

# THE VALUE

OF WHAT WE HAVE

# WITHIN



2024  
INTEGRATED  
ANNUAL  
REPORT





We know that **true value lies within** in what defines who we are.

Our strength comes **from our people, our brands, and our values** those essential ingredients that bring flavor and balance to every recipe.

At Grupo Herdez®, we integrate sustainability, technology, and collaboration into our daily work, turning challenges into opportunities to **transform the present and shape the future we envision.**



**#WhatWeHaveWithin**





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# Our Reason for Being



With 110 years of history, Grupo Herdez® is a company with deep Mexican roots, committed to bringing the best of the world to Mexican tables and the best of Mexican cuisine to the world. We know the value of what we carry inside, so quickly in our history, offering exceptional quality food and beverages became our priority, with brands that have earned the trust and preference of consumers, not only in Mexico, but also beyond our borders.

Throughout the decades, we have grown steadily and have established ourselves as a leader in the food sector in Mexico. Our international expansion has led us to have a solid participation in the United States in mole, guacamole and *salsas categories*, as well as to reach other countries in Latin America and Europe, always with the purpose of offering the best of Mexican food to the world.



Our history of more than 110 years has made us resilient to adapt to challenges and continue writing our history with the same commitment we have always had. Our vision is clear: to be the brand of choice for customers and consumers.





# Market Presence

GRI: 2-6

SASB: FB-PF-000.B.

With participation in more than 26 categories of ambient, chilled and frozen foods, as well as more than 1,500 SKUs, the variety of our product portfolio and brands consolidate the presence of Grupo Herdez® in different markets. Through production plants and distribution centers, mainly located in Mexico, we guarantee quality and freshness in 21 countries.

## Our Operations



Production plants



Distribution centers

Mexico

15

production plants

26

distribution centers

United States

1

production plant

2

distribution centers



## Our Brands

In Mexico we have joint ventures with McCormick & Co., Barilla GeR Fratelli S.p.A and Grupo KUO, as well as distribution agreements with Reynolds®, Kikkoman® and General Mills®. The Nutrisa®, Moyo®, Chilim Balam® and Cielito Querido Café® brands are owned by Grupo Herdez®. The Nestlé® ice cream brand is part of a 2015 agreement that expires in 2030.

### In Mexico



### In the United States



### Distribution agreements





## Our Retail Brands



### Nutrisa®



Nutrisa® is the leading brand of frozen yogurt in Mexico, with more than 40 years of experience in the country and more than 380 points of sale. We also offer a wide variety of healthy products such as snacks, beverages, supplements and personal care items, promoting wellness and quality of life.



### Chilim Balam®



At Chilim Balam® we celebrate Mexican flavors with a fun and authentic proposal available in more than 100 colorful stores. We offer sweet, savory and spicy products, designed to enjoy and share without limits, unleashing cravings with each combination.

### Moyo®



Since 2019, Moyo® has been part of Grupo Herdez®. It produces fat-free frozen yogurt in more than 90 stores in Mexico and Central America. We innovatively develop new flavors made with natural ingredients of the highest quality, accompanied with toppings to provide a fresh, fun, customizable and delicious dessert.



### Cielito Querido Café®

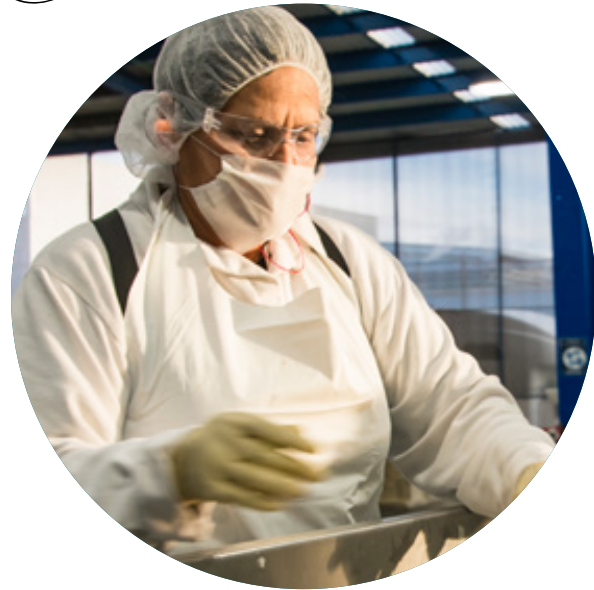


At Cielito Querido® Café we transform the way people enjoy coffee with more than 90 establishments inspired by Latin warmth. We offer a selection of coffees, teas, chocolates and food in a modern and cozy space to share special moments.



# Employment Generated

GRI: 2-7

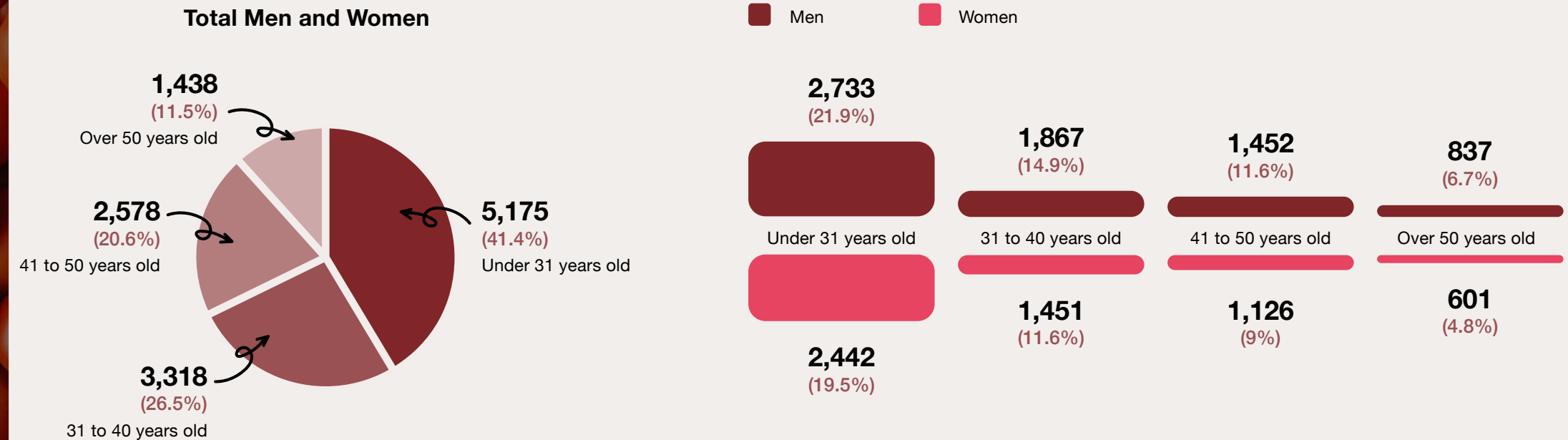


At Grupo Herdez® we are proud to have a **team of 12,509 employees** in Mexico at the end of 2024, made up of women and men of different ages who work every day to fulfill our purpose as an organization.

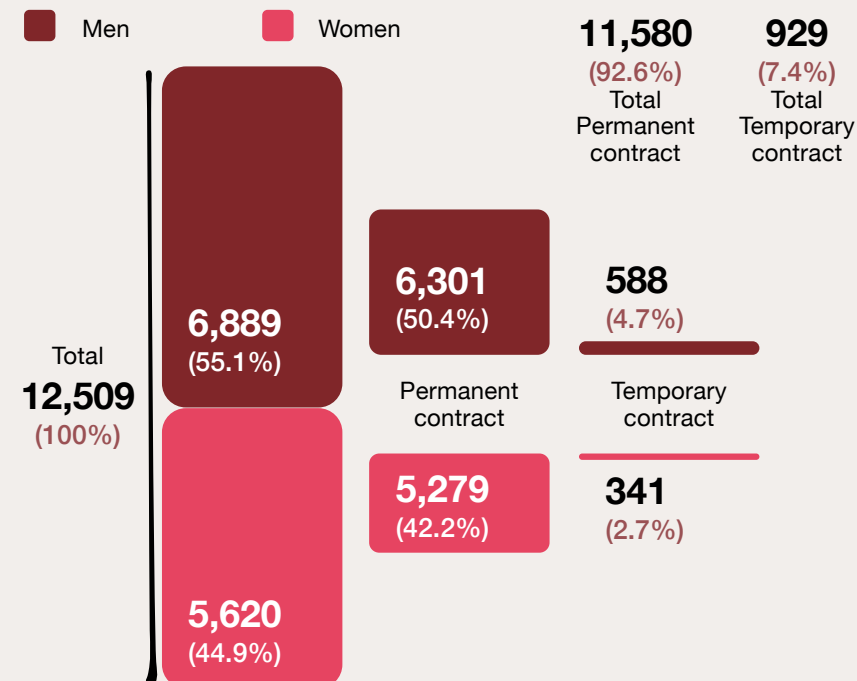
At the end of the year, 31.1% of the company's total number of employees were covered by collective bargaining agreements. For those employees not covered by collective bargaining agreements, working conditions and terms of employment were established on an individual basis, according to the functions of each position and the labor market.

Grupo Herdez® does not have part-time employees or non-guaranteed working hours. To compile the data, the final information for the reporting period (2024) is taken into account, with full-time equivalent units based on the internal payroll system.

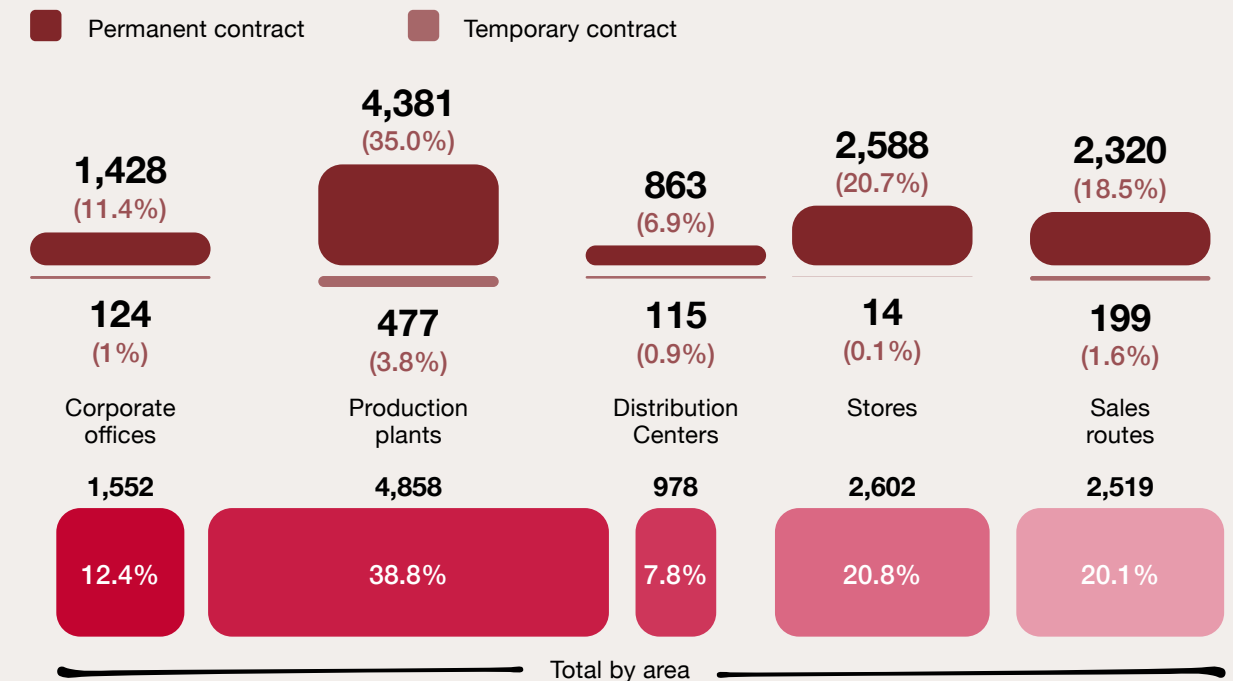
## Employees, by age group and gender



## Employees, by gender and type of contract



## Employees, by work location and type of contract





# Awards and Recognitions



**Estelar Packaging Award** (Premio Envase Estelar) from the Asociación Mexicana de Envases y Embalaje (AMEE), for the reduction of plastic in the bottle and cap of the Member's Mark spice line for Sam's Club.



**Position #25** in Merco's Ranking of Companies in Mexico That Best Attract and Retain Talent, **and #5** within the food sector.



**Position 18** in Merco Empresas' Ranking of Companies With the Best Corporate Reputation in Mexico, **and #4** within the food sector.



**Exceptional Practice Distinction** (Distinción Práctica Excepcional) for the project Un Legado Más Fuerte, as part of the "Empresas Excepcionales" contest organized by the Instituto para el Fomento de la Calidad (IFC).



**Position #3** in the food sector of Merco's ESG Ranking, **and #11** among the most responsible companies overall.



**Urban Forest Award** (Premio Bosque Urbano) from Bio Pappel, received for the third consecutive year.



**Position #16** in the food and beverage sector of Newsweek's World's Most Trusted Companies ranking (Spanish edition).



**Effie Awards Latin America** Media Innovation category, awarded to Embasa® for the "Billboards" campaign.



McCormick® was ranked among the **Top 10** Most Consumed Brands in Mexico according to Kantar Brand Footprint.



Time line

In 2024 we celebrated the 110th anniversary of Grupo Herdez® with a listing on the Mexican Stock Exchange, a milestone that reflects our solid track record and leadership.

The history of Grupo Herdez® is like a Tree of Life in continuous growth: its firm roots symbolize its strength and principles, a strong trunk reflects the power of the present, and branches that extend toward the future represent innovation and constant growth. Each leaf is an achievement, and each fruit, a renewed commitment to sustainability, quality, and community.



# Message from Senior Management

GRI: 2-22



**Héctor Hernández-Pons Torres**  
Chairman of the Board and Chief Executive Officer of Grupo Herdez®

## What did 2024 represent for Grupo Herdez® in the context of its 110 years of history?

As we commemorate our 110th anniversary, 2024 was a year of reflection and celebration. It was marked by political and economic uncertainty in Mexico and the world, volatility in financial markets, supply chain disruptions, inflationary pressures, and the impacts of climate change that affected the availability and prices of raw materials.

True to its history, Grupo Herdez®, demonstrated its capacity for adaptation and resilience in the face of these adversities, through the focus and extraordinary performance of the team of more than 12,000 employees who build the future of our company.

As part of this celebration, we not only honor the legacy that has brought us this far, but also reaffirm our commitment to the transformation we must embrace to ensure the long-term sustainability of the business.

More than 60 years ago, our success as a distributor of national and international brands led us to transcend the borders of our business to start producing our own products under the Herdez® brand. Today, the Group is comprised of more than 20 proprietary brands and 1,500 products, with which we hold the number one or two in market

share position in Mexico in categories that account for nearly 70% of our sales. In the United States, we are leaders in the authentic Mexican food category in categories such as mole, nopalitos and guacamole.

Faced with the undeniable reality of the effects of climate change on food production systems, Environmental, Social and Governance (ESG) management is no longer a complement to business strategy, but a strategic pillar. In this regard, and aware of the relevance of making our water consumption more efficient, I especially recognize the exceptional collaboration between our Operations and Sustainability areas, as their joint effort was fundamental to achieve the annual goal of reducing water consumption per ton produced, closing the year with a consumption of 2.06 m³ per ton produced, which represented a cumulative reduction compared to the base year (2018) of 21.7%.

More than ever, this year underscored that the most valuable asset of Grupo Herdez® is its people. The year was a testament to the commitment, adaptability and resilience of our employees, who were the driving force in navigating both external challenges and internal transformation processes. Their dedication brought our culture to life and kept our legacy alive.



### What are the three main achievements of 2024 for Grupo Herdez®?

2024 was a record-breaking year. **Our net sales reached a record \$37.425 billion pesos**, an increase of \$1.212 billion pesos compared to the previous year. **We achieved a gross margin of 40.0%, our highest in almost a decade.** This translated into operating and EBITDA margins of 13.9% and 17.4%, respectively.

In addition, we achieved a new milestone in cash flow generation. **Consolidated free cash flow amounted to \$3.657 billion pesos, equivalent to 9.8% of sales.** This solid cash generation gave us the flexibility to distribute \$487 million pesos in dividends to our shareholders, reinvest in the

company's growth through a \$395 million peso share repurchase, and strengthen our financial position.

Lastly, thanks to an unprecedented multidisciplinary collaboration, we maintained business continuity and service excellence while preparing for the implementation of the new ERP system, one of the biggest transformations in our history. **Our fill rate remained above 98%.**



### How have the people who make up Grupo Herdez® contributed to the success and positioning of the organization?

At Grupo Herdez® we recognize that our most valuable asset is our people. Each one of our 12,509 employees, with their talent, experience and commitment, were fundamental to our achievements this year.

Our commercial success, evidenced by the increase in sales even in an economic environment where consumption slowed down, was directly driven by the more than 2,500 employees who directly served our customers' points of sale nationwide.

The efforts of this team not only ensured extensive coverage and capillarity in the market, but their customer knowledge and on-site execution have been crucial throughout our history to maintain and expand our leadership and brand presence.





The 46.7% of our employees, who are located at the heart of the operation (plants and distribution centers), were the driving force that ensured the availability, quality and efficiency of our products. Their daily commitment **boosted operational efficiency, which is fundamental to the profitability, competitiveness and sustainability of Grupo Herdez®.**

We have cultivated an organizational culture that prioritizes collaboration, continuous learning and mutual respect. In this regard, **the operational contribution of the Environmental Control, Safety and Hygiene (CASH, for its Spanish acronym), operations, maintenance and training teams at each company location** was fundamental to achieving the water efficiency target linked to the sustainability bond commitment, issued in 2022.



### What key sustainability milestones did Grupo Herdez® reach in 2024, and how do these achievements drive your future commitments?

In terms of sustainability, 2024 represented a year of significant progress for Grupo Herdez®, marking milestones that reinforced our commitment to join efforts to address the impacts of climate change, an increasingly critical challenge for the global food industry.

**One of the most relevant achievements was the improvement in water usage efficiency. We achieved a consumption of 2.06 m³ per ton produced,** which represented a cumulative reduction compared to the base year (2018) of 21.7%. Today we demonstrate, with tangible results, that the coordination of finance and sustainability generates real value.

Along the same lines, we achieved a remarkable 25.1% reduction in our CO<sub>2</sub> emissions of Scope 1 compared to the previous year, thanks to the successful transition from fuel oil to natural gas at our Santa Rosa Tomates and Santa Rosa Vegetales plants, which account for 37% of total production volume. This action not only reduced our carbon footprint immediately but also laid the groundwork for greater decarbonization in the coming years.

**In the agricultural sector, our Sustainable and Regenerative Agriculture Program impacted more than 8,000 hectares of crops in 2024, three times our impact in the previous year. 80% of our**

suppliers optimized water usage through irrigation technification, 69% used electricity from renewable sources, and 49% established areas for the conservation of pollinating insects and beneficial organisms.

**This year we also launched the “Crediproveedores” program, through which we seek to promote the adoption of sustainability practices in our chain value.** During the year, 41 suppliers joined the program, with 12 of them categorized as sustainable suppliers. These suppliers accounted for a total of \$188 million pesos in published invoices and \$81 million pesos discounted with a preferential discount rate for committing the adoption of ESG criteria and actions in their businesses.

All these actions and results reflect our commitment to the development of an aligned and sustainable value chain.

On the other hand, we started the implementation of the new International Financial Reporting Standards (IFRS) related to sustainability, specifically IFRS S1 and IFRS S2, which will come into force in 2026. As part of this process, in 2024 we initiated a dual materiality analysis (financial and impact) and a detailed analysis of risks and opportunities related to climate change, which will allow us to further align our sustainability strategy with international best practices.





### What are the main objectives of the digital transformation projects and implementation of the new ERP?

The core objectives of this technology investment are to redesign and unify our key processes (from supply chain to finance) on a single platform to make more agile, data-driven decisions. The goal is to eliminate redundancies, automate tasks and standardize best practices across the organization to drive profitability, strengthen competitiveness and optimize the end-to-end value chain.

In the last five years, we have used Artificial Intelligence (AI) and Robotic Automation (RPA) solutions in the commercial area to predict demand, analyze trends and the competitive environment; in the supply chain, to manage inventories, plan production and transportation routes, among other relevant company processes.

Going forward, and as the implementation of these tools advances throughout our business, we will be able to optimize investments in the market, as well as develop, improve and accelerate product launches; we will also be able to perform predictive maintenance and improve quality control by monitoring production processes in real time.

Last but not least, in the areas of administrative services, repetitive processes will be automated, portfolio behavior will be predicted, fraud and irregular activities will be prevented, the behavior of assets, economic variables and inputs will be estimated, and financial and operational risks will be managed, among many other applications.

### What challenges do we foresee for the next 12-18 months and what are you doing to face them?

The global and national landscape presents complex dynamics. While we recognize the challenges inherent in the current environment, our focus lies on the exciting opportunity for our net sales growth to be driven largely by volume.

While we anticipate slight pressure on operating and EBITDA margins stemming from the cost environment, foreign-exchange pressures, and strategic spending associated with logistical expansion and the crucial implementation of our new ERP, we are well positioned to manage it effectively. In fact, we project an improvement in consolidated net income, which will be driven by favorable factors such as the normalization of key prices like avocados and the continued operating efficiencies we continue to reap, particularly in the MegaMex businesses, which are fundamental to our export segment, which in recent years had experienced strong impacts on our bottom line.



In the macro environment, we anticipate persistent inflation, foreign-exchange pressures, as well as the effects of other supply-chain disruptions such as droughts, avian flu, and tariff agreements, which will exert continued pressure on our raw-materials, packaging, logistics, and energy costs. Global economic volatility and the latent risk of a slowdown or recession in key regions will represent a potential decrease in consumer demand. However, **I have full confidence in the capability, talent and dedication of all our teams to rigorously manage costs, embrace technological tools and a new digital culture with the consumer at the center of the strategy; strengthen supplier relationships to implement best sustainability practices; and find operational efficiencies at every stage of our value chain**, thereby laying an even stronger foundation for the competitiveness, efficiency and sustained growth of Grupo Herdez®.



### What is Grupo Herdez® vision for the next 5 years and what key strategies will be implemented to achieve it?

Over the next five years, Grupo Herdez® will continue to focus on consolidating and expanding its leadership in the Mexican market, as well as bringing the best of its food to the world. To achieve this, we will implement key strategies in several areas, including commercial, technology and sustainability.

**First, we will seek to strengthen our connection with consumers, both current and future generations.** We expect to maintain a solid growth trajectory in net sales through 2025, with the ambition of achieving significant expansion by 2030. Achieving these objectives will require focus, perseverance, dedication, active listening, analysis, innovation and a great capacity for adaptation.

**Second, we will continue to invest in digital transformation to optimize operations and improve our responsiveness.** The implementation of the SAP operating model, which will conclude this year in key business processes, will provide us with real-time data visibility and accessibility, fostering agile decision making, as well as localizing efficiency opportunities.

This commitment to the future is also reflected in a robust CapEx plan estimated at \$1.5 to \$2 billion by 2025. Of this amount, \$500 million will be allocated to the ERP migration, and the remainder will be tactically allocated to drive future growth by increasing capacity in the export sauce line, installing the new long pasta line for the Barilla® partnership, and remodeling key stores in the Impulso® segment.

**Finally, in the area of sustainability, alliances and teamwork will be key.** For this reason, in addition to meeting our commitment to reduce our annual water consumption, in 2025 we will initiate an ambitious decarbonization project that will require the joint and active effort of the entire value chain to reduce our carbon footprint.

Together, shareholders, employees, partners, customers, suppliers and consumers of Grupo Herdez®, we are building a legacy of trust, quality and excellence that spans more than 110 years.

Proud of our history and excited about the future, I invite you to continue to be part of this exciting journey.



# #WithAllConfidence ...it's Grupo Herdez®



## Economy



**\$37.4 billion** pesos in net sales, +\$1.2 billion vs. 2023

**40%** gross margin, the highest in nearly a decade

**\$3.7 billion** pesos in free cash flow, 9.8% of sales

**\$5.1 billion** pesos in Impulse segment sales, +9.1%

**\$3.4 billion** pesos in exports, +24.7%

**\$15.0 billion** pesos in gross profit, +6.3%, gross margin: 40.0% (+1.1 pp)

**\$5.3 billion** pesos in operating income, +5.1%, margin: 13.9%

**\$6.5 billion** pesos in EBITDA, +5.1%, margin: 17.4%

**39.4%** gross margin in Preserves, +1.1 pp, driven by higher volumes

## Talent



**100%** return-to-work rate after maternity/paternity leave

**-3.2** percentage points in turnover rate, improving to 17.9%

**100%** of plants awarded the ELSSA Distinction by the IMSS

**4,041** new hires 66% under age 31

**\$23.3 million** pesos invested in training

**100%** gender pay parity in stores

**25.5** average training hours per employee

## Community & Consumers



**+100** agricultural projects supported through Saber Nutrir®, benefiting more than 280 families

**8,528** students reached through nutrition talks

**627,325** kilos of food donated — +142,000 people benefited

**100%** of product portfolio assessed for consumer health and safety

**13** out of 16 production facilities certified under FSSC 22000

**"Better for You"** and **"Clean Label"** programs underway

**57.6%** of agricultural raw materials came from sustainable and regenerative farming

**+8,000** hectares impacted, +337% vs. 2023

**381.67** tons of plastic waste recycled in the field, +38%

**-13.98%** in total energy consumption vs. 2023

**-18.37%** in energy intensity

**-10.04%** in CO<sub>2</sub>e emissions (Scope 1 and 2)

**98.1%** of packaging is recyclable and/or reusable

**+13.26%** of recycled content in packaging

**2.06 m<sup>3</sup>** per ton produced in 2024 — exceeding the annual goal of 2.10 m<sup>3</sup>/Tn and reducing water intensity by an additional 1.9%

**\$3.0 billion** pesos: value of the sustainability-linked bond issued in 2022 — the first of its kind in the Mexican food industry

**-26.4%** in total water consumption, a cumulative decrease between 2022 and 2024 (from 530.67 to 390.50 megaliters), despite production growth



## Environment

# Analysis of the Financial Year Ended December 31, 2024

In 2024, consolidated net sales reached a record \$37.425 billion, up 3.3% from the previous year. This performance reflects the sector's resilience in a macroeconomic environment characterized by stable domestic consumption despite inflation and the economic slowdown.

During the year, sales in the Conservas' segment remained stable, reaching \$28.945 billion, representing a slight growth of 0.4%. This result is largely due to the good performance of categories such as vegetables, spices and ground tomato, which together offset the lower volume of mayonnaise during the fourth quarter. The price club and self-service channels were the best performers throughout the year.

For the full year, Impulso's sales grew 9.1%, reaching \$5.102 billion. During 2024, Helados Nestlé sales were boosted by the good performance in

convenience and Take-Home products in self-service, while in retail the recovery continued with a sustained increase in store visits and average ticket, particularly in Cielito Querido Café.

Export sales totaled \$3.378 billion, a growth of 24.7% compared to 2023. In dollar terms, sales grew 4.6% in the quarter and 20.7% in the year to date. Throughout 2024, the best performing categories were salsas, mole and mayonnaise, the latter standing out for its expanded distribution in new regions of the United States.





At the end of the year, Conservas represented 80%, Impulso 13% and Export 7% of total net sales, a mix very similar to that recorded in 2023.

Consolidated gross margin increased 1.1 percentage points to 40.0%. In Canned Foods, the margin grew 1.1 percentage points to 39.4%, driven by higher volumes and a reduction in key raw material costs, mainly soybean oil, during the first three quarters of the year. The margin expansion trend in Impulso continued for the fourth consecutive year, closing the year at 60.1%. In Export, gross profit doubled compared to the previous year, reaching a margin of 14.1%, 4.5 percentage points above year-end 2023. This result was driven by the aforementioned increase in mayonnaise and sauces sales volume and a favorable exchange rate.

Consolidated general expenses represented 26.0% of net sales, 0.9 percentage points higher than in 2023. This increase was mainly due to commercial initiatives aimed at stimulating demand, as well as expenses related to store maintenance in the Impulso segment.

Operating income grew 5.1% to \$5.28 billion, with a margin of 14.1%, 0.2 percentage points higher than in 2023. This performance is mainly attributable to the recovery of the gross margin in canned foods and the expansion of margins in exports.

Net comprehensive financing cost amounted to \$804 million, 10.4% higher than in 2023 due to a higher foreign exchange loss generated by the revaluation of liabilities at the period-end exchange rate.

Equity in income of associates totaled \$409 million, a reduction of 47.0%, mainly due to gross margin pressure from the increase in the cost of avocados and the slowdown in the rate of growth of sales in MegaMex.

Consolidated net income and majority net income grew 0.7% and 3.0%, closing at \$3.348 billion and \$1.360 billion, respectively. The consolidated and majority net margins were 8.9% and 3.6%, respectively.

Earnings before interest, taxes, depreciation, amortization, depreciation and amortization (EBITDA) for the year totaled \$6.529 billion, 5.1% higher than in 2023, and represented 17.4% of net sales, 0.3 percentage points higher than in the previous year.

Net investment in assets totaled \$636 million and was mainly allocated to the digital transformation project and the implementation of the new ERP, the reconversion of packaging in the Doña María mole line, the opening of stores, and the installation of the new long pasta line.

As of December 31, 2024, the cash position reached \$3,287 million, \$1,301 million more than in 2023. Consolidated financial debt decreased to \$9.5 billion.

Free cash flow amounted to \$3,657 million, \$472 million above the previous year. This was mostly due to improvements in working capital, which allowed us to use \$487 million to pay dividends and \$395 million to repurchase shares.

At the end of the year, debt was 100% Mexican peso-denominated, of which 63% was fixed-rate. In addition, 42% of consolidated debt is linked to sustainability. In 2024, water consumption per ton produced was 2.06 m<sup>3</sup>/ton, 1.9% below the target of 2.10 m<sup>3</sup>/ton established under the HERDEZ 22-2L and HERDEZ 22L sustainability-linked bond. Consolidated net debt to EBITDA was 1.1 times, while net debt to consolidated stockholders' equity remained at 0.4 times.

The annual shareholder return considering dividends and share repurchases was 5.3%.



# #WhatWeHaveWithin

is the commitment to doing what's right

BALANCE



At Grupo Herdez® we know that the value of what we carry within us lies in the solid commitment that defines us and encourages us to act with integrity. This commitment is the basis of the trust that, for more than a century, we have built with our stakeholders.

We act with transparency and accountability, ensuring that every decision is governed by best corporate governance practices and strict adherence to the law. We understand that compliance is not only an obligation, but a valuable way to contribute to our country.





# Corporate Governance

GRI: 2-9, 2-10, 2-11, 2-12, 2-15, 2-19, 2-20

## Governing Body and Committees

### Board of Directors



Represents the highest corporate governance body, responsible for monitoring and complying with ethics, as well as making strategic decisions to define the course of the company, promoting legality, transparency and the generation of value. It holds ordinary quarterly meetings and may call extraordinary meetings when necessary. In these meetings, in addition to monitor the main indicators, progress in sustainability matters is presented. It is directly supported by the Corporate Practices and Audit Committees for efficient management and compliance with objectives. We also have intermediate committees responsible for monitoring the management and execution of the Group's strategic objectives.

### Auditing Committee



Provides support, opinion and advice on internal control and auditing, accounting policies, review of financial statements, hiring of external auditors and risk management. Oversees information and communication policies with shareholders and the market, ensuring transparency and regulatory compliance.

### Corporate Practices Committee



It is in charge of giving its opinion on the designation and retribution of the Chief Executive Officer and relevant executives, as well as evaluating operations with related parties and the use of company assets. It is empowered to convene the Shareholders' Meeting, prepare annual reports and provide support to the Board of Directors in the preparation of its reports, in compliance with regulations.

### Internal Auxiliary Committees



At Grupo Herdez® we have several internal auxiliary committees, which allow us to align strategies to meet our objectives. In these committees, we address key issues such as finance, management, marketing, innovation, supply chain, strategic planning, information technology, sustainability and human resources.



Composition of the board and committees

Board of Directors



9

members

2

executives

7

independents

Seniority of directors:  
between 8 months and 34 years

Auditing Committee



3

independent members

Seniority of directors:  
between 21 and 32 years

Corporate Practices Committee



4

members

2

executives

2

independents

Seniority of directors:  
between 5 and 21 years



67% of the members of the Board of Directors are independent, while the Auditing and Corporate Practices Committees are 100% and 50% independent, respectively.



# Directors 2024

## Heritage



**Héctor Hernández-Pons Torres**  
(Mexican)  
Age: >50  
Governing body:  
Corporate Practices Committee  
Responsibility:  
Chairman of the Board of Directors and Chief Executive Officer

Member since: 1991

**Enrique Hernández-Pons Torres**  
(Mexican)  
Age: >50  
Governing body:  
Corporate Practices Committee  
Responsibility:  
Vice-Chairman of the Board of Directors

Member since: 1991

**Flora Hernández-Pons de Merino**  
(Mexican)  
Age: >50  
Governing body:  
Board of Directors  
Responsibility:  
Director of the Board of Directors

Member since: 2004

## Independents



**Enrique Castillo Sánchez-Mejorada**  
(Mexican)  
Age: >50  
Governing body:  
Board of Directors

Member since: 1991

**Eduardo Ortiz Tirado Serrano**  
(Mexican)  
Age: >50  
Governing body:  
Audit Committee  
Responsibility:  
Internships

Member since: 2003

**Michael Bernhard Jost**  
(Mexican)  
Age: >50  
Governing body:  
Audit Committee

Member since: 2019

**José Roberto Danel Díaz**  
(Mexican)  
Age: >50  
Governing body:  
Head of Corporate Governance, Chairman of the Auditing Committee and of the Corporate Practices Committee  
Responsibility:  
Chairman of the Corporate Practices and Auditing Committees

Member since: 2003

**Luis Rebollar Corona**  
(Mexican)  
Age: >50  
Governing body:  
Corporate Practices Committee  
Responsibility:  
Environmental Practices

Member since: 2004

**Ángela Gómez Aiza**  
(Mexican)  
Age: >50  
Governing body:  
Board of Directors

Member since: 2024

At the Annual Ordinary General Shareholders' Meeting of Grupo Herdez® in April 2024, the resignation of Anasofía Sánchez Juárez as an independent member of the Board of Directors was approved and Ángela Gómez Aiza was designated to occupy this position, thus maintaining the 15% of women on the Board of Directors.

