



CORPORATE
PRESENTATION
APRIL 2022



FORWARD-LOOKING STATEMENT

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All the information contained in this document is prepared in accordance with International Financial Reporting Standards (IFRS) as of March 31, 2022, unless otherwise stated.

INVESTMENT CASE

+100 Years of Experience

+ 25 Brands
Market Leaders



Diversified Portfolio



Solid Corporate Governance



Committed with Sustainability



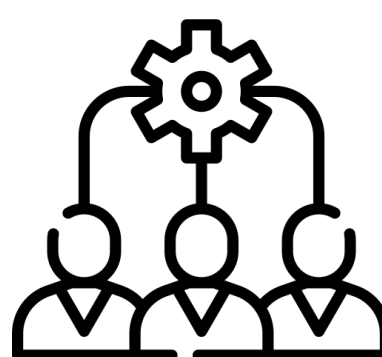
Sound Financial Structure



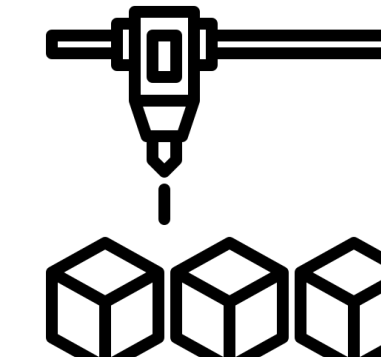
Profitable Growth Strategy



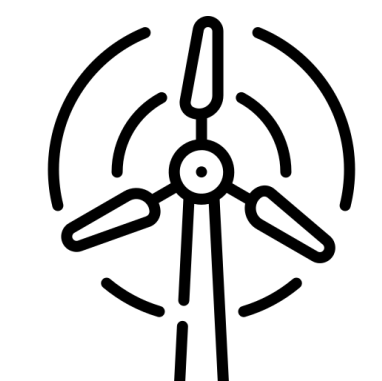
STRATEGY



MAINTAIN AND FORM
PARTNERSHIPS THROUGH
THE DEVELOPMENT OF
INTELLIGENCE



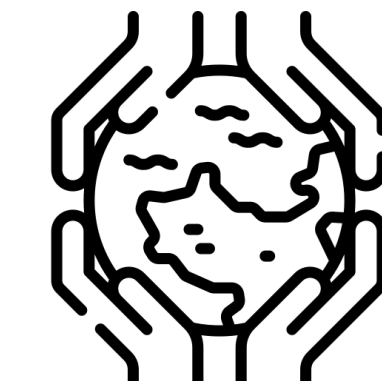
IMPLEMENT
TECHNOLOGIES
THAT ACCELERATE
PROCESSES



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



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



05

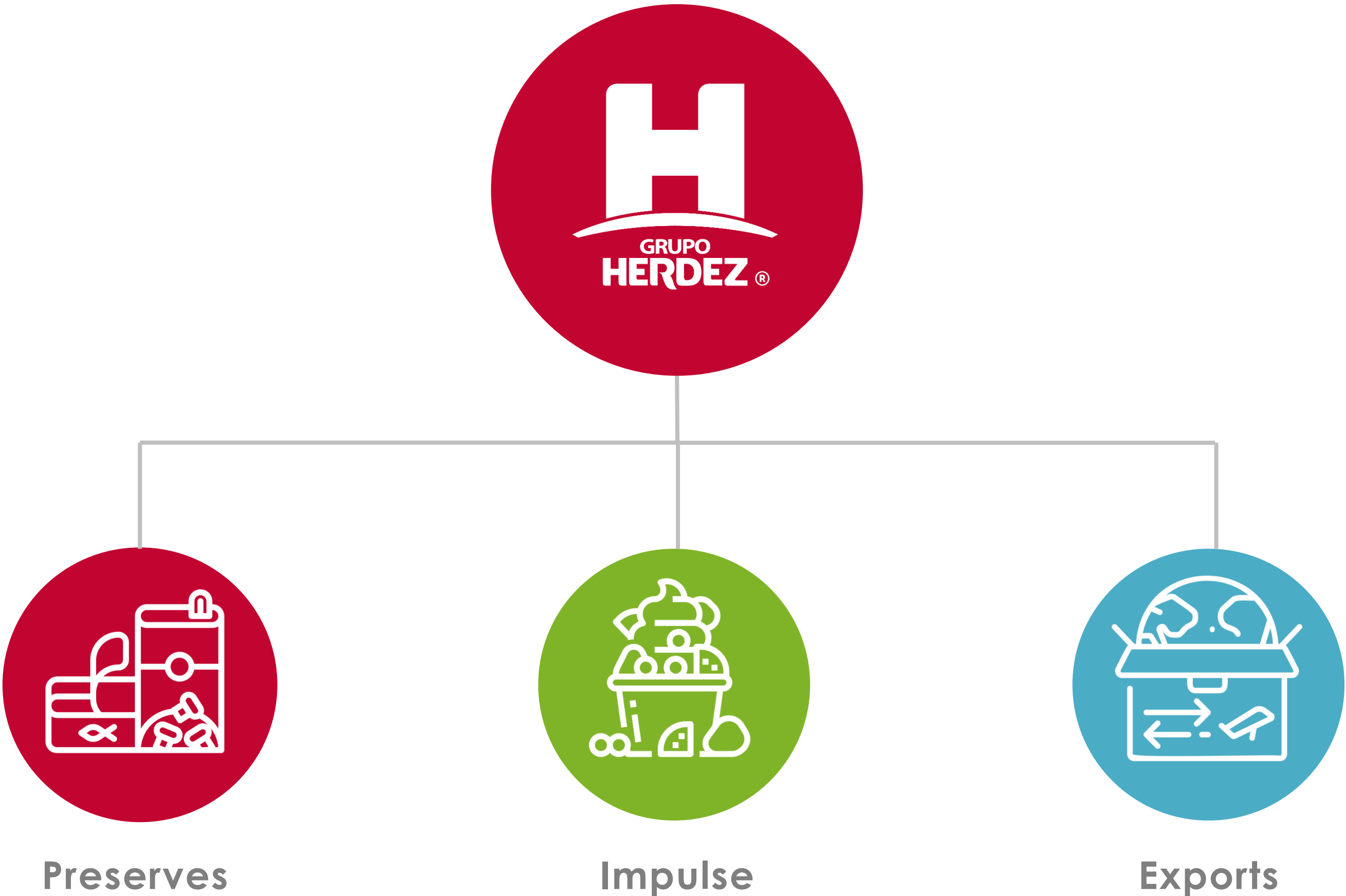
Our Brands in the U.S.



