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**VISION**  
in action



INTEGRATED  
ANNUAL  
REPORT  
**2024**

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**IA2024**



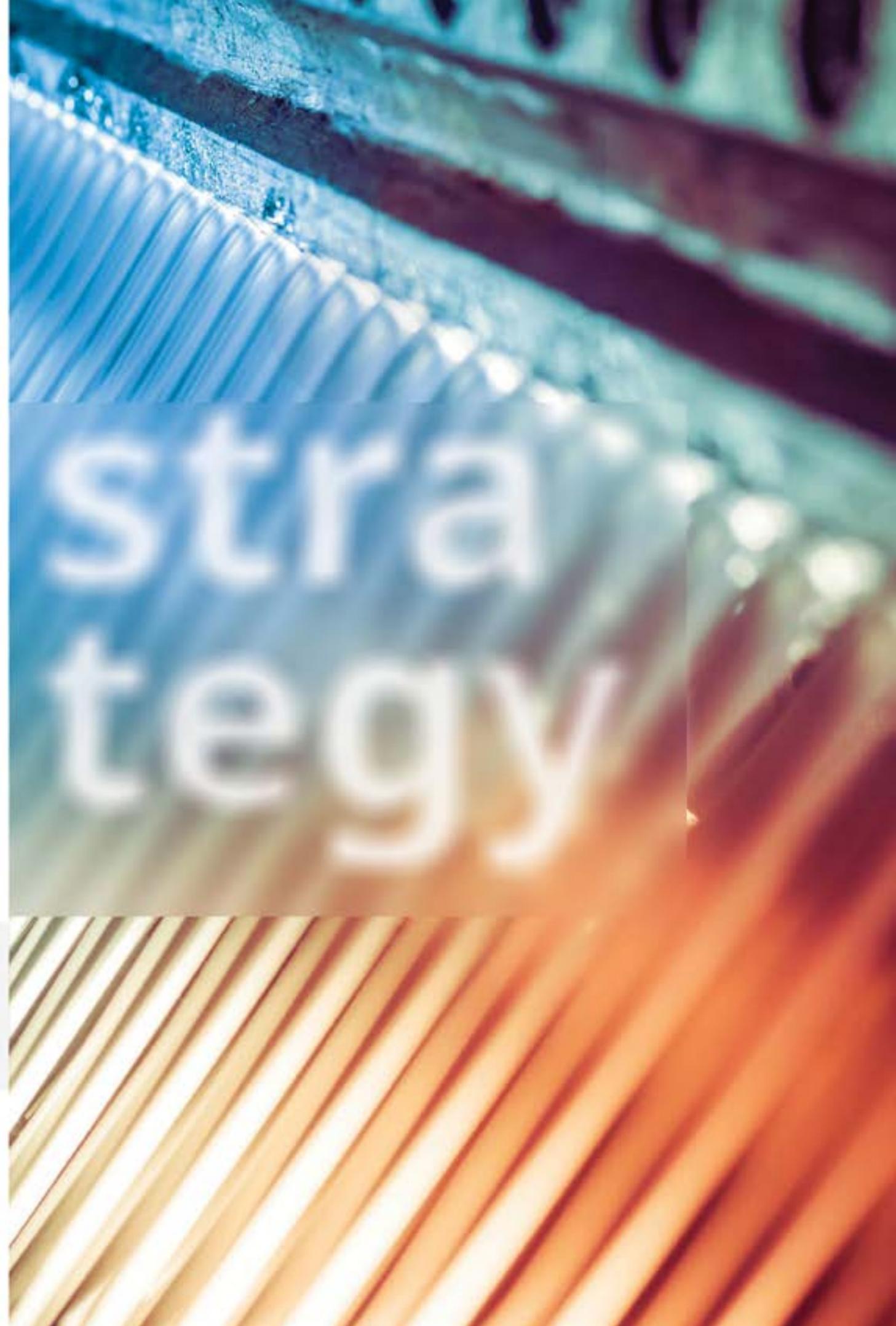
Vision in action

To direct our **focus**  
on businesses with  
the greatest growth  
potential



Vision in action

To guide our  
**strategy** on  
innovation and  
profitability





Vision in action

To respond with  
flexibility and reaffirm  
our **leadership**



# Content

Eighth  
annual  
integrated  
report

## How to read this report

At KUO we are pleased to present the eighth Integrated Annual Report, reflecting our ongoing commitment to responsible and sustainable management. This report covers the management of Environmental, Social and Corporate Governance (ESG) impacts, together with the company's most relevant financial and operational results.

This report presents our performance in 2024 and demonstrates our constant dedication to improvement and innovation in our business practices. We maintain our focus on evolution and the creation of value for both our shareholders and all our stakeholders.

As a point of contact for any type of information included in this report, we recommend visiting our website [www.kuo.com.mx](http://www.kuo.com.mx) or directing additional requests to:

### Corporate Headquarters

Paseo de los Tamarindos 400-B, Piso 31,  
Bosques de las Lomas México, Mexico City, C.P. 05120  
[ir@kuo.com.mx](mailto:ir@kuo.com.mx)

IA2024

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# Relevant Figures<sup>1</sup>

(Figures in Millions of Mexican Pesos)

	2024	2023	Variation
<b>Revenues</b>	<b>51,872</b>	<b>49,575</b>	<b>4.6%</b>
Exports	27,871	27,487	1.4%
<b>Operating Profit</b>	<b>1,636</b>	<b>781</b>	<b>109.5%</b>
Operating Margin	3.2%	1.6%	1.6 pp
<b>EBITDA Operating Cash Flow<sup>2</sup></b>	<b>4,630</b>	<b>3,254</b>	<b>42.3%</b>
EBITDA Margin	8.9%	6.6%	2.3 pp
<b>Majority Net Income (Loss)</b>	<b>-1,350</b>	<b>736</b>	<b>N/A</b>

	2024
<b>Leverage Ratio<sup>3</sup></b>	<b>2.38x</b>
<b>Interest Coverage Ratio<sup>4</sup></b>	<b>4.57x</b>
<b>Capitalization Index<sup>5</sup></b>	<b>0.49x</b>

1. Highlights are presented based on Proforma Combined Information, as a result of the financial information consolidation of all subsidiaries, including proportional consolidation in joint ventures. In accordance with IFRS 5 'Non-Current Assets Held for Sale and Discontinued Operations', the Aftermarket Business Net Income is presented as 'Discontinued Operation' in the Income Statement.  
2. EBITDA calculation is determined as follows: Proforma Operating Profit plus Proforma Depreciation and Amortization  
3. Debt-Cash (EBITDA) for the last 12 months  
4. (EBITDA) for the last 12 months / Net Interest Paid for the last 12 months  
5. Total Debt / Total Debt + Total Equity

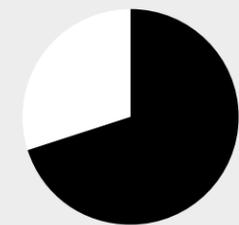


**51,872**  
Revenues

Millions of Mexican Pesos

**4,630**  
Operational flow

(EBITDA)



%		2024	2023	Variation
<b>57</b>	<b>Consumer</b>	29,584	27,882	6.1%
<b>43</b>	<b>Industrial</b>	21,956	21,406	2.6%
	<b>Total</b>	<b>51,872</b>	<b>49,575</b>	<b>4.6%</b>

%		2024	2023	Variation
<b>70</b>	<b>Consumer</b>	3,261	1,806	80.6%
<b>30</b>	<b>Industrial</b>	1,312	1,301	0.8%
	<b>Total</b>	<b>4,630</b>	<b>3,254</b>	<b>42.3%</b>



## Dear shareholders, partners, customers and collaborators:

**On behalf of the Board of Directors  
and the Management Team of KUO,  
we are pleased to share the progress,  
achievements and financial results  
obtained during 2024.**

This has been an exceptional year for our Company, marked by numerous successes and significant growth in our main financial metrics. In addition to the positive impact of our sustainable growth strategy, backed by a dynamic business portfolio and a solid presence in various sectors and geographies. These strengths allowed us to successfully adapt to a global environment full of challenges and opportunities, consolidating us as an organization that prioritizes sustainability, innovation and positive impact towards all our stakeholders, aligned with our mission of Creating Value.

### **Global context**

Throughout 2024, the global environment experienced various challenges arising from political and economic uncertainty in different regions, as well as key transitions affecting the international situation. Furthermore, disruptions in supply chains and inflationary pressures persisted in critical sectors.

In Mexico, macroeconomic stability was maintained, supported by greater integration with the North American bloc through the USMCA. However, there were internal challenges, such as the appreciation of the Mexican peso against the US dollar in the first half of the year, which affected the competitiveness of our exports and had an impact on the conversion of revenues from the Group in international markets, directly affecting the financial results.

Nevertheless, and facing a volatile economic environment, we were able to adapt and capitalize on our strengths. The actions implemented not only boosted our position in key markets, but also resulted in tangible results, such as progress in strategic sectors and the strengthening of our operational capacities, laying the foundations for sustainable and competitive long-term development.

During 2024, the Consumer sector stood out, especially the Pork Meat Business, having achieved its best historical performance, generating a significant impact on the results at the Operating Profit and EBITDA level. This result is attributed to a solid strategy focused on operational efficiencies, a decrease in raw material prices, high sustainability standards and an integrated value chain, from gestation to commercialization and the circularity of resources. With a retail network of around 450 Maxicarne stores throughout Mexico, our distribution capacity and proximity to the customer were key to meeting growing demand. Additionally, recognition for the quality of our pork in both domestic and export markets, together with our strong presence, reinforced our leadership position in the sector and consolidated our competitiveness at the international level. Likewise, both domestic and export market recognition of the quality of our pork, together with our solid presence, endorsed our leadership position in the sector and consolidated our competitiveness at the international level. Especially in Japan, where we are the largest individual Mexican supplier of pork, reinforcing our presence and leadership in one of the most demanding markets in the world.

The Herdez del Fuerte business significantly contributed to the results in the Consumer sector, with outstanding performance in the tomato puree, sauces and guacamole categories, which continued to show strong preference in both Mexico and the United States. However, we faced pressures in the US market due to increased raw material costs, particularly avocados, which affected this segment's profitability. Despite these challenges, the quality of our products and the strength of our brands, as well as our strong focus on innovation, were decisive in maintaining positive results.

