



CORPORATE
PRESENTATION
SEPTEMBER 2021



FORWARD-LOOKING STATEMENT

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The Information has been provided solely for informational purposes. The issuance of this Information shall not be taken as any form of commitment of Grupo Herdez to proceed with any transaction.

All the information contained in this document is prepared in accordance with International Financial Reporting Standards (IFRS) as of September 30, 2021, unless otherwise stated.

INVESTMENT CASE

+100 Years of Experience

+ 25 Brands

Market Leaders



Diversified Portfolio



Solid Corporate Governance



Committed with Sustainability



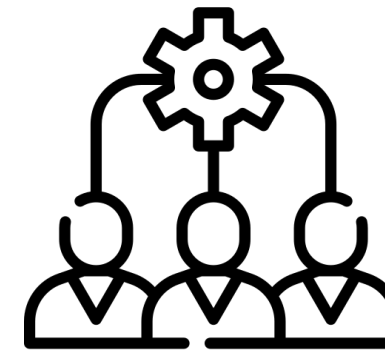
Sound Financial Structure



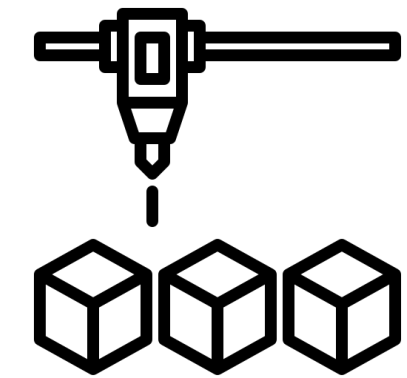
Profitable Growth Strategy



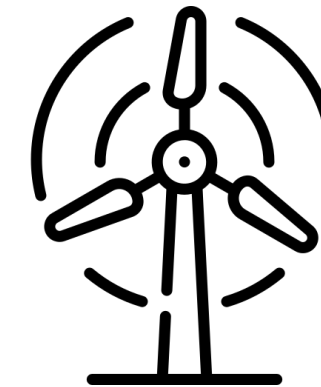
STRATEGY



MAINTAIN AND FORM PARTNERSHIPS THROUGH THE DEVELOPMENT OF INTELLIGENCE



IMPLEMENT TECHNOLOGIES THAT ACCELERATE PROCESSES



PROMOTE SUSTAINABLE MANAGEMENT PRIORITIZING WATER CONSERVATION AND EFFICIENT USE OF ENERGY



SUPPORT AND GENERATE GROWTH THROUGH THE DEVELOPMENT OF TALENT AND INVESTMENT IN INFRASTRUCTURE



RESPONSIBLE CORPORATE CITIZENSHIP

Corporate Structure



50%

McCormick México
since 1947



50%

Barilla México
since 2002



50%

Herdez Del Fuerte
since 2008



50%

MegaMex
since 2009



100%

Impulse Division
Nutrisa 2013
Helados Nestlé 2015
Cielito Querido Café 2019
Moyo 2019

Grupo Herdez consolidates 100 percent of its Impulse division, Herdez Del Fuerte - Mexico, Barilla México and McCormick de México in its financial statements

The proportional stake of Herdez Del Fuerte in MegaMex is registered in "Equity Investment in Associated Companies."

Leading Brands

Our Brands in Mexico



Our Brands in the U.S.



