KUO ANNOUNCES THIRD QUARTER 2026 FINANCIAL RESULTS

Mexico City, October 20, 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 Pro Forma Combined Financial Statements. This information reflects the consolidation of the financial information of all subsidiaries, including the proportional consolidation of a 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 Pro Forma 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 third quarter of 2026, reporting pro forma Revenues of $13,024 million and pro forma Operating Cash Flow of $954 million.

"During the third quarter of 2026, revenues remained stable amid mixed market conditions. The Industrial segment delivered a solid recovery, with revenues increasing 18% and operating cash flow reaching $393 million, supported by stronger commercial activity across the Transmissions, Polymers, and Synthetic Rubber businesses, as well as continued operational efficiency initiatives.

In the Consumer segment, market conditions were more challenging. The Pork Meat business was affected by lower selling prices, reflecting increased competition from U.S. pork imports, as well as a less favorable export environment due to foreign exchange dynamics, greater global supply, and sanitary conditions affecting international trade flows. Meanwhile, MegaMex Foods, our branded food business in the United States, reported lower volumes amid lower avocado prices.

In response to these conditions, we remain focused on strengthening operational efficiency, optimizing our financial structure, and advancing the strategic priorities of each business. The diversification of our portfolio, together with disciplined execution, reinforces KUO's ability to navigate changing market cycles and generate sustainable long-term value," stated Alejandro de la Barreda, Chief Executive Officer of KUO.

3Q26 HIGHLIGHTS COMPARED TO 3Q25

Pro Forma Figures

Revenue of $13,024 million, a slight decrease compared with 3Q25, mainly reflecting the following factors:

- **Transmissions:** Revenues increased 24%, driven by higher sales volumes with customers such as Ford, GM, Ineos, and Volvo.
- **Polymers:** Revenues grew 14%, benefiting from higher prices, increased sales volumes within the chemicals segment, and stronger export sales.
- **Synthetic Rubber:** Revenues increased 17%, supported by more favorable pricing conditions and higher sales volumes.
- **Herdez Del Fuerte:** The domestic operation delivered solid performance, supported by improved pricing and higher export volumes, with notable contributions from the ketchup, peppers, and flour categories.

These results were partially offset by:

- **Pork Meat:** Revenues declined 15%, primarily due to lower selling prices in both domestic and export markets. This performance reflects increased pork supply in Mexico, driven by higher imports from the United States, coupled with oversupply of pork meat in Asia, as well as lower sales volumes compared to the same period of the previous year.

- **MegaMex Foods:** Reported lower revenues compared to the same period of the previous year, mainly due to lower sales volumes in the guacamole category.

Exports accounted for 53% of total sales, mainly in North America and Japan.

Operating Cash Flow (EBITDA) of $954 million, representing a 21% decrease compared to the same quarter of the previous year.

- **Transmissions:** Reported a recovery, mainly attributable to lower distribution costs resulting from the recovery of import duties, and lower operating expenses.
- **Synthetic Rubber:** Posted growth, supported by improved margins and a favorable inventory valuation effect.
- **Pork Meat:** Benefited from lower feed and meat procurement costs, improved absorption of processing expenses, and lower operating expenses, which helped mitigate the impact of the challenging market environment.

These contributions were partially offset by:

- **Pork Meat:** Despite these operational benefits, results were below those reported in the same period of the previous year, primarily due to lower selling prices and tighter margins.
- **Herdez Del Fuerte:** Operating cash flow contracted compared to the previous year, mainly reflecting higher costs and expenses in the U.S. market, including increased freight and ingredient costs, higher logistics expenses, and greater trade promotion incentives.
- **Polymers:** Operating cash flow declined, mainly due to lower margins and an unfavorable impact from inventory adjustments.

KUO AND SUBSIDIARIES

Pro Forma Combined Unaudited Results

KUO	Third Quarter			Accumulated		
(Figures in millions of Mexican pesos)	**2026**	**2025**	**Variation**	**2026**	**2025**	**Variation**
Revenue	**13,024**	**13,084**	**-0.5%**	**37,918**	**40,168**	**-5.6%**
Exports	6,920	6,670	3.7%	19,873	20,938	-5.1%
Cost of sales	10,536	10,459	0.7%	30,174	31,838	-5.2%
General Expenses	2,189	2,100	4.2%	6,420	6,357	1.0%
Operating Profit	**299**	**525**	**-43.0%**	**1,324**	**1,973**	**-32.9%**
Operating Margin	*2.3%*	*4.0%*	*-1.7 pp*	*3.5%*	*4.9%*	*-1.4 pp*
EBITDA	**954**	**1,207**	**-21.0%**	**3,173**	**3,862**	**-17.8%**
EBITDA Margin	*7.3%*	*9.2%*	*-1.9 pp*	*8.4%*	*9.6%*	*-1.2 pp*
Financial Expenses - Income	384	196	95.9%	600	410	46.3%
Income Tax	98	269	-63.6%	518	688	-24.7%
Discontinued Operations	-1	0	N/A	4	3,604	-99.9%
Net Majority Income	**-184**	**60**	**N/A**	**212**	**4,479**	**-95.3%**

REVENUE	Third Quarter			Accumulated		
(Figures in millions of Mexican pesos)	**2026**	**2025**	**Variation**	**2026**	**2025**	**Variation**
Consumer	7,314	8,214	-11.0%	22,389	24,309	-7.9%
Industrial	5,639	4,774	18.1%	15,291	15,543	-1.6%
Total	**13,024**	**13,084**	**-0.5%**	**37,918**	**40,168**	**-5.6%**

EBITDA	Third Quarter			Accumulated		
(Figures in millions of Mexican pesos)	**2026**	**2025**	**Variation**	**2026**	**2025**	**Variation**
Consumer	569	1,187	-52.1%	2,273	3,210	-29.2%
Industrial	393	-3	N/A	907	706	28.5%
Total	**954**	**1,207**	**-21.0%**	**3,173**	**3,862**	**-17.8%**

PRO FORMA COMBINED REVENUES AND EXPORTS

As of 3Q26, revenues totaled $13,024 million, representing a slight decrease compared with the same period of the previous year. The results reflected a mixed performance in which the positive contributions from the industrial sector were partially offset by less favorable results in the Consumer sector.

