



Diversification

drives us INTEGRATED 2025 ANNUAL REPORT



Contents

| | | | |
|-----------|---|------------|---|
| 3 | Letter to our Stockholders | 31 | Talent Development |
| 4 | About Grupo Lamosa | 37 | Environmental Management and Climate Strategy |
| 10 | Financial Performance | 40 | About This Report |
| 13 | Operating Performance | 43 | Appendix 1: ESG Approach |
| 15 | Corporate Governance | 102 | Appendix 2: Board of Directors' Committee Reports |
| 24 | Innovation, Efficiency and Responsible Business | 104 | Appendix 3: Consolidated Financial Statements |





Letter to our Stockholders

GRI 2-22



Federico Toussaint Elosúa
Chairman of the Board
and Chief Executive Officer

For Grupo Lamosa, 2025 was a challenging year, marked by the persistence of factors that had begun to emerge in 2024 and that shaped a complex business environment.

These factors included a deep contraction in the construction industry, the imposition of new tariffs in the United States, rising energy prices affecting production and transportation costs, and intensified competition driven by global oversupply.

In a context of external pressures and reduced economic activity in certain markets where the company has operations, Grupo Lamosa's diversification strategy proved to be a key factor for its resilience. Revenues increased 4% year-over-year, to \$35,218 million pesos, while operating income and EBITDA totaled \$3,958 million and \$5,832 million, respectively, with margins of 11% and 17% of sales.

Revenue growth was primarily driven by foreign sales, particularly in Spain, as well as the recovery of diverse South American markets such as Colombia and Brazil. However, the construction industry in Mexico, the United States and much of the Americas continued its lackluster performance, adversely affected by high interest rates and other macroeconomic factors.

One of the year's most notable achievements was the successful performance of Baldocer and the leveraging of synergies in Spain, underscoring the effectiveness of the company's growth and expansion strategy.

Despite the challenging environment, Grupo Lamosa maintained its commitment to investment, announcing the construction of a new high-productivity mega-plant in Tlaxcala, with an investment of \$200 million dollars over five years. This project will modernize production lines, incorporate state-of-the-art technologies and strengthen the company's long-term positioning.

Grupo Lamosa's presence across nine countries has enabled it to focus on higher-potential regions, capitalize on synergies and increase innovation. In line with this vision, during the year, the company continued expanding its

portfolio into complementary materials and solutions beyond ceramic tiles and adhesives, such as LVT (Luxury Vinyl Tiles), stuccos and lightweight insulating panels that optimize construction time and costs.

Grupo Lamosa reaffirms its commitment to the principles of the United Nations Global Compact, promoting social responsibility, anti-corruption practices and the protection of human and labor rights, while implementing sustainable practices for the benefit of the environment and the communities where it operates.

In this milestone year, marking 135 years in the construction industry, Grupo Lamosa expresses its gratitude for the trust of its stockholders, the dedication of its employees and the continued support of its distributors, suppliers, customers and partners.

Federico Toussaint Elosúa
Chairman of the Board and Chief Executive Officer
February 17, 2026



About Grupo Lamosa

GRI 2-1, 2-6

With a track record of 135 years, Grupo Lamosa is a Mexican company which has evolved from a small brick factory into a global benchmark in the construction industry. It has established itself as a leader in the manufacture and commercialization of ceramic and porcelain tiles, ceramic adhesives, and insulation and lightweight solutions for sustainable construction.

With a long-term vision and disciplined growth strategy, Grupo Lamosa has expanded its operational footprint beyond Mexico into nine countries across the Americas and Europe. This geographic diversification, combined with an innovative product portfolio, enables the company to meet the needs of customers in the residential, commercial and institutional sectors worldwide.

Grupo Lamosa has been listed on the Mexican Stock Exchange since 1951, always maintaining a strong commitment to value creation for its stockholders, employees, customers and communities.

MISSION

To maintain a leadership position in the construction industry by offering products that preserve our customers' assets and uphold the reputation of construction professionals and installers. We generate growing and sustainable value for our distributors, people and stockholders, while always being committed to the community and the environment.

VISION

To be the global leader in the tile and adhesives markets, recognized for product and service excellence, a strong commitment to sustainability, and continuous innovation to meet customer needs.

VALUES

Responsibility • Honesty • Service Mindset • Teamwork • Continuous Improvement.

Grupo Lamosa's corporate identity is built on principles that guide its daily actions and constitute the foundation of its organizational culture.



Presence and Businesses

Grupo Lamosa's business model is structured around three operating units that provide comprehensive solutions for the construction industry, each with a clearly defined strategic focus:

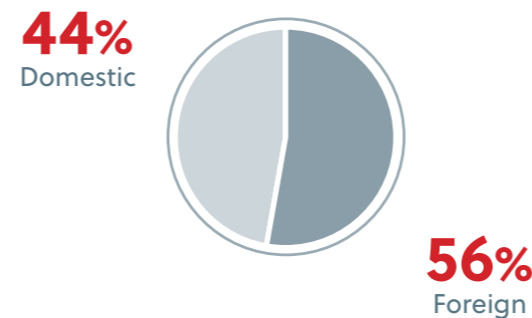


TILES

As one of the world's largest ceramic manufacturers, this is the company's core business, specializing in the design, manufacture and marketing of floor and wall tiles.

- Main products**
 Ceramic and glazed porcelain floor and wall tiles, among others.
- Main brands**
 Azulejos Benadresa, Baldocer, Cerámica San Lorenzo, Cerámica Scop, Eurocerámica, Cordillera, ETILE, Firenze, Gala, Incepa, Lamosa, Porcelanite, Roca Tiles, USCT
- Innovation and Sustainability**
 A number of Grupo Lamosa's ceramic products are certified by the Porcelain Tile Certification Agency (PTCA), recognizing manufacturing processes that consume significantly fewer resources.
- Production facilities**
21 production plants

SALES

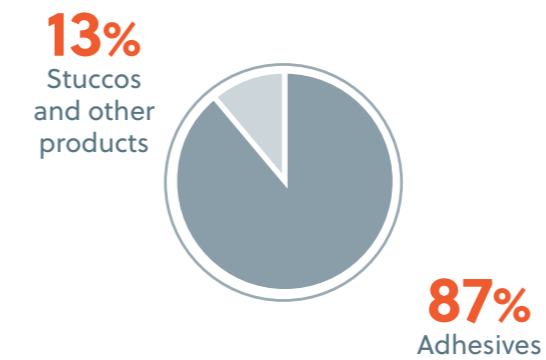


ADHESIVES

Dedicated to the production of materials for tile installation.

- Main products**
 Adhesives for floor and wall coverings (grouts, stuccos, joint sealants, waterproofing solutions and specialized products).
- Main brands**
 Crest, Perdura, Niasa, Solutek
- Innovation and Sustainability**
 Technical leadership through specialized products for large-format applications. Certain products boast UL GREENGUARD certification, recognizing materials, additives and finishes with low emission levels.
- Production facilities**
14 production plants

SALES

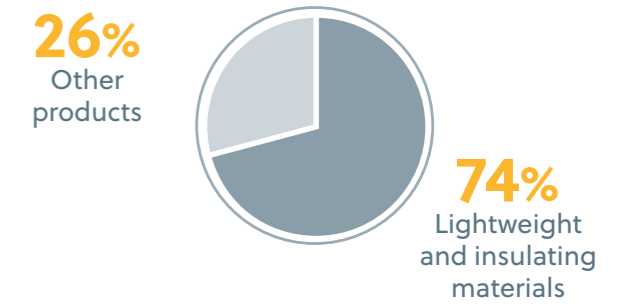


INSULATION AND LIGHTWEIGHT MATERIALS

Focused on the manufacturing of thermal insulation solutions that promote energy efficiency in buildings.

- Main products**
 Expanded polystyrene (EPS) products providing thermal insulation and lightweight structural solutions.
- Main brands**
 Fanosa
- Innovation and Sustainability**
 Products developed with a high percentage of recycled materials. Promotion of sustainable construction systems.
- Production facilities**
15 production plants

SALES





Grupo Lamosa Milestones

In 2025 **Grupo Lamosa celebrated 135 years of history**, consolidating its position as one of the few Mexican centennial companies that have successfully evolved, innovated and grown sustainably both at home and abroad.

1890

Compañía Manufacturera de Ladrillos Monterrey is founded.



1929

The company is acquired by Bernardo Elosúa Farías and Viviano L. Valdés, and renamed Ladrillera Monterrey, S.A.

1933

Manufacturing of wall tiles, floor tiles and clay blocks begins.



1951

Company shares start trading on the Mexican Stock Exchange.

1957

The Adhesives Business is launched with the Crest brand.



2004

Operations begin at the Benito Juárez, N.L., tile plant, strengthening the luxury segment.

2001

The Niasa brand joins the company's portfolio after the acquisition of Industrias Niasa.



1998

The Perdura brand is added to the product portfolio following the acquisition of Adhesivos de Jalisco.

1995

The company is renamed Grupo Lamosa, S.A. de C.V.



1963

The Bathroom Fixtures Business begins operations through the subsidiary Sanitarios Azteca.





2004

Grupo Lamosa redefines its corporate identity in line with its vision of innovation and growth.



2007

The company divests the Galerías Valle Oriente and Plaza Cumbres shopping centers and consolidates its Tile Business with the acquisition of Porcelanite.

2015

The company focuses on the tiles and adhesives segments, divesting its bathroom fixtures business.



2016

Grupo Lamosa enters the South American market through the acquisition of Cerámica San Lorenzo, expanding operations to Argentina, Chile, Colombia and Peru.

2020

The company enhances its presence in Colombia with the acquisition of Eurocerámica.



2025

Construction begins on a state-of-the-art tile production plant in Tlaxcala (with an investment of US\$200 million) and the global operating model is consolidated.

2024

Grupo Lamosa introduces its new corporate image, reinforcing its value as an institutional, global, diversified and sustainable brand, with a dynamic, continuously-evolving and innovative culture.



2023

The Spanish company BaldoCer is integrated into the Tile Business, strengthening its high value-added product portfolio.

2022

The company enters the insulation and lightweight materials segment through the acquisition of FANOSA, a leading Mexican manufacturer of expanded polystyrene (EPS) products used primarily in the construction and packaging industries.



2021

Grupo Roca, a Spanish company with operations in Spain, Brazil and the United States, is integrated into the Tile Business.

Strategic Priorities

GRI 2-12, 2-13

In 2025's dynamic global environment, the Grupo Lamosa management team was guided by strategic priorities aimed at ensuring the organization's competitiveness:

During the year, following the acquisition of Baldocer in Spain, significant synergies were captured across operational, administrative and commercial areas, among others.

1

Strengthening Operational Efficiency

The company implemented operational excellence and technology-driven initiatives to optimize its cost structure and overall performance.

Technology and Artificial Intelligence (AI)



Implementation of artificial intelligence tools to enhance business efficiency, along with advanced technologies for monitoring production processes and improving energy efficiency.

Operational Flexibility



Strengthening of the organization's ability to adapt its processes and resources in an agile and efficient manner to respond effectively to market conditions in an environment of tariff uncertainty.

Horizontal Integration



Leveraging of operational synergies across recently-acquired business units, standardizing best industrial practices.

2

Consolidation of International Expansion

Grupo Lamosa focused on strengthening its global platform, transforming recent acquisitions into key drivers of growth.

European Hub



Positioning operations in Spain as a high-value export hub serving markets in Europe, North Africa and the Middle East.

Revenue Diversification



Mitigating local risks through a balanced mix of revenue streams in strong currencies and emerging markets.

3 Progress in Sustainability (ESG)

Sustainability has evolved from a peripheral initiative into a central pillar of the company's business model. In 2025, the execution of Grupo Lamosa's ESG strategy was focused on managing and achieving its [2035 objectives](#).

Decarbonization of production operations



through energy efficiency and heat recovery projects.

Quantification of Scope 3 emissions



across several of Grupo Lamosa's business lines. Additional information is available in the [Climate Action](#) section of the Environmental Management and Climate Strategy chapter.

Certifications



to obtain and maintain international standards (such as ISO 17889-1:2021 in Spain), validating the environmental sustainability of the company and its products.

Preparation to comply with new IFRS S1 and S2 requirements



mandatory for issuers starting in 2026. Additional information is available in the [Comprehensive Risk Management](#) section of the Corporate Governance chapter.

4 Driving Innovation

The company continues to prioritize innovation, not only in products, but also in business models and processes.

Value-added products



Development of large-format ceramic products with reduced thickness.

Digital Transformation



Digitalization of the customer experience and strengthening of the internal innovation culture through initiatives such as **Lamosa Ventures**.

Financial Performance

GRI 3-3

In a global economic environment characterized in 2025 by volatility in energy costs and a slowdown in the construction industry, Grupo Lamosa demonstrated the robustness of its diversification strategy and the prudence of its management. It focused on preserving profitability through operational efficiency, while continuing to invest in strategic projects that support its long-term competitiveness.

Financial discipline remains a key priority for the organization. This is assured through rigorous financial planning, continuous monitoring of key performance indicators, and the implementation of cost-saving and productivity initiatives across all business units.

Consolidated Financial Summary

Grupo Lamosa's financial performance over the past five years reflects its ability to sustain revenue growth, even in the face of demanding comparison bases and challenging market conditions.

GRUPO LAMOSA, S.A.B. DE C.V. AND SUBSIDIARIES (Figures expressed in millions of current pesos)

| | 2021 | 2022 | 2023 | 2024 | 2025 | VAR% |
|-----------------------------------|--------|--------|--------|--------|--------|------|
| RESULTS¹ | | | | | | |
| Net Sales | 27,187 | 35,412 | 31,572 | 33,945 | 35,218 | 4 |
| Foreign Sales ² | 10,363 | 14,868 | 11,919 | 14,392 | 14,986 | 4 |
| Foreign Sales / Net Sales | 38% | 42% | 38% | 42% | 43% | |
| Operating Income | 6,436 | 6,767 | 4,932 | 4,522 | 3,958 | (12) |
| Operating Income / Net Sales | 24% | 19% | 16% | 13% | 11% | |
| Comprehensive Financing Cost | 719 | 639 | (20) | 3,821 | 962 | (75) |
| Consolidated Net Income | 3,429 | 4,201 | 3,251 | 131 | 2,009 | |
| FINANCIAL POSITION | | | | | | |
| Total Assets | 32,312 | 36,051 | 43,816 | 47,145 | 45,624 | (3) |
| Total Liabilities | 18,954 | 20,177 | 27,692 | 28,990 | 27,217 | (6) |
| Stockholders' Equity | 13,358 | 15,873 | 16,125 | 18,156 | 18,407 | 1 |
| Book Value per Share ³ | 34.6 | 41.1 | 41.8 | 47.1 | 47.7 | 1 |
| CASH FLOW | | | | | | |
| EBITDA ⁴ | 7,334 | 8,102 | 6,206 | 6,208 | 5,832 | (6) |
| Capital Expenditures ⁵ | 5,601 | 4,008 | 8,950 | 1,282 | 2,884 | 125 |
| PERSONNEL | | | | | | |
| Total Employees | 9,737 | 11,299 | 11,543 | 10,829 | 10,960 | 1 |

(1) In accordance with applicable International Financial Reporting Standards (IFRS).

(2) Includes sales from foreign subsidiaries and export sales from Mexico.

(3) Based on a total of 385.8 million shares.

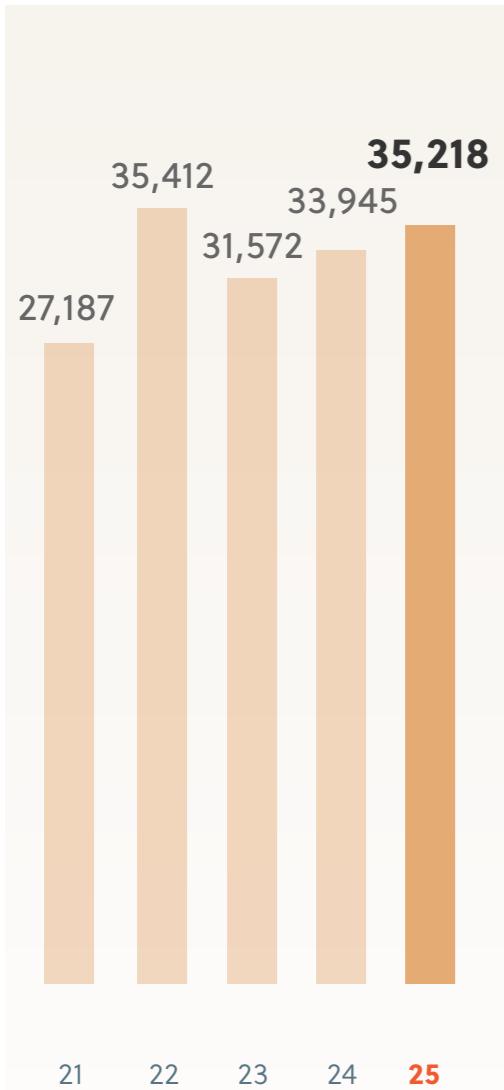
(4) Operating income plus depreciation, amortization and impairment.

(5) Includes investments in property, plant and equipment, intangibles and the acquisition of subsidiaries.



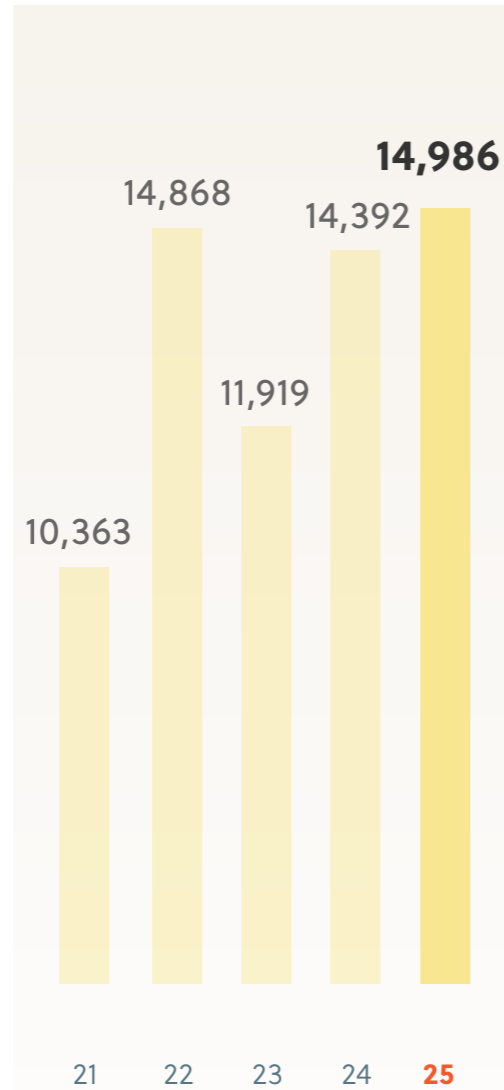
Net Sales

millions of pesos



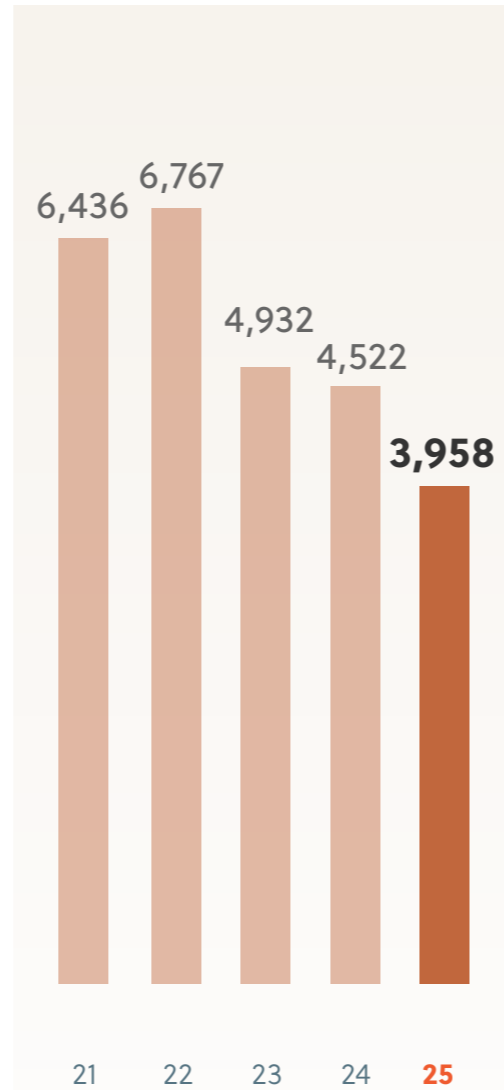
Foreign Sales

millions of pesos



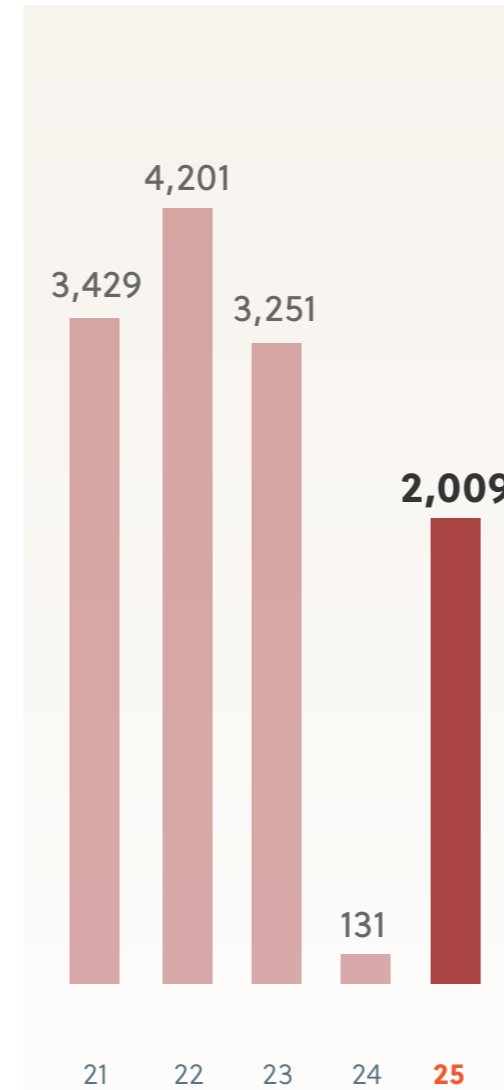
Operating Income

millions of pesos



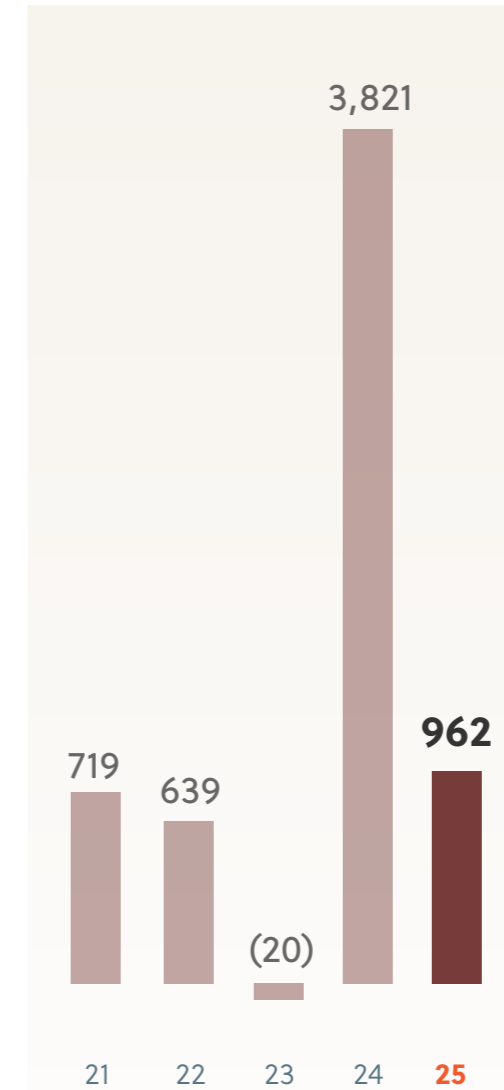
Consolidated Net Income

millions of pesos



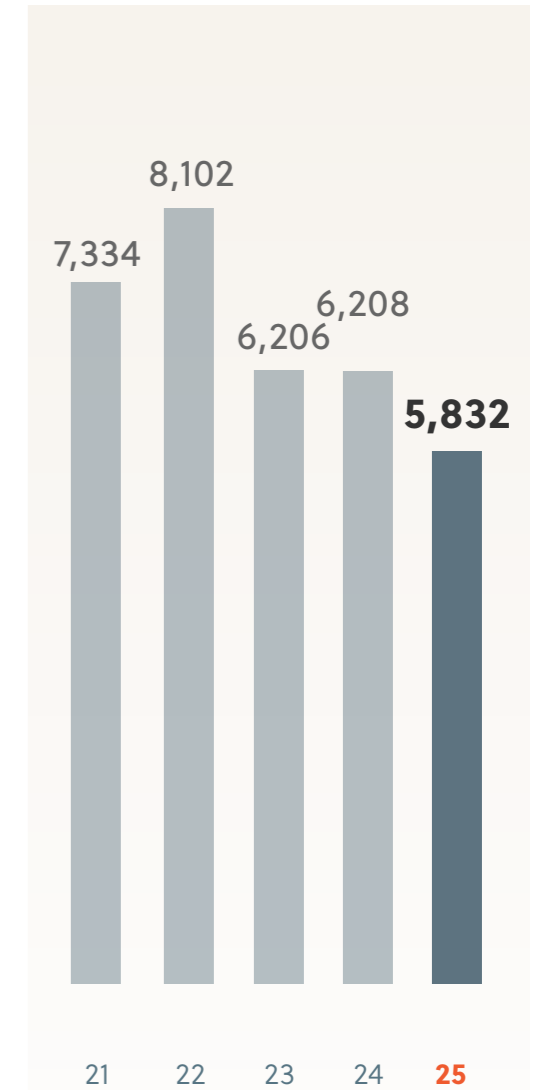
Comprehensive Financing Cost

millions of pesos



EBITDA

millions of pesos





Financial Performance

In an environment marked by a slowdown in the construction industry and elevated energy costs, Grupo Lamosa maintained its strong financial structure, enabling it to sustain operations and continue executing its capital expenditure plans in order to capture growth opportunities.

During 2025, the company made total investments of \$2,870 million pesos, primarily allocated to the expansion and technological modernization of production facilities, as well as the adoption of new information technologies. This amount includes the second and final payment related to the 2023 acquisition of the Spanish company Baldocer, for an amount equivalent to €71 million euros.

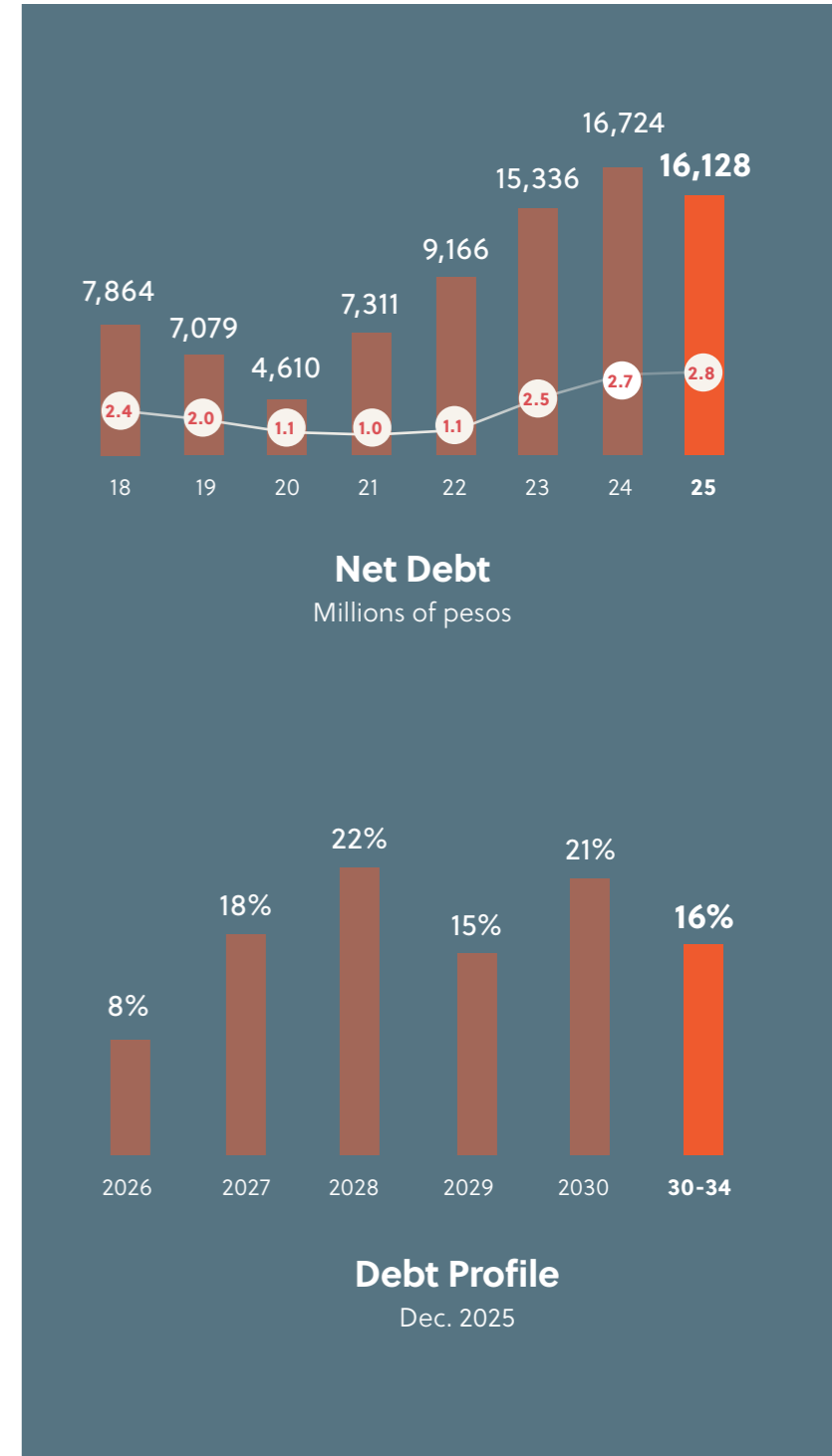
To further underpin its market positioning and offer high-value products, during the third quarter of the year the company announced the construction of a new high-productivity ceramic tile plant in Tlaxcala, Mexico. The project contemplates an approximate investment of US\$200 million, to be executed in phases over the next five years.

As of year-end 2025, Grupo Lamosa’s net debt was \$16,128 million pesos, a 4% reduction compared to the previous year. The Net Debt-to-EBITDA ratio was 2.8x, in compliance with the company’s financial obligations under its credit agreements and on a downward trend, which will support the company’s continued growth.

During the first quarter of the year, Grupo Lamosa’s Annual General Stockholders’ Meeting approved, among other items, the payment of a cash dividend of \$2.0 pesos per share, representing an 11% increase compared to the dividend declared in 2024.

In 2025, HR Ratings and Moody’s Local Mexico maintained the company’s “AA+” rating with a stable outlook, recognizing its revenue diversification, competitive market positioning and disciplined financial management, despite the challenging environment.

Grupo Lamosa will continue to execute a prudent financial strategy aimed at preserving its financial strength, maintaining its cash flow generating capacity, and strengthening its operational capabilities to support future growth.





Operating Performance

Tile Business

During 2025, the Tile Business faced a complex environment across all regions where it operates. The construction industry remained contracted, accompanied by weak demand, an unexpected tariff conflict with global impacts, and excess industry capacity that intensified competition.

Despite this situation, the business outperformed the industry, posting year-end sales of \$25,008 million pesos and an annual growth of 4%.

To strengthen its leadership in the competitive environment, the company approved the largest organic growth investment in the history of the business. A capital expenditure of US\$200 million is aimed at building a new high-productivity plant in Tlaxcala, under a five-year plan designed to enhance competitiveness and more efficiently serve the Mexican market.

Among the key achievements during the year was the startup of operations at a new high-technology plant in Argentina, focused on high value-added and large-format products, with the potential to serve the domestic market and open up new export opportunities.

Results in Spain exceeded expectations, enabling further progress in the integration of Roca and Baldocer operations into a single production hub. In addition, a new production line was launched in 2025 to support growth in high-value products and enhance customer service.

As part of the business's portfolio diversification strategy, commercialization of both ceramic and non-ceramic products, such as LVTs (Luxury Vinyl Tiles), was intensified through specific sales channels. Additionally, capabilities were developed to manufacture and market ceramic slabs for applications such as kitchen countertops and furniture. This category, which has gained share versus natural stone, complements the business offering with a commercial model distinct from the traditional approach.

Throughout the year, the Tile Business continued participating in trade fairs and exhibitions, both in Mexico and internationally, showcasing new product lines aligned with market trends. These included "Expo Obra Blanca" in Mexico, "Coverings" in the United States, "Revestir" in Brazil and "Cersaie" in Italy.

Additionally, in 2025 the Tile Business held the ninth edition of the Firenze Entremuros Prizes, recognizing the work of leading architects and interior designers in Mexico. The prizes highlight talent, quality, functionality and design, while promoting sophisticated, high-value ceramic products.

During the year, the Tile Business once again demonstrated its agility in adapting to changing environments, maintained and strengthened its leadership across its markets, and expanded its ability to capitalize on opportunities in both traditional markets and new growth avenues.

Growth 2024 - 2025

+4%

25,008

24,115

24

25

Net Sales

millions of pesos



Adhesives and Insulation Business

During 2025, the Adhesives and Insulation Business faced a complex environment characterized by a continued slowdown in the construction industry, particularly in new construction. Sector uncertainty led to the cancellation and suspension of projects, further impacted by tariffs that affected material availability, costs and the competitiveness of several products within the company's portfolio. This context had a significant impact on FANOSA's Insulation and Lightweight Materials Business.

Despite the challenging conditions and limited market dynamism, the Adhesives Business outperformed the industry, achieving sales of \$10,205 million pesos, representing an annual growth of 4%. This achievement is particularly noteworthy given the high comparison base resulting from the business's record performance in 2024.

Among the year's key achievements was double-digit growth in stuccos, one of the company's strategic priorities. The market is adopting these products well as an alternative to traditional mortar and plaster.

During the year, the new FANOSA plant in Rosarito, Baja California, designed to serve the insulation market in Southern California, began operations.

International Adhesives operations also delivered strong performance, with both Chile and Guatemala reporting double-digit revenue growth, expanding the business's presence outside Mexico.

In terms of innovation, progress was made in developing products with lower environmental impact, reduced water requirements for installation and lower CO₂ emissions. These solutions respond to increasing demand from builders seeking sustainability certifications and the benefits associated with green construction.

Throughout the year, the Adhesives Business participated in various trade fairs and exhibitions, including "Obra Blanca" in Mexico City. It also carried out national campaigns such as "Nobody Installs Floors Like Crest" and organized events such as "Installer Day" to promote its products and enhance installer loyalty.

The Adhesives and Insulation Business is well positioned to continue diversifying and expanding its portfolio, accelerating growth in complementary product lines such as stuccos. It will also continue strengthening its international operations and implementing initiatives to drive sales of insulation and lightweight materials.

Growth
2024 - 2025
+4%



Net Sales
millions of pesos



Corporate Governance

GRI 2-9, 2-10, 2-11, 2-15, 2-16, 2-19, 2-20; NIS C.1, C.3

The average tenure of the Board of Directors is 21 years.

Grupo Lamosa's corporate governance structure constitutes the foundation upon which the trust of its stockholders and stakeholders is built. The company operates under a framework of policies, processes and practices aligned with national and international standards, ensuring transparent, ethical management focused on sustainable value creation.

Governance Structure

(GRI 2-12, 2-13; NIS C.3)

The **General Stockholders' Assembly** is the company's highest governing body, delegating strategic direction and management oversight to the Board of Directors. It is responsible for approving the annual performance reports presented by the Chief Executive Officer and the Board of Directors.

In addition, it is responsible for appointing or ratifying members of the Board of Directors, as well as members of the Audit Committee and the Corporate Practices Committee. In accordance with the company's bylaws, stockholders holding at least 10% of the capital stock have the right to appoint a proprietary board member.

Board of Directors

(GRI 2-9, 2-11, 2-19, 2-20; NIS C.1)

The **Board of Directors** is responsible for defining the organization's strategic direction, overseeing operations and approving key business and sustainability decisions. It is also responsible for managing operational risks, allocating budgets and evaluating senior management performance, among other duties.

Composition

The Board is composed of 12 members, characterized by a balance between experience and external perspective. Most members possess strong expertise in the industrial sector and hold executive positions in prestigious Mexican companies.

Board members serve one-year terms, with the possibility of unlimited re-election, and the appointment of each member is carried out in accordance with **Grupo Lamosa's bylaws**. Independent members must comply with the requirements established in Article 26 of the Mexican Securities Market Law to avoid any conflicts of interest.*

Independence

Fifty percent of the Board members (six directors) are independent, exceeding the minimum of 25% required under the Mexican legal and regulatory framework. This strengthens objectivity in decision-making and protects the interests of minority stockholders.

The Chief Executive Officer, as a member of the Board, together with the other five members, are classified as related directors.

Meetings and Compensation

During 2025, five ordinary meetings were held, with an average attendance rate of 97%. A majority attendance is required for meetings to be legally valid.

To ensure effective decision-making, agenda topics are communicated in advance, and resolutions are adopted through a formal voting process. Board members meet on a quarterly basis and receive fixed compensation for their participation and attendance at Board and committee meetings, as approved by the General Ordinary Stockholders' Assembly.

Leadership

The Board of Directors is chaired by Mr. Federico Toussaint Elosúa.

Except for the Chairman, who also serves as Chief Executive Officer, none of the companies where Board members are employed has any business relationship with Grupo Lamosa.

Regarding Board members' shareholding, approximately 52% of Grupo Lamosa's capital stock is controlled by members of the Elosúa and Valdés families, primarily through a trust.

- No Board member holds a direct ownership stake greater than 1.0% of the capital stock.
- The remaining 48% is held by the general investing public.
- No government entity (domestic or foreign) is known to hold any ownership stake in Grupo Lamosa.

* All board members submit a declaration of independence to the Chairman, stating that they are not influenced by personal, financial or economic interests.

Composition of the Grupo Lamosa's Board of Directors in 2025

| MEMBERS OF THE BOARD OF DIRECTORS | Position (Related or Independent Director) | Years of Service | Industry Experience | Audit Committee | Corporate Practices Committee |
|---|---|------------------|----------------------------|-----------------|-------------------------------|
| Federico Toussaint Elosúa Chairman and CEO of Grupo Lamosa | Related | 37 | Industrial | | |
| Bernardo Elosúa Robles Independent Consultant | Related | 33 | Industrial/ Financial | | |
| Guillermo Barragán Elosúa CEO of Hidrobart | Related | 33 | Industrial | | |
| Armando Garza Sada Former Chairman of the Board of ALFA | Independent | 29 | Industrial | | Chairman |
| José Manuel Valverde Valdés Independent Consultant | Related | 28 | Industrial / Financial | | |
| Javier Saavedra Valdés Professional Painter | Related | 28 | Art | | |
| Miguel Eduardo Padilla Silva Former CEO of FEMSA | Independent | 22 | Industrial | | |
| Maximino José Michel González Chairman and CEO of 3H Capital | Independent | 17 | Industrial/ Commercial | | |
| Antonio Elosúa González Co-Chairman of the Board of Grupo U-calli | Related | 8 | Industrial/ Real Estate | | |
| Eugenio Clariond Rangel Executive Chairman of Grupo Cuprum | Independent | 5 | Industrial | Chairman | |
| Rodrigo Fernández Martínez CEO of Sigma Alimentos | Independent | 4 | Industrial | | |
| Eduardo Garza T. Junco Chairman of Grupo Frisa Industrias | Independent | 3 | Industrial | | |

Supporting Committees

GRI 2-9

To ensure the effective performance of its functions, the Board of Directors is supported by two key committees, primarily composed of independent members: the Audit Committee and the Corporate Practices Committee.

Audit Committee

The Audit Committee's primary responsibility is to oversee the internal control and audit system of the company and its subsidiaries. It also evaluates and advises on the company's financial information, legal compliance, potential risks and applicable accounting policies.

Additionally, the committee acts as a liaison between the Board of Directors and both internal and external auditors, and is responsible for reporting any critical issues affecting the company to the Board.

Corporate Practices Committee

The Corporate Practices Committee is responsible for appointing and evaluating members of the executive team. It also determines their compensation, both fixed and variable, with the latter linked to the achievement of the company's objectives and to individual performance.

Additionally, the committee monitors any potential conflicts of interest involving members of the Board of Directors.

For advisory purposes, the Board of Directors is also supported by a Finance Committee, primarily composed of independent directors, which focuses on the evaluation of financial and investment strategies.



Executive Leadership Team



Federico Toussaint Elosúa
Chairman of the Board and Chief Executive Officer
34 years with the Company

Industrial and Systems Engineer from ITESM, with an MBA from IPADE. He has served as Grupo Lamosa's Chief Executive Officer since 1992 and as Chairman of the Board since 1998. He has chaired organizations such as COPARMEX Nuevo León and CAINTRA, and currently serves as a National Board Member of COPARMEX. He is a member of the boards of Grupo XIGNUX, Grupo ICONN, Universidad de Monterrey, Vidusa and IPADE Business School, and serves as a Regional Advisor to Banco de México, Scotiabank and the Mexican Business Council.



Jorge Antonio Touché Zambrano
Chief Financial and Administrative Officer
14 years with the Company

Chemical Engineer from ITESM, with an MBA from the University of Texas and a Master's in International Management from Thunderbird. He has served as Chief Financial and Administrative Officer of Grupo Lamosa since 2018. Between 2005 and 2012, he led planning, business development and finance for the company's Tile Business. From 2012 to 2018, he was CFO of Grupo Alen.



