



# GRUPO HERDEZ

## FOURTH QUARTER & FULL YEAR 2021

### EARNINGS RELEASE

#### CONSOLIDATED HIGHLIGHTS FOR THE QUARTER

- Consolidated net sales increased 17.9% to \$7.5 billion, driven by price increases realized in the last twelve months.
- Consolidated gross margin increased 0.8 percentage points to 37.6%, the Preserves segment had a sequential recovery of 3.2 percentage points over the immediately preceding quarter.
- Consolidated EBIT before other income increased 30.2% year over year.
- The Impulse segment generated positive EBITDA of \$92 million, a significant recovery with respect to the immediately preceding quarter.

Mexico City, Mexico, February 3, 2022 – Grupo Herdez, S.A.B. de C.V. (“Grupo Herdez” or the “Company”) (MSE: HERDEZ) today announced results for the fourth quarter and full year ended December 31, 2021.

"Challenges continued in 2021, particularly those related to input prices and supply chain constraints. Despite the above, the Group continued to strengthen its market shares and recover profitability in the Impulse segment. We are optimistic about the future and are confident that 2022 will be a great year," said Héctor Hernández-Pons Torres, Chairman and Chief Executive Officer of Grupo Herdez.

The information contained in this document is prepared in accordance with International Financial Reporting Standards (“IFRS”) and is expressed in Mexican pesos unless stated otherwise. Grupo Herdez consolidates 100 percent of its Impulse division, Barilla Mexico, Herdez Del Fuerte - Mexico, and McCormick de Mexico in its financial statements. The proportional stake of Herdez Del Fuerte in MegaMex is registered in Equity Investments in Associated Companies.



GRUPO  
HERDEZ

## NET SALES

Net sales for the quarter and year-end were a record \$7.5 billion and \$26.2 billion, 17.9% and 8.8% higher than the previous year. This was mainly due to price increases realized in the last twelve months. On a like-to-like basis—excluding fresh tuna, Nair tuna, Ocean Spray and General Mills—sales grew 15.3% in the quarter and 10.0% for the full year.

Net sales in the Preserves segment grew 15.2% in the quarter and 8.0% annually, driven by the aforementioned price increases. During the year, the categories with above-average growth were mayonnaise, ketchup, teas and pasta. On a comparable basis, sales grew 13.5% in the quarter and 10.7% during the year.

The Impulse segment recorded net sales of \$830 million, 54.1% higher than in the same quarter of 2020, while on a cumulative basis, net sales were \$3.3 billion, 25.5% higher than the previous year and in line with 2019. The segment's recovery is due to the increase in the average ticket per brand. Helados Nestlé sales maintained favorable performance across all sales channels in the quarter, with traditional and convenience channels posting double-digit growth in the second half of the year. Excluding the incorporation of General Mills since April, net sales for the segment increased 37.3% in the quarter and 16.3% year-over-year.

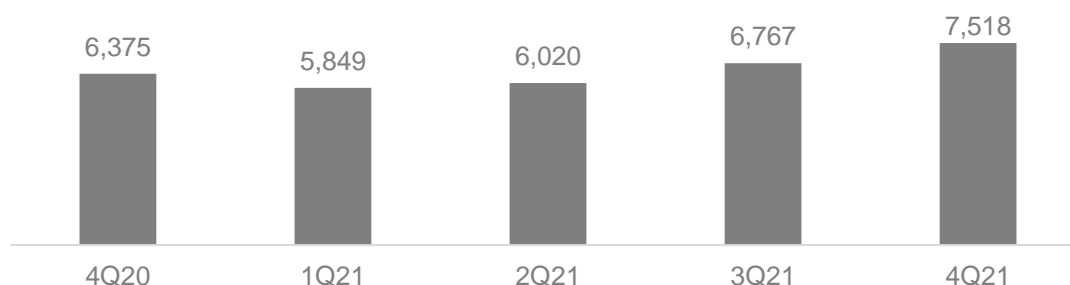
Net sales in Exports were \$525 million in the quarter, 8.2% higher than in the same period of the previous year, as the result of a better sales mix. At the end of the year, sales were \$1.9 billion, 5.1% lower than in 2020, impacted by the appreciation of the peso against the U.S. dollar.

NET SALES	4Q21	4Q20	% change	2021	2020	% change
<b>Consolidated</b>	<b>7,518</b>	<b>6,375</b>	<b>17.9</b>	<b>26,153</b>	<b>24,036</b>	<b>8.8</b>
Preserves	6,163	5,351	15.2	20,977	19,423	8.0
Impulse	830	539	54.1	3,273	2,608	25.5
Exports	525	485	8.2	1,904	2,005	(5.1)

Figures in millions of MXN.