Within the Transmissions business, higher sales volumes with customers such as Ford, GM, Ineos, and Volvo were the main drivers of performance. Meanwhile, the Synthetic Rubber and Polymers businesses recorded revenue growth primarily driven by a more favorable pricing environment and higher sales volumes. In Polymers, volume growth was mainly concentrated in the chemicals sector.

These results were partially offset by the performance of the Pork Meat business, which faced lower volumes and an unfavorable pricing environment resulting from declining pork meat prices in both domestic and export markets. This situation was mainly driven by increased imports from the United States and oversupply conditions in Asian markets.

For its part, Herdez Del Fuerte reported lower revenues. While the domestic market maintained solid performance, supported by improved pricing and higher export volumes, results were impacted by lower sales volumes in MegaMex Foods, particularly in the guacamole category.

Exports represented 53% of total revenues during the quarter, mainly in North America and Japan.

PRO FORMA COMBINED OPERATING RESULT AND OPERATING CASH FLOW (EBITDA)

Operating cash flow totaled $954 million, while operating income totaled $299 million, representing declines of 21% and 43%, respectively. Within the Industrial sector, the Transmissions business delivered a significant recovery in both operating cash flow and operating income, reducing the operating loss reported in 3Q25. This improvement was mainly attributable to lower distribution costs resulting from the recovery of import duties, as well as reduced operating expenses.

Similarly, the Synthetic Rubber business achieved growth in operating cash flow and a recovery in operating income, supported by improved margins and a favorable impact from inventory valuation.

In the Pork Meat business, performance benefited from lower feed and meat procurement costs, improved absorption of processing expenses, and lower operating expenses.

However, these positive factors were offset by a decline in operating cash flow and operating income in the Pork Meat business, which was impacted by tighter margins. Similarly, Herdez Del Fuerte reported a contraction in both cash flow and operating income, primarily driven by higher freight and ingredient costs, as well as increased logistics expenses and commercial incentives in the U.S. market.

In the Polymers business, the decline in operating cash flow and operating income was primarily attributable to lower margins and an unfavorable impact from inventory adjustments.

PRO FORMA COMBINED FINANCIAL EXPENSE

During 3Q26, the Company recorded net financial expenses of $384 million, primarily explained by foreign exchange loss of $197 million, interest expense of $137 million incurred during the period and other financial expenses of $50 million.

PRO FORMA COMBINED INCOME TAX

The Company recorded an income tax provision of $98 million, consisting of current income tax expense of $291 million and a deferred income tax benefit of $193 million.

PRO FORMA NET MAJORITY RESULT (CONTROLLING INTEREST)

During 3Q26, majority net loss (controlling interest) totaled $184 million, compared to the $60 million net majority income reported in 3Q25. This variation was primarily attributable to the decline in revenues and increased costs and expenses recorded during 3Q26.

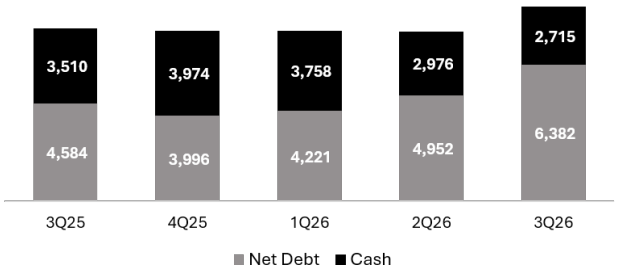
PRO FORMA COMBINED INVESTMENT IN PRODUCTIVE ASSETS

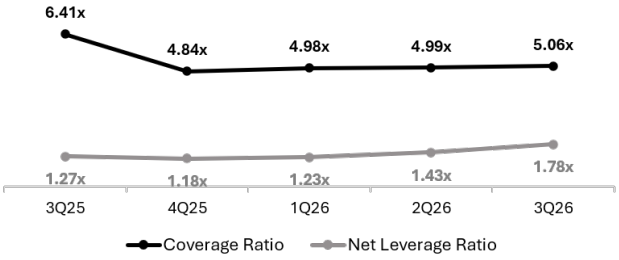
During 3Q26, capital expenditures totaled $666 million, primarily allocated to the Pork Meat business, where investments focused on wastewater treatment systems at farms and enhancements to production infrastructure. In the Synthetic Rubber business progress was made on initiatives aimed at optimizing water treatment systems and modernizing cooling infrastructure. At Herdez Del Fuerte, projects continued to expand cold-storage capacity, upgrade production lines, and enhance monitoring systems across distribution centers. Meanwhile, the Transmissions business invested in strengthening its manufacturing capabilities, while the Polymers business focused resources on equipment upgrades, operational process improvements, and facility safety enhancements.

PRO FORMA COMBINED NET DEBT

As of the end of 3Q26, KUO reported pro forma bank liabilities of $9,097 million and cash balances of $2,715 million, excluding restricted cash, resulting in net debt of $6,382 million. The net leverage ratio was 1.78x[1], the coverage ratio was 5.06x[1], and the capitalization ratio was 0.38x[1]. The weighted average cost of debt at quarter-end was 4.92%.

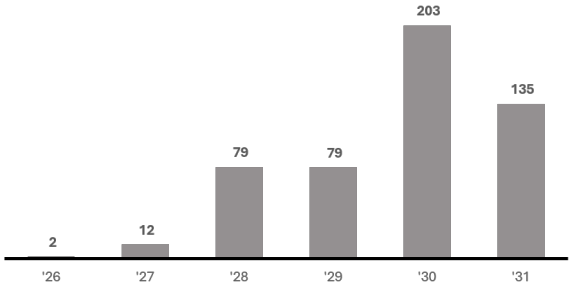
As of 3Q26, 100% of the outstanding debt was at variable interest rates, with 97% classified as long-term and the remaining 3% as short-term. The Company does not exhibit seasonal trends in its credit requirements or available credit lines.





In line with KUO's financial optimization strategy, as of the end of 3Q26, the Company enhanced its debt maturity profile, extending maturities through 2031.