Across the Industrial sector, the Synthetic Rubber, Polymers and Transmissions businesses faced a challenging environment, but nevertheless made significant progress in several areas. At Synthetic Rubber, we made progress towards the completion of a new production line in Spain, which will strengthen our global competitiveness. Additionally, Dynasol, our joint venture with Repsol, celebrated 25 years, consolidating its leadership in the industry. At Polymers, we are promoting circularity and sustainability initiatives, together with a reduction in operating costs, reinforcing our value proposition.

Meanwhile, the Transmissions business faced significant challenges during the year due to lower volumes in some OEM and aftermarket applications, which impacted its performance.

#### **Financial and operational performance**

During 2024, proforma consolidated revenues reached \$51,872 million, representing an increase of 5% over the previous year, mainly explained by the outstanding performance of the Pork Meat Business, higher sales in the Chemical sector businesses, as well as lower sales in the Transmissions business.

Beyond this, Herdez del Fuerte experienced increased demand for its main product categories, particularly tomato puree, sauces, vegetables and mole in Mexico, as well as guacamole in the United States.

These factors, together with better sales prices, greater volume and operational efficiencies in the Pork Meat Business, as well as a higher level of volume in applications in the Chemical sector businesses, generated an increase of 42% over the previous year in the proforma consolidated Operating Cash Flow, which reached \$4,630 million.

**The Consumer sector accounted for 57% of total revenues, the Industrial sector contributed 43%, while Exports represented 54% of total revenues.**

Revenues in the Consumer sector increased by 6% compared to the previous year, due to better prices and higher sales volume in the main distribution channels of the Pork Meat Business. In addition, Herdez Del Fuerte achieved higher volume in the main categories. At the Operating Cash Flow level, there was significant growth of 81%, which can be explained by the solid performance of the Pork Meat Business, where better prices and higher sales volumes were observed, as well as operational efficiencies, in addition to a favorable mix in Herdez Del Fuerte, despite higher raw material costs, especially the price of avocado.

Industrial sector businesses registered a 3% growth in revenues due to better prices and higher application volume, which offset lower demand in Transmissions. At the Operating Cash Flow level, there was a slight increase compared to the previous year due to higher volume and the favorable mix of applications in the Chemicals business, as well as operational efficiencies, which was partially offset by lower demand in the Transmissions business, as well as higher expenses.

#### **Portfolio optimization**

One of the most significant milestones of this year was the completion of the Automotive Aftermarket business sale to Frasl Mobility. This strategic operation reflected our commitment to portfolio optimization, prioritizing businesses with greater potential for growth and sustainable value creation. The resources obtained were used to strengthen our capital structure, including debt prepayments, investments in strategic projects and other corporate purposes.

**We would like to recognize and acknowledge the dedication of the Aftermarket team, whose effort and professionalism were key to its success during the years it was part of KUO. Their contribution has left a significant impact on our story, and we are convinced that this transaction will enhance the development of all parties involved.**



### **Sustainability as a core strategy**

Sustainability is a guiding principle for the company's strategic decisions and a central element in guaranteeing operational continuity, competitiveness and the generation of long-term value.

During 2024, we carried out a comprehensive update of our dual materiality analysis, allowing us to identify and prioritize the issues that generate the greatest value for our stakeholders.

Key issues include product safety and quality, efficient water management, health, safety and well-being at work, as well as the reduction of Greenhouse Gases (GHGs). In addition, we are making progress in aligning with international standards, reinforcing our capacity to manage climate risks and improving the resilience of our strategy in different scenarios.

These actions not only strengthen our business model but also consolidate our positive contribution to the environment and the communities in which we operate. At KUO, we believe that sustainability is a continuous journey, and we are committed to constantly improving our practices to generate a positive long-term impact.

### **Moving forward**

2024 provided us with valuable lessons that consolidated our vision and strengthened our strategy to face the challenges of the future. As a new government takes office in both Mexico and the United States, our main trading partner, 2025 will bring new challenges and opportunities that will demand strategic management focused on strengthening efficiency and ensuring that our operations continue to advance according to our long-term objectives.

Our commitment to innovation, technology and sustainability will continue to guide our decisions, strengthening our position in key markets such as North America and other regions where we operate. We are prepared to capitalize on opportunities in all the sectors where we operate, maintaining our focus on the creation of sustainable value.

We are grateful to our clients for their trust and loyalty, which encourage us to continue innovating and strengthening our capabilities to offer solutions aligned with their needs and expectations. Their preference has been key to our growth and consolidation in the markets where we operate.

Lastly, we recognize the fundamental role of our collaborators, whose talent, dedication and commitment have been key to the success of KUO. This year's achievements are a testimony of their efforts and the values that distinguish us: leadership, teamwork, institutionalism, integrity and innovation. We reinforce our commitment to Mexico, promoting the economic and social development of the country, while generating value for our communities. Together, we will continue to build a solid future full of opportunities for KUO and the coming generations.



**With gratitude and optimism,**

**FERNANDO SENDEROS MESTRE**  
Executive President and Chairman of  
the Board of directors of KUO and DINE

**ALEJANDRO DE LA BARREDA GÓMEZ**  
CEO

# We are KUO

We are a leading industrial company in Mexico, with operations in the consumer and industrial sectors, present in more than 70 countries, backed by a workforce of more than 24,000 collaborators.

Our business model is based on the generation of comprehensive value covering the economic, social and environmental dimensions. We work to strengthen our global presence, contributing to the economic development of the communities where we operate. Furthermore, in the search for continuous improvement, we reaffirm our commitment to constant innovation and operational excellence to generate profitable and sustainable growth.

**Our mission is to create value in a sustainable and satisfactory manner for our stakeholders through the effective management of a dynamic business portfolio.**

# Vision

In KUO we visualize our growth and consolidation based on the creation of value sustained by:

**The pride** we feel as a socially responsible company that maintains a reputation of integrity, strength and capacity to generate value for its stakeholders.

**The high profitability** of the company reflected in the sustained generation of value in business.

**The alliances** we establish with our partners and suppliers, always oriented to create value on both sides.

**The satisfaction** derived from exceeding the expectations of our customers by being their best option in quality, service, innovation and technology.

**The strength** derived from being part of a first class team of collaborators, motivated, and considering their constant preparation as a priority, and who share the objectives and values of KUO.

**The commitment** to the communities in which we operate.

**The offer** conformed by a dynamic portfolio of companies oriented to the creation of sustained value, with an agile and flexible structure which promotes the opportune adaptation to the market demands.

2

Sectors

CONSUMER

6

Bussines

**Keken**

**H  
DelFuerte**

**MegaMex  
FOODS**

INDUSTRIAL

**Dynasol**

**Resirene**

**TREMEC**

**Dacomsa**

5

Countries

Mexico

United States

Spain

Belgium

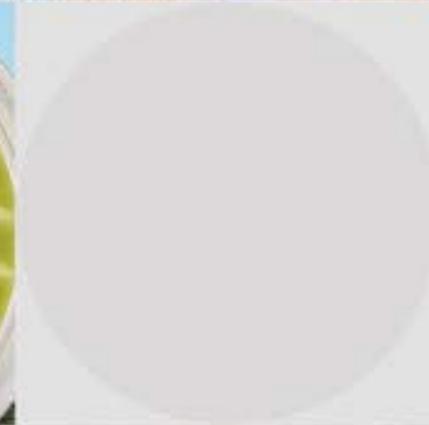
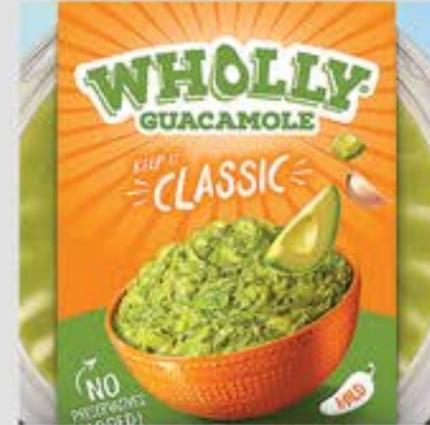
China

31

Facilities

# Business Portfolio

Our business model stands out for its competitiveness and resilience, achieving outstanding results in different markets and geographical.



# Kekén

**Leader in Mexico producing high-quality pork, offering a wide range of products from fresh cuts to frozen foods.**



The Pork Meat Business is a pork producer characterized by its vertical integration, which covers everything from genetics to the management of its own distribution channels. The commercial strategy is divided into the domestic and export fronts. Domestically, the business has a network of around 450 Maxicarne® retailers offering a variety of pork, poultry and beef products. Additionally, we have strategically located distribution centers with diverse delivery routes to meet the needs of all customers, from self-service to wholesalers and food service.

- +50 Own farms**
- 2 Artificial Insemination centers**
- ~450 Maxicarne stores**
- 3 Balanced Feed facilities in**  
Umán, Yucatán  
Komchén, Yucatán  
Hunucmá, Yucatán
- 1 Performance Facility**
- 3 Processing facilities:**  
Sahé, Yucatán  
Umán, Yucatán  
Irapuato, Guanajuato

On the export front, with the Kinitón® brand, we remain the leading Mexican exporter to the Japanese, US and South Korean markets, thus consolidating our global presence and contributing to the country's economic growth.

As a result of our certifications, we are able to reinforce our commitment to food quality and safety. All our processing facilities are TIF (Type Federal Inspection) and FSSC 22000 certified, guaranteeing compliance with the most rigorous hygiene and health standards. In addition, we obtained HACCP and ISO 9001-2015 certification to ensure the implementation of food safety management systems and guarantee the highest quality in all our processes.

**keken.com.mx**





# Herdez del Fuerte

In 2008, in a strategic alliance with Grupo Herdez, we founded Herdez Del Fuerte, a company dedicated to the production, distribution and marketing of a wide variety of the highest quality foods. Our portfolio includes tomato puree, ketchup, homemade sauces, mole, canned vegetables and many other products, backed by brands widely recognized in the market.



