



The logo for Sigma, featuring the word "Sigma" in a white, elegant script font. Above the letter 'i' is a stylized orange and yellow swoosh that curves over the top of the letter.

Corporate Presentation 2Q23



Content

01 Sigma at Glance

02 Into the Future

03 Financial Performance

04 ESG

Sigma as part of ALFA

Sigma

51% of Alfa Revenues ¹
59% of Alfa EBITDA ¹



Food Products



#1 in the production of PTA,
PET and EPS in the Americas



11 Portfolio brands sell more than US \$100 Million a year, each

Investment Highlights

- Diverse portfolio of leading brands across categories and consumer segments
- Proprietary R&D platform to drive Product Innovation and generate consumer knowledge
- Extensive supply chain and distribution network with access to 710K+ points of sales
- Balanced Culture: results driven and human-centered
- Global Growth Business Unit with attractive upside opportunity
- Experienced management team with average tenure of 23 years



Multinational Presence, Local Favorites

18

Countries

100+

Brands

710K+

Points of Sale

1.7M

Tons of Food / Year

US \$8.0B

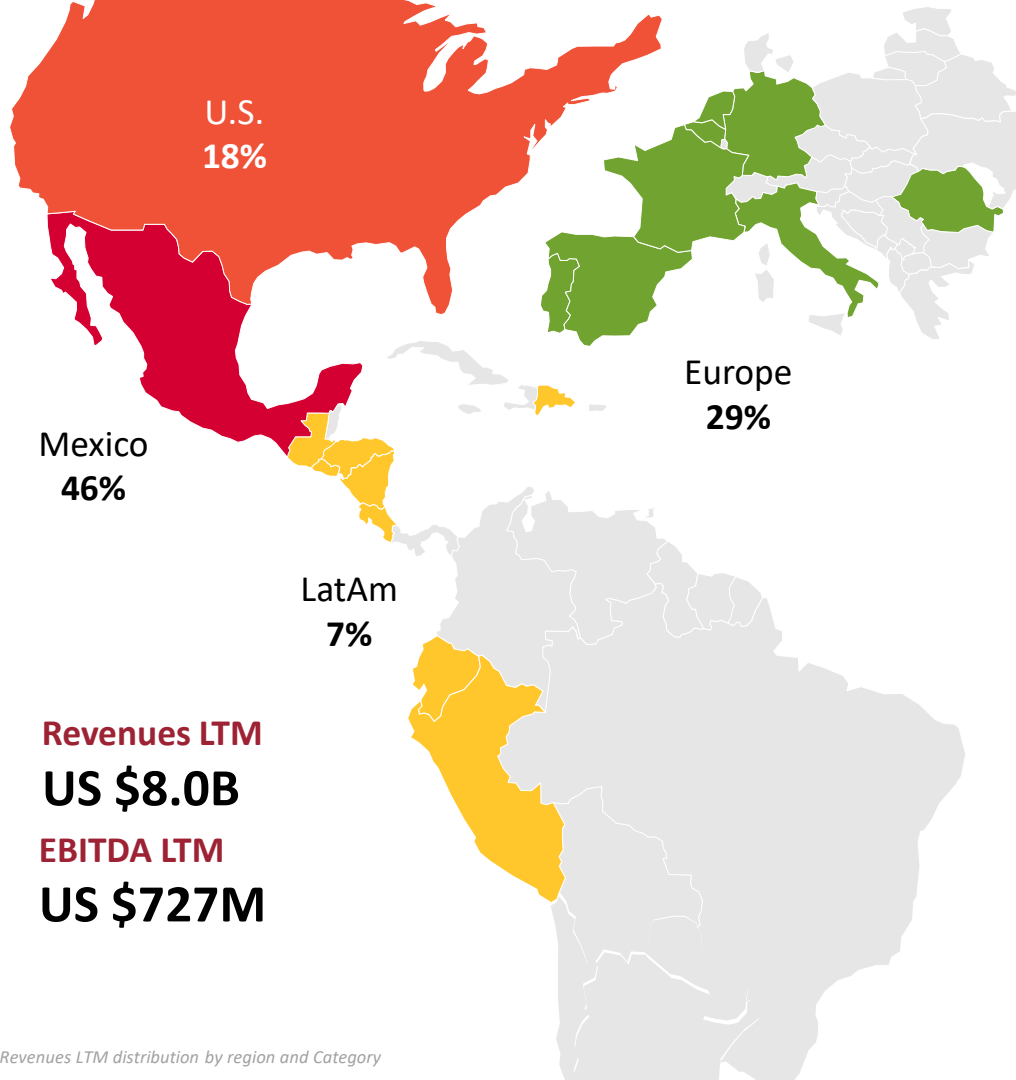
Net Sales LTM

23y

Average Mgmt.
Team Experience

Bringing communities everywhere,
favorite foods to love.

Sigma



Cooked & Fresh Meats 56%



Dairy 23%



Dry Meats 14%



Other 7%

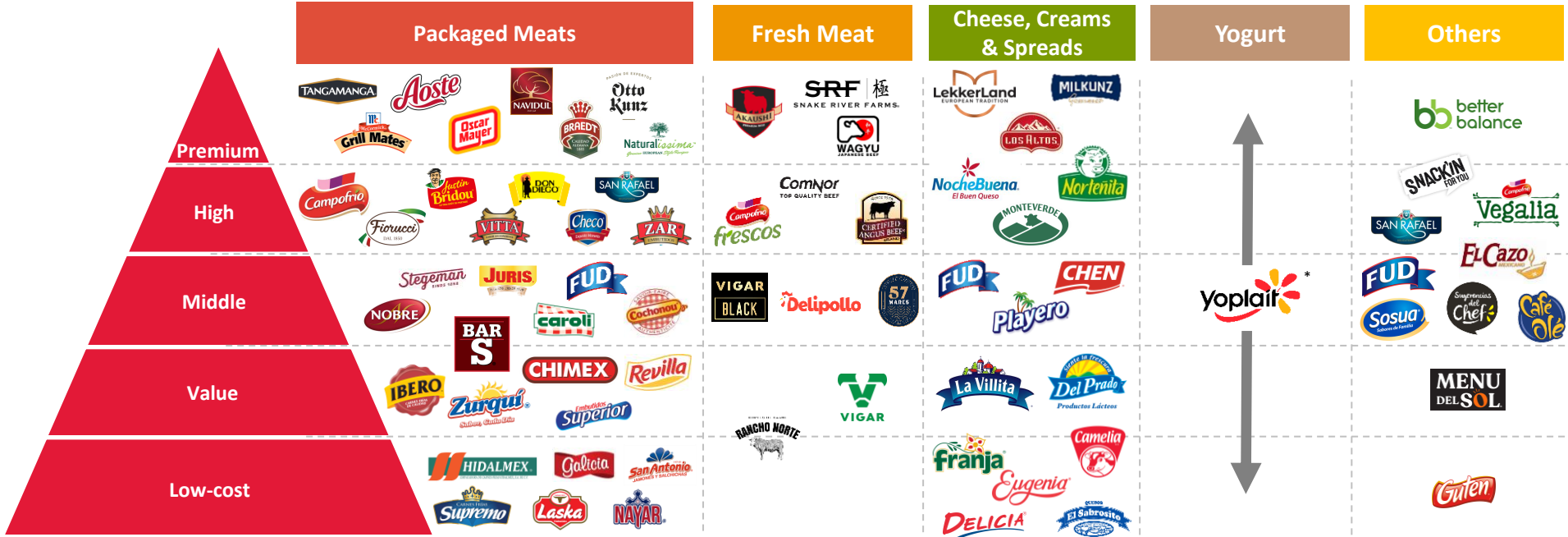
Leading brands across markets, categories and consumer segments



● 11 Brands with Net Sales over US \$100M.

Leading brands across categories and consumer segments

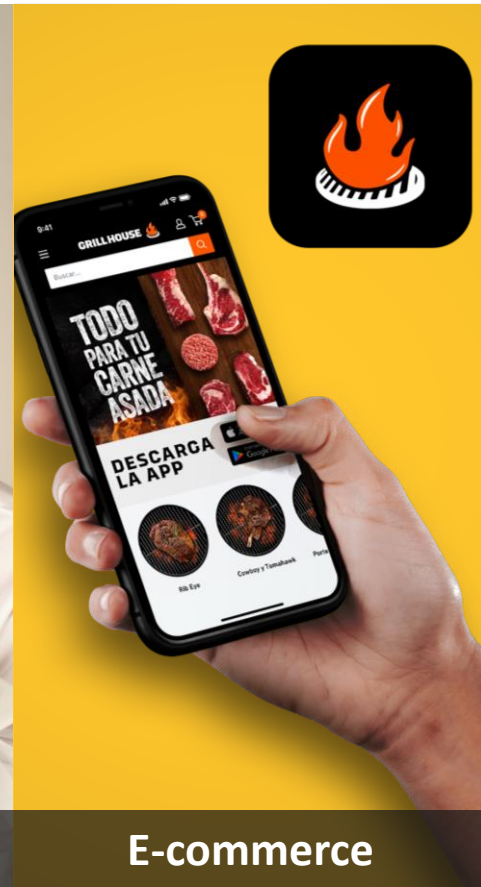
Our broad portfolio helps us capture demand and top line growth across different market segments



12% of our revenues come from licensed brands*

* Includes the distribution of recognized third party brands such as Yoplait®, Oscar Mayer, Grill Mates among others

Multiple channels to reach consumers



A unique story of transformation: Growth + Profitability

Net Sales
(US\$ B)

Countries

Facilities

Employees

Net sales breakdown
By geography By category

Europe Mexico Cooked Meats Dairy
U.S. Latam Dry Meats Other

National Leadership

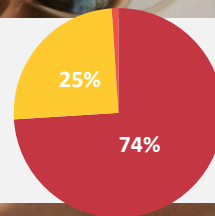
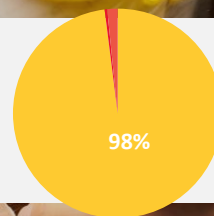
2000

\$0.8

4

8

12,500+



International Expansion

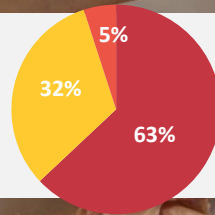
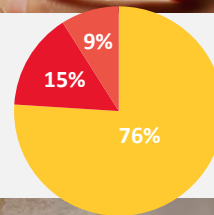
2010

\$2.6

9

34

29,000+



Glocality

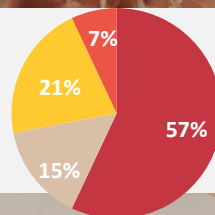
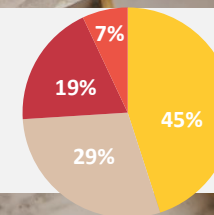
2022

\$7.4

18

64

44,000+



Extensive supply chain and distribution network



65 Manufacturing Facilities



181 Distribution Centers



710K+ Points of Sale



Mexico

	24
	119
	391K+
	6,000+



Europe

	22
	14
	62k+
	990+







USA

	8
	16
	164K+
	100+



LATAM

	11
	32
	95K+
	880+



Consumer centric innovation supported by proprietary R&D platform

Consumer Research

180,000+ Contacts / year

Proprietary Mathematical Models

Iterative innovation process based on Design Thinking

1,800+ New Product Launches in the last 36 months

9% of Revenue comes from innovations

Research and Development (R&D)

2 Technological Centers (Mexico & Spain)

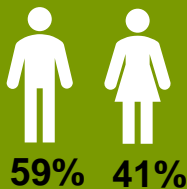
200+ Specialists

40 Patents & IP



Diverse Workforce

60+
Nationalities



46,000+
Employees



62%



17%



8%



13%



M&A Track Record

- 31 successful M&A transactions since 1997.
- Experienced, dedicated team with strong track record.
- Significant value creation through synergies and post-merger integration process.
- Financial discipline and accelerated deleveraging capacity.



Experienced Management Team

Proven top management with an average of 23 years of experience across business areas

CEO

Rodrigo Fernández

Sigma CEO
MBA Wharton

24

Business Units

Eugenio Caballero

CEO Mexico
MBA Harvard

21

Ricardo Doechner

CEO Europe
MBA Michigan

26

Jesús Lobo

CEO USA
MBA Cornell University

19

Sergio Ramos

CEO Latin America
MBA University of Texas at Austin

35

Gerardo Carcoba

CEO Foodservice
MBA DUXX

21

Central Functions

Roberto Olivares

CFO – Finance
MBA Duke

15

Gregorio de Haene

CRISO - Research, Innovation
and Sustainability
MBA ITESM

41

Beatriz Patrón

CTCO – Talent & Culture
MBA IPADE

17

Alejandro Suárez


CIO – Information Technology
Master in Operations Research
George Washington University

31

Daniel Alanis

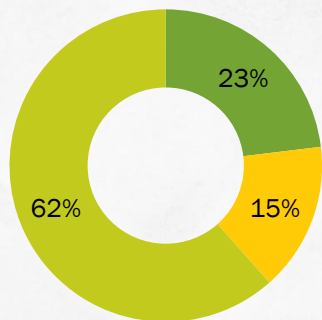
CGO - Growth
MBA & Msc. University of Michigan

2

 Years in the company

Advisory Board

Member Type



- Independent
- Proprietary Independent
- Related Proprietary

Member	Background
María Teresa Arnal*	Entrepreneur; 25+ years of experience in tech (Google, Twitter & Microsoft)
Diego Calderón	Proprietary Independent
María Eugenia Casar*	Former Assistant Executive Director - The World Food Program, UN
Juan Enriquez*	Chairman and CEO - Biotechonomy, LLC
Álvaro Fernández	President - ALFA
Armando Garza	Chairman of the Board of Directors - ALFA
Brenda Garza	Proprietary Independent
Ángel Losada*	Executive President and Chairman - Grupo Gigante
Eduardo Padilla*	Former CEO - FEMSA
Anthony Pralle*	Former Partner and Managing Director – BCG, Consumer and Operations in Spain
Alejandro Ruiz	Proprietary Independent
Ricardo Saldívar*	Former CEO and President - Home Depot Mexico
Silvia Sonneveld*	SVP Corporate and Nutrition Strategy - DSM





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04 ESG

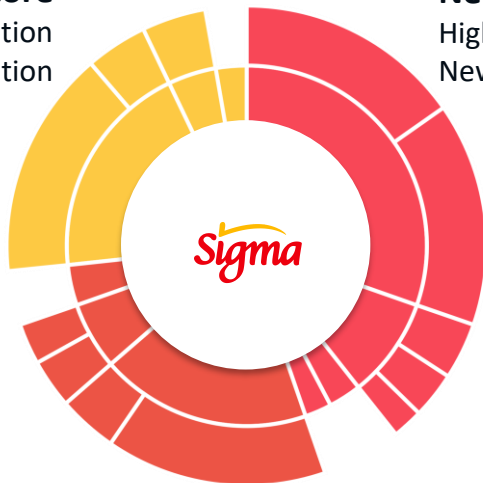
Into the Future

Mid-to-high single-digit EBITDA target organic growth, boosted by M&A opportunities

Going forward, we are focusing on 3 pillars:

Growing the core

Consumer Insights, Execution
and Optimization



New sources of revenue

High Potential Opportunities Global
New Categories and Business Models

Strengthening the organization through enablers

Improve the way we think, work and interact



Grow the Core

Through the years we have developed a **successful business** that we continue to strengthen through:

- **Deep consumer knowledge, innovation, and brand equity** to exceed changing consumers' needs.
- **Execution with excellence and efficiency** to deliver a winning value proposition.
- **Margin Expansion** based on revenue growth, cost-saving initiatives, portfolio optimization, and leveraging on scale.