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



Figures in millions of U.S. dollars

KUO has a committed credit facility of $6,690 million (US$375 million), of which $4,185 million (US$235 million) was utilized as of 3Q26, resulting in an available nominal balance of $2,506 million (US$140 million).

As of 3Q26, 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.

[1] Calculated in USD.

A breach of any of the above obligations could result in the early maturity of the related loans. As of 3Q26, KUO is current on all principal and interest payments.

As of 3Q26, KUO does not exhibit seasonal trends in its credit requirements.

TAX CREDITS

As of the end of 3Q26, the Company had no outstanding tax assessments.

During the quarter, tax assessment payments totaling $1,008 million were made. On a cumulative basis for the year, payments under this concept amounted to $1,480 million.

CONTINGENCIES

No contingencies were reported as of 3Q26.

SHARE REPURCHASE PROGRAM

During 3Q26, the share repurchase fund acquired 100,000 Series B shares. No Series A shares were repurchased during the quarter.

Note: At KUO's Annual Ordinary and Extraordinary Shareholders' Meeting, held on April 27, 2026, shareholders approved the cancellation of 1,813,249 Series B shares and 4,214 Series A shares held in the Company's share repurchase fund.

PRO FORMA COMBINED RESULTS BY SECTOR

CONSUMER	Third Quarter			Accumulated		
(Figures in millions of Mexican pesos)	**2026**	**2025**	**Variation**	**2026**	**2025**	**Variation**
Revenue	**7,314**	**8,214**	**-11.0%**	**22,389**	**24,309**	**-7.9%**
Cost of sales	5,321	5,667	-6.1%	15,888	17,129	-7.2%
General Expenses	1,715	1,604	6.9%	5,015	4,694	6.8%
Operating Profit	**278**	**943**	**-70.5%**	**1,486**	**2,486**	**-40.2%**
Operating Margin	3.8%	11.5%	*-7.7 pp*	6.6%	10.2%	*-3.6 pp*
EBITDA	**569**	**1,187**	**-52.1%**	**2,273**	**3,210**	**-29.2%**
EBITDA Margin	7.8%	14.5%	*-6.7 pp*	10.2%	13.2%	*-3 pp*
Financial Expenses - Income	125	-63	N/A	121	-213	N/A
Income Tax	118	253	-53.4%	497	768	-35.3%
Discontinued Operations	0	0	N/A	0	0	N/A
Net Majority Income	**36**	**753**	**-95.2%**	**870**	**1,931**	**-54.9%**

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

During 3Q26, the businesses within the Consumer sector operated in a more challenging environment, which impacted revenue, operating cash flow, and operating income. Revenues reached $7,314 million, while operating cash flow totaled $569 million and operating income amounted to $278 million.

Revenue declined 11% compared to the same period of the previous year. This decrease was primarily driven by lower volumes and an unfavorable pricing environment resulting from weaker pork meat prices in both domestic and export markets, increased imports from the United States, and oversupply condition across Asian markets, all of which adversely impacted the Pork Meat business.

At Herdez Del Fuerte, the greatest impact was observed in the U.S. market, where lower sales volumes, particularly in the guacamole category, affected results. Nevertheless, the business delivered stronger performance in the domestic market, supported by improved pricing and higher export volumes.

Operating cash flow and operating income decreased 52% and 71%, respectively. This performance was mainly attributable to lower margins in the Pork Meat business. However, the business benefited from lower feed and meat procurement costs, improved absorption of processing expenses, and lower operating expenses.

These factors were compounded by higher freight and ingredient costs, as well as increased logistics expenses and commercial incentives in the U.S. market within the Herdez Del Fuerte business.

Operating margin and EBITDA margin for 3Q26 were 3.8% and 7.8%, respectively.

INDUSTRIAL	**Third Quarter**			**Accumulated**		
(Figures in millions of Mexican pesos)	**2026**	**2025**	**Variation**	**2026**	**2025**	**Variation**
Revenue	**5,639**	**4,774**	**18.1%**	**15,291**	**15,543**	**-1.6%**
Cost of sales	5,256	4,831	8.8%	14,390	14,823	-2.9%
General Expenses	329	361	-8.9%	979	1,110	-11.8%
Operating Result	**54**	**-418**	**N/A**	**-78**	**-390**	**-80.0%**
Operating Margin	1.0%	-8.8%	*9.8 pp*	-0.5%	-2.5%	*2 pp*
EBITDA	**393**	**-3**	**N/A**	**907**	**706**	**28.5%**
EBITDA Margin	7.0%	-0.1%	*7.1 pp*	5.9%	4.5%	*1.4 pp*
Financial Expenses - Income	75	80	-6.3%	124	166	-25.3%
Income Tax	77	-7	N/A	104	-207	N/A
Discontinued Operations	-2	0	N/A	-5	1	N/A
Net Majority Income	**-100**	**-491**	**-79.6%**	**-311**	**-348**	**-10.6%**

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

During the quarter, the Industrial segment delivered solid performance, highlighted by an 18% increase in revenues. This growth reflected higher sales volumes with customers such as Ford, GM, Ineos, and Volvo in the Transmissions business, as well as a more favorable pricing environment in the Synthetic Rubber and Polymers businesses, which also posted higher sales volumes, particularly in the chemicals segment of the Polymers business.

Operating cash flow recovered compared to the same period of the previous year, while operating income also improved, moving from a loss of $418 million to operating profit of $54 million. The main factors contributing to this

improvement included lower distribution costs resulting from the recovery of import duties, reduced operating expenses in the Transmissions business, and a favorable performance in Synthetic Rubber driven by stronger margins and a positive inventory valuation effect.

These positive factors were partially offset by a decline in both operating cash flow and operating income in the Polymers business, mainly attributable to weaker margins and an unfavorable inventory adjustment effect.

Operating margin and EBITDA margin for 3Q26 were 1.0% and 7.0%, respectively.

ABOUT KUO

KUO is a leading industrial conglomerate in Mexico, with annual revenues of approximately $52,567 million in 2025. Its business portfolio includes two segments: Consumer and Industrial.

