



April 22, 2009

Dear Board Members:

The beginning of 2009 showed a further deterioration in key indicators of economic activity around the world, and our country was not the exception, particularly the export sector due to its high dependence on the U.S. market.

Nevertheless, thanks to the coordinated fiscal and monetary policies implemented abroad simultaneously with a domestic counter-cyclical plan, we expect a gradual reduction in the degree of uncertainty about the future of the Mexican economy.

In this challenging environment, during the first quarter of 2009 Grupo Herdez achieved excellent results.

Net sales reached \$2,032 million pesos, 31.2% more than the same period last year standing out almost all product lines. However, foreign sales did not perform as planned due to the current economic situation in the United States, which directly affected non-retail distribution channels.

Without considering that our Group participates in one of the most stable sectors in the industry against recession, this performance is a consequence of an effective pricing policy in the last twelve months as well as an efficient execution at the point of sales.

Cost of goods sold together with general operating expenses were slightly lower than last year, causing an increase in operating and EBITDA margin of more than one percentage point.

These positive results are partially attributable to a greater capacity utilization, as well as savings achieved from synergies in Herdez Del Fuerte.

As such, operating income and EBITDA rose to \$283 and \$312 million, equivalent to a solid increase of 45.4 and 40.9 percent, respectively.

Net income for the period reached \$151 million, 7.4 percent of net sales, a figure lower than that obtained during the first quarter of 2008 which included a non-recurring item due to the contribution of shares for the creation of Herdez Del Fuerte.

Regarding the financial situation of the company during the first three months of the year, bank debt less available cash decreased \$381 million, from \$1,072 to \$691 million, representing 35.5 percent less than bank debt as of December 31, 2008.

In 2009, nearly all CAPEX expenditures will be carried out by Herdez Del Fuerte: during the current quarter we will conclude the consolidation of tuna operations in Chiapas, as well as the acquisition of an additional vessel to increase our tuna own supply. Later on we will start building a distribution center in Teoloyucan, Estado de México.

Even though we are far from a sustained economic recovery, we are confident that the various measures being taken in this matter will help achieve stability in real variables, generating a favorable environment to restore what has strengthened Grupo Herdez in all its lifetime: *Trust*.

Sincerely,

Héctor Hernández-Pons Torres
President and Chief Executive Officer