Distribution Agreements in Mexico



Consolidated



Preserves



Impulse

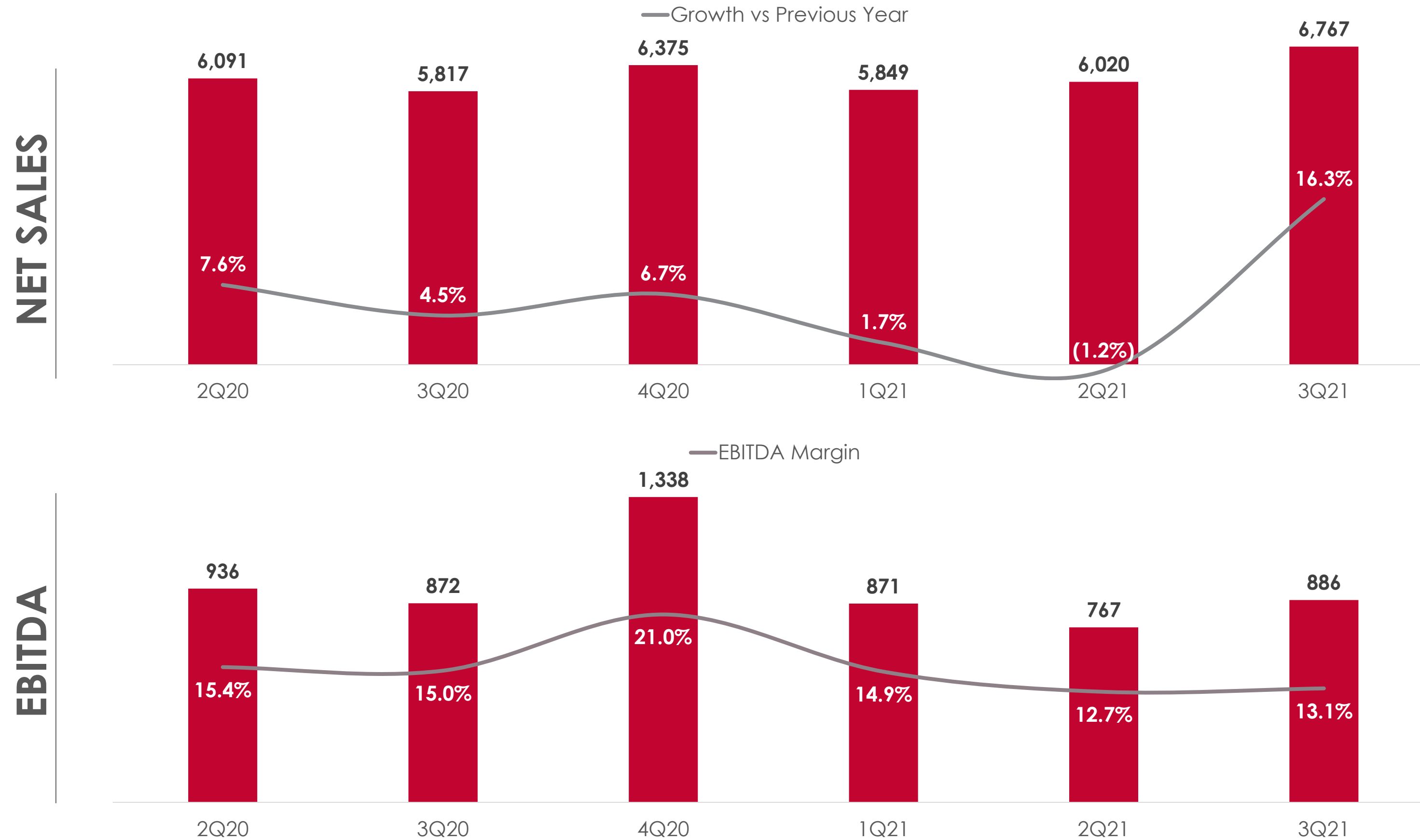


Exports



Current Situation

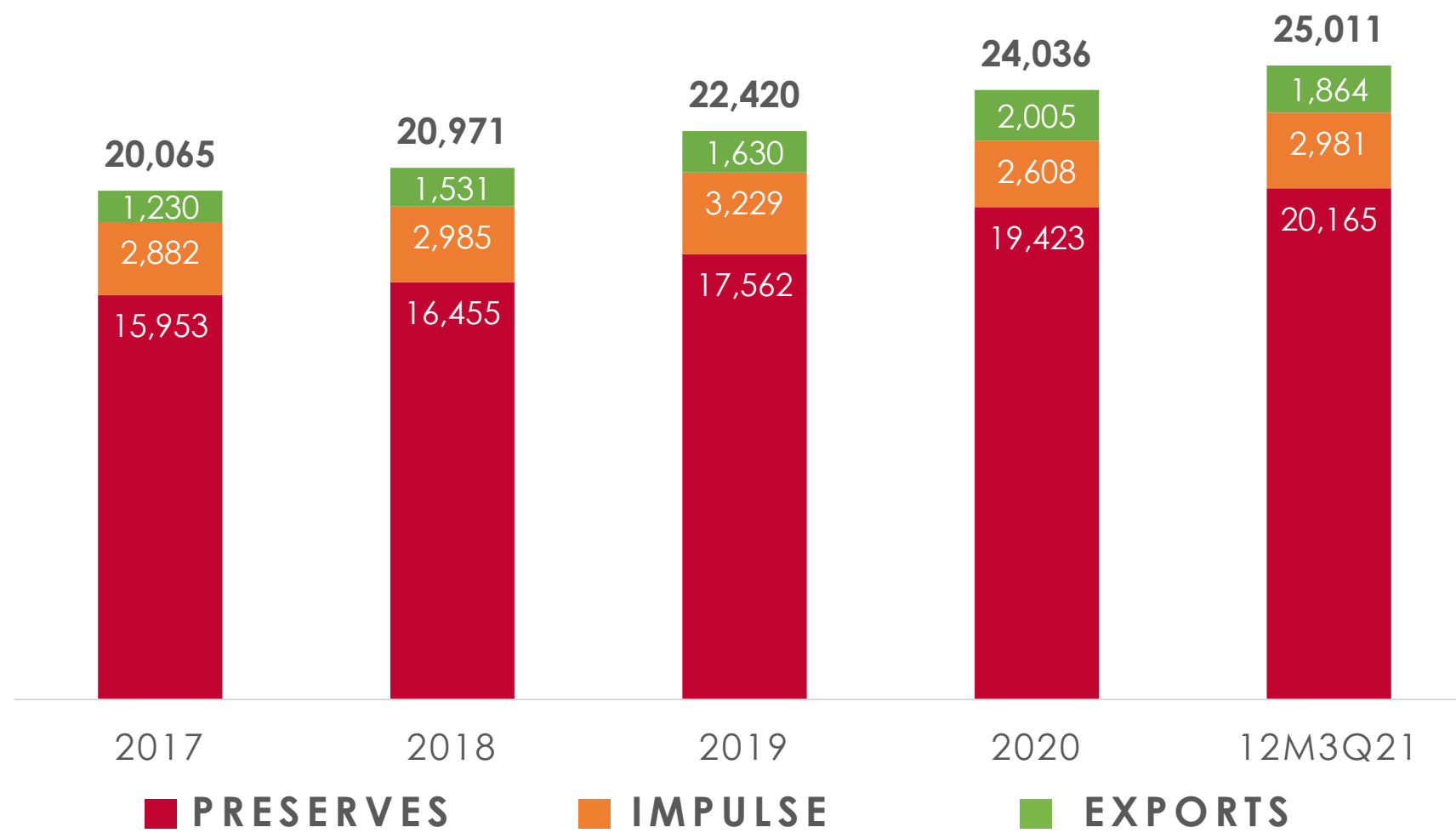
CONSOLIDATED



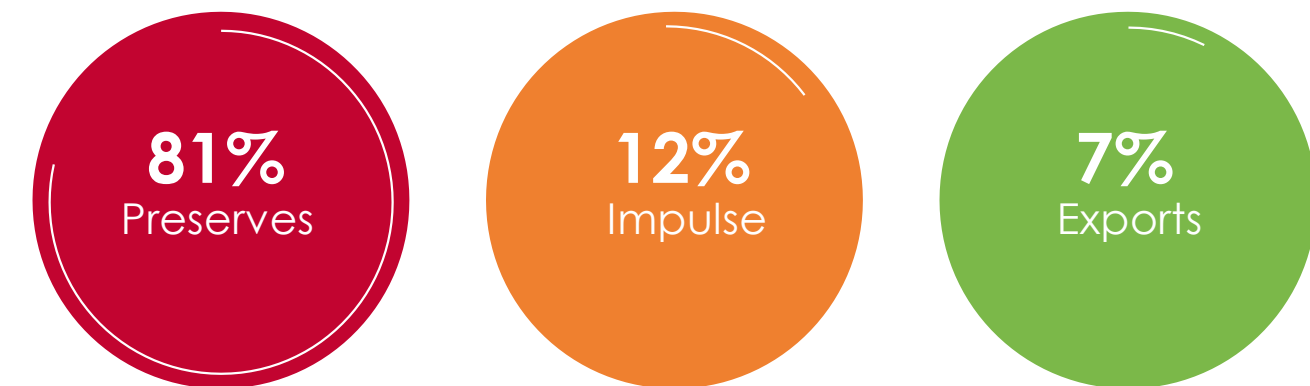
FIGURES IN MILLIONS OF MEXICAN PESOS



