

**We've  
learned  
a lot...**

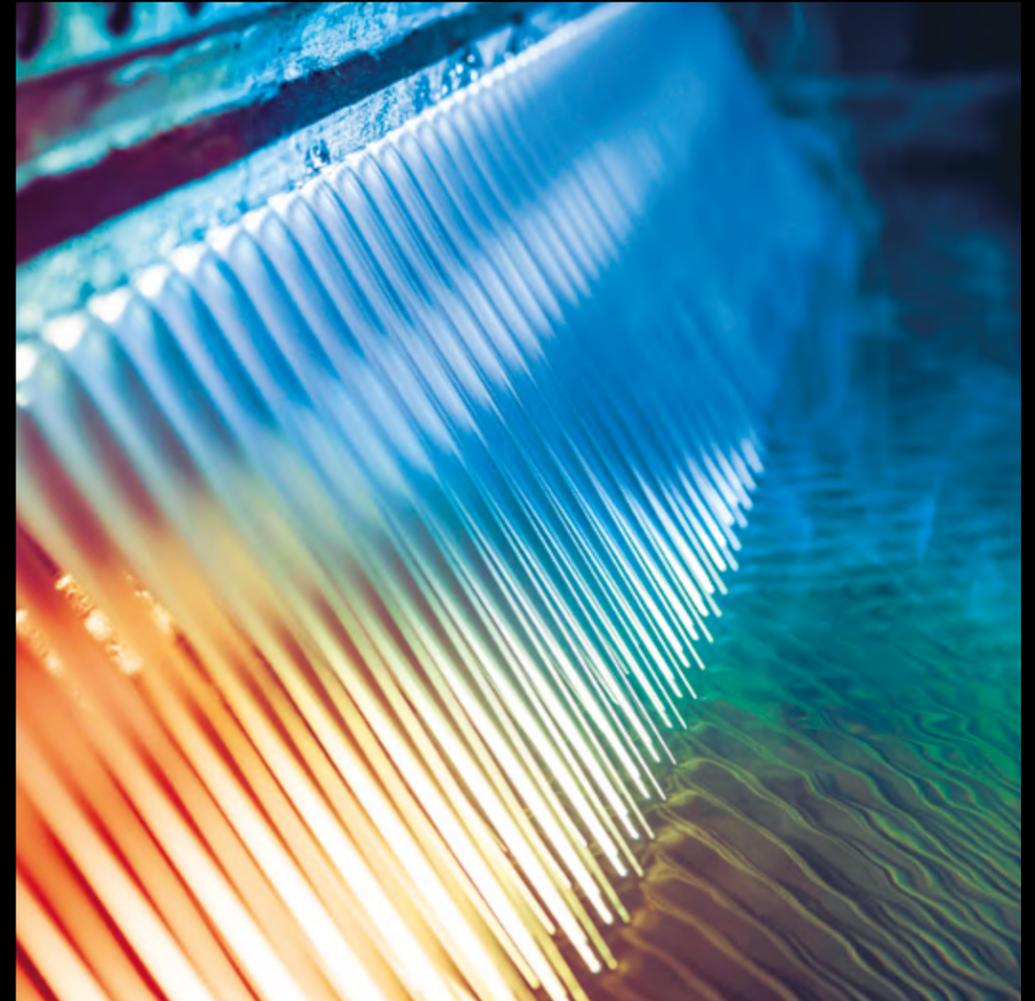


Integrated  
Report



**2023**

**That we can  
emerge stronger**  
from a difficult year



**That thanks  
to our talent**

we were able to overcome challenges



**That changes  
in the environment**  
are our best teachers



# We are celebrating 50 years

and the best is yet to come



# Content

## How to read this report

We are pleased to present KUO's seventh integrated annual report, reflecting our ongoing commitment to responsible and sustainable management. This report covers Environmental, Social and Corporate Governance (ESG) impact management, along with the Company's most relevant Financial, Operational and Sustainable results.

This report not only reflects our performance through 2023, but also serves as a continuous commitment to improvement and innovation in all of our business practices. We are committed to continuing to evolve and create value for both our shareholders and all our stakeholders.

This document provides a summary of the most relevant aspects of KUO during 2023. To access the full report, please visit our website: [www.kuo.com.mx](http://www.kuo.com.mx)

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# Highlights<sup>1</sup>

	2023	2022	Variation
(Figures in millions of Mexican Pesos)			
<b>Revenues</b>	<b>54,886</b>	<b>63,964</b>	<b>-14.2%</b>
Exports	28,365	34,761	-18.4%
<b>Operating Profit</b>	<b>1,674</b>	<b>3,321</b>	<b>-49.6%</b>
<i>Operating Margin</i>	<i>3.0%</i>	<i>5.2%</i>	<i>-2.2 pp</i>
<b>EBITDA<sup>2</sup></b>	<b>4,278</b>	<b>6,046</b>	<b>-29.2%</b>
<i>EBITDA Margin</i>	<i>7.8%</i>	<i>9.5%</i>	<i>-1.7 pp</i>
<b>Majority Net Income</b>	<b>736</b>	<b>1,872</b>	<b>-60.7%</b>
<b>Leverage Ratio<sup>3</sup></b>	<b>2.71x</b>		
<b>Interest Coverage Ratio<sup>4</sup></b>	<b>3.90x</b>		
<b>Capitalization Index<sup>5</sup></b>	<b>0.46x</b>		

1. Highlights are presented based on the Proforma Combined Information, as a result of the financial information consolidation of all subsidiaries, including the proportional consolidation in joint ventures.

2. EBITDA calculation is determined as follows: Proforma Operating Profit plus Proforma Depreciation and Amortization (including the period's cost for Proforma labor obligations).

3. Debt-Cash / EBITDA for the last 12 months.

4. EBITDA for the last 12 months / Net Interest Paid for the last 12 months.

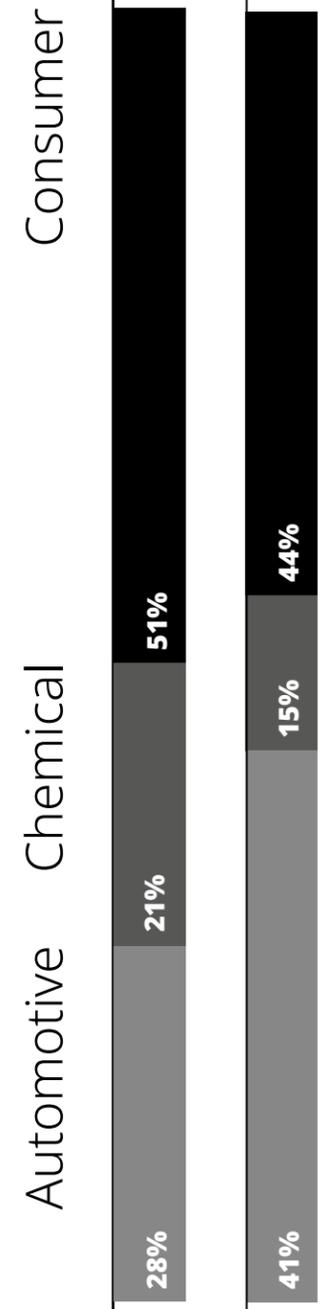
5. Total Debt / Total Debt + Stockholders' Equity

**52%**  
Exports sales

# Highlights

(Figures in millions of Mexican Pesos)

	2023	2022	Variation
<b>Revenues</b>			
Consumer	27,882	28,169	-1.0%
Chemical	11,667	19,766	-41.0%
Automotive	15,050	15,795	-4.7%
<b>Total</b>	<b>54,886</b>	<b>63,964</b>	<b>-14.2%</b>
<b>EBITDA</b>			
Consumer	1,806	1,871	-3.5%
Chemical	628	2,532	-75.2%
Automotive	1,705	1,594	6.9%
<b>Total</b>	<b>4,278</b>	<b>6,046</b>	<b>-29.2%</b>



# Dear shareholders, partners, customers and employees:

On behalf of KUO's Board of Directors and Management Team, we would like to share with you the financial, operational, and sustainable results achieved during 2023. These figures reflect the Company's comprehensive performance, derived from the execution of the short- and long-term strategy.

Last year has a special importance, as we celebrated the 50th anniversary of the Group, which implies five decades of continuous learning, consolidation, and high dynamism, as well as strong innovation and the ability to adapt to internal and global changes. This journey has given rise to a diversified, sustainable business model that is well positioned for present and future challenges.

Throughout this time, we have forged a solid reputation in the market, strengthening the trust of our shareholders, strategic partners, suppliers, customers, collaborators, and the communities with which we coexist, which will continue to be a cornerstone for KUO's sustainable growth.

During 2023, we continued to navigate a highly interconnected global environment, which brought advantages and challenges to our business portfolio.

In recent years, several global players in the petrochemical and Pork Meat industries have significantly increased their capacity and product offerings, largely destined for the Chinese market. Excess capacity, coupled with weaker demand from the Chinese economy in the first place, and from Europe to a lesser extent, caused imbalances between international supply and demand in some of our main products and markets.

This generated mixed results in the different businesses of the Group, the global imbalance had a negative effect in the Chemical sector, where there was a significant decrease in the level of prices and volume, given the downward price curve in the industry, as well as the global oversupply of Asian products. Despite the above, during the year we maintained our focus on value-added applications and sustainable solutions.

