, ensuring operational continuity in accordance with sustainability criteria.

Water Use Efficiency

Total water withdrawal (m³)

1,250,395.22
2024

1,208,207.07
2025

Water intensity (m³/ton produced)

2.06 m³/Tn
2024

1.91 m³/Tn
2025

We reduced our total water withdrawal by 3.37% and optimized water use by 7.31% per ton produced compared to 2024.



See the [methodology index](#) for details on withdrawal, consumption, discharge, and priority watersheds.

*Only the consumption of the 10 plants and 7 distribution centers established under the Sustainability-Linked Bond Framework is considered, including 12 months of operation at the Nutrisa® plant.



Energy

GRI: 3-3, 302-1, 302-3, 302-4

SDG: 7, 12, 13

Energy management is a pillar of our operational efficiency that directly impacts the competitiveness of our industrial processes.

Throughout 2025, we rigorously monitored fuel and electricity consumption, which allowed us to identify critical deviations and ensure the efficient use of resources. This monitoring includes the analysis of energy intensity and supply sources, leading to specific actions to improve industrial performance, such as optimizing production parameters and implementing more precise control over key equipment.

As a result of these initiatives, we were able to stabilize consumption across our most energy-intensive production lines and advance our progress in reducing our energy intensity.

*This increase reflects the expansion of our inventory's scope, as we have incorporated monitoring of new operating locations: Interdeli®, Deli Dips & Snacks, and Aires de Campo®. These locations account for 2.79% of our fuel consumption and 3.97% of our total electricity demand. Additionally, in 2025 we strengthened our calculation methodology, which allowed us to obtain a more accurate and comprehensive measurement of our energy intensity.

37.29%
of total energy consumption came
from renewable sources

Total energy consumption
rose by

0.68%

compared to 2024

2.86%

energy intensity increased,
amounting to 1.73 GJ/ton more
than in 2024*

See the [methodology index](#) for details on energy consumption.

Emissions

GRI: 3-3, 305-1, 305-2, 305-4, 305-5

SDG: 13

In 2025, we strengthened the measurement of our greenhouse gas (GHG) emissions by updating our calculation methodology. We aligned our inventory with the GHG Protocol standard using an operational control approach, collaborating with a specialized third party to incorporate a greater amount of direct operational data and expand our scope.

This adjustment improved the accuracy of the information, enhanced its traceability, and established a solid baseline for climate management. Additionally, the 2024 figures were restated using this same methodology, ensuring technical comparability between the two periods and providing continuity in performance analysis.

Under this approach, we successfully reduced our Scope 1 and 2 GHG emissions from 0.13 to 0.12 tCO₂e per ton produced, representing a 6.29% decrease compared to 2024.

Our Scope 3 emissions increased by 8.74% compared to 2024, with three categories standing out as the most significant sources: purchased goods and services (69.84%), upstream transportation and distribution (14.97%), and end-of-life treatment of sold products (4.93%).

Note: The year-over-year increase in Scope 3 emissions is attributable to enhanced data quality and greater granularity in the information used to compile the inventory. By incorporating foreign trade categories (imports and exports) and digital sales (e-commerce), together with a more comprehensive mapping of Aires de Campo®, Interdeli®, and Deli Dip®'s operations, the 2025 report provides a more complete and robust level of visibility compared to 2024.

Refer to the [methodological index](#) for details on emissions by scope and their calculation.

1,473,349.48 tCO₂e

total emissions (Scope 1, 2 and 3)

GHG Emissions (tCO₂e)



Note: Although this optimization process began in 2023, the 2024 figures presented in this report differ from those previously published. This is because our previous measurement was based on limited scope calculations; we have now strengthened our inventory in accordance with GHG Protocol standards. This update allows us to provide a more accurate, comprehensive, and transparent overview of our climate performance, in line with international best practices for reporting.

0.12 tCO₂e/Tn
produced for GHG emissions intensity (Scope 1 and 2)

Our operational carbon footprint (Scope 1 and 2) represented 7.08% of our total GHG emissions inventory.

Waste and Materials

GRI: 3-3, 301-2, 306-1, 306-2, 306-3, 306-4, 306-5
SASB: FB-PF-410a.1
SDG: 12, 13

Waste management at Grupo Herdez® involves the identification, sorting, handling, recycling and proper disposal of waste generated by our operations. We oversee this process from the point of generation at our plants and distribution centers through to its recovery or final treatment by authorized waste management companies.

In 2025, we enhanced the monitoring of our hazardous and non-hazardous waste, as well as materials destined for recycling. This traceability allowed us to optimize handling routes for each type of material, ensuring that the maximum possible volume is reintegrated into new value chains.

This performance is presented using an updated methodology that enhances the accuracy of our data, aligning us with the most stringent reporting standards and establishing a transparent foundation for our circular economy goals.

72.20%
of the waste generated
was recycled

65,032.08 Tn
of waste generated in total

46,949.70 Tn
recycled or reused

18,082.38 Tn
sent for disposal

See the **methodological index** for details on waste generation, recovery, recycling, and final disposal.

Nature and Vision for the Future

At Grupo Herdez®, we recognize that the continuity of our operations is closely linked to the ecosystems on which our raw materials and production processes depend.

In 2025, we began developing our Biodiversity Strategy as part of the evolution of our sustainability approach, fortifying the resilience of our business model in the face of environmental challenges.

To guide this path, at Grupo Herdez® we adopted the recommendations of the Taskforce on Nature-related Financial Disclosures (TNFD), with the aim of strengthening the identification and management of nature-related dependencies, impacts, risks, and opportunities across our value chain. This approach will enable us to identify viable intervention opportunities that ensure the preservation of natural capital and the resilience of our operations.



Social

DIMENSION

884

new hires

(women: 295 | men: 589)



Impact on Our People

GRI: 3-3

At Grupo Herdez®, our talent is the driving force behind our business strategy and sustainable growth. It is our employees who ensure our operational continuity and the quality that sets us apart. That is why, throughout the year, we have developed a comprehensive management model focused on their safety, inclusion, and continuous development.

20.2%
general turnover

Employment and Labor Relations

Turnover and New Hires

GRI: 401-1

In 2025, a year marked by strategic transformation initiatives, we maintained workforce stability while adapting our organizational structure to evolving business needs. The Company reported a 20.2% turnover rate, in line with industry dynamics, while ensuring the timely replacement of vacancies to preserve operational efficiency and service levels. This disciplined workforce management approach enabled uninterrupted operations and sustained market presence, allowing us to continue reaching millions of households.

Note: The increase in the turnover rate is due to structural adjustments following the separation of Grupo Nutrisa's workforce.

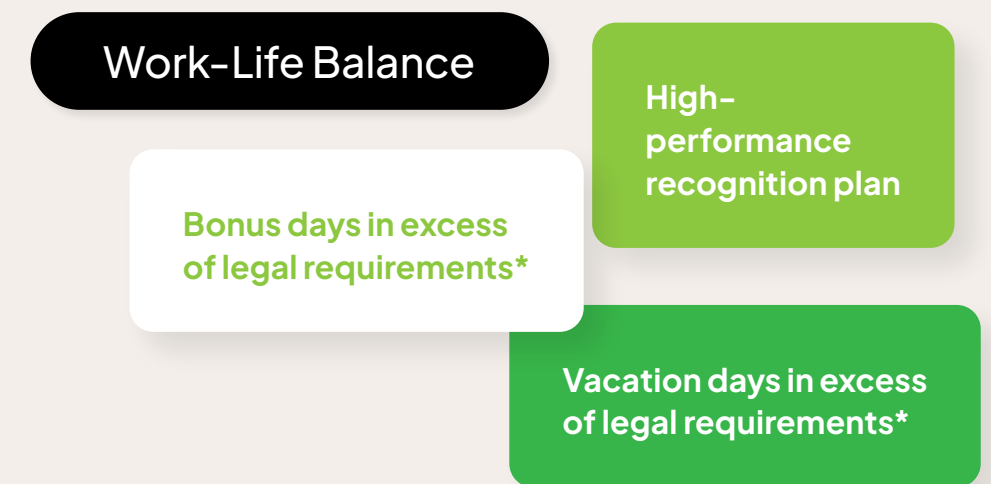
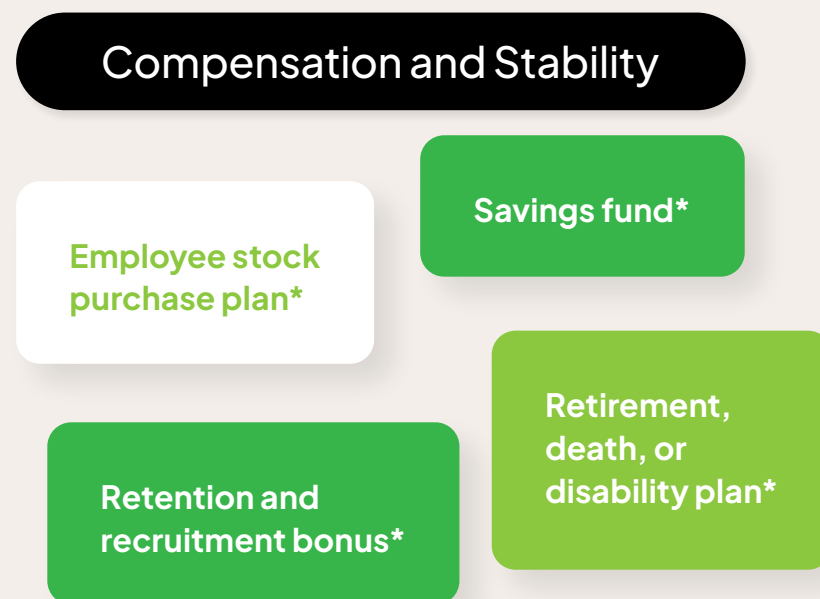
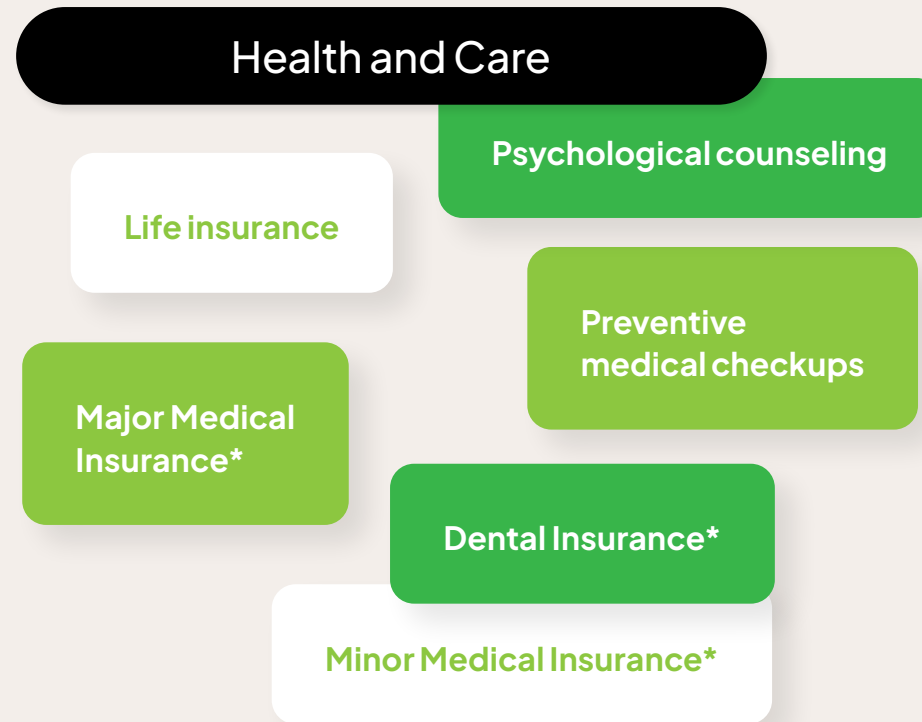
For a breakdown of turnover and hiring by gender, age, and location, see the [GRI Content Index](#).

Benefits for Our Team

GRI: 401-2, 401-3

Grupo Herdez® maintains a comprehensive and competitive benefits framework designed around team members and what they need in their day-to-day, supporting their development, strengthening retention, and enabling productivity across the organization. Our value proposition integrates health and wellness initiatives, professional development opportunities, and financial stability mechanisms, contributing to a more engaged and resilient workforce. Additionally, we continue to promote work-life balance through flexible and performance-based recognition schemes, aligning employee incentives with organizational objectives.

107 team members took maternity or paternity leave, achieving a 100.0% return-to-work rate, reflecting the effectiveness of our inclusion and retention practices.



*Certain benefits apply based on role and seniority level.

Diversity and Inclusion

GRI: 405-1, 405-2

At Grupo Herdez®, we promote an inclusive work environment through the equitable participation of all members of the organization and the timely monitoring of diversity indicators. We continuously foster integration and fair working conditions as part of a culture that seeks to ensure equal opportunities.

During the year, this approach was reflected in the composition of our team and in a strong presence of women in strategic positions, as well as in the analysis of participation by age and disability status, in order to define actions to strengthen inclusion.

To view the breakdown of diversity indicators by job category, age, and gender, consult the GRI Content Index.



55.6%
of team members are
between 30 and 50
years old

40.9%
of team members are
women

33.6%
of strategic positions are
held by women



15 people with disabilities
(0.15% of team members)

7 women
8 men

14 between 30 and 50 years old
1 over 50 years old

7 hearing
7 physical
1 intellectual

Pay Equity

GRI: 405-2

In 2025, we monitored the gender pay gap by analyzing our compensation structures, with the aim of identifying and reducing differences across job categories.

Our results demonstrate a high degree of convergence in compensation, reflecting systematic reviews that have allowed us to maintain a narrow gap and achieve parity within the operational-normative and tactical categories.

This approach upholds pay equity throughout the organization, ensuring that compensation is determined based on responsibilities, experience, and performance, regardless of gender.



Base Salary Ratio (Women vs. Men)

96.0%
Operational

100.0%
Operational - Normative

100.0%
Tactical

95.0%
Strategic

Breakdown of the gender pay gap by job category and location, available in the **GRI Content Index**.

Training and Development

GRI: 404-1, 404-2, 404-3

At Grupo Herdez®, we promote the comprehensive development of our talent through programs designed to enhance their professional skills. In 2025, we consolidated our training offerings around five strategic pillars: bolstering corporate capabilities, developing technical and functional expertise, optimizing performance management, reinforcing compliance and safety, and accelerating leadership development.

Key initiatives included leadership programs such as *Responsible Leadership* and *New Leaders*, as well as the *Train the Trainer* program, which expanded internal knowledge transfer and strengthened organizational capabilities.

By advancing training in ethics, compliance, and human rights, we reinforced the cultural foundations that support responsible business practices. As part of our digital transformation, we deployed specialized training for the implementation of our ERP system, enabling seamless process integration and enhancing operational efficiency across the value chain.

\$23.2 million were allocated to training and development, with an average investment of \$2,276.6 per employee.

187,309
hours of training

18.4
hours on average per employee

3,391
team members were trained in inclusive workplace practices

10,187
team members completed ethics training

206
team members were involved in the implementation of the new ERP

2,577
team members participated in leadership programs

156
internal trainers were certified

Performance Evaluation

GRI: 404-3

At Grupo Herdez®, we have evaluation processes that ensure the professional development of our 10,187 Team Members through clear and differentiated criteria.

Strategic scope. We formally evaluate 2,667 Team Members, primarily key personnel and those without a fixed pay scale. The results guide our succession plans, training programs, and performance-based compensation schemes.

Operational management. The rest of the workforce, consisting of unionized Team Members, is governed by established pay scales that ensure equity and stability, focusing efforts on operational excellence at our locations.

This approach allows us to align talent with our business strategy, ensuring that decisions regarding growth and promotion are objective and transparent.

Training Hours

Category	Woman	Men	Total
Operational	442	462	904
Operational - Normative	582	714	1,296
Tactical	142	211	353
Strategic	36	78	114
Total	1,202	1,465	2,667

> A breakdown of training hours by job category is available in the GRI Content Index.

Occupational Health and Safety

IP: 5

At Grupo Herdez®, caring for people is part of what enables our operations to run safely, consistently, and responsibly.

Occupational health and safety management is an integral part of our operational processes and is based on risk identification, regulatory compliance, and continuous improvement. This system is coordinated by the Environmental, Safety, and Hygiene (CASH) department, which establishes guidelines, monitors performance, and promotes safe working conditions across all operations.

Beyond incident tracking, this approach incorporates prevention as an operational principle and recognizes health as a fundamental element of the work environment. This involves not only reducing accidents but also fostering conditions that promote the physical well-being of Team Members during their workday.

During the year, we recorded 59 workplace accidents (bruises and sprains among the most frequent), 1,217 lost days, and one work-related fatality. These figures, analyzed in terms of hours of exposure, serve as the basis for strengthening our prevention efforts and redesigning safety protocols at each workplace, with the goal of eliminating risks and protecting the integrity of our team.

0.82
total accident rate

351.05
accident rate

23.08
total lost days rate

Workplace Accidents, Lost Workdays, and Hours of Exposure

	Women	Men	Total
Accidents	35	36	71
Lost workdays	843	1,158	2,001
Severity rate (average number of days lost per accident)	3,007	3,941	6,948
Hours of exposure	7,505,472	9,836,736	17,342,208
Occupational illnesses	1	0	1
Fatalities*	0	1	1

Workplace Safety Rates

	Women	Men
Accident Frequency Rate	0.93	0.73
Accident rate	99.33	493.77
Rate of lost workdays	22.46	23.54

*During the 2025 reporting period, fatalities and occupational illnesses (Planta Industrias) were recorded for the first time under indicator IP-5. In previous reporting periods, no incidents were recorded.

Note: In the case of corporate buildings, this includes all companies located in these areas. For plants, only facilities belonging to UNEA and UNEH are included (McCormick® Duque de Herdez® Plant, Barilla® Plant, McCormick® Mexico Plant, Herdez® Industrias Plant, Herdez® Villagrán Plant, Herdez® Santa Rosa Tomate Plant, Herdez® Santa Rosa Vegetales Plant, Alimentos Benefits Plant, and PIN Plant); plants belonging to Aires de Campo®, Interdeli®, and Deli Dips are excluded. As for distribution centers, the data includes dry distribution centers and three frozen food distribution centers. Additionally, data from Nutrisa plants and distribution centers are included for the eight-month period during which the business remained part of Grupo Herdez® in 2025.