Net Sales

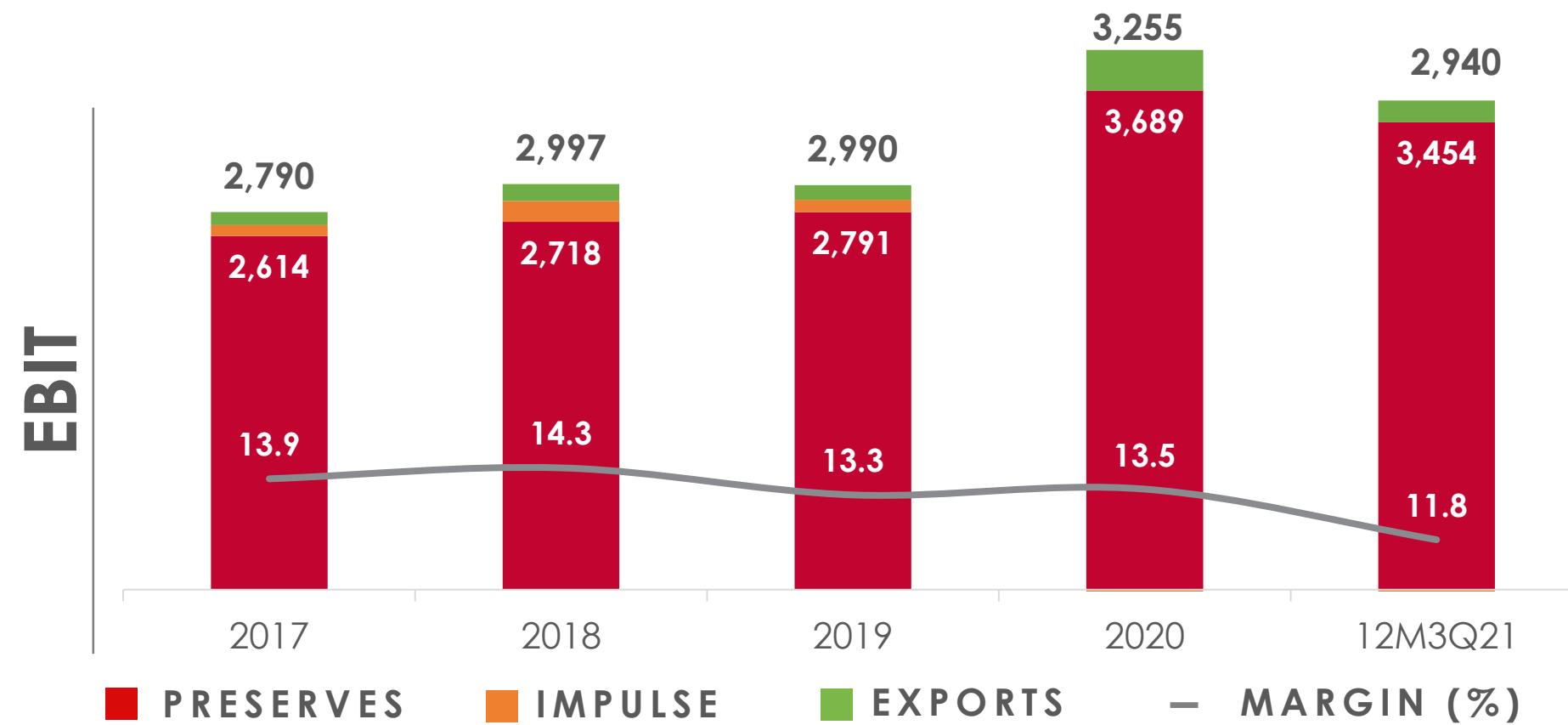


Segment Mix

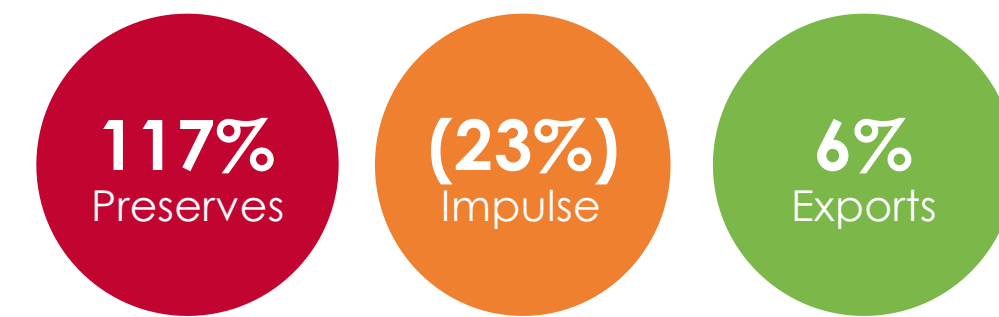


CAGR 5 YEARS =	6.6%
Preserves	6.9%
Impulse	2.8%
Exports	10.0%

EBIT & EBITDA



Segment Mix

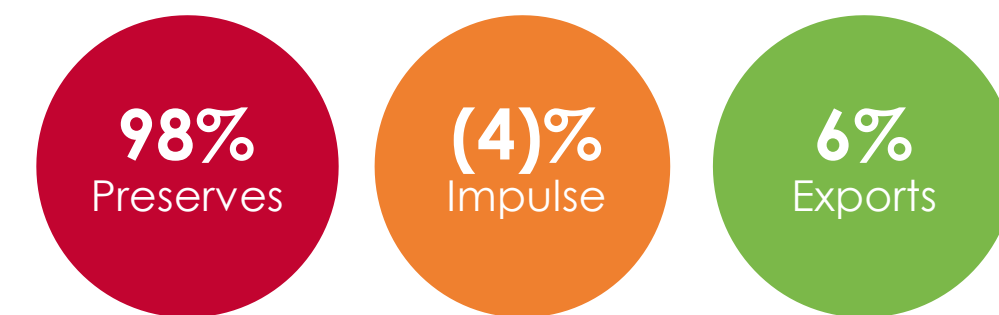
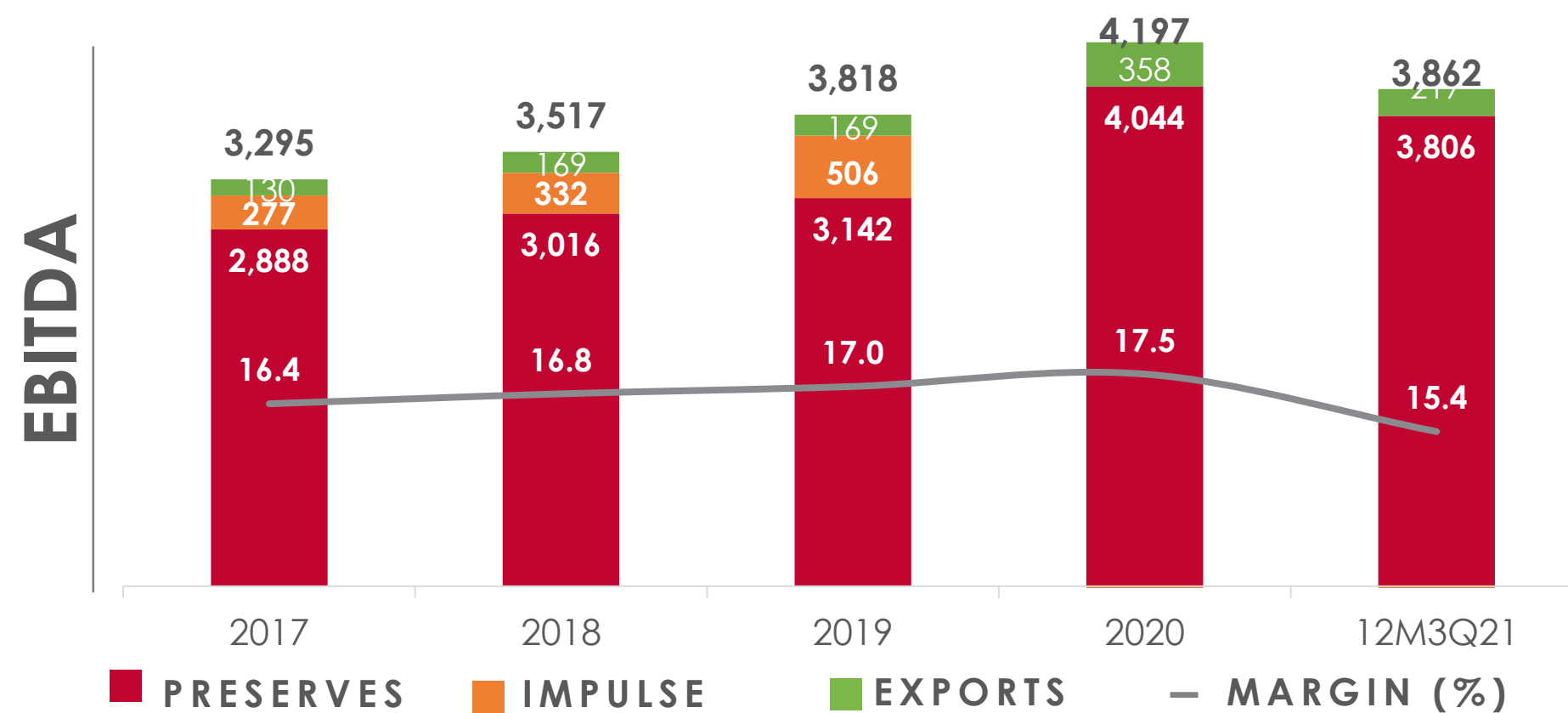