**During 2024, we will centre our efforts on an increasing focus on sustainability, driven by the expectations of our stakeholders.**

## **24** Distribution Centers:

- 22 Mexico
- 2 United States

## **10** Facilities

- 2 Sinaloa
- 2 Coahuila
- 2 Querétaro
- 1 San Luis Potosí
- 1 Oaxaca
- 1 Guanajuato
- 1 Texas

[herdez.com.mx](https://www.herdez.com.mx)

# Megamex Foods

A business dedicated to the production and distribution of Mexican food resulting from the strategic alliance between Herdez Del Fuerte and Hormel Foods in 2009.



Through this alliance, we focus on the production and distribution of a wide range of products aimed at the US market, covering three main categories: guacamole, sauces and frozen foods.

Our priority is to offer authentic, high-quality products that reflect the culinary richness of Mexico and meet the expectations of professional chefs and food lovers alike.

**Megamex Foods has established itself as one of the fastest growing Mexican food companies in the United States.**

[megamexfoods.com](http://megamexfoods.com)





# Dynasol

**Dynasol is the most important producer of synthetic rubber in Mexico and one of the main producers worldwide.**



At the Synthetic Rubber business, we are committed to constant innovation in order to boost our capacity to offer differentiated and sustainable solutions in the market. Our portfolio covers a wide range of applications used in various products such as asphalt modifiers, tires, adhesives, sealants, waterproof membranes, thermoplastic compounds, among others.

Our competitive advantage is that we operate globally with facilities in the Americas, Europe and Asia. This allows us to easily adapt to the specific needs and regulations of each market, and also strengthens our ability to provide customized and efficient solutions to our customers worldwide.

We offer innovative solutions focused not only on market demand, but also on making a positive contribution to the environment and the circular economy.

**During 2024, the business celebrated its 25th anniversary.**

- +70 Countries**
- +100 products in our catalog**
- 6 Facilities**
  - 2 Mexico
  - 2 Spain
  - 2 China
- +500,000 Thousand tons per year:**
  - Installed capacity

**[dynasolgroup.com](https://dynasolgroup.com)**

# Resirene

**Leader in the production of polymers in Mexico since 1978 and with exports to North America, Latin America and Europe for more than 20 years.**



Resirene specializes in the production of polystyrene, an essential material used in a range of applications such as: packaging and disposable products, electronic components, school supplies, lighting, consumer products, office equipment, among others.

Today, it is investing in the development of new applications focused on the circular economy, using recycled materials to reduce our environmental footprint and promote the responsible use of resources.

We have a global presence in more than 20 countries, thus contributing to the development and growth of different industries at an international level. We seek to innovate with products and solutions in a changing environment, taking care of our people, our community and our environment; therefore, we actively participate in sustainability and social responsibility programs.

**1 Facility**

Tlaxcala

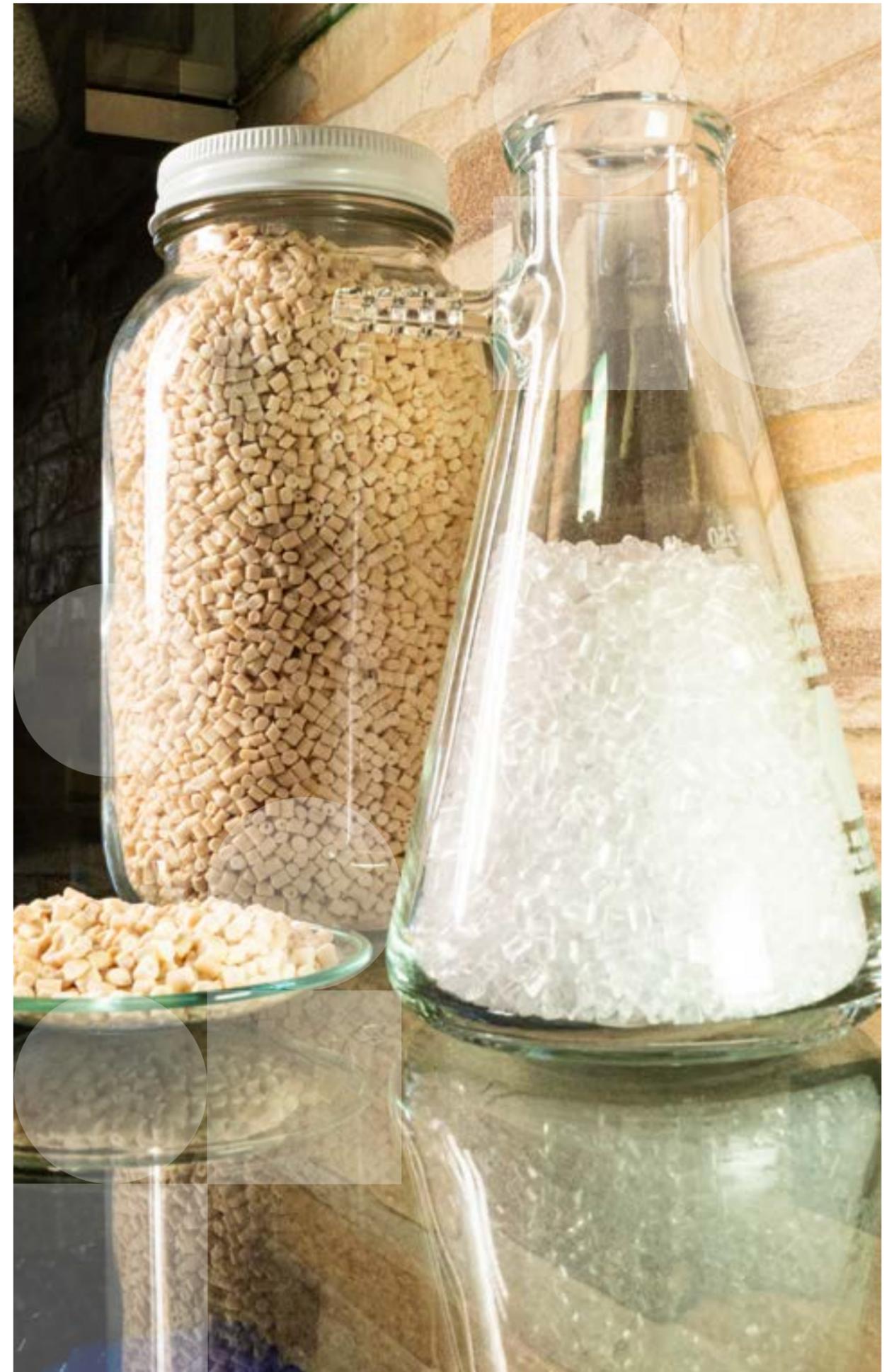
**+200,000 Tons per year**

Installed capacity

**1 Distribution Center**

Veracruz

**resirene.com.mx**





# Tremec

**At Tremec, we specialize in the manufacture and assembly of transmission systems and components for high-performance vehicles.**



We are present in the international market, exporting to more than 14 countries. We stand out for our continuous focus on innovation and product quality, which have applications in a wide range of platforms, from sports to recreational and agricultural vehicles.

The company's strategy is based on the continuous development of innovative products that incorporate the most advanced technology on the market. We comply with the industry's most rigorous standards and strive to guarantee compliance with them, maintaining a special focus on areas such as automation, emissions control, fuel efficiency and torque capacity. In addition, we offer personalized performance that differentiates vehicle brands across all platforms.

## **4 Facilities**

- 2 Mexico
- 1 Belgium
- 1 United States

**+300,000** square meters surface area

**tremec.com**

# Dacomsa

**In Aftermarket we focus on three key segments: engine parts, brakes and powertrain.**

## *Dacomsa*

We have consolidated our position in the automotive aftermarket through brands recognized for their quality, durability, and ability to offer efficient solutions to our customers.

Strategically located in central Mexico, we play a key role in the temporary storage of all products from our production facilities. These products are then distributed to our customers for sale and final use through Dacomsa.