## Designation of Members

Considering criteria of diversity and independence, as well as the opinion of the shareholders, the appointment, ratification or revocation of the members of the Board of Directors is made annually at the General Ordinary Stockholders' Meeting. The selection is based on experience and professional prestige, ensuring that the independent members operate with autonomy and without conflicts of interest. Likewise, the Board of Directors has the power to designate, remove or ratify the members of the committees, with the exception of their chairmen, whose decision is made at the General Ordinary Stockholders' Meeting.



### Compensation

According to the company's bylaws, the Corporate Practices Committee validates the compensation of key executives, including the CEO, as well as the members of the Board and its committees. In 2024, for the first time, a sustainability objective (reducing water consumption per tonne produced, as per the 2022 sustainable bonus) was linked to the variable compensation of key executives.

### Conflicts of interest management

Within the framework of the Code of Best Corporate Practices and in order to prevent conflicts of interest, each board member signs a declaration of absence of conflicts and the committees operate under regulations that delimit their functions and their relationship with the Board of Directors. We also have a Code of Ethics and a Conflicts of Interest Policy that is mandatory for all company employees.

Annually, the Company files with the Mexican Stock Exchange its Annual Report that informs about the Controlling Shareholders and transactions with related parties, which are also mentioned in the Report of the Chairman of the Corporate Practices Committee.

### Chairmanship of the Board

The Chairman of the Board of Directors is also the Chief Executive Officer, which allows him to efficiently coordinate the operations of the Group's business units and to leverage his knowledge of the management team. In his role as Chairman of the Board, he actively participates in defining corporate strategy. To avoid potential conflicts of interest, the Board of Directors has independent members. In addition, the Auditing Committee supervises compliance with the Group's policies and, in the event of any irregularity, analyzes the situation and takes the appropriate action.



# Ethical Behavior and Compliance

GRI: 2-23, 2-24, 2-26, 2-27, 3-3, 205-1, 205-2, 205-3

At Grupo Herdez®, our essence is defined by honesty, integrity, ethics and transparency in every decision, in every process and in every relationship. For this reason, we have built a solid compliance framework that guides us, protects us and allows us to move forward while respecting the institutional framework and preserving accountability.

## An Ethical Framework that Defines Us

Our way of doing business is supported by a solid Code of Ethics and various policies that regulate the activities of all our employees, including our suppliers. These guidelines ensure that we operate in strict adherence to legal regulations, in strict compliance with the law, always protecting human rights.

In order to ensure that every action reflects our values, to prevent any non-compliance we have complaint mechanisms and a secure channel to report possible acts contrary to our expected ethical behavior.

At Grupo Herdez® we are committed to create a work environment where each person is valued and respected.

This commitment, which we extend to our entire value chain, is reflected in our Code of Ethics, Supplier Code, Human Rights Policy and Diversity and Inclusion Policy.

## Anticorruption

Integrity and transparency guide the way we do business. We are committed to prevent and combat corruption in all its forms; therefore, we have policies, manuals, procedures, information systems and an internal control area, as well as a reporting hotline.

Through our channels of trust, last year we identified 10 complaints of different levels associated with corruption, with the following results by the end of 2024:

- We applied corrective actions in seven of the cases; three were still under review and defining actions at the beginning of the following year.
- One employee was reprimanded and 11 others were dismissed.
- In two of the cases we terminated the relationship with the supplier.

# Policies that Guide Our Way

Compliance with our policies is rigorously monitored. They are approved by the relevant manager area, the Chief Executive Officer and, in certain cases, on the recommendation of the Committees and the Board of Directors.

In line with this commitment, building a fair, equitable and respectful work environment is a shared responsibility. Therefore we invite our employees, partners, suppliers, customers and contractors to support our policies and join us in this effort.

As part of this co-responsibility, all suppliers must sign our Supplier Code of Conduct, thereby ensuring the establishment of relationships based on ethical and sustainability principles.



## Our guides

Supplier Code of Conduct	Code of Ethics	Environmental Policy	Fraudulent Conduct Policy
Quality and Safety Policy	Economic Competition Policy	Stock Purchase and Sale Policy	Conflict of Interest Policy
Human Rights Policy	Energy Policy	Diversity, Inclusion and Non-Discrimination Policy	Advertising Ethics Policy
Illegal Payments and No Bribery Policy	Money Laundering Prevention Policy	Psychosocial Risk Prevention Policy	Personal Data Protection Policy
Gift Policy	Industrial Safety Policy	Legal Representation Policy	



## Diffusion and Training: Reinforcing Our Commitment



**Ethics is not only declared, it is practiced and constantly reinforced in every step we take.**

That is why, upon joining Grupo Herdez®, each collaborator receives the Code of Ethics, while Internal Auditing, through Internal Communication sends by email each new approved policy. Our policies are available on the website, while business partners are informed about these guidelines before establishing any relationship with Grupo Herdez®.

## Implementation and Supervision



### Ongoing training

We sensitize our teams through ethics and compliance training sessions.



### Contracts and agreements

Our commitments are formalized through agreements that promote adherence to our values.

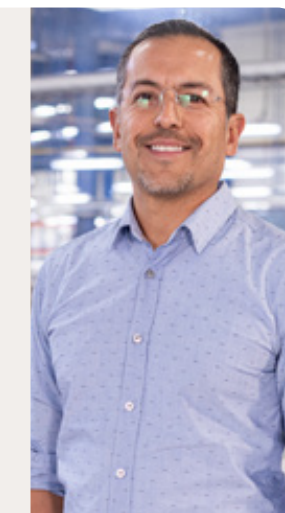
In order to ensure compliance with our policies, we have established control mechanisms at all levels.

### Internal supervision

The internal audit area receives and manages complaints and reports to the auditing committee to establish measures to be taken.

### Reporting channels

We have a secure and confidential mechanism to report any Non-compliance.



Ethics and Anticorruption Training

In 2024 we recorded a growth in training hours in all locations, emphasizing corporate and sales routes with more than 100% increase in training hours. The plants lead in training with almost 15,000 hours of training, equivalent to an average of 2.2 hours per employee.

In 2024 we reinforced our culture of legality with significant growth in ethics and anti-corruption training hours, especially in the operational labor category. This effort reflects our commitment to transparency and compliance, ensuring that each employee has the necessary tools to act with rectitude.

In 2024, employees received a total of 26,805 hours of ethics and anti-corruption training, an increase of 50.1% compared to 17,858 hours in 2023. When considering the number of employees, which went from 11,595 in 2023 to 11,987 in 2024, it can be seen that the growth in training proportionally exceeded the increase in employees.

Hours of training in ethics and anticorruption, by labor category							
Labor Category	Men (2023)	Women (2023)	Men (2024)	Women (2024)	Training hours (2023)	Training hours (2024)	Variation (%)
Operative	5,426	4,330	5,584	4,600	16,073	23,984.5	+49%
Operative-Normative	767	615	744	592	1,488	2,394.5	+61%
Tactic	204	127	209	134	264	368.5	+39%
Strategic	91	35	85	39	33	57.5	+74%

Note: Employees of Aires de Campo®, Interdeli®, Herpons and Saramano are excluded, since their information is not managed in the same master system as the rest of the Grupo Herdez® companies.

Hours of ethics and anticorruption training, by job location											
Location	Men 2023	Women 2023	Unionized 2023	Training Hours 2023	Total 2023	Men 2024	Women 2024	Unionized 2024	Training hours 2024	Total 2024	Variation hours (%)
Plants	2,100	2,289	3,297	7,863	4,389	2,220	2,396	3,522	14,787	4,616	+88%
Distribution centers	640	293	288	2,345	933	650	328	222	3,022	978	+29%
Corporate	733	637	0	1,023	1,370	672	600	0	1,991	1,272	+103%
Sales routes	2,016	481	0	1,332	2,497	2,003	516	0	2,702	2,519	+102%
Stores	999	1,407	0	5,297	2,406	1,077	1,525	0	4,303	2,602	-18%

Note: Employees of Aires de Campo®, Interdeli®, Herpons and Saramano are excluded, since their information is not managed in the same master system as the rest of the Grupo Herdez® companies.



# Training programs



## Code of Ethics

Aimed at new employees, it seeks that our collaborators understand the mission, vision, values and guidelines of the Grupo Herdez® Code of Ethics, in addition to the use of the Trust Line.

## Culture of Legality Forming citizenship

Raises awareness of the impact of individual actions on corruption and promotes measures to prevent and eliminate it. Reinforces the Code of Ethics and the Trust Line as key reporting mechanisms.

## Annual Endorsement of the Code of Ethics Our commitment

Micro-course designed to review the guidelines of the Code of Ethics and the use of the Trust Line, allowing employees to identify and report acts contrary to the rules.



Promoting ethics is not just a practice, it is part of who we are.

**#WhatWeCarryWithinUs**  
guides us in every decision and allows us to consolidate a culture based on trust, responsibility and respect.

# Línea CONFIANZA (TRUST Line)

At Grupo Herdez® we know that trust is built with facts. Therefore, we reinforce our culture of ethics and integrity through an anonymous and secure reporting channel, as well as semi-annual reports from the Auditing area. Each case is analyzed with documentary evidence, interviews and internal audits. When irregularities are confirmed, we apply disciplinary measures and, if necessary, terminate business relationships with suppliers and employees involved in conflicts of interest. In parallel, we constantly monitor our anticorruption policies to ensure their continuous improvement.



**Línea CONFIANZA  
(TRUST Line):  
800-2663-42692  
800-266-3426**

**Email  
confianza@herdez.com**

**Suggestion box in plants and  
distribution centers**

**Direct emails to the various  
management areas**

463

reports received during  
the year:

79.3%  
complaints

20.7%  
denunciations

256

e-mail reports  
confianza@herdez.com,  
related to conflict of  
interest, lack of probity,  
and misappropriation  
of assets.

40

consumer  
complaints handled  
by the Quality area.

183

reports through the TRUST  
Line, related to conflict of  
interest, lack of probity and  
misappropriation of assets.

24

reports through other  
means, related to conflict of  
interest, lack of probity and  
misappropriation of assets.

95%

of cases resolved  
by the end of 2024.

Data processing through the  
different mechanisms is carried  
out under confidentiality criteria.



## Commitment to Ethics and Compliance

At Grupo Herdez®, honesty is not just a value, it is an essential part of what we carry within us. Our commitment to ethics and transparency is reflected in training programs designed to strengthen the culture of compliance and accountability at every level of the organization.

In addition to our Ethics and Anticorruption training, we implemented communication and training strategies through the Herdez University to reinforce the knowledge and application of our Code of Ethics throughout the organization. These initiatives include communications on the type of complaints received, micro-visuals with Code of Ethics guidelines, information on access to reporting channels on information boards and talks on mission, vision and values, which we call “Let’s Talk with the H” (“Hablemos con la H”).



### Evidence-based research

We apply a rigorous approach that integrates documentary analysis, interviews and field audits, guaranteeing transparency and objectivity in each evaluation.

### Specialized advice

Our Human Resources, Internal Auditing and Management teams provide strategic support to ensure that every decision and action is aligned with our values and regulations.

In order to strengthen our corporate culture, we have a compliance system based on three pillars:

### Dissemination and accessibility

We promote our compliance culture through the Code of Ethics, Supplier Code of Conduct, corporate website, mobile application and institutional notices so that every employee has access to the company’s best practices and guidelines.

# Associations

GRI: 2-28

## Associations and Organizations



### Industrial



Asociación Mexicana de la Cadena Productiva del Café (AMECAFE)

Member since: 2012

Cámara Nacional de Fabricantes de Envases Metálicos (CANAFEM)

Member since: 2012

Asociación Mexicana de Industriales de Galletas y Pastas (AMEXIGAPA)

Member since: 2012

Asociación Nacional de la Industria de Suplementos Alimenticios (ANAISA)

Member since: 2012

Cámara Nacional de la Industria de Conservas Alimenticias (CANAINCA)

Member since: 2008

Cámara Nacional de Industrias de la Leche (CANILEC)

Member since: 2012

Consejo Mexicano de la Industria de Productos de Consumo (CONMEXICO)

Member since: 2008

Consejo Nacional de Producción Orgánica (presided by SAGARPA)

Member since: 2012

Federación Internacional de Movimientos en Agricultura Orgánica (IFOAM)

Member since: 2012

Movimiento Orgánico Mexicano

Member since: 2012

### Corporate



Asociación Mexicana de Estándares para el Comercio Electrónico (AMECE)

Member since: 2012

A Favor de lo Mejor

Member since: 2012

Foreign chambers of commerce: Canadian, British, Spanish and American

Member since: 2012

Confederación de Cámaras Industriales (CONCAMIN)

Member since: 2009

Consejo Coordinador Empresarial (CCE)

Member since: 2012

Consejo de la Comunicación Voz de las Empresas

Member since: 2012

### Sustainability



Alianza Éntrale

Member since: 2017

Comisión de Estudios del Sector Privado para el Desarrollo Sustentable (CESPEDES)

Member since: 2012

Compromiso Empresarial para el Manejo Integral de Residuos Sólidos

Member since: 2012

Consejos de Cueva (at CONAGUA)

Member since: 2012

Ecología y Compromiso Empresarial (ECOCE)

Member since: 2012

Iniciativa GEMI (voluntary business initiative for the sustainable management of supply chains)

Member since: 2012

United Nations Global Compact

Member since: 2012

CFO Coalition for the SDGs

Member since: 2022



# #WhatWeHaveWithin

is strategic direction and long-term value

# STRATEGY

At Grupo Herdez®, sustainability is more than a commitment it's what we have within. We work under guiding objectives and a strategic framework that have allowed us to gradually transition our operations to mitigate risks and ensure the long-term sustainability of our business.

We are driven by the purpose of being passion, culture, and a global benchmark in sustainable development innovation.





# Focus on Sustainable Development

GRI: 2-13, 2-14, 2-16, 2-25, 2-29, 3-1, 3-2



Achieve operational and strategic management that ensures long-term business sustainability.



## Guiding Objectives

Identify and mitigate the social and environmental risks of our operations.

Drive sustainability innovation projects through our brands.





# Strategic Framework

We have aligned our strategy with 7 of the 17 United Nations Sustainable Development Goals (SDGs), grouped into three core pillars that guide our efforts: People, Community, and Planet.

## People



We are committed to gender equality and the promotion of inclusive and sustainable economic growth, full and productive employment, and decent work for all.

## Community



We are committed to ending hunger, achieving food security, and improving nutrition.

## Planet



We are committed to the sustainable management of natural resources, the adoption of sustainable consumption and production models, and climate action.



In 2022, with the issuance of our sustainability-linked bonds HERDEZ 22L and HERDEZ 22-2L, we committed to reduce our water consumption per ton produced by 25.0% by 2030, reaching 1.98 m³ per ton. Our baseline year is 2018, with a consumption of 2.57 m³ per ton. By the end of 2024, we achieved 21.7% progress toward this goal, with an intensity of 2.06 m³ per ton produced.

# Sustainability Committee

The Sustainability Committee is responsible for overseeing the implementation of our sustainability strategy. It is comprised of members of the Group’s Executive Committee and led by the Finance and Sustainability Office.

This department designs the strategy and coordinates efforts across Grupo Herdez®, working through interdisciplinary task forces with members from all departments.

These efforts are increasingly aligned with the Risk Committee, which has formally recognized climate change and the transition to a sustainable business model as priority risks.

## External Frameworks



Carbon Disclosure Project (CDP):  
Water C | Forest C | Climate Change D



Signatory to the United Nations  
Global Compact

C: We recognize and report risks, challenges, and  
potential environmental impacts.

D: We transparently report forest-  
related issues.



MSCI ESG Ratings: A



S&P Global Corporate  
Sustainability Assessment  
(CSA): 40 points



## Contribution to the Sustainable Development Goals (SDGs)

With the update of our strategy five years ago, we aligned our actions with the SDGs to standardize our contribution to the achievement of global goals. In 2022, we also joined the CFO Coalition for the SDGs, a UN Global Compact initiative that aims to mobilize corporate investment to accelerate progress on the Goals.



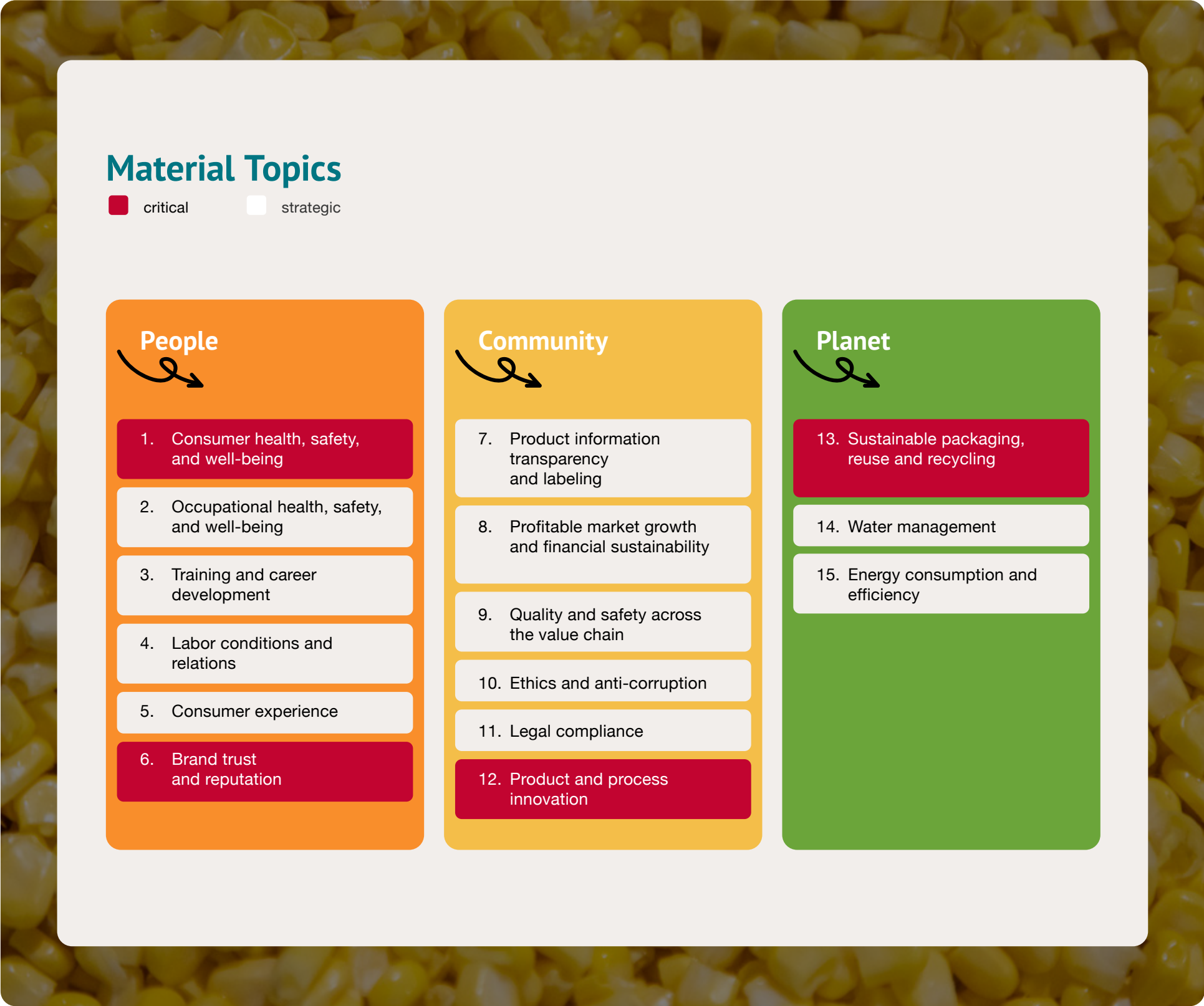
Note: SDGs (Sustainable Development Goals): United Nations 2030 Agenda.



# Materiality and Stakeholder

Aligned with the principles and processes of the Global Reporting Initiative (GRI), our materiality analysis has been a key tool in defining Grupo Herdez®’s strategy for the past six years. We are currently conducting a new assessment to update our material issues. The results will be disclosed in our next report.

The issues identified to date have guided our actions, enabling us to close gaps and strengthen our sustainability pillars, as reflected in our annual reports. Based on this approach, we have defined critical and strategic topics that shape our ongoing efforts to improve performance.





# Stakeholders

We recognize that the active engagement of our stakeholders is essential to create shared value and advance our sustainability commitments.

We maintain constant and transparent dialogue through various channels including our website, annual report, quarterly filings, email, and communication campaigns. This allows us to understand their expectations, share our progress, and strengthen mutual trust.

Shareholders/investors



Employees



Communities



Consumers



Customers



Suppliers



# Economic Performance

GRI: 201-1  
SASB: FB-PF-000.A,

## Economic Value Generated, Distributed, And Retained

	2024	2023
Revenues + (cash flows) from property sales + cash flows from financing activities	\$37,424,879	\$36,212,816
Other income (dividends collected, interest received, proceeds from asset sales, royalties)	\$1,327,719	\$1,700,799
Economic value generated	\$37,913,615	\$38,752,598
Operating costs (cost of sales, increase in accounts payable and suppliers)	\$22,916,753	\$23,405,684
Employee wages and social benefits	\$4,424,597	\$3,995,824
Payments to capital providers (dividends, interest, long-term loan repayments)	\$3,878,659	\$4,779,610
Payments to government (income taxes)	\$1,537,472	\$1,739,830
Community investments	\$79,798,818	\$31,959,088
Economic value distributed	\$113,230,835	\$65,205,500
Economic value retained	-\$75,317,220	-\$26,452,902



### Total production and sales volume in 2024

607,116  
Tons produced

615,606\*  
Tons sold

In 2024, demand for our products exceeded the total volume produced during the year. However, we successfully met this demand thanks to available inventory in our distribution centers (CEDIS).

\*Note: Tons produced refers to the total volume of goods manufactured. Tons sold refers to the total volume of products marketed.  
\* Does not include sales of the Blasón brand, as they are reported under the equity share of subsidiaries.

# 2024 Outcomes Highlights

Numbers stated in millions of pesos

## Net sales



Preserves	28,945
Impulse	5,102
Exports	3,378
Total	37,425



## Net Income



Majority	1,360
Minority	1,988
Consolidated	3,348

## UAFIDA



Preserves	5,787
Impulse	419
Exports	324
Total	6,529

## Free Cash Flow



Operating cash flow	4,293
CAPEX	636
Free cash flow	3,657

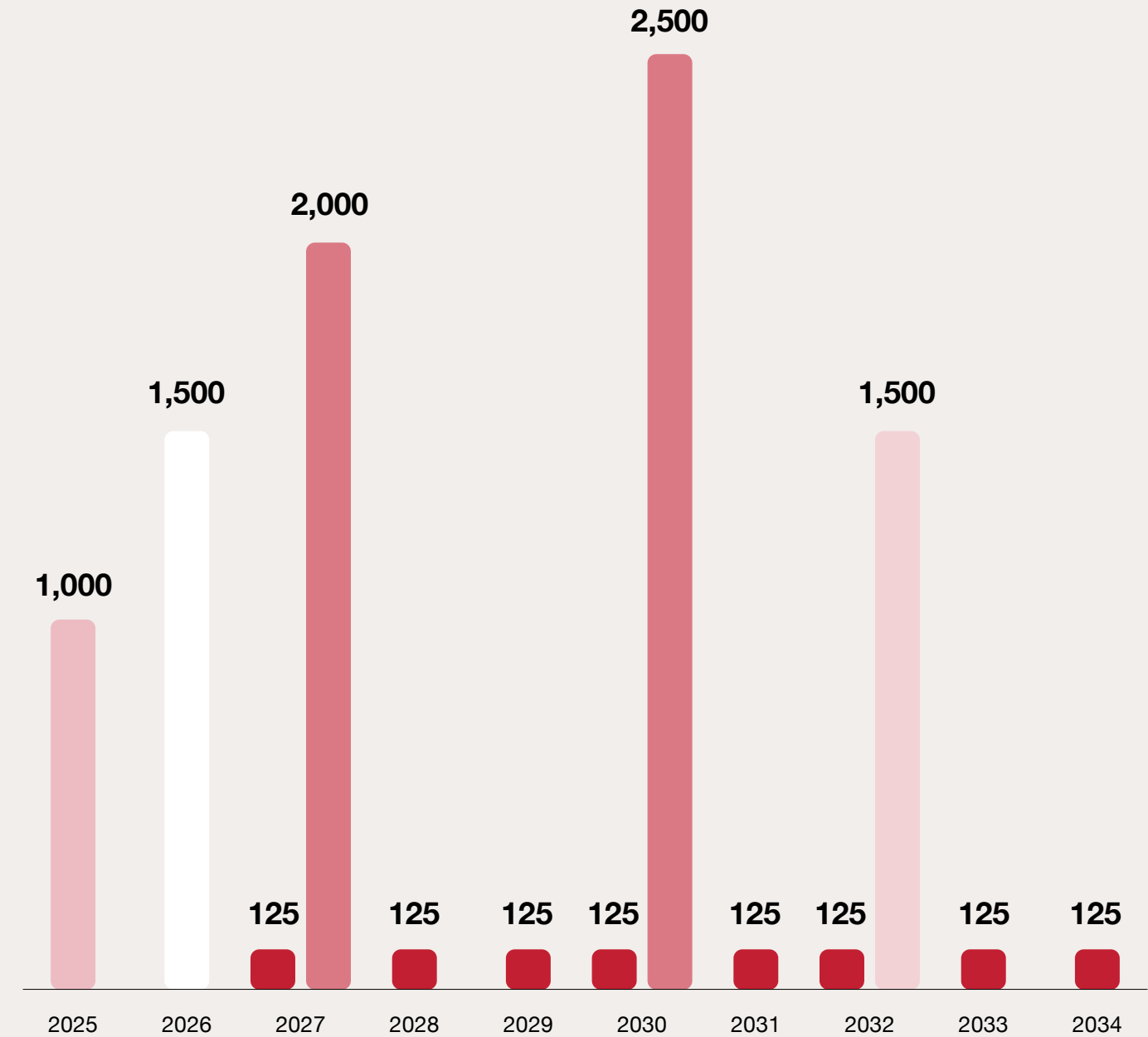
## Yield (%)



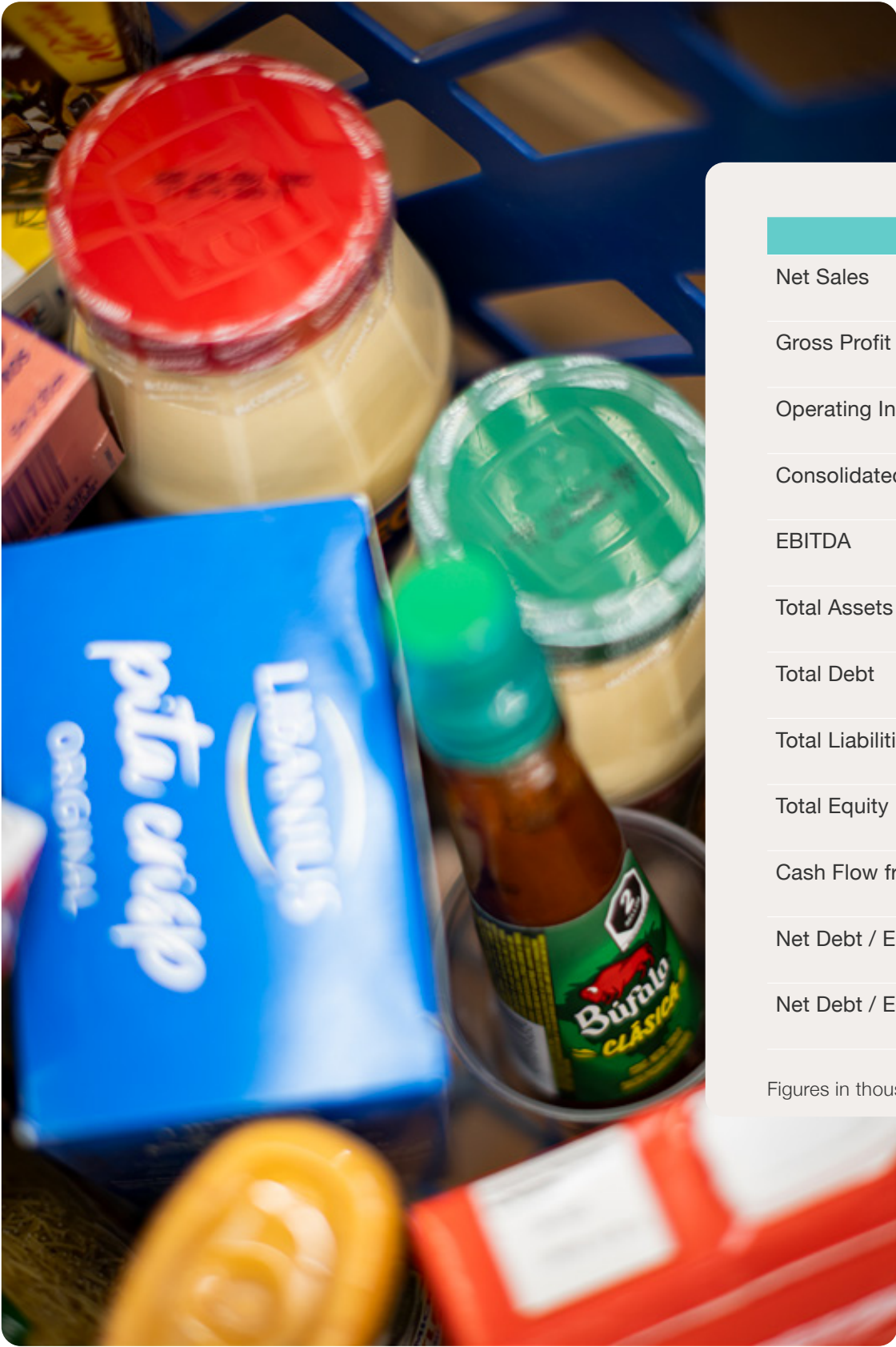
2022	5.3%
2023	4.0%
2024	5.7%

## Maturity profile

- BANCARIO
- HERDEZ 13
- HERDEZ 17
- HERDEZ 20
- HERDEZ 20 - 2
- HERDEZ 22L
- HERDEZ 22 - 2L







	2024	Margin (%)	2023	Margin (%)	Var(%)
Net Sales	37,425		36,213		3.3%
Gross Profit	14,961	40.0%	14,078	38.90%	6.3%
Operating Income	5,199	13.9%	5,022	13.90%	3.5%
Consolidated Net Income	3,348	8.9%	3,326	9.20%	0.7%
EBITDA	6,529	17.4%	6,214	17.20%	5.1%
Total Assets	40,203		37,727		6.6%
Total Debt	10,508		10,453		0.5%
Total Liabilities	22,063		21,030		4.9%
Total Equity	18,140		16,696		8.6%
Cash Flow from Operating Activities	3,287		5,019		-34.5%
Net Debt / EBITDA	1.1		1.4		
Net Debt / Equity	0.4		0.5		

Figures in thousands of MXN

# Sourcing Practices

GRI: 3-3, 204-1, 308-1, 308-2, 414-1, 414-2

SASB: FB-PF-250a.2, FB-PF-430a.1, FB-PF-430a.2

IP: 6

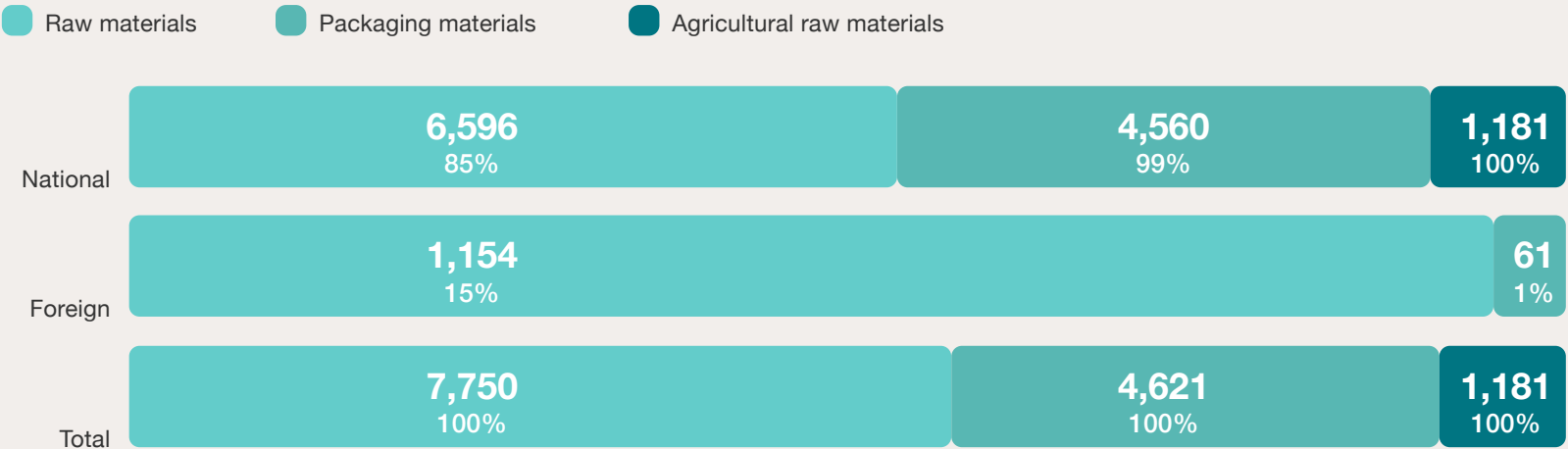


## Spending Distribution

In 2024, 91% of our total procurement spending was allocated to suppliers based in Mexico.



Type of procurement and supplier origin (in millions of pesos)



Includes data from production plants, distribution centers, and corporate offices.



# Supplier Evaluation

Four years ago, we implemented a documentation-based evaluation model to assess the environmental, social, and regulatory performance of our suppliers. The objective is to mitigate reputational risks and encourage sustainable practices across our supply chain.

These assessments are conducted on an ongoing basis. Depending on the results, follow-up evaluations may be scheduled between three months and two years. In 2024, we evaluated 100 suppliers across various categories, including raw materials, packaging, and services.

- 76% showed alignment with our sustainability objectives.
- 11 suppliers were identified with high-risk profiles, for which we implemented improvement and monitoring plans.
- In 2025, we aim to evaluate at least 80% of our raw material and packaging suppliers.