## NET SALES PERFORMANCE



## GROSS PROFIT

Consolidated gross margin expanded 0.8 percentage points in the quarter to 37.6% of net sales, due to a 5.0 percentage point increase in the Impulse segment. At the end of the year, however, the margin contracted 0.5 percentage points to 36.9%, due to a 0.4 percentage point decrease in the Preserves segment as a result of the increase in the price of inputs.

In the Preserves segment, gross margin was 37.1%, a sequential recovery of 3.2 percentage points versus the third quarter of the current year, due to price increases made in the last quarter. On a cumulative basis, gross margin decreased 0.4 percentage points to 36.1% due to: i) the incorporation of the General Mills lines, which have a higher cost per ton, and ii) price increases in the main raw and packaging materials.

In Impulse, gross margin for the quarter increased 5.0 percentage points to 56.7%, as a result of the cost absorption attributed to increased sales in the segment. However, on a cumulative basis, the margin remained in line with the previous year due to the incorporation of the Häagen Dazs portfolio.

Gross margin in the Exports segment contracted 6.4 percentage points to 13.4% during the quarter, while year to date the margin was 13.7%, representing a contraction of 7.9 percentage points, which is explained by the increases in raw material prices.

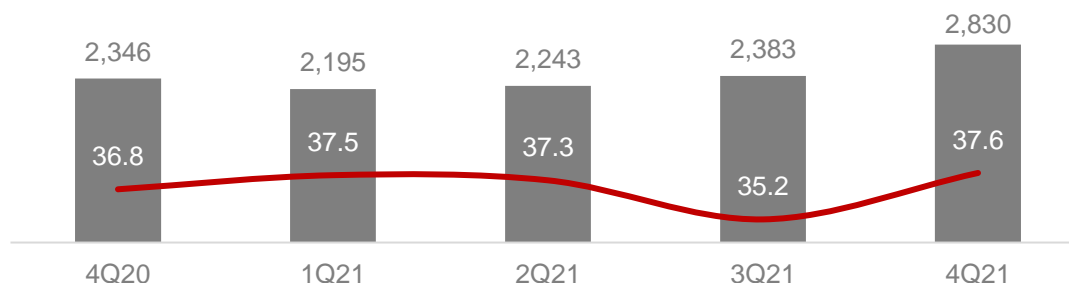
GROSS PROFIT	4Q21	4Q20	% change	2021	2020	% change
<b>Consolidated</b>	<b>2,830</b>	<b>2,346</b>	<b>20.7</b>	<b>9,652</b>	<b>8,988</b>	<b>7.4</b>
Preserves	2,290	1,971	16.1	7,567	7,097	6.6
Impulse	470	278	69.1	1,825	1,457	25.2
Exports	70	96	(26.6)	260	434	(40.0)

Figures in Millions of MXN.

GROSS PROFIT	4Q21	4Q20	pp change	2021	2020	pp change
<b>Consolidated</b>	<b>37.6</b>	<b>36.8</b>	<b>0.8</b>	<b>36.9</b>	<b>37.4</b>	<b>(0.5)</b>
Preserves	37.1	36.8	0.3	36.1	36.5	(0.4)
Impulse	56.7	51.7	5.0	55.8	55.9	(0.1)
Exports	13.4	19.8	(6.4)	13.7	21.6	(7.9)

Figures in percentages.

### GROSS PROFIT PERFORMANCE



### SELLING, GENERAL AND ADMINISTRATIVE EXPENSES (SG&A)

Selling, General & Administrative expenses as a percentage of net sales represented 22.7% in the fourth quarter compared to 23.3% in the same period of the previous year, while year-over-year expenses decreased 0.4 percentage points to 25.1%. This was mainly due to the expense absorption in the Impulse segment.

### EARNINGS BEFORE INTERESTS AND TAXES BEFORE OTHER INCOME

During the quarter, EBIT before other income totaled \$1.1 billion, 30.2% higher than in the fourth quarter of 2020, as the result of a 14.1% increase in the Preserves segment, as well as a \$152 million recovery in the Impulse segment.

Year to date, EBIT before other income reached a record \$3.1 billion, 8.3% above the previous year, while maintaining a constant margin of 11.8%, due to the recovery of \$293 million in the Impulse segment.

### OTHER INCOME

Other net income of \$44 million was recorded in the quarter, while for the year, the Company recorded net expenses of \$78 million.

## EARNINGS BEFORE INTERESTS AND TAXES (EBIT)

EBIT in the fourth quarter increased 6.0% to \$1.2 billion, with a margin of 15.5%, 1.8 percentage points lower than in 2020. For the year, consolidated operating income decreased 7.6% to \$3.0 billion with a margin of 11.5%, 2.0 percentage points lower than in 2020. The above resulted from the impact of higher input costs. Excluding the extraordinary income recorded in 2020 from the divestment of the tuna business and the sale of the private equity investment fund, EBIT was 5.5% higher, with a margin contraction of 0.4 percentage points.