Distribution Agreements in Mexico

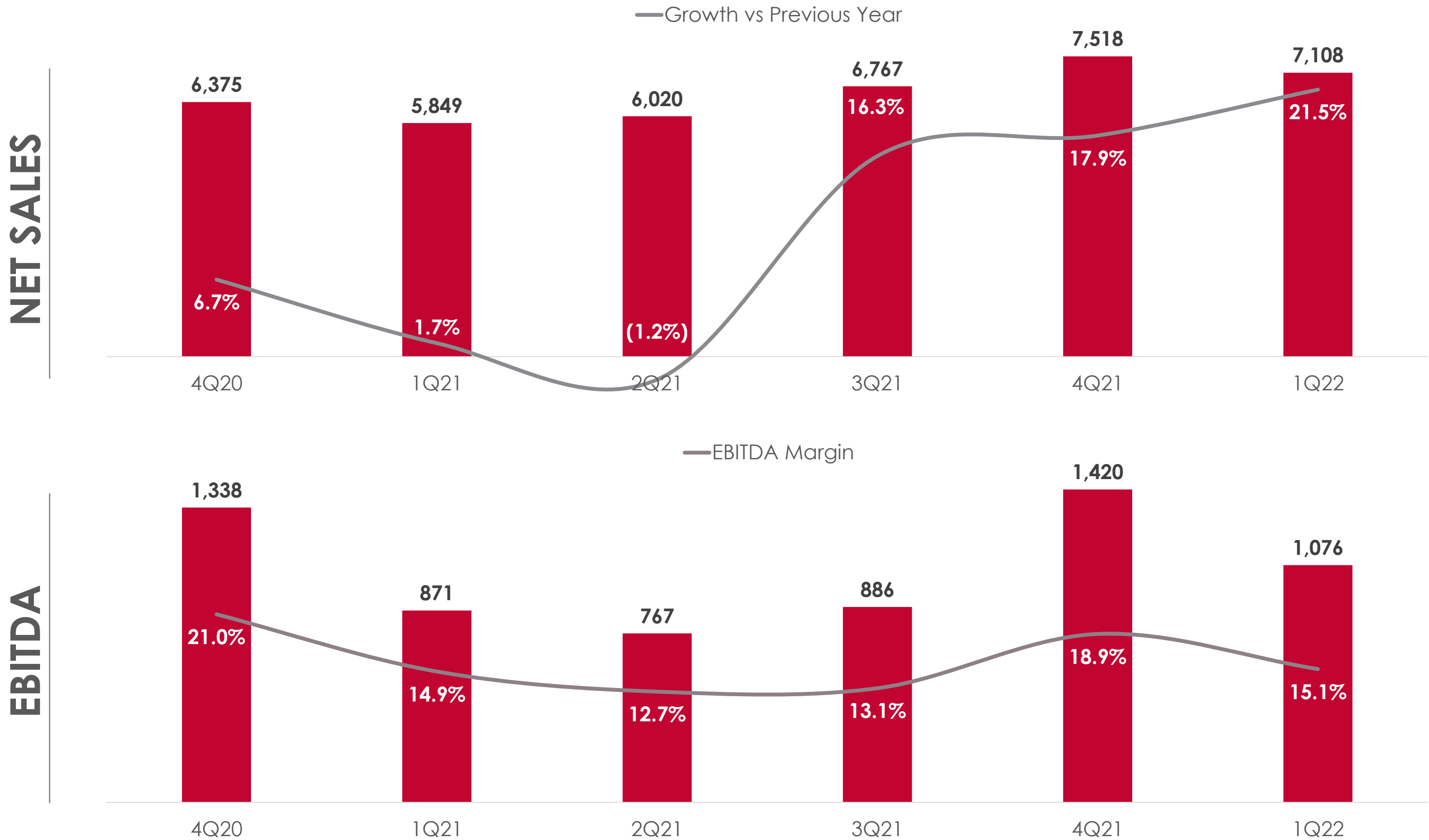


Consolidated

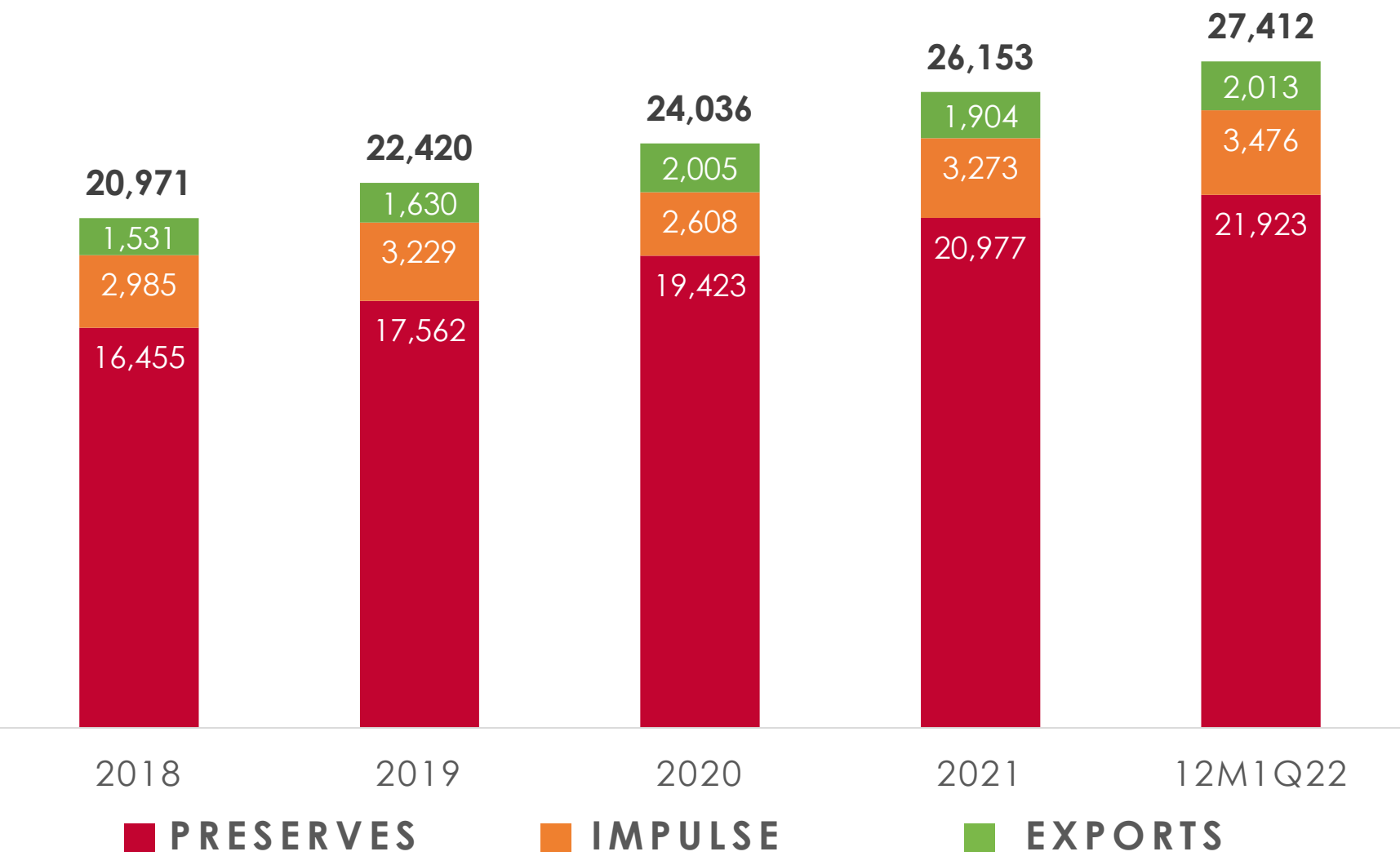


Current Situation

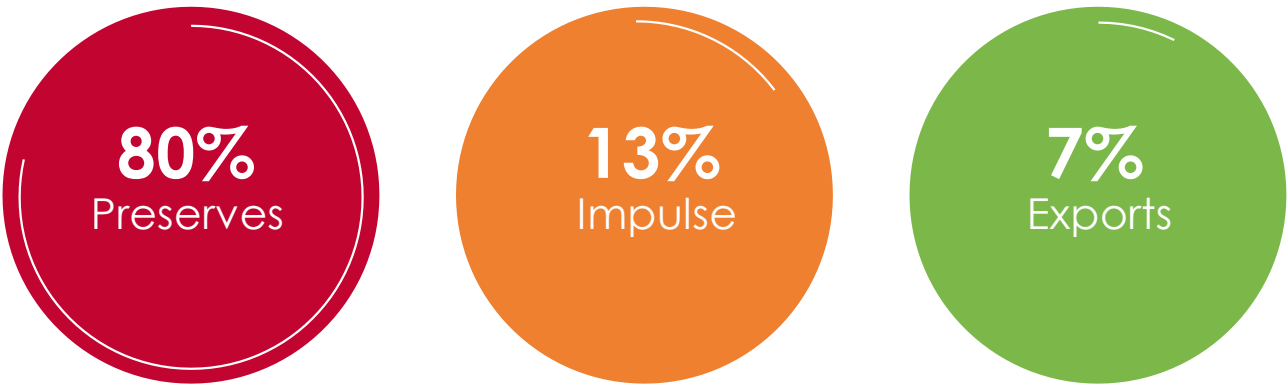