## Suppliers evaluated by business size

44

Large companies

41

Small and medium-sized enterprises (SMEs)

15

Microenterprises

# Ingredient Sourcing 2024

77.4% of the processed or semi-processed ingredients and agricultural raw materials used in our products were sourced from suppliers certified under the Global Food Safety Initiative (GFSI).

- 181 suppliers provided processed or semi-processed ingredients, of which 136 are GFSI-certified.
- 98 suppliers delivered agricultural raw materials, 10 of which also hold recognized certifications under this initiative.\*

In 2024, we acquired 134,082.9 tons of agricultural raw materials, including fresh and frozen products, honey, teas, and dried chiles. Of this total, 57.6% came from suppliers participating in our Sustainable and Regenerative Agriculture Program (PASyR), reinforcing our commitment to responsible sourcing from the origin.



\*Note: Packaging materials are not included in this calculation.



## CrediProveedores with BBVA Mexico

To promote sustainable practices throughout our value chain and align it with our sustainability goals, in 2024 we launched a revolving factoring line agreement with BBVA for suppliers that meet sustainability criteria. This credit line amounts to \$600 million pesos, with a standard rate of 1.96% and a preferential rate of 1.80% for sustainable suppliers.



Throughout the year, 41 suppliers joined the program, 12 of which were categorized as sustainable suppliers, reaching a total of \$188 million pesos in published invoices and \$81 million pesos in discounted invoices.



# #WhatWeHaveWithin

creativity that transforms

# INNOVATION

At Grupo Herdez®, we aim to create value through innovation, strengthening the relevance of our brands. Over the past five years, we have developed a business architecture that enables us to create products that respond to today's consumer needs and anticipate tomorrow's expectations.

By strategically leveraging data, we make agile, informed decisions that allow us to maintain our industry leadership. More than a concept, it's what we have within.

Adaptability is part of our identity. For over 110 years, we at Grupo Herdez® have been defined by the determination to evolve—and, in doing so, reinvent ourselves.



# Technological Evolution

Digital transformation is at the core of our strategy to meet market challenges with agility and a forward-looking mindset. In recent years, we have made key investments to upgrade our business architecture.

One of the most notable breakthroughs occurred in the tomato purée category, where AI optimized the formula and reduced costs by 15% without compromising quality. This approach has laid the foundation for a steady flow of innovation.

We also implemented AI in strategic idea generation, becoming pioneers in Mexico by using this technology not only to identify opportunities but also to design formulas.

## Cloud migration

Grupo Herdez® has migrated 70% of its processes, data, and systems to the cloud, with a projected 90% by 2026. This improves efficiency and resource use while allowing for faster solution development and more agile business strategy execution.

## Data-driven decision-making

We have consolidated one of the largest big data platforms in Mexico’s consumer goods sector, integrating information from all digital and transactional touchpoints. Thanks to our business architecture, decision-making is data-driven and supported by artificial intelligence (AI) tools that predict demand with up to 95% accuracy—ensuring we reach store shelves at the right time.

## Process automation and disruption

The implementation of AI, Internet of Things (IoT), robotic process automation (RPA), and growth hacking has driven operational efficiency. These strategic investments maximize ROI without replacing our human talent; instead, they enhance capabilities to support a model of continuous evolution.

At Grupo Herdez®, we ensure an efficient supply chain that delivers reliable, competitive service aligned with the needs of our customers and the market.

## Artificial Intelligence in Action

We have embraced a model of innovation driven by artificial intelligence—the scientific discipline that develops programs capable of performing tasks typically carried out by the human mind, such as learning or logical reasoning—alongside automation and RPA. These efforts have led to tangible cost savings and enhanced product development and optimization. Our goal is to make every business area fully data-driven and self-reliant.

## Supply Chain Evolution

In manufacturing, we reinforced our processes with a focus on safety, quality, and food safety to strengthen standards at every stage of production. Investments were directed toward relocating production to Mexico and expanding into new markets such as Europe.

## Cybersecurity: protection in a digital world

Technology adoption also brings security challenges. That’s why we’ve implemented a vertical cybersecurity layer to safeguard critical data and processes across the organization.

At Grupo Herdez®, innovation is more than a strategy—it’s our competitive advantage. We are ready for the future with cutting-edge technology, trained talent, and a clear vision: to connect with consumers in intelligent, efficient, and sustainable ways.



# New and Better Products

IP: 7, 9

In 2024, we reinforced our commitment to product innovation by increasing investment in Research & Development (R&D), reaching \$44.2 million pesos a year-over-year increase.

This investment supported both the creation of new products and significant enhancements to existing ones across our brands. These efforts contributed to a 2.8% sales increase and the optimization of 83 products to better meet market demands.

Research & Development Spending

	2022	2023	2024
Total R&D expenditures	\$48,282,880	\$36,772,283	\$44,210,328
Number of modified products	90	81	83
R&D expenditures as a percentage of total sales	0.15%	0.10%	0.90%

Product improvements rose 18.9%, and related revenues grew over 2.4%, signaling an exponential commercial impact.

Type of Innovation

	2023			2024		
Type of Innovation	# of products	Sales generated	% of revenue	# of products	Sales generated	% of revenue
New products or services launched in the year	633	\$3,184,052,516	8.7%	182	\$1,096,193,678	3.2%
Products with significant enhancements	58	\$31,425,815	0.1%	69	\$774,388,760	2.2%
Unchanged or minimally modified products	9,028	N/A	91.1%	355	\$2,549,348,529	13%

# Nutrition-Based Innovation

From our Technical Subdirector, we ensure every formulation complies with current regulations and our internal standards. This area is responsible for verifying that each product contains only permitted ingredients in the appropriate quantities. It also defines the front-of-pack nutrition icons to provide consumers with accurate and transparent information.

Our nutrition and health advisory panel, in coordination with the R&D Center, leads the product reformulation and development strategy, grounded in scientific evidence. Through these efforts, we drive health-focused categories and optimize the nutritional profile of our portfolio.



## Nutrition-Based Innovation in 2024

In 2024, we introduced two new categories: **Temperatures:** expanding our portfolio with products across different thermal ranges. **Ready to eat:** a line of foods that require no preparation.

We also restricted the use of ingredients such as partially hydrogenated fats, industrial trans fats, and titanium dioxide.

## Boosting learning and continuous improvement



We constantly monitor new products, innovations, and reformulations to improve their nutritional profile.

We use a nutritional matrix to evaluate regulatory impacts, particularly regarding the number of front-of-pack warning labels.

This approach helps identify and reduce critical nutrients, artificial preservatives, sweeteners, and flavorings that could impact health.

Reformulation efforts aim to reduce the number of warning labels across our products.

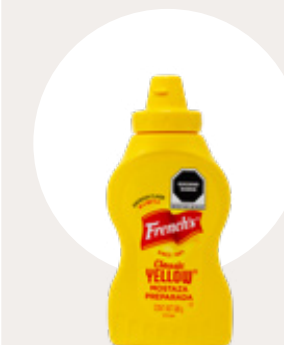


## McCormick®: Launches and Expansion

In 2024, we fueled innovation through the launch and strengthening of key brands across multiple categories. With new presentations, line extensions, and differentiated commercial strategies, we expanded our market presence, diversified our portfolio, and connected with more consumers through multiple channels.

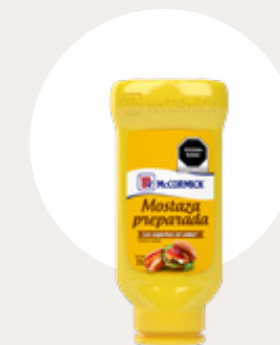


### Mustard Category



#### French's® Mustard

The launch of the Match Pepinillos version in May 2024 marked the debut of our new innovation platform. In just three months, it matched the sales rate of our well-positioned Stoneground variety. We achieved a 15.8% market share by volume and 17.2% by value, with a 70% increase in the wholesale channel.



#### McCormick® Mustard

We remained category leaders with a 57.7% share by volume and 51.3% by value. We introduced more practical packaging and consolidated our leadership in flavored mustard with a 61% share.



### Liquid Condiments Category



#### Frank's RedHot® Sauce

In 2024, we expanded our presence in the Mexican market with two major launches: Sauce BBQ Spicy and Frozen Cauliflower Bites. These innovations allowed us to enter new categories and expand our distribution. The outstanding performance of our sauce portfolio for wings led us to reach a 39.4% market share by volume and 45% by value, driving a 6% increase in net sales.

### Sauces Picantes Category



#### Cholula® Sauce

We strengthened brand recognition and expanded distribution in the wholesale channel. Following our Awareness & Trial strategy, we partnered with our Chilim Balam® stores, becoming the only sauce brand featured in their mixes. This brought high visibility at point of sale and across social media platforms.

We launched the Breakfast Solutions Pallet, combining Miel Carlota®, McCormick® Tea and Jam, and Betty Crocker® Flour (from General Mills®), reinforcing internal partnerships and offering practical consumer solutions.

Marmalade Category



McCormick® Marmalade

We reaffirmed our leadership with a 44.3% market share by value. Our Sabores de México line grew 21%, reaching 2.6% market share, driven by cultural promotions and point-of-sale activations. Red berries jam grew 43%, reaching 7.7% share.



Honey Category



Carlota® Honey

With the launch of Carlota Kids, we entered the children’s market with ergonomic packaging and the Masha and the Bear® license. The campaign included park activations, digital strategies, and in-store displays to reach a wider audience.



Spices Category



McCormick® Spices

We posted 7% growth in net sales, reaching 15.8% market share in the modern channel and 29.1% in wholesale. Our 2024 strategy focused on:

Light consumers: new “mini bags” at accessible price points.

Medium consumers: bundle offers such as “3 spices + frying pan,” driving 24% growth.

Heavy consumers: expanded larger formats, reaching 10 total SKUs.



### Mayonnaise Category



#### McCormick® Lime Mayonnaise

We reached a record 76.3% national share and 41.3% in northern Mexico, also increasing penetration to 72.3%. We boosted our presence through sponsorships with Tigres and Rayados soccer teams, as well as the Mexican Football Federation.



#### McCormick® Flavored Mayonnaise

We redesigned our squeeze line with ergonomic packaging and launched a 360° campaign highlighting the transformation of flavor through our different varieties. In six months, volume rose by 3.1% and market share by 3.8%. The new 100g mini version reached an 83% rotation rate in Walmart in just three weeks.



#### McCormick® Dressing Mayonnaise

We expanded regional distribution, increasing market share by 8.1 percentage points in just eight months.

### Tea Category



#### McCormick® Tea

Volume grew 2.3%, reaching a record 33.2% market share in early 2024. We launched the Alice in Wonderland edition—the first licensed product in the category—further reinforcing our market differentiation.

The growth of our canned goods lines has been a positive driver for the company’s innovation and commercialization efforts. Building on this strong foundation, we continue to strengthen our Impulse segment products, further expanding our presence across additional categories.



# Innovation from Helados Nestlé®

As part of our commitment to strengthening our brands, this year we focused on portfolio innovation by introducing more than 20 strategic new product launches.

These innovations currently account for 16% of total business sales, and they also deliver higher profitability, reinforcing their importance within our growth strategy for the category.



Among these launches, three products stood out for their outstanding performance: Cono Carlos V®, Mega Nuts®, and Cono Crunch®, which together generate approximately 50% of innovation-driven sales. At the same time, we continue to expand our Mega® platform through new extensions that have solidified its market presence. Today, this line accounts for 38% of the total sales volume within the innovation portfolio.



In terms of availability, approximately 80% of these new products are distributed through the Direct Store Delivery (DSD) channel, strengthening their reach and availability for the consumer.





# International Markets

Territorial expansion and the adaptation of our products to new markets represent not only a strategic opportunity, but also a way to create long-term value for our brands. The growth potential in these regions—combined with the high profitability of our products—has become a continuous driver of value.

In the United States, the Grupo Herdez® product portfolio holds the #1 position in the authentic Mexican food segment, while in Canada we rank third in consumer preference. This trend goes beyond borders, which is why we have focused on offering authentic products adapted to local tastes and preferences in various international markets. Guided by this vision, we have developed product launches that strike a balance between tradition and innovation, tailoring recipes and formats to appeal to new palates. This process has posed important challenges, especially in areas such as product density and consistency, requiring us to optimize formulations to align with the expectations of global consumers.

Thanks to this effort, we have achieved strong acceptance abroad, reinforcing our international expansion and reaffirming what we have within: the ability to evolve without losing our essence.

## Our Launches



New flavor of Herdez® pre-cooked Mexican dishes



Three new Chunky Dips® flavors



Sliced jalapeños

At Grupo Herdez®, we believe in the power and authenticity of Mexican cuisine. We are proud to share its rich culinary and cultural heritage.



## The Future →

We continue to strengthen our presence in Europe and Canada, with plans underway to expand into Australia.

The international expansion of Grupo Herdez® is a reflection of what we have within: authenticity, innovation, and a global growth mindset. Every market entered, every new product launched, and every challenge overcome is an opportunity to strengthen our brand and continue bringing the flavor and tradition of Mexican cuisine to the world.



# #WhatWeHaveWithin

it's our responsibility to the planet

# EQUILIBRIUM

At Grupo Herdez®, our environmental commitment stems from what we carry within:

the conviction to protect, conserve,  
and regenerate natural resources by  
promoting sustainable practices that  
generate long-lasting positive impact.

This is why our actions for the planet are focused on efficient use of water and energy, reducing our carbon footprint, and restoring ecosystems.

GRI 3-3





# Environmental investment

IP-4

Through various strategic initiatives, at Grupo Herdez® we aim to reduce and mitigate the environmental impact of our operations while generating positive change in communities and ecosystems.

In 2024, investment in sustainability-related projects, actions, and initiatives totaled \$60 million pesos.





## Un Legado Más Fuerte

To preserve and restore strategic forest ecosystems, in 2024 we allocated resources to support the recovery of ecosystem services in the Ejido Topia, located in the Sierra Madre Occidental in Durango. This annual investment of \$363 thousand pesos focuses on watershed protection and forest maintenance.

Additionally, in the communities of San Antonio and El Platanar, we promoted a carbon capture project with an investment of \$571 thousand pesos. This included training processes for the future commercialization of carbon credits and the strengthening of a sustainable economy.



As part of this commitment, we obtained a Forest Stewardship Council (FSC) license, reinforcing our actions and communications around responsible forest practices.

Protecting these forested areas represents an opportunity to advance practices that support carbon capture and emissions reduction, while also contributing to water availability in the watershed and strengthening local economies.

### Barilla® - Yemina®

In 2024, we advanced our sustainability agenda with the launch of the Yemina® Strategy—an integrated initiative that seeks to strengthen the brand's connection to the Mexican countryside, its food traditions, and the development of a fairer and more sustainable value chain. This strategy aims to promote responsible agricultural practices, continuous improvement in our production processes, and better health and nutrition for our consumers.

One of the strategy's core priorities is transitioning to regenerative agriculture models that restore soil health, protect biodiversity, and promote more natural diets.

As part of this effort, we participated in the Protegemos Nuestro Legado event, organized by Munsa, with an investment of \$490 thousand pesos.





This initiative brought together producers, companies, and institutions to share learnings and success stories on sustainable agriculture, positioning itself as a key space to foster cross-sector dialogue and strengthen wheat farming capabilities in Mexico.

We also submitted Yemina® to Walmart Group's Productos Aliados por el Planeta program, which promotes brands committed to environmental regeneration through its commercial platforms. This submission reflects our intention to position Yemina® as a sustainability benchmark within its category, aligning with global mitigation and climate adaptation goals.

The Yemina® Strategy is a long-term commitment to transforming how we produce and consume, based on the conviction that sustainability is not only a business responsibility—it is also an opportunity to create shared value and ensure a fairer and more balanced future.



## Aires de Campo®

Our sustainability commitment is also reflected in the work of Aires de Campo®, a benchmark for organic products in Mexico.

In 2024, we invested \$640 thousand pesos in awareness campaigns, specialized consulting, and the development of promotional materials to communicate the environmental benefits of using glass packaging as a lower-impact alternative.



These actions align with both our packaging strategy and the expectations of increasingly environmentally conscious consumers.

Additionally, in 2024 we built a wastewater treatment plant at our chicken processing facility, featuring biodigesters and bioreactors that use microorganisms to reduce the generation of residual sludge.

Other environmental investment initiatives



Sustainability – IFRS S1 and S2 Project

Investment

**\$504 thousand pesos**

**Focus:** Implementation of the International Financial Reporting Standards (IFRS) S1 and S2 related to sustainability disclosures.

Sponsorship – KidZania

Investment

**\$1.3 million pesos**

**Focus:** Sustainable Design Workshop at KidZania Cuicuilco to promote environmental education among children.

Hydroponics installation – Nutramos Un Mejor Futuro (Nurturing a Better Future)

Investment

**\$426 thousand pesos**

**Focus:** Installation of hydroponic systems at two schools (Mexico City and Monterrey) and Casa Doña María Pons®.

Sustainable and Regenerative Agriculture Program

Investment

**\$4.3 million pesos**

**Focus:** Soil conservation and improvement, installation of pollinator strips, and training in sustainable agriculture.

Packaging collection – Reciclamanía Alliance

Investment

**\$1.0 million pesos**

**Focus:** Collection of packaging materials through 29 Walmart recycling centers for cans, multilayer containers, and glass.

Upcycling project – Rainwater systems

Investment

**\$1.8 million pesos**

**Focus:** Production of four rainwater harvesting systems using recycled materials to supply rural families.

Ongoing / Digital content

Investment

**\$1.3 million pesos**

**Focus:** Strategic planning and creation of digital content to raise environmental awareness on social media platforms.

Sustainability – Carbon Disclosure Project (CDP)

Investment

**\$32 thousand pesos**

**Focus:** Environmental impact assessment and sustainability performance through the Carbon Disclosure Project (CDP) platform.

Packaging collection – Grupo Promesa Alliance

Investment

**\$1.2 million pesos**

**Focus:** Collection of recyclable packaging materials at schools, homes, and businesses.

Social media initiative – Rodando por el Planeta

Investment

**\$4.2 million pesos**

**Focus:** Creation of 10 electric scooters, each made with 250 recycled cans, awarded through a social media campaign.

Virtual sustainability rallies on social media

Investment

**\$228 thousand pesos**

**Focus:** “Green Marathon” and “December Rally” to encourage participation in sustainability initiatives.



Environmental sustainability – High-impact projects



Investment:  
**\$16.2 million pesos**

**Focus:** Wastewater treatment to secondary and tertiary levels.

Total investment:  
**\$41.6 million pesos**

Investment:  
**\$11.9 million pesos**

**Focus:** Update of Scope 1, 2 and 3 Greenhouse Gas (GHG) Emissions Inventory, energy efficiency diagnostics, and development of a directional decarbonization roadmap.

Investment:  
**\$3.2 million pesos**

**Focus:** Water efficiency projects—maintenance service for water meters, reuse of treated water, purchase of high-pressure cleaning equipment, acquisition of more efficient operating technology, reverse osmosis water recovery, among others.

Investment:  
**\$1.1 million pesos**

**Focus:** Investments in energy efficiency projects including optimization of operating conditions, replacement of fluorescent lamps with LED lighting, steam supply automation, and conveyor automation.

Investment:  
**\$9.2 million pesos**

**Focus:** Other projects and initiatives related to environmental sustainability, including waste management, environmental studies and assessments, participation in industrial chambers and working groups, and equipment for the prevention of air pollution.

# Sustainable and Regenerative Agriculture Program

IP-6

We are committed to the Mexican countryside and its well-being. Through the Sustainable and Regenerative Agriculture Program (PASyR), created in 2016, we build long-term partnerships with agricultural suppliers to source high-quality raw materials grown using responsible and more natural practices.

In 2024, we sourced 134,081 tons of agricultural and beekeeping raw materials, of which 57.6% came from suppliers adhering to the PASyR.



Through specific criteria and indicators, we promote practices that support ecosystem conservation and the sustainable development of communities. In this regard, we updated the PASyR with the support and technical guidance of the World Resources Institute (WRI), incorporating new criteria and content related to climate change and biodiversity, in order to strengthen its impact on ecosystem conservation and climate resilience.

Soil regeneration, water preservation, and biodiversity conservation are the cornerstones of our agricultural model. With this approach, we contribute to SDG 2: Zero Hunger and SDG 12: Responsible Consumption and Production.



We promote responsible agriculture through training, monitoring, and oversight of our suppliers, encouraging efficient resource use and reducing environmental impacts on soil, water, and air.



## Decalogue of the Sustainable and Regenerative Agriculture Program

1. Biodiversity preservation
2. Protection of air, water, and soil
3. Energy and climate change
4. Waste management
5. Integrated crop management
6. Reduction of agrochemicals
7. Health and hygiene
8. Decent work
9. Social responsibility
10. Communication and participation





## Social and environmental impact

- Recovery and improvement of agricultural soils
- Reduction of deforestation
- Decrease in CO<sub>2</sub> emissions
- Reduction in the use of chemical fertilizers
- Increase in pollinator and beneficial organism populations
- Transition from conventional to sustainable and regenerative agriculture
- Promotion of sustainable farming among our suppliers
- Preservation of sensitive or protected areas and species
- Protection of water quality in farming regions
- Optimization of resource use
- Safer and more hygienic working conditions for field workers
- Promotion of social responsibility: decent work, equity, and inclusion
- Capacity-building to strengthen food security
- Stronger links between suppliers, institutions, and communities

To improve these objectives, we have an internal team of agricultural auditors that continuously monitors field conditions and supplier performance.

## Monitoring actions

- Document review at the start of the contract (annual)
- Periodic supervision of each supplier (biweekly)
- Good Agricultural Practices (GAP) audits (quarterly)
- Water, soil, and fruit analysis (water and soil: once; fruit: monthly)
- Field verification visits (monthly)
- Weekly activity reports from agricultural auditors

## 2024 PASyR Results

**+8,000**

**hectares** of agricultural crops impacted, a 337.16% increase vs. 2023

**100%**

**of suppliers** complied with Good Agricultural Practices (GAP) and the Buen Uso y Manejo de Agroquímicos program (BUMA). 100% of suppliers used biological control tools, +20% vs. 2023

**+1,000**

**training hours** for agricultural suppliers

**381.67**

**tons of plastic** waste recycled in the field, +38% vs. 2023

**Zero**

**detection** of pesticides in finished products

**1,000**

**man-hours** of training





## Responsible sourcing

Among the inputs we use are perishable raw materials such as red tomato, green tomato, yellow corn, chiles, cilantro, onion, nopal, and tea (lemon, chamomile, and peppermint), as well as non-perishable and manufactured raw materials like semolina, honey, and strawberries.

Given that 93% <sup>1</sup> of these ingredients come from regions in Mexico with high or extremely high water-stress<sup>2</sup>, we maintain a sustainability vision that includes the promotion of responsible agricultural practices and the efficient use of natural resources.

1. Includes key inputs of agricultural and beekeeping origin, as well as products manufactured from agricultural raw materials such as tea, strawberries, frozen fruits, and frozen avocado pulp.  
2. Criterion based on the internationally recognized Aqueduct Water Risk platform.  
3. Este porcentaje se redujo debido a que se integró maíz amarillo y el número de proveedores se incrementó.  
4. The 78 agricultural suppliers were taken into account.  
5. The 78 agricultural suppliers were taken into account.

**80%**

of suppliers optimized water use through irrigation technology<sup>3</sup>

**69%**

de los proveedores usaron energía eléctrica de fuentes renovables<sup>4</sup>

**49%**

of suppliers established areas for pollinators and beneficial organisms<sup>5</sup>

## 18 years cultivating a sustainable future

Since the creation of the Sustainable and Regenerative Agriculture Program in 2016, we have promoted compliance with responsible agricultural practices, expanded markets, and generated significant environmental and economic benefits.



**80%**

of PASyR-adhering suppliers comply with the Good Agricultural Practices Manual. In 2024, 29 yellow corn suppliers were added, with the challenge of achieving full compliance.

**Zero**

border rejections due to pesticide residues in finished products since 2016.

**100%**

of PASyR-adhering suppliers have accessed new markets.

**Over \$1**

million pesos saved annually in lab analyses since 2019, thanks to the optimization of quality controls.

**1,230**

tons of plastic waste recycled between 2020 and 2024.

**3,568**

tons of CO<sub>2</sub>e avoided between 2020 and 2024 by recycling plastic.

**+6,200**

man-hours of training delivered since 2017.





2007

We created the Good Sanitation Practices Manual for Agricultural Products.

2010

We formed the Agricultural Audit team.

2014

We added the Buen Uso y Manejo de Agroquímicos (BUMA) chapter to the Good Practices Manual.

2016

We restructured the Agricultural Audit team and launched the Sustainable Agriculture Program.

2021-2024

We updated the program with the support of the World Resources Institute (WRI), incorporating climate change and biodiversity strategies.

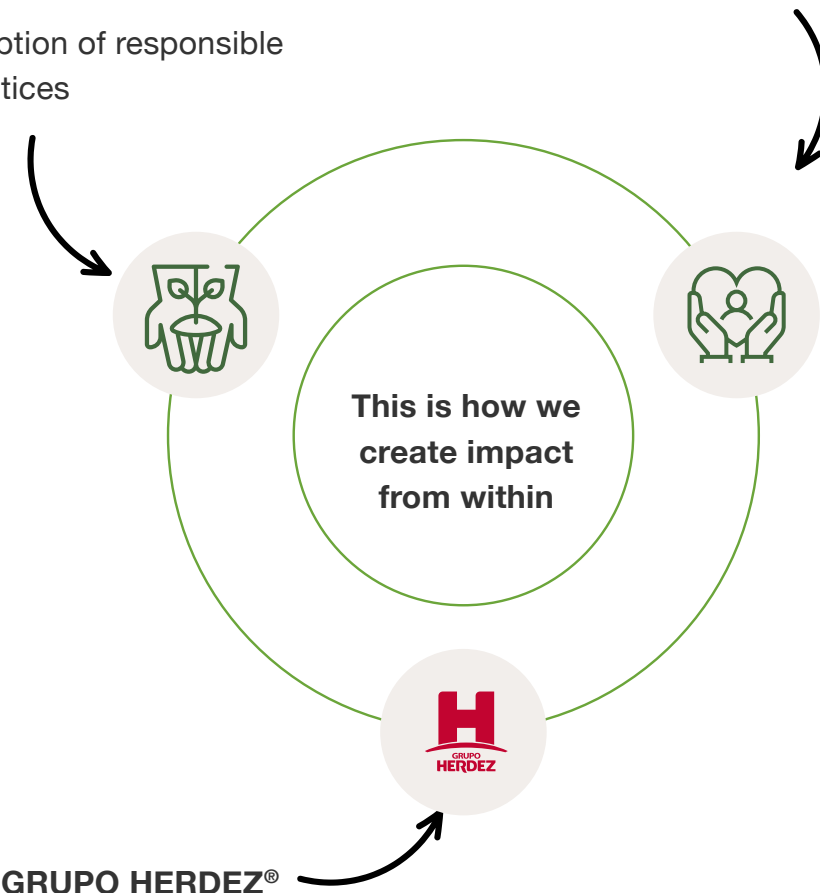


## SUPPLIERS

- Lower costs and increased productivity
- Lower environmental impact in production
- Access to new markets
- Adoption of responsible practices

## CONSUMERS

- Safe, high-quality, and sustainable products



- Safe, chemical-free raw materials
- Regulatory and environmental compliance
- Strategic alliances and multi-sector collaboration
- Contribution to the sustainability of our raw materials



# Commitment to water

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



At Grupo Herdez®, our commitment to sustainability reflects what we carry within: a deep responsibility for water stewardship and community well-being. For this reason, our sustainability strategy includes alignment with Sustainable Development Goal (SDG) 6: Clean Water and Sanitation.

In 2022, we took a historic step by issuing \$3 billion pesos in sustainability-linked bonds, committing to reduce our water consumption per ton produced by 25% by 2030. With this, we became the first food company in Mexico to issue a bond with these characteristics.



## Water consumption

GRI 303-5

At Grupo Herdez®, we are committed to optimizing our water management with clear and measurable goals. For 2024, as part of our sustainability-linked bond framework, we set a water intensity target of 2.10 m³/ton produced, and we surpassed it by reaching 2.06 m³/ton, achieving an additional 1.9% reduction.

Looking toward 2030, our goal is to continue this trend and reach an intensity of 1.98 m³/ton, which would represent a cumulative reduction of 25% compared to our 2018 baseline.

To achieve this, in 2023 we conducted a water usage assessment across our production plants to define strategies, actions, and initiatives aimed at increasing savings and improving water efficiency in our operations.

The opportunities identified were categorized by implementation type: quick-execution actions, those requiring operating expenses (OPEX), and those requiring capital expenditure (CAPEX).

In 2024, we began implementing several of these actions, including the adoption of more efficient technologies, wastewater recycling, continuous improvement of operational efficiency, and the promotion of a company-wide culture focused on responsible water use.





## These plants exceeded their individual water reduction targets in 2024

### Lagos de Moreno (Ice Cream Plant)



Target  
**4.50 m<sup>3</sup>/Ton**  
  
Achieved  
**4.21 m<sup>3</sup>/Ton**

### Santa Rosa® (Tomatoes Plant)



Target  
**2.74 m<sup>3</sup>/Ton**  
  
Achieved  
**2.60 m<sup>3</sup>/Ton**

Despite continuous growth in production, over the past three years we have achieved a 26.4% reduction in water consumption, decreasing from 530.67 megaliters in 2022 to 390.50 megaliters in 2024. In the last year alone, this represents a reduction of 18.54% compared to 2023.

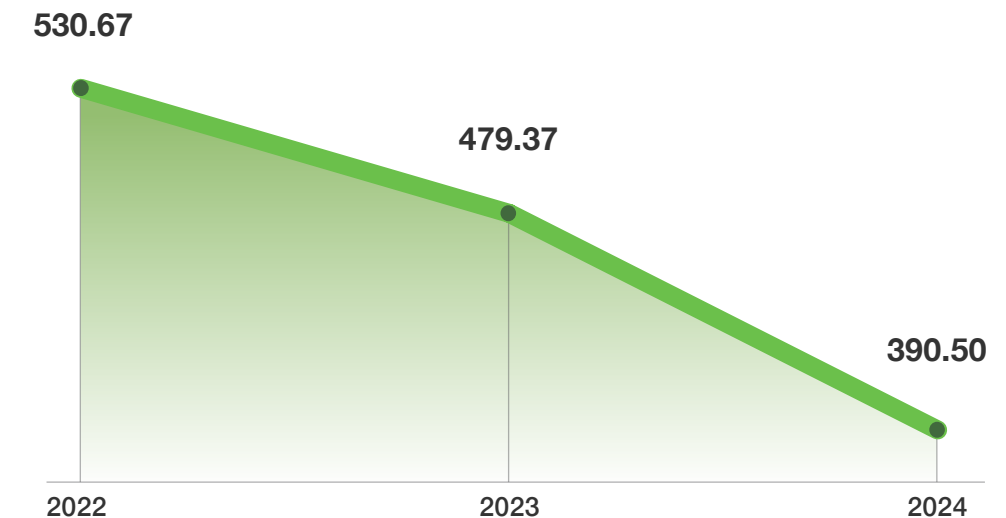
### Herdez® SLP (Industrias Plant)



Target  
**3.45 m<sup>3</sup>/Ton**  
  
Achieved  
**3.29 m<sup>3</sup>/Ton**



### Water consumption (megaliters)



### Nutrisa® Plant



Target  
**2.34 m<sup>3</sup>/Ton**  
  
Achieved  
**2.19 m<sup>3</sup>/Ton**

### Herdez® Villagrán (Celaya Plant)



Target  
**5.74 m<sup>3</sup>/Ton**  
  
Achieved  
**3.99 m<sup>3</sup>/Ton**

## #What we carry within

is the conviction that every drop counts, which is why we prioritize and strengthen our water management.



## Water withdrawal

Between 2022 and 2024, Grupo Herdez® achieved a 3.2% reduction in total water withdrawal, going from 1,291.47 megaliters to 1,250.40 megaliters.

This progress was particularly driven by reduced reliance on municipal water sources, which decreased by over 50% during the same period.



### Water withdrawal over the past three years (megaliters)





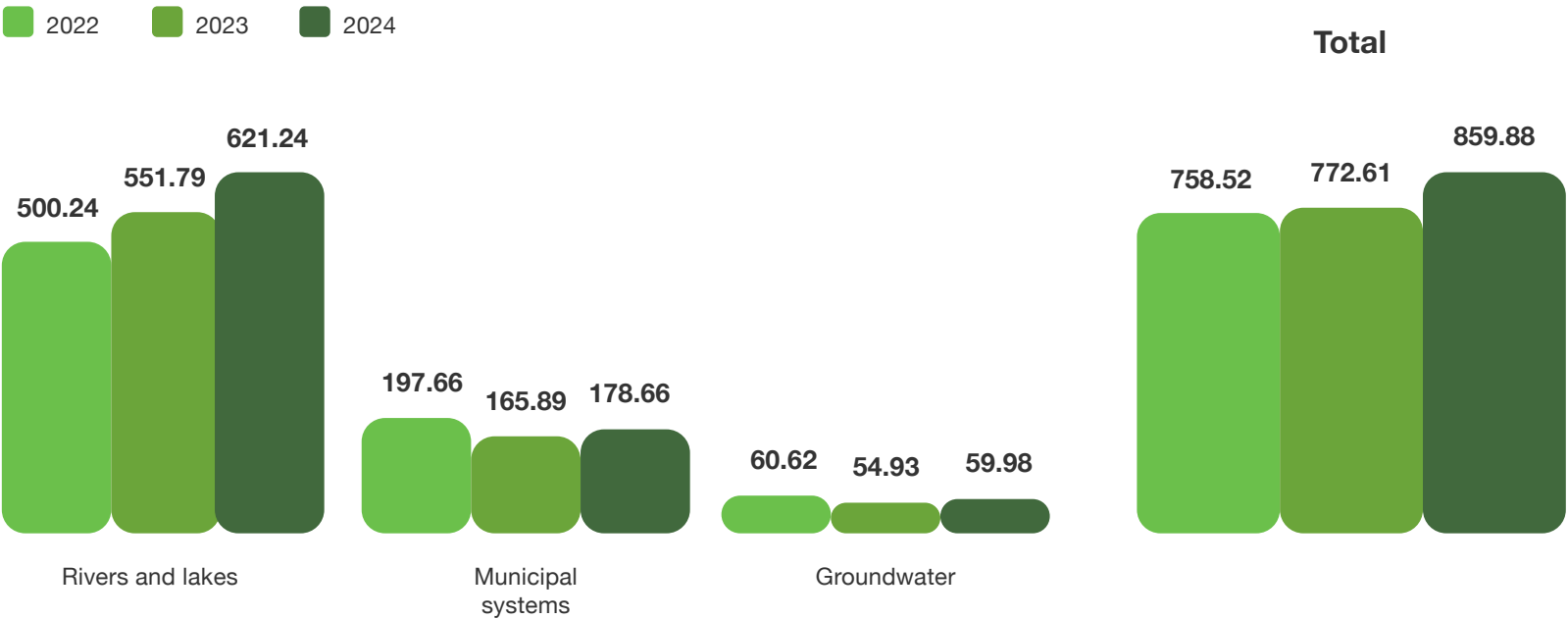


# Water discharge

In 2024, we recorded a total discharge of 859.88 megaliters, representing an 11.3% increase compared to 2023. This increase is directly related to the rise in production volumes and not to any changes in our water use or treatment processes.