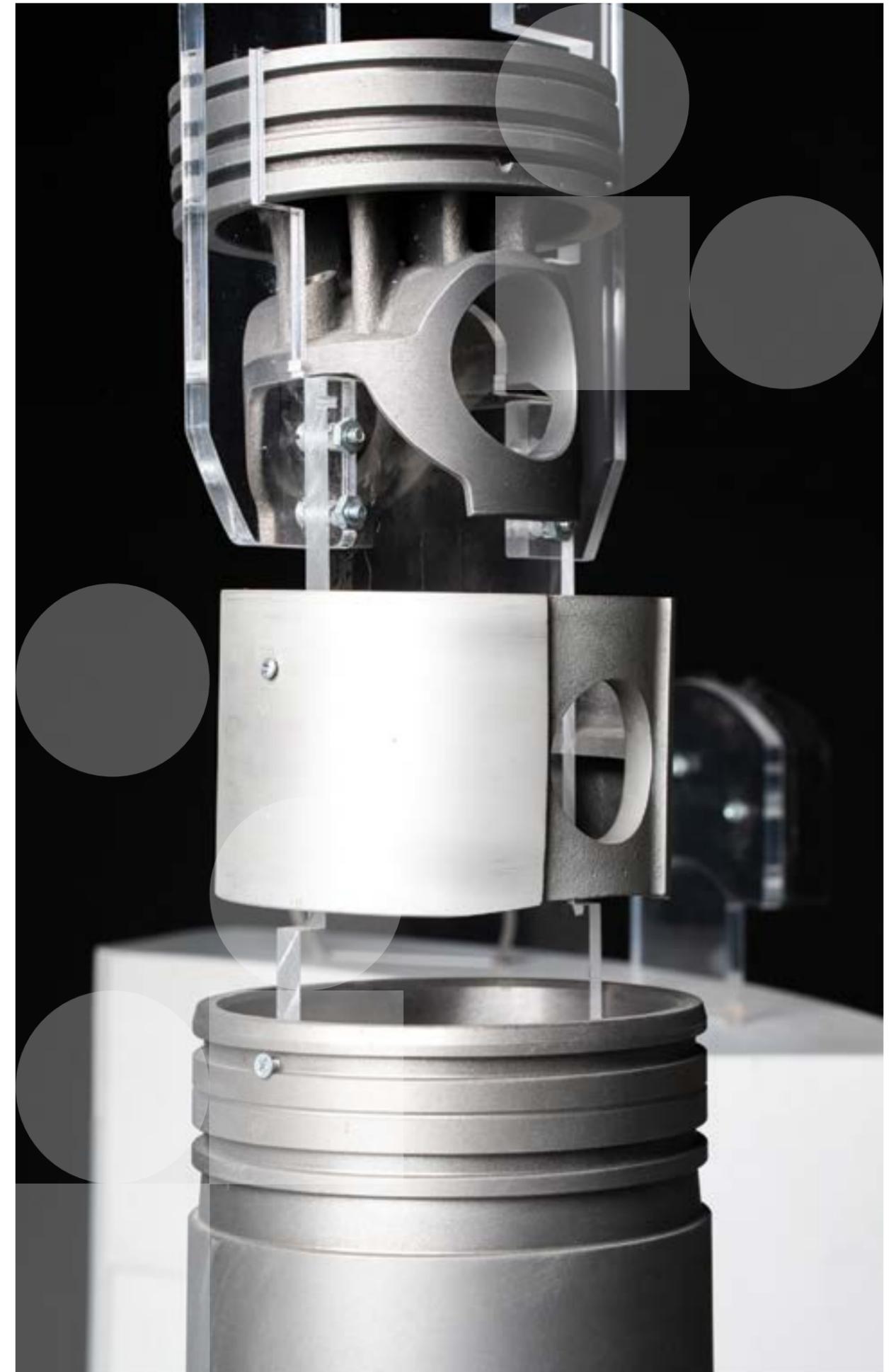
### **3 Facilities**

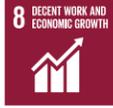
- 2 Guanajuato
- 1 Mexico City

**+45,000 square meters surface area**

At the beginning of 2025, the sale of the Aftermarket business to Frasle Mobility was completed after obtaining the necessary approvals and complying with the conditions of the contract, as part of the optimization of our business portfolio.

**dacomsa.com**





# Economic Performance

**In 2024, KUO demonstrated remarkable resilience and adaptability in a challenging global environment. Through its focus and the implementation of an effective strategy, the company not only managed to maintain its financial stability but also capitalized on its strengths to drive growth and consolidate its position in key markets.**

Despite political and economic uncertainty in various regions and inflationary pressures in critical sectors, KUO managed to adapt and translate its actions into tangible results. This year saw significant progress in various sectors, laying the foundations for sustainable and competitive long-term development.



During this year, the Consumer sector stood out considerably, especially the Pork Meat Business, which achieved its best historical performance. This success is attributed to a solid strategy focused on operational efficiencies, a decrease in raw material prices, high sustainability standards and an integrated value chain. In addition, the Herdez del Fuerte business made a significant contribution to the results, with outstanding performance in the tomato puree, sauces and guacamole categories, despite pressures in the US market due to increased raw material costs.

**In the Consumer sector, the Pork Meat Business achieved its best performance, and the Herdez del Fuerte Business made a positive contribution to the financial results.**



**Regarding the Industrial sector, in Synthetic Rubber, we are moving towards the completion of a new production facility in Spain, which will strengthen our global competitiveness.**

At Polymers, circularity and sustainability initiatives were promoted, together with a reduction in operating costs. However, the Transmissions business faced significant challenges due to lower volumes in some OEM and aftermarket applications, which impacted its performance.

Finally, as part of the optimization of its business portfolio, KUO completed the divestment of the Aftermarket business at the beginning of 2025. This strategic decision will allow the company to focus on areas of higher growth and profitability, strengthening its competitive position in the market.

# ESG Strategy

**Throughout our history, at KUO we have maintained a special focus on sustainability, from regulatory compliance and an emphasis on being good neighbors, to seeking to comply with international best practices. We are constantly working to stay at the forefront in this area.**

In 2024, we carried out an update of the Materiality analysis with one objective in mind: to gain an in-depth understanding of the impacts that operations generate on society and the financial risks and opportunities related to sustainability. This process allowed us to identify and prioritize the most relevant aspects for our stakeholders and the sustainability of the organization.

The objective of Materiality is to keep our sustainability priorities up to date and visible and to continue developing good environmental, social and governance (ESG) practices. With these results, we have managed to strengthen our environmental and social responsibility initiatives and reaffirm our commitment to transparency and sustainability.

Additionally, during 2024, we updated our inventory of Greenhouse Gases (GHGs) emissions and carried out an assessment of risks and opportunities related to climate change, ensuring that our practices are aligned with international expectations and regulations.



# Materiality Analysis

At KUO, embracing dual Materiality has given us a more comprehensive and balanced view of the risks and opportunities for the Company. Integrating ESG considerations into our strategy and operations increases our resilience, enables us to innovate in products and services, and strengthens our competitiveness in the market.

By studying materiality, we were able to identify and prioritize the issues that are most relevant to KUO from two points of view:

1. From the potential and real impact that we can contribute to and/or generate directly for our stakeholders (Impact Materiality).
2. From risks or opportunities that ESG issues may represent in our financial results (Financial Materiality).

KUO's Materiality Matrix is based on a total of 20 topics, classified into different categories according to their relevance and impact:

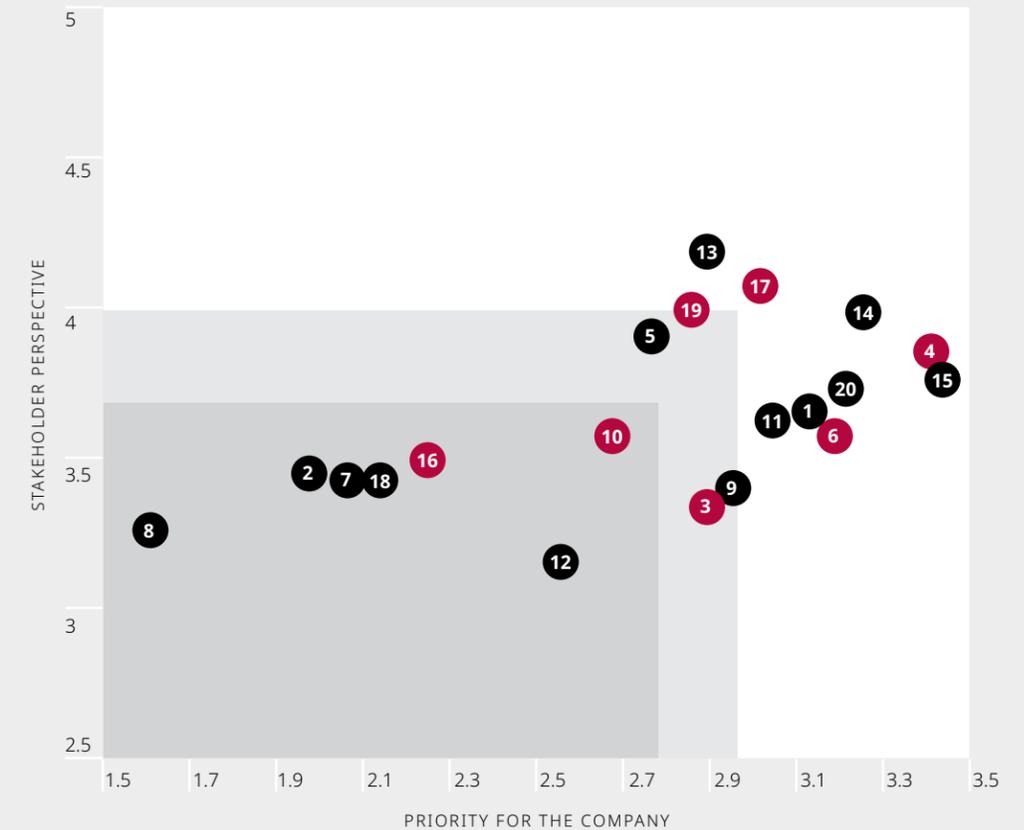
- **Double Materiality:** Four issues are considered doubly material, meaning that they are critical from both a financial perspective and a social and environmental impact perspective. These are: product safety and quality; water management; occupational health, safety, and wellness; and Greenhouse Gas (GHGs) emissions management.
- **Financial Materiality:** Three issues are financially material, meaning they have a direct impact on the company's financial performance. These include sales

practices; socioeconomic development of communities; and energy management and renewable energy.

- **Materiality of Impact:** Six issues are considered to have an impact. Although they may not be immediately reflected in the financial statements, they are vital for the sustainability and long-term success of the company: Regulatory Compliance; Economic Performance; Sustainable Supply Chain Management; Innovation and Technology; Attracting and Retaining Talent; and Business Ethics.
- **Potentially Material Topics:** Seven topics are potentially material, indicating that they could gain relevance in the future. These are: Human Capital Development; Customer Relationship Management; Corporate Governance; Product and/or Packaging Life Cycle Management; Diversity and Equity; Cybersecurity; and Disability Inclusion.

### Correspondence with SDGs

Each of our two material themes (impact and financial) has a relationship to the UN Sustainable Development Goals (SDGs); they correspond to the relationship we have at KUO with our environment and the contribution to the 2030 Agenda.



Material impact Issues		ODS	
15	Regulatory Compliance	16	
14	Economic Performance		
4	Product Safety and Quality	12	
20	Sustainable Supply Chain Management	12	
1	Innovation and Technology	9	
17	Water Management	6	3
11	Attracting and Retaining Talent	5	8
13	Business Ethics	16	
6	Occupational Health, Safety and Wellbeing	3	
19	GHGs Emissions Management	13	
Potentially material issues in the short term			
9	Human Capital Development		
3	Sales Practices		
5	Customer Relationship Management		
Issues Not Proactively Managed			
10	Socio-economic Development of Communities		
12	Corporate Governance		
16	Energy Management and Renewable Energy		
18	Product and/or Packaging Lifecycle Management		
7	Diversity and Equity		
2	Cybersecurity		
8	Inclusion of Persons with Disabilities		

# Sustainability Model

**Our Sustainability Model is essential to guarantee our responsible and sustainable operation, generating long-term economic, social and environmental benefits.**

KUO's Sustainability Model is a comprehensive structure designed to guide our efforts towards the creation of long-term value for all our stakeholders. Based on environmental, social and governance (ESG) principles, this model is designed to integrate best practices at the group level, as well as strategies specific to each business.