Margin Expansion in Europe

Footprint Optimization



- Increase capacity utilization
- Restructure end-to-end supply chain
- Remove less-profitable SKUs
- Flexibility through technology substitution

Strategic Initiatives



- Adjacent categories and white-spaces
- New channels
- Snacking and Plant-Based
- Leverage existing capabilities

International Business Unit (IBU)



- Focus on high-margin markets
- Tailored products as a winning proposition

New Sources of Revenue: High Potential Opportunities

Cross-fertilization to attend high-value-opportunities identified in each region:

- Chorizos, Spreads, etc.



- Lunch Meats, Sausages, Foodservice, etc.



- Traditional Channel, Foodservice, etc.



- Ready Meals, Dry Sausages, Fresh Meat



New Sources of Revenue: Growth Business Unit



What is *Growth BU*?

Independent BU focused on building new categories and business models. Autonomous to ensure flexibility, and with access to Sigma's capabilities.

- Cross-functional global team + local champions
- Rapid iteration; low-cost experiments
- Leveraging internal and external resources
- Reward productive failures
- Entrepreneurial and Agile skills
- Linked to startup ecosystem

Growth BU | Initiatives

Global Categories



New Business Models



Entrepreneurial Ecosystem

Smart Manufacturing

Future Foods

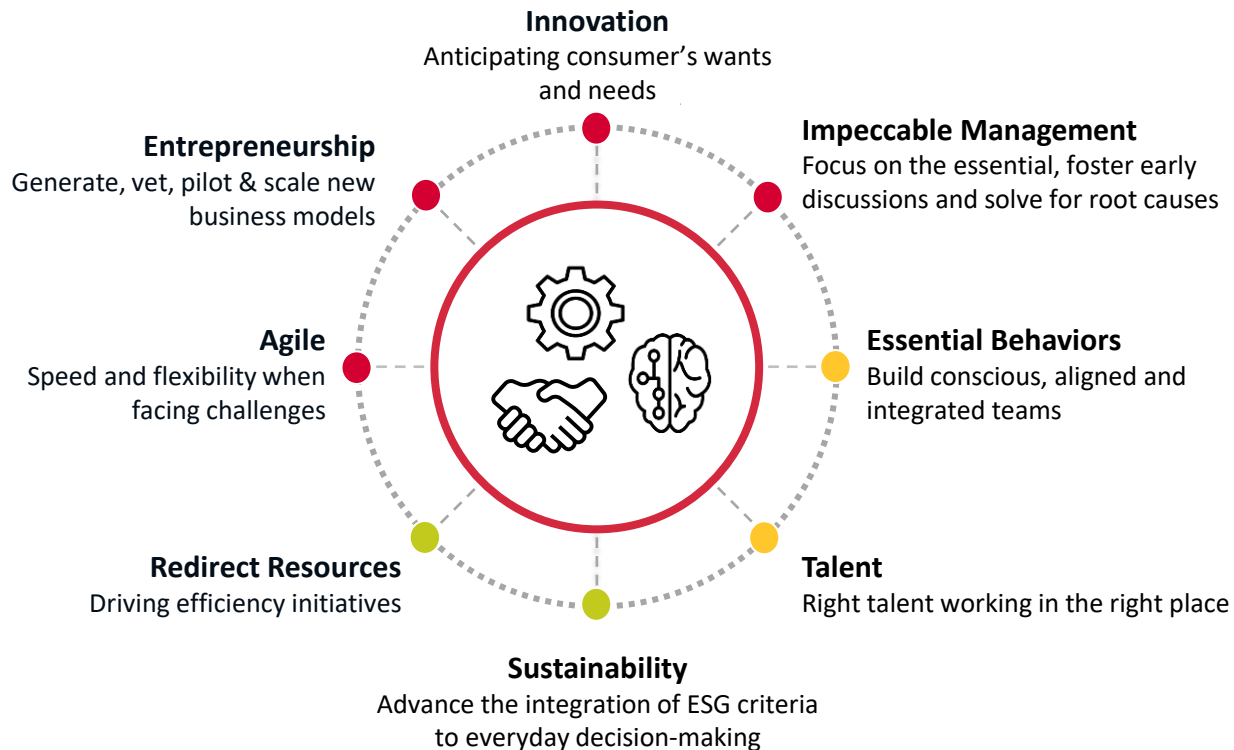
Power Connections

Green Tech



Tastech By *Sigma*

Strengthening the organization through enablers



The way we
think



The way we
work



The way we
interact



Content

01 **Sigma at Glance**

02 **Into the Future**

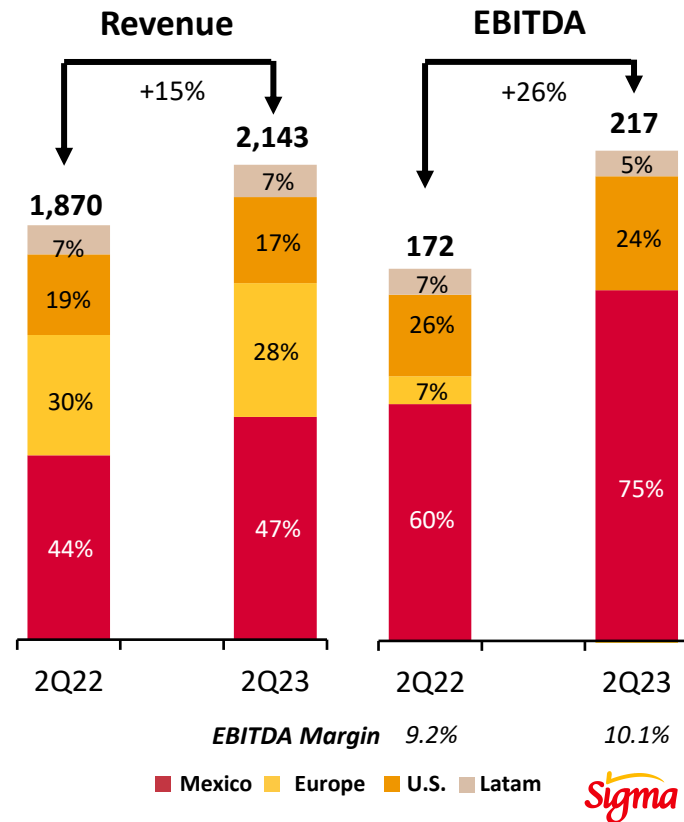
03 **Financial Performance**

04 **ESG**

2Q23 Highlights

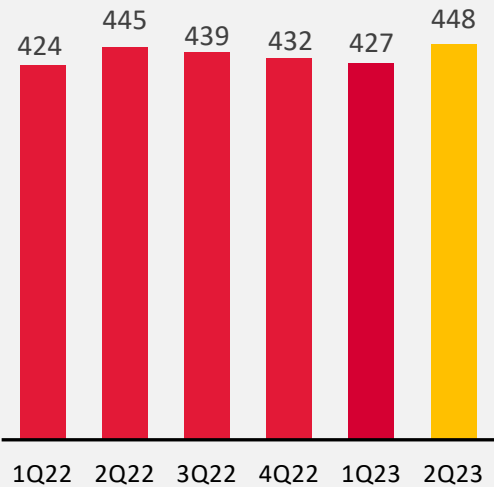
US \$ Millions

- Sigma**
 - Record quarterly Revenue of US \$2,143 million driven by growth in all regions. Ninth consecutive quarter of year-on-year growth
 - Record quarterly EBITDA, up 26% year-on-year, boosted by solid results in Mexico and the U.S.
 - 2023 EBITDA guidance revised up 21% to US \$880 million driven by a strong performance in the Americas
- Mexico**
 - Record quarterly EBITDA of US \$163 million driven by volume growth, strong Foodservice Channel results, and the appreciation of the Mexican Peso vs the US Dollar
 - 2Q23 Foodservice Channel Revenue and EBITDA up 28% and 54% year-over-year, respectively
- Europe**
 - Quarterly Revenue up 11% year-over-year driven by pricing actions to mitigate sustained inflationary pressures
 - Undertook major restructure of administrative functions to reduce costs while enhancing accountability and organizational alignment. 2Q23 EBITDA includes a one-time charge of US \$12 million related to this initiative
- U.S.**
 - 2Q23 EBITDA increased 38% year-on-year, driven by resilient volume and margin recovery amid raw material cost improvement in the region
 - Completed 2 acquisitions: i) a majority stake of Los Altos Foods, a Hispanic cheese producer located in California, and ii) a packaged meats production facility in Iowa, as announced in 1Q23
- Latam**
 - Record quarterly Revenue of US \$146 million, up 10% versus 2Q22
 - All-time high second quarter EBITDA, mainly driven by improvements in Costa Rica and Ecuador

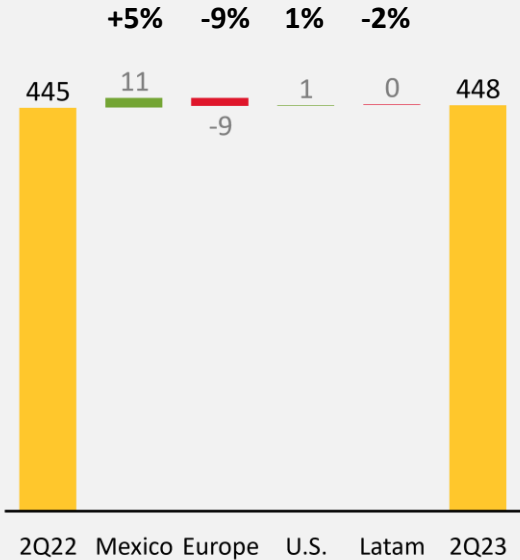


Quarterly Volume

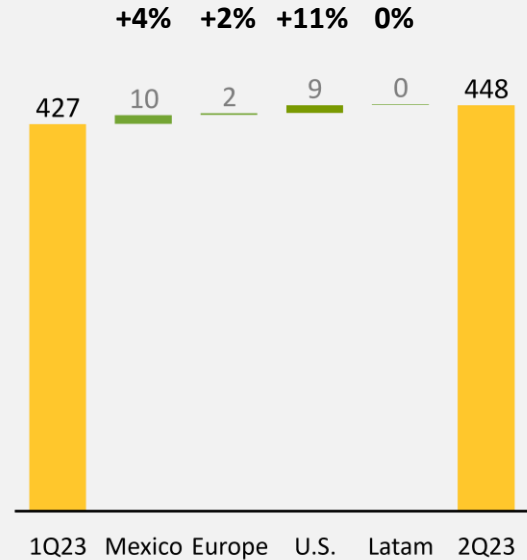
Volume
(K Tons)



Volume 2Q23 vs 2Q22
(K Tons)

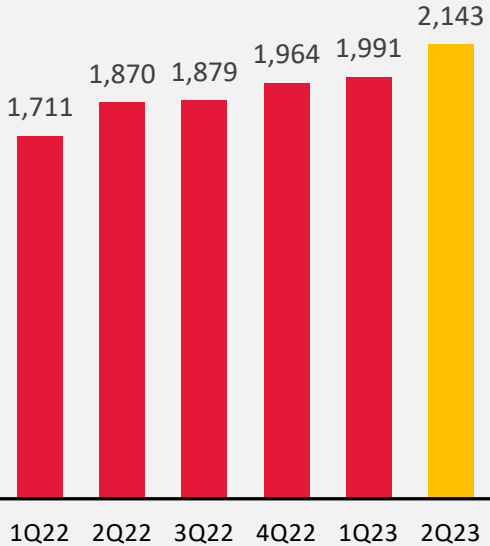


Volume 2Q23 vs 1Q23
(K Tons)