CONSOLIDATED



Net Sales

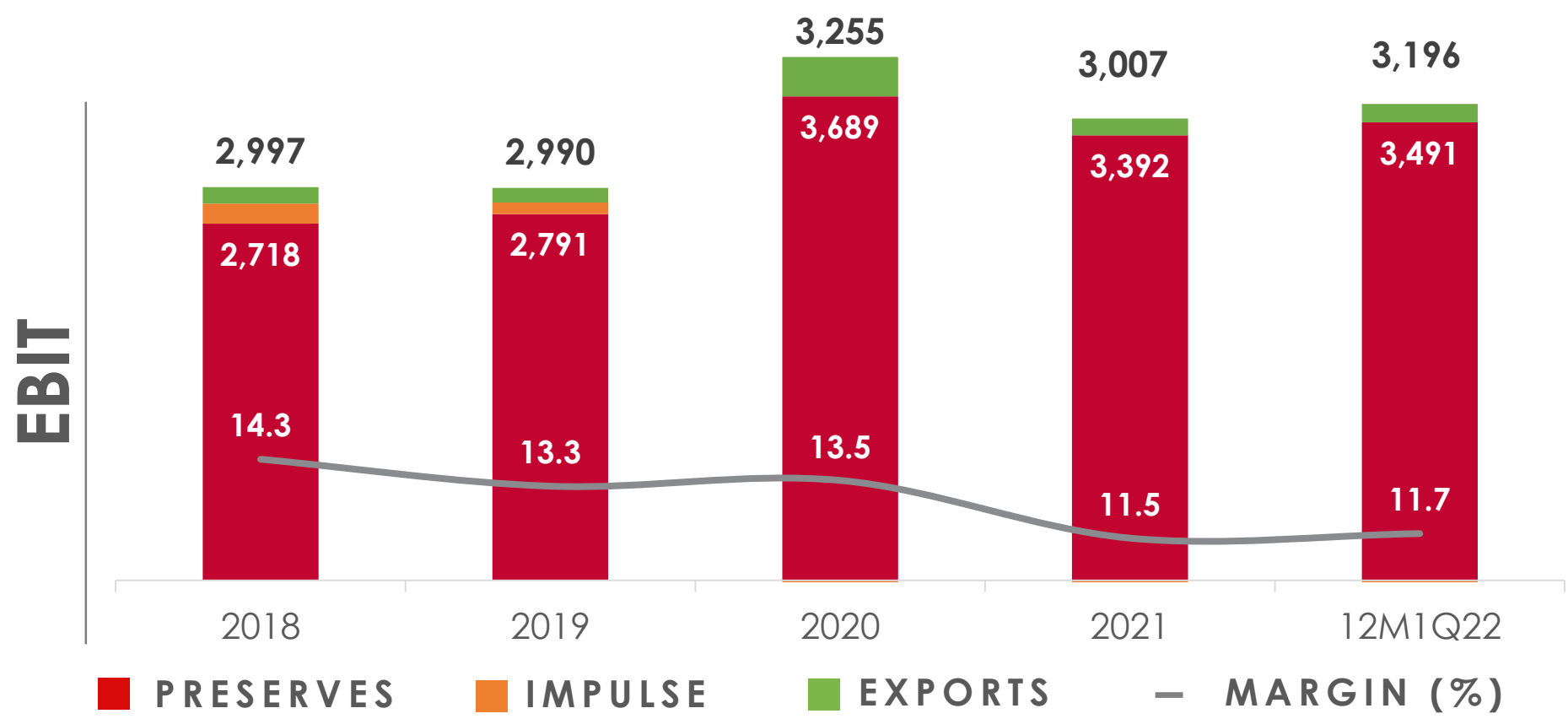


Segment Mix

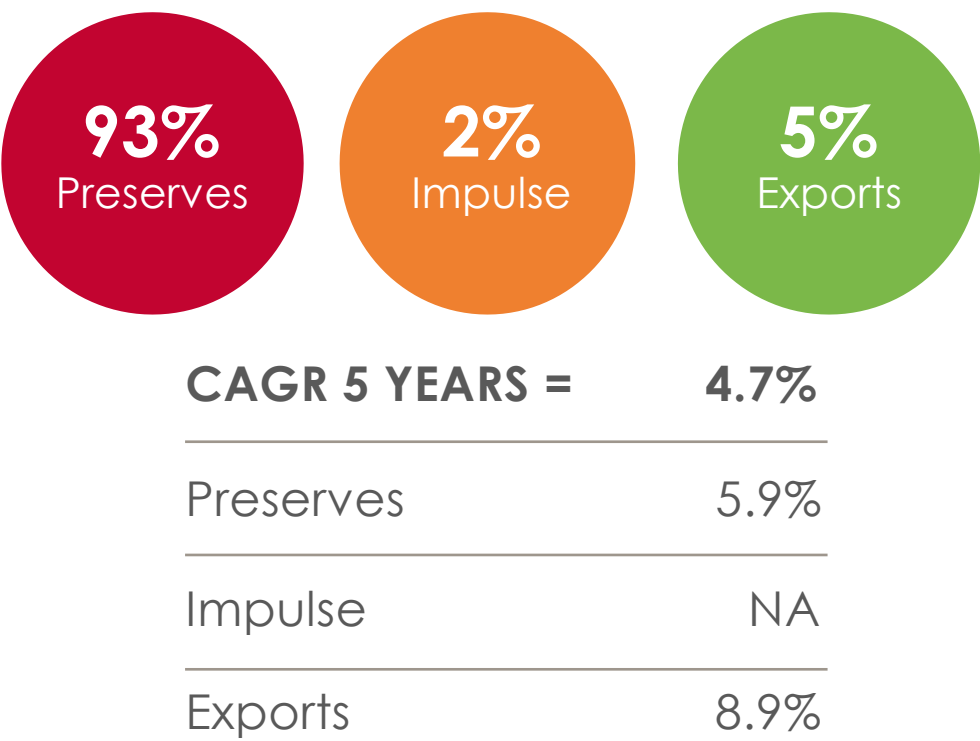
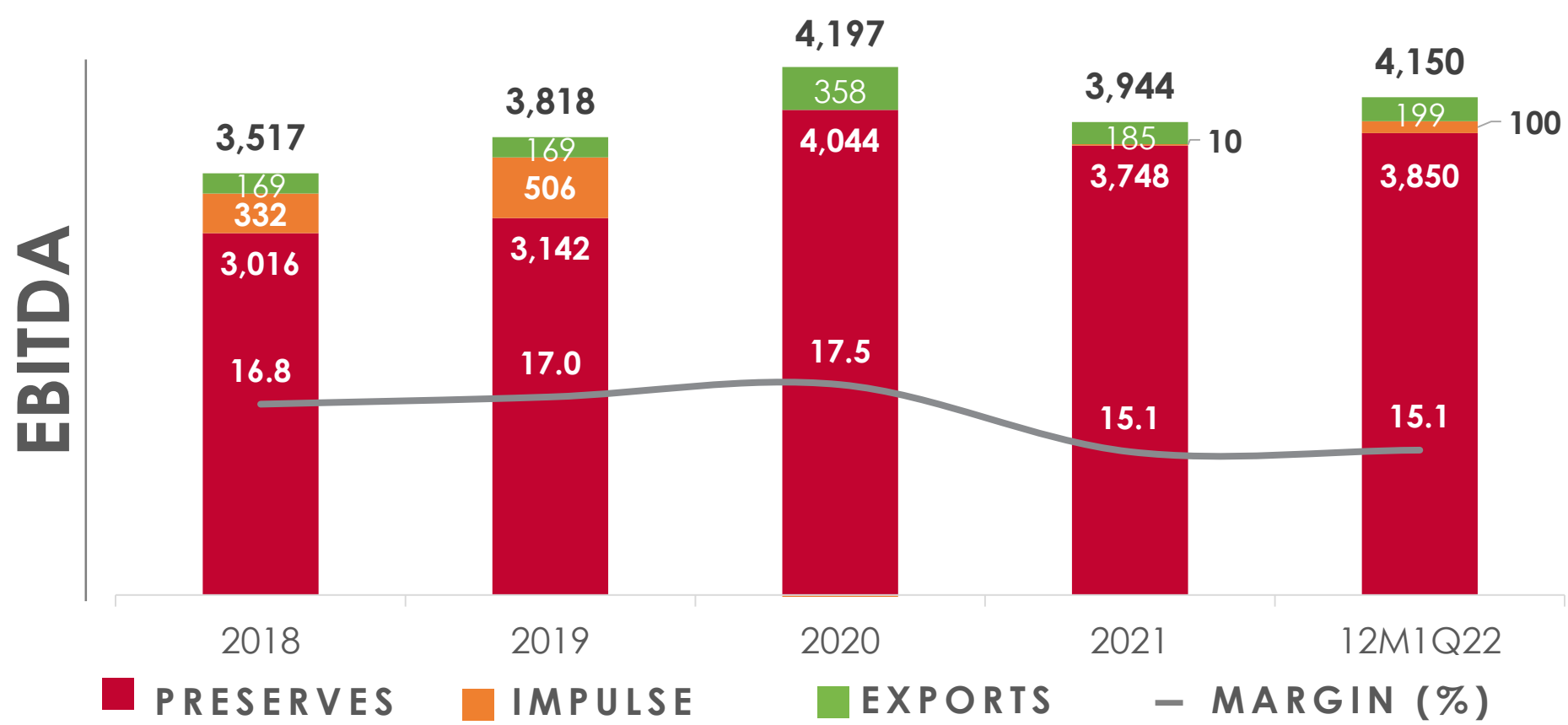
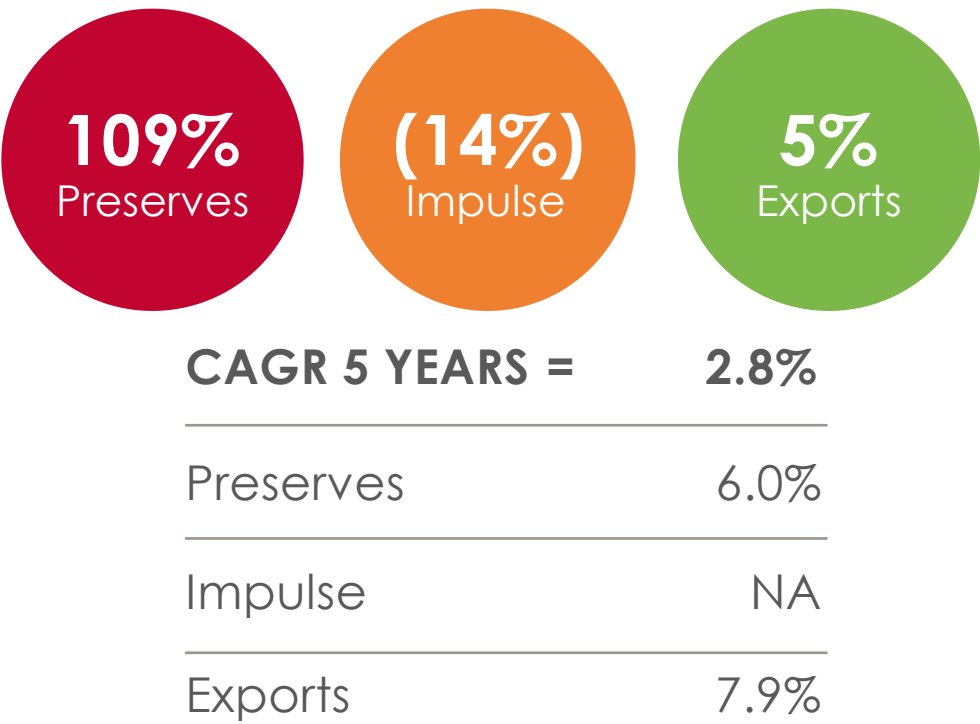


