

Financial Information

GRUPO KUO, S. A. B. DE C. V. AND SUBSIDIARIES

CONSOLIDATED FINANCIAL STATEMENTS FOR THE
YEARS ENDED DECEMBER 31, 2021, 2020 AND
2019, AND INDEPENDENT AUDITORS' REPORT
DATED MARCH 25TH, 2022

168

INDEPENDENT AUDITORS'
REPORT

176

CONSOLIDATED
STATEMENTS OF CHANGES
IN STOCKHOLDERS' EQUITY

172

CONSOLIDATED STATEMENTS
OF FINANCIAL POSITION

178

CONSOLIDATED STATEMENTS
OF CASH FLOWS

174

CONSOLIDATED STATEMENTS OF
INCOME AND COMPREHENSIVE
INCOME

180

NOTES TO THE CONSOLIDATED
FINANCIAL STATEMENTS

Independent Auditors' Report to the Board of Directors and Stockholders of Grupo KUO, S.A.B. de C.V.

OPINION

We have audited the accompanying consolidated financial statements of Grupo KUO, S.A.B. de C.V. and Subsidiaries (the Entity or Grupo KUO), which comprise the consolidated statements of financial position as of December 31, 2021, 2020 and 2019 and the related consolidated statements of income and comprehensive income, the consolidated statements of changes in stockholders' equity and the consolidated statements of cash flows, for the years then ended, and notes to the consolidated financial statements, including a summary of the significant accounting policies applied.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of Grupo KUO, S.A.B. de C.V. and Subsidiaries as of December 31, 2021, 2020 and 2019, and their consolidated financial performance and their consolidated cash flows for the years then ended in accordance with International Financial Reporting Standards (IFRS), issued by the International Accounting Standards Board.

BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing (ISA). Our responsibilities under those standards are further described in the Independent Auditors' Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Entity in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code) together with the Ethics Code issued by the Mexican Institute of Public Accountants (IMCP Code), and we have fulfilled our other ethical responsibilities in accordance with the IESBA Code and the IMCP Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

OTHER MATTERS

Composition of Grupo KUO

As indicated in Note 6 to the accompanying consolidated financial statements, Grupo KUO is an industrial conglomerate composed of three Segments: Consumer, engaged mainly in the production and sale of pork meat and consumer products (including processed food and beverages); Chemical, engaged in the manufacture and sale of plastics and chemical products; and Automotive, mainly engaged in the production and sale of transmissions and auto-parts.

TRANSLATION OF FINANCIAL STATEMENTS

The accompanying consolidated financial statements have been translated into English for the convenience of readers.

KEY AUDIT MATTERS

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were selected from those communicated to Grupo KUO's Management and Audit Committee, but are not intended to represent all the matters discussed with them. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. We have determined that the matters described below are the key audit matters, which should be communicated in our report.

a) Sinister in a Consumer Segment plant

As mentioned in Note 2 and 27, on May 3, 2020, a fire occurred at the processing plant of Sahé (main inventory processor of the pork segment), located in Mérida, Yucatán. The purpose of this property was to carry out the slaughter and maquila activities of pork meat. The total fire-affected property, plant and equipment, inventories and other costs for Ps.2,053.5 million and in December 2021 the Entity concluded the liquidation process with the insurance, recovering a total of Ps.2,955.8 million. In relation to the recording of the effects of the sinister, there is a risk that the determination of the valuation due to impairment of damaged assets is not reasonable, as well as the recognition of income for the recovery of insurance for fixed assets, inventories, expenses and consequential losses.

Our audit and specialist procedures included the review of the internal reports of the damaged assets, reports and agreements with the insurance company, expert opinions and accounting records carried out, including the evaluation of the procedures used by the Administration to record in an adequate and timely manner the effects derived from the sinister. The results of our audit procedures were reasonable.

b) Revenue recognition (applicable to all Segments)

There is a risk related to the appropriate revenue recognition from sales of goods performed in Grupo KUO's different Segments.

Given the different types of revenues that Grupo KUO generates from each Segment's operation, we apply audit procedures in which we verify that the revenues from the sale of goods is recognized when control of the goods has been transferred to the customers, including understanding the business, the analysis of the contracts with customers and identification of multiple deliverables, the validation of key internal controls, testing operating effectiveness of controls, as well as shipping and delivery procedures for goods to clients. The results of our audit procedures were reasonable.

OTHER INFORMATION INCLUDED IN THE DOCUMENT CONTAINING THE AUDITED FINANCIAL STATEMENTS

Grupo KUO's Management is responsible for the other information. The other information will comprise the information that will be incorporated into the Annual Report which Grupo KUO is required to prepare in accordance with Article 33, section I, subsection b) of Title Fourth, Chapter First, of the General Provisions Applicable to Issuers and Other Stock Market Participants in Mexico, and the Instructions which accompany these provisions (the Provisions). The Annual Report is expected to be available for our reading after the date of this audit report.

Our opinion on the consolidated financial statements will not cover the other information and we will not express any form of assurance thereon.

In relation to our audit of the consolidated financial statements, our responsibility will be to read the Annual Report, when it is available, and when we do so, to consider whether the other information contained therein is materially inconsistent with the consolidated financial statements or with our

understanding obtained during the audit, or appears to contain a material misstatement. When we read the Annual Report we will issue the legend on the reading of the annual report, as required by Article 33, section I, and subsection b) numeral 1.2 of the Provisions.

RESPONSIBILITIES OF GRUPO KUO'S MANAGEMENT AND AUDIT COMMITTEE KUO FOR THE ACCOMPANYING CONSOLIDATED FINANCIAL STATEMENTS

Management of Grupo KUO is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with IFRS, and for such internal control as Management determines is necessary to enable the preparation of the consolidated financial statements that are free from material misstatement, whether due to fraud or error. In preparing the consolidated financial statements, Management is responsible for assessing the ability of Grupo KUO to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless Management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

The Audit Committee is responsible for overseeing Grupo KUO's financial reporting process, review the content of the consolidated financial statements and request their approval by the Board of Directors.

INDEPENDENT AUDITORS' RESPONSIBILITIES FOR THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the accompanying consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISA will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with ISA, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control of Grupo KUO.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Management.

- Conclude on the appropriateness of Management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause Grupo KUO to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the accompanying consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient and appropriate audit evidence related to the financial information of the entities and business activities within Grupo KUO to express an opinion on the accompanying consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with Grupo KUO's Management and Audit Committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during the audit.

We also provide Grupo KUO's Management and Audit Committee with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance of Grupo KUO, we determined those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditors' report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

GALAZ, YAMAZAKI, RUIZ URQUIZA, S.C.

Member of Deloitte Touche Tohmatsu Limited

C.P.C. Manuel Nieblas Rodríguez

March 25th, 2022

Consolidated Statements of Financial Position

GRUPO KUO, S.A.B. DE C.V. AND SUBSIDIARIES

AS OF DECEMBER 31, 2021, 2020 AND 2019

(THOUSANDS OF MEXICAN PESOS)

Assets	Notes	2021	2020	2019
Assets:				
Current assets:				
Cash and cash equivalents	7 Ps.	4,379,304 Ps.	4,812,690 Ps.	1,541,076
Accounts and notes receivable, net	8	4,491,219	3,322,628	2,725,846
Accounts receivable from related parties	24	158,434	115,355	169,567
Inventories, net	9	7,609,345	5,897,273	5,794,311
Biological assets	10	1,692,156	1,354,980	1,206,260
Prepaid expenses		280,793	157,502	336,691
Assets classified as held for sale		-	28,573	15,478
Total current assets		18,611,251	\$15,689,001	11,789,229
Non - current assets:				
Property, plant and equipment, net	11	11,973,361	10,613,585	12,097,792
Right-of-use asset	12	1,379,578	1,628,374	1,763,868
Biological assets	10	579,070	449,826	398,067
Intangible and other assets, net	15	5,028,745	5,527,801	5,968,257
Investments in joint ventures and other investments	14	11,454,994	10,613,490	11,336,080
Other accounts receivable		94,473	11,138	14,983
Accounts receivable from related parties	24	111,344	111,816	104,960
Deferred income tax	25	1,087,652	1,250,821	819,754
Total non - current assets		31,709,217	30,206,851	32,503,761
Total assets		Ps. 50,320,468	Ps. 45,895,852	Ps. 44,292,990

Liabilities and stockholders' equity	Notes	2021	2020	2019
Liabilities				
Current liabilities:				
Bank loans and current portion of long-term debt	20 Ps.	551,995 Ps.	487,628 Ps.	276,968
Notes and accounts payable to suppliers		10,072,373	7,264,190	7,021,850
Short-term lease liability		324,678	329,667	315,200
Other accounts payable and accrued liabilities	21	5,693,574	4,226,678	3,731,107
Derivative financial instruments	18	808	-	-
Accounts payable to related parties	24	46,864	4,580	21,355
Total current liabilities		16,690,292	12,312,743	11,366,480
Non - current liabilities:				
Bank loans	20	14,511,388	16,269,859	15,313,216
Lease liability		1,159,238	1,387,095	1,486,274
Employee benefits	22	661,677	659,759	668,567
Deferred income taxes	25	923,467	1,051,066	1,033,771
Deferred income tax arising from tax deconsolidation	25	143,439	290,740	476,542
Total non - current liabilities		17,399,209	19,658,519	18,978,370
Total liabilities		34,089,501	31,971,262	30,344,850
Stockholders' equity:				
Contributed capital-				
Capital stock	23 Ps.	2,727,534 Ps.	2,727,534 Ps.	2,727,534
Shares repurchase reserve		(626,062)	(587,938)	(530,237)
Earned capital-				
Retained earnings		12,195,802	9,924,492	10,503,529
Foreign operations translation effect		568,528	568,492	568,524
Derivative financial instruments	18	(566)	-	-
Actuarial loss from employee benefits		(120,237)	(144,691)	(130,685)
Equity in other comprehensive income of joint ventures		1,485,696	1,436,157	809,107
Controlling interest		16,230,695	13,924,046	13,947,772
Non - controlling interest	13	272	544	368
Total stockholders' equity		16,230,967	13,924,590	13,948,140
Total liabilities and stockholders' equity		Ps. 50,320,468	Ps. 45,895,852	Ps. 44,292,990

See accompanying notes to consolidated financial statements.

Consolidated Statements of Income and Comprehensive Income

GRUPO KUO, S.A.B. DE C.V. AND SUBSIDIARIES

FOR THE YEARS ENDED DECEMBER 31, 2021, 2020 AND 2019

(THOUSANDS OF MEXICAN PESOS, EXCEPT SHARES AND EARNINGS PER COMMON SHARE)

	Notes	2021	2020	2019
Continuing operations:				
Net sales		Ps. 40,309,414	Ps. 30,935,869	Ps. 27,796,811
Cost of sales	26	33,987,847	25,749,667	22,248,726
Gross profit		6,321,567	5,186,202	5,548,085
Administrative expenses	26	1,842,908	1,591,172	1,594,656
Selling and distribution expenses	26	2,529,473	2,496,783	2,394,688
General expenses		4,372,381	4,087,955	3,989,344
Equity in results of joint ventures	14	1,441,336	1,085,187	1,034,553
Other (income) expenses, net	27	(1,121,642)	930,776	(448,967)
Income from operations		4,512,164	1,252,658	3,042,261
Interest income		73,316	29,223	37,209
Interest expense		(912,914)	(1,095,159)	(814,988)
Other financial expenses		(263,950)	(212,040)	(245,042)
Exchange (loss) gain, net		(215,867)	(516,514)	444,380
Income (loss) before income taxes and discontinued operations		3,192,749	(541,832)	2,463,820
Income taxes expense	25	482,716	30,159	233,295
Income (loss) from continuing operations		2,710,033	(571,991)	2,230,525
Discontinued operations:				
Income from discontinued operations, net of income taxes		-	2,015	2,150
Consolidated net income (loss)		2,710,033	(569,976)	2,232,675
Other comprehensive income (loss):				
Items that will not be reclassified subsequently to profit or loss, net of income taxes:				
Actuarial loss from employee benefits	22	(15,787)	(30,152)	(51,077)

	Notes	2021	2020	2019
Items that will be reclassified to profit or loss, net of income taxes:				
Cumulative translation adjustment		Ps. (250)	Ps. 236	Ps. (296,473)
Derivative financial instruments	18	(566)	-	423
Equity in other comprehensive income of joint ventures	14	45,712	627,050	(348,727)
Total other comprehensive income (loss)		29,109	597,134	(695,854)
Consolidated comprehensive income		Ps. 2,739,142	Ps. 27,158	Ps. 1,536,821
Distribution of consolidated income (loss):				
Controlling interest		Ps. 2,710,040	Ps. (569,884)	Ps. 2,232,685
Non - controlling interest		(7)	(92)	(10)
		Ps. 2,710,033	Ps. (569,976)	Ps. 2,232,675
Distribution of consolidated comprehensive income:				
Controlling interest		Ps. 2,739,404	Ps. 26,982	Ps. 1,536,847
Non - controlling interest		(262)	176	(26)
		Ps. 2,739,142	Ps. 27,158	Ps. 1,536,821
Basic earnings (loss) per common share:				
From continuing operations		Ps. 5.94	Ps. (1.25)	Ps. 4.89
From discontinued operations		Ps. 0.00	Ps. 0.00	Ps. 0.00
Basic earnings (loss) per share		Ps. 5.94	Ps. (1.25)	Ps. 4.89
Net income (loss) from controlling interest without repurchased shares		Ps. 6.17	Ps. (1.30)	Ps. 5.07
Weighted average common shares outstanding		456,366,148	456,366,148	456,366,148
Weighted average common shares outstanding without repurchased shares		438,881,953	439,978,738	440,586,096

See accompanying notes to consolidated financial statements.

Consolidated Statements of Changes in Stockholders' Equity

GRUPO KUO, S.A.B. DE C.V. AND SUBSIDIARIES

FOR THE YEARS ENDED DECEMBER 31, 2021, 2020 AND 2019

(IN THOUSANDS OF MEXICAN PESOS, EXCEPT SHARES INFORMATION)

	Contributed capital				Earned Capital							
	Number of Shares	Capital stock	Shares repurchase reserve	Retained earnings	Foreign operations translation effect	Derivative financial instruments	Actuarial loss from employee benefits	Equity in other comprehensive income of joint ventures	Controlling interest	Non - controlling interest	Total stockholders' equity	
Balances at January 1, 2019	456,366,148 Ps.	2,727,534 Ps.	(510,570) Ps.	8,667,904	Ps.	864,955 Ps.	(423) Ps.	(82,282) Ps.	1,157,834 Ps.	12,824,952 Ps.	593 Ps.	12,825,545
Recycling of actuarial losses due to employee benefit from recovery of plan assets	-	-	-	(2,674)	-	-	2,674	-	-	-	-	-
Dividends declared	-	-	-	(401,602)	-	-	-	-	(401,602)	-	-	(401,602)
Dilution of non - controlling interest	-	-	-	173	27	-	(1)	-	199	(199)	-	-
Sale of repurchased common shares, net	-	-	(19,667)	7,043	-	-	-	-	(12,624)	-	-	(12,624)
Consolidated comprehensive income	-	-	-	2,232,685	(296,458)	423	(51,076)	(348,727)	1,536,847	(26)	-	1,536,821
Balances at December 31, 2019	456,366,148	2,727,534	(530,237)	10,503,529	568,524	-	(130,685)	809,107	13,947,772	368	-	13,948,140
Recycling of actuarial losses due to employee benefit from recovery of plan assets	-	-	-	(16,146)	-	-	\$16,146	-	-	-	-	-
Sale of repurchased common shares, net	-	-	(57,701)	6,993	-	-	-	-	(50,708)	-	-	(50,708)
Consolidated comprehensive income	-	-	-	(569,884)	(32)	-	(30,152)	627,050	26,982	176	-	27,158
Balances at December 31, 2020	456,366,148	2,727,534	(587,938)	9,924,492	568,492	-	(144,691)	1,436,157	13,924,046	544	-	13,924,590
Recycling of actuarial losses due to employee benefit from recovery of plan assets	-	-	-	(44,068)	-	-	40,241	3,827	-	-	-	-
Dividends declared	-	-	-	(410,729)	-	-	-	-	(410,729)	-	-	(410,729)
Dilution of non - controlling interest	-	-	-	(21)	31	-	-	-	10	(10)	-	-
Sale of repurchased common shares, net	-	-	(38,124)	16,088	-	-	-	-	(22,036)	-	-	(22,036)
Consolidated comprehensive income	-	-	-	2,710,040	5	(566)	(15,787)	45,712	2,739,404	(262)	-	2,739,142
Balances at December 31, 2021	456,366,148 Ps.	2,727,534 Ps.	(626,062) Ps.	12,195,802	Ps.	568,528 Ps.	(566) Ps.	(120,237) Ps.	1,485,696 Ps.	16,230,695 Ps.	272 Ps.	16,230,967

See accompanying notes to consolidated financial statements.

Consolidated Statements of Cash Flows

GRUPO KUO, S.A.B. DE C.V. AND SUBSIDIARIES
FOR THE YEARS ENDED DECEMBER 31, 2021, 2020 AND 2019
(THOUSANDS OF MEXICAN PESOS)

	2021	2020	2019
Cash flows from operating activities:			
Consolidated net income (loss)	Ps. 2,710,033	Ps. (569,976)	Ps. 2,232,675
Adjustments for:			
Income tax expense from continuing operations	482,716	30,159	233,295
Depreciation and amortization of continuing operations	1,651,914	1,661,460	921,502
Loss on sale of property, plant and equipment of continuing operations	6,599	18,700	15,851
Income (loss) in sinister of property, plant and equipment	(669,656)	661,270	-
Profit on sale of other assets	(44,485)	-	-
Net period cost for employee benefit plans of continuing operations	42,126	13,895	57,342
Impairment of property, plant and equipment of continued operations	17,934	6,545	92,715
Cancellation of provision	-	-	(455,605)
Depreciation of right-of-use asset	266,626	271,921	251,566
Disposals of right-of-use asset	(16,727)	(10,741)	(101)
Other financial expenses	263,950	212,040	245,042
Equity in results of joint ventures	(1,441,336)	(1,085,187)	(1,034,553)
Interest expense from continuing operations	912,914	1,095,159	814,988
Profit on sale of shares	(18,265)	-	-
Interest income from continuing operations	(73,316)	(29,223)	(37,209)
	4,091,027	2,276,022	3,337,508
Changes in working capital:			
(Increase) decrease in:			
Accounts receivable	(917,657)	(460,471)	(45,590)
Inventories	(1,712,072)	(102,962)	(749,147)
Biological assets	(466,420)	(200,479)	(23,067)
Other accounts receivable and other assets	(405,376)	(26,622)	(52,420)
Increase (decrease) in:			
Notes and accounts payable to suppliers	3,281,796	324,280	126,782
Other payables and accrued liabilities	1,302,431	616,065	182,948
Accounts payable to related parties	(323)	30,581	(6,593)
Income taxes paid	(599,390)	(561,516)	(486,560)
Net cash flows generated by operating activities	4,574,016	1,894,898	2,283,861

	2021	2020	2019
Cash flows from investing activities:			
Acquisition of property, plant and equipment	(2,246,947)	(871,571)	(1,493,732)
Proceeds from sale of property, plant and equipment	19,149	5,387	1,053,180
Proceeds from others assets	69,207	-	23,768
Dividends from joint ventures	645,984	2,434,847	575,823
Investment on intangible assets	(524,499)	(183,536)	(1,449,240)
Sale in shares	18,265	-	-
Interest received	73,316	29,223	37,209
Claim recovery from properties, plant and sinister equipment	669,656	921,505	-
Net cash flows (used in) generated by investing activities	(1,275,869)	2,335,855	(1,252,992)
Cash flows from financing activities:			
Proceeds from debt	-	2,355,173	8,624,690
Payments of debt	(2,147,462)	(1,573,343)	(7,087,623)
Expenses associated with bond issuance	-	-	(22,995)
Other financial expenses	(263,950)	(212,040)	(245,042)
Lease payments	(344,749)	(356,692)	(321,265)
Interest paid	(756,861)	(967,370)	(1,036,967)
Dividends paid	(394,641)	(200,674)	(200,674)
(Repurchase) proceeds of common shares, net of dividends	(38,124)	(50,708)	(12,624)
Net cash flows used in in financing activities	(3,945,787)	(1,005,654)	(302,500)
Effects of exchange rate changes on cash and cash equivalents	214,254	46,515	(290,270)
Net (decrease) increase in cash and cash equivalents	(433,386)	3,271,614	438,099
Cash and cash equivalents at beginning of year	4,812,690	1,541,076	1,102,977
Cash and cash equivalents at end of year	Ps. 4,379,304	Ps. 4,812,690	Ps. 1,541,076

See accompanying notes to consolidated financial statements.

Notes to the Consolidated Financial Statements

GRUPO KUO, S. A. B. DE C. V. Y SUBSIDIARIAS

FOR THE YEARS ENDED DECEMBER 31, 2021, 2020 AND 2019

(THOUSANDS OF MEXICAN PESOS (PS.) AND THOUSANDS OF DOLLARS (US))

1. PRINCIPAL ACTIVITIES

Grupo KUO, S.A.B. de C.V. ("KUO" or together with its subsidiaries, the "Entity") holds the shares of entities located in Mexico, United States of America, Spain, Belgium and China, that are engaged mainly in the manufacture and sale of consumer business products (including processed food, beverages and pork meat), plastics, chemical products and auto parts. The Entity is incorporated in Mexico City and its address is Paseo de los Tamarindos No. 400-B, Piso 31, Colonia Bosques de las Lomas, C.P. 05120.

The financial statements are presented in thousands of Mexican pesos. Overseas operations are included in compliance with the policies set out in Note 4.

2. SIGNIFICANT EVENTS

• Pandemic due to COVID 19

On March 11, 2020, the World Health Organization (WHO) declared COVID-19 as a Global Pandemic, its expansion led to a series of containment measures in the different geographies where the Entity operates and a series of health security measures was taken by the Mexican authorities and by the different governments where the Entity operates to stop the spread of this virus.

During 2021 and 2020, the Entity implemented strict security protocols in accordance with the guidelines issued by the different government entities focused on guaranteeing the continuity of operations and the safety of employees, plants and offices, including: (i) remote work of 90% of the administrative areas, (ii) rescheduling of work shifts in plants to avoid overcrowding of spaces, (iii) modification to the infrastructure to maintain a healthy distance and (iv) strengthening the information technology platforms, among others. The expenses related to the implementation of this security and operational continuity measures amounted to Ps. 68 and Ps.96 million pesos as of December 31, 2021 and 2020 respectively, which were recorded under other expenses.

During the 2021 financial year, the Entity continued with the hybrid-operating model without operational disruption, on the other hand, the world economy began its recovery as the vaccination programs against COVID-19 were implemented, helping to reduce restrictions on blockades, promoting the growth of commercial activity and the recovery of mobility. Consequently, the demand for petrochemical products in applications for the tire, industrial, adhesive and electronic segments of the Synthetic Rubber and Polymer businesses, as well as the increase in exports from the Transmissions segment and the consumption of the Automotive Parts market represented a significant improvement of over 100% compared to 2020 in the Entity's operating flow.

As of the date of issuance of the consolidated financial statements, despite the profound impact that COVID-19 is having on human health, the economy and society throughout the world, the Entity had no significant adverse effects on the situation and consolidated financial performance, except on the Automotive Transmissions segment, which generated an operating loss of Ps.217.5 and Ps.789.7 million and a net loss of Ps.286.9 and Ps.1,370 million for the year ended December 31, 2021 and 2020, respectively. With the information available to date, for the year 2022 the Entity does not expect significant impacts on its financial results and consolidated cash flows.

• Processing plant fire

On May 3, 2020, one of the processing plants of the Pork business, located in Sahé, Yucatán, suffered a severe fire, affecting machinery, building, equipment and inventories. In December 2021, the Entity concluded the liquidation process with the insurance, recovering a total of Ps.2,955.8 million. For further details, see Note 27 to the consolidated financial statements.

• Credit line disposal and credit payment

During 2020 and 2019, KUO contracted and renewed committed credit lines with different financial institutions for Ps.2,701 million and Ps.8,625 million, respectively. The resources were mainly used to refinance debt and to continue investments in projects in the Consumer and Automotive Segments. Further detail of these credits are included in Note 20 to the consolidated financial statements.

• Investments in projects

During 2021, 2020 and 2019, the Entity made significant investments in strategic projects for the Consumer and Automotive Segments for Ps.1,967 million, Ps.854 million and Ps.1,576 million in property, plant and equipment, respectively, and for Ps.524 million, Ps.184 million and Ps.1,404 million in intangible assets, respectively, mainly in the construction of new production facilities to expand the installed capacity and the development of new products.

• Labor Reform

On April 23, 2021, the Reform that regulates the personnel-subcontracting regime ("outsourcing") was approved and published in the Official Gazette of the Federation. To comply with the new provisions, the Entity carried out the following actions (i) corresponding classification between service providers and operating employees, (ii) certification of certain companies as specialized service providers and (iii) the analysis and expansion of processes based on technological infrastructure, for the management of specialized service providers.

3. ADOPTION OF NEW AND REVISED INTERNATIONAL FINANCIAL REPORTING STANDARDS

- **Application of new and revised International Financing Reporting Standards (“IFRS” or “IAS”) that are mandatorily effective for the current year**

In the current year, the Entity has applied a number of amendments to IFRS issued by the International Accounting Standards Board (“IASB”) that are mandatorily effective for an accounting period that begins on or after January 1, 2021.

Impact of the initial application of Interest Rate Benchmark Reform

In the prior year, the Group adopted the Phase 1 amendments Interest Rate Benchmark Reform—Amendments to IFRS 9/IAS 39 and IFRS 7. These amendments modify specific hedge accounting requirements to allow hedge accounting to continue for affected hedges during the period of uncertainty before the hedged items or hedging instruments are amended as a result of the interest rate benchmark reform.

In the current year, the Group adopted the Phase 2 amendments *Interest Rate Benchmark Reform—Amendments to IFRS 9, IAS 39, IFRS 7, IFRS 4 and IFRS 16*. Adopting these amendments enables the Group to reflect the effects of transitioning from interbank offered rates (IBOR) to alternative benchmark interest rates (also referred to as ‘risk free rates’ or RFRs) without giving rise to accounting impacts that would not provide useful information to users of financial statements.

