

KUO ANNOUNCES FOURTH QUARTER 2025 FINANCIAL RESULTS

Mexico City, February 10, 2026

Note: Management considers that, for a better understanding of KUO's performance, the information contained in this report, as well as the explanations of period-to-period variations, is presented based on Proforma Combined Financial Statements. This information reflects the consolidation of the financial information of all subsidiaries, including the proportional consolidation of 50% stake in Herdez Del Fuerte and Synthetic Rubber joint ventures. This approach differs from IFRS 11, which does not account for proportional consolidation. For reference purposes, an additional section is included with explanations of the variations based on the Consolidated Financial Statements.

All figures included in this document are unaudited, expressed in millions of pesos, unless otherwise stated, and may be subject to rounding differences.

EBITDA is presented exclusively under Proforma Combined Financial information as supplementary data, as it is commonly used by investors and analysts to assess the Company's capacity to generate cash flow and service its debt.

To provide a clearer view of the performance of the portfolio businesses, the financial information of the Pork Meat and Herdez Del Fuerte businesses is grouped under the "Consumer Sector," while the financial information of the Synthetic Rubber, Polymers, and Transmissions businesses is grouped within the "Industrial Sector."

KUO S.A.B. de C.V. (BMV: KUO) announced its unaudited results for the fourth quarter of 2025, reporting proforma Revenues of \$12,398 million and proforma Operating Cash Flow of \$1,159 million.

"During the fourth quarter, the Consumer sector delivered a solid performance, primarily driven by the Pork Meat business, which benefited from lower raw material costs and continued operational efficiencies. Likewise, Herdez del Fuerte maintained a favorable contribution, supported by an improved product-mix, pricing strategies, and ongoing process improvements, strengthening the overall performance of the segment. In contrast, the Industrial sector continued to face a challenging operating environment, reflecting lower demand in North America, particularly within the Transmissions business, as well as the impact of tariffs. In addition, the Polymers and Synthetic Rubber businesses operated under highly competitive conditions driven by increased Asian supply and softer demand in Europe. The appreciation of the Mexican peso against the U.S. dollar also negatively affected export margins and exerted downward pressure on prices across the sector.

Despite these conditions, KUO maintains a solid financial position, supported by strong liquidity and disciplined leverage levels, reinforcing our ability to adapt and execute effectively in a dynamic and complex market environment", stated Alejandro de la Barreda, Chief Executive Officer of KUO.

4Q25 HIGHLIGHTS COMPARED TO 4Q24

Proforma Figures

Revenue of \$12,398 million, representing a 5% decrease compared to 4Q24, mainly explained by the following factors:

- **Herdez del Fuerte:** Domestic sales posted marginal growth, driven by a more favorable product mix and improved pricing dynamics.

This performance was offset by lower revenues in the following businesses:

- **Pork Meat:** Lower sales volumes in the domestic market, together with a slight decline in export prices.
- **Transmissions:** A decrease in sales volumes due to softer demand in the North American market, particularly impacting platforms such as GM's Corvette DCT, Volvo, BRP, and Daimler.
- **Polymers:** A contraction in sales volumes, mainly in export markets, reflecting weaker demand in the United States.
- **Synthetic Rubber:** Lower revenues resulting from downward price adjustments in tire applications, driven by increasing competitive pressure from Asian producers.

Exports accounted for 48% of total sales, mainly in North America and Japan.

Operating Cash Flow (EBITDA) of \$1,159 million, representing a 3% decrease compared to 4Q24, mainly driven by the following factors:

- **Herdez del Fuerte:** Results remained stable, supported by a more favorable product mix and cost of sales efficiencies in the domestic market, as well as lower avocado costs and continued operational efficiencies in the North American market.
- **Pork Meat:** Positive impact from lower feed-related costs, ongoing operational efficiencies and higher fixed cost absorption.
- **Polymers:** Improved margins driven by lower export cost of sales and a favorable inventory effect.
- **Synthetic Rubber:** Higher volumes in industrial applications and asphalt modifiers.

These positive effects were partially offset by:

- **Pork Meat:** Margin pressure resulting from higher expenses associated with tax credit effects.
- **Transmissions:** Margin contraction in GM Corvette C8 – DCT, Volvo I-Shift, and BRP components, together with the impact of tariffs, an unfavorable foreign-exchange effect, and higher distribution costs.

KUO AND SUBSIDIARIES

Proforma Combined Unaudited Results

KUO (Figures in millions of Mexican pesos)	Fourth Quarter			Accumulated		
	2025	2024	Variation	2025	2024	Variation
Revenue	12,398	13,098	-5.3%	52,567	51,865	1.4%
Exports	5,974	6,571	-9.1%	26,913	27,864	-3.4%
Cost of sales	9,575	11,129	-14.0%	41,414	42,616	-2.8%
General Expenses	2,580	1,928	33.8%	8,937	7,574	18.0%
Operating Profit	243	41	N/A	2,216	1,675	32.3%
<i>Operating Margin</i>	<i>2.0%</i>	<i>0.3%</i>	<i>1.7 pp</i>	<i>4.2%</i>	<i>3.2%</i>	<i>1 pp</i>
EBITDA	1,159	1,194	-2.9%	5,021	4,667	7.6%
<i>EBITDA Margin</i>	<i>9.3%</i>	<i>9.1%</i>	<i>0.2 pp</i>	<i>9.6%</i>	<i>9.0%</i>	<i>0.6 pp</i>
Financial Expenses - Income	296	658	-55.0%	706	2,853	-75.3%
Income Tax	299	459	-34.9%	987	533	85.2%
Discontinued Operations	73	85	-14.1%	-3,531	-360	N/A
Net Majority Income	- 425	- 1,161	-63.4%	4,054	-1,350	N/A

REVENUE (Figures in millions of Mexican pesos)	Fourth Quarter			Accumulated		
	2025	2024	Variation	2025	2024	Variation
Consumer	8,182	8,285	-1.2%	32,491	29,584	9.8%
Industrial	4,114	4,704	-12.5%	19,658	21,949	-10.4%
Total	12,398	13,098	-5.3%	52,567	51,865	1.4%

EBITDA (Figures in millions of Mexican pesos)	Fourth Quarter			Accumulated		
	2025	2024	Variation	2025	2024	Variation
Consumer	693	1070	-35.2%	3,903	3,261	19.7%
Industrial	-8	81	N/A	698	1,349	-48.3%
Total	1,159	1,194	-2.9%	5,021	4,667	7.6%

PROFORMA COMBINED REVENUES AND EXPORTS

During 4Q25, revenues totaled \$12,398 million, representing a 5% decrease compared to 4Q24. This decline was primarily driven by lower sales volumes in the domestic market, along with a slight reduction in export prices within the Pork Meat business. Within the Industrial sector, lower demand in the North American market led to a contraction in sales volumes, particularly affecting the Transmissions and Polymers businesses. In addition, downward price adjustments in tire applications, driven by increasing competitive pressure from Asian producers, negatively impacted revenues in the Synthetic Rubber business.