The Pork Meat business experienced high raw material costs during the first half of 2023, along with increased price pressure. However, during the last months of the year, we observed a change in trend and a clear recovery in EBITDA due to a decrease in costs and expenses, as well as the consolidation of operating efficiencies.

In the Herdez Del Fuerte business, consumers continued to show a preference for our brands' products, especially tomato puree, sauces, and guacamole, which led us to obtain solid results in both Mexico and the United States.

The Automotive sector businesses showed a high level of dynamism; the investment in technology made in recent years has paid off with the great acceptance of the DCT transmission in the Transmissions business and has been the catalyst for the next variations in this technology.

It is worth noting the strong performance of the Aftermarket business, which reached historical figures in terms of both Revenues and EBITDA, with a significant demand for the main products, coupled with operating efficiencies.

These results show the viability of having a diversified business portfolio in industries, regions, currencies, and supply chains, which has allowed us to maintain a positive balance even in challenging times, which, together with a professional team of close to 25,000 collaborators, highly committed to the institutional values of teamwork and innovation, has given the Group the flexibility and resilience to face any circumstance.

#### SUSTAINABILITY STRATEGY

To strengthen our sustainability strategy, aimed at mitigating risks in the three dimensions of Environmental, Social and Governance ("ESG"), as well as guaranteeing the operational continuity and growth of the portfolio's businesses, we have maintained our focus on strengthening the lines of action of each of the cornerstones that make up our Sustainability Model.

During the year, we carried out a strict monitoring of the key indicators or "scorecard", both at the individual level in each of the businesses, as well as at the corporate level, to provide adequate follow-up of their evolution, based on industry best practices.

During 2023, KUO's materiality analysis was updated, with a much broader scope, in accordance with current standards, to obtain a more representative sample of the most relevant issues that are on the agenda of all our stakeholders. Thus, we will seek to unify initiatives and projects, so that they continue to be aligned with the corporate strategy.

Likewise, during this period we conducted an inventory of emissions from scopes 1, 2 and 3 of all our operations, to integrate and strengthen projects aimed at reducing the carbon footprint of the entire Group.

In addition, we conducted an analysis of climate change risks and opportunities to mitigate current and future risks, as well as to take advantage of opportunities in this regard to enhance our competitive advantages.

During the year, we intensified collaboration between internal interdisciplinary teams to review and quantify the ESG characteristics of all ongoing projects, as well as future projects, to ensure their viability, and to continue working towards better disclosure of dual materiality.

#### OPERATIONAL AND FINANCIAL HIGHLIGHTS

During 2023, pro forma consolidated Revenues reached \$54,886 million, which represented a 14% decrease compared to the previous year, mainly explained by the lower performance of the Chemical sector businesses, lower sales in the Pork Meat business, as well as lower sales in the Transmissions business in Mexican pesos.

This was partially offset by higher demand for Herdez Del Fuerte's main categories, especially tomato puree, mole, vegetables, sauces, and ketchup in Mexico, as well as sauces and guacamole in the United States, together with a greater displacement of the brakes, engine, and powertrain lines in the Aftermarket business.

It is worth highlighting that throughout the year, we observed a significant appreciation of the Mexican peso exchange rate against the US dollar, which had a negative impact on KUO's results, both in terms of Revenue and EBITDA.

This, combined with lower prices and volume in the Chemical sector businesses, as well as higher raw material costs in the Pork Meat business during the first quarters of the year, resulted in a 29% decrease in pro forma consolidated EBITDA, which reached \$4,278 million.

The Consumer sector accounted for 51% of the Group's total Revenue, followed by the Automotive sector with 28% and Chemical with 21%, while the percentage of exports to total Revenue was 52%.

In the Consumer sector, Revenue registered a slight variation compared to the previous year, which is explained by lower volume and price in the Pork Meat business during the second half of the year, which was offset by the higher demand in Herdez Del Fuerte in the main categories. At EBITDA level, there

was a 3% contraction due to higher corn and soybean paste costs in the Pork Meat business during the first half of the year, which was offset by a more favorable mix, as well as lower raw material costs in Herdez Del Fuerte.

The Chemical sector businesses had a decrease in Revenue due to lower prices and volume in applications in both businesses, because of the downward price curve in the industry, a global oversupply of Asian products, combined with a negative effect from the appreciation of the Mexican peso against the US dollar. At the EBITDA level, the decrease was due to the drop in sales, coupled with a negative impact from the devaluation of inventories caused by the decrease in prices of the main raw materials, butadiene, and styrene.

The Automotive sector recorded a slight decrease in Revenue due to lower sales in the Transmissions business in Mexican pesos, caused by the negative effect of the appreciation of the Mexican peso against the US dollar during the period, which was partially offset by higher demand for brake, engine, and powertrain parts in the Aftermarket business. EBITDA grew year-over-year due to a better product mix, coupled with operating efficiencies.

Maintaining our focus on our short- and long-term growth strategy, we ended 2023 with a strong Balance Sheet. During the year, we carried out amortizations and debt payments of approximately US\$61 million, while achieving significant working capital efficiencies.

# We will be ready to adapt to the changes demanded by globalization

## GOING FORWARD

In 2023, we reconfirmed the viability of a diversified business model that provides the flexibility and adaptability to navigate challenging circumstances.

Going forward, we will maintain our focus on pursuing a solid balance sheet, aligning our strategy with our Value Creation mission, integrating a sustainable vision with profitability to ensure operational continuity and business growth.

We will seek to continue promoting the development of our employees and neighboring communities, while underpinning our investment in sustainable processes and products to achieve greater energy and water efficiency.

We will continue to leverage Mexico's geographic position within the North American block, so that our businesses remain an optimal vehicle for driving "Nearshoring" opportunities, growing our export capacity.

We will continue to strive for cutting-edge technology, to establish high standards of sustainability and to offer the best quality in our products. We will be ready to adapt to the changes demanded by globalization, with the support of each of the people who make up the KUO team.

We would like to thank each of the employee that make up our human capital, for their commitment and professionalism, they are the cornerstone that allows us to foresee a promising future. We would also like to express our gratitude to our shareholders and strategic partners, who have placed their trust in KUO for more than 50 years. We are convinced that together we will continue to tell a story of success for our Group and for our country.

Sincerely,



**FERNANDO SENDEROS MESTRE**  
Chairman of the Executive Board and of the Board of Directors



**ALEJANDRO DE LA BARRERA GÓMEZ**  
CEO



# About KUO

At KUO, we reaffirm our unwavering commitment to creating value for all our stakeholders



# We are KUO



A Mexican industrial conglomerate, leader in Mexico, with operations in the Consumer, Chemical and Automotive sectors. Our presence extends to more than 70 countries, supported by a workforce of more than 24 thousand employees.

The Company's business strategy is focused on diversification, encompassing diverse industries, geographies, currencies, customers, and suppliers. In addition, we are focused on a continuous growth plan that strengthens our global presence and contributes to the economic development of the communities in which we operate. At KUO, we are committed to constant innovation and operational excellence, ensuring that our growth is both profitable and sustainable.

Sectors

3

Consumer  
Chemical  
Automotive

Countries

5

Mexico  
United States  
Spain  
Belgium  
China

Businesses

6

Consumer	Chemical	Automotive

Facilities

31

**Our mission is to create sustainable and satisfying value for our stakeholders through the effective management of a dynamic portfolio of businesses**

## Vision

At KUO we visualize our growth and consolidation through the creation of value based on:

**THE PRIDE** we feel for being a socially responsible company that maintains a reputation of integrity, solidity, and capacity to generate value for its stakeholders.

**THE HIGH PROFITABILITY** of the company reflected in the sustained generation of business value.

**THE ALLIANCES** we establish with our partners and suppliers, always aimed at creating value for them.

**THE SATISFACTION** derived from exceeding our customers' expectations as we are their best option in terms of quality, service, innovation, and technology.

**THE STRENGTH** obtained as part of a first-class team of committed and motivated partners, who see their constant training as a priority and who share KUO's objectives and values.

**COMMITMENT** to the communities in which we operate.

**AN ORGANIZATION** made up of a dynamic portfolio of companies oriented to create sustained value, with an agile and flexible structure that encourages timely adaptation to market demands.

# Business Portafolio

Our business model has demonstrated remarkable competitiveness and resilience in achieving outstanding results, even in a context of global economic challenges

Consumer



Chemical



Automotive





## CONSUMER SECTOR

### PORK MEAT

Mexican leader in the production of high-quality pork meat in several presentations, from premium steaks to frozen foods. The business stands out for its vertical integration, ranging from genetics to its own distribution channels.

The commercial strategy is divided into two main areas: domestic and export. Domestically, our Kekén® brand continues to be a leading pork meat producer in Mexico. It is supported by a network of more than 400 Maxicarne® stores that offer a variety of pork, poultry, and beef products. In addition, we have strategically located distribution centers and diverse delivery routes to meet the needs of customers ranging from supermarkets to wholesalers and food service.

In the export segment, under the Kinitón® brand, we maintain our position as Mexico's leading exporter to demanding markets such as Japan, the United States and South Korea, consolidating our global presence and contributing to the country's economic growth.