Rolando Lozano Lozano
Tile Business Vice President
12 years with the Company

Industrial and Systems Engineer from ITESM, with an MBA from Harvard Business School. He has served as Tile Business Vice President since 2024. Previously, he held positions such as Director of Porcelanite, Commercial Director for Mexico, and Country Manager for Mexico and Central America.



Jorge Manuel Aldape Luengas
Adhesives Business Vice President
41 years with the Company

Industrial and Systems Engineer from ITESM, with Master's degrees in Administration and Finance from ITESM and in Senior Management from IPADE. He has served as Adhesives Business Vice President since 1993. Previously, he held roles such as General Manager of Crest, General Manager of General de Minerales, and Finance Manager of its Chemicals-Mining Division.



Germán Alvarado Paredes
Human Resources Vice President
4 years with the Company

Chemical Engineer from ITESM, with a Master's degree in Administration specializing in Finance from the University of Texas and EGADE. He has served as Human Resources Vice President since April 2021. Previously, he held executive positions in Human Resources at CEMEX.

Grupo Lamosa's day-to-day management is entrusted to an **executive team with extensive experience in the industry**, who are responsible for executing the company's corporate strategy under the supervision of the Board of Directors, leading its digital and operational transformation, and managing business risks in a global environment.

The Board of Directors is responsible for the appointment of the Chief Executive Officer and other senior executives. Executives' variable compensation is directly linked to performance. Short-term compensation is based on operational and financial indicators, while long-term incentives are tied to stockholder returns, considering capital and debt metrics.



Culture of Compliance and Integrity

GRI 2-23, 2-24, 2-25, 2-26, 2-27, 205-2; NIS C.6

Integrity is a non-negotiable value for Grupo Lamosa. The company's culture of compliance is structured through a robust framework led by the Ethics Committee. This committee is composed of the Chief Executive Officer, the Human Resources Vice President, the Chief Financial and Administrative Officer, and the Chief Internal Auditor. The Ethics Committee reports to the Audit Committee, which in turn reports to the Board of Directors.

The Ethics Committee's key responsibilities include:

- **Analyzing, investigating and ensuring appropriate resolution of all reports received through the Transparency Hotline.**
- **Periodically reviewing the Code of Ethics.**
- **Conducting training sessions on the Code of Ethics and administering perception surveys regarding the reporting channel.**

The work of Grupo Lamosa's Ethics Committee is supported by the following mechanisms:

Code of Ethics

This governing document establishes the expected standards of conduct and the core values applicable to Board members, executives, employees and business partners. Its extensive availability ensures that all operations, transactions and stakeholder relationships are conducted in a responsible and transparent manner.

The Code of Ethics is complemented by diverse policies that form the company's regulatory framework, including:

- **Anti-Corruption and Anti-Money Laundering Policy**
- **Confidentiality Policy**
- **Conflict of Interest Policy**
- **Diversity Policy**

Transparency Hotline

The company provides employees and third parties with a secure, confidential and anonymous reporting channel (managed by an independent third party) to report potential violations.

- Telephone: **800 7LAMOSA** (800 7526072)
- [Website](#)
- Email: lineatransparencia@lamosa.com

Every two years, the company conducts a survey among employees to assess the effectiveness of the reporting channel. The most recent evaluation was carried out in 2025, and the results are publicly available on Grupo Lamosa's website.

[View the latest Transparency Hotline evaluation results](#)

Anti-Corruption

The company maintains a zero-tolerance policy toward corruption. All employees receive periodic training on ethics and regulatory compliance. Additionally, all new employees receive training in the Code of Ethics during the onboarding process and sign a commitment letter agreeing to comply with its provisions. They must also submit a conflict-of-interest declaration, which is renewed at least every two years.

During 2025, efforts were intensified to ensure full adoption of Grupo Lamosa's culture and Code of Ethics across recently acquired operations, such as Baldocer, through awareness and communication sessions.

As part of its ethical commitment, Grupo Lamosa makes no financial contributions to any political party or government entity. Furthermore, as a result of its compliance efforts, based on internal criteria (including economic magnitude, nature and level of

authority involved, reputational risk, potential operational impact and personnel involved), no significant cases of non-compliance, legal action or material monetary losses related to unfair competition, monopolistic practices or anti-competitive behavior were recorded during the reporting period.

Cases of non-compliance identified through the reporting channel during 2025 are detailed in [Appendix 1.6: Key ESG Indicators](#).

Comprehensive Risk Management

GRI 2-23, 2-24, 2-25, 2-26, 205-2; NIS C.4

Grupo Lamosa employs a systematic methodology for the identification, assessment and mitigation of risks that could affect business continuity and the achievement of its objectives. The process is coordinated by the Internal Audit Department and overseen by the Audit Committee of the Board of Directors.

This institutional approach is also reflected in the Comprehensive Risk Management Policy, which defines the guidelines and methodologies for assessing operational and strategic risks.

Each business unit has a Risk Committee composed of senior executives from key areas, ensuring a comprehensive risk management approach. The committees collaborate with the Internal Audit and Corporate Controllershship teams to identify and assess significant risks affecting operations, as well as to develop specific mitigation action plans.

The following table outlines the main risks associated with Grupo Lamosa's operations, together with the actions the company has implemented for their management.





Main Risks for Grupo Lamosa

| Risk | Description | Management details |
|---------------------------------------|--|--|
| FINANCIAL | | |
| Fluctuations in exchange rate | There is a potential risk due to Grupo Lamosa having a commercial presence in different countries and obtaining revenue streams in the local currency of each of them. Given that the financial results are reported in Mexico, the company's income and financial performance could be affected by the strength of the peso against other currencies. | The company's Financial Advisory Committee supports the Board of Directors, which is the main body managing financial risks. Ultimately, financial derivative schemes are contracted to link debt repayments to the local currencies where revenue is generated. |
| Business liquidity and debt control | There is a potential risk related to the company's capacity to ensure the liquidity necessary to cover operating expenses and to settle the debt acquired by each of its subsidiaries. | The company seeks to mitigate its businesses' liquidity risk and control credit debt through its debt reprofiling strategy. This strategy consists of periodically renegotiating debt conditions to obtain better terms and interest rates, thereby freeing up cash flow and contributing to growth. |
| Increase in input prices | There is a potential risk related to input price increases, reflecting possible rises in the cost of natural gas and electricity, the company's main energy sources, the cost of local primary inputs (inflation) and diverse other costs related to the production processes. | Ultimately, with the support of the Finance Committee, the need to hedge natural gas consumption through financial instruments and thereby provide certainty in the cost of supply is evaluated. |
| STRATEGIC | | |
| Customer satisfaction and brand value | There is a potential risk related to the company's ability to anticipate possible changes in surface-coverage trends, which would mainly affect the Tile Business. However, Grupo Lamosa encourages the development of new products that provide a differentiating value. It also focuses on product quality and safety, especially for the Adhesives Business, avoiding any potential negative impact on the health and safety of the end customer. | Specific innovation committees identify new market trends; co-creation initiatives with distributors are implemented in order to improve product quality and attributes; the company has introduced digital sales channels; and brand perception studies are carried out annually. |
| Local and international competition | There are companies in Mexico and in countries such as the United States, Spain and Brazil whose products could compete with Grupo Lamosa's in terms of quality and price, which could decrease customer preference and thus the company's market share. | Grupo Lamosa's good financial performance has enabled it to grow geographically, with the acquisition of well-known companies such as FANOSA and Baldocer. This has enhanced its competitiveness in the different countries where it operates. |
| Intellectual property | The company's property rights may be affected by potential imitations and replicas of its products and/or manufacturing designs and/or processes. Any of these possibilities could have an adverse effect on the business's operating and financial results. | Grupo Lamosa has a legal team specialized in the protection of intellectual property, tasked with registering patents and trademarks. It also has confidentiality policies which are communicated to Grupo Lamosa's different commercial partners and to company personnel. |



Main Risks for Grupo Lamosa

| Risk | Description | Management details |
|--|--|--|
| OPERATING | | |
| Attraction and retention of specialized technical talent | The lack of specialized personnel in the sector could significantly affect production processes and result in a potential loss of the company's existing talent. | Specific training and career development models are in place, as well as an attractive compensation scheme for all employees. |
| Collective labor contracts | In order to avoid any type of interruption in the production processes, it is important to guarantee robust, fair and transparent relations with all employees who have a collective labor contract. | The company complies with, and respects, the right of employees to form part of a labor organization, as indicated by Mexican Federal Labor Law and the applicable legislation in the countries where it operates. |
| Shortage of raw materials | There is a potential risk from interruptions in the supply chain, reflecting a lack of qualified local suppliers to guarantee a continuous and efficient supply both in Mexico and in the other countries where the company operates. | Grupo Lamosa operates with commercial strategies that enable the diversification of its portfolio of suppliers, as well as effective input planning and inventory management. In parallel, efforts are continuously made to train and support local suppliers. |
| REGULATORY | | |
| Political and economic context | There is a potential risk that events, such as new trade agreements between countries or economic regulations, could affect or limit the company's commercial activities, and that social or political instabilities may arise in the different markets where Grupo Lamosa operates. | The company is present in nine countries, which reduces the impact that social, political and economic aspects in a given country could have on its business activities, and constantly monitors the situation in the different countries. |
| Legal, environmental, health and safety noncompliance | Grupo Lamosa operates with policies and procedures related to the health and safety of its employees and regulatory compliance. However, risks related to the health and safety of employees may arise, as well as related to possible impacts on the environment, especially with regard to water management and use, and waste generation. | <p>Grupo Lamosa strictly adheres to the regulatory and legal framework in force in the countries where it operates.</p> <p>Through the Grupo Lamosa Code of Ethics, company employees are trained to avoid possibly undesirable practices in the organization that could lead to legal noncompliance. The Code also applies to the company's business partners.</p> <p>Audit processes are carried out to identify possible internal risks.</p> <p>Regarding environmental issues, the company has implemented a sustainability strategy, which addresses environmental management aspects over and above compliance with the law, for the benefit of society.</p> <p>In terms of health and safety, Grupo Lamosa has a proprietary management system based on the recommendations of the international Occupational Safety and Health Administration (OSHA) 18001 standard.</p> <p>To ensure compliance with occupational safety and environmental regulations, the company operates with a digital platform presenting the main regulations, standards and permits, making it easier to comply with them and anticipate potential changes.</p> |

Grupo Lamosa has identified three possible emerging risks that have become increasingly important in recent years, both at the sectorial level and in other related industries, and for which measures are being implemented for the short and medium term to mitigate their impact and guarantee effective management.

Climate Change

Climate change effects range from physical risks, such as floods or natural events that may affect production centers and compromise the availability of raw materials due to permanent damage to local biodiversity, to transition risks that progressively limit the use of traditional energies and fuels, while at the same time hindering access to renewable energies. This is particularly marked in certain countries.

Cybersecurity

The protection of the personal data of distributors, suppliers, business partners and customers, as well as the company's documents, processes and information, is of vital importance.

Technology for Production Processes

The company must keep abreast of technological changes and innovations in the sector that could require the acquisition of new techniques, materials and/or tools, thereby assuring that it remains at the forefront of the market and adapts to the changing trends.

Reinforcing the Risk Management Framework

In line with its commitment to transparency and the early adoption of international reporting standards, during 2025 Grupo Lamosa conducted a study to identify and quantify risks related to business sustainability.

As part of the risk identification and prioritization process in accordance with IFRS S1 and S2, the company evaluated sustainability and climate-related factors that could reasonably affect its cash flows, financial position and operating performance in the short, medium and long term. The main risks identified include:

Increase in energy costs, driven by volatility in fuel prices—particularly natural gas—and the high energy consumption inherent to the company's production processes, especially in industrial kiln operations. This risk could generate significant pressure on operating costs and margins and is further intensified by the transition toward low-carbon economies, which requires the continuous adaptation of the company's operational and technological strategy.

High dependence on specific energy sources, such as natural gas, in the countries where the company operates may create vulnerabilities to changes in the availability, regulation or pricing of these inputs. This could affect operational continuity and limit the company's ability to respond to disruptions in the energy supply required for critical processes.

Water scarcity, particularly in regions facing water stress, where inadequate resource management could lead to operational disruptions, increased costs and reduced profitability. This risk highlights the importance of expanding water efficiency, reuse and comprehensive water management strategies across the company's operations.

Through this exercise, the company enhances its resilience and ensures that its business strategy is capable of responding to climate-related challenges in a global environment.



Cybersecurity

GRI 3-3; NIS C.7, C.8

In the context of increasing digitalization and the adoption of artificial intelligence tools, cybersecurity has become a critical governance priority.

Strategy

The company operates under an enterprise-grade security approach aligned with international standards such as the NIST (National Institute of Standards and Technology) framework. This cybersecurity strategy is also based on ISO 27000 standards, is preventive in nature, and is structured around three key pillars:

People - Technology - Processes.

Grupo Lamosa's cybersecurity strategy is led by the *Information Security Committee*, responsible for establishing and implementing a governance framework and control environment focused on information protection. The committee includes the Chief Financial and

Administrative Officer and representatives from the company's business units and corporate functions, and is led by the Information Technology Department.

Additionally, the company has a *Corporate Information Security, Risk Management and Confidentiality Policy*, which defines the guidelines necessary to ensure the proper use and protection of Grupo Lamosa's data and assets. During 2025, this policy was reviewed and upgraded to align with the NIST CSF 2.0 framework, incorporating stricter controls over data protection and business continuity.

Culture

The Information Security Program is a key pillar of the company's cybersecurity strategy and integrates robust controls to protect systems, information and corporate devices, as well as ongoing training and awareness programs for employees.



During 2025, key initiatives focused on:

Enhancing the technological cybersecurity posture through the implementation of advanced controls for internet-facing applications and upgraded protection of operational technology environments and industrial networks.

Strict access management and protection of critical information, including mandatory multi-factor authentication, automated audits and protocols for the secure use of generative artificial intelligence.

Development of organizational cybersecurity capabilities through continuous training programs and awareness campaigns which reached more than 83% of employees in 2025.

Incident prevention and detection through penetration testing, social engineering simulations and continuous monitoring, maintaining risk indicators below industry averages and without any significant information security incidents reported.



Innovation, Efficiency and Responsible Business

GRI 3-3



Grupo Lamosa is committed to the highest quality standards and promotes innovation as a cornerstone of continuous improvement. The company maintains its commitment to process standardization across all operations, complemented by digital and sustainable solutions.

Operational Excellence Model

Grupo Lamosa's Operational Excellence Model (OEM) is managed by the company's Operational Excellence Department. Its objective is to drive continuous improvement in processes, ensure efficient operations and deliver higher value to customers. The model comprises eight strategic pillars and 23 specific techniques aimed at maximizing performance across all areas of the company.

Through this model, plants can obtain internal certifications based on the evaluation of key performance indicators and operational practices. This ensures that operations comply with the safety and quality standards defined for each business.

As of year-end 2025, the results were reflected in the following certifications: the Tile Business has 8 Bronze and 5 Silver Plants; the Adhesives Business has 5 Bronze and 5 Silver plants; and the Insulation and Lightweight Materials Business has 1 Bronze plant.

As a complement to this model, Grupo Lamosa has implemented a *Customer Experience Map* methodology to improve the customer experience. This tool enables the identification of key interaction points between customers, distributors and the brand, facilitating the detection of improvement opportunities throughout the purchasing process.

Based on these analyses, action plans are designed and implemented to optimize the customer experience and align operations with customer expectations.

TILE BUSINESS



LURÍN 3 PLANT

Improvement in plant productivity by increasing the production capacity of Line 1



GRES PLANT

Increase in Kiln 5 efficiency



SOPÓ PLANT

Reduction in single-mix cost through the elimination of pozzolan

ADHESIVES AND INSULATION BUSINESS



FANOSA QUERÉTARO

Reengineering of the Querétaro plant logistics process



PERDURA®

PERDURA TIZAYUCA PLANT

Reduction in stretch-film consumption



CREST MONTERREY

Improvements in pallet quality and cost efficiency

Kaizen Awards

To foster a culture of innovation, Grupo Lamosa promotes the Kaizen Awards initiative, which annually recognizes the most outstanding internal projects for their contribution to innovative solutions that drive continuous improvement and operational efficiency.

The winning projects in 2025 were:

Leaders of the winning projects presented their results directly to the Chief Executive Officer, reflecting the company's institutional commitment to continuous improvement and employee participation in business transformation.

100% of tile production in Mexico and Brazil is ISO 9001 quality certified.

75% of adhesives production is ISO 9001 quality certified.

10% of insulation and lightweight materials production is ISO 9001 quality certified.

In 2025, the company launched the **Innovation Cup**, an initiative aimed at areas such as Finance and Human Resources, with the objective of extending continuous improvement beyond manufacturing. This initiative promotes innovative ideas and projects in administrative and strategic processes, fostering a culture of transformation across the organization.

Additionally, Grupo Lamosa was selected as a finalist in the international **Lean Diamonds** competition, a recognition that highlights best practices in operational excellence at a global level. This distinction positioned the company alongside other leading organizations, reaffirming its progress in innovation, competitiveness and world-class standards.

Grupo Lamosa also participated in a hackathon focused on solving operational and commercial challenges. This multidisciplinary initiative enabled collaboration among diverse expert teams, the agile development of solutions, and the identification of opportunities to optimize processes, enhance customer experience and accelerate the adoption of new technologies.



Innovation and Digital Transformation

GRI 3-3

In 2025, Grupo Lamosa made significant progress with its digital strategy, strengthening digital capabilities across key processes, accelerating the implementation of innovative solutions aimed at operational efficiency, and advancing the integration of tools that support data-driven decision-making.

These efforts have contributed to driving the company's competitiveness, optimizing its value proposition for customers and preparing the organization for emerging challenges in the global environment.



In addition, an enterprise platform was set up to enable the secure use of generative artificial intelligence by all employees, ensuring data protection and the confidentiality of sensitive information. This tool, integrated as a digital assistant, has transformed the organization's working dynamics by enhancing efficiency and productivity.

More than 1,300 employees use artificial intelligence every month, which has resulted in measurable productivity gains.

Among the most notable cases of the use of artificial intelligence is an AI agent designed for the sales force, enabling real-time queries on inventory and products through a digital application, thereby reducing response times and enhancing service to distributors.



Digital Culture

GRI 3-3

The **Productivity Pillars** program is a strategic initiative launched in 2025 to accelerate the adoption of digital practices across the organization. It addresses six key domains for modern performance: generative artificial intelligence, time management, task management, information management, process automation and digital collaboration. Through these pillars, the company promotes more agile, efficient ways of working aligned with its transformation strategy.

As a complement, the Digital Rally initiative was launched, along with a self-assessment exercise designed to evaluate individual digital maturity levels. This process enables the identification of gaps and development opportunities, strengthening the company's digital culture through each employee's experience and capabilities.

These actions were supported by adoption programs and toolkits that include specialized courses, practical workshops and mentoring, contributing to the progressive, guided and sustainable implementation of new technologies in daily operations.

As part of the strategy to strengthen relationships with key customers, the company has developed two mobile applications focused on loyalty programs for sub-distributors and architects. These platforms enable reward management, product consultation and access to exclusive benefits, creating a more personalized experience and increasing customer loyalty in these key segments.

Manufacturing 4.0

In terms of industrial modernization, the company began developing a **Manufacturing Execution System (MES)** based on **the Internet of Things (IoT)** and Industry 4.0 technologies, enabling real-time connectivity between machines, sensors and production systems.

This advancement will facilitate automated data collection, performance monitoring, operational traceability and data-driven decision-making through advanced analytics, in order to optimize costs and increase productivity and quality in the manufacturing processes.

Additionally, the use of artificial intelligence algorithms was expanded to provide operational recommendations at critical stages of the production process, supporting teams in adjustment, control and deviation-prevention tasks. This technological integration contributes to improved efficiency, reduced waste and more precise, safe and competitive operations.





Responsible Supply Chain

GRI 3-3, 2-6

Grupo Lamosa recognizes that collaboration with suppliers who share its commitment to continuous improvement and sustainability is essential to ensure operational continuity and meet customer expectations. Accordingly, it promotes long-term relationships with its supply chain, based on trust, transparency and compliance with the highest industry quality standards.

Supplier selection is based on key criteria such as product quality, technical capabilities, service level and compliance with applicable local regulations. Additionally, all suppliers must adhere to the company's Code of Ethics, ensuring that business relationships are conducted under principles of integrity, responsibility and respect for best industry practices.

All suppliers adhere to the company's Code of Ethics.

During the year, Grupo Lamosa maintained a priority focus on operational efficiency, implementing initiatives aimed at cost reduction and enhancing service levels across all operations. These efforts extended beyond internal optimization to enhancing the end-customer experience, ensuring timely and reliable deliveries.

The company also worked to accelerate the introduction of new products, capitalizing on commercial opportunities and market gaps in a highly competitive environment. These actions have become a strategic priority to maintain operational strength and reinforce the company's positioning across its markets.

The organization maintains a clear definition of critical suppliers, distinguishing between global strategic suppliers and local critical suppliers, based on the nature of the inputs and their impact on production continuity.

Supplier selection and evaluation are currently based on technical and quality criteria. The qualification process for new raw materials or other input suppliers involves extensive testing to ensure product stability in aspects such as tone, size, finish and technical performance.

Grupo Lamosa conducts technical and operational audits of certain strategic suppliers, focusing on production processes, technical capabilities, service levels and quality consistency. Evaluations include on-site visits and structured feedback aimed at continuous improvement.

In recent years, supplier development initiatives have been enhanced, particularly with smaller companies that have been progressively supported to increase their participation and supply volumes, always under the demand for strict technical and quality standards.

In markets such as Mexico, a significant proportion of procurement spending is directed to small and medium-sized enterprises, reflecting efforts to strengthen local ecosystems while considering the technical and production limitations of certain specialized inputs.

The strategy to create a more responsible supply chain is conceived as an evolving process, requiring technological maturity among suppliers, the availability of industrial-scale solutions and a structured implementation that does not compromise operational continuity or product quality.



Customer-centric Approach and Sustainable Portfolio

GRI 3-3, 416-1; SASB CG-BF-250A.1, CG-BF-410A.1



Customers are at the center of Grupo Lamosa’s business strategy, so the company develops solutions that respond to market trends and global sustainability challenges. Through a responsible and innovative portfolio, it seeks to generate long-term value, not only through product performance, but also through contributions to personal well-being, construction efficiency and responsible resource use.

Construction and remodeling processes begin in the digital environment, where consumers seek inspiration and information through different platforms and devices. Today, social media represents one of the main sources of reference for making purchasing decisions.

The solutions Grupo Lamosa has implemented include simulators and rendering tools that allow customers to visualize spaces using the company’s products. These tools are available for different customer segments and are integrated with the distribution network, enabling real-time inventory consultation and supporting faster, more accurate purchasing decisions.

In addition, the commercial and marketing teams in Spain were reorganized and strengthened, leveraging synergies in the region. This has enabled more precise market segmentation, as well as the development of commercial tools and support materials aligned with European design trends, underpinning brand presence in the region.



Talent Development

GRI 3-3

A total of 10,960 employees make up the Grupo Lamosa team.

Human Capital Management

Grupo Lamosa recognizes its workforce as the cornerstone of its success. Accordingly, it promotes a positive, safe and inclusive work environment that fosters collaboration, comprehensive development and employee well-being, while advancing initiatives to attract, retain and develop highly skilled talent.

In addition to providing statutory benefits in all countries where it operates, the company offers additional benefits that enhance employees' quality of life and strengthen the corporate culture, a sense of belonging and an environment where each individual feels valued and recognized.

56% of employees are covered by collective bargaining agreements.



The company promotes balanced and constructive labor relations, recognizing the importance of union representation in its operations. Through coordinated efforts with the Human Resources Department, mechanisms have been established for the negotiation and continuous review of collective agreements, ensuring compliance with applicable legal frameworks and competitive labor conditions. This approach fosters a climate of trust, open dialogue and cooperation, contributing to the stability and sustainability of labor relations.

Development and Training

GRI 3-3, 404-2; NIS B.3, B.4

Grupo Lamosa promotes the continuous development of its talent through training initiatives tailored to the specific needs of each function and business unit. These programs aim to strengthen individual and collective performance, preparing employees to adapt to the changing environment and contribute value to the organization.

In the area of training and development, during the year the company laid the foundation for *Universidad Grupo Lamosa* (UGL), a strategic higher-education initiative aimed at standardizing, professionalizing and scaling learning processes at the corporate level. As part of this effort, progress was made in defining academy structures, training programs, content guidelines and governance models, as well as growing internal capabilities for digital content creation. These actions establish a continuous learning ecosystem aligned with the organization's present and future needs.

In addition, development programs for high-potential employees and rookies, and ongoing training initiatives continued during the year, focusing on strengthening key competencies and skills.

Administrative Staff Programs

| Leadership Model | Mentoring | Coaching |
|---|--|--|
| To enhance executive-level soft skills by providing management and people development tools. Program duration: 24 hours. | To provide employees with the opportunity to learn through one-on-one sessions with company executives. Prior to participation, mentors and mentees receive six hours of training. The program includes six mentoring sessions, each lasting one hour. | To develop managerial capabilities through specialized external consultants. |
| Rookies | High-Potential Leaders in Development | Women in Development |
| To develop recent graduates through rotations across different areas over approximately two years, identifying and enhancing their strengths. This initiative enables the identification of high-potential employees for key positions. | To develop leaders aligned with the company's values through structured development plans, preparing them with the competencies and experience required for current and future executive roles that contribute to achieving corporate objectives. | To develop women at mid-level entry positions identified as high-potential talent, to strengthen their skills and support their professional growth within the organization. |

Operational Staff Programs

| Advanced Technical School | Technical School in Mexico | Equipment-Specific Training |
|--|---|---|
| To strengthen the technical knowledge, in key areas such as chemical processes and defect analysis, of managers and technical personnel in the Tile Business plants. | To develop technical skills related to the production processes through the internal training of company employees. | To provide focused training in the use of equipment and facilities, particularly in plants developing new products. |



Employees receive an annual performance evaluation to identify opportunities for improvement in their career development plans.

Average training per employee in 2025: 7 hours.



Work Environment and Well-Being

GRI 3-3

The company conducts an annual organizational climate survey across its business units to evaluate and improve the work environment. This survey covers key aspects such as working conditions, motivation, satisfaction, recognition, training and organizational structure, providing important insights to identify improvement opportunities and reinforce employee engagement.

Human Resources analyzes the findings and develops action plans to address identified areas of opportunity. Progress with these actions is monitored periodically to ensure effectiveness.

The organizational climate survey includes specific questions to identify potential psychosocial risks, ensuring compliance with NOM-035 in Mexico and equivalent regulations in other countries. Additionally,

the company provides access to specialized psychological support services through a third party, offering employees assistance with personal matters and contributing to their overall well-being.

To further strengthen employee well-being, the company has implemented a comprehensive program with a wide range of professional services and support in areas such as human resources, physical and mental health, and legal issues. The program is currently available in two plants in Mexico, benefiting both employees and their immediate family members, and Grupo Lamosa plans to gradually expand coverage to additional production sites and the corporate offices.

The company recognizes employee loyalty and commitment through a special recognition event honoring those with more than ten years of service, attended by the executive team and the Chief Executive Officer.



Employee satisfaction was 83% in 2025.

Diversity and Inclusion

GRI 3-3; NIS B.1, B.2

Diversity is a fundamental pillar for Grupo Lamosa, as it is considered to be a key driver of innovation, growth and the development in an inclusive work environment. In this regard, the company is firmly committed to promoting the participation of women both within the organization and across the industry, through initiatives and opportunities that foster equity and strengthen the empowerment of female talent at all levels.

Grupo Lamosa has also made progress with the inclusion of people with disabilities through targeted actions in pilot locations. During the year, these efforts included analyzing

job structures and workforce distribution to identify inclusion opportunities, as well as implementing reasonable adjustments to enable inclusion. Additionally, the SUMA initiative was promoted and a Policy for the Inclusion of People with Disabilities was defined and approved, strengthening governance in the area.

Moreover, 56 recruiters were trained through the Inclusive Recruitment Workshop, and meetings were held with institutions specialized in the field, with the objective of reinforcing external partnerships and sharing best practices.

From recruitment to internal promotions, the company seeks to ensure equal opportunities. All related decisions are based on employee competencies and performance, without distinction based on gender or other personal characteristics.

To ensure a workplace free from discrimination, the company has a Code of Ethics and a Diversity Policy that establish clear behavioral guidelines for all employees. It also provides accessible, confidential and secure mechanisms for reporting any practices that contravene diversity, equity and inclusion principles.

Furthermore, to drive female development and leadership, specialized training programs are implemented to provide women with tools to grow their leadership, management and decision-making skills, facilitating their professional growth and access to positions of greater responsibility within the organization. The Women in Development program is just one example of these initiatives.

Looking ahead to 2026, the company aims to increase the inclusion of people with disabilities in its workforce, as well as to expand training and awareness programs across the organization.



Occupational Health and Safety

GRI 3-3, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8; SASB RT-CH-320A.2; NIS B.5, B.6

Employee safety and well-being are a strategic priority for Grupo Lamosa. The company has developed a proprietary safety model focused on prevention, aligned with the recommendations of the Occupational Safety and Health Administration (OSHA). This approach strengthens the safety culture across all operations, minimizing risks and safeguarding the physical integrity of employees.

The model is structured around a four-level adoption process, in which each work site is evaluated and classified according to its level of maturity in safety practices.

Implementation and monitoring are managed through dedicated committees responsible for ensuring proper execution. In 2025, the company's Industrial Safety Model was fully implemented across the Adhesives and Insulation Business, including at the FANOSA plants.

Stages of the Safety Model



To ensure employees have the necessary competencies to identify and manage risks in their work environment, the company provides on-going training in areas such as:

- Machinery safety
- Energy control
- Working at heights
- Confined space safety
- Proper use of personal protective equipment (PPE)
- Emergency management
- Ergonomic risk prevention
- Compliance with EHS regulatory requirements

In addition, employees have access to on-site medical services and participate in annual safety campaigns, preventive events and awareness sessions focused on health and well-being.

Community Engagement

SASB RT-CH-210A.1

Grupo Lamosa promotes close and ongoing relationships with its neighboring communities, aiming to build a social license to operate based on respect, trust and collaboration. This approach not only supports responsible operations but also contributes to the social and economic development of the surrounding neighborhoods.

Key actions include the continuous monitoring of potential operational impacts near production facilities, with the objective of preventing and addressing any adverse effects in a timely manner. The company also maintains an ongoing dialogue with local authorities and representatives, and promotes diverse community support initiatives across the countries where it operates.

Community engagement activities carried out in Mexico and other countries include visits to nursing homes, reforestation activities and in-kind donations, among other activities. One example is Solidarity Day (*Jornada Solidaria*) held at the Amelia González Rodríguez CAM special education school in Juárez, Nuevo León, which provides preschool, primary education and workshops for children with disabilities. During this one-day activity, more than 90 families benefited from the distribution of backpacks and school supplies, contributing to the well-being and educational development of the community.

Additionally, all business units participated in reforestation campaigns, contributing to environmental awareness, social engagement and the improvement of local ecosystems in the communities where the company operates.





Environmental Management and Climate Strategy

SASB RT-CH-530A.1; NIS A.6, A.12, C.5



Grupo Lamosa adopts a proactive approach to managing the environmental impacts inherent to its operations, continuously promoting the identification of innovations and improvement opportunities that contribute to more efficient and environmentally responsible operations.

In 2024, five strategic sustainability targets were established, three of which focus on environmental performance, with goals set for 2035.

In June 2025, Baldocer's plants in Spain obtained ISO 17889-1 certification. This international standard evaluates environmental, social and economic criteria associated with products, providing independent and recognized validation of the company's practices. Additionally, the Querétaro plant maintains its Clean Industry certification from



PROFEPA (Mexico's Federal Environmental Protection Agency), as a result of its voluntary audits and compliance with environmental regulations.

The company also promotes the development of technological projects aimed at improving environmental and energy performance. These include the recovery of water vapor from tile production processes, optimizing water consumption, and the exploration of green hydrogen as a viable alternative to natural gas, with the potential to significantly reduce the emissions associated with operations.



Grupo Lamosa has defined environmental priorities focused on energy efficiency, emissions reduction, responsible water management and proper waste handling. During 2025, progress was made in implementing projects aimed at optimizing energy consumption, strengthening environmental management systems and evaluating technological alternatives to reduce the environmental footprint of the company's operations.

Climate Action

GRI 3-3; SASB RT-CH-110A.1, EM-CM-110A.2

The company's climate action objective is to reduce Scope 1 and Scope 2 CO₂ emissions intensity by 25%. The baseline in 2023 was 33.0 tons of CO₂e per thousand pesos of revenue, and by 2025 it had been reduced to 25.7 tons of CO₂e per thousand pesos of revenue.



Energy Consumption and Efficiency

GRI 3-3; NIS A.4, A.5

The company contributes to energy efficiency by offering light-colored tiles for exterior applications, helping to mitigate the urban "heat island" effect by reducing solar radiation absorption and improving the thermal efficiency of buildings. Additionally, EPS products generate a positive indirect environmental impact, as their insulating properties significantly reduce energy consumption in buildings and facilities, contributing to lower greenhouse gas emissions.

Greenhouse Gas Emissions

NIS A.1, A.2, A.3, A.13

Grupo Lamosa maintains a greenhouse gas emissions inventory aligned with the GHG Protocol international standard, ensuring the consistency, traceability and reliability of data related to fuel and electricity consumption across its operations.

For more detailed information on energy consumption and emissions, please refer to the environmental section in [Appendix 1.7: Key ESG Indicators](#).



Circular Economy

GRI 3-3; SASB CG-MR-410A.3

Grupo Lamosa’s approach to advancing circularity is based on two priority areas: efficient waste management and responsible water use. Through these actions, it seeks to optimize resource utilization, reduce environmental impacts and move toward more sustainable operating models.

Water Management

GRI 303-1, 303-2; SASB RT-CH-140A.3; NIS A.7, A.8, A.9, A.10, A.11

Grupo Lamosa recognizes water as a strategic resource for its operations. Depending on local conditions, it sources water through different means, including proprietary wells, tanker supply and municipal networks, ensuring operational continuity and responsible use.

The company promotes projects to recover water vapor generated in Tile Business operations, with the objective of optimizing water use and progressing toward a 50% reduction in water withdrawal intensity.

To ensure that the water used in operations is returned to the environment under conditions equivalent to those under which it was extracted, where applicable it undergoes treatment processes under strict quality standards. During 2025, the company was not served with any fines or penalties related to water use or management.

For more information on water withdrawal, consumption and discharge, please refer to the environmental section in [Appendix 1.7: Key ESG Indicators](#).

Waste Management

GRI 3-3, 306-1, 306-2; SASB CG-BF-410A.1; NIS A.14, A.15, A.16

With regard to waste management, Grupo Lamosa promotes initiatives to increase circularity in its operations, particularly in porcelain tile production, where the reuse of raw and fired waste has been significantly increased.

The company also promotes recirculation and valorization of waste through the sale of non-hazardous materials and the refurbishment of pallets, a practice increasingly adopted across its operations, contributing to waste reduction and efficient resource use.

For more information on waste generation, please refer to the environmental section in [Appendix 1.7: Key ESG Indicators](#).

Sustainable Materials

GRI 301-2; SASB CG-BF-410A.2

The Insulation and Lightweight Materials Business is progressively incorporating recycled materials into its expanded polystyrene (EPS) production, contributing to resource efficiency and the circular economy. This business holds certification from SEMARNAT authorizing it to collect materials for recycling.

For more information on FANOSA’s contribution to sustainable construction materials, please refer to [Appendix 1.4: Associations, Initiatives, Certifications and Recognitions](#).





About This Report

GRI 2-2, 2-3, 2-14



Grupo Lamosa is presenting its fourth Integrated Annual Report, consolidating in a single document its financial, operational and ESG performance. This report reflects the evolution of the company's corporate strategy and its commitment to transparency with all stakeholders.

The information presented corresponds to the fiscal year from January 1 to December 31, 2025. Grupo Lamosa's reporting cycle is annual. This document gives continuity to the 2024 Integrated Annual Report.

The scope of the information covers Grupo Lamosa, S.A.B. de C.V. and all its subsidiaries across the nine countries where it operates (Mexico, the United States, Brazil, Guatemala, Colombia, Peru, Argentina, Chile and Spain). Any specific limitations in data coverage are explicitly disclosed in the corresponding section or indicator.



Reporting Standards and Frameworks

This report has been prepared in reference to the most rigorous international standards to ensure comparability and relevance:



IFRS
(International Financial Reporting Standards)
Financial statements are reported in accordance with IFRS.



GRI Standards
(Global Reporting Initiative)
Universal and topic-specific standards are applied to address material ESG issues identified through our materiality analysis.



SASB Standards
(Sustainability Accounting Standards Board)
Reporting follows industry-specific standards relevant to our operating sectors:
Construction Materials • Building Products and Furnishings • Chemicals.

NIS

NIS
(Mexican Sustainability Reporting Standards)
For the first time, this report aligns with NIS issued by the Mexican Council on Financial Information Standards (CINIF), strengthening disclosure of sustainability-related financial risks and opportunities.



SDGs
(Sustainable Development Goals)
The company reaffirms its contribution to the United Nations Sustainable Development Goals related to its operations.
See [Appendix 1.5: Contribution to the SDGs.](#)



UN Global Compact
The company reports in line with the Ten Principles of the UN Global Compact. See [Appendix 1.6: Commitment to the UN Global Compact.](#)



Report Governance and Oversight

The integrity and accuracy of the information contained in this report are the responsibility of Grupo Lamosa’s Management. The preparation process involved data collection and validation by the key functional areas responsible for managing the material topics reported.

The contents of this report, including material topics and the sustainability strategy, were reviewed and validated by the department responsible therefor and ultimately approved by senior management, ensuring that the information accurately reflects the company’s performance.

How to Read this Report

Throughout the document, the following identifiers link disclosures to reporting frameworks:

GRI indicators
Identified at the beginning of relevant sections

SASB codes
Indicate industry-specific metrics

NIS references
Indicate alignment with Mexican disclosure standards.

Detailed quantitative data, historical performance tables and content indices (GRI, SASB and NIS) are consolidated in **Appendix 1** at the end of this document for ease of reference.

Appendix 2 includes the Audit Committee and Corporate Practices Committee Reports.

Appendix 3 includes the Independent Auditors’ Report and Grupo Lamosa’s Consolidated Financial Statements.

Contact Information

For any questions or requests regarding this report, please contact the Investor Relations and Sustainability area:

Email:

moises.benavides@grupolamosa.com

Address:

Av. Pedro Ramírez Vázquez 200-1,
Col. Valle Oriente 66269,
San Pedro Garza García, N.L., Mexico

Telephone:

+52 (81) 8047 4200

Website:

www.grupolamosa.com



Appendix 1: ESG Approach



44

1.1 Stakeholders

47

1.2 Materiality Analysis

49

1.3 ESG Strategy and Governance

53

1.4 Associations, Initiatives, Certifications and Recognitions

58

1.5 Contribution to the SDGs

61

1.6 Commitment to the UN Global Compact

63

1.7 Key ESG Indicators

80

1.8 Reporting Standards

1.1 Stakeholders

GRI 2-29

Grupo Lamosa recognizes that sustainable value creation is only possible through continuous, transparent and constructive dialogue with its stakeholders. The company maintains a proactive approach to identifying the needs and expectations of each stakeholder group, integrating them into its business strategy and the definition of its material topics.

The following section outlines the value proposition and main communication and engagement channels established for each stakeholder group during 2025:

SUMMARY OF STAKEHOLDER ENGAGEMENT MECHANISMS

| Stakeholders | Value Propositions | Engagement Channels |
|--|--|---|
| Investors, stockholders and other capital providers | <p>Generate long-term economic value through the disciplined execution of the business strategy, ensuring the company's financial sustainability over time.</p> <p>Ensure transparency in the disclosure of financial and ESG performance, proactively managing risks and opportunities.</p> | <ul style="list-style-type: none"> • General Stockholders' Assembly • Investor Relations Area • Quarterly and annual reports • Analyst meetings • Corporate website (Investor Relations Section) • Rating agency questionnaires |
| Distributors | <p>Drive joint growth through a portfolio of innovative, high-quality products.</p> <p>Facilitate commercial management through digital tools and ensure timely product availability to meet market demand.</p> | <ul style="list-style-type: none"> • Commercial and distribution agreements • Visits by commercial advisors by region or product • Trade conventions and exhibitions • B2B digital platforms • Technical training programs • Transparency Hotline |



SUMMARY OF STAKEHOLDER ENGAGEMENT MECHANISMS

| Stakeholders | Value Propositions | Engagement Channels |
|--|--|---|
| Customers (end users, technicians and construction professionals) | Provide construction solutions that enhance quality of life, comfort and space aesthetics, contributing to sustainable construction and energy efficiency. | <ul style="list-style-type: none"> • Points of sale and showrooms • Customer service lines • Visits by commercial advisors • Brand websites, applications and visualization tools • Social media and digital campaigns • Focus groups and market research • Transparency Hotline |
| Employees | <p>Create a safe, inclusive and diverse work environment that fosters comprehensive development, well-being and a sense of belonging.</p> <p>Offer professional growth opportunities and competitive compensation.</p> | <ul style="list-style-type: none"> • Organizational climate surveys • Internal communication platforms (Intranet, newsletters) • Training programs • Transparency Hotline |
| Suppliers | <p>Establish ethical, fair and long-term business relationships.</p> <p>Promote the development of the local supply chain and align practices in quality, compliance and sustainability.</p> | <ul style="list-style-type: none"> • Supplier portal • Negotiations, purchase orders and contracts • Local supplier and SME development programs • Performance evaluations and audits • Transparency Hotline |
| Government | <p>Operate in full compliance with legal and regulatory requirements in all jurisdictions where the company operates.</p> <p>Contribute to economic development through timely tax payments and investment.</p> | <ul style="list-style-type: none"> • Permitting and regulatory procedures • Audits and regulatory reporting • Participation in forums and consultation processes • Responses to regulatory requests |

SUMMARY OF STAKEHOLDER ENGAGEMENT MECHANISMS

| Stakeholders | Value Propositions | Engagement Channels |
|--------------------|---|--|
| Academia | <p>Foster open innovation and talent development.</p> <p>Collaborate on research projects that advance technology in materials and construction processes.</p> | <ul style="list-style-type: none"> • Agreements for research projects, partnerships and/or internships • Joint research projects • Participation in university job fairs • Academic conferences and forums |
| Media | <p>Provide accurate, timely and relevant information on the company's performance and initiatives, while respecting the role of the media.</p> | <ul style="list-style-type: none"> • Press releases and press conferences • Executive interviews • Corporate events and product launches • Public information on the corporate website |
| Communities | <p>Operate as a responsible corporate citizen, minimizing environmental impacts and contributing to the social and economic development of the neighboring communities.</p> | <ul style="list-style-type: none"> • Corporate volunteer programs • Donations and social investment projects • Direct dialogue with community representatives • Transparency Hotline |



1.2 Materiality Analysis

GRI 3-1, 3-2

Grupo Lamosa’s sustainability strategy is based on a rigorous assessment of the issues that are critical both to business success and to the well-being of company stakeholders. The company operates under a double materiality approach, which considers two complementary perspectives:



1. Impact materiality (environmental and social)

Evaluates the most significant positive and negative effects of the company’s operations on the environment and society.