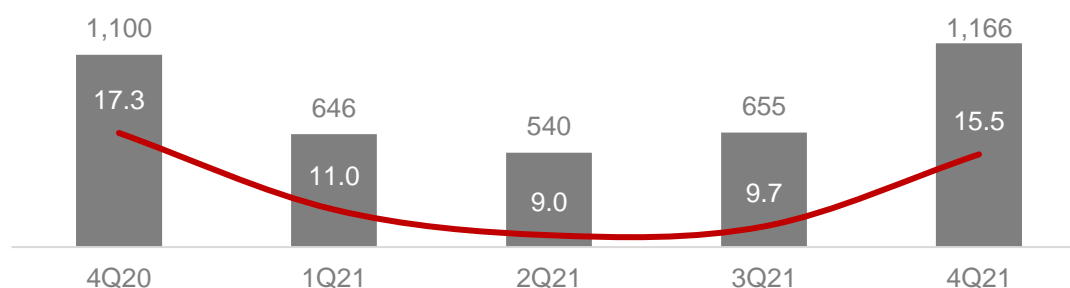
EBIT	4Q21	4Q20	% change	2021	2020	% change
<b>Consolidated</b>	<b>1,166</b>	<b>1,100</b>	<b>6.0</b>	<b>3,007</b>	<b>3,255</b>	<b>(7.6)</b>
Preserves	1,188	1,251	(5.0)	3,392	3,689	(8.1)
Impulse	(55)	(217)	NM	(513)	(735)	NM
Exports	33	66	(50.5)	127	301	(57.6)

Figures in millions of MXN.

EBIT MARGIN (%)	4Q21	4Q20	pp change	2021	2020	pp change
<b>Consolidated</b>	<b>15.5</b>	<b>17.3</b>	<b>(1.8)</b>	<b>11.5</b>	<b>13.5</b>	<b>(2.0)</b>
Preserves	19.3	23.4	(4.1)	16.2	19.0	(2.8)
Impulse	(6.6)	(40.4)	33.8	(15.7)	(28.2)	12.5
Exports	6.2	13.6	(7.4)	6.7	15.0	(8.3)

Figures in percentages.

## EBIT PERFORMANCE



## COMPREHENSIVE FINANCING RESULT

In the fourth quarter, comprehensive financing cost was \$222 million, 7.1% higher than in the same period of 2020. This increase was mainly due to lower interest income. At year-end, the integral result of financing was \$703 million, 5.0% higher than in the previous year, due to a lower foreign exchange gain compared to that recorded in 2020.

## EQUITY INVESTMENTS IN ASSOCIATED COMPANIES

Equity income in associated companies totaled \$225 million in the quarter, 15.9% lower than in the fourth quarter of 2020, due to MegaMex's difficult comparison basis. Year to date, equity income in associated companies increased 6.1% to \$803 million, mainly due to the performance of the exchange rate and the increase in the results of other associated companies.

EQUITY INVESTMENTS IN ASSOCIATED COMPANIES	4Q21	4Q20	% change	2021	2020	% change
<b>Consolidated</b>	<b>225</b>	<b>267</b>	<b>(15.9)</b>	<b>803</b>	<b>757</b>	<b>6.1</b>
MegaMex	222	249	(11.0)	760	742	2.5
Others	3	18	(85.3)	43	15	178.3

Figures in millions of MXN.

## MEGAMEX CONSOLIDATED RESULTS (100%)

Net sales totaled \$4.0 billion in the quarter, an increase of 10.6% compared to the same period of last year, driven by an increase in the sales of burritos and tacos.

During the quarter, gross margin was 32.0%, a decrease of 1.7 percentage points compared to the same quarter of last year, due to higher avocado prices. EBIT margin decreased 2.9 percentage points to 12.3%, while EBITDA margin was 14.9%, 3.8 percentage points lower as a result of higher logistic costs. Net income decreased 11.0%.

On a cumulative basis, MegaMex's net sales remained in line with the previous year at \$14.7 billion, impacted by the weakening of the US dollar against the Mexican peso. Gross margin stood at 31.8%, 2.4 percentage points higher than in 2020. EBIT and EBITDA margins increased 0.7 and 0.5 percentage points versus 2020, respectively, to 11.3% and 14.1%. Net income increased 2.5% to \$1.5 billion.