Our commitment to quality and food safety is reflected in our certifications. All of our processing facilities are TIF (Federal Inspection Type) and FSSC 22000 certified, guaranteeing compliance with the most rigorous hygiene and sanitation standards. In addition, we have obtained HACCP and ISO 9001-2015 certification, ensuring the implementation of food safety management systems and guaranteeing the highest quality in all our processes.

KEKEN.COM.MX

# +50

Own farms

# 2

Artificial insemination centers

# +400

Maxicarne stores

# 3

Animal feed facilities

Umán, Yucatán  
Komchén, Yucatán  
Hunucmá, Yucatán

# 3

Processing facilities

Umán, Yucatán  
Sahé, Yucatán  
Irapuato, Guanajuato

# 1

Rendering facility



#### BRANDED FOOD

##### HERDEZ DEL FUERTE

In partnership with Grupo Herdez, we maintain a solid strategic alliance that gives life to our joint business, Herdez del Fuerte.

This business produces and markets food with the highest quality, offering a diversified portfolio of highly recognized brands in the market. The product range includes tomato puree, ketchup, homemade salsas, mole, canned vegetables, among others.

During 2023, we focused our efforts on product and presentation innovation to satisfy the demand of the markets we serve, achieving significant growth in our main categories.

HERDEZ.COM.MX

## 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





#### MEGAMEX FOODS

Business that arises from the association between Herdez del Fuerte and Hormel Foods. Through this Joint Venture, we specialize in the production and distribution of a wide variety of Mexican products for the U.S. market, covering three main categories: guacamole, sauces, and frozen foods.

The company focuses on providing authentic, high-quality products that reflect Mexico's culinary richness, both for domestic consumers and the food service industry. Today, we have established ourselves as the leading guacamole marketer and have achieved a leading position in the competitive salsa market.

MEGAMEXFOODS.COM





## CHEMICAL SECTOR

### SYNTHETIC RUBBER

Leading producer of synthetic rubber in Mexico and one of the main producers globally. Our commitment to constant innovation drives our ability to offer differentiated and sustainable solutions in the market. Our portfolio includes a wide range of applications used in different products such as asphalt modifiers, tires, adhesives, sealants, waterproofing membranes, thermoplastic compounds, among others.

The business operates globally, with facilities in the Americas, Europe, and Asia, which represents a significant competitive advantage, particularly in a context where the chemical industry is experiencing a trend toward regionalization.

This global presence allows us to adapt nimbly to the specific needs and regulations of each market, while strengthening our ability to provide customized and efficient solutions to our customers around the world.

Likewise, we are focused on offering innovative solutions that not only meet market demands, but also contribute positively to the environment and the circular economy.

[DYNASOLGROUP.COM](http://DYNASOLGROUP.COM)



# 6

Facilities with installed capacity of more than 500 thousand tons per year

2 Mexico  
2 Spain  
2 China



## Main polymer producer in Mexico

### POLYMERS

Over four decades of experience in the industry, Resirene specializes in the production of polystyrene, an essential material used in a wide range of applications, from packaging and disposable products to applications for the electronics, lighting, school supplies, consumer products and office equipment segments, among others.

We are currently developing new applications focused on the circular economy, using recycled materials to reduce our environmental footprint and encourage a more responsible use of resources.

Today, our presence extends to more than 20 countries around the world, contributing to the development and growth of various industries at an international level.

RESIRENE.COM.MX

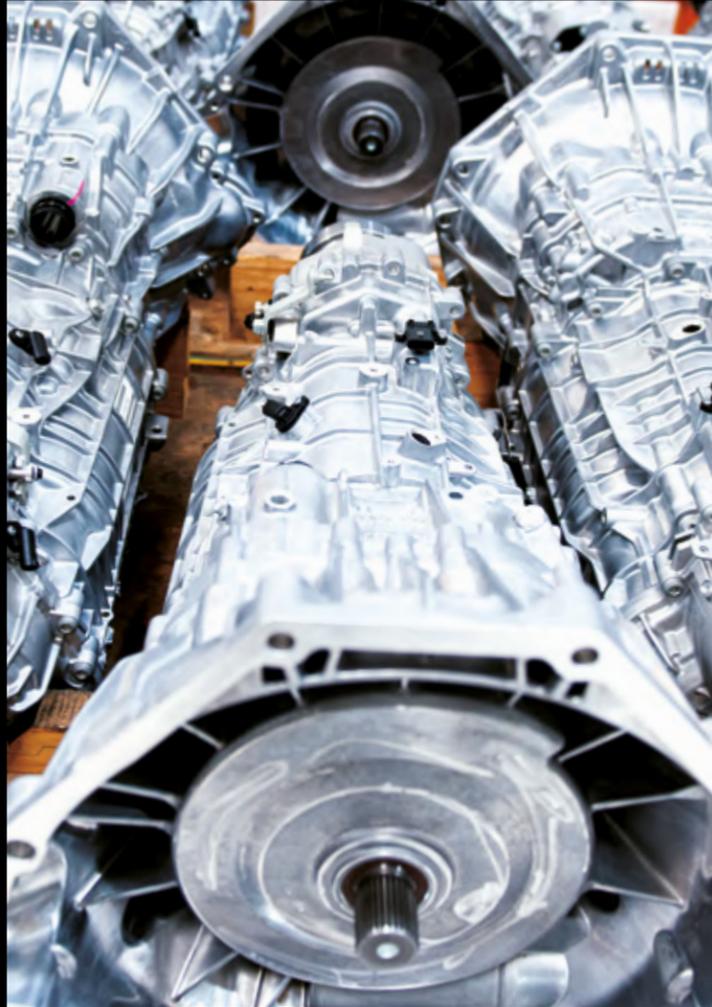


## 1

Facility with an installed capacity of 200 thousand tons per year

1 Facility | Tlaxcala

1 Distribution center | Veracruz



## AUTOMOTIVE SECTOR

### TRANSMISSIONS

At Tremec, we specialize in the manufacture and assembly of transmissions and components for high performance vehicles, with a presence in international markets, exporting to a total of 14 countries. The company stands out for its continuous focus on innovation and quality products, which find application in a wide range of platforms, from sports to recreational and agricultural vehicles.

Our business strategy is based on the constant development of innovative products incorporating the most advanced technology available in the market. We strive to meet the most demanding industry standards, maintaining a special focus on key areas such as automation, emission control, fuel efficiency and torque capacity. In addition, continuing our focus on value creation, the recent acquisition of Electric GT will allow Tremec to enter the electrification market.

TREMEC.COM



## 4

Facilities with an  
area of over 300,000 SQM  
2 Mexico  
1 Belgium  
1 United States of America



#### AFTERMARKET

Our Aftermarket business focuses on three main segments: engine parts, brakes, and powertrain. Over the years, we have developed renowned brands recognized for their quality and strength, with the objective of offering efficient solutions in the commercialization and distribution of products for the automotive aftermarket.

Our distribution center, Dacomsa, strategically located in central Mexico, plays a key role in temporarily storing all products from our production facilities. These products are then distributed to our customers for sale and use.

[DACOMSA.COM](http://DACOMSA.COM)



### 3

Facilities with a surface area of over 45,000 SQM  
2 Guanajuato  
1 Mexico City

# Sustainability Model

Our sustainability model reinforces our commitment to creating value for all our stakeholders



Sustainability is a central priority in the operational management of our company

The approach is based on the ESG (Environmental, Social and Governance) model, which includes group-wide priorities and specific strategies for each business. This model comprises five fundamental areas: Corporate Governance, Employee Development, Customer Satisfaction, Sustainable Processes and Products, Operational Efficiency and Continuity. Each of these areas has its own lines of action and is related to the Sustainable Development Goals (SDGs) of the United Nations, demonstrating a commitment to global sustainability goals.

To ensure the implementation of this strategy, the Sustainability area is continuously engaged in prioritizing initiatives and coordinating actions throughout the company. In addition, it monitors progress on the Scorecard indicators and a representative reports the results to the Board of Directors, ensuring effective accountability in terms of sustainability.



**LINES OF ACTION**

- |  |   |                                     |
|--|---|-------------------------------------|
| 1.1 Corporate governance structure and operation | 3.1 Product quality and safety                                  | 5.1 Energy and emissions management |
| 1.2 Ethics and compliance culture                | 3.2 Innovation  | 5.2 Climate risk management         |
| 2.1 Occupational health and safety               | 4.1 Circularity of resources (water, waste, and other supplies) | 5.3 Technological transformation    |
| 2.2 Talent attraction and development            | 4.2 Supply chain sustainability                                 |                                     |
| 2.3 Inclusion and diversity                      | 4.3 Consumer (customer) practices                               |                                     |
|  | 4.4 Environmental development                                   |                                     |

# Risk Management and Monitoring

We strive to ensure a sustainable operation by strengthening our ability to address emerging challenges and capitalize on available opportunities



At KUO, we apply robust policies and procedures for Risk Management and Monitoring, recognizing the critical importance of this process to our operations

Risk management at KUO is based on the Enterprise Risk Management-COSO (ERM-COSO) methodology, which provides a comprehensive approach to identify, assess, monitor, and manage a wide range of risks that could impact the achievement of our strategic, operational, reporting and compliance objectives.