Community Impact

IP: 2,3

Grupo Herdez®'s timeless proximity is also reflected in the social impact initiatives we carry out. In 2025, our investment in the social sphere was a strategic decision aimed at strengthening our ability to reach people, refining our measurement methods, and consolidating models that generated sustained value in the communities where we operated.

Every resource allocated to food security, community development, and food culture responds to a clear principle: sustainability also becomes tangible when the impact of our programs translates into concrete outcomes. This is reflected in income for families, measurable nutritional improvements, and structural partnerships that allow our initiatives to continuously evolve.

Under this approach, Saber Nutrir® and Fundación Herdez® operated in 2025 with a focus on selective expansion and improved traceability, strengthening the link between investment, social impact, and sustainability.

In 2025, we strengthened the economic measurement of our income-generating projects, expanded our community reach, and consolidated new lines of support in culture and inclusion.

Execution Lines

2025



Fundación Herdez®

Food culture as a core pillar for education, along with waste reduction efforts and the strengthening of strategic partnerships.

Saber Nutrir®

Food security, income generation, and nutritional monitoring, with increased precision and expanded territorial reach in Yucatán.

Casa Doña María Pons®

Evolution of the model into a structured educational platform, driven by off-site expansion and formalized inclusion.

Saber Nutrir® Program

\$4.9 million
investment in social initiatives

127

families benefited across communities in Yucatán and the State of Mexico

\$5.7 million

generated in economic value through productive projects

Measurable improvements achieved in key nutritional indicators across Yucatán and the Mazahua region.

Fundación Herdez®

\$25.9 million
investment in social initiatives

536,880 kg
of food delivered

27
food banks engaged

40,673
people benefited through the Mexican Food Bank Network (BAMX)

+25,000
visitors and participants in educational activities at our Mexico City site



Casa Doña María Pons®

\$2.2 millions
investment in social initiatives

12,441
visitors

12,264
beneficiaries in educational programs

Saber Nutrir®

IP: 2, 3

During 2025, we expanded the territorial reach of the Saber Nutrir® program in southeastern Mexico, reinforced the economic measurement of community productive projects, and refined the model to operate with greater financial traceability and comparative nutritional monitoring.

The incorporation of a new community, the increase in participating families, and the formalization of income generated through productive projects reflected our evolution from a social intervention to a development platform with measurable impact. This progress was complemented by food security and social participation initiatives, such as Saber Nutrir® Corporate Volunteering and the Saber Nutrir® Sponsor Program, which strengthened community support on multiple fronts.

From Investment to Measurable Result

In 2025, income generated through productive projects in Yucatán began to be formally reported. This marked a key step for the traceability of community economic impact and the evolution toward a social investment model with greater financial clarity and deeper community engagement.



Productive and Food Security Projects

[Learn more here.](#)

Expansion in Yucatán

In 2025, we extended the program to the community of Pencuyut, expanding our presence to five communities. This expansion encompassed productive and safe water infrastructure, integrating technologies such as a solar-powered incubator, which promotes economic and energy self-sufficiency in communities. At the same time, income generated through productive projects began to be formally documented and reported.

13
new integrated families

127
families benefited in Yucatán

33
new projects installed during the year

340
cumulative projects in the region



Economic Measurement

Yucatán
\$215,325
generated by productive projects
(3 egg incubators and 1 honey production project)

State of Mexico
\$5,557,130
generated by 83 productive initiatives in the Mazahua region

Nutritional Monitoring

In Yucatán, continuous monitoring of 80 children showed improvements over the past year compared to the 2021 baseline.

In the Mazahua area of the State of Mexico, we conducted nutritional assessments on 106 children compared to 2024.

	Yucatán	Mazahua area
Malnutrition	from 30.0% to 27.0%	from 63.0% to 62.0%
Normal nutritional status	from 35.0% to 42.0%	from 31.0% to 36.0%
Overweight	from 19.0% to 18.0%	from 3.0% to 1.0%
Obesity:	from 16.0% to 13.0%	from 3.0% to 1.0%

Program in Schools of the State of Mexico

8,024
children attended in 9 public and 2 private schools

4,604
schoolchildren assessed for weight and height

Year-over-year Nutritional Distribution
Normal nutritional status: from 62.0% to 64.0%
Overweight or obesity: from 34.0% to 31.0%
Underweight: from 4.0% to 5.0%

To raise awareness and promote a preventive culture, talks for parents and physical activation activities were implemented in schools with higher rates of overweight and obesity.



Saber Nutrir® Corporate Volunteering

The 2025 session marked a milestone by being held at a public school for the first time. Held in Teoloyucan, State of Mexico, the initiative focused on improving school spaces, maintaining gardens, and organizing physical activities—strengthening the educational environment and promoting healthy habits.

45
volunteers

180
volunteer hours

+700
children impacted



Saber Nutrir® Sponsor Program

During 2025, 80 malnourished children from the Mazahua area in the State of Mexico received support through the monthly contributions of 47 sponsors, allocated for the purchase of nutritional supplements. As a result of individual monitoring, 11 children (14.0%) successfully recovered from malnutrition.



Healthy Eating Program IP: 3

In 2025, we supported our talent through 1,287 nutritional consultations and continuous follow-up. This initiative promoted healthier eating habits and resulted in a collective weight reduction of 503 kilograms among participants, contributing to their overall health.

2025 Nutritional Monitoring

Provided 1,287 nutritional consultations to our talent across four Grupo Herdez® locations: Monte Pelvoux Corporate, La Marquesa Corporate, San Bartolo Corporate, and Santa Rosa Vegetales Plant.

741
in Los Mochis, Sinaloa

546
Mexico City

503 kg
of cumulative body weight lost by program participants

59.0%
women and

41.0%
men

9.3% increase in nutritional consultations compared to 2024

Nutritional Status: Year-Over-Year Evolution

	Mexico City	Los Mochis
Normal nutritional status	from 42.0% to 45.0%	from 21.0% to 29.0%
Overweight	from 44.0% to 39.0%	from 33.0% to 39.0%
Class 1 obesity	from 11.0% to 12.0%	from 27.0% to 11.0%
Class 2 obesity	from 3.0% to 4.0%	from 13.0% to 8.0%
Class 3 obesity		from 4.0% to 9.0%

Food Education for Children

Through Saber Nutrir®, we maintained our presence in the "Mi hogar y mi familia" (My Home and My Family) area at Papalote Museo del Niño with the exhibit "¿Qué vamos a comer?", a space where children learn to identify food groups based on the Good Eating Plate and plan healthy meals.

Fundación Herdez®

IP: 2, 3

In 2025, Fundación Herdez® strengthened its role as a key driver of food culture, education, and strategic partnerships.

Driven by our purpose to advance food security for populations in vulnerable conditions, we upheld our annual commitment to support 67 charitable institutions and at-risk communities, providing care across all age groups.

Throughout the year, we prioritized solidifying structural initiatives to scale our social impact and formalize our program metrics. Alongside this, we maintained our cultural programming and guided tours across our venues, positioning Casa Doña María Pons® as a specialized hub for preserving and sharing our food heritage.

At the Feria Internacional del Libro de Guadalajara, Fundación Herdez® presented the *Glosario de términos culinarios en recetas mexicanas antiguas* by Professor Alberto Peralta Legarreta.

As part of our commitment to cultural heritage, we supported the preservation of indigenous languages through the *Lotería y memorama de quelites y frutos mesoamericanos*, an initiative developed in collaboration with Opuntia Biodiversidad Alimentaria and the highland collective Dill Yel Nbán.

During the year, governance was strengthened, the monitoring of key metrics for decision-making was optimized, and new initiatives related to food waste reduction were integrated, with progress reflected in the period's indicators.



11,162

visits to the Museo Galería Nuestra Cocina Duque de Herdez®

1,353

guided tours

4,603

attendees at Interpretation Center tastings

5,433

participants in cultural activities

3,180

visits to the Biblioteca de Gastronomía Mexicana

Learn more here.





BAMX Network an Food Waste Reduction

Fundación Herdez® signed the Pacto por la Comida, an initiative led by the Mexican Food Bank Network (BAMX) aimed at raising awareness and providing tools to reduce food loss and waste.

This step reinforced the preventive dimension of our model: it is not only about food donation, but about addressing the structural causes of waste.

This step reinforced the preventive dimension of our model: it is not only about food donation, but about addressing the structural causes of waste.

536,880.59
kg of food delivered

40,673
people benefited

27
food banks engaged

5.5% of our investment in social initiatives channeled through the BAMX Network to natural disaster relief.

Casa Doña María Pons®

Located in San Luis Potosí, as part of Fundación Herdez®, this space promotes the preservation and dissemination of Mexican culinary heritage through educational experiences that connect tradition, identity, and sustainability.

During 2025, Casa Doña María Pons® went beyond hosting cultural activities, consolidating the strategic evolution of its model, which included the systematization and expansion of its action lines to strengthen institutional impact.

The expansion of the off-site program, the formalization of a cultural inclusion approach with an accessibility perspective centered on food culture, the development of educational audiovisual content, and the solidifying of partnerships with universities and specialized organizations reflect a clear transition from a cultural space into a structured educational platform.

This execution in motion broadened our impact beyond the physical venue, maintaining food education and identity as the core drivers of social transformation.

1,626 people with disabilities participated in educational and cultural activities at Casa Doña María Pons®, as part of the cultural inclusion program centered on food culture. During the year, collaboration with Juntos, Una Experiencia Compartida A.C. was strengthened through inclusive activities carried out as part of their summer camp.



8,900
on-site visits

2,958
visits to the exhibition "María Pons Nicoux: La Historia de Doña María"

2,984
visits to the Huerto Educativo (Educational Garden)

2,958
visits to the Library

Total Participants Engaged per Program

2,984
Huerto Educativo and Environmental Sustainability

1,850
Educational Programs and Cultural Mediation

1,500
Cultural Research and Dissemination

3,730
Off-Site Programs and Community Engagement

2,200
Content Production and Cultural Communication

Impact on Consumers

GRI: 416-1, 417-1
SASB: FB-PF-250a.1, FB-PF-260a.1
IP: 8



In 2025, we reinforced our commitment to health, nutrition, and trust through strategic decisions aimed at those who choose our brands.

Our efforts included assessing 100.0% of our portfolio, both domestic and export, considering impacts on consumer health and safety to identify opportunities for product improvement. Through this systematic management, we ensure food safety, strengthen our nutritional profiles, and guarantee transparency for consumers, while complying with regulations in all the markets where we operate.

Food Safety

GRI: 416-1
SASB: FB-PF-250a.1

Food safety is a structural pillar of our operations and our most important commitment to consumers. In line with our standards of excellence, 100.0% of our production facilities are certified under FSSC 22000, a food safety certification scheme recognized by the Global Food Safety Initiative (GFSI), ensuring consistent control and food safety processes across the entire value chain.

By conducting internal and external audits, we identified strategic opportunities and refined our critical processes to drive continuous improvement.

100.0%
of our plants operate with
FSSC 22000 certification.



Transparency with Consumers

GRI: 417-1
 SASB: FB-PF-260a.1
 IP: 8

Decision-making starts with clear information. To empower our consumers, we continuously improve how we interact with them—whether through transparent labeling, direct customer service, or digital platforms. Our goal is to provide accurate and accessible data so they can choose our brands with complete confidence.

In 2025, we took our supply chain transparency a step further by analyzing raw materials down to the sub-ingredient level. This rigorous approach allows us to accurately identify every additive or component in our composite raw materials. Tailored to each input, we apply specific validation protocols with suppliers across Mexico, the U.S., and Europe, guaranteeing that every ingredient meets our strict purity and food safety standards.

Across all categories of food, non-alcoholic beverages, and dietary supplements, we guarantee precise ingredient and nutritional declarations. For us, regulatory compliance is just the beginning. While this rigorous standard ensures strict adherence to NOM-051 in Mexico and global regulations, its true purpose is consumer empowerment. By providing absolute transparency regarding the energy content and critical nutrients in every 100 g of product, we build lasting trust and enable truly informed decisions.

Transparency
 in Labeling

We comply with the applicable regulations in each market by including the following on the label:

Complete List of Ingredients



Nutrition Facts per 100 g of Product.
 Calories, protein, total fat, saturated and trans fats, available carbohydrates, total and added sugars, dietary fiber, and sodium.

Specific Statements.
 Allergens, types of colorants and flavorings, presence of hydrolyzed protein and monosodium glutamate, sweeteners, and processing methods related to food safety.

Economic

DIMENSION



Impact and Value Generated

GRI: 201-1

Economic Value Generated and Distributed

Figures in billions

Revenues + (cash flows) from real estate sales + cash flows from financing activities

2025 **\$38.6**
2024 \$37.4

Other income (dividends received, interest income, proceeds from sale of fixed assets and royalties)

2025 **\$1.6**
2024 \$1.3

Economic value generated

2025 **\$40.2**
2024 \$38.7

Operating costs (cost of goods, increase in suppliers, and increase in accounts payable)

2025 **\$23.0**
2024 \$22.5

Wages and employee benefits

2025 **\$4.5**
2024 \$4.4

Payments to providers of capital (dividends paid, interest paid, long-term bank loan repayments)

2025 **\$7.3**
2024 \$3.8

Payments to governments (income taxes)

2025 **\$1.8**
2024 \$1.5

Community investments

2025 **\$33.0 million**
2024 \$32.0 million

Economic value distributed

2025 **\$36.7**
2024 \$32.6

Economic value retained

2025 **\$3.5**
2024 \$6.1

Access the audited 2025 Financial Statements here. >

2025 Financial Results

Figures in billions

We achieved a **5.3% increase in proforma net sales**, reaffirming the resilience of our ongoing business and our financial stability in a moderate consumption environment.

Consolidated Net Sales

Preserves	\$31,168
Impulse	\$4,386
Exports	\$3,039
Total	\$38,593
Increase	+3.1
Proforma Net Sales	
Domestic	\$33,923
Exports	\$3,027
Total	\$36,950
Increase	+5.3

Net Income

Majority	\$1,786
Minority	\$2,256
Consolidated	\$4,042
Proforma Net Income	
Majority	\$1,903
Minority	\$2,256
Total	\$4,159

EBITDA

Preserves	\$6,272
Impulse	\$102
Exports	\$346
Total	\$6,720
Proforma EBITDA	
Domestic	\$6,317
Exports	\$311
Total	\$6,628

Free Cash Flow

Operating Cash Flow	\$824
CAPEX	\$883
Margins	
Gross Margin	40.3%
Operating Margin	14.7%
Net Margin	10.5%
EBITDA Margi	17.4%
Proforma	
Gross Margin	39.3%
Operating Margin	15.8%
Net Margin	11.3%
EBITDA Margin	17.9%

Note: Results for the Impulse segment include eight months of operations from Grupo Nutrisa®, following its separation from Grupo Herdez® in September 2025. Proforma figures exclude these results for the entire period, reflecting Grupo Herdez®'s new operating structure focused on the Domestic (Preserves and Helados Nestlé®) and Exports segments.

Shareholder Return (%)

5.2%
2025

5.7%
2024

4.0%
2023

Consolidated Financial Indicators

Figures in billions

Concept	2024	2025	Growth (%)
Net Sales	37.4	38.6	3.1
Gross Profit	15.0	15.6	3.9
Operating Income	5.3	5.7	7.6
Consolidated Net Income	3.3	4.0	20.8
EBITDA	6.5	6.7	2.9
Total Assets	40.2	35.8	(10.9)
Total Debt	10.5	10.4	(1.2)
Total Liabilities	22.1	21.2	(4.0)
Total Equity	18.1	14.6	(19.3)
Cash Flow at Year-End	3.3	2.4	(25.6)
Net Debt / EBITDA	1.1	1.1	-
Net Debt / Equity	0.4	0.5	0.1

Production and Sales Volume

SASB: FB-PF-000.A



In 2025, production volume increased by 4.3%, while net sales grew 3.1% compared to 2024.

Note: Excludes sales volume from Blasón® brand, as it is financially reported under equity method investments.

Supply Chain Impact

Our supply chain is key to ensuring operational continuity and the availability of supplies. Through an extensive network of suppliers, we manage the procurement of raw materials, packaging materials, and specialized services that support our operations.

In 2025, this network encompassed thousands of suppliers and was characterized by a strong participation of domestic sourcing, enabling close commercial relationships and strengthening integration with the local industry.

Our procurement spend reflects the economic scale of this supplier network and its contribution to the development of the value chain in Mexico.

Our supply chain management integrates a focus on economic impact, food safety, and sustainability, ensuring that each link contributes to the creation of shared value.

Enhancing the Local Economy

GRI: 204-1

In 2025, we reinforced our commitment to the local economy by allocating 87.0% of our procurement spending to domestic suppliers, totaling \$14.0 billion. This network of Mexican suppliers is essential to our operational continuity and the integration of our industry.

Procurement Spend Distribution

Sourcing Type	Domestic	Foreign	Total
Non-perishable raw materials	7.1	1.9	9.0
Packaging materials	5.7	0.1	5.8
Agricultural raw materials	1.3	0	1.3
Total	14.0	2.0	16.1

Figures in billions. Includes data from plants, distribution centers, and corporate offices.



Supplier Management

GRI: 308-1, 308-2, 414-1, 414-2
SASB: FB-PF-430a.2, FB-PF-440a.2, FB-PF-250a.2

Since 2020, we have implemented a supplier evaluation model based on four pillars: Social, Environmental, Ethics, and Community. This framework enables us to identify risks, promote responsible practices, and drive continuous improvement across our supply chain.

In 2025, we further strengthened the scope of this approach through a sustainability assessment system applied to both existing partners and new suppliers. This systematic oversight ensures that our supplier network upholds the standards of integrity and responsibility that define our operations.