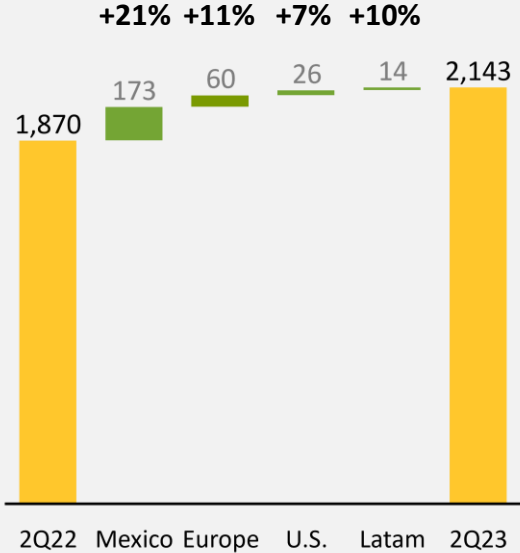


Quarterly Revenues

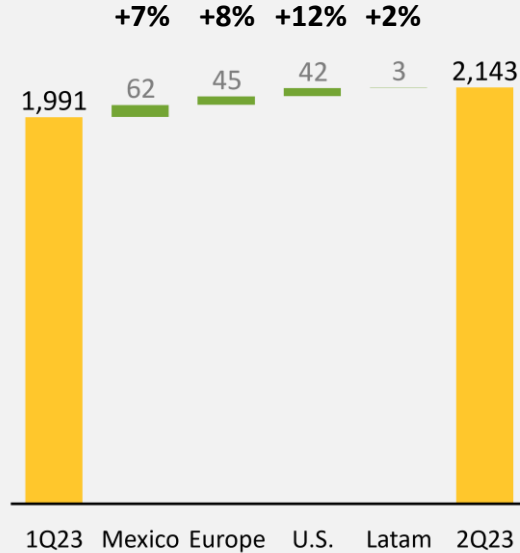
Revenues
(US \$ Million)



Revenues 2Q23 vs 2Q22
(US \$ Million)

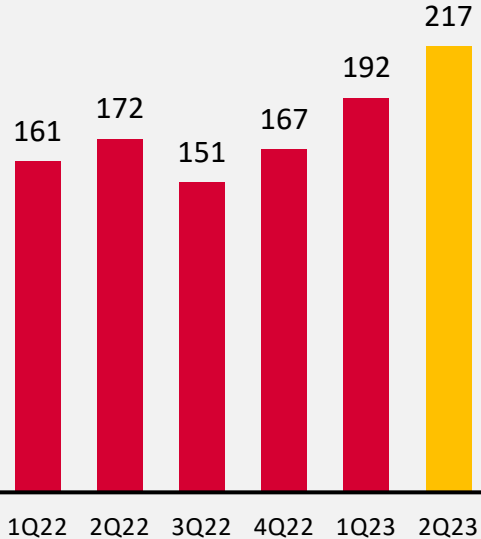


Revenues 2Q23 vs 1Q23
(US \$ Million)

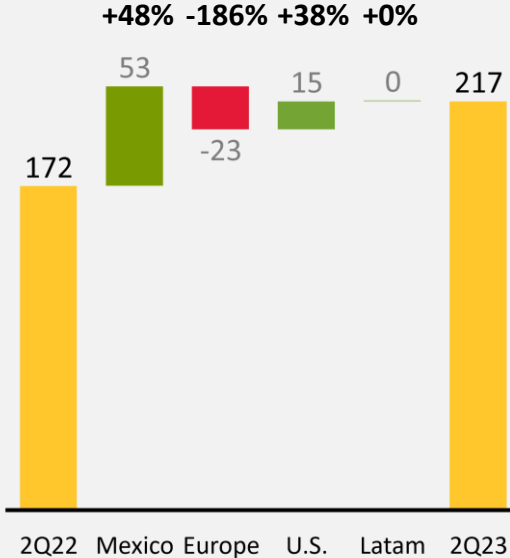


Quarterly EBITDA

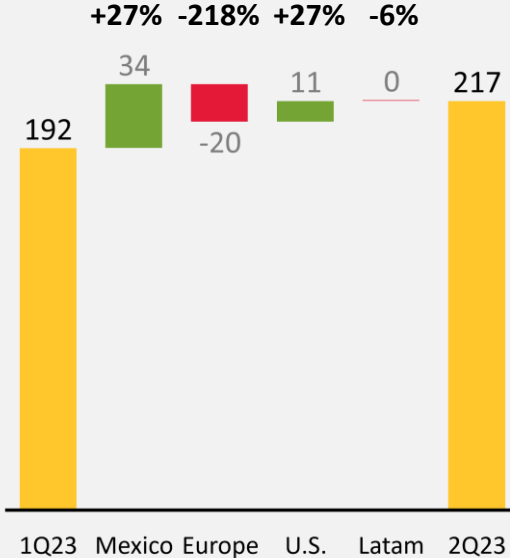
EBITDA
(US \$ Million)



EBITDA 2Q23 vs 2Q22
(US \$ Million)

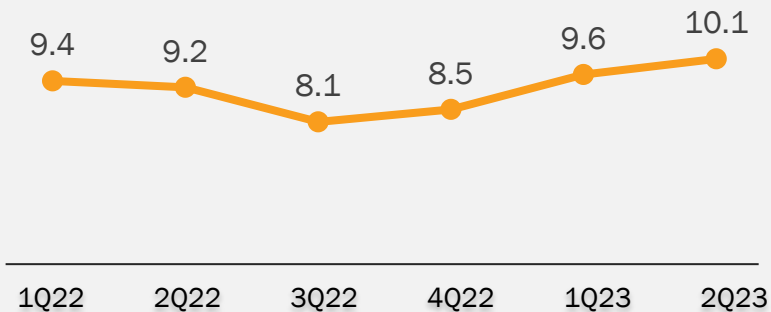


EBITDA 2Q23 vs 1Q23
(US \$ Million)

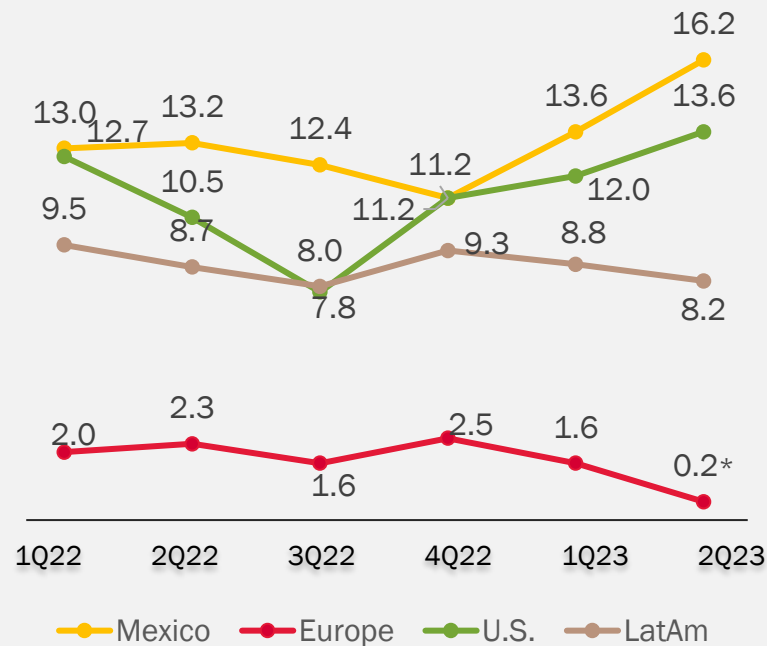


Quarterly EBITDA Margins

EBITDA Margins (%)



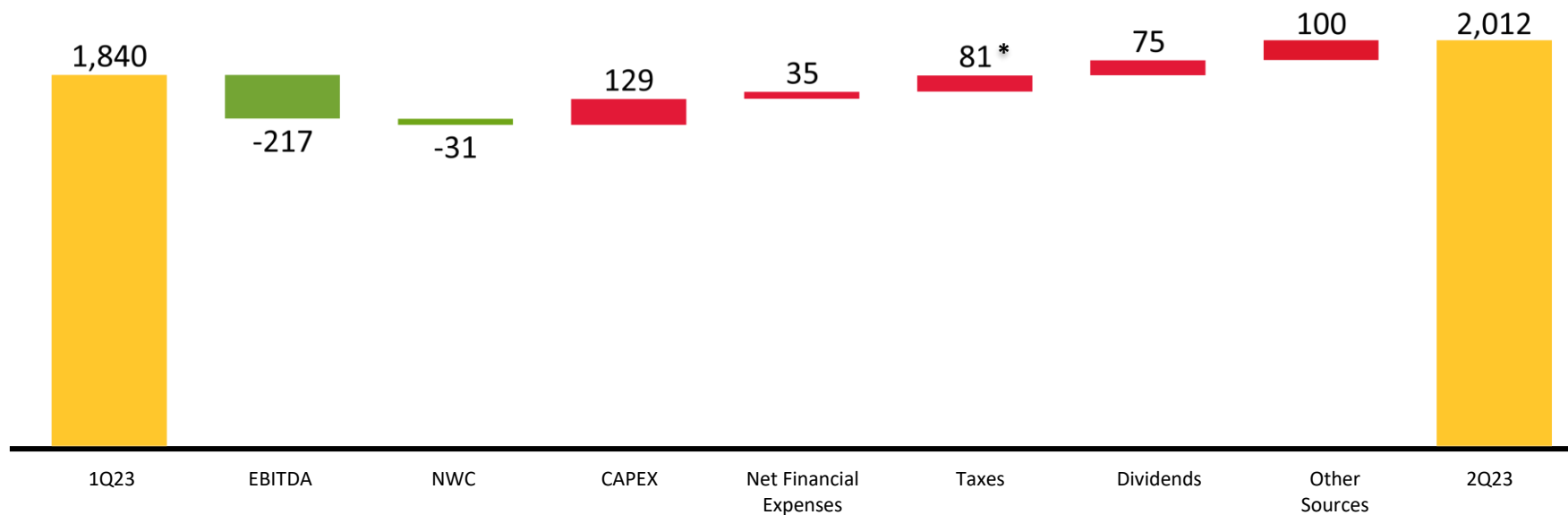
EBITDA Margins (%)



*Excludes the non-recurring expense of a major restructure in the region (US \$12 M)

Change in Net Debt

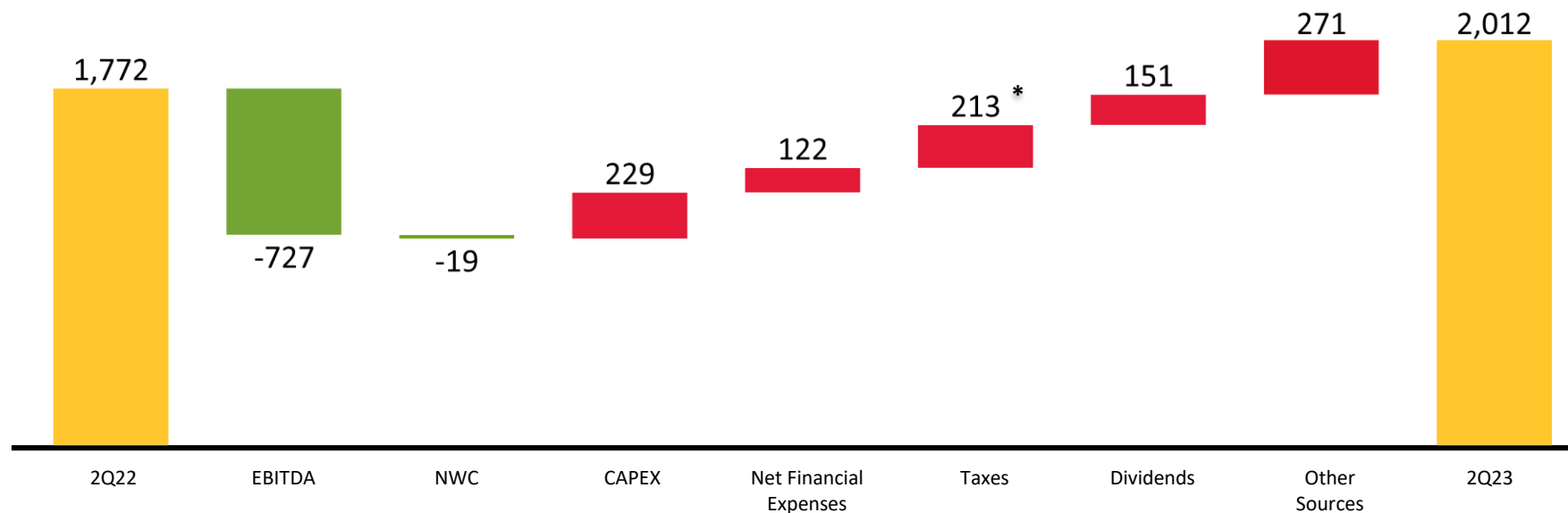
Change in Net Debt 2Q23 vs 1Q23 (US \$ Million)



* Sigma made the decision to voluntarily abandon the optional tax regime; payment of the income tax was made during 2Q23 for the year 2022.