2. Financial materiality

Identifies ESG risks and opportunities that may influence the company’s financial performance and long-term value creation.

Identification, Prioritization and Validation Process

The current materiality analysis followed a methodology aligned with the standards of the Global Reporting Initiative (GRI) and the Sustainability Accounting Standards Board (SASB) of the IFRS Foundation, which provides industry-specific standards developed through international analyses and consultation processes.

Specifically, the standards applied correspond to the sectors in which Grupo Lamosa operates:

Construction Materials



Building Products and Furnishings



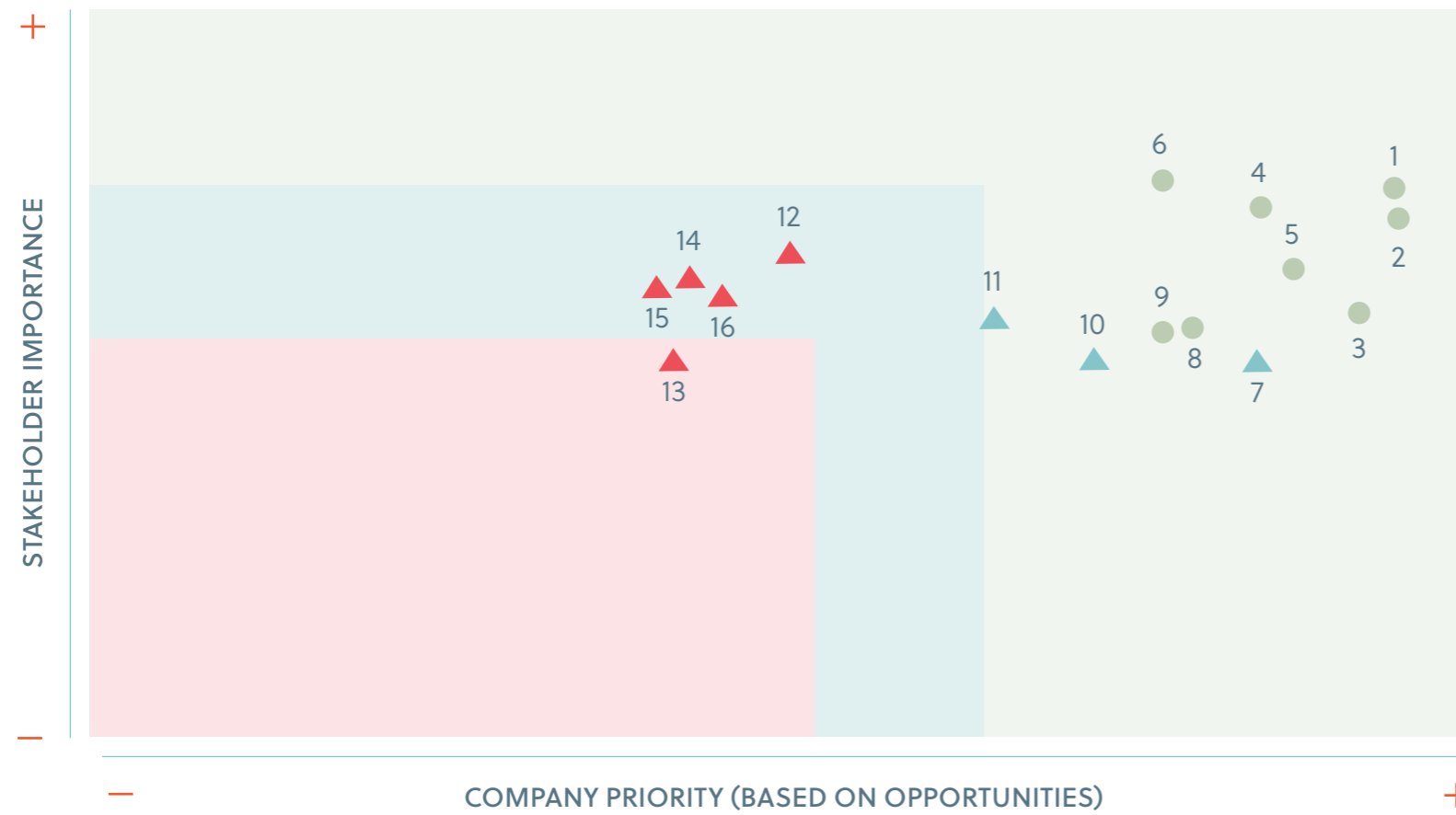
Chemicals



The process included an analysis of global trends in the construction sector, consultations with key stakeholders (senior management, employees, customers, distributors and suppliers) and validation by senior management.



The integrated materiality matrix – incorporating both environmental and social impacts, as well as financial considerations – shown below was subsequently developed.



- Material topics with socio-environmental impact
- ▲ Financially material topics
- ▲ Doubly-impacting material topics

| Materiality | Material topics |
|---------------------|---|
| Socio-environmental | 1 Customer Service |
| Socio-environmental | 2 Product Innovation |
| Socio-environmental | 3 Digital Transformation |
| Socio-environmental | 4 Employee Health and Safety |
| Socio-environmental | 5 Economic Performance |
| Socio-environmental | 6 Quality Products (Customer Health) |
| Doubly impacting | 7 Talent Attraction and Retention |
| Socio-environmental | 8 Omnichannel Strategy and Distributor Relationships |
| Socio-environmental | 9 Automation and Operational Process Efficiency |
| Doubly impacting | 10 Supply Chain Management |
| Doubly impacting | 11 Energy Consumption Management |
| Financial | 12 Data Protection |
| Financial | 13 Product Lifecycle |
| Financial | 14 Work Environment |
| Financial | 15 Management of Chemicals in Products |
| Financial | 16 Diversity and Equal Opportunities in the Workforce |

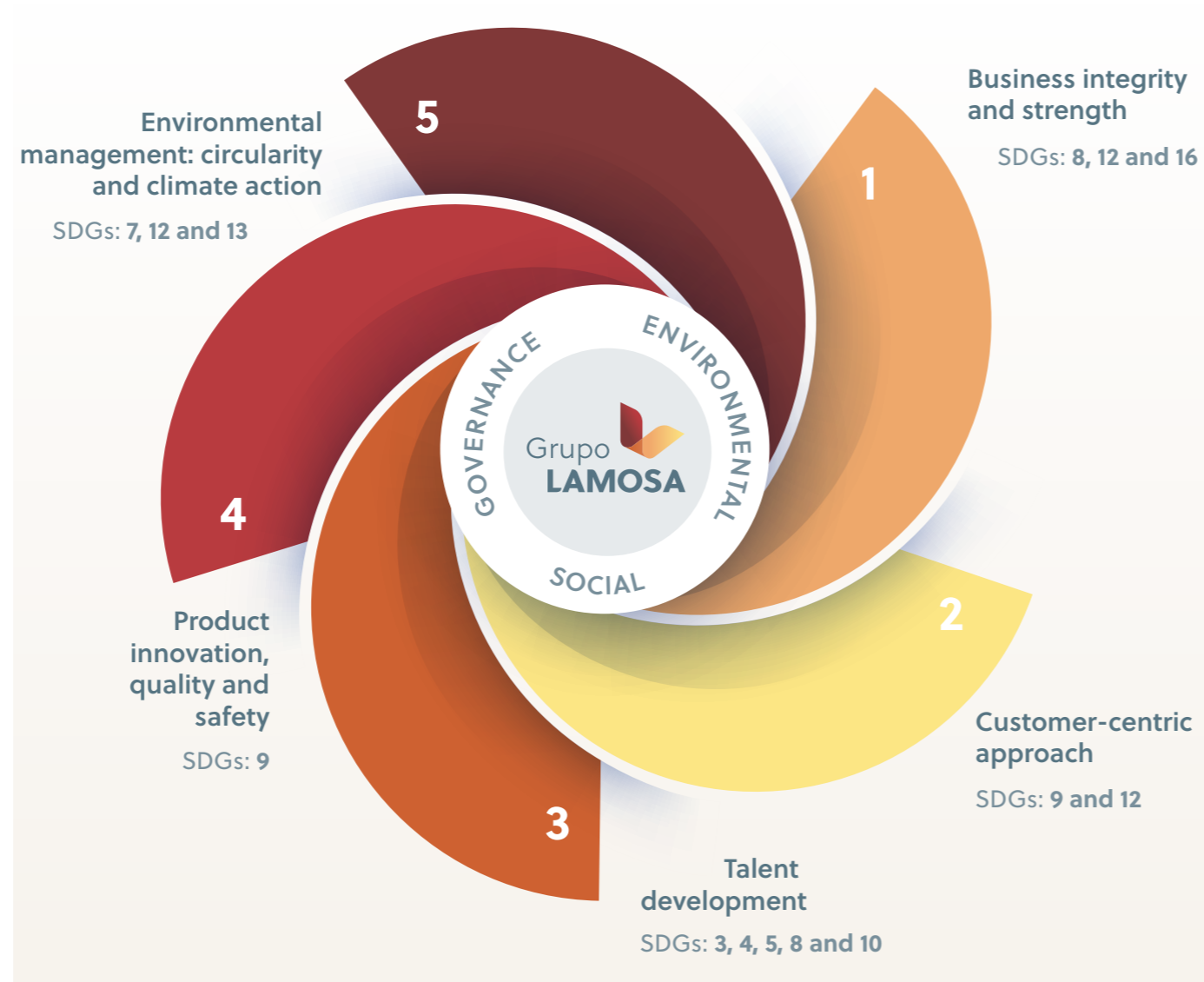
During 2025, through ongoing monitoring of strategic risks and continuous stakeholder engagement, the company reaffirmed the relevance of its identified material topics, while observing increased importance in areas such as energy management, cybersecurity and technological innovation.

1.3 ESG Strategy and Governance

Grupo Lamosa has integrated sustainability as a fundamental pillar of its corporate strategy, recognizing that long-term value creation requires a balance between economic performance, environmental stewardship and social well-being.

Strategic Sustainability Model NIS C.5

The company's ESG strategy is structured around a sustainability model composed of five strategic focus areas, defined based on the materiality analysis. Each focus area includes specific lines of action that guide operational management and investment initiatives.



Sustainable Development Goals (SDGs) most relevant to Grupo Lamosa's Strategy:

| | | | |
|--|--|--|--|
| | | | |
| | | | |
| | | | |

Lines of Action

- 1.1 Corporate Governance
- 1.2 Compliance Culture
- 1.3 Supply Chain
- 2.1 Sustainable Housing
- 2.2 Customer Experience
- 3.1 Health and Safety
- 3.2 Employee Development
- 3.3 Work Environment
- 3.4 Community Engagement
- 4.1 Materials and Technology
- 5.1 Climate Action: Energy and Emissions
- 5.2 Circularity: Water and Waste





SUMMARY OF THE GRUPO LAMOSA SUSTAINABILITY MODEL

| Strategic Focus | Value Proposition | Related Material Topics |
|--|--|---|
| 1. Business Integrity and Strength | Ensure the company's sustainability through decisions that incorporate a comprehensive value proposition for all stakeholders over the medium and long term, by promoting ethical practices and a culture of compliance across all levels of the organization, including the supply chain. | <ul style="list-style-type: none"> Economic performance Supply chain |
| 2. Customer-centric Approach | Enhance customers' quality of life through products tailored to their needs, while contributing to more sustainable homes and workplaces (e.g., through reduced energy consumption). | <ul style="list-style-type: none"> Customer service Omnichannel strategy and distributor relationships Data protection |
| 3. Talent Development | Ensure the safety, health and well-being of employees, while fostering their professional and personal development. Promote strong teams in a positive work environment based on trust, and encourage employee participation in community development as part of the company's responsibility as a good corporate citizen. | <ul style="list-style-type: none"> Employee health and safety Talent attraction and retention Work environment Workforce diversity and inclusion |
| 4. Product Innovation, Quality and Safety | Offer products that meet the highest quality standards, ensuring customer safety and product durability, while leveraging technology to enhance process efficiency and product innovation. | <ul style="list-style-type: none"> Digital transformation Product innovation Product quality Operational process automation and efficiency Management of chemicals in products |
| 5. Environmental Management: Circularity and Climate Action | Optimize energy use and reduce GHG emissions intensity to minimize environmental impact. Promote circularity principles in the design of processes, products and services, minimizing waste generation. | <ul style="list-style-type: none"> Energy consumption management Product life cycle |

ESG Targets 2035

To achieve its sustainability vision, Grupo Lamosa has established quantitative targets with a 2035 horizon. Objectives are periodically monitored and guide investment decision-making.

SUMMARY OF GRUPO LAMOSA'S SUSTAINABILITY MODEL

| Axis | Objective | Baseline (2023) | Result (2025) | Target (2035) | KPI |
|----------------------------|--|-----------------|---------------|---------------|--|
| Climate Action | Reduce CO ₂ e emissions intensity (Scope 1 and 2) by 25% . | 33.0 | 25.7 | 24.8 | Tons of CO ₂ e per millions of pesos of revenue. |
| Circularity (Waste) | Maintain a 95% waste reuse rate in the production processes. | 95% | 98% | 95% | Percentage of waste material reused in the production process. |
| Water Management | Reduce water withdrawal intensity by 50% . | 72.6 | 56.2 | 36.3 | Liters per thousands of pesos of revenue. |
| Health and Safety | Reduce the workplace accident rate by 50% . | 1.17 | 0.90 | 0.59 | Total Frequency Index IFT ¹ . |
| Diversity | Increase the proportion of women in the workforce by 20% . | 17.8% | 18.5% | 21.4% | Percentage of women in the total workforce. |

¹ Total Frequency Index: includes all accidents with and without lost time.

Note: The 2023 baseline was adjusted in accordance with updates from business units.



Sustainability Committee (ESG)

GRI 2-12, 2-13, 2-22

Oversight and direction of the ESG strategy are entrusted to a formal governance structure that ensures the inclusion of the identified topics at the highest level of decision making. The primary objective of Grupo Lamosa's Sustainability Committee is to monitor risks, opportunities and impacts related to the Company's key material topics.

The Committee is composed of the Chief Executive Officer, the Chief Financial and Administrative Officer, the Human Resources Vice President, and the Vice Presidents of the Tile, and Adhesives and Insulation Businesses, as well as their respective industrial and human resources directors who, together with Strategic Planning and Business Development, act as facilitators.

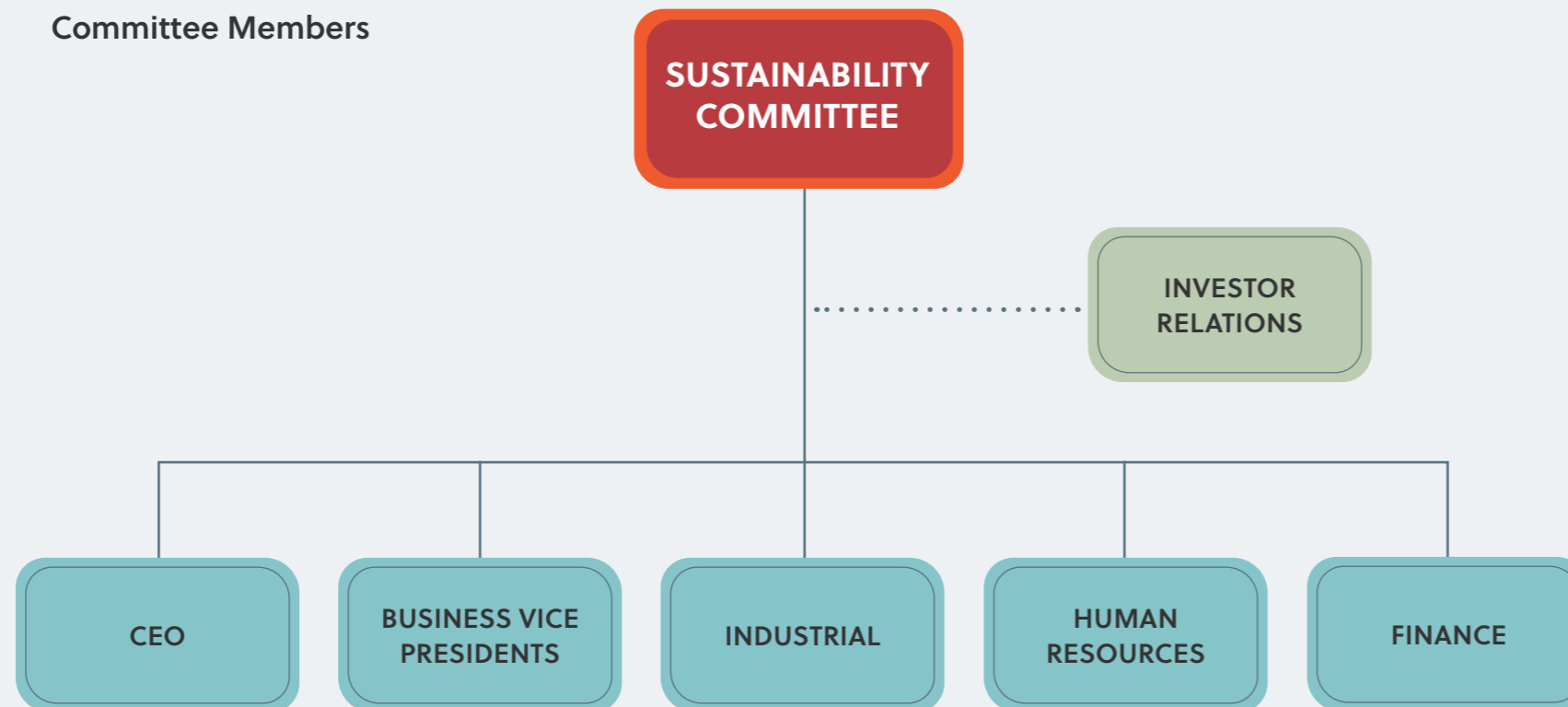
The Sustainability Committee reports on the progress of the sustainability strategy to the Audit Committee, which in turn reports to the Board of Directors, ensuring proper oversight and alignment with corporate governance.

During 2025, the Committee held two meetings to follow up on the company's main environmental, social and governance matters.

- In its first session, the Committee reviewed sustainability indicators and progress toward the 2035 targets.
- In its second session, strategic topics were addressed, including the integration of the new IFRS S1 and S2 standards, an analysis of Scope 3 emissions, and the identification of climate-related and sustainability risks and opportunities.

The topics reviewed were subsequently presented to the Audit Committee of the Board of Directors to ensure proper oversight and alignment with corporate governance.

GRUPO LAMOSA'S SUSTAINABILITY COMMITTEE



2 sessions of the Sustainability Committee per year.

1.4 Associations, Initiatives, Certifications and Recognitions

GRI 2-28

Participation in Industry Associations

Grupo Lamosa recognizes the value of collaboration with other organizations in the sector as a way to expand the reach of its initiatives and strengthen its positive impact on the communities where it operates. Through strategic alliances, the company promotes joint actions aimed at developing shared solutions that contribute to sustainable development.

| Organization | Country |
|---|--------------|
| Tile Council of North America (TCNA) | USA / Mexico |
| CAINTRA (Mexican Chamber of Industry and Manufacturing) | Mexico |
| COPARMEX (Mexican Federal Employers' Confederation) | Mexico |
| CANACO (Mexican Chamber of Trade, Services and Tourism) | Mexico |
| CCMX (Mexican Competitiveness Center) | Mexico |
| Cámara de Pisos y Revestimientos Cerámicos de Argentina (Argentinean Chamber of Ceramic Floor and Wall Tiles) | Argentina |
| Asociación Civil Construya (Civil Building Association) | Argentina |
| ANFACER (National Association of Ceramic Tile Manufacturers) | Brazil |
| ABRACE (Brazilian Association of Energy Consumers) | Brazil |
| SINDILOUÇAS (Glass, Ceramics and Related Industries Union – Paraná) | Brazil |
| FIEP (Federation of Industries of the State of Paraná) | Brazil |
| ABNT (Brazilian Association of Technical Standards) | Brazil |
| CCB (Ceramic Center of Brazil) | Brazil |
| ISO TC/189 (Ceramic Tiles Technical Committee) | Brazil |

Initiatives

Business Alliance for Technical Education

Promoted by CAINTRA, this initiative brings together leading companies in the Mexican state of Nuevo León to enhance the training of technical personnel. Through a comprehensive intervention model, the alliance gives students of the National College of Technical Professional Education (CONALEP) comprehensive support for completing their studies and developing competencies that facilitate their entry into the workforce.

It also incorporates a gender equity approach, promoting the participation and technical training of women.

Grupo Lamosa participates through volunteer programs where employees share professional knowledge and soft skills with students, as well as through financial contributions for the payment of tuition and school supplies.

Empresa Contigo

This initiative supports companies in Nuevo León and across Mexico in implementing actions to improve working conditions across four key areas: living wage, health, education and diversity, and equity and inclusion.

Grupo Lamosa continues to lead the program, which, two years after its launch, involves more than 580 registered companies across 28 states in Mexico, with over 170 companies having implemented more than 470 initiatives, benefiting approximately 24,000 employees.

As part of this initiative, Grupo Lamosa has instigated an internal program to provide high school and university scholarships for employees and their children, as well as emotional health support programs.

Empresa Contigo is promoted by 27 business organizations, including COPARMEX, CAINTRA, CANACO and INDEX, and continues expanding nationwide to improve employees' quality of life and strengthen the business outcomes of Mexican companies.





Firenze Entremuros Prizes

Since 2015, Grupo Lamosa, through its Firenze porcelain tile brand, has collaborated with **Entremuros**—a magazine specializing in architecture and interior design—to organize an annual competition recognizing excellence in architectural and interior design projects.

The **Firenze Entremuros Prizes** recognize outstanding projects in the following categories: Corporate Buildings, Public Architecture, Residential Buildings, Commercial Interior Design, Residential Interior Design and Sustainable Architecture.

By promoting new generations of architects and designers, and by disseminating best practices and emerging trends, the Firenze Entremuros Prizes have become a key platform for fostering innovation and continuous development in the construction industry.

Government Partnerships for Sustainability

In addition to its participation in industry associations, through its Insulation and Lightweight Materials Business and in coordination with various government entities, Grupo Lamosa actively promotes thermal insulation as a key strategy to improve energy efficiency in buildings.

In collaboration with the Mexican Ministry of Energy (*Secretaría de Energía*), the company contributed to the development of the manual “Design Recommendations for Buildings in the Climates of Sonora.” It also participated in workshops for construction professionals in Hermosillo and Caborca, focused on the application of NOM-020 and the proper selection of materials.

At the municipal level, Grupo Lamosa worked with the Hermosillo Municipal Energy and Climate Change Agency on the Solar Shield program, building three pilot homes incorporating thermal insulation systems. In addition, in collaboration with the CEELA¹ project, the company promoted incentive proposals for sustainable construction aimed at reducing costs and streamlining administrative processes.

¹ The Enhancing Energy Efficiency in Buildings in Latin America (CEELA) project aims to train and support industry professionals to promote energy-efficient buildings with adaptive comfort and low or zero CO₂ emissions.



In the Municipality of Hermosillo, in partnership with local and national organizations, including FIDE, CONUEE, the University of Sonora and the Sonora Energy Cluster, the “Prepare Your Home” awareness program was launched to promote a culture of insulation. The first phase of the program included radio outreach and an official launch at Tecnológico de Monterrey’s Sonora Campus, as part of the forum “Living and Coping with Extreme Heat.” The program also has a dedicated website and active social media presence.



Participation in Trade Fairs

In 2025, the Tile Business participated in various trade fairs to promote its products and innovative solutions, establish strategic partnerships and strengthen its industry positioning.

| INTERNATIONAL TRADE FAIRS | | |
|---------------------------|---------------|----------------------|
| Event | Country | Participating Brands |
| Coverings | United States | Lamosa USA, Roca |
| Revestir | Brazil | Roca, Incepa |
| CEVISAMA | Spain | Roca, Baldocer |
| CERSAIE | Italy | Roca, Baldocer |

| LOCAL TRADE FAIRS | | |
|---------------------------------|----------|----------------------------------|
| Event | Country | Participating Brands |
| OBRA BLANCA EXPO | Mexico | Porcelanite, Lamosa, Firenze |
| Expo Camacol Expoconstrucción | Colombia | Cerámica San Lorenzo |
| Edifica | Chile | Cerámica San Lorenzo, Cordillera |
| Expodeco | Peru | Cerámica San Lorenzo |



Certifications and Recognitions

As a result of its sustained efforts to improve production processes and integrate responsible practices into its operations, Grupo Lamosa has received various certifications and distinctions that reaffirm its commitment to sustainable development and shared value creation.

| Certification / Recognition | Issuing Institution | Scope / Purpose | Certification / Recognition | Issuing Institution | Scope / Purpose |
|---|--|--|---|--|--|
| Green Squared | Tile Council of North America (TCNA) | Certification granted to diverse Tile Business products, confirming compliance with high sustainability standards. | INMETRO Certificate | Ceramic Center of Brazil (CCB) | Validation of compliance with Brazilian safety and quality standards for ceramic products and construction materials. |
| PTCA Certification | Porcelain Tile Certification Agency (PTCA) | Certification that Tile Business products meet water absorption levels below 0.5%. | Qualification Certificate (Atestado de Qualificação) | PSQ / ANFACER / CCB | Certification of adherence to industrial best practices, product quality and recognized standards, before the authorities, before customers and before other stakeholders. |
| Greenguard Certification | UL Environment | Certification awarded to certain Adhesives products, confirming that they are free from volatile organic compounds (VOCs). | Paraná Climate Seal (Selo Clima Paraná) | Ministry of Sustainable Development (SEDEST) | Public recognition of organizations committed to measuring, reducing and offsetting GHG emissions, promoting sustainable practices and mitigating global warming. |
| Company Promoting Dignified Work Distinction | Tlaxcala State Government | Recognition of the Gres, Pavillion, Keramika and Porcel plants for promoting training, gender equality, living wages, the elimination of child labor and the protection of youth employment. | iF Design Award | Expo Revestir 2025 | Recognition of the design and presentation of the Roca Brazil stand at Expo Revestir 2025, highlighting the immersive experience in the design and innovation of its presentation. |
| Nuevo León Competitiveness Award | Nuevo León State Government, CCM and CAINTRA | Recognition awarded to the CREST brand for its operational excellence and commitment to quality and innovation. | | | |
| SASO Product Certificate – Porcelain BLa | Saudi Standards, Metrology and Quality Organization (SASO) | Confirmation of compliance with SASO quality and safety standards through audits and laboratory testing. | | | |



1.5 Contribution to the SDGs

As part of its sustainability commitment, Grupo Lamosa actively contributes to the 2030 Agenda through initiatives aligned with the United Nations Sustainable Development Goals (SDGs).

Through the materiality analysis conducted in 2022, Grupo Lamosa identified the priority issues for its businesses and the SDGs where it generates the most significant impact. The following section presents its main contributions in this regard.

| SDG | 3 GOOD HEALTH AND WELL-BEING | 4 QUALITY EDUCATION | 5 GENDER EQUALITY | 7 AFFORDABLE AND CLEAN ENERGY |
|--------------|---|--|---|--|
| CONTRIBUTION | <p>The company boasts a proprietary occupational health and safety management system based on OSHA 18001 guidelines and focused on preventing workplace accidents.</p> | <p>Grupo Lamosa develops key skills for the effective execution of functions through differentiated training programs:</p> <ul style="list-style-type: none"> • Leadership Model: development of strategic capabilities and management of executives. • Advanced Technical School: strengthening of technical, operational and leadership skills for plant managers. • Operational Technical School: formation and continuous training for plant personnel, with an emphasis on operational excellence and safety. | <p>The promotion of female talent and gender equity are strategic axes for the company. It implements initiatives to ensure an inclusive environment and equal opportunity practices.</p> | <p>The company promotes energy efficiency through self-generated renewable energy (solar) and process optimization. An example of cogeneration in the Tile Business is where excess heat from the kilns is reused to atomize the product. Grupo Lamosa continuously invests in the maintenance and renovation of equipment in order to improve the energy performance of its operations.</p> |
| INDICATORS | <p>Total Frequency Index (TFI):</p> <ul style="list-style-type: none"> • Tiles: 1.08 • Adhesives: 0.23 • Insulation and Lightweight Materials: 0.62 | <p>Average training:</p> <p>Women: 9.3 hours</p> <p>Men: 6.0 hours</p> | <p>18% women in the workforce</p> <p>30 beneficiaries of "Women in Development"</p> | <p>14% of the energy the Tile Business consumes comes from cogeneration</p> <p>11% of the energy the Insulation and Lightweight Materials Business consumes is solar energy</p> |



| SDG | 8 DECENT WORK AND ECONOMIC GROWTH  | 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE  | 10 REDUCED INEQUALITIES  | 12 RESPONSIBLE CONSUMPTION AND PRODUCTION  | |
|--------------|--|---|--|--|--|
| CONTRIBUTION | Grupo Lamosa creates job opportunities across its global operations, with satisfaction monitoring in all businesses. | The Tile and Adhesives Businesses have developed products with sustainability attributes, with some products boasting international certifications (PTCA, UL GREENGUARD) for their environmental performance. | Grupo Lamosa participates in the Business Alliance for Technical Education in the state of Nuevo León, supporting economically vulnerable youth through scholarships and mentoring, thereby contributing to talent development and the industrial employment pool. | All operations reduce waste and resource use through waste management, recycling and reuse, and water treatment and reuse processes. | |
| INDICATORS | <p>10,960 total employees across nine countries</p> <p>83% employee satisfaction in 2025</p> | <p>\$2,240 million pesos in certified Tile Business products</p> <p>\$858 million pesos in certified Adhesives Business products</p> | <p>200 participants supported in 2025</p> | <p>Waste</p> <p>Tile Business:</p> <p>100% of non-hazardous and 7% of hazardous waste given value</p> <p>93% of hazardous waste eliminated by a specialized third party</p> <p>Adhesives Business:</p> <p>12% of non-hazardous waste given value</p> <p>100% of hazardous waste eliminated by a specialized third party</p> | |
| | | | | <p>Insulation and Lightweight Materials Business:</p> <p>74% of non-hazardous waste given value</p> <p>100% of hazardous waste eliminated by a specialized third party</p> <p>Water Management</p> <p>37% of water reused in the Tile Business</p> <p>1% of water reused in the Insulation and Lightweight Materials Business</p> | |

| SDG | | |
|--------------|---|---|
| CONTRIBUTION | <p>Grupo Lamosa mainly uses natural gas, a fuel with a lower impact than the alternatives, in its operations.</p> <p>The Tile Business has introduced thinner porcelain tiles with the same level of quality, reducing fuel use in the firing process and thereby the associated emissions.</p> | <p>The company maintains a strong compliance culture, aligned with its corporate values, Code of Ethics and internal policies, all of which are periodically communicated to employees and commercial partners. Suppliers and distributors formalize in writing their commitment to observe and apply the Code of Ethics.</p> |
| INDICATORS | <p>Emissions intensity (S1+S2):</p> <p>Tiles: 0.0043 (tCO₂e/m²)</p> <p>Adhesives: 0.0035 (tCO₂e/Ton)</p> <p>Insulation and Lightweight Materials: 1.2450 (tCO₂e/Ton of EPS)</p> | <p>100% employees trained in ethics</p> <p>408 hotline cases addressed in 2025</p> |



1.6 Commitment to the United Nations Global Compact

HUMAN RIGHTS

| Principle | Commitment | Actions |
|---|--|---|
| Principle 1. Businesses should support and respect the protection of internationally proclaimed human rights within their sphere of influence. | Grupo Lamosa is committed to respecting and upholding the declaration of human rights established by the United Nations General Assembly across all its operations and areas of activity in the countries where it operates. | <ul style="list-style-type: none"> The Code of Ethics establishes the organization’s commitment to respecting human rights. To view the document, please click here. |
| Principle 2. Businesses should make sure that they are not complicit in human rights abuses. | Grupo Lamosa is committed to encouraging more business partners, such as suppliers and distributors, to adhere to its Code of Ethics. | <ul style="list-style-type: none"> The Code of Ethics establishes the organization’s commitment to respecting human rights. To view the document, please click here. |

LABOR STANDARDS

| Principle | Commitment | Actions |
|--|---|---|
| Principle 3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining. | Grupo Lamosa is committed to respecting the collective labor association rights to which employees are legally entitled in the countries where it operates. | <ul style="list-style-type: none"> As of the end of 2025, 56% of Grupo Lamosa personnel belonged to a labor association. The company respects the decision of employees to join or leave labor associations. |
| Principle 4. Businesses should eliminate all forms of forced and compulsory labor. | Grupo Lamosa does not allow forced labor under any circumstances at any of its work centers. | |
| Principle 5. Businesses have the responsibility to abolish child labor. | Grupo Lamosa does not allow child labor under any circumstances at any of its work centers | |
| Principle 6. Businesses should support the elimination of discrimination with respect to employment and occupation. | The company is committed to addressing cases of discrimination through due process and to implementing measures to address them. | <ul style="list-style-type: none"> Grupo Lamosa employees and other stakeholders can access a Transparency Hotline for managing potential cases of discrimination and implementing corrective measures. For more information, please refer to the Transparency Hotline. |



ENVIRONMENT

Principle

Commitment

Actions

Principle 7. Businesses should support a precautionary approach to environmental challenges.

Grupo Lamosa is committed to always acting in accordance with environmental legislation to avoid any negative impact of its operations.

- Care is taken to ensure that production processes are carried out with minimal environmental and social adverse effects.

Principle 8. Businesses should undertake initiatives to promote greater environmental responsibility.

Grupo Lamosa is committed to fostering an environmental culture among its employees.

- The company has implemented an Operational Excellence Model aimed at promoting innovation and efficiency in operational processes. Employees can propose new ideas and ways of working to lower the environmental impact.

Principle 9. Businesses should promote the development and diffusion of environmentally friendly technologies.

Grupo Lamosa is committed to continue to promote practices that contribute to reducing the environmental impact of its operations.

- Products with sustainable characteristics.
- Cogeneration and self-generation of energy in production processes.
- Innovation projects to identify new, more sustainable fuel types.
- Innovations in production processes to reduce fuel consumption.
- Projects to reduce water extraction.

ANTI-CORRUPTION

Principle

Commitment

Actions

Principle 10. Businesses should work against corruption in all its forms, including extortion and bribery.

Grupo Lamosa is committed to continue promoting its corporate values with employees and business partners, and strengthening mechanisms for preventing and managing non-compliance.

- The company has an ethical Transparency Hotline available for employees and stakeholders to manage potential cases of corruption and implement corrective measures.
- The Ethics Committee is responsible for monitoring reported cases of non-compliance.
- For more information, please refer to the [Transparency Hotline](#).

1.7 Key ESG Indicators

1. Environmental Dimension¹

The scope of the data reported for the environmental dimension covers 100% of the operations of Grupo Lamosa and its subsidiaries.

ENERGY

GRI 302-1, 302-3, 302-4; SASB CG-BF-130A.1; EM-CM-130A.1, RT-CH-130A.1

| | FUEL CONSUMPTION 2025 | | | | | | | | |
|-------------|-------------------------|-------------------|----------------------|-------------------------|---------------|------------------|--------------------------------------|----------------|-------------------|
| | Tiles | | | Adhesives | | | Insulation and Lightweight Materials | | |
| | Total (m ³) | Total (Gj) | Total (kWh) | Total (m ³) | Total (Gj) | Total (kWh) | Total (m ³) | Total (Gj) | Total (kWh) |
| | 407,721,859 | 14,162,050 | 3,933,902,791 | 734 | 19,526 | 5,423,932 | 6,707,603 | 293,273 | 81,464,707 |
| Gasoline | 28 | 954 | 264,991 | 0 | 0 | 0 | 457 | 16,132 | 4,481,050 |
| Diesel | 2,079 | 77,569 | 21,546,854 | 28 | 1,010 | 280,618 | 1,253 | 47,796 | 13,276,666 |
| Natural Gas | 407,709,081 | 13,819,064 | 3,838,628,879 | 0 | 0 | 0 | 6,705,725 | 224,930 | 62,480,592 |
| LP Gas | 10,671 | 264,463 | 73,462,068 | 706 | 18,516 | 5,143,313 | 169 | 4,415 | 1,226,399 |

Note: Fuel consumption (m³) was converted into Megajoules and subsequently into Gigajoules and Kilowatt-hours based on corresponding calorific values, following IPCC guidelines and national references.

¹ Data update: ESG figures from prior years have been adjusted to incorporate updated operational data and more recent emission factors.



YEAR-OVER-YEAR COMPARISON OF FUEL CONSUMPTION BY BUSINESS UNIT 2023–2025

| | 2023 | 2024 | 2025 | % Change |
|--|-------------|-------------|-------------|----------|
| Tiles - Total (m³) | 408,883,150 | 401,078,944 | 407,721,859 | 2% |
| Gasoline (m ³) | 46 | 65 | 28 | -56% |
| Diesel (m ³) | 2,194 | 1,921 | 2,079 | 8% |
| Natural Gas (m ³) | 408,870,195 | 401,069,081 | 407,709,081 | 2% |
| LP Gas (m ³) | 10,714 | 7,877 | 10,671 | 35% |
| Adhesives - Total (m³) | 664 | 665 | 734 | 10% |
| Gasoline (m ³) | 5 | 3 | 0 | -100% |
| Diesel (m ³) | 49 | 26 | 28 | 8% |
| Natural Gas (m ³) | 0 | 0 | 0 | |
| LP Gas (m ³) | 611 | 636 | 706 | 11% |
| Insulation and Lightweight Materials- Total (m³) | 7,040,591 | 7,242,372 | 6,707,603 | -7% |
| Gasoline (m ³) | 89 | 435 | 457 | 5% |
| Diesel (m ³) | 442 | 1,261 | 1,253 | -1% |
| Natural Gas (m ³) | 7,039,975 | 7,240,505 | 6,705,725 | -7% |
| LP Gas (m ³) | 85 | 171 | 169 | -1% |

YEAR-OVER-YEAR COMPARISON OF FUEL ENERGY CONSUMPTION BY BUSINESS UNIT 2023–2025

| | 2023 | 2024 | 2025 | % Change |
|---|---------------|---------------|---------------|----------|
| Tiles | | | | |
| kWh | 4,113,901,338 | 3,996,219,846 | 4,046,109,091 | 1% |
| GJ | 14,810,045 | 14,386,391 | 14,565,993 | 1% |
| Adhesives | | | | |
| kWh | 4,980,553 | 4,921,196 | 5,423,932 | 10% |
| GJ | 17,930 | 17,716 | 19,526 | 10% |
| Insulation and Lightweight Materials | | | | |
| kWh | 101,625,887 | 117,513,091 | 114,563,852 | -3% |
| GJ | 365,853 | 423,047 | 412,430 | -3% |

Note: Includes all types of fuel used by Grupo Lamosa businesses.

YEAR-OVER-YEAR COMPARISON OF ELECTRICITY CONSUMPTION BY BUSINESS UNIT 2023–2025

| | 2023 | 2024 | 2025 | % Change |
|---|-------------|-------------|-------------|----------|
| Tiles - Total (kWh) | 535,187,129 | 532,584,391 | 545,946,998 | 3% |
| Cogeneration (%) | 17% | 15% | 14% | -1% |
| Self-generation (solar) (%) | 0% | 2% | 2% | 0% |
| Public utility (%) | 52% | 4% | 4% | 0% |
| Other providers (%) | 31% | 79% | 80% | 1% |
| Adhesives - Total (kWh) | 9,072,203 | 8,922,092 | 9,080,601 | 2% |
| Cogeneration (%) | - | - | - | - |
| Self-generation (solar) (%) | - | - | - | - |
| Public utility (%) | 100% | 100% | 100% | - |
| Other providers (%) | - | - | - | - |
| Insulation and Lightweight Materials - Total (kWh) | 12,952,654 | 12,684,089 | 12,700,909 | 0% |
| Cogeneration (%) | - | - | - | - |
| Self-generation (solar) (%) | 10% | 10% | 11% | 1% |
| Public utility (%) | 60% | 82% | 60% | -22% |
| Other providers (%) | 30% | 8% | 29% | 21% |

YEAR-OVER-YEAR COMPARISON OF ELECTRICAL ENERGY CONSUMPTION BY BUSINESS UNIT 2023–2025

| | 2023 | 2024 | 2025 | % Change |
|---|-------------|-------------|-------------|----------|
| Tiles | | | | |
| kWh | 535,187,129 | 532,584,391 | 545,946,998 | 3% |
| GJ | 1,926,674 | 1,917,304 | 1,965,409 | 3% |
| Adhesives | | | | |
| kWh | 9,072,203 | 8,922,092 | 9,080,601 | 2% |
| GJ | 32,660 | 32,120 | 32,690 | 2% |
| Insulation and Lightweight Materials | | | | |
| kWh | 12,952,654 | 12,684,089 | 12,700,909 | 0% |
| GJ | 46,630 | 45,663 | 45,723 | 0% |

YEAR-OVER-YEAR COMPARISON OF ENERGY CONSUMPTION BY SOURCE AND TOTAL 2023–2025

| | 2023 | 2024 | 2025 | % Change |
|-------------------------------------|---------------|---------------|---------------|----------|
| Total fuel energy consumption (kWh) | 4,220,507,779 | 4,118,654,134 | 4,166,096,874 | 1% |
| Total electricity consumption (kWh) | 557,211,986 | 554,190,572 | 567,728,508 | 2% |
| Total energy consumption (kWh) | 4,777,719,764 | 4,672,844,706 | 4,733,825,382 | 1% |

Note: Includes energy consumption from fuel and electricity across all three business units.