169
suppliers evaluated

63.0%
rated Medium-High or Outstanding
(classified as Sustainable)

37.0%
rated Medium-Low or Low

100.0%
of Low-rated
suppliers have an action
plan in place

Environmental and Social Assessment

Out of a total of 3,758 suppliers in our supply chain in 2025:

Assessment

69 new suppliers assessed according to environmental and social criteria

169 suppliers assessed for environmental and social impacts

Identified Impacts

108 were identified as having potential or actual environmental impacts

62 were identified as having potential or actual social impacts

Agreed Improvements

63.0% of suppliers committed to environmental improvements following assessment

37.0% of suppliers committed to social improvements following assessment



Supplier Structure

Category	Total Suppliers
Non-perishable raw materials	214
Packaging materials	110
Fresh raw materials	133
Other	3,301
Total	3,758

Responsible Sourcing of Ingredients

Ingredient sourcing is a critical component of the supply chain at Grupo Herdez®. Through supplier selection and evaluation processes, internationally recognized certifications, and collaboration programs with producers, we reinforce raw material traceability and promote responsible practices from origin.

In 2025, we consolidated our ingredient sourcing standards through close collaboration with 272 suppliers. The share of ingredients sourced from facilities certified under the Global Food Safety Initiative (GFSI) increased by approximately 11 percentage points compared to the prior year. This progress reflects our commitment to adopting the highest international standards in input sourcing.



174
processed ingredient suppliers

98
agricultural suppliers

138
suppliers hold GFSI-recognized certification

Agricultural Raw Materials

IP: 6

In the production of our portfolio, we utilize both processed ingredients and agricultural raw materials—including fresh and frozen products, honey, teas, and dried chilies—sourced from a network of producers with whom we maintain long-term relationships.

In 2025, we increased our agricultural sourcing volume by 35.8% compared to the prior year. We also strengthened our partnership with producers participating in the Sustainable and Regenerative Agriculture Program (PASyR).

This growth in sourcing volumes underscores the strategic importance of agricultural procurement within our supply chain and reinforces our commitment to responsible production models.

\$1.4 billion
in total expenditure

182,094 tons
of agricultural raw materials

92,441 tons
sourced from PASyR producers

50.8% of agricultural raw materials sourced were supplied by producers participating in the Sustainable and Regenerative Agriculture Program (PASyR).

Supplier Financing

In addition to our assessment and support processes, we promote mechanisms that bolster the financial stability of our value chain. For the second consecutive year, we have driven share value through the CrediProveedores program, an initiative developed in collaboration with BBVA Mexico that provides our suppliers access to financing schemes to improve their liquidity and strengthen their operational capacity.

The program benefited 187 suppliers in 2025, with total financing reaching \$2.4 billion.

This effort directly contributes to the resilience of our value chain and reinforces the long-term business relationships we maintain with our strategic partners.



WE RECONFIGURE
how we operate and compete to
keep moving forward.

Business Resilience & Growth

IP: 7
SASB: FB-PF-260a.2

Over a century of heritage has taught us that true evolution does not mean reacting to the environment but rather anticipating it with discipline and leadership. For this reason, 2025 marked a period of profound strategic refocusing for Grupo Herdez®. We refined our operating model on our manufacturing and marketing capabilities, expanded our production capacity, and drove growth in our core categories, consolidating our international presence under a non-negotiable mandate: profitable growth. This corporate agility is the driving force that defines our evolution today.

Faced with a complex economic landscape, marked by a volatile consumer environment and severe climate challenges, our operational management was key to shielding the business. We demonstrated strong resilience by closing the year with

5.3%* growth in net sales. This result reflects the strength of our long-term approach: the investments made years ago in supply chain optimization and digitalization are now the foundation for future growth.

In this new phase, technology is our strategic ally and the key enabler of our agility. The partnership we launched with Google in 2021 has evolved into the core component of our operations. Thanks to a solid cloud infrastructure, the consolidation of our data lake, and the implementation of artificial intelligence, we now process complex variables—from weather patterns to digital listening—to generate predictive scenarios. This applied intelligence refines our decision-making, ensuring that we honor our tradition while always staying at the forefront of innovation and competitiveness.

Innovation is at the heart of the business. Advanced analytics is the system that enables it to scale effectively.



* Proforma figure, which excludes Grupo Nutrisa®'s operating results for 2025 and 2024 for comparative purposes.

AI and Modernization

The use of artificial intelligence has established itself as a strategic enabler of our agility and competitiveness. More than just a technological tool, it is now the driver of innovation in our product portfolio and efficiency in our processes. By enabling us to anticipate supply risks, simulate product reformulations, and accelerate technical validations, we have optimized our responsiveness, transforming environmental challenges into opportunities for value creation.

Our team operates two models that form the core of the Company's business intelligence. The first is a predictive demand forecast that integrates multiple information sources to accurately anticipate demand, which has enabled us to achieve a service level above 97.0%. The second is a prescriptive pricing and promotions model that facilitates decision-making based on simulated scenarios, enabling a more accurate and strategic allocation of resources.



At the same time, we incorporate real-time digital listening to quickly adjust our brand strategies and campaigns. This responsiveness allows us to strengthen our connection with consumers, adapting to their preferences and evolving alongside their needs.

We have achieved significant progress in unifying our digital platform, migrating legacy systems to SAP (NEO). This transition eliminates information silos, integrates processes across the Company, and enables real-time business visibility.

In parallel, automation and standardization in our plants are reinforcing operational control through a strategic approach that combines world-class quality, technology adoption, and profitability—ensuring early responsiveness to evolving market challenges.

Innovation and Product Development

SASB: FB-PF-260a.2, FB-PF-260a.1.
IP: 7, 9

Our timeless proximity in households reflects continuous evolution and expansion. In 2025, the cross-functional synergy between Innovation, Research and Development (R&D), Marketing, and Operations teams established itself as the engine of growth. We fostered a bold internal culture that transformed consumer trends into high-impact product developments, reaffirming our market leadership.

In 2025, we maintained disciplined investment in Research and Development (R&D) of 32 million, representing 0.1% of our total sales and remaining in line with 2024 levels.

Our focus was on translating this investment into effective product launches, targeted improvements, and measurable commercial outcomes. To accelerate innovation, we leveraged data-driven insights, close integration between our Marketing and R&D teams, and disciplined execution through the Stage-Gate methodology.

\$695 million generated by new product developments



3.7% of total revenues came from new or improved products commercialized during the year

Research & Development Investment

Figures in millions

Total R&D Investment	\$36.8 2023	\$44.2 2024	\$31.6 2025
Number of Products Optimized	81 2023	83 2024	74 2025
R&D Investment as % of Total Sales	0.10% 2023	0.11% 2024	0.8% 2025



Nutritional Profile Optimization

SASB: FB-PF-260a.2

The evolution of our portfolio is guided by a clear objective: to enhance the nutritional value of the products reaching millions of households. In 2025, we demonstrated strong execution capabilities by achieving **94.6% compliance** with our nutritional profile optimization program. Through targeted reformulations and improved ingredient selection, we delivered tangible results that support more conscious consumption habits.

In 2025, we commercialized 610,690 tons of non-genetically modified organism (non-GMO) products, reinforcing robust sourcing and traceability standards.

Our brands with the strongest health and nutrition attributes include Barilla®, Yemina®, Kikkoman®, Herdez®, and McCormick®.

Core Category	Preserves, sauces, vegetables	Seasonings and blends	Pasta	Pasta	Sauces and condiments
Attribute Type	Elimination of monosodium glutamate (MSG) in key categories; progress in EDTA elimination; reformulation with natural flavors.	Elimination of monosodium glutamate (MSG) in strategic product lines.	Portfolio aligned with clean-label composition and nutritional standards.	Portfolio aligned with improved nutritional profile and ingredient transparency.	Products with differentiated nutritional profile with a focus on specialized formulations
2025 Scope	100.0% MSG elimination in ranch-style sauce, seasonings, ready-to-serve moles, and Salsabest; 90.0% in dressing sauces; 60.0% progress in EDTA elimination in vegetables.	100.0% compliance across categories included in the 2025 plan.	Integrated within the segment of brands with strong health and nutrition attributes.	Integrated within the segment of brands with strong health and nutrition attributes.	Integrated within the segment of brands with strong health and nutrition attributes.

100.0%
transition to natural flavors in jams and teas

100.0%
elimination of monosodium glutamate (MSG) in ranch-style sauce, seasonings, ready-to-serve moles, and Salsabest

90.0%
progress in MSG elimination in dressing sauces



At Grupo Herdez®, we reformulate without compromising taste or quality.

60.0%
progress in EDTA* elimination in Vegetales Herdez®

* EDTA (ethylenediaminetetraacetic acid) is a chelating agent used in food products to preserve stability, color, and flavor, helping maintain product quality throughout shelf life.

Through this program, we structured the enhancement of our portfolio's nutritional profile through cross-functional initiatives such as **Clean Label** and **Better for You**, applicable to both reformulations and new product developments.



Development of products with enhanced nutritional attributes.

Artificial Intelligence Applied to Product Reformulation

Through the use of artificial intelligence, we have expanded our scientific capabilities by identifying substitute inputs in response to climate-related risks, simulating reformulations prior to scaling production, and more accurately anticipating generational consumption trends.

Industrial mole, with household penetration close to 20.0%, has demonstrated significant growth potential. The “ready-to-serve mole” format doubled the category, driven by its alignment with evolving consumer habits.



Innovation does not replace tradition; it extends it.

74 products optimized to enhance our product portfolio

Notable Releases 2025



Salsas Bravas Herdez®

New line featuring enhanced flavor intensity and spiciness, designed to expand the brand's presence in the hot sauce segment.



Libanius® Mexiterráneo

A range of dips and jocoques that blend Mediterranean flavors with ingredients and preferences of Mexican consumers.



Barilla® y Barilla® Al Bronzo

Portfolio expansion in Italian pasta, including the premium Al Bronzo line, crafted to deliver optimal sauce adherence.



Tés McCormick® – New blends

Innovative tea combinations that broaden the hot beverages category with natural and differentiated flavor profiles.

Each launch reaffirms our team's capabilities and strategic vision to accompany consumers in their everyday lives.



200
new products
launched,
representing a
9.9% increase
vs. 2024

Investment and Growth

In 2025, we executed strategic decisions to bolster our growth model and enhance long-term value creation. We refined our portfolio with a threefold objective: to reinforce our financial health, increase operational specialization, and unlock capital to boost our future investment capacity.

Execution in motion means transforming with discipline and a long-term vision.



Separation of Grupo Nutrisa®

This transition, formalized in September 2025, reflects our decision to advance a model that enables each business to operate with greater strategic autonomy and access to its own capital. This new structure is designed to strengthen the specialization of each unit and accelerate its execution and expansion capabilities.



Realignment of Equity Stake in McCormick® de México

In December 2025, the General Shareholders' Meeting approved the sale of our 25.0% equity stake in McCormick® de México. This transaction, which was finalized in early 2026, is intended to strengthen the Company's capital structure and channel resources toward future growth projects, technology, and infrastructure, thereby ensuring our financial strength and the continuity of this successful partnership.



International Expansion and Long-Term Partnerships

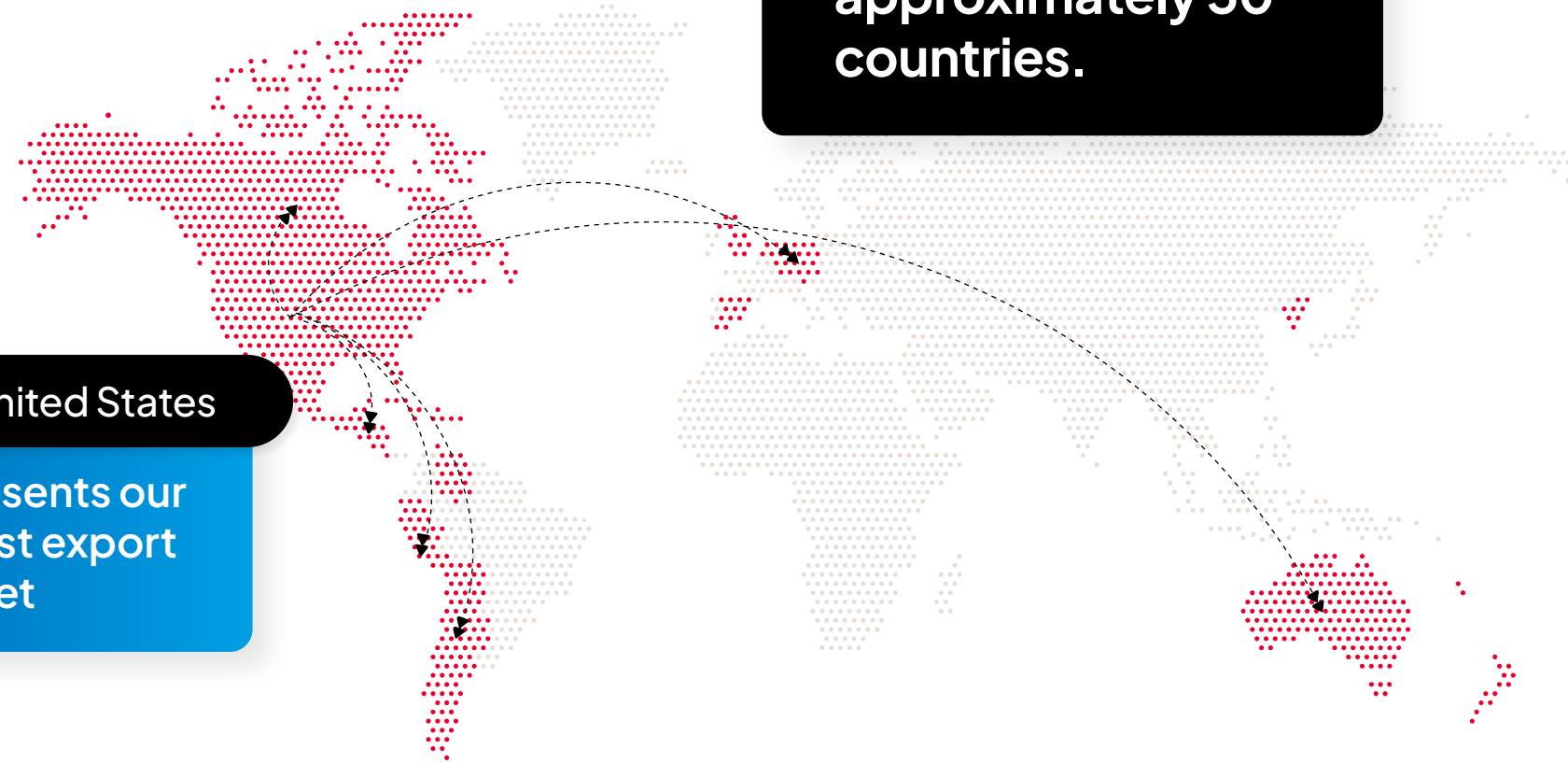
Our international expansion strategy in 2025 focused on consolidation and capability building. In a complex global environment, we reaffirmed the strategic role of Mexico as our core manufacturing platform, prioritizing operational efficiency to serve key markets beyond our borders.

Rather than pursuing immediate volume gains, this phase represents an investment in trust and resilience, laying the operational foundations to capture future growth opportunities and expand the global footprint of our brands.

Through our partnerships, we reaffirm our core purpose: bringing the best of Mexican cuisine to the world and the best of the world to Mexican tables.

Products distributed across approximately 30 countries.

The United States represents our largest export market



The migration of sauce production to the San Luis Potosí (SLP) plant enabled us to capitalize on proximity to fresh raw materials, existing infrastructure, and an efficient logistics network.

50.0%
of production at Industrias Plant (SLP) is exported

24.0%
of production at El Duque Plant is exported

Annexes

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SASB Content Index	81
Independent Limited Assurance Report	87

About This Report

GRI: 2-1, 2-2, 2-3, 2-4

The 2025 Integrated Annual Report of Grupo Herdez®, titled *Execution in Motion*, consolidates financial, operational, and sustainability information for the fiscal year from January 1 to December 31, 2025. Its publication, scheduled for the first half of 2026, reflects our ongoing commitment to transparency and accountability to our stakeholders.

This annual report incorporates indicators from the Global Reporting Initiative (GRI) Standards and the Sustainability Accounting Standards Board (SASB) for the processed foods industry, in accordance with the Company's material topics defined during 2025. It also considers the guidelines of the Mexican Stock Exchange (Bolsa Mexicana de Valores), along with the principles of the United Nations Global Compact and the Sustainable Development Goals (SDGs).

Financial information has been prepared in accordance with International Financial Reporting Standards (IFRS) and is expressed in Mexican pesos, unless otherwise stated. For further details, please refer to the 2025 Annual Report.

As part of the scope of this Integrated Annual Report, it is important to highlight its strategic linkage with our new sustainability report prepared under IFRS standards (IFRS S1 and S2). To maintain clarity and avoid duplication, the methodological details regarding the identification, assessment, and management of Grupo Herdez®'s climate-related risks and opportunities are addressed in depth in the IFRS report, which serves as a key complementary document within this year's transparency cycle.

As of December 31, 2025, Grupo Herdez® consolidated 100% of Herdez Del Fuerte®, Barilla® México, McCormick® de México, and the Helados Nestlé® division. The proportional interest of Herdez Del Fuerte® in MegaMex is reflected under Equity Investment in Associated Companies. Fundación Herdez® is also included in the reported water consumption indicators. In compliance with the general reporting guidelines, figures are expressed as whole numbers and percentages with one decimal place. However, in cases where technical precision requires it, such as in the chapter "Sustainable Value Creation: Environmental Dimension," figures with two decimal places are used.

Organizational Details

Organization name: **Grupo Herdez®, S.A.B. de C.V.**

Legal form: **Publicly Traded Corporation with Variable Capital** (Sociedad Anónima Bursátil de Capital Variable)

Ticker symbol: **HERDEZ (listed on the Mexican Stock Exchange, since 1991)**

Headquarters: **Monte Pelvoux 215**, Lomas de Chapultepec, Miguel Hidalgo, C.P. 11000, Mexico City

Country of operation: **Mexico**



Restatement of Environmental and Social Information

As a result of the methodological update to the calculation of the greenhouse gas (GHG) emissions inventory, in accordance with the GHG Protocol, environmental figures reported in 2024 were restated to ensure comparability and consistency.