This methodology addresses different types of risks, including financial, operational, reputational, cybersecurity, environmental, among others, thus ensuring a comprehensive management of risk exposures.

Our internal control structure is composed of key managers and process managers from the Strategic Businesses Units, the Shared Services Unit and the Service and Control Units.

This structure plays a key role in risk management and in safeguarding the company's assets. It is also responsible for ensuring transparency and efficiency in all operations, thus promoting the integrity and long-term sustainability of the organization.

General Management is responsible for internal control at KUO. To carry out this function, it is supported by the Assistant Directorate General Management, in charge of the Legal area, the Finance and Planning Department, and the various Comptrollership areas within KUO.

The Board of Directors and the Audit Committee, supported by the Internal and External Audit, work together to independently evaluate the effectiveness of the Internal Control system.

This approach allows us to maintain a comprehensive view of risks and opportunities, ensuring that we have the right processes and controls in place to mitigate identified risks. It also enables us to adapt nimbly to changes in the operating environment and respond proactively to emerging challenges.



# Corporate Governance and Transparency

Our commitment to corporate governance and transparency is reflected in every aspect of our operations, strengthening the trust of all our stakeholders



## Board of Directors

## BOARD OF DIRECTORS

KUO's Corporate Governance is comprised of various bodies, including the Shareholders' Meeting, the Board of Directors, the Corporate Practices Committee, and the Audit Committee, both Board itself, in addition to the General Management.

The main and highest decision-making body is the Stockholders' Meeting, which has, among other powers, the power to appoint, remove or ratify the members of the Board of Directors, as well as the respective Chairmen of the Corporate Practices and Audit Committees. These appointments are made considering criteria such as professional experience, knowledge of the sector, reputation and, when applicable, their independent status. Likewise, the Assembly has the power to approve the remuneration and evaluate the performance of the Board of Directors and the Committees, ensuring that they are aligned with the established strategic objectives.

The Board of Directors is established as the main business and strategy management body. Its current composition consists of 12 members, all male, of whom 2 hold executive positions in the company and 7 are independent. Experience is a distinctive characteristic of the Board members, evidenced by an average length of service on the Board of 24 years. Eight percent are between 30 and 50 years of age, while 92% are over 50 years of age. In addition, it is noteworthy that all members actively participate on boards, committees, or other corporate bodies in other companies, underscoring their broad experience and commitment to corporate governance.

**Fernando Senderos Mestre**

Related Member  
Executive Chairman and Chairman of the Board of Directors of KUO and DINE

**Javier Arrigunaga Gómez Del Campo**

Independent Member  
Chairman of the Board of Directors of Grupo Aeroméxico and Investment Advisor

**Arturo Elías Ayub**

Independent Member  
Director of Strategic Alliances and Contents of América Móvil

**José Manuel Canal Hernando**

Independent Member  
Independent Member, Corporate Governance Advisor and Commissioner

**Federico Fernández Senderos**

Related Member  
Chairman of Grupo Sim and Independent Member of Grupo Chedraui

**Arturo D'Acosta Ruiz**

Related Member  
Independent Business Advisor

**Carlos Gómez y Gómez**

Related Member  
Chairman of the Board of Directors of Estudia Más

**José Manuel del Barrio Molina**

Independent Member  
Integra M&A Automotriz Partner

**Víctor Rivero Martín**

Independent Member  
Managing Director of Telehotel

**Alejandro de la Barreda Gómez**

Related Member  
Managing Director of KUO and DINE

**Ernesto Vega Velasco**

Independent Member  
Business Independent Member

**Valentín Díez Morodo**

Independent Member  
President of Grupo Nevadi Internacional

**Ramón F. Estrada Rivero**

Secretary of the Board  
Deputy Managing Director of KUO y DINE



#### **CORPORATE PRACTICES COMMITTEE**

The Board of Directors plays a key role in the strategic direction of the company, ensuring its sustainable growth and the generation of value for all stakeholders. Its main responsibilities include formulating corporate strategy and objectives, overseeing management and results, appointing, and evaluating the performance of senior management, as well as overseeing regulatory and ethical compliance. Relevant matters are reported to the Board of Directors at quarterly meetings, accompanied, where appropriate, by reports with the opinions and/or recommendations of the respective Committees.

The Committee meets quarterly, with the possibility of convening additional meetings as needed. Its responsibilities include issuing its opinion and/or recommendations to the Board of Directors for the appointment, removal, and compensation of the Managing Director, as well as the approval of policies for the appointment, performance, and compensation of relevant executives. In addition, it issues its opinion to the Board of Directors on relevant transactions and related party transactions. At present, it is comprised of three Independent Counselors:

**Valentín Díez Morodo**  
President

**Ernesto Vega Velasco**  
Member

**Víctor Rivero Martín**  
Member

**Ramón F. Estrada Rivero**  
Secretary

**AUDIT COMMITTEE**

The Audit Committee meets quarterly, with an additional meeting in December of each year, focused primarily on the review of the year-end financial statements. It is responsible for establishing, implementing, and evaluating the Company's internal control and internal audit system, as well as supervising the main risks faced by the Company. Its functions include reviewing and proposing for the approval of the Board of Directors the accounting policies and financial statements, verifying the administration and management of the company, and implementing the resolutions adopted by the General Shareholders' Meeting. At present, it is formed by three Independent Counselors:

**José Manuel del Barrio Molina**  
President

**José Manuel Canal Hernando**  
Member

**Ernesto Vega Velasco**  
Member

**Ramón F. Estrada Rivero**  
Secretary

**DIRECTOR GENERAL Y EQUIPO DIRECTIVO**

Together with the Managing Director, the Management Team is responsible for managing, conducting, and executing KUO's business. This team is composed of the following members:

## Management Team

**Fernando Senderos Mestre**  
Executive President &  
Chairman of the Board

**Alejandro de la Barreda Gómez**  
CEO

**Ramón F. Estrada Rivero**  
Deputy Managing Director /  
General Counsel

**Roger Patrón González**  
Deputy Managing Director and  
Aftermarket Director

**Jorge F. Padilla Ezeta**  
CFO

**Claudio Ángel Freixes Catalán**  
Pork Meat Director

**Héctor Hernández-Pons Torres**  
Branded Food Director

**Felipe de Jesús Varela Hernández**  
Synthetic Rubber Director

**Sergio Paredes Castañeda**  
Polymers Director

**Antonio Herrera Rivera**  
Transmissions Director

# Business Ethics and Transparency

Ethical and transparent management is a fundamental element of KUO's identity, where integrity is manifested in several dimensions

Ethical and transparent commitment is a key element in KUO's continued growth and success. Over time, we have faced challenges and overcome obstacles, leaving a positive footprint on both the company and society. Our performance is based on values such as integrity, institutionalism, leadership, teamwork, and innovation, which guide our actions and decisions with a focus on our mission and vision.

## REGULATIONS

KUO has a solid Corporate Governance, as well as an Internal Control system and a Code of Conduct, which should be considered as a reference framework in our actions. This system is integrated by policies, procedures, and guidelines that all our Stakeholders must understand, know, and comply with. We are committed to employing policies and practices that promote responsible business conduct, aligned with current legislation and regulations, thus guaranteeing an ethical and transparent operation in all our activities.





### Social Responsibility Policy

KUO Social Responsibility is based on three fundamental pillars: KUO People, Environment and Community. Regarding KUO People, it focuses on employment practices that promote equal opportunities, free association, rejection of child labor and quality of life in the company. In addition, health, safety, and hygiene policies are established to ensure a safe and healthy work environment for all partners, complying with current regulations and maintaining updated protocols. Regarding the environment, KUO is committed to developing and operating environmentally friendly processes, monitoring its performance, and promoting sustainable development in the communities where it operates. Finally, in relation to the community and stakeholders, KUO maintains an open and transparent communication with its different publics, respecting human rights, working for the principles of the Global Compact and the Sustainable Development Goals of the United Nations, fighting corruption and promoting innovation with an ethical and social sense.

### Code of Conduct

The Code of Conduct guides our daily activities and defines our long-term strategy, ensuring compliance with best practices in our relations with our various stakeholders. This commitment is shared by Directors, Board Members, Employees, Partners, Shareholders, and the entire organization, and involves suppliers, customers and communities that share our vision and philosophy.

### Feedback and Transparency Mailbox

At KUO, we strive to maintain direct and effective communication with everyone through our feedback mailbox. This mechanism allows them to make inquiries, resolve concerns and report any behavior that violates our Code of Conduct and legal provisions. Our commitment includes safeguarding the confidentiality of the whistleblower and all information related to the reports, as well as prohibiting any form of retaliation against employees who report ethically questionable situations, irregularities, or violations of legal regulations.

### ANTI-CORRUPTION MANAGEMENT

At KUO, we are committed to zero tolerance for acts of corruption. To prevent these acts, we have a Code of Conduct and integrity policy.

### Integrity Policy

KUO is committed to establishing and maintaining an integrity program, based on the UN Global Compact Stewardship Model and COSO methodology, to protect the assets of the organization and its stakeholders.



# Employee Development

+24,000 employees at the end of 2023<sup>1</sup>



1. Including Herdez del Fuerte and Dynasol operations in China.

Labor relations with our employees are based on KUO's core values, which guide us toward productive well-being work environments promoting value creation, leadership, innovation and collaborative work

We design and implement Human Capital strategies impacting the performance and culture of the organization, likewise, we encourage leaders to manage talent, achieving job fulfillment and value generation.