MEGAMEX INCOME STATEMENT										
MEGAMEX	4Q21	%	4Q20	%	% change	2021	%	2020	%	% change
<b>Net Sales</b>	<b>3,982</b>	<b>100.0</b>	<b>3,602</b>	<b>100.0</b>	<b>10.6</b>	<b>14,665</b>	<b>100.0</b>	<b>14,671</b>	<b>100.0</b>	<b>(0.0)</b>
Gross profit	1,274	32.0	1,215	33.7	4.8	4,657	31.8	4,312	29.4	8.0
EBIT	488	12.3	549	15.2	(11.0)	1,655	11.3	1,554	10.6	6.5
EBITDA	594	14.9	674	18.7	(11.9)	2,071	14.1	1,988	13.6	4.2
<b>Net Income</b>	<b>444</b>	<b>11.1</b>	<b>498</b>	<b>13.8</b>	<b>(11.0)</b>	<b>1,521</b>	<b>10.4</b>	<b>1,483</b>	<b>10.1</b>	<b>2.5</b>

Figures in millions of MXN



## NET INCOME

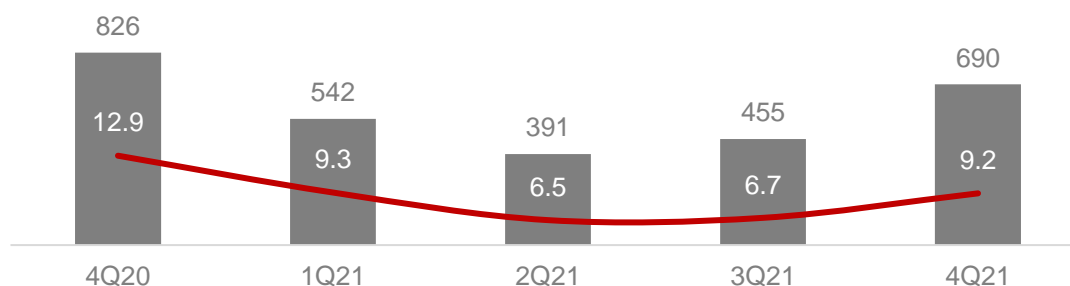
For the fourth quarter, consolidated net income was \$690 million, 16.4% lower than in the same period of the previous year. Consolidated net margin was 9.2%, a contraction of 3.7 percentage points, due to an increase in the tax rate coming from additional income registered from the U.S. operations.

In 2021, consolidated net income was \$2.1 billion, 12.3% lower than in the previous year, while majority net income decreased 12.3% to \$726 million due to the extraordinary income registered in 2020. Excluding extraordinary income, consolidated net income was in line with the previous year, while the margin decreased 0.7 percentage points to 7.9%.

NET INCOME	4Q21	4Q20	% change	2021	2020	% change
<b>Consolidated Net Income</b>	<b>690</b>	<b>826</b>	<b>(16.4)</b>	<b>2,078</b>	<b>2,368</b>	<b>(12.3)</b>
Con. net margin (%)	9.2	12.9	(3.7)	7.9	9.9	(2.0)
Minority interest	417	438	(4.8)	1,353	1,540	(12.2)
<b>Majority Net Income</b>	<b>273</b>	<b>388</b>	<b>(29.5)</b>	<b>726</b>	<b>828</b>	<b>(12.3)</b>
Maj. net margin (%)	3.6	6.1	(2.5)	2.8	3.4	(0.6)

Figures in millions of MXN.

## CONSOLIDATED NET INCOME PERFORMANCE



## EARNINGS BEFORE INTEREST, TAXES, DEPRECIATION, AMORTIZATION AND OTHER NON-CASH CHARGES (EBITDA)

Consolidated EBITDA for the quarter was \$1.4 billion, 6.1% higher than in the same period of last year, and for the full year, it was \$3.9 billion, 6.0% lower than last year. For the quarter, the Impulse segment reported EBITDA of \$92 million, \$172 million greater than the previous year. On a comparable basis -excluding 2020 extraordinary income- year-end EBITDA was 4.0% higher than in 2020, with a margin contraction of 0.7 percentage points to 15.1%.

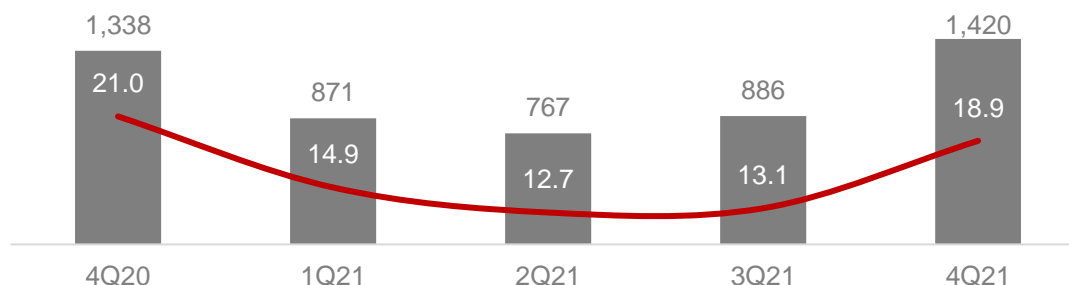
EBITDA	4Q21	4Q20	% change	2021	2020	% change
<b>Consolidated</b>	<b>1,420</b>	<b>1,338</b>	<b>6.1</b>	<b>3,944</b>	<b>4,197</b>	<b>(6.0)</b>
Preserves	1,280	1,338	(4.3)	3,748	4,044	(7.3)
Impulse	92	(80)	NM	10	(205)	NM
Exports	48	80	(40.2)	185	358	(48.3)