Regarding workforce indicators, variations compared to the previous period are due to a change in the scope of information resulting from the separation of Grupo Nutrisa® during 2025. Therefore, data corresponding to that business' retail stores are not included in this report.

Note on Financial Information and Segment Restructuring

Fiscal year 2025 marked a milestone in Grupo Herdez®'s strategic transformation, characterized by a strategic realignment aimed at growth and capital structure optimization. The events described below are essential for interpreting the results presented in this report.

1. Separation of Grupo Nutrisa®:

Following approval at our Annual Shareholders' Meeting on April 23, 2025, we carried out the separation of the retail business through a dividend in kind. This transaction resulted in the disincorporation of the Nutrisa®, Moyo®, Cielito Querido Café®, and Chilim Balam® brands to form Grupo Nutrisa®, an entity that began trading independently on the Mexican Stock Exchange (BMV) on September 18, 2025. This strategic move allows us to sharpen our focus on the mass-market consumer sector.

2. Realignment of Operating Segments:

Starting in the third quarter of 2025, we simplified the segmentation for the presentation of our financial information into two operating segments.

- ▶ **Domestic:** Includes Preserves categories and Helados Nestlé® operations in Mexico.
- ▶ **Exports:** Focused on our commercial strategy and expansion across international markets, primarily in the United States.

3. Consolidation Criteria and Proforma Figures

- ▶ **Consolidated Figures:** Unless otherwise noted, our reporting is organized into three segments: Preserves, Impulse, and Exports to accurately reflect Grupo Nutrisa®'s contribution during its time with the Company. In 2025, this represents eight months of operations, compared with the full twelve months of 2024.

- ▶ **Proforma Figures:** To provide a comparable view of our current business, we present metrics that exclude Grupo Nutrisa®'s results for both years. This adjustment facilitates an accurate analysis of the organic growth and profitability of our current structure, broken down under the new segmentation: Domestic and Exports.

4. Subsequent Events

Sale of Stake in McCormick® de México: In 2025, we reached a strategic agreement with McCormick & Company to sell 25.0% of our stake in the joint venture. The transaction closed on January 2, 2026. This transaction allows us to capitalize on the value created over decades, providing enhanced financial flexibility to accelerate our growth strategy. Consequently, starting in 2026, we will no longer consolidate the net sales of this business; instead, we will register our 25.0% stake under the line item Equity Investments in Associated Companies.

Accordingly, references to this strategic restructuring will be found throughout this report. Ultimately, these strategic decisions represent a decisive leap forward. By concentrating our resources on our core consumer goods sector and unlocking greater financial flexibility, we are strongly positioned to achieve our projected growth targets for 2026.

Strategic Partnership with Froneri

International Limited: On April 13, 2026, the Company announced an Strategic Partnership with Froneri International Limited in the ice cream segment in Mexico. Under the terms of the agreement, the ice cream business operated by Grupo Herdez® under license from Nestlé® will be integrated into this new entity, in which both partners will hold a 50.0% economic interest.

The partnership will be capitalized through a contribution from Froneri intended to strengthen the business's financial structure; it should be noted that this transaction will not generate a cash inflow for Grupo Herdez® upon closing. Furthermore, the Company will transfer operational control to Froneri, and following the formalization of the agreement, the business's results will no longer be consolidated but will instead be recorded under the line item "Share of Earnings of Associates." The transaction is expected to close during the second half of 2026, subject to customary closing conditions.

GRI Content Index in Accordance

Statement of use: Grupo Herdez® has prepared this report in accordance with the GRI Standards for the period from 1 January to 31 December 2025.
Used GRI 1: GRI 1: Foundation 2021

Applicable GRI Sector Standards: Not applicable
Other standards or methodologies referred to in this report: Sustainable Development Goals (SDGs)
 Grupo Herdez® Own Indicators (IP)

Gri standards and own indicators	Disclosures	Location, direct response or reason for omission	SDG	Page	
GENERAL CONTENTS					
GRI 2: General Disclosures 2021	2-1 Organizational details	About This Report		63	
	2-2 Entities included in the organization's sustainability reporting	About This Report		63	
	2-3 Reporting period, frequency and contact point	About This Report		63	
	2-4 Restatements of information	About This Report		63	
	2-5 External assurance	The scope of verification is of a limited nature in accordance with the International Standard on Assurance Engagements ISAE 3000. An external assurance report by Ernst & Young Mexico (EY) is attached.			
	2-6 Activities, value chain and other business relationships	Timeless Proximity: National and International Operational Footprint.		20	
	2-7 Employees	<p>Talent by age group and gender Men: 6,025 Women: 4,162 Under 31: Men: 1,859 Women: 1,195 31 to 40: Men: 1,829 Women: 1,292 41 to 50: Men: 1,483 Women: 1,055 Over 50: Men: 854 Women: 620</p> <p>Talent by gender and contract type Permanent: Men: 5,414 Women: 3,856 Temporary: Men: 611 Women: 306</p> <p>Talent by work location and contract type Permanent: Corporate offices: 1,092 Production plants: 4,968 CEDIS: 809 Sales routes: 2,401 Temporary: Corporate offices: 81 Production plants: 438 CEDIS: 179 Sales routes: 219</p> <p>Grupo Herdez® does not have part-time team members or non-guaranteed working hours. Full-time employees represent the sum of permanent and temporary staff. To compile this data, we consider the final information from the 2025 reporting period, using full-time equivalent units based on our internal payroll system. Variations compared to 2024 are due to the fact that Grupo Nutrisa is no longer included in the 2025 scope.</p>	8, 10	20	
	2-8 Workers who are not employees	Information unavailable due to internal reporting mechanisms.		8	
	2-9 Governance structure and composition	The Chairman of the Board and Chief Executive Officer validates the final content of the report once the consolidation and development process, led by the Corporate Finance and Sustainability Department, is completed.		5, 16	11
	2-10 Nomination and selection of the highest governance body	Foundations for Sustainable Growth: Corporate Governance, Designation of Members.		5, 16	11
	2-11 Chair of the highest governance body	Foundations for Sustainable Growth: Corporate Governance, Designation of Members.		16	11

Gri standards and own indicators	Disclosures	Location, direct response or reason for omission	SDG	Page
2-12	Role of the highest governance body in overseeing the management of impacts	Foundations for Sustainable Growth: Sustainability Approach, Sustainability Governance.	16	17
2-13	Delegation of responsibility for managing impacts	Foundations for Sustainable Growth: Sustainability Approach, Sustainability Governance.		17
2-14	Role of the highest governance body in sustainability reporting	The Chairman of the Board and Chief Executive Officer validates the final content of the report once the consolidation and development process, led by the Corporate Finance and Sustainability Department, is completed.		
2-15	Conflicts of interest	Foundations for Sustainable Growth: Corporate Governance, Designation of Members.	16	11
2-16	Communication of critical concerns	Foundations for Sustainable Growth: Sustainability Approach, Sustainability Governance.		17
2-17	Collective knowledge of the highest governance body	Information not available due to confidentiality reasons.		
2-18	Evaluation of the performance of the highest governance body	Information not available due to confidentiality reasons.		
2-19	Remuneration policies	According to the Company's bylaws, the Corporate Practices Committee reviews and approves the compensation of senior executives, including the Chief Executive Officer, as well as that of Board members and its committees. Compensation includes variable components linked to performance and, since 2024, incorporates a sustainability target related to reducing water consumption per ton produced.		
2-20	Process to determine remuneration			
2-21	Annual total compensation ratio	Information not available due to confidentiality reasons.		
2-22	Statement on sustainable development strategy	Message from the Chairman of the Board and Chief Executive Officer.		4
2-23	Policy commitments	Foundations for Sustainable Growth: Ethical Behavior and Compliance https://grupoherdez.com.mx/api/media/Codigo_de_Etica_2024_1ac89710a8/Codigo_de_Etica_2024_1ac89710a8.pdf	16	12
2-24	Embedding policy commitments	Foundations for Sustainable Growth: Ethical Behavior and Compliance		12
2-25	Processes to remediate negative impacts	Foundations for Sustainable Growth: Sustainability Approach, Sustainability Governance.		17
2-26	Mechanisms for seeking advice and raising concerns	Foundations for Sustainable Growth: Ethical Behavior and Compliance, Anticorruption Commitment (CONFIANZA Hotline)	16	13
2-27	Compliance with laws and regulations	During 2025, there were no significant instances of non-compliance with laws or regulations that resulted in fines or sanctions.		
2-28	Membership associations	Foundations for Sustainable Growth: Sustainability Approach, Double Materiality (Stakeholder Engagement).		16
2-29	Approach to stakeholder engagement	Foundations for Sustainable Growth: Sustainability Approach, Double Materiality (Stakeholder Engagement).		16
2-30	Collective bargaining agreements	41.1% of our team members are covered by collective bargaining agreements. For the remaining Team Members, the organization determines their employment conditions.	8	

Gri standards and own indicators	Disclosures	Location, direct response or reason for omission	SDG	Page
MATERIAL TOPICS				
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Foundations for Sustainable Growth: Sustainability Approach, Double Materiality (Stakeholder Engagement).		15
	3-2 List of material topics	Foundations for Sustainable Growth: Sustainability Approach, Double Materiality (Stakeholder Engagement).		15
	3-3 Management of material topics	Management of material topics is available in the main chapters of this report under: Foundations for Sustainable Growth. Sustainable Value Creation. Business Resilience & Growth.		10, 18, 54
ECONOMIC PERFORMANCE RISK MANAGEMENT				
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Sustainable Value Creation: Economic Dimension, Impact and Value Generated. 2025 Audited Financial Statements available at: https://grupoherdez.com.mx/investors-financial-information	8, 9	
	201-2 Financial implications and other risks and opportunities due to climate change	In 2025, we conducted a Climate Risk and Opportunity Assessment to identify and understand the implications of material climate change impacts on Grupo Herdez®. This analysis was integrated into our Enterprise Risk Management (ERM COSO) system and developed in alignment with IFRS S2. The evaluation considered climate scenarios for Net Zero (SSP1-1.9), Stabilization (SSP2-4.5), and Climate Crisis (SSP5-8.5). Data sources included World Bank climatology and projections from international bodies, including the IEA and the NGFS, aligned with CMIP6. We identified water stress, temperature increases, flooding, and extreme precipitation as primary physical risks, along with transition risks associated with carbon taxes and modernization costs. Simultaneously, we recognize opportunities linked to increased operational efficiency through sustainable technologies. These results reinforce the need for robust adaptation and mitigation strategies to strengthen our financial, operational, and supply chain resilience. Risk Report available at: https://grupoherdez.com.mx/investors-financial-information		
	201-3 Defined benefit plan obligations and other retirement plans	Grupo Herdez® maintains a single-payment pension scheme for eligible talent aged 55 and older with at least 10 years of service. As of December 31, 2025, the estimated value of the obligations associated with this plan was \$649 million pesos, based on actuarial calculations. Talent and employer contributions to this scheme are 0%.+2		
	201-4 Financial assistance received from government	Grupo Herdez® did not receive any financial assistance from the government.		
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	In 2025, no legal actions were filed regarding this matter.	16	
GRI 207: Tax 2019	207-1 Approach to tax	Grupo Herdez® does not engage in individual or corporate tax strategies.		
	207-2 Tax governance, control, and risk management	Body responsible for tax compliance: Financial Controllershship Sub-directorate and the Tax Department. In 2025, no individual or group tax strategies were applied. We maintain a centralized Tax Department that ensures compliance with federal and local tax obligations. No individual or organizational tax risks or strategies were identified. Compliance is ensured through tax controls, internal/external audits, continuous training, and support from specialized tax and legal advisors.		
	207-3 Stakeholder engagement and management of concerns related to tax	There are no compliance agreements with tax authorities, nor promotion or participation in public or stakeholder policies regarding tax matters.		

Gri standards and own indicators	Disclosures	Location, direct response or reason for omission	SDG	Page
	207-4 Country-by-country reporting	2025 Annual Report available at: https://grupoherdez.com.mx/descargas-para-inversionistas/		
CORPORATE GOVERNANCE AND ETHICS				
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Foundations for Sustainable Growth: Ethical Behavior and Compliance, Anticorruption Commitment.	16	12
	205-2 Communication and training about anti-corruption policies and procedures	Foundations for Sustainable Growth: Ethical Behavior and Compliance, Anticorruption Commitment.	16	12
	205-3 Confirmed incidents of corruption and actions taken	Foundations for Sustainable Growth: Ethical Behavior and Compliance, Anticorruption Commitment.	16	
GRI 415: Public Policy 2016	415-1 Political contributions	At Grupo Herdez® and our subsidiaries, we do not make contributions to political parties or related institutions. In accordance with our Code of Ethics, we maintain a neutral stance on political and religious matters.	16	
TALENT MANAGEMENT				
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	In 2025, we recorded 884 new hires, with a hire rate of 8.7%. Gender. Men: 589 (66.7%) Women: 295 (33.4%) Age. Under 30: 489 31 to 40 years old: 225 41 to 50 years old: 128 Over 50 years old: 42 Work Location. Corporate: 73 Production Plants: 418 Distribution Centers (CEDIS): 176 Sales Routes: 217 During the same period, we recorded 2,058 terminations of permanent staff, with an overall turnover rate of 21.1%. Gender. Men: 1,293 (21.5%) Women: 765 (18.4%) Age. Under 30: 889 31 to 40 years old: 602 41 to 50 years old: 341 Over 50 years old: 226 Work Location. Corporate: 225 Production Plants: 1,055 Distribution Centers (CEDIS): 228 Sales Routes: 550 Percentages not specified as rates refer to proportions within each classification. This information corresponds exclusively to permanent staff. Movements for ADC and Interdeli are excluded due to payroll system restrictions.	5, 8, 10	31
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	At Grupo Herdez®, we do not have part-time team members; therefore, this classification does not imply any differences in the benefits offered. For more information, see Sustainable Value Creation: Social Environment, Impact on our Team, Employment and Labor Relations (Benefits for our team).	3, 5, 8	31
	401-3 Parental leave	Social Environment, Impact on our Talent, Employment and Labor Relations (Benefits for our team).	5, 8	
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	Information not available due to internal mechanisms.	8	11, 32
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Men, by job category and age Operational. Under 30 years old: 1,714 (92.0%) 30 to 40 years old: 1,425 (78.0%) 40 to 50 years old: 1,195 (81.0%) Over 50 years old: 672 (79.0%) Operational - Normative: Under 30 years old: 132 (7.0%) 30 to 40 years old: 315 (17.0%) 40 to 50 years old: 176 (12.0%) Over 50 years old: 97 (11.0%) Tactical. Under 30 years old: 13 (1.0%) 30 to 40 years old: 73 (4.0%) 40 to 50 years old: 82 (6.9%) Over 50 years old: 46 (5.0%) Strategic. Under 30 years old: 0 30 to 40 years old: 16 (1.0%) 40 to 50 years old: 30 (2.0%) Over 50 years old: 39 (5.0%) Women, by job category and age Operational. Under 30 years old: 1,019 (85%) 30 to 40 years old: 966 (75.0%) 40 to 50 years old: 871 (83.0%) Over 50 years old: 569 (92.0%) Operational - Normative: Under 30 years old: 168 (14.0%) 30 to 40 years old: 247 (19.0%) 40 to 50 years old: 105 (10.0%) Over 50 years old: 37 (6.0%) Tactical. Under 30 years old: 8 (1.0%) 30 to 40 years old: 62 (5.0%) 40 to 50 years old: 57 (5.0%) Over 50 years old: 10 (2.9%) Strategic. Under 30 years old: 0 30 to 40 years old: 17 (1.0%) 40 to 50 years old: 22 (2.0%) Over 50 years old: 4 (1.0%) Further information on diversity and inclusion for people with disabilities is available in the Sustainable Value Creation chapter, Social Environment, Impact on our Talent (Diversity and inclusion). Information regarding governing bodies can be found in the Foundations for Sustainable Growth chapter: Corporate Governance.	5, 8, 10	33



Gri standards and own indicators	Disclosures	Location, direct response or reason for omission	SDG	Page
	405-2 Ratio of basic salary and remuneration of women to men	<p>Ratio of average monthly base salary of women to men</p> <p>By job category</p> <p>Operational. Women: 96.0% Men: 105.0%</p> <p>Operational - Normative. Women: 100.0% Men: 100.0%</p> <p>Tactical. Women: 100.0% Men: 100.0%</p> <p>Strategic. Women: 95.0% Men: 105.0%</p> <p>By work location</p> <p>Corporate Offices. Women: 96.0% Men: 105.0%</p> <p>Production Plants. Women: 81.0% Men: 124.0%</p> <p>Distribution Centers (CEDIS). Women: 94.0% Men: 106.0%</p> <p>Sales Routes. Women: 134.0% Men: 75.0%</p> <p>For Grupo Herdez®, an operational location refers to the geographical locations where the organization conducts key activities related to its operations, including production plants, Distribution Centers (CEDIS), sales routes, and corporate offices. These locations are part of the Company's operational structure. The information is disaggregated in accordance with internal standards, as this level of detail facilitates decision-making within the organization. Only "permanent" employees are included in this indicator.</p> <p>Further information in the Sustainable Value Creation chapter: Social Dimension, Impact on our Talent, Diversity and Inclusion.</p>	5, 8	
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	<p>Average training hours per team member: 18.4</p> <p>By gender. Men: 18.3 h Women: 18.5 h</p> <p>By job category. Operational: 15.7 h Operational - Normative: 32.3 h Tactical: 30.9 h Strategic: 23.6 h</p> <p>The training information presented accounts for the instruction provided to Grupo Herdez® team members, including operations for McCormick®, Barilla®, Helados Nestlé®, Aires de Campo®, and Interdeli® (including Herpons and Seramano), as well as service and logistics areas (Herflot and Energía para Conservas). In accordance with the reconfiguration of our portfolio, these figures do not include Grupo Nutrisa®.</p>	4, 5, 8, 10	33
	404-2 Programs for upgrading employee skills and transition assistance programs	Sustainable Value Creation: Social Dimension, Impact on our Talent, Training and Development.	8	34
	404-3 Percentage of employees receiving regular performance and career development reviews	Sustainable Value Creation: Social Dimension Impact on our Talent, Training and Development (Performance Evaluation).	5, 8, 10	
HUMAN RIGHTS				
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	No cases of discrimination occurred during 2025.	5, 8	
SALUD, SEGURIDAD Y BIENESTAR OCUPACIONAL				
Own Indicator	IP-5 Type and rate of injuries, occupational diseases, days of work, absenteeism, and number of occupational deaths	<p>This methodology specifies the indicators and calculations for this proprietary indicator, developed based on the S&P Global Corporate Sustainability Assessment (CSA) methodology, Social Dimension, subsection 3.5 Occupational Health and Safety, 3.5.4 Lost Time Injury Frequency Rate (LTIFR) – Employees; the GRI 403-9 Work-related injuries indicator; and the standards used by OSHA. The scope of this indicator includes plants, Distribution Centers (CEDIS), and corporate offices.</p> <p>Objective: To measure the incidence of the number of injuries and lost days due to injuries, and to monitor the reduction in the rate of work-related injuries within the Company, complying with international and national regulations to improve well-being indicators. Based on data analysis, we plan to implement initiatives that positively impact the quality of life of our team members and their families.</p> <p>Involved Areas: Human Resources provides demographic data for the total Grupo Herdez® workforce, as well as the GRI 2-7 Employees indicator (total team members by gender, location, age, and job category). Environmental Control, Safety, and Hygiene (CASH) provides data on the number of accidents, primary injury types, hours worked, number of fatalities, and the method used to determine hazards for men and women across plant, CEDIS, and corporate locations.</p> <p>Requirements: The accident rate expresses the number of accidents during the year in relation to total man-hours worked, multiplied by a factor of 200,000. The lost day rate is expressed by comparing the total lost days during the year with total man-hours worked, multiplied by a factor of 200,000.</p> <p>For more information, see the Sustainable Value Creation chapter: Social Environment, Impact on our Talent (Occupational health and safety).</p>		35



