

We generate value and sustainable growth

Sustainability Report 2023



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Proudly VITRO

With over 110 years of experience in the glass industry, Vitro is proud to be the market leader in North America and one of the largest manufacturers globally.

Since our inception, we have maintained a strong commitment to sustainability, integrating responsible practices into every aspect of our operations to preserve the environment and contribute to the well-being of the communities in which we operate.

Message to our stakeholders

GRI 2-22

In 2023, we made significant progress in the execution of our business strategy aligned with sustainability objectives, reinforcing our leadership and strengthening our positioning to continue growing in a sustained and profitable manner.

We faced adverse conditions such as high levels of inflation, fluctuations in exchange rates, as well as varying rates of economic recovery in the different markets and sectors in which we participate. Even so, thanks to our flexibility and operating discipline, we were able to adapt adequately to this business environment while maintaining the course set by our strategy and operating plan for the year.

During the last years and specifically in 2023, Vitro went from being a company whose operations were predominantly located in Mexico to being an international company. With this, we have witnessed the strengthening of several mega trends that represent highly attractive growth opportunities for Vitro's businesses, but at the same time they demand corporate actions that address the urgent transition towards the decarbonization of the economy, increasing the emergence of greater regulations at a global level to guide operations towards the reduction of CO₂ emissions, which we have been assuming in a planned and assertive manner. We will continue to advance our business strategy in line with our sustainability strategy, strengthening the infrastructure necessary for its deployment

In the wake of global disruptions such as geopolitical conflicts, economic volatility and increased demand for resources, as well as the prospects for economic growth, the trend toward nearshoring in North America has strengthened, contributing to the consolidation of regional supply chains. This phenomenon has also boosted our future growth, especially in conjunction with the advancement of technologies and manufacturing related to clean energy generation, such as photovoltaics, promoted by the United States.

In the architectural field, the evolution of regulations continued in our U.S. operations regarding the construction of buildings with a strong focus on sustainability and the promotion of energy efficiency, generating a boost for our portfolio of products and technologies for low-emissivity glass and solar control for buildings.

In the automotive industry, the electrification of vehicles has increased the requirements for more and better glass components that provide solutions to the challenges of lightweighting and performance, safety, passenger comfort, and infotainment. This is a relevant opportunity to strengthen and expand the solutions developed for this industry through our state-of-the-art technology.

Demand projections in the premium spirits segment suggest a positive performance in the medium term, representing an attractive opportunity for the packaging business to continue providing innovative solutions to its customers.



Adrian Sada Gonzalez
Chairman of the Board of Directors

FINANCIAL PERFORMANCE

In 2023, Vitro S.A.B. de C.V. achieved outstanding growth in both sales and profits, being an extraordinary year. Consolidated net sales amounted to US\$311 million, representing an increase of 23% over the previous year. Likewise, EBITDA was US \$53 million, 121% higher than in 2022.

OPERATIONAL EXCELLENCE

During the year we advanced in the evolution of the Vitro Operational Excellence Model (VOPEX) by increasing the number of management systems in operations from seven to ten. Also, two more dimensions were added to the evaluation processes:

a) Results: to test the actual impact of the VOPEX model on key business indicators, and b) Behaviors: to promote the required ideal behaviors in a way that is observable, describable and measurable.

In this way, we took a firm step toward bringing our operations to the levels of excellence required to consolidate our manufacturing and production processes as competitive advantages that differentiate us in the industry.

CULTURE TO WIN

2023 marked the beginning of our journey to transform our corporate culture, which we have called "Culture to Win," comprised of three key elements:

- Proactive and committed player behavior
- Practice of impeccable compliance with commitments
- Focus on learning

Through a thorough reflection of the current organizational culture and its evolution to ensure that it is a catalyst for our strategic plan, we activated a deployment of awareness and training aimed at the organization's leaders to empower them as the main ambassadors of the behaviors required to be successful in achieving our medium- and long-term growth goals, strengthening our commitment to excellence and building strong working relationships based on trust and collaboration.



During the last few years and specifically in 2023, Vitro went from being a company whose operations were predominantly located in Mexico to a company with an international presence.



PROGRESS IN SUSTAINABILITY

This year has also been decisive for the strengthening of our sustainability strategy. We reviewed the materiality analysis that allows us to identify the most relevant issues for our stakeholders and to outline the double materiality assessment that we will carry out starting next year, managing the aspects with the greatest impact derived from our operations, but also those derived from Climate Change. The results will allow us to address and mitigate these risks effectively, avoiding their materialization. We are convinced that by acting in a responsible, committed and enthusiastic manner, we will be able to successfully navigate the changing sustainability scenario and generate a positive footprint.

Going forward we see a challenging, complex, but bright future full of opportunities for Vitro businesses. We appreciate the support and vote of confidence placed in this administration to take Vitro Businesses to new and greater areas of sustained growth and solid contributions to society.

Adrian Sada Gonzalez
Chairman of the Board of Directors

Adrian Sada Cueva
Chief Executive Officer

Although 2023 was a challenging year, Vitro S.A.B. de C.V. achieved extraordinary results in sales and profits.

VITRO IN NUMBERS

GRI 2-1, 2-7, 201-1

Vitro is one of the largest glass manufacturers in North America and the world, backed by more than 110 years of experience in the industry coupled with an impeccable and reliable corporate reputation, and of course, the offer of quality products for the container, flat glass and automotive market segments. We are proud to be present in the lives of millions of people every day and to contribute to their well-being.

Vitro provides a wide range of glass solutions for diverse markets including: cosmetics, spirits, fragrances, pharmaceuticals, architectural glass and automotive glass.