Figures in millions of MXN.

EBITDA MARGIN (%)	4Q21	4Q20	pp change	2021	2020	pp change
<b>Consolidated</b>	<b>18.9</b>	<b>21.0</b>	<b>(2.1)</b>	<b>15.1</b>	<b>17.5</b>	<b>(2.4)</b>
Preserves	20.8	25.0	(4.2)	17.9	20.8	(2.9)
Impulse	11.1	(14.9)	26.0	0.3	(7.9)	8.2
Exports	9.1	16.4	(7.3)	9.7	17.9	(8.2)

Figures in percentages.

## EBITDA PERFORMANCE



## CAPITAL EXPENDITURES (CAPEX)

In the quarter, capital expenditures were \$268 million, while for the full year were \$663 million. The most relevant investments during the year were made in equipment to increase vegetable processing capacity, as well as increased production capacity for tomato puree, sauces and short pasta.

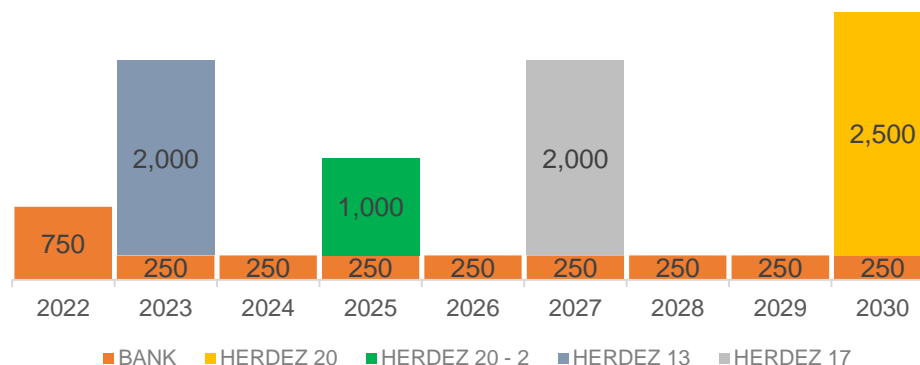
## FINANCIAL STRUCTURE

At December 31, 2021, the cash position was \$2.2 billion, 39.8% lower than in 2020. Liabilities with cost amounted to \$10 billion, \$500 million higher than at the end of 2020.

Consolidated net debt to EBITDA was 2.2 times, while net debt to consolidated stockholders' equity was 0.50 times.



## DEBT PROFILE



## RELEVANT RESULTS OF THE COMPANY'S SUSTAINABILITY STRATEGY

In 2021, Grupo Herdez, in partnership with Victoria 147, launched the second edition of "Semillero Nutrisa." A total of 24 entrepreneurs have been trained, of whom two have already joined as suppliers of the Company.

In 2021, Saber Nutrir, Grupo Herdez's social responsibility program, completed 100% of its Food Safety and Marketing projects in the States of Mexico and Yucatan. These projects, together with previously constructed water systems, have benefited 23 communities in the area of Mazahua, directly impacting 482 families.

Grupo Herdez was recognized for the ninth consecutive year as one of the 100th Companies with the Best Reputation in Mexico by MERCO. MERCO, one of the most important business monitors of corporate reputation in Latin America, prepares a report every year based on surveys and interviews with consumers, financial analysts, journalists, representatives of non-governmental organizations, consumer associations, and opinion leaders. Its two rankings recognize Mexican companies that have a presence in Mexico and the world, that have digital communications, and that stand out in their financial, social, and environmental performance, directly and indirectly benefiting the country.

This year we ranked fourth in the food sector and seventeenth in the general list of companies, rising two and 31 positions, respectively.

In addition, the Company was positioned in the top 10 of MERCO's 100 Most ESG Responsible Companies, ranking fourth in environmental issues, seventh in social issues, and tenth in governance of the 100 companies evaluated.