The Phase 1 amendment is not relevant for the Group, since it does not apply hedge accounting to its reference interest rate exposure. On the other hand, the Phase 2 amendment will begin to be relevant for the Group since at the beginning of 2022, modifications have begun to be made to some debt financial instruments and it is expected that modifications will continue to be made going forward.

The amendments are relevant to the Group’s financial instruments, whose maturity extends beyond June 2023, the date on which said reform is expected to be implemented:

- Bank loans referenced to LIBOR whose maturity is beyond June 2023.
- Lease liabilities referenced to LIBOR.

As a result of the Phase 2 modifications:

- When the contractual terms of the Group’s loans are modified, as a direct consequence of the reference rate reform, and the new basis for determining the contractual cash flows is equivalent to the basis immediately preceding the change, the Group will change the basis for determining the contractual cash flows prospectively by reviewing the effective interest rate. If additional changes are made, which are not directly related to the reform, the requirements of IFRS 9 apply to other modifications. See note 16 for further details regarding LIBOR-linked bank loans. At the beginning of 2022, a new bank loan was made where the interest rate already refers to SOFR, the resources received were used to prepay a bank loan that referred to LIBOR.

- When a lease is modified as a result of the benchmark rate reform and the new basis for determining the lease payments is economically equivalent to the previous basis, the Group remeasures the lease liability to reflect the discounted lease payment, using a revised discount rate that reflects the change in the basis for determining the contractual cash flows.

Interest rate risk management

The Group is exposed to interest rate risk because the Group entities request loans at fixed and variable interest rates. The risk is managed by the Group evaluating the appropriate combination between fixed and variable rate loans.

The Group has closely monitored the market through the announcements made by the IBOR regulators. The FCA (Financial Conduct Authority) has confirmed that all LIBOR configurations will no longer be provided by any administrator or will no longer be representative:

- Immediately after December 31, 2021, for all sterling, euro, Swiss franc and Japanese yen configurations, and 1-week and 2-month US dollar configurations; and
- Immediately after June 30, 2023, for all remaining US dollar configurations.

In response to the announcements, the Group has set a transition related to IBOR reform comprising the following work streams: risk management, tax, treasury, legal, accounting and systems. The program is in charge of the CFO, mainly carried out by the treasury and financing area.

Risks derived from the reform of the reference interest rate:

The following are the key risks for the Group arising from the transition:

1. Interest rate basis risk: If bilateral negotiations with the Group’s counterparties are not successfully concluded before LIBOR ceases, there are significant uncertainties regarding the interest rate that would apply. This gives rise to additional interest rate risk that was not anticipated when the contracts were entered into.
2. Liquidity risk: There are fundamental differences between LIBOR and the different alternative reference rates that the Group will adopt. LIBOR are forward rates published for a period (for example, 3 months) at the beginning of the period and include an interbank credit spread, while alternative benchmark rates are overnight risk-free rates published at the end of a one-day period. no built-in credit spread or forward rates (built from risk-free overnight rates). These differences will result in additional uncertainty regarding variable rate interest payments, requiring additional liquidity management.

3. Litigation risk: If no agreement is reached to implement benchmark interest rate reform in existing contracts (for example, as a result of a different interpretation of existing alternative terms), there is a risk of disputes lengthy negotiations with counterparties that could give rise to additional legal and other costs. The Group is working closely with all counterparties to prevent this from happening.

Note 18 provides the required disclosures related to these modifications.

Impact of the initial application of COVID-19-Related Rent Concessions beyond 30 June 2021—Amendment to IFRS 16

In the prior year, the Group early adopted Covid-19-Related Rent Concessions (Amendment to IFRS 16) that provided practical relief to lessees in accounting for rent concessions occurring as a direct consequence of COVID-19, by introducing a practical expedient to IFRS 16.

In March 2021, the IASB issued Income Concessions related to COVID-19 after June 30, 2021 (amendment to IFRS 16). When the IASB published the amendments to IFRS 16 in May 2020, the lessor was allowed to apply the rent allowance practical expedient for any reduction in lease payments affecting the original payments before or as of June 30, 2021. Due to the nature of the COVID-19 pandemic, the amendment extended a practical expedient to apply those original payments before or on June 30, 2022.

In the current financial year, the Group has applied the amendment to IFRS 16 (as issued by the Board in May 2021) in advance of its effective date.

The practical expedient permits a lessee to elect not to assess whether a COVID-19-related rent concession is a lease modification. A lessee that makes this election shall account for any change in lease payments resulting from the COVID-19-related rent concession applying IFRS 16 as if the change were not a lease modification.

The practical expedient applies only to rent concessions occurring as a direct consequence of COVID-19 and only if all of the following conditions are met:

- a) The change in lease payments results in revised consideration for the lease that is substantially the same as, or less than, the consideration for the lease immediately preceding the change.
- b) Any reduction in lease payments affects only payments originally due on or before June 30, 2022 (a rent concession meets this condition if it results in reduced lease payments on or before June 30, 2022 and increased lease payments that extend beyond June 30, 2022);
- c) There is no substantive change to other terms and conditions of the lease

During the year, the Entity has decided to apply the amendments to IFRS 16 (as issued by the IASB in April 2020) in advance, and the effect of this application on the financial information for 2021 and 2020 was immaterial.

• **New and revised IFRS Standards in issue but not yet effective**

At the date of authorization of these financial statements, the Entity has not applied the following new and revised IFRS Standards that have been issued but are not yet effective:

IFRS 10 and IAS 28 (amendments)	<i>Sale or Contribution of Assets between an Investor and its Associate or Joint Venture</i>
Amendments to IAS 1	<i>Classification of Liabilities as Current or Non-current</i>
Amendments to IFRS 3	<i>Reference to the Conceptual Framework</i>
Amendments to IAS 16	<i>Property, Plant and Equipment—Proceeds before Intended Use</i>
Annual Improvements to IFRS Standards 2018-2020	<i>Amendments to IFRS 1 First-time Adoption of International Financial Reporting Standards, IFRS 9 Financial Instruments, IFRS 16 Leases</i>

The administration does not expect that the adoption of the Standards listed above will have a material impact on the financial statements of the Entity in future periods.

Amendments to IFRS 10 Consolidated Financial Statements and IAS 28 Investments in Associates and Joint Ventures—Sale or Contribution of Assets between an Investor and its Associate or Joint Venture

The amendments to IFRS 10 and IAS 28 deal with situations where there is a sale or contribution of assets between an investor and its associate or joint venture. Specifically, the amendments state that gains or losses resulting from the loss of control of a subsidiary that does not contain a business in a transaction with an associate or a joint venture that is accounted for using the equity method, are recognized in the parent's profit or loss only to the extent of the unrelated investors' interests in that associate or joint venture. Similarly, gains and losses resulting from the remeasurement of investments retained in any former subsidiary (that has become an associate or a joint venture that is accounted for using the equity method) to fair value are recognized in the former parent's profit or loss only to the extent of the unrelated investors' interests in the new associate or joint venture.

The effective date of the amendments has yet to be set by the Board; however, earlier application of the amendments is permitted. The directors of the Company anticipate that the application of these amendments may have an impact on the Group's consolidated financial statements in future periods should such transactions arise.

Amendments to IAS 1 Presentation of Financial Statements—Classification of Liabilities as Current or Noncurrent

The amendments to IAS 1 affect only the presentation of liabilities as current or non-current in the statement of financial position and not the amount or timing of recognition of any asset, liability, income or expenses, or the information disclosed about those items.

The amendments clarify that the classification of liabilities as current or non-current is based on rights that are in existence at the end of the reporting period, specify that classification is unaffected by expectations about whether an entity will exercise its right to defer settlement of a liability, explain that rights are in existence if covenants are complied with at the end of the reporting period, and introduce a definition of 'settlement' to make clear that settlement refers to the transfer to the counterparty of cash, equity instruments, other assets or services.

The amendments are applied retrospectively for annual periods beginning on or after January 1, 2023, with early application permitted.

Amendments to IFRS 3 Business Combinations—Reference to the Conceptual Framework

The amendments update IFRS 3 so that it refers to the 2018 Conceptual Framework instead of the 1989 Framework. They also add to IFRS 3 a requirement that, for obligations within the scope of IAS 37, an acquirer applies IAS 37 to determine whether at the acquisition date a present obligation exists as a result of past events. For a levy that would be within the scope of IFRIC 21 Levies, the acquirer applies IFRIC 21 to determine whether the obligating event that gives rise to a liability to pay the levy has occurred by the acquisition date.

Finally, the amendments add an explicit statement that an acquirer does not recognize contingent assets acquired in a business combination.

The amendments are effective for business combinations for which the date of acquisition is on or after the beginning of the first annual period beginning on or after 1 January 2022. Early application is permitted if an entity also applies all other updated references (published together with the updated Conceptual Framework) at the same time or earlier.

Amendments to IAS 16 Property, Plant and Equipment—Proceeds before Intended Use

The amendments prohibit deducting from the cost of an item of property, plant and equipment any proceeds from selling items produced before that asset is available for use, i.e. proceeds while bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Consequently, an entity recognizes such sales proceeds and related costs in profit or loss. The entity measures the cost of those items in accordance with IAS 2 Inventories.

The amendments also clarify the meaning of 'testing whether an asset is functioning properly'. IAS 16 now specifies this as assessing whether the technical and physical performance of the asset is such that it is capable of being used in the production or supply of goods or services, for rental to others, or for administrative purposes.

If not presented separately in the statement of comprehensive income, the financial statements shall disclose the amounts of proceeds and cost included in profit or loss that relate to items produced that are not an output of the entity's ordinary activities, and which line item(s) in the statement of comprehensive income include(s) such proceeds and cost.

The amendments are applied retrospectively, but only to items of property, plant and equipment that are brought to the location and condition necessary for them to be capable of operating in the manner intended by management on or after the beginning of the earliest period presented in the financial statements in which the entity first applies the amendments.

The entity shall recognize the cumulative effect of initially applying the amendments as an adjustment to the opening balance of retained earnings (or other component of equity, as appropriate) at the beginning of that earliest period presented.

The amendments are effective for annual periods beginning on or after January 1, 2022, with early application permitted.

Annual Improvements to IFRS Standards 2018-2020

The Annual Improvements include amendments to four Standards:

IFRS 9 Financial Instruments

The amendment clarifies that in applying the '10 per cent' test to assess whether to derecognize a financial liability, an entity includes only fees paid or received between the entity (the borrower) and the lender, including fees paid or received by either the entity or the lender on the other's behalf.

The amendment is applied prospectively to modifications and exchanges that occur on or after the date, the entity first applies the amendment.

The amendment is effective for annual periods beginning on or after January 1, 2022, with early application permitted.

IFRS 16 Leases

The amendment removes the illustration of the reimbursement of leasehold improvements.

As the amendment to IFRS 16 only regards an illustrative example, no effective date is stated.

Amendments to IAS 1 Presentation of Financial Statements and IFRS Practice Statement 2 Making Materiality Judgements—Disclosure of Accounting Policies

The amendments change the requirements in IAS 1 with regard to disclosure of accounting policies. The amendments replace all instances of the term 'significant accounting policies' with 'material accounting policy information'. Accounting policy information is material if, when considered together with other information included in an entity's financial statements, it can reasonably be expected to influence decisions that the primary users of general purpose financial statements make on the basis of those financial statements.

The supporting paragraphs in IAS 1 are also amended to clarify that accounting policy information that relates to immaterial transactions, other events or conditions is immaterial and need not be disclosed.

The Board has also developed guidance and examples to explain and demonstrate the application of the 'four-step materiality process' described in IFRS Practice Statement 2.

The amendments to IAS 1 are effective for annual periods beginning on or after January 1, 2023, with earlier application permitted and are applied prospectively. The amendments to IFRS Practice Statement 2 do not contain an effective date or transition requirements.

Amendments to IAS 8 Accounting Policies, Changes in Accounting Estimates and Errors—Definition of Accounting Estimates

The amendments replace the definition of a change in accounting estimates with a definition of accounting estimates. Under the new definition, accounting estimates are "monetary amounts in financial statements that are subject to measurement uncertainty".

The definition of a change in accounting estimates was deleted. However, the Board retained the concept of changes in accounting estimates in the Standard with the following clarifications:

- A change in accounting estimate that results from new information or new developments is not the correction of an error
- The effects of a change in an input or a measurement technique used to develop an accounting estimate are changes in accounting estimates if they do not result from the correction of prior period errors

The Board added two examples (Examples 4-5) to the Guidance on implementing IAS 8, which accompanies the Standard. The Board has deleted one example (Example 3) as it could cause confusion in light of the amendments.

The amendments are effective for annual periods beginning on or after January 1, 2023 to changes in accounting policies and changes in accounting estimates that occur on or after the beginning of that period, with earlier application permitted.

Amendments to IAS 12 Income Taxes—Deferred Tax related to Assets and Liabilities arising from a Single Transaction

The amendments introduce a further exception from the initial recognition exemption. Under the amendments, an entity does not apply the initial recognition exemption for transactions that give rise to equal taxable and deductible temporary differences.

Depending on the applicable tax law, equal taxable and deductible temporary differences may arise on initial recognition of an asset and liability in a transaction that is not a business combination and affects neither accounting nor taxable profit. For example, this may arise upon recognition of a lease liability and the corresponding right-of-use asset applying IFRS 16 at the commencement date of a lease.

Following the amendments to IAS 12, an entity is required to recognize the related deferred tax asset and liability, with the recognition of any deferred tax asset being subject to the recoverability criteria in IAS 12.

The Board also adds an illustrative example to IAS 12 that explains how the amendments are applied.

The amendments apply to transactions that occur on or after the beginning of the earliest comparative period presented. In addition, at the beginning of the earliest comparative period an entity recognizes:

- A deferred tax asset (to the extent that it is probable that taxable profit will be available against which the deductible temporary difference can be utilized) and a deferred tax liability for all deductible and taxable temporary differences associated with:
 - Right-of-use assets and lease liabilities.
 - Decommissioning, restoration and similar liabilities and the corresponding amounts recognized as part of the cost of the related asset.
- The cumulative effect of initially applying the amendments as an adjustment to the opening balance of retained earnings (or other component of equity, as appropriate) at that date.

The amendments are effective for annual reporting periods beginning on or after January 1, 2023, with earlier application permitted.

4. SIGNIFICANT ACCOUNTING POLICIES

a. Statement of compliance

The consolidated financial statements have been prepared in accordance with IFRS released by IASB.

b. Basis of measurement

The consolidated financial statements have been prepared on the historical cost basis, except for certain financial instruments that are measured at fair values at the end of each period, as explained in the accounting policies included below.

i. Historical cost

Historical cost is generally based on the fair value of the consideration given in exchange for goods and services.

ii. Fair value

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique. In estimating the fair value of an asset or a liability, the Entity takes into account the characteristics of the asset or liability if market participants would consider those characteristics when pricing the asset or liability at the measurement date. Fair value for measurement and/or disclosure purposes in these consolidated financial statements is determined on such a basis, except for share-based payment transactions that are within the scope of IFRS 2, leasing transactions that are within the scope of IFRS 16, and measurements that have some similarities to fair value but are not fair value, such as net realizable value in IAS 2 or value in use in IAS 36.

iii. Going concern

Consolidated financial statements have been prepared by management assuming that the Entity will continue to operate as a working company.

c. Basis of consolidation of financial statements

The consolidated financial statements include the financial statements of KUO and the subsidiaries over which it exercises control. The joint ventures jointly controlled with one or more partners are presented as Investments in joint ventures.

The main subsidiaries of the Entity as of December 31, 2021, 2020 and 2019 are:

	Equity percentage
Consumer Segment:	
Grupo Porcícola Mexicano, S.A. de C.V.	100%
Comercializadora Porcícola Mexicana, S.A. de C.V.	100%
Chemical Segment:	
Resirene, S.A. de C.V. and Subsidiaries	100%
Automotive Segment:	
Transmisiones y Equipos Mecánicos, S.A. de C.V.	99.99%
Dacomsa, S.A. de C.V.	100%

Joint ventures of December 31, 2021, 2020 and 2019 are:

	Equity percentage
Consumer Segment:	
Herdez del Fuerte, S.A. de C.V. and Subsidiaries	50%
Chemical Segment:	
Dynasol Gestión México, S.A.P.I. de C.V. and Subsidiaries	50%
Dynasol Gestión, S.L. and Subsidiaries	50%

Control is achieved when the Entity:

- Has power over the investee;
- Is exposed, or has rights, to variable returns from its involvement with the investee; and
- Has the ability to use its power to affect its returns.

The Entity reassesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control listed above.

When the Entity has less than a majority of the voting rights of an investee, it has power over the investee when the voting rights are sufficient to give it the practical ability to direct the relevant activities of the investee unilaterally. The Entity considers all relevant facts and circumstances in assessing whether or not the Entity's voting rights in an investee are sufficient to give it power, including:

- The percentage of the Entity's holding of voting rights relative to the percentage and dispersion of voting rights of the other holders;
- Potential voting rights held by the Entity, other holders or other parties;
- Rights arising from other contractual arrangements; and
- Any additional facts and circumstances that indicate that the Entity has, or does not have, the current ability to direct the relevant activities at the time that decisions need to be made, including voting patterns at previous shareholders' meetings.

Consolidation of subsidiaries begins when the Entity obtains control over the subsidiaries and ceases when the Entity loses control of the subsidiaries. Income and expenses of subsidiaries acquired or disposed during the year are included in the consolidated statements of income and other comprehensive income from the date the Entity gains control until the date when the Entity ceases to control the subsidiaries.

Profit or loss of each component of other comprehensive income are attributed to the owners of the Entity and to the non - controlling interests. Total comprehensive income is attributed to the owners of the Entity and to the non - controlling interests even if this results in the non - controlling interests having a deficit balance.

When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies in line with the Entity's accounting policies.

All intercompany balances and transactions have been eliminated in the consolidated financial statements.

Non - controlling interests in subsidiaries are identified separately from the Entity's equity therein. Those interests of non - controlling shareholders that are present ownership interests entitling their holders to a proportionate share of net assets upon liquidation may initially be measured at fair value or at the non - controlling interests' proportionate share of the fair value of the acquiree's identifiable net assets. The choice of measurement is made on an acquisition-by-acquisition basis. Other non - controlling interests are initially measured at fair value. Subsequent to acquisition, the carrying amount of non - controlling interests is the

amount of those interests at initial recognition plus the non - controlling interests' share of subsequent changes in equity. Total comprehensive income is attributed to non - controlling interests even if these results in the non - controlling interests having a deficit balance.

Changes in the Entity's ownership interests in existing subsidiaries

Changes in the Entity's ownership interests in subsidiaries that do not result in the Entity losing control over the subsidiaries are accounted for as equity transactions. The carrying amounts of the Entity's interests and the non - controlling interests are adjusted to reflect the changes in their relative interests in the subsidiaries. Any difference between the amount by which the non - controlling interests are adjusted and the fair value of the consideration paid or received is recognized directly in equity and attributed to owners of the Entity.

When the Entity loses control of a subsidiary, a gain or loss is calculated as the difference between (i) the aggregate of the fair value of the consideration received and the fair value of any retained interest and (ii) the previous carrying amount of the assets (including goodwill), and liabilities of the subsidiary and any non - controlling interests.

All amounts previously recognized in other comprehensive income in relation to that subsidiary are accounted for as if the Entity had directly disposed of the related assets or liabilities of the subsidiary (i.e. reclassified to profit or loss or transferred to another category of equity as specified/permitted by applicable IFRS). The fair value of any investment retained in the former subsidiary at the date when control is lost is regarded as the fair value on initial recognition for subsequent accounting under IFRS 9, when applicable, the cost on initial recognition of an investment in an associate or a joint venture.

d. Segment information

Operative segments are reported consistent with the internal reports provided for the information of the Executive Committee, who are responsible for assisting KUO's Executive Chairman, which is considered the chief operating decision maker for purposes of allocation of resources and the evaluation of the performance of operating segments based on the corporate governance platform established.

e. Financial instruments

Financial assets and liabilities are recognized when the Entity becomes a party to the contractual provisions of the instruments.

Financial assets and financial liabilities are initially measured at fair value. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities (other than financial assets and financial liabilities at fair value through profit or loss) are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at fair value through profit or loss are recognized immediately in results.

f. Financial assets

All regular purchases or sales of financial assets are recognized and derecognized on a trade date basis. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the time frame established by regulation or convention in the marketplace.

All recognized financial assets are measured subsequently in their entirety at either amortized cost or fair value, depending on the classification of the financial assets.

Classification of financial assets

Debt instruments that meet the following conditions are measured subsequently at amortized cost:

- The financial asset is held within a business model whose objective is to hold financial assets in order to collect contractual cash flows; and
- The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Debt instruments that meet the following conditions are measured subsequently at fair value through other comprehensive income (FVTOCI):

- The financial asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling the financial assets; and
- The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

By default, all other financial assets are measured subsequently at fair value through profit or loss (FVTPL).

Despite the foregoing, the Entity may make the following irrevocable election / designation at initial recognition of a financial asset:

- The Entity may irrevocably elect to present subsequent changes in fair value of an equity investment in other comprehensive income if certain criteria are met (see (iii) below); and
- The Entity may irrevocably designate a debt investment that meets the amortized cost or FVTOCI criteria as measured at FVTPL if doing so eliminates or significantly reduces an accounting mismatch (see (iv) below).

Amortized cost and effective interest method

The effective interest method is a method of calculating the amortized cost of a debt instrument and of allocating interest income over the relevant period.

For financial assets other than purchased or originated credit-impaired financial assets (i.e. assets that are credit-impaired on initial recognition), the effective interest rate is the rate that exactly discounts estimated future cash receipts (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) excluding expected credit losses, through the expected life of the debt instrument, or, where appropriate, a shorter period, to the gross carrying amount of the debt instrument on initial recognition. For purchased or originated credit-impaired financial assets, a credit-adjusted effective interest rate is calculated by discounting the estimated future cash flows, including expected credit losses, to the amortized cost of the debt instrument on initial recognition.

The amortized cost of a financial asset is the amount at which the financial asset is measured at initial recognition minus the principal repayments, plus the cumulative amortization using the effective interest method of any difference between that initial amount and the maturity amount, adjusted for any loss allowance. The gross carrying amount of a financial asset is the amortized cost of a financial asset before adjusting for any loss allowance.

Interest income is recognized using the effective interest method for debt instruments measured subsequently at amortized cost and at FVTOCI. For financial assets other than purchased or originated credit-impaired financial assets, interest income is calculated by applying the effective interest rate to the gross carrying amount of a financial asset, except for financial assets that have subsequently become credit-impaired. For financial assets that have subsequently become credit-impaired, interest income is recognized by applying the effective interest rate to the amortized cost of the financial asset. If, in subsequent reporting periods, the credit risk on the credit-impaired financial instrument improves so that the financial asset is no longer credit-impaired, interest income is recognized by applying the effective interest rate to the gross carrying amount of the financial asset.

For purchased or originated credit-impaired financial assets, the Entity recognizes interest income by applying the credit-adjusted effective interest rate to the amortized cost of the financial asset from initial recognition. The calculation does not revert to the gross basis even if the credit risk of the financial asset subsequently improves so that the financial asset is no longer credit-impaired.

Interest income is recognized in profit or loss and is included in interest income in the consolidated statements of income and comprehensive income.

A financial asset is held for trading if:

- It has been acquired principally for the purpose of selling it in the near term; or
- On initial recognition it is part of a portfolio of identified financial instruments that the Entity manages together and has evidence of a recent actual pattern of short-term profit-taking; or;
- it is a derivative (except for a derivative that is a financial guarantee contract or a designated and effective hedging instrument).

Foreign exchange gains and losses

The carrying amount of financial assets that are denominated in a foreign currency is determined in that foreign currency and translated at the spot rate at the end of each reporting period. Specifically;

- For financial assets measured at amortized cost that are not part of a designated hedging relationship, exchange differences are recognized in profit or loss.
- For debt instruments measured at FVTOCI that are not part of a designated hedging relationship, exchange differences on the amortized cost of the debt instrument are recognized in profit or loss.
- For financial assets measured at FVTPL that are not part of a designated hedging relationship, exchange differences are recognized in the statement of income and other comprehensive income.
- For equity instruments measured at FVTOCI, exchange differences are recognized in other comprehensive income in the investments revaluation reserve.

See hedge accounting policy regarding the recognition of exchange differences where the foreign currency risk component of a financial asset is designated as a hedging instrument for a hedge of foreign currency risk.

Impairment of financial assets

The Entity recognizes a loss allowance for expected credit losses on investments in debt instruments that are measured at amortized cost or at FVTOCI, lease receivables, trade receivables and contract assets, as well as on financial guarantee contracts. The amount of expected credit losses is updated at each reporting date to reflect changes in credit risk since initial recognition of the respective financial instrument.

The Entity always recognizes lifetime ECL for trade receivables, contract assets and lease receivables. The expected credit losses on these financial assets are estimated using a provision matrix based on the Entity's historical credit loss experience, adjusted for factors that are specific to the debtors, general economic conditions and an assessment of both the current as well as the forecast direction of conditions at the reporting date, including time value of money where appropriate.

For all other financial instruments, the Entity recognizes lifetime ECL when there has been a significant increase in credit risk since initial recognition. However, if the credit risk on the financial instrument has not increased significantly since initial recognition, the Entity measures the loss allowance for that financial instrument at an amount equal to 12-month ECL.

Lifetime ECL represents the expected credit losses that will result from all possible default events over the expected life of a financial instrument. In contrast, 12-month ECL represents the portion of lifetime ECL that is expected to result from default events on a financial instrument that are possible within 12 months after the reporting date.

Significant increase in credit risk

In assessing whether the credit risk on a financial instrument has increased significantly since initial recognition, the Entity compares the risk of a default occurring on the financial instrument at the reporting date with the risk of a default occurring on the financial instrument at the date of initial recognition. In making this assessment, the Entity considers both quantitative and qualitative information that is reasonable and supportable, including historical experience and forward-looking information that is available without undue cost or effort. Forward-looking information considered includes the future prospects of the industries in which the Entity's debtors operate, obtained from economic expert reports, financial analysts, governmental bodies, relevant think-tanks and other similar organizations, as well as consideration of various external sources of actual and forecast economic information that relate to the Entity's core operations.