14,664
employees



OUR COMPANIES

GRI 2-2

ARCHITECTURAL

- Especialidades en Cristal, S.A. de C.V.
- Ilumimex, S.A. de C.V.
- Soluciones Vitro Plano, S.A. de C.V.
- Vidrio Plano de México, S.A. de C.V.
- Vitro Arquitectónico España, S.L.U.⁽¹⁾
- Vitro Arquitectónico, S.A. de C.V.
- Vitro Flat Glass Canada Inc.⁽³⁾
- Vitro Flat Glass LLC.⁽²⁾
- Vitro Meadville Flat Glass LLC.⁽²⁾



AUTOMOTIVE

- Cristales Automotrices, S.A. de C.V.
- Cristales Inastillables de México, S.A. de C.V.
- Cristales y Servicios, S.A. de C.V.
- PGW Technik GmbH⁽⁴⁾
- Pittsburgh Glass Works Hong Kong, Limited⁽⁵⁾
- Pittsburgh Glass Works LLC.⁽²⁾
- Pittsburgh Glass Works, GmbH⁽⁴⁾
- Pittsburgh Glass Works, S.ar.l.⁽⁶⁾
- Pittsburgh Glass Works, Sp.z.o.o.⁽⁷⁾
- Shandong PGW Jinjing Automotive Glass Co. Ltd⁽⁸⁾
- Vitemcoecuador, S.A.⁽⁹⁾
- Vitro Autoglass LLC.⁽²⁾
- Vitro Automotive Glass Canada Ltd⁽³⁾
- Vitro AUTOMOTIVE UE, S.L.U.⁽¹⁾
- Vitro Colombia, S.A.S.⁽¹⁰⁾
- Vitro Panamá, S.A.⁽¹²⁾
- Vitro Vidrio AUTOMOTRIZ, S.A. de C.V.
- Vitrocar, S.A. de C.V.

⁽¹⁾ Companies in Spain
⁽²⁾ U.S. companies
⁽³⁾ Companies in Canada
⁽⁴⁾ Companies in Germany

⁽⁵⁾ Company in Hong Kong
⁽⁶⁾ Company in Luxembourg
⁽⁷⁾ Company in Poland
⁽⁸⁾ Company in China

PACKAGING

- Vidriera Toluca S.A. de C.V.
- Vitro Do Brasil Industria e Vidrio e Comercio, Ltda.⁽¹¹⁾
- Vitro Empaques, S.L.U.⁽¹⁾
- Vitro Envases, S.A. de C.V.



FAMA

- Fabricación de Maquinas S.A. de C.V.
- Vitro Automatización, S.A. de C.V.



CHEMICALS

- Industria del Álcali, S.A. de C.V.
- Industria del Álcali, UE, S.L.U.⁽¹⁾
- Vitro Chemicals, Fibers & Mining LLC.⁽²⁾



CORPORATE

- Aerovitro, S.A. de C.V.
- Vitro Vidriera Monterrey, S.A. de C.V.
- Vitro Assets Corp.⁽²⁾



In December 2023, a new company of the Vitro Group was created: Vitro International, based in Luxembourg, which joins the list of previously existing companies.

⁽⁹⁾ Company in Ecuador
⁽¹⁰⁾ Company in Colombia
⁽¹¹⁾ Company in Brazil
⁽¹²⁾ Company in Panama

VITRO BRANDS

GRI 2-6

As part of our commitment to sustainable growth, Vitro brands are positioned among the leaders in the markets in which we participate, offering solutions that increase the efficiency of the products and services in which they are used.



Architectural glass

LAN glass distributor

Lumax®

Solar Control Low-E Glass

- | | |
|---------------------|--------------|
| Solarban™ | CLARO |
| Solarban™ 60 | Klare™ |
| Solarban™ 67 | Aquity™ |
| Solarban™ 70 XL | Starphire™ |
| Solarban™ 72 | Filtrazol™ |
| Solarban™ 90 | Filtraplus™ |
| Solarban™ R100 | Tintex™ |
| Solarban™ z50 | Tintex Plus™ |
| Solarban™ z75 | Solarblue™ |
| Solarban™ | Vitrosol™ |
| Solarban™ Pacifica | Optigray™ |
| Solarban™ Solarblue | Azuria™ |
| Solarban™ Azuria | Pacifica™ |
| Solarcool™ | Optiblue™ |
| Solargray | Platia™ |
| Solarcool™ | Reflectazol™ |
| Solarbronze | Blindex™ |
| Vistacool™ | Pyrosol™ |
| Vistacool™ Pacifica | Pavia™ |
| Vistacool™ Azuria | Kolore™ |

Automotive glass

Vitrocar®



VIT
VITEMCO
S.A.



Containers
(packaging)