YEAR-OVER-YEAR COMPARISON OF PERCENTAGE OF TOTAL ENERGY CONSUMPTION BY BUSINESS UNIT 2023-2025

| | 2023 | 2024 | 2025 |
|--------------------------------------|-------|-------|-------|
| Tiles | 97.3% | 96.9% | 97.0% |
| Adhesives | 0.3% | 0.3% | 0.3% |
| Insulation and Lightweight Materials | 2.4% | 2.8% | 2.7% |

Note: Includes energy consumption from fuel and electricity across all three business units.

YEAR-OVER-YEAR COMPARISON OF INTENSITY OF FUEL ENERGY CONSUMPTION BY BUSINESS UNIT 2023-2025

| | 2023 | 2024 | 2025 | % Change |
|--|---------|---------|---------|----------|
| Tiles (kWh/m ²) | 21.1 | 20.5 | 20.2 | -2% |
| Adhesives (kWh/Ton) | 3.6 | 3.4 | 3.6 | 6% |
| Insulation and Lightweight Materials (kWh/Ton) | 3,522.8 | 4,591.8 | 4,443.7 | -3% |

YEAR-OVER-YEAR COMPARISON OF INTENSITY OF ELECTRICAL ENERGY CONSUMPTION BY BUSINESS UNIT 2023-2025

| | 2023 | 2024 | 2025 | % Change |
|--|-------|-------|-------|----------|
| Tiles (kWh/m ²) | 2.75 | 2.73 | 2.72 | 0% |
| Adhesives (kWh/Ton) | 6.61 | 6.18 | 6.05 | -2% |
| Insulation and Lightweight Materials (kWh/Ton) | 449.0 | 495.6 | 492.6 | -1% |

GREENHOUSE GAS (GHG) EMISSIONS

BREAKDOWN OF SCOPE 1, 2 AND 3 CO₂e EMISSIONS 2025

| | Source / Category | Emissions (tCO ₂ e) | Contribution by Source (%) | Contribution by Scope (%) |
|---------|-------------------|--------------------------------|----------------------------|---------------------------|
| Scope 1 | Fixed Sources | 853,120 | 98% | 53% |
| | Mobile Sources | 16,223 | 2% | |
| Scope 2 | Electrical Energy | 36,548 | 100% | 2% |
| Scope 3 | Category 1 | 421,656 | 58.2% | 44% |
| | Category 3 | 159,524 | 22.0% | |
| | Category 4 | 54,239 | 7.5% | |
| | Category 5 | 3,392 | 0.5% | |
| | Category 9 | 86,230 | 11.9% | |
| | | 1,630,932 | - | 100% |



Scope 1 and Scope 2

GRI 305-1, 305-2, 305-4, 305-5; SASB EM-CM-110A.1, EM-CM-110A.2, RT-CH-110A.1, RT-CH-110A.2

Greenhouse Gas (GHG) emissions data are presented in CO₂e units and include the following gases: carbon dioxide (CO₂), methane (CH₄) and nitrous oxide (N₂O). Emission factors and global warming potentials by type of fuel were considered for Scope 1 emissions. Electricity emission factors by country were taken into account for Scope 2 emissions.

| TOTAL SCOPE 1 AND SCOPE 2 EMISSIONS GRUPO LAMOSA 2025 | | | |
|---|---------|---------|-----------------|
| | Scope 1 | Scope 2 | Total (S1 + S2) |
| Total (tCO₂e) | 869,343 | 36,548 | 905,891 |
| Tiles (%) | 96.7% | 75.6% | 95.9% |
| Adhesives (%) | 0.2% | 10.7% | 0.6% |
| Insulation and Lightweight Materials (%) | 3.1% | 13.7% | 3.5% |

YEAR-OVER-YEAR COMPARISON OF CO₂e EMISSIONS BY BUSINESS UNIT 2023–2025

| | 2023 | 2024 | 2025 | % Change |
|--|-----------|---------|---------|----------|
| Tiles (tCO₂e) | 1,009,053 | 861,104 | 868,599 | 1% |
| Scope 1 | 859,885 | 833,925 | 840,961 | 1% |
| Scope 2 | 149,168 | 27,180 | 27,639 | 2% |
| Adhesives (tCO₂e) | 5,148 | 4,996 | 5,194 | 4% |
| Scope 1 | 1,181 | 1,159 | 1,277 | 10% |
| Scope 2 | 3,967 | 3,837 | 3,918 | 2% |
| Insulation and Lightweight Materials (tCO₂e) | 28,513 | 32,533 | 32,098 | -1% |
| Scope 1 | 23,459 | 27,535 | 27,106 | -2% |
| Scope 2 | 5,055 | 4,998 | 4,991 | 0% |
| TOTAL (tCO₂e) | 1,042,714 | 898,633 | 905,891 | 1% |

PERCENTAGE SCOPE 1 AND SCOPE 2 EMISSIONS FOR THE DIFFERENT BUSINESS UNITS 2025¹

| | Scope 1 | Scope 2 | Total (S1 + S2) |
|--------------------------------------|---------|---------|-----------------|
| Tiles | 96.8% | 95.8% | 95.9% |
| Adhesives | 0.5% | 0.6% | 0.6% |
| Insulation and Lightweight Materials | 2.7% | 3.6% | 3.5% |

¹ Scope 1 and Scope 2 emissions were taken into consideration.

**INTENSITY OF SCOPE 1 AND SCOPE 2 EMISSIONS BY BUSINESS UNIT 2025**

| | Scope 1 | Scope 2 | Total (S1 + S2) |
|--|---------|---------|-----------------|
| Tiles (tCO ₂ e/m ²) | 0.0042 | 0.0001 | 0.0043 |
| Adhesives (tCO ₂ e/Ton) | 0.0009 | 0.0026 | 0.0035 |
| Insulation and Lightweight Materials (tCO ₂ e/Ton of EPS) | 1.0514 | 0.1936 | 1.2450 |

YEAR-OVER-YEAR COMPARISON OF INTENSITY OF SCOPE 1 AND SCOPE 2 EMISSIONS BY BUSINESS UNIT 2023–2025

| | 2023 | 2024 | 2025 | % Change |
|---|--------|--------|--------|----------|
| Tiles (tCO ₂ e/m ²) | 0.0052 | 0.0044 | 0.0043 | -2% |
| Adhesives (tCO ₂ e/Ton) | 0.0037 | 0.0035 | 0.0035 | 0% |
| Insulation and Lightweight Materials (tCO ₂ e/Ton) | 0.9884 | 1.2712 | 1.2450 | -2% |

YEAR-OVER-YEAR COMPARISON OF CO₂e PRODUCED THAT IS REGULATED BY SOME TYPE OF MANDATE 2023–2025¹

| | 2023 | 2024 | 2025 | % Change |
|--|-------|--------|--------|----------|
| tCO ₂ e | 8,759 | 52,794 | 57,813 | 10.0% |
| Percentage of Grupo Lamosa's total emissions | 0.8% | 5.9% | 6.4% | 0.5% |

¹ Corresponds to the tile production plants of Roca and Baldocer in Spain**GREENHOUSE GAS (GHG) EMISSIONS****Scope 3**

GRI 305-3

For the reporting period, the estimation of Scope 3 greenhouse gas (GHG⁴) emissions considered the following categories, based on the recommendations of the Greenhouse Gas Protocol Technical Guidance:

- Category 1
- Category 3
- Category 4
- Category 5
- Category 9

SCOPE 3 CO₂e EMISSIONS BREAKDOWN 2025

| Scope 3 Category | Emissions (tCO ₂ e) | Contribution by Source (%) |
|------------------|--------------------------------|----------------------------|
| Category 1 | 421,654 | 58% |
| Category 3 | 159,807 | 22% |
| Category 4 | 54,239 | 8% |
| Category 5 | 3,391 | 0% |
| Category 9 | 86,230 | 12% |
| Total | 725,321 | 100% |

PERCENTAGE SCOPE 3 EMISSIONS BY BUSINESS UNIT 2025

| | |
|--------------------------------------|-----|
| Tiles | 54% |
| Adhesives | 41% |
| Insulation and Lightweight Materials | 5% |

MATERIALS

GRI 301-2

YEAR-OVER-YEAR COMPARISON OF PERCENTAGE RECYCLED MATERIALS USED IN PRODUCTION

| | 2023 | 2024 | 2025 |
|--------------------------------------|-------|-------|-------|
| Insulation and Lightweight Materials | 14.9% | 13.6% | 12.0% |



WASTE

GRI 306-1, 306-2, 306-3, 306-4, 306-5; SASB EM-CM-150A.1, RT-CH-150A.1

YEAR-OVER-YEAR COMPARISON OF NON-HAZARDOUS WASTE PRODUCTION BY BUSINESS UNIT 2023–2025

| | | 2023 | 2024 | 2025 | % Change |
|--------------------------------------|--|---------|---------|---------|----------|
| Tiles | Valorized Waste (Tons) | 185,866 | 268,124 | 323,051 | 20% |
| | Reused (%) | 96% | 98% | 98% | 0% |
| | Recycled (%) | 4% | 2% | 2% | 0% |
| | Disposed Waste (Tons) | 6,137 | 12,833 | 1,613 | -87% |
| | Landfill Disposal (%) | 100% | 100% | 100% | 0% |
| | Incineration without Energy Recovery (%) | 0% | 0% | 0% | 0% |
| Adhesives | Valorized Waste (Tons) | 427 | 471 | 548 | 16% |
| | Reused (%) | 0% | 0% | 0% | 0% |
| | Recycled (%) | 100% | 100% | 100% | 0% |
| | Disposed Waste (Tons) | 1,874 | 2,498 | 3,851 | 54% |
| | Landfill Disposal (%) | 100% | 100% | 100% | 0% |
| | Incineration without Energy Recovery (%) | 0% | 0% | 0% | 0% |
| Insulation and Lightweight Materials | Valorized Waste (Tons) | 3,217 | 3,203 | 2,178 | -32% |
| | Reused (%) | 75% | 77% | 68% | -9% |
| | Recycled (%) | 25% | 23% | 32% | 9% |
| | Disposed Waste (Tons) | 667 | 794 | 752 | -5% |
| | Landfill Disposal | 100% | 100% | 100% | 0% |
| | Incineration without Energy Recovery (%) | 0% | 0% | 0% | 0% |

Note: Recycled waste includes wood, cardboard and scrap metal. Reused waste includes waste generated from production processes that is reused as a raw material.

YEAR-OVER-YEAR COMPARISON OF HAZARDOUS WASTE PRODUCTION BY BUSINESS UNIT 2023–2025

| | 2023 | 2024 | 2025 | % Change | |
|---|--|------|------|----------|------|
| Tiles | Valorized Waste (Tons) | 121 | 74 | 32 | -57% |
| | Reused (%) | 5% | 31% | 2% | -93% |
| | Recycled (%) | 95% | 69% | 98% | 42% |
| | Disposed Waste (Tons) | 399 | 373 | 413 | 11% |
| | Landfill Disposal (%) | 100% | 100% | 76% | -24% |
| | Incineration without Energy Recovery (%) | - | - | 24% | - |
| Adhesives | Valorized Waste (Tons) | - | - | - | - |
| | Reused (%) | - | - | - | - |
| | Recycled (%) | - | - | - | - |
| | Disposed Waste (Tons) | 32 | 3 | 210 | - |
| | Landfill Disposal (%) | 100% | 100% | 100% | - |
| | Incineration without Energy Recovery (%) | - | - | - | - |
| Insulation and Lightweight Materials | Valorized Waste (Tons) | - | - | - | - |
| | Reused (%) | - | - | - | - |
| | Recycled (%) | - | - | - | - |
| | Disposed Waste (Tons) | 45 | 43 | 52 | 19% |
| | Landfill Disposal (%) | 100% | 100% | 86% | -14% |
| | Incineration without Energy Recovery (%) | - | - | 14% | - |



Note: Hazardous waste generated includes used lubricating oils, hydraulic oils and contaminated solids, among others.



WATER

GRI 303-3, 303-4, 303-5; SASB RT-CH-140A.1, RT-CH-140A.3, EM-CM-140A.1

YEAR-OVER-YEAR COMPARISON OF WATER WITHDRAWAL BY BUSINESS UNIT AND SOURCE TYPE 2023–2025

| | 2023 | 2024 | 2025 | % Change |
|--|-----------|-----------|-----------|----------|
| Tiles (m³) | 2,126,252 | 1,893,908 | 1,825,776 | -4% |
| Municipal Supply | 8% | 8% | 11% | 3% |
| Well | 85% | 87% | 86% | -1% |
| Other sources | 7% | 4% | 3% | -1% |
| Adhesives (m³) | 12,260 | 13,737 | 16,368 | 19% |
| Municipal Supply | 77% | 77% | 80% | 2% |
| Well | 0% | 0% | 0% | 0% |
| Other sources | 23% | 23% | 20% | -2% |
| Insulation and Lightweight Materials (m³) | 152,747 | 154,384 | 135,741 | -12% |
| Municipal Supply | 45% | 50% | 68% | 18% |
| Well | 51% | 44% | 22% | -22% |
| Other sources | 4% | 5% | 10% | 5% |

YEAR-OVER-YEAR COMPARISON OF WATER DISCHARGE BY BUSINESS UNIT AND DESTINATION 2023–2025

| | 2023 | 2024 | 2025 | % Change |
|---|--------|--------|--------|----------|
| Tiles | | | | |
| Total (m³) | 96,946 | 70,266 | 63,215 | -10% |
| Surface Water (%) | 39% | 41% | 38% | -3% |
| Groundwater (%) | 40% | 35% | 35% | 0% |
| Third Parties (%) | 21% | 24% | 27% | 3% |
| Adhesives | | | | |
| Total (m³) | 10,716 | 9,125 | 11,545 | 27% |
| Surface Water (%) | 0% | 0% | 0% | 0% |
| Groundwater (%) | 4% | 3% | 2% | -1% |
| Third Parties (%) | 96% | 97% | 98% | 1% |
| Insulation and Lightweight Materials | | | | |
| Total (m³) | 44,969 | 42,603 | 39,266 | -8% |
| Surface Water (%) | 0% | 0% | 0% | 0% |
| Groundwater (%) | 7% | 8% | 8% | 0% |
| Third Parties (%) | 93% | 92% | 92% | 1% |

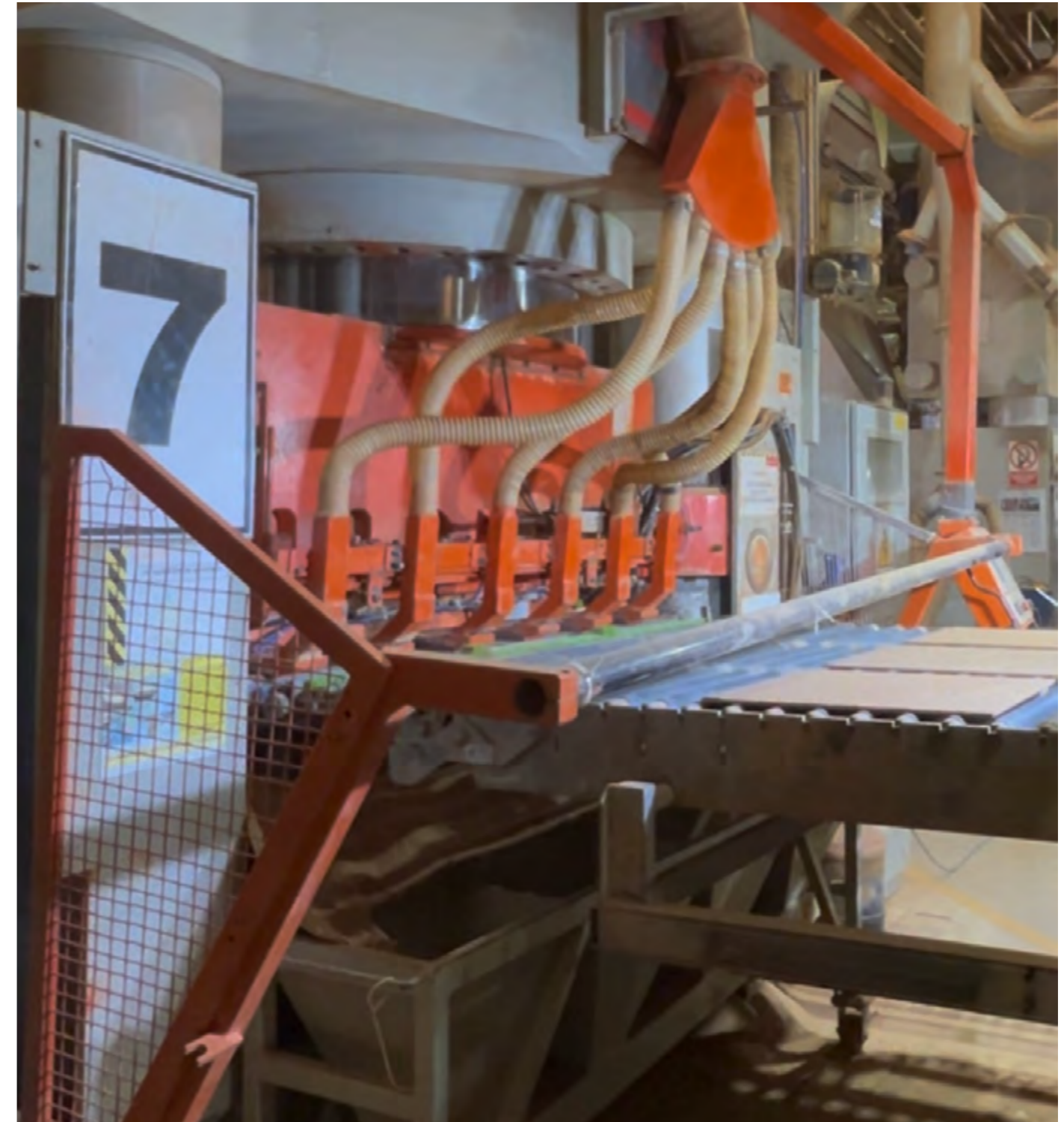
Note: Grupo Lamosa carries out water treatment processes using specialized systems directly at its production facilities.

YEAR-OVER-YEAR COMPARISON OF WATER CONSUMPTION AND REUSE BY BUSINESS UNIT AND SOURCE TYPE 2023–2025

| | 2023 | 2024 | 2025 | % Change |
|---|-----------|-----------|-----------|----------|
| Tiles | | | | |
| Total Water Consumption (m ³) | 2,029,306 | 1,823,642 | 1,762,561 | -3% |
| Total Water Reused (%) | 40% | 33% | 37% | 4% |
| Adhesives | | | | |
| Total Water Consumption (m ³) | 1,545 | 4,612 | 4,823 | 5% |
| Total Water Reused (%) | 0% | 0% | 0% | 0% |
| Insulation and Lightweight Materials | | | | |
| Total Water Consumption (m ³) | 107,777 | 111,781 | 96,475 | -14% |
| Total Water Reused (%) | 5% | 5% | 1% | -4% |

YEAR-OVER-YEAR COMPARISON OF WATER CONSUMPTION PER UNIT OF PRODUCT BY BUSINESS UNIT 2023–2025

| | 2023 | 2024 | 2025 | % Change |
|--|-------|-------|-------|----------|
| Tiles (m³/m²) | 0.011 | 0.010 | 0.009 | -6% |
| Adhesives (m³/Ton) | 0.009 | 0.010 | 0.011 | 15% |
| Insulation and Lightweight Materials (m³/Ton of EPS) | 5.3 | 6.0 | 5.3 | -13% |



2. Social dimension

WORKFORCE DEMOGRAPHICS

GRI 2-7, 2-30, 401-1, 405-1

The information presented on the workforce includes the various subsidiaries of Grupo Lamosa, S.A.B. de C.V.



WORKFORCE COMPOSITION BREAKDOWN 2025

| WORKFORCE DEMOGRAPHICS BY WORK CENTER: GENDER, AGE GROUP AND POSITION 2025 | | | | | | |
|--|------------|--------------|--------------|--------------|------------|--------------|
| Age Group | Under 30 | | 30-50 | | Over 50 | |
| | Women | Men | Women | Men | Women | Men |
| Corporate | 9 | 19 | 23 | 57 | 8 | 31 |
| Executives | - | - | 1 | 12 | 1 | 17 |
| Employees | 9 | 19 | 22 | 45 | 7 | 14 |
| Tiles | 338 | 1,316 | 861 | 3,938 | 189 | 1,201 |
| Executives | - | - | 14 | 58 | 8 | 45 |
| Employees | 117 | 344 | 470 | 1,544 | 95 | 435 |
| Operators | 221 | 972 | 377 | 2,336 | 86 | 721 |
| Adhesives | 49 | 328 | 163 | 833 | 28 | 156 |
| Executives | - | - | - | 9 | - | 18 |
| Employees | 38 | 135 | 151 | 438 | 22 | 92 |
| Operators | 11 | 193 | 12 | 386 | 6 | 46 |
| Insulation and Lightweight Materials | 100 | 276 | 233 | 585 | 23 | 196 |
| Executives | - | 1 | 5 | 29 | - | 13 |
| Employees | 62 | 52 | 167 | 214 | 10 | 46 |
| Operators | 32 | 223 | 61 | 342 | 13 | 137 |
| Total | 496 | 1,939 | 1,280 | 5,413 | 248 | 1,584 |

TOTAL NUMBER OF GRUPO LAMOSA EMPLOYEES 2025: 10,960



WORKFORCE COMPOSITION AND YEAR-OVER-YEAR COMPARISONS 2023–2025

WORKFORCE COMPOSITION BY KIND OF CONTRACT AND GENDER 2023-2025

| | 2023 | 2024 | 2025 | % Change |
|---------------------|--------------|--------------|--------------|-----------|
| Corporate | 163 | 137 | 147 | 7% |
| Permanent contracts | 163 | 137 | 147 | 7% |
| <i>Women</i> | 39 | 37 | 40 | 8% |
| <i>Men</i> | 124 | 100 | 107 | 7% |
| Temporary contracts | - | - | - | - |
| <i>Women</i> | - | - | - | - |
| <i>Men</i> | - | - | - | - |
| Tiles | 8,515 | 7,733 | 7,843 | 1% |
| Permanent contracts | 7,625 | 6,982 | 7,221 | 3% |
| <i>Women</i> | 1,264 | 1,202 | 1,306 | 9% |
| <i>Men</i> | 6,361 | 5,780 | 5,915 | 2% |
| Temporary contracts | 890 | 751 | 622 | -17% |
| <i>Women</i> | 153 | 145 | 82 | -43% |
| <i>Men</i> | 737 | 606 | 540 | -11% |

| | 2023 | 2024 | 2025 | % Change |
|---|--------------|--------------|--------------|------------|
| Adhesives | 1,333 | 1,485 | 1,557 | 5% |
| Permanent contracts | 1,285 | 1,458 | 1,550 | 6% |
| <i>Women</i> | 190 | 210 | 240 | 14% |
| <i>Men</i> | 1,095 | 1,248 | 1,310 | 5% |
| Temporary contracts | 48 | 27 | 7 | -74% |
| <i>Women</i> | 2 | 1 | - | -100% |
| <i>Men</i> | 46 | 26 | 7 | -73% |
| Insulation and Lightweight Materials | 1,532 | 1,474 | 1,413 | -4% |
| Permanent contracts | 1,415 | 1,367 | 1,309 | -4% |
| <i>Women</i> | 382 | 354 | 333 | -6% |
| <i>Men</i> | 1,033 | 1,013 | 976 | -4% |
| Temporary contracts | 117 | 107 | 104 | -3% |
| <i>Women</i> | 27 | 21 | 26 | 10% |
| <i>Men</i> | 90 | 86 | 81 | -6% |

YEAR-OVER-YEAR COMPARISON OF UNION WORKFORCE

| | 2023 | 2024 | 2025 |
|-------------------|------|------|------|
| % union personnel | 57% | 55% | 56% |



YEAR-OVER-YEAR COMPARISON OF GENDER DEMOGRAPHICS BY BUSINESS UNIT 2023–2025

| | 2023 | 2024 | 2025 | % Change |
|---|---------------|---------------|---------------|------------|
| Corporate | 163 | 137 | 147 | 7% |
| Women | 39 | 37 | 40 | 8% |
| Men | 124 | 100 | 107 | 7% |
| % Women | 24% | 27% | 27% | |
| Tiles | 8,515 | 7,733 | 7,843 | 1% |
| Women | 1,417 | 1,347 | 1,388 | 3% |
| Men | 7,098 | 6,386 | 6,455 | 1% |
| % Women | 17% | 17% | 18% | |
| Adhesives | 1,333 | 1,485 | 1,557 | 5% |
| Women | 192 | 211 | 240 | 14% |
| Men | 1,141 | 1,274 | 1,317 | 3% |
| % Women | 14% | 14% | 15% | |
| Insulation and Lightweight Materials | 1,532 | 1,474 | 1,413 | -4% |
| Women | 409 | 375 | 356 | -5% |
| Men | 1,123 | 1,099 | 1,057 | -4% |
| % Women | 27% | 25% | 25% | |
| Total | 11,543 | 10,829 | 10,960 | 1% |
| % Women | 18% | 18% | 18% | |

YEAR-OVER-YEAR COMPARISON OF NEW HIRES BY AGE GROUP AND GENDER 2023–2025

| Age | 2023 | 2024 | 2025 | % Change |
|-----------------|--------------|--------------|--------------|------------|
| Under 30 | 1,610 | 1,077 | 1,493 | 39% |
| Women | 283 | 194 | 292 | 51% |
| Men | 1,327 | 883 | 1,201 | 36% |
| 30–50 | 1,471 | 1,009 | 1,590 | 58% |
| Women | 265 | 195 | 302 | 55% |
| Men | 1,206 | 814 | 1,288 | 58% |
| Over 50 | 118 | 91 | 126 | 38% |
| Women | 18 | 15 | 24 | 60% |
| Men | 100 | 76 | 102 | 34% |



YEAR-OVER-YEAR COMPARISON OF TURNOVER RATE BY AGE GROUP AND GENDER 2023-2025

| Age Group | | 2023 | 2024 | 2025 |
|-----------|-------|------|------|------|
| Under 30 | Women | 37% | 39% | 34% |
| | Men | 49% | 55% | 43% |
| 30-50 | Women | 23% | 23% | 21% |
| | Men | 24% | 24% | 23% |
| Over 50 | Women | 16% | 14% | 18% |
| | Men | 15% | 14% | 19% |

YEAR-OVER-YEAR COMPARISON OF OVERALL TURNOVER RATE 2023-2025

| | 2023 | 2024 | 2025 |
|----------------|------|------|------|
| Total turnover | 28% | 29% | 26% |

TRAINING AND CAREER DEVELOPMENT

GRI 404-1, 404-2

YEAR-OVER-YEAR COMPARISON OF TRAINING HOURS BY JOB CATEGORY AND GENDER 2023-2025

| | 2023 | 2024 | 2025 | % Change |
|-------------------|--------|--------|--------|----------|
| Executives | 2,986 | 4,269 | 2,635 | -38% |
| Women | 953 | 866 | 263 | -70% |
| Men | 2,003 | 3,403 | 2,372 | -30% |
| Employees | 7,812 | 50,659 | 50,510 | 0% |
| Women | 2,850 | 15,059 | 17,353 | 15% |
| Men | 4,962 | 35,600 | 33,157 | -7% |
| Operators | 1,696 | 40,290 | 19,107 | -53% |
| Women | 143 | 3,895 | 1,129 | -71% |
| Men | 1,553 | 36,395 | 17,978 | -51% |
| Total | 12,494 | 95,219 | 72,251 | -24% |

AVERAGE TRAINING HOURS BY GENDER AND TOTAL 2025

| | |
|--------------|------------|
| Women | 9.3 |
| Men | 6.0 |
| Total | 6.6 |



WORK ENVIRONMENT

YEAR-OVER-YEAR COMPARISON OF OVERALL JOB SATISFACTION 2023–2025

| | 2023 | 2024 | 2025 |
|--------------------|------|------|------|
| % job satisfaction | 84% | 83% | 83% |

EMPLOYEE HEALTH AND SAFETY

GRI 403-9; SASB EM-CM-320A.1, RT-CH-320A.1, RT-CH-540A.1

YEAR-OVER-YEAR COMPARISON OF OCCUPATIONAL HEALTH AND SAFETY 2023–2025

| | 2023 | 2024 | 2025 | % Change |
|---|------|------|------|----------|
| Tiles | | | | |
| Employee Fatalities (number) | 0 | 0 | 1 | - |
| Total Recordable Incident Rate (TRIR)* | 1.25 | 1.12 | 1.08 | -4% |
| Adhesives | | | | |
| Employee Fatalities (number) | 0 | 0 | 0 | - |
| TRIR | 0.32 | 0.43 | 0.23 | -50% |
| Insulation and Lightweight Materials | | | | |
| Employee Fatalities (number) | 0 | 0 | 0 | - |
| TRIR | 1.62 | 0.78 | 0.62 | -20% |

*Formula for TRIR: (Total number of recordable incidents x 200,000) / Total hours worked – in accordance with OSHA methodology.

3. Governance

BOARD OF DIRECTORS

GRI 2-9

BOARD COMPOSITION 2023-2025

| | 2023 | 2024 | 2025 | % Change |
|---------------------------------|------|------|------|----------|
| Total number of board members | 12 | 12 | 12 | - |
| Number of independent directors | 6 | 6 | 6 | - |
| Meeting attendance rate (%) | 93% | 90% | 97% | 7% |
| Average seniority (years) | 19 | 20 | 21 | 5% |

INTEGRITY

GRI 205-3, 406-1

YEAR-OVER-YEAR COMPARISON OF TRANSPARENCY HOTLINE REPORTS 2023-2025

| | 2023 | 2024 | 2025 | % Change |
|--|------|------|------|----------|
| Number of reports handled through the Transparency Hotline | 345 | 372 | 408 | 10% |
| Policy violations (%) | 41% | 42% | 45% | 3% |
| Inappropriate conduct (%) | 36% | 36% | 37% | 0% |
| Conflicts of interest (%) | 13% | 10% | 12% | 1% |
| Theft / Misuse of information (%) | 8% | 10% | 7% | -3% |
| Other | 2% | 2% | 0% | -2% |

Grupo Lamosa is committed to fostering a culture of ethics and integrity, grounded in the company's core values. Accordingly, it closely follows up on any incidents reported, guaranteeing appropriate attention and resolution.

Upon receiving a report, a thorough investigation is conducted to determine the validity of the corresponding claim and take appropriate action where necessary which, depending on the nature of the case, may be disciplinary action against employees, suppliers or other involved parties. Corrective action is also taken to prevent future non-compliance.

Special attention is given to cases involving corruption and discrimination. These are handled with appropriate measures based on their severity and are reported under the category of "Inappropriate conduct."

CODE OF ETHICS TRAINING 2023-2025

| | 2023 | 2024 | 2025 |
|--|------|------|------|
| % of employees trained in the Code of Ethics | 100% | 100% | 100% |

Note: Grupo Lamosa's clients and suppliers commit to the company's Code of Ethics through contractual clauses included in the commercial agreements with the company.



4. Operational Data

OPERATIONAL QUALITY

PERCENT OF PRODUCTS ISO 9001 QUALITY CERTIFIED BY BUSINESS UNIT AND BY REGION 2024-2025

| | 2024 | 2025 | % Change |
|--|------|------|----------|
| Tiles – Mexico (% of m ²) | 100% | 100% | 0% |
| Tiles – LatAm (% of m ²) | 0% | 0% | 0% |
| Tiles – Brazil (% of m ²) | 100% | 100% | 0% |
| Adhesives (% of tons) | 77% | 75% | -2% |
| Insulation and Lightweight Materials (% of tons) | 8% | 10% | 2% |

PRODUCTS WITH SUSTAINABILITY CERTIFICATIONS

SASB CG-BF-250A.2, EM-CM-410A.1, RT-CH410-A.1

REVENUE FROM PRODUCTS WITH SUSTAINABILITY CERTIFICATIONS 2024-2025

| | 2024 | 2025 |
|---|---------|---------|
| Tiles | | |
| GREEN SQUARED Certification (millions of Mexican pesos) | \$2,500 | \$2,240 |
| Products (SKUs) | 476 | 461 |
| Adhesives | | |
| UL GREENGUARD Certification (millions of Mexican pesos) | \$486.3 | \$697.9 |
| Products (SKUs) | 21 | 21 |
| NOM-018-ENER-2011 (millions of Mexican pesos) | \$124.1 | \$160.4 |
| Products (SKUs) | 8 | 8 |



INNOVATION

REVENUE FROM PRODUCTS WITH SUSTAINABILITY CERTIFICATIONS 2024-2025

| | 2024 | 2025 |
|------------------------|-------|-------|
| Tiles | | |
| Products (SKUs) | 840 | 718 |
| Percent of total sales | 14.4% | 16.9% |
| Adhesives | | |
| Products (SKUs) | 32 | 27 |
| Percent of total sales | 1.2% | 2.5% |

ECONOMIC VALUE GENERATED AND DISTRIBUTED

GRI 201-1

YEAR-OVER-YEAR COMPARISON OF ECONOMIC VALUE GENERATED AND DISTRIBUTED 2023-2025 (MILLIONS OF MEXICAN PESOS)

| | 2023 | 2024 | 2025 | % Change |
|--|---------------|---------------|---------------|-------------|
| Direct economic value generated | 32,044 | 34,115 | 35,281 | 3% |
| Total income | 31,572 | 33,945 | 35,218 | 4% |
| Financial income | 472 | 170 | -64 | -138% |
| Other income | 0 | 0 | 0 | |
| Economic value distributed | 29,825 | 32,093 | 34,457 | 7% |
| Cost of sales | 18,251 | 19,908 | 21,114 | 6% |
| Operating expenses (includes wages, salaries and benefits) | 8,260 | 9,146 | 9,633 | 5% |
| Income taxes | 1,701 | 570 | 988 | 73% |
| Dividends | 509 | 621 | 685 | 10% |
| Financial expenses | 976 | 1479 | 1525 | 3% |
| Other expenses | 128 | 368 | 513 | 39% |
| Economic value retained | 2,219 | 2,022 | 824 | -59% |

Economic value retained is calculated as direct economic value generated minus total economic value distributed.



1.8 Reporting Standards

GRI DISCLOSURES INDEX

UNIVERSAL STANDARDS

GRI 1: FOUNDATION 2021

GRI 2: GENERAL DISCLOSURES 2021

| GRI Standard | GRI Content | GRI Disclosure | Pages/URL/Comments | Reasons for Omission | | |
|---|-------------|--|--------------------|----------------------|---------------------------|--|
| | | | | Omission | Reason | Explanation |
| Organizational Profile and Reporting Practices | 2-1 | Organizational details | Page 4 | | | |
| | 2-2 | Entities included in the organization's sustainability reporting | Page 40 | | | |
| | 2-3 | Reporting period, frequency and point of contact | Page 40 | | | |
| | 2-4 | Restatements of information | | a | Not applicable | Data has not been updated |
| | 2-5 | External assurance | | a, b | Information not available | A third party has not verified the company's non-financial information |
| Activities and Workers | 2-6 | Activities, value chain and other business relationships | Pages 4, 29 | | | |
| | 2-7 | Employees | Page 73 | | | |
| | 2-8 | Workers who are not employees | | a, b, c | Not applicable | All company workers are in its employ |



| GRI Standard | GRI Content | GRI Disclosure | Pages/URL/Comments | Reasons for Omission | | |
|--------------|-----------------------------------|---|--|--------------------------|---------------------------|--|
| | | | | Omission | Reason | Explanation |
| Governance | 2-9 | Governance structure and composition | Pages 15, 16, 77 | | | |
| | 2-10 | Nomination and selection of the highest governance body | Page 15 | | | |
| | 2-11 | Chair of the highest governance body | Page 15 | | | |
| | 2-12 | Role of the highest governance body in overseeing impact management | Pages 8, 15, 52 | | | |
| | 2-13 | Delegation of responsibility for impact management | Pages 8, 15, 52 | | | |
| | 2-14 | Role of the highest governance body in sustainability reporting | Page 40 | | | |
| | 2-15 | Conflicts of interest | Grupo Lamosa operates with a conflict of interest policy | | | |
| | 2-16 | Communication of critical concerns | | a, b | Information not available | The highest organ of governance has no process in place for communicating, evaluating and responding to critical concerns |
| | 2-17 | Collective knowledge of the highest governance body | | a | Information not available | The company has no mechanisms in place for guaranteeing the training of the highest organ of governance in sustainable development |
| | 2-18 | Evaluation of the highest governance body's performance | | a, b, c | Information not available | Top management is evaluated, but the details are not published |
| | 2-19 | Remuneration policies | Page 15 | | | |
| 2-20 | Process to determine remuneration | Page 15 | | | | |
| 2-21 | Annual total compensation ratio | | a, b, c | Confidential information | Confidential information | |



| GRI Standard | GRI Content | GRI Disclosure | Pages/URL/Comments | Reasons for Omission | | |
|---|-------------|---|--|----------------------|--------|-------------|
| | | | | Omission | Reason | Explanation |
| Strategy, Policies and Practices | 2-22 | Statement on sustainable development strategy | Pages 3, 52 | | | |
| | 2-23 | Commitments and policies | Pages 18, 19 | | | |
| | 2-24 | Embedding commitments and policies | Pages 18, 19 | | | |
| | 2-25 | Processes to remediate negative impacts | Pages 18, 19 | | | |
| | 2-26 | Advice and concerns mechanisms | Pages 18, 19 | | | |
| | 2-27 | Compliance with laws and regulations | Page 18 | | | |
| | 2-28 | Memberships in associations | Page 53 | | | |
| Stakeholder Engagement | 2-29 | Approach to stakeholder engagement | Page 44 | | | |
| | 2-30 | Collective bargaining agreements | Page 73 | | | |
| GRI 3: MATERIAL TOPICS 2021 | | | | | | |
| | 3-1 | Process to determine material topics | Page 47 | | | |
| | 3-2 | List of material topics | Page 47 | | | |
| | 3-3 | Management of material topics | See the following table with GRI content by material topic | | | |



GRI CONTENT BY MATERIAL TOPIC

DOUBLY MATERIAL TOPICS

| Topic | GRI Standard | Content | GRI Disclosure | Pages/URL/Comments | Reasons for Omission | | |
|---------------------------------|--------------------------------------|---------|---|--------------------|----------------------|---------------------------|---|
| | | | | | Omission | Reason | Explanation |
| Talent Attraction and Retention | GRI 3: Material topics 2021 | 3-3 | Management of material topics | Page 31 | | | |
| | | 401-1 | New employee hires and turnover | Page 73 | | | |
| | GRI 401: Employment 2016 | 401-2 | Benefits for full-time employees not provided for temporary/part-time employees | | a, b | Information not available | All employees receive full benefits according to the law, but details are not available |
| | | 401-3 | Parental leave | | a, b, c, d, e | Information not available | Details of parental leave are not available |
| | | 404-1 | Average training hours per employee | Page 76 | | | |
| | GRI 404: Training and education 2016 | 404-2 | Programs for skills management and lifelong learning | Page 76 | | | |
| | | 404-3 | Percentage of employees receiving performance reviews and career development | | a | Information not available | Percentage evaluation data are not available |



| Topic | GRI Standard | Content | GRI Disclosure | Pages/URL/Comments | Reasons for Omission | | |
|-------------------------------|---|---------|--|--------------------|----------------------|---------------------------|--|
| | | | | | Omission | Reason | Explanation |
| Supply Chain | GRI 3: Material topics 2021 | 3-3 | Management of material topics | Page 29 | | | |
| | GRI 204: Procurement practices 2016 | 204-1 | Proportion of spending on local suppliers | | a, b, c | Information not available | Percentage spending data are not available |
| | GRI 308: Supplier environmental assessment 2016 | 308-1 | New suppliers screened using environmental criteria | | a | Information not available | Formal environmental evaluations of suppliers are not currently made |
| | | 308-2 | Negative environmental impacts in the supply chain and actions taken | | a, b, c, d, e | Information not available | Formal environmental evaluations of suppliers are not currently made |
| | GRI 414: Supplier social assessment 2016 | 414-1 | New suppliers screened using social criteria | | a | Information not available | Formal social evaluations of suppliers are not currently made |
| | | 414-2 | Negative social impacts in the supply chain and actions taken | | a, b, c, d, e | Information not available | Formal social evaluations of suppliers are not currently made |
| Energy Consumption Management | GRI 3: Material topics 2021 | 3-3 | Management of material topics | Page 38 | | | |
| | GRI 302: Energy 2016 | 302-1 | Energy consumption within the organization | Page 63 | | | |
| | | 302-2 | Energy consumption outside the organization | | a, b, c | Information not available | Energy consumption outside the organization is not monitored |



| Topic | GRI Standard | Content | GRI Disclosure | Pages/URL/Comments | Reasons for Omission | | |
|-------------------------------|-------------------------|---------|---|--------------------|----------------------|---------------------------|--|
| | | | | | Omission | Reason | Explanation |
| Energy Consumption Management | GRI 302: Energy 2016 | 302-3 | Energy intensity | Page 63 | | | |
| | | 302-4 | Reduction in energy consumption | Page 63 | | | |
| | | 302-5 | Reduction in the energy requirements of products and services | | a, b, c | Information not available | Reduction information is not available |
| | GRI 305: Emissions 2016 | 305-1 | Direct GHG emissions (Scope 1) | Page 67 | | | |
| | | 305-2 | Indirect GHG emissions from energy consumption (Scope 2) | Page 67 | | | |
| | | 305-3 | Other indirect GHG emissions (Scope 3) | | a, b, c, d, e, f, g | Information not available | Scope 3 emissions are not monitored |
| | | 305-4 | Intensity of GHG emissions | Page 67 | | | |
| | | 305-5 | Reduction in GHG emissions | Page 67 | | | |
| | | 305-6 | Emissions of ozone-depleting substances | | a, b, c, d | Information not available | Data with the required quality are not available |
| | | 305-7 | Emissions of nitrogen oxides (NOx), sulfur oxides (SOx) and other significant air emissions | | a, b, c, d | Information not available | Data with the required quality are not available |