CAGR 5 YEARS =	6.4%
Preserves	6.6%
Impulse	3.8%
Exports	10.4%

EBIT & EBITDA



Segment Mix



Our Segments



Preserves



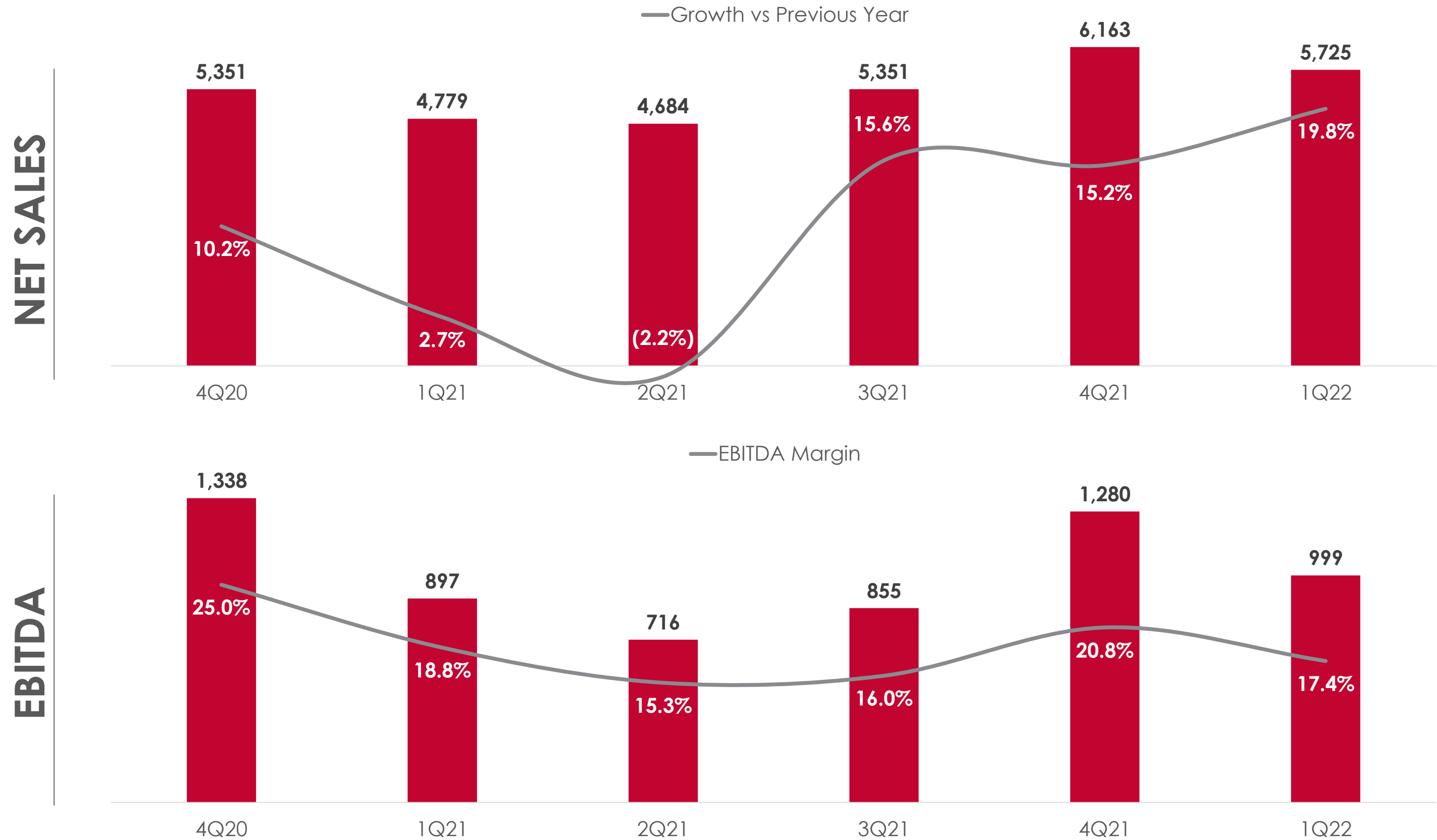
Impulse



Exports

Current Situation

PRESERVES



Preserves Innovation



Innovation through our new products



We promote **responsible** consumption habits



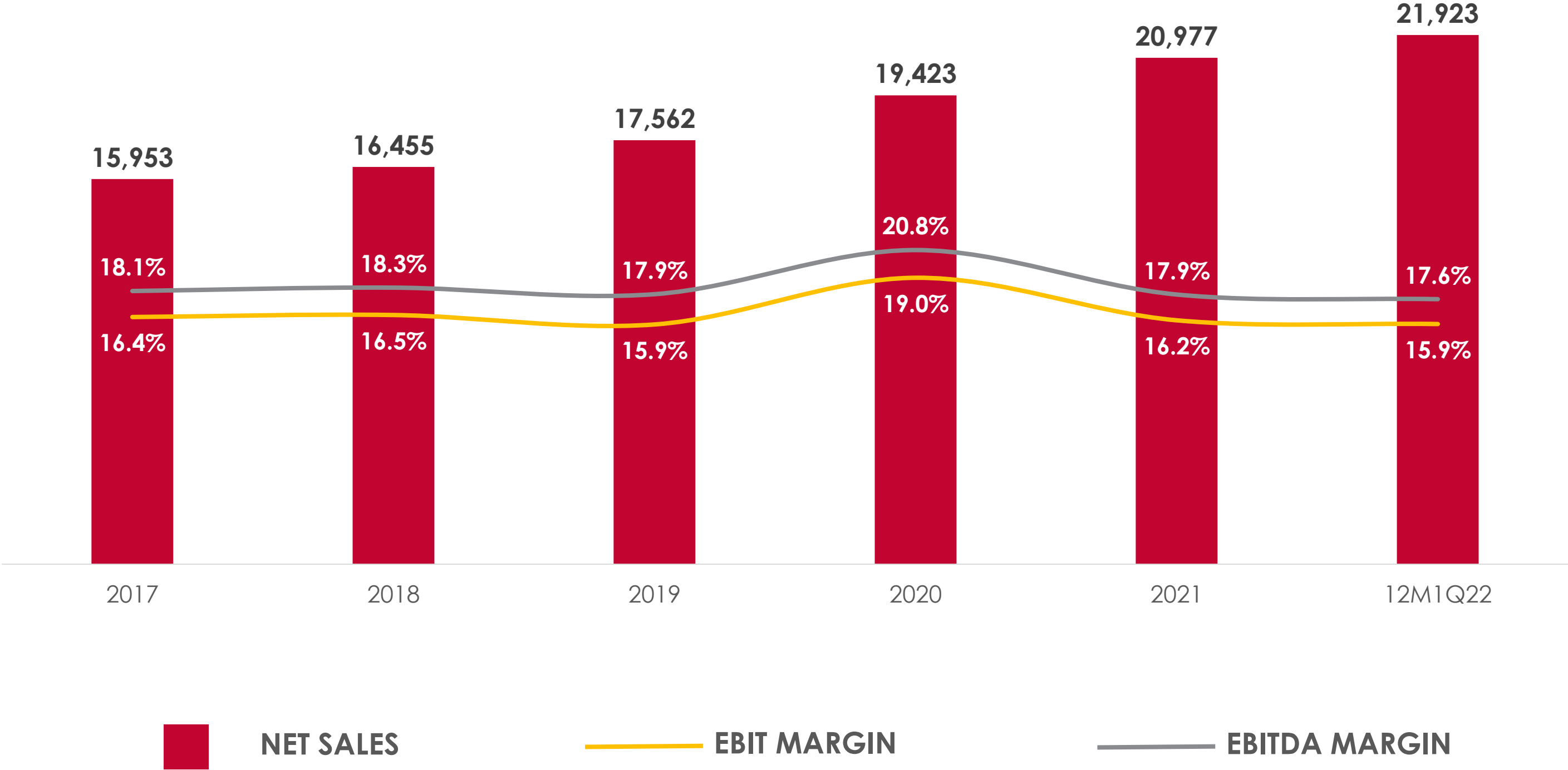
And we created **Premium** versions of our brands