## Water discharge over the past three years (megaliters)





# Energy

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

SASB: FB-PF-130a.1

At Grupo Herdez®, we know that the food industry directly depends on natural resources and on the communities that make their conservation and continuity possible. Aware of this, we embrace a genuine commitment that we carry within: to operate efficiently in order to minimize our environmental impact and actively contribute to a more sustainable future.



Aligned with SDG 7: Affordable and Clean Energy, in 2024 we promoted our energy efficiency strategy by implementing various conservation and energy improvement initiatives across our operations. As a result, we reduced our energy intensity to 1.44 GJ per ton produced, representing an 18.4% reduction compared to 2023, when it stood at 1.76 GJ/ton. This reduction avoided the consumption of 196,854.95 GJ, equivalent to the energy used by more than 29,000 Mexican households in a year.

This achievement reflects who we are: an organizational culture where sustainability is a shared conviction. Through communication, training, and onboarding actions, our employees have integrated these practices into their daily activities.



Note: In 2024, production volume increased, which led to higher total electricity use. However, energy efficiency per unit produced improved, meaning less electricity was needed to produce each ton.

Electricity consumption

**371,856.98 GJ**

+3.65% vs. 2023

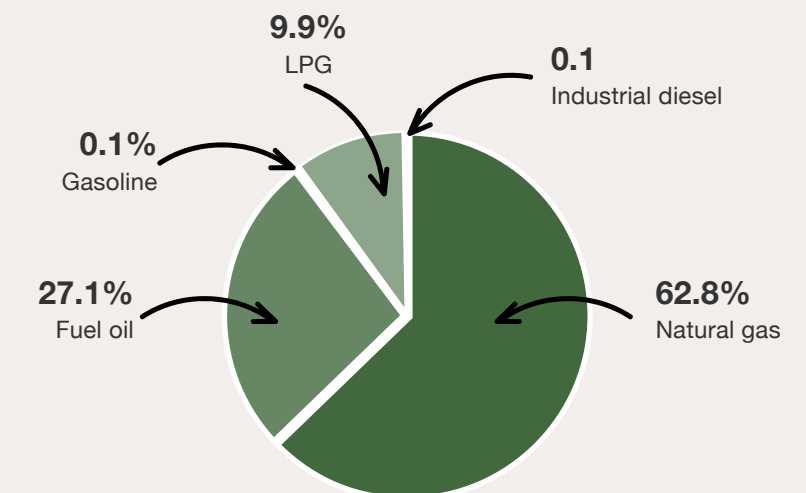
Total non-renewable fuel consumption

**588,325.00 GJ**

-22.33% vs. 2023

Total energy consumption, including fuel and electricity, was 960,181.98 GJ, representing a 14.0% reduction 2024 vs. 2023, which totaled 1,116,256.73 GJ.

## Non-renewable fuel sources





In 2024 we reduced total non-renewable fuel consumption by 22.3%, from 757,495.75 GJ in 2023 to 588,325.00 GJ.



Energy Management

The McCormick® México, El Duque, and Helados Nestlé® plants are ISO 50001:2018 certified, ensuring high standards of energy efficiency and safety, along with a continuous improvement plan.



Energy Efficiency Program

Since 2018, our Energy Management System has continuously driven energy efficiency in our operations. Our Energy Team monitors all operations and conducts audits aligned with the ISO 50001:2018 methodology to optimize energy use. Through this program, we annually replace fluorescent lights with LED, install more efficient motors, and optimize equipment controls to reduce consumption.



# Emissions

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



In 2024, we took a key step in our decarbonization strategy by updating our Scope 1, 2, and 3 emissions inventory using the Greenhouse Gas Protocol (GHG) methodology. This milestone allows us to better measure, manage, and reduce our environmental impact.

Additionally, we began developing our directional decarbonization roadmap to define clear strategies and actions for reducing emissions in the short, medium, and long term. Aligned with SDG 13: Climate Action, we annually account for Scope 1 and 2 emissions from our operations, with the goal of continuously improving performance and contributing to the global climate agenda.

In 2024, through strong collaboration between the Operations, Energy, Finance, and Sustainability teams—and with external advisory support—we conducted an energy efficiency diagnosis in 14 of our plants and distribution centers (CEDIS), identifying opportunities to maximize energy use efficiency.

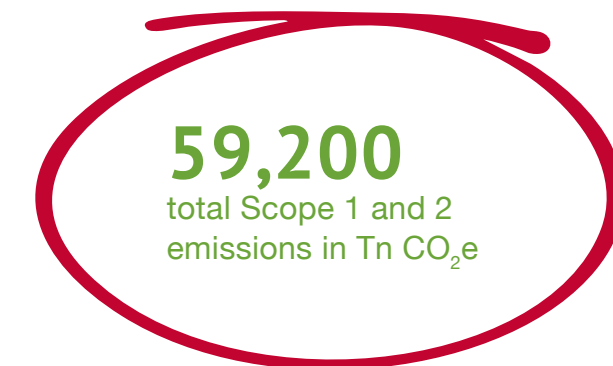
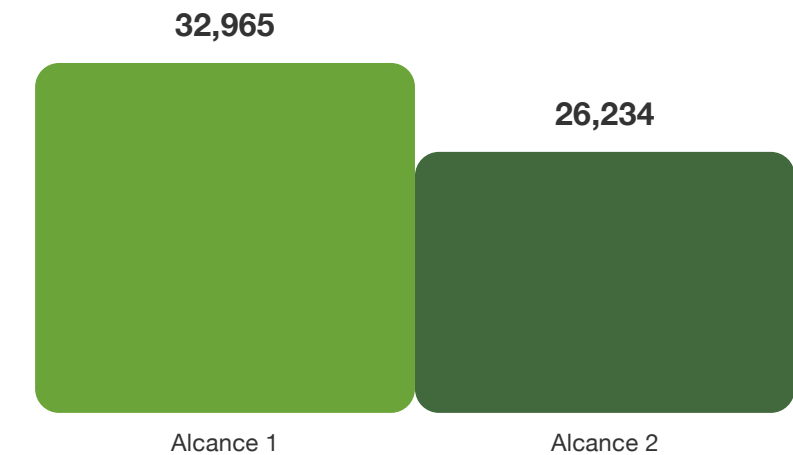
Our GHG emissions intensity in 2024 was 0.09 tons of CO<sub>2</sub>e per ton produced, a 16.7% improvement compared to 0.10 tons in 2023. This figure includes



both Scope 1 (direct) emissions from mobile and stationary sources at our plants and distribution centers, and Scope 2 (indirect) emissions from the use of electricity from non-renewable sources.

The total gross Scope 1 and 2 CO<sub>2</sub>e emissions in 2024 was 59,200 tons, representing a 10.0% reduction compared to the 65,804 tons reported in 2023.

## 2024 Emissions Breakdown (tons of CO<sub>2</sub>e)



In 2024, we avoided the emission of 1,270 tons of CO<sub>2</sub>e, equivalent to the annual carbon capture of over 60,000 mature trees.



# Waste and materials

GRI: 3-3, 301-2, 306-1, 306-2, 306-3, 306-4, 306-5

SASB: FB-PF-410a.1.

## Material use

At Grupo Herdez®, what we carry within is the conviction to build a more sustainable future. Our packaging not only ensures the quality and safety of our products but is also part of our strategy to promote a circular economy.

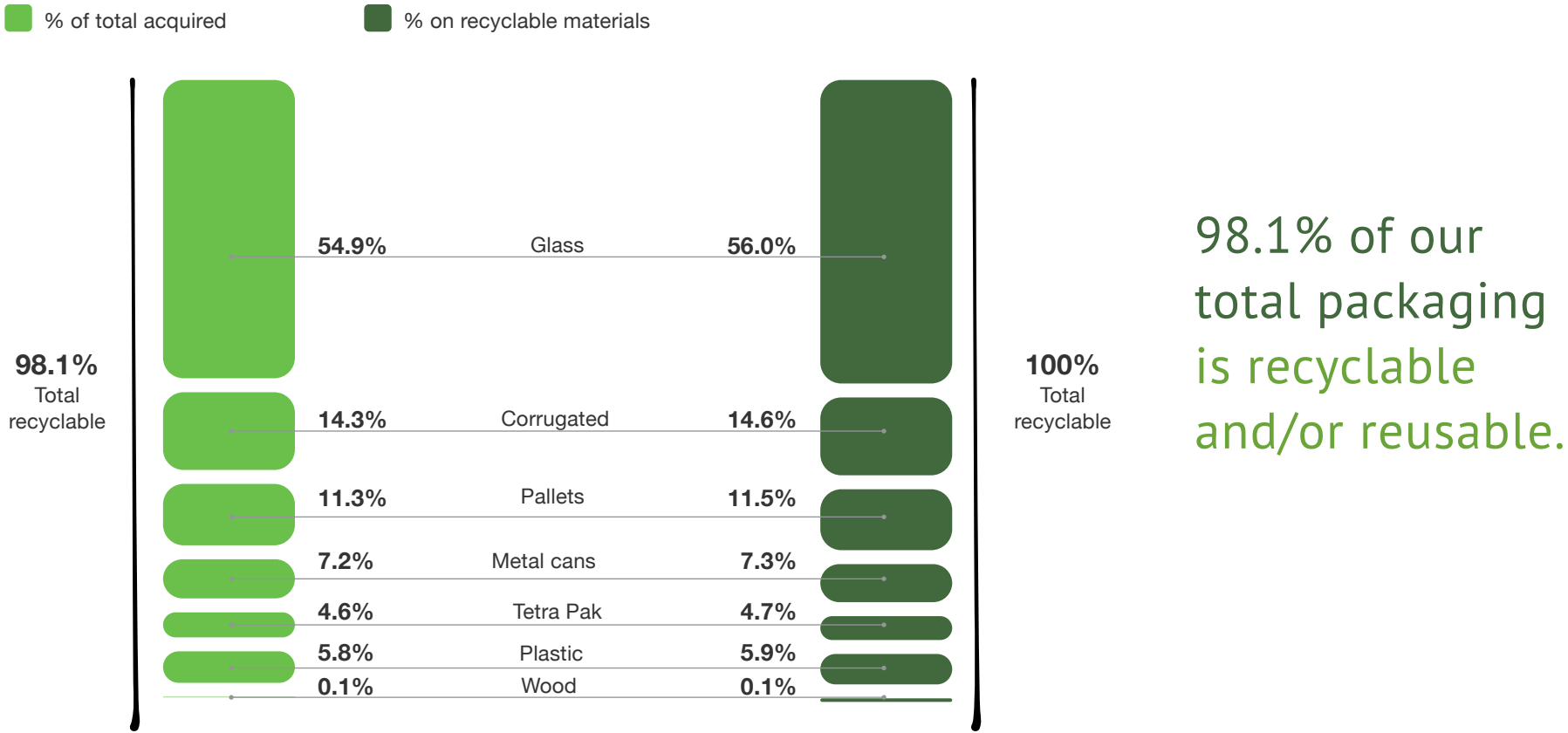


Aligned with SDG 12: Responsible Consumption and Production, we embrace ecodesign as a core principle—prioritizing the use of monomaterials and ensuring that every package incorporates recyclability, reusability, or redesign criteria to minimize environmental impact.

As part of this effort, in 2024 we increased the use of recycled packaging and packing inputs, rising from 12.7% in 2023 to 13.3%. This improvement reflects our commitment to integrating as many recycled materials as possible into our production processes, reducing pressure on natural resources, and promoting a more sustainable value chain.



## Composition of recycled materials acquired in 2024



Percentage relative to total materials acquired and total recyclable materials.

# Waste management

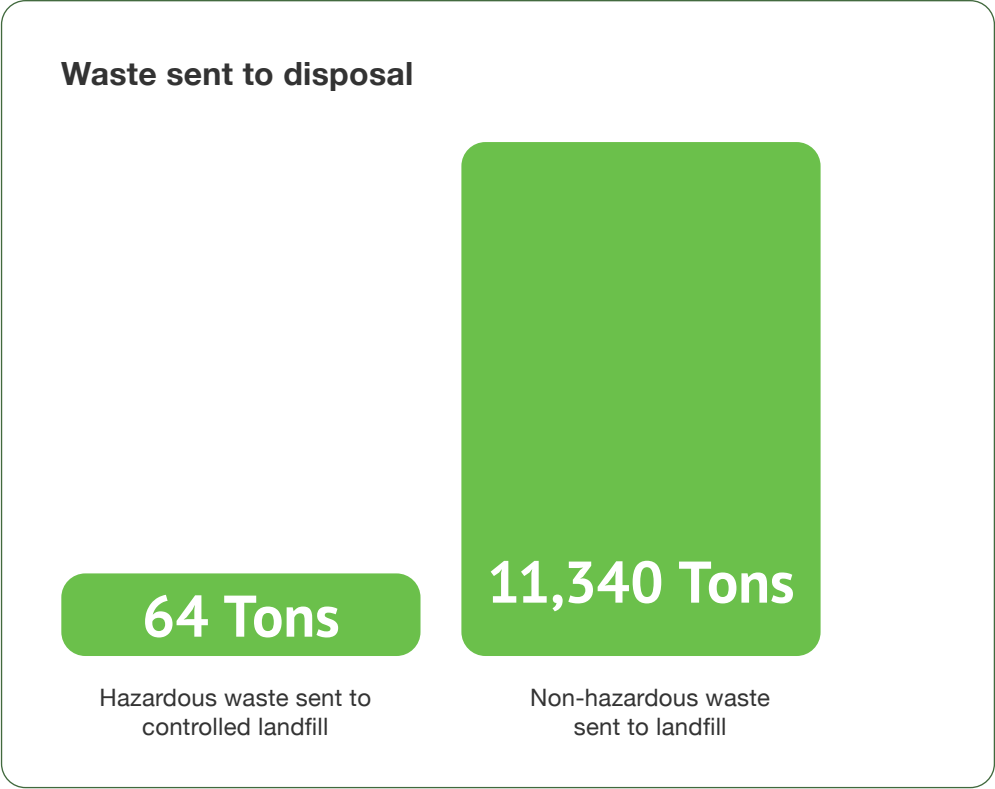
At Grupo Herdez®, we manage our waste responsibly to minimize environmental impact. We implement a comprehensive process that includes identification, classification, separation, temporary storage, recycling, confinement, and/or final disposal to properly handle each type of waste and maximize its recovery and useful life.

Our Environmental Control, Safety and Hygiene (CASH) team, in collaboration with the Environmental Sustainability team, monitors compliance by the suppliers responsible for waste management. We only work with suppliers holding valid legal authorizations and ensure a controlled process—from collection to recycling or disposal—using traceability through delivery, transport, and receipt manifests.

To reinforce our commitment, the Environmental Sustainability team continuously reviews and verifies the accounting of generated waste, as well as the management applied to each type. Feedback is provided to each facility to ensure compliance with our policies and support continuous improvement in environmental performance.



In 2024, we generated 47,457 tons of waste, 3.8% less than in 2023.





# #WhatWeHaveWithin

is reflected in our relationships with people

CONNECTION



At Grupo Herdez®, we build a strong social environment through respect, inclusion, and commitment to those who make our purpose possible:

our employees, the communities with which we create shared value, and the consumers who trust our brands.

Every action stems from the belief that collective well-being is the foundation for positively transforming our environment.

GRI: 3-3  
IP: 5





# Grupo Herdez® Talent

GRI: 401-1, 401-2, 401-3

At Grupo Herdez®, what we carry within is the talent of our people. Their experience and skills drive our evolution and sustainable growth, enabling us to overcome challenges and reach new goals. The safety, development, and well-being of every individual are fundamental pillars of our strategy and reinforce the solid team we have built.



## Employment and Labor Relations

### Turnover and new hires

In 2024, the turnover rate decreased to 17.9%, down 3.2 percentage points compared to the previous year. At the same time, new hires remained in line with previous trends, resulting in an annual hiring rate of 32.3%.



### Turnover by age group

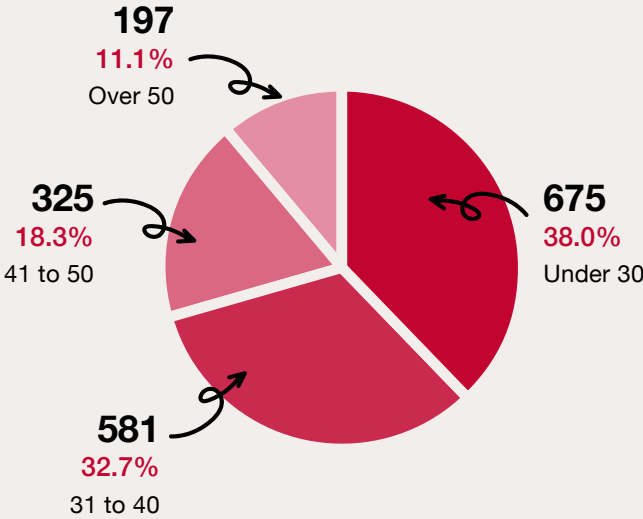
	Total headcount	Departures	% of total departures	Turnover rate by gender
Men	5,812	1,167	65.6%	20.1%
Women	4,095	611	34.4%	14.9%
Total	9,907	1,778	100.0%	17.9%

Note: Turnover data includes permanent staff in Mexico and excludes stores due to differences in work modalities and calculation methods specific to the retail industry.

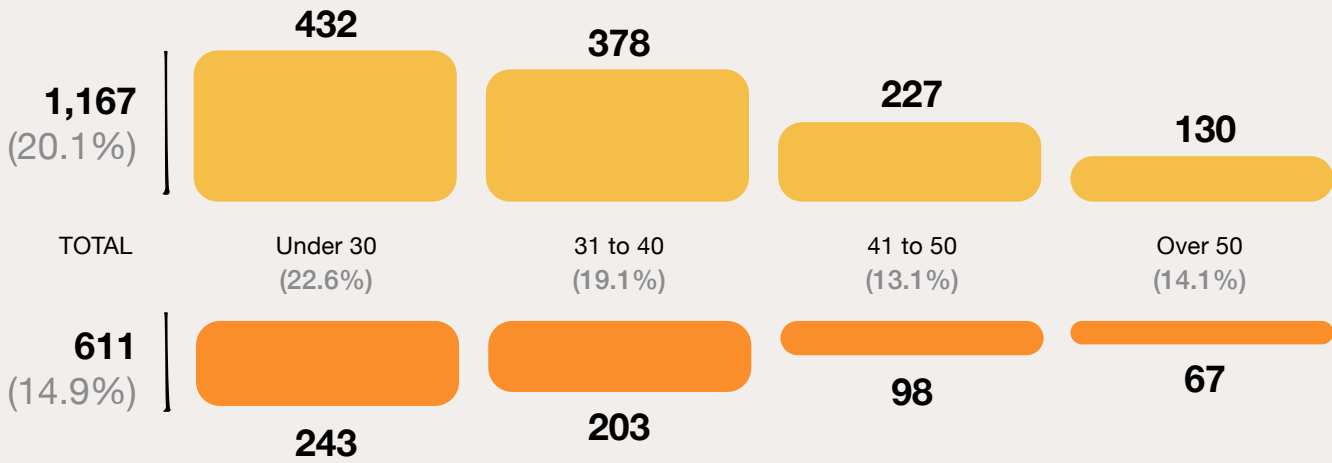


Turnover by age

■ Total    ■ % of total



■ Men    ■ Women    (%) Turnover rate by age group



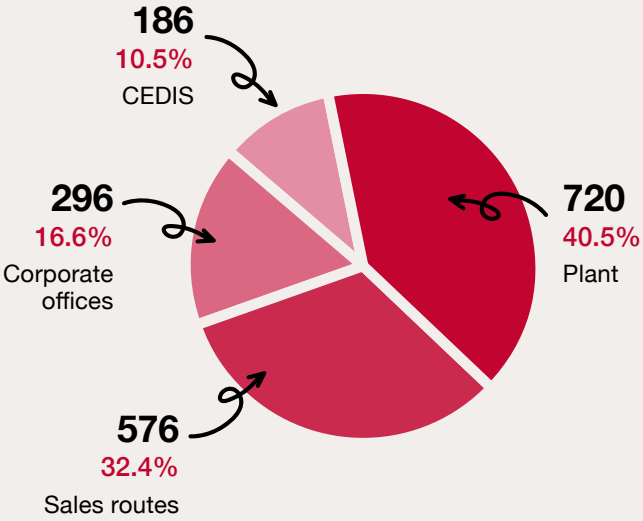
**17.9%**  
turnover rate reduction



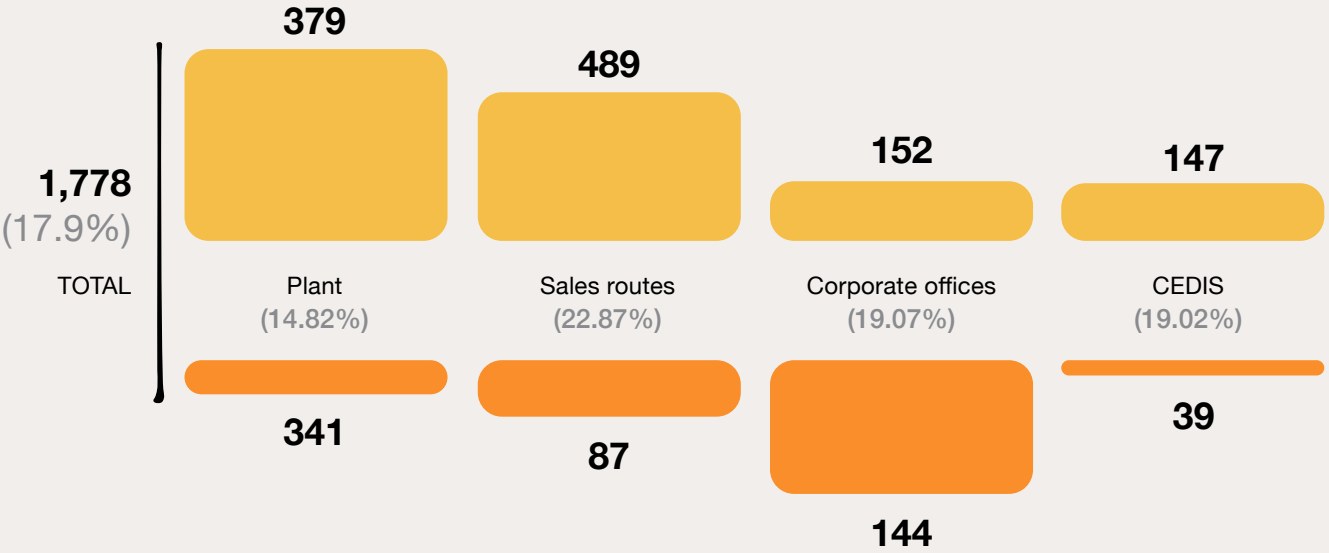
Turnover by work location

% rotación

■ Total    ■ % of total departures



■ Men    ■ Women    % of total departures



# New hires 2024

Men Women

12,509  
100%

6,889

Total employees

2,131  
52.7%

New hires

5,620

1,910  
47.3%

4,041

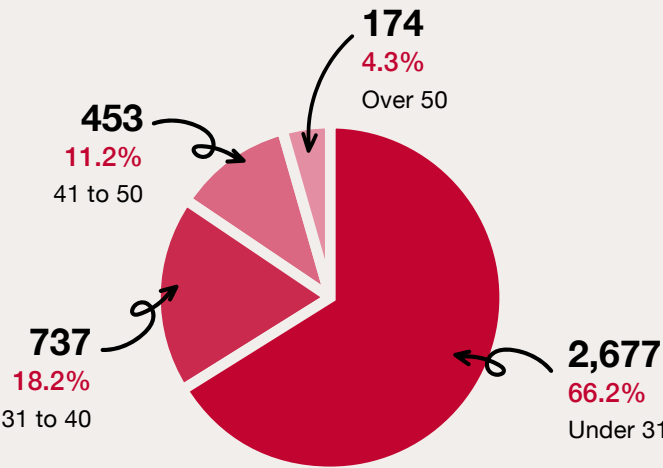
New hires

(32.3%)  
Hiring rate

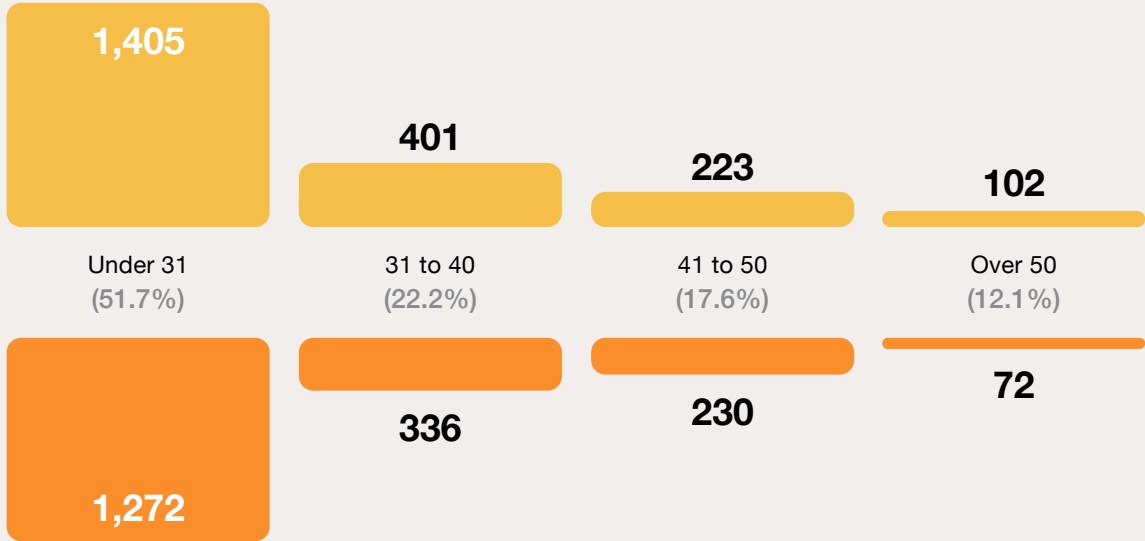


## By age group

Hiring rate by age % of total hires 2024



Men Women Hiring rate by age



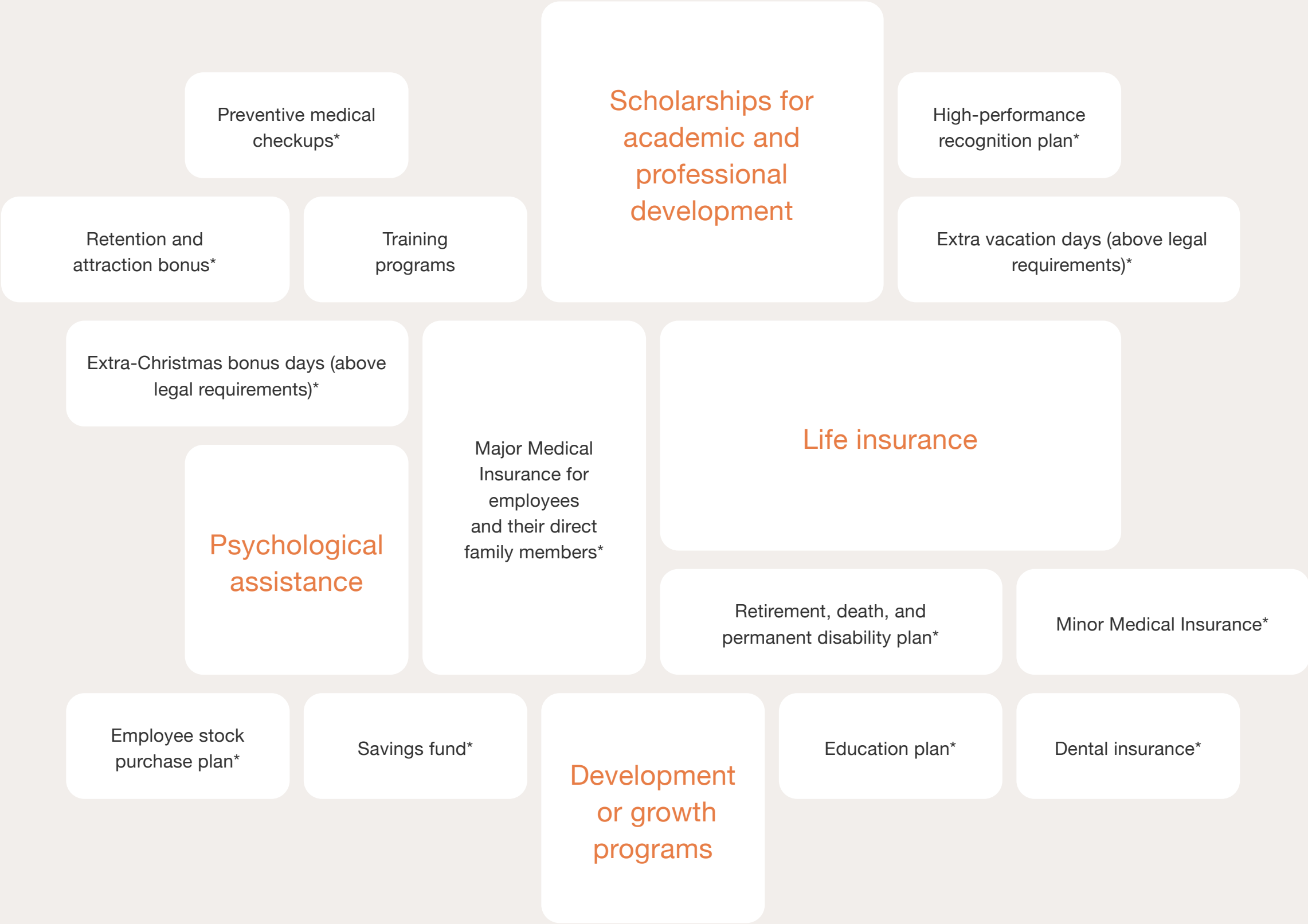


Benefits

At Grupo Herdez® we offer social benefits that go beyond those established by the Federal Labor Law, and they apply across all our operations. Every employee has access to life insurance, public health services, coverage for disability or incapacity, maternity and paternity leave, and retirement provisions—reaffirming our commitment to the well-being and stability of our people.

In 2024, 118 people took maternity or paternity leave, with a 100% return-to-work rate

Parental leave 2024	Women	Men
Employees who took leave	93	25
Employees who returned to work after leave	93	25
Employees still employed 12 months after returning	56	23



\* Benefits available based on job level and category in some cases.

# Diversity and Inclusion

GRI: 405-1, 405-2

At Grupo Herdez®, we foster an organizational culture based on inclusion and diversity, promoting gender equality and encouraging inclusive and sustainable economic growth for our people. As part of this commitment, in 2024 we maintained our adherence to the United Nations Women’s Empowerment Principles (WEPs) and the Mexico City Grand Agreement for Equal Treatment.



### WEP’s

Since 2022, we have been signatories of the UN Women’s Empowerment Principles (WEPs), a framework to promote gender equality and female empowerment in the workplace and society.



### Mexico City Grand Agreement for Equal Treatment

In 2022, we signed this commitment to strengthen inclusive work environments, free from discrimination and with greater participation and diversity.





# Team Composition

76% of our workforce is in the operational category, primarily composed of people under 30: female representation in this age group reaches 91% and male representation 94%.

In the tactical category, representation ranges between 1% and 5%, peaking in the 30–50 age group. In the strategic level, it remains under 2% across all age ranges, with no representation among those under 30 or over 50. Male presence in these levels reaches up to 6% in the tactical category and 5% in the strategic category.



Note: The job categories in this report reflect our internal structure, based on the GG Global Grading System.

## Employees by job category, age, and gender

Women							
Job category	Under 30		30 to 40		40 y 50		Over 50
Operational	2,230	91.3%	1,097	75.6%	925	82.1%	547 91.0%
Operational-Normative	195	8.0%	272	18.7%	124	11.0%	42 7.0%
Tactical	17	0.7%	66	4.5%	55	4.9%	9 1.5%
Strategic	0	0.0%	16	1.1%	22	2.0%	3 0.5%
TOTAL	2,442	100%	1,451	100%	1,126	100%	601 100%

Men							
Job category	Under 30		30 to 40		40 y 50		Over 50
Operational	2,566	93.9%	1,448	77.6%	1,155	79.5%	644 76.9%
Operational-Normative	152	5.6%	333	17.8%	188	12.9%	100 11.9%
Tactical	15	0.5%	67	3.6%	82	5.6%	52 6.2%
Strategic	0	0.0%	19	1.0%	27	1.9%	41 4.9%
TOTAL	2,733	100%	1,867	100%	1,452	100%	837 100%

# Inclusion of people with disabilities

Our team includes seven people with **hearing impairments**, most of whom are women aged 30–50 (57.1%), followed by men in the same age range (42.8%).

**Visual disabilities** are represented entirely by men aged 30–50 (100%). For physical disabilities, there is equal representation of women and men aged 30–50 (37.5% each), with additional male representation over 50 (25%).

**Intellectual disabilities** are evenly distributed between women and men aged 30–50 (33.3% each), with male representation under 30 (33.3%) and no presence over 50.



## Éntrale Alliance



Since 2017, we have been part of the “Éntrale” Alliance promoted by the Mexican Business Council.