This press release contains forward-looking statements that reflect KUO management's current expectations regarding future events. Words such as "anticipate," "believe," "estimate," "expect," "intend," "may," "plan," "should," as well as similar expressions, generally identify such forward-looking statements. These statements are subject to risks, uncertainties, and changes in circumstances, and therefore actual results may differ materially from those expressed or implied by current expectations, due to various factors, including, among others, global and local changes in the political, economic, business, competitive, market, and regulatory environment, as well as variations in the cyclical nature of the industries in which the Company operates. KUO undertakes no obligation to update or revise any forward-looking statements. Any such statements speak only as of the date on which they are made.

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

Pro Forma Combined Statement of Financial Position (Unaudited)

International Financial Reporting Standards (excluding IFRS 11)

As of september 30, 2026 and 2025

(Figures in millions of Mexican pesos)

Concept	Sep 26	Sep 25	%
Cash and Cash Equivalents	2,829	3,720	-24.0%
Accounts and Documents Receivable, net	8,243	7,763	6.2%
Inventories, net	8,801	8,644	1.8%
Biological assets	1,701	1,687	0.8%
Assets classified as held for sale	4	-	N/A
Other Current Assets	458	617	-25.8%
Current Assets	**22,036**	**22,431**	**-1.8%**
Property, Plant and Equipment, net	16,372	15,820	3.5%
Right-of-use Assets	1,236	1,247	-0.9%
Goodwill, Patents and Trademarks	2,758	2,565	7.5%
Projects and Capitalized development	1,544	2,193	-29.6%
Biological assets	700	697	0.4%
Investments in Shares	- 2	2	N/A
Other Non-Current Assets	3,359	2,188	53.5%
Total non - current Assets	**25,967**	**24,712**	**5.1%**
Total Assets	**48,003**	**47,143**	**1.8%**
Bank Loans and Current Portion of long-Term Debt	258	322	-19.9%
Accounts and Notes Payable Suppliers	6,099	6,037	1.0%
Supplier finance arrangements	4,214	5,067	-16.8%
Accrued Liabilities and Other accounts payable	8,448	6,581	28.4%
Current Liabilities	**19,019**	**18,007**	**5.6%**
Long-Term Debt	8,839	7,772	13.7%
Other Non-Current Liabilities	3,069	3,222	-4.7%
Total non - current Liabilities	**11,908**	**10,994**	**8.3%**
Total Liabilities	**30,927**	**29,001**	**6.6%**
Controlling Interest	**17,072**	**18,138**	**-5.9%**
Non- Controlling Interest	4	4	0.0%
Stockholders' Equity	**17,076**	**18,142**	**-5.9%**
Liabilities and Stockholders' Equity	**48,003**	**47,143**	**1.8%**

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

Pro Forma Combined Statements of Income and Comprehensive Income (Unaudited)

International Financial Reporting Standards (excluding IFRS 11)

Third Quarter, 2026 and 2025

(Figures in millions of Mexican pesos)

Concept	3Q 26	%	3Q 25	%	% Var
Net Revenue	13,024	100.0%	13,084	100.0%	-0.5%
Cost of Sales	10,536	80.9%	10,459	79.9%	0.7%
Gross Profit	**2,488**	**19.1%**	**2,625**	**20.1%**	**-5.2%**
Selling and Distribution Expenses	1,461	11.2%	1,392	10.6%	5.0%
Administrative Expenses	762	5.9%	738	5.6%	3.3%
General Expenses	**2,223**	**17.1%**	**2,130**	**16.3%**	**4.4%**
Other Income	(34)	-0.3%	(30)	-0.2%	13.3%
Operating Profit	**299**	**2.3%**	**525**	**4.0%**	**-43.0%**
Operating Cash Flow (EBITDA)	**954**	**7.3%**	**1,207**	**9.2%**	**-21.0%**
Interest expense - net	137	1.1%	198	1.5%	-30.8%
Exchange loss (profit) - net	197	1.5%	(27)	-0.2%	N/A
Other financial expenses - net	50	0.4%	25	0.2%	100.0%
Financial Expenses - net	384	2.9%	196	1.5%	95.9%
(Loss) Profit before Income Taxes	**(85)**	**-0.7%**	**329**	**2.5%**	**N/A**
Current tax	291	2.2%	343	2.6%	-15.2%
Benefits deferred tax	(193)	-1.5%	(74)	-0.6%	160.8%
(Loss) Profit from Continuing Operations	**(183)**	**-1.4%**	**60**	**0.5%**	**N/A**
Loss from Discontinuing Operations - net	(1)	0.0%	-	0.0%	N/A
Consolidated - net (Loss) Profit	**(184)**	**-1.4%**	**60**	**0.5%**	**N/A**
Profit Attributable to Non - Controlling Interests	-	0.0%	-	0.0%	N/A
(Loss) Profit Attributable - Controlling Interests	(184)	-1.4%	60	0.5%	N/A
Other comprehensive loss, net of income tax					
Cumulative translation adjustment	124	1.0%	124	0.9%	0.0%
Derivative financial instruments	(20)	-0.2%	19	0.1%	N/A
Items that will be reclassified to profit or loss	**104**	**0.8%**	**143**	**1.1%**	**-27.3%**
Consolidated comprehensive (loss) income	**(80)**	**-0.6%**	**203**	**1.6%**	**N/A**

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

Pro Forma Combined Statements of Income and Comprehensive Income (Unaudited)

International Financial Reporting Standards (excluding IFRS 11)

Accumulated to september 30, 2026 and 2025

(Figures in millions of Mexican pesos)