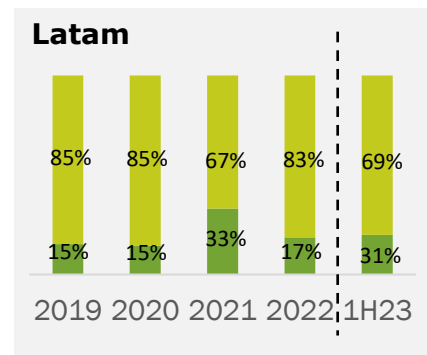
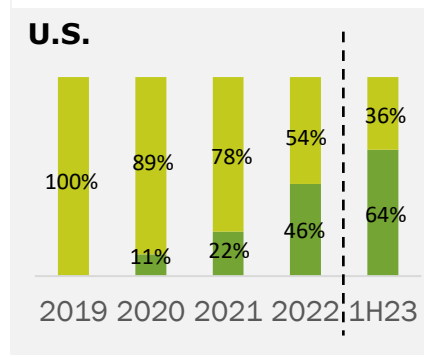
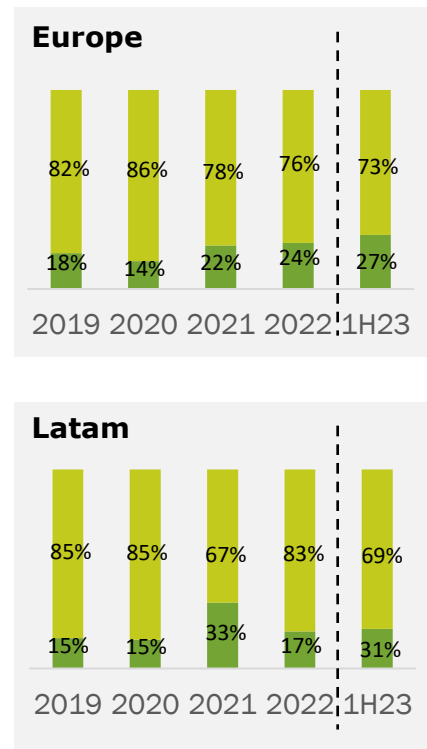
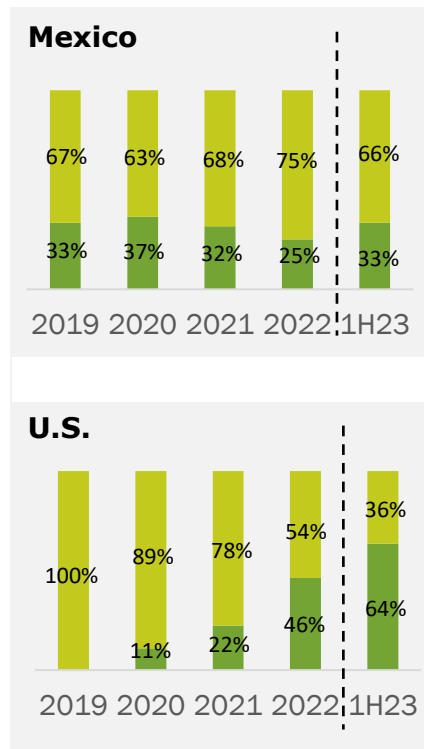
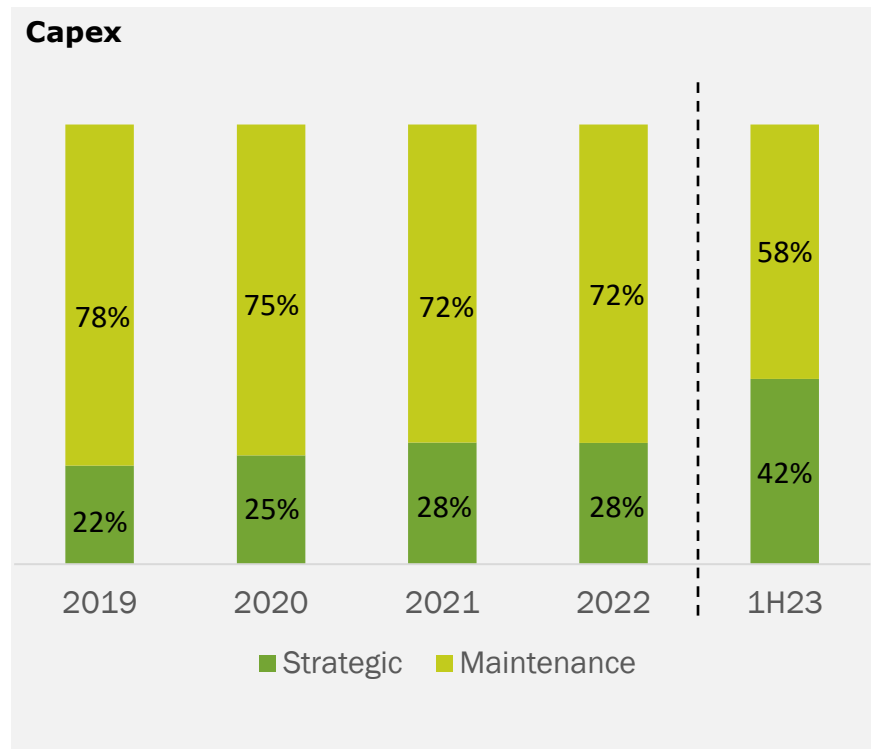
Change in Net Debt

Change in Net Debt 2Q23 vs 2Q22 (US \$ Million)¹



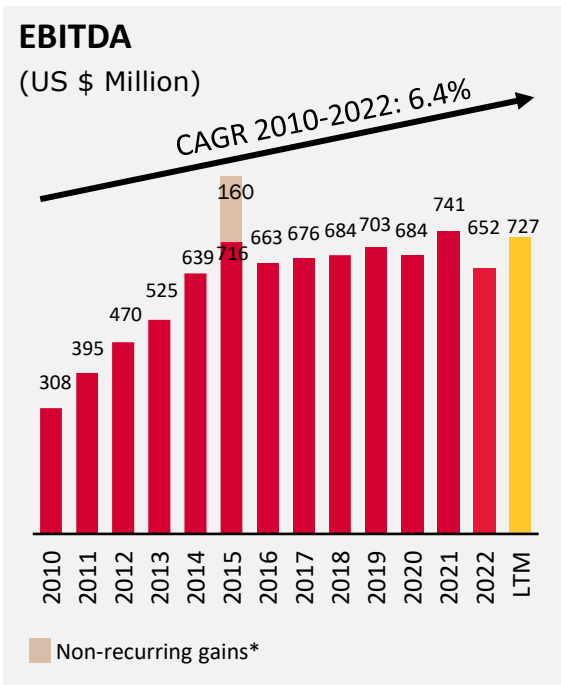
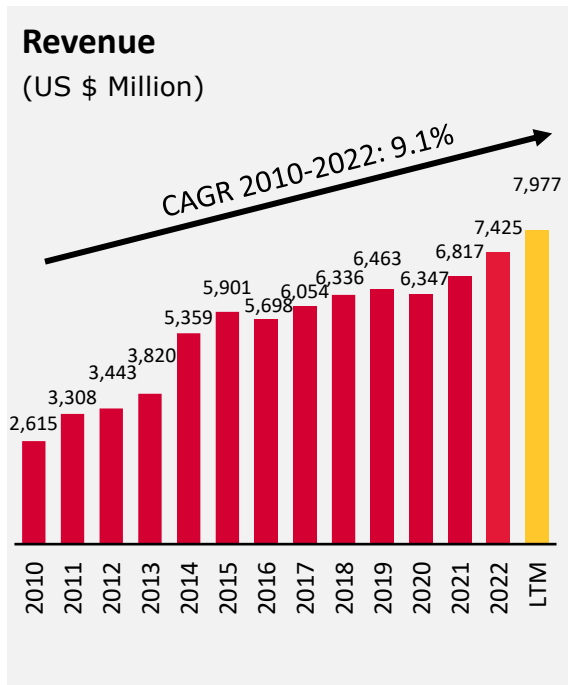
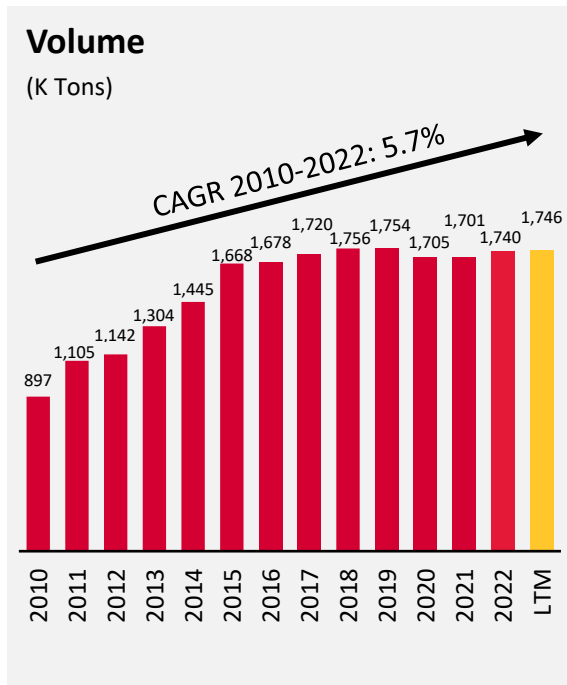
* Sigma made the decision to voluntarily abandon the optional tax regime; payment of the income tax was made during 2Q23 for the year 2022.

Capital Expenditures (Capex)



Financial Results

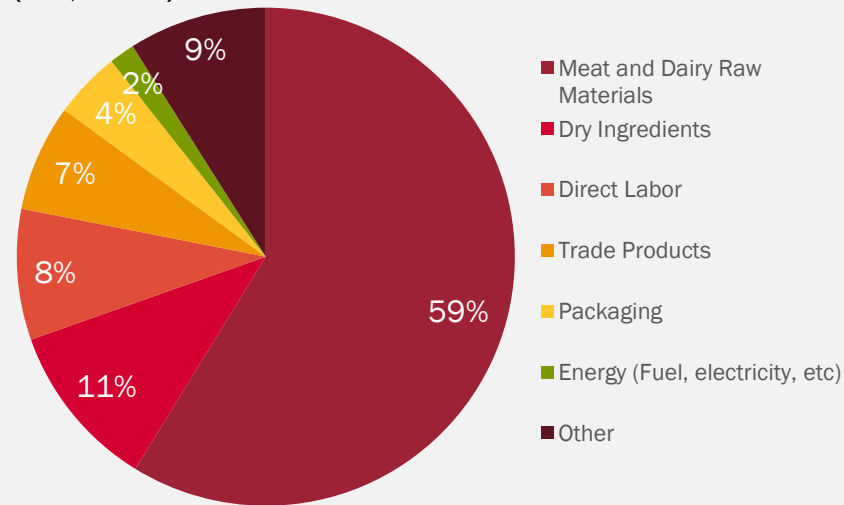
US \$ Million



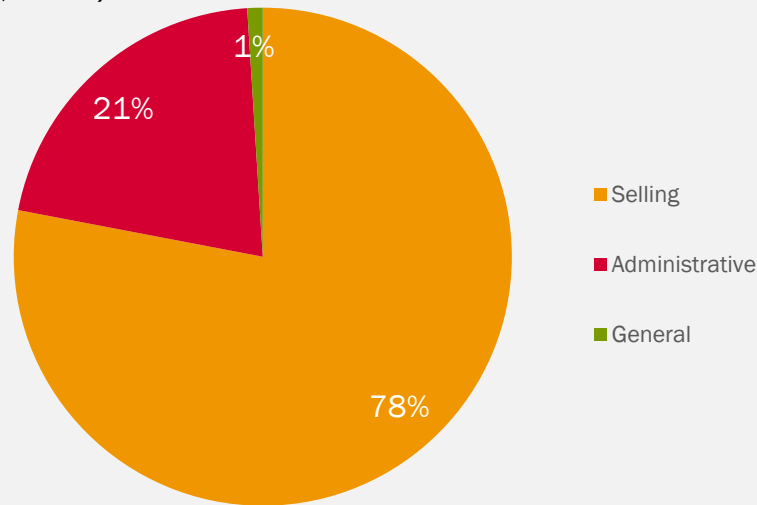
*EBITDA excludes US\$ 160 million from property damage insurance compensation

Cost and Expense Structure LTM

Costs of Goods Sold (COGS)
(US \$ Million)



Selling, General and Administrative Expenses (SG&A)
(US \$ Million)



COGS:

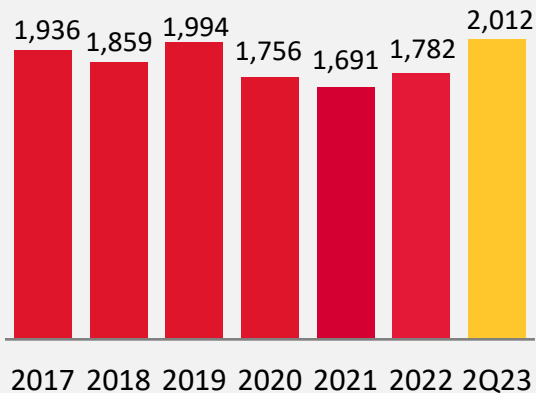
- Meat and Dairy raw materials – Pork, Turkey, Chicken, Beef, Milk Class III, Block Cheddar Cheese, NFDM, etc.
- Dry Ingredients – Seasonings and other non-meat or dairy raw materials
- Trade Products – Product purchases distributed in the Traditional and Foodservice channels.
- Packaging – Plastic Film, Labels, Capsules, Bottles, Lids, etc.
- Direct Labor – Compensation directly related to food production.
- Energy – Fuel, Electricity, Gas, etc.
- Others – Depreciation, Maintenance, etc.