We structure our model around five fundamental cornerstones: Corporate Governance, Collaborator Development, Customer Satisfaction, Sustainable Products and Processes, and Operational Efficiency and Continuity. Each of these cornerstones includes lines of action and specific initiatives related to the Sustainable Development Goals (SDGs)

This model not only allows us to effectively address the risks and opportunities related to sustainability, but also fosters transparency, improves our reputation and contributes to our resilience and competitiveness in the market.

The Company relies on a representative to communicate sustainability-related issues to the Board of Directors, when necessary, ensuring effective accountability on ESG issues.

Moving forward, at KUO we are committed to strengthening and expanding our sustainability initiatives. We will continue to evaluate and adjust our model to ensure that it remains aligned with international best practices and the expectations of our stakeholders. Additionally, we will carry out an analysis of the Company's scorecard to ensure the implementation of this strategy, prioritize initiatives and coordinate actions in the different businesses of the group.



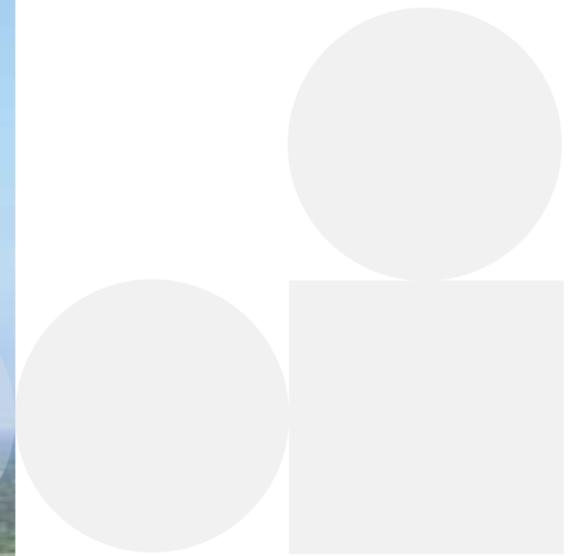
## ACTION AREAS

- 1.1 Corporate Governance Structure and Operation
- 1.2 Ethical and Compliance Culture
- 2.1 Occupational health and safety
- 2.2 Talent Attracting and Development
- 2.3 Inclusion and Diversity
- 3.1 Product Quality and Safety
- 3.2 Innovation
- 4.1 Resource Circularity (water, waste, and Other Resource)
- 4.2 Supply Chain Sustainability
- 4.3 Consumer (Customer) Practices
- 4.4 Community Development
- 5.1 Energy and Emissions Management (GHGs, Particulates)
- 5.2 Climate risk management
- 5.3 Technological transformation

# Risk Management and Monitoring

At KUO we acknowledge the fundamental role of Risk Management in the continuity and security of our operations. Therefore, we operate under strong Policies and Procedures enabling us to identify and mitigate risks that may affect our objectives as a business.

Based on the Enterprise Risk Management-COSO (ERM-COSO) methodology, we perform risk management, allowing us to identify and assess events that may have an impact on the Group's operational continuity in the areas of strategy, operations, reporting, compliance, finance, reputation, cybersecurity and the environment, among others, thus guaranteeing their comprehensive management from an organizational perspective.



The Internal Control System is an integral part of KUO's activities, and aims to provide a reasonable degree of certainty regarding the achievement of objectives related to the effectiveness and efficiency of its operations, compliance with laws and regulations, as well as policies and procedures, reporting and safeguarding of its assets.

# Corporate Governance

## Structure and Operation of Corporate Governance

Corporate Governance at KUO is key to decision-making; it is made up of the Shareholders' Assembly, the Board of Directors, General Management, the Corporate Practices Committee and the Audit Committee, the latter two being part of the Board of Directors itself.

The highest governing body for decision-making is the Shareholders' Meeting, which has, among other responsibilities, the power to appoint and ratify the members of the Board of Directors, as well as the Chairmen of the Corporate Practices and Audit Committees.





## Board of Directors

At KUO, the Board of Directors is chaired by Mr. Fernando Senderos Mestre, whose functions include establishing the general strategies for the management and sustainability of the business.

Its main responsibilities include supervising the management and organizational results, appointing and evaluating the performance of General Management and relevant managers, as well as monitoring the main risks to which the company is exposed.

The Board of Directors meets quarterly, with the possibility of holding extraordinary meetings, when necessary, accompanied by reports with the opinions and/or recommendations of the Corporate Practices and Audit Committees.

The Council is currently made up of 12 members, of which:

**7** are independent, which guarantees objectivity and transparency in decision-making.

**2** hold executive positions within the Group, ensuring close alignment with corporate strategy.

**24** years is the average length of time on the Board, which reflects a high degree of experience and continuity.

**12** board members sit on the boards of other companies, which provides a broad business perspective.

## Members of the Board of Directors

Advisor	Atribute	Position / Experience / Other Advice
Fernando Senderos Mestre	Related	Executive Chairman and Chairman of the Board of Directors of KUO and DINE
Javier Arrigunaga Gómez del Campo	Independent	Chairman of the Board of Directors of Grupo Aeroméxico
José Manuel Canal Hernando	Independent	Commissioner and Advisor on Corporate Governance Affairs
Arturo D'Acosta Ruiz	Related	Independent Counselor
José Manuel del Barrio Molina	Independent	Independent Counselor of Integra M&A Automotive
Alejandro de la Barreda Gómez	Related	Managing Director of KUO and DINE
Valentín Díez Morodo	Independent	President of Grupo Nevadi Internacional
Arturo Elías Ayub	Independent	Director of Strategic Alliances and Content at América Móvil
Federico Fernández Senderos	Related	Chairman of Grupo SIM Independent Counselor of Grupo Chedraui
Carlos Gómez y Gómez	Related	Chairman of the Board of Directors of Estudia Más
Víctor Rivero Martín	Independent	Managing Director of Telehotel
Ernesto Vega Velasco	Independent	Independent Business Counselor
Ramón F. Estrada Rivero	Secretary	Deputy Managing Director / General Counsel

## Board of Directors Committees

### Committee on Corporate Practices

It meets quarterly and, if necessary, can convene additional sessions as required. Its main functions include making recommendations to the Board of Directors in the following areas:

- Appointment, dismissal and remuneration of the Managing Director.
- Approval of policies related to the appointment, performance and remuneration of relevant executives.
- Issue an opinion on relevant operations and those with related parties.

The Committee on Corporate Practices is composed of 3 Independent Counselors:

**Valentín Díez Morodo**  
President  
**Ernesto Vega Velasco**  
Member  
**Víctor Rivero Martín**  
Member  
**Ramón F. Estrada Rivero**  
Secretary

### Audit Committee

It meets quarterly and holds an additional session in December to review the year-end financial statements. It is responsible for evaluating the Group's internal control and audit system, as well as for supervising the main risks to which the Company is exposed. Its main functions include:

- Review and propose accounting policies and financial statements to the Board for approval.
- To follow up on the resolutions adopted by the General Shareholders' Meeting.

The Audit Committee is composed of 3 Independent Counselors:

**José Manuel del Barrio Molina**  
President  
**José Manuel Canal Hernando**  
Member  
**Ernesto Vega Velasco**  
Member  
**Ramón F. Estrada Rivero**  
Secretary

### Management Team

It has the primary responsibility of managing, directing and executing KUO's operations.

**Fernando Senderos Mestre**  
Executive Chairman and Chairman of the Board of Directors  
**Alejandro de la Barreda Gómez**  
Managing Director  
**Ramón F. Estrada Rivero**  
Deputy Managing Director and Legal Counsel  
**Jorge F. Padilla Ezeta**  
Deputy Managing Director and Finance Director  
**Roger Patrón González**  
Aftermarket Director  
**Claudio Ángel Freixes Catalán**  
Pork Meat Director  
**Héctor Hernández-Pons Torres**  
Brand Food Director  
**Felipe de Jesús Varela Hernández**  
Synthetic Rubber Director  
**Sergio Paredes Castañeda**  
Polymers Director  
**Antonio Herrera Rivera**  
Transmissions Director



# Ethics and Transparency

At KUO, ethics and transparency are essential principles of our identity, which not only guide our actions within the company, but also reflect our commitment to society and the environment in which we work.

Additionally, we are governed by a set of fundamental values that guide our daily decisions and activities.

**Innovation**  
**Integrity**  
**Institutionalism**  
**Leadership**  
**Teamwork**





## Code of Conduct

**The Code of Conduct is the document containing the values and principles that guide our daily activities and decisions.**

The Code of Conduct is the document containing the values and principles that guide our daily activities and decisions. This Code is applicable to all our stakeholders, including collaborators, shareholders, partners, suppliers, communities and customers. Likewise, observance of the principles and standards included in the Code is mandatory for third parties, such as external consultants, fee-based personnel, temporary personnel and other suppliers.

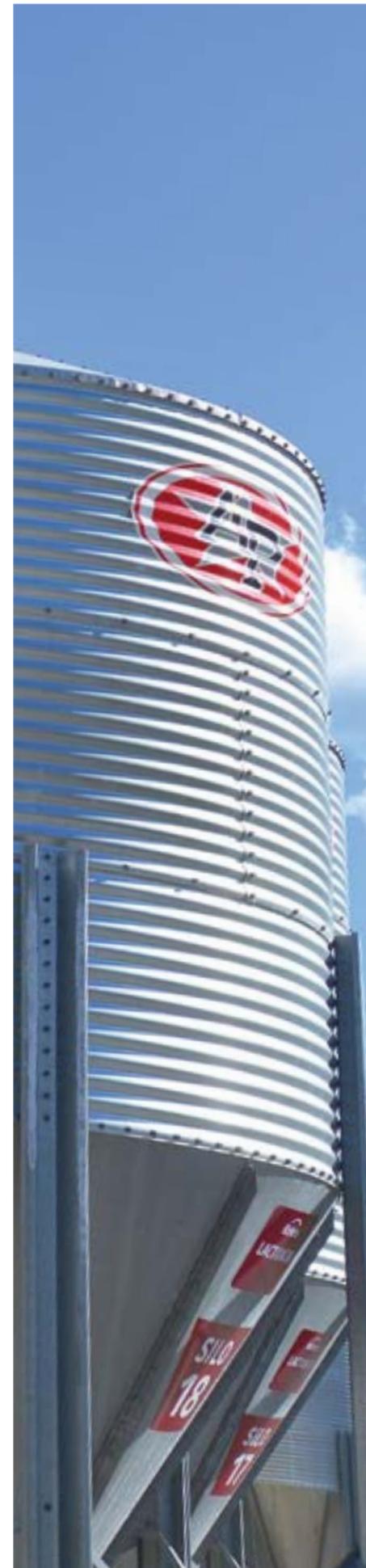
Additionally, as part of KUO's commitment to transparency, we require all our suppliers to sign the ESG (Environmental, Social & Governance) Charter as a prerequisite for registration as a supplier. By signing this charter, our suppliers of goods and services undertake to maintain best practices in environmental, anti-corruption and labor matters.