Preserves Performance

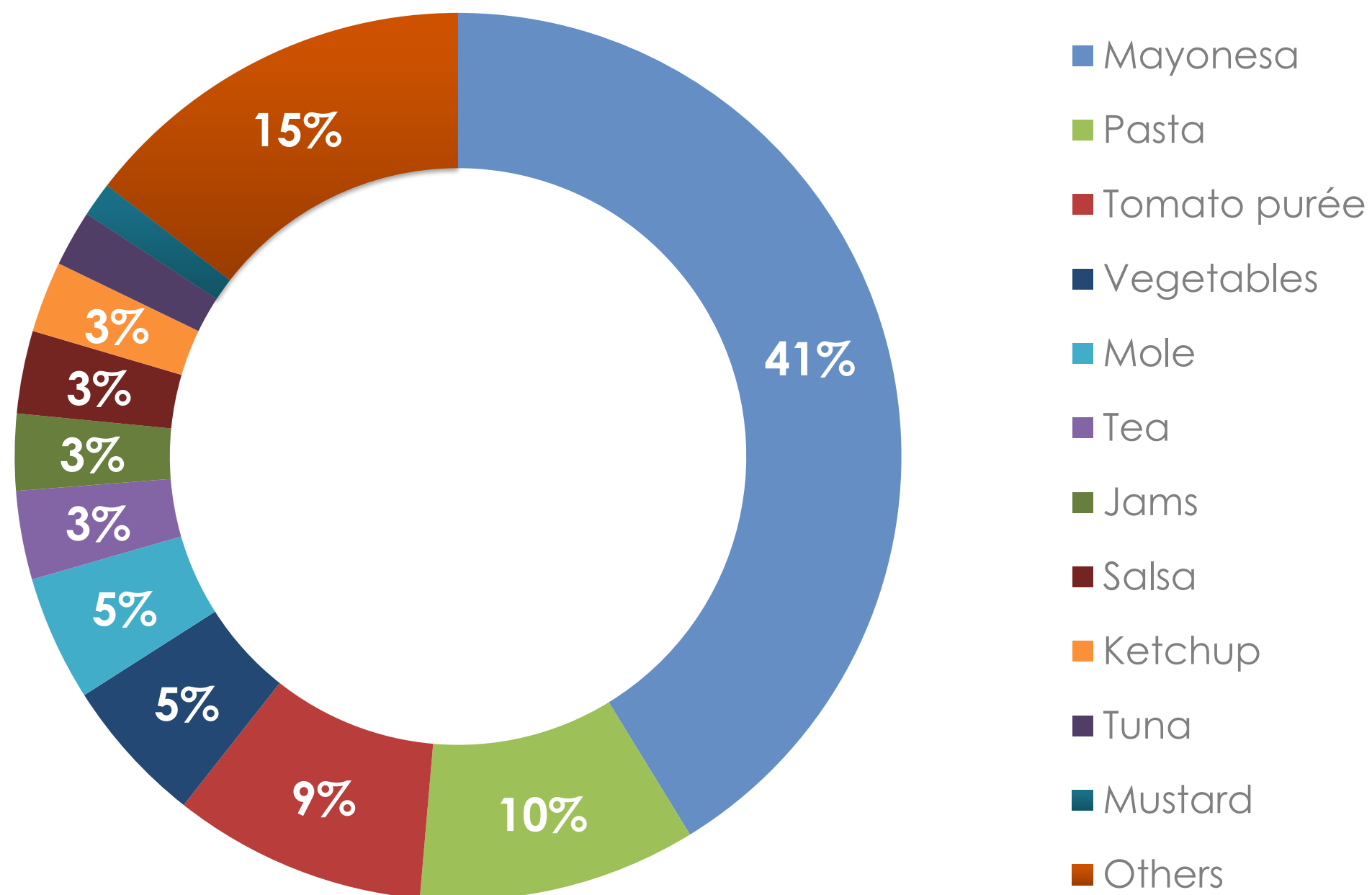
CAGR 5 YEARS

Net sales: 6.6%
EBIT: 6.0%
EBITDA: 5.9%



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



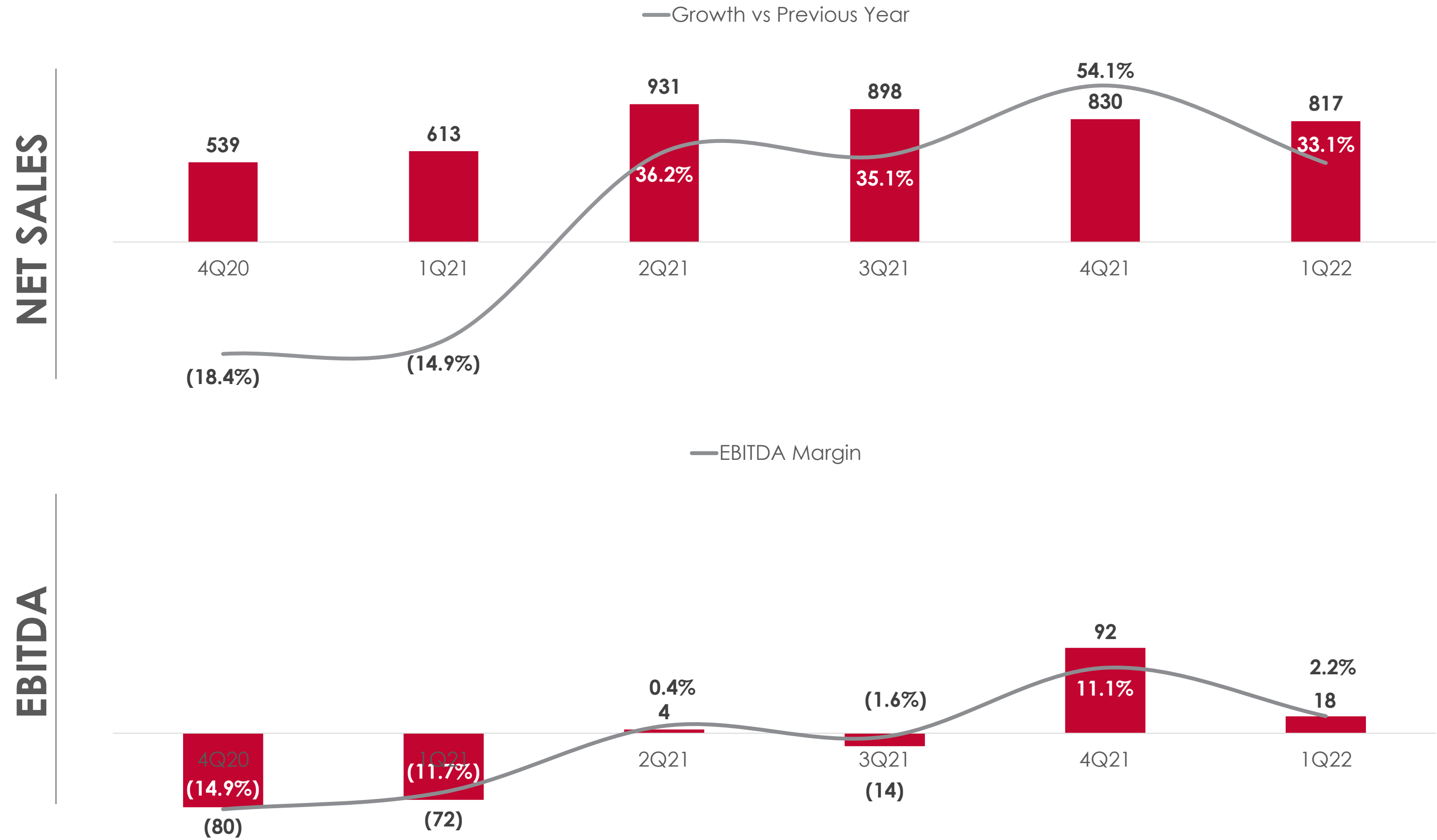
Impulse



Exports

Current Situation

IMPULSE



Impulse Innovation



Leverage Brand Power



Renewed Image



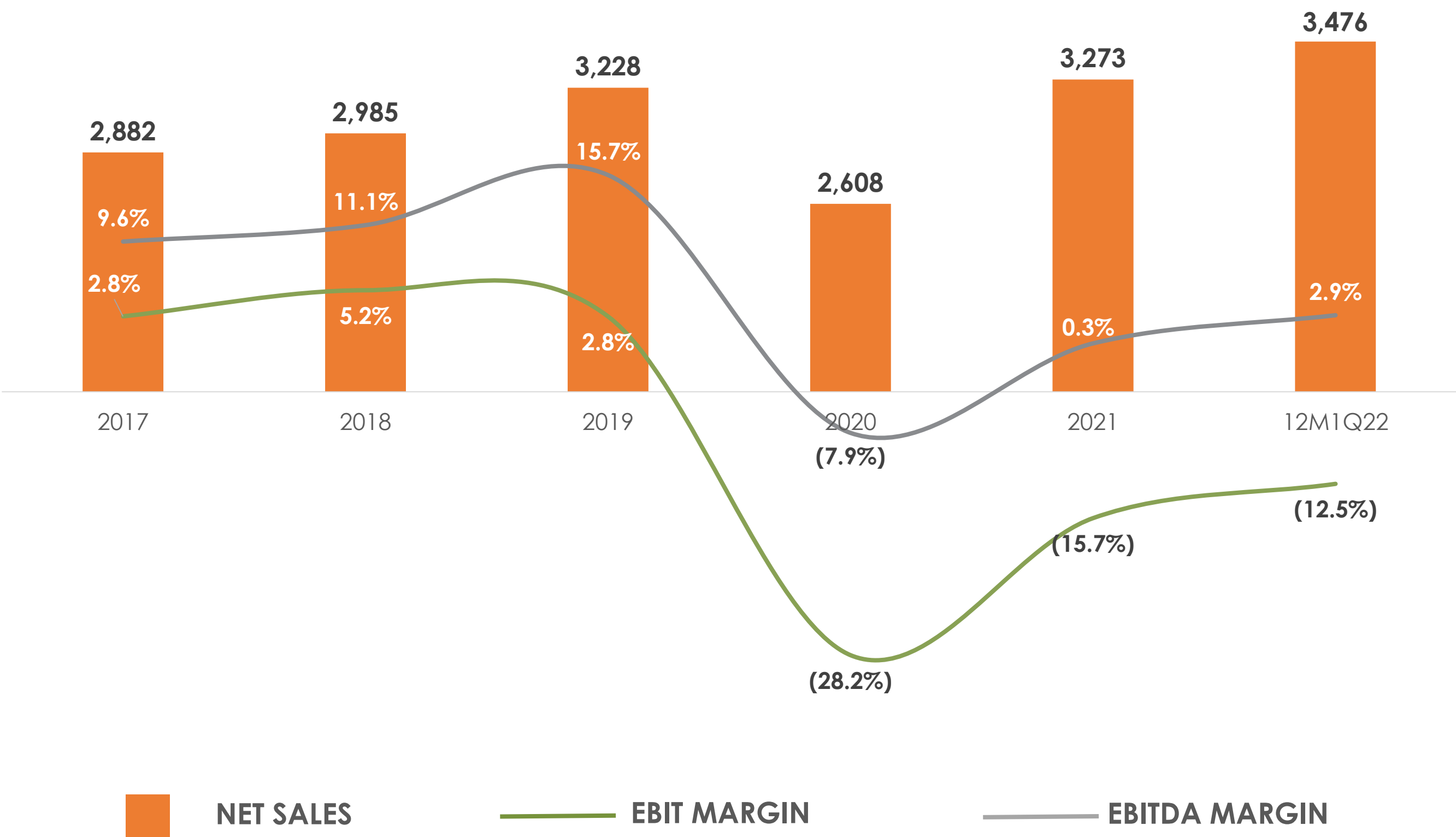
E-Commerce



Impulse Performance

CAGR 5 YEARS

Net sales: 3.8%
EBIT: NA
EBITDA: NA



Impulse Snapshot

Growth Drivers



Portfolio Segmentation by Channel



Increase Store Traffic & Freezer Productivity



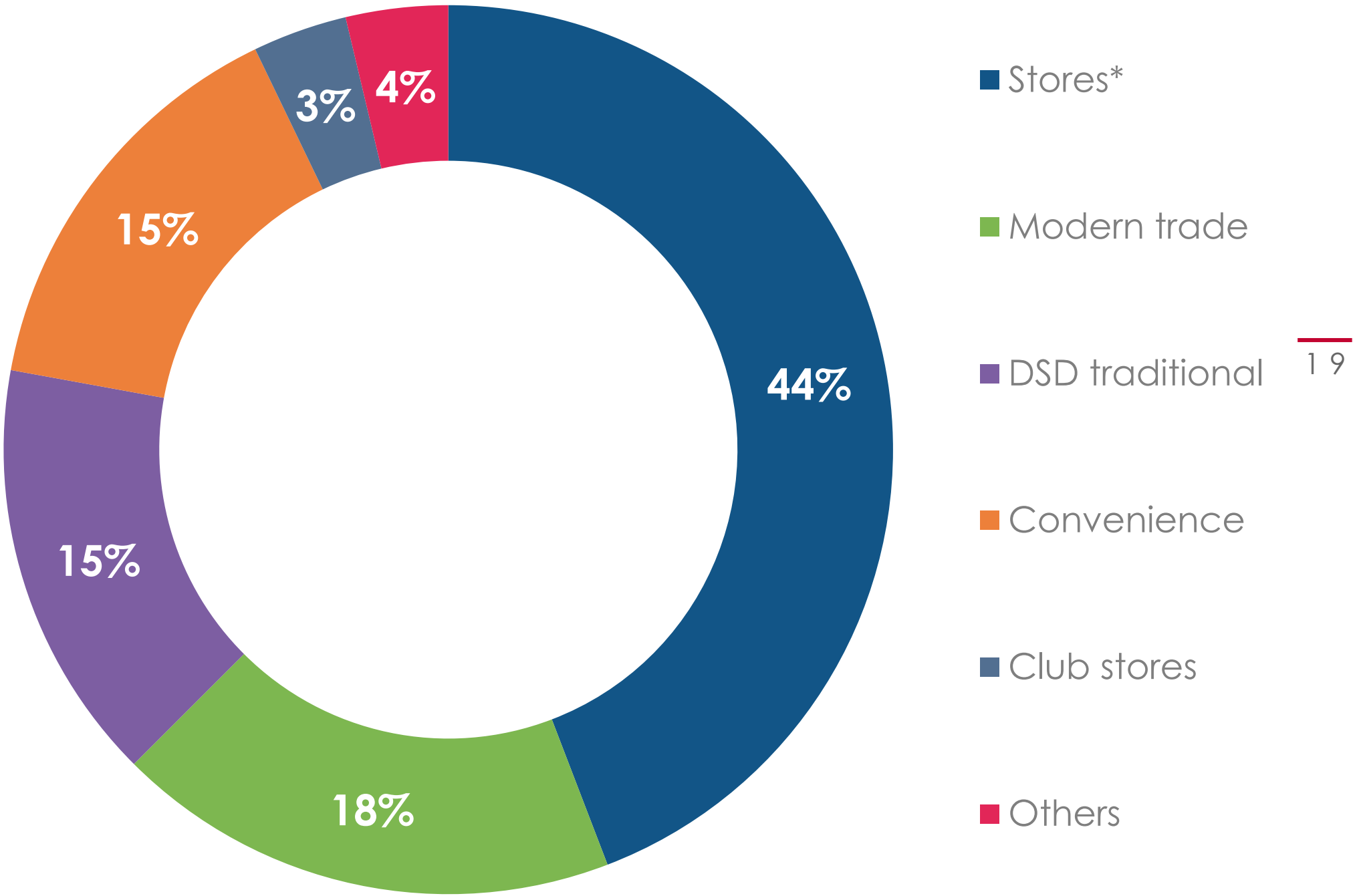
SG&A Control



Strengthening of Sales Channels



Impulse Sales Mix By Channel



CONSOLIDATED FIGURES AS OF MARCH 31, 2022
* 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.