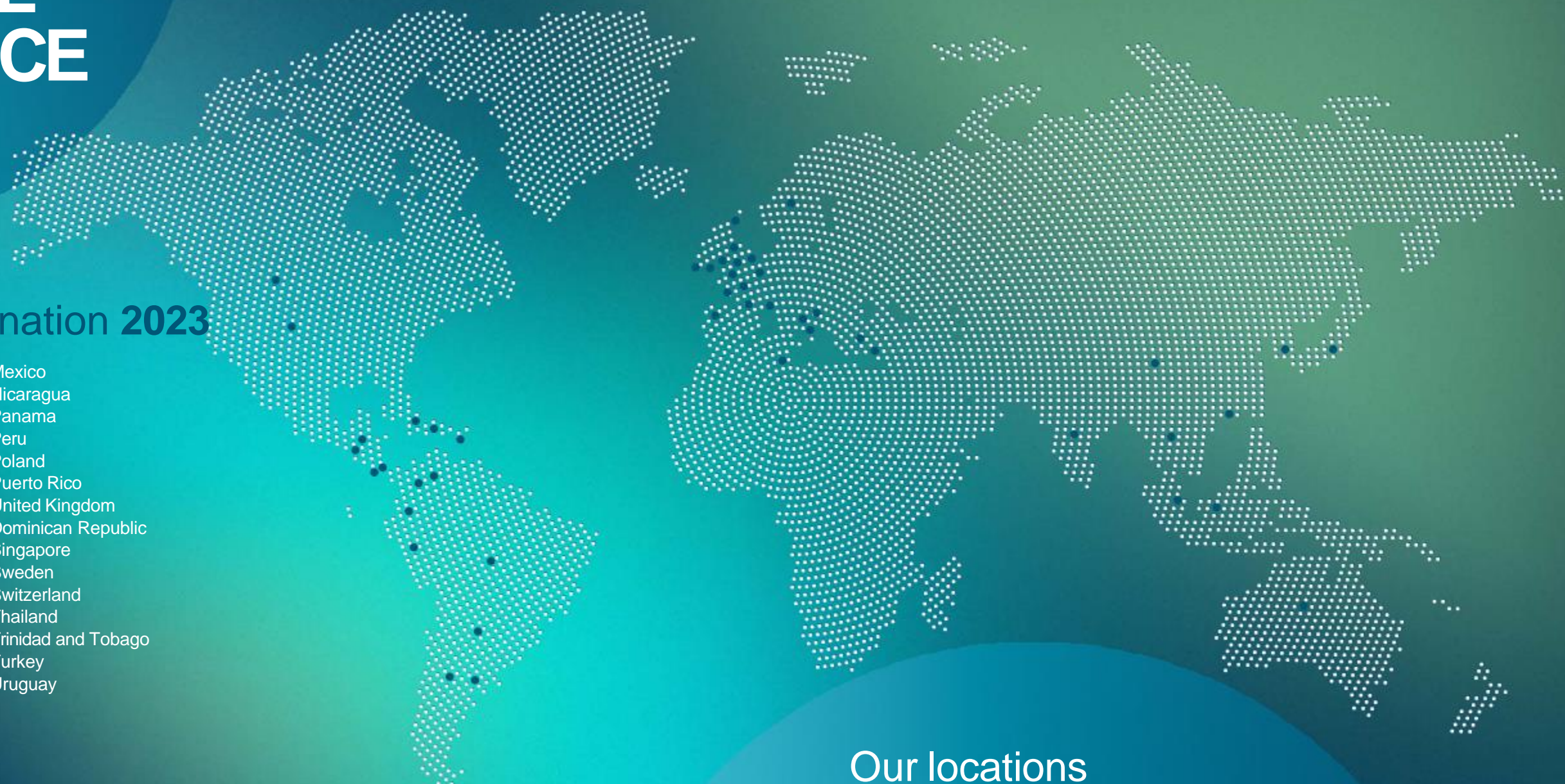
VARIOUS
INDUSTRIES





GLOBAL PRESENCE

GRI 2-1



Sales by destination 2023

- Germany
- Saudi Arabia
- Argentina
- Australia
- Austria
- Belgium
- Brazil
- Canada
- Chile
- China
- Colombia
- Korea
- Costa Rica
- Ecuador
- El Salvador
- United Arab Emirates
- Slovakia
- Spain
- United States of America
- France
- Guatemala
- Hong Kong
- Hungary
- India
- Ireland
- Israel
- Italy
- Japan
- Malaysia
- Mexico
- Nicaragua
- Panama
- Peru
- Poland
- Puerto Rico
- United Kingdom
- Dominican Republic
- Singapore
- Sweden
- Switzerland
- Thailand
- Trinidad and Tobago
- Turkey
- Uruguay

Our locations

- Germany
- Brazil
- Canada
- China
- Colombia
- Ecuador
- Spain
- United States of America
- Luxembourg
- Mexico
- Panama
- Poland

FINANCIAL HIGHLIGHTS

GRI 2-22, 201-1

(Amounts in millions of dollars under IFRS, exceptions indicated)

	Dollars ⁽¹⁾		
	2023	2022	% variation ⁽²⁾
Income Statement			
Consolidated net sales	\$ 2,431	\$ 2,352	3.3
National	786	679	15.8
Export	315	348	(9.3)
Subsidiaries abroad	1,329	1,326	0.3
Income before others (EBITDA)	107	86	-
Net loss	44	17	-
Majority net loss ⁽³⁾	44	18	-
Majority net loss per share	0.09	0.04	-
EBITDA cash-flow ⁽⁴⁾	328	280	17.2
Balance Sheet			
Total assets	2,871	2,558	12.2
Total liabilities	1,547	1,352	14.4
Total stockholders' equity	1,324	1,206	9.8
Majority stockholders' equity	1,324	1,206	9.8
Financial Indicators			
Debt / EBITDA flow (times) ⁽⁷⁾	3.1	2.7	-
Net Debt / EBITDA flow (times) ^{(6) (7)}	1.9	2.2	-
Interest coverage (times)	8.9	7.6	-
(EBITDA / total net financial expense)			
EBITDA margin (%)	4%	4%	-
EBITDA flow margin (%)	14%	12%	-
Number of personnel	14,656	14,770	(1.6)
Investments in fixed assets ⁽⁵⁾	\$ 152	\$ 106	43.7

⁽¹⁾ The Company's functional currency as of 2018 is the U.S. dollar.

⁽²⁾ Change from 2022 to 2023

⁽³⁾ Based on the weighted average number of outstanding shares.

⁽⁴⁾ EBITDA = operating income before other income and expenses plus depreciation, amortization and employee retirement obligation reserves.

⁽⁵⁾ Represents investments in fixed assets made during the year, and therefore differs from investments presented in cash flow.

⁽⁶⁾ Debt net of cash and cash equivalents

⁽⁷⁾ 2022 debt with third parties and in 2023 includes debt with joint tenancy companies.

Financial figures are presented under IFRS (International Financial Reporting Standards).



In order to guarantee the viability of the projects identified in the Group's companies, Vitro implemented a corporate restructuring with the purpose of allowing the structure of the main businesses to have the resources and access to capital under better terms and conditions, in order to take advantage of the opportunities that the market currently offers.

In order to achieve this objective, in December, the proposal to create a solid corporate structure, Vitro International, was submitted to the Board of Directors for approval, which would allow the consolidation of growth opportunities in the global market, maximizing the value of the businesses and consequently, the generation of value for the shareholders, being approved unanimously by the attendees to the corresponding meeting.