CAGR 5 YEARS = 4.5%

Preserves 7.8%

Impulse NA

Exports 28.3%



CAGR 5 YEARS = 6.5%

Preserves 7.6%

Impulse NA

Exports 22.4%

CONSOLIDATED FIGURES IN MILLIONS OF MEXICAN PESOS
CAGR= COMPOUND ANNUAL GROWTH RATE

Our Segments



Preserves



Impulse



Exports

Current Situation

PRESERVES



FIGURES IN MILLIONS OF MEXICAN PESOS



Preserves Innovation

In **2020** we generated:



395 Ideas

Among which, **95** prototypes were tested with consumers that resulted in **29** ideas with **high potential** to generate volume across 12 categories.

Additionally...



We renovated our image



We promote **responsible** consumption habits



And we created **Premium** versions of our brands



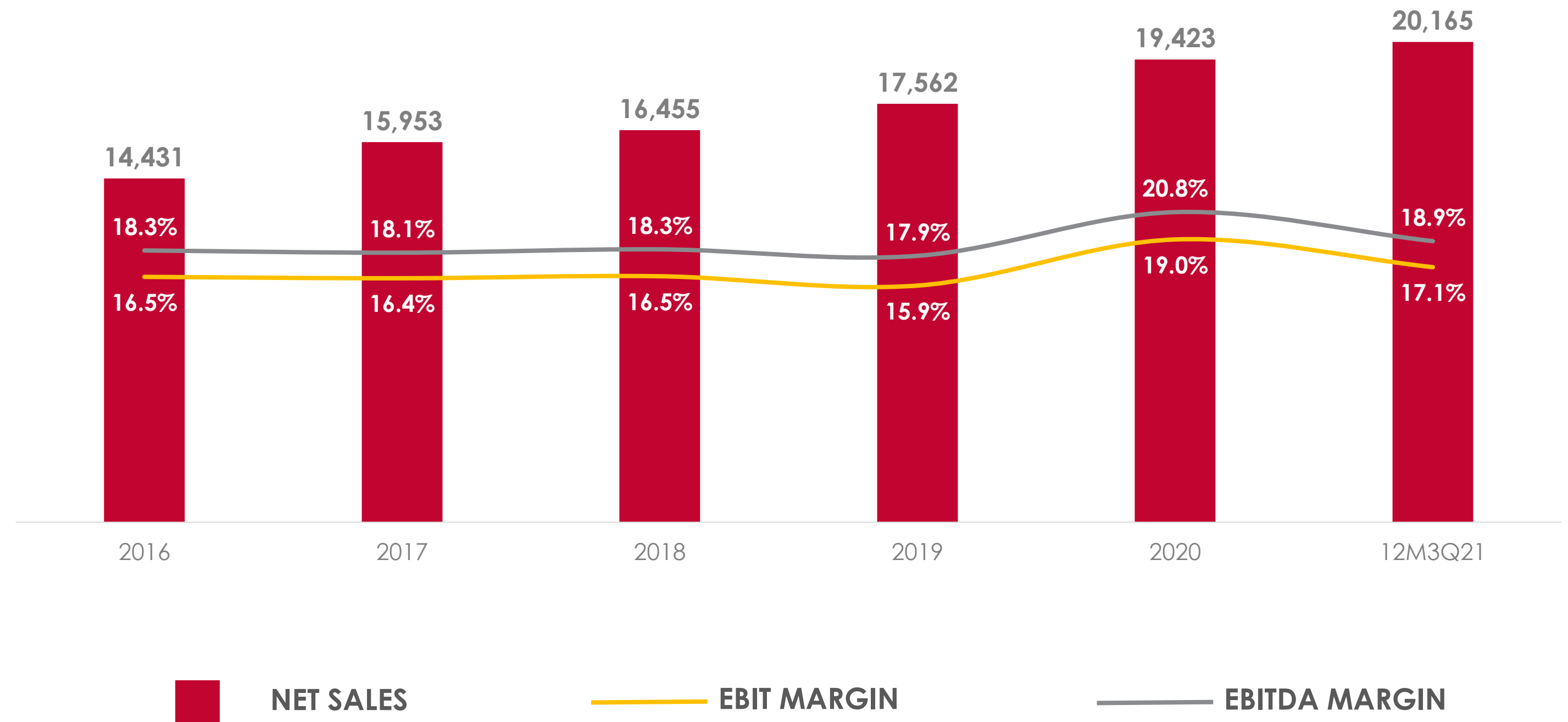
Preserves Performance

CAGR 5 YEARS

Net sales: 6.9%

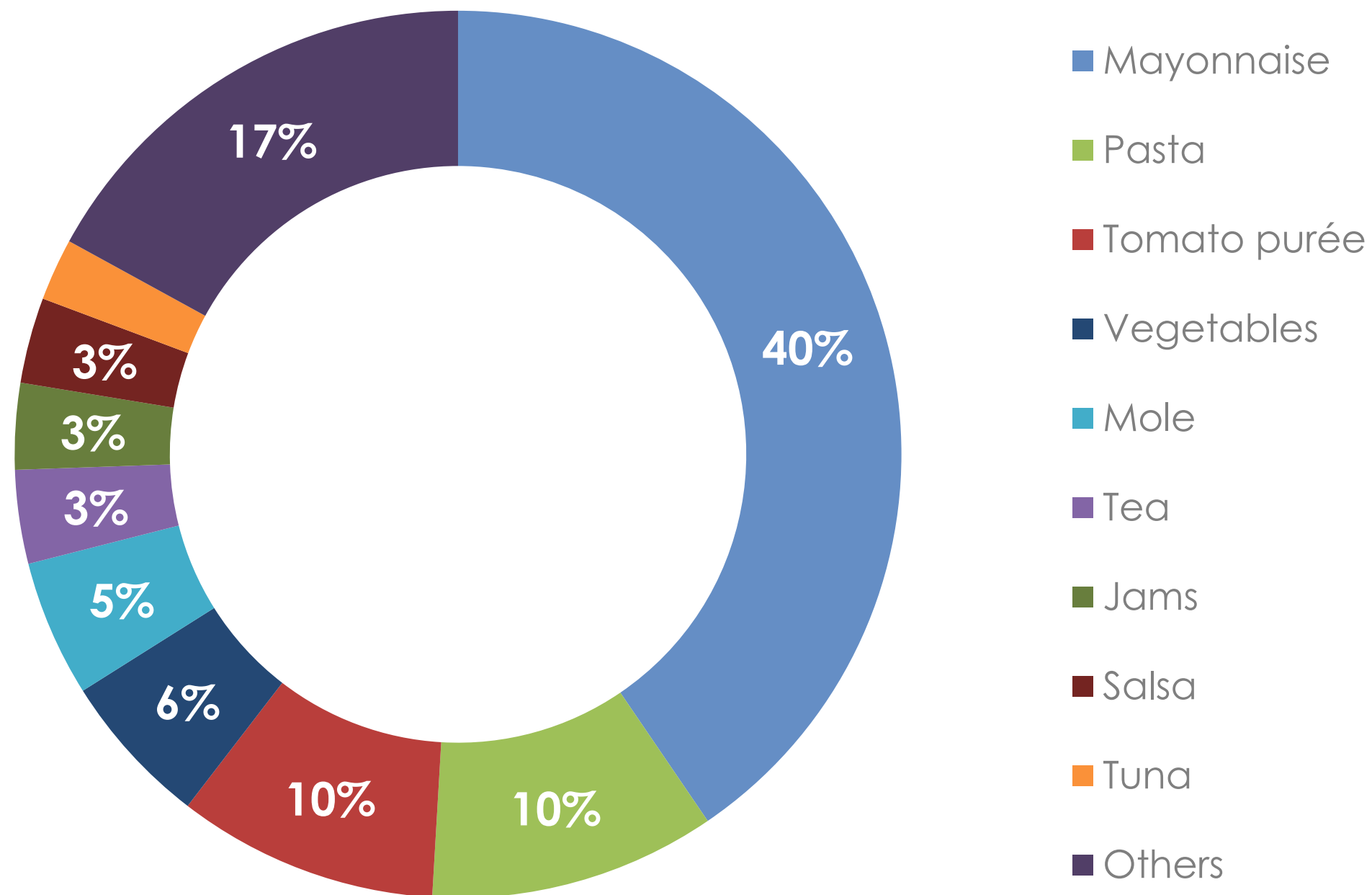
EBIT: 7.8%

EBITDA: 7.6%



Preserves Snapshot

Preserves Sales Mix **By Category**



Growth Drivers



Household penetration & Reduction of distribution gaps



Premium Versions



Consumer Insight-Based Innovation



Holistic Communication



Our Segments



Preserves



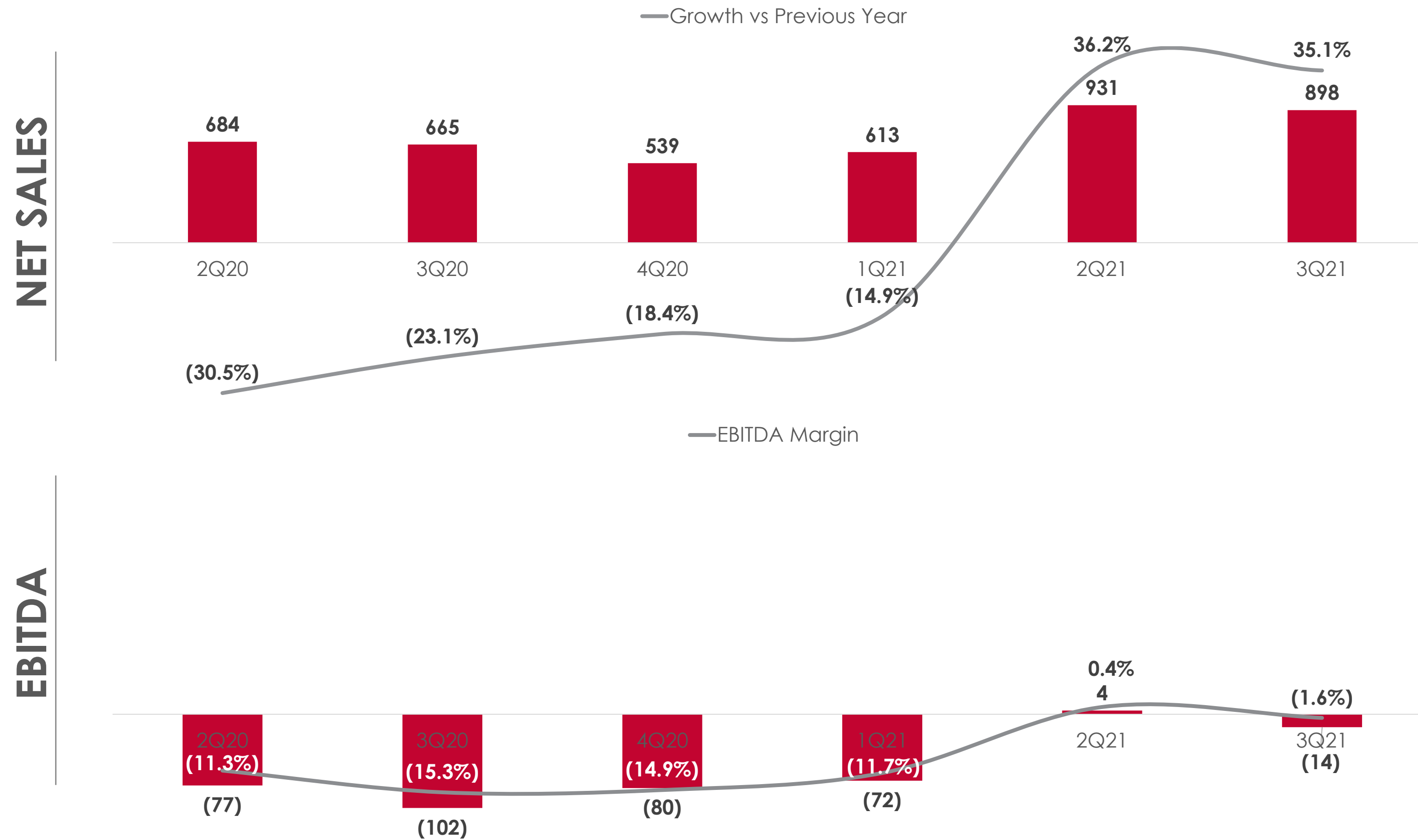
Impulse



Exports

Current Situation

IMPULSE