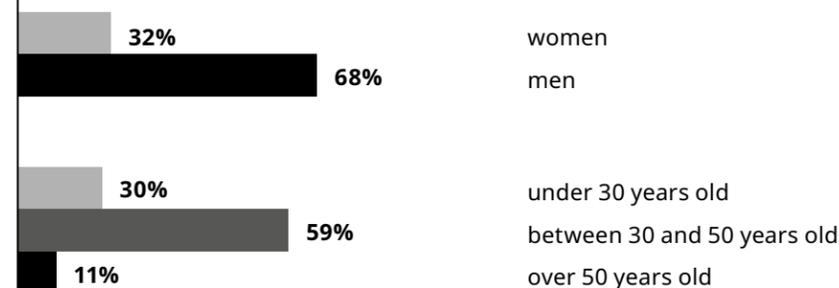
To achieve this purpose, we have implemented a management system that establishes, regulates and develops the aspects that constitute labor management. This includes roles and responsibilities, workday type, compensation competitiveness, institutional and informal recognitions, development of technical and organizational competencies, among others; continuously adapting them to the business needs. All this is aimed at attracting, retaining, and developing the best talent.

For employee metrics, information on locations where KUO does not maintain operational control (Herdez del Fuerte and Dynasol China) is excluded.

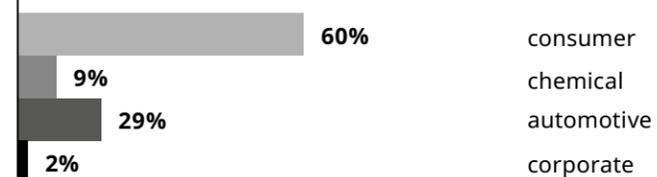
**BENEFITS**

At KUO, all employees, regardless of the business unit to which they belong, have access to a competitive package of benefits and perks, appropriate to the industry and local and market practices. These benefits include health insurance, parental leave, disability coverage, and life insurance, among others. In addition to these benefits, we offer other advantages, such as food coupons, a savings fund, vacation bonus, paid leave for extraordinary circumstances, among others of a similar nature.

**+14,900**  
employees<sup>1</sup>



**DISTRIBUTION BY SECTOR**



For more details, please see the "Employee Indicators" appendix in our digital edition.

1. For employees metrics, information on locations where KUO does not maintain operational control (Herdez del Fuerte and Dynasol China) is excluded.

## HUMAN RIGHTS

At KUO, as indicated in our Code of Conduct, we affirm an unwavering commitment to respect for human rights, a standard that we demand of both our employees and third parties linked to or acting on behalf of our Company.

We also support and embrace international principles such as the Universal Declaration of Human Rights and the Sustainable Development Goals (SDGs), integrating them into our culture and daily operations, and we have a labor inclusion policy that seeks to provide an environment free of discrimination and with equal opportunities for all our employees.

During 2023, we have not registered risks of child or forced labor in our operations or those of our suppliers, nor have we identified the risk of our employees not being able to exercise freedom of association or collective bargaining.

### Collective Bargaining Agreements

We focus on building productive labor relations between the company and the unions through open communication, effective management between the representatives of both parties, and the fulfillment of all our commitments.

## TRAINING

According to our philosophy and supported by our performance management and development processes, we are committed to promoting the constant development of skills in an equitable manner, favoring the continuous improvement of our employees' competencies in order to achieve the expected results.

Based on the identification of development through continuous performance management of employees, we provide training that prepares them to face their functions with more and better capabilities. Our learning approach covers a range of organizational, leadership and management competencies, as well as specific specialties for each business, both on-site and digitally, thus guaranteeing their professional and workforce development.

## PERFORMANCE EVALUATION

Every year, our leaders define their objectives and continuously monitor the performance of our employees, focusing on their individual contributions and business results.

Leaders frequently provide feedback to their employees in order to manage results and how to achieve them, encouraging expected behaviors aligned with KUO's values.

## OCCUPATIONAL SAFETY AND HEALTH

In compliance with our Code of Conduct and Social Responsibility Policy, we are committed to maintaining our operating facilities with the highest safety standards.

We operate in strict compliance with the applicable legal and regulatory framework, incorporating the best occupational health and safety practices in all our processes. The Occupational Safety and Health Policy establishes clear guidelines to protect our employees, prevent injuries, and ensure safety in every phase of our operations.

Recognizing the risks inherent in certain processes, we maintain a preventive and "zero tolerance" stance toward unsafe behavior and attitudes.