The implementation of the proposal, exclusive for the investors of Vitro S.A.B. de C.V., included the payment of a dividend in kind in favor of the shareholders through the subscription and delivery of non-negotiable nominative promissory notes payable in fifteen annuities, starting on the first business day of May 2025, plus interest at 3% per annum on the outstanding balance. It also includes the option for shareholders who so wish to contribute or contribute all of their rights to the collection of the promissory notes to the capital stock of Vitro International Investments S.à r.l. ("Vitro International"). ("Vitro International"), in exchange for one equity interest in such company for each dollar contributed; the additional capitalization in cash by the shareholders for US \$100 million in favor of Vitro International, and the sale and waiver of the right of first refusal by Vitro in favor of Vitro International for the latter to acquire before the last day of the year 51% of the Packaging business; 100% of the Automotive business, and 84.4% of the Architectural business.

At the end of 2023, the restructuring plan to drive growth registered a high degree of acceptance and a high percentage of participation by our shareholders.



OUR PHILOSOPHY

GRI 2-23

In Vitro, sustainability is not only a value, it is a philosophy that represents our commitment to respect Human and Labor Rights, ethical business practices, care and preservation of the environment, collaborative work to promote community development and generate positive impacts in the long term. These principles guide each of our decisions and actions, strengthening our sustainability management in all aspects of our business.

Our Vision

Together, we will discover all the potential of glass to improve the way we move, build and live in the future.

Our Mission

We redefine the power of collaboration to generate value and innovative glass solutions for our customers and communities.

Our Values

CUSTOMER ORIENTATION:

Our customers are at the center of everything we do.

OPERATIONAL EXCELLENCE:

To always exceed expectations with greater efficiency, confidence and quality.

INNOVATION:

To drive processes and operations with new ideas to constantly improve our results.

OUR PEOPLE:

Unite our talents to work and grow together as one.

INTEGRITY:

Always act honestly and in accordance with our principles.

SUSTAINABILITY:

Create the conditions to operate and grow in harmony with the environment and the communities we serve.



Corporate Governance

A large, semi-transparent blue circle is centered on the page. Inside the circle, the words "Corporate Governance" are written in a large, white, sans-serif font. The background of the entire page is a blurred image of a modern office interior with large windows and people sitting at a long table, silhouetted against the bright light from the windows.

Leadership for
responsible growth

GRI 2-9, 2-10, 2-11



Vitro has a Board of Directors formed by highly qualified people with vast experience in different fields relevant to our industry and corporate sustainability. In addition, we value the contribution of independent external experts, who provide an objective and solid perspective that enriches our strategies and decisions. This collaboration enables us to address current challenges with innovation and long-term vision, thus ensuring a path toward a sustainable and prosperous future.

The selection process for board members is carried out in a meticulous manner, taking into account both present and future needs in terms of leadership. This involves identifying key skills, diverse experiences and perspectives that foster assertive leadership for the organization. At the same time, transparent and clear criteria are established that consider a balanced mix of talent and leadership, with the aim of ensuring ethical and effective decision-making that supports our business and sustainability objectives.

Our Board of Directors is composed of 12 members, 41.66% of whom are independent. Each director considers the importance of ensuring the integrity of our accounting and financial information systems, through the implementation of independent audits, appropriate control systems and strict compliance with applicable laws and regulations. The average tenure of Board members is 19 years at the end of 2023.

EXECUTIVES

ADRIÁN SADA GONZÁLEZ
Member since 1984 (39 years)
Chairman of the Board of Directors and Chairman of the Steering Committee.
Chairman of the Steering Committee and Member of the Board of Directors of Cydsa.

ADRIÁN SADA CUEVA
Member since 2010 (13 years)
Chief Executive Officer, member of the board of Nemak, ALFA, member of the Mexican Business Council, Former President of the Chamber of the Transformation Industry of Nuevo Leon (CAINTRA), and Member of the Wildlife Organization.

JAIME RICO GARZA
Member since 2008 (15 years)
Member of the Board of Directors.
Director and Chairman of the Boards of Vitro Europe and Vitro Global (2002-2017), as well as member of the Board of Directors of Vitro Cristalglass and Director of Vitro Cristalglass (2007-2012). Member of the Board of MASAGO Investments SàRL.

INDEPENDENT MEMBERS

ÁLVARO FERNÁNDEZ GARZA
Member since 2011 (12 years)
Independent member of the Board of Directors. Chief Executive Officer of ALFA and member of the Boards of Directors of Cydsa and President of Universidad de Monterrey.

TOMÁS GONZÁLEZ SADA
Member since 1980 (43 years)
Chairman of the Board and Chief Executive Officer of Cydsa; Vice Chairman of the Mexican Institute for Competitiveness (IMCO); Honorary Consul Emeritus of Japan in Monterrey, Mexico. He is also a member of the Regional Board of Banco de México, the Mexican Business Council (CMN), the Nuevo León Businessmen's Group, the Board of Directors of Cáritas de Monterrey, A.C., and Treasurer of the Martínez Sada Foundation, an organization that grants academic scholarships.

MARIO LABORÍN GÓMEZ
Member since 2010 (13 years)
Independent director and member of the Corporate Practices Committee.
Chairman of ABC Holding. Has served as Chairman of ABC Capital, Chief Executive Officer of Bancomext, Chief Executive Officer of Nacional Financiera, Chief Executive Officer of Bancomer and Chairman of Casa de Bolsa and Founding Chairman of MexDer, as well as Co-Founder and Chief Executive Officer of Grupo Vector. He has been a member of the Boards of Directors of TV Azteca, Cervecería Cuauhtémoc, Transportación Marítima Mexicana, Bancomer, Bolsa Mexicana de Valores, MexDer, Indeval, Xignux, Megacable, Cydsa, Astrum México, Banco de México Nuevo León, Gruma, AXA Seguros, Goldman Sachs, Avanzia and Across.

DAVID MARTÍNEZ GUZMÁN
Member since 2013 (10 years)
Independent Director.
Founder and Special Advisor of Fintech Advisory Inc. and member of the Boards of Directors of ALFA, CEMEX, ICA Tenedora and Banco Sabadell (Spain).