Concept	Sep 26	%	Sep 25	%	% Var
Net Revenue	37,918	100.0%	40,168	100.0%	-5.6%
Cost of Sales	30,174	79.6%	31,838	79.3%	-5.2%
Gross Profit	**7,744**	**20.4%**	**8,330**	**20.7%**	**-7.0%**
Selling and Distribution Expenses	4,346	11.5%	4,181	10.4%	3.9%
Administrative Expenses	2,222	5.9%	2,239	5.6%	-0.8%
General Expenses	**6,568**	**17.3%**	**6,420**	**16.0%**	**2.3%**
Other Income	(148)	-0.4%	(63)	-0.2%	134.9%
Operating Profit	**1,324**	**3.5%**	**1,973**	**4.9%**	**-32.9%**
Operating Cash Flow (EBITDA)	**3,173**	**8.4%**	**3,862**	**9.6%**	**-17.8%**
Interest expense - net	399	1.1%	598	1.5%	-33.3%
Exchange loss (profit) - net	140	0.4%	(267)	-0.7%	N/A
Other financial expenses - net	61	0.2%	79	0.2%	-22.8%
Financial Expenses - net	600	1.6%	410	1.0%	46.3%
Profit before Income Taxes	**724**	**1.9%**	**1,563**	**3.9%**	**-53.7%**
Current tax	550	1.5%	662	1.6%	-16.9%
(Benefits) Current deferred tax	(32)	-0.1%	26	0.1%	N/A
Profit from Continuing Operations	**206**	**0.5%**	**875**	**2.2%**	**-76.5%**
Profit from Discontinuing Operations - net	4	0.0%	3,604	9.0%	-99.9%
Consolidated - net Profit	**210**	**0.6%**	**4,479**	**11.2%**	**-95.3%**
Loss Attributable to Non - Controlling Interests	(2)	0.0%	-	0.0%	N/A
Profit Attributable - Controlling Interests	212	0.6%	4,479	11.2%	-95.3%
Other comprehensive loss, net of income tax					
Actuarial loss from employee benefits	-	0.0%	(28)	-0.1%	N/A
Items that will not be reclassified subsequently to profit or loss	**-**	**0.0%**	**(28)**	**-0.1%**	**N/A**
Cumulative translation adjustment	(115)	-0.3%	(428)	-1.1%	-73.1%
Derivative financial instruments	(17)	0.0%	7	0.0%	N/A
Items that will be reclassified to profit or loss	**(132)**	**-0.3%**	**(421)**	**-1.0%**	**-68.6%**
Consolidated comprehensive income	**78**	**0.2%**	**4,030**	**10.0%**	**-98.1%**

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

Pro Forma Combined Statement of Changes in Stockholders' Equity (Unaudited)
International Financial Reporting Standards (excluding IFRS 11)
For the periods ended september 30, 2026, and 2025
(Figures in millions of Mexican pesos, except share information)

	Contributed Capital	Earned Capital					
Concept	Capital stock	Retained earnings	Consolidated net Income	Other comprehensive income	Controlling interest	Non - Controlling interest	Total Stockholders' Equity
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	-	(31)	-	-	(31)	-	(31)
Transfer to retained earnings	-	(12)	-	12	-	-	-
Consolidated comprehensive income	-	-	4,479	(448)	4,031	(1)	4,030
Balance as of September 30, 2025	**$ 2,728**	**$ 9,810**	**$ 4,479**	**$ 1,121**	**$ 18,138**	**$ 4**	**$ 18,142**
Balances as of January 1, 2026	**$ 2,728**	**$ 9,806**	**$ 4,054**	**$ 844**	**$ 17,432**	**$ 5**	**$ 17,437**
Transfer Consolidated net Income	-	4,054	(4,054)	-	-	-	-
Dividends declared	-	(435)	-	-	(435)	-	(435)
Repurchase of ordinary shares	-	(4)	-	-	(4)	-	(4)
Consolidated comprehensive income	-	-	212	(133)	79	(1)	78
Balance as of September 30, 2026	**$ 2,728**	**$ 13,421**	**$ 212**	**$ 711**	**$ 17,072**	**$ 4**	**$ 17,076**

Number of shares 435,073,080

3Q26 HIGHLIGHTS COMPARED TO 3Q25

Consolidated Figures

Revenue of $8,616 million, representing a 2% decrease compared to 3Q25, mainly explained by the following factors:

- **Transmissions:** Revenues increased 24%, driven by higher sales volumes with customers such as Ford, GM, Ineos, and Volvo.
- **Polymers:** Revenues grew 14%, benefiting from higher prices, increased sales volumes within the chemicals segment, and stronger export sales.

These results were partially offset by:

- **Pork Meat:** Results declined compared to the same period of the previous year, primarily due to lower selling prices in both the domestic and export markets. This performance reflects increased pork meat supply in Mexico, driven by higher imports from the United States, combined with oversupply condition in Asia, as well as lower sales volumes compared to the same period of the previous year.

Exports accounted for 50% of total sales, mainly in North America and Japan.

Operating Result of $209 million, representing a 48% decrease compared to the same period of the previous year, mainly driven by the following factors:

- **Transmissions:** Reported a recovery, primarily driven by lower distribution costs resulting from the recovery of import duties, as well as lower operating expenses.

These contributions were partially offset by:

- **Pork Meat:** The result was below the level recorded in the same period of the previous year, primarily due to lower margins.
- **Polymers:** Operating result declined, mainly due to lower margins and an unfavorable impact from inventory adjustments.

KUO AND SUBSIDIARIES

Consolidated Unaudited Results

KUO	Third Quarter			Accumulated		
(Figures in millions of Mexican pesos)	**2026**	**2025**	**Variation**	**2026**	**2025**	**Variation**
Revenue	**8,616**	**8,785**	**-1.9%**	**24,741**	**26,906**	**-8.0%**
Exports	4,336	4,137	4.8%	11,992	12,949	-7.4%
Cost of sales	7,299	7,306	-0.1%	20,763	22,128	-6.2%
General Expenses	1,228	1,169	5.0%	3,521	3,585	-1.8%
Participation in Joint Ventures	120	92	30.4%	571	562	1.6%
Operating Profit	**209**	**402**	**-48.0%**	**1,028**	**1,755**	**-41.4%**
Operating Margin	*2.4%*	*4.6%*	*-2.2 pp*	*4.2%*	*6.5%*	*-2.3 pp*
Financial Expenses - Income	368	193	90.7%	579	431	34.3%
Income Tax	24	149	-83.9%	241	448	-46.2%
Discontinued Operations	-1	0	N/A	4	3,603	-99.9%
Net Majority Income	**-184**	**60**	**N/A**	**212**	**4,479**	**-95.3%**

REVENUE	Third Quarter			Accumulated		
(Figures in millions of Mexican pesos)	**2026**	**2025**	**Variation**	**2026**	**2025**	**Variation**
Consumer	4,568	5,350	-14.6%	14,063	15,637	-10.1%
Industrial	3,963	3,325	19.2%	10,400	10,907	-4.6%
Total	**8,616**	**8,785**	**-1.9%**	**24,741**	**26,906**	**-8.0%**

CONSOLIDATED REVENUES AND EXPORTS

During 3Q26, revenues totaled $8,616 million, representing a 2% decrease compared with the same period of the previous year. The results reflected a mixed performance in which the positive contributions from the Industrial sector were partially offset by less favorable results in the Consumer sector.