These effects were partially offset by marginal growth in domestic sales at Herdez del Fuerte business, supported by a more favorable product mix and improved pricing.

Export sales represented 48% of total quarterly revenues, mainly in North America and Japan.

PROFORMA COMBINED OPERATING RESULT AND OPERATING CASH FLOW (EBITDA)

During 4Q25, operating income reached \$243 million, representing a significant increase compared to the \$41 million recorded in 4Q24. This improvement was primarily driven by greater operational efficiencies in the Herdez del Fuerte business, as well as a favorable inventory effect and lower export cost of sales in the Polymers business.

Operating Flow for 4Q25 totaled \$1,159 million, reflecting a slight decrease compared to the \$1,194 million reported in 4Q24. This variation is mainly attributable to lower margins in the Pork Meat business, resulting from increased expenses associated with tax credit effects, as well as margin pressure in the Transmission business driven by the impact of tariffs, an unfavorable foreign-exchange effect, and higher distribution costs.

PROFORMA COMBINED FINANCIAL EXPENSES

During 4Q25, Net Financial Expenses amounted to \$296 million, primarily driven by interest expense of \$145 million and other financial expenses totaling \$276 million. These effects were partially offset by a foreign-exchange gain of \$125 million, resulting from the appreciation of the Mexican peso against the U.S. dollar during the quarter.

PROFORMA COMBINED INCOME TAX

Income Tax Provision amounted to \$299 million, reflecting current taxes of \$1,128 million, partially offset by a deferred tax benefit of \$829 million.

PROFORMA NET MAJORITY INCOME/LOSS (CONTROLLING INTEREST)

As of 4Q25, the Majority Net Loss (Controlling Interest) totaled \$425 million, compared to a net loss of \$1,161 million in 4Q24, mainly driven by lower cost of sales and reduced financial expenses.

PROFORMA COMBINED INVESTMENT IN PRODUCTIVE ASSETS

Capital expenditures during 4Q25 totaled \$628 million, primarily allocated to the Pork Meat business, with a focus on farm maintenance projects and the acquisition of equipment to support process automation.

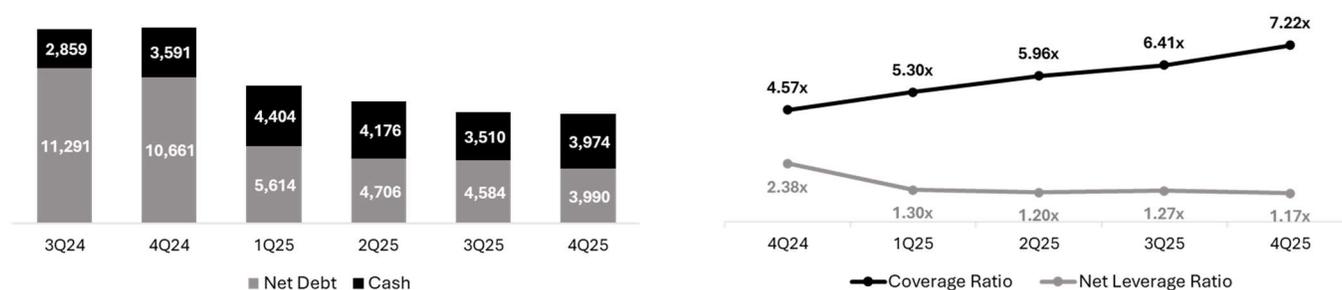
In the Synthetic Rubber business, construction of the SSBR production line in Santander, Spain, was completed, while in Altamira, investments were directed towards enhancements to wastewater treatment facilities.

Meanwhile, in the Herdez del Fuerte business, resources were primarily allocated to initiatives aimed at strengthening production capacity and enhancing operational efficiency.

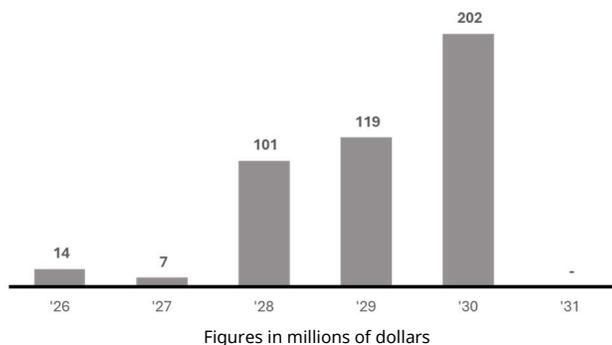
PROFORMA COMBINED NET DEBT

As of the end of 4Q25, KUO reported proforma bank liabilities of \$7,964 million and cash balances of \$3,974 million, resulting in net debt of \$3,990 million. The net leverage ratio was 1.17x, the coverage ratio was 7.22x, and the capitalization ratio was 0.35x. The weighted average cost of debt at quarter-end was 5.03%.

As of 4Q25, all outstanding debt was at variable interest rates, with 97% classified as long-term and the remaining 3% as short-term. The Company does not exhibit seasonal trends in its credit requirements or available credit lines.



Below is the debt profile as of the end of December:



KUO has a committed credit facility of \$7,635 million (US\$425 million), of which \$3,575 million (US\$200 million) was utilized as of 4Q25, resulting in an available nominal balance of \$4,060 million (US\$225 million).