IMPACTFUL MATERIAL TOPICS

| Topic | GRI Standard | Content | GRI Disclosure | Pages/URL/Comments | Reasons for Omission | | |
|---------------------------------------|--|---------|--|--------------------|----------------------|--------|-------------|
| | | | | | Omission | Reason | Explanation |
| Customer Service | GRI 3: Material topics 2021 | 3-3 | Management of material topics | Page 30 | | | |
| Innovation | GRI 3: Material topics 2021 | 3-3 | Management of material topics | Page 24 | | | |
| Digital Transformation | GRI 3: Material topics 2021 | 3-3 | Management of material topics | Page 27 | | | |
| Economic Performance | GRI 3: Material topics 2021 | 3-3 | Management of material topics | Page 10 | | | |
| | GRI 201: Economic performance 2016 | 201-1 | Direct economic value generated and distributed | Page 79 | | | |
| Occupational Health and Safety | GRI 3: Material topics 2021 | 3-3 | Management of material topics | Page 35 | | | |
| | GRI 403: Occupational health and safety 2018 | 403-1 | Occupational health and safety management system | Page 35 | | | |



| Topic | GRI Standard | Content | GRI Disclosure | Pages/URL/Comments | Reasons for Omission | | |
|---------------------------------------|--|---|---|--------------------|-------------------------------|---------------------------|--|
| | | | | | Omission | Reason | Explanation |
| Occupational Health and Safety | GRI 403: Occupational health and safety 2018 | 403-2 | Hazard identification, risk evaluation and incident investigation | Page 35 | | | |
| | | 403-3 | Health services in the workplace | Page 35 | | | |
| | | 403-4 | Worker participation, consultation and communications on health and safety in the workplace | Page 35 | | | |
| | | 403-5 | Worker training on health and safety in the workplace | Page 35 | | | |
| | | 403-6 | Promotion of worker health | Page 35 | | | |
| | | 403-7 | Prevention and mitigation of worker health and safety impacts directly linked to the working relationship | Page 35 | | | |
| | | 403-8 | Coverage of health and safety management system in the workplace | Page 35 | | | |
| | | 403-9 | Work-related injuries | Page 77 | | | |
| | | 403-10 | Work-related ill health | | a, b, c, d, e | Information not available | Data with the required quality are not available |
| | | Product Quality (Customer Health and Safety) | GRI 3: Material topics 2021 | 3-3 | Management of material topics | Page 30 | |



| Topic | GRI Standard | Content | GRI Disclosure | Pages/URL/Comments | Reasons for Omission | | |
|---|--|---------|---|---|----------------------|--------|-------------|
| | | | | | Omission | Reason | Explanation |
| Product Quality (Customer Health and Safety) | GRI 416: Customer health and safety 2016 | 416-1 | Assessment of health and safety impacts of product and service categories | Page 30 | | | |
| | | 416-2 | Incidents of non-compliance concerning the health and safety impacts of products and services | No violations or third-party claims were reported in 2025 | | | |
| Omnichannel Strategy and Distributor Relations | GRI 3: Material topics 2021 | 3-3 | Management of material topics | Page 28 | | | |
| Automation and Efficiency of Operational Processes | GRI 3: Material topics 2021 | 3-3 | Management of material topics | Page 28 | | | |

IMPACTFUL MATERIAL TOPICS

| | | | | | | | |
|---|---------------------------------|-------|--|---|--|--|--|
| Data Protection | GRI 3: Material topics 2021 | 3-3 | Management of material topics | Page 23 | | | |
| | GRI 418 : Customer privacy 2016 | 418-1 | Substantiated complaints concerning breaches of customer privacy and losses of customer data | No third-party complaints were reported in 2025; internal incidents of inappropriate data management are disclosed on page 77 | | | |
| Diversity and Inclusion in the Workforce | GRI 3: Material topics 2021 | 3-3 | Management of material topics | Page 34 | | | |



| Topic | GRI Standard | Content | GRI Disclosure | Pages/URL/Comments | Reasons for Omission | | |
|--|--|-------------------|---|--------------------|----------------------|------------------------------|--------------------------|
| | | | | | Omission | Reason | Explanation |
| Diversity and Inclusion in the Workforce | GRI 405: Diversity and Inclusion in the workforce 2016 | 405-1 | Diversity of governance bodies and employees | Page 73 | | | |
| | | 405-2 | Ratio of basic salary and remuneration of women and men | | a, b | Confidentiality restrictions | Confidential information |
| Work Environment | GRI 3: Material topics 2021 | 3-3 | Management of material topics | Page 33 | | | |
| Chemical Management in Products | GRI 3: Material topics 2021 | 3-3 | Management of material topics | Page 30 | | | |
| Product Lifecycle | GRI 3: Material topics 2021 | 3-3 | Management of material topics | Pages 38, 39 | | | |
| | GRI 301: Materials 2016 | 301-2 | Recycled input materials used | Pages 39, 69 | | | |
| | | 303-1 | Interaction with water as a shared resource | Page 39 | | | |
| | GRI 303: Water and effluents 2018 | 303-2 | Management of water-discharge impacts | Page 39 | | | |
| | | 303-3 | Water withdrawal | Page 71 | | | |
| | | 303-4 | Water discharge | Page 71 | | | |
| 303-5 | | Water consumption | Page 71 | | | | |



| Topic | GRI Standard | Content | GRI Disclosure | Pages/URL/Comments | Reasons for Omission | | |
|----------------------------|---------------------------------|---------|--|--------------------|----------------------|--------|-------------|
| | | | | | Omission | Reason | Explanation |
| Product Lifecycle | GRI 306: Waste 2020 | 306-1 | Waste generation and significant related impacts | Page 39 | | | |
| | | 306-2 | Management of significant waste-related impacts | Page 39 | | | |
| | | 306-3 | Waste generated | Page 69 | | | |
| | | 306-4 | Waste diverted from disposal | Page 69 | | | |
| | | 306-5 | Waste directed to disposal | Page 69 | | | |
| OTHER GRI STANDARDS | | | | | | | |
| | GRI 205 Anticorruption 2016 | 205-2 | Communication and training in anticorruption policies and procedures | Pages 18, 19 | | | |
| | | 205-3 | Confirmed incidents of corruption and measures taken | Page 77 | | | |
| | GRI 406 Non-discrimination 2016 | 406-1 | Incidents of discrimination and corrective actions taken | Page 77 | | | |



SASB METRICS INDEX

| BUILDING PRODUCTS AND FURNISHINGS | | | | | |
|--|--------------|---|---|--|------------------------------|
| SASB Topic | Code | Description of Accounting or Activity Metric | Unit of Measure | Pages/URL/Comments | Omission |
| Activity Metric | CG-BF-000.A | Annual production | Unit of measure used by the entity | | Information not available |
| Activity Metric | CG-BF-000.B | Area of manufacturing facilities | Square meters (m ²) | | Information not available |
| Energy Management in Manufacturing | CG-BF-130a.1 | (1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable | Gigajoules (GJ), percentage (%) | Page 63 | |
| | CG-BF-250a.1 | Discussion of processes to assess and manage risks or hazards associated with chemicals in products | N/A | Page 30 | |
| Management of Chemicals in Products | CG-BF-250a.2 | Percentage of eligible products meeting volatile organic compound (VOC) emissions and content standards | Percentage (%) by revenue | While only a percentage of Adhesives products are UL GREENGUARD certified, 100% of our portfolio complies with VOC limit standards | |
| | CG-BF-410a.1 | Description of efforts to manage product lifecycle impacts and meet demand for sustainable products | N/A | Pages 30, 39 | |
| Environmental Impacts of Product Lifecycle | CG-BF-410a.2 | (1) Weight of end-of-life material recovered, (2) percentage of recovered materials recycled | Metric tons (t), percentage (%) by weight | Page 39 | 1) Information not available |



| SASB Topic | Code | Description of Accounting or Activity Metric | Unit of Measure | Pages/URL/Comments | Omission |
|------------------------------|--------------|---|---|--------------------|--|
| Wood Supply Chain Management | CG-BF-430a.1 | (1) Total weight of wood fiber materials purchased, (2) percentage from third-party certified forests, (3) percentage by standard, (4) percentage certified to other wood fiber standards, (5) percentage by standard | Metric tons (t), percentage (%) by weight | | Not applicable Grupo Lamosa does not use wood as a raw material |

CONSTRUCTION MATERIALS

| | | | | | |
|--------------------------|--------------|---|---|---------|---------------------------|
| Activity Metric | EM-CM-000.A | Production by main product line | Metric tons (t) | | Information not available |
| Greenhouse Gas Emissions | EM-CM-110a.1 | Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations | Metric tons (t) CO ₂ e, percentage (%) | Page 67 | |
| | EM-CM-110a.2 | Discussion of long- and short-term strategies or plans to manage Scope 1 emissions, emission reduction targets and analysis of performance against those targets | N/A | Page 67 | |
| Air Quality | EM-CM-120a.1 | Air emissions of the following pollutants: (1) NO _x (excluding N ₂ O), (2) SO _x , (3) particulate matter (PM10), (4) dioxins/furans, (5) volatile organic compounds (VOCs), (6) polycyclic aromatic hydrocarbons (PAHs) and (7) heavy metals | Metric tons (t) | | Information not available |
| Energy Management | EM-CM-130a.1 | (1) Total energy consumed, (2) percentage grid electricity, (3) percentage alternate energy, (4) percentage renewable | Gigajoules (GJ), percentage (%) | Page 63 | |



| SASB Topic | Code | Description of Accounting or Activity Metric | Unit of Measure | Pages/URL/Comments | Omission |
|------------------------------------|--------------|--|---|---|--|
| Water Management | EM-CM-140a.1 | (1) Total fresh water withdrawn, (2) percentage recycled, (3) percentage in regions with high or extremely high baseline water stress | Thousands of cubic meters (m ³), percentage (%) | (1) Total water withdrawn by source is presented, (2) percentage of water reused for the three businesses is presented, (3) information not available | |
| Waste Management | EM-CM-150a.1 | Amount of waste generated, percentage hazardous, percentage recycled | Metric tons (t), percentage (%) | Page 69 | |
| Biodiversity Impacts | EM-CM-160a.1 | Discussion of environmental management policies and practices for active facilities | N/A | | Information not available |
| | EM-CM-160a.2 | Land area altered, percentage of affected area recovered | Acres (ac), percentage (%) | | Information not available |
| Occupational Health and Safety | EM-CM-320a.1 | (1) Total recordable incident rate (TRIR) and (2) incident frequency rate (IFR) for (a) full-time employees and (b) contract employees | Rate | Page 77 | (1) Information not available (2) the IFR is reported by Business |
| | EM-CM-320a.2 | Number of reported cases of silicosis | Number | Grupo Lamosa reported no such cases | |
| Product Innovation | EM-CM-410a.1 | Percentage of products meeting the requirements for sustainable building design and construction certification credits | Percentage (%) by annual sales revenue | | Information not available |
| | EM-CM-410a.2 | Total addressable market and market share of products that reduce energy, water and material impacts during use and production | Reporting currency, percentage (%) | | Information not available |
| Pricing Transparency and Integrity | EM-CM-520a.1 | Total amount of monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations | Reporting currency | Grupo Lamosa did not incur monetary losses for this reason | |



CHEMICAL SUBSTANCES

| SASB Topic | Code | Description of Accounting or Activity Metric | Unit of Measure | Pages/URL/Comments | Omission |
|--------------------------|--------------|--|---|--|--|
| Activity Metric | RT-CH-000.A | Production by segment | Cubic meters (m ³) or metric tons (t) | | Information not available |
| Greenhouse Gas Emissions | RT-CH-110a.1 | Gross global Scope 1 emissions, percentage covered by emission-limiting regulations | Metric tons (t) CO ₂ e, percentage (%) | Pages 38, 67 | |
| | RT-CH-110a.2 | Discussion of long- and short-term strategies or plans for managing Scope 1 emissions, emission reduction targets and performance against those targets | N/A | Page 67 | |
| Air Quality | RT-CH-120a.1 | Atmospheric emissions of the following pollutants: (1) NO _x (excluding N ₂ O), (2) SO _x , (3) volatile organic compounds (VOCs) and (4) hazardous air pollutants (HAPs) | Metric tons (t) | | Information not available |
| Energy Management | RT-CH-130a.1 | (1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable, (4) total self-generated energy | Gigajoules (GJ), percentage (%) | Page 63 | |
| Water Management | RT-CH-140a.1 | (1) Total water withdrawn, (2) total water consumed, (3) percentage of each in regions with high or extremely high baseline water stress | Thousands of cubic meters (m ³), percentage (%) | | (1) Total water withdrawn is presented by source type, (2) water reuse percentage is presented for all three business units, (3) Not available |
| | RT-CH-140a.2 | Number of non-compliance incidents related to water quality permits, standards and regulations | Number | Grupo Lamosa reported no violations related to water use or management | |



| SASB Topic | Code | Description of Accounting or Activity Metric | Unit of Measure | Pages/URL/Comments | Omission |
|---|--------------|---|---------------------------------|--------------------|--|
| Water Management | RT-CH-140a.3 | Description of water-related risks and discussion of strategies and practices for their mitigation | N/A | Pages 39, 71 | |
| Hazardous Waste Management | RT-CH-150a.1 | Quantity of hazardous waste generated, percentage recycled | Metric tons (t), percentage (%) | Page 69 | |
| Community Relations | RT-CH-210a.1 | Discussion of stakeholder engagement processes used to manage risks and opportunities associated with community interests | N/A | Page 36 | |
| Workforce Health and Safety | RT-CH-320a.1 | (1) Total recordable incident rate (TRIR) and (2) fatality rate for a) direct employees and b) contracted workers | Rate | Page 77 | (1) The Injury Frequency Rate (IFR) is reported by business unit |
| | RT-CH-320a.2 | Description of initiatives undertaken to assess, monitor and reduce the exposure of employees and contractors to long-term (chronic) health risks | N/A | Page 35 | |
| Product Design for Use-Phase Efficiency | RT-CH-410a.1 | Revenue from products designed for resource efficiency during the use phase | Reporting currency | | Information not available |



| SASB Topic | Code | Description of Accounting or Activity Metric | Unit of Measure | Pages/URL/Comments | Omission |
|---|--------------|---|---------------------------|--|---------------------------|
| Management of Chemicals for Health and Environmental Safety | RT-CH-410b.1 | 1) Percentage of products containing hazardous chemicals affecting human health or the environment, classified as Categories 1 and 2 under the Globally Harmonized System (GHS), 2) percentage of such products assessed for risk | Percentage (%) of revenue | 100% of new products are evaluated to ensure they are made from non-hazardous raw materials and that the properties of the finished products have minimal environmental impact. As of the end of 2025, no Grupo Lamosa products contained hazardous or concerning substances. During the past year, the Adhesives Business has focused on optimizing formulations to reduce dust emissions | |
| | RT-CH-410b.2 | Discussion of the strategy for 1) managing chemicals of concern and 2) development of alternative substances with reduced impact on human health or the environment | N/A | | |
| Legal and Regulatory Environment Management | RT-CH-530a.1 | Discussion of corporate positioning on government regulations or proposed policies addressing environmental and social factors affecting the industry | N/A | Page 37 | |
| Operational Safety, Emergency Preparedness and Response | RT-CH-540a.1 | Process Safety Incidents Count (PSIC), Process Safety Total Incident Rate (PSTIR), and Process Safety Incident Severity Rate (PSISR) | Number, Rate | Page 77 | |
| | RT-CH-540a.2 | Number of transportation-related incidents | Number | | Information not available |



NIS METRICS INDEX

| A. ENVIRONMENTAL AREA | | | | | | | | |
|------------------------|-----------|--|------------------|-----------------------------|------------------|---|------------------------|-------|
| Topic | Indicator | Page or Direct Response | | | Omission / Notes | SDG | GRI | |
| | | Absolute Value | Relative Value | Page | | | | |
| GHG Emissions | A1 | Scope 1 GHG Emissions (tCO ₂ e) | 869,343.00 | 24.68 | 38 | Goals: 9, 13; Targets: 9.4.1, 13.2.2 | 305-1 | |
| | A2 | Scope 2 GHG Emissions (tCO ₂ e) | 36,548.00 | 1.04 | 38 | Goals: 9, 13; Targets: 9.4.1, 13.2.2 | 305-2 | |
| | A3 | Scope 3 GHG Emissions (tCO ₂ e) | 725,041.00 | 20.59 | 38 | Goals: 9, 13; Targets: 9.4.1, 13.2.2 | 305-3 | |
| Energy Consumption | A4 | Energy Consumption (kWh) | 4,733,825,382.00 | 134,414.94 | 38 | Goal: 7; Target: 7.2.1 | 302-1 302-3 | |
| | A5 | Renewable Energy Consumption (kWh) | | | | Information not available | Goal: 7; Target: 7.2.1 | 302-1 |
| Sustainable Activities | A6 | Sustainable Investment | | Relative value not required | | Information not available | Goal: 7; Target: 7.2.1 | 201-1 |
| Sustainable Water Use | A7 | Water Withdrawal (m ³) | 1,977,885.00 | 56.16 | 39 | Goal: 6; Target: 6.4.1 | 303-3 303-5 | |
| | A8 | Water Reuse (m ³) | 1,863,859.00 | 52.92 | 39 | Goal: 6 | 303-5 | |
| | A9 | Wastewater Discharge (m ³) | 114,026.00 | 3.24 | 39 | Goal: 6 | 303-4 | |
| | A10 | Treated Wastewater Discharge (m ³) | | | | Wastewater is treated but no breakdown is available | Goal: 6; Target: 6.3.1 | 303-4 |
| | A11 | Water Withdrawal from Water-Stressed Areas (m ³) | | | | Information not available | Goal: 6; Target: 6.4.2 | 303-3 |



| Topic | Indicator | Page or Direct Response | | | Omission / Notes | SDG | GRI |
|--|------------|---|---|------|------------------|---|--|
| | | Absolute Value | Relative Value | Page | | | |
| Biodiversity | A12 | Land Use Within or Near Biodiversity Risk Areas (m ²) | | | | No Grupo Lamosa operations are located within or near biodiversity risk areas | Goal: 15; Target: 15.5 304-1 |
| Ozone-Depleting Substances | A13 | Dependence on Ozone-Depleting Substances (kg CFC-11) | | | | Grupo Lamosa uses substances with low impact on the ozone layer | Goal: 12; Target: 12.4 305-6 |
| Waste Management | A14 | Waste Generated (tons) | 332,744.00 | 9.45 | 39 | | Goal: 12; Target: 12.5 306-3 |
| | A15 | Waste Recovered (tons) | 325,809.00 | 9.25 | 39 | | Goal: 12; Target: 12.5.1 306-4 |
| | A16 | Hazardous Waste (tons) | 752 | 0.02 | 39 | | Goal: 12; Target: 12.4.2 306-5 |
| B. SOCIAL AREA | | | | | | | |
| Equal Opportunities and Dignity at Work | B1 | Promotion of Equal Opportunities and Dignity in the Workplace | Grupo Lamosa maintains a Code of Ethics, a Diversity Policy, and a Disability Inclusion Policy aimed at fostering an inclusive and non-discriminatory workplace | | 34 | | Goals: 5, 8; Targets: 5.1, 5.5, 8.5 405-1 |
| | B2 | Salary Gap | | 0.00 | 34 | | Goals: 5, 8; Targets: 5.1, 5.5, 8.5 405-2 |
| Human Capital Investment | B3 | Training Hours | 72,251.00 | 6.59 | 31 | | Goal: 4; Target: 4.3 404-1 |
| | B4 | Employee Performance Evaluation and Professional Development | | | | Information not available | Goals: 5, 8, 10; Targets: 5.1, 8.5, 10.3 404-2 404-3 |



| Topic | Indicator | Page or Direct Response | | | Omission / Notes | SDG | GRI |
|--------------------------------|-----------|--|--|------|------------------|--------------------------------|-----------------|
| | | Absolute Value | Relative Value | Page | | | |
| Occupational Health and Safety | B5 | Occupational Health and Safety | The company has developed its own safety model focused on prevention, aligned with the recommendations of the Occupational Safety and Health Administration (OSHA) | | 35 | Goals: 3, 8; Targets: 3.8, 8.8 | 403-1 |
| | B6 | Work-related Accidents and Occupational Illnesses Resulting in Disability or Death | 1 | 0.00 | | Goal: 8; Target: 8.8.1 | 403-9 403-10 |

C. GOVERNANCE AREA

| | | | | | | | |
|----------------------|----|---------------------------------|--|------|--|------------------------|-----|
| Corporate Governance | C1 | Board of Directors | The Board of Directors defines and oversees the company's strategy and appoints and evaluates members of the executive team. It is composed of twelve directors, six of whom are independent | | 15 | Goal: 16; Target: 16.6 | 2-9 |
| | C2 | Women on the Board of Directors | 0 | 0.00 | There are currently no women on the Board of Directors | Goal: 5; Target: 5.5.2 | 2-9 |



| Topic | Indicator | Page or Direct Response | | | Omission / Notes | SDG | GRI |
|---------------------------------|-----------|----------------------------|---|------|------------------|------------------------|------|
| | | Absolute Value | Relative Value | Page | | | |
| Corporate Governance | C3 | Independent Oversight Body | The Audit Committee informs the Board of Directors about the performance of the internal control system, the follow-up of corrective actions, and the results of internal and external audits | | | Goal: 16; Target: 16.6 | 2-18 |
| | C4 | Risk Management Policy | The Company applies a systematic methodology for the identification, assessment, and mitigation of risks that may affect business continuity and the achievement of its objectives | | | Goal: 12; Target: 12.6 | |
| Sustainable Business Management | C5 | Sustainability Strategy | Grupo Lamosa has established a sustainability strategy composed of five strategic focus areas | | | Goal: 12; Target: 12.6 | 2-22 |



| Topic | Indicator | Page or Direct Response | | | Omission / Notes | SDG | GRI |
|------------------------------|-----------|--|---|------|------------------|-------------------------------|-------|
| | | Absolute Value | Relative Value | Page | | | |
| Responsible Business Conduct | C6 | Code of Integrity and Ethics | The company has a Code of Ethics that establishes expected standards of conduct for employees, executives, suppliers and other stakeholders, aligned with its corporate values | | 18 | Goal: 16; Targets: 16.5, 16.6 | 205-2 |
| | C7 | Data Security | Grupo Lamosa has a Corporate Information Security, Risk Management and Confidentiality Policy that defines the guidelines necessary to ensure the proper use and protection of the data and assets under its management | | 23 | Goal: 16; Target: 16:3 | 418-1 |
| | C8 | Data Protection and Privacy of Third Parties | The company has a privacy strategy that protects information, manages risks and ensures the confidentiality, integrity and availability of data | | 23 | Goal: 16; Target: 16.3 | 418-1 |

Revenue for the period of January 1 to December 31, 2025 (millions of pesos) \$ 35,218.00

Appendix 2: Board of Directors' Committee Reports

Audit Committee Report

February 17, 2026

To the Board of Directors of Grupo Lamosa, S.A.B. de C.V. (the "Company")

As Chairman of the Audit Committee, I hereby present the report on the activities carried out by the Committee corresponding to the financial year ended December 31, 2025 pursuant to the Company's bylaws and applicable legal provisions:

1. The reports of the external auditor were reviewed in accordance with the Single Circular for External Auditors, as well as the report on the results of the internal audit for the 2025 fiscal year.
2. As of this date, this Committee is not aware of any significant instances of non-compliance with the guidelines and policies related to the operations and accounting records of the Company and its Subsidiaries.
3. The Committee met with the representative of the external audit firm, evaluating the performance of both the firm and the lead auditor, who are responsible for expressing an opinion on the fairness of the Company's financial statements and their compliance with International Financial Reporting Standards, considering it satisfactory to date.
4. A process for evaluating other options for external auditors was carried out, after which, the Committee decided to continue to use the same firm.
5. The appointment of the External Auditor was approved, as well as the corresponding audit service fees and those for additional services, ensuring that the auditor's independence is uncompromised.
6. Throughout the year, the Committee reviewed various topics, including the Company's strategic risks, cybersecurity and progress with implementing its ESG strategy.
7. The performance of Grupo Lamosa's Transparency Hotline was reviewed, ensuring that all reported cases were handled in accordance with the principles of the Company's Code of Ethics.
8. During the year, there were no significant observations related to the accounting, internal controls, or internal and external audits, nor were there any reports of irregularities committed by Management.
9. The Board of Directors was issued a favorable opinion regarding the CEO's Annual Report and the report on operations and activities undertaken by the Board during the 2025 financial year.
10. Based on the opinion of the external auditors, this Committee considers that the accounting and information policies and criteria followed by the Company are appropriate, sufficient and consistently applied in the information presented by both the CEO and the Board of Directors, accurately reflecting the Company's financial position and results.

Eugenio Clariond Rangel

Chairman



Corporate Practices Committee Report

February 17, 2026

To the Board of Directors of Grupo Lamosa, S.A.B. de C.V. (the "Company")

As Chairman of the Corporate Practices Committee, I hereby present the report on this Committee's activities in relation to the financial year ended December 31, 2025, pursuant to the Company's bylaws and applicable legal provisions.

1. We reviewed the previously established goals, individual and Company performance during the year, and any observations regarding the performance of the Company Officers.
2. We evaluated the conditions and structure used to determine the total compensation packages of the Chief Executive Officer and the Company Officers on the basis of market trends.
3. There were no transactions with related parties during the year.
4. This Committee did not authorize any Board Member, Company Officer or person in a position of command to appropriate business opportunities, either for themselves or for third parties, that belong to the Company or its Subsidiaries, and is not aware that the Board of Directors or any Committee has done so.
5. The Corporate Practices Committee remains committed to carrying out all actions necessary to comply with all applicable legal and statutory obligations.

Armando Garza Sada
Chairman



Appendix 3: Consolidated Financial Statements

105

Independent Auditors' Report

110

Consolidated Statements of Financial Position

112

Consolidated Statements of Income

113

Consolidated Statements of Other Comprehensive Income

114

Consolidated Statements of Changes in Stockholders' Equity

115

Consolidated Statements of Cash Flows

117

Notes to the Consolidated Financial Statements





Independent Auditors' Report

To the Board of Directors and Stockholders of Grupo Lamosa, S. A. B. de C.V and Subsidiaries

Opinion

We have audited the consolidated financial statements of Grupo Lamosa, S. A. B. de C. V. and Subsidiaries (the "Company"), which comprise the consolidated statements of financial position as of December 31, 2025 and 2024, and the consolidated statements of income, consolidated statements of other comprehensive income, consolidated statements of changes in stockholders' equity and consolidated statements of cash flows for the years then ended, and notes to the consolidated financial statements, that include information on material accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly, in all the material respects, the consolidated financial position of Grupo Lamosa, S. A. B. de C. V. and Subsidiaries as of December 31, 2025, and 2024, and their consolidated financial performance and their consolidated cash flows for the years then ended in accordance with IFRS Accounting Standards, as issued by the International Accounting Standards Board ("IASB").

Basis for Opinion

We conducted our audits in accordance with International Standards on Auditing ("ISA"). Our responsibilities under those standards are further described in the *Auditors' Responsibilities for the Audit of the Consolidated Financial Statements* section of our report. We are independent of the Company in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code) and with the Ethics Code issued by the Mexican Institute of Public Accountants (IMCP Code), and we have fulfilled our other ethical responsibilities in accordance with the IESBA Code and IMCP Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Matters

The accompanying consolidated financial statements have been translated into English for the convenience of readers.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, have been of the greatest significance in our audit of the consolidated financial statements for the current period. These matters have been addressed in the context of our audit of the consolidated financial statements as a whole and in the formation of our opinion thereon, and we do not express a separate opinion on those matters. We have determined that the issues described below are the key audit issues that should be reported in our report.



Evaluation of impairment tests applied to brands with an undefined useful life and goodwill

As described in Notes 4f., 4g. and 13 to the consolidated financial statements, the Company applies annual impairment tests to its intangible assets with an indefinite useful life and goodwill. The Company utilizes the "Discounted cash flows" ("DCF") valuation method with a revenue approach, which requires the Company's Management to utilize significant estimates and assumptions involving the selection of discount rates, future revenue forecasts, financial projections, cash flows, operating margins and profits to estimate the recovery value of cash generating units ("CGUs"). Changes to these assumptions could have a significant effect on their value and the amount of any impairment charge, or both. As of December 31, 2025, the balance presented in the Company's consolidated financial statements is composed by brands with an indefinite useful life of \$5,938,789 thousand Mexican pesos and goodwill of \$4,496,851 thousand Mexican pesos.

We have identified brands with an indefinite useful life and goodwill as a key audit matter, mainly because impairment testing requires the Management use of judgments and significant estimates to estimate the recovery value of the CGUs, which required the auditor to utilize a high level of judgment, together with an increased audit effort, including the need to involve our fair value expert specialists.

We applied the following audit procedures based on the significant assumptions considered by the Company in estimating future projections to evaluate the recoverable value of brands with an indefinite useful life and goodwill, as follows:

- We evaluated the design and implementation of internal controls to determine the value-in-use of CGUs.
- We verified that the models applied to determine the recovery value of assets consisted of methods that are utilized and recognized for the valuation of assets with similar characteristics.
- We evaluated the factors and variables utilized to identify CGUs, including: the analysis of operating cash flows and indebtedness policies, the analysis of its legal structure, production allocation and an understanding of the operation of the commercial and sales area.
- We reviewed and compared financial projections against performance and historical trends of the business and determined whether these projections were consistent with the budgets approved by the Board of Directors.
- We analyzed the projection methodology and assumptions utilized in the impairment model, specifically including projections of cash flows, operating margins, earnings before interest, taxes, depreciation and amortization ("EBITDA") and long-term growth. We tested for mathematical accuracy, completeness and precision of the impairment model. Fair value specialists performed a sensitivity analysis for all CGUs and an independent recovery value calculation to ascertain whether the assumptions utilized should be modified and the probability of these modifications arising.
- The specialist performed an independent evaluation of the discount rates utilized which were compared against the discount rates used by management.
- We tested and discussed the sensitivity calculations performed for the relevant assumptions utilized in all the CGUs with management.
- We compared the book values of the CGUs on which goodwill testing was based to observe completeness of long-lived assets included.

The results of our procedures were satisfactory, and we agree with the determination of the recovery value of the CGUs and the appropriateness of the assumptions.



Information other than the Consolidated Financial Statements and Independent Auditors' Report thereon

The Company's Management is responsible for the other information. The other information will include the information that will be incorporated in the Annual Report that the Company must prepare pursuant to Article 33, Section I, Subsection b) of the Fourth Title, First Chapter of the General Provisions Applicable to Issuers and other Participants in the Mexican Stock Exchange and the Instructions attached to these provisions (the Provisions). The Annual Report will be available for our reading after the date of this audit report.

Our opinion on the consolidated financial statements will not cover the other information, and we will not express any form of assurance about it.

In relation with our audit of the consolidated financial statements, our responsibility will be to read the Annual Report, when available, and when we do so, to consider whether the other information contained therein is materially inconsistent with the consolidated financial statements or with our knowledge obtained during the audit, or it appears to contain a material error. When we read the Annual Report, we will issue the legend on the reading of the annual report required by Article 33, Section I, Subsection b), number 1.2 of the Provisions. If, based on the work we performed, we conclude that the other information contains a material misstatement, we are required to report this fact. We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the accompanying consolidated financial statements in accordance with IFRS Accounting Standards as issued by the IASB, and for such internal control as management determines it is necessary to enable the preparation of the consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, Management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters, related to going concern and using the going concern basis of accounting unless Management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Company's financial reporting process.

Auditors' Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions that users make based on the consolidated financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgement and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances and not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of the accounting policies used and the reasonableness of the accounting estimates and related disclosures made by Management.



- Conclude on the appropriateness of Management's use of the going-concern basis of accounting and, based on the audit evidence obtained, conclude on whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to express a modified opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events, quantitatively and qualitatively, in a manner that achieves fair presentation.
- We plan and perform the group audit to obtain sufficient audit evidence related to the financial information of the entities or the business units within the Group to express an opinion on the Company's financial statements. We are responsible for the direction, supervision and review of the work carried out for the purposes of the Group's audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during the audit.

We also provide those charged with governance with a statement that we have complied with applicable ethical requirements regarding independence and have communicated with them about all relationships and other matters that may reasonably be expected to affect our independence and, where applicable, the related safeguards.

Among the matters that have been the subject of communications with those charged with governance of the Company, we determined that they have been of the greatest significance to the audit of the consolidated financial statements for the current period and are, therefore, key audit matters. We describe those matters in this audit report, unless the law or regulation prohibits public disclosure of the matter or, in extremely rare circumstances, we determine that a matter should not be communicated in our report because it can reasonably be expected that the adverse consequences of doing so would outweigh the public interest benefits of the matter.

Galaz, Yamazaki, Ruiz Urquiza, S. C.

Affiliated of a Member Firm of Deloitte Touche Tohmatsu Limited

C. P. C. Simón Fraige Salazar

January 31, 2026



GRUPO LAMOSA, S. A. B. DE C. V. AND SUBSIDIARIES

Consolidated Statements of Financial Position

AS OF DECEMBER 31, 2025 AND 2024
(IN THOUSANDS OF MEXICAN PESOS)

| Assets | | | | |
|--|----|----|------------|---------------|
| Current assets: | | | | |
| Cash and cash equivalents | 7 | \$ | 1,007,791 | \$ 694,574 |
| Accounts receivable, net | 8 | | 5,297,459 | 5,478,372 |
| Inventories | 9 | | 5,508,994 | 5,906,926 |
| Supplier advances and sundry creditors | | | 298,657 | 284,889 |
| Other current assets | 10 | | 1,147,447 | 1,362,509 |
| Current assets | | | 13,260,348 | 13,727,270 |
| Real estate inventories | 11 | | 98,972 | 92,915 |
| Property, plant and equipment, net | 12 | | 17,871,146 | 18,335,673 |
| Right-of-use assets, net | 17 | | 1,026,169 | 1,005,648 |
| Intangible assets, net | 13 | | 11,831,679 | 12,422,747 |
| Deferred income taxes | 23 | | 1,123,000 | 1,080,994 |
| Derivative financial instruments | 6 | | 103,002 | 148,577 |
| Other non-current assets | 14 | | 309,286 | 331,452 |
| Total assets | | \$ | 45,623,602 | \$ 47,145,276 |



GRUPO LAMOSA, S. A. B. DE C. V. AND SUBSIDIARIES

Consolidated Statements of Financial Position

AS OF DECEMBER 31, 2025 AND 2024
(IN THOUSANDS OF MEXICAN PESOS)

| | Notes | 2025 | 2024 |
|---|----------|---------------|---------------|
| Liabilities and stockholders' equity | | | |
| Current liabilities: | | | |
| Current portion of long-term debt | 16 | \$ 1,132,925 | \$ 1,414,368 |
| Current portion of lease liability | 17 | 246,964 | 178,356 |
| Trade accounts payable | | 2,761,474 | 3,030,163 |
| Sundry creditors | | 1,219,536 | 1,321,359 |
| Other current liabilities | 15 | 2,323,041 | 2,254,020 |
| Contingent consideration | 2 | - | 1,396,298 |
| Current liabilities | | 7,683,940 | 9,594,564 |
| Long-term debt | 16 | 14,906,513 | 14,920,043 |
| Finance leases | 17 | 849,485 | 905,420 |
| Employee benefits | 18 | 905,127 | 771,573 |
| Provisions | 25 | 423,383 | 210,260 |
| Deferred income taxes | 23 | 2,360,262 | 2,493,722 |
| Derivative financial instruments | 6 | 87,950 | 94,092 |
| Total liabilities | | 27,216,660 | 28,989,674 |
| Stockholders' equity: | | | |
| Capital stock | 19 | 203,053 | 203,053 |
| Repurchase of treasury stocks | 19 | (2,934,369) | (2,715,760) |
| Additional paid-in-capital | 19 | 139,386 | 139,386 |
| Retained earnings | | 22,393,350 | 21,069,728 |
| Other comprehensive loss items | 6 and 18 | (1,394,478) | (540,805) |
| Stockholders' equity | | 18,406,942 | 18,155,602 |
| Total liabilities and stockholders' equity | | \$ 45,623,602 | \$ 47,145,276 |

See accompanying notes to these consolidated financial statements.

Federico Toussaint Elosúa
Chief Executive Officer**Jorge Antonio Touché Zambrano**
Chief Financial Officer



GRUPO LAMOSA, S. A. B. DE C. V. AND SUBSIDIARIES

Consolidated Statements of Income

FOR THE YEARS ENDED DECEMBER 31, 2025 AND 2024
(IN THOUSANDS OF MEXICAN PESOS, EXCEPT FOR THE EARNINGS PER SHARE, WHICH IS IN MEXICAN PESOS)

| | Notes | 2025 | 2024 |
|--|-----------|---------------|---------------|
| Net sales | 26 | \$ 35,218,162 | \$ 33,945,445 |
| Cost and expenses: | | | |
| Cost of sales | 21 | 21,113,632 | 19,908,343 |
| Operating expenses | 20 and 21 | 9,633,316 | 9,146,409 |
| Other operating expenses, net | | 513,130 | 368,352 |
| | | 31,260,078 | 29,423,104 |
| Operating income | | 3,958,084 | 4,522,341 |
| Interest expense | | 1,524,640 | 1,478,648 |
| Interest income | | (63,822) | (169,780) |
| Hyperinflation effects on net monetary position | | (130,836) | 174,942 |
| Net foreign (gain) loss | | (446,681) | 2,402,803 |
| Loss (gain) on valuation of derivative financial instruments | 6 | 78,499 | (65,491) |
| | | 961,800 | 3,821,122 |
| Income before income taxes | | 2,996,284 | 701,219 |
| Income taxes | 23 | 987,724 | 569,889 |
| Net income of the year | | \$ 2,008,560 | \$ 131,330 |
| Earnings per basic and diluted share | 4.o | \$ 5.88 | \$ 0.38 |

See accompanying notes to these consolidated financial statements



GRUPO LAMOSA, S. A. B. DE C. V. AND SUBSIDIARIES

Consolidated Statements of Other Comprehensive Income

FOR THE YEARS ENDED DECEMBER 31, 2025 AND 2024
(IN THOUSANDS OF MEXICAN PESOS)

| | Notes | 2025 | 2024 |
|--|-----------|--------------|--------------|
| Net income of the year | | \$ 2,008,560 | \$ 131,330 |
| Other comprehensive income items: | | | |
| <i>Items that can be potentially reclassified to net income of the year:</i> | | | |
| Valuation of derivative financial instruments, net of taxes | 23 | (44,028) | (9,248) |
| Cumulative translation adjustments | 19.h | (754,526) | 2,881,971 |
| | | (798,554) | 2,872,723 |
| <i>Item that cannot be reclassified to net income of the year:</i> | | | |
| Actuarial remeasurements of defined benefits obligation | 18 and 23 | (55,119) | (13,211) |
| | | (55,119) | (13,211) |
| Total other comprehensive items | | (853,673) | 2,859,512 |
| Total comprehensive income of the year | | \$ 1,154,887 | \$ 2,990,842 |

See accompanying notes to these consolidated financial statements.



GRUPO LAMOSA, S. A. B. DE C. V. AND SUBSIDIARIES

Consolidated Statements of Changes in Stockholders' Equity

FOR THE YEARS ENDED DECEMBER 31, 2025 AND 2024.
(IN THOUSANDS OF MEXICAN PESOS)

| | Notes | Capital stock | Repurchase of treasury stock | Additional paid-In capital | Retained earnings | Items of other comprehensive income | | | Total stockholders' equity |
|---|-------|---------------|------------------------------|----------------------------|-------------------|---|---|-----------------------------------|----------------------------|
| | | | | | | Valuation of derivative financial instruments | Remeasurement of defined benefits obligations | Cumulative translation adjustment | |
| Balances as of January 1, 2024 | | \$ 203,053 | \$ (2,376,985) | \$ 139,386 | \$ 21,559,612 | \$ 142,169 | \$ (200,232) | \$ (3,342,254) | \$ 16,124,749 |
| Dividends declared | 19.c | - | - | - | (621,214) | - | - | - | (621,214) |
| Repurchase of treasury stocks | 19.b | - | (338,775) | - | - | - | - | - | (338,775) |
| Comprehensive income | 19.h | - | - | - | 131,330 | (9,248) | (13,211) | 2,881,971 | 2,990,842 |
| Balances as of December 31, 2024 | | 203,053 | (2,715,760) | 139,386 | 21,069,728 | 132,921 | (213,443) | (460,283) | 18,155,602 |
| Dividends declared | 19.c | - | - | - | (684,938) | - | - | - | (684,938) |
| Repurchase of treasury stocks | 19.b | - | (218,609) | - | - | - | - | - | (218,609) |
| Comprehensive income | 19.h | - | - | - | 2,008,560 | (44,028) | (55,119) | (754,526) | 1,154,887 |
| Balances as of December 31, 2025 | | \$ 203,053 | \$ (2,934,369) | \$ 139,386 | \$ 22,393,350 | \$ 88,893 | \$ (268,562) | \$ (1,214,809) | \$ 18,406,942 |

See accompanying notes to these consolidated financial statements.