## GUIDANCE 2022

Concept	Growth(%)
<b>Net Sales</b>	<b>14-20</b>
Preserves	12-18
Impulse	26-32
Exports	16-22
<b>EBIT</b>	<b>16-22</b>
Preserves	3-5
Impulse	NM
Exports	16-22
<b>EBITDA</b>	<b>16-22</b>
Preserves	4-8
Impulse	>100
Exports	18-24
<b>Net Consolidated Income</b>	<b>12-20</b>
<b>Net Majority Income</b>	<b>38-44</b>

\* Refer to the note at the end of the report regarding forward-looking statements.



### 4Q & 2021 EARNINGS CONFERENCE CALL INFORMATION

Date: Friday, February 4, 2022

Time: 12:00 p.m. E.T. / 11:00 a.m. C.T.

To participate, please dial:

- Toll-Free U.S. and Canada: +1 (855) 327 6837
- Toll International: +1 (631) 891 4304
- Conference ID#: 10017723

To access the call, please go to [https://viaid.webcasts.com/starthere.jsp?ei=1523457&tp\\_key=7e2abbf03a](https://viaid.webcasts.com/starthere.jsp?ei=1523457&tp_key=7e2abbf03a)

If you are unable to participate live, a replay of the conference call will be available from February 4, 2022, through February 18, 2022. To access the replay, please dial domestic U.S. and Canada +1 (844) 512 2921, or from other countries +1 (412) 317 6671; conference ID: 10017723.

### CONTACT INFORMATION

[invrel@herdez.com](mailto:invrel@herdez.com)

## ABOUT GRUPO HERDEZ

We are proud to be the oldest Mexican food company in the country. Since 1914, we have been bringing Mexican families the best of our cuisine and the flavors of the world, and taking the most delicious flavors of Mexico to the rest of the globe. We have been listed on the Mexican Stock Exchange since 1991, and our mission is to be a worthy representative of Mexico worldwide.

We are leaders in the processed foods sector, and an important player in the ice cream category in Mexico, in addition to being the fastest-growing company in the Mexican food segment in the United States through Megamex. We are currently present in 99% of Mexican households through our large portfolio of more than 1,500 products, with which we provide solutions to the daily lives of our consumers, offering them variety and convenience for different lifestyles. We participate in the categories of tuna, spices, guacamole, ice cream, impulse, yogurt, mayonnaise, marmalades, honey, mole, mustard, pastas, organic products, tomato purée, homemade salsas, ketchup, tea, canned vegetables, and many more, and we are leaders in several of these categories in Mexico. These products are sold through an exceptional portfolio of brands, including: Aires de Campo, Barilla, Blasón, Búfalo, Cielito Querido Café, Del Fuerte, Doña María, Embasa, Helados Nestlé®, Herdez, McCormick, Moyo, Nutrisa and Yemina.

We are committed to the social and environmental needs of the locations where we operate, and have aligned our sustainability strategy with the United Nations 2030 Agenda. This vision is shared with an exceptional team of more than 9,000 employees, and it is implemented through the solid infrastructure of our 14 production plants, 25 distribution centers, and more than 600 points of sale of our brands: Cielito Querido Café, Lavazza, Moyo, and Nutrisa.

For more information, visit [grupoherdez.com.mx](http://grupoherdez.com.mx) or follow us on: FB: /GrupoHerdezMX TW: @GrupoHerdezMX LI: /Grupo-Herdez

## FORWARD-LOOKING STATEMENTS

The information contained herein (the "Information") has been prepared by Grupo Herdez, S.A.B. de C.V., its associated companies, subsidiaries and/or affiliated companies ("Grupo Herdez"), and may contain forward-looking statements that reflect Grupo Herdez's current expectations and views, which may differ materially due to various factors, risks and uncertainties. Therefore, Grupo Herdez and/or its respective officers, employees, or agents, assume no responsibility or liability for any discrepancy in the Information. In particular, but without prejudice to the foregoing, no warranty is given as to the accuracy of the statements or future variations of the Information, or any other written or oral Information issued by Grupo Herdez. The Information has been provided solely for informational purposes. The issuance of this Information shall not be taken as any form of commitment on the part of Grupo Herdez to proceed with any transaction.