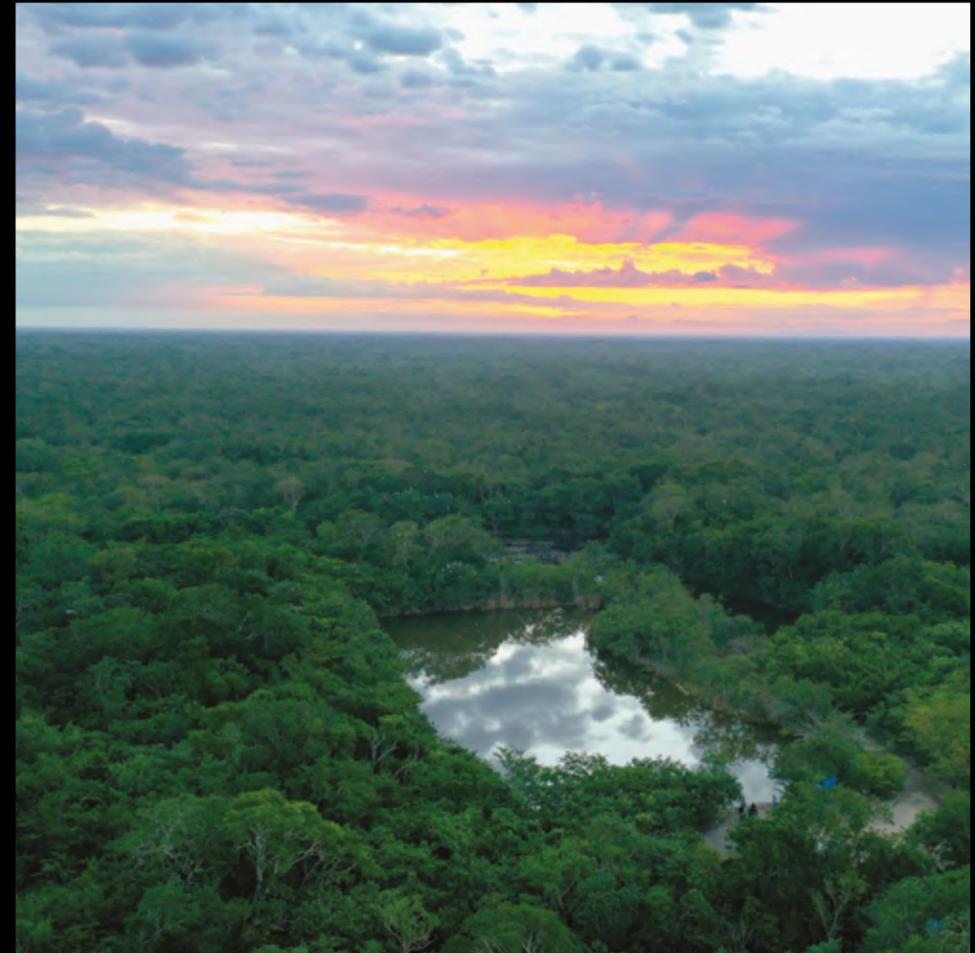
training hours

74% men

26% women

# Social Managment

Our Social Management prioritizes the respect and well-being of communities

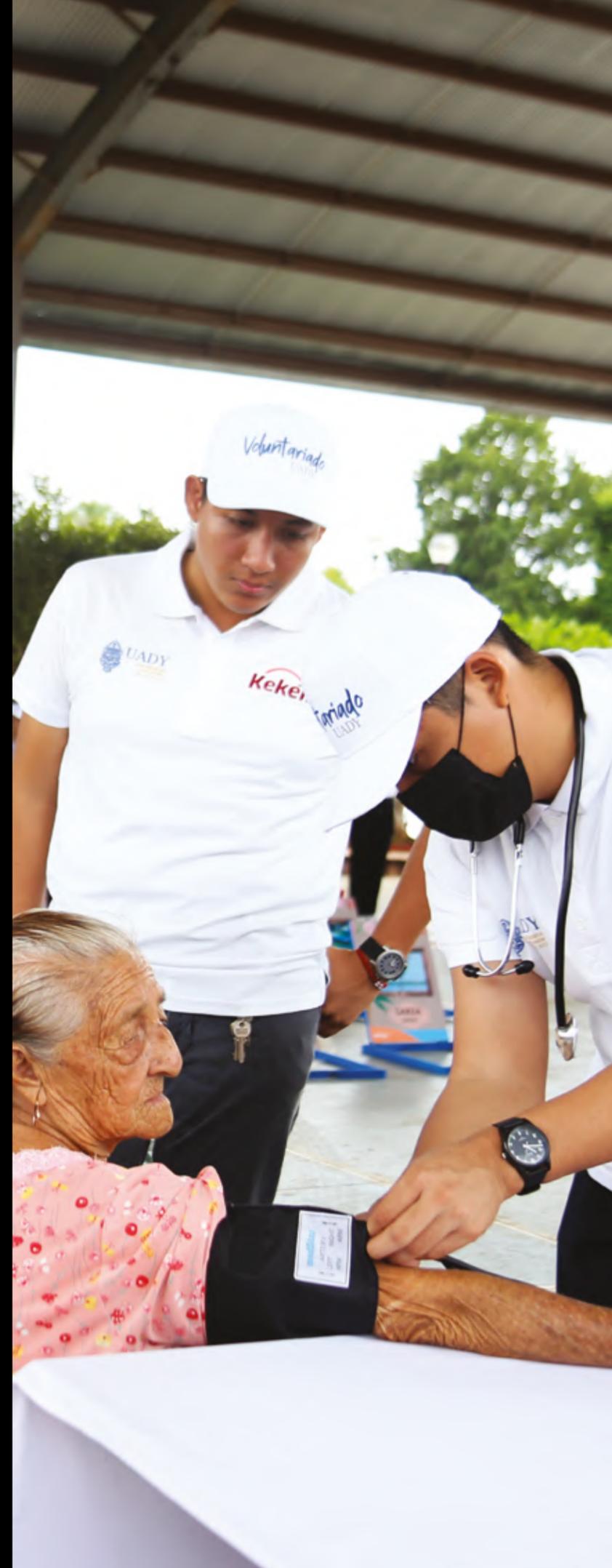


We conduct social diagnostics to understand the socioeconomic characteristics and potential impacts on each community, developing specific and context-specific engagement programs

Our social programs are designed with a comprehensive approach that addresses multiple key aspects such as:

- Investment in health and education to empower communities.
- 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 partners in volunteer programs to benefit the communities.

In the Pork Meat business, we maintain partner agreements with local authorities, establishing specific provisions for the movement of transportation and maintaining constant communication with residents to anticipate conflicts and minimize risks.



#### LAND AND RESOURCES USE RIGHTS

At KUO, we are firmly committed to respecting land and natural resource use rights through various comprehensive mechanisms. Our relationship strategy includes a line of intervention dedicated to the care and preservation of the environment, through the implementation of numerous awareness and sensitization actions on environmental issues in collaboration with various local sectors. This strategy is guided by a cross-cutting indigenous approach that respects local worldviews and cultural practices.

#### INDIGENOUS COMMUNITY RIGHTS

We are committed to protecting and promoting the rights of indigenous communities living near our operations. To achieve this, we have adopted a cross-cutting human rights approach and a focus on indigenous communities. Our engagement strategy focuses on activities that seek to revalue indigenous culture, language, and customs.

# Customer satisfaction

We are committed to delivering products of exceptional quality, exceeding expectations and strengthening long-lasting relationships with our customers

We offer innovative products that effectively meet consumer needs and adhere to the highest standards of quality and competitiveness.

The management of commercial relationships is governed by principles of transparency and ethics, in full compliance with internal and external labeling, communication and marketing regulations. These practices are designed to strengthen trust in our brands both domestically and abroad, complying with the relevant regulations both in Mexico and in the global markets in which we operate.



## CONSUMER

Our main commitment is to promote people's wellbeing by offering quality and healthy food. To achieve this, we rigorously comply with official regulations and standards, guaranteeing the highest standards of labeling, communication, and marketing.

Regarding labeling, we follow the guidelines that regulate this practice for food and beverages. This approach ensures that our consumers have the information they need to make informed decisions.

<https://keken.com.mx/contacto/>



At KUO, customer satisfaction is not just a goal, it is a commitment that drives every aspect of our work every day

#### CHEMICAL

At our Synthetic Rubber business, we are committed to designing the labeling and packaging of our products and their derivatives with the objective of providing relevant information about their content, safe use, and proper disposal practices.

At the Polymers business we offer a wide range of products, ensuring that each one contains complete and accurate information for our customers. This information includes details on the origin of components, product content, instructions for safe use and recommendations for proper disposal.

#### AUTOMOTIVE

At our Transmissions and Aftermarket business lines, we are firmly committed to complying with all labeling requirements for our direct customers. This guarantees that 100% of our products provide all the necessary information, thus ensuring that our customers make informed decisions.

# Sustainable processes and products

Our holistic approach to sustainability drives operational efficiency and long-term value creation



# Product and service innovation

At KUO, we recognize that innovation is fundamental to driving sustainable development, hence it is an essential cornerstone of our business strategy

We strive to integrate innovation into our corporate DNA, orienting it towards value creation both for KUO and for our businesses, as well as the company's various stakeholders. To achieve this goal, we have invested in training for key areas such as Design Thinking<sup>1</sup>, Industry 4.0<sup>2</sup>, Additive Manufacturing (3D Printing), Artificial Intelligence and Hyper-automation, in addition, we have also established strategic alliances with technology partners.

Additionally, we have instituted specialized working groups, adopted disruptive technologies, and fostered creative design, which allows us to always remain at the forefront. These teams are key to driving innovation and exploring new opportunities.

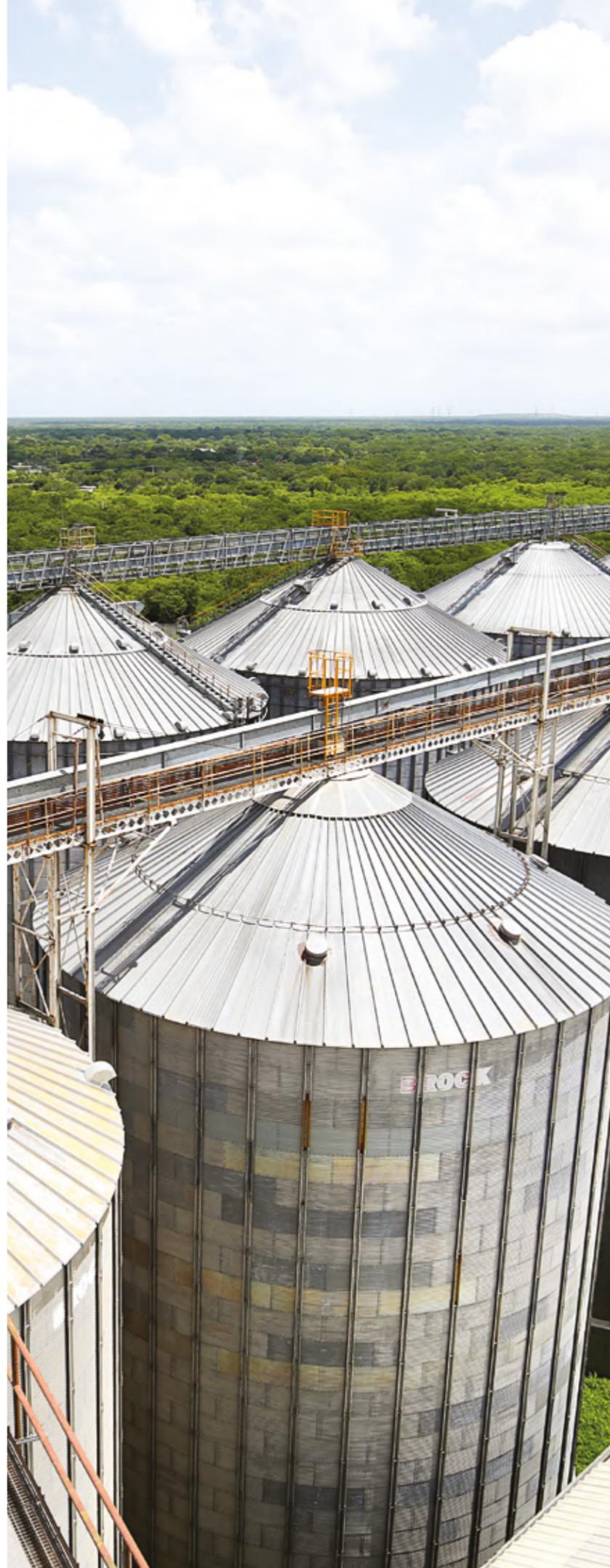


1. Based on a deep understanding of the needs and desires of end users, through empathy, analysis, and creativity..

2. Industry 4.0 aims to improve efficiency, flexibility, and customization of industrial processes, as well as to foster innovation and collaboration between companies through digitalization and interconnection of devices and systems.

## CONSUMER

At the Consumer sector, we carried out several initiatives to improve efficiency and advance in the sustainability of our operations. We acquired a rendering facility allowing us to take full advantage of the by-products generated during pork meat production, reducing waste and revaluing process residues for the manufacture of balanced animal feed.



## CHEMICAL

The Synthetic Rubber business, we have focused our efforts on improving the properties of adhesives, while working to improve the compatibility of our rubbers with bio-based resins, with the aim of optimizing the performance of formulations used in the hygiene products, tapes, and labels industries.

In addition, we have developed tailor-made TPE compounds, based on polypropylene and specific hydrogenated rubbers, which allows us to reduce the weight of final parts in the automotive sector and, therefore, fuel consumption and CO<sub>2</sub> emissions. Finally, we have worked on the mechanical recycling of different plastics such as polypropylene, polyethylene and polystyrene, making a significant contribution to the circular economy and the sustainability of the sector.