As of 4Q25, KUO is in compliance with all obligations under its credit agreements, including among others:

- Restrictions on changes of control, mergers, and/or spin-offs.
- Limitations on the creation of additional liens.
- Restrictions on asset disposition under certain conditions.
- No material changes to the primary line of business.

- Compliance with reporting and disclosure requirements.
- Compliance with tax obligations.
- Restrictions on dividend payments.

A breach of any of the above obligations could result in the early maturity of the related loans. As of 4Q25, KUO is current on all principal and interest payments.

As of 4Q25, KUO does not exhibit seasonal trends in its credit requirements.

TAX CREDITS

It was reported that the tax authorities have assessed tax credits totaling \$5,831 million arising from various audit procedures. Defense actions have been initiated and are currently ongoing; therefore, it is not possible at this time to determine the outcome of these proceedings. However, in December 2025, the Company decided to record an accounting provision to cover a potential self-correction.

CONTINGENCIES

The Transmissions business recognized the effects arising from an Arbitral Proceeding resolved in favor of a Customer, as well as a portion of the related claims submitted to Insurance Companies. As of the end of fiscal year 2025, the balances include Accounts Payable to the Customer of \$932 million pesos and Accounts Receivable from Insurers of \$813 million pesos.

STOCK BUY-BACK PROGRAM

During 4Q25, the share buy-back fund acquired 104,803 Series B shares and no Series A shares were purchased.

Note: At KUO's Annual Ordinary Shareholders' Meeting held on April 28, 2025, shareholders approved the cancellation of 19,053,194 Series B shares and 422,411 Series A shares previously held in the buy-back fund.

PROFORMA COMBINED RESULTS BY SECTOR

CONSUMER (Figures in millions of Mexican pesos)	Fourth Quarter			Accumulated		
	2025	2024	Variation	2025	2024	Variation
Revenue	8,182	8,285	-1.2%	32,491	29,584	9.8%
Cost of sales	5,476	5,944	-7.9%	22,605	21,494	5.2%
General Expenses	2,263	1,504	50.5%	6,957	5,784	20.3%
Operating Profit	443	837	-47.1%	2,929	2,306	27.0%
Operating Margin	5.4%	10.1%	-4.7 pp	9.0%	7.8%	1.2 pp
EBITDA	693	1,070	-35.2%	3,903	3,261	19.7%
EBITDA Margin	8.5%	12.9%	-4.4 pp	12.0%	11.0%	1 pp
Financial Expenses - Income	-20	235	N/A	-233	1,172	N/A
Income Tax	445	209	112.9%	1,214	417	191.1%
Discontinued Operations	0	0	N/A	0	0	N/A
Net Majority Income	17	393	-95.7%	1,949	718	171.4%

Note: These figures correspond to the results of the Pork Meat and Herdez Del Fuerte businesses.

The Consumer sector posted a slight decline in revenues, mainly due to lower sales volumes in the domestic market of the Pork Meat business, as well as a downward adjustment in export sales prices. This was offset by a favorable product mix and better pricing obtained in domestic sales of the Herdez del Fuerte business.

Operating Cash Flow contracted 35%, primarily as a result of higher expenses stemming from the effect of tax credits in the Pork Meat business. These impacts offset lower feed-related costs, operational efficiencies, and higher fixed cost absorption in the Pork Meat business, as well as the favorable product mix, operational efficiencies in the North American market, lower avocado costs, and reduced domestic selling costs in the Herdez del Fuerte business.

Operating Margin and EBITDA Margin during 4Q25 were 5.4% and 8.5%, respectively.

INDUSTRIAL	Fourth Quarter			Accumulated			
	(Figures in millions of Mexican pesos)	2025	2024	Variation	2025	2024	Variation
Revenue		4,114	4,704	-12.5%	19,658	21,949	-10.4%
Cost of sales		4,141	5,223	-20.7%	18,959	21,266	-10.8%
General Expenses		599	308	94.5%	1,715	1,299	32.0%
Operating Result		-626	-827	-24.3%	-1,016	-616	64.9%
Operating Margin		-15.2%	-17.6%	2.4 pp	-5.2%	-2.8%	-2.4 pp
EBITDA		-8	81	N/A	698	1,349	-48.3%
EBITDA Margin		-0.2%	1.7%	-1.9 pp	3.6%	6.1%	-2.5 pp
Financial Expenses - Income		228	183	24.6%	394	690	-42.9%
Income Tax		-169	351	N/A	-376	761	N/A
Discontinued Operations		78	75	4.0%	77	-399	N/A
Net Majority Income		- 763	- 1,436	-46.9%	- 1,111	-1,668	-33.4%

Note: These figures correspond to the results of the Synthetic Rubber, Polymers, and Transmissions businesses

The Industrial segment recorded a 13% decrease in quarterly revenues, attributable to lower Transmission sales in North America, particularly in GM's Corvette DCT models, as well as in Volvo, BRP, and Daimler. In addition, the Polymers business experienced weaker demand in the same region. The Synthetic Rubber business was affected by seasonal lower demand and pricing pressure resulting from strong Asian competition, particularly in Europe.

Operating Cash Flow declined significantly, mainly due to higher distribution costs, tariff impacts, and an unfavorable exchange rate, all of which compressed margins in the Transmission business. These effects could not be offset by margin improvements in the Polymers business, driven by lower export sales costs and favorable inventory effects, nor by higher margins in the Synthetic Rubber business resulting from increased volume in the Industrial sector and asphalt modifiers.

Operating Margin and EBITDA Margin were -15.2% and -0.2%, respectively.

ABOUT KUO

KUO is a leading industrial conglomerate in Mexico, with annual revenues of approximately \$52,000 million during 2024. Its business portfolio includes two segments: Consumer and Industrial.

This press release contains forward-looking statements that reflect KUO management's current views on future events. The phrases "anticipate," "believe," "estimate," "expect," "intend," "may," "plan," "should," and similar expressions generally indicate forward-looking statements. These statements are subject to risks, uncertainties, and changes in circumstances. Actual results may differ materially 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 changes in cyclical trends in the sectors in which it participates. KUO has no obligation to update these forward-looking statements. Any forward-looking statement is valid only as of the date it is made.