In particular, the following information is taken into account when assessing whether credit risk has increased significantly since initial recognition:

- An actual or expected significant deterioration in the financial instrument's external (if available) or internal credit rating;
- Significant deterioration in external market indicators of credit risk for a particular financial instrument, e.g. a significant increase in the credit spread, the credit default swap prices for the debtor, or the length of time or the extent to which the fair value of a financial asset has been less than its amortized cost;
- Existing or forecast adverse changes in business, financial or economic conditions that are expected to cause a significant decrease in the debtor's ability to meet its debt obligations;
- An actual or expected significant deterioration in the operating results of the debtor;
- Significant increases in credit risk on other financial instruments of the same debtor;
- An actual or expected significant adverse change in the regulatory, economic, or technological environment of the debtor that results in a significant decrease in the debtor's ability to meet its debt obligations.

Irrespective of the outcome of the above assessment, the Entity presumes that the credit risk on a financial asset has increased significantly since initial recognition when contractual payments are more than 30 days past due, unless the Entity has reasonable and supportable information that demonstrates otherwise.

Despite the foregoing, the Entity assumes that the credit risk on a financial instrument has not increased significantly since initial recognition if the financial instrument is determined to have low credit risk at the reporting date. A financial instrument is determined to have low credit risk if:

- 1) The financial instrument has a low risk of default,
- 2) The debtor has a strong capacity to meet its contractual cash flow obligations in the near term, and
- 3) Adverse changes in economic and business conditions in the longer term may, but will not necessarily, reduce the ability of the borrower to fulfil its contractual cash flow obligations.

The Entity considers a financial asset to have low credit risk when the asset has external credit rating of 'investment grade' in accordance with the globally understood definition or if an external rating is not available, the asset has an internal rating of 'performing'. Performing means that the counterparty has a strong financial position and there are no past due amounts.

For financial guarantee contracts, the date that the Entity becomes a party to the irrevocable commitment is considered to be the date of initial recognition for the purposes of assessing the financial instrument for impairment. In assessing whether there has been a significant increase in the credit risk since initial recognition of a financial guarantee contracts, the Entity considers the changes in the risk that the specified debtor will default on the contract.

The Entity regularly monitors the effectiveness of the criteria used to identify whether there has been a significant increase in credit risk and revises them as appropriate to ensure that the criteria are capable of identifying significant increase in credit risk before the amount becomes past due.

(i) Definition of default

The Entity considers the following as constituting an event of default for internal credit risk management purposes as historical experience indicates that financial assets that meet either of the following criteria are generally not recoverable:

- When there is a breach of financial covenants by the debtor; or
- Information developed internally or obtained from external sources indicates that the debtor is unlikely to pay its creditors, including the Entity, in full (without taking into account any collateral held by the Entity).

Irrespective of the above analysis, the Entity considers that default has occurred when a financial asset is more than 90 days past due unless the Entity has reasonable and supportable information to demonstrate that a more lagging default criterion is more appropriate.

(ii) Credit-impaired financial assets

A financial asset is credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of that financial asset have occurred. Evidence that a financial asset is credit-impaired includes observable data about the following events:

- Significant financial difficulty of the issuer or the borrower;
- A breach of contract, such as a default or past due event (see (ii) above);
- The lender(s) of the borrower, for economic or contractual reasons relating to the borrower's financial difficulty, having granted to the borrower a concession(s) that the lender(s) would not otherwise consider;
- It is becoming probable that the borrower will enter bankruptcy or other financial reorganization; or
- The disappearance of an active market for that financial asset because of financial difficulties.

(iii) Write-off policy

The Entity writes off a financial asset when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the debtor has been placed under liquidation or has entered into bankruptcy proceedings, or in the case of trade receivables, when the amounts are over two years past due, whichever occurs sooner. Financial assets written off may still be subject to enforcement activities under the Entity's recovery procedures, taking into account legal advice where appropriate. Any recoveries made are recognized in profit or loss.

(iv) Measurement and recognition of expected credit losses

The measurement of expected credit losses is a function of the probability of default, loss given default (i.e. the magnitude of the loss if there is a default) and the exposure at default. The assessment of the probability of default and loss given default is based on historical data adjusted by forward-looking information as described above. As for the exposure at default, for financial assets, this is represented by the assets' gross carrying amount at the reporting date; for financial guarantee contracts, the

exposure includes the amount drawn down as at the reporting date, together with any additional amounts expected to be drawn down in the future by default date determined based on historical trend, the Entity's understanding of the specific future financing needs of the debtors, and other relevant forward-looking information.

For financial assets, the expected credit losses is estimated as the difference between all contractual cash flows that are due to the Entity in accordance with the contract and all the cash flows that the Entity expects to receive, discounted at the original effective interest rate. For a lease receivable, the cash flows used for determining the expected credit losses is consistent with the cash flows used in measuring the lease receivable in accordance with IFRS 16, "Leases".

For a financial guarantee contract, as the Group is required to make payments only in the event of a default by the debtor in accordance with the terms of the instrument that is guaranteed, the expected loss allowance is the expected payments to reimburse the holder for a credit loss that it incurs less any amounts that the Group expects to receive from the holder, the debtor or any other party.

If the Entity has measured the loss allowance for a financial instrument at an amount equal to lifetime expected credit losses in the previous reporting period, but determines at the current reporting date that the conditions for lifetime ECL are no longer met, the Entity measures the loss allowance at an amount equal to 12-month ECL at the current reporting date, except for assets for which simplified approach was used.

The Entity recognizes an impairment gain or loss in profit or loss for all financial instruments with a corresponding adjustment to their carrying amount through a loss allowance account, except for investments in debt instruments that are measured at FVTOCI, for which the loss allowance is recognized in other comprehensive income and accumulated in the investment revaluation reserve, and does not reduce the carrying amount of the financial asset in the consolidated statement of financial position.

Derecognition of financial assets

The Entity derecognizes a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another entity. If the Entity neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Entity recognizes its retained interest in the asset and an associated liability for amounts it may have to pay. If the Entity retains substantially all the risks and rewards of ownership of a transferred financial asset, the Entity continues to recognize the financial asset and recognizes a collateralized borrowing for the proceeds received.

On derecognition of a financial asset measured at amortized cost, the difference between the asset's carrying amount and the sum of the consideration received and receivable is recognized in profit or loss. In addition, on derecognition of an investment in a debt instrument classified as at FVTOCI, the cumulative gain or loss previously accumulated in the investments revaluation reserve is reclassified to profit or loss. In contrast, on derecognition of an investment in equity instrument, which the Entity has elected on initial recognition to measure at FVTOCI, the cumulative gain or loss previously accumulated in the investments revaluation reserve is not reclassified to profit or loss, but is transferred to retained earnings.

g. Financial liabilities and equity

Classification as debt or equity

Debt and equity instruments are classified either as financial liabilities or as equity in accordance with the substance of the contractual arrangements and the definitions of a financial liability and an equity instrument.

Equity instruments

An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities. Equity instruments issued by the Entity are recognized at the proceeds received, net of direct issue costs.

Repurchase of the Entity own equity instruments is recognized and deducted directly in equity. No gain or loss is recognized in profit or loss on the purchase, sale, issue or cancellation of the Entity's own equity instruments.

At the date of issue, the fair value of the liability component is estimated using the prevailing market interest rate for a similar non-convertible instrument. This amount is recorded as a liability on an amortized cost basis using the effective interest method until extinguished upon conversion or at the instrument's maturity date.

The conversion option classified as equity is determined by deducting the amount of the liability component from the fair value of the compound instrument as a whole. This is recognized and included in equity, net of income tax effects, and is not subsequently remeasured.

Transaction costs that relate to the issue of the convertible loan notes are allocated to the liability and equity components in proportion to the allocation of the gross proceeds.

Transaction costs relating to the equity component are recognized directly in equity. Transaction costs relating to the liability component are included in the carrying amount of the liability component and are amortized over the lives of the convertible loan notes using the effective interest method.

Financial liabilities

All financial liabilities are measured subsequently at amortized cost using the effective interest method or at FVTPL.

However, financial liabilities that arise when a transfer of a financial asset does not qualify for derecognition or when the continuing involvement approach applies, and financial guarantee contracts issued by the Entity, are measured in accordance with the specific accounting policies set out below.

Financial liabilities measured subsequently at amortized cost

Financial liabilities that are not (i) contingent consideration of an acquirer in a business combination, (ii) held-for-trading, or (iii) designated as at FVTPL, are measured subsequently at amortized cost using the effective interest method.

The effective interest method is a method of calculating the amortized cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial liability, or (where appropriate) a shorter period, to the amortized cost of a financial liability.

Financial guarantee contract liabilities

A financial guarantee contract is a contract that requires the issuer to make specified payments to reimburse the holder for a loss it incurs because a specified debtor fails to make payments when due in accordance with the terms of a debt instrument.

Financial guarantee contract liabilities are measured initially at their fair values and, if not designated as at FVTPL and do not arise from a transfer of an asset, are measured subsequently at the higher of:

- The amount of the loss allowance determined in accordance with IFRS 9 (see financial assets above).
- The amount recognised initially less, where appropriate, cumulative amortisation recognised in accordance with the revenue recognition policies set out above.

Foreign exchange gains and losses

For financial liabilities that are denominated in a foreign currency and are measured at amortized cost at the end of each reporting period, the foreign exchange gains and losses are determined based on the amortized cost of the instruments. These foreign exchange gains and losses are recognized in the 'other gains and losses' line item in profit or loss for financial liabilities that are not part of a designated hedging relationship. For those which are designated as a hedging instrument for a hedge of foreign currency risk foreign exchange gains and losses are recognized in other comprehensive income and accumulated in a separate component of equity.

The fair value of financial liabilities denominated in a foreign currency is determined in that foreign currency and translated at the spot rate at the end of the reporting period. For financial liabilities that are measured as at FVTPL, the foreign exchange component forms part of the fair value gains or losses and is recognized in profit or loss for financial liabilities that are not part of a designated hedging relationship.

Derecognition of financial liabilities

The Entity derecognizes financial liabilities when, and only when, the Entity's obligations are discharged, cancelled or have expired. The difference between the carrying amount of the financial liability derecognized and the consideration paid and payable is recognized in profit or loss.

When the Entity exchanges with the existing lender one debt instrument into another one with the substantially different terms, such exchange is accounted for as an extinguishment of the original financial liability and the recognition of a new financial liability. Similarly, the Entity accounts for substantial modification of terms of an existing liability or part of it as an extinguishment of the original financial liability and the recognition of a new liability. It is assumed that the terms are substantially different if the discounted present value of the cash flows under the new terms, including any fees paid net of any fees received and discounted using the original effective rate is at least 10 per cent different from the discounted present value of the remaining cash flows of the original financial liability. If the modification is not substantial, the difference between: (1) the carrying amount of the liability before the modification; and (2) the present value of the cash flows after modification should be recognized in profit or loss as the modification gain or loss within other gains and losses.

h. Derivative financial instruments

The Entity enters into a variety of derivative financial instruments to manage its exposure to interest rate and foreign exchange rate risks, including foreign exchange forward contracts, options and interest rate swaps. Further details of derivative financial instruments are disclosed in Note 18.

Derivatives are recognized initially at fair value at the date a derivative contract is entered into and are subsequently remeasured to their fair value at each reporting date. The resulting gain or loss is recognized in profit or loss immediately unless the derivative is designated and effective as a hedging instrument, in which event the timing of the recognition in profit or loss depends on the nature of the hedge relationship.

A derivative with a positive fair value is recognized as a financial asset whereas a derivative with a negative fair value is recognized as a financial liability. Derivatives are not offset in the financial statements unless the Entity has both legal right and intention to offset. A derivative is presented as a non-current asset or a non-current liability if the remaining maturity of the instrument is more than 12 months and it is not expected to be realized or settled within 12 months. Other derivatives are presented as current assets or current liabilities.

Embedded derivatives

An embedded derivative is a component of a hybrid contract that also includes a non-derivative host - with the effect that some of the cash flows of the combined instrument vary in a way similar to a stand-alone derivative.

Derivatives embedded in hybrid contracts with a financial asset host within the scope of IFRS 9 are not separated. The entire hybrid contract is classified and subsequently measured as either amortized cost or fair value as appropriate.

Derivatives embedded in hybrid contracts with hosts that are not financial assets within the scope of IFRS 9 (e.g. financial liabilities) are treated as separate derivatives when they meet the definition of a derivative, their risks and characteristics are not closely related to those of the host contracts and the host contracts are not measured at FVTPL.

If the hybrid contract is a quoted financial liability, instead of separating the embedded derivative, the Entity generally designates the whole hybrid contract at FVTPL.

An embedded derivative is presented as a non-current asset or non-current liability if the remaining maturity of the hybrid instrument to which the embedded derivative relates is more than 12 months and is not expected to be realized or settled within 12 months.

i. Hedge accounting

The Entity designates certain derivatives as hedging instruments in respect of foreign currency risk and interest rate risk in fair value hedges, cash flow hedges, or hedges of net investments in foreign operations. Hedges of foreign exchange risk on firm commitments are accounted for as cash flow hedges.

At the inception of the hedge relationship, the Entity documents the relationship between the hedging instrument and the hedged item, along with its risk management objectives and its strategy for undertaking various hedge transactions. Furthermore, at the inception of the hedge and on an ongoing basis, the Entity documents whether the hedging instrument is effective in offsetting changes in fair values or cash flows of the hedged item attributable to the hedged risk, which is when the hedging relationships meet all of the following hedge effectiveness requirements:

- There is an economic relationship between the hedged item and the hedging instrument;
- The effect of credit risk does not dominate the value changes that result from that economic relationship; and
- The hedge ratio of the hedging relationship is the same as that resulting from the quantity of the hedged item that the Entity actually hedges and the quantity of the hedging instrument that the Entity actually uses to hedge that quantity of hedged item.

If a hedging relationship ceases to meet the hedge effectiveness requirement relating to the hedge ratio but the risk management objective for that designated hedging relationship remains the same, the Entity adjusts the hedge ratio of the hedging relationship (i.e. rebalances the hedge) so that it meets the qualifying criteria again.

The Entity designates the full change in the fair value of a forward contract (i.e. including the forward elements) as the hedging instrument for all of its hedging relationships involving forward contracts.

The Entity designates only the intrinsic value of option contracts as a hedged item, i.e. excluding the time value of the option. The changes in the fair value of the aligned time value of the option are recognized in other comprehensive income and accumulated in the cost of hedging reserve. If the hedged item is transaction-related, the time value is reclassified to profit or loss when the hedged item affects profit or loss. If the hedged item is time-period related, then the amount accumulated in the cost of hedging reserve is reclassified to profit or loss on a rational basis - the Entity applies straight-line amortization. Those reclassified amounts are recognized in profit or loss in the same line as the hedged item. If the hedged item is a non-financial item, then the amount accumulated in the cost of hedging reserve is removed directly from equity and included in the initial carrying amount of the recognized non-financial item. Furthermore, if the Entity expects that some or all of the loss accumulated in cost of hedging reserve will not be recovered in the future, that amount is immediately reclassified to profit or loss.

Fair value hedges

The fair value change on qualifying hedging instruments is recognized in profit or loss except when the hedging instrument hedges an equity instrument designated at FVTOCI in which case it is recognized in other comprehensive income.

The carrying amount of a hedged item not already measured at fair value is adjusted for the fair value change attributable to the hedged risk with a corresponding entry in profit or loss. For debt instruments measured at FVTOCI, the carrying amount is not adjusted as it is already at fair value, but the hedging gain or loss is recognized in profit or loss instead of other comprehensive income. When the hedged item is an equity instrument designated at FVTOCI, the hedging gain or loss remains in other comprehensive income to match that of the hedging instrument.

Where hedging gains or losses are recognized in profit or loss, they are recognized in the same line as the hedged item.

The Entity discontinues hedge accounting only when the hedging relationship (or a part thereof) ceases to meet the qualifying criteria (after rebalancing, if applicable). This includes instances when the hedging instrument expires or is sold, terminated or exercised. The discontinuation is accounted for prospectively. The fair value adjustment to the carrying amount of the hedged item arising from the hedged risk is amortized to profit or loss from that date.

Cash flow hedges

The effective portion of changes in the fair value of derivatives and other qualifying hedging instruments that are designated and qualify as cash flow hedges is recognized in other comprehensive income and accumulated under the heading of cash flow hedging reserve, limited to the cumulative change in fair value of the hedged item from inception of the hedge. The gain or loss relating to the ineffective portion is recognized immediately in profit or loss, and is included in the 'other gains and losses' line item.

Amounts previously recognized in other comprehensive income and accumulated in equity are reclassified to profit or loss in the periods when the hedged item affects profit or loss, in the same line as the recognized hedged item. However, when the hedged forecast transaction results in the recognition of a non-financial asset or a non-financial liability, the gains and losses previously recognized in other comprehensive income and accumulated in equity are removed from equity and included in the initial measurement of the cost of the non-financial asset or non-financial liability. This transfer does not affect other comprehensive income. Furthermore, if the Entity expects that some or all of the loss accumulated in the cash flow hedging reserve will not be recovered in the future, that amount is immediately reclassified to profit or loss.

The Entity discontinues hedge accounting only when the hedging relationship (or a part thereof) ceases to meet the qualifying criteria (after rebalancing, if applicable). This includes instances when the hedging instrument expires or is sold, terminated or exercised. The discontinuation is accounted for prospectively. Any gain or loss recognized in other comprehensive income and accumulated in cash flow hedge reserve at that time remains in equity and is reclassified to profit or loss when the forecast transaction occurs. When a forecast transaction is no longer expected to occur, the gain or loss accumulated in cash flow hedge reserve is reclassified immediately to profit or loss.

Hedges of net investments in foreign operations

Hedges of net investments in foreign operations are accounted for similarly to cash flow hedges. Any gain or loss on the foreign currency forward contracts relating to the effective portion of the hedge is recognized in other comprehensive income and accumulated in the foreign currency translation reserve. The gain or loss relating to the ineffective portion is recognized immediately in profit or loss, and is included in the 'other gains and losses' line item.

Gains and losses on the hedging instrument accumulated in the foreign currency translation reserve are reclassified to profit or loss on the disposal or partial disposal of the foreign operation.

j. Cash and cash equivalents

Mainly consist of bank deposits in checking accounts and investments in short-term highly liquid securities, easily convertible into cash, with maturity of up to three months as of the acquisition date, and which are subject to immaterial risks of changes in value. Cash is presented at face value and cash equivalents are recognized at fair value.

k. Inventories

Inventories are stated at the lower of their cost or net realizable value. Net realizable value represents estimated selling price less all estimated costs of completion necessary to make the sale. The costs, including a portion of fixed and variable overhead costs are allocated to inventory via the most appropriate method for the particular class of inventory, with the majority being valued using the average cost method. Net realizable value represents the estimated selling price less all estimated costs of completion and costs to be incurred in marketing, selling and distribution.

l. Biological assets

These assets are valued in accordance with IAS 41 "Agriculture"; the Entity has current biological assets that are integrated by hogs directly convertible into inventories, while the non-current balance refers to hogs in breeding stock and stallions.

The fattening and breeding hogs are valued at their production cost since the Entity considers that there is no observable market and there is no reliable method to measure the fair value of these assets.

Biological assets were classified as current and non-current, based on their nature and their destination, whether for commercialization or for reproduction and production.

The Entity has two blocks of biological assets:

Assets directly convertible into inventories (short-term biological assets)

Within this first block, piglets are included, which after a process of biological growth are slaughtered and converted directly into inventories. In the case of hogs that are used for sale, the life cycle is 5 months, 3 weeks and 3 days, since it is the optimal time where their growth is maximized, when fulfilling such time, hogs reach an average of 110 - 130 kilograms. To achieve standard growth, the process was designed in such a way that they always have the same number of hogs in each of the stages.

Classification of the farms according to the life process of commercial pigs is:

- Site I. - Piglets from 1 to 19 days old, with an average weight of 5 kilograms.
- Site II. - Weaning piglets with 20 to 60 days old, with an average weight of 6 to 20 kilograms.
- Site III. - Hogs from 61 to 160 days old, which are classified as finished hogs for slaughter, with an average weight of 110 - 130 kilograms.

Assets convertible in "breeding stock and stallions" (long-term biological assets)

In this second block, the growth of the hogs is maximized so that they are considered "breeding stock" and their useful life within the Entity's model is approximately 156 weeks. Stallions are recorded at their acquisition cost depending on the genetic line acquired and its shelf life is approximately 72 weeks.

m. Property, plant and equipment

Property, plant and equipment are initially recorded at cost of acquisition.

The properties that are under construction for production, supply, management or for purposes not yet determined, are recorded at cost less recognized impairment. Cost includes professional fees and, for qualifying assets, borrowing costs capitalized in accordance with the accounting policy of the Entity. Depreciation of these assets, as well as other properties, starts when the assets are ready for their intended use.

Buildings, furniture and equipment are stated at cost less accumulated depreciation and any accumulated impairment losses.

Land is not depreciated.

Depreciation is recognized to write off the cost or valuation of assets (other than land and properties under construction) less their residual values, over their useful lives using the straight-line method. The estimated useful lives, residual values and the depreciation method are reviewed at the end of each year, and the effect of any changes in the recorded estimate is recognized on a prospective basis.

Right-of-use assets are depreciated over the shorter period of the lease term and the useful life of the underlying asset. If a lease transfers ownership of the underlying asset or the cost of the right-of-use asset reflects that the Group expects to exercise a purchase option, the related right-of-use asset is depreciated over the useful life of the underlying asset.

An item of property, plant and equipment is derecognized when it is sold or when no future economic benefits are expected that arise from the continued use of the asset. The gain or loss arising from the sale or retirement of an item of property, plant and equipment is calculated as the difference between the proceeds received from the sale and the carrying amount of the asset and is recognized in profit.

n. Intangible assets

1. Intangible assets acquired separately

Intangible assets with finite useful lives that are acquired separately are recognized at cost less accumulated amortization and accumulated impairment losses. Amortization is recognized on a straight-line basis over their estimated useful lives. The estimated useful life and amortization method are reviewed at the end of each reporting period, with the effect of any changes in estimate being accounted for on a prospective basis. Intangible assets with indefinite useful lives that are acquired separately are recognized at cost less accumulated impairment losses.

2. Internally-generated intangible assets - research and development expenditure

Expenditure on research activities is recognized as an expense in the period in which it is incurred.

An internally generated intangible asset arising from development (or from the development phase of an internal project) is recognized if, and only if, all of the following have been demonstrated:

- The technical feasibility of completing the intangible asset so that it will be available for use or sale;
- The intention to complete the intangible asset and use or sell it;
- The ability to use or sell the intangible asset;
- How the intangible asset will generate probable future economic benefits;
- The availability of adequate technical, financial and other resources to complete the development and to use or sell the intangible asset; and
- The ability to measure reliably the expenditure attributable to the intangible asset during its development.

The amount initially recognized for internally generated intangible assets is the sum of the expenditure incurred from the date when the intangible asset first meets the recognition criteria listed above. When no internally generated intangible asset can be recognized, development expenditure is recognized in profit or loss in the period in which it is incurred.

Subsequent to initial recognition, internally generated intangible assets are reported at cost less accumulated amortization and accumulated impairment losses, on the same basis as intangible assets that are acquired separately.

3. Intangible assets acquired in a business combination

Intangible assets acquired in a business combination and recognized separately from goodwill are initially recognized at their fair value at the acquisition date.

Subsequent to initial recognition, intangible assets acquired in a business combination are reported at cost less accumulated amortization and accumulated impairment losses; on the same basis as intangible assets that are acquired separately.

4. Derecognition of intangible assets

An intangible asset is derecognized on disposal, or when no future economic benefits are expected from use or disposal. Gains or losses arising from derecognition of an intangible asset, measured as the difference between the net disposal proceeds and the carrying amount of the asset, and are recognized in profit or loss when the asset is derecognized.

o. Impairment of tangible and intangible assets other than goodwill

At the end of each reporting period, the Entity reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). When it is not possible to estimate the recoverable amount of an individual asset, the Entity estimates the recoverable amount of the cash-generating unit to which the asset belongs. When a reasonable and consistent basis of allocation can be identified, corporate assets are also allocated to individual cash-generating units, or otherwise they are allocated to the smallest group of cash-generating units for which a reasonable and consistent allocation basis can be identified.

Intangible assets with indefinite useful lives and intangible assets not yet available for use are tested for impairment at least annually, and whenever there is an indication that the asset may be impaired.

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognized immediately in profit or loss. Subsequently, when an impairment loss subsequently reverses, the carrying amount of the asset (or a cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognized for the asset (or cash generating unit) in prior years. A reversal of an impairment loss is recognized immediately in profit or loss.

p. Assets classified as held for sale

Groups of assets held for sale are classified as held for sale if their carrying amount will be recovered through a sale transaction and not through continuing use. This condition is met only when the sale is highly probable and the asset (or group of assets held for sale) is available for immediate sale in its present condition. Management must be committed to the sale and it should qualify for recognition as a completed sale within one year from the date of classification; however, because Management may continue to carry out sales efforts, these assets continue to be presented as assets held for sale.

The long-lived asset (and groups of assets disposal) classified as held for sale are valued at the lower of their carrying amount and fair value of assets less costs to sell.

q. Goodwill

Goodwill is initially recognized and measured as set out in the Note 4s. Business combinations.

Goodwill is not amortized but is reviewed for impairment at least annually. For the purpose of impairment testing, goodwill is allocated to each of the Entity's cash-generating units (or groups of cash-generating units) expected to benefit from the synergies of the combination. Cash-generating units to which goodwill has been allocated are tested for impairment annually, or more frequently when there is an indication that the unit may be impaired. If the recoverable amount of the cash-generating unit is less than the carrying amount of the unit, the impairment loss is allocated first to reduce the carrying amount of any goodwill allocated to the unit and then to the other assets of the unit pro-rata on the basis of the carrying amount of each asset in the unit. An impairment loss recognized for goodwill is not reversed in a subsequent period.

On disposal of a cash-generating unit, the attributable amount of goodwill is included in the determination of the profit or loss on disposal.

The Entity's policy for goodwill arising on the acquisition of an associate is described below.

r. Investments in joint ventures

Contracts that KUO has with its partners (Grupo Herdez, S.A.B. de C.V., and Repsol Química, S.A.) are joint ventures that are controlled collectively between KUO and their respective partners to direct the relevant activities. In these cases, since none of the partners can direct the activities without the cooperation of the other or others, none individually controls the joint venture.