2024	Women			Men			Total people with disabilities
Type of disability	Under 30	30 to 50	Over 50	Under 30	30 to 50	Over 50	
Hearing	0.0%	57.1%	0.0%	0.0%	42.9%	0.0%	7
Visual	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	1
Physical	0.0%	37.5%	0.0%	0.0%	37.5%	25%	8
Intellectual	0.0%	33.3%	0.0%	33.3%	33.3%	0.0%	3

## Inclusion of refugees



In 2024, at Grupo Herdez® we took a decisive step in our diversity and inclusion strategy by signing **an alliance with the United Nations High Commissioner for Refugees (UNHCR)** to promote the labor integration of 17 refugees into our operations. We launched this collaboration in our facilities in San Luis Potosí and at our distribution center in Monterrey, reaffirming our commitment to equity, labor inclusion, and support for communities in vulnerable situations. More than just a hiring agreement, this initiative seeks to improve the lives of those forced to leave their home countries by providing real opportunities to rebuild their future. Through actions like this, we continue to strengthen our leadership as a socially responsible and committed company.



### Commitment to Equity: no gender pay gap

At Grupo Herdez®, we guarantee pay equity between women and men across all job categories and locations. In our stores, we have achieved full parity, with 100% salary equality. In the tactical category, the gap is even reversed, with women earning slightly more on average than men (100.5% vs. 99%). While some differences still exist in specific areas, we remain firmly committed to building a fair and equitable work culture for everyone in our organization.

100% parity in stores and women earn 100.5% of the average salary at the tactical level.

Base salary ratio of women to men, by job category\*

	Women	Men
Operational	95.6%	104.6%
Operational – Normative	98.8%	101.2%
Tactical	100.6%	99.4%
Strategic	96.4%	103.7%

\*Average monthly base salary ratio

Base salary ratio of women to men, by work location\*

	Women	Men
Plants	78.0%	128.0%
Distribution Centers (CEDIS)	94.0%	106.0%
Corporate Offices	94.0%	106.0%
Sales Routes	135.0%	74.0%
Stores	100.0%	100.0%

\*Average monthly base salary ratio



# Training and Development

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

At Grupo Herdez®, we recognize that talent is the cornerstone of our growth. That is why we invest in the comprehensive development of our employees through training programs designed to strengthen their skills and reinforce what we have within: our culture, our values, and our commitment to excellence.

We strive to generate a positive impact on millions of people, starting with the more than 12,000 employees who are part of our team.



## Investment and Training Hours

At Grupo Herdez®, what we have within is reflected in our commitment to talent development. In the analysis of training hours by gender, women had a slightly higher average with 26.48 hours per person, compared to 24.78 hours for men. A total of 5,143 women and 6,336 men received training.

Training is mainly concentrated in the operational category, which accounts for more than 80% of total hours. In 2024, operational employees accumulated 238,083.45 training hours, while the strategic level accounted for 3,926 hours.

In the strategic level, men accumulated 2,837 hours and women 1,089. In the tactical level, men totaled 4,750 hours and women 3,372—figures proportional to the gender distribution in each job category, where men outnumber women two to one.



\$23.3

million pesos, total investment in training and development

\$1,944

pesos, average investment per employee



Average training hours, by gender

Gender	Trained Employees	Training Hours	Avg. Hours per Person
Women	5,143	136,183	26.5
Men	6,336	157,011	24.8
Total	11,479	293,194	0.8

Note: The average training hours refer only to employees of Conservas and Impulse in Mexico. Herpons, Aires de Campo, Seramano, and Interdeli are excluded.



Average training hours, by job category

Job Category	Average hours
Operational	24.6
Operational – Normative	32.2
Tactical	23.8
Strategic	32.7
Overall average hours	25.5

Training Categories

- **Institutional Courses:** Reinforce our identity and corporate values, covering key topics such as Ethics and Legality Culture, Diversity and Inclusion, and Company Induction.
- **Technical Skills:** Develop job-specific skills to ensure our employees perform with excellence.
- **Performance Skills:** Strengthen core soft skills such as communication, teamwork, and strategic thinking.
- **Regulations and Safety:** Ensure compliance with Official Mexican Standards and key safety and well-being guidelines.
- **Leadership:** Train current and future leaders through specialized programs focused on team management, decision-making, and transformational leadership.

Flagship Programs 2024

Leadership Culture

We strengthened our Leadership Culture through programs designed to prepare our leaders for challenges within their areas of influence. The leadership development program—including LinkedIn Learning and our in-house leadership training—impacted more than 2,652 employees in 2024, with a 2% increase in participation.

Train-the-Trainer

We promoted internal learning by training 943 experts as internal instructors, who shared their knowledge in more than 7,260 training events. As a result, we reached a total of 226,899 training hours in 2024.

Ethics and Legality Culture

Through communication and training initiatives, more than 9,650 employees received 26,800 hours of training on our Code of Ethics, Legality, and Human Rights—an increase of more than 50% compared to 2023.

Diversity and Inclusion

We value what makes us unique. For the third consecutive year, we strengthened our Diversity and Inclusion culture by engaging more than 7,300 leaders and employees in training and communication initiatives to continue building a respectful, equitable, and discrimination-free environment.

# Performance Evaluation

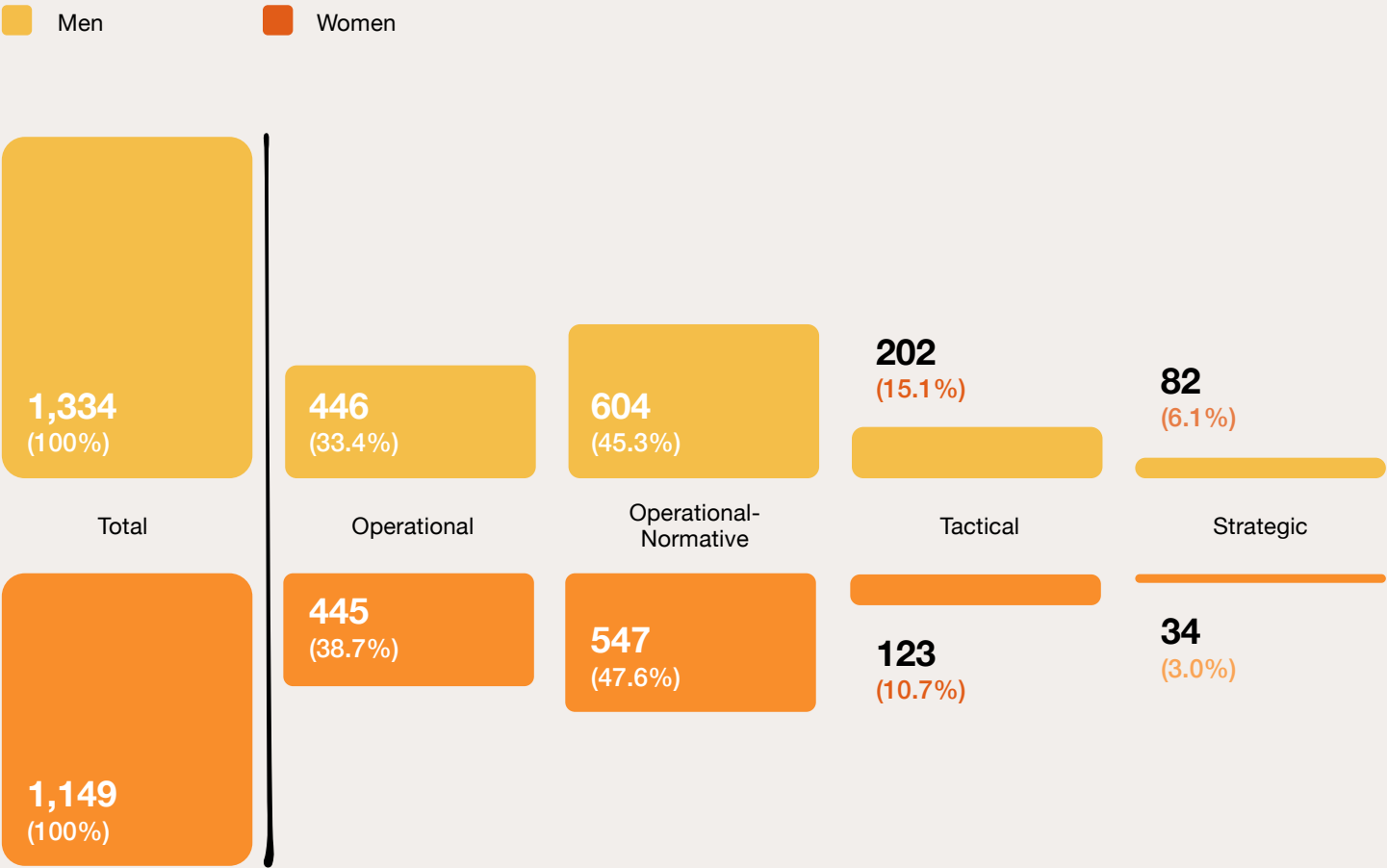


At Grupo Herdez®, we believe that growth begins with the development of our people. With this approach, we carry out regular performance evaluations that allow us to align individual skills and goals with organizational objectives, identify areas for improvement, and drive professional development.



In 2024, we evaluated 2,483 employees across various job categories, strengthening our culture of continuous learning and shared evolution.

## Evaluated employees by gender and job category





# Comprehensive Well-being

GRI: 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10  
IP: 5

At Grupo Herdez®, the safety and well-being of our people are a top priority. Through a preventive approach and management systems aligned with Mexican regulations and international standards, we provide safe, healthy work environments in line with best practices. Our commitment is reflected in initiatives ranging from risk prevention to health promotion and the comprehensive development of our team.

# Management Systems

The Environmental Control, Safety, and Hygiene (CASH) department drives prevention as part of the work culture to protect the integrity of our people and ensure business continuity.

**STOP**  
To ensure the quality of our safety and health processes, we have the STOP system, which allows us to analyze the number of unsafe acts and conditions in order to establish internal work plans based on the results. It is our occupational health and safety management system that covers all Grupo Herdez® facilities, involving both unionized and non-unionized employees, contractors, and suppliers.

We conduct weekly reviews of indicators with industrial safety leaders to maintain a high level of protection. At the same time, we monitor regulatory compliance through specialized folders, aiming for safer working conditions aligned with the highest standards.



ENTORNOS  
LABORALES  
SEGUROS Y  
SALUDABLES

### ELSSA Distinction

100% of our plants have been awarded the Safe and Healthy Work Environments (Distintivo ELSSA) recognition by the Mexican Social Security Institute (IMSS). This recognition reinforces our commitment to risk prevention, productivity, and the well-being of our people. Additionally, we promote actions for the detection and management of chronic diseases to consolidate safe and healthy work environments.

	Man-hours worked		Number of accidents		Actual frequency rate		Days lost due to accidents		Rate of days lost per accident	
	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024
Women	6,736,704	7,443,072.00	22	25	0.56	0.67	385	677	9.76	18.19
Men	7,887,360	7,947,264	22	20	0.65	0.50	733	433	21.76	10.90
Total	14,624,064	15,390,336	44	45	0.60	0.58	1,118	1,110	15.29	14.42

The same number of employees reported in IP5 is also indicated in GRI 2-7 (page 8 of the report). This figure only includes personnel from distribution centers, offices, and plants. In the case of the plants, only those located in Celaya, Monchis, Santa Rosa Barilla, and PIN are excluded.

# Health Promotion and Prevention

At Grupo Herdez®, the safety and well-being of our people are a priority. Through comprehensive health and wellness programs, including medical services and occupational health initiatives, we create safe and healthy work environments.

We actively promote a culture of self-care through prevention campaigns and training and development initiatives, ensuring that every employee has the necessary tools to live a healthy life.



## Medical Services

We provide medical services at 100% of our locations and carry out annual occupational health campaigns, including vaccination, medical consultations, follow-up care, and training for the early detection of diseases.

In 2024, we held our first Health Fair at our operations in Vallejo, Mexico City, where a mobile unit provided medical exams to prevent occupational diseases and monitor the well-being of our employees.



## Healthy Living Plate

Through the Healthy Living Plate initiative, we promote healthy habits by carrying out activities and challenges that improve the health of our workforce.



## Training

We offer training and activities that strengthen skills and promote the overall well-being of our people. In 2024, we accumulated a total of 74,886 training hours focused on health and safety, which is equivalent to 15.41 hours per employee for the year.



# Training in Health and Safety 2024

5S Methodology  
Addictions  
Advanced First Aid  
Advanced HACCP Golden Seal  
Ammonia Leak Control (Hazmat)  
Annual Evacuation Brigade  
Brigadist Functions and Activities  
Collapse and Hazardous Substances Brigade  
Communication for Brigadists  
Compressor Functionality Principles  
Conservation Equipment Used in Production Areas  
Dissemination of the Comprehensive Policy  
Electrical Risks  
Emergency Response Plan  
Emergency Response with Ammonia Inhydro-NH3  
Emergency Response with Hazardous Materials  
Environmental Control, Safety, and Hygiene  
Evacuation for Brigadists  
Evacuation, Search, and Rescue  
Eyes on the Task, Mind on the Task Unit II  
Firefighting Brigade  
Firefighting for Brigadists  
First Aid  
First Aid Brigade  
First Aid Course  
First Aid for Brigadists  
Globally Harmonized System  
HACCP PCC and PPRO  
HACCP applications in the microbiology laboratory  
Height Rescue  
Induction to Environmental Compliance, Safety, and Hygiene

Industrial Safety  
Intermediate Evacuation  
Internal Civil Protection Committee  
Lockout and Tagout  
Manual Load Handling  
Multifunctional Brigadists  
NOM-001-STPS-2008 Local Building and Facility Safety  
NOM-002-STPS Prevention and Fire Protection  
NOM-002-STPS-2010 Safety, Prevention, and Fire Protection Conditions in Work Centers  
NOM-004-1999 Safety Systems and Devices in Machinery  
NOM-004-2009 Clinical Records  
NOM-004-STPS LOTOTO System and Devices in Machinery  
NOM-005-STPS-1998 Handling, Transport, and Storage of Hazardous Substances  
NOM-006-STPS-2014 Auxiliary Load Tools/Forklifts  
NOM-006-STPS-2014 Handling and Storage of Materials  
NOM-009-STPS-2011 Work at Heights  
NOM-010-STPS-2014 Chemical Contaminants in the Workplace  
NOM-011-STPS-2001 Noise  
NOM-012-STPS-2012 Ionizing Radiation  
NOM-015-STPS-2001 High or Low Thermal Conditions  
NOM-017-STPS-2008 Personal Protective Equipment  
NOM-018-STPS-2015 Hazard Identification and Risk Assessment for Chemicals

NOM-019-STPS-2015 Safety and Hygiene Committees  
NOM-020-STPS-2011 Pressure Vessels and Boilers  
NOM-022-STPS-2008 Static Electricity  
NOM-024-STPS-2001 Vibrations - Safety and Hygiene Conditions in Work Centers  
NOM-025-STPS-2008 Lighting Conditions in Work Centers  
NOM-026-STPS-2008 Safety Colors and Signs  
NOM-027-STPS-2008 Safety Conditions in Welding and Cutting  
NOM-028-STPS-2011 and NOM-030-STPS-2009  
NOM-029-STPS-2005 Maintenance of Electrical Installations in Work Centers  
NOM-030-STPS-2009 Preventive Safety and Health Services  
NOM-033-STPS-2015 Safety for Work in Confined Spaces  
NOM-034-STPS-2016 Safety for Employees with Disabilities  
NOM-035-STPS-2018 Psychosocial Risk Factors at Work: Identification, Analysis, and Prevention  
NOM-036-1-STPS-2018 Ergonomic Risk Factors at Work: Identification, Analysis, Prevention, and Control – Part 1: Load Manual  
NOM-036-STPS Ergonomics  
Normative CASH Courses  
Occupational Hygiene  
Operation and Maintenance of Forklifts  
Pressure Vessels  
Prevention and Firefighting  
Preventive Observation Work System

Psychosocial Support  
Reinforcement in BPM  
SEH Trainings  
Safe Operation of Industrial Vehicle Class II  
Safe Work at Heights  
Safestart  
Safestart Methodology  
Safestart Module I  
Safestart Module II  
Safestart Module IV  
Safestart Module V  
Safestart Review per Accident  
Safety Conditions for Working at Heights: Rescue Focus  
Safety Conditions in Forklift Operations  
Safety Leaders  
Safety and Hygiene Colors and Signs  
Safety and Hygiene Committee based on NOM-019-STPS-2011  
Search and Rescue Brigade  
Search and Rescue for Brigadists  
Training in Integrated Management Systems  
What to Do in Case of Emergency  
Work in High Temperatures

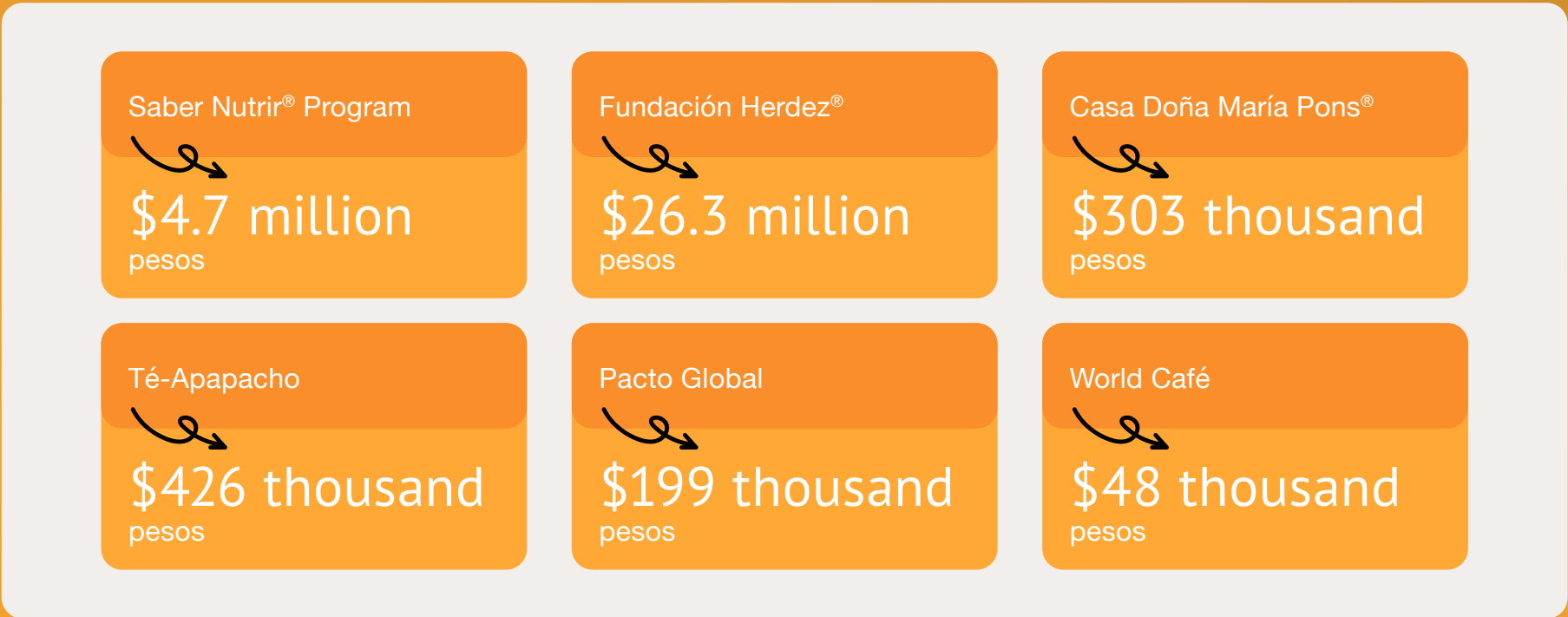
# Social Investment

IP: 2, 3

At Grupo Herdez® what we have within us is the driving force behind our commitment to contribute to the global goal of ending hunger in Mexico. Through our social conscience and active commitment, we work to achieve food security and improve nutrition in the country. This value is materialized through two lines of action: Saber Nutrir® and Fundación Herdez®.



## Social Investment 2024



The actions of Saber Nutrir® allow us to contribute to the development of communities and access to opportunities. Through Fundación Herdez® we promote education, dissemination and access to food in vulnerable populations, and we preserve recipes of Mexican gastronomy through the Casa Doña María Pons® Library. All these efforts contribute to the fulfillment of SDG 2: Zero Hunger.

### Té-Apachacho.

Activity promoted by McCormick® to provide a moment of wellness for patients and medical personnel. In 2024, 7,000 tea tastings were held in seven hospitals in Mexico City.



## Saber Nutrir®

We have been promoting the development of rural communities for more than 10 years through our social responsibility program Saber Nutrir®.



The main objective of the program is to contribute to the well-being and development of children through actions focused on comprehensively improving the nutritional conditions of the communities, guaranteeing access to safe water and the development of productive and food marketing projects.

The annual investment in 2024 in the Saber Nutrir® program amounted to \$4.7 million pesos. Since its creation in 2013, its actions have benefited 985 families in 35 communities in the states of Mexico, Chiapas, Jalisco and Yucatán, through 2,242 implemented projects.

## Marketing and food security projects

What we put on people's tables is born in the countryside, which is why we promote agriculture as a source of income and a mechanism to achieve food security in communities in the State of Mexico and Yucatán.

In 2024 we implemented more than 100 projects involving the planting and marketing of local agricultural products, which each year allows us to benefit more families. We seek integral development. To achieve this, the initiatives are complemented with nutritional monitoring of children in the communities and school strengthening programs around good nutrition with the delivery of supplements and the follow-up of the Plato del Buen Comer (Good Food Plate).

State of Mexico

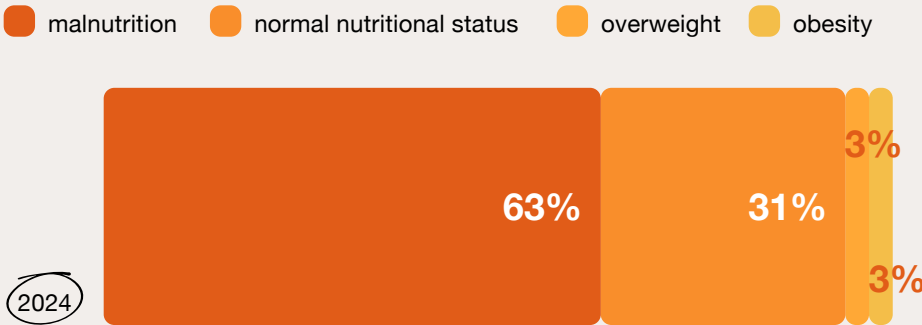
In the Mazahua communities of the State of Mexico, through 83 marketing projects, income of \$5.9 million pesos was generated in 2024, benefiting 169 families. In addition, 11 new food security projects were installed, including micro tunnels to protect crops and chicken coops.



Nutritional monitoring

Due to demographic changes in the locality, during 2024 we conducted new nutritional assessments to 115 children in the Mazahua communities. This update allowed us to establish a new baseline to monitor, starting this year, the nutritional status and overall health of the child population served.

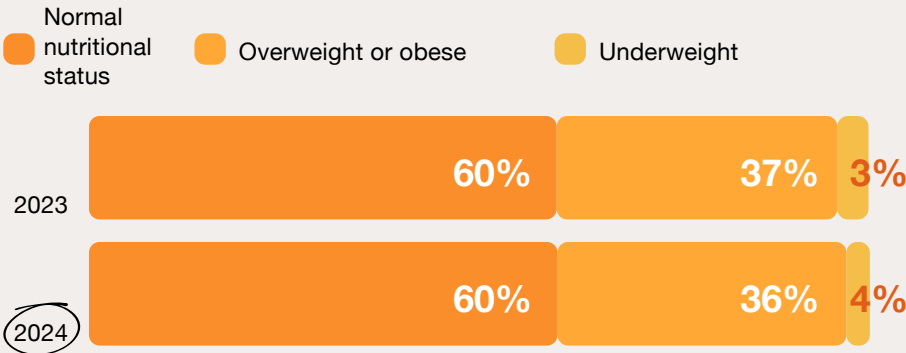
Findings 2024



School program

In 2024, Saber Nutrir® benefited 8,528 elementary school students in Zumpango and Teoloyucan with lectures on nutrition. In addition, 4,540 children were evaluated, observing that 60% maintained a normal nutritional status as well as a slight decrease in cases of overweight and obesity and a small increase in underweight, compared to the previous year.

Findings 2024



The data is consistent with the National Health and Nutrition Survey 2022, which indicates that four out of every 10 children between 5 and 11 years of age are overweight or obese in Mexico, which reinforces our commitment to continue promoting healthy eating habits.



Yucatán

In 2024, the program continued to operate in the communities of Choyob, Yax-ha, San Simón and Xohuayan, benefiting a total of 114 families. As part of this year’s progress, 40 projects were installed and four new families were incorporated, strengthening the scope and continuity of the initiative.

5

farms

5

rainwater  
harvesting  
cisterns

3

honey  
extractors

5

orchards

5

toilets with  
biodigester and  
purifier

2

egg  
incubators

10

corn silos

5

ecological  
stoves

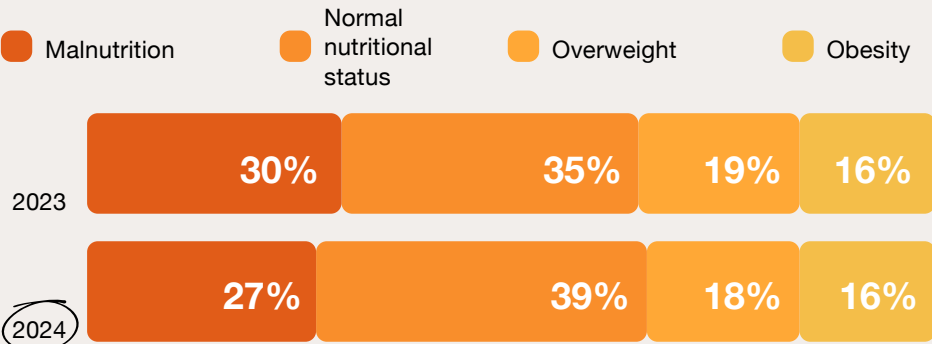


Nutritional monitoring

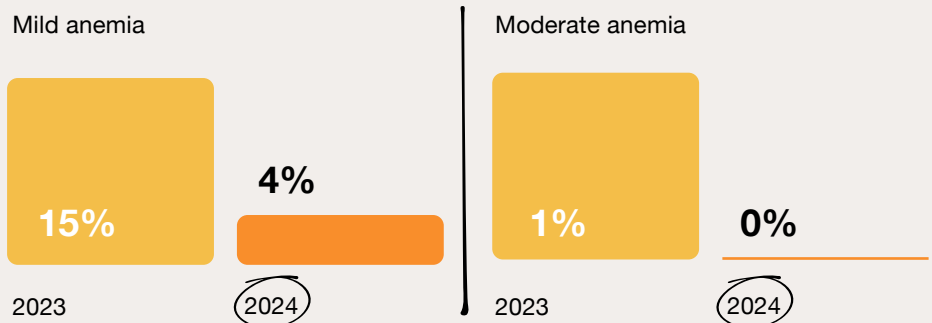
With the well-being of children in mind, the health of 80 children in the communities has been monitored over the past three years. In the 2024 assessment, several changes were observed..

Additionally, at the end of the year, a hemoglobin test was performed which showed significant improvements in anemia levels.

Findings



Niveles de anemia



# Casa Don Bosco

Our Saber Nutrir® program, in alliance with Casa Don Bosco in San Luis Potosí, provides young women with tools to forge a better future through activities that include courses on nutrition, physical activation (soccer and dance), academic regularization (mathematics and English), and artistic workshops (music and painting).

In addition, in collaboration with the Agronomy Faculty of the Universidad Autónoma de San Luis Potosí, 20 fruit trees (10 peach and 10 fig trees) were planted in 2023.

Nutritional assessments were performed on 64 young people (29 women and 35 men), with the following results: 61% showed a normal nutritional status, 28% overweight and 11% obese. Since this was the first measurement of these individuals, there are no previous records to monitor progress.



# Saber Nutrir® Volunteering

In 2024, we extended our support with the participation of 110 volunteers from Mexico City corporations in a day in the community of El Huizache, in San José del Rincón, State of Mexico, who carried out the following activities:

- Planting of 300 trees
- Maintenance of agricultural infrastructure (cisterns, chicken coops, ecological stoves).
- Creation of planting beds in greenhouses.
- Educational activity “Plato del Bien Comer” with 52 children from the Mazahua community.

275

volunteer hours in 2024

# Saber Nutrir® Sponsor

We reach out in multiple ways to continue positively impacting more people. In the Mazahua area, 77 children with malnutrition received support in 2024 through 40 sponsors, who made monthly contributions for the purchase of nutritional supplements. As a result, 15 children (19.5%) were able to recover from malnutrition.



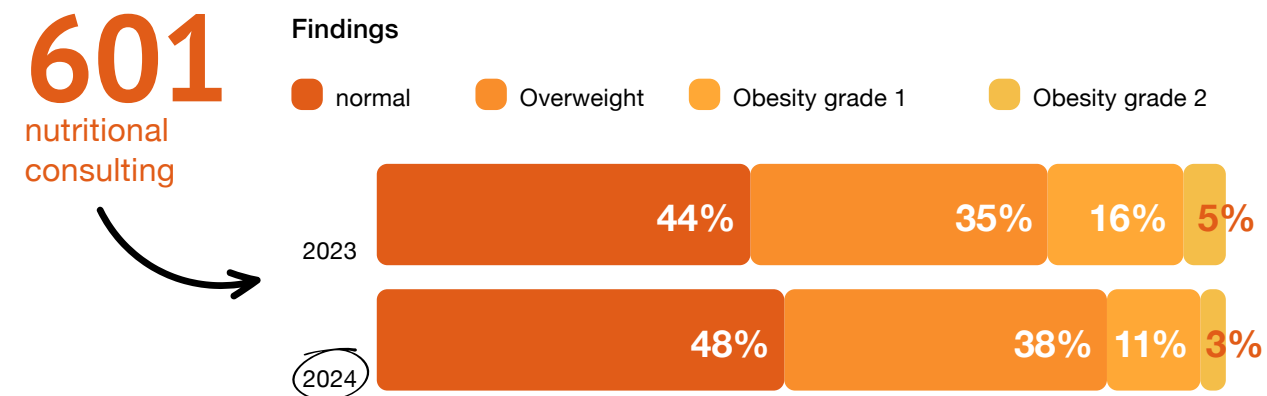


## Healthy Eating Program

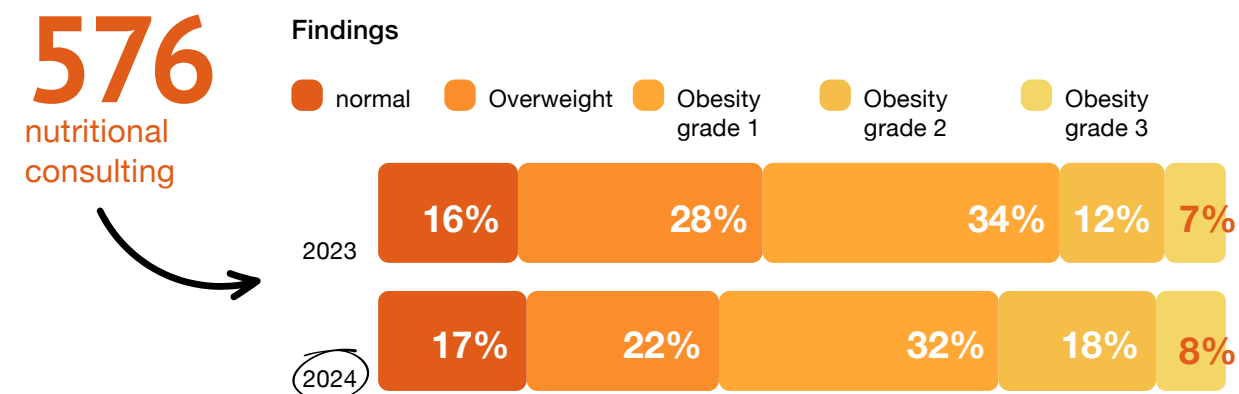
We aim to improve the eating habits of our employees. In 2024, we provided 1,177 nutritional consultations in Mexico City and Los Mochis, Sinaloa, to monitor and improve people's health.

As a result, a total loss of 508.8 kg was achieved among the participants. In order to monitor progress and provide personalized follow-up, nutritional consultations are carried out monthly and recorded in clinical records.

### Assessment in CDMX



### Assessment in Los Mochis



## Exhibition at Papalote Museo del Niño

Saber Nutrir® is present at the Papalote Museo del Niño\* with the exhibition “What are we going to eat?” in the “My home and my family” area, where children learn about food groups and how to plan healthy meals.



\* Museum located in Mexico City focused on children's learning through interactive science, art and technology exhibits.

# Fundación Herdez®

With passion and dedication, Fundación Herdez® is consolidating its position as a guardian of our culinary traditions. Through research, preservation and dissemination of Mexican cuisine, we contribute to strengthening of food culture and ensuring access to decent food for thousands of people.

Investment in the Foundation’s activities amounted to \$26.3 million pesos in 2024, of which \$449 thousand pesos were channeled through the Natural Disaster program to provide food support to communities in emergency situations.



## Visitors received in 2024

Museo Galería Nuestra  
Cocina Duque de Herdez®

11,535  
people

Tastings at the  
Interpretation Center

5,109  
people

Library of Mexican  
Gastronomy

1,355  
people

Guided tours

1,207  
people

Cultural activities

3,180  
people





# Cultural activities



We want to reach people through taste and culture. Continuing with our commitment to be an agent of change and to reach more and more people who can benefit from our initiatives, in 2024 we showed the value of what we have within us through 48 cultural and educational activities in which more than 3,000 people of different ages participated.

48

cultural and educational activities

3,000

people

## Cultural events

A Gastronomic Rally, the exhibition of the 33 institutional posters of the Mexican Association of Private Archives and Libraries (AMABPAC), the Novo-Hispanic Week with convent tastings, and the Mexican Lottery Song in the pedestrian Zócalo.



## Lectures and presentations

Meetings were held such as the lecture “ Hablemos de tamales”, the presentation of the book “Azúcar, canela, almendras... Secretos de la bisabuela” and the conference “Comida y tradición en la Ciudad de México” (Food and tradition in Mexico City).



## Volunteer and social responsibility activities

In collaboration with various organizations, we held cookie and calaveritas decoration workshops with the Ronald McDonald Foundation, the Foundation for the Dignification of Women and ARTSY. Through the Plato del Bien Comer children’s program, we promoted food education with Fundación a Favor del Niño IAP.