Note: Management considers that for a better understanding of KUO's performance, the information in this report, as well as the explanations of the variations, is presented based on the Proforma Combined Financial Statements, which are the result of the consolidation of the financial information of all subsidiaries, including proportional consolidation of 50% stake in Herdez Del Fuerte and Synthetic Rubber joint ventures. This approach differs from IFRS 11 which does not account for proportional consolidation.

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

Proforma Combined Statement of Financial Position (Unaudited)
International Financial Reporting Standard (With exception of IFRS 11)

As of December 31st, 2025, and 2024

(Figures in millions of Mexican pesos)

Concept	Dec 25	Dec 24	%
Cash and Cash Equivalents	4,190	3,589	16.7%
Accounts and Documents Receivable, net	8,002	8,186	-2.2%
Inventories, net	8,407	9,107	-7.7%
Biological assets	1,732	1,809	-4.3%
Assets classified as held for sale	14	4,678	-99.7%
Other Current Assets	390	494	-21.1%
Current Assets	22,735	27,863	-18.4%
Property, Plant and Equipment, net	15,729	16,493	-4.6%
Right of use Assets	1,339	1,370	-2.3%
Goodwill, Patents and Trademarks	2,817	2,724	3.4%
Projects and Capitalized development	1,817	2,585	-29.7%
Biological assets	699	709	-1.4%
Investments in Shares	3	30	-90.0%
Other Non-Current Assets	2,575	2,748	-6.3%
Total non - current Assets	24,979	26,659	-6.3%
Total Assets	47,714	54,522	-12.5%
Bank Loans and Current Portion of long-Term Debt	373	269	38.7%
Accounts and Notes Payable Suppliers	6,246	7,074	-11.7%
Supplier finance arrangements	4,075	5,651	-27.9%
Liabilities directly associated with assets classified as held for sale	22	2,073	-98.9%
Accrued Liabilities and Other accounts payable	9,126	6,561	39.1%
Current Liabilities	19,842	21,628	-8.3%
Long-Term Debt	7,591	13,352	-43.1%
Other Non-Current Liabilities	2,844	3,349	-15.1%
Total non - current Liabilities	10,435	16,701	-37.5%
Total Liabilities	30,277	38,329	-21.0%
Controlling Interest	17,432	16,188	7.7%
Non- Controlling Interest	5	5	0.0%
Stockholders' Equity	17,437	16,193	7.7%
Liabilities and Stockholders' Equity	47,714	54,522	-12.5%

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

Proforma Combined Statements of Income and Comprehensive Income (Unaudited)

International Financial Reporting Standard (With exception of IFRS 11)

Fourth Quarter of 2025 and 2024

(Figures in millions of Mexican pesos)

Concept	4Q 25	%	4Q 24	%	% Var
Net Revenue	12,398	100.0%	13,098	100.0%	-5.3%
Cost of Sales	9,575	77.2%	11,129	85.0%	-14.0%
Gross Profit	2,823	22.8%	1,969	15.0%	43.4%
Selling and Distribution Expenses	1,444	11.6%	1,381	10.5%	4.6%
Administrative Expenses	1,374	11.1%	671	5.1%	104.8%
General Expenses	2,818	22.7%	2,052	15.7%	37.3%
Other Income	(238)	-1.9%	(124)	-0.9%	91.9%
Operating Profit	243	2.0%	41	0.3%	N/A
Operating Cash Flow (EBITDA)	1,159	9.3%	1,194	9.1%	-2.9%
Interest expense - net	145	1.2%	237	1.8%	-38.8%
Exchange (profit) loss - net	(125)	-1.0%	383	2.9%	N/A
Other financial expenses - net	276	2.2%	38	0.3%	N/A
Financial Expenses - net	296	2.4%	658	5.0%	-55.0%
Loss before Income Taxes	(53)	-0.4%	(617)	-4.7%	-91.4%
Current tax	1,128	9.1%	166	1.3%	N/A
(Benefits) Current deferred tax	(829)	-6.7%	293	2.2%	N/A
Loss from Continuing Operations	(352)	-2.8%	(1,076)	-8.2%	-67.3%
Loss from Discontinuing Operations - net	73	0.6%	85	0.6%	-14.1%
Consolidated - net Loss	(425)	-3.4%	(1,161)	-8.9%	-63.4%
Profit Attributable to Non - Controlling Interests	-	0.0%	-	0.0%	N/A
Loss Attributable - Controlling Interests	(425)	-3.4%	(1,161)	-8.9%	-63.4%
Other comprehensive loss, net of income tax					
Actuarial loss from employee benefits	(30)	-0.2%	(30)	-0.2%	0.0%
Items that will not be reclassified subsequently to profit or loss	(30)	-0.2%	(30)	-0.2%	0.0%
Cumulative translation adjustment	(224)	-1.8%	265	2.0%	N/A
Derivative financial instruments	(21)	-0.2%	30	0.2%	N/A
Items that will be reclassified to profit or loss	(245)	-2.0%	295	2.3%	N/A
Consolidated comprehensive loss	(700)	-5.6%	(896)	-6.8%	-21.9%

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

Proforma Combined Statements of Income and Comprehensive Income (Unaudited)

International Financial Reporting Standard (With exception of IFRS 11)

Accumulated to December 31st of 2025 and 2024

(Figures in millions of Mexican pesos)