A joint venture is a contractual arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the joint venture. Joint control is the contractually agreed sharing of control in a business, which exists when decisions about the relevant activities require the unanimous consent of the parties sharing control.

The results and assets and liabilities of joint ventures or associates are incorporated in the financial statements using the equity method, except if the investment is classified as held for sale, in which case it is accounted for in accordance with IFRS 5, "Non-current Assets Held for Sale and Discontinued Operations". Under the equity method, investments in joint ventures or associates are initially recognized in the consolidated statement of financial position at cost and adjusted for subsequent changes to the acquisition by the Entity's participation in the profit or loss and comprehensive income of the associate or joint venture. When the Entity's participation in the losses of an associate or a joint business entity exceeds the Entity's participation in the joint venture or associate, or (which includes the long-term interests that, in substance, form part of the net investment in the joint venture entity or associate) the Entity stops recognizing its share of losses. Additional losses are recognized only when the Entity has incurred in a legal or constructive obligation or made payments on behalf of the joint venture or associate.

An investment in a joint venture or an associate is accounted for using the equity method from the date on which the investee becomes an associate or a joint venture. On the acquisition of the investment in a joint venture or associate, any excess of the cost of the investment over the Entity's participation in the net fair value of identifiable assets and liabilities of the investee is recognized as goodwill, which is included in the carrying amount of the investment. Any excess of the Entity participation in the net fair value of identifiable assets and liabilities over the cost of the investment, after revaluation, is recognized immediately in results in the period in which the investment was purchased.

The requirements of IAS 36 are applied to determine whether it is necessary to recognize any impairment loss with respect to the Entity's investment in an associate or a joint venture. When necessary, the entire carrying amount of the investment (including goodwill) is tested for impairment in accordance with IAS 36, "Impairment of Assets" as a single asset by comparing its recoverable amount (higher of value in use and fair value less costs to sell) with its carrying amount. Any impairment loss recognized forms part of the carrying amount of the investment. Any reversal of that impairment loss is recognized in accordance with IAS 36 to the extent that the recoverable amount of the investment subsequently increases.

The Entity discontinues the use of the equity method from the date when the investment ceases to be an associate or a joint venture, or when the investment is classified as held for sale.

When the Entity retains an interest in the former joint venture, the retained interest is measured at fair value at that date, and is regarded as its fair value on initial recognition as a financial asset in accordance with IFRS 9. The difference between the carrying amount of the associate or joint venture at the date the equity method was discontinued, and the fair value of any retained interest and any proceeds from disposing of a part interest in the associate or joint venture is included in the determination of the gain or loss on disposal of the joint venture. In addition, the Entity accounts for all amounts previously recognized in other comprehensive income in relation to that associate or joint venture on the same basis as would be required if that associate or joint venture had directly disposed of the related assets or liabilities. Therefore, if a gain or loss previously recognized in other comprehensive income by that associate or joint venture would be reclassified to profit or loss on the disposal of the related assets or liabilities, the Entity reclassifies the gain or loss from equity to profit or loss (as a reclassification adjustment) when the equity method is discontinued.

The Entity continues to use the equity method when an investment in an associate becomes an investment in a joint venture or an investment in a joint venture becomes an investment in an associate. There is no remeasurement to fair value upon such changes in ownership interests.

When the Entity reduces its ownership interest in an associate or a joint venture but the Entity continues to use the equity method, the Entity reclassifies to profit or loss the proportion of the gain or loss that had previously been recognized in other comprehensive income relating to that reduction in ownership interest if that gain or loss would be reclassified to profit or loss on the disposal of the related assets or liabilities.

When the Entity transacts with an associate or a joint venture, profits and losses resulting from the transactions with the associate or joint venture are recognized in the Entity's consolidated financial statements only to the extent of interests in the associate or joint venture that are not related to the Entity.

s. Business combinations

Acquisitions of businesses are accounted for using the acquisition method. The consideration transferred in a business combination is measured at fair value, which is calculated as the sum of the fair values of the assets transferred by the Entity, less liabilities incurred by the Entity to the former owners of the acquire and the equity interests issued by the Entity in exchange for control of the acquire. Acquisition-related costs are generally recognized in the consolidated statement of income and comprehensive income as incurred.

At the acquisition date, the identifiable assets acquired and the liabilities assumed are recognized at their fair value, except that:

- Deferred tax assets or liabilities, and assets or liabilities related to employee benefit arrangements are recognized and measured in accordance with IAS 12, "Income Taxes" and IAS 19, "Employee Benefits", respectively;

- Liabilities or equity instruments related to share-based payment arrangements of the acquire or share-based payment arrangements of the Entity entered into to replace share-based payment arrangements of the acquiree are measured in accordance with IFRS 2, "Share-Based Payment" at the acquisition date; and
- Assets (or a group of assets for disposal) that are classified as held for sale in accordance with IFRS 5 "Non-current Assets Held for Sale and Discontinued Operations" are measured in accordance with such standard.

Goodwill is measured as the excess of the sum of the consideration transferred, the amount of any non - controlling interests in the acquiree, and the fair value of the acquirer's previously held equity interest in the acquire (if any) over the net of the acquisition-date amounts of the identifiable assets acquired and the liabilities assumed. If, after reassessment, the net of the acquisition-date amounts of the identifiable assets acquired and liabilities assumed exceeds the sum of the consideration transferred, the amount of any non - controlling interests in the acquiree and the fair value of the acquirer's previously held interest in the acquiree (if any), the excess is recognized immediately in profit or loss as a bargain purchase gain.

Non - controlling interests that are present ownership interests and entitle their holders to a proportionate share of the Entity's net assets in the event of liquidation may be initially measured either at fair value or at the non - controlling interests' proportionate share of the recognized amounts of the acquiree's identifiable net assets. The choice of measurement basis is made on a business combination.

When the consideration transferred by the Entity in a business combination includes assets or liabilities resulting from a contingent consideration arrangement, the contingent consideration is measured at its acquisition-date fair value and included as part of the consideration transferred. Changes in the fair value of the contingent consideration that qualify as measurement period adjustments are adjusted retrospectively, with corresponding adjustments against goodwill. Measurement period adjustments are adjustments that arise from additional information obtained during the 'measurement period' (which cannot exceed one year from the acquisition date) about facts and circumstances that existed at the acquisition date.

The subsequent accounting treatment for changes in the fair value of the contingent consideration that do not qualify as measurement period adjustments depends on how the contingent consideration is classified. Contingent consideration that is classified as equity is not remeasured at subsequent reporting dates and its subsequent settlement is accounted for within equity. Other contingent consideration that is classified as an asset or a liability is remeasured at fair value at subsequent reporting dates with changes in their fair value being recognized in profit or loss.

When a business combination is achieved in stages, the Entity's previously held equity interest in the acquiree is remeasured to its acquisition date fair value and the resulting gain or loss, if any, is recognized in profit or loss. Amounts arising from interests in the acquiree prior to the acquisition date that have previously been recognized in other comprehensive income are reclassified to profit or loss where such treatment would be appropriate if that interest were disposed of.

If the initial accounting for a business combination is incomplete by the end of the reporting period in which the combination occurs, the Entity reports provisional amounts for the items for which the accounting is incomplete. Those provisional amounts are adjusted during the measurement period (see above), or additional assets or liabilities are recognized, to reflect new information obtained about facts and circumstances that existed at the acquisition date that, if known, would have affected the amounts recognized at that date.

t. Leases

The Entity as lessee

The Entity evaluates whether a contract contains a lease at its source. The Entity recognizes a right-of-use asset for use rights and a corresponding lease liability with respect to all the lease agreements in which it is a lessee, except for short-term leases (12 months or less) and those for low-value assets. For these leases, the Entity recognizes rental payments as an operating expense under the straight-line method throughout the period of the lease, unless another method is more representative of the pattern of time in which the economic benefits from consumption of leased assets.

The lease liability is initially measured at the present value of the rent payments that are not paid on the start date, discounted by the rate implicit in the contract. If this rate cannot be easily determined, the Entity uses incremental rates.

The rent payments included in the measurement of the lease liability consist of:

- Fixed rent payments (including fixed payments in substance), less any lease incentives received;
- Variable income payments that depend on an index or rate, initially measured using the index or rate on the start date;
- The expected amount to be paid by the lessee under residual value guarantees;
- The exercise price of purchase options, if the lessee is reasonably certain to exercise the options; y
- Payments for penalties resulting from the termination of the lease, if the lease period reflects the exercise of a lease termination option.

The lease liability is presented as a separate concept in current and long-term liabilities in the consolidated statement of financial position. The contractual maturities of the obligations for this concept are shown in Note 16d.

The lease liability is subsequently measured by increasing the book value to reflect the interest accrued by the lease liability (using the effective interest method) and reducing the book value to reflect the rent payments made.

The Entity reevaluates the lease liability (and adjusts the corresponding asset for relative use rights) provided that:

- The lease term is modified or there is a significant event or change in the circumstances of the lease resulting in a change in the evaluation of the purchase option exercise, in which case the lease liability is measured by discounting the updated rental payments using an updated discount rate.
- The rent payments are modified as a consequence of changes in indexes, rate or in the expected payment under a guaranteed residual value, in which cases the lease liability is re-evaluated by discounting the updated rent payments using the same discount rate (unless that the change is due to a change in the variable interest rate, in which case an updated discount rate is used).
- A lease is amended and the modification of the lease is not accounted for as a separate lease, in which case the lease liability is re-evaluated based on the lease term of the modified lease, discounting updated rental payments using a discount rate updated to the effective date of the modification.

Assets for rights of use consist of the initial measurement of the corresponding lease liability, the rent payments made on or before the commencement date, less any lease incentives received and any direct initial cost. Subsequent valuation is cost less accumulated depreciation and impairment losses.

If the Entity incurs an obligation arising from the costs of dismantling and removing a leased asset, restoring the bond in which it is located or restoring the underlying asset to the condition required by the terms and conditions of the lease, a provision measured in accordance with IAS 37. To the extent that costs are related to an asset for rights of use, costs are included in the asset for rights of related use, unless such costs are incurred to generate inventories.

In some cases, rights-of-use assets are depreciated over the shorter period between the lease period and the useful life of the underlying asset. If a lease transfer's ownership of the underlying asset or the cost of the asset for use rights reflects that the Entity plans to exercise a purchase option, the asset for use rights will be depreciated over the useful life. Depreciation begins on the start date of the lease.

Assets for rights of use are presented as a separate concept in the consolidated statement of financial position.

The Entity applies IAS 36 to determine if an asset for use rights is impaired and accounts for any impairment loss identified as described in the Property, plant and equipment policy.

Variable income leases that do not depend on an index or rate are not included in the measurement of the lease liability and the asset for use rights. Related payments are recognized as an expense in the period in which the event or condition that triggers the payments occurs and are included in operating expenses in the consolidated statement of comprehensive income (see Note 26).

u. Translation of financial statements of foreign subsidiaries

To consolidate financial statements of foreign subsidiaries the financial statements are subsequently translated to Mexican pesos (presentation currency) considering the following methodologies:

Foreign operations whose local and functional currency are the same, translate financial statements to Mexican pesos using the exchange rates as follows: 1) the closing exchange rate for assets and liabilities; 2) historical exchange rate for stockholders' equity and 3) the exchange rate on the date of accrual for revenues, costs and expenses. The effects of translation are recorded in stockholders' equity.

Local and foreign operations with a functional currency different from the local currency translate their financial statements from the currency in which transactions are recorded to the functional currency, using the following exchange rates: 1) the closing exchange rate for monetary assets and liabilities; 2) historical exchange rates for non-monetary assets and liabilities and stockholders' equity; and 3) the rate on the date of accrual of revenues, costs and expenses, except those arising from non-monetary items that are translated using the historical exchange rate for the related non-monetary item; translation effects are recorded in exchange (loss) gain. Subsequently, to translate the financial statements from the functional currency to Mexican pesos, the following exchange rates are used: 1) the closing exchange rate for assets and liabilities; 2) historical exchange rates for stockholders' equity, and 3) the rate on the date of accrual of revenues, costs and expenses. The effects of translation are recorded in stockholders' equity.

The local and functional currencies of foreign operations from subsidiaries that are consolidated are as follows:

Subsidiary	Local currency	Functional currency
Resirene, S.A. de C.V.	Mexican peso	US dollar
Transmisiones y Equipos Mecánicos, S.A. de C.V.	Mexican peso	US dollar
Tremec Corporation	US dollar	US dollar

The local and functional currency of the joint ventures recognized with the equity method, are as follows:

Subsidiary	Local currency	Functional currency
Dynasol Elastómeros, S.A. de C.V.	Mexican peso	US dollar
Industrias Negromex, S.A. de C.V.	Mexican peso	US dollar
Dynasol Elastómeros, S.A.	Euro	Euro
Dynasol Gestión, S.L.	Euro	Euro
General Química, S.A.	Euro	Euro
Dynasol, L.L.C.	US dollar	US dollar
Insa GPRO (Nanjing) Synthetic Rubber Co., Ltd.	Yuan	Yuan
Liaoning North Dynasol Synthetic Rubber Co., Ltd.	Yuan	Yuan
North Dynasol (Shanghai) Business Consulting Co., Ltd.	Yuan	Yuan
MegaMex Foods, L.L.C. y Avomex, Inc. (negocio conjunto Herdez del Fuerte, S.A. de C.V.)	US dollar	US dollar

L The remaining subsidiaries and joint ventures have as local and functional currency, the Mexican peso.

v. Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use or sale, are added to the cost of those assets, until such time as the assets are substantially ready for their intended use or sale.

To the extent that variable rate borrowings are used to finance a qualifying asset and are hedged in an effective cash flow hedge of interest rate risk, the effective portion of the derivative is recognized in other comprehensive income and reclassified to profit or loss when the qualifying asset impacts profit or loss. To the extent that fixed rate borrowings are used to finance a qualifying asset and are hedged in an effective fair value hedge of interest rate risk, the capitalized borrowing costs reflect the hedged interest rate.

Investment income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalization.

All other borrowing costs are recognized in profit or loss in the period in which they are incurred.

w. Employee benefits

Employee benefits from termination and retirement and others

Payments to defined contribution retirement benefit plans are recognized as an expense when employees have rendered service entitling them to the contributions. Payments made to state-managed retirement benefit plans are accounted for as payments to defined contribution plans where the Entity's obligations under the plans are equivalent to those arising in a defined contribution retirement benefit plan.

For defined benefit retirement benefit plans, the cost of providing benefits is determined using the projected unit credit method, with actuarial valuations being carried out at the end of each annual reporting period. Remeasurement, comprising actuarial gains and losses, the effect of the changes to the asset ceiling (if applicable) and the return on plan assets (excluding interest), is reflected immediately in the consolidated statement of financial position with a charge or credit recognized in other comprehensive income in the period in which they occur. Remeasurement recognized in other comprehensive income is reflected immediately in retained earnings and will not be reclassified to profit or loss. Past service cost is recognized in profit or loss in the period of a plan amendment.

Net interest is calculated by applying the discount rate at the beginning of the period to the net defined benefit liability or asset. Defined benefit costs are categorized as follows:

- Service cost (including current service cost, past service cost, as well as gains and losses on curtailments and settlements).
- Net interest expense or income.
- Remeasurement.

The Entity presents the first two components of defined benefit costs as a general expense in the consolidated statements of income and comprehensive income. Gains and losses for reduction of service are accounted for as past service costs.

The retirement benefit obligation recognized in the consolidated statement of financial position represents the actual deficit or surplus in the Entity's defined benefit plans. Any surplus resulting from this calculation is limited to the present value of any economic benefits available in the form of refunds from the plans or reductions in future contributions to the plans.

Short-term and other long-term employee benefits

A liability is recognized for benefits accruing to employees in respect of wages and salaries, compensated absences such as annual leave, vacation premium and incentives in the period the related service is rendered at the undiscounted amount of the benefits expected to be paid in exchange for that service.

Liabilities recognized for short-term employee benefits are valued at the amount not discounted for the benefits expected to be paid for that service.

Liabilities recognized in respect of other long-term employee benefits are measured at the present value of the estimated future cash outflows expected to be made by the Entity in respect of services provided by employees up to the reporting date.

Employee profit sharing (PTU)

PTU is recorded in the results of the year in which it is incurred and is presented in operating expenses and cost of sales line item in the consolidated statement of income and comprehensive income.

As result of the 2014 Income Tax Law, as of December 31, 2021, 2020 and 2019, PTU is determined based on taxable income, according to Section I of Article 9 of the that Law.

Contributions from employees or third parties to defined benefit plans

Discretionary contributions made by employees or third parties reduce service cost upon payment of these contributions to the plan.

When the formal terms of the plans specify that there will be contributions from employees or third parties, the accounting depends on whether the contributions are linked to service, as follows:

- If the contributions are not linked to services (e.g. contributions are required to reduce a deficit arising from losses on plan assets or from actuarial losses), they are reflected in the remeasurement of the net defined benefit liability (asset).
- If contributions are linked to services, they reduce service costs. For the amount of contribution that is dependent on the number of years of service, the entity reduces service cost by attributing the contributions to periods of service using the attribution method required by IAS 19 paragraph 70 for the gross benefits.

x. Income taxes

Income tax expense represents the sum of the tax currently payable and deferred tax.

1. Current tax

Current income tax (ISR) is recognized in the results of the year in which is incurred.

The tax currently payable is based on taxable profit for the year. Taxable profit differs from net profit as reported in profit or loss because it excludes items of income or expense that are taxable or deductible in other years and it further excludes items that are never taxable or deductible. The Entity's liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the end of the reporting period.

A provision is recognized for those matters for which the tax determination is uncertain but it is considered probable that there will be a future outflow of funds to a tax authority. The provisions are measured at the best estimate of the amount expected to become payable. The assessment is based on the judgement of tax professionals within the Entity supported by previous experience in respect of such activities and in certain cases based on specialist independent tax advice.

2. Deferred income tax

Deferred tax is recognized on temporary differences between the carrying amounts of assets and liabilities in the consolidated financial statements and the corresponding tax bases used in the computation of taxable profit. Deferred tax liabilities are generally recognized for all taxable temporary differences. Deferred tax assets are generally recognized for all deductible temporary differences to the extent that it is probable that taxable profits will be available against which those deductible temporary differences can be utilized. Such deferred tax assets and liabilities are not recognized if the temporary difference arises from goodwill or the initial recognition (other than in a business combination) of assets and liabilities in a transaction that affects neither the taxable profit nor the accounting profit.

Deferred tax liabilities are recognized for taxable temporary differences associated with investments in subsidiaries and associates, and interests in joint ventures, except where the Entity is able to control the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future. Deferred tax assets arising from deductible temporary differences associated with such investments and interests are only recognized to the extent that it is probable that there will be sufficient taxable profits against which to utilize the benefits of the temporary differences and they are expected to reverse in the foreseeable future.

The carrying amount of deferred tax assets is reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered.

Deferred tax liabilities and assets are measured at the tax rates that are expected to apply in the period in which the liability is settled or the asset realized, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

The measurement of deferred tax liabilities and assets reflects the tax consequences that would follow from the manner in which the Entity expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities and when they relate to income taxes levied by the same taxation authority and the Group intends to settle its current tax assets and liabilities on a net basis.

Current and deferred tax

Current and deferred tax are recognized in profit or loss, except when they relate to items that are recognized in other comprehensive income or directly in equity, in which case, the current and deferred tax are also recognized in other comprehensive income or directly in equity respectively. Where current tax or deferred tax arises from the initial accounting for a business combination, the tax effect is included in the accounting for the business combination.

3. Uncertainty in the treatment of income taxes

The Entity reviews if there is any uncertain fiscal position, and if it exists, quantifies it using the most probable amount or the expected value method, depending on which one best predicts the resolution of the uncertainty.

y. Provisions

Provisions are recognized when the Entity has a present obligation (legal or constructive) as a result of a past event, it is probable that the Entity will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

The amount recognized as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation. When a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows.

The subsidiary Transmisiones y Equipos Mecánicos, S.A. de C.V. (Tremec) guarantees its products for periods of two to four years against manufacturing defects. A warranty provision is recognized at the time of the sale and it is determined based on the guarantee costs incurred in the prior three years.

When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, a receivable is recognised as an asset if it is virtually certain that reimbursement will be received and the amount of the receivable can be measured reliably.

z. Consolidated statements of cash flows

The Entity reports cash flows from operating activities using the indirect method, by means of which the consolidated net income is adjusted for the effects of transactions other than cash; any deferral or past or future accumulation of cash inflows or outflows and income or expense items associated with cash flows from investment or financing activities are also considered.

Interest expense and interest and dividend income are generally classified as financing and investment activities, respectively. The borrowing costs capitalized in qualified assets are classified as financing activity in the interest paid caption.

The effects of exchange rate changes on cash and cash equivalents includes the unrealized exchange gain or loss and the effects of foreign currency translation.

aa. Foreign currency transactions

Foreign currency transactions are recorded at the applicable exchange rate in effect at the transaction date. Monetary assets and liabilities denominated in foreign currency are translated into Mexican pesos at the applicable exchange rate in effect at the date of the consolidated statement of financial position.

Exchange fluctuations are recorded within the consolidated statement of income and comprehensive income.

bb. Earnings per share

Basic earnings per common share are calculated by dividing consolidated net income from the controlling interest by the weighted average number of common shares outstanding during the year.

The Entity does not have any potentially dilutive instruments, therefore diluted earnings per share is the same as basic earnings per share.

cc. Revenue recognition

Revenues include the fair value of the consideration received or receivable for the sale of goods or services in the regular course of operations, which is when control has been transferred to the customers in exchange for the consideration to which the Entity believes it is entitled in exchange for such goods or services. Revenues are presented net of returns, rebates and discounts.

The Entity recognizes income in its different sectors:

Consumer sector:

Export earnings comprise the fair value of the consideration received or to be received for the sale of goods, which occurs when control has been transferred at a point in time by delivering the products to customers in exchange for the consideration.

Revenues from sales to the general public are earned directly with the customer at the different points of sale, these revenues are recognized when the good is delivered to the customer, and usually the payment of the transaction price is collected immediately.

Income from the sale of balanced food for hogs is recognized when the control of the goods has been transferred, which happens at the moment in which the goods are delivered to the customer.

Chemical sector:

Revenue from sale of polystyrene glass (GPPS) and high impact polystyrene (HIPS), mainly, as well as transparent styrene copolymers (SMMA) and plastic compounds, which are used in the industries of packaging and disposable products, lighting, school supplies, office equipment and home accessories, including audio and video equipment and refrigerators, they are recognized when control of the goods has been transferred at a point in time to customers in exchange for the consideration to which the Entity considers to be entitled in exchange for said goods or services.

Automotive sector:

- Transmissions, tooling and prototypes - Revenue from ordinary activities is recognized over the time measuring the progress to fulfil each performance obligation, applying an exit method to measure the progress of each performance obligation satisfied over the time, based on direct measurements of the value transferred to the customer, mainly by units delivered and contractual milestones. Since manufacturing cycle of a transmission is estimated in one day, Management concluded income recognition over time does not differ significantly from its recognition at one point in time.
- Costs associated with contracts with clients. In accordance with IFRS 15 the Entity recognizes certain engineering, design and development activities as compliance costs and are capitalized as intangible assets and subsequently amortized, generally throughout the life of the contract, such and as mentioned in Note 4o. Intangible assets.
- Sale of spare parts. Revenues comprise the fair value of the consideration collected or receivable for the sale of pistons, bearings, seals, brakes, and other product lines in the normal course of operations, which occurs when it has transferred the control to the clients that derive from the property of the goods, in exchange for the consideration that the Entity considered to have the right.

The types of revenues mentioned above comply with the conditions described in IFRS 15 for the recognition of income and include the following:

- The contract or contracts are identified with the customer.
- The obligations to be performed in the contract are identified.
- The transaction price is determined.
- The transaction price is allocated among the different obligations to be performed in the contract.
- The revenues are recognized when the Entity fulfills each of the obligations involved.

5. CRITICAL ACCOUNTING JUDGMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

To apply the accounting policies, the Entity's Management uses its judgment, estimates, and assumptions regarding certain asset and liability amounts in the consolidated financial statements. The associated estimates and assumptions reflect a quantitative and qualitative analysis based on an understanding of the various businesses that compose the Entity. Actual results may differ from such estimates.

The estimates and assumptions are reviewed regularly. Amendments to accounting estimates are recognized in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

a. Critical judgments in applying accounting policies

The following are the critical judgments, apart from those involving estimations, that Entity's Management has made in the process of applying the Entity's accounting policies and that have the most significant effect on the amounts recognized in the consolidated financial statements.

- **Judgements in determining the timing of satisfaction of performance obligation**
In making their judgement, Entity's Management considered the detailed criteria for the recognition of revenue set out in IFRS 15 and, in particular, whether the Entity had transferred control of the goods to the customer. Following the detailed quantification of the Entity's liability in respect of rectification work, and the agreed limitation on the customer's ability to require further work or to require replacement of the goods, Management is satisfied that control has been transferred and that recognition of the revenue in the current year is appropriate, in conjunction with the recognition of an appropriate warranty provision for the rectification costs.
- **Capitalization of borrowing costs**
As described in Note 4v, the Entity capitalizes borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, which require a substantial period until they are ready for use or sale, are added to the cost of those assets during that time until they are ready for use or sale.
- **Business model assessment**
Classification and measurement of financial assets depends on the results of the SPPI and the business model test (see financial assets sections of Note 4f). The Entity determines the business model at a level that reflects how groups of financial assets are managed together to achieve a particular business objective. This assessment includes judgement reflecting all relevant evidence including how the performance of the assets is evaluated and their performance measured, the risks that affect the performance of the assets and how these are managed and how the managers of the assets are compensated. The Entity monitors financial assets measured at amortized cost or fair value through other comprehensive income that are derecognized prior to their maturity to understand the reason for their disposal and whether the reasons are consistent with the objective of

the business for which the asset was held. Monitoring is part of the Entity's continuous assessment of whether the business model for which the remaining financial assets are held continues to be appropriate and if it is not appropriate whether there has been a change in business model and so a prospective change to the classification of those assets. No such changes were required during the periods presented.