At the Polymers business, we developed new variants of High Impact Polystyrene (HIPS HG) and General-Purpose Polystyrene (GPPS), for durable refrigeration applications. We have also taken significant steps in our commitment to the circular economy with the development of the Q-rPS® product, an innovative solution integrating up to 25% post-consumer recycled polystyrene (PSpc) in its formulation. This achievement marks an important milestone in the implementation of sustainable practices in our industry.



#### AUTOMOTIVE

For the Transmissions business, the customer base for the existing variants of the dual-clutch transmissions was expanded, which enabled us to achieve greater market coverage. In addition, high-performance electric drive modules were developed for both the OEM (Original Equipment Manufacturer) and aftermarket, responding to the growing demand for electrical solutions in the automotive industry.

At the Aftermarket business, an investment was made to manufacture dies for the creation of new graphite head gaskets, to expand the portfolio of new developments in the gasket facility and increase its production capacity. In addition, a eutectic master alloy was implemented which allowed reducing the cost of the raw material used in the manufacture of pistons. A process was developed to manufacture new technology pistons, known as Generation 5 (G5).

Finally, we have created two new hybrid formulations for friction materials, aligned with current world trends in brake pad manufacturing, which include a percentage of recycled inputs.



# Product Control, Quality and Safety

At KUO, we recognize the high expectations of consumers, who seek to purchase products that offer quality and safety

We maintain a rigorous quality control process at every stage of our production chain. This approach has enabled us to improve quality and safety, reduce production costs, and increase efficiency.

## CONSUMER SECTOR

We recognize the importance of meeting the growing global demand for high quality food products and, in response, we have established a Quality Policy that prioritizes quality assurance and safety.

This approach to food safety and quality is backed by a rigorous system of certifications and audits. At our Umán, Irapuato, and Sahé facilities, we are FSSC22000 certified, which specifies the requirements that food-industry companies must meet to ensure the highest standards of food safety, which are continually evaluated through internal and

third-party audits. In addition, our operations are supported by certifications such as Good Farming Practices (SENASICA), Federal Inspection Type (TIF) processing facilities, and international Animal Welfare certifications.

## Animal Welfare

Since April 2022 we have the Cloverleaf Animal Welfare Certification, supported by a work plan focused on the objective validation of the animal welfare standard, carried out by a group of globally recognized auditors. This external audit program allows us to continue with the animal welfare culture we have been working on since the beginning of our operations.





## CHEMICAL SECTOR

### Polymers

At the Polymers business we recognize the importance of quality management, especially considering our presence in various markets, such as food packaging, electronics, medical and pharmaceutical products, which demand high standards of quality, safety, and performance.

To ensure effective management, we have a series of certifications in both facilities and brands, in that line we are validated by standards such as ISO 9001:2015, the USP, UL, RoHS and we also have the BPI certification<sup>1</sup>.

Our strategy to properly manage chemicals and develop new alternatives is based on specific procedures. This includes the specialized transportation and handling of these components through equipment designed for this purpose, as well as the use of protective equipment by our workforce.

1. ISO 9001: It is an international standard that specifies the requirements for a Quality Management System (QMS). This certification focuses on continuous improvement, customer satisfaction, and operational efficiency. USP: Acronym for United States Pharmacopeia, an organization that establishes standards for the quality, purity, potency, and consistency of drugs and dietary supplements in the United States. UL: Underwriters Laboratories is a global safety certification organization that tests and certifies products to ensure they meet certain safety and performance standards. RoHS: Restriction of Hazardous Substances Directive is a European Union directive that restricts the use of certain hazardous substances in electronic and electrical products to protect human health and the environment. BPI Certification: Refers to the certification granted by the Biodegradable Products Institute, which ensures that a product is biodegradable and meets established standards for its decomposition under specific composting conditions.

## AUTOMOTIVE SECTOR

### Transmissions

Effective product quality and safety management is not only essential to ensure excellence, but also allows us to have more efficient processes and reduce costs. For this reason, we have implemented a rigorous Quality Management System that allows us to maintain high standards in all our products. This System is based on an Integral Policy supported by a Management Manual, detailed procedures, and work instructions, as well as continuous improvement plans and updates at all levels of the organization.

Through these elements, we manage quality at all stages of the production process, from design to delivery of the final product. We ensure that every aspect of the process meets established quality standards, ensuring the excellence and reliability of our products, as evidenced by the IATF 16949:2016 certification for automotive parts production.



### Aftermarket

We ensure management integrity and excellence through adherence to international standards, evidenced by obtaining key certifications such as ISO 9001:2015, ISO 17025:2017, and environmental certification (SAE J2975), AMECA certification (SAE J661), along with resolution 4983:11 and regulation 6C.2 for the commercialization of brakes in the United States, Colombia, and Argentina.

This proactive approach to continuous improvement and quality management not only reflects our responsibility to our customers and the environment, but also underscores our commitment to sustainability, product safety, and the development of processes that minimize risk and maximize operational efficiency and effectiveness.

# Responsible supply chain

At KUO, we manage our supply chain with a focus on establishing fair, honest and mutually beneficial relationships with all our suppliers



This philosophy enables us to cultivate long-term relationships, which reduces the risks associated with price volatility and contributes to rate stability for our customers

We support our operations with a Procurement Policy that establishes transparent and auditable processes, supported by a central supplier platform. However, each business has an area dedicated to managing the relationship effectively and efficiently with suppliers, ensuring a constant and quality supply.

#### **PORK MEAT**

Our facilities have been certified by Cloverleaf Animal Welfare, ensuring that we comply with animal welfare standards. Raw materials, such as soybeans and soybean meal, come mainly from the United States, Brazil, and local sources in the Yucatan Peninsula, with full transparency about their origin. In addition, in 2023, the feed facility in Hunucmá, Yucatán, obtained ISO 14001:2015 certification, accounting for 37% of feed production.



### SYNTHETIC RUBBER

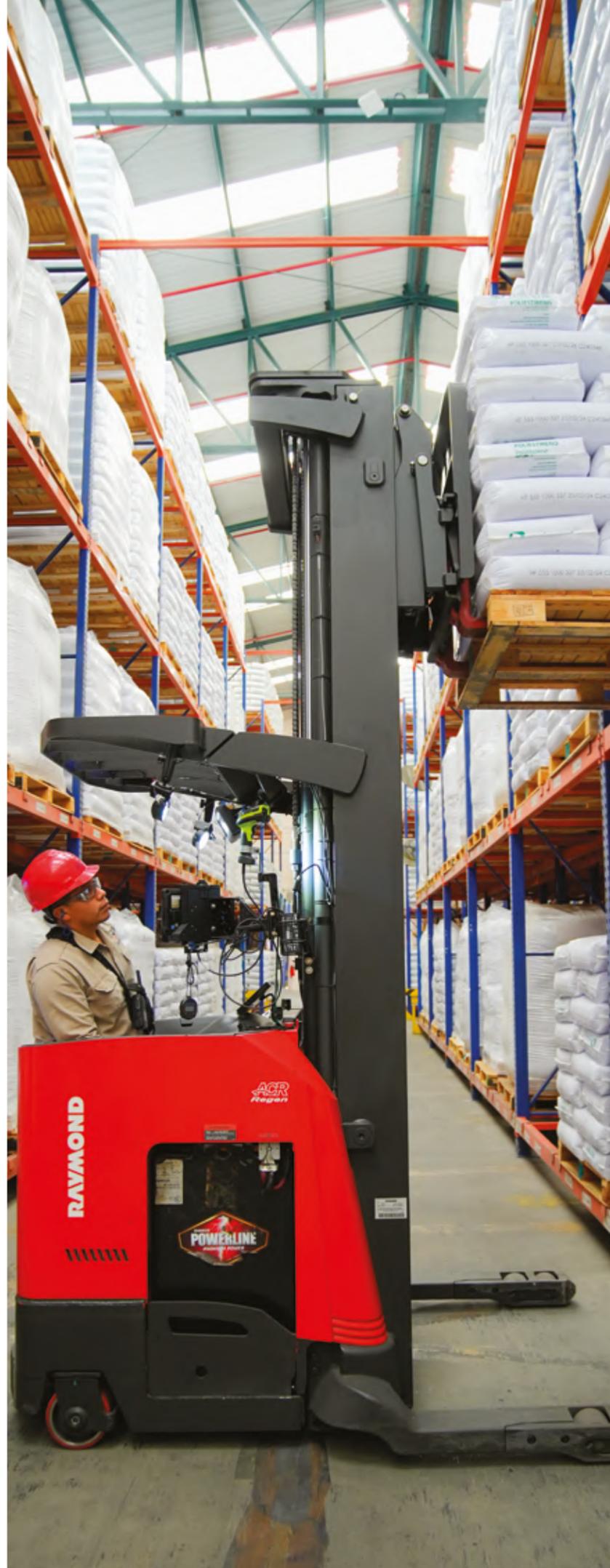
Key raw materials are butadiene and acrylonitrile, from which we manufacture a variety of products, including synthetic rubber in emulsion and solution form, as well as a range of chemical products for various industries such as asphalt modifiers, tires, industrial compounds, and adhesives, among others.