The Executive Committee is responsible for approving the Code of Conduct, while the Code of Conduct Committee ensures compliance with the Code in force at KUO, verifying that there are adequate processes for its updating and dissemination, as well as the application of corresponding sanctions in cases of detected violations.

### Principles of action and conduct for our stakeholders.

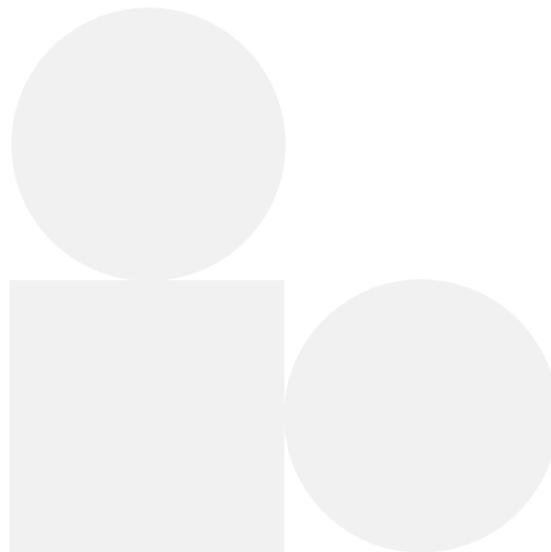
Shareholders and Partners	Committed to our shareholders and partners to protect their assets through: <ul style="list-style-type: none"> <li>• Value creation</li> <li>• Asset protection</li> <li>• Proper information management</li> <li>• Financial interest or participation in other companies (We avoid having any direct financial interest or participation with any current customer, supplier or competitor)</li> </ul>
Human Capital	We provide an environment promoting a high sense of responsibility, development and well-being: <ul style="list-style-type: none"> <li>• Workforce commitments</li> <li>• Respect</li> <li>• Personal data privacy</li> <li>• Image and internal and external communication</li> <li>• Labor and human rights issues</li> <li>• Professional development</li> <li>• Industrial safety</li> </ul>
Suppliers	We choose to work with suppliers who are committed to operating according to best practices: <ul style="list-style-type: none"> <li>• Workforce commitments</li> <li>• Respect</li> <li>• Personal data privacy</li> <li>• Image and internal and external communication</li> <li>• Labor and human rights issues</li> <li>• Professional development</li> <li>• Industrial safety</li> </ul>
Customers	We promote win-win situations in an environment of transparency, respect and the creation of shared value: <ul style="list-style-type: none"> <li>• Products and services quality</li> <li>• Customer relations</li> <li>• Data privacy</li> <li>• Competitive prices</li> <li>• Mechanisms for solving complaints</li> <li>• Fair competition</li> </ul>
Government	We respect the regulations of each country in which we always operate: <ul style="list-style-type: none"> <li>• Government as regulator</li> <li>• Government as client and supplier</li> </ul>
Sustainability	We reaffirm our commitment to contribute to the UN's Sustainable Development Goals: <ul style="list-style-type: none"> <li>• Respect for the environment</li> <li>• Community relations</li> <li>• Relations with NGOs</li> </ul>

Find out more at:  
<https://desc.com.mx/codigo-de-conducta#codigo-conducta-mensaje>



## Regulatory Compliance

At KUO, we ensure that all our activities fully comply with the legal provisions applicable to each sector, inside and outside the company. We comply with the legal provisions related to stakeholders, on issues such as health, labor rights, tax regulation, safety, sustainability, among others. Furthermore, considering that our business serves different markets and target audiences, we constantly monitor regulatory updates to ensure that all documentation and certification is current and up to date.



## Sales Practices

Transparency and responsibility are fundamental cornerstones of all our commercial practices. At KUO we ensure that the information provided to the stakeholders in our value chain is aligned with the highest standards of quality, safety and compliance.

**Our commitment is to offer high quality products, exceeding expectations and fostering solid, long-term relationships with our customers.**

We have developed procedures to encourage the disclosure of key information on the labelling of our products and services. Through these mechanisms, we make it easier for customers, distributors and consumers to receive accurate and relevant information about the products and services they purchase, integrating essential information for their use and responsible management into the labelling and associated documentation.

Likewise, we evaluate the information coming from our businesses in alignment with international frameworks on sustainability, corporate responsibility and current applicable regulations, meeting market expectations and responding to the needs of our stakeholders.



## Talent Management and Labor Practices

**We focus on managing talent effectively, providing each collaborator with the tools and support necessary to reach their highest potential**

At KUO, we are committed to create a work environment promoting growth, health, safety and wellbeing of our collaborators. We are convinced that strategic leadership and constant innovation are fundamental pillars for building productive, safe and motivating workplaces.



Guided by our values, we work to ensure that each member of our team feels respected, valued and supported in their professional and workforce development. We focus on achieving operational efficiency by optimizing productivity, profitability, and compliance with applicable regulations.

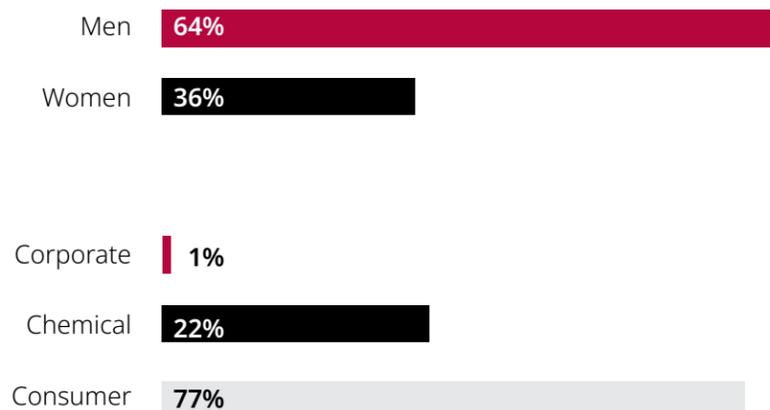
At KUO, we have solid Human Capital processes designed with a comprehensive approach ranging from the attraction and development of talent to the retention of our key collaborators. Additionally, we ensure that all aspects related to roles, working hours, compensation, recognition and development of organizational capacities are aligned with our internal policies and procedures:

- Internal Work Regulations and Code of Conduct
- Talent Identification and Recruitment Policy
- Annual Development and Training Plans
- Performance Management Process
- Succession and Development Plans

We monitor the effectiveness of our Human Capital practices using consolidated indicators specific to each business, presented on a cloud platform. We analyze key aspects such as workforce satisfaction, productivity and compliance with the collective bargaining agreement. Based on this information, we implement continuous improvements aligned with the objectives and goals of each business.

Additionally, promoting talent management that encourages good performance at work and the generation of value, we design Human Capital strategies focused on strengthening both performance and organizational culture.

At the end of 2024, the Group employed a total of 24,780 collaborators. Their distribution by age, gender, location, type of workday and contract is detailed below.



## Occupational Safety and Health

We responsibly undertake the commitment to guarantee that our business operations are developed in safe and healthy environments. This commitment is reflected in our Occupational Health and Safety Policy, defining the guidelines to protect our collaborators, prevent injuries and mitigate risks, ensuring working conditions that promote their well-being. Additionally, to comply with the highest standards and applicable regulations, we have an Occupational Health and Safety System covering the entire process, from risk identification to the implementation of care and control measures.

### Identification and Management of Health and Safety Risks

Occupational risk prevention and health surveillance are fundamental pillars in our company. For this reason, we continuously monitor the workplace to detect any risk situation in a timely manner. This allows us to make decisions based on accurate information and guarantee safe conditions in all our work centers.

### Health Services and Promotion

We promote the well-being of our collaborators through various initiatives aimed at caring for their health. Our occupational health program incorporates periodic evaluations facilitating the detection of occupational illnesses and strengthening risk prevention.

Additionally, we implement actions designed to improve the quality of life of our collaborators and their families, such as medical check-ups, health campaigns and various wellbeing initiatives. Through the Wellbeing Program, we promote healthy habits focused on four key aspects: emotional wellbeing, financial stability, physical health and social and work-life balance.

## Compensation and Benefits

Providing a fair and equitable salary to our collaborators is one of our priorities. We have policies providing the necessary guidelines to guarantee compensation, based on the results of performance management, aligned with both corporate strategy and the particularities of each business.

The base salary of our collaborators is determined using internal tabulators considering the level of valuation assigned to each position based on their contribution. Additionally, we constantly monitor salary trends in the countries where we operate, ensuring that our practices are competitive and fair.

Remuneration is linked to the individual results of each collaborator, as well as to the performance and financial situation of the businesses. With the purpose of recognizing good performance and ensuring the retention of key personnel, we have implemented short- and long-term variable compensation schemes. These schemes not only encourage our collaborators to achieve their objectives, but also align their interests with those of the company, fostering management focused on the generation of value and promoting long-term commitment.