- **Significant increase in credit risk**

As explained in Note 8, ECL are measured as an allowance equal to 12-month ECL for stage 1 assets, or lifetime ECL for stage 2 or stage 3 assets. An asset moves to stage 2 when its credit risk has increased significantly since initial recognition. IFRS 9 does not define what constitutes a significant increase in credit risk. In assessing whether the credit risk of an asset has significantly increased, the Entity takes into account qualitative and quantitative reasonable and supportable forward-looking information.

- **Contingent events**

The Entity is subject to contingent events or transactions for which it uses professional judgment in estimating the likelihood of occurrence. The factors considered for these estimates are the current legal situation at the estimate date and the opinion of legal advisors.

- **Discount rate and lease renewals**

Management defines the lease term as the period for which there is a contractual payment commitment, considering the non-cancelable period of the contract, as well as the renewal and early termination options that are probable to be exercised. Management participates in lease contracts that do not have a defined non-cancellable term, a defined renewal period (in case it contains a renewal clause), or automatic annual renewals, so, to measure the lease liability, it estimates the contracts' terms considering their contractual rights and limitations, their business plan, as well as Management's intentions for the use of the underlying asset.

Management estimates the discount rate to use in the determination of the lease liability, based on the incremental borrowing rate. Management uses a three-tier model, with which it determines the three elements that comprises the discount rate: (i) reference rate, (ii) credit risk component and (iii) adjustment for characteristics of the underlying asset. In this model, Management also considers its policies and practices to obtain financing, distinguishing between the one obtained at the corporate level (that is, the holding company), or at the level of each subsidiary.

- **Discount rate and impairment calculation**

The calculation of the value in use for impairment testing requires administration; based on your judgment, establish the appropriate cash-generating units in your environment to determine future cash flows discounted at an appropriate discount rate to calculate present value. Goodwill is allocated to each of the Administration's cash-generating units that expects to obtain profit from certain synergies. If applicable, the impact would be recorded in the corresponding asset item and the result for the period.

b. Key sources of estimation uncertainty

The key assumptions regarding the future and other key sources of estimation uncertainty at the end of the period, which have a significant risk of resulting in material adjustments to the carrying amounts of assets and liabilities during the next year, are explained below.

• **Calculation of loss allowance**

When measuring ECL the Entity uses reasonable and supportable forward-looking information, which is based on assumptions for the future movement of different economic drivers and how these drivers will affect each other.

Loss given default is an estimate of the loss arising on default. It is based on the difference between the contractual cash flows due and those that the lender would expect to receive, taking into account cash flows from collateral and integral credit enhancements.

Probability of default constitutes a key input in measuring ECL. Probability of default is an estimate of the likelihood of default over a given time horizon, the calculation of which includes historical data, assumptions and expectations of future conditions.

• **Impairment of long-lived assets**

The Entity reviews the useful lives of property, plant and equipment at least once a year. Based on detailed analysis, Entity's Management modifies the useful lives of certain property, plant and equipment components. The degree of uncertainty about the estimated useful lives is related to changes in the market and the usage of assets for production volumes and technological developments.

• **Estimation of inventory obsolescence**

If the inventories are impaired in the Entity's operating process, there are procedures performed such as reviews, verifications and relocations to timely identify materials with such issues, resulting in modifications to their recorded value, as appropriate, through estimates or write-offs based on studies prepared by technical specialists together with Entity's Management. The inventory allowance is assessed with this analysis.

• **Discount rate of employee benefits**

The Entity's defined benefit obligation is discounted at a rate set by reference to yields at the end of the reporting period on governmental bonds. Significant judgment is required when setting the criteria for bonds to be included in the population from which the yield curve is derived. The most significant criteria considered for the selection of bonds include the maturity of the bond in comparison with term of the obligation.

• **Provisions**

The Entity periodically assesses its provisions recognized for the segments. Such provisions are based on the assessment of market prices and production costs for each segment. The Entity reviews these allowances monthly. In the automotive segment, the Entity provides a warranty against manufacturing defects for two to four years, depending on the product. A warranty provision is recognized at the time of the sale based on the statistics of costs incurred during the last three years.

• **Valuation techniques**

Some of the Entity's liabilities are measured at fair value in the consolidated financial statements (loans and derivatives). Financial Department establishes, through policies and procedures, the appropriate valuation techniques and inputs for fair value measurements.

In estimating the fair value of an asset or a liability, the Entity uses market-observable data to the extent it is available. The valuation committee works closely with the qualified external appraiser to establish the appropriate valuation techniques and inputs to the model.

Information about the valuation techniques and inputs used in determining the fair value of various assets and liabilities are disclosed in Note 17.

6. SEGMENT INFORMATION

Management evaluates its businesses and makes decisions on three Operating Segments. Additionally, general information is presented by products, services and geographic area.

Total assets represent those assets that are used in the operations of each reportable segment. Corporate assets included within KUO and others are cash, cash equivalents (available investments), recoverable taxes, long-term accounts receivable and certain fixed assets. Intersegment transactions have been eliminated.

Management has identified three Operating Segments integrated by Consumer, Chemical and Automotive.

For grouping these three segments, Entity's Management considered the following assumptions:

- a) The business activity or particular economic environment, from which it obtains revenues, maintains assets or incurs liabilities.
- b) Given their importance, the attention of senior Management of the economic entity is required to evaluate the segment's performance and make decisions regarding the allocation of resources for its operation.
- c) Additional information to the financial information is available and is based on a managerial approach.
- d) The inherent risks of the business and returns are different from those of other operating segments.

Information regarding joint ventures (Herdez del Fuerte and Synthetic Rubber) which are in the Consumer and Chemical Segments, represent 50% KUO's participation in these businesses. Eliminations to present joint ventures under the participation method are included in the information below. The consolidated financial information presented below comes from the financial statements of these entities prepared in accordance with IFRS.

Consolidated financial information

For the year ended December 31, 2021	Consumer	Chemical	Automotive	KUO and others	Eliminations	Total	Elimination of joint ventures	Consolidated information
Net sales	Ps. 24,896,258	Ps. 17,599,675	Ps. 14,643,154	Ps. 1,035,804	Ps. (850,912)	Ps. 57,323,979	Ps. (17,014,565)	Ps. 40,309,414
General expenses	4,569,981	1,216,489	917,799	1,199,567	(720,860)	7,182,976	(2,810,595)	4,372,381
Other (income) expenses, net	(1,023,223)	(44,876)	(3,014)	(62,553)	-	(1,133,666)	12,024	(1,121,642)
Depreciation and amortization	759,911	515,149	1,193,335	57,299	-	2,525,694	(607,153)	1,918,541
Net employee benefit cost	24,082	4,170	12,632	15,827	-	56,711	(14,585)	42,126
Impairment of fixed and intangible assets	1,500	-	16,434	-	-	17,934	-	17,934
Recovery on property, plant and equipment claim	(669,656)	-	-	-	-	(669,656)	-	(669,656)
Equity in results of joint ventures	-	-	-	-	-	-	(1,441,336)	(1,441,336)
Income from operations	3,043,358	1,887,299	256,166	(101,210)	-	5,085,613	(573,449)	4,512,164
Interest income	70,911	23,629	13,989	186,756	(171,992)	123,293	(49,977)	73,316
Interest expense	(77,486)	(65,965)	(150,438)	(859,410)	171,992	(981,307)	68,393	(912,914)
Other financial expenses	(137,360)	(49,047)	(52,862)	(31,029)	-	(270,298)	6,348	(263,950)
Exchange loss, net	(67,645)	(61,405)	(72,563)	(317)	-	(201,930)	(13,937)	(215,867)
Equity in results of subsidiaries and associates	-	56,611	-	3,539,604	(3,539,604)	56,611	(56,611)	-
Income taxes	593,894	488,101	(1,717)	24,353	-	1,104,631	(621,915)	482,716
Income (loss) from continuing operations	2,237,884	1,303,021	(3,991)	2,710,041	(3,539,604)	2,707,351	2,682	2,710,033
Net income (loss)	2,237,884	1,303,021	(3,991)	2,710,041	(3,539,604)	2,707,351	2,682	2,710,033
Cash and cash equivalents	1,055,767	630,883	89,428	4,205,846	-	5,981,924	(1,602,620)	4,379,304
Total assets	24,727,750	13,730,007	17,116,038	36,275,034	(34,208,479)	57,640,350	(7,319,882)	50,320,468
Total financial debt	-	1,021,475	281,044	14,782,340	-	16,084,859	(1,021,476)	15,063,383
Total liabilities	12,121,537	7,660,029	7,534,174	20,251,345	(6,159,353)	41,407,732	(7,318,231)	34,089,501
Additions to property, plant and equipment	1,827,770	374,157	297,770	259,528	-	2,759,225	(512,278)	2,246,947
Investment in intangibles	1,415	-	523,084	-	-	524,499	-	524,499

For the year ended December 31, 2020	Consumer	Chemical	Automotive	KUO and others	Eliminations	Total	Elimination of joint ventures	Consolidated information
Net sales	Ps. 23,159,811	Ps. 11,698,567	Ps. 10,751,723	Ps. 957,685	Ps. (782,756)	Ps. 45,785,030	Ps. (14,849,161)	Ps. 30,935,869
General expenses	4,358,436	1,153,088	860,559	1,006,421	(665,748)	6,712,756	(2,624,801)	4,087,955
Other expenses (income), net	823,669	(77,804)	12,963	1,899	(337)	760,390	170,386	930,776
Depreciation and amortization	771,994	559,926	1,192,991	55,591	-	2,580,502	(647,121)	1,933,381
Net employee benefit cost	18,613	2,636	(12,259)	17,416	-	26,406	(12,511)	13,895
Impairment of fixed and intangible assets	-	(28,766)	6,545	-	-	(22,221)	28,766	6,545
Loss in property, plant and equipment claim	661,270	-	-	-	-	661,270	-	661,270
Equity in results of joint ventures	-	-	-	-	-	-	1,085,187	1,085,187
Income from operations	1,300,093	989,443	(550,689)	(50,635)	-	1,688,212	(435,554)	1,252,658
Interest income	53,980	27,748	5,586	365,451	(367,557)	85,208	(55,985)	29,223
Interest expense	(129,138)	(82,576)	(340,505)	(991,204)	367,557	(1,175,866)	80,707	(1,095,159)
Other financial expenses	(85,259)	(35,159)	(45,141)	(36,342)	-	(201,901)	(10,139)	(212,040)
Exchange income (loss), net	(36,125)	(162,008)	(321,283)	52,833	-	(466,583)	(49,931)	(516,514)
Equity in results of subsidiaries and associates	(5,664)	(621)	-	(43,664)	43,664	(6,285)	6,285	-
Income taxes	303,207	247,999	75,328	(131,664)	-	494,870	(464,711)	30,159
Income (loss) from continuing operations	794,680	488,828	(1,327,360)	(571,897)	43,664	(572,085)	94	(571,991)
Income from discontinued operations	-	-	-	2,014	-	2,014	1	2,015
Net income (loss)	794,680	488,828	(1,327,360)	(569,883)	43,664	(570,071)	95	(569,976)
Cash and cash equivalents	1,088,649	819,951	77,491	4,655,021	-	6,641,112	(1,828,422)	4,812,690
Total assets	20,295,357	11,269,371	16,429,169	33,685,682	(29,741,522)	51,938,057	(6,042,205)	45,895,852
Total financial debt	-	1,000,613	490,278	16,267,209	-	17,758,100	(1,000,613)	16,757,487
Total liabilities	9,667,125	5,429,522	6,966,585	19,968,643	(4,022,654)	38,009,221	(6,037,959)	31,971,262
Additions to property, plant and equipment	747,417	333,315	287,061	-	-	1,367,793	(496,222)	871,571
Investment in intangibles	-	12,001	170,391	1,144	-	183,536	-	183,536

For the year ended December 31, 2019	Consumer	Chemical	Automotive	KUO and others	Eliminations	Total	Elimination of joint ventures	Consolidated information
Net sales	Ps. 21,140,023	Ps. 12,894,699	Ps. 8,013,391	Ps. 983,547	Ps. (803,534)	Ps. 42,228,126	Ps. (14,431,315)	Ps. 27,796,811
General expenses	4,119,580	1,169,532	939,906	940,202	(685,135)	6,484,085	(2,494,741)	3,989,344
Other (income) expenses, net	(76,580)	(19,613)	6,651	(455,676)	-	(545,218)	96,251	(448,967)
Depreciation and amortization	715,354	447,493	487,091	55,443	-	1,705,381	(532,313)	1,173,068
Net employee benefit cost	14,385	4,555	29,397	18,341	-	66,678	(9336)	57,342
Impairment of fixed and intangible assets	-	(18,942)	92,715	-	-	73,773	18,942	92,715
Equity in results of joint ventures	-	-	-	-	-	-	1,034,553	1,034,553
Income from operations	2,095,357	973,636	(170,997)	499,022	-	3,397,018	(354,757)	3,042,261
Interest income	52,412	46,260	5,765	486,838	(495,664)	95,611	(58,402)	37,209
Interest expense	(70,209)	(81,753)	(118,757)	(1,121,760)	495,664	(896,815)	81,827	(814,988)
Other financial expenses	(95,211)	(45,936)	(64,011)	(33,522)	-	(238,680)	(6,362)	(245,042)
Exchange (loss) income, net	61,823	49,290	30,889	296,413	-	438,415	5,965	444,380
Equity in results of subsidiaries and associates	(3,928)	3,781	2,135,605	(2,135,605)	(147)	147	-	-
Income taxes	562,561	201,703	(231,233)	32,062	565,093	(331,798)	233,295	
Income (loss) from continuing operations	1,477,683	743,575	(85,878)	2,230,534	(2,135,605)	2,230,309	216	2,230,525
Income from discontinued operations	-	-	-	2,150	-	2,150	-	2,150
Net income	1,477,683	743,575	(85,878)	2,232,684	(2,135,605)	2,232,459	216	2,232,675
Cash and cash equivalents	631,060	1,262,717	292,008	1,161,613	-	3,347,398	(1,806,322)	1,541,076
Total assets	21,148,756	11,458,407	15,666,407	31,525,018	(30,064,170)	49,734,418	(5,441,428)	44,292,990
Total financial debt	-	992,445	672,530	14,917,654	-	16,582,629	(992,445)	15,590,184
Total liabilities	10,704,909	5,258,335	9,061,398	17,784,252	(7,025,821)	35,783,073	(5,438,223)	30,344,850
Additions to property, plant and equipment	1,076,581	478,888	576,353	-	-	2,131,822	(638,090)	1,493,732
Investment in intangibles	1,527	-	1,439,498	8,215	-	1,449,240	-	1,449,240

a. The following table shows net sales generated by the main products of the segments, the percentage of net sales for each product line for the years ended December 31, 2021, 2020 and 2019.

	2021	%	2020	%	2019	%
Pork meat	Ps. 16,210,839	40.2	Ps. 14,219,760	46.0	Ps. 13,081,601	47.1
Polystyrene	9,217,258	22.9	5,734,727	18.5	6,468,755	23.3
Transmissions and components	10,908,401	27.0	7,786,868	25.1	4,920,231	17.7
Auto parts	3,734,753	9.3	2,992,278	9.7	3,121,383	11.2
Others	238,163	0.6	202,236	0.7	204,841	0.7
Total	Ps. 40,309,414	100	Ps. 30,935,869	100	Ps. 27,796,811	100

b. The following tables present sales classified by geographic area for the years ended December 31, 2021, 2020 and 2019:

	2021	2020	2019
Mexico	Ps. 19,418,759	Ps. 14,093,213	Ps. 15,650,299
United States of America and Canada	13,354,791	9,558,987	6,299,291
Asia	5,451,693	5,817,538	4,159,927
Europe	1,321,782	903,353	1,053,002
Rest of the world	762,389	562,778	634,292
Total	Ps. 40,309,414	Ps. 30,935,869	Ps. 27,796,811

c. KUO has a diverse customer base in the three segments in which it mainly operates. For the years ended December 31, 2021, 2020 and 2019, no customer represents more than 5% of consolidated net sales; except in the automotive segment, only in the year ended December 31, 2021 and 2020, where it has a client whose sales represent more than 15% and 10% of the total consolidated sales.

7. CASH AND CASH EQUIVALENTS

For purposes of the consolidated statements of cash flows, cash and cash equivalents include cash and bank and investment instruments in the money market. Cash and cash equivalents at end of the year as shown in the consolidated statements of cash flows can be reconciled to the related items in the consolidated statements of financial position as follows:

	2021	2020	2019
Cash and cash equivalents	Ps. 171,542	Ps. 159,083	Ps. 343,888
Investments	4,207,762	4,653,607	1,197,188
Total	Ps. 4,379,304	Ps. 4,812,690	Ps. 1,541,076
Investments:			
Banknote paper	Ps. 4,204,436	Ps. 4,652,449	Ps. 1,159,808
Short-term investments	3,326	1,158	37,380
Total	Ps. 4,207,762	Ps. 4,653,607	Ps. 1,197,188

8. ACCOUNTS AND NOTES RECEIVABLE

	2021	2020	2019
Trade	Ps. 3,388,787	Ps. 2,393,858	Ps. 1,989,396
Allowance for discounts	(162,256)	(104,402)	(153,744)
Allowance for doubtful accounts	(50,928)	(31,511)	(38,178)
	3,175,603	2,257,945	1,797,474
Other debtors	142,089	120,558	172,280
Recoverable taxes	1,173,527	944,125	756,092
Total	Ps. 4,491,219	Ps. 3,322,628	Ps. 2,725,846

Trade receivables

The average credit period on sales of goods is 60 days. The Entity has recognized a loss allowance of 58.45% of all receivables over 120 days past due because historical experience has indicated that these receivables are generally not recoverable. For accounts receivable that are between 60 and 120 days, an allowance is recognized for doubtful accounts based on expected loss determined for experiences of default of the counterparty and an analysis of their current financial position.

Before accepting any new client, the Entity uses an external credit rating system to evaluate the credit quality of the potential client and defines the limit of credit per client. The limits and ratings attributed to clients are reviewed twice a year. 99% of the accounts receivable from customers that are not due or impaired, have the best attributable credit rating according to the external credit rating system used by the Entity.

Accounts receivable from customers include amounts that are due at the end of the reporting period (see the aging analysis below), but for which the Entity has not recognized any estimates for uncollectible accounts because there has been no significant change in credit quality and amounts (which include accrued interest after the accounts are 60 days) are still considered recoverable.

Trade receivables - days past due						
December 31, 2021	<30	31 - 60	61 - 90	91 - 120	>120	Total
Expected credit loss rate	0.97%	0.46%	2.81%	21.56%	57.76%	
Estimated total gross carrying amount at default	2,848,254	414,972	89,636	5,622	30,303	Ps. 3,388,787
Lifetime ECL	(27,770)	(1,928)	(2,516)	(1,212)	(17,502)	(50,928)
						Ps. 3,337,859

Trade receivables - days past due						
December 31, 2020	<30	31 - 60	61 - 90	91 - 120	>120	Total
Expected credit loss rate	0.42%	3.82%	0.98%	28.16%	45.62%	
Estimated total gross carrying amount at default	2,159,583	155,852	41,036	5,931	31,456	Ps. 2,393,858
Lifetime ECL	(9,140)	(5,948)	(404)	(1,670)	(14,349)	(31,511)
						Ps. 2,362,347

Trade receivables - days past due

December 31, 2019	<30	31 - 60	61 - 90	91 - 120	>120	Total
Expected credit loss rate	0.71%	5.83%	46.07%	9.26%	94.33%	
Estimated total gross carrying amount at default	1,791,143	144,580	10,509	33,555	9,609	Ps. 1,989,396
Lifetime ECL	(12,734)	(8,433)	(4,841)	(3,106)	(9,064)	(38,178)
						Ps. 1,951,218

The following table shows the movement in lifetime ECL that has been recognized for trade and other receivables in accordance with the simplified approach set out in IFRS 9.

	2021	2020	2019
Balance at the beginning of the period	Ps. (31,511)	Ps. (38,178)	Ps. (36,193)
Amounts written off	2,237	5,732	6,311
Accounts considered uncollectible during the year	5,386	12,160	-
Impairment	(27,040)	(11,225)	(8,296)
Balance at the end of the year	Ps. (50,928)	Ps. (31,511)	Ps. (38,178)

As mentioned in Note 4f, for the determination of the estimation of doubtful accounts, the Entity performs an aging analysis of balances by client and is assigned based on experience an estimation percentage. This first analysis gives an indication of impairment; Subsequently, an analysis of the financial situation of all the clients included is carried out to determine which are the accounts that present an impairment according to the expected credit loss model and on these the corresponding estimate is recorded.

As of December 31, 2021, 2020 and 2019, the Entity sold as non-recourse accounts receivables with an accumulated carrying value of US229,192, US175,702 and , US156,261, to a bank for cash funds of US227,870, US173,503 and US152,813, respectively. As the Entity has transferred the significant risks and benefits related to these accounts receivable, the Entity wrote down the book value of these accounts receivable. At the end of 2021, 2020 and 2019, the carrying amount of short-term accounts receivable, which are current and derecognized, amounts to Ps.515,642, Ps.519,458 and Ps.353,332, respectively.

9. INVENTORIES

	2021	2020	2019
Finished goods and work in process	Ps. 2,572,008	Ps. 2,452,081	Ps. 2,638,930
Raw materials, supplies and others	4,880,160	3,399,988	3,322,542
	7,452,168	5,852,069	5,961,472
Allowance for obsolete and slow-moving inventories	(301,176)	(226,138)	(248,275)
Goods in transit	458,353	271,342	81,114
	Ps. 7,609,345	Ps. 5,897,273	Ps. 5,794,311

Change in the allowance for obsolete and slow-moving inventories:

	2021		2020		2019	
Balances at the beginning of the year	Ps.	(226,138)	Ps.	(248,275)	Ps.	(231,287)
Increase in the allowance		(156,050)		(66,819)		(37,172)
Application		30,373		83,435		10,441
Decreases		50,639		5,521		9,743
Balances at the end of the year	Ps.	(301,176)	Ps.	(226,138)	Ps.	(248,275)

The cost of inventories recognized as an expense during the year in respect to continuing operations was Ps.26,902,866, Ps.19,186,617 and Ps.17,240,067 for the years ended December 31, 2021, 2020 and 2019, respectively.

10. BIOLOGICAL ASSETS

	2021		2020		2019	
Balances at the beginning of the year	Ps.	1,804,806	Ps.	1,604,327	Ps.	1,581,260
Production costs		9,129,112		7,443,592		6,365,942
Transfer to inventories		(8,662,692)		(7,243,113)		(6,342,875)
Balances at the end of the year	Ps.	2,271,226	Ps.	1,804,806	Ps.	1,604,327
Biological assets - short-term	Ps.	1,692,156	Ps.	1,354,980	Ps.	1,206,260
Biological assets - long-term		579,070		449,826		398,067
	Ps.	2,271,226	Ps.	1,804,806	Ps.	1,604,327

Principal risks in the hogs' operation:

The operation of raising and selling hogs and their derivatives is exposed to fluctuations in prices and sales volumes, as well as exchange rate fluctuations, the latter of which refers to foreign sales.

With respect to this operation, KUO is subject to the applicable health laws and regulations in both Mexico and the countries where it operates. Accordingly, environmental policies and procedures have been established to ensure compliance with environmental and health regulations. Furthermore, periodic reviews are performed to timely identify and mitigate any environmental risk.

Hurricanes and other adverse weather conditions may result in additional inventory losses and damage to the plants and equipment of the Entity.

11. PROPERTY, PLANT AND EQUIPMENT

Reconciliation of beginning and ending balances at December 31, 2021, 2020 and 2019 is as follows:

	Balance at the beginning of 2021		Additions		Disposals / Disposals from sinister ⁽ⁱ⁾		Impairment		Transferred assets		Translation effect		Balance as of December 31, 2021	
Investment:														
Land	Ps.	1,261,078	Ps.	21,504	Ps.	-	Ps.	-	Ps.	51,071	Ps.	28,681	Ps.	1,362,334
Building and installations		6,121,403		-		(32,458)		-		192,094		28,931		6,309,970
Industrial machinery and equipment		11,159,968		2,444		(236,258)		-		386,716		182,154		11,495,024
Office furniture and equipment		194,181		2,388		(92)		-		2,700		1,761		200,938
Vehicles		302,736		118		(7,142)		-		17,154		50		312,916
Other assets		21,544		-		-		-		247		551		22,342
Projects-in-progress		725,123		2,220,493		-		-		(649,982)		12,696		2,308,330
Total investment		19,786,033		2,246,947		(275,950)		-		-		254,824		22,011,854
Depreciation:														
Building and installations		(1,801,294)		(254,796)		26,049		(14,198)		-		(13,842)		(2,058,081)
Industrial machinery and equipment		(7,002,193)		(659,262)		218,334		(2,236)		-		(114,930)		(7,560,287)
Office furniture and equipment		(144,482)		(11,913)		92		-		-		(1,149)		(157,452)
Vehicles		(220,717)		(37,763)		5,727		-		-		(49)		(252,802)
Other assets		(3,762)		(6,047)		-		-		-		(62)		(9,871)
Total accumulated depreciation		(9,172,448)		(969,781)		250,202		(16,434)		-		(130,032)		(10,038,493)
Net investment	Ps.	10,613,585	Ps.	1,277,166	Ps.	(25,748)	Ps.	(16,434)	Ps.	-	Ps.	124,792	Ps.	11,973,361

	Balance at the beginning of 2020		Additions	Disposals	Impairment	Transferred assets	Translation effect	Balance as of December 31, 2020						
Investment:														
Land	Ps.	1,220,021	Ps.	-	Ps.	-	Ps.	-	Ps.	41,057	Ps.	1,261,078		
Building and installations		6,239,592		374		(949,971)		-		768,926		62,482		6,121,403
Industrial machinery and equipment		10,843,060		2,426		(868,400)		-		865,257		317,625		11,159,968
Office furniture and equipment		192,020		1,974		(2,733)		-		502		2,418		194,181
Vehicles		286,352		173		(20,577)		-		36,709		79		302,736
Other assets		4,234		1,677		-		-		15,633		-		21,544
Projects-in-progress		1,540,429		864,947		-		-		(1,687,027)		6,774		725,123
Total investment		20,325,708		871,571		(1,841,681)		-		430,435		19,786,033		
Depreciation:														
Building and installations		(1,571,598)		(234,578)		35,098		-		-		(30,216)		(1,801,294)
Industrial machinery and equipment		(6,336,282)		(695,124)		197,560		(6,545)		-		(161,802)		(7,002,193)
Office furniture and equipment		(130,800)		(12,415)		527		-		-		(1,794)		(144,482)
Vehicles		(187,397)		(42,291)		9,044		-		-		(73)		(220,717)
Other assets		(1,839)		(1,923)		-		-		-		-		(3,762)
Total accumulated depreciation		(8,227,916)		(986,331)		242,229		(6,545)		-		(193,885)		(9,172,448)
Net investment	Ps.	12,097,792	Ps.	(114,760)	Ps.	(1,599,452)	Ps.	(6,545)	Ps.	-	Ps.	236,550	Ps.	10,613,585

	Balance at the beginning of 2019		Additions	Disposals	Impairment	Transferred assets	Translation effect	Balance as of December 31, 2019						
Investment:														
Land	Ps.	1,186,235	Ps.	-	Ps.	-	Ps.	-	Ps.	63,976	Ps.	(30,190)	Ps.	1,220,021
Building and installations		5,839,345		-		(8,590)		-		456,464		(47,627)		6,239,592
Industrial machinery and equipment		10,231,737		26,666		(602,800)		-		1,426,956		(239,499)		10,843,060
Office furniture and equipment		176,049		10,739		(789)		-		7,417		(1,396)		192,020
Vehicles		264,042		757		(11,165)		-		32,776		(58)		286,352
Other assets		4,234		-		-		-		-		-		4,234
Projects-in-progress		2,679,410		1,666,227		(576,665)		(31,590)		(1,987,589)		(209,364)		1,540,429
Total investment		20,381,052		1,704,389		(1,200,009)		(31,590)		-		(528,134)		20,325,708
Depreciation:														
Building and installations		(1,386,511)		(199,291)		2,231		-		-		11,973		(1,571,598)
Industrial machinery and equipment		(5,992,849)		(542,202)		119,387		(61,125)		-		140,507		(6,336,282)
Office furniture and equipment		(123,116)		(8,962)		384		-		-		894		(130,800)
Vehicles		(149,199)		(47,484)		8,976		-		-		310		(187,397)
Other assets		(1,839)		-		-		-		-		-		(1,839)
Total accumulated depreciation		(7,653,514)		(797,939)		130,978		(61,125)		-		153,684		(8,227,916)
Net investment	Ps.	12,727,538	Ps.	906,450	Ps.	(1,069,031)	Ps.	(92,715)	Ps.	-	Ps.	(374,450)	Ps.	12,097,792

(i) Includes loss in sinister of Ps.1,500 and Ps.1,582,775 for the years 2021 and 2020, respectively (see Note 27).