SG&A:

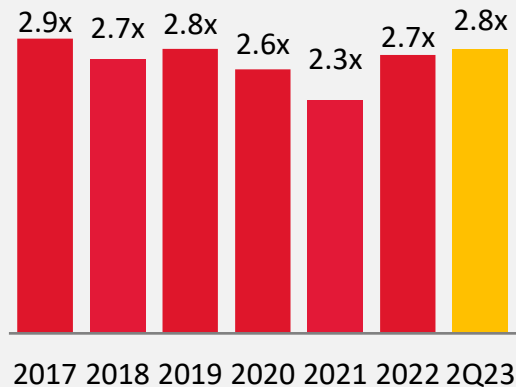
- Selling – Distribution, marketing, wages, sales commissions
- Administrative – Wages, rents, utilities
- General – Other minor expenses

Leverage Ratios

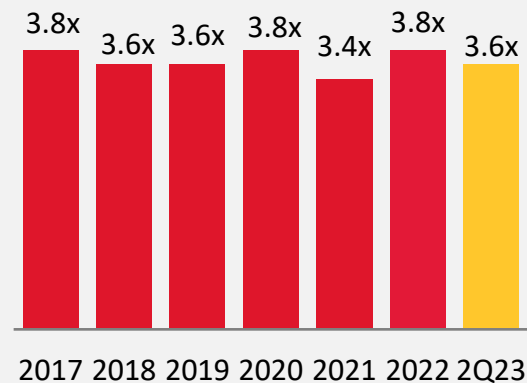
Net Debt



Net Debt / EBITDA**



Gross Debt / EBITDA**

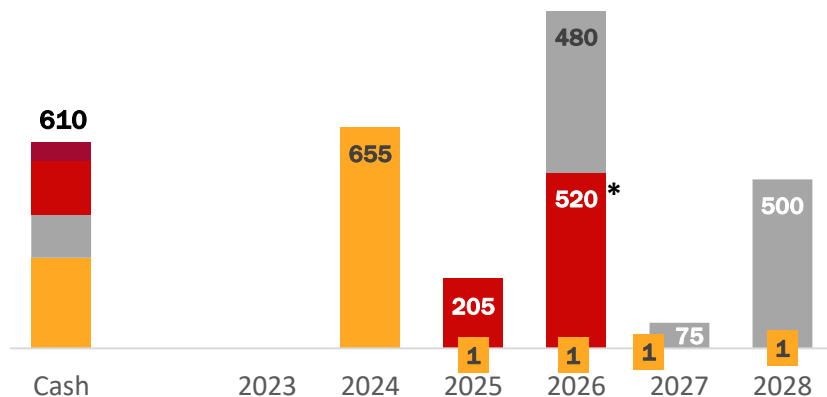


Debt Profile

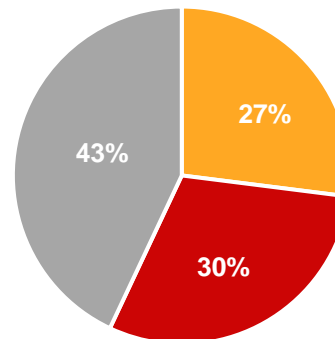
Average life: 2.7 years

Average rate: 5.75 % (including CCS)

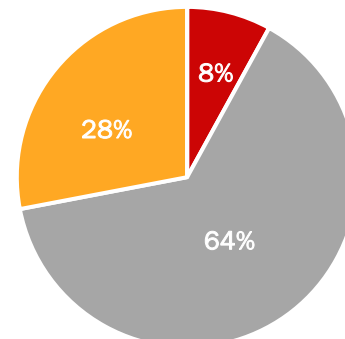
Debt Maturity Schedule (US \$Million)



Debt Mix (Including CCS)



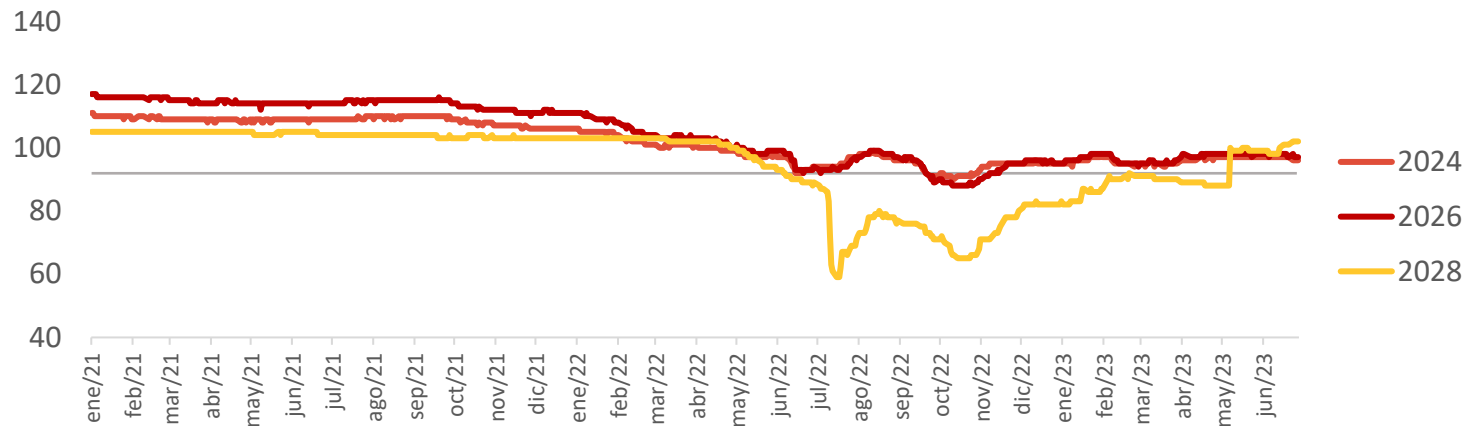
Cash Mix



■ MXN ■ USD ■ EUR ■ OTHER

*US \$520 million MXN-USD Cross Currency Swap (CCS) agreement for 2026.
Does not include US \$123 million mainly from financial leases, notes payables, and accrued interest.

Outstanding Bonds



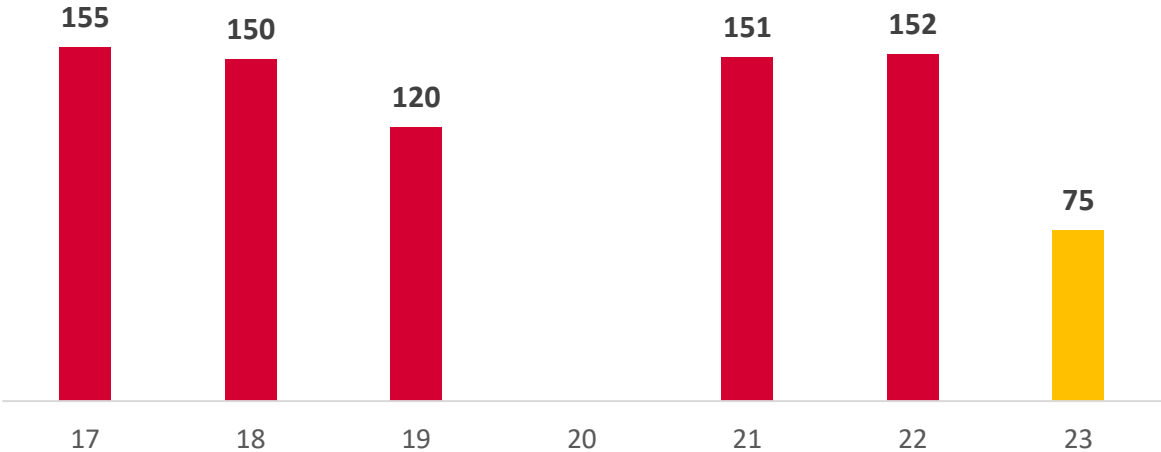
Bond	Amount (US \$ M)	Rate	YTM	Maturity Date
2024	€640	2.625%	4.649%	Feb - 2024
2026	\$1,000	5.125%	5.868%	May - 2026
2028	\$500	4.875%	5.632%	Mar - 2028

S&P Global Ratings	FitchRatings	MOODY's
BBB- *	BBB	Baa3
Outlook: Positive	Outlook: Stable	Outlook: Stable

*Credit Rating capped at parent company level per S&P's methodology. Sigma's Stand Alone Credit Profile is 'bbb'

Dividends

Paid Dividends (US \$ Million)



Quarter	Amount (US \$ Million)
1Q23	0
2Q23	75

In 2020 no dividends were paid. The graph shows the approved amounts for each year.

Income Statement

	(Thousands of pesos)		(Thousands of U.S. Dollars)	
	II Quarter 23	II Quarter 22	II Quarter 23	II Quarter 22
Revenue	37,959,440	37,482,798	2,143,365	1,870,420
Cost of sales	(26,567,529)	(27,738,215)	(1,500,298)	(1,384,151)
Gross profit	11,391,911	9,744,583	643,067	486,269
Selling expenses	(6,433,887)	(5,799,941)	(363,052)	(289,407)
Administrative expenses	(1,907,419)	(1,538,256)	(107,299)	(76,753)
Other income (expenses), net	(167,213)	(79,438)	(9,696)	(3,965)
Operating profit	2,883,392	2,326,948	163,020	116,144
Financial Income	88,061	62,269	4,987	3,110
Financial expenses	(804,492)	(645,911)	(45,492)	(32,229)
Gain (loss) due to exchange fluctuation, net	(1,095,921)	(85,663)	(62,157)	(4,244)
Profit before income tax	1,071,040	1,657,643	60,358	82,781
Income tax	(1,134,803)	(1,315,801)	(64,133)	(65,611)
Net consolidated profit	(63,763)	341,842	(3,775)	17,170
Profit (loss) attributable to:				
Controlling interest	(65,066)	341,842	(3,857)	17,170
Non-controlling interest	1,303	0	82	0

Balance Sheet

	(Thousands of pesos)		(Thousands of U.S. Dollars)	
	Jun '23	Jun '22	Jun '23 ⁽¹⁾	Jun '22 ⁽²⁾
ASSETS				
CURRENT ASSETS:				
Cash and cash equivalents	10,396,165	13,472,009	608,960	674,116
Restricted cash	6,500	0	381	0
Customers and other accounts receivables, net	8,533,246	8,576,931	499,839	429,175
Income tax recoverable	392,742	715,572	23,005	35,806
Inventories	17,628,273	18,713,659	1,032,584	936,399
Other current assets	2,708,458	3,034,025	158,649	151,817
Derivative financial instruments	356,562	14,453	20,886	723
Total current assets	40,021,946	44,526,649	2,344,304	2,228,036
NON-CURRENT ASSETS:				
Property, plant and equipment, net	29,086,131	29,843,814	1,703,733	1,493,333
Intangible assets, net	11,209,652	13,132,315	656,611	657,118
Right-of-use asset, net	2,602,682	1,902,295	152,453	95,188
Goodwill	12,428,738	12,760,677	728,019	638,522
Deferred income tax	2,480,420	2,013,903	145,292	100,772
Derivative financial instruments	89,713	741,513	5,255	37,104
Investments in associates and joint ventures	133,193	141,918	7,802	7,101
Other non-current assets	137,935	116,599	8,080	5,834
Restricted cash	6,500	32,500	381	1,626
Total non-current assets	58,174,964	60,685,534	3,407,626	3,036,598
Total assets	98,196,910	105,212,183	5,751,930	5,264,634

	(Thousands of pesos)		(Thousands of U.S. Dollars)	
	Jun '23	Jun '22	Jun '23 ⁽¹⁾	Jun '22 ⁽²⁾
LIABILITIES AND STOCKHOLDERS' EQUITY				
CURRENT LIABILITIES:				
Current debt	11,176,860	0	654,690	0
Accrued interest payable	403,299	425,399	23,623	21,286
Financial Leases	477,153	492,378	27,949	24,638
Suppliers and Other Accounts Payables	25,436,361	27,447,379	1,489,946	1,373,420
Income tax payable	1,926,398	539,537	112,840	26,997
Provisions	257,065	69,376	15,058	3,471
Derivative financial instruments	2,192,209	546,982	128,410	27,370
Other current liabilities	2,524,534	2,748,344	147,879	137,521
Total current liabilities	44,393,879	32,269,395	2,600,395	1,614,703
NON-CURRENT LIABILITIES:				
Non-current debt	30,231,814	45,797,319	1,770,842	2,291,619
Notes payables	41,868	299,940	2,452	15,008
Financial Leases	2,209,092	1,572,023	129,399	78,661
Deferred income taxes	3,236,194	4,175,943	189,561	208,957
Employees benefits	1,560,832	1,358,753	91,426	67,990
Provisions	65,904	75,007	3,860	3,753
Income tax payable	0	1,041,223	0	52,101
Derivative financial instruments	397,813	0	23,302	0
Other non-current liabilities	49,663	35,129	2,909	1,758
Total non-current liabilities	37,793,180	54,355,337	2,213,751	2,719,847
Total liabilities	82,187,059	86,624,732	4,814,146	4,334,550
STOCKHOLDERS' EQUITY				
Total controlling interest:	15,952,092	18,578,559	934,401	929,639
Total non-controlling interest:	57,759	8,892	3,383	445
Total stockholders' equity	16,009,851	18,587,451	937,784	930,084
Total liabilities and stockholders' equity	98,196,910	105,212,183	5,751,930	5,264,634

- (1) Translated into U.S. Dollars, solely for the convenience of the reader, using an exchange rate of Ps. 17.072 per U.S. Dollar, the exchange rate published by the Mexican Central Bank for payment of obligations denominated in U.S. dollars on June 30, 2023
- (2) Translated into U.S. Dollars, solely for the convenience of the reader, using an exchange rate of Ps. 19.9847 per U.S. Dollar, the exchange rate published by the Mexican Central Bank for payment of obligations denominated in U.S. dollars on June 30, 2022

Cash Flow

	(Thousands of pesos)		(Thousands of U.S. Dollars)	
	II Quarter 23	II Quarter 22	II Quarter 23	II Quarter 22
CASH FLOW FROM OPERATING ACTIVITIES				
Profit before income tax	1,071,040	1,657,643	60,358	82,781
Depreciation and amortization	955,169	1,016,133	53,902	50,702
Impairment of fixed assets and intangible assets	3,017	105,403	171	5,265
Costs associated with seniority premiums and pension plans	151,055	124,817	8,532	6,228
Gain on sale of property, plant and equipment	(14,346)	(11,904)	(814)	(594)
Financial cost, net	568,131	532,212	32,046	26,555
Foreign exchange, net	1,095,921	85,663	62,157	4,244
(Increase) Decrease in customers and other accounts receivable	537,256	(1,107,135)	35,445	(54,714)
(Increase) decrease in inventories	793,252	(1,081,022)	45,450	(53,840)
Increase (decrease) in suppliers and other accounts payable	(728,505)	1,856,520	(31,714)	93,287
Income tax paid	(1,443,843)	(492,565)	(80,694)	(24,597)
Other operating expenses	(184,269)	(458,861)	(10,203)	(22,838)
Cash flows from operating activities	2,803,878	2,226,904	174,636	112,479
CASH FLOW FROM INVESTING ACTIVITIES				
Business acquisitions, net of cash acquired	(1,399,000)	2,667	(78,670)	134
Interest received	56,630	37,023	3,209	1,850
Acquisition of intangible assets	(35,968)	(24,712)	(2,091)	(1,233)
Acquisition of property, plant and equipment	(851,383)	(1,367,982)	(48,016)	(68,248)
Sale of property, plant and equipment	14,346	11,904	814	594
Cash flows from investing activities	(2,215,375)	(1,341,100)	(124,754)	(66,903)
CASH FLOW FROM FINANCING ACTIVITIES				
Proceeds from loans and debt	5,575,873	0	314,712	0
Payments of loans and debt	(4,069,215)	(1,786)	(238,696)	(89)
Financial leases	(184,118)	(180,511)	(10,393)	(9,007)
Derivative financial instruments	(758,820)	(278,901)	(42,846)	(13,932)
Interest paid	(575,104)	(531,612)	(32,059)	(26,523)
Dividends paid to owners	(1,363,238)	0	(75,392)	0
Cash flows from financing activities	(1,374,622)	(992,810)	(84,674)	(49,551)
Net increase (decrease) in cash and cash equivalents	(786,119)	(107,006)	(34,792)	(3,975)
Exchange gains (losses) in cash and cash equivalents	(178,390)	(336,373)	16,271	(17,880)
Cash and cash equivalents at the beginning of the period	11,360,674	13,915,388	627,481	695,971
Cash and cash equivalents at the end of the period	10,396,165	13,472,009	608,960	674,116

US \$ Millions

Revised 2Q23

Original 2023

Revenues

\$8,600

\$8,100

EBITDA

\$880

\$705

Capex*

\$240

\$280

*These figures do not include recent acquisitions

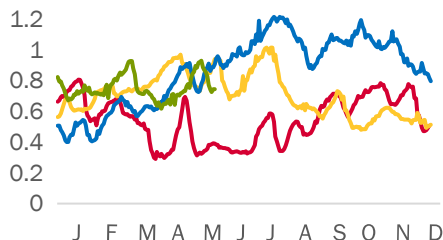
Meat Raw materials – Pork and Poultry

- 2020
 - 2021
 - 2022
 - 2023

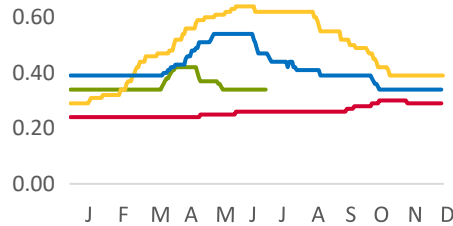
U.S.