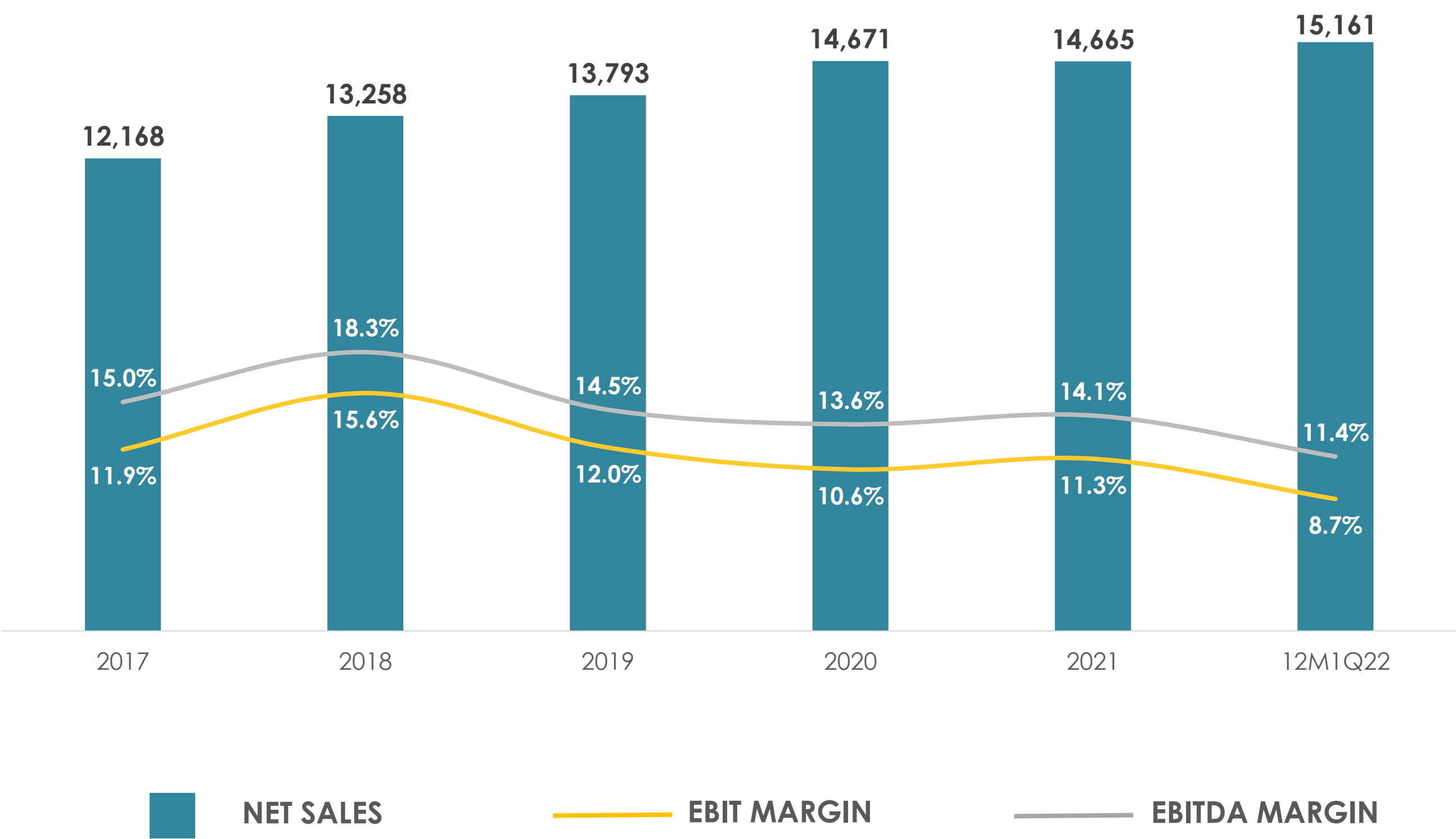


Food away from home,
accelerating penetration
in this segment

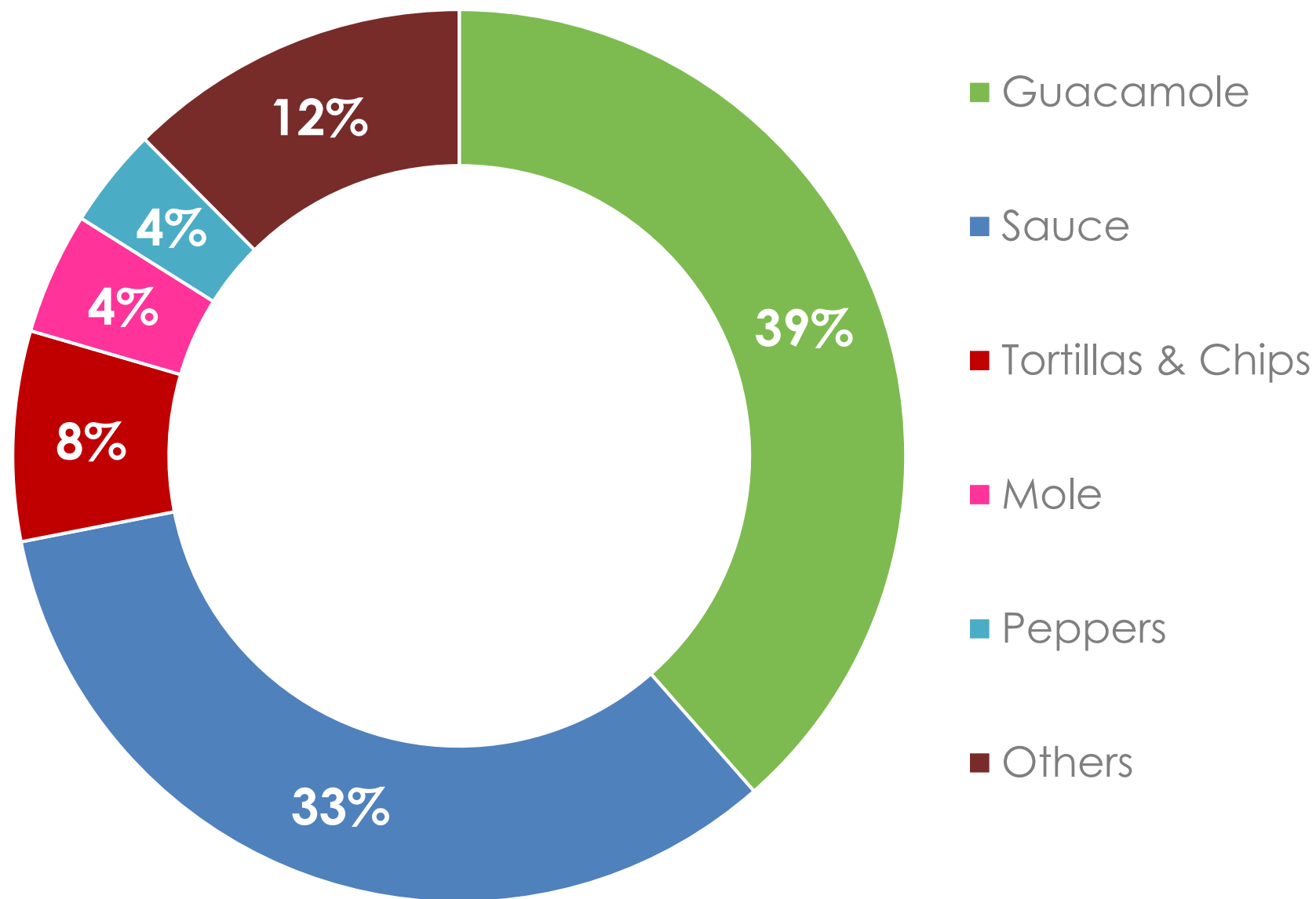
Megamex Performance

CAGR 5 YEARS

Net sales: 4.5%
EBIT: (2.0)%
EBITDA: (1.0)%



Megamex Portfolio



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



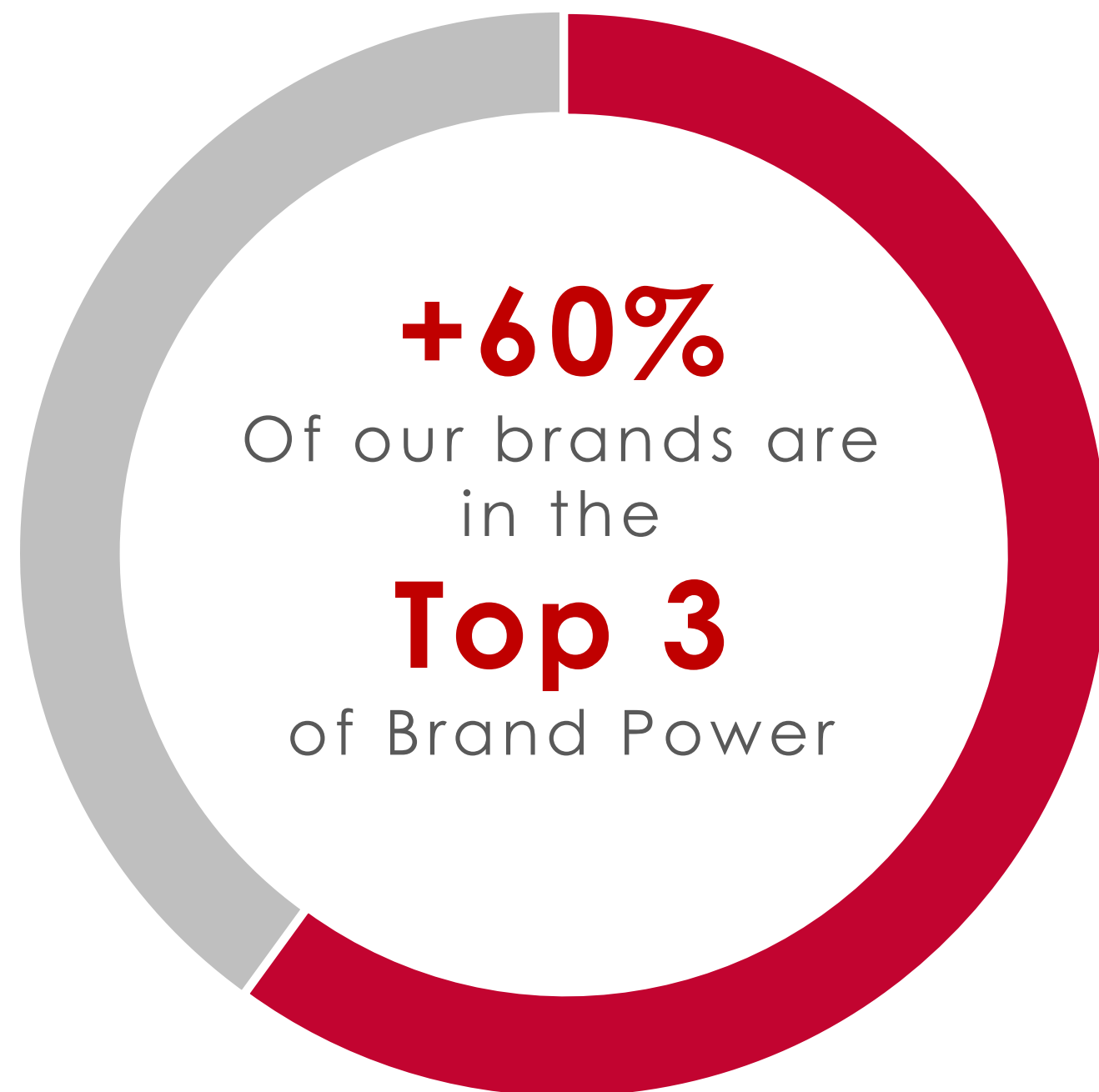
Leveraging Green Sauce and Street Food Adoption

*RETAIL SEGMENT INFORMATION AS OF MARCH 31, 2022
PROVIDED BY A THIRD PARTY

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.

19 times

Are bought our
products by each
household in Mexico.