FIGURES IN MILLIONS OF MEXICAN PESOS



Impulse Innovation



Leverage Brand Power



Renewed Image



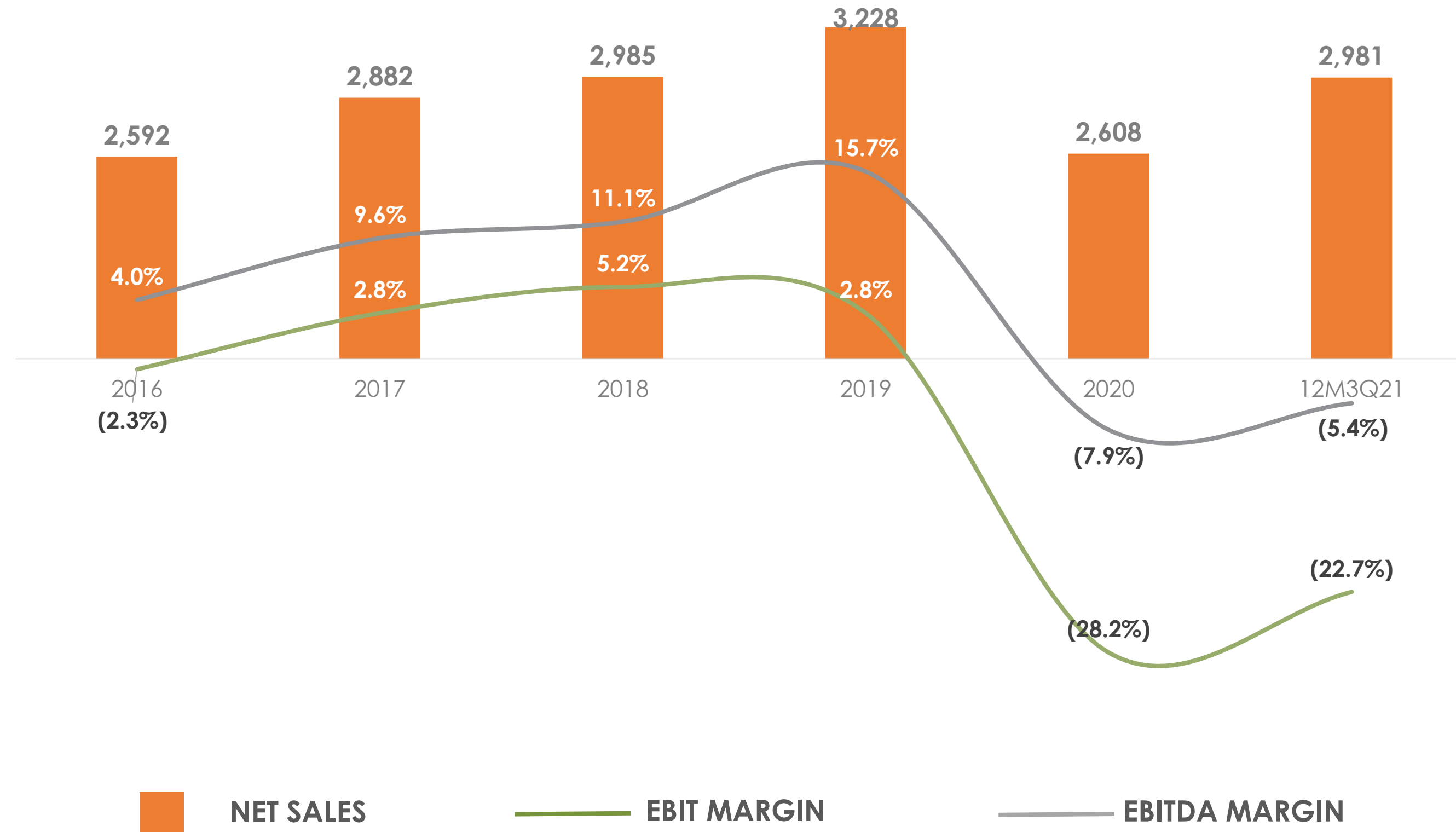
E-Commerce



Impulse Performance

CAGR 5 YEARS

Net sales: 2.8%
 EBIT: NA
 EBITDA: NA



Impulse Snapshot

Growth Drivers



Portfolio Segmentation by Channel



Increase Store Traffic & Freezer Productivity



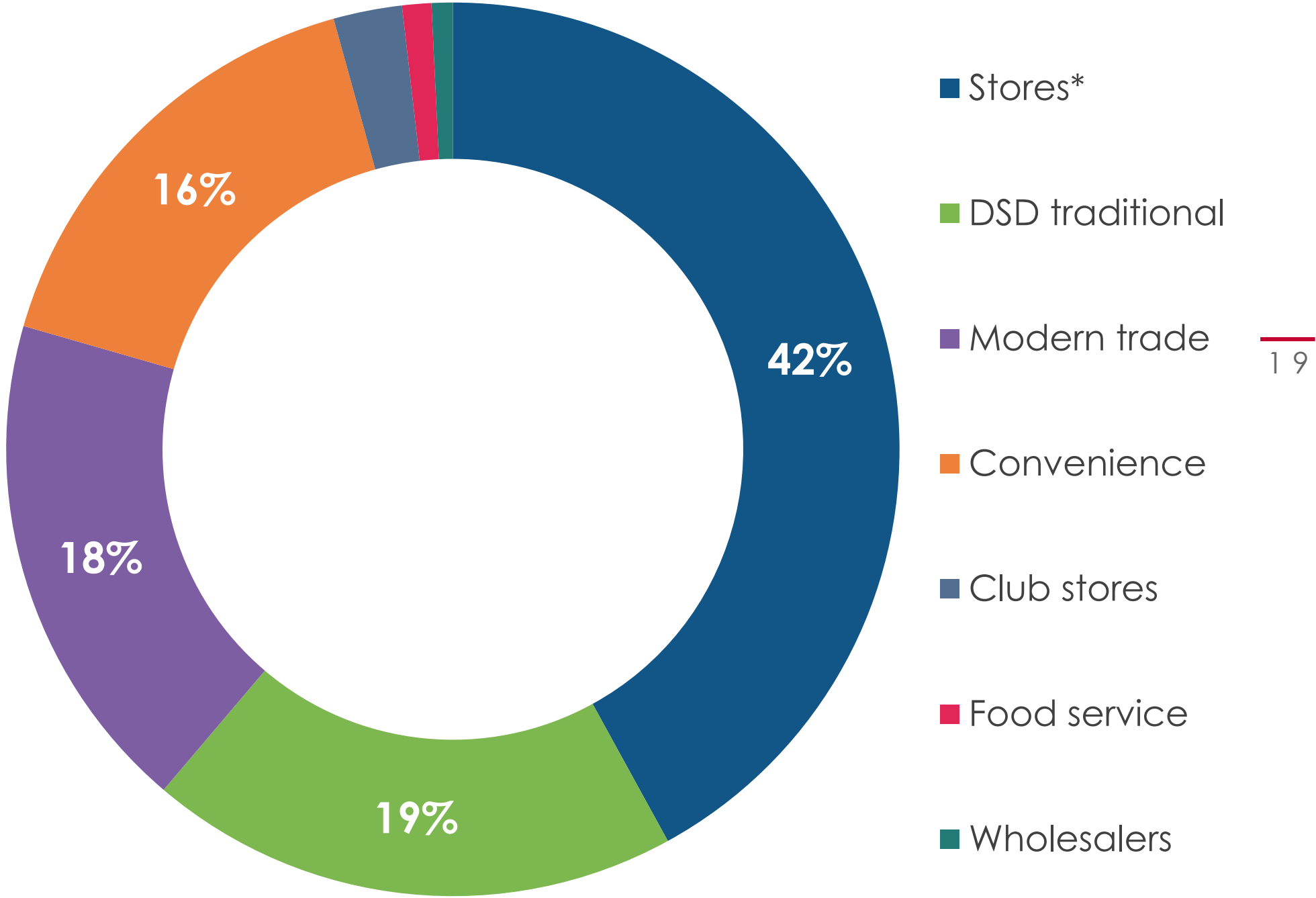
SG&A Control



Strengthening of Sales Channels



Impulse Sales Mix By Channel



CONSOLIDATED FIGURES AS OF SEPTEMBER 30, 2021
* STORES: INCLUDING CQC, LAVAZZA, MOYO AND NUTRISA
* NOT INCLUDING EXPORTS

MegaMex



Megamex Snapshot



“Reimagining Mexican Flavor”



Salsas and Sauces
Innovation to grow
MegaMex Market Share



Avocado for all.
Increase household
penetration.

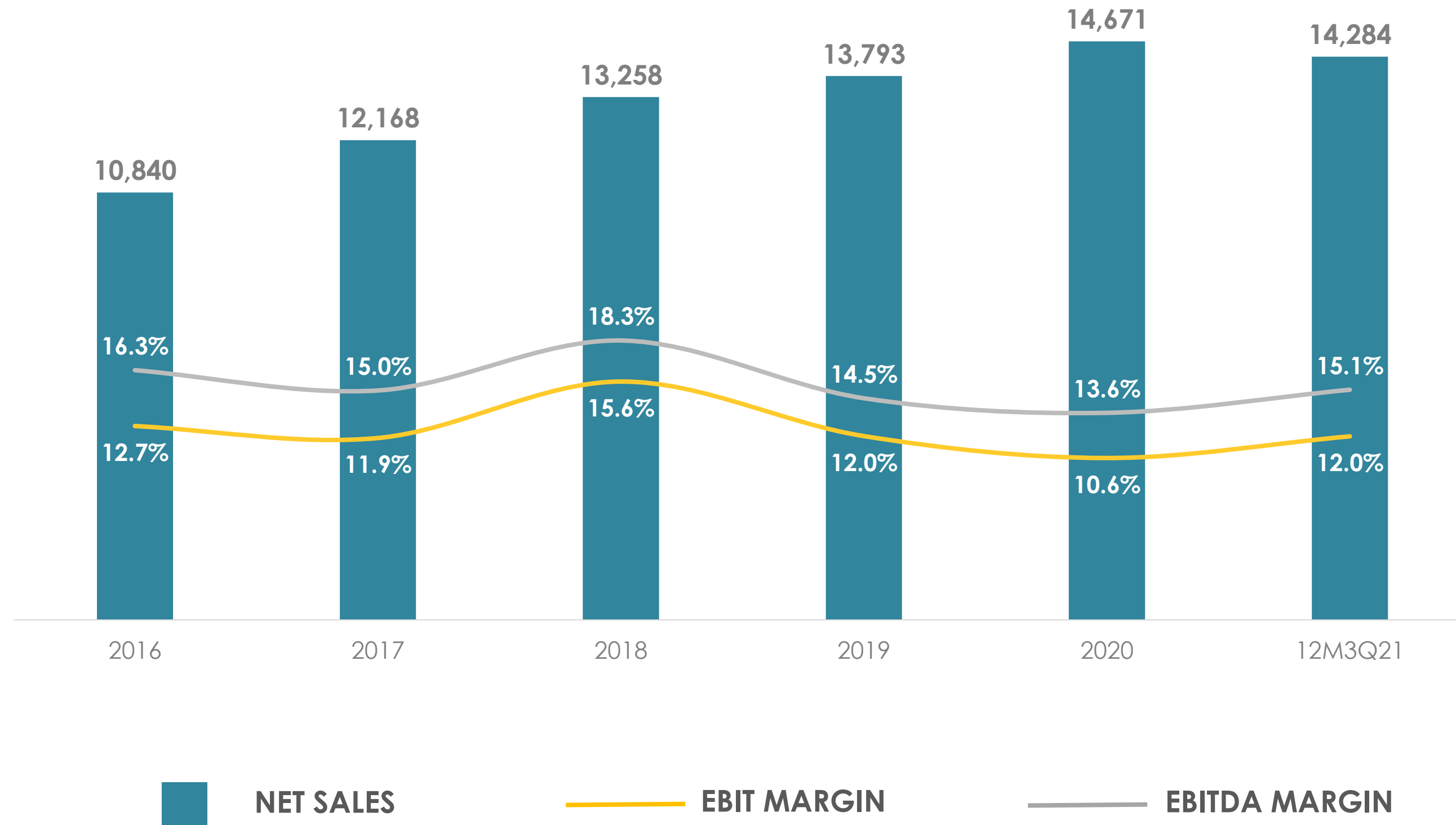


Food away from home,
accelerating penetration
in this segment

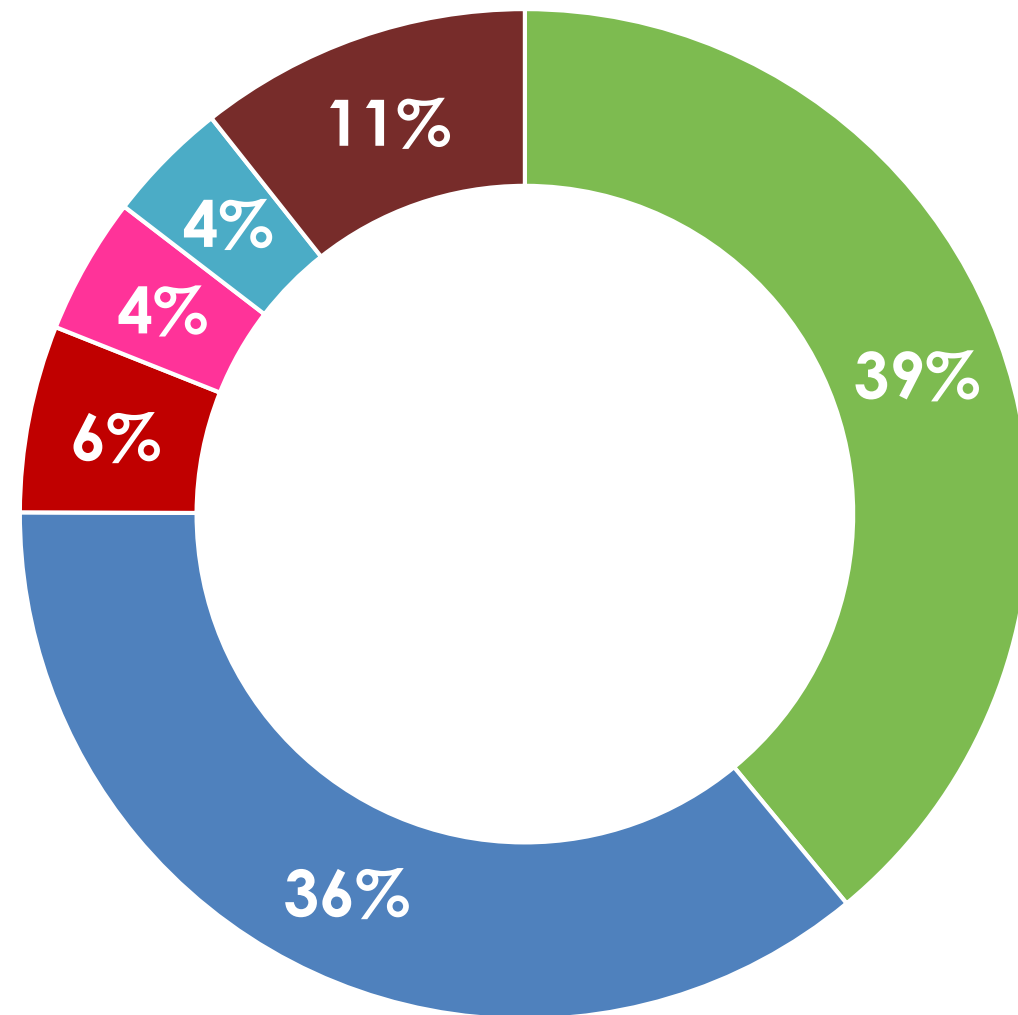
Megamex Performance

CAGR 5 YEARS

Net sales: 5.7%
 EBIT: 4.5%
 EBITDA: 4.0%



Megamex Portfolio



- Guacamole
- Sauce
- Tortillas & Chips
- Peppers
- Mole
- Others



We have a market share of **79%** in mole, **35%** in guacamole, **14%** in salsa and 1% in tortillas