USD / Lb

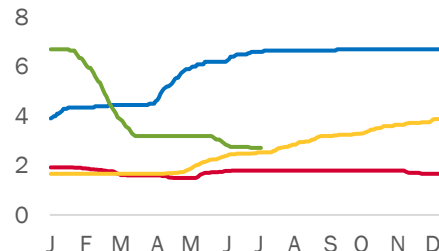
Pork Ham



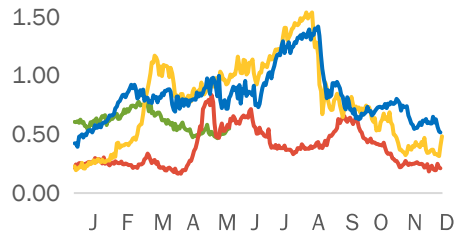
Chicken MSC



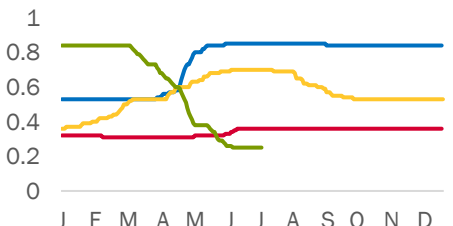
Turkey Breast



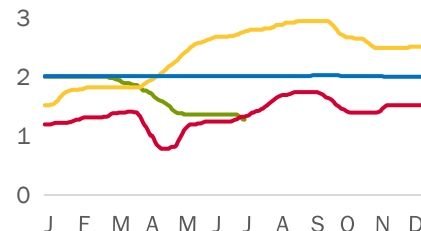
Pork Trimmings - 42%



Turkey MST



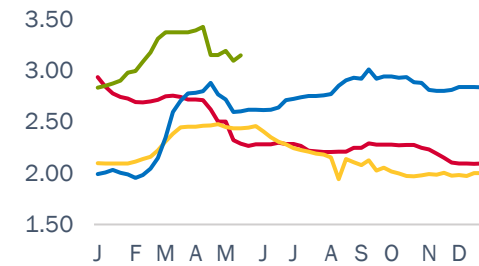
Turkey Thigh



Europe

Eur / kg

Pork Ham



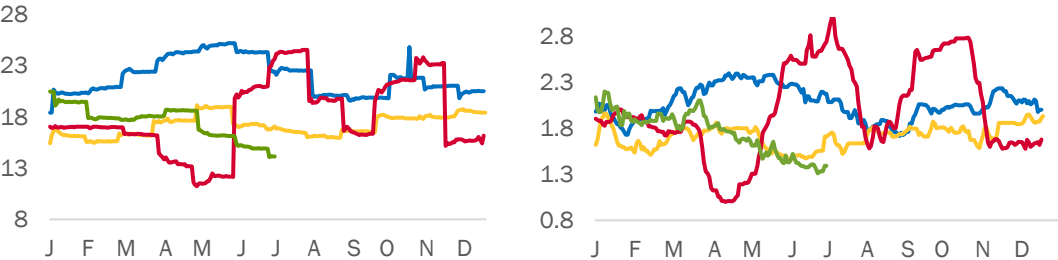
Meat Raw Materials – Dairy

U.S.

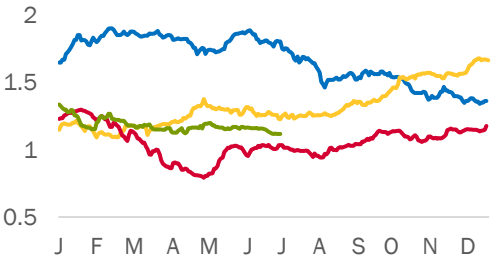
USD / Lb

Milk Class III

Block Cheedar



NFDM

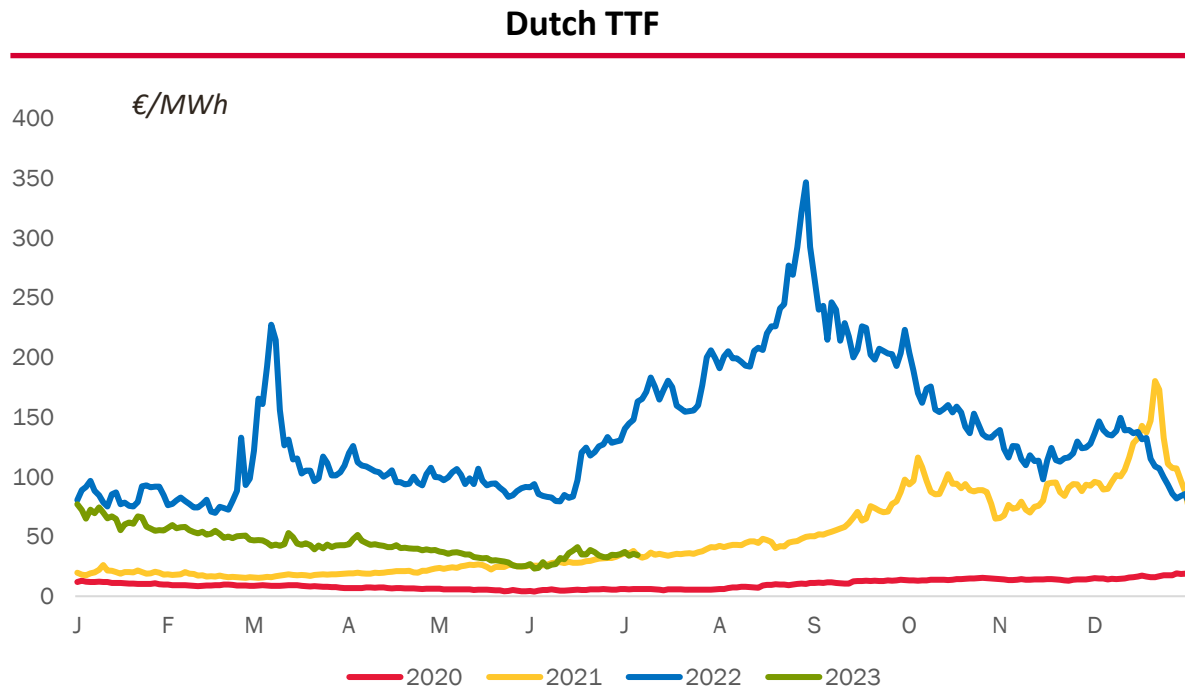


- 2020
- 2021
- 2022
- 2023



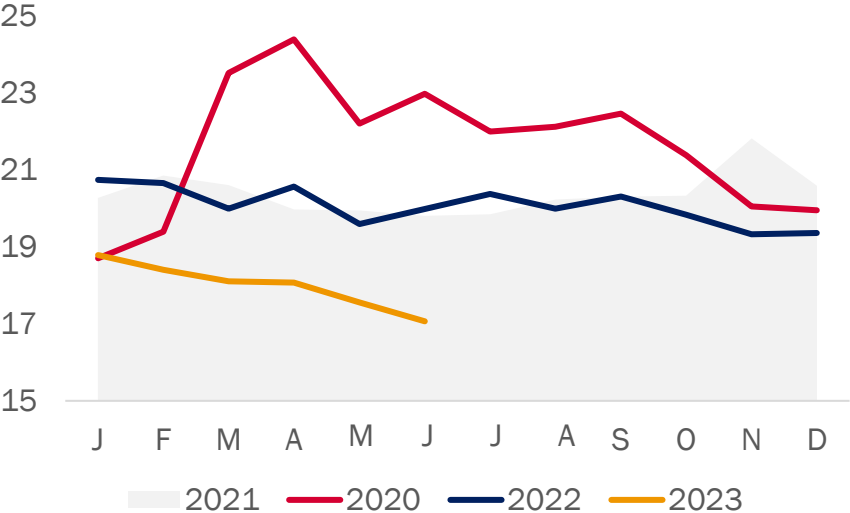
European energy utility price reference

- ▼ Dutch TTF (Title Transfer Facility), is a virtual trading point for natural gas in Netherlands and is the primary gas pricing hub for the European market

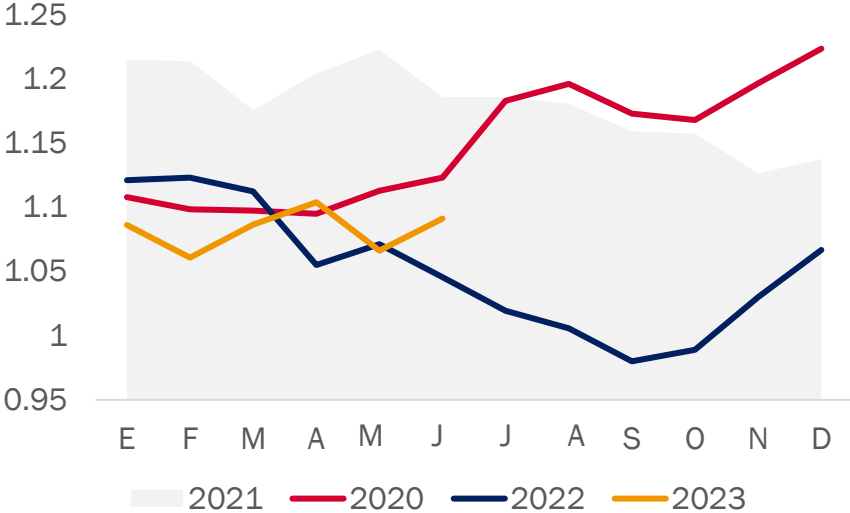


Exchange rates

U.S. Dollar – MXN Peso



U.S. Dollar - Euro





Content

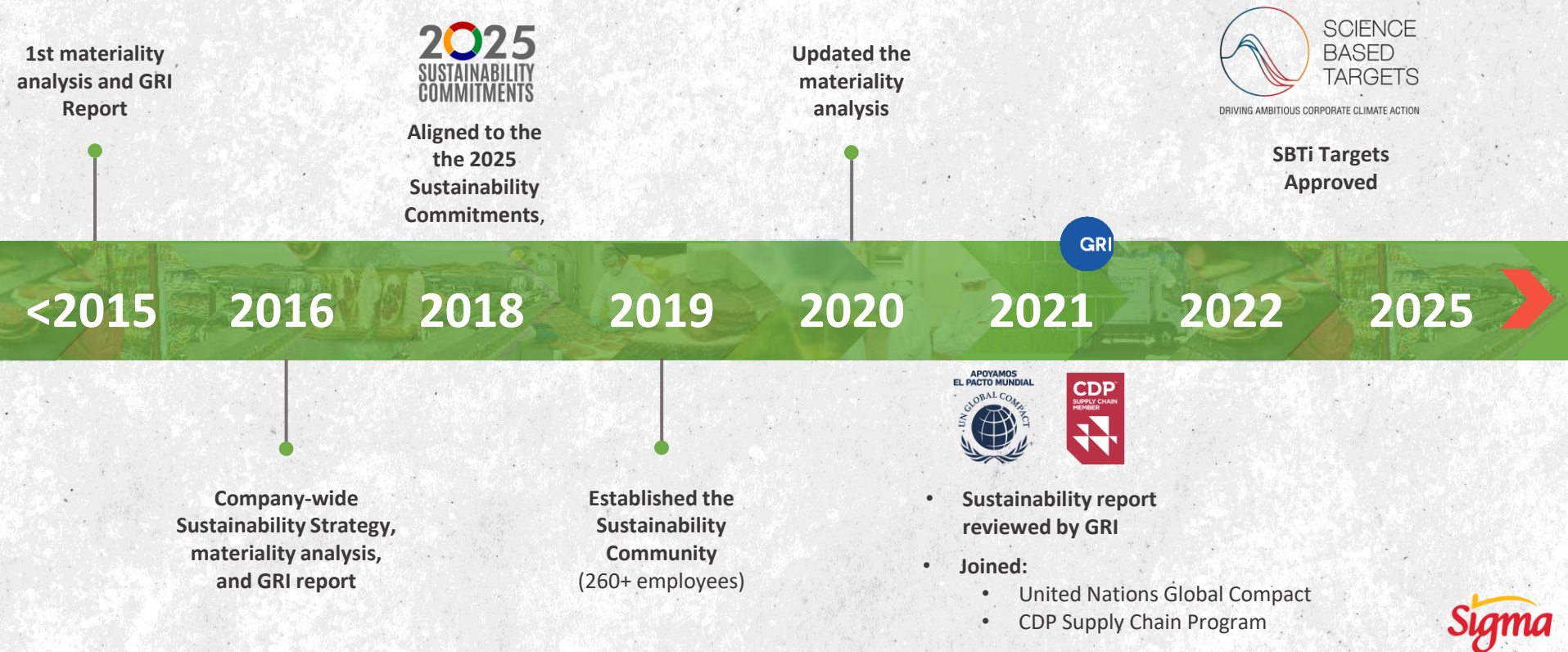
01 Sigma at Glance

02 Into the Future

03 Financial Performance

04 ESG

Sigma's ESG journey



Sustainability Strategy



4 pillars of Actions

Aligned with the
UN Sustainable Development Goals

260+ employees involved



Wellbeing

We commit to establishing conditions that motivate and make it easier for people to adopt habits that improve their quality of life.