## Gastronomic workshops

Offered on the preparation of cookies, chocolate tablets, nixtamalization, salsas, canasta tacos, traditional pan de muerto and chocolate and amaranth calaveritas.





## Alliance with the BAMX Network

We know that alliances enhance impact, which is why in 2024 we strengthened our collaboration with the Mexican Food Bank Network (BAMX), delivering 627,325 kilos of food that benefited 142,587 people through 31 food banks throughout the country.

**627,325**  
kilos of food

**142,587**  
people benefited



## Casa Doña María Pons®

The magic of our cuisine has a special place. Casa Doña María Pons® is a Fundación Herdez® space in San Luis Potosí dedicated to the preservation and dissemination of Mexican culinary heritage. Its work focuses on the development of educational and cultural activities that promote gastronomic identity, inclusive learning and environmental awareness. Through interactive experiences rich in tradition and flavor, we foster the link between the community and its culinary heritage, promoting sustainable practices.



Casa Doña María Pons® hosted the 2024 National Congress of the National Network for the Inclusion of the Blind and Low Vision (RENACBVI): we are committed to inclusion and education.



During 2024, the social investment allocated to 62 educational and cultural activities through Casa Doña María Pons® was \$303 thousand pesos. Among the outstanding activities were guided tours, gastronomic experiences, canning workshops, educational vegetable gardens and events to promote reading. We also organized book presentations, tastings, meetings with specialists and cultural activities focused on the Mexican culinary tradition.



As part of the literary activities, three editions of the “Sazón Literario” Reading Circle were held, as well as presentations of books from the Tonacayotl Collection and the book “Una Empresaria Pionera en San Luis Potosí: María Pons Nicoux 1893-1974” (A Pioneer Businesswoman in San Luis Potosí: María Pons Nicoux 1893-1974).



Visitors received in 2024

María Pons  
Nicoux Exhibition

7,315  
people

Educational Garden

4,334  
people

Casa Doña  
María Pons® Library

3,610  
people

62 cultural and  
educational activities

9,521  
people



The total number  
of visitors to Casa  
Doña María Pons® in  
2024 was 21,446.





# Commitment to Consumers

GRI: 416-1, 417-1

SASB: FB-PF-250a.1, FB-PF-260a1, FB-PF-260a2, FB-PF-270a1, FB-PF-270a2

IP: 8



## Health and Nutrition

Aware that more and more consumers are concerned about their health, in 2024 we strengthened our efforts dedicated to the nutritional mapping of the entire Grupo Herdez® food and beverage portfolio. We identified the presence of artificial additives and the number of nutrient warning labels they contain in order to subsequently identify the possible reduction in critical nutrients added or the elimination of artificial additives, in accordance with epidemiological and health information issued by the Mexican authorities.

As a result, we have updated our *Organizational policy for the development of new products* to control critical nutrients and facilitate their reduction or elimination, as well as the use of the correct formulas during the manufacturing process. For the food and non-alcoholic beverages market, the updated criteria to be considered are below the maximum allowed by Mexican regulations.

100% of the domestic and export portfolio is constantly evaluated for potential impacts on consumer health and safety.

Our commitment to those who choose our brands also involves labeling products in accordance with the regulations applicable to each segment of the portfolio in the country of destination for their commercialization. In addition to having a diversified portfolio that offers options for different lifestyles, our products have additional specifications that enable our consumers to make informed consumption decisions.



# Enhanced Nutrition

It is our program to offer foods of the highest nutritional quality. In this sense, we identify ingredients with opportunities for improvement and replace them with more natural alternatives or with less impact on the consumer.



## Clean Label

This initiative consists of identifying ingredients and additives in the products of the portfolio that can be removed from the label to provide clearer information to the consumer. It involves eliminating abbreviations and technical names of substances used as additives so that consumers know what they are consuming.

## Better for You

This initiative consists of the identification of foods that can potentially offer the consumer a benefit beyond the intrinsic nutritional contribution of the food. It is determined according to the characteristics of the products and includes vitamins, minerals, probiotics and fiber.



# Food Safety

SASB: FB-PF-250a.1

With the health, safety and well-being of consumers in mind, as well as our voluntary commitment to the Global Food Safety Initiative (GFSI), we audit our **Food Safety System Certification** (FSSC 22000) programs annually at all production facilities, with the exception of the Coronel and Villagrán plants. This process guarantees the quality and safety of our products through adequate processes for food production and handling.

Corrective actions include reviewing the specifications of all raw materials and packaging materials to determine which require security seals during transportation, as well as requesting suppliers to comply with these requirements. We also update documents that allow us to better track resources and activities to ensure that products are protected against damage or contamination. Our goal is to maintain quality in every link of the value chain so that people can continue to enjoy our products with the confidence they have always had.

## Quality and Safety Culture Program

We know the power of our people to generate changes within the company, therefore the Quality and Food Safety Culture Program seeks to promote an organizational culture in our operating units where Quality and Food Safety is part of the values, beliefs, behaviors, standards and management principles.

13 of our 16 production sites are FSSC 22000 certified for food safety.



At Grupo Herdez®, **#WhatWeHave Within**, and what distinguishes us on the outside, is our seal of quality, our commitment to trust.



# Annexes



About this report	p.101
GRI Content Index	p.102
SASB content index	p.111
External assurance letter	p.114





# About this Report

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

The 2024 Integrated Annual Report of Grupo Herdez®, titled What We Have Within, consolidates financial, operational, and sustainability information corresponding to the fiscal year from January 1 to December 31, 2024. It was published during the first half of 2025 and reaffirms our commitment to transparency and accountability to all our stakeholders.

This annual report incorporates indicators based on the Global Reporting Initiative (GRI) Standards and the Sustainability Accounting Standards Board (SASB) guidelines for the Processed Foods sector. It also follows the guidelines of the Mexican Stock Exchange (Bolsa Mexicana de Valores), the principles of the United Nations Global Compact, and the Sustainable Development Goals (SDGs).

Financial information is prepared in accordance with International Financial Reporting Standards (IFRS) and expressed in Mexican pesos, unless otherwise stated. For further details, please refer to the 2024 Annual Report. Grupo Herdez® consolidates 100% of the operations of the Impulse segment, Herdez Del Fuerte® Mexico, Barilla® Mexico, and McCormick® de Mexico. The proportional interest of Herdez Del Fuerte® in MegaMex is reflected under “Equity in the Results of Associates.” Fundación Herdez® is included in the water consumption indicators reported.

In line with our general reporting guidelines, all figures are presented with one decimal place. However, when technical accuracy is required—such as in the Environmental section—figures are shown with two decimal places.



## 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)

Corporate headquarters:

Monte Pelvoux 215, Col. Lomas de Chapultepec, Miguel Hidalgo, C.P. 11000, Mexico City

Country of operation:

Mexico

## Subsequent events

On April 7, 2025, we announced our intention to propose to the Shareholders' Meeting, to be held on April 23, 2025, the payment of a dividend in kind consisting of the delivery of all of the sample shares owned by Grupo Nutrisa, S.A. de C.V. (holding company of companies that own the retail brands Nutrisa®, Moyo®, Cielito Querido Café®, and Chilim Balam®). It is anticipated that, prior to the distribution, the shares of Grupo Nutrisa will be registered in the National Securities Registry and listed on the Mexican Stock Exchange, without a public offering. This separation and distribution of Grupo Nutrisa's business seeks to offer greater optionality and differentiation to our shareholders. This event does not require any adjustment to the data and/or disclosures as of December 31, 2024.





# 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 2024.  
**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) and Grupo Herdez® Own Indicators (IP)

GRI Standards and own Indicators	Disclosures	Location, direct response or reason for omission	Sustainable Development Goals (SDGs)
General contents			
Gri 2: general disclosures 2021	2-1 Organizational details	About this report. p. 101	
	2-2 Entities included in the organization's sustainability reporting	About this report. p. 101	
	2-3 Reporting period, frequency and contact point	About this report. p. 101	
	2-4 Restatements of information	No restatement of information from previous reports was necessary for the preparation of this report.	
	2-5 External assurance	The scope of the assurance is of a limited nature considering the International Standard for Assurance Engagements ISAE 3000. The external verification report by Ernst & Young Mexico (EY) is attached.	
	2-6 Activities, value chain and other business relationships	Our reason for being: Market presence. pp. 5-7	
	2-7 Employees	We do not have part-time employees or non-guaranteed working hours. The data is compiled based on final information for the reporting period, with full-time equivalent units based on the internal payroll system. e. We closed 2024 with an economic increase of 3.3% and are reporting an increase in the workforce of 7.8%. Note: Full-time employees are the sum of permanent employees plus temporary employees. Details in Our reason for being: Employment generated. p. 8	8, 10
	2-8 Workers who are not employees	Information not available due to internal mechanisms.	8
	2-9 Governance structure and composition	Solid commitment: Corporate governance. pp. 20-22	5, 16
	2-10 Nomination and selection of the highest governance body	Solid commitment: Corporate governance. p. 23	5, 16
	2-11 Chair of the highest governance body	Solid commitment: Corporate governance. p. 23	16
	2-12 Role of the highest governance body in overseeing the management of impacts	Solid commitment: Corporate governance. pp. 20-22	16
	2-13 Delegation of responsibility for managing impacts	Strategic Alignment: Focus on Sustainable Development. p. 35	
	2-14 Role of the highest governance body in sustainability reporting	Strategic Alignment: Focus on Sustainable Development. p. 35	
	2-15 Conflicts of interest	Solid commitment: Corporate governance. p. 23	16
	2-16 Communication of critical concerns	Strategic Alignment: Focus on Sustainable Development. p. 35	
	2-17 Collective knowledge of the highest governance body	Information not available for confidentiality reasons.	
	2-18 Evaluation of the performance of the highest governance body	Information not available for confidentiality reasons.	
	2-19 Remuneration policies	Solid commitment: Corporate governance. p. 23	
	2-20 Process to determine remuneration	Solid commitment: Corporate governance. p. 23	
	2-21 Annual total compensation ratio	Information not available for confidentiality reasons.	
	2-22 Statement on sustainable development strategy	Message from the Chairman of the Board and Chief Executive Officer. pp. 11-15	
	2-23 Policy commitments	Solid commitment: Ethical behavior and compliance. pp. 24-30	16
	2-24 Embedding policy commitments	Solid commitment: Ethical behavior and compliance. pp. 24-30	
	2-25 Processes to remediate negative impacts	Strategic Alignment: Focus on Sustainable Development. p. 35	
	2-26 Mechanisms for seeking advice and raising concerns	Solid commitment: Ethical behavior and compliance. p. 26	16
	2-27 Compliance with laws and regulations	During 2024 there were no significant non-compliances with legislation or regulations involving fines or penalties.	
	2-28 Membership associations	Solid commitment: Associations. pp. 31	
	2-29 Approach to stakeholder engagement	Strategic Alignment: Focus on Sustainable Development. p. 37	
	2-30 Collective bargaining agreements	31.12% of our employees are members of a collective bargaining agreement. For the rest of the employees, the organization determines their working conditions.	8

GRI Standards and own Indicators	Disclosures	Location, direct response or reason for omission	Sustainable Development Goals (SDGs)
Material topics			
Gri 3: material topics 2021	3-1 Process to determine material topics	Strategic Alignment: Focus on Sustainable Development. p. 36	
	3-2 List of material topics	Strategic Alignment: Focus on Sustainable Development. p. 36	
	3-3 Management of material topics	The management of material issues is available in the main chapters of this report at: Solid commitment. pp. 19-31 Environmental impact. pp. 54-71 Social impact: Grupo Herdez® Talent; Social investment; Commitment to consumers. pp. 72-99	
Legal compliance			
Gri 201: economic performance 2016	201-1 Direct economic value generated and distributed	Strategic Alignment: Focus on Sustainable Development. p. 38 2024 Audited Financial Statements available at <a href="https://grupoherdez.com.mx/en/investors-downloads/">https://grupoherdez.com.mx/en/investors-downloads/</a>	8, 9
	201-2 Financial implications and other risks and opportunities due to climate change	The risks and opportunities identified in our 2020 Climate Change Study remain valid in 2024. They include threats such as extreme events and biodiversity loss, as well as opportunities for improvement in eco-design, transport, and environmental communication. Risk Report available at: <a href="https://grupoherdez.com.mx/en/investors-downloads/">https://grupoherdez.com.mx/en/investors-downloads/</a>	
	201-4 Financial assistance received from government	Grupo Herdez® does 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	No legal actions were filed in 2024.	16
Gri 207: tax 2019	207-1 Approach to tax	At Grupo Herdez® we fully comply with national and international tax regulations. The Financial Controller's Office and Tax Management are responsible for compliance. In 2024, no individual or group tax strategy was applied.	
	207-2 Tax governance, control, and risk management	Body responsible for fiscal compliance: the Financial Controller's Sub-Directorate and the Fiscal Management are responsible. In 2024, no individual or group tax strategy was implemented. Integration of the fiscal approach: We have a centralized fiscal management that ensures compliance with federal and local tax obligations. Fiscal risks: No individual or organizational fiscal strategies were identified and implemented. Tax governance assessment: Compliance is ensured through tax controls and records, internal and external audits, tax and financial opinions, ongoing training, and support from tax advisors, legal, and customs agents.	
	207-3 Stakeholder engagement and management of concerns related to tax	There are neither compliance agreements with tax authorities, nor promotion of or participation in public or stakeholder policies on tax matters.	
	207-4 Country-by-country reporting	Annual Report 2024 available at: <a href="https://grupoherdez.com.mx/en/investors-downloads/">https://grupoherdez.com.mx/en/investors-downloads/</a>	
Ethics and anti-corruption			
Gri 205: anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Solid commitment: Ethical behavior and compliance. p. 24	16
	205-2 Communication and training about anti-corruption policies and procedures	Solid commitment: Ethical behavior and compliance. pp. 27-28	16
	205-3 Confirmed incidents of corruption and actions taken	Solid commitment: Ethical behavior and compliance. p. 24	16
Gri 415: public policy 2016	415-1 Political contributions	Grupo Herdez® and our subsidiaries 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 issues.	16
Labour conditions			
Gri 401: employment 2016	401-1 New employee hires and employee turnover	Omission. Confidentiality reasons Our Impulse business covers all Cielito Querido Café®, Chilim Balam®, Moyo® and Nutrisa® shops. As they are retail shops, staff turnover is higher due to the different working system and therefore has to be measured separately, information that is included in the report. That is why, when calculating staff turnover, shop staff are excluded. Note for new hires: For new hires, both permanent and temporary staff were considered. Note for departures: Staff turnover excludes shop staff and temporary staff. Note: Rotations in the plant are due to the seasonality of the products. The plants, when they have a high production season, hire more staff on temporary contracts, and, when the season is over and production is low, these contracts are terminated. Details available in Social Impact: Grupo Herdez® Talent; Employment and labor relations. pp. 73-75	5, 8, 10
	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 employees, so this classification does not imply a difference in the benefits offered. Details available in Social Impact: Grupo Herdez® Talent; Employment and labor relations. p. 76	3, 5, 8
	401-3 Parental leave	Details available in Social Impact: Grupo Herdez® Talent; Employment and labor relations. p. 76 All our permanent employees are entitled to parental leave.	5, 8
Gri 402: labor/management relations 2016	402-1 Minimum notice periods regarding operational changes	Information not available due to internal mechanisms.	8
Gri 405: diversity and equal opportunity 2016	405-1 Diversity of governance bodies and employees	Social Impact: Grupo Herdez® Talent; Diversity and inclusion. p. 78-79	5, 8, 10



GRI Standards and own Indicators	Disclosures	Location, direct response or reason for omission	Sustainable Development Goals (SDGs)
	405-2 Ratio of basic salary and remuneration of women to men	For Grupo Herdez® an operating location refers to the geographic locations where the organization carries out 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. Note: The information is disaggregated as established internally, as this level of detail is useful to facilitate decision-making within the organization. Note: Only “permanent” employees are included in this indicator. Social Impact: Grupo Herdez® Talent; Diversity and inclusion. p. 80	5, 8
Gri 406: non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	There were no cases of discrimination during 2024.	5, 8
Training and career development 			
Gri 404: training and education 2016	404-1 Average hours of training per year per employee	The training information presented considers only the employees of Conserves and Impulse. The count of employees to obtain the average number of hours per employee considers only canned food and impulse, not the employees of Herpons, Aires de Campo®, Seramano and Interdeli®. Social Impact: Grupo Herdez® Talent; Training and Development. p. 82	4, 5, 8, 10
	404-2 Programs for upgrading employee skills and transition assistance programs	Social Impact: Grupo Herdez® Talent; Training and Development. p. 82	8
	404-3 Percentage of employees receiving regular performance and career development reviews	Social Impact: Grupo Herdez® Talent; Training and Development. p. 82	5, 8, 10
Occupational health, safety and welfare 			
Gri 403: occupational health and safety 2018	403-1 Occupational health and safety management system	Social Impact: Grupo Herdez® Talent; Comprehensive Well-being. p. 84	3, 8
	403-2 Hazard identification, risk assessment, and incident investigation	Social Impact: Grupo Herdez® Talent; Comprehensive Well-being. p. 84	8
	403-3 Occupational health services	Social Impact: Grupo Herdez® Talent; Comprehensive Well-being. p. 84	8
	403-4 Worker participation, consultation, and communication on occupational health and safety	Social Impact: Grupo Herdez® Talent; Comprehensive Well-being. p. 84	8, 10, 16
	403-5 Worker training on occupational health and safety	Social Impact: Grupo Herdez® Talent; Comprehensive Well-being. p. 86	8
	403-6 Promotion of worker health	Social Impact: Grupo Herdez® Talent; Comprehensive Well-being. p. 84	3
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Social Impact: Grupo Herdez® Talent; Comprehensive Well-being. pp. 84-86	8
	403-8 Workers covered by an occupational health and safety management system	Social Impact: Grupo Herdez® Talent; Comprehensive Well-being. p. 84	8
	403-9 Work-related injuries	Social Impact: Grupo Herdez® Talent; Comprehensive Well-being. p. 84	3, 8, 16
	403-10 Work-related ill health	Social Impact: Grupo Herdez® Talent; Comprehensive Well-being. p. 84	3, 8, 16
Own indicator	IP-5 Type and rate of injuries, occupational diseases, days of f work, absenteeism, and number of occupational deaths	This methodology specifies the indicators and calculations for this indicator, which was prepared according to the methodologies of the Corporate Sustainability Assessment (CSA) of S&P Global, Social Area, section 3.5 Occupational Health and Safety, 3.5.4 Lost Time Injury Frequency Rate (LTIFR) - Employees; indicator GRI 403-9 Work-Related Injuries, and the index used by OSHA. The scope of this indicator for 2022 and 2023, is the locations of plants, distribution centers, and corporate offices.The scope of this indicator for the years 2023 and 2024 is plant, CEDIS and corporate locations. Objective: To measure the incidence of the number of injuries, lost time due to injuries, and to monitor the reduction in the rate of work-related injuries within the Company, complying with international and domestic standards to improve well-being indicators. From analysis of the data, initiatives are included that positively impact the quality of life of our employees and their families. Involved areas: Human Resources provides demographic data on the entire staff of Grupo Herdez®, as well as the indicator GRI 2-7 Employees (total employees by gender, location, age, and labor category). Control Ambiental Seguridad e Higiene (CASH) provides the data on the number of accidents, main types of injuries, hours worked, number of deaths, manner in which danger to men and women is determined for the plants, distribution centers, and corporate offices. Requirements: The accident rate states the number of accidents during the year in relation to the total number of man-hours worked, multiplied by the factor 200,000. The rate of days lost is stated by comparing the total days lost during the year with the total man-hours worked, multiplied by the factor of 200,000. Details available in Social Impact: Grupo Herdez® Talent; Comprehensive Well-being. p. 84	
Consumer health, safety and welfare 			
Gri 416: customer health and safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Social Impact: Commitment to Consumers; Health and nutrition. pp. 97-98	
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	In 2024, there were no cases of non-compliance related to consumer health.	
Own indicator	IP-7: Innovation management	Innovation and Development: New and Better Products. pp. 46-51	
Own indicator	IP-9: Health and Nutrition Care Strategy Development	Innovation and Development: New and Better Products. pp. 46-51	
Transparency in product information and labelling 			
Gri 417: marketing and labeling 2016	417-1 Requirements for product and service information and labeling	Social Impact: Commitment to Consumers; Health and nutrition. pp. 97-98	
	417-2 Incidents of non-compliance concerning product and service information and labeling	In 2024, a fine was recorded for non-compliance with labeling. The nullity proceeding has been completely concluded, since a final judgment has been rendered declaring the nullity of the penalty resolution.	

GRI Standards and own Indicators	Disclosures	Location, direct response or reason for omission	Sustainable Development Goals (SDGs)
	417-3 Incidents of non-compliance concerning marketing communications	In 2024, there were no cases of non-compliance related to commercial communications.	
Own indicator	IP-8: Consumer communication	Social Impact: Commitment to Consumers; Health and nutrition. pp. 97-98	
Quality and security of the value chain 			
Gri 204: procurement practices 2016	204-1 Proportion of spending on local suppliers	Strategic Alignment: Sourcing Practices. p. 41	
Gri 308: supplier environmental assessment 2016	308-1 New suppliers that were screened using environmental criteria	Strategic Alignment: Sourcing Practices. p. 42	16
	308-2 Negative environmental impacts in the supply chain and actions taken	Strategic Alignment: Sourcing Practices. p. 42	16
Gri 414: supplier social assessment 2016	414-1 New suppliers that were screened using social criteria	Strategic Alignment: Sourcing Practices. p. 42	5, 8, 16
	414-2 Negative social impacts in the supply chain and actions taken	Strategic Alignment: Sourcing Practices. p. 42	5, 8, 16
Own indicator	IP-6: Sustainable and Regenerative Agriculture Program	Strategic Alignment: Sourcing Practices. p. 42 Environmental Impact: Sustainable and Regenerative Agriculture Program. pp. 59-62	
Sustainable packaging, re-use and recycling 			
Gri 301: materials 2016	301-2 Recycled input materials used	Environmental Impact: Waste and Materials. p. 70	
Gri 306: effluents and waste 2016	306-1 Waste generation and significant waste related impacts	Environmental Impact: Waste and Materials. p. 71	3, 6, 11, 12
	306-2 Management of significant waste-related impacts	Environmental Impact: Waste and Materials. p. 71	3, 6, 8, 11, 12
	306-3 Waste generated	Environmental Impact: Waste and Materials. p. 71	3, 6, 11, 12, 15
	306-4 Waste not destined for disposal	Incineration with or without energy recovery does not apply to our activities. The available information can be found at Environmental Impact: Waste and Materials. p. 71	3, 11, 12
	306-5 Waste destined for disposal	Environmental Impact: Waste and Materials. p. 71	3, 6, 11, 12, 16
Energy consumption and efficiency 			
Gri 302: energy 2016	302-1 Energy consumption within the organization	Environmental Impact: Energy. pp. 67-68	7, 8, 12, 13
	302-2 Energy consumption outside of the organization	Information not available because we do not monitor this type of consumption.	7, 8, 12, 13
	302-3 Energy intensity	Environmental Impact: Energy. pp. 67-68	7, 8, 12, 13
	302-4 Reduction of energy consumption	Environmental Impact: Energy. pp. 67-68	7, 8, 12, 13
Gri 305: emissions 2016	305-1 Direct (Scope 1) GHG emissions	In the case of GHG emissions from direct sources (both stationary and mobile — due to fuel use), there is no single base year, as annual comparisons of indicators are currently made using the previous year as a reference. 2024: 32,965.48   2023: 43,997.00   2022: 48,814.00   2021: 51,334.00 Direct emissions from fuel consumption at stationary sources 2024: 31,746.49   2023: 42,895.99   2022: 47,452.00 Primary source: Natural gas: 2024: 17,917.09   2023: 20,077.23   2022: 26,922.00 Secondary source: Fuel oil: 2024: 11,389.38   2023: 20,084.33   2022: 18,491.00 Industrial diesel: 2024: 26.72   2023: 61.61   2022: 48.00 LPG: 2024: 2,413.30   2023: 2,672.82   2022: 1,991.00 For direct and indirect sources, the direct estimation methodology was used using emission factors established in internationally recognized sources, some of them adopted by SEMARNAT, which due to the units in which they are expressed, were applied directly to the consumption of each of the reported energy sources to estimate the tons of CO2e. For this determination we worked under the assumption that Grupo Herdez® has no recorded emissions or direct or accidental releases (either leaks or spills) of HFCs, PFCs, SF6 and/or NF3 that could be considered as part of emissions to the atmosphere. For direct type sources (stationary and mobile) the emission factors were taken from GHG-PI version 4.0 (stationary sources) and 2.3 (mobile sources). b. Gases included in the calculation: CO2, CH4 and N2O gases are included. f. The consolidation approach for emissions: Operational control. Environmental Impact: Emission. p. 69	3, 12, 14, 15




GRI Standards and own Indicators	Disclosures	Location, direct response or reason for omission	Sustainable Development Goals (SDGs)
	305-2 Energy indirect (Scope 2) GHG emissions	<p>In the case of GHG emissions from direct sources (both stationary and mobile — due to fuel use), there is no single base year, as annual comparisons of indicators are currently made using the previous year as a reference.</p> <p>2024: 26,234.09   2023: 21,807.00   2022: 11,302.00   2021: 14,367.00</p> <p>1) The above-mentioned emissions are grouped as follows:</p> <p>Plants and CEDIS: 18,847.79 tons of CO<sub>2</sub></p> <p>Stores: 4,434.74 tons of CO<sub>2</sub></p> <p>Other facilities: 2,951.56 tons of CO<sub>2</sub></p> <p>Totals: 25,879.58 tons of CO<sub>2</sub></p> <p>2) Indirect emissions of 18,847.79 tons of CO<sub>2</sub> consider only the consumption of CFE from our production plants (Mexico, Barilla, El Duque, Lagos de Moreno, Herdez SLP, Herdez Villagrán, Santa Rosa Tomates, Santa Rosa Vegetales, Tapas, Nutrisa, and Coronel Espinoza) and Cedis (Monterrey, CAF Lagos de Moreno, San Luis Potosí, Mexico, Guadalajara, Los Mochis, Tijuana, and Mérida).</p> <p>3) The information is obtained directly from the Plants, Cedis and other facilities, which in turn have internal records of their energy consumption based on logs, invoices and internal controls through electronic files.</p> <p>4) Energy consumption is reported to the environmental sustainability area through an Energy Matrix that is consolidated by the Group's Energy department.</p> <p>5) Electricity consumption for GHG emissions estimation is taken from CFE invoices. Gases included in the calculation: CO<sub>2</sub> , CH<sub>4</sub> , N<sub>2</sub>O, HFC, PFC, SF<sub>6</sub>, NF<sub>3</sub> or all: CO.</p> <p>6) The emission factor for electricity was taken from the methodology used to estimate the electricity emission factor for corporate GHG emission inventories for the GHG Mexico Program. This factor is obtained each year according to the mix of fuels used in the generation of electricity purchased from the National Electric System (SEN). The consolidation approach for emissions, which in this case would be operational control.</p> <p>f. The consolidation approach for emissions, which in this case would be operational control.</p> <p>Reason for omission of base year</p> <p>Confidentiality restrictions</p> <p>The reported emissions are based on a location-based emission factor, and therefore do not include emissions associated with market-based energy sources. In the case of GHG emissions from indirect sources, there is no single base year, as annual comparisons are currently made using the previous year as a reference. As such, there are no significant changes in the emissions calculation.</p> <p>Environmental Impact: Emission. p. 69</p>	3, 12, 14, 15
	305-3 Other indirect (Scope 3) GHG emissions	Information is not available because we do not yet monitor this scope of emissions.	3, 12, 15
	305-4 GHG emissions intensity	Environmental Impact: Emission. p. 69	13, 14, 15
	305-5 Reduction of GHG emissions	<p>Environmental Impact: Emission. p. 69</p> <p>b. Gases included in the calculation: CO<sub>2</sub> , CH<sub>4</sub> , N<sub>2</sub>O, HFC, PFC, SF<sub>6</sub> , NF<sub>3</sub>, or all: CO<sub>2</sub>, CH<sub>4</sub> Y N<sub>2</sub>O</p> <p>c. A base year is not defined as a means of comparison against the reduction reported in this year, 2024.</p> <p>e. Standards, methodologies, assumptions, and calculation tools used: 1. - The information is obtained directly from the production plants and CEDIS, which in turn have internal records of their energy consumption in logs, invoices, and internal controls through electronic or printed files, which are compared, complemented, and integrated with the information on electricity consumption reported by the Energy for Preserves (EPC) area.</p> <p>2. Energy consumption is reported to the sustainability area through pre-established formats that are sent by the plants and CEDIS.</p> <p>3.- Invoices for payment of electric energy and fuels used were taken from the invoices of each energy supplier.</p> <p>4. Energy consumption data in m³ and kWh are converted using nationally and internationally recognized emission factors.</p> <p>5.- Electricity consumption for GHG emissions estimation was taken from CFE invoices.</p> <p>6.- Emission reductions were estimated by comparing energy consumption per unit of production between the years 2024 and 2023, in addition to the emission reductions achieved through the Energy for Preserves (EPC) projects. The criteria for calculating the emission reductions were the consumption in m³ of fuel/ton produced and kWh/ton produced of electricity from CFE.</p> <p>Note: Excludes Aires de Campo, Interdelli and Deli Dep, and Avomex facilities.</p>	15
	305-6 Emissions of ozone-depleting substances (ODS)	Grupo Herdez® does not produce, import, or export CFC-11 (R-11), R-14 and R-22 refrigerants. The most commonly used refrigerants are 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: 65.92</p> <p>SOx: 79.36</p> <p>Persistent Organic Pollutants (POP): 3.12</p> <p>Volatile Organic Compounds (VOC): 0.88</p> <p>Hazardous Air Pollutants (HAP): NA</p> <p>Particulate Matter (PM): 6.41</p> <p>Emission factors were taken from EPA and IPCC (Greenhouse Gas Protocol Initiative—WRI), as recommended by international standards.</p>	

GRI Standards and own Indicators		Disclosures		Location, direct response or reason for omission		Sustainable Development Goals (SDGs)
Water management						
Gri 303: water and effluents 2018	303-1 Interactions with water as a shared resource			Extraction method		6, 14



GRI Standards and own Indicators	Disclosures	Location, direct response or reason for omission				Sustainable Development Goals (SDGs)
		Use of extracted water				
		Source	Extraction method	Location and name of the body of water	Description of related impacts	
		Rivers, lakes	Industrial (production, auxiliary services, and sanitary services)	2 in Los Mochis, Sinaloa	Possible exhaustion of the resource, although the probability of this is low due to low extraction volumes. Possibility of resource not being available, with an average probability of this occurring due to transition risks (legal and/or social).	
		Seas, oceans	Does not apply	Does not apply	Does not apply	
		Underground (wells)	Industrial (production, auxiliary services, and sanitary services)	1 in Cuautitlán, State of Mexico 3 in San Luis Potosí 2 in Lagos de Moreno, Jalisco 1 in Villagrán, Guanajuato	Possible exhaustion of the resource, although the probability of this is low due to low extraction volumes. Possibility of resource not being available, with an average probability of this occurring due to transition risks (legal and/or social).	
		Municipal system	Industrial (production, auxiliary services, and sanitary services)	1 in San Luis Potosí, SLP 1 in Tijuana, Baja California 1 in Monterrey, Nuevo León 1 in Tlaquepaque, Jalisco 1 in Lagos de Moreno, Jalisco	Possible exhaustion of the resource, although the probability of this is low due to low extraction volumes. Possibility of resource not being available, with an average probability of this occurring due to transition risks (legal and/or social).	
		Rainwater (captured and stored directly by the organization)	Industrial (riego de áreas verdes)	2 en Cuautitlán, Estado de México. 1 San Luis Potosí, SLP.	Posible no disponibilidad del recurso, con probabilidad media de que ocurra debido a reducción en la precipitación pluvial.	
		Wastewater from other organizations	Does not apply	Does not apply	Does not apply	
		Tank Trucks Water	Industrial (production, auxiliary services, and sanitary services)	1 in Chalco, State of Mexico	Possible exhaustion of the resource and possible scarcity of water in the region, although extraction volumes are relatively low.	
		Wastewater from the organization itself	Industrial (sanitary services and watering of green areas)	3 in Complejo Industrial Herdez México in Cuautitlán, State of Mexico, Mexico Distribution Centers, and Planta Barilla (2 at the plant and 1 in the Distribution Center)	Planta México, Mexico Distribution Centers, and Planta Barilla recycled 100%, 100%, and 71.8%, respectively, of their treated wastewater and used it to water green areas.	
		Discharge method				
		Source	Extraction method	Location and name of the body of water	Description of related impacts	
		Rivers, lakes	Direct discharge into a body of water through a drainage channel	In the side channel of the Valle del Fuerte Canal, Río Fuerte Basin, tributary of the main canal of Valle del Fuerte Riego District 075, Hydrological Region of Sinaloa, Location El Fuerte, Sinaloa.	Wastewater discharge is treated according to applicable legislation, therefore the significance of its impact on the receiving body has not been determined.	
		Seas, oceans	Does not apply	Does not apply	Does not apply	
		Underground (wells)	Direct discharge into a body of water through a drainage channel	Wastewater discharges from Planta Lagos de Moreno, Distribution Centers in San Luis Potosí, Planta de Té, and El Duque were sent to municipal drainage. Wastewater discharge from Planta Celaya and a portion of that from Planta México were discharged into the federal drainage system. 100% of wastewater from the Planta México Distribution Centers and 84.9% of wastewater from Planta México were filtered into the soil	Wastewater discharge is treated according to applicable legislation, therefore the significance of its impact on the receiving body and/or infiltration into the soil, which are considered to be national assets, has not been determined. Although the significance of the water discharged into municipal drainage has yet to be determined, it is very difficult to evaluate the impact because discharges from different sources and origins are combined in those drainage systems.	
		Municipal system	Gravity and direct conveyance into drainage or a receiving body	Municipal drainage	Although the significance of the water discharged into municipal drainage has yet to be determined, it is very difficult to evaluate the impact because discharges from different sources and origins are combined in those drainage systems.	
		Rainwater (captured and stored directly by the organization)	Pumping	Rainwater is used for green areas, and the excess is conducted to the drainage canal	Consumption of rainwater avoids extracting potable water from wells, therefore the impact is positive, although its significance has not been determined.	
		Wastewater from other organizations	Does not apply	Does not apply	Does not apply	
		Tank Trucks Water	Direct discharge into body of water through a drainage channel	Wastewater discharge from Planta Nutrisa was sent to the municipal drainage system	Wastewater discharge is treated according to applicable legislation, therefore the significance of its impact has not been determined.	
		Wastewater from the organization itself	Gravity and direct conveyance into the drainage system.	Municipal drainage.	Planta México and México Distribution Centers recycled 100%, and Planta Barilla recycled 71.8% of the wastewater generated and treated. It was used to water green areas. They were used for garden irrigation. Although the significance of the water discharged into municipal drains has not been determined, it is very difficult to evaluate the impact because these drains contain discharges from different origins and sources.	
Note: The quality of wastewater discharges to receiving water bodies is monitored through compliance with the maximum permissible limits established in the corresponding Mexican Official Standards.						