Concept	Dec 25	%	Dec 24	%	% Var
Net Revenue	52,567	100.0%	51,865	100.0%	1.4%
Cost of Sales	41,414	78.8%	42,616	82.2%	-2.8%
Gross Profit	11,153	21.2%	9,249	17.8%	20.6%
Selling and Distribution Expenses	5,626	10.7%	5,238	10.1%	7.4%
Administrative Expenses	3,613	6.9%	2,507	4.8%	44.1%
General Expenses	9,239	17.6%	7,745	14.9%	19.3%
Other Income	(302)	-0.6%	(171)	-0.3%	76.6%
Operating Profit	2,216	4.2%	1,675	3.2%	32.3%
Operating Cash Flow (EBITDA)	5,021	9.6%	4,667	9.0%	7.6%
Interest expense - net	743	1.4%	994	1.9%	-25.3%
Exchange (profit) loss - net	(390)	-0.7%	1,668	3.2%	N/A
Other financial expenses - net	353	0.7%	191	0.4%	84.8%
Financial Expenses - net	706	1.3%	2,853	5.5%	-75.3%
Profit (Loss) before Income Taxes	1,510	2.9%	(1,178)	-2.3%	N/A
Current tax	1,789	3.4%	522	1.0%	N/A
Benefits difered tax	(802)	-1.5%	11	0.0%	N/A
Profit (Loss) from Continuing Operations	523	1.0%	(1,711)	-3.3%	N/A
Profit from Discontinuing Operations - net	(3,531)	-6.7%	(360)	-0.7%	N/A
Consolidated - net Profit (Loss)	4,054	7.7%	(1,351)	-2.6%	N/A
Profit Attributable to Non - Controlling Interests	-	0.0%	(1)	0.0%	N/A
Profit (Loss) Attributable - Controlling Interests	4,054	7.7%	(1,350)	-2.6%	N/A
Other comprehensive loss, net of income tax					
Actuarial loss from employee benefits	(58)	-0.1%	(30)	-0.1%	93.3%
Items that will not be reclassified subsequently to profit or loss	(58)	-0.1%	(30)	-0.1%	93.3%
Cumulative translation adjustment	(652)	-1.2%	1,036	2.0%	N/A
Derivative financial instruments	(14)	0.0%	29	0.1%	N/A
Items that will be reclassified to profit or loss	(666)	-1.3%	1,065	2.1%	N/A
Consolidated comprehensive income (loss)	3,330	6.3%	(316)	-0.6%	N/A

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

Proforma Combined Statement of Changes in Stockholders' Equity (Unaudited)

International Financial Reporting Standards (except for IFRS 11)

For the periods ended December 31st, 2025, and 2024

(Figures in millions of Mexican pesos, except shares information)

Concept	Contributed Capital		Earned Capital				Total Stockholders' Equity
	Capital stock	Retained earnings	Consolidated net Income	Other comprehensive income	Controlling interest	Non - Controlling interest	
Balances as of January 1, 2024	\$ 2,728	\$ 12,546	\$ 736	\$ 484	\$ 16,494	\$ 5	\$ 16,499
Transfer Consolidated net Income	-	736	(736)	-	-	-	-
Repurchase of ordinary shares	-	9	-	-	9	-	9
Transfer to retained earnings	-	(38)	-	38	-	-	-
Increase(Decrease) non-controlling interests	-	-	-	-	-	1	1
Consolidated comprehensive income	-	-	(1,350)	1,035	(315)	(1)	(316)
Balance as of December 31, 2024	\$ 2,728	\$ 13,253	\$ (1,350)	\$ 1,557	\$ 16,188	\$ 5	\$ 16,193
Balances as of January 1, 2025	\$ 2,728	\$ 13,253	\$ (1,350)	\$ 1,557	\$ 16,188	\$ 5	\$ 16,193
Transfer Consolidated net Income	-	(1,350)	1,350	-	-	-	-
Dividends declared	-	(2,050)	-	-	(2,050)	-	(2,050)
Repurchase of ordinary shares	-	(36)	-	-	(36)	-	(36)
Transfer to retained earnings	-	(11)	-	11	-	-	-
Consolidated comprehensive income	-	-	4,054	(724)	3,330	-	3,330
Balance as of December 31, 2025	\$ 2,728	\$ 9,806	\$ 4,054	\$ 844	\$ 17,432	\$ 5	\$ 17,437

Number of shares 436,890,543

4Q25 HIGHLIGHTS COMPARED TO 4Q24

Consolidated Figures

Revenues totaled \$8,259 million, 12% lower than the result reported in 4Q24, mainly explained by:

- **Pork Meat:** Lower sales volumes in the domestic market, along with a slight decrease in prices for export sales.
- **Transmissions:** A reduction in sales volumes due to lower demand in the North American market, particularly affecting platforms such as GM's Corvette DCT, Volvo, BRP, and Daimler.
- **Polymers:** A contraction in sales volumes, mainly in the export market, driven by weaker demand in the United States.

Exports: Accounted for 46% of total sales, mainly in North America and Japan.

Operating Result of \$260 million, a significant increase explained by the following factors:

- **Pork Meat:** Favorable effect from lower feed-related costs, operational efficiencies, and higher absorption.
- **Polymers:** Improved margins due to favorable inventory effects and lower export cost of sales.

These results were offset by:

- **Pork Meat:** Lower margins due to increased expenses resulting from tax credit effects.
- **Transmissions:** Margin reductions in GM Corvette C8 – DCT, Volvo I-Shift, and BRP components, in addition to the impact of tariffs, an unfavorable foreign-exchange effect, and higher distribution costs.

KUO AND SUBSIDIARIES

Consolidated Unaudited Results

KUO (Figures in millions of Mexican pesos)	Fourth Quarter			Accumulated		
	2025	2024	Variation	2025	2024	Variation
Revenue	8,259	9,334	-11.5%	35,165	35,685	-1.5%
Exports	3,817	4,693	-18.7%	16,766	18,480	-9.3%
Cost of sales	6,634	8,460	-21.6%	28,762	30,727	-6.4%
General Expenses	1,445	1,119	29.1%	5,029	4,302	16.9%
Operating Result	- 80	- 4	N/A	-642	-436	47.2%
Operating Result	260	241	N/A	2,016	1,092	84.6%
<i>Operating Margin</i>	<i>3.1%</i>	<i>-2.6%</i>	<i>5.7 pp</i>	<i>5.7%</i>	<i>3.1%</i>	<i>2.6 pp</i>
Financial Expenses - Income	350	657	-46.7%	781	2,922	-73.3%
Income Tax	263	339	-22.4%	711	41	N/A
Discontinued Operations	72	-76	N/A	-3,530	-521	N/A
Net Majority Income	- 425	1,161	-63.4%	4,054	-1,350	N/A

REVENUE (Figures in millions of Mexican pesos)	Fourth Quarter			Accumulated		
	2025	2024	Variation	2025	2024	Variation
Consumer	5,197	5,334	-1.2%	20,834	18,759	9.8%
Industrial	2,946	3,876	-12.5%	13,853	16,538	-10.4%
Total	8,259	9,334	-11.5%	35,165	35,685	-1.5%

CONSOLIDATED REVENUES AND EXPORTS

During 4Q25, revenues totaled \$8,259 million, a figure lower than in 4Q24, mainly explained by lower sales volumes in the domestic market, as well as a slight decrease in export sales prices in the Pork Meat business. In the Industrial sector, the decline in sales volumes due to weaker demand in the North American market affected the Transmissions and Polymers businesses.