As of December 31, 2021, 2020 and 2019, the Entity has no idle assets.

Building and installations	35 years
Leasehold improvements	20 to 22 years
Industrial machinery	15 years
Tooling	3 to 5 years
Plant and equipment	10 years
Vehicles	4 years
Laboratory equipment	10 years

12. RIGHT-OF-USE ASSET

The Entity leases various assets, including real estate, plant and equipment, technology equipment and transportation equipment. The average lease term is:

	2021	2020	2019
Building	12	12	12
Computer equipment	4	4	4
Machinery and equipment	6	7	7
Transportation equipment	7	5	5
Airplane	15	15	5

The Entity has the option to purchase certain manufacturing equipment for a nominal amount at the end of the lease period. The Entity's obligations are insured by the lessor's title to the assets leased in said leases.

	Balances as of December 31, 2020		Acquisitions	Disposals	Net	Translation effect	Balance as of December 31, 2021					
Costs:	Ps.	1,638,370	Ps.	80,206	Ps.	(159,346)	Ps.	-	Ps.	1,879	Ps.	1,561,109
Building												
Computer equipment		40,795		3,628		-		-		-		44,423
Machinery and equipment		41,315		61,542		(26,028)		-		6,675		83,504
Transportation equipment		233,516		48,018		(71,727)		(10,416)		3,597		202,988
Airplane		148,617		-		-		-		-		148,617
Total investment		2,102,613		193,394		(257,101)		(10,416)		12,151		2,040,641
Accumulated depreciation:												
Building		(261,449)		(156,326)		22,597		-		(1,330)		(396,508)
Computer equipment		(14,739)		(10,913)		-		-		-		(25,652)
Machinery and equipment		(16,912)		(11,085)		13,694		-		(6,282)		(20,585)
Transportation equipment		(121,693)		(58,578)		40,942		10,416		(235)		(129,148)
Airplane		(59,446)		(29,724)		-		-		-		(89,170)
Total accumulated depreciation		(474,239)		(266,626)		77,233		10,416		(7,847)		(661,063)
Net cost	Ps.	1,628,374	Ps.	(73,232)	Ps.	(179,868)	Ps.	-	Ps.	4,304	Ps.	1,379,578

	Balances as of December 31, 2019		Acquisitions	Disposals	Net	Translation effect	Balance as of December 31, 2020					
Costs:	Ps.	1,568,033	Ps.	92,910	Ps.	(85,103)	Ps.	-	Ps.	62,530	Ps.	1,638,370
Building												
Computer equipment		25,777		15,018		-		-		-		40,795
Machinery and equipment		44,733		3,895		(9,732)		(262)		2,681		41,315
Transportation equipment		227,007		10,892		(3,142)		(6,546)		5,305		233,516
Airplane		148,617		-		-		-		-		148,617
Total investment		2,014,167		122,715		(97,977)		(6,808)		70,516		2,102,613
Accumulated depreciation:												
Building		(143,538)		(157,980)		45,288		-		(5,219)		(261,449)
Computer equipment		(6,396)		(8,343)		-		-		-		(14,739)
Machinery and equipment		(9,150)		(9,847)		1,537		262		286		(16,912)
Transportation equipment		(61,492)		(66,028)		2,485		6,546		(3,204)		(121,693)
Airplane		(29,723)		(29,723)		-		-		-		(59,446)
Total accumulated depreciation		(250,299)		(271,921)		49,310		6,808		(8,137)		(474,239)
Net cost	Ps.	1,763,868	Ps.	(149,206)	Ps.	(48,667)	Ps.	-	Ps.	62,379	Ps.	1,628,374
	Balance at the beginning of 2019		Initial application IFRS-16	Acquisitions	Disposals	Translation effect	Balance as of December 31, 2019					
Costs:	Ps.	-	Ps.	1,505,110	Ps.	74,024	Ps.	(5,906)	Ps.	(5,195)	Ps.	1,568,033
Building												
Computer equipment		-		21,809		3,792		-		176		25,777
Machinery and equipment		-		43,333		2,336		(936)		-		44,733
Transportation equipment		-		210,981		16,786		(569)		(191)		227,007
Airplane		-		148,617		-		-		-		148,617
Total investment		-		1,929,850		96,938		(7,411)		(5,210)		2,014,167
Accumulated depreciation:												
Building		-		-		(144,410)		185		687		(143,538)
Computer equipment		-		-		(6,396)		-		-		(6,396)
Machinery and equipment		-		-		(9,284)		134		-		(9,150)
Transportation equipment		-		-		(61,753)		225		36		(61,492)
Airplane		-		-		(29,723)		-		-		(29,723)
Total accumulated depreciation		-		-		(251,566)		544		723		(250,299)
Net cost	Ps.	-	Ps.	1,929,850	Ps.	(154,628)	Ps.	(6,867)	Ps.	(4,487)	Ps.	1,763,868

Amounts recognized as expenses in results:

		2021		2020		2019
Depreciation right-of-use asset	Ps.	266,626	Ps.	271,921	Ps.	251,566
Interest on lease liability		107,276		123,662		125,045
Short-term leases		202,233		152,999		152,783

Total cash outflows for leases amounted to Ps.344,749, Ps.356,692 and Ps.321,265 in 2021, 2020 and 2019, respectively.

The weighted rates used by Management to determine the right-of-use asset are as follows:

	2021	2020	2019
Building and installations	4.36%	5.71%	6.47%
Computer equipment	1.28%	2.56%	3.71%
Machinery and equipment	3.97%	5.50%	6.80%
Transportation equipment	3.82%	5.29%	7.21%
Airplane	1.34%	3.49%	4.12%

13. SUBSIDIARIES

a. KUO's main subsidiaries

As of December 31, 2021, 2020 and 2019 are as follow:

	Main activity	Location	Percentage
Grupo Porcícola Mexicano, S.A. de C.V.	Pork meat breeding and fattening	Mexico	100%
Comercializadora Porcícola Mexicana, S.A. de C.V.	Pork meat marketer	Mexico	100%
Resirene, S.A. de C.V. y Subsidiaria	Manufacture of polystyrene	Mexico	100%
Transmisiones y Equipos Mecánicos, S.A. de C.V.	Production of manual and high performance transmissions	Mexico	99.99%
Dacomsa, S.A. de C.V.	Distributor of automotive parts	Mexico	100%

There are no restrictions for subsidiaries related to fund transfers to the Entity such as cash dividends, loan repayments or prepayments.

b. Group composition

The following information presents the entities in which KUO participates, including those in which it has a 100% participation and those in which a non - controlling interest exists.

Segment	Location	Number of subsidiaries with a 100% equity interest		
		2021	2020	2019
Consumer	Mexico	2	3	3
Chemical	Mexico	2	3	3
Automotive	Mexico and United States of America	6	9	9
KUO and others ⁽ⁱ⁾	Mexico	7	8	8
Automotive	Mexico and Belgium	1	1	1

14. INVESTMENTS IN JOINT VENTURES AND OTHER INVESTMENTS

	2021	2020	2019
Investments in joint ventures	Ps. 11,453,173	Ps. 10,612,109	Ps. 11,334,719
Other investments	1,821	1,381	1,361
	Ps. 11,454,994	Ps. 10,613,490	Ps. 11,336,080

Joint ventures

a. As of December 31, 2021, 2020 and 2019, the balance of investments in joint ventures is as follows:

	Location	Activity	2021		2020		2019	
			% Interest	Total	% Interest	Total	% Interest	Total
Herdez del Fuerte, S.A. de C.V. and subsidiaries	Mexico and United States of America	Sale of processed food	50%	Ps. 5,990,762	50%	Ps. 5,634,756	50%	Ps. 5,964,699
Synthetic rubber ⁽ⁱ⁾	Mexico, Spain and China	Production of synthetic rubber	50%	5,462,411	50%	4,977,353	50%	5,370,020
				Ps. 11,453,173		Ps. 10,612,109		Ps. 11,334,719

(i) Integrated by Dynasol Gestión México, S.A.P.I. de C.V. and subsidiaries and Dynasol Gestión, S.L. and subsidiaries.

b. Movements in the joint ventures balance is as follows:

	2021		2020		2019	
Balance as of January 1	Ps.	10,612,109	Ps.	11,334,719	Ps.	11,224,716
Participation in the results of the period		1,441,336		1,085,187		1,034,553
Dividend distribution		(645,984)		(2,434,847)		(575,823)
Participation in other comprehensive income items		45,712		627,050		(348,727)
Balance as of December 31	Ps.	11,453,173	Ps.	10,612,109	Ps.	11,334,719

c. The equity in results of the period of such joint ventures is as follows:

Equity in results	2021		2020		2019	
Herdez del Fuerte, S.A. de C.V. and Subsidiaries	Ps.	614,552	Ps.	782,272	Ps.	595,665
Synthetic Rubber		826,784		302,915		438,888
Total	Ps.	1,441,336	Ps.	1,085,187	Ps.	1,034,553

d. A summary of the financial information regarding each joint ventures is detailed below.

Herdez del Fuerte, S.A. de C.V. and Subsidiaries	2021		2020		2019	
Current assets	Ps.	8,818,938	Ps.	7,276,682	Ps.	6,737,258
Non-current assets		10,503,529		9,978,446		10,514,343
Current liabilities		5,822,230		4,832,686		4,137,086
Non-current liabilities		723,760		352,788		387,056
Net assets		12,776,477		12,069,654		12,727,459
Non - controlling interest		(3,303)		(8,492)		(6,409)
Controlling interest net assets	Ps.	12,773,174	Ps.	12,061,162	Ps.	12,721,050
Cash and cash equivalents	Ps.	1,443,751	Ps.	1,364,906	Ps.	673,899
Revenue	Ps.	10,414,273	Ps.	10,523,772	Ps.	9,626,303
Income from operations		984,724		1,979,838		1,578,420
Net income		1,223,740		1,564,354		1,190,897
Net loss of non - controlling interest		(5,364)		(190)		(432)
Net income of controlling interest		1,229,104		1,564,544		1,191,329
The income of the period includes:						
Depreciation and amortization		289,567		299,079		307,222
Net period cost		29,104		24,778		17,219
Interest income		(58,035)		(62,162)		(49,979)
Interest expense		20,470		22,561		31,896
Income tax expense		594,444		583,026		392,816

The reconciliation of financial information above to the carrying amount of the investment in the joint venture recognized in the consolidated financial statements is as follows:

	2021		2020		2019	
Net assets of the joint venture	Ps.	12,773,174	Ps.	12,061,162	Ps.	12,721,050
Participation		50%		50%		50%
Equity of the Entity's interest in the joint venture		6,386,587		6,030,581		6,360,524
Goodwill		(395,825)		(395,825)		(395,825)
Carrying amount of the interest in the joint venture	Ps.	5,990,762	Ps.	5,634,756	Ps.	5,964,699
Net income of controlling interest	Ps.	1,229,104	Ps.	1,564,544	Ps.	1,191,329
Participation		50%		50%		50%
Profit for the period	Ps.	614,552	Ps.	782,272	Ps.	595,665

Synthetic Rubber

Current assets	Ps.	8,387,356	Ps.	6,345,377	Ps.	7,711,795
Non-current assets		8,029,513		7,471,547		6,195,175
Current liabilities		4,409,448		2,936,129		2,689,983
Non-current liabilities		1,082,597		926,089		476,947
Net assets controlling interest	Ps.	10,924,824	Ps.	9,954,706	Ps.	10,740,040
Cash and cash equivalents	Ps.	947,951	Ps.	1,426,212	Ps.	2,202,429

Revenue

Income from operations	Ps.	15,740,586	Ps.	10,785,124	Ps.	11,896,396
Net income		2,045,586		925,258		1,060,324
Net income of controlling interest		1,653,569		605,829		877,777
Net income of controlling interest		1,653,569		605,829		877,777
Income of the period includes:						
Depreciation and amortization		541,466		603,971		432,425
Interest expenses		(38,526)		(45,084)		(62,661)
Interest income		30,136		36,648		35,219
Income tax expense		552,006		296,783		181,315

The reconciliation of financial information above to the carrying amount of the investment in the joint venture recognized in the consolidated financial statements is as follows:

	2021		2020		2019	
Net assets of the joint venture	Ps.	10,924,824	Ps.	9,954,706	Ps.	10,740,040
Participation		50%		50%		50%
Carrying amount of the interest in the joint venture	Ps.	5,462,411	Ps.	4,977,353	Ps.	5,370,020
Net income of controlling interest	Ps.	1,653,569	Ps.	605,829	Ps.	877,777
Participation		50%		50%		50%
Profit for the period	Ps.	826,784	Ps.	302,915	Ps.	438,888

15. INTANGIBLES AND OTHER ASSETS

	2021		2020		2019	
Intangible assets (a)	Ps.	4,798,178	Ps.	5,280,208	Ps.	5,727,764
Other assets (b)		230,567		247,593		240,493
	Ps.	5,028,745	Ps.	5,527,801	Ps.	5,968,257

a. Intangible assets

	Balances as of December 31, 2020		Additions ⁽ⁱ⁾		Translation effect		Disposals		Balances as of December 31, 2021	
Investment:										
Projects and capitalized development costs	Ps.	5,277,107	Ps.	49,470	Ps.	159,365	Ps.	-	Ps.	5,485,942
Capitalized costs associated with contracts with clients		708,755		-		22,546		-		731,301
Patents and trademarks		222,362		-		(107)		-		222,255
Licenses		200,919		1,416		401		(310)		202,426
Total		6,409,143		50,886		182,205		(310)		6,641,924
Accumulated amortization:										
Projects and capitalized development		(841,746)		(551,615)		(26,964)		-		(1,420,325)
Capitalized contract compliance costs		(116,913)		(108,889)		(5,559)		-		(231,361)
Patents and trademarks		(84,982)		-		108		-		(84,874)
Licenses		(85,294)		(21,630)		(262)		-		(107,186)
Total		(1,128,935)		(682,134)		(32,677)		-		(1,843,746)
	Ps.	5,280,208	Ps.	(631,248)	Ps.	149,528	Ps.	(310)	Ps.	4,798,178

	Balances as of December 31, 2019		Additions		Translation effect		Disposals		Balances as of December 31, 2020	
Investment:										
Projects and capitalized development costs	Ps.	5,109,643	Ps.	72,255	Ps.	95,209	Ps.	-	Ps.	5,277,107
Capitalized costs associated with contracts with clients		673,402		17,842		17,511		-		708,755
Patents and trademarks		222,362		-		-		-		222,362
Licenses		183,113		11,499		6,307		-		200,919
Total		6,188,520		101,596		119,027		-		6,409,143
Accumulated amortization:										
Projects and capitalized development		(298,451)		(550,425)		7,130		-		(841,746)
Capitalized contract compliance costs		(14,809)		(104,554)		2,450		-		(116,913)
Patents and trademarks		(84,982)		-		-		-		(84,982)
Licenses		(62,514)		(20,150)		(2,630)		-		(85,294)
Total		(460,756)		(675,129)		6,950		-		(1,128,935)
	Ps.	5,727,764	Ps.	(573,533)	Ps.	125,977	Ps.	-	Ps.	5,280,208

	Balance at the beginning of 2019		Additions		Translation effect		Disposals		Balances as of December 31, 2019	
Investment:										
Projects and capitalized development costs	Ps.	3,710,279	Ps.	1,521,916	Ps.	(122,552)	Ps.	-	Ps.	5,109,643
Capitalized costs associated with contracts with clients		66,970		650,511		(44,079)		-		673,402
Patents and trademarks		222,362		-		-		-		222,362
Licenses		179,181		26,848		852		(23,768)		183,113
Total		4,178,792		2,199,275		(165,779)		(23,768)		6,188,520
Accumulated amortization:										
Projects and capitalized development costs		(205,747)		(92,045)		(659)		-		(298,451)
Capitalized costs for compliance with contracts		-		(14,685)		(124)		-		(14,809)
Patents and trademarks		(84,982)		-		-		-		(84,982)
Licenses		(45,712)		(16,833)		31		-		(62,514)
Total		(336,441)		(123,563)		(752)		-		(460,756)
	Ps.	3,842,351	Ps.	2,075,712	Ps.	(166,531)	Ps.	(23,768)	Ps.	5,727,764

(i) Includes a discount to capitalized projects and development of Ps.81,940 in 2020.

The useful lives of intangible assets are as follows:

Projects and capitalized development costs	5 - 8 years
Capitalized costs associated with contracts with clients	Based on the maturity of the contracts
Licenses	15 years
Patents and trademarks	20 years

In the Automotive segment investments are being made for the development of new generation high-tech dual-clutch DCT transmissions ("DCT - Dual Clutch Transmission"). During 2021, 2020 and 2019, investments were made for Ps.61 million, Ps.170 million and Ps.1,404 million, respectively.

b. Other assets

		2021		2020		2019
Guarantee deposits	Ps.	149,614	Ps.	164,889	Ps.	155,062
Artworks		76,883		76,883		76,883
Goodwill		515		998		1,422
Others		3,555		4,823		7,126
	Ps.	230,567	Ps.	247,593	Ps.	240,493

16. FINANCIAL INSTRUMENTS

a. Financial risk management objectives

KUO's Corporate Treasury function provides services to the business, co-ordinates access to domestic and international financial markets, monitors and manages the financial risks relating to the operations of the Entity through internal risk reports which analyses exposures by degree and magnitude of risks. These risks include market risk (including currency risk, interest rate risk and price risk), credit risk, and liquidity risk.

KUO seeks to minimize the effects of these risks by using derivative financial instruments to hedge these risk exposures. The use of financial derivatives is governed by the Entity's policies approved by the Board of Directors, which provide written principles on foreign exchange risk, interest rate risk, credit risk, the use of financial derivatives and non-derivative financial instruments, and the investment of excess liquidity. The Entity does not enter into or trade financial instruments, including derivative financial instruments, for speculative purposes.

b. Market risk

The Entity's activities expose it primarily to the financial risks of changes in foreign currency exchange rates and interest rates. The Entity enters into a variety of derivative financial instruments to manage its exposure to interest rate and foreign currency risk, including:

- Forward foreign exchange contracts to hedge the exchange rate risk arising on the import of corn.

There has been no change to the Entity's exposure to market risks or the manner in which these risks are managed and measured.

Foreign currency risk management

The Entity undertakes transactions denominated in foreign currencies; consequently, exposures to exchange rate fluctuations arise. Exchange rate exposures are managed within approved policy parameters utilizing forward foreign exchange contracts.

The carrying amounts of foreign currency denominated monetary assets and monetary liabilities at the reporting date are as follows:

	Assets			Liabilities		
	2021	2020	2019	2021	2020	2019
US dollars	131,817	161,311	69,836	690,075	709,966	683,194

- (i) **Foreign currency sensitivity analysis** - The Entity is mainly exposed to the currency of US dollars. The Entity performs periodic sensitivity analysis to an increase and decrease of 10% in Mexican pesos against the relevant foreign currencies. The 10% is the sensitivity rate used when foreign exchange risk is reported internally to key Management personnel and represents Management's assessment of the reasonably possible change in exchange rates.

The sensitivity analysis includes only outstanding monetary items denominated in foreign currency and adjusts their translation at the end of the period for a 10% change in exchange rates. The sensitivity analysis mainly includes loans in foreign currency. A positive number (as shown in the table below) indicates an increase in the results where the peso is strengthened by 10% against the relevant currency. If a weakening of 10% by the peso with respect to the reference currency is presented, then it will have a comparable impact on the results and the following balances would be negative.

	2021	2020	2019
Results	Ps. 1,149,090	Ps. 1,094,495	Ps. 1,161,976 ⁽ⁱ⁾

- (i) Mainly attributable to the exposure of accounts receivable and payable balances, including debt, held by the Entity at the end of the reporting period.

(ii) Interest rate risk management

KUO is mainly exposed to interest rate risks because it has entered into debt at variable rates. Hedging activities are regularly monitored so that they align with interest rates and their related risk, ensuring the implementation of the most profitable hedging strategies.

The Entity's exposures to interest-rate risk are mainly related to changes in the TIE and London InterBank Offered Rate (LIBOR) rate with respect to KUO's financial liabilities. The Entity prepares sensitivity analyses based on its exposure to interest rates on its variable-rate debt with financial institutions that is not hedged. The analyses are prepared assuming that the ending period balance as at year-end was the outstanding balance during the entire year. The Entity internally reports to the Board of Directors about its interest rate risks.

When reporting internally to key executive personnel on the interest rate risk, an increase or decrease of 50 basis points is used, which represents Management's evaluation of the possible reasonable change in interest rates.

If the interest rates were 50 basis points above/below and all the other variables remained constant:

The result would decrease/increase in 2021 Ps.10,981, in 2020 Ps.36,876 and Ps.32,411 in 2019. This is mainly attributable to the Entity's exposure to interest rates on its variable rate loans in Mexican pesos.

The Entity's sensitivity to interest rates has been maintained during the current year mainly due to the contracting of variable rate debt instruments.

c. Credit risk management

Note 8 details the Entity's maximum exposure to credit risk and the measurement bases used to determine ECL.

In order to minimize credit risk, the Entity has adopted a policy of only dealing with creditworthy counterparties and obtaining sufficient collateral, where appropriate, as a means of mitigating the risk of financial loss from defaults. Have low credit risk for the purpose of impairment assessment. The credit rating information is supplied by independent rating agencies where available and, if not available, the Entity uses other publicly available financial information and its own trading records to rate its major customers. The Entity's exposure and the credit ratings of its counterparties are continuously monitored and the aggregate value of transactions concluded is spread amongst approved counterparties.

Before accepting any new customer, a dedicated team responsible for the determination of credit limits uses an external credit scoring system to assess the potential customer's credit quality and defines credit limits by customer. Limits and scoring attributed to customers are reviewed and approved twice a year by the risk management committee. 80% of the trade receivables have the best credit scoring attributable under the external credit scoring system used by the Entity.

Credit approvals and other monitoring procedures are also in place to ensure that follow-up action is taken to recover overdue debts. Furthermore, the Entity reviews the recoverable amount of each trade debt and debt investment on an individual basis at the end of the reporting period to ensure that adequate loss allowance is made for irrecoverable amounts. In this regard, Management considers that the Entity's credit risk is significantly reduced. Trade receivables consist of a large number of customers, spread across diverse industries and geographical areas. Ongoing credit evaluation is performed on the financial condition of accounts receivable and, where appropriate, credit guarantee insurance cover is purchased.

(i) Overview of the Entity's exposure to credit risk

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Entity. As of December 31, 2021 KUO's maximum exposure to credit risk without taking into account any collateral held or other credit enhancements, which will cause a financial loss to KUO due to failure to discharge an obligation by the counterparties and financial guarantees provided by the Entity arises from:

- The carrying amount of the respective recognized financial assets as stated in the consolidated statement of financial position; and
- The maximum amount the entity would have to pay if the financial guarantee is called upon, irrespective of the likelihood of the guarantee being exercised.

The Entity's exposure and the credit ratings of its counterparties are continuously monitored and the accumulated value of the completed transactions is distributed among the approved counterparties. The credit exposure is controlled by the counterparty limits that are reviewed and approved by KUO's Credit Committee.

Accounts receivable from customers are composed of a large number of clients distributed through different industries and geographic areas. Before granting credit to any client, a financial evaluation is performed and credit references are requested; finally, the continuous evaluation of the credit is made on the financial condition of the accounts receivable, when appropriate. KUO considers that its potential credit risk is adequately covered by its allowance for doubtful accounts, which represents its estimate of expected credit losses due to impairment with respect to accounts receivable (see Note 8).

KUO does not have significant credit risk exposures with any of the parties or any group of counterparties with similar characteristics. The concentration of credit risk with some other party did not exceed 5% of the gross monetary assets at any time during the years 2021, 2020 and 2019.