GRI Standards and own Indicators	Disclosures	Location, direct response or reason for omission	Sustainable Development Goals (SDGs)											
		<table><tr><th colspan="2">Basins from which water is extracted by the organization</th></tr><tr><th>Basin</th><th>Description of related impacts</th></tr><tr><td>Fuerte River Basin, Sinaloa Hydrological Region, Localities Campo 35, Ahome and El Fuerte, Sinaloa.</td><td rowspan="2">Extraction and Consumption: Except for the Distribution Center in Mérida, our plants and distribution centers are located in basins and hydrological regions with a high or very high degree of water stress, although consumption at our facilities is quite low.</td></tr><tr><td>San José Los Pilares Dam Basin and Others, San Luis Potosí Aquifer, Salado Hydrologic Region in SLP San Luis Potosí.</td></tr><tr><td>Laja Basin, Celaya Valley Aquifer, Lerma-Santiago Hydrological Region, Villagran, Guanajuato.</td><td rowspan="3">Discharge: Although the wastewater generated at the facilities of Grupo Herdez ® is treated before being discharged, the generation and discharge of this treated water has a certain negative impact due to the emission of contaminants into municipal drainage systems and surface bodies of water, even though the discharge volumes are very low. These impacts might not be significant, due to the fact that wastewater from various sources and origins flows through the municipal system.</td></tr><tr><td>Verde Grande River Basin, Lagos de Moreno Aquifer, Lerma-Santiago Hydrological Region, Lagos de Moreno, Jalisco.</td></tr><tr><td>Río Moctezuma Basin, Cuautitlán-Pachuca Aquifer, Panuco Hydrological Region, Barrio de San Juan, Teoloyucan, State of Mexico.</td></tr></table> <p>Related impacts</p> <p>Water goals are established based on the water consumption and wastewater discharge indicators maintained for each facility. Currently, each facility identifies areas of opportunity in its processes and estimates the potential savings that each can provide, and then proposes an achievable annual goal. These targets are not related to the local context of their locations.</p> <p>Note: No analytical, holistic, or in-depth approach is applied to identify potential impacts; only qualitative consideration is given to the potential impacts that could be caused by the volumes of water consumption extracted at the sources and the amount of contaminants present in the wastewater discharged to the different receiving bodies.</p>	Basins from which water is extracted by the organization		Basin	Description of related impacts	Fuerte River Basin, Sinaloa Hydrological Region, Localities Campo 35, Ahome and El Fuerte, Sinaloa.	Extraction and Consumption: Except for the Distribution Center in Mérida, our plants and distribution centers are located in basins and hydrological regions with a high or very high degree of water stress, although consumption at our facilities is quite low.	San José Los Pilares Dam Basin and Others, San Luis Potosí Aquifer, Salado Hydrologic Region in SLP San Luis Potosí.	Laja Basin, Celaya Valley Aquifer, Lerma-Santiago Hydrological Region, Villagran, Guanajuato.	Discharge: Although the wastewater generated at the facilities of Grupo Herdez ® is treated before being discharged, the generation and discharge of this treated water has a certain negative impact due to the emission of contaminants into municipal drainage systems and surface bodies of water, even though the discharge volumes are very low. These impacts might not be significant, due to the fact that wastewater from various sources and origins flows through the municipal system.	Verde Grande River Basin, Lagos de Moreno Aquifer, Lerma-Santiago Hydrological Region, Lagos de Moreno, Jalisco.	Río Moctezuma Basin, Cuautitlán-Pachuca Aquifer, Panuco Hydrological Region, Barrio de San Juan, Teoloyucan, State of Mexico.	
Basins from which water is extracted by the organization														
Basin	Description of related impacts													
Fuerte River Basin, Sinaloa Hydrological Region, Localities Campo 35, Ahome and El Fuerte, Sinaloa.	Extraction and Consumption: Except for the Distribution Center in Mérida, our plants and distribution centers are located in basins and hydrological regions with a high or very high degree of water stress, although consumption at our facilities is quite low.													
San José Los Pilares Dam Basin and Others, San Luis Potosí Aquifer, Salado Hydrologic Region in SLP San Luis Potosí.														
Laja Basin, Celaya Valley Aquifer, Lerma-Santiago Hydrological Region, Villagran, Guanajuato.	Discharge: Although the wastewater generated at the facilities of Grupo Herdez ® is treated before being discharged, the generation and discharge of this treated water has a certain negative impact due to the emission of contaminants into municipal drainage systems and surface bodies of water, even though the discharge volumes are very low. These impacts might not be significant, due to the fact that wastewater from various sources and origins flows through the municipal system.													
Verde Grande River Basin, Lagos de Moreno Aquifer, Lerma-Santiago Hydrological Region, Lagos de Moreno, Jalisco.														
Río Moctezuma Basin, Cuautitlán-Pachuca Aquifer, Panuco Hydrological Region, Barrio de San Juan, Teoloyucan, State of Mexico.														
303-2	Management of water discharge- related impacts	<p>The minimum regulatory and/or internal standards for the quality of discharged effluents that the plants and distribution centers follow are:</p> <ul style="list-style-type: none"><li>• Biochemical Oxygen Demand (BOD)</li><li>• Total Suspended Solids (TSS)</li><li>• Total Dissolved Solids (TDS)</li><li>• Sedimentable Solids (SS)</li><li>• Hydrogen Potential (HP)</li><li>• Electrical Conductivity (EC)</li><li>• Temperature (°C)</li><li>• Oil and Grease (O&amp;G)</li><li>• Chemical Oxygen Demand (COD)</li></ul> <p>Specific standards:</p> <ul style="list-style-type: none"><li>• NOM-001-SEMARNAT-1996/NOM-001-SEMARNAT-2021. Establishes the maximum allowable limits of contaminants in wastewater discharge into national waters and assets.</li><li>• NOM-002-SEMARNAT-1996. Establishes the maximum allowable limits of contaminants in wastewater discharge into urban or municipal sewer systems.</li><li>• State Technical Regulation - NTE-SLP-AR-001/05. Establishes specific conditions for discharging wastewater into the drainage and sewer systems of the municipalities of San Luis Potosí, Soledad de Graciano Sánchez, and Cerro de San Pedro.</li><li>• Specific Discharge Conditions. Established by federal authorities in conformance with Article 140 of the Regulation of the Law of National Waters.</li></ul> <p>Details of our practices in Environmental Impact: Commitment to water. pp. 63-66</p>	6, 14											
303-3	Water withdrawal	<p>Water withdrawal in water-stressed areas in ML: 1,249.97</p> <p>Total water withdrawal from fresh water (1,000 mg/L): 1,249.86</p> <ul style="list-style-type: none"><li>• Surface water: rivers, lakes, and oceans</li><li>• Groundwater: wells</li><li>• Sea water: Herdez does not extract sea water.</li><li>• Produced water: Herdez does not extract water from produced water.</li><li>• Third-party water: municipal network and piped water</li></ul> <p>c. i. Groundwater extracted from fresh water: 523.55 ML</p> <p>c. i. Third-party water withdrawn from fresh water: 22.97 ML</p> <p>Note: The fresh water withdrawn comes from areas with high water stress.</p> <p>d. 1.- Reported consumption is measured directly by measuring instruments that are monitored, and some are certified by federal, state, and municipal authorities. These consumptions are reported to these authorities through various formats and reporting mechanisms. The 97% representation is considered because it does not include the water consumption of Nutrisa, Cielito Querido, Moyo, and Chilim Balam stores, or other facilities (offices, etc.), which represent a very low volume compared to the total.</p> <p>2. Although Grupo Herdez® has facilities that capture rainwater, these are not reported because most of the volume captured is discharged into the environment and only a portion is used to irrigate green areas; therefore, the water is not stored and is not used in processes or services.</p> <p>In order to determine the water stress zones, the Water Statistics issued by the National Water Commission (CONAGUA) and information on availability zones according to the country’s basins and aquifers were used as reference sources. The criteria for determining water stress were also considered as the ones reported by the Acueduct Water Risk Atlas platform in 2025, as it is an internationally recognized tool.</p> <p>Details of our practices in Environmental Impact: Commitment to water. pp. 63-64</p>	6, 14											






GRI Standards and own Indicators	Disclosures	Location, direct response or reason for omission	Sustainable Development Goals (SDGs)
303-4	Water discharge	<p>I. N/A</p> <p>ii. Water Quality Discharged: For 2024, the estimated amounts of discharges via wastewater that are treated at Grupo Herdez® are FATS AND OILS: 227.97 mg/L Biochemical Oxygen Demand (BOD): 758.6 mg/L Chemical Oxygen Demand (COD): 1,385.02 mg/L Total Suspended Solids (TSS): 694.76 mg/L Total Dissolved Solids (TDS): 2,289.78 mg/L Sedimentable Solids (SS): 2.64 mg/L</p> <p>iii. Rather than a method, what was used were the criteria for maximum permissible limits established in the following standards:</p> <p>1.- NOM-001-SEMARNAT-1996 / NOM-001-SEMARNAT-2021, which establishes the maximum permissible limits for the discharge of wastewater into bodies of water and national assets. NOM-002-SEMARNAT-1996, which establishes the maximum permissible limits for the discharge of wastewater to municipal drainage. NTE-SLP-AR-2005; Environmental technical standard of the State of San Luis Potosí, which establishes the maximum permissible limits for wastewater discharges to drainage and sewage of the municipalities of SLP.</p> <p>b. ii. Total discharge to other waters: 0.53 ML</p> <p>d. iii. 1 Follow-up to the 2023 case in which Interapas (San Luis Potosí water system) penalizes the company for excess contaminants (discharges).</p> <p>e. The definition of these parameters was made based on compliance with the discharge standards that apply to each facility.</p> <p>Priority substances of concern for water discharge Substances: Biochemical Oxygen Demand (BOD), Total Suspended Solids (TSS), Total Dissolved Solids (TDS), Settleable Solids (SS), Settleable Solids (SS), Sedimentable Solids (SS), Hydrogen Potential (PH), Electrical Conductivity, Temperature, Fats, and Oils.</p> <p>Method for defining significance: Compliance with national standards and particular discharge conditions established by the Mexican government.</p> <p>Substance: Chemical Oxygen Demand (COD).</p> <p>Method for defining significance: Standard determined for operational control of the system.</p> <p>Total water discharge in freshwater (total dissolved solids ≤ 1,000 mg/l) in water-stressed areas: 859.35 ML Total water discharge in water-stressed areas (total dissolved solids ≤ 1000 mg/l): 859.35 ML</p> <p>Details of our practices in Environmental Impact: Commitment to water. p. 64</p>	6, 14
303-5	Water consumption	<p>c. Change in storage = 0.</p> <p>d. 1.- Reported consumption is measured directly by measuring instruments that are monitored, and some are certified by federal, state, and municipal authorities. These consumptions are reported to these authorities through various formats and reporting mechanisms. The 97% representation is considered because it does not include the water consumption of Nutrisa, Cielito Querido, Moyo and Chilim Balam stores, or other facilities (offices, etc.), which represent a very low volume compared to the total.</p> <p>2. Although Grupo Herdez® has facilities that capture rainwater, these are not reported because most of the volume captured is discharged into the environment and only a portion is used to irrigate green areas; therefore, the water is not stored and is not used in processes or services.</p> <p>In order to determine the water stress zones, the Water Statistics issued by the National Water Commission (CONAGUA) and information on availability zones according to the country's basins and aquifers were used as reference sources. In addition, the criterion for determining water stress was the one reported by the Acueduct Water Risk Atlas platform in 2025, as it is an internationally recognized tool, with the exception of Cedis Merida, where CONAGUA's criterion was considered, as it was considered to be more in line with the country's reality.</p> <p>Rainwater harvesting The volume of rainwater captured annually by the Group is 76 megaliters, corresponding to the maximum capacity installed in the Duque de Herdez® Complex, Mexico Plant, and CEDIS Mexico. This process functions as a rainwater regulating system that is subsequently channeled to the subsoil to irrigate green areas and is therefore not considered a storage system.</p>	6, 14



# SASB Index of contents

Applicable industry standards  
Food & Beverage Sectro: Processes  
Foods Industry (2023)


Disclosures	Metrics	Location, direct response or reason for omission
Activity metrics	<b>FB-PF-000.A.</b> Weight of products sold	Strategic Alignment: Economic Performance. P. 40
	<b>FB-PF-000.B.</b> Number of production facilities	Grupo Herdez® has 16 plants (15 in Mexico and 1 in the United States); however, the company does not directly operate the plants in Oaxaca, Coahuila, and Dallas, as it has a shareholding. Our reason for being: Market presence. p. 5
		Since the company does not operate these plants, it does not have the necessary information to present their sustainability indicators.
Energy management	<b>FB-PF-130a.1.</b> (1) Total energy consumed, (2) percentage grid electricity and (3) percentage renewable	(1) Total energy consumed: 960,182 GJ (2) percentage of electricity from the grid: 57.2% (3) percentage of renewables: 42.80%. Note: Excludes Aires de Campo, Interdelli and Deli Dep, and Avomex facilities.
Water management	<b>FB-PF-140a.1.</b> (1) Total water withdrawn, (2) total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress 6. Water consumed at locations with high or extremely high baseline water stress as a percentage of total water consumed. San Luis Potosi 0.39 State of Mexico (Zumpango) 0.07 Los Mochis Region 0.33 Region Valle Celaya 0 State of Mexico Region (Chalco) 0.03 Jalisco Region (Lagos de Moreno) 0.17 Tijuana Region 0 Monterrey Region 0 Jalisco Region 0	Total water consumed in our operations was 390.5 thousand m³ of fresh water. (1) Total water withdrawn: 1,250,395 cubic meters (m³) (2) Total water consumed, percentage of each in regions with high or extremely high initial water stress: Total water consumed in our operations: 1,249,969.22 cubic meters (m³) of fresh water. Percentage of each of the regions with high or extremely high water stress: San Luis Potosí: 25.2%   State of Mexico (Zumpango): 6.2%   Los Mochis: 56.3%   Valle Celaya: 3.7%   State of Mexico (Chalco): 1.3%   Jalisco (Lagos de Moreno): 7.1%   Tijuana: 0.01%   Monterrey: 0.04%   Jalisco (Guadalajara): 0.04 %. The water consumption indicator in water-stressed areas is calculated based on the extraction in those areas, since it shows with greater certainty the relationship that the Group has with the resource, based on the argument that, according to the GRI definition, the water consumed is that which remains in the product, leaving out the rest of the water used in the production process that is discarded or recycled as wastewater or lost through evaporation, including the water used for services such as boilers, cooling towers, etc. For this reason, the degree of water risk estimated for Grupo Herdez is related to the total water withdrawn and not the water consumed. Note: The percentage of water-stressed regions is based on extraction. More information in Environmental Impact: Commitment to Water, pp. 63–64, and GRI Content Index: 303-3 Water withdrawal.
	<b>FB-PF-140a.2.</b> Number of incidents of non-compliance associated with water quality permits, standards and regulations	1 Follow-up to the 2023 case in which Interapas (San Luis Potosi water system) penalizes the company for excess contaminants (discharges).
	<b>FB-PF-140a.3.</b> Description of water management risks and discussion of strategies and practices to mitigate those risks	1 and 2. Description of water management risks associated with water withdrawal, water consumption, and discharge of water or wastewater:  Transition risk: legal, which could be associated with changes in the federal, state, and/or municipal legal framework as applicable to each facility, causing a probable lower availability of water—due to changes in the order of priority of the same or in the legal limitation to concession it and/or extract it—also generating very high additional costs linked to the investment required for compliance with the new legal provisions.  Physical risk: Scarcity of water resources. Due to the fact that the facilities are located in regions with high water stress and low water availability rates, which could not only increase the possibility of not having enough water for operations but also put the continuity of operations at risk by facing possible future water supply closures, creating an economic impact due to a possible reduction in production and/or an increase in water costs.  Physical Risk: Reduction of groundwater levels and impacts on the quality of the resource. Derived from the overexploitation of groundwater, which mainly causes a greater need to build or condition extraction wells with greater depth, associating this same practice with the quality of the extracted water that could contain a greater amount of salts, minerals, or other natural and/or infiltrated anthropogenic contaminants, increasing the cost of operation and maintenance of these wells, but also increasing the costs of conditioning/treatment of the extracted water for use in operations.  Physical Risk: Contamination of surface water bodies. Due to their direct exposure to nature and human activities, surface waters are subject to contamination by uncontrolled effluents/discharges that could generate significant changes in the water quality of these bodies, exposing water users to possible diseases and production impacts, causing a considerable increase in the costs of water extraction and conditioning/treatment for subsequent use in operations.  Transition and Social Risks: Social pressure due to the possible monopolization or dispute over water by and/or between various public, private, and/or community entities in areas of high water stress, creating social conflicts that could lead to a possible reduction in the availability of the resource and/or in its feasibility to obtain/extract or receive it, with the subsequent increase in the costs of the resource and for operations.  3. In Grupo Herdez®, 94.74% of our operating facilities (plants and distribution centers) are located in areas classified as having a “very high” or “high” degree of water stress, which represents a scheme of vulnerability and threat and also an opportunity for the planning and execution of a water management program.  4. Short- and long-term strategies or plans to mitigate water management risks: In 2022, we placed 3,000 million pesos in stock certificates linked to sustainability, positioning us as the first issuer in the food sector to make an issue of this type in Mexico. With this issuance, we made a commitment that by 2030 our water consumption will be 1.98 m³/ton produced. The goal set for 2024 was an intensity of 2.10 m³/Tn produced, which we met and surpassed by reaching an intensity of 2.06 m³/Tn produced, 1.90% below the established indicator.  5. Water management objectives: Our objective is based on reducing water consumption intensity in our operations. By 2030, we have a goal of reaching 1.98 m³/ton produced. Actions to meet this goal began with a diagnosis of water use in our operations linked to the sustainability bond, where we identified areas of opportunity to achieve a reduction in our consumption, including the acquisition of more water-efficient technology, recycling of wastewater, and changes in organizational culture, among other actions. This is equivalent to a reduction of 4.2% compared to the previous year (2023) and a cumulative reduction of 21.7% since 2018, the base date of calculation for the bonus goal.



Disclosures	Metrics	Location, direct response or reason for omission
<b>Food safety</b> 	<b>FB-PF-250a.1.</b> Global Food Safety Initiative (GFSI) audit (1) non-conformance rates and (2) associated corrective action rates for (a) major and (b) minor non-conformances	(1) Non-conformity rate: 6.25 (2) Corrective action rate associated for: 2.7 (a) Major nonconformities: 1.6 (b) Minor nonconformities: 3.2  (3) All of our plants are FSSC 22,000 certified except for the Coronel and Villagrán plants. Details on corrective actions in Social Impact: Commitment to Consumers. . pp. 97-99
	<b>FB-PF-250a.2.</b> Percentage of ingredients sourced from Tier 1 supplier facilities certified to a Global Food Safety Initiative (GFSI) recognised food safety certification programme	Cost of ingredients in 2024: \$4,725,035,710   Cost of ingredients sourced from GFSI-certified suppliers: \$3,657,226,109.23 During the year, 181 suppliers provided processed or semi-processed ingredients, of which 136 are GFSI certified. Internal audit, based on FSSC 22000 and BRC certification and NOM (Norma Oficial Mexicana) for export, requests suppliers to be certified in a scheme recognized by GFSI, for example, FSSC 22000, PRIMUS GFS, IFS, SQF, BRC, among others.  Strategic Alignment: Sourcing Practices. p. 42
	<b>FB-PF-250a.3.</b> (1) Total number of notices of food safety violation received, (2) percentage corrected	There were no reports of food safety violations in 2024.
	<b>FB-PF-250a.4.</b> (1) Number of recalls issued and (2) total amount of food product recalled	No food safety-related withdrawals were made in 2024.
<b>Health &amp; nutrition</b> 	<b>FB-PF-260a.1.</b> Revenue from products labelled or marketed to promote health and nutrition attributes	Social Environment: Commitment to Consumers. pp. 97-99  Total Group Revenues: \$37,424,879,000 pesos  1. The entity shall disclose the total revenues from sales of its products labeled or marketed to promote health and nutrition attributes. \$700,917,588.73 pesos 1.1 Products labeled to promote health and nutrition attributes contain labels and other written, printed, or graphic materials on the item itself, on its containers and wrappers, or otherwise accompany the item promoting health and nutrition attributes. <b>YES</b> 1.2 Products are considered to be marketed to promote health and nutritional attributes if the entity communicates, delivers, and exchanges offers that promote the health and nutritional attributes of the product: <b>YES</b> 2.1 That a product does not contain additives (e.g., artificial sweeteners, colorings, preservatives, and industrially produced trans fats): <b>YES</b> 2.2 That a product's fat, saturated fat, sodium or salt, and cholesterol are less than or equal to the requirements for the use of the term “healthy” and terms under applicable jurisdictional laws or regulations for health or nutrition claims, where health claims may include “low in,” “free,” and “dietary” product labeling: <b>NO</b> 2.3 That a product contains beneficial nutrients (e.g., vitamins A and C, calcium, iron, protein, and fiber) that meet or exceed the requirements for use of the term “healthy” and related terms under applicable jurisdictional laws or regulations for nutrition or health claims when: Nutrition or health claims may include labeling products as "good source of," "high," or "rich in": <b>YES</b> 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: <b>YES</b>
	<b>FB-PF-260a.2.</b> Discussion of the process to identify and manage products and ingredients related to nutritional and health concerns among consumers	HEALTH: The review of the ingredients that make up the formula of the different products is done exhaustively to ensure compliance with applicable regulations both locally and in the country to which it is exported. All the labels of our products are required to comply with the Mexican Official Standards (NOM) for labeling, and these are the requirements that we must meet: an initial review of compliance with the ingredients is made. NUTRITION: All products have nutritional information and a list of ingredients that provides information to the consumer, in accordance with the regulations in force in the country where the product is marketed. Aware that more and more consumers are concerned about their health. A nutritional mapping of the Group's entire food and beverage portfolio was initiated. We identified the presence of certain artificial additives and the number of nutrient warning labels they contain in order to subsequently identify the possible reduction in critical nutrients added or the elimination of artificial additives. According to epidemiological and health information issued by national institutions. At Grupo Herdez®, we have strategies that help reduce the impact of our products on the health of consumers. The most important strategy is the application of POG.DTEC.235.02, “Organizational nutritional policy for the development of new products,” to new developments. This policy was updated during the year 2024 as required by the demands of change due to epidemiological information analyzed. The criteria to be considered are below the maximum allowed by national regulations for food and non-alcoholic beverages. Likewise, the reduction and/or elimination of other critical nutrients and artificial substances from the existing portfolio is permanently sought. item 4: During 2024 we did not have any significant claims. Social Environment: Commitment to Consumers. pp. 97-99
<b>Product labelling &amp; marketing</b> 	<b>FB-PF-270a.1.</b> Percentage of advertising impressions (1) made on children and (2) made on children promoting products that meet dietary guidelines	Grupo Herdez® informs that the advertising of all its brands is not directed or oriented to a child audience, since our commercial communication is focused under the concept of “All Family,” that is to say, directed to a general and family audience.  Our advertising strategy is governed by the provisions of the applicable legal framework in Mexico, including the provisions of the Federal Commission for the Protection against Sanitary Risks (COFEPRIS) based on the Regulations of the General Health Law on Advertising for all products that have warning seals.  In addition, we comply with the schedules authorized by COFEPRIS for the broadcasting of television advertising. In this regard, if a child audience were to be exposed to our advertisements, it would be incidental and not the result of an advertising strategy aimed at that audience.
	<b>FB-PF-270a.2.</b> Revenue from products labelled as (1) containing genetically modified organisms (GMOs) and (2) non-GMO	(1) Revenues: \$28,944,723 pesos (2) 515,998 tons of products, representing 100% non-GMO products. Grupo Herdez® does not have a policy of use or restriction of ingredients that are, contain, or are derived from Genetically Modified Organisms (GMO), nor does it perform any analysis to establish the presence or absence of GMO. However, prior to any national or international GMO requirement or request, Grupo Herdez® requests from raw material suppliers a document called “GMO Letter,” which establishes whether the raw material is derived from or contains such genetically modified organisms. It is worth mentioning that the products marketed by Grupo Herdez® DO NOT intentionally or deliberately contain GMOs and that there is a possibility that some of the many raw materials used to manufacture the products contain or derive from genetically modified organisms.
	<b>FB-PF-270a.3.</b> Number of incidents of non-compliance with industry or regulatory labelling or marketing codes	There was 1 incident. PROFECO sanctioned McCormick Company in January 2024, stating that the product Aderezo Light does not comply with the Federal Consumer Protection Law and NOM051 on product labeling; the sanction was a fine of \$500,000 (five hundred thousand pesos plus the suspension of marketing of the product).
	<b>FB-PF-270a.4.</b> Total amount of monetary losses as a result of legal proceedings associated with labelling or marketing practices	No monetary losses were recorded. Although there was a sanction by PROFECO against McCormick indicating that the Aderezo Light product does not comply with the Federal Consumer Protection Law and NOM051 on product labeling, the sanction was a fine of \$500,000.00 (five hundred thousand pesos plus the suspension of the product's commercialization). In order to avoid the payment of the imposed penalty, a nullity trial was filed before authorized courts. At the end of 2024, the court issued a favorable sentence to McCormick, stating that the product does comply with the NOM.

Disclosures	Metrics	Location, direct response or reason for omission
<b>Packaging lifecycle management</b> 	<b>FB-PF-410a.1.</b> (1) Total weight of packaging, (2) percentage made from recycled or renewable materials, and (3) percentage that is recyclable, reusable, or compostable	(1) Total weight of containers: 130,791.89 Tn (2) Percentage made from recycled or renewable materials: 13.2% corrugated (3) Percentage that is recyclable, reusable, or compostable: 98%
	<b>FB-PF-410a.2.</b> Discussion of strategies to reduce the environmental impact of packaging throughout its lifecycle	(1) Grupo Herdez has a “Sustainable Packaging and Packing Design Policy,” which outlines the strategies to reduce the environmental impact of its packaging. These strategies include the following: 1. To ensure recyclability, any plastic packaging material must be mono-material. 2. A single material must be used for the development of bottles and caps. 3. The recycled content must be maximized whenever possible (minimum 10% depending on availability), thus reducing the use of virgin raw materials and promoting the growth of the recycling industry. 4. All packaging must be properly classified according to the plastic identification codes from 1 to 6, and this must be clearly communicated on the packaging material by including the declared logos, official labels, recyclability, material type, and disposal instructions. 5. Caps should prioritize the use of light or white colors whenever possible. 6. The use of polymer types 3 (PVC), 6 (PS), and 7 (Other) must be avoided at all times. These materials must be restricted in packaging and packing design. 7. For tamper-evident bands, an approved material should be used (e.g., PET G). 8. The use of plastic windows must be eliminated. 9. Coatings for cardboard packaging must be recyclable. 10. A minimum of 80% recycled fiber content must be considered for corrugated cardboard or cartons used. 11. Paper must be certified by the FSC (Forest Stewardship Council). (2) Currently, at Grupo Herdez, all corrugated packaging—which represents 13.3% of the total packaging purchased—is made from recycled materials. In addition, carton-based packaging, including Tetra Pak containers, folding cartons, and carton lids, is made from renewable raw materials. By incorporating these characteristics into our packaging, we strengthen the resilience of our value chain by ensuring the availability of packaging materials. (4) Grupo Herdez aligns with the National Agreement for the New Plastics Economy in Mexico, the European Union’s Circular Economy Action Plan, and the Practical Export Guide by the Ministry of Economy ( <a href="http://www.contactopyme.gob.mx/archivos/snoe/6.pdf">http://www.contactopyme.gob.mx/archivos/snoe/6.pdf</a> ) to define strategies that enable us to reduce the environmental impact of our packaging. (6) Regarding life cycle analyses: 1. Grupo Herdez® has conducted Life Cycle Analyses (LCA) for its main product categories (salsas, mayonnaise, tea, avocado, Nutrisa® frozen yogurt base, ice cream, pasta, tomato purée, and vegetable salads). The most representative product from each category was selected, and a specific LCA was developed to obtain more detailed information. Some of these LCAs include a third-party expert assessment known as a “critical review.” 2. These LCAs were carried out considering all stages of the life cycle (raw materials, packaging materials including their transport, manufacturing, transport/distribution, use, and end of life). In the end-of-life stage, we identified the environmental impacts of packaging and packing materials to conduct a sensitivity analysis and simulate potential impact scenarios based on future substantial changes such as material type, volume, recyclability, recycling rate increases, among others. 3. The development of these LCAs has enabled the implementation of other packaging circularity actions. For example, in the pasta category, one of the main initiatives aims to ensure that all packaging used is recyclable.
<b>Environmental &amp; social impacts of ingredient supply chain</b> 	<b>FB-PF-430a.1.</b> Percentage of food ingredients sourced that are certified to third-party environmental or social standards, and percentages by standard	Strategic Alignment: Sourcing Practices. p. 42  In 2024, we purchased 134,082.9 tons of agricultural raw materials, such as fresh produce, frozen products, honey, teas, and dried chilies. Of this total, 57.6% came from suppliers that are part of our Sustainable and Regenerative Agriculture Program (PASyR), which reaffirms our commitment to responsible agricultural practices from the source.  Note: Compliance with social and environmental responsibility auditing has been measured through our Code of Ethics for Suppliers, a checklist, and Sustainable Sourcing Scope.
	<b>FB-PF-430a.2.</b> Suppliers’ social and environmental responsibility audit (1) non-conformance rate and (2) associated corrective action rate for (a) major and (b) minor nonconformances	Social and environmental responsibility audit of suppliers (1) Non-conformity rate: 24%*. (2) Rate of corresponding corrective actions for non-conformities: 100%. 100 suppliers have been evaluated, of which 75% obtained a medium-high or outstanding rating and are therefore considered sustainable. 24% obtained a medium-low or low rating (not considered sustainable). *11% of the suppliers evaluated obtained a LOW rating and are considered to be at risk in terms of sustainability.



Disclosures	Metrics	Location, direct response or reason for omission
<b>Ingredient sourcing</b> 	<b>FB-PF-440a.1.</b> Percentage of food ingredients sourced from regions with High or Extremely High Baseline Water Stress	<p>Percentage of food ingredients sourced from regions with high or extremely high baseline water stress: 93%.</p> <p>This percentage includes the procurement of key inputs/raw materials from agricultural sources, beekeeping, and manufactured products but with agricultural origin (tea, frozen strawberries and fruits, and frozen avocado pulp).</p> <p>Note 2: The criterion used to determine water stress is the one reported by the Aqueduct Water Risk platform, as it is an internationally recognized tool.</p>
	<b>FB-PF-440a.2.</b> List of priority food ingredients and discussion of sourcing risks related to environmental and social considerations	<p>Environmental Impact: Sustainable and Regenerative Agriculture Program. p. 42</p> <p>List of priority food ingredients and discussion of sourcing risks due to environmental and social considerations / Ingredients: oil, starches and sweeteners, standard sugar, refined sugar, dried chile, guajillo chile, green jalapeño, jalapeño chile, fresh red poblano chile, frozen strawberry, mole cookie, yellow sweet corn, altiplano white honey, coastal white honey, nopal, tomato paste, salt, semolina, tomato, tomatillo, and egg yolk.</p> <p>The strategic method for managing environmental and social risks is the Sustainable and Regenerative Agriculture Program (PASyR), which consists of guiding, training, supervising, and monitoring the production practices of our agricultural suppliers, based on the conservation and improvement of the environment and paying special attention to protected zones or areas, the use of water resources, soil conservation, and clean air. We have a team of internal auditors who evaluate and follow up on the condition of the farms. This is done through a checklist to comply with the decalogue that measures the progress and improvement points of each supplier.</p> <p>In 2024, 29 suppliers in the Yellow Corn category were included in the evaluations. By the end of the 2024 cycle (December 2024), a total of 60 suppliers had been evaluated.</p> <p>We apply this PASyR through a Decalogue of compliance:</p> <ul style="list-style-type: none"><li>• Biodiversity preservation</li><li>• Air, water, and soil protection</li><li>• Energy and climate change</li><li>• Waste management</li><li>• Integrated Crop Management</li><li>• Reduction of agrochemicals</li><li>• Safety and hygiene</li><li>• Decent work</li><li>• Social responsibility</li><li>• Communication and participation</li></ul> <p>The main benefits of this program are:</p> <ol style="list-style-type: none"><li>1. To promote, encourage, and develop sustainable and regenerative agriculture in our suppliers as a new culture of agricultural production.</li><li>2. To reduce the use of pesticides to lessen the environmental impact and promote the proper handling of agrochemicals (BUMA). Preserve the quality of the soil, air, and water in the cultivation zones and surrounding areas.</li><li>4. Encourage practices to improve soil quality.</li><li>5. To promote practices for the efficient management and use of resources, favoring reduction, reuse, and recycling.</li><li>6.- Encourage the protection of sensitive or protected areas and species.</li><li>7.- Encourage non-deforestation by implementing biodiversity conservation practices that not only protect areas of high conservation value and highly important pollinator species (bees, etc.) but also allow for the protection of local, endemic, native flora and fauna, etc., and migratory species such as birds, butterflies, etc.</li></ol> <p>1.- The indicator contemplates a list of ingredients that represent a risk for our activities, which is found at the beginning of the text.</p> <p>2. The indicator considers these ingredients as critical, since each ingredient is of utmost importance and irreplaceable, because if an ingredient is missing, production would not take place and its absence would compromise the production of our products in the canning sector, which represents a significant percentage of our sales.</p> <p>3.The indicator will be strengthened with the results of an ongoing study, which will enable us to identify risks and opportunities related to climate change in our activities and develop a strategy to mitigate them. When demand is not met due to shortages or any other circumstance, we have back-up suppliers to cover the demand.</p>



Independent Limited Assurance Report

To the Board of Directors of GRUPO HERDEZ, S.A.B. de C.V.