INCOME STATEMENT	Fourth Quarter				
	2021	%	2020	%	% Chg
<b>Net Sales</b>	<b>7,518</b>	<b>100.0</b>	<b>6,375</b>	<b>100.0</b>	<b>17.9</b>
Preserves	6,163	82.0	5,351	83.9	15.2
Impulse	830	11.0	539	8.4	54.1
Exports	525	7.0	485	7.6	8.2
<b>Cost of Goods Sold</b>	<b>4,687</b>	<b>62.4</b>	<b>4,029</b>	<b>63.2</b>	<b>16.3</b>
Preserves	3,874	62.9	3,380	63.2	14.6
Impulse	359	43.3	260	48.3	38.1
Exports	454	86.6	389	80.2	16.7
<b>Gross Profit</b>	<b>2,830</b>	<b>37.6</b>	<b>2,346</b>	<b>36.8</b>	<b>20.7</b>
Preserves	2,290	37.1	1,971	36.8	16.1
Impulse	470	56.7	278	51.7	69.1
Exports	70	13.4	96	19.8	(26.6)
<b>Operating Expenses</b>	<b>1,708</b>	<b>22.7</b>	<b>1,484</b>	<b>23.3</b>	<b>15.1</b>
Preserves	1,137	15.1	961	15.1	18.3
Impulse	533	7.1	493	7.7	8.1
Exports	38	0.5	30	0.5	26.6
<b>EBIT before Other Income and Expenses</b>	<b>1,123</b>	<b>14.9</b>	<b>862</b>	<b>13.5</b>	<b>30.2</b>
Preserves	1,153	15.3	1,011	15.9	14.1
Impulse	(63)	(0.8)	(215)	(3.4)	(70.7)
Exports	33	0.4	66	1.0	(50.5)
Other income/expenses, net	(44)	(0.6)	(238)	(3.7)	(81.6)
<b>EBIT</b>	<b>1,166</b>	<b>15.5</b>	<b>1,100</b>	<b>17.3</b>	<b>6.0</b>
Preserves	1,188	19.3	1,251	23.4	(5.0)
Impulse	(55)	(6.6)	(217)	(40.4)	(74.9)
Exports	33	6.2	66	13.6	(50.5)
<b>All-In Result of Financing</b>	<b>(222)</b>	<b>(3.0)</b>	<b>(208)</b>	<b>(3.3)</b>	<b>7.1</b>
Interest earned (paid), net	(185)	(2.5)	(164)	(2.6)	12.8
Exchange (loss) gain	(38)	(0.5)	(44)	(0.7)	(14.3)
Equity investment in associated companies	225	3.0	267	4.2	(15.9)
MegaMex	222	3.0	249	3.9	(11.0)
Others	3	0.0	18	0.3	(85.3)
Income before income taxes	1,169	15.5	1,159	18.2	0.8
Income tax provision	479	6.4	334	5.2	43.4
Consolidated net income	690	9.2	826	12.9	(16.4)
Minority interest	417	5.5	438	6.9	(4.8)
Majority net income	273	3.6	388	6.1	(29.5)
<b>EBITDA</b>	<b>1,420</b>	<b>18.9</b>	<b>1,338</b>	<b>21.0</b>	<b>6.1</b>
Preserves	1,280	20.8	1,338	25.0	(4.3)
Impulse	92	11.1	(80)	(14.9)	NM
Exports	48	9.1	80	16.4	(40.2)

Figures expressed in millions of MXN.

The proportions of COGS, Gross Profit, Operating Income and EBITDA of the segments are calculated accordingly.

INCOME STATEMENT	12M2021				
	2021	%	2020	%	% Chg
<b>Net Sales</b>	<b>26,153</b>	<b>100.0</b>	<b>24,036</b>	<b>100.0</b>	<b>8.8</b>
Preserves	20,977	80.2	19,423	80.8	8.0
Impulse	3,273	12.5	2,608	10.8	25.5
Exports	1,904	7.3	2,005	8.3	(5.1)
<b>Cost of Goods Sold</b>	<b>16,501</b>	<b>63.1</b>	<b>15,048</b>	<b>62.6</b>	<b>9.7</b>
Preserves	13,410	63.9	12,326	63.5	8.8
Impulse	1,448	44.2	1,150	44.1	25.9
Exports	1,643	86.3	1,572	78.4	4.6
<b>Gross Profit</b>	<b>9,652</b>	<b>36.9</b>	<b>8,988</b>	<b>37.4</b>	<b>7.4</b>
Preserves	7,567	36.1	7,097	36.5	6.6
Impulse	1,825	55.8	1,457	55.9	25.2
Exports	260	13.7	434	21.6	(40.0)
<b>Operating Expenses</b>	<b>6,567</b>	<b>25.1</b>	<b>6,141</b>	<b>25.5</b>	<b>6.9</b>
Preserves	4,198	16.1	3,846	16.0	9.2
Impulse	2,236	8.5	2,162	9.0	3.4
Exports	133	0.5	133	0.6	0.1
<b>EBIT before Other Income and Expenses</b>	<b>3,085</b>	<b>11.8</b>	<b>2,847</b>	<b>11.8</b>	<b>8.3</b>
Preserves	3,368	12.9	3,251	13.5	3.6
Impulse	(411)	(1.6)	(705)	(2.9)	(41.6)
Exports	127	0.5	301	1.3	(57.6)
Other income/expenses, net	78	0.3	(408)	(1.7)	NM
<b>EBIT</b>	<b>3,007</b>	<b>11.5</b>	<b>3,255</b>	<b>13.5</b>	<b>(7.6)</b>
Preserves	3,392	16.2	3,689	19.0	(8.1)
Impulse	(513)	(15.7)	(735)	(28.2)	(30.3)
Exports	127	6.7	301	15.0	(57.6)
<b>All-In Result of Financing</b>	<b>(703)</b>	<b>(2.7)</b>	<b>(670)</b>	<b>(2.8)</b>	<b>5.0</b>
Interest earned (paid), net	(715)	(2.7)	(732)	(3.0)	(2.3)
Exchange (loss) gain	12	0.0	63	0.3	(80.7)
Equity investment in associated companies	803	3.1	757	3.1	6.1
MegaMex	760	2.9	742	3.1	2.5
Others	43	0.2	15	0.1	NM
Income Before income taxes	3,106	11.9	3,342	13.9	(7.1)
Income tax provision	1,028	3.9	974	4.1	5.6
Consolidated net income	2,078	7.9	2,368	9.9	(12.3)
Minority interest	1,353	5.2	1,540	6.4	(12.2)
Majority net income	726	2.8	828	3.4	(12.3)
<b>EBITDA</b>	<b>3,944</b>	<b>15.1</b>	<b>4,197</b>	<b>17.5</b>	<b>(6.0)</b>
Preserves	3,748	17.9	4,044	20.8	(7.3)
Impulse	10	0.3	(205)	(7.9)	NM
Exports	185	9.7	358	17.9	(48.3)