GRUPO LAMOSA, S. A. B. DE C. V. AND SUBSIDIARIES

Consolidated Statements of Cash Flows

FOR THE YEARS ENDED DECEMBER 31, 2025 AND 2024
(IN THOUSANDS OF MEXICAN PESOS)

| | Notes | 2025 | 2024 |
|--|-----------|--------------|-------------|
| Cash flows from operating activities: | | | |
| Income before income taxes | | \$ 2,996,284 | \$ 701,219 |
| Adjustment for: | | | |
| Depreciation and amortization | | 1,472,166 | 1,559,835 |
| Other expenses | 26 | 294,449 | 455,122 |
| Interest income | | (63,822) | (169,780) |
| Interest expense | | 1,524,640 | 1,478,648 |
| Derivative financial instruments | | 78,499 | (65,491) |
| Hyperinflation effects on net monetary position | | (130,836) | 174,942 |
| (Gain) exchange loss, net | | (446,681) | 2,402,803 |
| Impairment of property, plant and equipment | 12 and 13 | 402,043 | 126,233 |
| Inflationary effect | | 29,721 | 3,505 |
| | | 6,156,463 | 6,667,036 |
| Changes in working capital: | | | |
| Decrease (increase) in accounts receivable | | 16,301 | (127,294) |
| Decrease (increase) in inventories | | 152,241 | (626,715) |
| (Decrease) in trade accounts payable | | (95,800) | (59,024) |
| (Decrease) in other current liabilities | | (203,984) | (158,245) |
| Income taxes paid | | (727,488) | (1,160,696) |
| Net cash flows generated by operating activities | | 5,297,733 | 4,535,062 |



GRUPO LAMOSA, S. A. B. DE C. V. AND SUBSIDIARIES

Consolidated Statements of Cash Flows

FOR THE YEARS ENDED DECEMBER 31, 2025 AND 2024
(IN THOUSANDS OF MEXICAN PESOS)

| | Notes | 2025 | 2024 |
|---|-------|--------------|-------------|
| Cash flows from investing activities: | | | |
| Acquisition of property, plant and equipment | 26 | (1,068,250) | (1,222,307) |
| Interest income | | 63,822 | 169,780 |
| Acquisition of intangible assets | 26 | (201,300) | (59,481) |
| Net cash flows used in acquisition of subsidiaries | 2 | (1,599,997) | - |
| Net cash to investments in associates | | (14,762) | - |
| Net cash flows used in investing activities | | (2,820,487) | (1,112,008) |
| Cash flows from financing activities: | | | |
| Bank loans | | 4,529,378 | 3,400,278 |
| Payments for bank liabilities and finance lease liabilities | | (4,278,670) | (4,814,219) |
| Interest paid | | (1,396,668) | (1,621,346) |
| Purchase of treasury stock | | (212,429) | (338,775) |
| Dividends paid | | (645,572) | (585,914) |
| Net cash flows used in financing activities | | (2,003,961) | (3,959,976) |
| Net increase (decrease) in cash and cash equivalents | | 473,285 | (536,922) |
| Cash and cash equivalents at beginning of year | | 694,574 | 1,280,236 |
| Effects from changes in cash value | | (160,068) | (48,740) |
| Cash and cash equivalents at end of the year | | \$ 1,007,791 | \$ 694,574 |

See accompanying notes to these consolidated financial statements.



GRUPO LAMOSA, S. A. B. DE C. V. AND SUBSIDIARIES

Notes to Consolidated Financial Statements

FOR THE YEARS ENDED DECEMBER 31, 2025 AND 2024
(IN THOUSANDS OF MEXICAN PESOS)

1. Activities

Grupo Lamosa, S.A.B. de C.V. and its subsidiaries (the "Company") are engaged in the manufacture and commercialization of ceramic and porcelain products for floor and wall coverings, and adhesives for ceramic tiles and the manufacture of expanded polystyrene. The Company's address is Avenida Pedro Ramírez Vázquez No. 200-1 Col. Valle Oriente C.P. 66269 San Pedro Garza García, Nuevo León, Mexico.

In the following notes to the consolidated financial statements, reference to Mexican pesos or "\$", refers to thousands of Mexican pesos. Similarly, reference to "US\$" refers to thousands of U.S. dollars and reference to "EUR", "€" or euros, refers to thousands of euros.

2. Relevant events

2024

- a. **Acquisition of "Baldocer"** – On October 31, 2023, the Company finalized the acquisition of all the shares representing the common stock and equity of Baldocer S.A.U., Azulejos Benadresa S.A.U., and Dilmun Empresarial, S.L.U., held by Mavdi Inversiones y Desarrollos, S.L. (together, "Baldocer"). These companies have operations based in Spain and are mainly engaged in the design, manufacturing, distribution, marketing and/or sale of ceramic and porcelain tiles. The Company carried out this acquisition to continue strengthening its presence and leadership outside of Mexico, including the European continent.

This acquisition classifies as a business combination according to the requirements of International Financial Reporting Standard (IFRS) 3, *Business combinations*, therefore, the acquisition method was applied to measure the acquired assets and the assumed liabilities in the transaction. The consideration of the acquisition, debt free and net of cash acquired, was paid in Euros for \$8,147,866 thousand Mexican pesos (equal to €426 million). The acquisition of Baldocer was covered in two payments, the first for \$6,767,244 thousand Mexican pesos (equal to €355 million) when the transaction was closed, and the second payment in 2025, for an amount not lower than \$1,353,396 thousand Mexican pesos (equal to €71 million), which may vary based on the results of Baldocer during such term. Under the requirements of IFRS 3, the second payment was considered to be a contingent consideration; therefore, the valuation requirements established in IFRS 3 were applied, recognizing at fair value at the date of acquisition.

The transaction did not imply the issuance of new common stock share certificates of Lamosa or any amendments to the current certificates or the Company's bylaws.

The purchase price allocation was completed in 2024; therefore, the preliminary figures that were recognized in 2023 have been adjusted to reflect the fair values of the assets acquired and the liabilities assumed. In the purchase price allocation process, goodwill was adjusted by \$401,253, resulting in final goodwill of \$2,811,995.



Below are the preliminary values of the assets acquired and the liabilities assumed, condensed as of December 31, 2024:

| | Preliminary figures | Adjustments | Final figures |
|---|------------------------|---------------------|---------------------|
| Consideration transferred, net of cash received | \$ 8,147,866 | \$ (154,906) | \$ 7,992,960 |
| Identifiable acquired assets and assumed liabilities: | | | |
| Current assets ⁽¹⁾ | \$ 2,907,511 | \$ 8,475 | \$ 2,915,986 |
| Non-current assets | 2,704,281 | - | 2,704,281 |
| Intangible assets ⁽²⁾ | 969,465 | 330,804 | 1,300,269 |
| Total assets | \$ 6,581,257 | \$ 339,279 | \$ 6,920,536 |
| | | | |
| Current liabilities ⁽³⁾ | \$ 843,555 | \$ 10,230 | \$ 853,785 |
| Non-current liabilities ⁽⁴⁾ | 803,084 | 82,702 | 885,786 |
| Total liabilities | \$ 1,646,639 | \$ 92,932 | \$ 1,739,571 |
| Net of identifiable assets and liabilities | \$ 4,934,618 | \$ 246,347 | \$ 5,180,965 |
| Goodwill | \$ 3,213,248 | \$ (401,253) | \$ 2,811,995 |

(1) The adjustment to current assets is composed of \$8,475 under other accounts receivable.

(2) The adjustment to intangible assets is composed of \$(248,581) of trademarks and \$579,385 of customer relations.

(3) The adjustment to current liabilities is composed of \$10,230 in other accounts payable.

(4) The adjustment to non-current liabilities is composed of \$82,702 of income taxes.

During the year ended December 31, 2025, a payment of \$1,599,997 (equivalent to €72.5 million) was made as the second installment of the Baldocer acquisition, which is presented as part of investment activities in the consolidated statement of cash flows for the year ended December 31, 2025.

3. Basis of presentation and consolidation

a. Statement of compliance – The consolidated financial statements have been prepared in conformity with the International Financial Reporting Standards (“IFRS”) and their amendments as issued by the International Accounting Standards Board (“IASB”).

b. Explanation for translation into English – The accompanying consolidated financial statements have been translated from Spanish into English for use outside of Mexico. Certain accounting practices applied by the Company that conform with IFRS may not conform with accounting principles generally accepted in the country of use.



c. Application of new and revised IFRS that are of mandatory application during the present or prior years and/or which are not yet effective.

i. New and amended IFRS adopted

During the present year, the Company has applied a series of amendments to the IFRS issued by the IASB and which are of mandatory application for the accounting period beginning on or after January 1, 2025. The conclusions associated with their adoption are described below:

Amendments to IAS 21 – Lack of Exchangeability

The amendments specify when a currency is exchangeable for another currency and when it is not. A currency is exchangeable when an entity may exchange it for another currency through exchange markets or mechanisms that create enforceable rights and obligations without undue delay at the measurement date and for a specific purpose.

The amendments specify how an entity determines the exchange rate to be applied when a currency is not exchangeable.

The amendments require additional disclosures to enable the users of the entity's financial statements to assess how the lack of exchangeability of a given currency affects or is expected to affect the entity's financial performance, financial position and cash flows.

The Company's consolidated financial statements were not affected by the amendments to IAS 21.

ii. New and revised IFRS that have been issued, but are not yet effective

At the date of these consolidated financial statements, the Company has not applied the following amendments to IFRS that have been issued, but which are not yet effective. With the exception of IFRS 18, the Company does not expect the adoption of these standards to have a material effect on its consolidated financial statements in future periods as they do not have significant applicability. The amendments to IFRS are detailed below:

- Amendments to IFRS 7 and IFRS 9 – Classification and measurement of financial instruments⁽¹⁾
- Amendments to IFRS 7 and IFRS 9 – Nature-dependent electricity contracts⁽¹⁾
- Annual Improvements to IFRS – Volume 11– Amendments to IFRS 1 First-time Adoption of International Financial Reporting Standards, IFRS 7 Financial Instruments: Disclosure Requirements and Implementation Guidelines, IFRS 9 Financial Instruments, IFRS 10 Consolidated Financial Statements, and IAS 7 Statement of Cash Flows⁽¹⁾
- Amendments to IAS 21 – Translation to a Hyperinflationary Presentation Currency⁽²⁾
- IFRS 19 – Subsidiaries without public accountability: disclosures⁽²⁾

(1) Effective for annual periods as of January 1, 2026.

(2) Effective for annual periods as of January 1, 2027.



IFRS 18 – Presentation and Disclosures in Financial Statements

IFRS 18 will replace IAS 1, *Presentation of Financial Statements*. Notwithstanding, many of the requirements established in IAS 1 remain unchanged and are supplemented by new requirements. In addition, certain paragraphs of IAS 1 have been moved to IAS 8 and IFRS 7, and minor amendments have been made to IAS 7 and IAS 33.

IFRS 18 introduces new changes and requirements to:

- Present specified categories and defined subtotals in the statement of income
- Provide disclosures on management-defined performance measures (“MPMs”) in the notes to the financial statements
- Expanded requirements for aggregation and disaggregation of information

The Company must apply IFRS 18 for annual periods beginning on or after January 1, 2027, although early adoption is permitted. This standard requires retrospective application with specific transition provisions. The application of IFRS 18 and the associated amendments will have a significant impact on the Company’s consolidated financial statements.

The Company is assessing the amendments necessary to comply with regulatory requirements to disclose its financial information accurately and in accordance with its results and financial position.

- d. Basis of preparation** – The consolidated financial statements were prepared based on the historical cost, except for the net assets and the results of the operations of the Company in Argentina, an economy that is considered hyperinflationary, which are expressed in terms of the unit of current measurement to date of the end of the reporting period. In general, the historical cost is based on the fair value of the consideration given in exchange for the assets.
- e. Local, functional and reporting currency** – The individual financial statements of each subsidiary of the Company are prepared in the currency of the primary economic environment in which the Company operates (its functional currency). Transactions in foreign currency are recorded at the exchange rate in effect on the date of their execution. Monetary assets and liabilities in foreign currency are valued in national currency at the exchange rate in effect on the date of the consolidated financial statements. Exchange fluctuations of monetary assets and liabilities are recorded in the results of the year, except in the case of financing for the construction of fixed assets, for which the cost of loans is capitalized during their construction; for differences in exchange rates arising from transactions related to exchange rate risk hedging.



The following table shows the functional currencies of the main foreign operations of the Company, which are the same as their local currency:

| Country | Currency |
|---------------|------------------------|
| Argentina | Argentinian Peso (ARS) |
| Chile | Chilean Peso (CLP) |
| Colombia | Colombian Peso (COP) |
| United States | U.S Dollar (USD) |
| Peru | Peruvian Sol (PEN) |
| Guatemala | Quetzal (GTQ) |
| Brazil | Brazilian Real (BRL) |
| Spain | Euro (EUR) |

The main closing exchange rates as of December 31, 2025, and 2024, for the accounts of the consolidated statement of financial position and the approximate average rates in 2025 and 2024 of the accounts of the consolidated statement of income, were as follows:

| Currency | December 31, 2025 | |
|------------------|-------------------|---------|
| | Closing | Average |
| U.S. dollar | 17.9667 | 19.2325 |
| Colombian peso | 0.0048 | 0.0047 |
| Peruvian sol | 5.3409 | 5.3871 |
| Argentinian peso | 0.0123 | 0.0158 |
| Chilean peso | 0.0197 | 0.0202 |
| Quetzal | 2.3441 | 2.5039 |
| Euro | 21.1233 | 21.6664 |
| Brazilian real | 3.2652 | 3.4393 |



| Currency | December 31, 2024 | |
|------------------|-------------------|---------|
| | Closing | Average |
| U.S. dollar | 20.2683 | 18.2994 |
| Colombian peso | 0.0046 | 0.0045 |
| Peruvian sol | 5.3891 | 4.8744 |
| Argentinian peso | 0.0196 | 0.0199 |
| Chilean peso | 0.0204 | 0.0194 |
| Quetzal | 2.6301 | 2.3590 |
| Euro | 21.0557 | 19.7971 |
| Brazilian real | 3.2731 | 3.3953 |

For purposes of these consolidated financial statements, the results and financial position of each entity are stated in Mexican pesos, which is the presentation currency of the consolidated financial statements. The subsidiaries that operate abroad whose functional currency is different from the presentation currency of the consolidated financial statements, translate their financial statements using the following exchange rates: 1) closing for assets and liabilities, 2) historical for stockholders' equity, and 3) average monthly rate in effect during the period, unless they vary significantly during the period, in which case they use the exchange rates at the date on which the transactions are performed.

Similarly, if the functional currency in which the foreign subsidiary operates corresponds to a hyperinflationary economy, its financial statements are first restated by applying the requirements of IAS 29, *Financial Reporting in Hyperinflationary Economies*, using the price index of the country of origin of the functional currency (Note 3f), and subsequently converted using the closing exchange rate for all items for consolidation purposes.

The conversion effects arising from the consolidation of the Company's subsidiaries are recorded in stockholders' equity within other comprehensive income items.

- f. Inflationary effect recognition** – The functional currency of the Company's subsidiaries corresponds to a non-hyperinflationary economy, except for the Argentina operation where, as of July 1, 2018, the cumulative inflation rate of the last three years approaches or exceeds 100%, qualifying as a hyperinflationary economy and in accordance with IAS 29, the financial information of that subsidiary is expressed in purchasing power as of that date and at the end of the fiscal year in the consolidated financial statements.

For the years ended December 31, 2025 and 2024, inflation in Argentina was 31.5% and 117.8%, respectively.



The Company restates its financial statements as follows:

- The amounts of non-monetary items in each statement of financial position which are not measured at fair value or net realizable value at the date of the statement of financial position, as applicable, are restated by applying to their historical cost the variance of a general price index from the acquisition date or the date of the last fair value measurement to the date of the statement of financial position;
- The amounts corresponding to monetary items in the statement of financial position are not restated;
- Equity items of each statement of financial position are restated:
 - i. at the beginning of the first application period of IAS 29, except for retained earnings, applying the variance of a general price index, from the origination date of the items up to the restatement date. Restated retained earnings are derived from the rest of the balances in the statement of financial position.
 - ii. at the end of the first application period and in subsequent periods, all equity items are restated by applying a general price index from the beginning of the period or the contribution date if it is later.
- Revenues and expenses are restated by applying the general price index variance from the date on which the revenues and expenses were recognized to the reporting date.
- Gains or losses derived from the net monetary position are recognized in the consolidated statement of comprehensive income.

The effects of restatement in the financial statements of the subsidiary located in Argentina are presented within the “Financial result, net” for the years ending December 31, 2025 and 2024.

- g. Classification of costs and expenses** – The costs and expenses presented in the consolidated statements of income were classified based on their function, as that is the common practice of the industry the Company participates in. Thus, cost of sales was separated from the remaining costs and expenses.
- h. Basis of consolidation** – In order to prepare the consolidated financial statements of Grupo Lamosa, S.A.B. de C.V. (“GLASA”) and those of the controlled companies were considered. Control is obtained when the Company has the power over the investee, when it is exposed or has the rights to obtain variable returns from its participation and has the capacity to govern the financial and operating policies of the investee to obtain benefits from its activities. Glasa owns 100% of the capital stock of its subsidiaries. For consolidation purposes, all the significant balances and transactions between affiliated companies have been eliminated.



The subsidiaries and associates grouped by business segment, which form part of the continuous operations of GLASA, are the following:

Ceramic Business

Azulejos Benadresa, S.A.U.

Baldocer, S.A.U.

Cerámicas Cordillera, S. A.

Cerámica San Lorenzo Colombia, S. A. S.

Cerámica San Lorenzo, I. C. S. A.

Cerámica San Lorenzo Industrial de Colombia, S. A.

Cerámica San Lorenzo, S. A. C.

Dilmun Empresarial, S.L.U.

Estudio Cerámico México, S. A. de C. V. ^{(1) (4)}

Eurocerámica, S.A.S.

Incepa Revestimientos Cerámicos, Ltda.

Italaise, S. A. de C. V.

Ladrillera Monterrey, S. A. de C. V.

Lamosa Revestimientos, S. A. de C. V.

Porcelanite Lamosa, S. A. de C. V.

Lamosa Energía de Monterrey, S. A. de C. V.

Roca Tiles Inc.

Roca Tiles Spain, S.L.

Servigesas, S. A. de C. V. ^{(1) (4)}

Tiles Investments and Holding, S.L.

United States Ceramic Tile, Inc. ⁽³⁾



Adhesives Business/Insulating Business

Adhesivos Perdura, S. A. de C. V.

Crest Norteamérica, S. A. de C. V.

Fanosa, S.A. de C.V.

Comercializadora Fanosa, S. A de C. V. ⁽²⁾

Niasa México, S. A. de C. V.

Solutek Chile, S.p.A.

Tecnocreto, S. A.

SLTK México, S.A. de C.V. ⁽⁵⁾

Corporate and others

Grupo Inmobiliario Viber, S. A. de C. V.

Inmobiliaria Revolución, S. A. de C. V.

Lamosa Servicios Administrativos, S. A. de C. V.

Servicios de Administración el Diente, S. A. de C. V.

Lamove, S. A. de C. V. ⁽²⁾

Instalizy, S. A. de C. V. ⁽⁵⁾

Servicios de Renovación del Hogar, S. A. de C. V. ⁽⁵⁾

(1) Associated companies in which the Company holds 49% equity.

(2) Companies created in 2024.

(3) On January 4, 2024, PLG Ceramics, Inc. changed its name to United States Ceramic Tile, Inc.

(4) On January 12, 2024, the participation of these entities was sold.

(5) Companies created in 2025.

4. Material accounting policies

- a. **Cash and cash equivalents** – Cash and cash equivalents include cash on hand, sight bank deposits, and short-term investments that are readily convertible to cash, not subject to significant risk of changes in their value. Cash and cash equivalents are measured at nominal value and yields are recognized in profit or loss as they are accrued.
- b. **Financial assets** – The Company classifies and subsequently measures its financial assets based on the Company's business model to manage financial assets, and on the characteristics of the contractual cash flows of such assets. This way financial assets can be classified at amortized cost, at fair value through other comprehensive income, and at fair value through profit or loss. Management determines the classification of its financial assets upon initial recognition. Purchases and sales of financial assets are recognized at settlement date.



Financial assets are entirely written off when the right to receive the related cash flows expires or is transferred, and the Company has also substantially transferred all the risks and rewards of its ownership, as well as the control of the financial asset.

Classes of financial assets of the Company

i. Financial assets at amortized cost

Financial assets at amortized cost are those that i) are held within a business model whose objective is to hold said assets in order to collect contractual cash flows; and ii) the contractual terms of the financial asset give rise, on specified dates, to cash flows that are solely payments of principal and interest on the principal amount outstanding.

ii. Financial assets at fair value through profit or loss

Financial assets at fair value through profit or loss, are financial assets that do not meet the characteristics to be measured at amortized cost or fair value through other comprehensive income, since i) they have a business model different to those that seek to collect contractual cash flows, or collect contractual cash flows and sell the financial assets, or otherwise ii) the generated cash flows are not solely payments of principal and interest on the amount of outstanding principal.

Foreign exchange gains and losses

The carrying amount of financial assets that are denominated in a foreign currency is determined in that foreign currency and translated at the spot rate at the end of each reporting period, recognized in comprehensive income.

Impairment of financial assets

The Company recognizes lifetime expected credit loss (ECL) for trade receivables with clients and contract assets. The expected credit losses on these financial assets are estimated using a provision matrix based on the Company's historical credit loss experience for a range of clients with the objective of determining a percentage of default risk, adjusted for factors that are specific to the debtors, such as possible guarantees, insurance policies, general economic conditions and an evaluation of both the current direction and the forecast conditions at the reporting date, including time value of money where appropriate.

For all other financial instruments, the Company recognizes lifetime ECL when there has been a significant increase in credit risk since initial recognition. However, if the credit risk on the financial instrument has not increased significantly since initial recognition, the Company measures the loss allowance for that financial instrument at an amount equal to 12-month ECL.



Significant increase in credit risk

In assessing whether the credit risk on a financial instrument has increased significantly since initial recognition, the Company compares the risk of a default occurring on the financial instrument at the reporting date with the risk of a default occurring on the financial instrument at the date of initial recognition. In making this assessment, the Company considers both quantitative and qualitative information that is reasonable and supportable, including historical experience and forward-looking information that is available without undue cost or effort. Forward-looking information considered includes the future prospects of the industries in which the Company's debtors operate, obtained from economic expert reports, financial analysts, governmental bodies, relevant think-tanks and other similar organizations, as well as consideration of various external sources of actual and forecast economic information that relate to the Company's core operations.

In particular, the following information is taken into account when assessing whether credit risk has increased significantly since initial recognition:

- An actual or expected significant impairment in the financial instrument's external (if available) or internal credit rating;
- Significant impairment in external market indicators of credit risk for a particular financial instrument, e.g. a significant increase in the credit spread, the credit default swap prices for the debtor, or the length of time or the extent to which the fair value of a financial asset has been less than its amortized cost;
- Existing or forecast adverse changes in business, financial or economic conditions that are expected to cause a significant decrease in the debtor's ability to meet its debt obligations;
- An actual or expected significant impairment in the operating results of the debtor;
- Significant increases in credit risk on other financial instruments of the same debtor;
- An actual or expected significant adverse change in the regulatory, economic, or technological environment of the debtor that results in a significant decrease in the debtor's ability to meet its debt obligations.

Despite the outcome of the above assessment, the Company presumes that the credit risk on a financial asset has increased significantly since initial recognition when contractual payments are more than 180 days for national customers, and 90 days for foreign customers.

Despite the foregoing, the Company assumes that the credit risk on a financial instrument has not increased significantly since initial recognition if the financial instrument is determined to have low credit risk at the reporting date. A financial instrument is determined to have low credit risk if:

- (1) The financial instrument has a low risk of default,
- (2) The debtor has a strong capacity to meet its contractual cash flow obligations in the near term, and
- (3) Adverse changes in economic and business conditions in the longer term may, but will not necessarily, reduce the ability of the borrower to fulfill its contractual cash flow obligations.



The Company considers that a financial asset has low credit risk when the asset has an “investment grade” external credit rating, according to the globally accepted definition, or if an external rating is not available, that the asset has an internal “achievable” rating. Achievable means that the counterparty has a strong financial position, and there are no outstanding past amounts.

For financial guarantee contracts, the date on which the Company becomes part of the irrevocable commitment is considered to be the date of initial recognition for the purpose of assessing the impairment of the financial instrument. In assessing whether there has been a significant increase in credit risk since the initial recognition of financial guarantee contracts, the Company considers changes in the risk that the specified debtor will default the contract.

The Company regularly monitors the effectiveness of the criteria used to identify whether there has been a significant increase in credit risk and revises them as appropriate to ensure that the criteria are capable of identifying significant increase in credit risk before the amount becomes past due.

Definition of default

The Company considers the following as constituting an event of default for internal credit risk management purposes as historical experience indicates that financial assets that meet either of the following criteria are generally not recoverable:

- When there is a breach of financial covenants by the debtor; or
- Information developed internally or obtained from external sources indicates that the debtor is unlikely to pay its creditors, including the Company, in full.

Despite the above analysis, the Company considers that default has occurred when a financial asset is more than 180 days past due for national customers and 90 days for foreign customers.

Credit-impaired financial assets

A financial asset is credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of that financial asset have occurred. Evidence that a financial asset is credit-impaired includes observable data about the following events: significant financial difficulty of the issuer or the borrower; a breach of contract, such as a default or past due event; the lenders of the borrower, for economic or contractual reasons relating to the borrower’s financial difficulty, having granted to the borrower a concession that the lenders would not otherwise consider; it is becoming probable that the borrower will enter bankruptcy or other financial reorganization.



Derecognition of financial assets

The Company derecognizes a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risk and rewards of ownership of the asset to another company or where there is information indicating that the debtor is in serious financial difficulty and there is no realistic prospect of recovery, when the debtor has been placed in liquidation or has entered a bankruptcy process, or in the case of receivables, when legal procedures that allow their recovery are exhausted, whichever comes first.

Financial assets written off may still be subject to compliance activities under the Company's recovery procedures, considering legal advice where appropriate. When a financial asset measured at amortized cost is written off, the difference between the carrying amount of the asset and the sum of the consideration received, and receivable is recognized in income.

Measurement and recognition of expected credit losses

The measurement of expected credit losses is a function of the probability of default, loss given default (i.e. the magnitude of the loss if there is a default) and the exposure at default. The assessment of the probability of default and loss given default is based on historical data adjusted by forward-looking information as described above. As for the exposure at default, for financial assets, this is represented by the assets' gross carrying amount at the reporting date; for financial guarantee contracts, the exposure includes the amount drawn down as at the reporting date, together with any additional amounts expected to be drawn down in the future by default date determined based on historical trend, the Company's understanding of the specific future financing needs of the debtors, and other relevant forward-looking information.

For financial assets, the expected credit loss is estimated as the difference between all contractual cash flows that are due to the Company and all the cash flows that the Company expects to receive, discounted at the original effective interest rate in case the value of money in time is a factor to consider.

- c. **Inventories** – Inventories are stated at the lower of cost and net realizable value. Net realizable value represents the estimated selling price for inventories less all estimated costs of completion and costs necessary to make the sale. Costs of inventories are determined on a weighted average cost method basis and include the acquisition or production cost, which is incurred when purchasing or producing a product and other costs incurred in bringing inventories to their current location and condition. For inventories of finished goods and inventories in progress, cost includes an appropriate share of production overheads based on normal operating capacity.
- d. **Property, plant and equipment** – Property, plant and equipment are initially recorded at their cost of acquisition net of accumulated depreciation and/or accumulated impairment losses, if any. The borrowing costs related to the acquisition of qualifying asset are capitalized as part of the cost of that asset, according to the policy of the Company. The improvements that have the effect of increasing the value of the asset, either because they increase the service capacity, improve efficiency, or extend the useful life of the asset, are capitalized. Lower maintenance costs are recognized directly in costs in the period they are made. Depreciation of assets begins when the asset is ready for use.

The estimated useful lives, residual values and depreciation method are reviewed at the end of each reporting period, with the effect of any changes in estimate accounted for on a prospective basis.



Except for the depreciation of machinery and equipment, which is depreciated based on units produced with the total estimated asset during its service life, the depreciation of other fixed assets is calculated under the straight-line method based on the estimated useful lives, as follows:

| | Years |
|----------------------------|----------|
| Buildings and improvements | 35 to 40 |
| Transportation equipment | 4 to 5 |
| Computer equipment | 4 |
| Furniture and equipment | 10 |

Gain or loss on the sale or retirement of property, plant and equipment is calculated as the difference between the net revenue from the sale and the carrying amount of the asset and is recorded in other income (expenses) of the operations, when all significant risks and rewards of ownership of the asset are transferred to the buyer, which normally occurs when ownership of the property is transferred.

e. Leases

The Company assesses whether a contract is or contains a lease, at inception of the contract. The Company recognizes a right-of-use asset and a corresponding lease liability with respect to all lease arrangements in which it is the lessee, except for short-term leases (defined as leases with a lease term of 12 months or less) and leases of low value assets (such as tablets and personal computers, small items of office furniture and telephones). For these leases, the Company recognizes the lease payments as an operating expense on a straight-line basis over the term of the lease, unless another systematic basis is more representative of the time pattern in which economic benefits from the leased assets are consumed.

Lease liabilities are initially measured at the present value of lease payments that are not paid at the commencement date, discounted by the rate implicit in the lease. If this rate cannot be readily determined, the Company uses incremental rates.

Lease payments included in the measurement of the lease liability consist of:

- Fixed lease payments (including fixed in-substance payments), less any lease incentives received;
- Variable annuity payments that are dependent on an index or rate, initially measured using the index or rate at the commencement date;
- The expected amount to be paid by the lessee under residual value guarantees;
- The exercise price of purchase options if the lessee is reasonably certain to exercise the options; and
- Penalty payments resulting from lease termination if the lease term reflects the exercise of a lease termination option.



The lease liability is subsequently measured by increasing the carrying amount to reflect interest accrued on the lease liability (using the effective interest method) and reducing the carrying amount to reflect lease payments made.

The Company revalues the lease liability (and makes a corresponding adjustment to the related right-of-use asset) whenever:

- The lease term is changed or there is a significant event or change in the circumstances of the lease resulting in a change in the assessment of the exercise of the purchase option, in which case the lease liability is measured by discounting the discounted lease payments using an updated discount rate.
- Lease payments are changed as a result of index or rate changes or a change in the expected payment under a guaranteed residual value, in which case the lease liability is revalued by discounting the updated lease payments using the same discount rate (unless the change in lease payments is due to a change in a variable interest rate, in which case an updated discount rate is used).
- A lease is amended, and the lease amendment is not accounted for as a separate lease, in which case the lease liability is revalued based on the lease term of the amended lease, discounting the updated lease payments using a discount rate updated to the effective date of the amendment.

Right-of-use assets consist of the initial measurement of the related lease liability, lease payments made on or before the commencement date, less any lease incentives received and any initial direct costs. The subsequent valuation is the cost less accumulated depreciation and impairment losses.

Right-of-use assets are depreciated over the shorter of the lease term and the useful life of the underlying asset. If a lease transfers ownership of the underlying asset or the cost of the right-of-use asset reflects that the Company plans to exercise a purchase option, the right-of-use asset is depreciated over its useful life. Depreciation begins at the commencement date of the lease.

- f. Intangible assets** – Intangible assets represent payments whose benefits will be received in future years. The Company classifies its intangible assets into definite and indefinite-lived assets according to the period in which the Company expects to receive benefits.

Intangible assets with finite lives are amortized over their estimated useful lives. Intangible assets with indefinite lives are not amortized and are subject to an annual evaluation to determine if there is impairment of assets.

The Company's main intangible assets are trademarks, goodwill, mining concessions, customer relations and investments in software.



The estimated useful life of intangible assets is as follows:

| | Years |
|-------------------------|-------|
| Trademarks | 13 |
| Mining concessions | 130 |
| Customer relations | 16 |
| Investments in software | 10 |

g. Goodwill – Goodwill arises from a business combination and is recognized as an asset at the date that control is acquired (the acquisition date).

Goodwill is not amortized but assessed for impairment at least annually. For the purposes of impairment testing, goodwill is allocated to each of the Company’s cash-generating units (or groups of cash-generating units) that is expected to benefit from the synergies of the combination. Cash-generating units to which goodwill has been allocated are tested for impairment annually, or more frequently when there is indication that the unit may be impaired. If the recoverable amount of a cash-generating unit is less than its carrying amount, the impairment loss is allocated first to reduce the carrying amount of any goodwill allocated to the unit and then to the other assets of the unit pro rata based on the carrying amount of each asset in the unit. An impairment loss recognized for goodwill is not reversed in subsequent periods.

On disposal of the relevant cash-generating unit, the attributable amount of goodwill is included in the determination of the profit or loss on disposal.

h. Impairment of tangible and intangible assets other than goodwill – At the end of each reporting period, the Company reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). When it is not possible to estimate the recoverable amount of an individual asset, the Company estimates the recoverable amount of the cash-generating unit to which the asset belongs. When a reasonable and consistent basis of allocation can be identified, corporate assets are also allocated to individual cash-generating units, or otherwise they are allocated to the smallest group of cash-generating units for which a reasonable and consistent allocation basis can be identified.

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognized immediately in profit or loss. When an impairment loss is subsequently reversed, the carrying amount of the asset (or cash-generating unit) is increased to the revised estimated value at its recoverable amount, such that the increased carrying amount does not exceed the carrying amount that would have been determined if an impairment loss had not been recognized for that asset (or cash-generating unit) in prior years. The reversal of an impairment loss is immediately recognized in profit or loss.



- i. **Financial liabilities** – Financial liabilities are classified as either financial liabilities at fair value through profit or loss (“FVTPL”) or “debt or other financial liabilities measured at amortized cost”.

Financial liabilities at FVTPL

Financial liabilities are classified as at FVTPL when the financial liability is either held for trading or it is designated as at FVTPL.

Financial liabilities at FVTPL are stated at fair value, with any gains or losses arising on remeasurement recognized in profit or loss. The net gain or loss recognized in profit or loss incorporates any interest paid on the financial liability and is included in the “other gains and losses” line item in the consolidated statements of income.

Debt and other financial liabilities measured at amortized cost

This classification includes loans with banking institutions, and other financial liabilities, which are initially recognized at fair value net of the transaction costs and are subsequently measured at amortized cost using the effective interest rate method, recognizing the interest expenses on an effective yield basis.

Financial liabilities are classified as short-term and long-term according to their maturity.

Amortized cost and effective interest method

The effective interest method is a method of calculating the amortized cost of a financial liability and of allocating interest expense over the relevant period.

The effective interest rate method is a method of calculating the amortized cost of a financial liability and allocating the financial expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments through the expected life of the financial liability (or, where appropriate, a shorter period) to the net carrying amount on initial recognition.

Derecognition

The Company derecognizes financial liabilities only when the Company’s obligations are fulfilled, cancelled, or have expired. When the Company exchanges with the existing lender one debt instrument in another with substantially different terms, this exchange is accounted for as an extinguishment of the original financial liability and recognition of a new financial liability. Similarly, the Company considers the substantial modification of the terms of an existing liability or part of it as an extinction of the original financial liability and recognition of a new liability. It is assumed that the terms are substantially different if the present discounted value of the cash flows under the new terms, including any net paid rate of any rate received and discounted, using the original effective rate, is at least 10% different from the remaining cash flows of the original financial liability. The costs incurred in the refinancing are recognized immediately in results at the date of termination of the previous financial liability.

Meanwhile, if the modification is not substantial, the difference between: (1) the carrying amount of the liability before the modification; and (2) the present value of the cash flows after the modification must be recognized in profit or loss as a result of changes in other gains and losses.



- j. Derivative financial instruments** – The Company values and recognizes all operations with derivative financial instruments in the consolidated statements of financial position as either an asset or liability at fair value, regardless of the purpose of holding them.

The fair value of these instruments is determined based on the present value of cash flows. This method involves estimating future cash flows of derivatives according to the fixed rate of the derivative and the forward curve at that date to determine the variable cash flows, using the appropriate discount rate to estimate the present value. All derivatives of the Company are classified in Level 2 of the fair value hierarchy. Fair value measurements in Level 2 are those derived from different information than quoted prices included within Level 1 (fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities) that can be seen for the asset or liability, either directly (e.g., as prices) or indirectly (e.g., derived from prices).

At the inception of the hedge relationship of a derivative financial instrument, the Company ensures that all hedge accounting requirements are complied with and documents its designation at the inception of the hedge, describing the objective, characteristics, accounting treatment and the way the measurement of effectiveness will be performed, applicable to that operation.

Derivatives designated as hedges for accounting purposes are accounted for based on the type of hedge: (1) for fair value hedges, changes in both the derivative and the hedged item are recognized at fair value and are recognized in profit or loss, (2) when cash flows hedges, the effective portion is temporarily recognized in other comprehensive income and in profit or loss when the hedged item affects it; the ineffective portion is recognized immediately in profit or loss.

The Company applies hedge accounting to foreign exchange risk arising from its investments in foreign operations due to changes in exchange rates originating between the functional currency of such operation and the functional currency parent company, regardless of whether the investment is maintained directly or through a sub-holder. The change in exchange rates is recognized in the other comprehensive income as a part of the foreign translation effect when the foreign operation is consolidated.

Therefore, the Company designates as a hedging instrument the debt denominated in a foreign currency, so the foreign exchange effects arising from such debt are recognized in the other comprehensive income, in the translation effects, to the extent that the hedging is effective. When the hedge accounting is not effective, exchange rate differences are recognized in results.

Hedge accounting is discontinued when the Company revokes the hedging relationship, when the hedging instrument expires or is sold, terminated, or exercised, when it no longer qualifies for hedge accounting or effectiveness is not sufficient to compensate changes in fair value or cash flows of the hedged item.

When hedge accounting is suspended in the case of cash flow hedges, the amounts that have been recorded in equity as part of comprehensive income remain in equity until the effects of the forecast transaction or firm commitment affect profit or loss. If it is no longer probable that this will occur, the gains or losses that were accumulated in the comprehensive income account are recognized immediately in profit or loss. When the hedge of a forecast transaction was shown to be effective and subsequently no longer meets the effectiveness test, the effects accumulated in comprehensive income within equity are recognized in profit or loss on a proportional basis, to the extent that the forecast asset or liability affects profit or loss.

Certain derivative financial instruments contracted for hedging from an economic perspective that do not meet all the requirements under the standard, are designated for accounting purposes as FVTPL. The fluctuation in the fair value of these derivative instruments are recognized in the consolidated statements of income.

The Company primarily uses currency forwards, currency swaps, call spreads and interest rate swaps to manage its exposure to foreign currency and interest rate fluctuations, respectively.



k. Employee benefits

Short-term employee benefits

They are calculated based on the services provided, considering their current salaries and the liability is recognized as it accrues. It mainly includes workers' profit sharing ("PTU", for its acronym in Spanish) payable, vacations and vacation premiums, and incentives.

PTU is recorded in the period's profit or loss in which it is incurred and presented in cost of goods sold and operating expenses.

Termination benefits

The Company provides benefits upon termination of employment under certain circumstances required. These benefits consist of a lump sum payment of three months' salary plus 20 days per year worked in the event of unjustified dismissal.

Termination benefits are recognized when the Company decides to terminate the employment relationship with an employee or when the employee accepts an offer of termination.

Long-term employee benefits

The Company provides its employees long-term benefits that consist of defined contribution plans and defined benefit plans.

Legal defined contribution plan – The Company makes contributions equivalent to 2% of the salary of their workers to their defined contribution plan based on the retirement savings requirements established by law. The expense recognized for this item was \$105,532 and \$81,813 in 2025 and 2024, respectively.

Defined contribution plan – The Company has a pension plan with defined contribution benefits for certain employees, equivalent to a maximum of 6.25% of their annual taxed wage.

The Company has two types of retirement: normal retirement, which applies when turning 65 years of age, and early retirement, which applies when turning 55 years of age with at least 5 years of service.

In the case of leaving prior to retirement, the employee's entitlements on contributions will be adjusted to the years of service with the Company.

Defined benefit plans – For defined benefit plans, the cost of providing benefits is determined using the projected unit credit method, with actuarial valuations being carried out at the end of each reporting period. All remeasurements of the Company's defined benefit obligations such as actuarial gains and losses are recognized directly in other comprehensive income ("OCI") and shall not be recycled to profit or loss at any time. The Company presents service costs within cost of sales and operating expenses and presents net interest cost within interest expense in the consolidated statements of income. The projected benefit obligation recognized in the consolidated statements of financial position represents the present value of the defined benefit obligation as of the end of each reporting period.



The defined benefit plans that the Company provides to its employees are:

- **Seniority premium** – In accordance with Mexican Labor Law, the Company provides seniority premium benefits to its employees under certain circumstances. These benefits consist of a one-time payment equivalent to 12 days wages for each year of service (at the employee's most recent salary, but not to exceed twice the legal minimum wage), payable to all employees with 15 or more years of service, as well as to certain employees terminated involuntarily prior to the vesting of their seniority premium benefit.
- **Pension plan** – The Company maintains for certain employees a pension plan with defined benefits that consists of a one-time payment, or a monthly payment determined based on their base pay according to age and years of service. The retirement ages are: normal. - Staff with 50 years of age and at least 5 years of service; advanced. - Staff with 45 years of age and at least 15 years of service, and early. – Staff with 40 years of age and a minimum of 10 years of service.