RICARDO GUAJARDO TOUCHÉ
Member since 2013 (10 years)
Independent director.
Member of the Boards of Directors of Grupo Aeroportuario del Sureste and Coca-Cola FEMSA. Former member of the International Advisory Committee of the Federal Reserve Bank of New York. Has held various executive positions in companies such as BBVA Bancomer, Valores de Monterrey, FEMSA and Grupo AXA..

GUILLERMO ORTIZ MARTÍNEZ
Member since 2010 (10 years)
Independent member of the Board of Directors, and member of the Audit and Corporate Practices Committees. Senior Advisor and member of the Board of BTG Pactual, Chairman of the Per Jacobsson Foundation, and founder of Guillermo Ortiz y Asociados. Member of the Group of Thirty and of the Boards of Directors of Bombardier, Grupo Aeroportuario del Sureste and Orbia. He has served as Chairman of the Board of the Bank for International Settlements, Governor of the Bank of Mexico and Secretary of Finance and Public Credit. Former Chairman of the External Risk Management Review Panel of the International Monetary Fund and Executive Director of the International Monetary Fund.

**RICARDO MARTÍN BRINGAS***Member since 2007 (16 years)*

Independent director and Chairman of the Corporate Practices Committee.

Chief Executive Officer and Vice Chairman of the Board of Directors of Organización Soriana. Member of the Boards of Directors of Teléfonos de México, Consejo Mexicano de Negocios (CMN) and Asociación Nacional de Tiendas de Autoservicio y Departamentales (ANTAD). Chairman of the Board of Trustees of the Hospital Regional Materno Infantil.

JAIME SERRA PUCHE*Member since 1998 (25 years)*

Independent director and member of the Audit Committee. Chairman of SAI Derecho & Economía, founder of Aklara (Electronic Auctions), and of the Arbitration Center of Mexico (CAM). Chairman of the Board of Directors of BBVA Bancomer and member of the Boards of publicly listed companies: Tenaris and Vitro. Served as a Mexican government official (1986-1994) as Undersecretary of Revenue, Secretary of Commerce and Secretary of Finance. He is a member of the President's Council on International Activities of Yale University, and of the Trilateral Commission.

**JOAQUÍN VARGAS GUAJARDO***Member since 2000 (23 years)*

Independent member, Chairman of the Audit Committee and member of the Corporate Practices Committee.

Chairman of the Board of Directors of Grupo MVS and Chairman of the Board of Directors of CMR. Member of the Boards of Directors of Grupo Financiero Santander, Organización Cultiva, El Universal, Grupo Aeroportuario del Pacífico and Médica Sur, and is a member of the McKinsey Advisory Board Mexico. He has served as Chairman of the Board of Directors of the National Chamber of the Radio and Television Industry (2000-2001), Chairman of the Mexican Restaurant Association (1985-1987) and Chairman of the Association of Directors of Chain Restaurants (1989).

ALEJANDRO F. SÁNCHEZ MÚJICA)*Non-member Secretary of the Board and Non-member Secretary of the Corporate Practices Committee.*

Secretary of the Board since 2007. Former Legal Manager of Indeval, General Legal Director of a Division of the Kuo Group, General Legal Director of Pulsar International.

/ Savia, Vice President and General Counsel of Vitro and Senior Partner of the law firm Thompson & Knight, currently Of Counsel of the law firm Holland & Knight. He has participated in several Boards of Directors of Mexican and foreign companies and associations and is currently a member of the Private Charity Board of the State of Nuevo Leon. He is a graduate of the Escuela Libre de Derecho and holds a Master's Degree from the University of Texas at Austin.



COMMITTEES OF THE BOARD OF DIRECTORS

GRI 2-9, 2-10

For its proper functioning, the Board is supported by the Audit, Corporate Practices and Administration Committees. During the Annual General Meeting, the analysis and approval of decisions and procedures, as well as the election and ratification of the members of the Board are carried out.

STEERING COMMITTEE

Members:

Lic. Adrián Sada González

Lic. Adrián Sada Cueva

Secretary: Claudio L. Del Valle Cabello

AUDIT COMMITTEE

Members:

Chairman: Lic. Joaquín Vargas Guajardo

Independent Board Member: Dr. Guillermo Ortiz Martínez

Independent Board Member: Dr. Jaime José Serra Puche

Financial expert (non-member) Lic. Jonathan Davis Arzac

Secretary (non-member): CPA. Claudio Luis Del Valle Cabello

CORPORATE PRACTICES COMMITTEE

GRI 2-12

President: Lic. Ricardo Martín Bringas

Independent Board Member: Lic. Joaquín Vargas Guajardo

Independent Board Member: Dr. Guillermo Ortiz Martínez

Independent Board Member: Lic. Joaquín Vargas Guajardo

Independent Board Member: Dr. Guillermo Ortiz Martínez

Secretary (non-member): Lic. Alejandro Francisco Sánchez Mújica

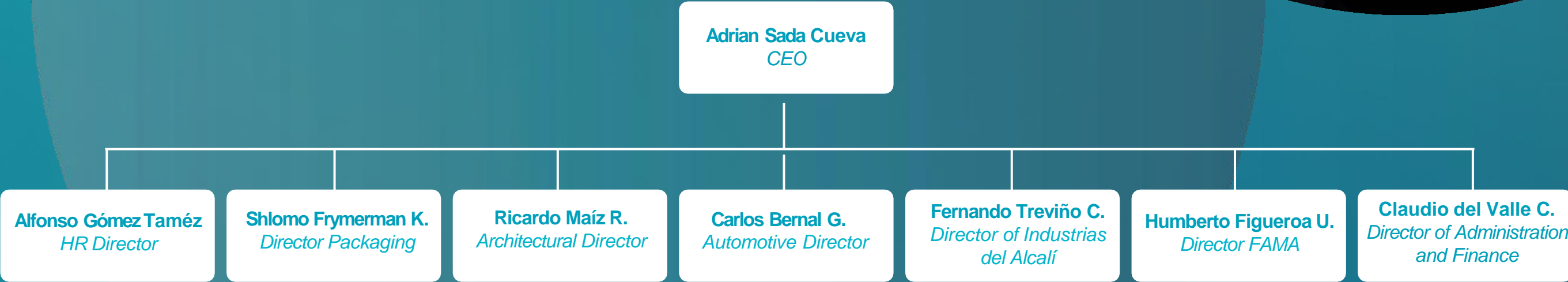




SENIOR MANAGEMENT: COMMITMENT THAT GENERATES VALUE

GRI 2-13

Our management team is committed to creating value in a responsible manner, focusing on initiatives that drive the company towards a sustainable future. They work to establish a clear and ambitious vision aligned with our values and business objectives, and constantly seek long-term improvement strategies, promoting the common good and maximizing benefits for all stakeholders in an ethical and sustainable manner. This commitment is reflected in their active leadership in integrating sustainable areas of our operation and in promoting a corporate culture that values and fosters social responsibility.