48%

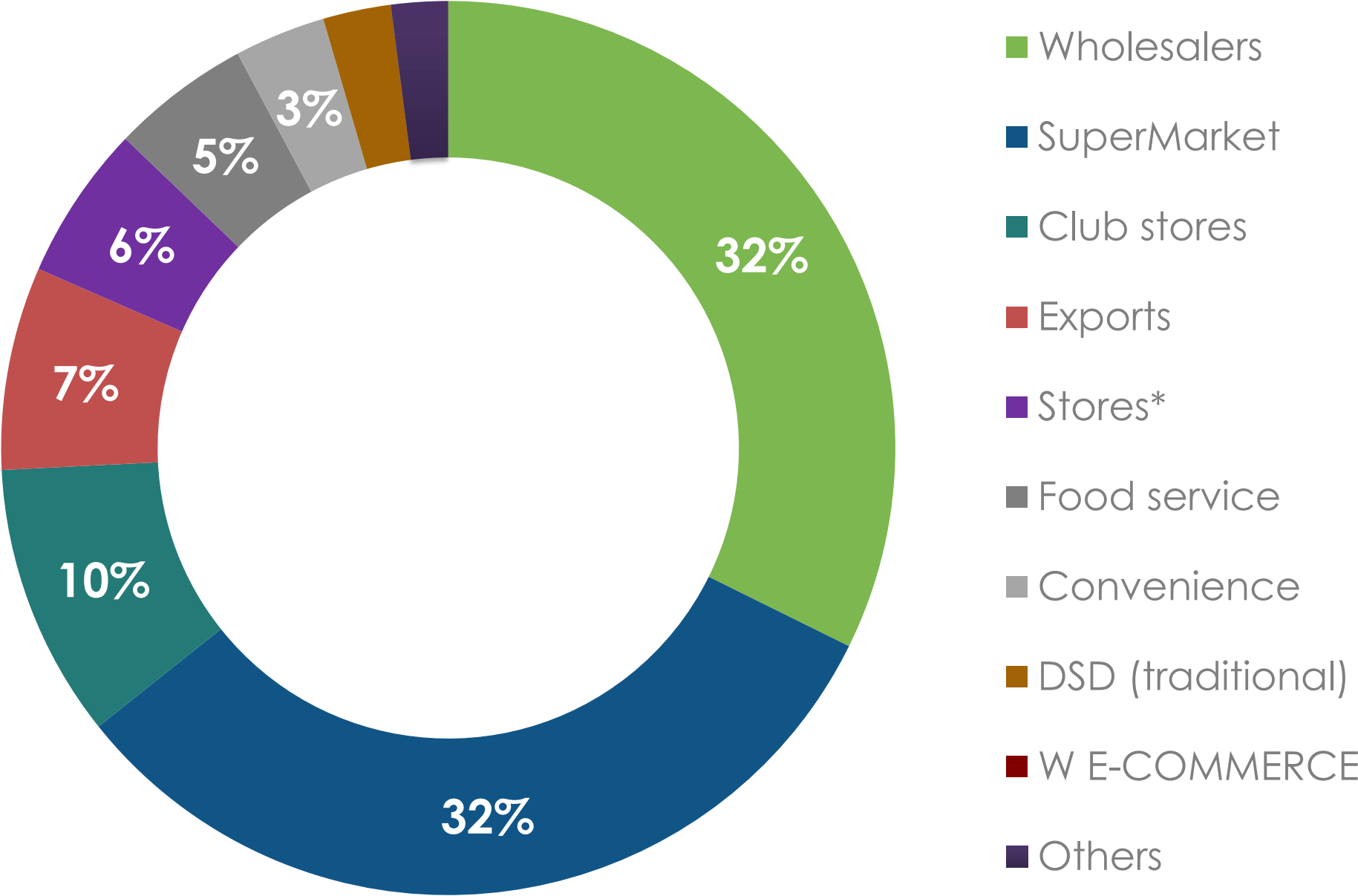
Of market share for
preserves in the
wholesale channel.

32%

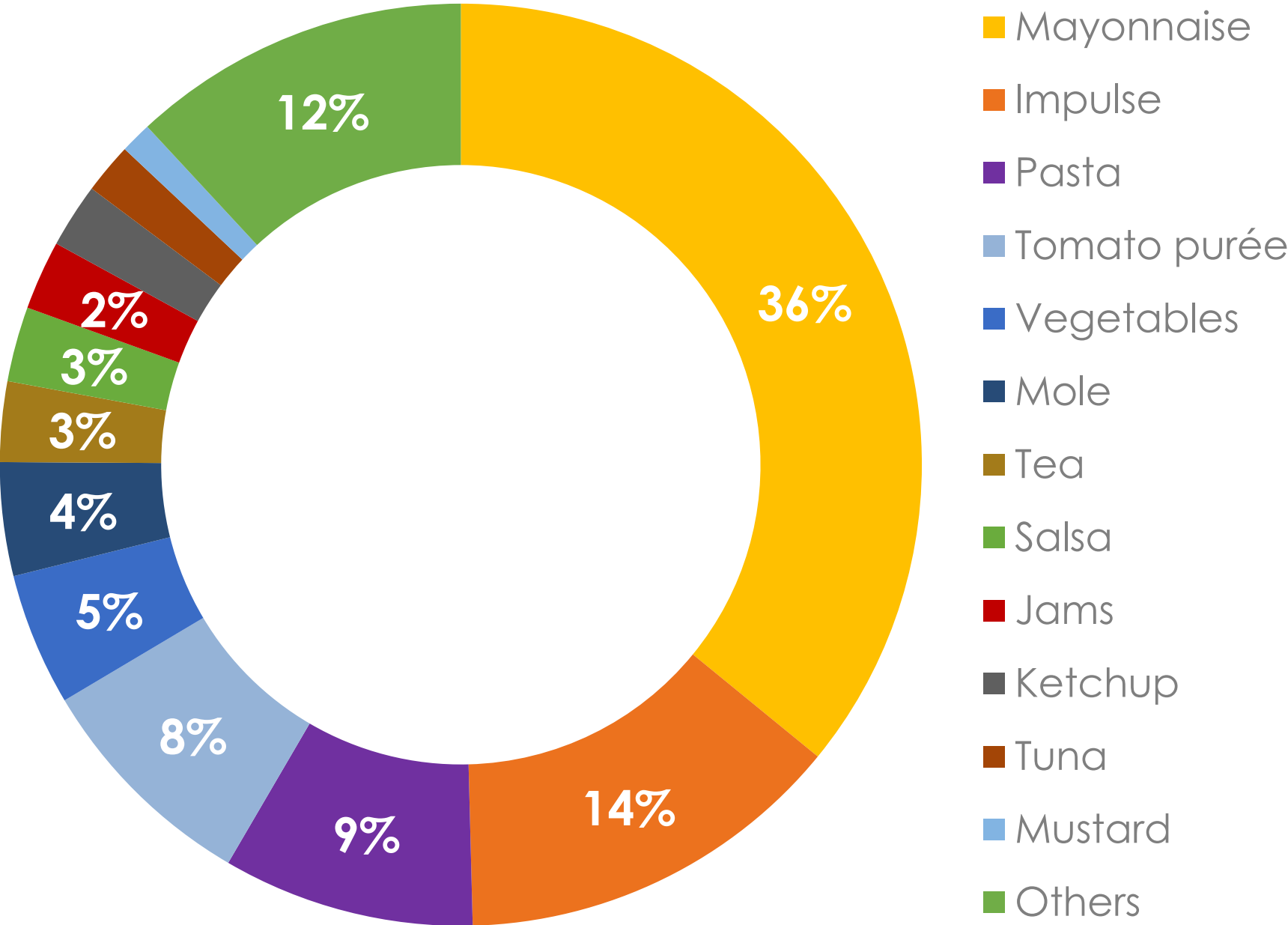
Of market share for
preserves in the
supermarkets channel.

Commercial Leadership

Consolidated Sales Mix
By Channel

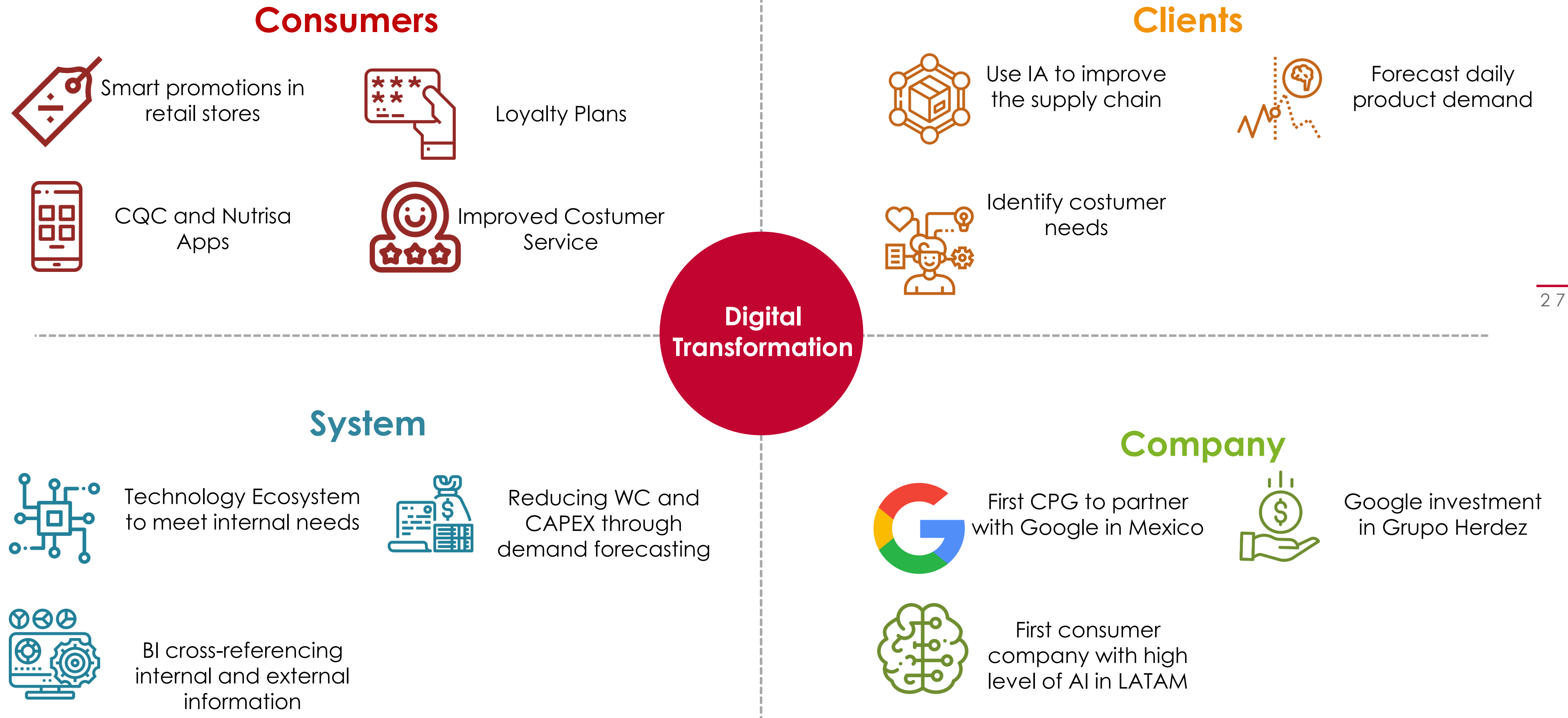


Consolidated Sales Mix
By Category*



CONSOLIDATED FIGURES AS OF MARCH 31, 2022
* STORES: INCLUDING CQC, LAVAZZA, MOYO AND NUTRISA
* NOT INCLUDING EXPORTS

Technologic Investment



Sustainability Model

We are signatories to the United Nations Global Compact and are committed to the following SDGs:



Community



People



Planet



2 ZERO HUNGER



5 GENDER EQUALITY



6 CLEAN WATER AND SANITATION



8 DECENT WORK AND ECONOMIC GROWTH



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



13 CLIMATE ACTION

Sustainability Model

Main Results:



Community



People



Planet



5.3% Of our consolidated net income is invested in social programs



Decent working conditions for more than 10 thousand people.

87% Of the waste we generate gets recycled.