The percentage of exports to total revenues in the quarter was 46% mainly in North America and Japan.

CONSOLIDATED OPERATING RESULT

As of 4Q25, operating income amounted to \$260 million, a significant increase compared to 4Q24. This result was driven by lower feed-related costs, operational efficiencies, and higher fixed cost absorption in the Pork Meat business, together with favorable inventory effects and lower export cost of sales in the Polymers business. These positive impacts were partially offset by higher expenses related to tax credits in the Pork Meat business, as well as the impact of tariffs, an unfavorable foreign exchange effect, and higher distribution costs in the Transmissions business.

CONSOLIDATED FINANCIAL EXPENSES

During 4Q25, Net Financial Expenses totaled \$350 million, mainly explained by interest paid during the period amounting to \$120 million and other financial expenses of \$285 million, which were partially offset by a foreign exchange gain of \$55 million due to the appreciation of the Mexican peso against the U.S. dollar during 4Q25.

CONSOLIDATED INCOME TAX

Income Tax Provision of \$262 million, corresponding to current taxes of \$1,018 million and deferred tax benefit of \$756 million.

CONSOLIDATED NET MAJORITY INCOME/LOSS (CONTROLLING INTEREST)

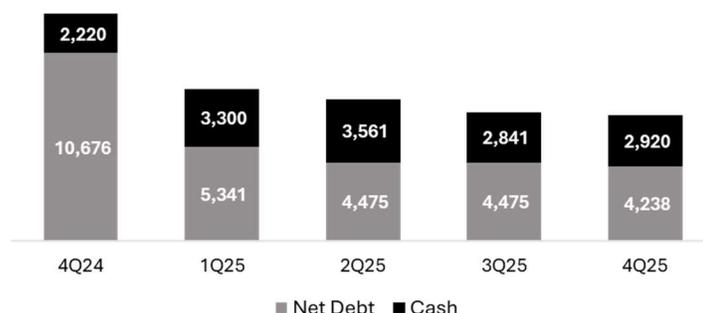
As of 4Q25, Majority Net Loss (Controlling Interest) totaled \$425 million, compared to a loss of \$1,161 million recorded in 4Q24, mainly explained by lower cost of sales as well as lower financial expenses.

CONSOLIDATED INVESTMENT IN PRODUCTIVE ASSETS

Capital expenditures during 4Q25 amounted to \$350 million, primarily allocated to the Pork Meat business, focused on farm maintenance projects and the acquisition of equipment to support process automation.

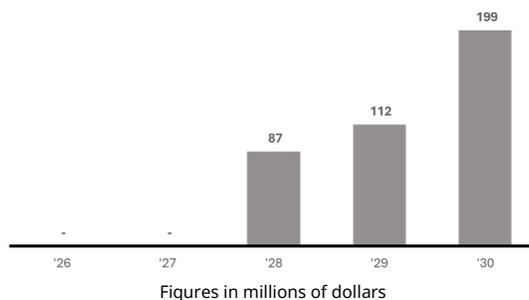
CONSOLIDATED NET DEBT

At the end of 4Q25, KUO reported proforma bank liabilities of \$7,158 million and cash of \$2,920 million, resulting in net debt of \$4,238 million.



As of 4Q25, all outstanding debt was at variable interest rates, with 100% classified as long-term. The Company does not exhibit seasonal trends in its credit requirements or available credit lines.

Below is the debt profile as of the end of December:



KUO has a committed credit facility of \$7,635 million (US\$425 million), of which \$3,575 million (US\$200 million) was utilized as of 4Q25, resulting in an available nominal balance of \$4,060 million (US\$225 million).

As of 4Q25, KUO is compliant with all obligations under its credit agreements, including among others:

- Restrictions on changes of control, mergers, and/or spin-offs.
- Limitations on the creation of additional liens.
- Restrictions on asset dispositions under certain conditions.
- No material changes to the primary line of business.
- Compliance with reporting and disclosure requirements.
- Compliance with tax obligations.
- Restrictions on dividend payments.

A breach of any of the above obligations could result in the early maturity of the related loans. As of 4Q25, KUO is current on all principal and interest payments.

As of 4Q25, KUO does not exhibit seasonal trends in its credit requirements.

TAX CREDITS

It was reported that the tax authorities have assessed tax credits totaling \$5,831 million arising from various audit procedures. Defense actions have been initiated and are currently ongoing; therefore, it is not possible at this time to determine the outcome of these proceedings. However, in December 2025, the Company decided to record an accounting provision to cover a potential self-correction.

CONTINGENCIES

The Transmissions business recognized the effects arising from an Arbitral Proceeding resolved in favor of a Customer, as well as a portion of the related claims submitted to Insurance Companies. As of the end of fiscal year 2025, the balances include Accounts Payable to the Customer of \$932 million pesos and Accounts Receivable from Insurers of \$813 million pesos.

CONSOLIDATED RESULTS BY SECTOR

CONSUMER	Fourth Quarter			Accumulated			
	(Figures in millions of Mexican pesos)	2025	2024	Variation	2025	2024	Variation
Revenue		5,197	5,334	-2.6%	20,834	18,759	11.1%
Cost of sales		3,689	4085	-9.7%	15,316	14,578	5.1%
General Expenses		1,440	788	82.7%	3,672	2,870	27.9%
Operating Profit		68	461	-85.2%	1,846	1,311	40.8%
Operating Margin		1.3%	8.6%	-7.3 <i>pp</i>	8.9%	7.0%	1.9 <i>pp</i>
Financial Expenses - Income		-2	239	N/A	-126	1,214	N/A
Income Tax		308	89	N/A	813	84	N/A
Discontinued Operations		0	0	N/A	0	0	N/A
Net Majority Income		- 238	133	N/A	1,159	13	N/A

The Consumer sector reported a slight decrease in revenues, mainly due to lower sales volumes in the domestic market of the Pork Meat business, as well as a downward adjustment in export sales prices.