The management team meets monthly to address organizational strategies, goals and challenges, ensuring that the necessary actions are implemented in their business units to achieve organizational objectives. These sessions provide a crucial platform for informed decision making and alignment of objectives across the company. They also foster transparency and effective communication within the organization, which contributes to the continuous improvement of our performance.



Market conditions

GRI 2-6, 2-24-a-ii



VITRO ENVASES (PACKAGING)

The year 2023 was characterized as a period in which the main markets served by Vitro Envases' unit experienced a slowdown, accompanied by significant inflationary pressures and an appreciation of the Mexican peso. Demand experienced a considerable contraction, a situation that had not occurred in previous years due to a production capacity that had historically exceeded market needs.

However, through our ability to adapt and our communication and collaboration with our customers, 2023 closed with positive results. We successfully completed the construction of Kiln 4, which will allow us to serve the spirits market more efficiently, in addition to being duly prepared to face the growth in our customers' requirements. Our presence in the perfumery market continued to be strengthened and the necessary foundations were established to position Vitro Envases as a relevant player in the Premium Liquor segment.

In parallel, the operations and procurement teams were able to implement projects focused on cost reduction, resulting in significant savings for the company.

MACROECONOMIC CONDITIONS

The global economic volatility affected Vitro Envases' market in several ways. In 2023 we experienced a shortage of imported production inputs, which directly affected our supply chain and consequently, our production capacity. This, together with the increase in energy costs due to geopolitical tensions and other factors such as the increase in the demand of such input in most of the world, caused an increase in the price of inputs, impacting operating costs and the price structure in the market.

On the other hand, challenges were faced due to the appreciation of the Mexican peso against the U.S. dollar, where an exchange rate of \$20.54 was anticipated, but the actual value was recorded at \$17.74 MXN/USD. This situation turned out to be favorable for the importation of products for end users, which decreased the competitiveness of our business. As a consequence, we experienced negative impacts that reached a figure of -\$6.9 MMUSD in EBITDA.

In addition, the availability of both maritime and land transportation to the northern border was limited, further complicating the logistics and distribution of merchandise to the United States.

RECENT CONDITIONS

To mitigate the impact generated by these conditions, the following strategies, among others, were implemented:

- Identification of key inputs and determination of their lead time: This measure made it possible to adequately plan the procurement of inputs, ensuring their delivery in the required time and thus avoiding interruptions in the supply chain.
- Projection of the maritime equipment requirement to three months and firm confirmation 30 days in advance, ensuring the necessary capacity and spaces for the transportation of products, thus improving logistic efficiency and reducing possible delays.
- Incorporation of alternate transportation lines to ensure the supply and delivery of containers to Laredo, Texas, U.S.A., together with the execution of contracts to ensure positioning.



Increased demand in the premium spirits segment drove the development of a portfolio of innovative and attractive growth projects.



Vitro Envases established the Sustainability Committee in order to define collaboration objectives with customers and suppliers.

Other important initiatives, such as diversification into new geographic areas and sectors, as well as the development of innovative products, allowed us to face the challenge of slowing demand, increase our customer base and reduce dependence on specific markets. In addition, the need for an adjustment to operating capacity was managed through the migration of products to compatible machinery, and cost reduction actions that generated positive financial results in relation to the year 2022.

2024 OUTLOOK

By the year 2024, we anticipate scenarios that will demand greater technical requirements, accelerated response capacity and shorter delivery times. In addition to regulatory changes in Mexico, and/or the implementation of new laws that could significantly impact our company's operations. These changes include the reduction of the working week from 48 to 40 hours, an increase in the Christmas bonus, an increase in the seniority premium from 12 to 15 days for each year of service, and a decrease in the minimum work period required to access this benefit from 15 to 13 years. New occupational diseases associated with stress and those related to exposure to suspended particles were also identified.

In response, we are adjusting our capacity supply to align with existing demand, implementing projects focused on cost containment, and evaluating the economic and administrative impacts of these reforms. Our company has successfully adapted to changes in labor legislation, particularly with regard to vacation time for a workforce of more than 2,800 employees.

In addition, we are working closely with the Specific Business Units (SBUs) and Medical Service areas to develop effective strategies to manage

and control these new occupational diseases. Our commitment is to remain in strict compliance with current legislation, thus guaranteeing the well-being of our employees and the sustainability of our operations.

On the other hand, stakeholder preferences and expectations on sustainable management issues are coming under increasing pressure, as are customer requirements for compliance with sustainable programs to establish decarbonization goals. Sustainability certifications, as well as science-based emission reduction targets, are becoming increasingly relevant. In addition, regulations in the food industry have increased significantly.

To address these challenges, Vitro Envases established the Sustainability Committee in order to define objectives in a collaborative manner with customers and suppliers. This effort includes the implementation of training programs focused on ensuring compliance with the mandatory requirements to initiate certification processes, among other actions.

Likewise, in 2023, personnel turnover combined with a labor shortage resulted in insufficient personnel to meet the demand for the H-4, so we did not begin operations. To face these challenges, we increased internal recruitment, which allowed us to place employees in new positions, promoting job growth and strengthening their commitment to the organization. Other initiatives were added, such as the personnel count at the weekly meeting with the Logistics area, and we initiated a work plan in conjunction with the Union Executive Committee that seeks to integrate the worker base with advisors and delegates, thus strengthening the commitment to the principles of sustainability and corporate social responsibility.