29

+42 Thousand people benefited from food safety, marketing, safety and hygiene programs



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

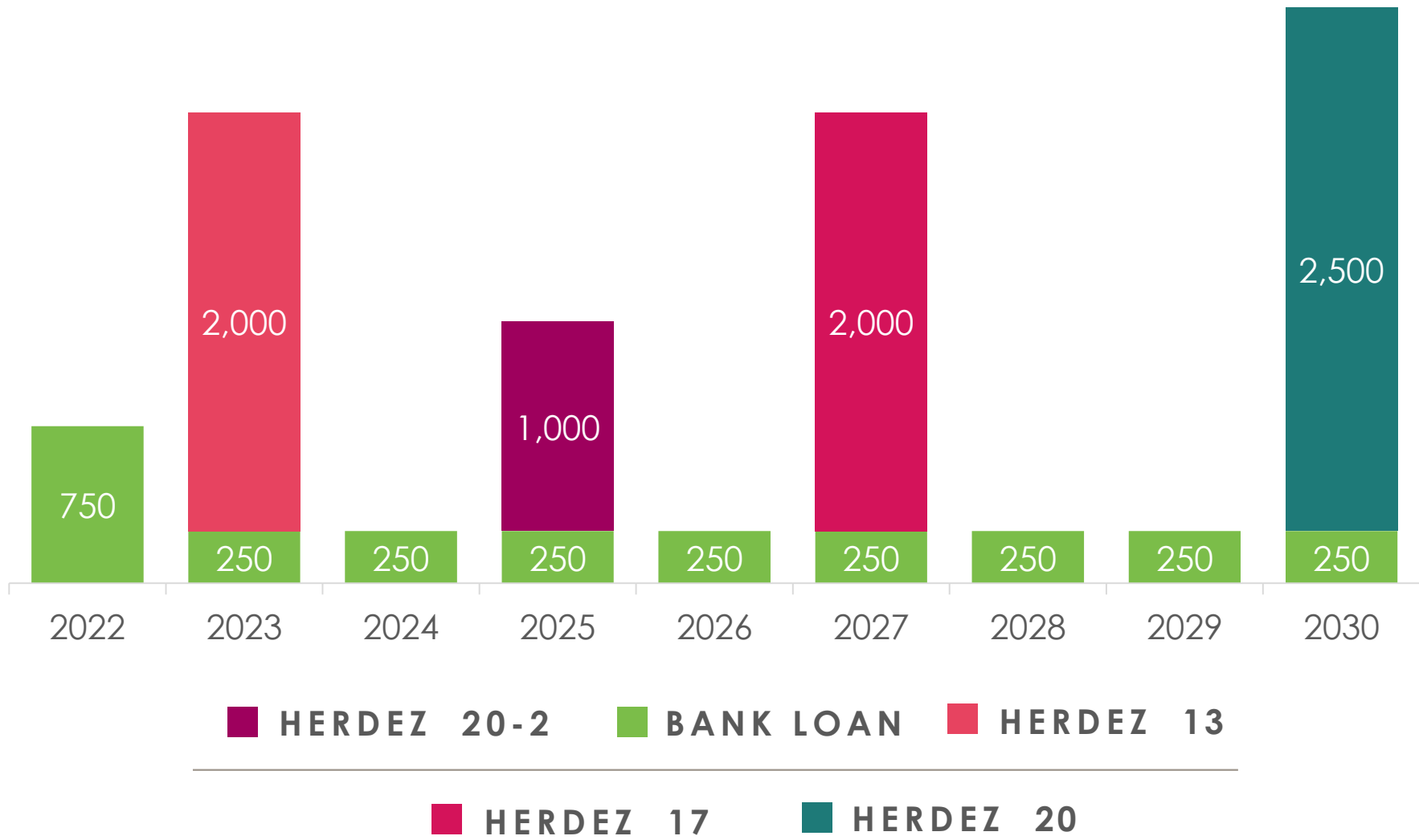
69% Of our energy consumption comes from clean sources

3.5% Of our consolidated net income is invested in environmental initiatives

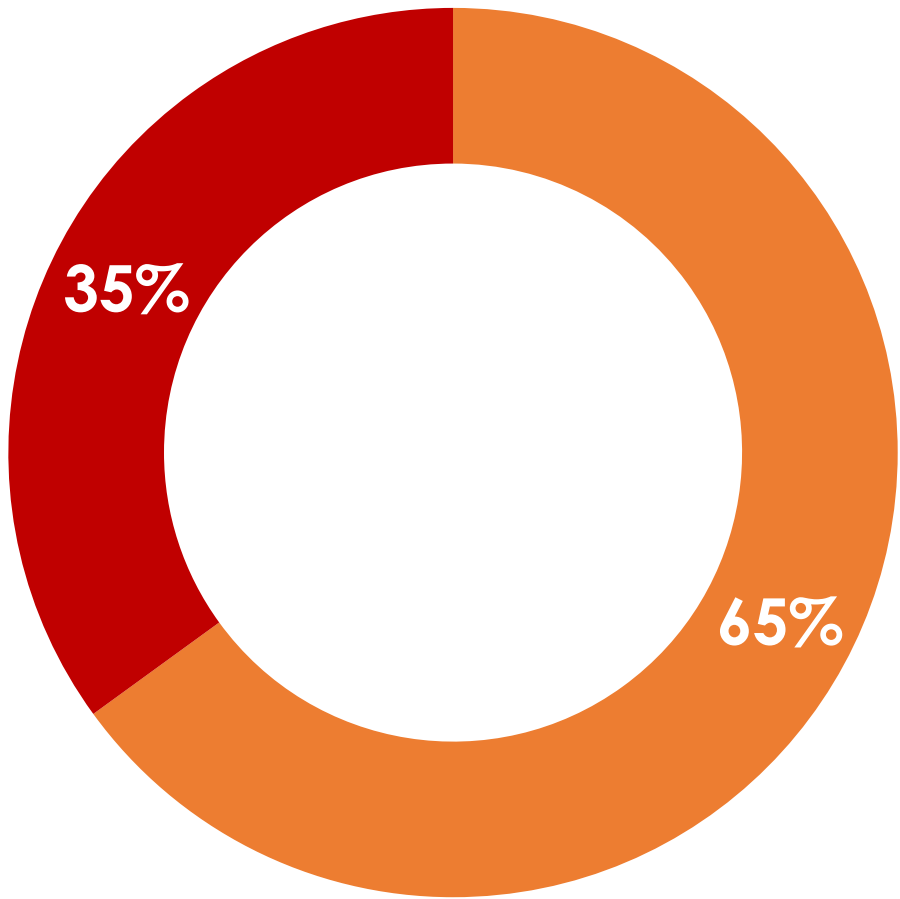


We have a Sustainable Agriculture Program.

Debt Structure



Rates Mix



Debt Rating

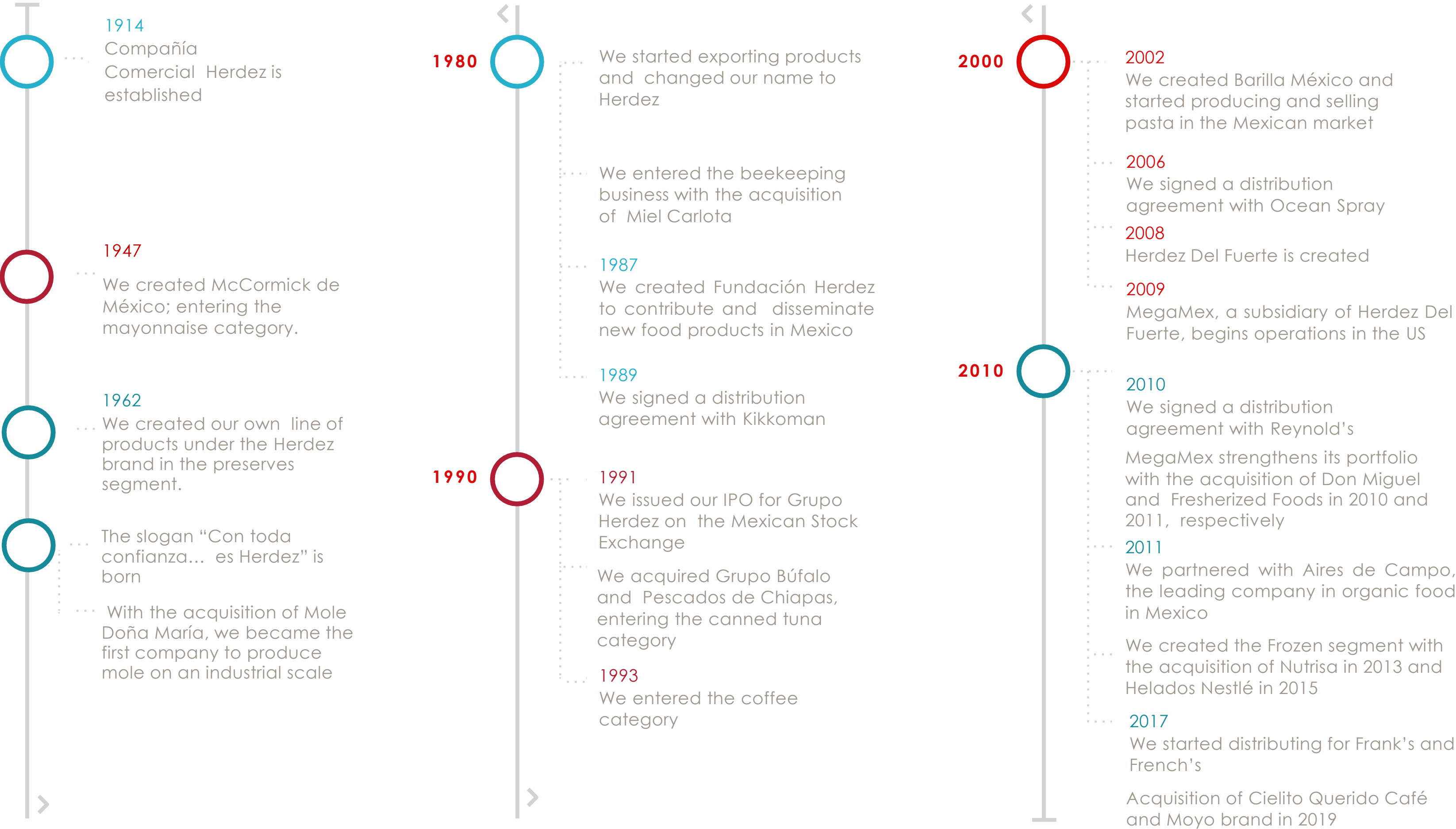
Agency:	S&P Ratings	Fitch Ratings
Rating:	mxAA	AA(mex)
Perspective:	Stable	Negative

Financial Debt	10,000
Average Cost	7.64%
Net Debt /EBITDA	1.9
Net Debt / Shareholder’s Equity	0.4



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

- Bahelor’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 Committe





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