Within the Transmissions business, higher sales volumes with customers such as Ford, GM, Ineos, and Volvo were the main drivers of performance. Meanwhile, the Polymers business recorded revenue growth primarily driven by a more favorable pricing environment and higher sales volumes concentrated in the chemicals sector.

These results were partially offset by the performance of the Pork Meat business, which faced lower volumes and an unfavorable pricing environment resulting from declining pork meat prices in both domestic and export markets. This situation was mainly driven by increased imports from the United States and oversupply conditions in Asian markets.

During the quarter, exports represented 50% of total revenues, primarily to North America and Japan.

CONSOLIDATED OPERATING RESULT

At the end of 3Q26, operating income totaled $209 million, representing a 48% decrease compared with the same period of the previous year. Within the Industrial segment, the Transmissions business delivered a significant improvement in operating income, substantially reducing the operating loss reported in 3Q25. This performance was attributable to lower distribution costs, the recovery of import duties, and reduced operating expenses.

In the Pork Meat business, lower feed and meat procurement costs, greater absorption of processing expenses, and lower operating expenses contributed positively to results. However, these benefits were more than offset by weaker margins.

Meanwhile, the Polymers business reported a decline in operating income, primarily reflecting lower margins and the unfavorable impact of inventory adjustments.

CONSOLIDATED FINANCIAL EXPENSE

During 3Q26, the Company recorded net financial expenses of $368 million, primarily explained by foreign exchange loss of $208 million, interest expense of $115 million incurred during the period and other financial expenses of $45 million.

CONSOLIDATED INCOME TAX

An income tax provision of $24 million was recorded, consisting of current income tax expense of $179 million and a deferred income tax benefit of $155 million.

CONSOLIDATED NET MAJORITY RESULT (CONTROLLING INTEREST)

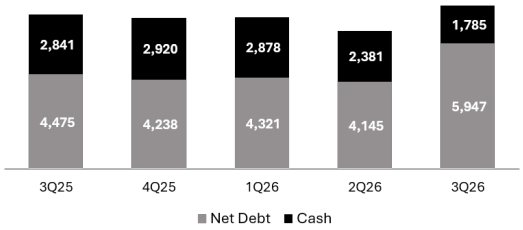
During 3Q26, majority net loss (controlling interest) totaled $184 million, compared to the $60 million net majority income reported in 3Q25. This variation was primarily attributable to the decline in revenues and increased costs and expenses recorded during 3Q26.

CONSOLIDATED COMBINED INVESTMENT IN PRODUCTIVE ASSETS

During 3Q26, capital expenditures totaled $586 million, primarily allocated to the Pork Meat business, where investments focused on wastewater treatment systems at farms and enhancements to production infrastructure. Meanwhile, the Transmissions business invested in strengthening its manufacturing capabilities, while the Polymers business focused resources on equipment upgrades, operational process improvements, and facility safety enhancements.

CONSOLIDATED NET DEBT

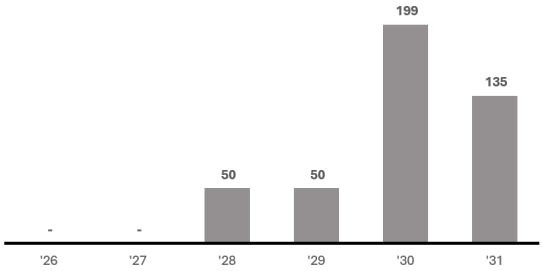
At the end of 3Q26, KUO reported bank liabilities of $7,732 million and cash of $1,785 million, excluding restricted cash, resulting in net debt of $5,947 million.



As of 3Q26, 100% of the 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.

In line with KUO's financial optimization strategy, as of the end of 3Q26, the Company enhanced its debt maturity profile, extending maturities through 2031.

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



Figures in millions of U.S. dollars

KUO has a committed credit facility of $6,690 million (US$375 million), of which $4,185 million (US$235 million) was utilized as of 3Q26, resulting in an available nominal balance of $2,506 million (US$140 million).

As of 3Q26, 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 3Q26, KUO is current on all principal and interest payments.

As of 3Q26, KUO does not exhibit seasonal trends in its credit requirements.

TAX CREDITS

As of the end of 3Q26, the Company had no outstanding tax assessments.

During the quarter, tax assessment payments totaling $1,008 million were made. On a cumulative basis for the year, payments under this concept amounted to $1,480 million.

CONTINGENCIES

No contingencies were reported as of 3Q26.

CONSOLIDATED RESULTS BY SECTOR

CONSUMER	Third Quarter			Accumulated		
(Figures in millions of Mexican pesos)	**2026**	**2025**	**Variation**	**2026**	**2025**	**Variation**
Revenue	**4,568**	**5,350**	**-14.6%**	**14,063**	**15,637**	**-10.1%**
Cost of sales	3,584	3,846	-6.8%	10,751	11,627	-7.5%
General Expenses	839	771	8.8%	2,388	2,232	7.0%
Operating Profit	**145**	**733**	**-80.2%**	**924**	**1,778**	**-48.0%**
Operating Margin	3.2%	13.7%	*-10.5 pp*	6.6%	11.4%	*-4.8 pp*
Financial Expenses - Income	127	-36	N/A	157	-124	N/A
Income Tax	71	171	-58.5%	289	505	-42.8%
Discontinued Operations	0	0	N/A	0	0	N/A
Net Majority Income	**-53**	**598**	**N/A**	**478**	**1,397**	**-65.8%**

During the quarter, the Consumer Sector reported a decline in both revenues and operating income compared to the same period of the previous year, reflecting a more challenging market environment for the Pork Meat business.