Additionally, for certain employees who are not subject to the pension plan, the Company recognizes, as specific benefits plan, an implicit obligation derived from the practices that are usually carried out, where it grants certain employees, when they have a retirement, an equivalent benefit to three months plus 20 days of salary for each year of service. This implicit obligation is related to the period of time in which an employee provided his services to the Company.

- I. **Provisions** – Provisions are recognized when the Company has a present obligation (legal or assumed) as a result of a past event, it is probable that the Company will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

The amount recognized as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation. When a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows.

When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, a receivable is recognized as an asset if it is virtually certain that reimbursement will be received, and the amount of the receivable can be measured reliably.

- m. **Revenue recognition** – Revenues comprise the fair value of the consideration received or to receive for the sale of goods and services in the ordinary course of the transactions, and are presented in the consolidated statement of income, net of the amount of variable considerations, which comprise the estimated amount of returns from customers, rebates and similar discounts.

To recognize revenues from contracts with customers, the comprehensive model for revenue recognition is used, which is based on a five-step approach consisting of the following: (1) identify the contract; (2) identify performance obligations in the contract; (3) determine the transaction price; (4) allocate the transaction price to each performance obligation in the contract; and (5) recognize revenue when the Company satisfies a performance obligation.



Revenue from the sale of goods and products

Contracts with customers are formalized by commercial agreements complemented by purchase orders, whose costs comprise the promises to produce, distribute and deliver goods based on the contractual terms and conditions set forth, which do not imply a significant judgment to be determined. When there are payments related to obtaining contracts, they are capitalized and amortized over the term of the contract.

Performance obligations held by the Company are not separable, and are not partially satisfied, since they are satisfied at a point in time when the customer accepts the products. Moreover, the payment terms identified in most sources of revenue are short-term, with variable considerations including discounts given to customers, without financing components or guarantees. These discounts are recognized as a reduction in revenue; therefore, the allocation of the price is directly on the performance obligations of production, distribution, and delivery, including the effects of variable consideration.

The Company recognizes revenue at a point in time, when control of sold goods has been transferred to the customer, which is given upon delivery of the goods promised to the customer according to the negotiated contractual terms. The Company recognizes an account receivable when the performance obligations have been met, recognizing the corresponding revenue; moreover, the considerations received before completing the performance obligations of production and distribution are recognized as customer advances.

Dividend income from investments is recognized once the rights of stockholders to receive this payment have been established (when it is probable that the economic benefits will flow to the Company and the revenue can be reliably determined).

- n. **Income taxes** – Income tax expense represents the sum of the tax currently payable and deferred tax.

Current tax

Current tax corresponds to income tax (“ISR”) and is recorded in the income of the year when incurred. Taxable profit differs from profit as reported in the consolidated statements of income because of items of income or expense that are taxable or deductible in other years and items that are never taxable or deductible.

The Company’s liability for current tax is calculated using the tax rates that have been enacted or substantively enacted at the end of the reporting period.

Deferred tax

Deferred tax is recognized on the temporary differences between the carrying amounts of assets and liabilities in the consolidated financial statements and the corresponding tax bases used in the computation of taxable profit, including tax loss benefit. Deferred income tax asset is presented net of the reserve arising from the uncertainty of the realization of certain benefits.



On initial recognition, such deferred tax assets and liabilities are not recognized if the temporary difference arises from goodwill or from the initial recognition (other than in a business combination) of other assets and liabilities in a transaction that affects neither the taxable profit nor the accounting profit. Deferred tax liabilities are recognized for taxable temporary differences associated with investments in subsidiaries and associates, and interests in joint ventures, except where the Company is able to control the reversal of the temporary difference, and it is probable that the temporary difference will not reverse in the foreseeable future. Deferred tax assets arising from deductible temporary differences associated with such investments and interests are only recognized to the extent that it is probable that there will be sufficient taxable profits against which to utilize the benefits of the temporary differences, and they are expected to reverse in the foreseeable future.

The carrying amount of deferred tax assets is reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the period in which the liability is settled or the asset realized, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period. The measurement of deferred tax liabilities and assets reflects the tax consequences that would follow from the manner in which the Company expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities.

Deferred tax assets and deferred tax liabilities are offset when there is a legal right and when they relate to income taxes relating to the same taxation authority and the Company intends to liquidate its assets and liabilities on a net basis.

Current and deferred tax are recognized in profit or loss, except when they relate to items that are recognized in other comprehensive income or directly in equity, in which case, the current and deferred tax are also recognized in other comprehensive income or directly in equity respectively. Where current tax or deferred tax arises from the initial accounting for a business combination, the tax effect is included in the accounting for the business combination.

- o. **Earnings per share ("EPS")** – EPS is calculated by dividing the consolidated net income or loss by the weighted average number of shares outstanding during the period. Earnings per share are based on 341,879,980 and 344,197,160 weighted average shares outstanding during 2025 and 2024, respectively.

As of December 31, 2025 and 2024, the Company does not have potentially dilutive instruments.

5. Critical accounting judgments and key uncertainty sources in estimates

In the application of the accounting policies mentioned in Note 4, the Company's Management makes judgments, estimates and assumptions about certain amounts of assets and liabilities of the consolidated financial statements. The estimates and associated assumptions are based on experience and other factors that are considered relevant. Actual results could differ from such estimates.

The estimates and associated assumptions are continuously reviewed. Amendments to accounting estimates are recognized in the period in which the estimate is modified, future periods if the change affects both current and future periods.



Discount rate estimation to calculate the present value of future minimum lease payments

The Company estimates the discount rate to be used in determining the lease liability, based on the incremental loan rate (“IBR”).

The Company uses a three-level model, with which it determines the three elements that make up the discount rate: (i) reference rate, (ii) credit risk component and (iii) adjustment for characteristics of the underlying asset. In said model, Management also considers its policies and practices to obtain financing, distinguishing between that obtained at the corporate level (that is, by the holding company), or at the level of each subsidiary. Finally, for real estate leases, or in which there is significant and observable evidence of their residual value, the Company estimates and evaluates an adjustment for the characteristics of the underlying asset, taking into account the possibility that said asset may be granted as collateral or guarantee against the risk of default.

Estimation of default probabilities and recovery rate to apply the model of expected losses in the calculation of impairment of financial assets.

The Company assigns to customers with whom it maintains an account receivable at each reporting date, either individually or as a group, an estimate of the probability of default on the payment of accounts receivable and the estimated recovery rate, with the purpose of reflecting the cash flows expected to be received from the outstanding balances on said date (see Note 8).

Useful lives of fixed and intangible assets

Useful lives and residual values of fixed and intangible assets are used to determine depreciation expense and amortization of such assets, except for machinery and equipment which are depreciated on the basis of units produced estimating a total production and are defined in accordance with internal specialists. Useful lives and residual values are reviewed periodically at least once a year, based on the current conditions of the assets and the estimate of the period during which they will continue to generate economic benefits to the Company. If there are changes in the related estimate, measurement of the net carrying amount of assets and the corresponding depreciation or amortization expense are affected prospectively (see Note 4.d. and 4.f.)

Valuations to determine the recoverability of deferred tax assets

As part of the tax analysis that the Company makes, on an annual basis it determines the projected taxable income based on the judgements and estimates of future operations, to conclude on the probability of recoverability of deferred tax assets, such as including tax losses and other tax credits (see Note 23).

Impairment of long-lived assets

The carrying amount of long-lived assets is reviewed for impairment when situations or changes in circumstances indicate that it is not recoverable. If there are indicators of impairment, a review is carried out to determine whether the carrying amount exceeds its recoverable amount and whether it is impaired. The evaluation of impairment is estimated in accordance with what is mentioned in Note 4h.

The Company reviews on an annual basis the circumstances that provoked an impairment loss derived from the cash generating units to determine if such circumstances have been modified and if they have generated reversal conditions. In case of a positive conclusion, the next step is to calculate the recoverable amount and, if it is appropriate the reversal of impairment previously recognized. In case of having recognized an impairment loss of goodwill, no reversal procedure is applied (see Notes 12 and 13).



Assumptions made in defined benefit plan obligations

The Company uses assumptions to determine the best estimate for its employee retirement benefits. Assumptions and estimates are established in conjunction with independent actuaries. These assumptions include demographic hypothesis, discount rates and expected increases in remunerations and future permanence, among others. Although the assumptions are deemed appropriate, a change in such assumptions could affect the value of the employee benefit liability and the results of the period in which it occurs (see Note 18).

Additionally, the Company's management makes certain critical judgements, which are explained below:

Identification of a general Price index in Argentina

Beginning July 1, 2018, the Company reflects the effects of hyperinflation on the financial information of its subsidiary in Argentina using price indexes that are considered appropriate in accordance with Resolution 539/19 JG (the "Resolution") of the Argentine Federation of Professional Councils of Economic Sciences. This resolution establishes that a combination of price indexes should be used in the calculation of the effects of restatement of financial statements. Therefore, the Company has decided to use the Consumer Price Index ("CPI") to restate balances and transactions.

The price indexes used to restate the financial statements of the subsidiary in Argentina were as follows:

| Year | Index |
|------|-------------|
| 2025 | 10,121.3715 |
| 2024 | 7,694.0075 |
| 2023 | 3,533.1922 |

Contingencies and commitments

The Company is subject to transactions or contingent events on which it uses professional judgment in the development of estimates of probability of occurrence. The factors considered in these estimates are the legal situation at the date of the estimate, and the opinion of legal advisors (see Note 22).



6. Objectives of risk management in financial instruments

The Company is exposed to different financial risks inherent in its operation, which are evaluated through a risk Management program and are listed as follows: a) market risk which includes foreign exchange risk, interest and price rates mainly natural gas, b) liquidity risk, and c) credit risk, for which it seeks to manage the potential negative effects thereof in its financial performance. According to the valuation of these risks and internal guidelines, the Company carries out operations with derivative financial instruments, which are only for purposes of hedging and must be previously approved by the Finance Committee, comprised of independent and related party members of the Company's Board of Directors.

6.1 Categories and fair value of financial instruments

Below are the financial instruments and their fair value based on their category:

| | December 31, | |
|---|---------------|---------------|
| | 2025 | 2024 |
| Financial assets: | | |
| Cash and cash equivalents ⁽¹⁾ | \$ 1,007,791 | \$ 694,574 |
| Accounts receivable ⁽¹⁾ | 5,297,459 | 5,478,372 |
| Derivative financial instruments ⁽²⁾ | 108,336 | 153,328 |
| Financial liabilities: | | |
| Debt ⁽¹⁾ | \$ 16,039,438 | \$ 16,334,411 |
| Finance leases ⁽¹⁾ | 1,096,449 | 1,083,776 |
| Trade accounts payable ⁽¹⁾ | 2,761,474 | 3,030,163 |
| Sundry creditors ⁽¹⁾ | 1,219,536 | 1,321,359 |
| Other liabilities measured at amortized cost ⁽¹⁾ | 1,234,092 | 1,282,059 |
| Derivative financial instruments ⁽²⁾ | 100,580 | 94,092 |

(1) Measured at amortized cost. The book value of cash and equivalents, accounts receivable and short-term financial liabilities, approximates their fair value because they are short-maturity instruments.

(2) Instruments measured at fair value through profit or loss.



The book value and the estimated fair value of non-current financial liabilities valued at amortized cost are as follows:

| | As of December 31, 2025 | | As of December 31, 2024 | |
|---|-------------------------|--------------|-------------------------|--------------|
| | Book value | Fair value | Book value | Fair value |
| Financial liabilities: | | | | |
| Non-current debt before debt issuance and borrowing costs | \$16,131,072 | \$16,131,951 | \$16,428,812 | \$16,026,596 |

The estimated fair value as of December 31, 2025, was determined based on discounted cash flows and reference to the closing value of the securities. The fair value measurement of non-current debt is considered within Levels 1 and 2 of the fair value hierarchy.

6.2 Market risk

6.2.1 Foreign exchange risk

The Company's exposure to the volatility of the exchange rate of its local currency against the U.S. dollar for the Company's financial instruments is shown as follows:

| | | 2025 | | 2024 |
|-----------------------------|------|-------------|------|-------------|
| Financial asset | US\$ | 83,495 | US\$ | 75,098 |
| Financial liabilities | | (246,759) | | (356,957) |
| Liability position | US\$ | (163,264) | US\$ | (281,859) |
| Equivalent in Mexican pesos | \$ | (2,933,315) | \$ | (5,712,806) |

The exchange rates in effect at the date of consolidated financial statements per U.S. dollar were as follows:

| | As of December 31, 2025 | As of December 31, 2024 |
|--|-------------------------|-------------------------|
| | \$17.9667 | \$20.2683 |

As of January 31, 2026, the interbank exchange rate established by Banco de Mexico was 17.2532 Mexican pesos per U.S. dollar.



The Company's exposure to the volatility of the exchange rate of its local currency against the Euro for the Company's financial instruments is shown as follows:

| | | 2025 | | 2024 |
|-----------------------------|----|-------------|----|-------------|
| Financial asset | € | 18,849 | € | 22,126 |
| Financial liabilities | | (437,442) | | (328,507) |
| Liability position | € | (418,593) | € | (306,381) |
| Equivalent in Mexican pesos | \$ | (8,842,066) | \$ | (6,451,066) |

The exchange rates in effect at the date of consolidated financial statements per Euros were as follows:

| As of December 31, 2025 | As of December 31, 2024 |
|--------------------------------|--------------------------------|
| \$21.1233 | \$21.0557 |

As of January 31, 2026, the interbank exchange rate established by Banco de Mexico was \$20.6124 Mexican pesos per Euro.

Sensitivity analysis of exchange risk

Because the Company has a borrowing position in foreign currency, mainly due to debt and finance leases in US dollars and Euros it is exposed to variations in exchange rates. In this position in foreign currency, if the exchange rate increases or decreases, the exchange effects would be against or in favor, respectively.

Therefore, if as of December 31, 2025, the Mexican peso/U.S. dollar exchange rate increased by \$3.00 Mexican pesos, then the amount of the net monetary position in foreign currency would increase by \$489,792, whereas if as of December 31, 2025, the Mexican peso/euro exchange rate increased by \$3.0 Mexican pesos, then the net monetary position in foreign currency would increase by \$1,255,779, impacting income before taxes and the Company's stockholders' equity would have resulted in an exchange loss. If, on the contrary, such ratio decreased by \$3.00 Mexican pesos, then the effect would be the opposite. Both scenarios represent the amount that management considers reasonably possible to occur in a year given current market volatility.

Derivative financial instruments to hedge the exposure to the exchange rate, interest rate and translation effect

EUR/MXN Hedges

As of December 31, 2025 the Company has four COS and 32 Call Spreads under this strategy. As of December 31, 2024, the Company had four EUR/MXN Currency Swaps in which only the interest coupon is paid and received (Coupon Only Swap or "COS") and 44 EUR/MXN exchange rate Call Spreads. The purpose of these hedges is to mitigate the exchange rate risk (EUR/MXN) through the Call Spreads and the interest rate risk (Euribor 3M) through the COS derived from the payment of principal and interest, respectively, of a foreign currency financing scheme (Euros) dating from October 2023. The Company has formally designated this hedging relationship as a cash flow hedge.

**2025**

| Characteristics | Call Spreads BOFA EUR/MXN | Call Spreads ING EUR/MXN | Call Spreads BNP EUR/MXN | Call Spreads Santander EUR/MXN |
|--|------------------------------|-----------------------------|-----------------------------|-----------------------------------|
| Currency | | | | |
| Number of strategies | 8 | 8 | 8 | 8 |
| Total EUR notional amount (thousands) | \$43,387 | \$42,656 | \$42,656 | \$41,925 |
| Maturities | 27-oct-27 | 27-oct-27 | 27-oct-27 | 27-oct-27 |
| Book value | \$21,196 | \$20,920 | \$20,845 | \$20,666 |
| Recognized in results | \$(13,722) | \$(12,656) | \$(12,656) | \$(12,220) |
| Recognized in OCI, net of taxes and reclassifications | \$(16,622) | \$(16,429) | \$(16,376) | \$(16,251) |
| Change in the fair value of the hedged item to measure ineffectiveness | | | \$(3,249) | |

2025

| Characteristics IFD Heading in BG | CCS BOFA 952907794C EUR | CCS ING 411243841 EUR | CCS BNP Paribas MD33379833 EUR | CCS Santander 2353808 EUR |
|--|-------------------------------|-----------------------------|--------------------------------------|---------------------------------|
| Currency | | | | |
| Notional amount (thousands) | \$43,387 | \$42,656 | \$42,656 | \$41,925 |
| Coupon receives | Euribor 3M | Euribor 3M | Euribor 3M | Euribor 3M |
| Currency | MXN | MXN | MXN | MXN |
| Notional amount | \$793,991 | \$780,609 | \$780,609 | \$767,228 |
| Coupon pays | 4.05% | 4.05% | 4.05% | 4.05% |
| Maturity | 27-oct-27 | 27-oct-27 | 27-oct-27 | 27-oct-27 |
| Book value | \$(19,993) | \$(19,672) | \$(19,839) | \$(19,255) |
| Effect recognized in income statement for reclassifications | \$(16,132) | \$(14,154) | \$(14,154) | \$(14,367) |
| Recognized in OCI, net of taxes and reclassifications | \$12,211 | \$11,986 | \$12,103 | \$11,695 |
| Ineffectiveness recognized in results | - | - | - | - |
| Change in the fair value of the hedged item to measure ineffectiveness | | | \$(23,600) | |

**2024**

| Characteristics | Call Spreads BOFA EUR/MXN | Call Spreads ING EUR/MXN | Call Spreads BNP EUR/MXN | Call Spreads Santander EUR/MXN |
|--|------------------------------|-----------------------------|-----------------------------|-----------------------------------|
| Currency | | | | |
| Number of strategies | 11 | 11 | 11 | 11 |
| Total EUR notional amount (thousands) | \$46,280 | \$45,500 | \$45,500 | \$44,720 |
| Maturities | 27-oct-27 | 27-oct-27 | 27-oct-27 | 27-oct-27 |
| Book value | \$33,969 | \$33,832 | \$33,934 | \$34,635 |
| Recognized in results | \$(2,793) | \$(2,329) | \$(2,329) | \$(2,146) |
| Recognized in OCI, net of taxes and reclassifications | \$13,427 | \$14,609 | \$14,712 | \$15,791 |
| Change in the fair value of the hedged item to measure ineffectiveness | | | \$(16,140) | |

2024

| Characteristics IFD Heading in BG | CCS BNP Paribas MD 33379833 EUR | CCS BOFA 952907794 EUR | CCS ING 411243841 EUR | CCS Santander 2353808 EUR |
|--|---------------------------------------|------------------------------|-----------------------------|---------------------------------|
| Currency | | | | |
| Notional amount (thousands) | \$43,750 | \$44,500 | \$43,750 | \$43,000 |
| Coupon receives | Euribor 3M | Euribor 3M | Euribor 3M | Euribor 3M |
| Currency | MXN | MXN | MXN | MXN |
| Notional amount | \$800,625 | \$814,350 | \$800,625 | \$786,900 |
| Coupon pays | 4.05% | 4.05% | 4.05% | 4.05% |
| Maturity | 27-oct-27 | 27-oct-27 | 27-oct-27 | 27-oct-27 |
| Book value | \$(23,301) | \$(24,085) | \$(23,618) | \$(23,088) |
| Effect recognized in income statement for reclassifications | \$(21,212) | \$(23,692) | \$(21,212) | \$(21,228) |
| Recognized in OCI, net of taxes and reclassifications | \$(1,462) | \$(275) | \$(1,684) | \$(1,302) |
| Ineffectiveness recognized in results | - | - | - | - |
| Change in the fair value of the hedged item to measure ineffectiveness | | | \$19,712 | |



For accounting purposes, the Company has designated the intrinsic value of the Call Spreads and the interest receivable from the currency swaps described above as a cash flow hedge, the purpose of which is to hedge the principal and interest payments associated with financing denominated in euros. This relationship is formally documented to specify its objectives, the management strategy used to hedge the risk, the identification of hedging instruments, hedged items, the nature of the risk to be hedged and the effectiveness evaluation methodology. The Company found that the characteristics of the hedged item and hedging instruments are perfectly aligned. However, a quantitative evaluation was performed to measure the effectiveness of this hedge based on an offsetting method that includes a hypothetical derivative due to the fact that this hedge is an off-market hedge because the hedging instruments had an initial value when designated.

The ineffectiveness of these hedging relationships is essentially derived from the credit risk and the fact that they are off-market because they are designated with a certain initial value.

As of December 31, 2025 and 2024, the result of the Call Spread hedging effectiveness test was 100% and 100%, respectively, while the result obtained for swaps was 99.22% and 98.65%, respectively, thus confirming that the hedging relationship is highly effective in both periods. In the case of hedging strategies, the average hedging ratio was 58% at the close of both years.

During 2025, the Company contracted 20 Call options and 24 Call Spreads to mitigate the exchange rate risk (EUR/MXN) of the principal payments associated with its financing scheme denominated in foreign currency dating from October 2023. The Company has formally designated these relationships as cash flow hedges. As of December 31, 2025, it has 12 Call options and 24 Call Spreads active under this strategy.

2025

| Characteristics | Call Spreads BOFA EUR/MXN | Call Spreads Scotia EUR/MXN | Call Spreads BBVA EUR/MXN | Call Spreads Caixabank EUR/MXN |
|---|------------------------------|--------------------------------|------------------------------|-----------------------------------|
| Currency | | | | |
| Number of strategies | 6 | 6 | 6 | 6 |
| Total EUR notional amount (thousands) | \$9,200 | \$27,600 | \$27,600 | \$27,600 |
| Maturities | 25-ene-28 | 25-ene-28 | 25-ene-28 | 25-ene-28 |
| Book value ⁽¹⁾ | \$2,811 | \$8,312 | \$8,252 | \$(1,088) |
| Recognized in results | \$(1,775) | \$(5,330) | \$(5,331) | \$- |
| Recognized in OCI, net of taxes and reclassifications | \$1,323 | \$4,055 | \$4,101 | \$762 |

(1) The fair value of the derivative contracted with Caixabank considers the premium value financed as of December 31, 2025.



2025

| Currency | Characteristics | Call BOFA EUR/MXN | Call Scotia EUR/MXN | Call BBVA EUR/MXN | Call Caixabank EUR/MXN |
|----------|---|----------------------|------------------------|----------------------|---------------------------|
| | Number of strategies | 3 | 3 | 3 | 3 |
| | Total EUR notional amount (thousands) | \$437 | \$1,312 | \$1,312 | \$1,312 |
| | Maturities | 24-jul-26 | 24-jul-26 | 24-jul-26 | 24-jul-26 |
| | Book value | \$29 | \$84 | \$81 | \$(7,187) |
| | Recognized in results | \$(18) | \$(53) | \$(52) | \$- |
| | Recognized in OCI, net of taxes and reclassifications | \$13 | \$41 | \$40 | \$5,033 |

The Company designated the following items as a cash flow hedge: (i) the intrinsic value of EUR/MXN Call Spreads and Call Options to hedge the principal payments of its financing denominated in euros. According to the characteristics of the hedged items and the hedging instruments, the economic relationship is clear because the characteristics are perfectly aligned for the established hedging relationships. In line with the above assertion and in conformity with the standard, the Company applies a qualitative method based on an assessment of critical terms. If a substantial or critical change that could modify the economic relationship arises, a quantitative assessment must be performed for the period for which the doubt exists by using a cash flow offsetting method that includes a hypothetical derivative.

The results of hedge effectiveness tests are 100% for 2025, which confirms that the hedging relationship is highly effective. According to the described amount and the manner in which derivative cash flows are exchanged for hedging strategies, the average hedging ratio is 48% as of December 31, 2025. In this hedging relationship, the source of ineffectiveness is primarily derived from the credit risk.



USD/EUR hedges

As of December 31, 2025, the Company has currency forward contracts for a nominal amount similar to the invoices issued to customers and which represent export hedges. The characteristics of these contracts are as follows:

| Characteristics | 2025 |
|---|-------------------------------|
| Currency | USD/EUR |
| Notional amount | US\$7,200 |
| Maturity | January through December 2026 |
| Average strike | \$1.1666 |
| Asset (liability) book value | \$2,119 |
| Effect recognized in results | \$- |
| Recognized in OCI, net of taxes and reclassifications | \$(1,589) |

As regards the hedging strategy, at the 2025 close, the average hedging ratio is equal to 33% of export sales.

USD/CLP hedges

As of December 31, 2025 and 2024, the Company has currency forward contracts for a nominal amount equivalent to the invoices of suppliers-affiliates which collectively represent import hedges. The characteristics of these contracts are as follows:

| Characteristics | 2025 | 2024 |
|---|---|---|
| Currency | USD/CLP | USD/CLP |
| Notional amount | US\$3,977 | US\$5,199 |
| Maturity | January, February, March and April 2026 | January, February, March and April 2025 |
| Average strike | \$939.09 | \$970.53 |
| Asset (liability) book value | \$(3,156) | \$3,234 |
| Effect recognized in results | \$- | \$- |
| Recognized in OCI, net of taxes and reclassifications | \$2,303 | \$2,361 |

As regards the hedging strategy, at the 2025 close, the hedging ratio is equal to 100% of group company purchases.



USD/BRL hedges

As of December 31, 2025, the Company has zero-cost collar currency options for a nominal amount equal to the commitment represented by customer invoices that collectively represent export hedges. The characteristics of these contracts are as follows:

| Characteristics | 2025 |
|---|-------------------------------|
| Currency | USD/BRL |
| Notional amount | US\$15,408 |
| Maturity | January through December 2026 |
| Average strike | BRL 5,53 PUT BRL 5,90 CALL |
| Asset (liability) book value | \$(2,287) |
| Effect recognized in results | \$- |
| Recognized in OCI, net of taxes and reclassifications | \$1,509 |

As regards the hedging strategy, at the 2025 close, the hedging ratio is equal to 60% of export sales.

6.2.2 Interest rate risk

As of December 31, 2025, approximately 78.0% of the bank debt has been contracted at a variable rate, which exposes the Company to the interest rate risk. This risk exposure is essentially related to possible fluctuations in the interest rate benchmark used in Mexico (Interbank Interest Rate or "TIIE"), in the US (Secured Overnight Financing Rate or "SOFR" of 3 months) and in Europe (Euro InterBank Offered Rate or "EURIBOR").

The Company monitors the trends of these interest rates, the value of which increased during 2025.

Sensitiveness analysis of the interest rate risk

If, as of December 31, 2025, the interest rates of the Company's debt instruments varied by 2 percentage points, which represents a percentage that management considers reasonably possible in a one-year period, the effect on the Company's profit before taxes and stockholders' equity would be \$208,557. A rate increase would adversely affect profit, while a rate decrease would generate a benefit.

6.2.3 Natural gas price risk

The Company is exposed to fluctuations in the price of natural gas. During the years ended December 31, 2025 and 2024, the Company consumed natural gas of approximately 13,671,372 and 13,436,118 million British Thermal Units (“MMBTUS”), respectively. Likewise, as of December 31, 2025 and 2024, the Company consumed 322.4 and 286.7 million MWh in the underlying TTF.

Based on the guidelines established by the Finance Committee to hedge the risk of increasing natural gas prices.

As of December 31, 2025 and 2024 and as of January 31, 2026, the date of issuance of the consolidated financial statements, the natural gas market price is US\$4.20, US\$2.42 and US\$4.18 per MMBTUS, respectively.

During 2024, the Company contracted Gas price swap contracts for 4,378,787 million BTU's, which represent 50% of Mexico's monthly consumption, at an average price of US\$2.03 per million BTU's. These hedges were not in effect as of December 31, 2024.

As of December 31, 2025, the Company has contracted commodity swaps to mitigate the natural gas price fluctuation risk derived from the consumption of its regular operation. These types of operations represent the hedging mechanisms used to set the price of natural gas. According to accounting standards, these operations are considered as hedging operations. For accounting purposes, the Company has designated these Gas Price Swaps under the cash flow hedge model.

2025

| Currency | Characteristics | Swap Macquarie USD | Swap ING EUR |
|--|-----------------|-------------------------------|-------------------------------------|
| Underlying | | Natural Gas (HSC) | Natural Gas (TTF) |
| Total notional amount | | 1,654,212 | 96,684 |
| Unit | | MMBTU | MWh |
| Maturities | | January, February, March 2026 | December 2026 through November 2027 |
| Agreed price | | 3.56, 3.26, 2.65 and 4.12 | 29.62 |
| Book value | | \$3,021 | \$(8,103) |
| Recognized in results | | \$- | \$- |
| Recognized in OCI, net of taxes and reclassifications | | \$(2,115) | \$6,077 |
| Change in the fair value of the hedged item to measure ineffectiveness | | \$3,021 | \$(8,093) |



According to the characteristics of the hedged items and hedging instruments, the economic relationship is clear because the characteristics are perfectly aligned with the established hedging relationships. In line with the above assertion and in conformity with the standard, the Company utilizes a qualitative method based on an assessment of critical terms. In the event of a substantial critical change that could modify the economic relationship, a quantitative assessment must be performed for the period in which doubt exists by utilizing a cash flow offsetting method that includes a hypothetical derivative.

The results of hedge effectiveness tests are 100% for 2025, which confirms that the hedging relationships are highly effective. According to the described amount and the manner in which derivative cash flows are exchanged for hedging strategies, the average hedging ratio is 50% for the hedging relationship of the underlying HSC and 30% for the underlying TTF. In this hedging relationship, the source of ineffectiveness is essentially derived from the credit risk.

Sensitivity analysis of natural gas price risk

If, as of December 31, 2025, the price of HSC gas increases by 10%, which represents the amount that management considers could reasonably occur in a year, it would increase the fair value of the derivative by \$10,321. If, on the other hand, this price falls by 10%, the fair value would decrease by \$10,270.

If, as of December 31, 2025, the price of TTF gas increases by 10%, which represents the amount that management believes could reasonably occur in a year, the fair value of the derivative would increase by \$4,877. If, on the other hand, this price falls by 10%, the fair value would decrease by \$4,869.

6.3 Liquidity risk

The Company is exposed to different industry factors, as well as to economic factors which could affect the cash flow of its operations. Some of these factors are not controllable by the Company; however, the Company manages the liquidity risk through the monthly review of actual and projected cash flows to anticipate and react to potential future events.

A contractual payments' analysis of non-derivative financial liabilities is disclosed in Notes 16 and 17. This risk is managed by maintaining a proper cash balance for its operation and debt service, complemented by available lines of credit with various banks which as of December 31, 2025, are fully available.

Supplier finance arrangements

The Company operates the following supplier financing agreements:

- In order to ensure easy access to credit for its suppliers and facilitate early settlement, the Company has entered into supplier finance arrangements that permit the suppliers to obtain payment from the banks for the amounts billed up to 7 days before the invoice due date subject to a discount of up to 5% on average, assumed by the supplier. The arrangements permit the banks to settle invoices in advance, without setting a quantitative limit per month. The Company pays the banks the full invoice amount on the scheduled payment date as required by each invoice. As the agreements do not permit the Company to extend finance from the banks by paying them later than it would have paid its suppliers, the Company considers amounts payable to the banks should be presented under "Accounts payable to suppliers" and "Other current liabilities". As of December 31, 2025 and 2024, 17% and 19% of "Accounts payable to suppliers" and "Other current liabilities" were imports, the payment of which was outstanding due to these arrangements.



Below are the details of supplier financing agreements and their presentation in the consolidated statement of financial position:

| | December 31, | |
|--|-------------------|-------------------|
| | 2025 | 2024 |
| Presented under "Accounts payable to suppliers" | \$ 684,711 | \$ 650,467 |
| Presented under "Other current liabilities" | \$ 183,806 | \$ 163,127 |
| Total | \$ 868,517 | \$ 813,594 |
| Trade accounts payable for which suppliers have already received payment from the finance provider | \$ 868,517 | \$ 813,594 |

Below are the details of the payment date ranges for the supplier financing agreements as of December 31, 2025:

| | Days |
|--|---------|
| For liabilities presented under "Accounts payable to suppliers" and "Other current liabilities": | |
| Liabilities that are part of supplier finance arrangements: | 50 - 65 |
| Comparable accounts payable that are not part of supplier finance arrangements: | 50 - 65 |

Changes in liabilities that are subject to supplier financing agreements are mainly attributable to additions resulting from purchases of goods and services and subsequent cash settlements. There were no material or monetary changes in these liabilities.

The Company does not face significant liquidity risk as a result of its supplier financing agreements given the limited amount of liabilities subject to such agreements and the Company's access to other financing sources under similar conditions.

6.4 Credit risk

The maximum exposure to credit risk is represented by accounts receivable as shown in the consolidated statements of financial position. The client portfolio is comprised mostly of entities with experience in construction finishes and with a considerable track record in the distribution of the products of the Company's brands, which generally constitute an important source in their business lines. For its credit risk Management, the Company carries out a thorough review of customers interested in purchasing its products, as well as the annual evaluation of existing customers, considering both qualitative and quantitative variables and by establishing credit limits. The portfolio is based on the characteristics and conditions of customers, supported with promissory notes when necessary.

In addition, no customer individual or with affiliated companies represent more than 10% of sales or account receivables for the reported years in these consolidated financial statements.

7. Cash and cash equivalents

| | 2025 | 2024 |
|---|--------------|------------|
| Cash and bank deposits | \$ 900,995 | \$ 563,642 |
| Cash equivalents - investments in money market fund | 106,796 | 130,932 |
| | \$ 1,007,791 | \$ 694,574 |

8. Accounts receivable, net

| | 2025 | 2024 |
|--------------------------------------|--------------|--------------|
| Accounts receivable | \$ 5,438,706 | \$ 5,616,045 |
| Allowance for expected credit losses | (141,247) | (137,673) |
| | \$ 5,297,459 | \$ 5,478,372 |

The following is the movement in the evolution due to the loss of customers on December 31, 2025 and 2024, with the model of losses expected by the Company:

2025

| Customer groups | Accounts receivable ⁽¹⁾ | Secured accounts receivable | Unsecured accounts receivable | Default probability range | Loss given default range | Opening balance-Impairment allowance | Increases | Cancellations | Ending balance-Impairment allowance |
|------------------------|------------------------------------|-----------------------------|-------------------------------|---------------------------|--------------------------|--------------------------------------|-------------|---------------|-------------------------------------|
| Ceramic | \$ 4,705,257 | \$ 2,141,300 | \$ 2,563,957 | .02% - .05% | 1.0 | \$ (130,941) | \$ (10,823) | \$ 21,945 | \$ (119,819) |
| Adhesives / Insulating | 1,189,484 | 833,080 | 356,404 | .03% - .05% | 1.0 | (6,732) | (15,594) | 898 | (21,428) |
| Total | | | | | | \$ (137,673) | \$ (26,417) | \$ 22,843 | \$ (141,247) |

2024

| Customer groups | Accounts receivable ⁽¹⁾ | Secured accounts receivable | Unsecured accounts receivable | Default probability range | Loss given default range | Opening balance-Impairment allowance | Increases | Cancellations | Ending balance-Impairment allowance |
|------------------------|------------------------------------|-----------------------------|-------------------------------|---------------------------|--------------------------|--------------------------------------|-------------|---------------|-------------------------------------|
| Ceramic | \$ 4,572,114 | \$ 2,147,587 | \$ 2,424,527 | .02% - .05% | 1.0 | \$ (110,382) | \$ (62,391) | \$ 41,832 | \$ (130,941) |
| Adhesives / Insulating | 1,188,876 | 592,573 | 596,303 | .03% - .05% | 1.0 | (8,845) | (4,155) | 6,268 | (6,732) |
| Total | | | | | | \$ (119,227) | \$ (66,546) | \$ 48,100 | \$ (137,673) |

(1) The total portfolio is presented on a gross basis as regards the allowance for volume discounts granted by the Company to its customers.



The increase in the allowance for doubtful accounts were derived by an application consisting of the probability of default on recurring sales to the Company's customers. Moreover, with respect to cancellations, these were made by recovering the amount previously considered uncollectible and, to a lesser extent, by considering some accounts receivable that are legally irrecoverable.

The Company has guaranteed its portfolio for the amount of \$236,828 and \$188,508 and is insured for \$1,338,779 and \$1,292,495 as of December 31, 2025 and 2024, respectively.

9. Inventories

| | 2025 | 2024 |
|-----------------------------|---------------------|---------------------|
| Finished goods | \$ 3,646,723 | \$ 3,591,097 |
| Work in process | 272,653 | 291,743 |
| Raw materials | 961,258 | 1,094,567 |
| Accessories and spare parts | 628,360 | 929,519 |
| | \$ 5,508,994 | \$ 5,906,926 |

The amount of the inventories consumed and recognized as part of cost of sales for the years ended December 31, 2025 and 2024, amounted to \$10,119,189 and \$11,648,755, respectively.

Inventories recognized as an expense for the years ended December 31, 2025 and 2024 include \$150,381 and \$210,442, respectively, for write-off of inventory to their net realizable value, the lowest.

10. Other current assets

| | 2025 | 2024 |
|----------------------------------|---------------------|---------------------|
| Recoverable income taxes | \$ 737,568 | \$ 541,558 |
| Recoverable tax | 153,882 | 336,963 |
| Derivative financial instruments | 5,334 | 4,751 |
| Sundry debtors | 210,128 | 431,953 |
| Other | 40,535 | 47,284 |
| | \$ 1,147,447 | \$ 1,362,509 |



11. Real estate inventories

| | 2025 | 2024 |
|------------------|-------------|-------------|
| Undeveloped land | \$ 98,972 | \$ 92,915 |
| | \$ 98,972 | \$ 92,915 |

12. Property, plant and equipment, net

| | 2025 | 2024 |
|----------------------------|---------------|---------------|
| Land | \$ 3,228,009 | \$ 3,231,044 |
| Building and constructions | 7,831,713 | 7,760,851 |
| Machinery and equipment | 16,648,379 | 17,567,150 |
| Furniture and equipment | 332,022 | 323,471 |
| Vehicles | 171,011 | 180,393 |
| Computers | 400,028 | 357,994 |
| Investment in process | 1,247,917 | 1,356,702 |
| | 29,859,079 | 30,777,605 |
| Accumulated depreciation | 11,987,933 | 12,441,932 |
| | \$ 17,871,146 | \$ 18,335,673 |



| | Balances as of December 31, 2024 | Translation effect | Inflationary effect | Additions | Depreciation and impairment | Disposals | Capitalization | Balance as of December 31, 2025 |
|--|---|-----------------------|------------------------|--------------|-----------------------------------|------------|----------------|--|
| Investments: | | | | | | | | |
| Land | \$ 3,231,044 | \$ (6,787) | \$ 3,654 | \$ 98 | \$ - | \$ - | \$ - | \$ 3,228,009 |
| Buildings and constructions | 7,760,851 | (84,332) | 66,223 | 53,405 | - | 13,583 | 49,149 | 7,831,713 |
| Machinery and equipment | 17,567,150 | (307,456) | 280,123 | 260,349 | - | 1,525,590 | 373,803 | 16,648,379 |
| Furniture and equipment | 323,471 | (509) | 13 | 3,149 | - | 3,195 | 9,093 | 332,022 |
| Transport equipment | 180,393 | (5,253) | 3,433 | 11,373 | - | 22,616 | 3,681 | 171,011 |
| Computer equipment | 357,994 | (7,047) | 2,945 | 10,825 | - | 6,919 | 42,230 | 400,028 |
| Investments in process | 1,356,702 | (394,182) | 239,957 | 729,051 | - | 205,655 | (477,956) | 1,247,917 |
| Total investments | 30,777,605 | (805,566) | 596,348 | 1,068,250 | - | 1,777,558 | - | 29,859,079 |
| Accumulated depreciation and impairment: | | | | | | | | |
| Buildings and constructions | 2,636,533 | (52,407) | 24,366 | - | 211,972 | 4,107 | - | 2,816,357 |
| Machinery and equipment | 9,194,296 | (180,204) | 34,412 | - | 954,366 | 1,475,808 | - | 8,527,062 |
| Furniture and equipment | 235,404 | (2,565) | 3 | - | 18,402 | 3,017 | - | 248,227 |
| Transport equipment | 68,338 | (4,057) | 2,914 | - | 12,475 | 20,802 | - | 58,868 |
| Computer equipment | 307,361 | (12,804) | 2,606 | - | 47,171 | 6,915 | - | 337,419 |
| Total accumulated depreciation | 12,441,932 | (252,037) | 64,301 | - | 1,244,386 | 1,510,649 | - | 11,987,933 |
| Investments, net | \$ 18,335,673 | \$ (553,529) | \$ 532,047 | \$ 1,068,250 | \$ (1,244,386) | \$ 266,909 | \$ - | \$ 17,871,146 |



| | Balances as of December 31, 2023 | Translation effect | Inflationary effect | Additions | Depreciation and impairment | Disposals | Capitalization | Balance as of December 31,2024 |
|--|---|-----------------------|------------------------|--------------|-----------------------------------|-----------|----------------|---|
| Investments: | | | | | | | | |
| Land | \$ 3,158,989 | \$ 69,948 | \$ 2,302 | \$ - | \$ - | \$ 195 | \$ - | \$ 3,231,044 |
| Buildings and constructions | 7,225,664 | 190,108 | 26,864 | 10,295 | - | 16,945 | 324,865 | 7,760,851 |
| Machinery and equipment | 15,861,875 | 512,339 | 220,424 | 222,579 | - | 249,011 | 998,944 | 17,567,150 |
| Furniture and equipment | 231,431 | 76,748 | 8 | 2,156 | - | 3,065 | 16,193 | 323,471 |
| Transport equipment | 179,413 | 2,529 | 2,121 | 2,987 | - | 10,317 | 3,660 | 180,393 |
| Computer equipment | 329,437 | 16,390 | 1,905 | 5,666 | - | 9,664 | 14,260 | 357,994 |
| Investments in process | 1,129,175 | 331,044 | 319,640 | 978,624 | - | 43,859 | (1,357,922) | 1,356,702 |
| Total investments | 28,115,984 | 1,199,106 | 573,264 | 1,222,307 | - | 333,056 | - | 30,777,605 |
| Accumulated depreciation and impairment: | | | | | | | | |
| Buildings and constructions | 2,336,698 | 79,899 | 9,114 | - | 226,903 | 16,081 | - | 2,636,533 |
| Machinery and equipment | 8,037,721 | 458,410 | 13,833 | - | 897,730 | 213,398 | - | 9,194,296 |
| Furniture and equipment | 145,034 | 26,659 | 1 | - | 66,638 | 2,928 | - | 235,404 |
| Transport equipment | 22,917 | 2,260 | 1,663 | - | 50,417 | 8,919 | - | 68,338 |
| Computer equipment | 264,469 | 16,337 | 1,437 | - | 34,593 | 9,475 | - | 307,361 |
| Total accumulated depreciation | 10,806,839 | 583,565 | 26,048 | - | 1,276,281 | 250,801 | - | 12,441,932 |
| Investments, net | \$ 17,309,145 | \$ 615,541 | \$ 547,216 | \$ 1,222,307 | \$ (1,276,281) | \$ 82,255 | \$ - | \$ 18,335,673 |

During the years ended December 31, 2025 and 2024, the Company had unused capacity of 18.2% and 17.8%, respectively. On the other hand, the interest costs related to qualifying fixed assets as of December 31, 2025 and 2024 were not significant.