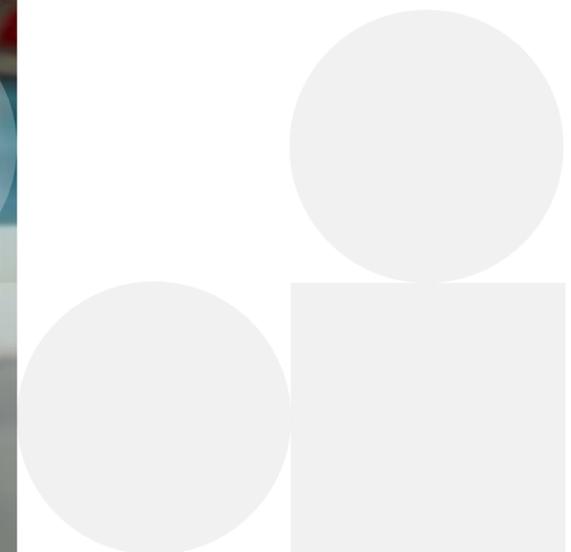
We comply with all the benefits required by law in the countries where we operate and, additionally, we offer extra benefits that strengthen the well-being of our collaborators. These include medical insurance, life insurance, food coupons, a savings fund and paid leave for extraordinary circumstances, among others.



### Collective Association Agreements

In the company, we reaffirm our commitment to absolute respect for the labor rights of all our collaborators, in strict compliance with current legislation in Mexico and the fundamental principles of freedom of association. In accordance with our philosophy of respect and impartiality, we guarantee that all employees have full freedom of association and the right to decide, without external pressure, whether they wish to join a union or freely elect their union representatives. We are committed to respecting and protecting the individual and collective decisions of our collaborators, without interference of any kind. We recognize and adopt the principles established in the recent Labor Reforms, particularly those enshrined in articles 358 and 371 of the Federal Labor Law, which guarantee freedom of association, democracy and transparency in union relations. In this context, we reaffirm our position of neutrality towards any process of union organization within our company.

**56% of the collaborators have Collective Labor Agreements.**



## Training

We are committed to the development of our collaborators, and we offer them opportunities for continuous education through various training programs. These include specialized technical training for each business area, which allows our team to perform their tasks more effectively. Additionally, we focus on the development of soft skills that contribute to the integral growth of our collaborators.

Our courses are delivered both in person and online, guaranteeing access to all our collaborators, regardless of their location.

During 2024, 266,929 hours of training were provided, with an average of 26.8 hours of training per collaborator.

**We are convinced that investing in the education and development of our collaborators is fundamental for the sustainable success of our company.**

## Performance Management

Performance Management is a fundamental process to ensure the growth, development and recognition of our collaborators. This process allows us to identify the strengths and areas of opportunity of each team member, facilitating the creation of personalized development plans. Through periodic evaluations, we measure the performance of our collaborators based on their individual objectives and the strategic objectives of the company, thus ensuring a continuous alignment with our vision and mission.

The Performance Management process is implemented in a comprehensive and transparent manner. We use a combination of self-assessments, evaluations conducted by supervisors and peer feedback to obtain a complete overview of the performance of each collaborator. This methodology not only allows us to evaluate the fulfillment of goals and objectives, but also to assess key competencies such as teamwork, innovation and leadership. Continuous feedback is essential to foster an environment of constant improvement and motivate our collaborators to reach their full potential.

Additionally, performance management results are used as input for decisions regarding promotions, salary increases and training programs. By linking performance management with compensation and professional development, we ensure that our collaborators feel valued and recognized for their contributions. This integral approach boosts the commitment and satisfaction of the workforce, strengthens our organizational culture and contributes to the sustainable success of the company.

In 2024, the performance of 35% of the collaborators was evaluated.





# Social Management

**At KUO, our Social Management is based on the Social Responsibility Policy and the Code of Conduct. All operations are subjected to a rigorous social impact study, ensuring compliance with current regulations.**

To understand the socioeconomic characteristics and the possible impacts on the community, we have performed various assessments in the regions in which we operate. These actions allow us to develop specific engagement programs, adapted to each scenario.





**The social programs that we design have a comprehensive approach that addresses multiple aspects such as:**

- Empowerment of communities through investment in health and education.
- Participation in community life to strengthen the social fabric and establish long-term relationships.
- Establishment of two-way communication channels to foster open and transparent dialogue.
- Involvement of our collaborators in volunteer programs to benefit communities.
- Donation campaigns for different social causes and thus contribute to the social development of the community.

We evaluate our management using different indicators, including socio-environmental impacts, positive perception of the company by key actors in the community, actions carried out by the communities for the benefit of the company, long-term agreements signed with local authorities, successful interventions by the community relations team and the results of satisfaction surveys.

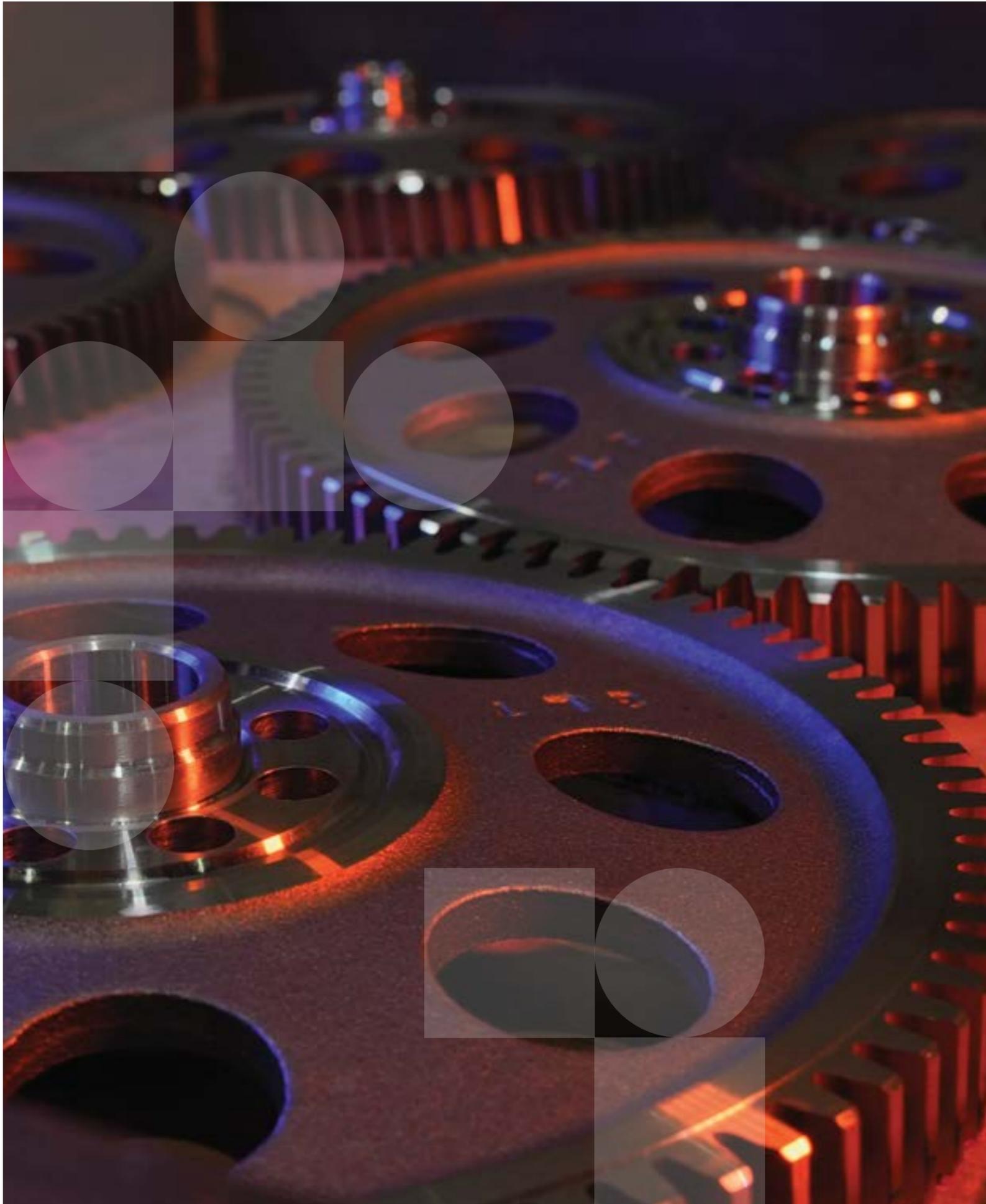
Specifically, at the Pork Meat Business, we have collaborative agreements with local authorities, with specific provisions for transportation circulation. In addition, we maintain constant communication with the residents of the localities close to our operations.



## Sustainable Processes and Products

We take a comprehensive approach to sustainability, driving operational efficiency and long-term value creation.





## **Product Safety and Quality**

**At KUO, we recognize the expectations of consumers interested in purchasing safe, quality products.**

We maintain a strict quality control process at every stage of production, ensuring that we meet our customers' expectations. Thanks to this approach, we have been able to improve the quality and safety of our products, reduce production costs and increase efficiency. As a result, we have had favorable results in product development, generating confidence in our brands and maintaining a high demand in the market.

We continuously perform a comprehensive evaluation of our product portfolio to analyze the potential impacts on consumer health and safety. As a result of this process, we announced that during this year we did not identify any material non-compliance related to quality or safety in any of them.

## Consumer Sector

In our Pork Meat Business, we maintain a firm commitment to food quality and safety in all phases of production. Our Quality Policy fulfills the growing global demand for safe food, strictly complying with national and international regulations, from animal genetics to final distribution.

Our production facilities in Umán, Irapuato and Sahé are FSSC22000 certified, which specifies the requirements to ensure food safety standards. Additionally, our operations are backed by certifications such as Good Farming Practices (SENASICA), Federal Inspection Type (TIF) processing facilities and international Animal Welfare certifications. We rigorously apply the HACCP system in all our operational activities, and we adhere to the Global Food Safety Initiative (GFSI).

During 2024, we did not report any quality incidents in our products, which reflects the effectiveness of our food safety policies and procedures. This achievement is a testament to our commitment to excellence and dedication to maintaining high standards for each stage of production.



**We maintain a firm commitment to quality and safety in food production, generating trust and satisfaction among our customers.**

### Animal Welfare

For the last two years we have held Cloverleaf Animal Welfare Certification, backed by external audits performed by internationally recognized experts. This program objectively validates our standards, thus strengthening the culture of animal welfare that we have promoted since the beginning of our operations.