The decrease in revenues was primarily attributable to lower sales volumes and less favorable pricing conditions, resulting from the decline in pork meat prices in both the domestic and export markets. In addition, increased imports from the United States and the persistent oversupply in Asian markets continued to weigh on the business's performance.

Operating income was adversely affected by lower margins, which more than offset the benefits derived from lower feed and meat procurement costs, as well as improved absorption of processing expenses, and a reduction in operating expenses.

Operating margin for 3Q26 stood at 3.2%.

INDUSTRIAL	Third Quarter			Accumulated		
(Figures in millions of Mexican pesos)	**2026**	**2025**	**Variation**	**2026**	**2025**	**Variation**
Revenue	**3,963**	**3,325**	**19.2%**	**10,400**	**10,907**	**-4.6%**
Cost of sales	3,755	3,499	7.3%	10,116	10,616	-4.7%
General Expenses	232	249	-6.8%	669	753	-11.2%
Operating Result	**-24**	**-423**	**-94.3%**	**-385**	**-462**	**-16.7%**
Operating Margin	-0.6%	-12.7%	*12.1 pp*	-3.7%	-4.2%	*0.5 pp*
Financial Expenses - Income	56	49	14.3%	65	98	-33.7%
Income Tax	48	-44	N/A	35	-184	N/A
Discontinued Operations	-3	0	N/A	-6	0	N/A
Net Majority Income	**-131**	**-428**	**-69.4%**	**-491**	**-376**	**30.6%**

During the quarter, the Industrial Sector delivered solid performance, highlighted by revenue growth driven by higher sales volumes with customers such as Ford, GM, Ineos, and Volvo in the Transmissions business, as well as a more favorable pricing environment in the Polymers business, which also recorded higher sales volumes, particularly within the chemicals segment.

Operating income showed a meaningful recovery compared to the prior year, primarily driven by lower distribution costs resulting from the recovery of import tariffs, and reduced expenses in the Transmissions business.

These positive effects were partially offset by a less favorable performance in the Polymers business, reflecting lower operating margins and the adverse impact of inventory adjustments.

Operating margin for 3Q26 was -0.6%.

ABOUT KUO

KUO is a leading industrial conglomerate in Mexico, with annual revenues of approximately $52,567 million in 2025. Its business portfolio includes two segments: Consumer and Industrial.

This press release contains forward-looking statements that reflect KUO management's current expectations regarding future events. Words such as "anticipate," "believe," "estimate," "expect," "intend," "may," "plan," "should," as well as similar expressions, generally identify such forward-looking statements. These statements are subject to risks, uncertainties, and changes in circumstances, and therefore actual results may differ materially from those expressed or implied by current expectations, due to various factors, including, among others, global and local changes in the political, economic, business, competitive, market, and regulatory environment, as well as variations in the cyclical nature of the industries in which the Company operates. KUO undertakes no obligation to update or revise any forward-looking statements. Any such statements speak only as of the date on which they are made.

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

Consolidated Statement of Financial Position - IFRS (Unaudited)

International Financial Reporting Standards

As of september 30, 2026 and 2025

(Figures in millions of Mexican pesos)

Concept	Sep 26	Sep 25	%
Cash and Cash Equivalents	1,900	3,052	-37.7%
Accounts and Documents Receivable, net	3,845	3,219	19.4%
Inventories, net	5,197	5,256	-1.1%
Biological assets	1,701	1,687	0.8%
Assets classified as held for sale	4	-	N/A
Other Current Assets	361	528	-31.6%
Current Assets	**13,008**	**13,742**	**-5.3%**
Property, Plant and Equipment, net	10,678	9,936	7.5%
Right-of-use Assets	865	899	-3.8%
Goodwill, Patents and Trademarks	207	323	-35.9%
Projects and Capitalized development	1,207	1,874	-35.6%
Biological assets	700	697	0.4%
Investments in Shares	11,017	10,610	3.8%
Other Non-Current Assets	2,913	1,780	63.7%
Total non - current Assets	**27,587**	**26,119**	**5.6%**
Total Assets	**40,595**	**39,861**	**1.8%**
Accounts and Notes Payable Suppliers	2,697	2,242	20.3%
Supplier finance arrangements	3,804	4,243	-10.3%
Accrued Liabilities and Other accounts payable	6,840	5,265	29.9%
Current Liabilities	**13,341**	**11,750**	**13.5%**
Long-Term Debt	7,732	7,316	5.7%
Other Non-Current Liabilities	2,450	2,657	-7.8%
Total non - current Liabilities	**10,182**	**9,973**	**2.1%**
Total Liabilities	**23,523**	**21,723**	**8.3%**
Capital Stock	2,728	2,728	0.0%
Retained Earnings	13,421	9,810	36.8%
Profit for the year	212	4,479	-95.3%
Others	711	1,121	-36.6%
Controlling Interest	**17,072**	**18,138**	**-5.9%**
Non- Controlling Interest	-	-	N/A
Stockholders' Equity	**17,072**	**18,138**	**-5.9%**
Liabilities and Stockholders' Equity	**40,595**	**39,861**	**1.8%**

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

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

International Financial Reporting Standards

Third Quarter, 2026 and 2025

(Figures in millions of Mexican pesos)