70% of American households buy Avocado

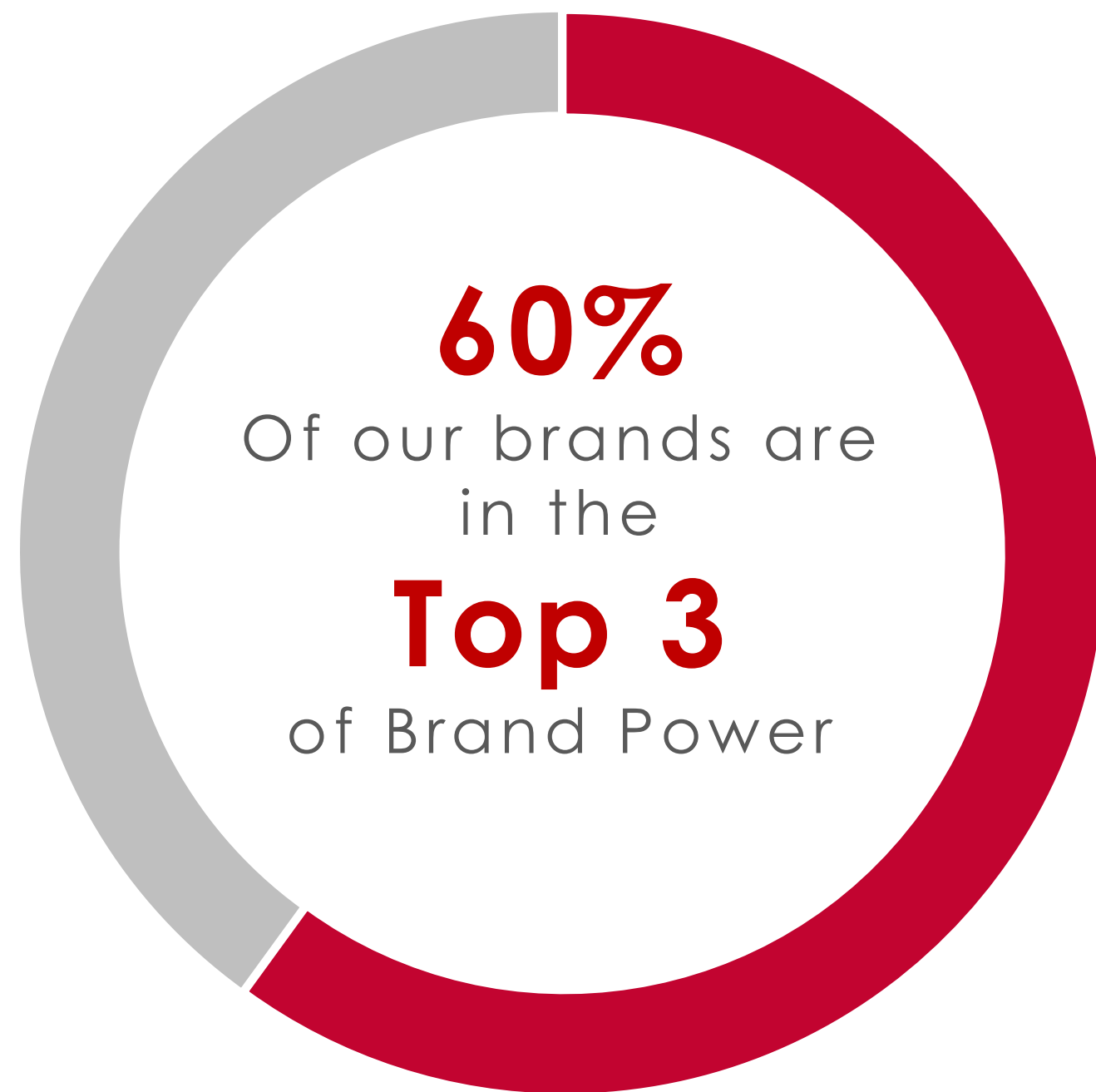


Leveraging Green Sauce and Street Food Adoption

Our Business Model



Commercial Leadership



We are #1 or #2

in categories that represent

86% of our sales in Mexico.

99%

Of Mexican households
buy our products.

18 times

Are bought our
products by each
household in Mexico.

44%

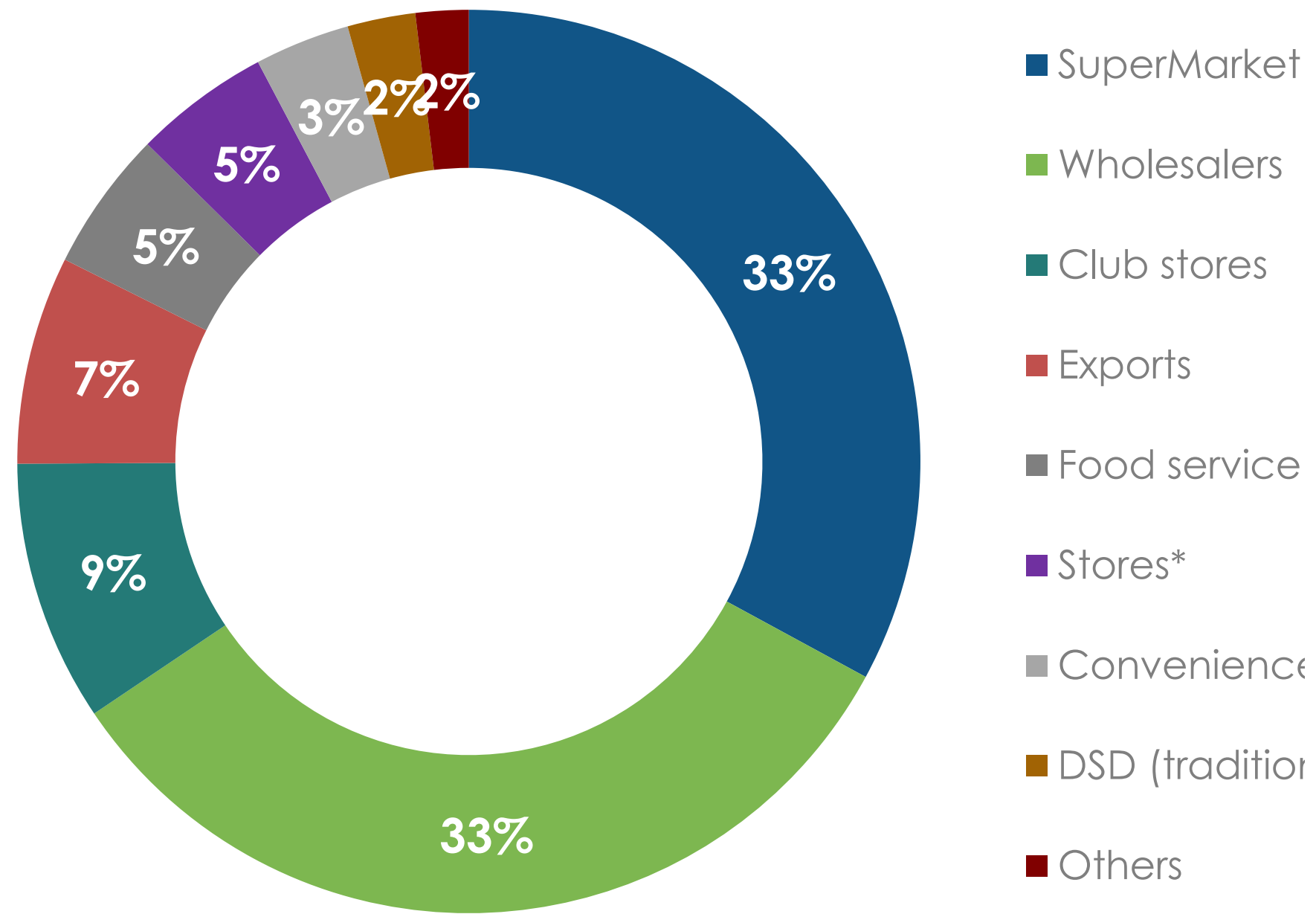
Of market share for
preserves in the
wholesale channel.