Operating income recorded a significant decline resulting from higher expenses related to the effect of tax credits in the Pork Meat business, which offset the favorable impact of lower feed-related costs and operational efficiencies.

Operating Margin during 4Q25 was 1.3%.

INDUSTRIAL
Fourth Quarter
Accumulated

(Figures in millions of Mexican pesos)

	2025	2024	Variation	2025	2024	Variation
Revenue	2,946	3,876	-24.0%	13,853	16,538	-16.2%
Cost of sales	2,985	4,412	-32.3%	13,597	16,294	-16.6%
General Expenses	275	200	37.5%	1,031	884	16.6%
Operating Result	-314	-736	-57.3%	-775	-640	21.1%
Operating Margin	-10.7%	-19.0%	8.3 pp	-5.6%	-3.9%	-1.7 pp
Financial Expenses - Income	263	178	47.8%	363	716	-49.3%
Income Tax	-68	351	N/A	-253	603	N/A
Discontinued Operations	78	-86	N/A	78	-561	N/A
Net Majority Income	- 587	- 1,179	-50.2%	- 963	-1,398	-31.1%

The Industrial sector recorded a 24% decrease in quarterly revenues, attributable to the decline in Transmission sales in North America, particularly in GM's DCT Corvette models, as well as in Volvo, BRP, and Daimler. Additionally, weaker demand was observed in the Polymers business in the same region.

Operating results were mainly impacted by higher distribution costs, the effect of tariffs, and an unfavorable exchange rate, which reduced margins in the Transmissions business. These effects could not be offset by the margin improvement in the Polymers business resulting from lower export cost of sales and favorable inventory effects.

Operating Margin was -10.7%.

ABOUT KUO

KUO is a leading industrial conglomerate in Mexico, with annual revenues of approximately \$52,000 million during 2024. Its business portfolio includes two segments: Consumer and Industrial.

This press release contains forward-looking statements that reflect KUO management's current views on future events. The phrases "anticipate," "believe," "estimate," "expect," "intend," "may," "plan," "should," and similar expressions generally indicate forward-looking statements. These statements are subject to risks, uncertainties, and changes in circumstances. Actual results may differ materially 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 changes in cyclical trends in the sectors in which it participates. KUO has no obligation to update these forward-looking statements. Any forward-looking statement is valid only as of the date it is made.

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

Consolidated Statement of Financial Position - IFRS (Unaudited)

International Financial Reporting Standard

As of December 31st, 2025, and 2024

(Figures in millions of Mexican pesos)

Concept	Dec 25	Dec 24	%
Cash and Cash Equivalents	3,136	2,220	41.3%
Accounts and Documents Receivable, net	3,615	3,816	-5.3%
Inventories, net	5,109	5,739	-11.0%
Biological assets	1,732	1,809	-4.3%
Assets classified as held for sale	14	3,927	-99.6%
Other Current Assets	231	386	-40.2%
Current Assets	13,837	17,897	-22.7%
Property, Plant and Equipment, net	9,974	10,490	-4.9%
Right of use Assets	925	973	-4.9%
Goodwill, Patents and Trademarks	207	337	-38.6%
Projects and Capitalized development	1,614	2,391	-32.5%
Biological assets	699	709	-1.4%
Investments in Shares	10,731	10,863	-1.2%
Other Non-Current Assets	2,112	2,346	-10.0%
Total non - current Assets	26,262	28,109	-6.6%
Total Assets	40,099	46,006	-12.8%
Bank Loans and Current Portion of long-Term Debt	-	107	N/A
Accounts and Notes Payable Suppliers	2,114	3,031	-30.3%
Supplier finance arrangements	3,354	4,960	-32.4%
Liabilities directly associated with assets classified as held for sale	22	1,211	-98.2%
Accrued Liabilities and Other accounts payable	7,817	5,126	52.5%
Current Liabilities	13,307	14,435	-7.8%
Long-Term Debt	7,158	12,789	-44.0%
Other Non-Current Liabilities	2,202	2,594	-15.1%
Total non - current Liabilities	9,360	15,383	-39.2%
Total Liabilities	22,667	29,818	-24.0%
Controlling Interest	17,432	16,188	7.7%
Non- Controlling Interest	-	-	N/A
Stockholders' Equity	17,432	16,188	7.7%
Liabilities and Stockholders' Equity	40,099	46,006	-12.8%

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

Consolidated Statement of Income and Comprehensive Income - IFRS (Unaudited)

International Financial Reporting Standard

Fourth Quarter of 2025 and 2024

(Figures in millions of Mexican pesos)

