

THE SHELBY REPORT

of the Southwest

DECEMBER 2025



YEARS OF SERVING TEXANS



The Shelby Report

salutes

H-E-B

2025 Southwest Retailer of the Year



120
YEARS
OF
SERVING TEXANS

Central Market  FAVOR  SMART SHOP  MI TIENDA

Partners key to company's success, 'make everything we do possible'

H-E-B is celebrating 120 years – a remarkable milestone. Looking back, what do you believe has been key to the company's longevity and continued success?

"Our Partners make everything we do possible; they are the key to our success. Our passionate Partners have been the driving force on our 120-year journey, which has been guided by a deep commitment to support all Texans while delivering an exceptional shopping experience."

The company remains family-owned after more than a century. How has that ownership structure influenced H-E-B's values and decision-making over time?



Howard Butt III,
CEO

"Being family-owned and privately held since 1905 has allowed us to remain close to our roots and core values, putting people first and fostering a culture of care and respect for all Texans."

H-E-B was founded by Florence Butt, a pioneering woman entrepreneur in 1905. How does the company continue to honor her legacy today?

The unwavering spirit that drives our mission and culture today started with Florence. H-E-B Partners across the company continue to follow her entrepreneurial spirit by maintaining her steadfast focus on service and connection with our communities."



Stephen Butt,
President of
Shareholder
Relations

About this section

Over its storied 120-year history, H-E-B has become synonymous with the grocery industry in Texas. And it's not showing any signs of slowing down. *The Shelby Report* of the Southwest's 2025 Retailer of the Year continues to expand into the Dallas-Fort Worth Metroplex, as well as other areas of the Lone Star State, and remains at the forefront of innovation. To learn more, Shelby asked various H-E-B executives to reflect on the anniversary, the company's people and culture and the path ahead.



Black and white photograph of the building that housed the original C. C. Butt grocery store, taken circa 1935, after the grocery store had left this location.

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A Big
Congrats!



Goya Foods is happy to salute our trusted
partner, H-E-B, on their 120th Anniversary.

2025 Southwest Retailer of the Year

Expansion and growth in Texas

H-E-B's footprint across Texas continues to grow, particularly with recent expansion into the Dallas-Fort Worth Metroplex. What has it meant for the company to bring the H-E-B experience to new communities in this region?

"At H-E-B, we're always looking for ways to better serve Texans. Our recent expansion in the Dallas-Fort Worth area has been an exciting opportunity to grow our business, serve new customers to the best of our abilities and to build meaningful connections in new Texas communities."

As H-E-B continues to grow across Texas, how does the company ensure that each new store maintains the local character and community connection that customers value?



*Craig Boyan,
Senior Advisor and
Past President*



"As we grow, we seek to have each store reflect the uniqueness of the neighborhoods we serve. Our focus is local: hiring local Partners, sourcing local products and supporting local initiatives that are important to that community."

What does the company's ongoing investment in Texas communities say about its long-term commitment to the state?

"Our roots in this state run deep. For 120 years, it's been our mission to make the lives of Texans better and to make a positive difference in the communities we call home."



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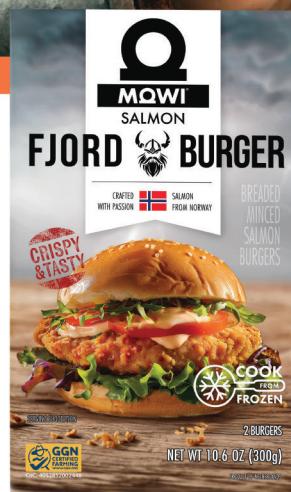


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2025 Southwest Retailer of the Year

Leadership and milestones

The appointment of Roxanne Orsak as H-E-B's first female president marks a historic moment, especially considering the company's founding by Florence Butt. How does this milestone reflect the company's evolution and culture today?

"During her 37 years with the company, Roxanne has taken on a variety of leadership roles and gained a deep understanding of our business. As the clear choice to lead H-E-B as our next president, Roxanne has a heart for people, reflects everything our culture stands for and truly values the unique contributions each Partner makes every day."

Outgoing President Craig Boyan has played a major role in shaping H-E-B's growth and community engagement. What do you see as some of his most enduring contributions to the company?

"We're so grateful for Craig's incredible leadership, which will have a lasting impact on our company and culture," said H-E-B CEO Howard Butt III. "Under Craig's guidance, H-E-B has continued to grow and thrive, all while staying true to the values that define us as a company focused on people and community."

"H-E-B is poised for a strong and bright future thanks to his commitment to innovation, collaboration and heart for people."