MACHINERY MANUFACTURING - FAMA

The glass packaging industry is facing a changing landscape due to the increasing prevalence of alternative materials. Advances in creating lighter, more economical and environmentally friendly options could decrease the demand for glass packaging, thus challenging the industry's current position. In response to this persistent situation in 2024, other IS machinery manufacturers have diversified their business portfolios, intensifying business portfolio, intensifying the marketing of spare parts and services. This strategic move has increased competition, which posed an additional challenge for FAMA. In addition, inflationary pressures have generated fluctuations that have had a direct and considerable impact on the costs associated with the import and export of both raw materials and final products, which required negotiations with suppliers in order to obtain a better cost.

RECENT CONDITIONS

The decrease in the demand for glass containers resulted in the restriction of investment capital (CAPEX), which led to a notable reduction in the acquisition of new IS machines. Faced with this situation, the glassmakers' strategies focused on the repair of pre-existing machinery and intensive maintenance of the units in operation. In response to these challenges, we developed a strategic alliance plan, with the objective of positioning ourselves as the main service and maintenance center in the American continent.

In the field of automation, FAMA persists in its efforts to consolidate its position as Vitro's primary facilitator and integration partner, with the vision of positioning it as a global leader in automation within the glass industry. This effort will allow Vitro's different divisions to benefit, obtaining a minimum annual return of \$10 MUSD, thanks to the improvements in efficiency.

During the year, cost optimization was achieved as a result of several initiatives, including a restructuring of the workforce. To mitigate the impact of the restructuring on our team, we have implemented a series of initiatives focused on effective communication and continuous support for our personnel. One of these initiatives is the "Talks: How we are doing," a space designed to maintain an open dialogue between management and employees. In these sessions, we directly address the challenges facing our organization, explain the reasons behind the necessary adjustments, and provide an overview of the next steps.

On the other hand, the current air quality in the state of Nuevo Leon has been a crucial factor driving proactive decisions to improve our plant's emission control systems. Recognizing the urgent need to act, we made significant adjustments and modifications that, while resulting in a considerable economic investment in a short period of time, have resulted in a greater retention of particulate matter derived from our processes.



We developed a strategic alliance plan, with the objective of positioning ourselves as the main service and maintenance center in the American continent.



2024 OUTLOOK

For the year 2024, the outlook is challenging in a context of constant regulatory change. Economic and administrative sanctions, as well as total or partial operational shutdowns, will persist as significant risks in the face of new environmental and labor legislation. Our supply chain will need to adapt to avoid delays in project delivery, which is critical to meeting our customers' demands. In this environment, the introduction of new technologies and the presence of competitors with more advanced machinery and greater market share force us to reevaluate and strengthen our value proposition.

On the other hand, the lack of certifications in various areas may be perceived as a lack of competitiveness, which is exacerbated by the flight of talent to foreign companies that offer better salary conditions, placing us in front of the challenge of attracting and retaining new talent. In addition, the recent labor reform that contemplates the reduction of the working hours from 48 to 40 hours per week will require a meticulous analysis of its operational and financial impact.

Plant shutdowns and slowdowns, as well as interruptions in essential services, may become especially relevant in the context of rising electricity costs and subsequent concerns about greenhouse gas emissions. In addition, rising temperature extremes and adverse weather events such as storms or floods could compromise the health and safety of workers, increasing absenteeism.

The challenges faced in 2023 drive us to continue working for Vitro to become a world reference in automation in the glass industry.



CHEMICALS

MACROECONOMIC CONDITIONS

Over the course of 2023, the Alkali Industry achieved a remarkable production, reaching 1.11 million tons of inorganic chemicals, including Sodium Carbonate, Sodium Bicarbonate, SAL, as well as Calcium Chloride in concentrations of 38% and 94%. This figure implies a 4% growth compared to the previous year's volumes.

In financial terms, the company experienced an increase in sales revenues, closing at US \$226.8 million, representing a 27% increase compared to 2022 results. This increase is attributed to an expansion in sales volumes and improved product prices.

EBITDA reflected an even more significant impact, at US \$43.3 million, an increase of 95% over the previous year, driven mainly by higher sales, price appreciation of our products and a reduction in energy costs.

RECENT CONDITIONS

To counteract the slowdown in consumption in the glass segment, in 2023 it was imperative to optimize production and operating costs in the Alkali industry. In addition, we sought to capture opportunities in alternative segments, exploring new markets and applications for our products, as well as to leverage the growing demand in food segments. To this end, the Business Unit implemented specific projects aimed at increasing availability to capture additional demand through portfolio diversification and strengthening our supply chains, thus ensuring maximum quality and food safety.

A major challenge was the variation in consumption due to climatic effects and the difficulty of predictability of demand in different market segments. To mitigate the impact of these variations, we improved our product and communication strategy so that we could contain the variation in demand, maintaining a balance between supply and the changing needs of our consumers. On the other hand, increased competition for access to imports resulted in a strict and continuous monitoring of consumer trends in the segments in which we participate. This information will enable us to determine concrete and timely actions to differentiate our products, improve our value proposition and, ultimately, prevent the erosion of our market share against international competitors.

We are also working to mitigate external environmental impacts, implementing a series of mitigation plans and environmental warning systems to proactively monitor and improve our environmental performance. We evaluated the investment of US \$88 million for the period from 2025 to 2031 in the implementation of OxiFuel technology to improve air quality, benefiting the planet and society in general. In this regard, also the construction of the Vitro Club in Garcia, Nuevo Leon, is a sample of our commitment with the well-being of our workers and their families, offering a space for the development of recreational, social and cultural activities that promote cohesion and life-work balance. In addition, the agreement formalized with AR Médica is a step forward in the promotion of health and prevention, guaranteeing access to quality medical services for our personnel, positively impacting their quality of life and that of their families.

We implemented projects aimed at increasing additional demand by diversifying our portfolio and strengthening our supply chains.