The credit risk on liquid funds and derivative financial instruments is limited because the counterparties are banks with high credit ratings assigned by recognized rating agencies.

The Entity's current credit risk grading framework comprises the following categories:

Category	Description	Basis for recognizing expected credit losses
Performing	The counterparty has a low risk of default and does not have any past-due amounts	12-month ECL
Doubtful	Amount is >30 days past due or there has been a significant increase in credit risk since initial recognition	Lifetime ECL - not credit-impaired
In default	Amount is >90 days past due or there is evidence indicating the asset is credit-impaired	Lifetime ECL - credit-impaired
Write-off	There is evidence indicating that the debtor is in severe financial difficulty and the Entity has no realistic prospect of recovery	Amount is written off

The tables below detail the credit quality of the Entity's financial assets, contract assets and financial guarantee contracts, as well as the Entity's maximum exposure to credit risk by credit risk rating grades:

December 31, 2021	Internal credit rating	12-month or lifetime ECL	Gross carrying amount ⁽ⁱ⁾	Loss allowance	Net carrying amount ⁽ⁱ⁾
Accounts receivable	Performing	ECL	3,388,787	(50,928)	3,337,859
Other debtors	Performing	12-month	142,089	-	142,089
Accounts receivable from related parties	Performing	12-month	158,434	-	158,434
Other accounts receivable non-current	Performing	12-month	94,473	-	94,473
Accounts receivable from related parties non-current	Performing	12-month	111,344	-	111,344

December 31, 2020	Internal credit rating	12-month or lifetime ECL	Gross carrying amount ⁽ⁱ⁾	Loss allowance	Net carrying amount ⁽ⁱ⁾
Accounts receivable	Performing	ECL	2,393,858	(31,511)	2,362,347
Other debtors	Performing	12-month	120,558	-	120,558
Accounts receivable from related parties	Performing	12-month	115,355	-	115,355
Other accounts receivable non-current	Performing	12-month	11,138	-	11,138
Accounts receivable from related parties non-current	Performing	12-month	111,816	-	111,816

December 31, 2019	Internal credit rating	12-month or lifetime ECL	Gross carrying amount ⁽ⁱ⁾	Loss allowance	Net carrying amount ⁽ⁱ⁾
Accounts receivable	Performing	ECL	1,989,396	(38,178)	1,951,218
Other debtors	Performing	12-month	172,280	-	172,280
Accounts receivable from related parties	Performing	12-month	169,567	-	169,567
Other accounts receivable non-current	Performing	12-month	14,983	-	14,983
Accounts receivable from related parties non-current	Performing	12-month	104,960	-	104,960

(i) For trade receivables, the Entity has applied the simplified approach in IFRS 9 to measure the loss allowance at lifetime ECL. The Entity determines the expected credit losses on these items by using a provision matrix, estimated based on historical credit loss experience based on the past due status of the debtors, adjusted as appropriate to reflect current conditions and estimates of future economic conditions. Accordingly, the credit risk profile of these assets is presented based on their past due status in terms of the provision matrix.

d. Liquidity risk management

Ultimate responsibility for liquidity risk management rests with Entity's Management, which has established appropriate policies for the control of such risk through the monitoring of working capital, allowing Management of the Entity's short-, medium-, and long-term funding requirements. The Entity maintains cash reserves and available credit lines, continuously monitoring projected and actual cash flows, reconciling the profiles of maturity of financial assets

Liquidity and interest risk tables

The following table details the remaining contractual maturities of the Entity's financial liabilities, based on contractual repayment periods. The table has been designed based on un-discounted projected cash flows of financial liabilities based on the date on which the Entity makes payments. The table includes both projected cash flows related to interest and capital on financial debt in the consolidated statements of financial position. Where the contractual interest payments are based on variable rates, the amounts are derived from interest rate curves at the end of the period.

The contractual maturity is based on earliest date in which the Entity is required to make payments.

As of December 31, 2021	Six months	One year	1 and 3 years	More than 3 years	Total
Bank loans including the current portion of long-term debt	Ps. 335,842	Ps. 646,428	Ps. 10,853,906	Ps. 10,327,771	Ps. 22,163,947
Notes and accounts payable to suppliers	10,072,373	-	-	-	10,072,373
Lease liability	172,868	164,283	726,398	1,136,939	2,200,488
Other payables and accrued liabilities	4,513,111	-	-	-	4,513,111
Accounts payable to related parties	46,864	-	-	-	46,864
Total	Ps. 15,141,058	Ps. 810,711	Ps. 11,580,304	Ps. 11,464,710	Ps. 38,996,783

As of December 31, 2020	Six months	One year	1 and 3 years	More than 3 years	Total
Bank loans including the current portion of long-term debt	Ps. 327,380	Ps. 619,667	Ps. 2,464,058	Ps. 17,550,200	Ps. 20,961,305
Notes and accounts payable to suppliers	7,264,190	-	-	-	7,264,190
Lease liability	172,980	171,000	836,856	1,570,762	2,751,598
Other payables and accrued liabilities	2,724,429	-	-	-	2,724,429
Accounts payable to related parties	4,580	-	-	-	4,580
Total	Ps. 10,493,559	Ps. 790,667	Ps. 3,300,914	Ps. 19,120,962	Ps. 33,706,102

As of December 31, 2019	Six months	One year	1 and 3 years	More than 3 years	Total
Bank loans including the current portion of long-term debt	Ps. 164,905	Ps. 588,113	Ps. 4,022,681	Ps. 16,650,479	Ps. 21,426,178
Notes and accounts payable to suppliers	7,021,850	-	-	-	7,021,850
Lease liability	164,239	164,027	887,318	1,578,865	2,794,449
Other payables and accrued liabilities	2,464,412	-	-	-	2,464,412
Accounts payable to related parties	21,335	-	-	-	21,335
Total	Ps. 9,836,741	Ps. 752,140	Ps. 4,909,999	Ps. 18,229,344	Ps. 33,728,224

17. FAIR VALUE OF FINANCIAL INSTRUMENTS

This note provides information about how the Entity determines the fair values of its various financial assets and liabilities.

The Entity's cash and cash equivalents, as well as accounts receivable and payable from and to third and related parties, and the current portion of bank loans and long-term debt approximate to their fair value, because of their short-term maturities. The Entity's long-term debt is recorded at its amortized cost and consists of debt that generates interest at fixed and variable rates related to market indicators.

The carrying amounts of financial instruments by category and their related fair values as of December 31 are as follows:

	2021		2020		2019	
	Carrying amount	Fair value	Carrying amount	Fair value	Carrying amount	Fair value
Financial liabilities at amortized cost (level 2)						
Bank loans and current portion of long-term debt ⁽¹⁾	Ps. (15,063,383)	Ps. (15,545,662)	Ps. (16,757,487)	Ps. (17,646,955)	Ps. (15,590,184)	Ps. (16,513,194)
Derivatives designated as hedging instruments (level 2)						
Forwards ⁽²⁾	(808)	(808)	-	-	-	-
Total	Ps. (15,064,191)	Ps. (15,546,470)	Ps. (16,757,487)	Ps. (17,646,955)	Ps. (15,590,184)	Ps. (16,513,194)

(1) The fair value of debt issued on the stock market was obtained based on the financial indicators provided by Accival Casa de Bolsa Banamex and Thomson Reuters, which determine the price for bonds issued by KUO that can be exchanged. This value represents the fair amount for these instruments to be exchanged on their respective expiration dates.

(2) Discounted cash flows. The future cash flows are estimated on the basis of the rates of forward exchange rates (starting from observable forward exchange rates at the end of the reporting period) and rates of forward contract, discounted at a rate that reflects credit risk of various counterparties.

During the periods, there were no transfers between Level 1 and 2.

18. DERIVATIVE FINANCIAL INSTRUMENTS

The objective of the Entity in executing contracts with derivative financial instruments is to partially hedge the financial risk from exposures in the exchange rates and corn prices. The decision to enter into an economic or financial hedge reflects market conditions and the related expectation at a given date, as well as the domestic and international economic context of the economic indicators that influence the Entity's operations.

As of December 31, 2021, 2020 and 2019, the effect in other comprehensive income (loss) is Ps. (566), Ps. 0 and Ps.423 net of deferred tax, respectively.

19. FINANCIAL INSTRUMENTS TO HEDGE NET INVESTMENTS IN FOREIGN OPERATIONS

As of January 2, 2020, the Entity designated the bond in the amount of US450 million as a hedging instrument for its net foreign investments Resirene, S.A. de C.V., Transmisiones y Equipos Mecánicos, S.A. de C.V., Resirene USA Inc and Tremec Corporation; such designation was made in order to mitigate variations in exchange rates arising between the functional currency of such operation and the functional currency of the holding company that holds these investments.

The Entity formally designated and documented the hedging relationship, establishing the objectives, the strategy for hedging the risk, the identification of the hedging instrument, the hedged item, the nature of the risk to be hedged and the methodology for assessing effectiveness. Since the hedging relationship is clear, the method used by the Entity to assess effectiveness consisted of a qualitative effectiveness test comparing the critical terms between the hedging instruments and the hedged items. The hedge will be effective as long as the notional debt designated as a hedging instrument is equal to or less than the value of the net assets of the hedged foreign operation. When the value of the net assets of the foreign operation is less than the notional amount of the designated debt, the Entity rebalances the hedging relationship and recognizes the ineffectiveness in the income statement.

The Entity maintains the hedging relationships described below:

As of December 31, 2021:

Holding	Functional currency	Hedging instruments	Notional value (US)	Covered item	Covered assets of the hedged item (US)
Grupo KUO, S.A.B. de C.V.	MXN	Bond	US450,000	Resirene, S.A. de C.V.	US 26,778
				Transmisiones y Equipos Mecánicos, S.A. de C.V.	384,179
				Resirene USA Inc	2,973
				Tremec Corporation	9,539

As of December 31, 2020:

Holding	Functional currency	Hedging instruments	Notional value (US)	Covered item	Covered assets of the hedged item (US)
Grupo KUO, S.A.B. de C.V.	MXN	Bond	US 450,000	Resirene, S.A. de C.V.	US 43,196
				Transmisiones y Equipos Mecánicos, S.A. de C.V.	397,799
				Resirene USA Inc	939
				Tremec Corporation	6,713

As of January 2, 2020:

Holding	Functional currency	Hedging instruments	Notional value (US)	Covered item	Covered assets of the hedged item (US)
Grupo KUO, S.A.B. de C.V.	MXN	Bond	US 450,000	Resirene, S.A. de C.V.	US 75,640
				Transmisiones y Equipos Mecánicos, S.A. de C.V.	263,761
				Resirene USA Inc	246
				Tremec Corporation	5,699

The Entity's average hedge ratio amounted to 100% from the date of designation until December 31, 2021 and 2020, respectively. Due to the above, and the Entity's hedging strategy of 100% as the maximum hedging percentage, the exchange rate fluctuation generated by the designated portion of the hedging instruments amounted to a loss of Ps.276,978 and Ps.478,636, respectively, which was recognized in other comprehensive income, offsetting the translation effect generated by foreign investments for the same amount and generating a zero effect in comprehensive income. The excess of the exchange fluctuation of the hedging instrument was recognized directly in the statement of income for the period.

Hedge effectiveness results confirm that hedging relationships are highly effective due to the economic relationship between the hedging instruments and the hedged items.

20. BANK LOANS

		2021		2020		2019	
I) Senior Notes 2027	Ps.	9,185,562	Ps.	8,892,184	Ps.	8,435,517	
II) Bilateral credit Bank of America		3,588,596		3,474,412		3,296,913	
III) HSBC simple credit		1,298,018		1,489,891		1,500,803	
IV) Syndicated credit		-		1,646,665		861,502	
V) BBVA Bancomer simple credit		710,164		764,057		822,920	
VI) Bank of America committed line		281,043		490,278		672,529	
		15,063,383		16,757,487		15,590,184	
Less - Bank loans and current portion of long-term debt		(551,995)		(487,628)		(276,968)	
Long-term debt	Ps.	14,511,388	Ps.	16,269,859	Ps.	15,313,216	

a. Summary of loan agreements:

- I) Senior Notes 2027 - Bonds for US450 million accruing interest at a fixed rate of 5.75%, issued in international markets in July 2017 and maturing in July 2027. Accrues interest every 180 days in the months of January and July (certain subsidiaries are pledged as collateral).
- II) Bilateral credit Bank of America - Contracted in March 2019 with Bank of America, N.A., for US175 million. Pays interest at LIBOR rate + 1.40%, with a maturity of 5 years.
- III) Simple credit - With HSBC México, S.A. for Ps.1,500 million granted in July 2019 and pays interest quarterly to TIIE at 91 days + 1.45%, with increasing amortizations over 6 years beginning in 2021.
- IV) Syndicated loan - Signed on April 10, 2019, in which HSBC Bank USA, N.A., Bank of America, N.A., HSBC México, S.A., BBVA Bancomer, S.A., Mizuho Bank México, S.A., Mizuho Bank, LTD., Sumitomo Mitsui Banking Corporation, SMBC, S.A.P.I. de C.V. SO-

FOM, E.N.R., Banco Nacional de México, S.A. and Cooperative Rabobank, U.A. New York Branch, act as lending banks of a line of credit for up to US200 million and Ps.1,892 million. Pays interest according to its provisions at LIBOR rate + 1.50% for US dollars and TIIE at 91 days + 1.60% for Mexican pesos, with a maturity of 5 years. During 2021, this loan was paid off.

- V) Simple credit - Credit with BBVA Bancomer for Ps.1,500 million granted in June 2018. This loan pays interest at a rate of 28-day TIIE + 1.60%, with 7-year increasing amortizations, beginning in 2019. The resources of this credit were used to cover investment in new projects.
- VI) Bank of America committed line - Credit obtained in March 2018 with Bank of America, N.A., for US40 million. This loan pays interest at LIBOR + 1.60%, maturing at 5 years, with 1.75 years of disposal and 3.25 years of linear amortization beginning in 2020. The subsidiary TREMEC Corporation is the accredited one and KUO and some subsidiaries serve as guarantors. The resources of this credit are used to cover the accredited's cash flows requirements.

Long-term debt maturities as of December 31, 2021 are as follows:

2023	Ps.	485,569
2024		4,171,407
2025		668,850
2027		9,185,562
	Ps.	14,511,388

The current portion of long-term debt and short-term bank loans are as follows:

	2021		2020		2019	
Current portion of long-term debt	Ps.	551,995	Ps.	487,628	Ps.	276,968

Bank loans measured at amortized cost are net of unamortized issuance costs which as of December 31, 2021, 2020 and 2019, amount Ps.73,725, Ps.90,056 and Ps.106,387, respectively.

The loan contracts establish affirmative and negative covenants for the borrowers; also, they require the maintenance of certain minimum financial ratios and percentages based on the Entity's consolidated financial statements. All of these requirements have been satisfactorily fulfilled at the date of the consolidated financial statements.

In December 2019, the Entity obtained approval for the waivers requested from banks with current loans, confirming the agreement that the lack of compliance by the Entity with its obligations under the credit agreements, on the last day of each of the fiscal quarters of the Entity that concluded on December 31, 2019, March 31, 2020 and June 30, 2020, would not constitute a default provided that the leverage ratio in force on the last day of each of said

dates was not greater than 4.00 at 1.00. Additionally, in April 2020, approval was obtained for the waivers requested from banks with current loans, confirming the agreement that the Entity's lack of compliance with its obligations under the credit agreements, on the last day of each of the quarters of the Entity that ended on June 30, 2020, September 30, 2020 and December 31, 2020, would not constitute a default provided that the leverage ratio in force on the last day of each of said dates was not greater than 5.00 to 1.00 and the Ratio of consolidated debt to total capitalization in force on the last day of each of said dates was not greater than 0.7 times 1.00. The indices were fully met as of December 31, 2020.

In December 2020, the Entity obtained approval for the waivers requested from banks with current loans, confirming the agreement that the lack of compliance by the Entity with its obligations under the credit agreements, in each case, on the last day of each of the Entity's fiscal quarters ending on March 31, 2021, June 30, 2021, September 30, 2021 and December 31, 2021, will not constitute or be understood to constitute a breach provided that and only to the extent in which the current leverage ratio as of March 31, 2021 is not greater than 5.00 to 1.00, as of June 30, 2021 is not greater than 4.75 to 1.00, as of September 30 is not greater than 4.50 to 1.00 and as of September 31, December is not greater than 4.25 to 1.00, with respect to the ratio of consolidated debt to total capitalization in force on the last day of each of said dates, is not greater than 0.70 times 1.00. The indices were fully met as of December 31, 2021.

Reconciliation of liabilities arising from financing activities

The table below details changes in the Entity's liabilities arising from financing activities, including both cash and non-cash changes. Liabilities arising from financing activities are those for which cash flows were, or future cash flows will be, classified in the Entity's consolidated statements of cash flows as cash flows from financing activities.

	December 31, 2020	Financing cash flows, net ⁽ⁱ⁾	Other changes ⁽ⁱⁱ⁾	December 31, 2021
Bank loans	Ps. 16,757,487	Ps. (2,147,462)	Ps. 453,358	Ps. 15,063,383

	December 31, 2019	Financing cash flows, net ⁽ⁱ⁾	Other changes ⁽ⁱⁱ⁾	December 31, 2020
Bank loans	Ps. 15,590,184	Ps. 781,830	Ps. 385,473	Ps. 16,757,487

	Balance at the beginning of 2019	Financing cash flows, net ⁽ⁱ⁾	Other changes ⁽ⁱⁱ⁾	December 31, 2019
Bank loans	Ps. 14,535,973	Ps. 1,537,067	Ps. (482,856)	Ps. 15,590,184

i) The cash flows from bank loans are the net amount of proceeds from borrowings and repayments of borrowings in the consolidated statements of cash flows.

ii) Other changes include exchange fluctuations and expenses associated with the issue of the Bonds recognized at amortized cost.

21. OTHER ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

	2021	2020	2019
Provisions (i)	Ps. 694,254	Ps. 294,453	Ps. 174,058
Tax liabilities	636,986	561,296	471,714
Others creditors	2,268,987	1,769,964	1,322,469
Customer advances	540,734	646,623	611,565
Deferred Tax	639,729	-	-
Current portion of tax consolidation deferred taxes (Note 24)	168,736	201,680	268,581
Interest payable	299,077	296,635	318,497
Dividends payable	11,413	11,207	211,881
Direct employee benefits	433,658	444,820	352,342
	Ps. 5,693,574	Ps. 4,226,678	Ps. 3,731,107

	2021	2020	2019
Provisions (i):			
Beginning balance as of January 1	Ps. 294,453	Ps. 174,058	Ps. 730,722
Increase	555,197	266,070	49,864
Applications	(103,101)	(43,954)	(112,759)
Cancellation	(52,295)	(101,721)	(493,769)
Final balance as of December 31	Ps. 694,254	Ps. 294,453	Ps. 174,058

The provisions recorded as of December 31, 2021, 2020 and 2019 include the reserve for the products' warranty.

The Entity in the automotive segment provides warranties against defects in manufacturing of its products for periods of two to four years, depending on the product. A provision for warranties at the time of sale is recognized, based on statistics of the warranty costs incurred in the last four years.

22. EMPLOYEE BENEFITS

		2021		2020		2019	
a.	Defined contribution plans for retirement benefits	Ps.	78,789	Ps.	65,718	Ps.	68,062
b.	Defined benefit plans		582,888		594,041		600,505
	Total	Ps.	661,677	Ps.	659,759	Ps.	668,567

a. Defined contribution plans for retirement benefits

KUO as part of their benefits, grants its employees a defined contribution retirement benefit plan, which provides additional benefits to those provided by the Mexican Social Security Institute (IMSS, for its acronym in Spanish) or the Administrator of Retirement Funds (AFORE), if appropriate. The main features are summarized below:

Participants requirements - Be a non-union employee in the plant and sign the consent letter to join the plan. Employees may not be participants of the plan, if when they reach the retirement age, they do not have at least 10 years of service in the Entity.

Contributions - The global fund will be constituted with the Entity and participants' contributions.

Each participant will have the option to perform the following contributions:

- Basic contribution: the participant may contribute from 0.50% to 6.00% of their monthly salary, the Entity will contribute a percentage equal to that contributed by the participant up to .50% if the employee has up to 4.9 years of service, 1% if he has between 5 and 9.9 years and 1.5% if the participant has more than 10 years of service.
- Complementary contribution: those participants whose monthly salary exceeds the IMSS maximum salary current quote, may contribute over the monthly salary which exceeds the IMSS maximum salary current quote from 0.50% to 6.00% of the salary. The Entity will contribute a percentage equal to that contributed by the participant over the monthly salary that exceeds the IMSS maximum salary for current quote with up to 4% if he has 4.9 years of service or less, 5% if he has between 5 to 9.9 years of service and from 10 years and older it will contribute up to 6%.

Total retirement benefits - Participants who reach normal retirement date (age 65 and have a minimum of 10 years of service) or the anticipated date of retirement (55 years old and have a minimum of 20 years of service) are entitled to the total retirement benefits described in the plan. The balance of the individual fund will be considered as a benefit of the plan, which will be received in a single exhibition.

Voluntary resignation - The participant who submits his voluntary resignation to the Entity with less than 5 years of service in the Entity, shall be entitled to withdraw only the part of individual fund subaccount corresponding to the participant.

The participant who submits his voluntary resignation to the Entity with 5 years or more of service, shall be entitled to withdraw the portion of their individual background corresponding to the participant's sub-account plus a percentage of the Entity's subaccount, which can range from 15% to 100% depending on age and years of service of the participant at the time of the separation.

b. Defined benefit plans

Seniority premium - Based on Article 162 of the Mexican Federal Labor Law, the amount of the premium is equal to twelve days of actual salary for each year of service, considering a maximum salary of twice the minimum wage of the economic zone in which the employee has provided service. Payment of the obligation is made to plant workers who cease to provide services to the Entity. If the separation is voluntary; it is necessary that the employee has provided a minimum of 15 years of service, whereby the obligation is calculated based on the entire seniority of the employee within the Entity; if the separation is for dismissal (justified or unjustified), it is not necessary that the employee comply with a minimum of 15 years of service, and the seniority is determined beginning from May 1, 1970, or if the employee began employment subsequent to that date, their actual date of hire. In the case of death or disability, it is also not necessary to have completed 15 years of service; full seniority will be paid.

Retirement pension plan - The eligible group under this plan includes permanent, nonunion full-time personnel retired prior of January 1, 2005; permanent, nonunion full-time personnel aged 45 years or more, with at least 15 years of service, retired between January 1, 2005 and April 1, 2008; permanent, nonunion full-time personnel who at the date of the Plan amendment of April 1, 2008 were age 55 years or more and had at least 18.25 years of service, either retired or active after April 1, 2008.

The age considered for normal retirement is 65 years, with at least 10 years' seniority, and for early retirement, 55 years of age with at least 20 years' seniority.

The pensionable wage includes savings fund, vacation premium, year-end bonus and grocery coupons.

For personnel retired prior of January 1, 2005, the normal retirement will consider 90% of the pensionable wage, less the Social Security pension granted, including the benefit of the SAR Retirement Saving System.

For personnel active or retired after January 1, 2005, the normal retirement will consider 80% of the pensionable wage, less the Social Security pension granted.

The pension will be paid through a monthly lifetime income and optionally any form of payment of equivalent actuarial value, such as: several payments, guaranteed number of payments, one-time payment, among others.

Post-retirement benefits - This plan focuses on the permanent, nonunion full-time personnel who retired prior of January 1, 2005; permanent, nonunion full-time personnel retired between January 1, 2005 and January 1, 2008 who at the plan amendment date of April

1, 2008 were 55 years old or older and had at least 18.25 years of service completed. The normal retirement considers of 65 years, and for early retirement, 55 years of age with at least 10 years of seniority.

The personnel retired prior of January 1, 2005 who receive the benefits of normal, early or deferred retirement will have the option of keeping 50% of their group life insurance protection and, up to 80 years also the major medical expenses insurance coverage, through the payment of 10% of the respective premiums.

Personnel retired between January 1, 2005 and April 1, 2008 who receive the benefits of normal, early or deferred retirement, in the normal form of pension payment or under the first or second options contained in article 24 of the pension plan, will have the option of keeping the benefit of life insurance for up to 10 years after retirement with a coverage equivalent to 50% of the number of months' wages of protection for death of the employees considered active.

This number of months will be applied according to the monthly pension received by the retired person as of the retirement date. The retired person will absorb 10% of the cost of the respective annual premium.

Furthermore, participants who receive the benefits of normal, early or deferred retirement, in the normal form of the pension payment or under the first or second options of article 24 of the pension plan, will have the option of keeping the benefit of major medical expenses insurance only for the participant for up to 10 years after the retirement, through the payment of 10% of the cost of the respective premium, and may keep coverage for their beneficiaries through the payment of 100% of the respective premiums.

Postretirement benefits do not apply to personnel who are active or retired after April 1, 2008.

The actuarial valuation of labor liabilities is supported by a number of assumptions determined through economic, financial and the Entity's own environment for their determination. In this regard, the Entity is exposed to risks related to these assumptions, which are presented below:

Interest rate risk

The present value of the net employee benefit obligation and the funds within the plan established to meet the obligation represents the amount of money that the Entity would receive in exchange for the securities held in the fund, or the amount of money to be paid to transfer the net obligation to a third party, as the case may be depending on if the net amount is an asset or liability. Therefore, the discount rate (as part of measuring the value of money over time), should represent the rate at which the plan obligations can be transferred irrevocably to a third party in an orderly and open market transaction. In other words, the rate at which the amount invested to transfer the obligation will be sufficient to cover future cash flows upon liquidation.

The selection of the discount rate is determined considering government bonds, with maturities that are similar to the expected settlement of the employee benefits obligation. In case of selecting those bonds whose duration is equal to or approximately the length of the obligations of the plan, it could immunize the fund before any changes in interest rates (and hence the discount rate).

Because the discount rate is a variable that does not depend on the operation of the Entity, but the fluctuations and variations observed in the market, the Entity is exposed to the inherent risk posed by such fluctuations.

If, resulting from a fluctuation of rates on government bonds, the discount rate decreases, this will cause the benefit obligation to increase and vice versa. The size of the increase or decrease will depend on the characteristics of the benefit obligation, the population and the variation shown in other variables.

Currently, for KUO, the discount rate used was 7.80%, considering the yield curve of government bonds.