Concept	4Q 25	%	4Q 24	%	% Var
Net Revenue	8,259	100.0%	9,334	100.0%	-11.5%
Cost of Sales	6,634	80.3%	8,460	90.6%	-21.6%
Gross Profit	1,625	19.7%	874	9.4%	85.9%
Selling and Distribution Expenses	747	9.0%	769	8.2%	-2.9%
Administrative Expenses	1,091	13.2%	441	4.7%	147.4%
General Expenses	1,838	22.3%	1,210	13.0%	51.9%
Participation in Joint Ventures	(80)	-1.0%	(4)	0.0%	N/A
Other Income	(393)	-4.8%	(91)	-1.0%	N/A
Profit (Loss) Operating	260	3.1%	(241)	-2.6%	N/A
Operating Cash Flow (EBITDA)	1,159	14.0%	1,194	12.8%	-2.9%
Interest expense - net	120	1.5%	222	2.4%	-45.9%
Exchange (profit) loss - net	(55)	-0.7%	347	3.7%	N/A
Other financial expenses - net	285	3.5%	88	0.9%	N/A
Financial Expenses - net	350	4.2%	657	7.0%	-46.7%
Loss before Income Taxes	(90)	-1.1%	(898)	-9.6%	-90.0%
Current tax	1,018	12.3%	14	0.1%	N/A
(Benefits) Current deferred tax	(756)	-9.2%	325	3.5%	N/A
Loss from Continuing Operations	(352)	-4.3%	(1,237)	-13.3%	-71.5%
(Loss) Profit from Discontinuing Operations - net	73	0.9%	(76)	-0.8%	N/A
Consolidated - net Loss	(425)	-5.1%	(1,161)	-12.4%	-63.4%
Profit Attributable to Non - Controlling Interests	-	0.0%	-	0.0%	N/A
Loss Attributable - Controlling Interests	(425)	-5.1%	(1,161)	-12.4%	-63.4%
Other comprehensive loss, net of income tax					
Actuarial loss from employee benefits	(20)	-0.2%	(13)	-0.1%	53.8%
Items that will not be reclassified subsequently to profit or loss	(20)	-0.2%	(13)	-0.1%	53.8%
Cumulative translation adjustment	(21)	-0.3%	7	0.1%	N/A
Derivative financial instruments	(2)	0.0%	28	0.3%	N/A
Equity in other comprehensive income of joint ventures	(233)	-2.8%	244	2.6%	N/A
Items that will be reclassified to profit or loss	(256)	-3.1%	279	3.0%	N/A
Consolidated comprehensive loss	(701)	-8.5%	(895)	-9.6%	-21.7%

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

Consolidated Statement of Income and Comprehensive Income - IFRS (Unaudited)
International Financial Reporting Standard
Accumulated to December 31st of 2025 and 2024
(Figures in millions of Mexican pesos)

Concept	Dec 25	%	Dec 24	%	% Var
Net Revenue	35,165	100.0%	35,685	100.0%	-1.5%
Cost of Sales	28,762	81.8%	30,727	86.1%	-6.4%
Gross Profit	6,403	18.2%	4,958	13.9%	29.1%
Selling and Distribution Expenses	2,901	8.2%	2,831	7.9%	2.5%
Administrative Expenses	2,524	7.2%	1,624	4.6%	55.4%
General Expenses	5,425	15.4%	4,455	12.5%	21.8%
Participation in Joint Ventures	(642)	-1.8%	(436)	-1.2%	47.2%
Other Income	(396)	-1.1%	(153)	-0.4%	158.8%
Operating Profit	2,016	5.7%	1,092	3.1%	84.6%
Operating Cash Flow (EBITDA)	5,021	14.3%	4,667	13.1%	7.6%
Interest expense - net	640	1.8%	880	2.5%	-27.3%
Exchange (profit) loss - net	(313)	-0.9%	1,677	4.7%	N/A
Other financial expenses - net	454	1.3%	365	1.0%	24.4%
Financial Expenses - net	781	2.2%	2,922	8.2%	-73.3%
Profit (Loss) before Income Taxes	1,235	3.5%	(1,830)	-5.1%	N/A
Current tax	1,347	3.8%	93	0.3%	N/A
Benefits difered tax	(636)	-1.8%	(52)	-0.1%	N/A
Profit (Loss) from Continuing Operations	524	1.5%	(1,871)	-5.2%	N/A
Profit from Discontinuing Operations - net	(3,530)	-10.0%	(521)	-1.5%	N/A
Consolidated - net Profit (Loss)	4,054	11.5%	(1,350)	-3.8%	N/A
Profit Attributable to Non - Controlling Interests	-	0.0%	-	0.0%	N/A
Profit (Loss) Attributable - Controlling Interests	4,054	11.5%	(1,350)	-3.8%	N/A
Other comprehensive loss, net of income tax					
Actuarial loss from employee benefits	(49)	-0.1%	(14)	0.0%	N/A
Items that will not be reclassified subsequently to profit or loss	(49)	-0.1%	(14)	0.0%	N/A
Cumulative translation adjustment	2	0.0%	1	0.0%	100.0%
Derivative financial instruments	(33)	-0.1%	29	0.1%	N/A
Equity in other comprehensive income of joint ventures	(644)	-1.8%	1,019	2.9%	N/A
Items that will be reclassified to profit or loss	(675)	-1.9%	1,049	2.9%	N/A
Consolidated comprehensive income (loss)	3,330	9.5%	(315)	-0.9%	N/A

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

Consolidated Statement of Changes in Stockholders' Equity - IFRS (Unaudited)

International Financial Reporting Standard (IFRS)

For the periods ended December 31st, 2025, and 2024

(Figures in millions of Mexican pesos, except shares information)

Concept	Contributed Capital		Earned Capital				Total Stockholders' Equity
	Capital stock	Retained earnings	Consolidated net Income	Other comprehensive income	Controlling interest	Non - Controlling interest	
Balances as of January 1, 2024	\$ 2,728	\$ 12,546	\$ 736	\$ 484	\$ 16,494	\$ -	\$ 16,494
Transfer Consolidated net Income	-	736	(736)	-	-	-	-
Repurchase of ordinary shares	-	9	-	-	9	-	9
Transfer to retained earnings	-	(38)	-	38	-	-	-
Consolidated comprehensive income	-	-	(1,350)	1,035	(315)	-	(315)
Balance as of December 31, 2024	\$ 2,728	\$ 13,253	\$ (1,350)	\$ 1,557	\$ 16,188	\$ -	\$ 16,188
Balances as of January 1, 2025	\$ 2,728	\$ 13,253	\$ (1,350)	\$ 1,557	\$ 16,188	\$ -	\$ 16,188
Transfer Consolidated net Income	-	(1,350)	1,350	-	-	-	-
Dividends declared	-	(2,050)	-	-	(2,050)	-	(2,050)
Repurchase of ordinary shares	-	(36)	-	-	(36)	-	(36)
Transfer to retained earnings	-	(11)	-	11	-	-	-
Consolidated comprehensive income	-	-	4,054	(724)	3,330	-	3,330
Balance as of December 31, 2025	\$ 2,728	\$ 9,806	\$ 4,054	\$ 844	\$ 17,432	\$ -	\$ 17,432

Number of shares 436,890,543