Gri standards and own indicators	Disclosures	Location, direct response or reason for omission	SDG	Page
FOOD SAFETY AND QUALITY				
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Sustainable Value Creation: Social Dimension, Impact on Consumers.		44
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	No cases of non-compliance regarding consumer health occurred in 2025.		45
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	Sustainable Value Creation: Social Dimension, Impact on Consumers (Transparency with Consumers).		
	417-2 Incidents of non-compliance concerning product and service information and labeling	No cases of non-compliance related to product information and labeling occurred in 2025.		
	417-3 Incidents of non-compliance concerning marketing communications	No cases of non-compliance related to marketing communications occurred in 2025.		45
Own Indicator	IP-8: Consumer communication	Sustainable Value Creation: Social Dimension, Impact on Consumers.		56
Own Indicator	IP-9: Health and Nutrition Care Strategy Development	Business Resilience & Growth: Innovation and Product Development.		
INNOVATION AND TECHNOLOGY				
Own Indicator	IP-7: Innovation management	Business Resilience & Growth: Innovation and Product Development.		56
SUSTAINABLE AND REGENERATIVE AGRICULTURE				
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Sustainable Value Creation: Economic Dimension, Impact on the Supply Chain (Driving the Local Economy).		50
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Sustainable Value Creation: Economic Dimension, Impact on the Supply Chain (Supplier Management).	16	50
	308-2 Negative environmental impacts in the supply chain and actions taken	Sustainable Value Creation: Economic Dimension, Impact on the Supply Chain (Supplier Management).	16	50
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Sustainable Value Creation: Economic Dimension, Impact on the Supply Chain (Supplier Management).	5, 8, 16	50
	414-2 Negative social impacts in the supply chain and actions taken	Sustainable Value Creation: Economic Dimension, Impact on the Supply Chain (Supplier Management).	5, 8, 16	25, 51

Gri standards and own indicators	Disclosures	Location, direct response or reason for omission	SDG	Page
Own Indicator	IP-6: Sustainable and Regenerative Agriculture Program	Sustainable Value Creation: Environmental Dimension, Impact in the Field. Sustainable Value Creation: Environmental Dimension, Impact on the Supply Chain (Agricultural Raw Materials).		
PACKAGING MANAGEMENT, CIRCULARITY, AND WASTE				
GRI 301: Materials 2016	301-1 Materials used by weight or volume	In 2025, we used a total of 143,909.34 metric tons of materials for the production and packaging of our products. Non-renewable materials: 102,807.24 metric tons Renewable materials: 41,102.10 metric tons		
	301-2 Recycled input materials used	In 2025, we used 41,102.10 tons of recycled materials in the production and packaging of our main products, representing 28.56% of the total inputs used (125,899.08 tons).		
	301-3 Reclaimed products and their packaging materials	In 2025, 1.81% of packaging materials were recovered within production processes relative to total materials used. Remaining materials were not recovered during the reporting period.		29
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Sustainable Value Creation: Environmental Dimension, Operational Environmental Impact (Waste and Materials).	3, 6, 11, 12	29
	306-2 Management of significant waste-related impacts	Sustainable Value Creation: Environmental Dimension, Operational Environmental Impact (Waste and Materials).	3, 6, 8, 11, 12	
	306-3 Waste generated	Hazardous waste: 42.82 tons Non-hazardous waste: 64,989.26 tons The reported non-hazardous waste corresponds to the sum of waste generated at Grupo Herdez® production facilities. Similarly, hazardous waste is presented as the total sum generated at these locations, in accordance with operational records and applicable classification criteria.	3, 6, 11, 12, 15	
	306-4 Waste diverted from disposal	Recycled hazardous waste: 10.42 tons Recycled non-hazardous waste: 46,939.28 tons In 2025, the post-industrial waste recycling rate was 72.19%, compared to 75.97% the previous year. This percentage change is due to the integration of operations from the Aires de Campo Plant and the two Interdeli plants, resulting in a 10.60% decrease relative to the 2024 measurement inventory. This shift in measurement expands our operational base. Note: Incineration (with or without energy recovery) does not apply to our operations.	3, 11, 12	
	306-5 Waste directed to disposal	Hazardous waste to controlled landfill: 32.40 MT Non-hazardous waste to landfill: 18,049.98 MT.	3, 6, 11, 12, 16	
CLIMATE CHANGE GHG EMISSIONS AND AIR QUALITY				
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Non-renewable fuel sources. Natural gas: 780,151.91 GJ Industrial diesel: 11.39 GJ LP gas: 46,908.30 GJ Gasoline: 387.88 GJ Electricity (CFE electric power + Renewable energy): 373,837 GJ Total energy consumption within the Company: 1,201,296.95 GJ Sustainable Value Creation: Environmental Dimension, Environmental Impact on Operations (Energy).	7, 8, 12, 13	27
	302-2 Energy consumption outside of the organization	Information unavailable as we do not monitor this type of consumption.	7, 8, 12, 13	27
	302-3 Energy intensity	Sustainable Value Creation: Environmental Dimension, Operational Environmental Impact (Energy).	7, 8, 12, 13	27
	302-4 Reduction of energy consumption	Sustainable Value Creation: Environmental Dimension, Operational Environmental Impact (Energy).	7, 8, 12, 13	



Gri standards and own indicators	Disclosures	Location, direct response or reason for omission	SDG	Page
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	<p>Scope 1 (Direct Emissions): Includes stationary combustion (natural gas, fuel oil, LPG), mobile combustion (vehicle fleet), fugitive emissions (refrigerants and wastewater treatment), and process emissions (manure management at farms).</p> <p>2024: 71,287.90 tCO₂e 2025: 56,963.20 tCO₂e</p> <p>For direct emissions (Scope 1), which include fuel consumption from stationary and mobile sources, as well as fugitive emissions from refrigerant recharge, emissions were estimated using a direct calculation approach based on emission factors from internationally recognized sources adopted by SEMARNAT. These factors were applied to fuel consumption data and reported refrigerant volumes to estimate total tCO₂e.</p> <p>Specific emission factors were sourced from the GHG Protocol tools (GHG-PI), version 4.0 for stationary sources and version 2.3 for mobile sources. The gases included in the calculation are CO₂, CH₄, and N₂O for fuels, as well as HFC gases (such as R-134a, R-404A, among others reported) associated with fugitive emissions, under an operational control approach.</p> <p>Note: For its carbon footprint estimation, Grupo Herdez® applies the GHG Protocol methodology, using an operational control approach to define organizational boundaries. Under this approach, the 2025 inventory covered a total of 56 strategic sites, including 17 Production Plants, 16 Distribution Centers (CEDIS), 11 farms, 8 Corporate Offices, and 4 retail business units (stores).</p>	3, 12, 14, 15	
	305-2 Energy indirect (Scope 2) GHG emissions	<p>Scope 2 (Indirect Energy Emissions): Accounts for electricity consumption from the national grid. It is important to note that, although 11 sites operate under renewable self-supply schemes, the grid emission factor was applied to total electricity consumption, as Energy Attribute Certificates (iRECs or PPAs) are not available to contractually substantiate such use and apply a zero-emission factor.</p> <p>2024: 48,099.60 tCO₂e 2025: 47,136.80 tCO₂e</p> <p>Starting in the 2025 reporting cycle, Grupo Herdez® reports its Greenhouse Gas (GHG) emissions under a strengthened methodology developed in collaboration with a specialized third party, aligned with the GHG Protocol and based on an operational control approach. While this technical optimization process began in 2023, the 2024 comparative data presented in this report has been updated to reflect the results of this enhanced inventory. Therefore, the 2024 figures reported herein differ from those previously disclosed in the Annual Report, which were based on internally developed calculations with a more limited scope. This restatement ensures technical comparability between 2024 and 2025, providing a more accurate and transparent view of our climate performance under GHG Protocol standards.</p> <p>Scope 2 emissions are calculated using the National Electricity Market emission factor, published annually by SEMARNAT for the National Emissions Registry (RENE). In accordance with the official methodology, this factor is an aggregated value that already incorporates carbon dioxide (CO₂), methane (CH₄), and nitrous oxide (N₂O), expressed in carbon dioxide equivalent (CO₂e). For the calculation of Scope 2 emissions for the current reporting year, the emission factor corresponding to 2025, published on April 14, 2026, was used.</p> <p>Within the 2025 inventory, the following criteria and assumptions were applied to ensure data completeness in sites with limited or shared information:</p> <ul style="list-style-type: none"> a) Energy Attribute Consolidation: 100% of reported electricity consumption was accounted for using the national grid emission factor, including sites with renewable self-supply, due to the absence of certificates (iRECs or PPAs) validating the contractual transfer of environmental attributes. b) Allocation by Surface Area (m²): For sites sharing a single metering point, such as Granja Citlalmina and Centro de Acopio, total consumption was prorated based on the proportion of square meters occupied by each facility relative to the combined area. c) Estimation Based on Operational Averages: In the absence of billing records for Zapata and Huichapan farms, a monthly average consumption was calculated based on the energy performance of other farms within the group. This average was applied proportionally to their respective operating periods (2 and 4 months, respectively). d) Equal and Time-Based Allocation (Nutrisa/Herdez): Electricity consumption at Planta Nutrisa and CEDIS Chalco was split equally (50/50) due to the absence of independent meters. For allocation between legal entities, annual consumption was distributed evenly across the 12 months, assigning 8 months to Grupo Herdez® and 4 months to Grupo Nutrisa, in line with the operational integration period. e) Sites with Shared Bills: kWh consumption was allocated based on operational load proportions defined by the technical area for the following sites: CEDIS Vallejo/Litoplas, CEDIS Mochis/Santa Rosa, and Oficinas Netesa/La Marquesa. 	3, 12, 14, 15	



Gri standards and own indicators	Disclosures	Location, direct response or reason for omission	SDG	Page
305-3 Other indirect (Scope 3) GHG emissions		Information unavailable as we do not yet monitor this scope of emissions.	3, 12, 15	
305-4 GHG emissions intensity		Sustainable Value Creation: Environmental Dimension, Operational Environmental Impact (Emissions).	13, 14, 15	28
305-5 Reduction of GHG emissions		<p>a) The reduction in GHG emissions resulting directly from reduction initiatives, measured in metric tons of CO2 equivalent. Scope 1: 2,362.58 Scope 2: 284.24 Total reduction (Scope 1 + Scope 2): 2,646.82 t CO2e</p> <p>b) Gases included in the calculation: CO2, CH4, N2O, HFCs, PFCs, SF6, NF3, or all. All of the above are included: CO2, CH4, N2O, HFC, PFC, SF6, NF3</p> <p>c) Base year or baseline, including justification for the selection. 2024</p> <p>d) The scopes in which reductions occurred: direct emissions (Scope 1), energy-related indirect emissions (Scope 2), or other indirect emissions (Scope 3). Reductions occurred in Scope 1 and Scope 2.</p> <p>e) The standards, methodologies, assumptions, and calculation tools used. The reduction is calculated based on the difference in intensities at the locations where emission reduction projects were implemented, multiplied by the tonnage produced in the reporting year (current year). The methodologies, standards, and calculation tools for each scope were described earlier in the section "Methodology for Calculating GHG Emissions".</p>	15	
305-6 Emissions of ozone-depleting substances (ODS)		At Grupo Herdez®, we do not produce, import, or export substances such as CFC-11 (R-11), R-14, and R-22. Our most commonly used refrigerants include R-410A, R-134A, R-407C, R-404A, R-507, R-147, R-427, and R-MO99.	3, 12	
305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions		<p>NOx: 26.21</p> <p>SOx: 0.50</p> <p>Volatile Organic Compounds (VOCs): 1.66</p> <p>Particulate Matter (PM): 2.41</p> <p>Emission factors were sourced from EPA and IPCC (GHG Protocol Initiative - WRI).</p>		

Gri standards and own indicators	Disclosures	Location, direct response or reason for omission			SDG	Page	
WATER MANAGEMENT							
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource				6, 14	26	
		Rivers, lakes	Pumping	1 in Lateral Canal 18+420 of the Valle del Fuerte Canal, Río Fuerte Basin, tributary of the Valle del Fuerte main canal Irrigation District 075, Sinaloa Hydrological Region, El Fuerte, Sinaloa. 1 in Lateral Canal 18+420 of the Valle del Fuerte Canal, Río Fuerte Basin, Sinaloa Hydrological Region, Campo 35, Ahome, Sinaloa.			Potential resource depletion, although of low probability due to low extraction volumes. Potential resource unavailability, with a medium probability of occurrence due to transition risks (legal and/or social).
		Seas, oceans	N/A	N/A			N/A
		Groundwater (wells)	Submersible pump	4 in the San Luis Potosí System, San Luis Potosí Aquifer, Salado Hydrological Region in San Luis Potosí, San Luis Potosí. 1 in the Laja Basin (Lerma-Santiago), Valle de Celaya Aquifer, Lerma-Santiago Hydrological Region, Villagrán, Guanajuato. 1 in the Upper Río Verde Grande Basin, Lagos de Moreno Aquifer, Lerma-Santiago Hydrological Region, Lagos de Moreno, Jalisco. 1 in the Río Moctezuma Basin (Zumpango and Pachuca Valleys), Cuautitlán-Pachuca Aquifer, Pánuco Hydrological Region, Barrio de San Juan, Teoloyucan, Estado de México.			Potential resource depletion, although of low probability due to low extraction volumes. Potential resource unavailability, with a medium probability of occurrence due to transition risks (legal and/or social).
		Municipal water supply	Direct grid supply	1 in San Luis Potosí, San Luis Potosí. 1 in Monterrey, Nuevo León. 1 in Tlaquepaque, Jalisco. 1 in Lagos de Moreno, Jalisco. 3 in Querétaro.			Potential resource depletion, although of low probability due to low extraction volumes. Potential resource unavailability, with a medium probability of occurrence due to transition risks (legal and/or social).
		Rainwater (captured and stored directly by the organization)	Rainwater catchment canals and basin infrastructure	1 at the Duque de Herdez Industrial Complex in San Luis Potosí. 1 at the Herdez México Industrial Complex in Cuautitlán, Estado de México.			Potential resource unavailability, with a medium probability of occurrence due to reduced rainfall.
		Wastewater from another organization	N/A	N/A			N/A
		Water trucks	N/A	N/A			N/A
		Wastewater from the organization itself	N/A	3 at the Herdez México Industrial Complex in Cuautitlán, Estado de México, CEDIS México, and Barilla Plant (2 at the Plant and 1 at CEDIS).			Planta México, CEDIS México, and the Barilla Plant recycled a percentage of their treated wastewater for garden irrigation.



Gri standards and own indicators	Disclosures	Location, direct response or reason for omission		SDG	Page
		Source	Use of Withdrawn Water	Location and Name of Water Body	Description of Related Impacts
		Rivers, lakes	Industrial (production, auxiliary services, and sanitary services)	•2 in Los Mochis, Sinaloa.	Potential resource depletion, although of low probability due to low extraction volumes. Potential resource unavailability, with a medium probability of occurrence due to transition risks (legal and/or social).
		Seas, oceans	N/A	N/A	N/A
		Groundwater (wells)	Industrial (production, auxiliary services, and sanitary services)	1 in Cuautitlán, Estado de México. 3 in San Luis Potosí. 2 in Lagos de Moreno, Jalisco. 1 in Villagrán, Guanajuato.	Potential resource depletion, although of low probability due to low extraction volumes. Potential resource unavailability, with a medium probability of occurrence due to transition risks (legal and/or social).
		Municipal water supply	Industrial (production, auxiliary services, and sanitary services)	1 in San Luis Potosí, San Luis Potosí. 1 in Tijuana, Baja California. 1 in Monterrey, Nuevo León. 1 in Tlaquepaque, Jalisco. 1 in Lagos de Moreno, Jalisco. 3 in Querétaro.	Potential resource depletion, although of low probability due to low extraction volumes. Potential resource unavailability, with a medium probability of occurrence due to transition risks (legal and/or social).
		Rainwater (captured and stored directly by the organization)	Industrial (green area irrigation)	2 in Cuautitlán, Estado de México. 1 in San Luis Potosí, San Luis Potosí.	Potential resource unavailability, with a medium probability of occurrence due to reduced rainfall.
		Wastewater from another organization	N/A	N/A	N/A
		Water trucks	N/A	N/A	N/A
		Wastewater from the organization itself	Industrial (sanitary services and green area irrigation)	3 at the Herdez México Industrial Complex in Cuautitlán, Estado de México, CEDIS México, and Barilla Plant (2 at the Plant and 1 at CEDIS).	Planta México, CEDIS México, and the Barilla Plant recycled a percentage of their treated wastewater for garden irrigation.