During the years ended December 31, 2025 and 2024, the Company recognized an impairment expense amounting to \$175,213 and \$126,233, respectively, mainly related to machinery and equipment.

13. Intangible assets, net

| | 2025 | | 2024 | |
|-----------------------------|-------------|---------------|-------------|---------------|
| Brands | | \$ 6,122,299 | | \$ 6,452,780 |
| Goodwill | | 4,496,851 | | 4,795,691 |
| Mining concessions | | 230,506 | | 234,717 |
| Customer relations | | 659,103 | | 733,769 |
| Amortized intangible assets | | 322,920 | | 205,790 |
| | | \$ 11,831,679 | | \$ 12,422,747 |

| | Cost | Non-amortizable brands | Goodwill | Total Unamortized Intangibles | Amortizable brands | Mining concessions | Customer relationships | Other assets amortizable | Amortized Intangibles | Total |
|---|--------------|------------------------|---------------|-------------------------------|--------------------|--------------------|------------------------|--------------------------|-----------------------|-------|
| Balances as of December 31, 2023 | \$ 5,818,289 | \$ 4,050,546 | \$ 9,868,835 | \$ 174,292 | \$ 280,656 | \$ 734,737 | \$ 283,053 | \$ 1,472,738 | \$ 11,341,573 | |
| Acquisitions | - | - | - | - | - | - | 59,481 | 59,481 | 59,481 | |
| Adjustments | 440,668 | 745,145 | 1,185,813 | 38,628 | (42,849) | 72,795 | (73,287) | (4,713) | 1,181,100 | |
| Conversion effect | - | - | - | (19,097) | (3,090) | (73,763) | (63,457) | (159,407) | (159,407) | |
| Amortization | 6,258,957 | 4,795,691 | 11,054,648 | 193,823 | 234,717 | 733,769 | 205,790 | 1,368,099 | 12,422,747 | |
| Balances as of December 31, 2024 | (226,830) | - | (226,830) | - | - | - | - | - | (226,830) | |
| Acquisitions | - | - | - | - | - | - | 201,300 | 201,300 | 201,300 | |
| Conversion effect | (93,338) | (298,840) | (392,178) | - | (595) | (12,153) | - | (12,748) | (404,926) | |
| Amortization | - | - | - | (10,313) | (3,616) | (62,513) | (84,170) | (160,612) | (160,612) | |
| Balances as of December 31, 2025 | \$ 5,938,789 | \$ 4,496,851 | \$ 10,435,640 | \$ 183,510 | \$ 230,506 | \$ 659,103 | \$ 322,920 | \$ 1,396,039 | \$ 11,831,679 | |

As of December 31, 2025 and 2024, intangible assets with finite useful lives mainly refer to expenses of the Company related to the implementation of an enterprise resource planning ("ERP") system, which began amortization in the corresponding exercise that was put into operation.



For purposes of impairment tests, the non-amortizable intangible asset of brands and goodwill was assigned to the Company's following cash generating units ("CGU"):

| | 2025 | 2024 |
|------------------------------|----------------------|----------------------|
| North America Ceramic Tiles | \$ 4,158,095 | \$ 4,174,094 |
| South America Ceramic Tiles: | | |
| Chile | 206,630 | 214,083 |
| Peru | 354,761 | 357,955 |
| Colombia | 719,790 | 696,768 |
| Argentina | - | 273,127 |
| Roca Ceramic Tiles | 793,613 | 679,258 |
| Baldocer Ceramic Tiles | 3,570,696 | 4,028,389 |
| Insulators | 632,055 | 630,974 |
| | \$ 10,435,640 | \$ 11,054,648 |

The following factors are considered to assess the recoverable value of the CGU for impairment test purposes:

- Market share and expected price levels.
- Size of the market where the CGU operates for estimation of recoverable value purposes.
- Behavior of primary costs of raw materials and input, and the necessary expenses to maintain fixed assets in conditions to be used.
- Future cash flows discounted at present value based on 5-year financial projections and growth in perpetuity from the last year, considering estimations as of the valuation date based on the budget approved by the administration, including the latest known trends in the business and industry. The discount rate based on the weighted capital cost and the market participants' variables to be considered.



- Perpetuity growth rate estimated based on the inflation of the economy where the Company operates.

The discount and perpetuity growth rates used for the years ended December 31, 2025 and 2024 are as follows:

| | 2025 | 2024 |
|---------------------------------------|--------|--------|
| Discount rate | | |
| North America Ceramic Tiles | 11.40% | 11.80% |
| Insulators | 13.40% | 12.10% |
| South America Ceramic Tiles: | | |
| Chile | 9.70% | 10.00% |
| Peru | 9.40% | 9.90% |
| Colombia | 12.40% | 12.50% |
| Argentina ⁽¹⁾ | 18.50% | 16.50% |
| Roca Ceramic Tiles: | | |
| United States | 8.40% | 8.80% |
| Brazil | 12.50% | 12.60% |
| Baldocer Ceramic Tiles ⁽²⁾ | 9.50% | 10.00% |
| Perpetuity growth rate | | |
| North America Ceramic Tiles | 3.90% | 3.50% |
| Insulators | 3.90% | 3.50% |
| South America Ceramic Tiles: | | |
| Chile | 2.40% | 2.40% |
| Peru | 2.30% | 2.30% |
| Colombia | 2.90% | 2.90% |
| Argentina ⁽¹⁾ | 3.30% | 2.90% |
| Roca Ceramic Tiles: | | |
| United States | 2.70% | 2.70% |
| Brazil | 4.10% | 4.10% |
| Baldocer Ceramic Tiles ⁽²⁾ | 1.80% | 1.80% |

(1) The discount and perpetuity growth rates for the Argentina CGU are determined in real terms.

(2) During the year ended December 31, 2024, the Company made amendments to the grouping of its Roca and Baldocer CGUs, moving Roca España from the Roca CGU to the Baldocer CGU. The change was mainly due to:

- Unification of operating and commercial processes for purposes of achieving cost efficiency and strengthening the commercial strategy.



- Production shutdown at the Roca España plant, resulting in the consolidation of production at Baldocer plants and integration of product storage spaces.

For purposes of calculating the recoverable value of the cash generating units, pre-tax discount rates are used, which are applied to pre-tax cash flows. In addition, the perpetuity growth rate reflects a growth rate approximately equal to the estimated future annual inflation as of the sixth year of cash flows.

Sensitivity to changes in key assumptions

As of December 31, 2025 and 2024, the Company performed an individual sensitivity analysis to each key assumption of the impairment calculation in the North America Ceramic tiles and Baldocer Ceramic tiles CGUs, considering a 1% change in the discount rate and the perpetuity growth rate, as follows:

| CGU | Book value of CGU | Difference between book value and value in use with rate sensitivity ⁽¹⁾ December 31, 2025 | | | |
|-----------------------------|-------------------|---|---------------|------------------------|---------------|
| | | Discount rate | | Perpetuity growth rate | |
| | | + 1% | - 1% | + 1% | - 1% |
| North America Ceramic Tiles | \$ 15,494,952 | \$ 22,800,128 | \$ 29,646,022 | \$ 28,517,842 | \$ 23,668,531 |
| Baldocer Ceramic Tiles | \$ 8,784,578 | \$ 10,146,513 | \$ 13,310,241 | \$ 12,773,604 | \$ 10,557,067 |

| CGU | Book value of CGU | Difference between book value and value in use with rate sensitivity ⁽¹⁾ December 31, 2024 | | | |
|-----------------------------|-------------------|---|---------------|------------------------|---------------|
| | | Discount rate | | Perpetuity growth rate | |
| | | + 1% | - 1% | + 1% | - 1% |
| North America Ceramic Tiles | \$ 13,609,737 | \$ 19,984,124 | \$ 25,698,741 | \$ 24,860,889 | \$ 20,638,662 |
| Baldocer Ceramic Tiles | \$ 7,147,756 | \$ 7,772,435 | \$ 9,942,317 | \$ 9,618,524 | \$ 8,025,674 |



(1) The sensitivity analysis of the key assumptions in the impairment assessment of the CGUs considers all the tangible and intangible assets assigned to each of these units.

14. Other non-current assets

| | 2025 | 2024 |
|---|-------------|-------------|
| Investments in associates | \$ 77,796 | \$ 63,034 |
| Account receivable selling part (Cerámica San Lorenzo and Cordillera) | 41,546 | 46,916 |
| Expenses to be amortized | 89,938 | 112,831 |
| Other assets | 100,006 | 108,671 |
| | \$ 309,286 | \$ 331,452 |

15. Other current liabilities

| | 2025 | 2024 |
|---|-------------|-------------|
| Contributions and taxes payable | \$ 307,849 | \$ 217,846 |
| Freights payable | 710,327 | 755,635 |
| Energy payable | 292,452 | 334,413 |
| Statutory employee profit sharing ("PTU") | 230,266 | 284,830 |
| Provisions | 120,391 | 80,507 |
| Dividends payable | 231,313 | 192,011 |
| Derivative financial instruments | 12,630 | - |
| Other accounts payable | 417,813 | 388,778 |



| | | | |
|----|-----------|----|-----------|
| \$ | 2,323,041 | \$ | 2,254,020 |
|----|-----------|----|-----------|

16. Bank debt

According to established credit contracts, the bank debt as of December 31, 2025 and 2024 is composed as follows:

| | 2025 | 2024 |
|--|--------------|--------------|
| Bank loan ("Club-Deal 2024"), denominated in Mexican pesos with a variable interest rate based on the TIIE rate. The maximum spread paid in 2025 was 1.90%, with principal maturities scheduled on various dates through 2031. ^{(1) (2)} | \$ 2,000,000 | \$ 2,000,000 |
| Stock Certificates denominated in Mexican pesos and with a fixed interest rate of 9.12% and with principal maturity in 2029. | 2,000,000 | 2,000,000 |
| Bilateral bank loan contracted with BBVA, denominated in Mexican pesos and with a variable interest rate based on the 91-day TIIE rate. The maximum surcharge paid in 2025 was 2.05%, with principal maturities at different dates until 2031 ⁽¹⁾ | 400,000 | 400,000 |
| Bank loan ("Club-Deal 2022") denominated in US dollars and with a variable interest rate based on the three-month SOFR rate. The maximum surcharge paid in 2025 was 1.70%, with principal maturities at different dates until 2029. ^{(1) (3)} | - | 1,621,464 |
| Bank loan ("Club-Deal 2025") denominated in euros and with a variable interest rate based on 3-month EURIBOR rate. The maximum spread paid in 2025 was 1.95%, with a single maturity in 2030. ^{(1) (4)} | 3,062,879 | - |
| Private placement denominated in US dollars with a fixed interest rate of 5.24% and the annual maturity of principal from 2031 through 2034. ⁽¹⁾ | 1,473,269 | 1,662,001 |
| Revolving bank loan denominated in Mexican pesos and with a variable interest rate based on the 91-day TIIE rate. The maximum surcharge paid in 2025 was 1.50% | - | 100,000 |
| Syndicated bank loan, denominated in Euros and with a variable interest rate based on the 3-month EURIBOR. The maximum surcharge paid was 2.00% for 2025, with principal maturities at different dates until 2028 ⁽¹⁾ | 5,661,044 | 6,457,230 |
| Revolving bank loan denominated in Argentinian pesos with a maximum 38% rate maturing at different dates in 2025. | - | 24,238 |
| Unsecured loan, denominated in US dollars at a variable interest rate based on six-month SOFR plus a 2.10% surcharge, with maturities at different dates until 2028. | 180,523 | 655,836 |
| Unsecured loan, denominated in Euros at a variable interest rate based on the 3 month EURIBOR plus a 0.60% maximum surcharge, with maturities at different dates until 2025 | - | 42,112 |
| Unsecured loan denominated in US dollars and with a variable interest rate based on the SOFR rate plus a maximum surcharge of 2.90% for 2024 and 2.05% for 2025 with maturities on different dates until 2026. | 838,275 | 1,062,776 |
| Loan denominated in Brazilian reais with a fixed interest rate of 8.19%, with principal maturities scheduled on various dates through 2030. | 162,215 | - |
| Revolving loan denominated in U.S. dollars with a maximum annual interest rate of 6.85%, maturing in 2026. | 14,397 | - |
| Unsecured revolving loan denominated in euros with a variable interest rate based on the Euribor rate plus a surcharge of between 0.40% and 1.80% and with maturities on different dates until 2029. | 338,470 | 403,155 |
| Total bank debt | 16,131,072 | 16,428,812 |
| Costs incurred to issue and obtain debt | (91,634) | (94,401) |
| Total bank debt, net | 16,039,438 | 16,334,411 |
| Current portion | (1,132,925) | (1,414,368) |



Long term debt \$ 14,906,513 \$ 14,920,043

- (1) Unsecured loans guaranteed by a group of the Company's subsidiaries, which represent approximately 65% of total consolidated assets and "EBITDA" for the last twelve months of each fiscal quarter. EBITDA is defined as operating profit plus depreciation, amortization, and impairment of long-lived assets.
- (2) In May 2024, the Company contracted financing for \$2,000,000 MXP to prepay the Club-Deal 2019 loan denominated in US dollars, for purposes of improving the maturity profile and convert part of the debt from US dollars to Mexican pesos.
- (3) In December 2024, the Company made a US\$35,000 prepayment of principal.
- (4) In May 2025, the Company contracted financing of €145,000,000 for two purposes: i) repayment of the 2022 Club-Deal denominated in US dollars, and ii) for the second payment due for the Baldocer acquisition; this financing also enhances the Company's maturity profile.

As of December 31, 2025, the maturities of the non-current debt, net of the costs incurred to issue and obtain debt are as follows:

| Years | Principal | Unaccrued interest ⁽¹⁾ |
|-------|---------------|-----------------------------------|
| 2027 | \$ 2,685,562 | \$ 849,266 |
| 2028 | 3,626,301 | 696,294 |
| 2029 | 2,377,768 | 576,975 |
| 2030 | 3,420,042 | 296,896 |
| 2031 | 1,694,610 | 133,059 |
| 2032 | 367,410 | 48,249 |
| 2033 | 367,410 | 28,949 |
| 2034 | 367,410 | 9,649 |
| | \$ 14,906,513 | \$ 2,639,337 |

(1) Interest is determined based on variable and fixed rates at the end of the period.

TIIE, SOFR and EURIBOR interest rates were as follow:

| Year | TIIE % | SOFR % | EURIBOR % |
|------|---------|--------|-----------|
| 2025 | 7.3489 | 3.6516 | 2.0260 |
| 2024 | 10.2440 | 4.3051 | 2.714 |

Certain restrictions are included in some clauses of the long-term debt agreements of the Company as well as the obligation to maintain certain financial ratios. Such restrictions have been met as of Decem-



ber 31, 2025 and 2024.

17. Leases

Right-of-use assets, net

The Company leases certain fixed assets, including buildings, machinery, transportation equipment, and computer equipment. As of December 31, the average term of the leases is 7 years.

a) The right-of-use recognized in the consolidated statement of financial position as of December 31, 2025 and 2024 is integrated as follows:

| | Transport equipment | Buildings | Computer equipment | Machinery and equipment | Total |
|---|---------------------|------------|--------------------|-------------------------|--------------|
| Initial balance as of December 31, 2023 | \$ 82,385 | \$ 567,307 | \$ 1,729 | \$ 97,881 | \$ 749,302 |
| New contracts | 35,555 | 468,588 | 1,532 | 1,051 | 506,726 |
| Depreciation of the year | (37,714) | (148,552) | (852) | (63,262) | (250,380) |
| Balance as of December 31, 2024 | 80,226 | 887,343 | 2,409 | 35,670 | 1,005,648 |
| New contracts | 56,271 | 75,950 | - | 130,681 | 262,902 |
| Depreciation of the year | (39,178) | (148,957) | (739) | (53,507) | (242,381) |
| Final balance as of December 31, 2025 | \$ 97,319 | \$ 814,336 | \$ 1,670 | \$ 112,844 | \$ 1,026,169 |

b) Amounts recognized in the condensed consolidated statement of income for the year ended December 31, 2025 and 2024:

| | 2025 | 2024 |
|------------------------------|-----------|-----------|
| Low value lease rent expense | \$ 20,458 | \$ 14,712 |



| | | | | |
|-------------------------------|----|--------|----|--------|
| Short-term lease rent expense | \$ | 37,844 | \$ | 35,248 |
|-------------------------------|----|--------|----|--------|

Lease liability

As of December 31, 2025 and 2024, the changes in the lease liability that derive from financing activities according to the cash flow are integrated as follows:

| | 2025 | 2024 |
|---------------------------------------|--------------|--------------|
| Initial balance | \$ 1,083,776 | \$ 820,098 |
| Interest expense on lease liabilities | 46,285 | 39,094 |
| Lease payments | 296,514 | 282,142 |
| New contracts | 262,902 | 506,726 |
| Final balance | \$ 1,096,449 | \$ 1,083,776 |

Total future minimum lease payments, which includes unearned interest, are analyzed as follows:

| | December 31, | |
|-------------------|---------------------|--------------|
| | 2025 | 2024 |
| Less than 1 year | \$ 318,358 | \$ 227,920 |
| More than 1 year | 226,632 | 233,949 |
| More than 2 years | 218,012 | 204,301 |
| More than 3 years | 226,087 | 238,205 |
| More than 5 years | 308,202 | 300,456 |
| Total | \$ 1,297,291 | \$ 1,204,831 |

18. Employee benefits

a. The main assumptions used for actuarial calculations of defined benefit plans:

| | 2025 | 2024 |
|---|-------------|-------------|
| Discount of projected benefit obligation at present value | 9.50% | 10.50% |



| | | |
|-----------------|-------|-------|
| Salary increase | 6.00% | 6.75% |
|-----------------|-------|-------|

The sensitivity analysis of the discount rate used to determine defined-benefit labor obligations, while considering that all other assumptions remain constant, is as follows:

| | 2025 | 2024 |
|-----------------------|------------|------------|
| Discount rate - 0.50% | \$ 930,962 | \$ 780,348 |
| Discount rate + 0.50% | 879,147 | 724,445 |

The determination of the discount rate applied to the Company's labor obligations utilizes estimated future annual cash flows as its basis, which are determined by using zero coupon rate government M bonds for a period of 20 years, while also considering workers' average working life.

b. The effects recognized in the consolidated statements of other comprehensive income ("OCI") for 2025 and 2024 are as follows:

| | 2025 | | 2024 | |
|------------------------------|----------------------|----------------------------|----------------------|---|
| | Current service cost | Net income Net interest | Current service cost | Net income Net interest |
| Pension and retirement plans | \$ 17,828 | \$ 34,247 | \$ 46,321 | \$ 29,144 |
| Seniority premium | 17,450 | 31,817 | 4,677 | 31,223 |
| Total | \$ 35,278 | \$ 66,064 | \$ 50,998 | \$ 60,367 |
| | | | | OCI Actuarial remeasurements ⁽¹⁾ |
| | | | | 26,128 |
| | | | | 28,991 |
| | | | | 55,119 |
| | | | | 38,079 |
| | | | | (24,868) |
| | | | | 13,211 |



(1) The actuarial re-measurements of the defined benefit liability are presented net of income tax.

For the years ended in December 31, 2025 and 2024, \$35,278 and \$50,998 of costs for services, respectively, have been included in the consolidated statements of income as part of cost of sales and operating expenses. The remeasurement of the liability for defined benefits recognized in other comprehensive income items is as follows:

| | 2025 | 2024 |
|--|-------------|-------------|
| Amount accumulated in OCI at the beginning of the period, net of taxes | \$ 213,443 | \$ 200,232 |
| Actuarial remeasurements | 78,741 | 18,873 |
| Tax effect | (23,622) | (5,662) |
| Amount accumulated in OCI at the end of the period, net of taxes | \$ 268,562 | \$ 213,443 |

c. Changes in the defined benefit obligation for pension and retirement plan and seniority premium plan:

| Pension and retirement plan | 2025 | 2024 |
|------------------------------------|-------------|-------------|
| Opening balance | \$ 458,139 | \$ 393,029 |
| Service cost | 17,828 | 46,321 |
| Interest cost | 34,247 | 29,144 |
| Actuarial losses | 37,326 | 54,399 |
| Benefits paid | (26,242) | (64,754) |
| Ending balance | \$ 521,298 | \$ 458,139 |

| Seniority Premium | 2025 | 2024 |
|--------------------------------------|-------------|-------------|
| Opening balance | \$ 313,434 | \$ 341,939 |
| Service cost | 17,450 | 4,677 |
| Interest cost | 31,817 | 31,223 |
| Actuarial losses (gains) | 41,415 | (35,526) |
| Benefits paid | (20,287) | (28,879) |
| Ending balance | \$ 383,829 | \$ 313,434 |
| Total liability for defined benefits | \$ 905,127 | \$ 771,573 |



The average of the benefit obligation at December 31, 2025 and 2024 is 6.56 and 6.63 years, respectively.

19. Stockholders' equity

- a. The minimum fixed capital stock, without the right to withdrawal, is composed by ordinary, nominative shares, without the expression of nominal value and the variable capital by ordinary, nominative shares, without the expression of nominal value. All shares are freely subscribed.

| | 2025 | 2024 |
|-----------------------------|------------------|-------------|
| | Number of shares | |
| Minimum fixed capital stock | 360,000,000 | 360,000,000 |
| Variable capital | 25,843,423 | 25,843,423 |
| | 385,843,423 | 385,843,423 |

- b. According to the current stock market regulations in effect and the Company's by-laws, each year the Annual Ordinary Stockholders' Meeting approves the maximum amount of resources that the Company can allocate to the acquisition of shares of its capital stock. The maximum amount of resources approved for 2025 and 2024 at the Annual Stockholders' Meetings held on March 12, 2025 and March 13, 2024 amounted to \$2,000 million Mexican pesos for 2025 and 2024. In relation to the years ended December 31, 2025 and 2024 the Company carried out operations with shares of its capital stock balance, corresponding to the Purchase of treasury stock of 44,872,759 and 42,933,234 representative shares of its capital stock, respectively.
- c. At the general stockholders' meetings held on March 12, 2025, dividends were declared for \$684,938 from the net tax income account (CUFIN), equivalent \$2.00 Mexican pesos per share.
- d. At the general stockholders' meetings held on March 13, 2024, dividends were declared for \$621,214, from the net tax income account (CUFIN), equivalent \$1.80 Mexican pesos per share.
- e. Retained earnings include the statutory legal reserve. The General Corporate Law requires that at least 5% of net income of the year be transferred to the legal reserve until the reserve equals 20% of capital stock at par value (historical pesos). The legal reserve may be capitalized but may not be distributed unless the Company is dissolved. The legal reserve must be replenished if it is reduced for any reason. At December 31, 2025 and 2024, the legal reserve, in historical pesos, was \$480.
- f. Stockholders' equity, except restated paid-in capital and tax-retained earnings, will be subject to income tax payable by the Company at the rate in effect upon distribution. Any tax paid on such distribu-



tion may be credited against annual and estimated income tax payable of the year in which the tax on the dividend is paid and the two fiscal years following such payment against the tax of the year and the provisional payments.

g. The balances of the stockholders' equity tax accounts are:

| | 2025 | 2024 |
|--------------------------------|----------------------|----------------------|
| Contributed capital account | \$ 527,371 | \$ 508,603 |
| Net tax income account (CUFIN) | 47,716,391 | 45,146,841 |
| Total | \$ 48,243,762 | \$ 45,655,444 |

h. Items of other comprehensive income consist of the following:

Derivative financial instruments valuation

The effective portion of the gains or losses arising from the measurement of financial instruments designated as cash-flows accounting hedges, net of income taxes, is recognized in other comprehensive income.

Actuarial remeasurements of defined benefit obligations

Actuarial remeasurements are recognized as other components of comprehensive income. During the period, the actuarial remeasurements corresponded solely to variations in actuarial assumptions for both the labor liability and the plan assets and are presented net of income taxes.

Effects of foreign currency translation

This reserve is generated by converting the financial statements from functional to reporting currency of the foreign subsidiaries. This effect is not subject to deferred taxes calculation since the Company controls the time of the temporary difference reversal and it is not probable that such temporary difference will be reversed in the foreseeable future. During the period, there were no other movements that affect the accumulated balance of this reserve.

i. **Capital Management** -For capital Management purposes, the Company considers, in addition to stockholders' equity and the items thereof, all the financing sources both internal and external, including



liabilities with costs resulting from contracting short-term and long-term debt. Similarly, investment in working capital is considered by including items such as customers, inventories and suppliers, as well as cash and cash equivalents.

The Company is subject to financial obligations as a result of having contracted certain loans. The main obligations contained in these contracts are described below (1):

The Company must comply with certain financial ratios, which have the same parameters for the following loans:

- Loan ("Club-Deal") in 2025 in euros.
- Bilateral loan in Mexican pesos in 2022.
- Private issuance in U.S. dollars in 2022.
- Syndicated bank loan in euros in 2023.
- Loan ("Club-Deal") in 2024 in Mexican pesos.

Coverage Ratio of consolidated interest (EBITDA financial ratios (2) / Financial Expenses) Greater than or equal to 3.0 times.

Consolidated Leverage Ratio (Net Debt / EBITDA financial ratios (2)) Less than or equal to 3.5 times.

To calculate these ratios, the amounts are translated into U.S. dollars using the average exchange rate for the corresponding period.

⁽¹⁾ According to the contracts, financial covenants are determined using figures from the financial statements under IFRS.

⁽²⁾ EBITDA is defined as the operating income added to depreciation and amortization and other items such as statutory employee profit sharing, doubtful accounts estimate, inventory write-downs, employee obligations, and impairment for long-lived assets.

During 2025 and 2024, the Company carried out the Management of its capital by observing those requirements, fully complying with all its financial commitments and showing ratios with better performance



to those previously described.

The Company is not subject to financial obligations derived from the issuance of stock certificates (“CEBURES”).

Below are some of the major items that are considered for the Management of the Company’s capital as of December 31, 2025; a prior year comparison is presented below.

| | 2025 | 2024 |
|---|---------------|---------------|
| Total debt | \$ 17,135,887 | \$ 17,418,187 |
| Cash and cash equivalents | 1,007,791 | 694,574 |
| Net debt | 16,128,096 | 16,723,613 |
| Stockholders’ equity | 18,406,942 | 18,155,602 |
| Leverage measured as net debt to stockholders’ equity | 0.88 | 0.92 |
| Total debt main items: | | |
| Long-term debt | \$ 16,131,072 | \$ 16,428,812 |
| Lease liability | 1,096,449 | 1,083,776 |
| Debt issuance and borrowing costs | (91,634) | (94,401) |
| Total debt | \$ 17,135,887 | \$ 17,418,187 |

The generation of operating cash flows helped the Company meet its debt maturities scheduled for the year.

20. Operating expenses

| | 2025 | 2024 |
|---------|--------------|--------------|
| Selling | \$ 6,959,547 | \$ 6,761,534 |



| | | | | |
|----------------|--|--------------|--|--------------|
| Administrative | | 2,673,769 | | 2,384,875 |
| Total | | \$ 9,633,316 | | \$ 9,146,409 |

21. Expenses and costs based on their nature

Cost of goods sold, and operating expenses classified by their nature are as follows:

| | | 2025 | | 2024 |
|--|----|------------|----|------------|
| Raw materials and service costs | \$ | 15,840,689 | \$ | 14,209,535 |
| Freight expenses | | 3,340,773 | | 3,143,717 |
| Salaries and benefits | | 3,335,351 | | 3,346,411 |
| Energy and fuel consumption | | 3,238,181 | | 3,206,875 |
| Depreciation and amortization | | 1,472,166 | | 1,559,835 |
| Maintenance | | 1,310,748 | | 1,312,727 |
| Technical assistance, professional fees, and administrative services | | 427,552 | | 444,106 |
| Commissions | | 396,196 | | 336,559 |
| Advertising, events, and business promotion expenses | | 328,548 | | 427,997 |
| Lease expenses | | 214,896 | | 155,680 |
| Travel expenses | | 140,250 | | 119,319 |
| Other | | 701,598 | | 791,991 |
| Total | \$ | 30,746,948 | \$ | 29,054,752 |

22. Contingencies and commitments



The Company's assets are not subject to any pending legal proceedings that could result in a contingency, except for certain regular or incidental legal actions filed against its business and for which it is either adequately insured or the amounts in question are immaterial.

23. Income taxes

- a. The Company is subject to income tax ("ISR") at a 30% in Mexico as of December 31, 2025 and 2024. The legal ISR rates applicable in the countries in which the Company's main subsidiaries are located as of December 31, 2025, and 2024, are as follows:

| Country | Rate |
|---------------------------|-------|
| Colombia | 35.0% |
| Colombia – Duty free zone | 20.0% |
| Peru | 29.5% |
| Chile | 27.0% |
| United States | 21.0% |
| Brazil | 34.0% |
| Spain | 25.0% |
| Argentina | 35.0% |

- b. At the same time that the 2014 Mexican Law repealed the fiscal consolidation regime, an option was established to calculate the income tax jointly in groups of companies (tax integration regime). The new regime allows for the case of integrated companies owned directly or indirectly by more than 80% by an integrating company, to have certain benefits in the tax payments (when within the group of companies there are entities with profits or losses in the same year), which may be deferred for three years and be up-to-date, on the date on which the declaration corresponding to the fiscal year following the one in which the aforementioned period ends is to be filed.

The Company and its subsidiaries decided to adhere to this new regime, and therefore they have determined the income tax incurred in 2014 as described previously.

- c. Income taxes for 2025 and 2024 consist of the following:

| | 2025 | 2024 |
|---------------------|------------|------------|
| Current income tax | \$ 964,462 | \$ 765,431 |
| Deferred income tax | 23,262 | (195,542) |



| | | | | |
|-------|----|---------|----|---------|
| Total | \$ | 987,724 | \$ | 569,889 |
|-------|----|---------|----|---------|

d. The reconciliation of the statutory and effective income tax rates, expressed as a percentage of income before income taxes in 2025 and 2024 is:

| | 2025 | 2024 |
|---------------------|-------------|-------------|
| | % | |
| Effective rate | 33.0 | 81.3 |
| Effect of inflation | (6.0) | (26.5) |
| Non-deductibles | (2.0) | (7.9) |
| Others | 5.0 | (16.9) |
| Statutory rate | 30.0 | 30.0 |

OCI amounts and items and deferred taxes affected during the period are:

| | Amount before income taxes | Income taxes in OCI | Amount net of income taxes |
|---|----------------------------------|---------------------------|-------------------------------|
| As of December 31, 2025: | | | |
| Derivative financial instruments | \$ (62,897) | \$ 18,869 | \$ (44,028) |
| Remeasurement of defined benefits obligation | (78,741) | 23,622 | (55,119) |
| Cumulative translation adjustment of foreign operations | (754,526) | - | (754,526) |
| | \$ (896,164) | \$ 42,491 | \$ (853,673) |
| As of December 31, 2024: | | | |
| Derivative financial instruments | \$ (13,211) | \$ 3,963 | \$ (9,248) |
| Remeasurement of defined benefits obligation | (18,873) | 5,662 | (13,211) |
| Cumulative translation adjustment of foreign operations | 2,881,971 | - | 2,881,971 |



\$ 2,849,887 \$ 9,625 \$ 2,859,512

e. The main items that give rise to a deferred income tax balance, as of December 31, are:

| | 2025 | 2024 |
|--------------------------------------|---------------------|---------------------|
| Allowance for doubtful accounts | \$ 13,323 | \$ 12,561 |
| Provisions | 79,610 | 71,872 |
| Employee benefits | 40,768 | 35,239 |
| Tax loss carryforwards | 881,770 | 740,581 |
| Interest to be deducted | 142,986 | 333,873 |
| Inventories | 310 | (180) |
| Property, plant and equipment | (10,695) | 1,655 |
| Intangible assets | (344) | (312) |
| Financial instruments | (39,971) | (54,318) |
| Cost of obtaining debt | (22,871) | (23,863) |
| Other | 38,114 | (36,114) |
| Deferred tax asset, net | \$ 1,123,000 | \$ 1,080,994 |
| Allowance for expected credit losses | \$ 15,562 | \$ 13,845 |
| Provisions | 183,147 | 206,248 |
| Employee benefits | 201,560 | 82,722 |
| Benefits from tax loss carryforwards | 12,999 | 147,490 |
| Property, plant, and equipment | (894,200) | (906,404) |
| Inventories | (31,416) | (30,726) |
| Intangible assets | (1,583,633) | (1,605,994) |



| | | | |
|------------------------------------|----|-------------|----------------|
| Others | | (264,281) | (400,903) |
| Deferred income tax liability, net | \$ | (2,360,262) | \$ (2,493,722) |

The benefits of restated tax loss carryforwards for which the deferred income tax asset has been recognized can be recovered subject to certain conditions. Expiration dates and restated amounts as of December 31, 2025 are:

| Year | Amount |
|---------------------------|--------------|
| 2027 | \$ 333,876 |
| 2028 | 783,600 |
| 2029 | 301,269 |
| 2030 | 508,767 |
| 2031 | 441,426 |
| 2032 and subsequent years | 882,853 |
| | \$ 3,251,791 |

24. Related party balances and transactions

a. The transactions with related parties as of December 31, 2025 and 2024 were as follows:

| | 2025 | 2024 |
|-----------------------------|------|-----------|
| Sales of finished goods | \$ - | \$ 17,985 |
| Lease income | - | 9,297 |
| Other operating income, net | - | 3,447 |

b. For the years ended December 31, 2025 and 2024, the direct short-term benefits granted to the key management personnel of the Company for \$190,007 and \$172,362, respectively.

25. Long-term provisions

Long-term provisions shown in the Company's financial position mainly represent legal affairs with third parties and authorities to the detriment of one of the subsidiaries in Argentina, which will probably give rise to outflow of economic resources, which are not expected to be realized in the following twelve months. Once these issues are entirely solved, the Company will be indemnified by the seller under the share purchase-sale agreement for the shares of Cerámica San Lorenzo and Cordillera.

26. Information by operating segments

Information reported to the chief operating decision maker for the purposes of resource allocation and assessment of segment performance focuses on types of goods provided. These segments are managed separately; each requires its own system of production, technology, and marketing and distribution strategies. Each market serves to different customer bases.

Transactions between segments are determined based on comparable prices to those that would be used with or between independent parties in comparable transactions.

The accounting, administrative and operating policies are the same as those described by the Company, which evaluates the performance of its segments based on operating income. Sales and transfers between segments are recorded in each segment as if they were made to third parties, i.e. at market prices.

The Company's main products by segment are as follows:

| Segment: | Main products: |
|-------------------------|--|
| Ceramic | Floor tiles, Wall tiles |
| Adhesive and insulating | Adhesives for floors and walls, and manufacture of EPS |

Corporate division and others: include the remaining companies operating in services businesses and other segments that are not reportable because they do not fulfill the quantitative limits of the years presented and are therefore presented in an aggregate manner.

The Company's segments to be reported pursuant to IFRS 8, Operating Segments, are as follows:

| As of and for the year ended December 31, 2025: | Ceramic | Adhesives and insulating | Corporate and other | Consolidated |
|--|---------------|--------------------------|---------------------|---------------|
| Sales | \$ 28,308,690 | \$ 10,984,824 | \$ 692,575 | \$ 39,986,089 |
| Intercompany sales | (3,300,969) | (779,346) | (687,612) | (4,767,927) |
| Net sales to third parties | 25,007,721 | 10,205,478 | 4,963 | 35,218,162 |
| Operating income (loss) | 2,396,732 | 1,865,154 | (303,802) | 3,958,084 |
| Depreciation, amortization and impairment | 1,327,404 | 249,107 | 297,698 | 1,874,209 |
| EBITDA | 3,724,136 | 2,114,261 | (6,104) | 5,832,293 |
| Other miscellaneous expenses that do not generate cash flow | 185,255 | 109,194 | - | 294,449 |
| Acquisition of property, plant and equipment and intangible assets | 890,068 | 235,770 | 143,712 | 1,269,550 |
| Total assets | 33,778,263 | 5,320,362 | 6,524,977 | 45,623,602 |



| | | | | | |
|-------------------|--|-----------|-----------|------------|------------|
| Total liabilities | | 9,255,367 | 2,618,417 | 15,342,876 | 27,216,660 |
|-------------------|--|-----------|-----------|------------|------------|

| As of and for the year ended December 31, 2024: | Ceramic | Adhesives and insulating | Corporate and other | Consolidated |
|--|---------------|-----------------------------|------------------------|---------------|
| Sales | \$ 27,622,402 | \$ 10,233,801 | \$ 2,241,153 | \$ 40,097,356 |
| Intercompany sales | (3,507,683) | (403,075) | (2,241,153) | (6,151,911) |
| Net sales to third parties | 24,114,719 | 9,830,726 | - | 33,945,445 |
| Operating income (loss) | 2,477,748 | 2,112,768 | (68,175) | 4,522,341 |
| Depreciation, amortization and impairment | 1,369,341 | 223,927 | 92,800 | 1,686,068 |
| EBITDA | 3,847,089 | 2,336,695 | 24,625 | 6,208,409 |
| Other miscellaneous expenses that do not generate cash flow | 294,815 | 118,066 | 42,241 | 455,122 |
| Acquisition of property, plant and equipment and intangible assets | 919,329 | 295,462 | 66,997 | 1,281,788 |
| Total assets | 35,342,882 | 5,157,378 | 6,645,016 | 47,145,276 |
| Total liabilities | 11,889,678 | 2,197,356 | 14,902,640 | 28,989,674 |

Information by geographic region

The information of the Company by geographic region is presented below. Income from external customers was classified based on its origin.

| | Revenues from third party customers | As and for the year ended December 31, 2025 Property, plant, and equipment, net | Intangible assets, net | Non-current assets |
|-----------------|---|--|---------------------------|-----------------------|
| North America | \$ 23,747,388 | \$ 11,164,926 | \$ 11,413,446 | \$ 1,919,456 |
| Central America | 312,936 | 4,260 | - | 4,339 |
| South America | 6,863,807 | 5,439,108 | 282,920 | 372,225 |
| Europe | 4,294,031 | 1,262,852 | 135,313 | 364,409 |



| | | | | |
|--|---------------|---------------|---------------|--------------|
| | \$ 35,218,162 | \$ 17,871,146 | \$ 11,831,679 | \$ 2,660,429 |
|--|---------------|---------------|---------------|--------------|

| | As and for the year ended December 31, 2024 | | | |
|-----------------|---|---|---------------------------|-----------------------|
| | Revenues from third party customers | Property, plant, and equipment, net | Intangible assets, net | Non-current assets |
| North America | \$ 23,247,974 | \$ 11,394,723 | \$ 12,105,445 | \$ 2,035,853 |
| Central America | 260,476 | 2,153 | - | 11,313 |
| South America | 6,398,678 | 5,789,630 | 279,359 | 442,775 |
| Europe | 4,038,317 | 1,149,167 | 37,943 | 169,645 |
| | \$ 33,945,445 | \$ 18,335,673 | \$ 12,422,747 | \$ 2,659,586 |

27. Subsequent events

In preparing the consolidated financial statements, the Company has evaluated events and transactions for their subsequent recognition or disclosure as of December 31, 2025 and until January 31, 2026 (date of issuance of the consolidated financial statements), no other significant subsequent events have been identified.

28. Authorization of financial statements

On January 31, 2026, the issuance of the consolidated financial statements was authorized by Federico Toussaint Elosúa, Chief Executive Officer, and Jorge Antonio Touché Zambrano, Chief Financial Officer. These consolidated financial statements are subject to the approval of the ordinary stockholders' meeting, where they may be modified, based on the provisions set forth by the General Corporate Law.



[Letter to our Stockholders](#)

[About Grupo Lamosa](#)

[Financial and Operating Performance](#)

[Corporate Governance](#)

[Innovation, Efficiency and Responsible Business](#)

[Talent Development](#)

[Environmental Management and Climate Strategy](#)

[About This Report](#)

[Appendices](#)



Grupo
LAMOSA

Investor Relations

Moisés Benavides Gómez

moises.benavides@grupolamosa.com

Andrés de la Garza Bettinger

andres.delagarza@grupolamosa.com

+52 (81) 8047 4200

San Pedro Garza García, N.L., Mexico

Asset Management

Alexia Escobar

alexia@asset-management.com.mx

+52 (55) 5644 1247

Mexico City, Mexico

GRUPO LAMOSA, S.A.B. DE C.V.

Av. Pedro Ramírez Vázquez 200-1

Col. Valle Oriente 66269

San Pedro Garza García, N.L. Mexico

+52 (81) 8047 4200

www.grupolamosa.com



LAMOSA*