Craig Boyan and Roxanne Orsak



Roxanne Orsak,
President and COO

How does the leadership team foster continuity and innovation as H-E-B enters this next chapter?

"At H-E-B, we're so much more than a grocery store, we are a people company. Every day, our H-E-B family shows up and works hard to make a difference in the lives of our Partners, customers and communities."

"Across our company, we have so many talented Partners who are focused on continuing to build the future of this great Texas company, one guided by passion, heart and a shared drive for excellence."



Congratulations! 

■ ON YOUR 120TH ANNIVERSARY! ■

- We are proud to support our fellow NATIVE TEXAS BUSINESSES •



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Southwest Retailer
of the Year '25!



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ACHIEVEMENTS,
THERE ARE
Amazing PARTNERS!





From Florence Butt opening a small general store in Kerrville, TX in 1905, to over 455 H-E-B stores across Texas and Mexico today, our 120-year history is a proud legacy of service made possible by our amazing Partners.

Our passionate, dedicated Partners work hard every day to take care of Texans. We're honored to continue serving Texas communities now and for the next 120 years.



Here Everything's Better.®



2025 Southwest Retailer of the Year

E-commerce and innovation

Over the past few years, H-E-B has expanded its e-commerce and digital offerings. How does the company balance innovation in technology with maintaining its signature customer experience?

"At H-E-B, we're a people company and that means our Partners, customers and communities come first."

"As we continue to innovate and expand our digital offerings, we ensure technology complements the friendly, personal service that customers expect from H-E-B, keeping people at the center of everything we do."

How have online shopping and curbside pickup evolved to meet customer needs across different parts of Texas?



Scott Mitchell,
Chief Commercial
Officer



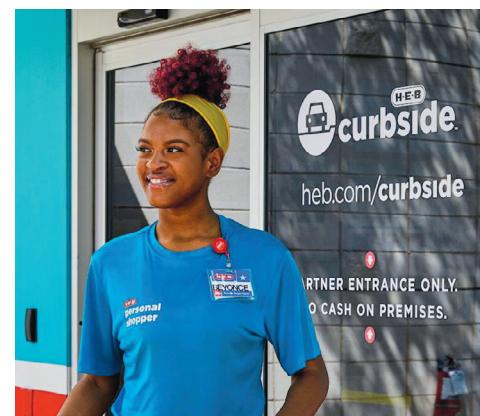
"Our digital services have grown to reflect the diverse needs of Texans, offering convenient, reliable options that give customers more choice on how they shop, pay for and receive their products."

"As we continue to innovate and invest in new technologies, our goal is to complement the shopping experience, making it easier and more enjoyable, whether customers shop online or in store."

In what ways do you see technology enhancing - not replacing - the personal, community-based shopping experience H-E-B is known for?

"We're always testing and looking to adopt technologies that support our Partners in their roles, provide efficiencies to the business and enhance the shopping experience for customers."

"We see technology as a tool that allows Partners to grow and excel in their careers and better serve customers."



Tampico thanks H-E-B for being a WONDERFUL partner in Texas

120
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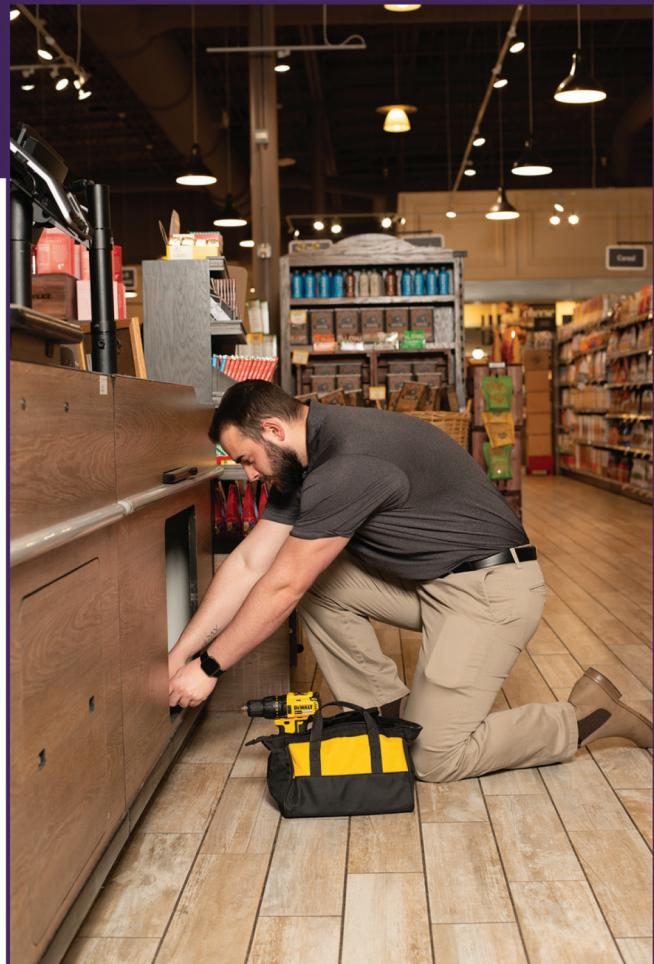
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Congratulations to H-E-B on being named Southwest Retailer of the Year! Their commitment to innovation, community, sustainability, and excellence sets the gold standard in grocery retail. We're proud to help power their stores and support their journey as a leader in the industry.