Gri standards and own indicators	Disclosures	Location, direct response or reason for omission		SDG	Page
		Source	Discharge Method	Location and Name of Water Body	Description of Related Impacts
		Rivers, lakes	Direct discharge to the water body via drainage canal	In the lateral canal of the Valle del Fuerte Canal, Río Fuerte Basin, tributary of the Valle del Fuerte main canal Irrigation District 075, Sinaloa Hydrological Region, El Fuerte, Sinaloa.	Wastewater discharges are treated in accordance with applicable regulations, so the level of significance of their impact on the receiving body has not been determined.
		Seas, oceans	N/A	N/A	N/A
		Groundwater (wells)	Direct discharge to the water body via drainage canal	Wastewater discharges from the Lagos de Moreno Plant, SLP CEDIS, Tea Plant, and El Duque are sent to the municipal drainage. Wastewater discharges from the Celaya Plant and a portion of those from the México Plant are discharged into a federal drainage. 100% of the wastewater from CEDIS México and 84.9% of the wastewater from the México Plant infiltrates into the ground.	Wastewater discharges are treated in accordance with applicable regulations, so the level of significance of their impact on the federal receiving body and/or groundwater infiltration (which are considered national assets) has not been determined. Regarding water discharged into municipal drainages, although the significance has not been determined, it is very difficult to evaluate the impact because discharges from various origins and sources converge in these drainages.
		Municipal water supply	Gravity and direct conduction to the drainage or receiving body	Municipal drainage.	Discharge of pollutants into the receiving body. Regarding water discharged into municipal drainages, although the significance has not been determined, it is very difficult to evaluate the impact because discharges from various origins and sources converge in these drainages.
		Rainwater (captured and stored directly by the organization)	Pumping	Rainwater is used for green areas, and the surplus is sent to a drainage canal.	The consumption of rainwater prevents the extraction of potable well water, so the impact is positive, although its significance has not been estimated.
		Wastewater from another organization	N/A	N/A	N/A
		Water trucks	Direct discharge to the water body via drainage canal	Wastewater discharges from the Nutrisa Plant are sent to the municipal drainage.	Wastewater discharges are treated in accordance with applicable regulations, so their level of significance has not been determined.
		Wastewater from the organization itself	Gravity and direct conduction to the drainage	Municipal drainage.	Planta México, CEDIS México, and the Barilla Plant recycled a percentage of their treated wastewater for garden irrigation.

Note: The quality of wastewater discharges sent to receiving bodies is monitored through compliance with the maximum permissible limits established in the corresponding Official Mexican Standards (NOM).

Gri standards and own indicators	Disclosures	Location, direct response or reason for omission	SDG	Page
		<p>Cuenca</p> <p>Cuenca Río Fuerte, Región Hidrológica Sinaloa, Localidades Campo 35, Ahome and El Fuerte, Sinaloa.</p> <p>Cuenca Presa San José Los Pilares y Otras, Acuífero San Luis Potosí, Región Hidrológica Salado en SLP San Luis Potosí.</p> <p>Cuenca Laja, Acuífero Valle de Celaya, Región Hidrológica Lerma-Santiago, Villagrán Guanajuato.</p> <p>Cuenca Río Verde Grande, Acuífero Lagos de Moreno, Región Hidrológica Lerma-Santiago, Lagos de Moreno, Jalisco.</p> <p>Cuenca Río Moctezuma, Acuífero Cuautitlán-Pachuca, Región Hidrológica Panuco, Localidad Barrio de San Juan, Teoloyucan, Estado de México.</p> <p>Descripción de impactos relacionados</p> <p>Withdrawal and Consumption: With the exception of CEDIS Mérida, our Production Plants and Distribution Centers (CEDIS) are located in basins and hydrological regions with high and very high water stress levels, although water consumption at our facilities is relatively low.</p> <p>Discharge: Although wastewater generated at Grupo Herdez® facilities is treated prior to discharge, the generation and discharge of this treated water represent a certain negative impact due to the transfer of pollutants to municipal drainage networks and surface water bodies, despite the relatively small discharge volumes. These impacts may not be significant, as municipal drainage systems receive a wide range of wastewater discharges from different sources and origins.</p> <p>Related Impacts</p> <p>We establish our water goals based on the water consumption and wastewater discharge indicators tracked for each facility. Currently, each facility identifies areas of opportunity within its processes and estimates potential savings to propose an achievable annual target. These targets are not currently linked to the local context of their respective locations.</p> <p>Note: We do not apply an in-depth, holistic, or analytical approach to identify potential impacts; we only qualitatively consider the potential impacts that could be caused by the volumes of water withdrawn from the sources and the amount of pollutants present in the wastewater discharged into the various receiving bodies.</p> <p>In 2025, Grupo Nutrisa® was divested from the Grupo Herdez® portfolio. Consequently, the water interaction data for the Chalco Plant, which was reported in previous years, is no longer included.</p>		
	303-2 Management of water discharge- related impacts	<p>The minimum regulatory and/or internal standards for effluent discharge quality monitored by our plants and distribution centers (CEDIS) include:</p> <ul style="list-style-type: none"> • Oils and Fats (O&F) • Biochemical Oxygen Demand (BOD) • Chemical Oxygen Demand (COD) • Total Suspended Solids (TSS) • Total Dissolved Solids (TDS) • Settleable Solids (SS) • Hydrogen Potential (pH) • Electrical Conductivity (EC) • Temperature (°C) <p>Specific Regulatory Standards:</p> <ul style="list-style-type: none"> • NOM-001-SEMARNAT-1996 / NOM-001-SEMARNAT-2021: Establishes the maximum permissible limits for pollutants in wastewater discharges into national waters and assets. • NOM-002-SEMARNAT-1996: Establishes the maximum permissible limits for pollutants in wastewater discharges into urban or municipal sewage systems. • State Technical Standard - NTE-SLP-AR-001/05: Establishes specific conditions for wastewater discharge into the drainage and sewage networks of the municipalities of San Luis Potosí, Soledad de Graciano Sánchez, and Cerro de San Pedro. <p>Specific Discharge Conditions: Established by federal authorities in accordance with Article 140 of the National Water Law Regulations.</p>	6, 14	26



Gri standards and own indicators	Disclosures	Location, direct response or reason for omission	SDG	Page
303-3	Water withdrawal	<p>Total water withdrawal: 1,260.70 Water withdrawal in water-stressed areas: 1,260.04 ML Origin. Surface water: 685.48 ML Groundwater: 495.71 ML Third-party water (municipal grid, water trucks): 79.51 ML Source. Rivers, lakes, oceans: 685.48 ML Wells: 495.71 ML Municipal water supply: 7.09 ML Water trucks: 72.42 ML Seawater: Not withdrawn Produced water: Not withdrawn </p> <p>Water Withdrawal by Source and Location (ML) a) No seawater or produced water is withdrawn. c) Total freshwater withdrawal: 1,260.04 ML, broken down as follows: • Surface water: 685.48 ML • Groundwater: 495.06 ML • Third-party water: 79.51 ML Total other water withdrawal: 0.66 ML, broken down as follows: • Surface water: 0 ML • Groundwater: 0.66 ML • Seawater: Not withdrawn • Produced water: Not withdrawn • Third-party water: 0 ML</p> <p>Rivers, lakes Santa Rosa Tomates. 2025: 408.11 2024: 426.6 Santa Rosa Vegetales. 2025: 275.66 2024: 275.51 CEDIS Mochis. 2025: 1.72 2024: 1.34 Groundwater (wells) Barilla. 2025: 48.91 2024: 53.86 El Duque. 2025: 44.96 2024: 48.94 Planta México: 2025: 80.26 2024: 76.98 Planta San Luis Potosí. 2025: 195.01 2024: 204.03 Planta Villagrán. 2025: 39.90 2024: 46.38 Planta Lagos de Moreno. 2025: 76.41 2024: 83.46 Planta Cogeneración. 2025: 0.002 2024: 0.01 Planta Té. 2025: 1.50 2024: 1.84 CEDIS San Luis Potosí. 2025: 7.44 2024: 6.91 CEDIS México. 2025: 0.67 2024: 1.14 CEDIS Mérida. 2025: 0.66 2024: 0.43 Municipal supply CEDIS Guadalajara. 2025: 0.60 2024: 0.52 CEDIS Tijuana. 2025: 0.00 2024: 0.11 CEDIS Monterrey. 2025: 0.56 2024: 0.55 CAF Lagos. 2025: 5.92 2024: 5.76 Water trucks and wastewater Nutrisa (Ene- Ago). 2025: 12.44 2024: 16.04 Santa Rosa Tomates. 2025: 2.05 2024: 0.00 Planta Aires de Campo. 2025: 14.90 2024: No disponible Planta Deli: 2025: 6.88 2024: No disponible Planta Interdeli. 2025: 36.15 2024: No disponible Operating data for the Nutrisa Plant is only considered from January to August 2025 due to its divestment from the Company.</p> <p>For 2025, we established a Group-level water reduction target of 2.06 m³/Ton. The specific targets for each plant were as follows: 1. Planta Barilla: 0.57 m³/Ton 2. Planta Coronel Espinoza: 1.55 m³/Ton 3. Planta Lagos de Moreno (Helados): 4.04 m³/Ton 4. Planta Herdez SLP (Industrias): 2.98 m³/Ton 5. Planta McCormick El Duque: 0.68 m³/Ton 6. Planta McCormick México: 0.52 m³/Ton 7. Planta Nutrisa: 2.35 m³/Ton 8. Planta Santa Rosa Tomates: 2.49 m³/Ton 9. Planta Santa Rosa Vegetales: 4.15 m³/Ton 10. Planta Herdez Villagrán (Celaya): 3.48 m³/Ton</p> <p>Our water consumption performance in 2025 concluded at 1.91 m³/Ton produced. Reported withdrawals are directly measured using metering instruments that are monitored, and in some cases certified, by federal, state, and municipal authorities. These volumes are reported to the corresponding authorities through various formats and reporting mechanisms. A 95% coverage is considered, as water consumption from Nutrisa, Cielito Querido, Moyo, and Chilim Balam stores, as well as other facilities (offices, etc.), is not included, given that it represents a very low volume compared to the total.</p>	6, 14	26

Gri standards and own indicators	Disclosures	Location, direct response or reason for omission	SDG	Page
303-4	Water discharge	<p>Total freshwater discharge (total dissolved solids \leq 1,000 mg/l) in water-stressed areas: 928.95 ML Total water discharge in water-stressed areas (total dissolved solids \leq 1,000 mg/l): 928.95 ML Discharge in water-stressed areas under Other water (total dissolved solids > 1,000 mg/L): 0 ML Total discharges: 929.61 ML Water discharge by destination. Rivers and lakes: 620.60 ML Municipal water supply: 247.19 ML Groundwater/Subsoil: 61.82 ML Discharge to Other water (total dissolved solids > 1,000 mg/L): 0.66 ML No discharge to seawater.</p> <p>d. 1.- We measure reported consumption directly using instruments monitored—and in some cases, certified—by federal, state, and municipal authorities. We report this data to these authorities through various formats and mechanisms. The data represents 95% of our operations, excluding water consumption from Nutrisa, Cielito Querido, Moyo, and Chilim Balam stores, as well as other facilities (offices, etc.), which represent a very low volume compared to the total.</p> <p>The priority hazardous substances for which wastewater is monitored are listed below. Measurements are carried out through physicochemical and biological analyses performed by laboratories accredited by the Mexican Accreditation Entity (ema) and approved by the Ministry of Environment and Natural Resources (SEMARNAT). The monitored parameters are defined by government authorities in accordance with the regulations applicable to each operation (NOM-001-SEMARNAT-2021, NOM-002-SEMARNAT-1996, and NOM-003-SEMARNAT-1997). Grease and oils: 5.15 t/year Biochemical Oxygen Demand (BOD): 27.64 t/year Chemical Oxygen Demand (COD): 86.00 t/year Total Suspended Solids (TSS): 20.10 t/year Total Dissolved Solids (TDS): 21.33 t/year Settleable solids (SS): 0.22 t/year During the reporting year, there were no instances of non-compliance with discharge limits.</p> <p>2.- Although some Grupo Herdez® facilities capture rainwater, we do not report these volumes because most of the captured water is discharged back into the environment. Only a small portion is used for garden irrigation. Consequently, this water is neither stored nor used in production processes or services.</p> <p>3.- To determine water-stressed areas in 2025, we utilized the Aqueduct Water Risk Atlas due to its international recognition. The exception was CEDIS Mérida, where we applied criteria from the National Water Commission (CONAGUA), considering it more aligned with the country's reality. Due to the Company's divestment, only Nutrisa Plant operating data from January to August 2025 is included. During the reporting year, no changes in water storage were identified.</p>	6, 14	26



Gri standards and own indicators	Disclosures	Location, direct response or reason for omission	SDG	Page
303-5 Water consumption	<p>Total water consumption: 331.09 ML Total water consumption in water-stressed areas: 331.09 ML</p> <p>d. 1.- We measure the reported consumption directly using instruments monitored—and in some cases, certified—by federal, state, and municipal authorities. We report these consumption volumes to the aforementioned authorities through various formats and reporting mechanisms. The data represents 95% of our operations, as it excludes the water consumption of Nutrisa, Cielito Querido, Moyo, and Chilim Balam stores, as well as other facilities (such as offices), which represent a very low volume compared to the total.</p> <p>2.- Although some Grupo Herdez® facilities capture rainwater, we do not report these volumes because the majority of the captured water is discharged back into the environment and only a portion is used for green area irrigation; consequently, this water is neither stored nor used in production processes or services.</p> <p>3.- To determine water-stressed areas, we used the Water Statistics issued by the National Water Commission (CONAGUA) as reference sources, which provide information on availability zones according to the country's basins and aquifers. Additionally, we considered the water stress criteria reported by the Aqueduct Water Risk Atlas platform in 2025 due to its international recognition. The exception was CEDIS Mérida, where we applied the CONAGUA criteria, considering it more aligned with the country's reality.</p> <p>Consolidated performance for the following locations:</p> <ol style="list-style-type: none"> 1.- Planta Barilla 2.- Planta el Duque 3.- Planta México(Zumpango) 4.- Planta Industrias (San Luis Potosí) 5.- Planta Santa Rosa Tomates 6.- Planta Santa Rosa Vegetales 7.- Planta Herdez Villagran 8.- Planta Nutrisa 9.- Planta Helados (Lagos de Moreno) 10.- Planta Coronel Espinoza 11.- Planta Aires de Campo 12.- Planta Deli 13.- Planta Interdeli 14.- Cedis Monterrey 15.- Cedis San Luis Potosí 16.- Cedis Guadalajara 17.- Cedis México 18.- Cedis Mérida 19.- Cedis Mochis 20.- Cedis CAF Lagos de Moreno <p>Due to its divestment from the Company, operational data for the Nutrisa Plant is included only for the January through August period. Water consumption volume is calculated as the difference between total water withdrawal and wastewater discharge; this total also accounts for water lost through evaporation, even where not directly measured.</p>	6, 14		

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Activity Metrics	FB-PF-000.A. Weight of products sold	<p>Sustainable Value Creation: Economic Dimension, Production and Sales Volume Tons sold in 2025 - 624,723 tons Total tons produced in 2025 - 632,907.30 tons</p> <p>Absolute Measure - Tons Produced: Represents all production that required the use and/or consumption of water in production processes and/or auxiliary services. This includes finished and semi-finished products used for internal consumption and/or sent to another plant or co-manufacturer.</p> <p>Calculated by taking the production volume from the transactional system of each entity (reported in cases, pallets, pieces, or kilograms) and multiplying it by the net content of each reported product. This calculation methodology is not validated by a third party.</p>	48
	FB-PF-000.B. Number of production facilities	<p>Timeless Proximity: National and international operational footprint.</p> <p>Grupo Herdez® has 21 plants (20 in Mexico and 1 in the U.S.); however, the Company does not directly operate the plants in Oaxaca, Coahuila, and Dallas, as it only holds an equity interest. Because we do not operate these plants, we do not have the necessary information to report their sustainability indicators.</p>	20
Energy Management	FB-PF-130a.1. (1) Total energy consumed, (2) percentage grid electricity and (3) percentage renewable	<p>(1) Total energy consumed: 1,201,296.95 GJ (2) Percentage of grid electricity: 62.71% (3) Percentage of renewable energy: 37.29%</p>	
Water Management	FB-PF-140a.1. (1) Total water withdrawn, (2) total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress	<p>(1) Total water withdrawn: 1,260,700.31 cubic meters (m³) (2) Total water consumed: 331,092.73 cubic meters (m³) Percentage of each region with high or extremely high water stress: 99.95% of the water withdrawn in our operations comes from regions with high or extremely high water stress, equivalent to 1,260,044.31 m³.</p> <p>Of the total water withdrawn, the percentage extracted in each water-stressed region is distributed as follows: San Luis Potosí: 23.6% State of Mexico (Zumpango): 6.4% Los Mochis: 54.6% Valle Celaya: 3.2% State of Mexico (Chalco): 1.0% Jalisco (Lagos de Moreno): 6.5% Monterrey: 0.04% Jalisco (Guadalajara): 0.05% Querétaro: 4.6%</p> <p>Total water consumption in our operations: 331,092.73 cubic meters (m³) of freshwater. 100% of the water consumed in our operations is sourced from areas with high water stress. The distribution by region with high or extremely high water stress is as follows: San Luis Potosí: 34.4% State of Mexico (Zumpango): 9.3% Los Mochis: 32.1% Valle de Celaya: 0.2% State of Mexico (Chalco): 2.7% Jalisco (Lagos de Moreno): 19.5% Querétaro: 1.9%</p> <p>Water consumed is considered the water that remains in the products, calculated using the balance of water withdrawn and water discharged in production operations.</p> <p>99.95% of total water consumed comes from locations with a high or extremely high baseline water stress. The water consumption indicator in water-stressed areas is calculated based on the withdrawal in those areas, as it more accurately reflects the Group's relationship with the resource. This is based on the GRI definition that water consumed is what remains in the product, excluding the rest of the water used in the production process and discharged or recycled as wastewater or lost to evaporation (including water used for services like boilers, cooling towers, etc.). Therefore, the estimated water risk level at Grupo Herdez® is linked to total water withdrawn rather than total water consumed.</p>	



