



ANNEXES
INTEGRATED
ANNUAL REPORT
2025

I M P U L S E



KUO | ENVIRONMENTAL INDICATORS 2025

Electricity consumption (MWh)	2024	%	2025	%	% 25 VS 24
Electricity – National Power Grid	186,735	71%	137,315	54%	-26%
Electricity of mixed origin ¹	72,553	28%	112,556	45%	55%
Renewable electricity	2,164	1%	2,860	1%	32%
Total	261,451	100%	252,732	100%	-3%

¹ Since 2016, the company has advanced its energy transition by integrating combined-cycle generation, cogeneration, and wind power through a Power Purchase Agreement (PPA).

FUEL CONSUMPTION (TJ)	2024	%	2025	%	% 25 VS 24
Natural gas	752	71%	729	71%	-3%
Diesel	66	6%	71	7%	8%
LPG	111	11%	99	10%	-11%
Gasoline	60	6%	58	6%	-5%
Fuel oil	51	5%	52	5%	3%
Jet fuel	15	1%	13	1%	-13%
Total	1,055	100%	1,022	100%	-3%

ENERGY INTENSITY (TJ/EBITDA MM MXN)	2024	2025	% 25 VS 24
KUO	0.658	0.664	1%

GHG EMISSIONS (Ton CO ₂ eq)	2024	%	2025	%	% 25 VS 24
Scope 1	95,751	47%	118,975	54%	24%
Scope 2	108,793	53%	102,896	46%	-5%
Total	204,545	100%	221,871	100%	8%

GHG EMISSION INTENSITY (TON CO ₂ e/EBITDA MM MXN)	2024	2025	% 25 VS 24
KUO	67	76	13%

WATER CONSUMPTION (THOUSANDS OF M ³)	2024	%	2025	%	% 25 VS 24
Volume of water extracted by source:					
Municipal water	1	0%	2	0%	139%
Groundwater	5,482	100%	5,372	100%	-2%
Surface water	0	0%	0	0%	NA
Total water extracted	5,483	100%	5,374	100%	-2%
Water consumed	1,617	29%	1,661	31%	3%
Treated and discharged water	3,555	65%	3,401	63%	-4%
Recycled water	311	6%	312	6%	0%

KUO | EMPLOYEE INDICATORS 2025

TOTAL EMPLOYEES BY GENDER (INCLUDES BRANDED FOOD & SYNTHETIC RUBBER)	2024	%	2025	%	% 25 VS 24
Female	8,165	36%	8,100	36%	-1%
Male	14,510	64%	14,235	64%	-2%
Total	22,675	100%	22,335	100%	-1%

Methodological note (change in scope)

In this report, the scope of the information corresponding to the People chapter has been updated compared to the previous report. In the prior year, the information consolidated the businesses operated 100% by KUO (Pork, Polymers, and Transmissions), as well as the joint venture Dynasol. In this edition, the consolidation perimeter was adjusted to include exclusively the businesses operated 100% by KUO. In order to ensure comparability of the information, the 2024 data were recalculated under the same scope applied in 2025. Below, the results for 2024 and 2025 are presented, as well as their variation, considering this methodological update.

TOTAL EMPLOYEES BY GENDER	2024	%	2025	%	% 25 VS 24
Female	3,695	31%	3,591	32%	-3%
Male	8,063	69%	7,760	68%	-4%
Total	11,758	100%	11,351	100%	-3%

TOTAL EMPLOYEES BY AGE RANGE	2024	%	2025	%	% 25 VS 24
Under 30 years	3,619	31%	3,298	29%	-9%
30 to 50 years	6,938	59%	6,917	61%	0%
Over 50 years	1,201	10%	1,136	10%	-5%
Total	11,758	100%	11,351	100%	-3%

TOTAL NUMBER OF EMPLOYEES, BY CONTRACT TYPE AND GENDER	2024	%	2025	%	% 25 VS 24
Permanent					
Female	3,688	31%	3,587	32%	-3%
Male	8,050	69%	7,756	68%	-4%
Total	11,738	100%	11,343	100%	-3%
% of total	99.8%		99.9%		0.1 pp

Temporary					
Female	7	35%	4	50%	-43%
Male	13	65%	4	50%	-69%
Total	20	100%	8	100%	-60%
% of total	0.2%		0.1%		-0.1 pp

Non-guaranteed hours employees					
Female	0	0%	0	0%	NA
Male	0	0%	0	0%	NA
Total	0	0%	0	0%	NA
% of total	0.0%		0.0%		0.0 pp

Full-Time					
Female	3,693	31%	3,587	32%	-3%
Male	8,055	69%	7,746	68%	-4%
Total	11,748	100%	11,333	100%	-4%
% of total	99.9%		99.8%		-0.1 pp

Part-Time					
Female	2	20%	4	22%	100%
Male	8	80%	14	78%	75%
Total	10	100%	18	100%	80%
% of total	0.1%		0.2%		0.1 pp

WORKERS WHO ARE NOT EMPLOYEES	2024	2025	% 25 VS 24
Contractors	1,369	1,109	-19%
Suppliers workers	368	452	23%
External	79	69	-13%
Total	1,816	1,630	-10%
% of total	15.4%	14.4%	-1.1 pp

HIRING AND TURNOVER BY GENDER	2024	2025	% 25 VS 24
Hiring			
Female	1,033	830	-20%
Male	2,499	2,135	-15%
Total	3,532	2,965	-16%
Hiring rate	30.0%	26.1%	-3.9 pp
Turnover			
Female	1,140	935	-18%
Male	2,577	2,461	-5%
Total	3,717	3,396	-9%
Turnover rate	31.6%	29.9%	-1.7 pp

TRAINING BY GENDER	2024	2025	% 25 VS 24
Trained employees			
Female	14,876	17,137	15%
Male	26,038	32,109	23%
Total	40,914	49,246	20%
Trained hours			
Female	64,084	53,934	-16%
Male	208,823	151,502	-27%
Total	272,907	205,436	-25%
Average training hours			
Female	17.3	15.0	-13%
Male	25.9	19.5	-25%
Total	23.2	18.1	-22%

ACCIDENT FREQUENCY RATE	2024	2025	% 25 VS 24
Accident rate			
Total number of accidents	181	224	24%
Total hours worked (thousands)	27,391	26,850	-2%
Accident frequency rate (AFR)	1.32	1.67	26%

Note: Accidents refer to incidents where the employee sustained some type of injury

PARENTAL LEAVE BY GENDER	2024	2025	% 25 VS 24
Employees entitled to parental leave			
Female	3,695	3,590	-3%
Male	8,063	7,737	-4%
Total	11,758	11,327	-4%
Employees that took parental leave			
Female	103	115	12%
Male	203	182	-10%
Total	306	297	-3%
Employees that returned to work in the reporting period after parental leave ended			
Female	72	93	29%
Male	198	174	-12%
Total	270	267	-1%
Employees that returned to work after parental leave ended that were still employed 12 months after their return to work			
Female	42	66	57%
Male	108	134	24%
Total	150	200	33%

EMPLOYEES COVERED BY THE AGREEMENT	2024	2025	% 25 VS 24
Employees covered	7,694	8,336	8%
% of total	65.4%	73.4%	8.0 pp

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