1. Scope of our Work

We have been engaged by GRUPO HERDEZ, S.A.B. de C.V. ("Grupo Herdez" or the "Company") to perform a 'limited assurance engagement,' as defined by International Standards on Assurance Engagements, different from the Audit or Review of Historical Financial Information (ISAE 3000, Assurance Engagements other than Audits or Reviews of Historical Financial Information) issued by the International Auditing and Assurance Standards Board (IAASB) of the International Federation of Accountants (IFAC), here after referred to as the "Engagement", to report on Grupo Herdez's selected sustainability performance indicators ("Subject Matter") contained in the 2024 Integrated Annual Report of GRUPO HERDEZ, S.A.B. de C.V. (the "Report") and mentioned in the Annex 1; for the period from January 1 to December 31, 2024.

Other than as described in the preceding paragraph, which sets out the scope of our engagement, we did not perform assurance procedures on the remaining information included in the Report, and accordingly, we do not express a conclusion on this information.

2. Criteria applied by Grupo Herdez:

In preparing the selected sustainability performance indicators mentioned in the Annex 1, Herdez applied the criteria in reference to the Global Reporting Initiative Standards (GRI Standards) and Sustainability Accounting Standards Board (SASB), mentioned in the Anex 2, henceforth "the Criteria".

3. Grupo Herdez responsibilities

Grupo Herdez management is responsible for selecting the Criteria, and for presenting the selected sustainability performance indicators in accordance with the 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.

4. EY'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 the International Standard for Assurance Engagements Other Than Audits or Reviews of Historical Financial Information ('ISAE 3000', *Assurance Engagements other than Audits or Reviews of Historical Financial Information*), and the terms of reference for this engagement as agreed with Grupo Herdez on December 16<sup>th</sup>, 2024. Those

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standards require 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.

5. 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 (IESBA), together with the ethics requirements that are applicable in Mexico under the "Code of Professional Ethics of the Mexican Institute of Public Accountants" ("IMCP Code of Ethics") and have the required competencies and experience to conduct this assurance engagement.

EY 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.

6. 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 persons responsible for preparing the selected sustainability performance indicators and related information and applying analytical and other appropriate procedures.

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Our procedures included:

1. Interviews with responsible persons to obtain an understanding of the data management systems and processes used to generate, disaggregate, and report information related to each Criteria.
2. Verify that the calculation Criteria have been correctly applied in accordance with the methodologies described in the Criteria.
3. Analytical procedures such as validations of reasons and ratios or expected results and trends considering the correct application of calculations and formulas in the documentation submitted for the Criterion in question.
4. Identify and verify the assumptions supporting the calculations.
5. Inquiries to responsible persons regarding each of the Criteria to explain deviations from expected results and trends and to correct or document them.

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

7. Conclusion

Based on our procedures and the evidence obtained, we are not aware of any material modifications that should be made to the selected sustainability performance of the Report, for the period from January 1 to December 31, 2024", in order for them to be in accordance with the Criteria.

8. Use of this Assurance Report

This report is intended exclusively for the information and use of Grupo Herdez and is not intended to be used, nor should it be, by anyone other than those specified parties.

Our responsibility, in carrying out the assurance activities, is solely to the Company's Management; therefore, we do not accept or assume any responsibility for any other purpose or to any other person or organization.

9. Other information

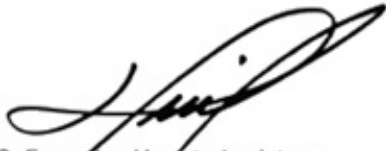
The notification to the Global Reporting Initiative (GRI) regarding the publication of the Report, following the guidelines of GRI Standard 1: Foundations, Compliance Requirement 9: Notify GRI (the organization must notify GRI of the use of GRI standards and its declaration of use by sending an email to [reportregistration@globalreporting.org](mailto:reportregistration@globalreporting.org)), is the responsibility of the Company, and they have indicated that it will be done within 5 business days following the issuance of this conclusion.

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Cordially,



C.P.C. Ernestina Hernández López  
Audit Partner  
Mancera, S.C.  
A Member Practice of Ernst & Young Global Limited  
Mexico City, April 23, 2025

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Annex 1

Subject Object

The sustainability information identified in the indicators included in the printed Report and included by Grupo Herdez on its website is presented in the following table:

Table 1. Assured Indicators

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, including the manner and location in which water is extracted, consumed, and discharged, as well as the related impacts.	See in AI GRI index 303-1.	Discussion and analysis.
		b. A description of the approach used to identify water-related impacts.	See in AI GRI index 303-1.	Discussion and analysis.
		c. A description of how water-related impacts are addressed.	See in AI GRI index 303-1.	Discussion and analysis.
		d. An explanation of the process by which water-related objectives and targets are established as part of the organization's approach to water and effluent management.	See in AI GRI index 303-1.	Discussion and analysis.
Management of impacts related to water discharges.	GRI 303-2	a. A description of the minimum standards established for the quality of effluent discharges, and how these	See in AI GRI index 303-2.	Discussion and analysis.

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Material Subject	Criteria	Indicator	Assured Value	Unit	
		minimum standards are determined.			
		a.iii. Any specific industry standards that were considered.	See in AI GRI index 303-2.	Discussion and analysis.	
Water extraction.	GRI 303-3	a. The total water extraction from all areas.	1,250.4	Megaliters	
		a. i. Extraction of surface water	703.45	Megaliters	
		a. ii. Extraction of groundwater.	523.97	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.	22.97	Megaliters	
		b. The total water extraction from all areas under water stress.	1,249.97	Megaliters	
		b. i. Extraction of surface water.	703.45	Megaliters	
		b. ii. Extraction of groundwater.	523.97	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)	6.93	Megaliters	
			16.04	Megaliters	
		c. i. Total freshwater extracted (total dissolved solids ≤ 1000 mg/l).	1,249.86	Megaliters	
			Surface water extracted from freshwater.	703.45	Megaliters
			Groundwater extracted from freshwater.	523.55	Megaliters
			Water from third parties extracted from freshwater.	22.97	Megaliters

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Material Subject	Criteria	Indicator	Assured Value	Unit	
	c. ii.	Total extraction of other waters (total dissolved solids > 1000 mg/l).	0	Megaliters	
		Surface water extracted from other waters.	0	Megaliters	
		Groundwater extracted from other waters.	0	Megaliters	
		Seawater extracted from other waters.	No seawater is extracted.	Megaliters	
		Produced water extracted from other waters.	No water is extracted.	Megaliters	
		Water from third parties extracted from other waters	0	Megaliters	
		d.	Any contextual information necessary to understand how the data has been collected, such as standards, methodologies, or assumptions used.	See in AI GRI index GRI 303-3 index.	Discussion and analysis.
	Water discharges.	GRI 303-4	a.	The total water discharge in all areas.	859.88
a. i.			Surface water	621.24	Megaliters
a. ii.			Groundwater;	59.98	Megaliters
a. iii.			Seawater;	Do not discharge into marine waters	Megaliters
a. iv.			Water from third parties.	178.66	Megaliters
b. i			Freshwater (total dissolved solids ≤ 1000 mg/l).	859.35	Megaliters
b. ii			Other waters (total dissolved solids > 1000 mg/l).	0.53	Megaliters
c			Total water discharge in all areas with water stress.	859.35	Megaliters
c.i.			Freshwater (total dissolved solids ≤ 1000	859.35	Megaliters

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Material Subject	Criteria	Indicator	Assured Value	Unit	
			mg/l) in areas with water stress.		
		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	Discussion and analysis
		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.	Discussion and analysis
		d. ii.	The method used to establish discharge limits for priority hazardous substances;	See in AI GRI index 303-4	Discussion and analysis
		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	Discussion and analysis.
Water consumption.	GRI 303-5	a.	Total water consumption (in megaliters) from all areas.	390.5	Megaliters
		b.	Total water consumption (in megaliters) from all areas with water stress.	390.5	Megaliters
		c.	Change in water storage (in megaliters), provided that it has been identified that	0	Megaliters

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Material Subject	Criteria	Indicator	Assured Value	Unit
Direct GHG emissions (Scope 1).	GRI 305-1	water storage generates a significant water-related impact.		
		d. Any contextual information.	See in AI GRI index 303-5	Discussion and analysis.
		a. Gross value of direct greenhouse gas emissions (Scope 1).	32,965.48	tCO <sub>2</sub> e
		b. Gases included in the calculation: CO <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O, HFC, PFC, SF <sub>6</sub> , NF <sub>3</sub> , or all.	Included gases: CO <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O	Narrative description
		c. Biogenic CO <sub>2</sub> emissions.	0	tCO <sub>2</sub> e
		d. If applicable, base year for the calculation.	See in AI GRI index 305-1.	Narrative description
		d. i. If applicable, the justification for the selection.	See in AI GRI index 305-1.	Narrative description
		d. ii. If applicable, emissions in the base year.	See in AI GRI index 305-1.	tCO <sub>2</sub> e
		d. iii. Context of any significant changes in emissions that have led to new calculations of emissions in the base year.	See in AI GRI index 305-1.	Discussion and analysis
		e. The source of the emission factors.	For direct sources (fixed and mobile), the emission factors were taken from GHG-PI version 4.0 (fixed sources) and version 2.3 (mobile sources).	Narrative description
		e. Global warming potential (GWP) rates used or a reference to the source of the GWP.	For direct sources (fixed and mobile), the emission factors were taken from GHG-PI version 4.0 (fixed sources) and version 2.3 (mobile sources).	Rate
		f. The consolidation approach for emissions:	Operational control	Narrative description

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Material Subject	Criteria	Indicator	Assured Value	Unit
Indirect GHG emissions from energy generation (Scope 2).	GRI 305-2	equity share, financial control, or operational control.		
		g. The standards, methodologies, assumptions, and calculation tools used.	See in AI GRI index 305-1.	Discussion and analysis
		a. Gross value of indirect greenhouse gas emissions associated with energy (Scope 2) based on location.	26,234.09	tCO <sub>2</sub> e
		b. If applicable, gross value of indirect greenhouse gas emissions associated with energy (Scope 2) based on market.	The reported emissions are based on a location-based emission factor, so emissions related to energy sources with a market-based factor are not considered.	tCO <sub>2</sub> e
		c. If available, the gases included in the calculation: CO <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O, HFC, PFC, SF <sub>6</sub> , NF <sub>3</sub> , or all.	CO <sub>2</sub>	Narrative description
		d. If applicable, base year for the calculation.	See in AI GRI index 305-2.	Narrative description
		d. i. If applicable, the justification for the selection.	Confidentiality restrictions: In the case of GHG emissions from indirect sources, there is currently no single base year; an annual comparison of indicators is made using the immediate previous year as a reference.	Narrative description
		d. ii. If applicable, emissions in the base year.	See in AI GRI index 305-2.	tCO <sub>2</sub> e
		d. iii. Context of any significant changes in emissions that have led to new calculations of	In the case of GHG emissions from indirect sources, there is no single base year since an annual comparison of indicators is	Narrative description

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Material Subject	Criteria	Indicator	Assured Value	Unit
Reduction of GHG emissions.		emissions in the base year.	currently made using the immediate previous year as a reference, so there is no significant change in the calculation of emissions.	
		e. The source of the emission factors.	See in AI GRI index 305-2.	Narrative description
		f. The consolidation approach for emissions: equity share, financial control, or operational control.	Operational control.	Narrative description
		g. The standards, methodologies, assumptions, and calculation tools used.	See in AI GRI index 305-2 #1, 2, 3, and 4	Narrative description
	GRI 305-5	a. The reduction of greenhouse gas emissions as a direct consequence of reduction initiatives in metric tons of CO2 equivalent..	1,270	tCO <sub>2</sub> e
		b. Gases included in the calculation: CO2, CH4, N2O, HFC, PFC, SF6, NF3, or all.	CO2, CH4 Y N2O	Narrative description
		c. Base year or baseline, including the justification for the selection.	A base year has not been defined as a means of comparison against the reduction reported in this year 2024	Narrative description
		d. The scopes in which reductions occurred: direct emissions (Scope 1), indirect emissions associated with energy (Scope 2), or other	Considering the emissions from plants and distribution centers at the same time, including direct emissions (mobile and fixed sources) and indirect emissions (electricity from non-renewable	Narrative description

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Material Subject	Criteria	Indicator	Assured Value	Unit
Employees		indirect emissions (Scope 3).	sources), the GHG emissions intensity for 2024 was 0.09 Tn CO2e/Tn produced, representing a decrease of 16.7%	
		e. The standards, methodologies, assumptions, and calculation tools used.	See in AI GRI index 305-5 #1, 2, 3, 4, 5, and 6.	Narrative description
	GRI 2-7	a. Total employees broken down by gender and region.	Consult Table 2. GRI 2-7.	Number of employees.
		b.i. Permanent employees, broken down by gender and region.	Consult Table 2. GRI 2-7.	Number of permanent employees.
		b.ii. Temporary employees, broken down by gender and region.	Consult Table 2. GRI 2-7.	Number of temporary employees.
		b.iii. Employees with uncertain hours, broken down by gender and region;	We do not have "part-time employees" and we do not have "employees without guaranteed hours."	Number of employees with no guaranteed hours.
		b.iv. Full-time employees, broken down by gender and region.	Consult GRI 2-7 table.	Number of full-time employees.
		b.v. Part-time employees, broken down by gender and region;	We do not have "part-time employees" and we do not have "employees without guaranteed hours."	Number of part-time employees.
		c. Describe the methods and assumptions used to compile the data and whether the figures are presented:	"To collect the data, the final information of the reporting period is taken into account, using full-time equivalent units based on the internal payroll system."	Narrative description
		c.i. As staff template, full-time equivalent units, or other methodology;	To collect the data, the final information of the reporting period is taken into account, using full-time equivalent units	Narrative description

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Material Subject	Criteria		Indicator	Assured Value	Unit
				based on the internal payroll system.	
		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 reporting period is taken into account, using full-time equivalent units based on the internal payroll system.	Narrative description
		d.	Contextual information.	See in AI GRI index 2-7.	Narrative description
		e.	Describe significant fluctuations.	We closed 2024 with an economic increase of 3.3% and we are reporting an increase in the workforce of 7.8%	Narrative description
Average training hours per year per employee.	GRI 404-1	a.i	The average training hours - Women.	26.48	Average hours.
			The average training hours - Men.	24.78	Average hours.
		a.ii.	The average hours of Operational training	24.6	Average hours.
			The average number of hours of training Operational-Normative	32.2	Average hours.
			The average number of hours of Tactical training	23.8	Average hours.
			The average number of training hours Strategic	32.7	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.	95.6	Ratio
			Ratio of basic salary of Operations-Administrative - women to men.	98.8	Ratio
			Ratio of basic salary of	100.6	Ratio

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Material Subject	Criteria	Indicator	Assured Value	Unit
		Tactical - women to men.		
		Ratio of basic salary of Strategic - women to men.	96.4	Ratio
		Ratio of basic salary in Plants - women to men.	78.0	Ratio
		Ratio of basic salary in Distribution Centers (CEDIS) - women to men.	94.0	Ratio
		Ratio of basic salary in Corporates - women to men.	94.0	Ratio
		Ratio of basic salary in Sales Route - women to men.	135.0	Ratio
		Ratio of basic salary in Stores - women to men.	100	Ratio
		Ratio of remuneration of Operations - women to men.	Omission due to confidentiality.	Ratio
		Ratio of remuneration of Operations-Administrative - women to men.	Omission due to confidentiality.	Ratio
		Ratio of remuneration of Tactical - women to men.	Omission due to confidentiality.	Ratio
		Ratio of remuneration in Plants - women to men.	Omission due to confidentiality.	Ratio
		Ratio of remuneration in Distribution Centers (CEDIS) - women to men.	Omission due to confidentiality.	Ratio
		Ratio of remuneration in Corporates - women to men.	Omission due to confidentiality.	Ratio
		Ratio of remuneration in Sales Route - women to men.	Omission due to confidentiality.	Ratio

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Material Subject	Criteria	Indicator	Assured Value	Unit
			Ratio of remuneration in Stores - women to men.	Ratio
		b.	The definition used for "significant operational locations." " .	Narrative description
Type and rate of injuries, occupational diseases, lost days, absenteeism, and number of work-related fatalities.	IP-5	1	Number of accidents involving women.	Number
		1.1	Accident rate for women.	Percentage (%)
		1.2	Days lost for women.	Number
		1.3	Rate of days lost for women.	Percentage (%)
		2	Number of accidents involving men.	Number
		2.1	Accident rate for men.	Percentage (%)
		2.2	Days lost for men.	Number
		2.3	Rate of days lost for men.	Percentage (%)
		3	Total number of accidents.	Number
		3.1	Total accident rate.	Percentage (%)
		3.2	Total days lost.	Number
		3.3	Total days lost rate.	Percentage (%)
		4	Man-hours worked by men.	Man-Hours (MH).
		4.1	Man-hours worked by women.	Man-Hours (MH).
		4.2	Total man-hours worked.	Man-Hours (MH).
(1) Total energy consumed, (2) percentage of grid electricity, and (3) percentage of renewable energy.	SASB FB-PF-130a.1	1	The entity will disclose (1) the total amount of energy consumed as an aggregated figure, in gigajoules (GJ).	Gigajoules (GJ)
		2	The entity will disclose (2) the percentage of energy consumed that was supplied from the grid.	Percentage (%)
		3	The entity will disclose (3) the	Percentage (%)

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Material Subject	Criteria	Indicator	Assured Value	Unit		
		percentage of energy consumed that was renewable energy.				
(1) Total water extracted, (2) total water consumed, percentage of each in regions with high or extremely high initial water stress.	SASB FB-PF-140a.1	1	The entity will disclose the amount of water, in thousands of cubic meters, extracted from all sources.	1,250.4	Thousand cubic meters (m³)	
		3	The entity will disclose the amount of water, in thousands of cubic meters, consumed in its operations	390.5	Thousand cubic meters (m³)	
		5	The entity will disclose the water extracted in areas with high or extremely high water stress as a percentage of the total water extracted.	San Luis Potosí	25.2	Percentage (%)
				Estado de México (Zumpango)	6.2	
				Región Los Mochis	56.3	
				Región Valle Celaya	3.7	
				Región Estado de México (Chalco)	1.3	
				Región Jalisco (Lagos de Moreno)	7.1	
				Región Tijuana	0.01	
				Región Monterrey	0.04	
				Región Jalisco	0.04	
		6	The entity will disclose the water consumed in areas with high or extremely high-water stress as a percentage of the total water consumed.	San Luis Potosí	0.39	Percentage (%)
Estado de México (Zumpango)	0.07					
Región Los Mochis	0.33					
Región Valle Celaya	0					
Región Estado de México (Chalco)	0.03					

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Material Subject	Criteria	Indicator	Assured Value		Unit
			Región Jalisco (Lagos de Moreno)	0.17	
			Región Tijuana	0	
			Región Monterrey	0	
			Región Jalisco	0	
Number of non-conformity incidents related to water quantity or quality permits, standards, and regulations.	SASB FB-PF-140a.2	1	The entity will disclose the total number of incidents of non-compliance, including violations of a technology-based standard and exceedances of quantity or quality-based standards.	1	Number
Description of water management risks and analysis of strategies and practices to mitigate them.	SASB FB-PF-140a.3	1	The entity will describe the water management risks associated with water extraction, water consumption, and water or wastewater discharge.	See in AI the SASB FB-PF-140a.3 index.	Discussion and analysis.
		1.1	The associated risks.		Discussion and analysis.
		1.1.1	Environmental limitations,		Discussion and analysis
		1.1.2	Regulatory and financial limitations,		Discussion and analysis
		1.2	The risks associated with water or wastewater discharge.	See in AI the SASB FB-PF-140a.3 index.	Discussion and analysis.
		2	The entity may describe the risks of water management.		Discussion and analysis.
		2.1	The variation of risks according to the source of extraction.		Discussion and analysis

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Material Subject	Criteria	Indicator	Assured Value	Unit
		2.2	The variation of risks according to the discharge destinations.	Discussion and analysis.
		3	The entity may discuss the potential effects that water management risks may have on its operations and the timeframe in which these risks are expected to manifest.	See in AI the SASB FB-PF-140a.3 index. Discussion and analysis.
		4	The entity will discuss its short- and long-term strategies or plans to mitigate water management risks.	See in AI the SASB FB-PF-140a.3 index. Discussion and analysis
		5	In the case of water management objectives, the entity will additionally disclose	Discussion and analysis.
		5.1	Whether the objective is absolute or intensity-based, and the metric denominator if it is an intensity-based objective.	See in AI the SASB FB-PF-140a.3 index. Discussion and analysis.
		5.2	The timelines for water management activities, including the start year, target year, and base year.	Discussion and analysis
		5.3	The mechanism or mechanisms to achieve the objective, in particular:	Discussion and analysis
		5.4	The percentage of reduction or improvement	Percentage (%)

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Material Subject	Criteria	Indicator	Assured Value	Unit
		compared to the base year, where the base year is the first year in relation to which the water management objectives are evaluated for achieving the goal.		
		The entity will discuss whether its water management practices result in additional impacts or trade-offs in the life cycle within its organization, including trade-offs in land use, energy production, and greenhouse gas (GHG) emissions, and why the entity chose these practices despite the life cycle trade-offs.	Water management does not result in impacts or compensations in the organization's life cycle.	Discussion and analysis.
Global Food Safety Initiative (GFSI) audit: (1) non-conformity rates and (2) corresponding corrective action rates for non-conformities: a) Major b) Minor	SASB FB-PF-250a.1	1	6.25	Rate
		2	2. Corrective action rates 2.7. a) Major 1.6 b) Minor 3.2	Rate

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Material Subject	Criteria	Indicator	Assured Value	Unit
		actions associated with its facilities and, on one hand, a) major non-conformity cases and, separately, b) minor non-conformity cases.		
Percentage of ingredients sourced from level 1 supplier facilities certified by a food safety certification program recognized by the Global Food Safety Initiative (GFSI).	SASB FB-PF-250a.2	1	77.4	Percentage (%) by cost
(1) Total number of food safety violation notices received, (2) percentage corrected.	SASB FB-PF-250a.3	1	0	Number
		2	0	Percentage (%)
(1) Number of recalls conducted and (2) total quantity of food products recalled.	SASB FB-PF-250a.4	1	0	Number

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Material Subject	Criteria	Indicator	Assured Value	Unit
Revenues from products labeled or marketed to promote health and nutrition attributes	SASB FB-PF-260a.1	period, including both voluntary and involuntary recalls.		
		2The entity will disclose (2) the total weight, in metric tons, of the food product subject to market recalls.	0	Metric tons (t)
		1The entity will disclose the total revenue from the sales of its products labeled or marketed to provide health and nutrition attributes.	700,917,588.73	Presentation currency (\$)
		1.1Products labeled to promote health and nutrition attributes contain labels and other written, printed, or graphic materials on the item itself, on any container and packaging, or that accompany the item promoting health and nutrition attributes.	Yes	Narrative description
		1.2Products are considered marketed to promote health and nutrition attributes if the entity communicates, delivers, and exchanges offers that promote the health and nutrition attributes of the product.	Yes	Narrative description

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Material Subject	Criteria	Indicator	Assured Value	Unit
		2The scope of products labeled or marketed to promote health and nutrition attributes includes products that contain one or more of these labels or marketing statements:		
		2.1that a product contains no additives (for example, artificial sweeteners, colorants, preservatives, and industrially produced trans fats).	Yes	Narrative description
		2.2That the fat, saturated fat, sodium or salt, and cholesterol of a product are less than or equal to the requirements for using the term "healthy" and related terms under applicable jurisdictional laws or regulations for health or nutritional claims where:		
		2.2.1Health or nutritional claims may include labeling products as "low," "no health," and "diet."	No	Narrative description
		2.3that a product contains beneficial nutrients (for example, vitamins A and C, calcium, iron, protein, and fiber) that meet or exceed the requirements for using the term "healthy" and related terms under applicable jurisdictional laws or regulations for health or nutritional claims, when:	Yes	Narrative description
		2.3.1Health or nutritional claims may include labeling products as "good source of," "high," or "rich in."	Yes	Narrative description
		3The scope of products labeled or marketed to promote health and nutrition	Yes	Narrative description

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Material Subject	Criteria	Indicator	Assured Value	Unit
		attributes excludes products labeled as organic, free from genetically modified organisms (GMO) ingredients, and gluten-free.		
Discussion of the process for identifying and managing products and ingredients related to nutritional and health concerns among consumers.	SASB FB-PF-260a.2	1 The entity will discuss its process for identifying and managing products and ingredients related to nutritional and health issues among consumers, such as how it identifies concerns, the products and ingredients related to those concerns, and the resulting risks and opportunities.	See in AI the SASB FB-PF-260a.2 index."	Narrative description
		1.1 Relevant efforts to be discussed include risk assessments, organizing long-term health or toxicological studies, and procedures for receiving and addressing consumer concerns.		Narrative description
		2 The entity will discuss how identified concerns and risks are managed and communicated.	See in AI the SASB FB-PF-260a.2 index."	Narrative description
		2.1 Relevant efforts to be examined		Narrative description

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Material Subject	Criteria	Indicator	Assured Value	Unit
		include labeling transparency; the elimination, substitution, or use of more sustainable ingredients; updating product portions and product mixes; improving the nutritional content of their products; or adopting other measures to address consumer concerns, trends, and preferences.		
		2.2 The entity may discuss the implementation of relevant standards for food ingredients and additives, such as the Codex Alimentarius of the Food and Agriculture Organization (FAO) and the World Health Organization (WHO), as a strategy for managing products and ingredients related to nutritional and health concerns among consumers.		Narrative description
		2.3 The entity may discuss whether the strategies are related to or associated with a formal health and nutrition initiative or strategy (for example, the WHO Global		Narrative description

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Material Subject	Criteria	Indicator	Assured Value	Unit
		Strategy on Diet, Physical Activity, and Health), including regional, national, international, and industry-specific programs.		
		3The entity will discuss its use of certification programs that address consumer concerns and preferences regarding ingredients, additives, and potential allergens.	See in AI the SASB FB-PF-260a.2 index.	Narrative description
		3.1. Certifications may include:		
		3.1.1 organic	See in AI the SASB FB-PF-260a.2 index.	Narrative description
		3.1.2 non-GMO verified project; and		Narrative description
		3.1.3 gluten-free certified		Narrative description
		4The entity will discuss any significant complaints, such as those resulting in substantial lawsuits, related to nutritional and health concerns associated with products or ingredients, and the efforts to mitigate any related future risks.	During 2024, we had no significant complaints.	Narrative description
Percentage of advertising impressions (1) directed at children and (2) made for children that promote products that meet dietary guidelines.	SASB FB-PF-270a.1	1The entity will disclose the percentage of advertising impressions made to children.	0	Percentage (%)
		2The entity will disclose the percentage of advertising	0	Percentage (%)

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Material Subject	Criteria	Indicator	Assured Value	Unit
		impressions made and children who try products that meet international, national, regional, or industry dietary guidelines for children.		
		1The entity will disclose its revenue from products sold during the reporting period labeled as containing genetically modified organisms (GMO) and separately from those that do not contain GMOs.	28,944,723.	Presentation currency (\$)
		2The entity may disclose the revenue from its products that are labeled as containing GMOs and non-GMOs in jurisdictions subject to GMO labeling regulations.	See in AI the SASB FB-PF-270a.2 index.	Narrative description
Number of incidents of non-compliance with industry labeling or marketing codes or regulations.	SASB FB-PF-270a.3	1The entity will disclose its total number of substantiated incidents of non-compliance with regulatory codes, statutes, or other requirements related to labeling or marketing.	1	Number
Total amount of monetary losses resulting from legal	SASB FB-PF-270a.4	1The entity will disclose the total amount of monetary losses incurred	500,000	Presentation currency (\$)

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Material Subject	Criteria	Indicator	Assured Value	Unit	
proceedings associated with labeling or marketing practices.		during the reporting period as a result of legal proceedings associated with marketing or labeling practices, such as those related to the enforcement of applicable jurisdictional laws or regulations regarding nutrient content claims, health claims, other unfair or misleading claims, or mislabeling.			
(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.	130,791.89	Metric tons. (t)
		2	The entity will disclose the percentage of packaging, by weight, made from recycled or renewable materials.	13.2	Percentage (%)
		3	The entity will disclose (3) the percentage of packaging, by weight, that is recyclable, reusable, or compostable.	98	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, such as optimizing the weight and volume of packaging for a	See in IA SASB index FB-PF-410a.2 clause (6)	Narrative description

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Material Subject	Criteria	Indicator	Assured Value	Unit	
		specific application or using alternative materials, including those that are recycled, reusable, compostable, or degradable.			
		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 (6)	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 (6)	Narrative description
		6	The entity may discuss the use of Life Cycle Assessment (LCA) to reduce environmental impacts and maximize product efficiency, including weight reduction and transportation efficiency.	See in IA SASB index FB-PF-410a.2 clause (6)	Narrative description
		6.1	Improvements in the environmental efficiency of packaging products can	See in IA SASB index FB-PF-410a.2 clause (6)	Narrative description

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Material Subject	Criteria	Indicator	Assured Value	Unit
		be discussed in terms of the service parameters of the functional unit of LCA (time, extent, and quality of the function).		
Percentage of food ingredients sourced from certified sources according to third-party environmental or social standards, and percentages by standard.	SASB FB-PF-430a.1	1The entity will disclose the percentage of food ingredients sourced that are certified according to a third-party environmental or social standard.	57.6	Percentage (%) by cost
Audit of the social and environmental responsibility of suppliers.	SASB FB-PF-430a.2	1The 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.	24	Rate
		2The 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 (%)
Percentage of food ingredients sourced from regions with	SASB FB-PF-440a.1	1The entity will disclose the percentage of food ingredients	93	Percentage (%)

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Material Subject	Criteria	Indicator	Assured Value	Unit
high or extremely high baseline water stress.		sourced from regions with high or extremely high water stress reference levels.		
List of priority food ingredients and analysis of supply risks related to environmental and social considerations.	SASB FB-PF-440a.2	1The entity will identify the food ingredients of highest priority for its business.	See in IA the SASB index FB-PF-440a.2	Discussion and analysis.
		2The entity will analyze its strategic method for managing the environmental and social risks arising from its highest priority food ingredients.	See in IA SASB index FB-PF-440a.2 #1-7	Discussion and analysis.
		3The entity may identify which food ingredients pose risks to its operations, what risks they represent, and what strategies it uses to mitigate them.	See in IA SASB index FB-PF-440a.2 #1-3	Discussion and analysis.
Weight of the products sold and produced.	SASB FB-PF-000.A	1Weight of products sold.	615,606	Tons
		1Weight of products produced.	607,116	Tons
Number of production facilities.	SASB FB-PF-000.B	1Number of production facilities.	16	Number

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Table 2. GRI 2-7

Indicator	Unit	Assured value
Total number of employees.	Collaborators.	12,509
Total number of men.	Collaborators.	6,889
Total number of employees in Corporate Offices.	Collaborators.	1,552
Total number of employees in Plants.	Collaborators.	4,858
Total number of employees in CEDIS.	Collaborators.	978
Total number of employees in Stores.	Collaborators	2,602
Total number of employees in Sales Routes.	Collaborators.	2,519
Total number of employees with permanent contracts.	Collaborators.	11,580
Total number of male employees with permanent contracts.	Collaborators.	6,301
Total number of female employees with permanent contracts.	Collaborators.	5,279
Total number of employees with permanent contracts in Corporate Offices.	Collaborators.	1,428
Total number of employees with permanent contracts in Plants.	Collaborators.	4,381
Total number of employees with permanent contracts in Cedis.	Collaborators.	863
Total number of employees with permanent contracts in Stores.	Collaborators.	2,588
Total number of employees with permanent contracts in Sales Routes.	Collaborators.	2,320
Total number of collaborators with temporary contracts.	Collaborators.	929
Total number of male collaborators with temporary contracts.	Collaborators.	588
Total number of female collaborators with temporary contracts.	Collaborators.	341
Total number of collaborators with temporary contracts in Corporate Offices.	Collaborators.	124
Total number of collaborators with temporary contracts in Plants.	Collaborators.	477
Total number of collaborators with temporary contracts in Distribution Centers (CEDIS).	Collaborators	115
Total number of collaborators with temporary contracts in Stores.	Collaborators	14
Total number of collaborators with temporary contracts in Sales Routes.	Collaborators	199
Total number of collaborators with uncertain hours.	Collaborators	We do not have "part-time collaborators" and we do not have "collaborators with uncertain hours."
Total number of collaborators.	Collaborators	The total number of collaborators is the sum of temporary employees and permanent employees.

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Indicator	Unit	Assured value
Total number of part-time collaborators.	Collaborators	We do not have "part-time collaborators" and we do not have "collaborators with uncertain hours."
c. Describe the methods and assumptions used to compile the data and whether the figures are presented: i. as a staff template, full-time equivalent units, or another methodology; ii. at the end of the reporting period, as an average for the entire reporting period, or with another methodology;	Qualitative.	"To collect the data, the final information of the reporting period is taken into account, using full-time equivalent units based on the internal payroll system."
d. Present the contextual information necessary to understand the data presented in 2-7-a and 2-7-b;	Qualitative.	We closed 2024 with an economic increase of 3.3% and are reporting an increase in the workforce of 7.8%
e. Describe significant fluctuations in the number of employees during the reporting period and between different reporting periods.	Qualitative.	We closed 2024 with an economic increase of 3.3% and are reporting an increase in the workforce of 7.8%.

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Annex 2

GRI and SASB Content Criteria

The assurance criteria that are applicable to the Subject Matter and the declaration of presentation of [\[of conformity\]](#), are defined based on the provisions of the document:

GRI 1 Foundation 2021, its thematic contents on the page:  
<https://www.globalreporting.org/how-to-use-the-gri-standards/gri-standards-english-language/>

For SASB contents, see page:  
<https://sasb.ifrs.org/standards/download/>

Criteria for own indicators

The following are the assurance criteria applicable to the custom criteria, which are subject to limited assurance and are available to their stakeholders.

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

Indicator	Criteria
IP-5	<p>Type and rate of injuries, occupational diseases, lost days, absenteeism and number of work-related fatalities.</p> <ul style="list-style-type: none"><li>- This methodology specifies the indicators and calculations for this proprietary indicator, developed based on the S&amp;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.</li></ul>

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