## Industrial Sector

### Synthetic Rubber

Our Quality, Safety and Environmental Policy reaffirms our commitment to sustainability, environmental protection and a safe working environment. We implement best operational practices and conduct regular internal and external audits to ensure compliance with the highest standards, continuously identifying opportunities for improvement.

### Polymers

We recognize the importance of quality management, especially considering our presence in various markets, such as food packaging, electronics, medical and pharmaceutical products, all of which demand high standards of quality, safety and performance. To ensure effective management, we maintain a series of certifications in our facilities and brands.



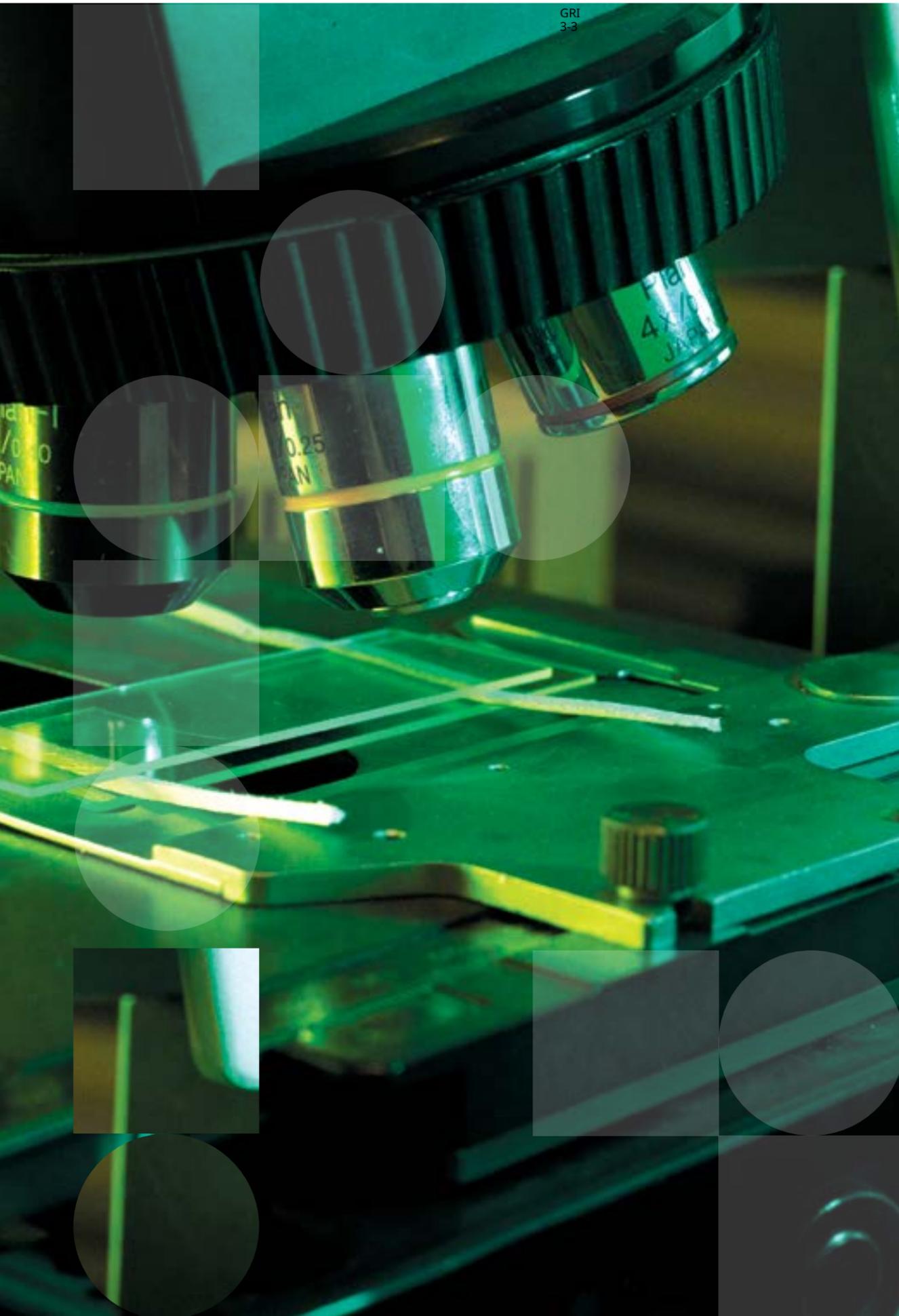
### Transmissions

To guarantee excellence, we have implemented a Quality Management System allowing us to maintain high standards in all our products. This system is based on a Comprehensive Policy supported by a Management Manual, detailed procedures and work instructions, as well as plans for continuous improvement and updates at all levels of the organization. This approach ensures that our processes are efficient, and costs are kept under control, without compromising product quality and safety.

Our comprehensive management policy ensures quality at every stage of the process, from design to final delivery, strengthening customer satisfaction and consolidating our position in the market.

### Aftermarket

Our proactive approach to quality has led us to implement key improvements: we strengthened controls in vulcanization, completely redesigned this process and incorporated new preventive measures in risk detection and management. These actions ensure operational safety and efficiency, reinforcing our constant commitment to product quality, customer satisfaction and sustainability.



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## Innovation and Technology

**At KUO, innovation is fundamental to promoting sustainable development, which is why it is an essential pillar of our business strategy.**

We integrate innovation as a crucial part of the corporation to guide the creation of value in our businesses, the various stakeholders and KUO. We have invested in different areas that are key to achieving this objective, such as alliances with technology partners and training in:

- Design Thinking<sup>1</sup>
- Industry 4.0<sup>2</sup>
- Additive Manufacturing (3D Printing)
- Artificial Intelligence
- Hyperautomation

We stay at the forefront by adapting technologies and creative design to products and with specialized work groups. These teams are essential to drive innovation and explore new opportunities. We regularly review progress in project committees at the corporate level and in each of our businesses, ensuring proper evaluation of initiatives proposed each year. We evaluate initiatives according to various criteria, including their scope, efficiency, cost reduction and productivity improvement, adapting to the specific objectives of each project.

Every year we deliver a course on “Innovation and Transformation in Business” as part of the DESC Chair at the Universidad Panamericana, thus maintaining that innovation is a shared value. We actively participate as speakers in various industry events and share our practices and perspectives on the use of technology in the business world.

**These initiatives reflect our ongoing commitment to innovation, sustainability, excellence and cost reduction.**

<sup>1</sup> It is based on a deep understanding of the needs and desires of end users, through empathy, analysis and creativity.

<sup>2</sup> Industry 4.0 focuses on improving the efficiency, flexibility and personalization of industrial processes, as well as promoting innovation and collaboration between companies through the digitization and interconnection of devices and systems.



## Sustainable Supply Chain

We manage our supply chain with a focus on responsible sourcing, promoting sustainable development and establishing fair, transparent and mutually beneficial relationships with suppliers and distributors.

**We prioritize practices that strengthen our supply network, promoting trust and joint growth at every link in the chain.**

We recognize the importance of local suppliers within our supply chain and their contribution to the economic development of the communities where we operate. While our sourcing decisions are based on criteria of quality, efficiency and competitiveness, we maintain a significant share of purchases from local suppliers in all our business units.

During 2024, procurement expenditure destined for local suppliers represented 18% of the total.



## Economic Inclusion of Farmers

As part of our strategy to strengthen the economic inclusion of local farmers, in 2024 we purchased more than 57,000 tons of sorghum from 10 local producers. This initiative promotes the development of the local market, improves farmers' revenues and fosters social cohesion in their communities.

Buying a significant volume from local farmers provides them with a stable source of revenue and an assured market, allowing them to better plan their growing cycles and their finances. In addition, guaranteeing a constant demand for the product encourages agricultural production and contributes to the economic stability of rural communities.



# Environmental Management

**At KUO, we believe that environmental management is essential for ensuring a successful and healthy future for everyone.**

Environmental management is a fundamental priority in our operations and strategies. We are committed to implementing sustainable practices, minimizing our environmental impact, and promoting the conservation of natural resources. Through the adoption of clean and efficient technologies and the optimization of our production processes, we seek to reduce emissions, properly manage waste, and promote the responsible use of resources. This comprehensive approach allows us to actively contribute to the protection of the environment.

We focus on achieving operational efficiency by optimizing productivity, profitability, and compliance with current and applicable regulations.

Along with our sustainability strategy, we encourage a culture of innovation focused on processes and products to improve quality and reduce our environmental impact. This approach is reflected in our Quality, Environmental, and Social Responsibility Policies, and we monitor it through operational and resource consumption indicators such as water, electricity, and fuel. At the same time, we promote the development of our communities and the preservation of our natural environment.

Please refer to Annex II, "ESG Indicators," for more information on environmental indicators.



## Information for Stakeholders

### Headquarters

Paseo de los Tamarindos 400 B, piso 31,  
Bosques de las Lomas, Ciudad de México,  
México, 05120  
Tel. (52) 55 5261 8200

### External audits

Galaz, Yamazaki, Ruiz Urquiza, S.C.,  
Miembro de Deloitte Touche Tohmatsu Limited  
Paseo de la Reforma 489, Cuauhtémoc,  
Ciudad de México, México, 06500  
Tel. (52) 55 5080 6000

### Investor Relations

Luz María Chávez Alcántar  
luz.chavez@desc.com  
Teléfono: (52) 44 2368 0418

### Information about shares

Kuo, S.A.B. de C.V. is listed on the Mexican Stock  
Exchange, S.A.B. de C.V. in its series "A" and "B"  
under the symbol "KUO"

[www.kuo.com.mx](http://www.kuo.com.mx)



This annual report contains statements about future results expectations that reflect KUO management's current opinions on future events. Phrases such as "anticipate", "believe", "estimate", "expect", "intend", "may", "plan", "should" and similar expressions generally indicate statements about expectations. These statements are subject to risks, uncertainties, and changes in circumstances. Final results may be materially different from current expectations due to various factors, including but not limited to global and local changes in politics, economy, business, competition, market and regulatory factors, as well as other factors highlighted under the title "Risk Factors" in the Annual Report filed by KUO with the Mexican National Banking and Securities Commission (CNBV). KUO has no obligation to update these statements about expectations. Any statement about expectations is valid only on the date it is made.

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