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<p>FB-PF-140a.2. Number of incidents of non-compliance associated with water quality permits, standards and regulations</p>	<p>0 confirmed incidents during 2025.</p>	<p>The Company has an ongoing process to dispute a claim at one of our plants regarding wastewater discharges arising from normal operations. We expect this will not have a material adverse effect on our financial position or future operating results; currently, the Group has filed an amparo (constitutional injunction) appeal.</p>	
<p>FB-PF-140a.3. Descripción de los riesgos de la gestión del agua y análisis de las estrategias y las prácticas para mitigarlos</p>	<p>Description of water management risks associated with water withdrawal, water consumption, and water or wastewater discharge:</p> <p>Physical Risk: Resource Scarcity. Because facilities are located in regions with high water stress and low water availability rates, this could not only increase the likelihood of lacking sufficient water for operations but also jeopardize operational continuity due to potential future water supply restrictions. This creates an economic impact through potential production reductions and/or increased water costs.</p> <p>Physical Risk: Groundwater Depletion and Resource Quality Impacts. Driven primarily by groundwater overexploitation, this leads to an increased need to drill deeper extraction wells. This practice is associated with extracted water quality, which may contain higher amounts of salts, minerals, or other natural and/or infiltrated (anthropogenic) contaminants. This increases operating and maintenance costs for these wells, as well as the costs of conditioning/treating the extracted water for operational use.</p> <p>Physical Risk: Surface Water Contamination. Due to direct exposure to nature and human activities, surface waters are susceptible to contamination by uncontrolled effluents/ discharges. This could cause significant changes in water quality, exposing users to potential illnesses and affecting production, ultimately leading to a considerable increase in water extraction and conditioning/treatment costs for subsequent operational use.</p> <p>Social Risks: Social pressure due to potential water hoarding or disputes by and/or among various public, private, and/or community entities in high water-stress zones. This creates social conflicts that could result in reduced resource availability and/or hinder the feasibility of obtaining/extracting or receiving it, subsequently increasing costs for the resource and operations.</p> <p>At Grupo Herdez®, 95.24% of our operating facilities (Plants and Distribution Centers) are located in zones classified as having a "very high" or "high" degree of water stress. This represents a framework of vulnerability, threat, and also an opportunity for planning and executing a water management program.</p> <p>2) Short- and Long-Term Strategies or Plans to Mitigate Water Management Risks:</p> <p>As part of our journey toward climate resilience, Grupo Herdez® is conducting a comprehensive Water Risk and Biodiversity Strategy analysis to identify sensitive ecosystems across our direct operations and value chain. These initiatives, which advanced throughout the year, aim to design nature-based solutions to mitigate the risk associated with water depletion and biodiversity loss caused by climate change.</p> <p>Additionally, in previous years, we conducted a water efficiency assessment across the Company's production plants to identify water-saving opportunities, including zero-cost actions, OpEx investments, and CapEx investments. This allowed us to map a strategy to reduce water consumption in our production processes.</p> <p>As part of our water management, we established a Water Crisis Committee at both operational and executive levels, meeting biweekly and quarterly, respectively. This structure enables us to control preventive and reactive actions in the event of deviations from established water consumption goals.</p> <p>3) Water Management Objectives:</p> <p>Our goal focuses on reducing the intensity of water consumption in our operations by 2030, targeting 1.98 m³/ton produced.</p>		



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Food Safety	FB-PF-140a.3. Description of water management risks and discussion of strategies and practices to mitigate those risks	(1) Non-conformance rate: 7.5 (2) Associated corrective action rate for: 2.8 (a) Major non-conformances: 5.3 (b) Minor non-conformances: 2.9 (3) 100% of our plants operate with FSSC 22000 certification.	We implemented corrective actions aimed at strengthening operational and quality controls by standardizing and supervising the completion of plant records, providing continuous team member training, and executing periodic audits. Furthermore, we updated our service provider evaluation mechanisms, established control and tracking tools, and reinforced monitoring and response measures for operational risks, including preventive pest management and infrastructure condition reviews.
	FB-PF-250a.2. Percentage of ingredients sourced from Tier 1 supplier facilities certified to a Global Food Safety Initiative (GFSI) recognised food safety certification programme	88.24% During 2025, 138 out of a total of 272 Tier 1 ingredient suppliers held a certification recognized by the Global Food Safety Initiative (GFSI). This calculation is based on the cost of acquired ingredients, of which \$9.3 million pesos correspond to certified suppliers, out of a total of \$10.5 million pesos. The scope of this disclosure excludes packaging materials and other non-food inputs.	
	FB-PF-250a.3. (1) Total number of notices of food safety violation received, (2) percentage corrected	In 2025, there were no notices of food safety or product labeling violations.	
	FB-PF-250a.4. (1) Número de retiradas emitidas y (2) cantidad total de productos alimentarios retirados	In 2025, there were no notices of food safety or product labeling violations.	
Salud y nutrición	FB-PF-260a.1. Revenue from products labelled or marketed to promote health and nutrition attributes	1. The entity shall disclose total revenue from products labeled and/or marketed to promote health and nutrition attributes: \$42.9 million pesos. 1.1 Products labeled to promote health and nutrition attributes contain labels and other written, printed, or graphic materials on the item itself, its packaging and wrappers, or otherwise accompany the item promoting health and nutrition attributes: YES 1.2 Products are considered marketed to promote health and nutrition attributes if the entity communicates, delivers, and exchanges offerings that promote the product's health and nutrition attributes: YES 2.1 That a product does not contain additives (e.g., artificial sweeteners, colors, preservatives, and industrially produced trans fats): YES 2.2 That the fat, saturated fat, sodium or salt, and cholesterol of a product are less than or equal to the requirements for the use of the term "healthy" and related terms under applicable jurisdictional laws or regulations for health or nutritional claims, where: health claims may include "low in", "free from", and "diet" product labeling: NO 2.3 That a product contains beneficial nutrients (e.g., vitamins A and C, calcium, iron, protein, and dietary fiber) that meet or exceed the requirements for the use of the term "healthy" and related terms under applicable jurisdictional laws or regulations for nutritional or health claims where: nutritional or health claims may include product labeling such as "good source of", "high in", or "rich in": YES 3. The scope of products labeled or marketed to promote health and nutrition attributes excludes products labeled as organic, free of genetically modified organism (GMO) ingredients, and gluten-free: YES	



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	<p>FB-PF-260a.2. Discussion of the process to identify and manage products and ingredients related to nutritional and health concerns among consumers</p>	<p>HEALTH: We comprehensively review the ingredients comprising the formula of different products to ensure compliance with applicable regulations, both locally and in export countries. All our product labels must comply with Official Mexican Standards (NOM) for labeling, which detail the requirements we must meet, including an initial ingredient compliance review. NUTRITION: All products feature nutritional information and an ingredient list to provide consumers with clear data, in accordance with current regulations in the country where the product is sold.</p> <p>Recognizing that consumers are increasingly concerned about their well-being, we initiated a nutritional mapping of the Group's entire food and beverage portfolio. We identified the presence of certain artificial additives and the number of nutrient warning seals they carry, in order to subsequently identify potential reductions in added critical nutrients or the elimination of artificial additives. Based on epidemiological and health data issued by national institutions, Grupo Herdez® implements strategies that help decrease the impact of our products on consumer health. Our most vital strategy was applying the POG.DTEC.235.02 "Nutritional Organizational Policy for New Product Development" to new developments. This policy was updated in 2024 as required by changing epidemiological data. The criteria considered are below the maximum allowed by national regulations for food and non-alcoholic beverages. Furthermore, we continuously seek to reduce and/or eliminate other critical nutrients and artificial substances from our existing portfolio.</p>	
<p>Product Labelling & Marketing</p>	<p>FB-PF-270a.1. Percentage of advertising impressions (1) made on children and (2) made on children promoting products that meet dietary guidelines</p>	<p>Grupo Herdez® reports that advertising for all its brands is not directed or targeted at children, as our commercial communication focuses on an "All Family" concept, meaning it is aimed at a general and family audience. Our advertising strategy is governed by the applicable legal framework in Mexico, including provisions by the Federal Commission for the Protection Against Sanitary Risk (COFEPRIS) based on the Regulations of the General Health Law regarding Advertising for all products carrying warning seals. Additionally, we comply with the broadcasting hours authorized by COFEPRIS for television advertising. In this regard, if a child audience were to be exposed to our ads, it would be incidental and not the result of an advertising strategy directed at that demographic.</p>	
	<p>FB-PF-270a.2. Revenue from products labelled as (1) containing genetically modified organisms (GMOs) and (2) non-GMO</p>	<p>(1) Revenue: Not applicable (2) 610,690 tons of products, representing 100% of products that do not contain GMOs. Grupo Herdez® does not have a policy for the use or restriction of ingredients that are, contain, or are derived from Genetically Modified Organisms (GMOs), nor do we conduct analyses to establish their presence or absence. However, ahead of any national or international GMO requirements or requests, Grupo Herdez® asks raw material suppliers for a document called a "GMO Letter", establishing whether the raw material derives from or contains such Genetically Modified Organisms. It is worth noting that the products Grupo Herdez® sells DO NOT intentionally or deliberately contain GMOs, though there is a possibility that some of the multiple raw materials used to manufacture the products may contain or derive from Genetically Modified Organisms.</p>	
	<p>FB-PF-270a.3. Number of incidents of non-compliance with industry or regulatory labelling or marketing codes</p>	<p>In 2025, there were no notices of food safety or product labeling violations.</p>	
	<p>FB-PF-270a.4. Total amount of monetary losses as a result of legal proceedings associated with labelling or marketing practices</p>	<p>In 2025, there were no notices of food safety or product labeling violations.</p>	
<p>Packaging Lifecycle Management</p>	<p>FB-PF-410a.1. (1) Total weight of packaging, (2) percentage made from recycled or renewable materials, and (3) percentage that is recyclable, reusable, or compostable</p>	<p>(1) Total weight of packaging: 143,909.34 tons (2) Percentage made from recycled or renewable materials: 28.56% (3) Percentage that is recyclable, reusable, or compostable: 98.0%</p>	

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DISCLOSURES	METRICS	LOCATION, DIRECT RESPONSE OR REASON FOR OMISSION	
	FB-PF-410a.2. Discussion of strategies to reduce the environmental impact of packaging throughout its lifecycle	<p>1) Grupo Herdez® developed Life Cycle Assessments (LCA) for its main product categories (sauces, mayonnaise, tea, avocado, Nutrisa® frozen yogurt base, ice cream, pasta, tomato purée, and vegetable mixes). The most representative product within each category was selected to conduct a specific LCA and obtain more detailed insights.</p> <p>To keep information on the impact of packaging materials up to date, efforts began in 2025 to update these LCAs. This process will serve as a basis for identifying projects aimed at reducing and mitigating packaging-related impacts across the value chain, including potential packaging redesign initiatives to reduce conventional materials, replace them with lower-impact alternatives, and optimize packaging weight and volume.</p> <p>In addition, during 2025, efforts were focused on updating the Organizational Policy for Sustainable Packaging Design, in collaboration with the areas involved in packaging management. The main objective is to establish mandatory general and specific criteria and guidelines for circular design, applicable to all packaging across Grupo Herdez® brands from the development stage. This update was aligned with the definitions set forth in the General Law on Circular Economy enacted in the same reporting year.</p> <p>2) In 2025, 28.56% of our packaging materials were sourced from recycled and/or renewable origins, balancing sustainability with functionality and product protection. We are currently enhancing our market availability analysis and assessing consumer preferences to further integrate these materials into our design decisions, while strictly maintaining the durability and safety standards that define our brands.</p> <p>3) Reflecting Grupo Herdez®'s commitment to minimizing environmental impact across the value chain, 98.01% of our packaging is now reusable, recyclable, or compostable. To advance this initiative, we are strengthening our evaluation of regulatory frameworks and end-of-life commitments. Simultaneously, we are analyzing market demand to ensure that sustainable solutions provide optimal durability, guaranteeing product integrity and customer satisfaction.</p>	
Environmental & Social Impacts of Ingredient Supply Chain	FB-PF-430a.1. Percentage of food ingredients sourced that are certified to third-party environmental or social standards, and percentages by standard	<p>In 2025, we acquired 182,094.35 tons of agricultural raw materials (fresh, frozen, honey, teas, and dried chilies), of which 92,440.80 tons came from suppliers adhering to Grupo Herdez®'s Sustainable and Regenerative Agriculture Program (PASyR); this represents 50.8% of the total agricultural raw materials acquired.</p> <p>We measured compliance with social and environmental responsibility audits using our Supplier Code of Ethics, a checklist, and our Sustainable Sourcing Scope.</p>	
	FB-PF-430a.2. Suppliers' social and environmental responsibility audit (1) non-conformance rate and (2) associated corrective action rate for (a) major and (b) minor nonconformances	<p>(1) Non-conformance rate: 37%* Non-conformances: We had 0 minor non-conformances and corrective actions for them.</p> <p>(2) Corresponding corrective action rate for non-conformance cases: 100%</p> <p>We evaluated 169 suppliers, of which 63% achieved a Medium-High or Outstanding rating, classifying them as sustainable. The remaining 37% obtained a Medium-Low or Low rating, meaning they have areas for improvement in sustainability aspects.</p> <p>*This corresponds to the percentage of evaluated suppliers with a Medium-Low or Low rating, indicating the presence of sustainability non-conformances. For Grupo Herdez®, all identified non-conformances are considered major; therefore, we do not differentiate between major and minor non-conformances. Each supplier has specific non-conformances identified and defined corrective actions to address them.</p> <p>More information in the Positive Impact: Economic Environment, Supply Chain Impact (Supplier Management) chapter.</p>	
Suministro de ingredientes	FB-PF-440a.1. Percentage of food ingredients sourced from regions with High or Extremely High Baseline Water Stress	<p>95.30%</p> <p>This percentage includes the procurement of key inputs and raw materials from agricultural, apicultural, and manufactured products of agricultural origin (tea, strawberries, frozen fruits, and frozen avocado pulp).</p> <p>To calculate this indicator, we gather data on the quantity, place of origin, and total cost of agricultural raw materials acquired from Tier 1 and 2 suppliers.</p> <p>Based on the location and using the "Aqueduct Water Risk Atlas" tool developed by the World Resources Institute (WRI), we identify the level of water stress risk for each raw material's location of origin.</p> <p>Concurrently, based on the tons acquired, we calculate a proportional share for each raw material to determine its associated cost, thereby calculating the percentage of expenditure on food ingredients sourced from regions with high or extremely high baseline water stress.</p>	

Applicable Industry Standards	Food & Beverage Sector: Processes Foods Industry (2023)	Page
DISCLOSURES	METRICS	LOCATION, DIRECT RESPONSE OR REASON FOR OMISSION
<p>FB-PF-440a.2. List of priority food ingredients and discussion of sourcing risks related to environmental and social considerations</p>		<p>Grupo Herdez® identifies the following as priority food ingredients for its production: oil, starches and sweeteners, standard sugar, refined sugar, dried chili, guajillo chili, green jalapeño, jalapeño chili, fresh red poblano chili, frozen strawberry, mole cracker, sweet yellow corn, light highland honey, light coastal honey, nopal (cactus), tomato paste, salt, semolina, tomato, tomatillo, and egg yolk.</p> <p>Identification of Environmental and Social Risks Because they come directly from the fields, sourcing these ingredients presents a high exposure to environmental and social risks, directly linked to the physical climate risks prioritized by the Company: droughts, floods, and extreme precipitation. Environmental risks: The availability and quality of critical inputs (such as tomatoes, chilies, and corn) are highly vulnerable to water stress caused by droughts, which reduces agricultural yields and drives up costs. Conversely, floods and extreme precipitation threaten to increase soil erosion, root asphyxiation, crop loss, and pest proliferation, compromising the food safety of raw materials. Social risks: These extreme weather events directly impact the livelihoods of local producers, threatening their income continuity and quality of life. Additionally, severe climate variations (such as heatwaves from droughts or flood disasters) expose agricultural workers to adverse working conditions, increasing health, safety, and hygiene risks in the fields. Mitigation and Adaptation Strategy (PASyR) To guarantee the responsible sourcing of high-quality raw materials and address these climate and social vulnerabilities, the Group manages supply continuity through the Sustainable and Regenerative Agriculture Program (PASyR). This program acts as our primary mitigation and adaptation strategy within the value chain, guiding, training, and supervising the production practices of our agricultural suppliers. PASyR is designed to directly counteract identified risks: it promotes efficient water use (mitigating the impact of droughts), drives soil regeneration and retention (preventing erosion from extreme precipitation and floods), and guarantees decent working conditions (mitigating social risks).</p> <p>Program supervision is executed by an internal audit team responsible for evaluating and monitoring farm performance. This evaluation is conducted through a compliance protocol based on a Technical Decalogue, which allows us to measure institutional progress and establish specific improvement plans for each supplier in the following areas:</p> <ul style="list-style-type: none"> Biodiversity preservation. Air, water, and soil protection. Energy and climate action. Waste management. Integrated Crop Management. Agrochemical reduction. Health and safety. Decent work. Social responsibility. Communication and engagement. <p>As of December 31, 2025, the Group evaluated 96 suppliers, of which 75 are aligned with PASyR criteria. The primary benefits derived from executing this program for climate and social resilience include: Fostering agricultural culture: Promoting and developing sustainable and regenerative agriculture among suppliers as the core production model in the face of climate change. Environmental impact mitigation: Reducing pesticide use and promoting the proper management of agrochemicals (BUMA) to minimize our environmental footprint. Natural resource conservation: Preserving soil, air, and water quality (drought resilience) in both cultivation areas and surrounding regions. Regeneration of biological assets: Incentivizing practices aimed at driving continuous improvement in soil quality and fertility (flood resilience). Operational efficiency: Promoting the efficient management and use of resources, favoring reduction, reuse, and recycling strategies within the supply chain.</p>

Independent Limited Assurance Report



Independent external auditor's assurance report (Free translation)

To the Board of Directors of Grupo Herdez, S.A.B. de C.V.