Figures expressed in millions of MXN.

The proportions of COGS, Gross Profit, Operating Income and EBITDA of the segments are calculated accordingly.

STATEMENT OF FINANCIAL POSITION	Dec. 31, 2021	%	Dec. 31, 2020	%	Change	
					\$	%
<b>TOTAL ASSETS</b>	<b>35,969</b>	<b>100.0</b>	<b>33,575</b>	<b>100.0</b>	<b>2,394</b>	<b>7.1</b>
Domestic	33,545	93.3	31,128	92.7	2,417	7.8
USA	2,424	6.7	2,447	7.3	(23)	(0.9)
Current Assets	12,830	35.7	11,641	34.7	1,189	10.2
Cash and Cash Equivalents	2,216	6.2	3,681	11.0	(1,464)	(39.8)
Accounts Receivable	3,936	10.9	2,997	8.9	939	31.3
Other Accounts Receivable	117	0.3	145	0.4	(28)	(19.0)
Inventories	4,830	13.4	3,370	10.0	1,460	43.3
Other Current Assets	1,730	4.8	1,448	4.3	282	19.5
Non-Current Assets	23,140	64.3	21,934	65.3	1,206	5.5
Property, Plant and Equipment, Net	5,003	13.9	4,796	14.3	207	4.3
Right-of-Use Assets	1,014	2.8	955	2.8	59	6.2
Investment in Subsidiaries	7,418	20.6	7,258	21.6	160	2.2
Intangible Assets	7,256	20.2	7,062	21.0	193	2.7
Other Assets	2,449	6.8	1,862	5.5	587	31.5
<b>TOTAL LIABILITIES</b>	<b>18,546</b>	<b>51.6</b>	<b>16,238</b>	<b>48.4</b>	<b>2,308</b>	<b>14.2</b>
Domestic	17,701	49.2	15,465	46.1	2,236	14.5
USA	845	2.4	774	2.3	72	9.3
Current Liabilities	7,103	19.7	4,807	14.3	2,295	47.7
Accounts Payable	3,654	10.2	2,657	7.9	997	37.5
Short-Term Debt	750	2.1	0	0.0	750	NM
Short-Term Leases	265	0.7	361	1.1	(95)	(26.4)
Other Short-Term Liabilities	2,433	6.8	1,790	5.3	643	35.9
Long-Term Liabilities	11,444	31.8	11,431	34.0	13	0.1
Long-Term Debt	9,250	25.7	9,500	28.3	(250)	(2.6)
Long-Term Leases	672	1.9	471	1.4	201	42.7
Other Liabilities	(32)	(0.1)	(38)	(0.1)	6	16.4
Other Long-Term Liabilities w/o Cost	1,553	4.3	1,498	4.5	55	3.7
<b>TOTAL STOCKHOLDERS' EQUITY</b>	<b>17,423</b>	<b>48.4</b>	<b>17,336</b>	<b>51.6</b>	<b>86</b>	<b>0.5</b>
Minority Stockholder's Equity	10,541	29.3	10,114	30.1	427	4.2
Majority Stockholder's Equity	6,882	19.1	7,222	21.5	(340)	(4.7)

Figures expressed in millions of Mexican pesos