Concept	3Q 26	%	3Q 25	%	% Var
Net Revenue	8,616	100.0%	8,785	100.0%	-1.9%
Cost of Sales	7,299	84.7%	7,306	83.2%	-0.1%
Gross Profit	**1,317**	**15.3%**	**1,479**	**16.8%**	**-11.0%**
Selling and Distribution Expenses	755	8.8%	717	8.2%	5.3%
Administrative Expenses	473	5.5%	451	5.1%	4.9%
General Expenses	**1,228**	**14.3%**	**1,168**	**13.3%**	**5.1%**
Participation in Joint Ventures	(120)	-1.4%	(92)	-1.0%	30.4%
Other Expenses	-	0.0%	1	0.0%	N/A
Operating Profit	**209**	**2.4%**	**402**	**4.6%**	**-48.0%**
Operating Cash Flow (EBITDA)	**954**	**11.1%**	**1,207**	**13.7%**	**-21.0%**
Interest expense - net	115	1.3%	168	1.9%	-31.5%
Exchange loss (profit) - net	208	2.4%	(30)	-0.3%	N/A
Other financial expenses - net	45	0.5%	55	0.6%	-18.2%
Financial Expenses - net	368	4.3%	193	2.2%	90.7%
(Loss) Profit before Income Taxes	**(159)**	**-1.8%**	**209**	**2.4%**	**N/A**
Current tax	179	2.1%	258	2.9%	-30.6%
Benefits deferred tax	(155)	-1.8%	(109)	-1.2%	42.2%
(Loss) Profit from Continuing Operations	**(183)**	**-2.1%**	**60**	**0.7%**	**N/A**
Loss from Discontinuing Operations - net	(1)	0.0%	-	0.0%	N/A
Consolidated - net (Loss) Profit	**(184)**	**-2.1%**	**60**	**0.7%**	**N/A**
Profit Attributable to Non - Controlling Interests	-	0.0%	-	0.0%	N/A
(Loss) Profit Attributable - Controlling Interests	(184)	-2.1%	60	0.7%	N/A
Other comprehensive loss, net of income tax					
Cumulative translation adjustment	(1)	0.0%	14	0.2%	N/A
Derivative financial instruments	(22)	-0.3%	-	0.0%	N/A
Equity in other comprehensive income of joint ventures	127	1.5%	130	1.5%	-2.3%
Items that will be reclassified to profit or loss	**104**	**1.2%**	**144**	**1.6%**	**-27.8%**
Consolidated comprehensive (loss) income	**(80)**	**-0.9%**	**204**	**2.3%**	**N/A**

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

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

International Financial Reporting Standards

Accumulated to september 30, 2026 and 2025

(Figures in millions of Mexican pesos)

Concept	Sep 26	%	Sep 25	%	% Var
Net Revenue	24,741	100.0%	26,906	100.0%	-8.0%
Cost of Sales	20,763	83.9%	22,128	82.2%	-6.2%
Gross Profit	**3,978**	**16.1%**	**4,778**	**17.8%**	**-16.7%**
Selling and Distribution Expenses	2,204	8.9%	2,154	8.0%	2.3%
Administrative Expenses	1,387	5.6%	1,433	5.3%	-3.2%
General Expenses	**3,591**	**14.5%**	**3,587**	**13.3%**	**0.1%**
Participation in Joint Ventures	(571)	-2.3%	(562)	-2.1%	1.6%
Other Income	(70)	-0.3%	(2)	0.0%	N/A
Operating Profit	**1,028**	**4.2%**	**1,755**	**6.5%**	**-41.4%**
Operating Cash Flow (EBITDA)	**3,173**	**12.8%**	**3,862**	**14.4%**	**-17.8%**
Interest expense - net	336	1.4%	519	1.9%	-35.3%
Exchange loss (profit) - net	144	0.6%	(260)	-1.0%	N/A
Other financial expenses - net	99	0.4%	172	0.6%	-42.4%
Financial Expenses - net	579	2.3%	431	1.6%	34.3%
Profit before Income Taxes	**449**	**1.8%**	**1,324**	**4.9%**	**-66.1%**
Current tax	237	1.0%	328	1.2%	-27.7%
Deferred tax	4	0.0%	120	0.4%	-96.7%
Profit from Continuing Operations	**208**	**0.8%**	**876**	**3.3%**	**-76.3%**
Profit from Discontinuing Operations - net	4	0.0%	3,603	13.4%	-99.9%
Consolidated - net Profit	**212**	**0.9%**	**4,479**	**16.6%**	**-95.3%**
Profit Attributable to Non - Controlling Interests	-	0.0%	-	0.0%	N/A
Profit Attributable - Controlling Interests	212	0.9%	4,479	16.6%	-95.3%
Other comprehensive loss, net of income tax					
Actuarial loss from employee benefits	-	0.0%	(28)	-0.1%	N/A
Items that will not be reclassified subsequently to profit or loss	**-**	**0.0%**	**(28)**	**-0.1%**	**N/A**
Cumulative translation adjustment	-	0.0%	22	0.1%	N/A
Derivative financial instruments	(21)	-0.1%	(31)	-0.1%	-32.3%
Equity in other comprehensive income of joint ventures	(112)	-0.5%	(411)	-1.5%	-72.7%
Items that will be reclassified to profit or loss	**(133)**	**-0.5%**	**(420)**	**-1.6%**	**-68.3%**
Consolidated comprehensive income	**79**	**0.3%**	**4,031**	**15.0%**	**-98.0%**

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

Consolidated Statement of Changes in Stockholders' Equity - IFRS (Unaudited)
International Financial Reporting Standards (IFRS)
For the periods ended september 30, 2026, and 2025
(Figures in millions of Mexican pesos, except share information)

	Contributed Capital	Earned Capital				
Concept	Capital stock	Retained earnings	Consolidated net Income	Other comprehensive income	Controlling interest	Total Stockholders' Equity
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	-	(31)	-	-	(31)	(31)
Transfer to retained earnings	-	(12)	-	12	-	-
Consolidated comprehensive income	-	-	4,479	(448)	4,031	4,031
Balance as of September 30, 2025	**$ 2,728**	**$ 9,810**	**$ 4,479**	**$ 1,121**	**$ 18,138**	**$ 18,138**
Balances as of January 1, 2026	**$ 2,728**	**$ 9,806**	**$ 4,054**	**$ 844**	**$ 17,432**	**$ 17,432**
Transfer Consolidated net Income	-	4,054	(4,054)	-	-	-
Dividends declared	-	(435)	-	-	(435)	(435)
Repurchase of ordinary shares	-	(4)	-	-	(4)	(4)
Consolidated comprehensive income	-	-	212	(133)	79	79
Balance as of September 30, 2026	**$ 2,728**	**$ 13,421**	**$ 212**	**$ 711**	**$ 17,072**	**$ 17,072**

Number of shares 435,073,080