Health & Nutrition

We promote healthy lifestyles through our innovative and high-quality products..



Shared Value





































We create economic and social value through our strategic practices and share it to stimulate development and strengthen our value chain.



Enviromental

We focus on reducing our environmental impact by using natural resources more efficiently.

2025 Sustainability Commitments

Action pillars	Commitments	KPIs	SDGs	SDG goals	2022 results	2025 goal	Progress
 Environment	 Climate Action	Reduction in CO ₂ e emissions related to our plants and transportation fleet, per ton of food produced (compared to 2015).	  	7.2, 9.2, 9.4, 13.2, 13.3	16%	20%	80%
	 Water Management	Reduction in water consumption per ton of food produced (compared to 2018).		6.3, 6.4	12%	20%	60%
	 Cleaner Energy	Percentage of electricity used in our plants coming from cleaner and renewable sources.	 	7.2, 9.4	62%	67%	93%
 Wellbeing	 Health and Safety	Reduction in the accident rate at our operations (compared to 2018).	 	3.8, 8.5, 8.6, 8.8	43%	22%	100%
	 Professional Development	Increase in the number of training hours per employee (compared to 2018).		4.3, 4.4, 4.5, 4.6, 4.7	67%	11%	100%
	 Volunteering	Percentage of employees participating in volunteering activities.		17.5, 17.15, 17.17	8%	10%	80%
 Health & Nutrition	 Sustainable Innovation	Double the sales of products launched under the Health and Wellness portfolio* (compared to 2019).	  	2.1, 2.2, 2.4, 2.5, 2.a, 2.c, 3.8, 8.2, 8.3, 9.2, 9.4, 9.5	1.8x	2x	90%
	 Food Safety	Percentage of our plants with GFSI-endorsed certification (acquired as of 2018).	 	2.5, 2.c, 3.8	94%	100%	94%
	 Nutritional Information	For markets without a local mandatory labeling regulation as of 2018: Packaged products portfolio with nutritional facts on label.	 	2.c, 3	90%	95%	95%
 Shared Value	 Responsible Sourcing	Percentage of purchases from suppliers with enhanced sustainability practices.	 	8.2, 8.4, 12.2, 12.3, 12.5, 12.6	8%**	80%	10%
	 Food Donations	Tons of food donated (since 2015).	 	2, 2.1, 17.15, 17.17	21,100 tons	25,000 tons	84%

* Amid challenges brought about by COVID-19, additional hygiene measures have increased water consumption per ton produced, resulting in atypical water consumption levels

**Suppliers that comply with criteria from both of the evaluations carried out.

Sustainability Actions



Pacto Global
Red México

United Nations
Global Compact



Supply Chain
Program

Project Gigaton



Carbon Emission
Reduction Program

2025
SUSTAINABILITY
COMMITMENTS

Aligned with the
United Nation SDGs



SCIENCE
BASED
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

SBTi Targets Approved

ESG Ratings



Supplier
Engagement

Water:
A - F

Climate:
A-F

Risk:

2022

A-

B

B

Medium

2020

D

C

C

High

**Industry
Avg.**

C

B

C

High

Four transformational topics

Evolve our direct sources & consumption of **energy** towards decarbonization.

Engage with the **value chain** to ensure sustainability compliance and benchmark best practices.



Execute the global **water stewardship** strategy to ensure a proper use of the resource.

Promote a **circular economy** to minimize the environmental impact of our products.

Appendix A: Key raw material price references

This appendix provides a detailed explanation on how to obtain key raw material price references from public sources. This is not intended as an exhaustive list of the company's raw materials nor is it a direct representation of the company's actual costs.

Pork

- USA – USDA PM Ham, 23-27# Trmd Sel Ham
- USA – USDA Pork Trimmings - 42% Trim Combo, FOB Plant


Poultry

- USA – USDA Chicken - MSC, Some Skin, 15-20% Fat, Fresh
- USA – USDA Turkey - MST, Some skin, under 20% fat, Fresh
- USA – USDA Turkey - Breast, Young Tom, Boneless & Skinless, Fresh
- USA – USDA Turkey - Thigh Meat, Boneless & Skinless, Fresh


Dairy

- USA – USDA Milk Class III
- USA – USDA Block Cheddar Cheese 40lb




1998, 1999, 2000, 2001, 2002, 2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2020, 2021, 2022, 2023, 2024, 2025, 2026, 2027, 2028, 2029, 2030, 2031, 2032, 2033, 2034, 2035, 2036, 2037, 2038, 2039, 2040, 2041, 2042, 2043, 2044, 2045, 2046, 2047, 2048, 2049, 2050, 2051, 2052, 2053, 2054, 2055, 2056, 2057, 2058, 2059, 2060, 2061, 2062, 2063, 2064, 2065, 2066, 2067, 2068, 2069, 2070, 2071, 2072, 2073, 2074, 2075, 2076, 2077, 2078, 2079, 2080, 2081, 2082, 2083, 2084, 2085, 2086, 2087, 2088, 2089, 2090, 2091, 2092, 2093, 2094, 2095, 2096, 2097, 2098, 2099, 2100, 2101, 2102, 2103, 2104, 2105, 2106, 2107, 2108, 2109, 2110, 2111, 2112, 2113, 2114, 2115, 2116, 2117, 2118, 2119, 2120, 2121, 2122, 2123, 2124, 2125, 2126, 2127, 2128, 2129, 2130, 2131, 2132, 2133, 2134, 2135, 2136, 2137, 2138, 2139, 2140, 2141, 2142, 2143, 2144, 2145, 2146, 2147, 2148, 2149, 2150, 2151, 2152, 2153, 2154, 2155, 2156, 2157, 2158, 2159, 2160, 2161, 2162, 2163, 2164, 2165, 2166, 2167, 2168, 2169, 2170, 2171, 2172, 2173, 2174, 2175, 2176, 2177, 2178, 2179, 2180, 2181, 2182, 2183, 2184, 2185, 2186, 2187, 2188, 2189, 2190, 2191, 2192, 2193, 2194, 2195, 2196, 2197, 2198, 2199, 2200, 2201, 2202, 2203, 2204, 2205, 2206, 2207, 2208, 2209, 2210, 2211, 2212, 2213, 2214, 2215, 2216, 2217, 2218, 2219, 2220, 2221, 2222, 2223, 2224, 2225, 2226, 2227, 2228, 2229, 2230, 2231, 2232, 2233, 2234, 2235, 2236, 2237, 2238, 2239, 2240, 2241, 2242, 2243, 2244, 2245, 2246, 2247, 2248, 2249, 2250, 2251, 2252, 2253, 2254, 2255, 2256, 2257, 2258, 2259, 2260, 2261, 2262, 2263, 2264, 2265, 2266, 2267, 2268, 2269, 2270, 2271, 2272, 2273, 2274, 2275, 2276, 2277, 2278, 2279, 2280, 2281, 2282, 2283, 2284, 2285, 2286, 2287, 2288, 2289, 2290, 2291, 2292, 2293, 2294, 2295, 2296, 2297, 2298, 2299, 2300, 2301, 2302, 2303, 2304, 2305, 2306, 2307, 2308, 2309, 2310, 2311, 2312, 2313, 2314, 2315, 2316, 2317, 2318, 2319, 2320, 2321, 2322, 2323, 2324, 2325, 2326, 2327, 2328, 2329, 2330, 2331, 2332, 2333, 2334, 2335, 2336, 2337, 2338, 2339, 2340, 2341, 2342, 2343, 2344, 2345, 2346, 2347, 2348, 2349, 2350, 2351, 2352, 2353, 2354, 2355, 2356, 2357, 2358, 2359, 2360, 2361, 2362, 2363, 2364, 2365, 2366, 2367, 2368, 2369, 2370, 2371, 2372, 2373, 2374, 2375, 2376, 2377, 2378, 2379, 2380, 2381, 2382, 2383, 2384, 2385, 2386, 2387, 2388, 2389, 2390, 2391, 2392, 2393, 2394, 2395, 2396, 2397, 2398, 2399, 2400, 2401, 2402, 2403, 2404, 2405, 2406, 2407, 2408, 2409, 2410, 2411, 2412, 2413, 2414, 2415, 2416, 2417, 2418, 2419, 2420, 2421, 2422, 2423, 2424, 2425, 2426, 2427, 2428, 2429, 2430, 2431, 2432, 2433, 2434, 2435, 2436, 2437, 2438, 2439, 2440, 2441, 2442, 2443, 2444, 2445, 2446, 2447, 2448, 2449, 2450, 2451, 2452, 2453, 2454, 2455, 2456, 2457, 2458, 2459, 2460, 2461, 2462, 2463, 2464, 2465, 2466, 2467, 2468, 2469, 2470, 2471, 2472, 2473, 2474, 2475, 2476, 2477, 2478, 2479, 2480, 2481, 2482, 2483, 2484, 2485, 2486, 2487, 2488, 2489, 2490, 2491, 2492, 2493, 2494, 2495, 2496, 2497, 2498, 2499, 2500, 2501, 2502, 2503, 2504, 2505, 2506, 2507, 2508, 2509, 2510, 2511, 2512, 2513, 2514, 2515, 2516, 2517, 2518, 2519, 2520, 2521, 2522, 2523, 2524, 2525, 2526, 2527, 2528, 2529, 2530, 2531, 2532, 2533, 2534, 2535, 2536, 2537, 2538, 2539, 2540, 2541, 2542, 2543, 2544, 2545, 2546, 2547, 2548, 2549, 2550, 2551, 2552, 2553, 2554, 2555, 2556, 2557, 2558, 2559, 2560, 2561, 2562, 2563, 2564, 2565, 2566, 2567, 2568, 2569, 2570, 2571, 2572, 2573, 2574, 2575, 2576, 2577, 2578, 2579, 2580, 2581, 2582, 2583, 2584, 2585, 2586, 2587, 2588, 2589, 2590, 2591, 2592, 2593, 2594, 2595, 2596, 2597, 2598, 2599, 2600, 2601, 2602, 2603, 2604, 2605, 2606, 2607, 2608, 2609, 2610, 2611, 2612, 2613, 2614, 2615, 2616, 2617, 2618, 2619, 2620, 2621, 2622, 2623, 2624, 2625, 2626, 2627, 2628, 2629, 2630, 2631, 2632, 2633, 2634, 2635, 2636, 2637, 2638, 2639, 2640, 2641, 2642, 2643, 2644, 2645, 2646, 2647, 2648, 2649, 2650, 2651, 2652, 2653, 2654, 2655, 2656, 2657, 2658, 2659, 2660, 2661, 2662, 2663, 2664, 2665, 2666, 2667, 2668, 2669, 2670, 2671, 2672, 2673, 2674, 2675, 2676, 2677, 2678, 2679, 26



A screenshot of a list of products. The list includes: Goats, Swine, Lamb, Pork, Retail, and Sheep. The word 'Pork' is underlined and highlighted with a blue background. A black arrow points from a circular callout bubble containing the number '1' to the word 'Pork'.



A close-up screenshot of the 'Run' button in the IDE's toolbar, which is a blue button with the word 'Run' in white text. A black arrow points to the button.



Filter Criteria

- 17-20# Trmd Selected Ham, FZN
- 20-23# Trmd Selected Ham
- 20-23# Trmd Selected Ham, FZN
- 23,27# Trmd Selected Ham, FZN

All

Select the file format you wish to rec...

☒ CSV(Comma Separated Values)

10

USA – USDA Pork Trimmings - 42% Trim Combo, FOB Plant

Step 1: Select 'Offal and By-products' under 'Custom Reports'.

Step 2: Select 'Pork' under 'Livestock'.

Step 3: Select 'Pork Cuts' under 'Category'.

Step 4: Select 'Mandatory Pork - FOB Omaha' under 'Sub Commodity/Class'.

Step 5: Click 'Run'.

Step 6: Click the link to view the report: <https://mpra.datamart.ams.usda.gov/menu.do?path=Products\Pork\Daily%20pork>

Step 7: Select 'Trim Cuts' under 'Sub Report Type'.

Step 8: Click 'Continue'.


Step 9: Select '42% Trim Combo' under 'Filter Criteria'.

Step 10: Select 'CSV/Comma Separated Values' under 'File Format'.

Step 11: Click 'Generate Report'.

Step 12: Click 'Download Header File'.

USA – USDA Chicken - MSC, 15-20% Fat, Fresh



United States Department of Agriculture
Economics, Statistics and Market Information System

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Processed Chicken: National Mechanically Separated Chicken (Fri)

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AMS

This report covers the national mechanically separated chicken (MSC) market. MSC prices and volume traded/exported are categorized by fat content and frozen vs. fresh. Prices and volume are presented over both weekly and monthly time scales. Also included is a market trend analysis.