31%

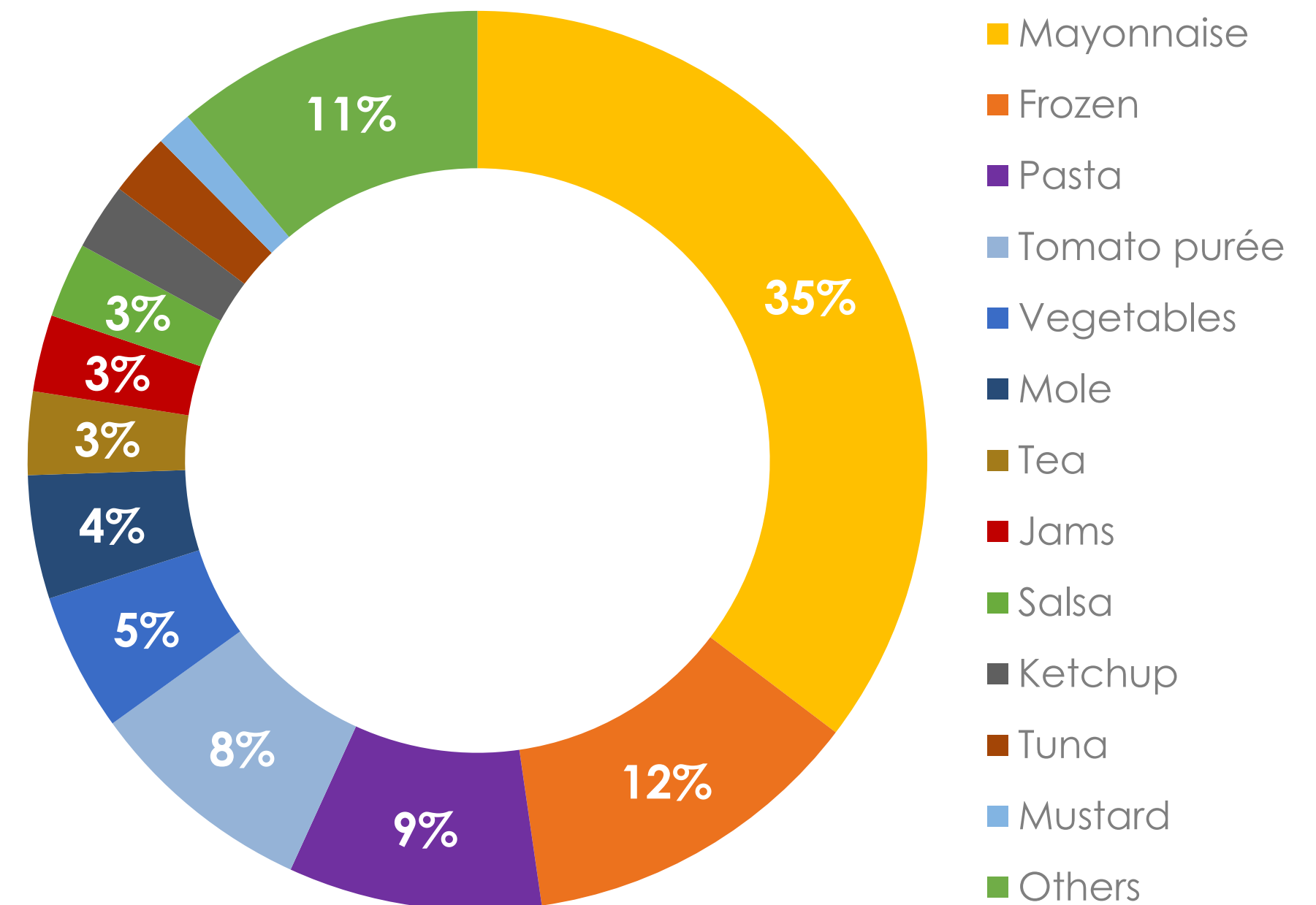
Of market share for
preserves in the
supermarkets channel.

Commercial Leadership

Consolidated Sales Mix By Channel



Consolidated Sales Mix By Category*



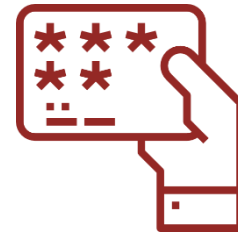
CONSOLIDATED FIGURES AS OF SEPTEMBER 30, 2021
 * STORES: INCLUDING CQC, LAVAZZA, MOYO AND NUTRISA
 * NOT INCLUDING EXPORTS

Technologic Investment

Consumers



Smart promotions in retail stores



Loyalty Plans



CQC and Nutrisa Apps



Improved Customer Service

Clients



Use IA to improve the supply chain



Forecast daily product demand

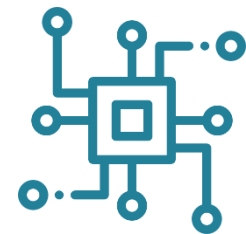


Identify customer needs



Digital Transformation

System



Technology Ecosystem to meet internal needs



Reducing WC and CAPEX through demand forecasting



BI cross-referencing internal and external information

Company



First CPG to partner with Google in Mexico



Google investment in Grupo Herdez



First consumer company with high level of AI in LATAM

Sustainability Model

Pillars:



People

We are focused on promoting inclusion, diversity and equal opportunities, generating quality jobs.



Community

We are committed to food health, seeking to promote healthy habits.



Planet

We are taking measures to ensure adequate resource management and a positive ecological balance.



5 GENDER EQUALITY



6 CLEAN WATER AND SANITATION



8 DECENT WORK AND ECONOMIC GROWTH



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



2 ZERO HUNGER



13 CLIMATE ACTION



We are signatories of the United Nations Global Compact

Main Achievements

82% of the waste we generate gets recycled

62% of our energy consumption comes from clean sources

2.8% of our consolidated net income is invested in social programs

1.9% Of our consolidated net income is invested in environmental initiatives



We promote labor equality through the installation of 8 lactation rooms across corporate and plants, creating stronger bonds with our employees.



We have a Sustainable Agriculture Program.



We created Semillero Nutriza to promote growth at women-owned SMEs.



Awards



12 years with the “Empresa Socialmente Responsable” mark



Six plants of Grupo Herdez have the “Industria Limpia” certification

MSCI
ESG RATINGS

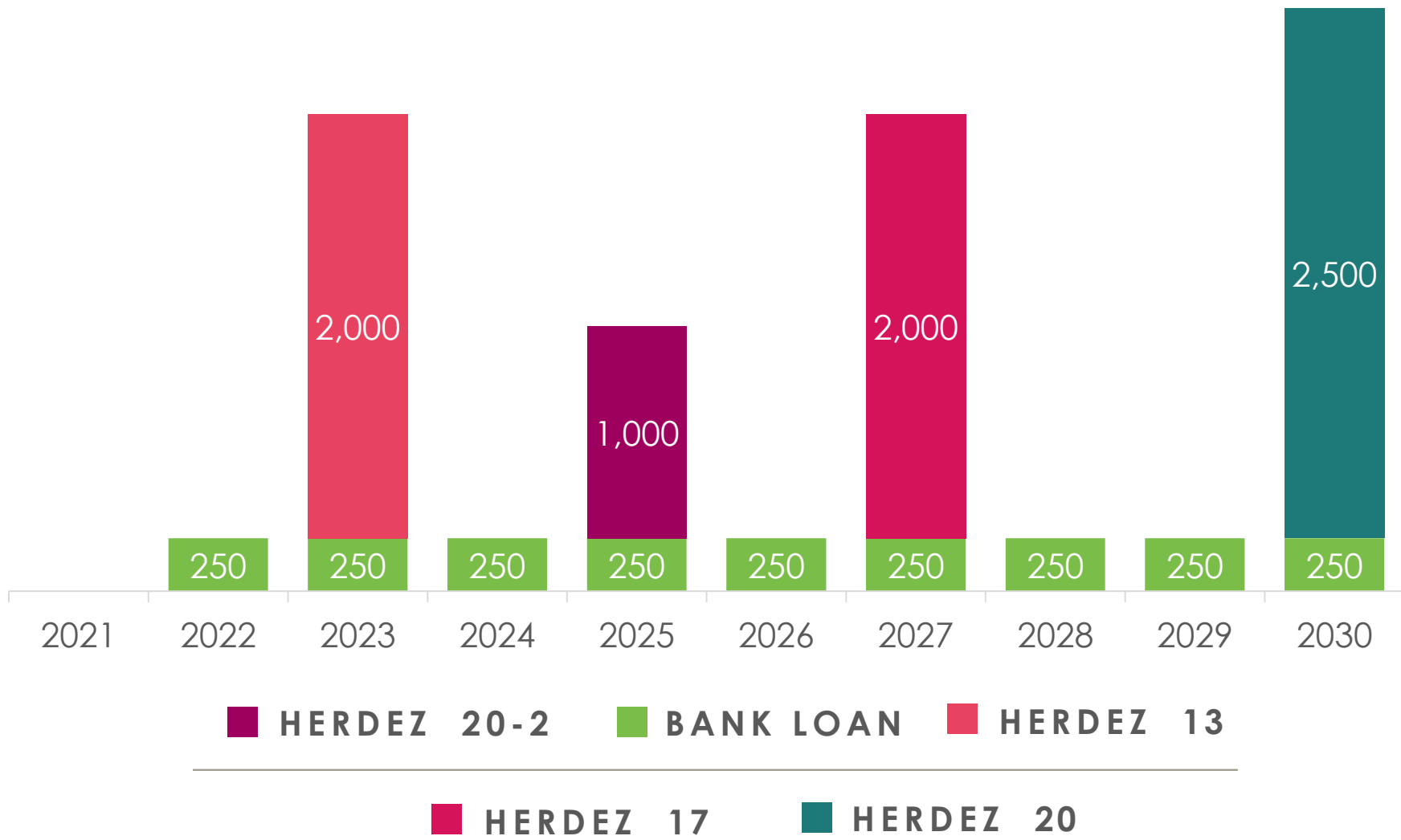


As of 2021, Grupo Herdez received an MSCI ESG Rating of **AA**.