Salary increase risk

The rate of salary increase, within an actuarial valuation, should model the behavior of wages of participants over time.

Valued benefits such as seniority premiums and pension plan at retirement, are linked to these assumptions, to rely entirely on this variable. If the salary increase from year to year, this will cause the present value of liabilities or obligations to increase. For this reason, there is a risk for this variable. For KUO, a salary increase of 4.0% is being used, which is consistent with the actual observed behavior of this variable in the target population. If increased, it must be considered in the calculation.

Longevity risk

Longevity is an important factor to be considered when performing actuarial calculations for retirement plans. When a person retires, the value of the obligation is based on life expectancy or expected time a retiree will receive his or her retirement benefits. If an increase in longevity is presented, the present value of the obligations will increase, as the benefit will be granted for a longer time, creating a larger obligation to the Entity.

No other post-retirement benefits are provided to these employees.

The most recent actuarial valuation of the plan assets and the present value of the defined benefit obligation were carried out as of December 31, 2020 by Mr. Fernando Rodríguez Zamora, member of Asociación Mexicana de Actuarios Consultores, A. C. The present value of the defined benefit obligation, and the related current service cost and past service cost, were measured using the projected unit credit method.

The principal assumptions used for the purposes of the actuarial valuations were as follows:

	2021 %	2020 %	2019 %
Discount rate	7.80	7.25	7.75
Expected rate of salary increase	5.00	5.00	5.00
Pension increase rate	4.80	4.80	4.80
Expected return on plan assets	7.80	7.25	7.75
Average longevity at retirement age for current pensioners (years)			
Males	22.32	22.29	22.03
Females	24.76	24.70	24.24

Amounts recognized in income from these defined benefit plans are as follows:

	2021	2020	2019
Service cost:			
Current service cost	Ps. 30,788	Ps. 28,338	Ps. 18,681
Cost (income) past services	-	(7,319)	-
Financial cost	37,626	42,048	41,522
Reductions and early settlement	(25,389)	(48,568)	(1,276)
Interest income	(899)	(604)	(1,585)
Components of defined benefits costs recognized in profit or loss (continuing and discontinued operations)	Ps. 42,126	Ps. 13,895	Ps. 57,342

The net periodic cost for the year is included in the cost of employee benefits in the consolidated statement of income and comprehensive income, and recorded in the following line items:

	2021	2020	2019
Cost of sales	Ps. 26,550	Ps. (12,873)	Ps. 20,872
Operating expenses	15,576	26,768	36,470
Total	Ps. 42,126	Ps. 13,895	Ps. 57,342

The amount included in the consolidated statements of financial position arising from the obligation of the Entity regarding their defined benefit plans is as follows:

	2021	2020	2019
Present value of defined benefit obligation	Ps. 655,506	Ps. 658,829	Ps. 646,384
Fair value of plan assets	(72,618)	(64,788)	(45,879)
Net liabilities generated by the defined benefit obligation	Ps. 582,888	Ps. 594,041	Ps. 600,505

Movements in the present value of the defined benefit obligation in the period were as follows:

	2021	2020	2019
Opening balance of defined benefit obligation	Ps. 658,829	Ps. 646,384	Ps. 598,637
Current service cost	30,788	28,338	18,681
Interest cost	37,626	42,048	41,522
Actuarial (gains) and losses arising from changes in financial assumptions	22,963	43,496	73,669
Cost of past service including (gains) losses on reductions	-	(7,319)	-
Contributions from plan affiliates	877	957	650
Early settlement	(25,389)	(48,568)	(1,276)
Liabilities transfer	282	-	-
Translation effect	(5,221)	15,506	(5,038)
Benefits paid	(65,249)	(62,013)	(80,461)
Ending balance of defined benefit obligation	Ps. 655,506	Ps. 658,829	Ps. 646,384

Movements in the fair value of the plan assets in the period were as follows:

	2021	2020	2019
Opening balance of fair value of plan assets	Ps. 64,788	Ps. 45,879	Ps. 53,048
Interest income	899	604	1,585
Remeasurement gains	410	422	702
Contributions from employer	13,312	14,045	9,163
Recovery of Trust's funds	-	-	(9,516)
Contributions from employees	877	957	650
Benefits paid	(4,556)	(4,256)	(6,877)
Translation effect	(3,112)	7,137	(2,876)
Ending balance of the fair value of plan assets in financial institutions	Ps. 72,618	Ps. 64,788	Ps. 45,879

Actuarial gains or losses from changes in demographic assumptions relate to changes in turnover rates and mortality rates compared to those used in the previous year. These correspond to changes in financial assumptions related to the change in the discount rate, the rate of wage increase, the rate of increase in the minimum wage and experience adjustments compared to those used in the prior valuation and those generated by experience adjustments are those differences between what we expected would happen according to the actuarial assumptions used in the previous year and what really happened.

The value of actuarial gain (loss) is as follows:

		2021		2020		2019
Changes in demographic assumptions	Ps.	(979)	Ps.	3,250	Ps.	1,265
Changes in financial assumptions		(38,835)		29,688		45,036
Experience		62,367		10,136		26,666
Actuarial loss	Ps.	22,553	Ps.	43,074	Ps.	72,967

If the discount rate is 50 basis points higher (lower), the defined benefit obligation would decrease by Ps.29,951 (increase by Ps.32,752).

If the expected salary growth increases (decreases) by 0.5%, the defined benefit obligation would increase by Ps.3,990 (decrease by Ps.3,923).

Furthermore, in presenting the above sensitivity analysis, the present value of the defined benefit obligation has been calculated using the projected unit credit method at the end of the reporting period, which is the same as that applied in calculating the defined benefit obligation liability recognized in the consolidated statement of financial position. There was no change in the methods and assumptions used in preparing the sensitivity analysis from prior years.

23. STOCKHOLDERS' EQUITY

Contributed capital

As of December 31, 2021, 2020 and 2019, capital stock is represented by:

	Shares	Amount
Fixed portion-		
Nominative Series "A" shares (without redemption rights and which must represent at least 51% of voting stock)	233,221,719	Ps. 1,393,883
Variable portion-		
Nominative Series "B" shares (with redemption rights and which may not represent more than 49% of voting stock)	223,144,429	1,333,651
	456,366,148	Ps. 2,727,534

At the Ordinary General Shareholders' Meeting held on April 26, 2021, it was approved to allocate the amount of Ps.200,000 for the share repurchase fund for a period of twelve months.

In the Ordinary and Extraordinary General Meeting of Shareholders held on November 9, 2021, a dividend payment of Ps.410,729 was approved, which was applied to the retained earnings account, in addition, it was approved to allocate the amount of Ps.1,000,000 for the share repurchase fund for a period of twelve months. The operations for the acquisition of the Company's own shares are ratified, on the understanding that said operations were carried out in consideration of what was previously approved in the meeting minutes of April 26, 2021.

At the Ordinary General Stockholders' Meeting held on April 30, 2020, it was approved to allocate Ps.200,000 to the share repurchase fund for a period of twelve months.

At the Ordinary General Stockholders' Meeting held on April 29, 2019, a dividend payment of Ps.401,602 was approved, which was applied to retained earnings. Likewise, the repurchase of shares was approved for up to Ps.200,000 for a period of twelve months. The total payment of the aforementioned dividend will take place in two exhibitions. The first payment corresponding to 50% was made on December 23, 2019 and the remaining payment will be made from the date and in the terms determined by the Chairman of the Board and / or Secretary of the Board of Directors, in accordance with the power delegated by the Stockholders at the Meeting.

The net amount of repurchased shares is recorded in the share repurchase fund and represents the repurchase and sale transactions of treasury shares; those that originated an decrease of Ps.38,124, Ps. 57,701 and Ps.19,667 at December 31, 2021, 2020 and 2019, respectively.

As of December 31, 2021, 2020 and 2019 there are 17,896,062, 17,061,195 and 15,883,951 treasury shares, respectively.

As of December 31, 2021, 2020 and 2019 there are no common shares with potential dilution effects.

Legal reserve:

The net income of the Entity and each subsidiary is subject to the legal provision requiring that 5% of the net income of each year be transferred to the reserve fund until it equals 20% of its capital stock. The reserve fund is not distributable to stockholders during the existence of each entity, except upon dissolution. As of December 31, 2021 and 2020 the reserve fund amounts to Ps.219,718, and as of December 31, 2019 the reserve fund amounts to Ps.108,083, and is recorded in retained earnings.

Stockholders' equity, except restated common stock and tax-retained earnings, will incur income tax payable by the Entity at the rate in effect at the time of its distribution. Any tax paid on such distribution may be credited against income for the year in which the dividend tax is paid and, in the subsequent two years, against tax for the year and the related estimated payments.

Dividends paid from profits generated as of January 1, 2015 to individuals resident in Mexico and foreign residents may be subject to an additional income tax of up to 10%, which must be withheld by the Entity.

The balances of the tax accounts of stockholders' equity as of December 31 are as follows:

	2021	2020	2019
Capital contribution account	Ps. 14,720,159	Ps. 13,712,305	Ps. 13,115,604
Net tax income account	14,107,364	11,702,917	9,799,076
Total	Ps. 28,827,523	Ps. 25,415,222	Ps. 22,914,680

24. BALANCES AND TRANSACTIONS WITH RELATED PARTIES

a. Transactions with related parties, carried out in the ordinary course of business were as follows:

	2021	2020	2019
Revenues -			
Sales	Ps. 1,186,645	Ps. 613,754	Ps. 697,921
Administrative services rendered	Ps. 143,617	Ps. 133,513	Ps. 154,110

	2021	2020	2019
Interest income	Ps. 1,288	Ps. 2,014	Ps. 3,397
Air transportation	Ps. 16,616	Ps. 14,148	Ps. 11,234
Recovery of expenses	Ps. 119,455	Ps. 67,345	Ps. 56,810

	2021	2020	2019
Expenses -			
Purchase of inventories	Ps. 116,479	Ps. 65,776	Ps. 107,632
Administrative services received	Ps. 2,737	Ps. 2,643	Ps. 1,693
Others	Ps. 408	Ps. 384	Ps. 176

b. Balances from and to related parties are as follows:

	2021	2020	2019
Accounts receivable -			
Short-term:			
Dynasol Elastómeros, S.A. de C.V.	Ps. 74,310	Ps. 96,824	Ps. 83,337
Industrias Negromex, S.A. de C.V.	5,149	2,618	6,059
Herdez del Fuerte, S.A. de C.V.	3,000	6,799	17,186
Dine 28, S.A. de C.V.	678	657	603
Fernando Senderos Mestre	3,231	1,294	2,023
Dynasol Gestión México, S.A.P.I. de C.V.	-	1,417	402
Plaza Bosques, S.A. de C.V.	252	-	17,818
Promociones Bosques, S.A. de C.V.	105	263	-
Cantiles de Mita, S.A. de C.V.	34,201	-	-
Dine S.A.B. de C.V.	5,666	-	-
Inmobiliaria Dine, S.A. de C.V.	5,120	-	-
Corporativo Dine, S.A. de C.V.	406	-	-
Otros	124	-	-
Seradri, S.A. de C.V.	428	548	-
	Ps. 158,434	Ps. 115,355	Ps. 169,567

	2021	2020	2019
Long-term:			
Fideicomiso de Administración con Actividad Empresarial F/3293	Ps. 111,344	Ps. 111,816	Ps. 104,960
	Ps. 111,344	Ps. 111,816	Ps. 104,960
Accounts payable-			
Short-term:			
Dynasol Elastómeros, S.A. de C.V.	Ps. 40,671	Ps. 838	Ps. 19,228
Industrias Negromex, S.A. de C.V.	6,193	3,489	1,704
Cantiles de Mita, S.A. de C.V.	-	99	423
Administración de Riesgo, Agente de Seguros y Fianzas, S.A. de C.V.	-	154	-
	Ps. 46,864	Ps. 4,580	Ps. 21,355

c. Remuneration of key management personnel

The remuneration of the directors, who are the key personnel of the Entity's management, is detailed below in aggregate form for each of the categories specified in IAS 24 *Related Party Disclosures*.

	2021	2020	2019
Short-term and long-term benefits	Ps. 159,670	Ps. 103,603	Ps. 122,568
Termination benefits	-	-	41,925
	Ps. 159,670	Ps. 103,603	Ps. 164,493

25. INCOME TAXES

The Entity is subject to ISR. Under the ISR Law the rate for 2021, 2020 and 2019 was 30% and will continue to be 30% thereafter.

a. Income taxes expense (benefit) are as follows:

	2021	2020	2019
ISR:			
Income tax for the year	Ps. 448,974	Ps. 394,131	Ps. 357,142
Restatement of deferred income tax due to tax deconsolidation	25,228	19,804	23,558
Insufficiency from previous years	1,298	851	1,272
	475,500	414,786	381,972
Deferred tax	7,216	(384,627)	(148,677)
ISR Total	Ps. 482,716	Ps. 30,159	Ps. 233,295

b. Deferred tax recognized in other comprehensive income:

	2021		2020		2019	
Financial instruments	Ps.	243	Ps.	-	Ps.	(114)
Employee benefits		6,766		12,922		21,957
Exchange rate difference		(35,363)		16,223		(24,559)
Total deferred taxes	Ps.	(28,354)	Ps.	29,145	Ps.	(2,716)

c. Deferred tax recognized in the consolidated statement of financial position:

Following is an analysis of the deferred tax assets (liabilities) presented in the consolidated statement of financial position:

	2021		2020		2019	
Deferred income tax asset	Ps.	1,087,652	Ps.	1,250,821	Ps.	819,754
Deferred income tax liability		923,467		1,051,066		1,033,771
Deferred income tax (liability) asset	Ps.	164,185	Ps.	199,755	Ps.	(214,017)

d. Tax assets and liabilities:

	2021		2020		2019	
Assets:						
ISR	Ps.	133,936	Ps.	97,862	Ps.	112,820
Liabilities:						
ISR	Ps.	266,660	Ps.	174,082	Ps.	98,241
Deferred income tax arising from tax consolidation current liabilities		312,175		492,420		745,123
	Ps.	578,835	Ps.	666,502	Ps.	843,364

e. Deferred tax balances:

The tax effects of temporary differences that generated assets (liabilities) of deferred taxes as of December 31, 2021, 2020 and 2019, are as follows:

	Balance as of December 2021		Recognized in profit or loss for the year		Other comprehensive income items		December 31, 2021	
Deferred ISR asset:								
Effect of tax loss carryforwards	Ps.	479,739	Ps.	(464,860)	Ps.	360,911	Ps.	375,790
Reserves and provisions		702,277		617,263		(353,352)		966,188
Advances from customers		152,278		37,147		1,122		190,547
Employee benefits		135,473		1,065		(1,616)		134,922
Simplified tax regime on purchases and sales		502,644		94,752		(649)		596,747
Income deferral		237,365		(205,590)		(26)		31,749
Derivative financial instruments		-		-		243		243
Deferred income for claim recovery		-		191,919		-		191,919
Lease liability		493,840		(147,534)		75,552		421,858
Others		119,978		(99,138)		2,395		23,235
Deferred ISR asset:		2,823,594		25,024		84,580		2,933,198
Deferred ISR liability:								
Inventories		(947,804)		(132,846)		(401)		(1,081,051)
Property, plant and equipment		(892,588)		(109,539)		(37,156)		(1,039,283)
Right-of-use asset		(467,491)		151,092		(75,142)		(391,541)
Prepaid expenses		(161,220)		51,097		983		(109,140)
Intangible assets		(154,736)		7,956		(1,218)		(147,998)
Deferred ISR liability		(2,623,839)		(32,240)		(112,934)		(2,769,013)
Net deferred ISR asset (liability)	Ps.	199,755	Ps.	(7,216)	Ps.	(28,354)	Ps.	164,185

	Balance as of December 2019		Recognized in profit or loss for the year		Other comprehensive income items		December 31, 2020	
Deferred ISR asset:								
Effect of tax loss carryforwards	Ps.	454,114	Ps.	25,643	Ps.	(18)	Ps.	479,739
Reserves and provisions		559,462		104,288		38,527		702,277
Advances from customers		19,762		129,017		3,499		152,278
Employee benefits		145,290		(27,147)		17,330		135,473
Simplified tax regime on purchases and sales		323,790		178,178		676		502,644
Income deferral		218,491		20,277		(1,403)		237,365
Lease liability		877,467		(390,556)		6,929		493,840
Others		18,652		106,851		(5,525)		119,978
Deferred ISR asset		2,617,028		146,551		60,015		2,823,594
Deferred ISR liability:								
Inventories		(842,621)		(103,650)		(1,533)		(947,804)
Property, plant and equipment		(944,708)		119,893		(67,773)		(892,588)
Right of use assets		(853,436)		393,161		(7,216)		(467,491)
Prepaid expenses		(38,388)		(121,640)		(1,192)		(161,220)
Financial instruments		68		-		(68)		-
Intangible assets		(151,960)		(49,688)		46,912		(154,736)
Deferred ISR liability		(2,831,045)		238,076		(30,870)		(2,623,839)
Net deferred ISR asset (liability)	Ps.	(214,017)	Ps.	384,627	Ps.	29,145	Ps.	199,755

	Balance at the beginning of 2019		Recognized in profit or loss for the year		Other comprehensive income items		December 31, 2019	
Deferred ISR asset:								
Effect of tax loss carryforwards	Ps.	390,962	Ps.	69,024	Ps.	(5,872)	Ps.	454,114
Reserves and provisions		449,321		123,895		(13,754)		559,462
Advances from customers		21,834		(1,575)		(497)		19,762
Employee benefits		129,896		(6,563)		21,957		145,290
Simplified tax regime on purchases and sales		362,225		(38,030)		(405)		323,790
Lease liability		-		875,124		2,343		877,467
Others		18,753		(101)		-		18,652
Deferred ISR asset		1,372,991		1,021,774		3,772		2,398,537
Deferred ISR liability:								
Inventories		(742,732)		(100,415)		526		(842,621)
Property, plant and equipment		(993,544)		62,707		(13,871)		(944,708)
Asset for rights of use		-		(850,796)		(2,640)		(853,436)
Deferred income		91,761		124,157		2,573		218,491
Prepaid expenses		(38,758)		(709)		1,079		(38,388)
Financial instruments		(1,176)		1,358		(114)		68
Intangible assets		(48,520)		(109,399)		5,959		(151,960)
Deferred ISR liability		(1,732,969)		(873,097)		(6,488)		(2,612,554)
Net deferred ISR asset (liability)	Ps.	(359,978)	Ps.	148,677	Ps.	(2,716)	Ps.	(214,017)

f. Tax loss carryforwards

As of December 31, 2021, KUO has tax loss carryforwards, which will be indexed for inflation through the year applied or recovered, in the following restated amounts:

Maturity	Tax loss carryforwards
2024	Ps. 12,239
2025	16,406
2026	5,579
2027	264,700
2028	287,955
2029	467,206
2030	1,385,006
2031	96,819
	Ps. 2,535,910

In determining deferred income taxes as of December 31, 2021, 2020 and 2019 the effects of tax loss carryforwards were included for Ps.1,252,633, Ps.1,599,130 and Ps.1,513,713, respectively. In the determination of deferred income taxes as of December 31, 2021, 2020 and 2019 the effects of deferred tax assets related to the carryforward of tax losses not recognized amounted to Ps.1,283,277, Ps.1,957,285 and Ps.1,676,233, respectively, because Management believes it is unlikely that the benefits of such losses will be realized.

g. Tax consolidation:

The income tax liability as of December 31, 2021 related to the effects of benefits and tax deconsolidation shall be paid in the following years:

Year	Amount
2022 (Note 21)	Ps. 168,736
2023	143,439
	Ps. 312,175

h. Reconciliation of income tax at statutory rate:

Following is a reconciliation of the statutory income tax rate and the effective rate on the income from continuing operations before income taxes:

	2021	2020	2019
Income tax at statutory rate	Ps. 957,825	Ps. (162,550)	Ps. 739,146
Add (deduct) the effect of permanent differences:			
Non-deductible expenses	113,374	126,595	68,810
Non-taxable income	(9,680)	(7,198)	(22,608)
Inflation effect of deconsolidation deferred tax	25,228	19,804	23,558
Annual adjustment for inflation	362,257	172,980	130,183
Tax for reexpression of tax items	(158,265)	(96,597)	(53,735)
Fixed asset restatement tax	(129,239)	(52,365)	(58,939)
Tax Loss Valuation Reserve	(275,558)	232,627	(137,425)
Equity in results of joint ventures	(432,402)	(325,556)	(310,364)
Tax effect on sale of shares	(5,479)	-	-
Translation effect of foreign operations	(5,059)	139,609	(153,613)
Others	39,714	(17,190)	8,282
Effective rate	Ps. 482,716	Ps. 30,159	Ps. 233,295

26. COSTS AND EXPENSES BY NATURE

Cost of sales, administrative expenses and selling and distribution expenses are comprised of the following:

	2021	2020	2019
Cost of sales:			
Direct cost of sales	Ps. 26,902,866	Ps. 19,186,617	Ps. 17,240,067
Salaries and employee benefits	3,406,467	2,963,349	2,555,084
Freight and transportation	420,275	286,250	302,281
Maintenance, fees and leasing	1,199,199	1,262,065	776,268
Electric power	378,535	355,544	332,439
Depreciation of right-of-use asset	123,351	131,763	113,636
Depreciation and amortization	1,557,154	1,564,079	928,951
Total	Ps. 33,987,847	Ps. 25,749,667	Ps. 22,248,726

	2021	2020	2019
Administrative, selling and distribution expenses:			
Freight and transportation	Ps. 929,212	Ps. 924,608	Ps. 746,825
Salaries and employee benefits	1,526,890	1,502,176	1,453,578
Advertisement and marketing	60,951	40,734	41,606
Depreciation, amortization and impairment	111,194	103,926	85,266
Depreciation of right-of-use asset	143,275	140,158	137,930
Export costs	296,454	321,638	313,266
Maintenance, fees and leasing	715,366	610,638	601,919
Electric power	64,981	96,812	139,234
General expenses	524,058	347,265	469,720
Total	Ps. 4,372,381	Ps. 4,087,955	Ps. 3,989,344

27. OTHER (INCOME) EXPENSES

The other income item is composed as follows:

	2021	2020	2019
Recovery of property, plant and equipment claim	Ps. (669,656)	Ps. (921,505)	Ps. -
Recovery of inventory and other expenses claim	-	(103,605)	-
Recovery of Consequential Losses	(621,256)	-	-
Costs for property, plant and equipment claims ⁽ⁱ⁾	1,500	1,582,775	-
Costs for inventory claims and other expenses	189,488	279,705	-
(Profit) loss from sale of fixed assets	(45,377)	(1,992)	6,639
Profit on Sale of Shares	(18,265)	-	-
Cancellation of provision	-	-	(455,606)
Health event expenses (Covid-19)	48,179	95,597	-
Others income	(6,255)	(199)	-
Total	Ps. (1,121,642)	Ps. 930,776	Ps. (448,967)

(i) The balance of the cost per claim of property, plant and equipment for the year 2020 includes a provision for Ps.7,410, corresponding to the residual value of equipment that was held on loan and was damaged.

In May 2020, a fire broke out in one of the processing plants of the subsidiary Comercializadora Porcícola Mexicana, S.A. de C.V., located in Sahé, municipality of Tixpéhuatl, Yucatán. The fire affected property, plant and equipment, inventories and other costs for a total amount of \$1,862,480.

These assets were covered by an insurance policy that covered material damage, loss of benefits resulting from the reduction in income and additional costs, in which the Entity may incur as a result of the sinister. Losses due to business interruption are covered until normal business operations are resumed with the same quality of service existing immediately before the loss. The Entity estimates that this situation will be fulfilled during the following nine months of 2022.

As of December 31, 2020, the Entity recognized an income for reimbursement of the claim in the amount of Ps.1,025,110, corresponding to the recovery of inventories, property, plant and equipment, which was fully collected as of that date.

During 2021, the final agreement was made with the insurer where the Entity received the final compensation payment of Ps.1,930,641, of which correspond: (i) Ps.669,656 to the recovery of property, plant and equipment; (ii) Ps.621,256 to the recovery of consequential losses for the years 2020 and 2021; and (iii) Ps.639,729 for consequential losses that will be earned in fiscal year 2022 (see Note 21), as mentioned in the previous paragraph, once normal business operations are resumed.

28. CONTINGENCIES

Some subsidiaries have lawsuits pending in favor or against as a result of the normal course of their operations. Such lawsuits involve uncertainties and in some cases, they may be resolved against you. Although it is not possible to determine the amounts involved in the pending lawsuits, Management considers, based on the known elements, that any resulting liability would not materially affect the financial situation or the operating results of the Entity or its subsidiaries.

On September 28, 2021, Volvo Trucks filed an arbitration claim with the American Arbitration Association (AAA), against Tremec for an undetermined amount. The process will be carried out under North Carolina legislation, with an estimated duration of eighteen to twenty-four months.

On February 2, 2022, the first meeting between the parties was held in order to establish the stages and dates for the arbitration process (hearings, exchange of documents, expert evidence, testimonials, among others).

Tremec carried out a technical analysis where it concludes that the risk is low and has the necessary elements to respond to the client's legal claim, consequently, as there are no obligations assumed contractually or possible claims or assessments not specifically identified, Tremec's management and of the Entity consider that at the date of the consolidated financial statements it is not possible to determine the probability of success or the possible damages or losses in the event of an adverse result, for which no accounting reserve was recorded.

29. SUBSEQUENT EVENTS

On January 10, 2022, the Entity entered into a bilateral credit agreement with Bank of America NA, for an amount of US\$175 million, at a SOFR rate + 125 base points, for a term of 5 years with payment at maturity in the 2027. The resources were used to prepay the bank loan that was due in 2024.

30. FINANCIAL STATEMENT ISSUANCE AUTHORIZATION

The accompanying consolidated financial statements for the year ended December 31, 2021, were approved by the Chief Financial Officer of KUO Mr. Jorge Padilla Ezeta, on March 25th, 2022; consequently, they do not reflect any events that occurred after that date, and they are subject to the approval of the Ordinary Stockholders' General Meeting of the Entity, who may decide to modify them in accordance with the provisions established in the Mexican Securities Law and the General Corporate Law. The consolidated financial statements for the years ended December 31, 2020 and 2019 were approved at the Ordinary General Stockholders' Meeting on April 26, 2021 and April 30, 2020, respectively.