Division: Livestock, Poultry and Seed Program

Frequency of Release: Not Specified

Category: [Agriculture Economics and Management-Retail and Market Prices, Animals and Animal Products:Livestock](#)

Keywords: [chicken, exports, frozen meat, mechanically separated chicken, prices, trade](#)

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Jul 22, 2022	PDF	i
Jul 15, 2022	PDF	i

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Aug 5, 2022 [PDF](#) [i](#)

PUBLICATION CONTACT

Contact office name: Livestock, Poultry, and Grain Market News

Contact email: Websupport.lgmn@ams.usda.gov



USA – USDA Turkey - MST, Some skin, under 20% fat, Fresh

USDA United States Department of Agriculture
Agriculture Marketing Service

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Market News

AMS Home | Newsroom | Opportunity | Online Forms | About Us | Contact Us | Help

Livestock, Poultry, & Grain

Standard Reports

LIVESTOCK

- Meat
- Cattle
- Swine
- Sheep
- Goats
- International
- Retail
- Publications
- Other
- Local and Regional

GRAIN

- Grains
- Feedstuff
- Hay
- Bioenergy
- Organic Grains
- Publications
- Local and Regional

POULTRY

- Chicken
- Egg
- Miscellaneous
- Publications
- Local and Regional
- Turkey

Livestock Dashboards

Boxed Beef | Cattle | Lamb | Swine

Custom Reports

LIVESTOCK

- Run a Custom Report
- Beef
- Calves
- Cattle
- Feeder Pigs
- Offal and By-products
- Goats
- Swine
- Lamb
- Pork
- Retail
- Sheep

GRAIN

- Run a Custom Report
- Beans, Peas, and Lentils
- Feedstuff
- Grain Basis
- Hay
- Grain

POULTRY

- Run a Custom Report
- Chicken
- Turkey
- Egg
- Retail
- Fowl

ANNOUNCEMENTS

If you have questions or need assistance, please contact [Livestock, Poultry, and Grain Market News](#). To visit the Livestock, Poultry, and Grain Market News main web site, click [here](#).

Notice regarding Flash and LMR Dashboards

Adobe Flash support has been discontinued. The LMR Dashboards utilized this technology. AMS has been aware of Adobe discontinuing Flash, but unfortunately a new dashboard technology has only recently been approved for usage. Since there have been delays in federal contracting coupled with the COVID-19 pandemic, the dashboard replacement will not be implemented as soon as we had hoped. AMS is currently evaluating alternative solutions that provide greater value to our stakeholders. We apologize for this inconvenience. You can access the aggregated published data at this website: <https://amsdata.ams.usda.gov/>. Users may want to consider accessing the LMR AMN that is available to the public to consume all LMR data unrestricted. The User Guide for this feature is available here.

Tools

- Help Guide
- Email Standard Reports
- LMR Web Service
- Schedule New Data
- Download Historic Data
- Market News Digital Dataset
- Downloads

Run a Custom Report

- Chicken
- Turkey
- Egg
- Retail
- Fowl

USDA United States Department of Agriculture
Agricultural Marketing Service

Close Window

Run a Custom Report

Category: Turkey

Sub-Category: Domestic Parts

Product Type:

- DESTRAPPED TENDERS-FRESH
- DRUMSTICKS, HEN
- DRUMSTICKS, TOM
- DRUMSTICKS, TOM-FRESH
- MECHANICALLY SEPARATED
- MECHANICALLY SEPARATED-FRESH**
- NECKS, HEN
- NECKS, TOM
- SCAPULA MEAT
- TENDERLOINS

Add Remove

Frequency: Daily

Report Name: TURKEY DAILY NATIONAL YOUNG TURKEY PARTS

Data Type: None Selected

Dates: to

Date Format: mm/dd/yyyy

Date range must be within 1 year.

Data Availability Map

Run

USA – USDA Turkey - Breast, Young Tom, Boneless & Skinless, Fresh

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Livestock, Poultry, & Grain

Standard Reports

LIVESTOCK	GRAIN	POULTRY
<ul style="list-style-type: none">MeatCattleSwineSheepGoatsInternationalRetailPublicationsOtherLocal and Regional	<ul style="list-style-type: none">GrainsFeedstuffHayBioenergyOrganic GrainsPublicationsLocal and Regional	<ul style="list-style-type: none">ChickenEggMiscellaneousPublicationsLocal and RegionalTurkey

Livestock Dashboards

Boxed Beef | Cattle | Lamb | Swine

Custom Reports

LIVESTOCK	GRAIN	POULTRY
<ul style="list-style-type: none">Run a Custom ReportBeefCalvesCattleFeeder PigsOffal and By-productsGoatsSwineLambPorkRetailSheep	<ul style="list-style-type: none">Run a Custom ReportBeans, Peas, and LentilsFeedstuffGrain BasisHayGrain	<ul style="list-style-type: none">Run a Custom ReportChickenTurkeyEggRetailFowl

Run a Custom Report

- Chicken
- Turkey
- Egg
- Retail
- Fowl



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Agricultural Marketing Service

Close Window

Run a Custom Report

Category: Turkey

Sub-Category: Domestic Parts

Product Type: BREASTS, 4-8 LBS GRADE A-FRESH
BREASTS, 4-8 LBS PLANT GRADE
BREASTS, B/S, TOM
BREASTS, B/S, TOM-FRESH
DESTRAPPED TENDERS
DESTRAPPED TENDERS-FRESH
DRUMSTICKS, HEN
DRUMSTICKS, TOM
DRUMSTICKS, TOM-FRESH
MECHANICALLY SEPARATED

Add Remove

Frequency: Daily

Report Name: TURKEY: DAILY NATIONAL YOUNG TURKEY PARTS

Data Type: None Selected

Dates: to

Date Format: mm/dd/yyyy

Date range must be within 1 year.

Data Availability Map

Run

USA – USDA Turkey - Thigh Meat, Boneless & Skinless, Fresh



The image shows the USDA Livestock, Poultry, & Grain Standard Reports page. The page has a header with the USDA logo and navigation links. The main content area is divided into three columns: LIVESTOCK, GRAIN, and POULTRY. The POULTRY column is highlighted, showing a list of reports including Chicken, Turkey, Egg, Retail, and Fowl. A red circle with the number 1 is around the 'Run a Custom Report' link in the POULTRY column.

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Livestock, Poultry, & Grain

Standard Reports

LIVESTOCK

- Meat
- Cattle
- Swine
- Sheep
- Goats
- International
- Retail
- Publications
- Other
- Local and Regional

GRAIN

- Grains
- Feedstuff
- Hay
- Bioenergy
- Organic Grains
- Publications
- Local and Regional

POULTRY

- Chicken
- Egg
- Miscellaneous
- Publications
- Local and Regional
- Turkey

Livestock Dashboards

Boxed Beef | Cattle | Lamb | Swine

Custom Reports

LIVESTOCK

- Run a Custom Report
- Beef
- Calves
- Cattle
- Feeder Pigs
- Offal and By-products
- Goats
- Swine
- Lamb
- Pork
- Retail
- Sheep

GRAIN

- Run a Custom Report
- Beans, Peas, and Lentils
- Feedstuff
- Grain Basis
- Hay
- Grain

POULTRY

- Run a Custom Report
- Chicken
- Turkey
- Egg
- Retail
- Fowl

Run a Custom Report

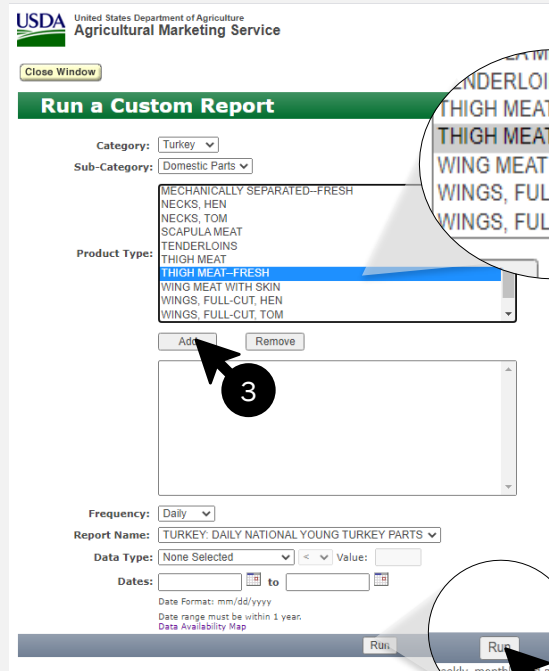
Chicken

Turkey

Egg

Retail

Fowl



The image shows the USDA Run a Custom Report page. The page has a header with the USDA logo and navigation links. The main content area is divided into two columns: Category and Sub-Category. The Category is set to Turkey and the Sub-Category is Domestic Parts. The Product Type is set to THIGH MEAT-FRESH. A red circle with the number 2 is around the THIGH MEAT-FRESH product type. A red circle with the number 3 is around the Add button. A red circle with the number 4 is around the Run button.

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Agricultural Marketing Service

Close Window

Run a Custom Report

Category: Turkey

Sub-Category: Domestic Parts

Product Type: THIGH MEAT-FRESH

MECHANICALLY SEPARATED-FRESH
NECKS, HEN
NECKS, TOM
SCAPULA MEAT
TENDERLOINS
THIGH MEAT
THIGH MEAT-FRESH
WING MEAT WITH SKIN
WINGS, FULL-CUT, HEN
WINGS, FULL-CUT, TOM

Add Remove

Frequency: Daily

Report Name: TURKEY: DAILY NATIONAL YOUNG TURKEY PARTS

Data Type: None Selected

Dates: to

Date Format: mm/dd/yyyy
Date range must be within 1 year.
Data Availability Map

Run

USA – USDA Dairy - CME, Milk Class III

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Dairy

Custom Reports

- Run a Custom Report
- Butter
- Cheese
- CME
- Dry Milk Products
- Dry Whey Products
- Fluid Milk and Cream
- International
- Miscellaneous
- Retail (New)

Other Reports

POPULAR REPORTS

- CME Butter, Cheese, and NDM Prices
- Central Whey
- West Whey
- West Nonfat Dry Milk
- Domestic Dairy Market News Prices
- International Dairy Market News Prices
- European Dairy Market Overview
- Oceania Dairy Market Overview

STANDARD REPORTS

- Retail
- Organic
- Commodity
- International
- CME Cash
- Report List and Times
- Weekly PDF Report
- Annual PDF Reports
- Monthly Average
- Dairy Graphs

NATIONAL SUMMARY REPORTS

- Dairy Market News Weekly Report(PDF)
- Monthly Averages (PDF)
- Dairy Market News Annual Report (PDF)

ANNOUNCEMENTS

Please visit the MyMarketNews website, <https://mymarketnews.ams.usda.gov/>, to obtain the latest Dairy related data from AMS, Dairy Market News. Select "Search Market News Database" and follow the screen prompts for entering search criteria.

NOTICE TO ALL USERS subscribing to Dairy Market News reports via the Cornell Library. As of December 4th, all subscription emails will begin being sent from Cornell's notifications@usda-esms.library.cornell.edu. To receive these emails, an account must be created on the new site and the user must resubscribe to the publications they wish to receive. Users should also whitelist notifications@usda-esms.library.cornell.edu in their email client to avoid the emails going into spam/junk folders.

Tools

- Email Standard Reports
- Market News Digital Dataset Downloads

Resources

- CME Group
- Dairy Federal Milk Marketing Orders
- Dairy Grading
- Dairy Programs
- Dairy Sites
- Dairy Standards
- Farm Service Agency

CME Daily Price Flash

CME Group, Chicago, IL (REPORT 35)
Daily Cash Trading on Friday, August 31, 2018

	CLOSE	CHANGE
BUTTER GRADE AA	42.2350	-.0575
CHEESE 40# BLOCKS	41.8950	.0175
CHEESE BARRELS	41.6450	.0250
NONFAT DRY MILK GRADE A	38.1500	.0025
WHEY POWDER EXTRA GRADE	38.0075	

Close represents US \$ per pound. Change in Midline

Disseminated by USDA, Dairy Market News - Midline

1



Dairy Graphs

Cotton and Tobacco

Dairy

Livestock, Poultry, and Grain

Specialty Crops

Local & Regional Food Marketing

Organic

Retail

Run a Custom Report

Contacts

Search Market News

HOME | USDA MARKET NEWS | DAIRY GRAPHS

Butter

- [Prices - CME \(pdf\)](#)
- [Production \(pdf\)](#)
- [Cold Storage Holdings \(pdf\)](#)

Cheese

- [Block Prices - CME \(pdf\)](#)
- [Barrel Prices - CME \(pdf\)](#)
- [Production - Total \(pdf\)](#)
- [Production - Cheddar \(pdf\)](#)
- [Cold Storage Holdings \(pdf\)](#)

Milk Prices and Production

- [Class III Prices \(pdf\)](#)
- [Milk Production \(pdf\)](#)

2

USA – USDA Dairy - Block Cheddar Cheese 40lb

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Dairy

Custom Reports

- Run a Custom Report
- Butter
- Cheese
- CME
- Dry Milk Products
- Dry Whey Products
- Fluid Milk and Cream
- International
- Miscellaneous
- Retail (New)

Other Reports

POPULAR REPORTS

- CME Butter, Cheese, and NDM Prices
- Central Whey
- West Whey
- West Nonfat Dry Milk
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- International Dairy Market News Prices
- European Dairy Market Overview
- Oceania Dairy Market Overview

STANDARD REPORTS

- Retail
- Organic
- Commodity
- International
- CME Cash
- Report List and Times
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- Monthly Average
- Dairy Graphs

NATIONAL SUMMARY REPORTS

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CHEESE 40# BLOCKS	41,8950	.0175
CHEESE BARRELS	41,6450	.0250
NONFAT DRY MILK GRADE A	38,1500	.0025
WHEY POWDER EXTRA GRADE	38,1500	.0075

Close represents US \$ per pound. Change in Cents.

Disseminated by USDA, Dairy Market News

Monthly Average Dairy Graphs

1

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Dairy Graphs

HOME | USDA MARKET NEWS | DAIRY GRAPHS

Cotton and Tobacco

Dairy

Livestock, Poultry, and Grain

Specialty Crops

Local & Regional Food Marketing

Organic

Retail

Run a Custom Report

Contacts

Search Market News

Butter

- Prices - CME (pdf)
- Production (pdf)
- Cold Storage Holdings (pdf)

Cheese

- Block Prices - CME (pdf)
- Barrel Prices - CME (pdf)
- Production - Total (pdf)
- Production - Check for

2



Sigma