### POLYMERS

In our industry, styrene is an essential input for the manufacture of a wide range of products and various plastic compounds used in the food, consumer, and home appliance industries, among others. Since most of our raw materials are imported, we have established commercial relationships with a wide network of suppliers located in countries such as the United States and several European countries. These suppliers provide both raw materials and the logistics and warehousing services necessary to carry out our operations.

### TRANSMISSIONS

In our high-performance transmissions and components business, the main materials we use are steel and aluminum. These materials are fundamental to ensure the strength, durability, and efficiency of our products.



### AFTERMARKET

Our operation is based on the use of steel and aluminum as our main raw materials, from which we manufacture a wide variety of products, from pistons and bearings to brakes. To ensure a constant and diversified supply, we work closely with suppliers located in China, Mexico, and Taiwan.

### Environmental and Social Assessment of Suppliers

All suppliers with whom we partner must accept and sign our Code of Conduct, pledging to behave ethically and comply with the standards contained therein.

We select our suppliers based on ethical, quality, labor, and environmental criteria, ensuring that they have an established reputation and the capacity to deliver the required services or products. In addition, all our new domestic suppliers must adhere to an ESG Compliance Charter, committing to work in accordance with applicable laws and regulations, respect human rights, comply with environmental regulations, and operate under principles of integrity and transparency.

Looking ahead, we have set out to identify suppliers certified in sustainable sourcing standards and to conduct audits on environmental or social issues throughout our supply chain.



# Efficiency and operational continuity

We are committed to developing and operating environmentally friendly processes



Operational efficiency allows us to maximize productivity, profitability, and compliance with applicable regulations

To achieve this goal, and in line with our Sustainability Model, we foster a culture of innovation focused on developing processes and products that improve quality and reduce environmental impact. This is reflected in our Quality, Environmental and Social Responsibility policies and is monitored through operational indicators and resource consumption indicators such as electricity, water, and fuel.

#### **WATER MANAGEMENT**

At KUO, we manage water in a comprehensive manner in all our business units, recognizing its importance and the need to implement measures for its responsible use. To this end, we employ strategies such as the reuse of treated water and rainwater harvesting. We continuously verify the quality of the water released and submit to internal and external audits (CONAGUA and PROFEPA) to ensure compliance with environmental regulations. In addition, we actively participate in the Yucatan Peninsula Basin Council and partner with renowned scientific research centers, such as the Autonomous University of Yucatan and the Yucatan Scientific Research Center, to contribute to the development of innovative and sustainable water management solutions.

#### **ENERGY AND EMISSIONS**

At KUO, we manage energy consumption and emissions generation in a comprehensive manner, implementing various measures to mitigate environmental impacts and meet our sustainability commitments.

We maintain close relationships with suppliers and research centers to identify best practices and technologies that allow us to reduce our energy consumption and emissions.

Continually evaluating our performance by monitoring electricity and fuel consumption allows us to take proactive measures to reduce our carbon footprint and promote a more sustainable operation. We are committed to complying with the highest quality standards and regulations, including the RED code, to ensure the efficient and controlled development of our operations.

In the Pork Meat business, we installed solar panels in the Maxicarne stores and produce electricity with the methane generated in the wastewater treatment processes in farms. In addition, we have implemented intelligent lighting in production areas, adopted practices such as turning off machines and equipment on weekends or non-operational days, performed periodic maintenance on electrical equipment and emission generators, and improved distribution routes to reduce fuel consumption. We also integrate natural gas optimizers in specific areas of our operation, contributing to energy efficiency.



### Impact Management Related to Climate Change

During 2023 we conducted a climate change risk and opportunity analysis that considered the three sectors, taking a sample of 9 representative facilities located in Mexico. The study included the identification and evaluation of physical and transition risks. Based on the results, we are working on the implementation of strategic and operational measures to manage these risks and opportunities.

#### WASTE MANAGEMENT

We have implemented a rigorous waste management system in all our businesses. From the separation of the waste generated to its final disposal, we follow a comprehensive approach to maximize efficiency and minimize environmental impact.

We have a reprocessing program for materials in the value chain, as well as a special waste management plan that allows us to classify and recover waste for reuse in the supply chain.

We closely monitor the generation and disposal of waste, in strict compliance with current environmental regulations, such as NOM-052-SEMARNAT and NOM-161-SEMARNAT.

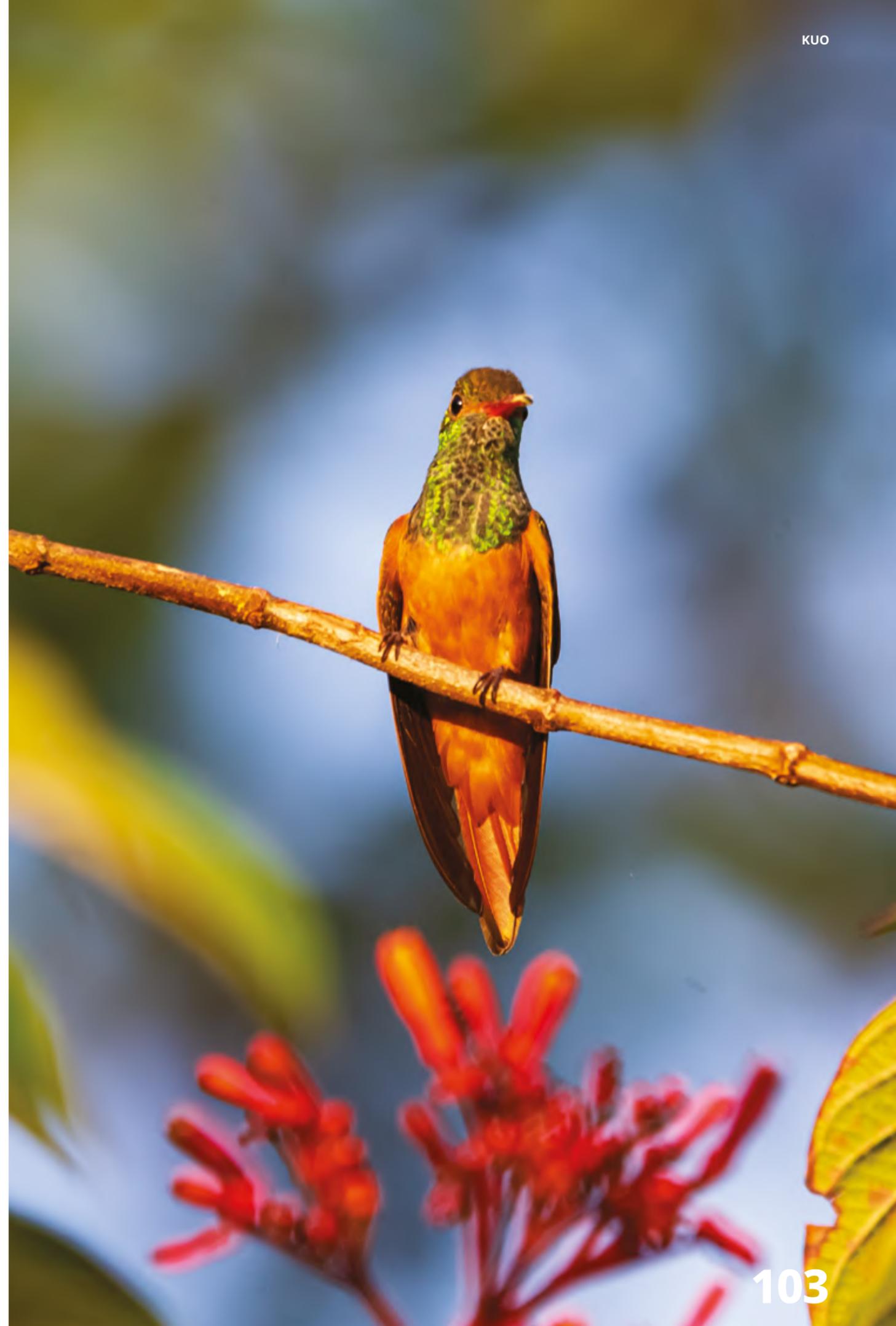
We have specific management plans authorized by the corresponding authorities, as well as the services of transportation companies and authorized recipients to guarantee adequate waste management.

In the Pork Meat business, we acquired a rendering facility that allows us to transform meat waste generated by our processing plants to produce meat meal and fats. In addition, we transform organic waste from farms into biofertilizers, which we donate to support small producers.

#### BIODIVERSITY<sup>1</sup>

As part of our commitment to the environment. In 2016 we established a Conservation Area, which has more than 800 hectares in Yucatan, Mexico. This area is focused on protecting the region's wild flora and fauna, including threatened and endangered species. During 2023, in partnership with the Centro de Investigación Científica de Yucatán (CICY), a floristic study was carried out that identified 501 species of vascular plants, and wildlife monitoring was carried out that detected 350 specimens of wildlife. This area has been recognized as a "Voluntary Conservation Area" under the General Law of Ecological Balance and Environmental Protection (Ley General del Equilibrio Ecológico y la Protección al Ambiente, LGEEPA), which demonstrates our commitment to the preservation of the natural environment.

<sup>1</sup>. The information reported corresponds only to the Pork Meat business.





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##### **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"



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