Scope

We have been engaged by Grupo Herdez, S.A.B. de C.V. (the "Company") to perform a 'limited assurance engagement,' as defined by International Standards on Assurance Engagements, here after referred to as the engagement, to report on the Company's selected sustainability performance indicators (the "Subject Matter") contained in the Company's Annual Report for the period from January 1 to December 31, 2025 (the "Report").

Other than as described in the preceding paragraphs, we did not perform assurance procedures on the remaining information included in the Integrated Annual Report, and accordingly, we do not express a conclusion on this information.

Criteria applied by the Company

In preparing the Subject Matter mentioned in the "Annex A - Selected sustainability performance indicators", the Company applied the criteria set out in the Global Reporting Initiative Sustainability Reporting Standards' ('GRI Standards'), Sustainability Accounting Standards Board ("SASB") Standards, and entity's publicly disclosed criteria mentioned in the "Annex B - Custom criteria", (Criteria).

Company's responsibilities

Company's management is responsible for selecting the Criteria, and for presenting the Subject Matter in accordance with that Criteria, in all material respects. This responsibility includes establishing and maintaining internal controls, maintaining adequate records and making estimates that are relevant to the preparation of the Subject Matter, such that it is free from material misstatement, whether due to fraud or error.

Mancera, S.C. ("Mancera")'s responsibilities

Our responsibility is to express a conclusion on the presentation of the Subject Matter based on the evidence we have obtained.

We conducted our engagement in accordance with ISAE 3000 (Revised), and the terms of reference for this engagement as agreed with the Company on December 8, 2025. This standard requires that we plan and perform our engagement to express a conclusion on whether we are aware of any material modifications that need to be made to the Subject Matter for it to be in accordance with the Criteria, and to issue a report. The nature, timing, and extent of the procedures selected depend on our judgment, including an assessment of the risk of material misstatement, whether due to fraud or error.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusions.

**Our independence and quality management**

We have maintained our independence and confirm that we have met the requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants and the ethical requirements in accordance with the "Código de Ética Profesional del Instituto Mexicano de Contadores Públicos" ("IMCP Code"), and have the required competencies and experience to conduct this assurance engagement.

Mancera also applies International Standard on Quality Management 1, *Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services engagements*, which requires that we design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Description of procedures performed

Procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.

Although we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within IT systems.

A limited assurance engagement consists of making enquiries, primarily of people responsible for preparing the Subject Matter and related information and applying analytical and other appropriate procedures.

Our procedures included:

- Inquired of personnel to understand the business and reporting process.
- Inquired about key personnel to understand the process for collecting, collating and reporting the Subject Matter during the reporting period.
- Checked that the calculation criteria have been correctly applied in accordance with the methodologies outlined in the Criteria.
- Undertook analytical procedures of the data and made inquiries of management to obtain explanations for any significant variances we identified.
- Identified and testing assumptions supporting calculations.
- Tested, when applicable, on a sample basis, underlying source information to check the accuracy of the data.

We also performed such other procedures as we considered necessary in the circumstances.

**Other information**

Management is responsible for the other information. The other information comprises the information included in the Annual Report, but does not include the selected sustainability performance indicators in accordance with the Global Reporting Initiative Sustainability Reporting Standards (GRI Standards), the Sustainability Accounting Standards Board (SASB Standards), and the entity's publicly disclosed custom criteria, nor our related assurance report.

Our conclusion on the selected sustainability performance indicators in accordance with the Global Reporting Initiative Sustainability Reporting Standards (GRI Standards), the Sustainability Accounting Standards Board (SASB Standards), and the entity's publicly disclosed custom criteria does not cover the other information, and we do not express any form of assurance conclusion thereon.

In relation to our assurance work on the selected sustainability performance indicators in accordance with the Global Reporting Initiative Sustainability Reporting Standards (GRI Standards), the Sustainability Accounting Standards Board (SASB Standards), and the entity's publicly disclosed custom criteria, our responsibility is to read and consider the other information and, in doing so, assess whether it is materially inconsistent with the selected sustainability performance indicators in accordance with the Global Reporting Initiative Sustainability Reporting Standards (GRI Standards), the Sustainability Accounting Standards Board (SASB Standards), and the entity's publicly disclosed custom criteria, or with the knowledge when conducting the assurance engagement, or if it otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement in this other information, we are required to report that fact. We have nothing to report in this regard.

Conclusion

Based on our procedures and the evidence obtained, we are not aware of any material modifications that should be made to the Company's Subject Matter for the period from January 1 to December 31, 2025, for it to be in accordance with the Criteria.

C.P.C. Adan Aranda Suárez
Audit Partner
Mancera, S.C.
A Member Practice of Ernst & Young Global Limited
April 29, 2026
Mexico City, Mexico



Annex A - selected sustainability performance indicators

Subject Matter

The sustainability information corresponding to the indicators included within the scope of our limited assurance engagement is presented in the following table:

Material Subject	Criteria	Indicator	Assured Value	Unit	
Interaction with water as a shared resource.	GRI 303-1	a. A description of how the organization interacts with water.	See in AI GRI index 303-1	Descriptive text	
		b. A description of the approach used to identify water-related impacts.	See in AI GRI index 303-1	Descriptive text	
		c. A description of how water-related impacts are addressed.	See in AI GRI index 303-1	Descriptive text	
		d. An explanation of the process by which water-related objectives and targets are established.	See in AI GRI index 303-1	Descriptive text	
Management of impacts related to water discharges.	GRI 303-2	a. A description of the minimum standards established for the quality of effluent discharges.	See in AI GRI index 303-2	Descriptive text	
		a.iii. Any specific industry standards that were considered.	See in AI GRI index 303-2	Descriptive text	
Water extraction.	GRI 303-3	a. The total water extraction from all areas.	1,260.70	Megaliters	
		a. i. Extraction of surface water	685.48	Megaliters	
		a. ii. Extraction of groundwater.	495.71	Megaliters	
		a. iii. Extraction of seawater.	No seawater is extracted	Megaliters	
		a. iv. Extraction of produced water.	No produced water is extracted	Megaliters	
		a. v. Extraction of water from third parties.	79.51	Megaliters	
		b. The total water extraction from all areas under water stress.	1,260.04	Megaliters	
		b. i. Extraction of surface water.	685.48	Megaliters	
		b. ii. Extraction of groundwater.	495.06	Megaliters	
		b. iii. Extraction of seawater.	No seawater is extracted	Megaliters	
		b. iv. Extraction of produced water.	No produced water is extracted.	Megaliters	
		b. v. Water from third parties (Municipal network, pipes)	79.51	Megaliters	
		c. i.	Total freshwater extracted (total dissolved solids ≤ 1000 mg/l).	1,260.04	Megaliters
			Surface water extracted from freshwater.	685.48	Megaliters
			Groundwater extracted from freshwater.	495.71	Megaliters
			Water from third parties extracted from freshwater.	79.51	Megaliters
		c. ii.	Total extraction of other waters (total dissolved solids > 1000 mg/l).	0,66	Megaliters
			Surface water extracted from other waters.	0	Megaliters
			Groundwater extracted from other waters.	0,66	Megaliters
			Seawater extracted from other waters.	No seawater is extracted	Megaliters
			Produced water extracted from other waters.	No produced water is extracted.	Megaliters
			Water from third parties extracted from other waters	0	Megaliters



Material Subject	Criteria	Indicator	Assured Value	Unit
Water discharges.	GRI 303-4	d. Any contextual information necessary to understand how the data has been collected.	See in AI GRI index GRI 303-3 index.	Descriptive text
		a. The total water discharge in all areas.	929.61	Megaliters
		a. i. Surface water	620,60	Megaliters
		a. ii. Groundwater;	61,82	Megaliters
		a. iii. Seawater;	Do not discharge into marine waters	Megaliters
		a. iv. Water from third parties.	247,19	Megaliters
		b. i. Freshwater (total dissolved solids ≤ 1000 mg/l).	928,95	Megaliters
		b. ii. Other waters (total dissolved solids > 1000 mg/l).	0,66	Megaliters
		c. Total water discharge in all areas with water stress.	928.95	Megaliters
		c.i. Freshwater (total dissolved solids ≤ 1000 mg/l) in areas with water stress.	928.95	Megaliters
		c. ii. Other waters (total dissolved solids > 1000 mg/l) in areas with water stress.	0	Megaliters
		d. Priority hazardous substances for which discharges are treated, including:	See in AI GRI index 303-4	Descriptive text
		d. i. The method used to define priority hazardous substances, as well as the international standards, official lists, or criteria employed;	See in AI GRI index 303-4	Descriptive text
		d. ii. The method used to establish discharge limits for priority hazardous substances;	See in AI GRI index 303-4	Descriptive text
		d. iii. The number of incidents of non-compliance with discharge limits.	See in AI GRI index 303-4	Incident number
		e. Any type of contextual information.	See in AI GRI index 303-4	Descriptive text
		Water consumption.	GRI 303-5	a. Total water consumption (in megaliters) from all areas.
b. Total water consumption (in megaliters) from all areas with water stress.	331.09			Megaliters
c. Change in water storage (in megaliters), provided that it has been identified that water storage generates a significant water-related impact.	0			Megaliters
d. Any contextual information.	See in AI GRI index 303-5			Descriptive text
Employees	GRI 2-7	a. Total employees broken down by gender and region.	See Table 2 GRI 2-7	Number of employees
		b.i. Permanent employees, broken down by gender and region.	See Table 2 GRI 2-7	Number of employees
		b.ii. Temporary employees, broken down by gender and region.	See Table 2 GRI 2-7	Number of employees
		b.iii. Employees with uncertain hours, broken down by gender and region;	Grupo Herdez® "does not have part-time employees or employees with non-guaranteed working hours"	Number of employees
		b.iv. Full-time employees, broken down by gender and region.	See Table 2 GRI 2-7	Number of employees
		b.v. Part-time employees, broken down by gender and region;	Grupo Herdez® "does not have part-time employees or employees with non-guaranteed working hours"	Number of employees



Material Subject	Criteria	Indicator	Assured Value	Unit	
		c.	Describe the methods and assumptions used to compile the data and whether the figures are presented:	See AI GRI Index 2-7	Descriptive text
		c.i.	As staff template, full-time equivalent units, or other methodology;	See AI GRI Index 2-7	Descriptive text
		c.ii.	At the end of the reporting period, as an average for the entire reporting period, or with another methodology;	To collect the data, the final information of the period covered by the report (2025) is taken into account, with equivalent full-time units based on the internal payroll system	Descriptive text
		d.	Contextual information.	See AI GRI Index 2-7	Descriptive text
		e.	Describe significant fluctuations.	See AI GRI Index 2-7	Descriptive text
Average training hours per year per employee.	GRI 404-1	a.i	The average training hours - Women.	18.5	Average hours
			The average training hours - Men.	18.3	Average hours
			The average hours of Operational training	15.7	Average hours
		a.ii.	The average number of hours of training Operational-Normative	32.3	Average hours
			The average number of hours of Tactical training	30.9	Average hours
		The average number of training hours Strategic	23.6	Average hours	
Ratio of base salary and remuneration of women compared to men.	GRI 405-2	a.	Ratio of basic salary of Operations - women to men.	96.0	Ratio
			Ratio of basic salary of Operations-Administrative - women to men.	100.0	Ratio
			Ratio of basic salary of Tactical - women to men.	100.0	Ratio
			Ratio of basic salary of Strategic - women to men.	95.0	Ratio
			Ratio of basic salary in Plants - women to men.	81.0	Ratio
			Ratio of basic salary in Distribution Centers (CEDIS) - women to men.	94.0	Ratio
			Ratio of basic salary in Corporates - women to men.	96.0	Ratio
		Ratio of basic salary in Sales Route - women to men.	134.0	Ratio	
b.	The definition used for "significant operational locations." "	See in AI GRI table 405-2	Descriptive text		
Type and rate of injuries, occupational diseases, lost days, absenteeism, and number of work-related fatalities.	IP-5	1	Number of accidents involving women.	35	Number
		1.1	Accident rate for women.	0.93	Percentage (%)
		1.2	Days lost for women.	843	Number
		1.3	Rate of days lost for women.	22.46	Percentage (%)
		2	Number of accidents involving men.	36	Number
		2.1	Accident rate for men.	0.73	Percentage (%)
		2.2	Days lost for men.	1,158	Number
		2.3	Rate of days lost for men.	23.54	Percentage (%)
		3	Total number of accidents.	71	Number
		3.1	Total accident rate.	0.82	Percentage (%)
		3.2	Total days lost.	2,001	Number
		3.3	Total days lost rate.	23.08	Percentage (%)
4	Man-hours worked by men.	9,836,736	Man-Hours (MH)		
4.1	Man-hours worked by women.	7,505,472	Man-Hours (MH)		
4.2	Total man-hours worked.	17,342,208	Man-Hours (MH)		



Material Subject	Criteria	Indicator	Assured Value	Unit	
(1) Total weight of packaging, (2) percentage made from recycled or renewable materials, and (3) percentage that is recyclable, reusable, or compostable.	SASB FB-PF-410a.1	1	The entity will disclose the total weight of packaging acquired by the entity, in metric tons.	143,909.34	Metric tons. (t)
		2	The entity will disclose the percentage of packaging, by weight, made from recycled or renewable materials.	28.56	Percentage (%)
		3	The entity will disclose (3) the percentage of packaging, by weight, that is recyclable, reusable, or compostable.	98.0	Percentage (%)
Discussion of strategies to reduce the environmental impact of packaging throughout its life cycle.	SASB FB-PF-410a.2	1	The entity will discuss its strategies to reduce the environmental impact of its product packaging throughout its life cycle.	See in IA SASB index FB-PF-410a.2 clause (1)	Narrative description
		2	The entity will describe its use of recycled and renewable packaging, including supply availability, consumer preferences, and packaging durability requirements.	See in IA SASB index FB-PF-410a.2 clause (2)	Narrative description
		3	The entity will describe its use of recyclable and compostable packaging, including regulations, end-of-life commitments for packaging, consumer demand, and packaging durability.	See in IA SASB index FB-PF-410a.2 clause (3)	Narrative description
Audit of the social and environmental responsibility of suppliers.	SASB FB-PF-430a.2	1	The entity will disclose the non-compliance rate of its supplier facilities (1) with external social and environmental audit standards or with internally developed supplier codes of conduct for major non-compliances and separately for minor non-compliances.	37	Percentage (%)
		2	The entity will disclose (2) the rates of corrective action associated with (a) major non-compliances of its supplier facilities and, separately, (b) minor non-compliances.	100	Percentage (%)
Weight of the products sold and produced.	SASB FB-PF-000.A	1	Weight of products sold.	624,723	Tons
		1	Weight of products produced.	632,907.30	Tons
Number of production facilities.	SASB FB-PF-000.B	1	Number of production facilities.	21	Number

Table 2. GRI 2-7

Indicator	Unit	Assured value
Total number of employees.	Collaborators.	10,187
Disaggregation by age and gender		
Total number of men.	Collaborators.	6,025
Total number of women	Collaborators	4,162
Under 31 Men	Collaborators	1,859
Under 31 Women	Collaborators	1,195
31-40 Men	Collaborators	1,829
31-40 Women	Collaborators	1,292
41-50 Men	Collaborators	1,483
41-50 Women	Collaborators	1,055
Over 50 Men	Collaborators	854
Over 50 Women	Collaborators	620



Indicator	Unit	Assured value
Breakdown by gender and type of contract		
Total number of male employees with permanent contracts	Collaborators	5,414
Total number of female employees with permanent contracts	Collaborators	3,856
Total number of male employees with temporary contracts	Collaborators	611
Total number of female employees with temporary contracts	Collaborators	306
Breakdown by job location and type of contract		
Total number of employees in Corporate Offices.	Collaborators.	1,173
Total number of employees in Plants.	Collaborators.	5,406
Total number of employees in CEDIS.	Collaborators.	988
Total number of employees in Sales Routes.	Collaborators.	2,620
Total number of employees with permanent contracts.	Collaborators.	9,270
Total number of male employees with permanent contracts.	Collaborators.	5,414
Total number of female employees with permanent contracts.	Collaborators.	3,856
Total number of employees with permanent contracts in Corporate Offices.	Collaborators.	1,092
Total number of employees with permanent contracts in Plants.	Collaborators.	4,968
Total number of employees with permanent contracts in Cedis.	Collaborators.	809
Total number of employees with permanent contracts in Sales Routes.	Collaborators.	2,401
Total number of collaborators with temporary contracts.	Collaborators.	917
Total number of male collaborators with temporary contracts.	Collaborators.	611
Total number of female collaborators with temporary contracts.	Collaborators.	306
Total number of collaborators with temporary contracts in Corporate Offices.	Collaborators.	81
Total number of collaborators with temporary contracts in Plants.	Collaborators.	438
Total number of collaborators with temporary contracts in Distribution Centers (CEDIS).	Collaborators	179
Total number of collaborators with temporary contracts in Sales Routes.	Collaborators	219



Annex B Criteria for own indicators

The following describes the assurance criteria applicable to the Company's own indicators that are subject to the limited assurance engagement. These indicators are referenced in the content index of the Company's Annual Report and in this report in order to make them available to stakeholders.

These evaluation criteria form an integral part of our independent external auditor's limited assurance report.

Indicator	Criterion
IP-5	Type and rate of injuries, occupational diseases, lost days, absenteeism and number of work-related fatalities. <ul style="list-style-type: none"> This methodology specifies the indicators and calculations for this proprietary indicator, developed based on the S&P Global Corporate Sustainability Assessment (CSA) methodology, social dimension, section 3.5 Occupational Health and Safety, 3.5.4 Lost Time Injury Frequency Rate (LTIFR) - Employees; GRI indicator 403-9 Occupational Injuries, and OSHA. The scope of this indicator is plant, distribution center (CEDIS) and corporate locations.
IP - Weight of the products produced	The indicator allows for the objective quantification of the total volume of products manufactured by the Company during the period, serving as a key functional unit for calculating the water intensity defined in the criteria established by the company under the Sustainability Linked Bond Framework.