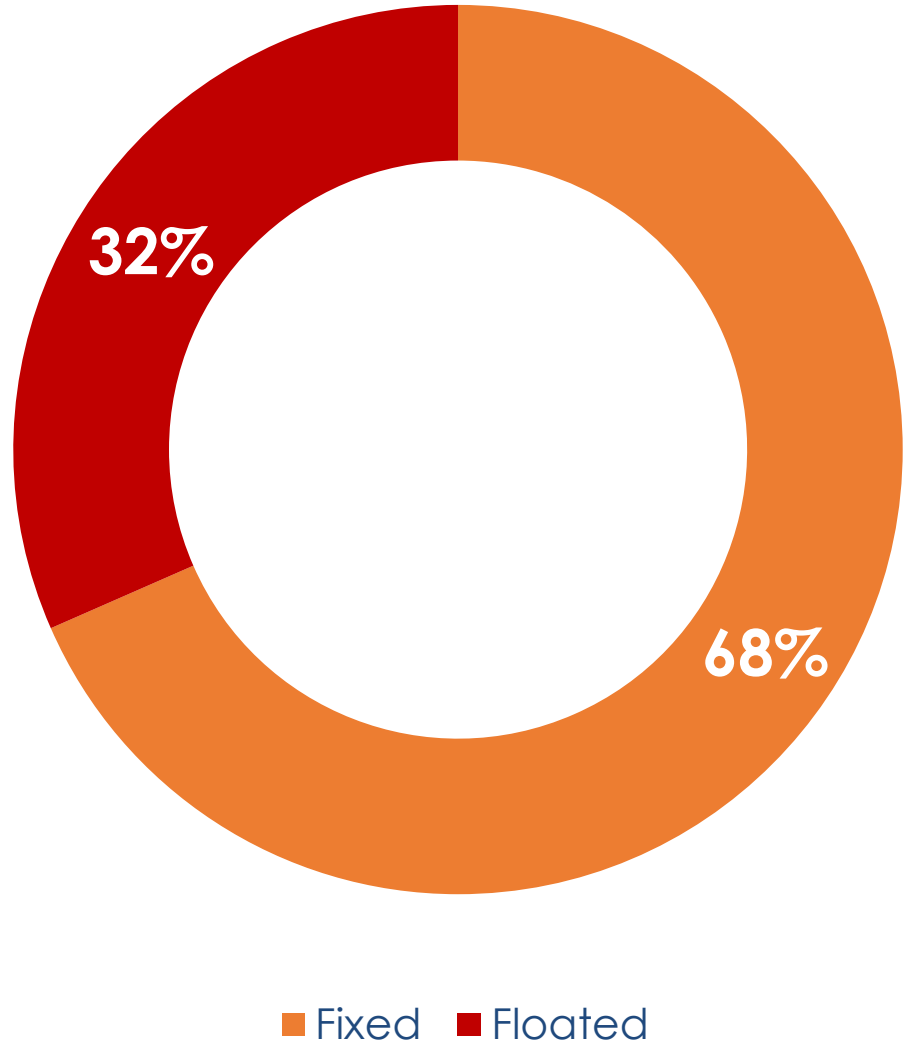


As of 2020, Grupo Herdez received a **C** rating from CDP

Debt Structure



Rates Mix



Debt Rating

Agency:	S&P Ratings	Fitch Ratings
Rating:	mxAA	AA(mex)
Perspective:	Negative	Negative

Financial Debt	9,500
Average Cost	7.46%
Net Debt /EBITDA	1.9
Net Debt / Shareholder's Equity	0.43

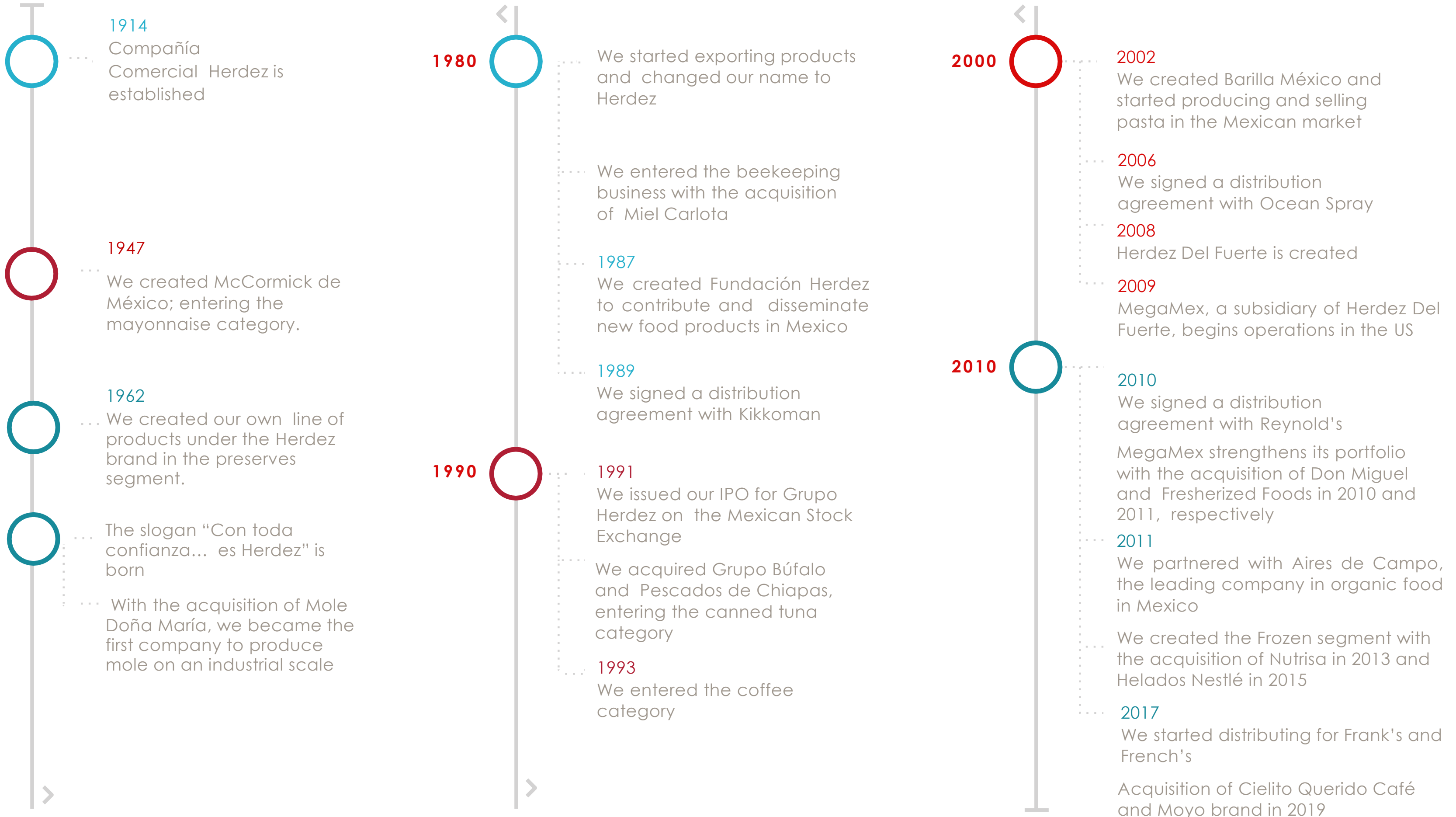
CONSOLIDATED FIGURES IN MILLIONS OF MEXICAN PESOS.
THE DEBT MIX INCLUDES HEDGES.





APPENDIX

Our Legacy



Board of Directors

HÉCTOR HERNÁNDEZ-PONS TORRES

Owner – Chairman

- Has a law degree from Universidad Anahuac and an MBA from the National University of San Diego
- Experience in the sector since 1978
- Named Chairman in 2004
- Has held several positions in industry groups including BASC, CONCAMIN and CANAINCA

ENRIQUE HERNÁNDEZ-PONS TORRES

Owner - Vice president

- Bachelor's degree in Business Administration and a post-graduate degree in Marketing and Business Management
- Experience in the sector since 1971
- Chairman of Megamex

FLORA HERNÁNDEZ DE MERINO

Owner – Board Member

ENRIQUE CASTILLO SÁNCHEZ MEJORADA

Independent

- Bachelor's degree in Business Administration
- Former Chairman of Maxcom Telecomunicaciones, Non-executive Chairman of Banco Nacional de México and Vice Chairman and President of the Banking Association of Mexico
- Board member of Grupo Alfa, Southern Copper Corporation and Médica Sur

JOSÉ ROBERTO DANIEL DÍAZ

Independent

- Bachelor's degree in Accounting and postgraduate degree in Business Administration, Business Management and Corporate Governance
- Chairman of the Corporate Governance Best Practices Committee, member of the Latin American Corporate Governance Institute and board member of public and private companies
- Former CFO of Grupo Vitro, Grupo Desc and Industria Peñoles

Michael Bernhard Jost

Independent

- Graduated in Economics and Business Administration from the University of Bern
- He held the position of CFO in different entities of Nestlé Group
- He served as a member of the Remuneration Committee and the Compliance Committee at Nestlé Brazil and Nestlé Mexico.
- He was recently appointed to the Board of Masisa, a company in the timber sector in Chile

LUIS REBOLLAR CORONA

Independent

- Bachelor's degree in Chemical Engineering
- Board member in Grupo Gigante, Grupo Sánchez and Corporación San Luis
- Held positions as Chairman in Satélites Mexicanos and Sandvik de México

ANASOFÍA SÁNCHEZ JUÁREZ CARDOZE

Independent

- Bachelor's degree in Marketing and a Master's degree in Communication, Advertising and New Media
- Held positions as Director of Business in Mexico and Central America at Facebook, Brand Solutions Manager for Google and Commercial Leader for YouTube Mexico
- She currently serves as the CEO of Waze Mexico, and as a professor at the Higher Institute for Internet Development (ISDI) in the Internet Business Master

EDUARDO ORTIZ TIRADO SERRANO

Independent

- Director at Aerobal and Gridimex
- Held positions as Corporate Vice President and General Manager at SC Johnson for Mexico and Central America
- Board member of ENACTUS, Una mañana para la comunidad and member of Fundación Xochitla
- Former board member at CONAR, CEMEFI and advisory council for Great Place to Work Mexico



Corporate Governance

OWNING

Héctor Hernández-Pons Torres
Chairman

Enrique Hernández-Pons Torres
Vice president

Flora Hernández de Merino
Board Member

INDEPENDENT

Anasofía Sánchez Juárez Cardoze

Luis Rebollar Corona
Head of Environmental Practices

Eduardo Ortiz Tirado Serrano
Head of Labor Practices

Enrique Castillo Sánchez Mejorada

Michael Bernhard Jost

José Roberto Danel Díaz
Chairman of the Corporate Practices and
Audit Committee





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FOR MORE INFORMATION:

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