TRUNO Empowers Retailers like H-E-B with Industry-Leading:



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Software Development



Software Support

2025 Southwest Retailer of the Year

People and culture

H-E-B refers to its employees as Partners. How has this philosophy shaped the company's culture and success?

"At H-E-B, our most precious resource is our people, who we call Partners. A decade ago, the company granted stock to eligible Partners as part of an employee-ownership plan. Today, more than 100,000 Partners own stock in H-E-B."

"Our Partners are the key to our success, and our commitment to them reflects our belief that each and every person counts, the foundation of our company culture, which is built on respect, teamwork and shared purpose."

What makes the relationship between H-E-B and its Partners unique in the grocery industry?

"Our focus at H-E-B is to invest in our people. We believe that when we take care of our Partners and treat them as owners and leaders, it empowers them to deliver the exceptional service and passion for community that set us apart in the retail industry."



Christy Banazek,
Chief People Officer

H-E-B is consistently recognized for its customer loyalty. How does the company cultivate and sustain that deep bond with its customers?

"We are truly humbled to have such loyal customers. That loyalty starts with our Partners, who live and work in the communities we serve."

"They understand the needs of the neighborhoods and have the personal connections that give us the insights needed to best serve Texans in our stores and throughout our communities."

As H-E-B looks to the future, how do employees and customers continue to inspire its mission and direction?

"We are focused on being the best retailer we can be so we can better serve our Partners, customers and communities. This approach allows us to prioritize our mission to invest in people and make life better for all Texans."



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2025 Southwest Retailer of the Year

Community support and engagement

H-E-B has long been recognized for its deep commitment to Texas communities. Why is community giving and support such an integral part of H-E-B's identity?

"Caring for people and giving back to our community are at the heart of our company. We call it our Spirit of Giving, which is our commitment to support our communities beyond our stores, especially when they need us most."

"Our year-round community outreach supports thousands of nonprofits across the state. H-E-B donates more than 5 percent of its pre-tax earnings to charitable organizations each year."

Following the devastating floods in Kerr County, H-E-B provided critical relief efforts. What guides the company's approach to disaster response and community recovery?

"When Texans are in need, our H-E-B Partners show up to help. Across our business, each of our Partners' willingness to roll up their sleeves allows us to mobilize quickly to provide essential supplies, relief and support to help communities recover and rebuild."

How does H-E-B decide where and how to focus its community support initiatives across Texas?

"We go where the need is



Winell Herron,
SVP Public Affairs,
Diversity and
Environmental
Affairs



and focus our outreach where we can have the greatest impact. From support for public education and military initiatives to sustainability, inclusion, hunger-relief efforts and more, we aim to quickly respond to and meaningfully connect with the needs of our communities. We make the largest impact when we listen to our Partners and neighbors and collaborate with trusted organizations.

"Our commitment to community goes well beyond monetary donations and volunteerism. We are focused on doing what's right for our communities. For example, H-E-B's Hunger Relief Program donated more than 35.5 million pounds of food to food banks for families in need last year."

"H-E-B also recycled more than 638 million pounds of cardboard, plastics, office paper, metal and truck tires in 2024, which included more than 20 million pounds of plastic."

"Since our founding, H-E-B continues our unwavering commitment to make the lives of Texans better now and for the next 120 years."



Congratulations HEB on a wonderful 120 years!

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As a trusted partner, we're honored to have our products featured on your shelves—helping elevate every salad and every meal for your customers. Thank you for championing fresh, flavorful choices and for making every customer experience exceptional.



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120
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*** Happy 120th Anniversary! ***



CONGRATULATIONS!

From our family to yours, El Mexicano® is proud to stand alongside you in sharing flavors and traditions that unite communities.

Here's to many more years of continued excellence and success-together!



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