2024 OUTLOOK

By 2024, the Alkali Business Unit faces significant challenges that require proactive and strategic management to ensure sustainability and growth in the medium and long term. Among the main challenges identified are the changes in demand due to changes in consumption patterns in the market segments in which we participate. This situation forces us to constantly adjust costs, based on global supply and demand trends, in order to maintain our competitiveness.

The recent entry into force of the new Mining Law, which contemplates the reduction of the terms of concessions and water rights, represents a considerable risk to our expansion plans. In light of this situation, we have taken measures such as the early renewal of concessions and licenses, as well as the detailed calculation of the impact on our Marginal Operating Cost (MOC), which has led to the hiring of additional personnel to mitigate these restrictions.

On the other hand, reforms to the Federal Labor Law, which seek to reduce working hours, increase leave, and limit overtime, pose an additional challenge to our operation. In response, we have implemented strategies to adapt to these changes, including salary adjustments, internal training programs, and the implementation of retention and recommendation bonuses, in order to ensure a competent and committed workforce.

Likewise, the perception of our company in the community has been threatened by biased reports related to the environment. We have responded to this situation through meetings with the media and clarifications with the competent authorities, in addition to strengthening our Corporate Social Responsibility programs with special emphasis on communication and community support.

Finally, we face operational challenges from increased environmental alerts and rising temperatures, which affect the efficiency of our production process. To counteract this, we have optimized our environmental alert procedures, eliminated chimneys, and acquired specialized equipment to reduce the visibility of vapor emissions.

We consolidated a multi-year collaboration agreement that allocates nearly 20% of our production capacity to the solar panel glass sector.

AUTOMOTIVE

In our Automotive business, we experienced significant progress. During this period, we witnessed the successful closing of new platforms that outline a promising future for our company. These initiatives not only ensure the continuity of our operations, but also project us toward a horizon of greater profitability.

Although our financial performance did not fully meet the expectations agreed with Vitro according to the financial plan, we were able to overcome unexpected obstacles. The industry faced challenges, such as the decrease in assembly and sales levels, as well as problems in the supply chain due to the shortage of certain parts. In addition, exchange rate volatility, especially in the automotive sector, generated a considerable financial gap of close to US\$25 million.

RECENT CONDITIONS

We have experienced a significant improvement in our operating performance and maintain an upward trend in this regard. This year marks the second period of new business, which has been positive and projects favorable results for the year 2026. Customers continue to place their trust in Vitro as a quality supplier.

However, it is important to note that the current exchange rate conditions have impacted our company, given that a large part of our business involves exports. This situation has generated additional challenges that we are addressing with determination and strategy. On the other hand, the labor requirements situation is a challenging issue. We continue to closely monitor developments in union and other labor compensation issues, including possible changes in working hours. The proposal to reduce working hours could put additional pressure on our operations, so the company continues to look at how to adapt to these potential changes in a way that is effective and equitable for all involved.

In terms of market, we are observing a growing trend towards transparency in vehicle design. This trend is reflected in a steady increase in the use of glass in cars, both in terms of the amount of glass and the incorporation of higher value-added features. Increasingly, vehicles are featuring a greater number of square meters of glass, highlighting the importance of this material in the automotive industry. In addition, we are witnessing an evolution in the quality and functionalities of the glass used in vehicles. Consumers are demanding glass with advanced features, such as specialized coatings and technologies like head-up displays. This reflects a clear shift from a focus on producing glass as a commodity or low-quality product to creating products with higher added value and innovative functionalities.

Although our financial performance did not fully meet expectations according to the financial plan, we were able to overcome unexpected obstacles



We see a trend in the industry towards stricter goals in relation to the reduction of CO₂ emissions, which represents challenges and opportunities for the company

Exchange rate fluctuations meant that imports from Asia became considerably cheaper, resulting in the closure of one of our plants in Mexico City and a reduction in employment generation.

In contrast, due to the labor shortages and high turnover we have experienced, automation is becoming increasingly important in our processes. Faced with these difficulties in finding and retaining qualified personnel, we are intensifying our efforts to implement automated technologies and systems that will enable us to optimize efficiency and productivity in our operations.

Automation not only helps us mitigate the challenges associated with labor availability, but also provides us with the opportunity to improve quality, reduce production times and minimize errors.

2024 OUTLOOK

It is important to note that we are observing a market trend toward stricter targets for CO₂ emissions, which are being adopted by our customers. This trend is putting additional pressure on us, as it implies the need to make significant investments to comply with these new regulations. We are currently in the process of analyzing and planning these investments to ensure that we are prepared to meet market demands in this regard.

In relation to the supply chain, particularly in the automotive sector, it is crucial to mention an important indicator: the percentage of automotive industry suppliers that are in a situation of financial stress. This situation has been exacerbated by the pandemic, hyperinflation and supply chain disruptions. This financial pressure on automotive suppliers not only directly affects us in our exposure to the automotive glass market but also poses the risk of potential bankruptcies of some of these suppliers. This could result in a reduction in vehicle assembly volume, which would have a significant impact on our operation.



ARCHITECTURAL

2023 presented itself as a period of significant challenges, following an exceptionally active 2022 in which the repressed demand accumulated during 2020 and 2021 due to the COVID-19 pandemic was successfully met. Despite a generalized slowdown in the second half of the year in the markets we serve, attributable in part to rising interest rates and their negative impact on commercial activity, a gradual recovery is anticipated towards 2025 -2026.

However, through strict operating discipline, this year was a strategic success for the business. Even though sales volume projections were not achieved, we consolidated a multi-year collaboration agreement that allocates close to 20% of our production capacity to the solar panel glass sector, with deliveries scheduled from the second half of 2025 to 2026, which augurs well for an encouraging business horizon. In addition, recognizing that a significant portion of our capacity is committed to the medium term, we have exercised a selective approach in our choice of customers to foster long-lasting business relationships, while maintaining a rigorous pricing policy.

RECENT CONDITIONS

The glass industry has experienced a critical period of evolution over the past two years, marked by the challenges of the global pandemic and subsequent geopolitical tensions that have led to:

- Increase in maritime transportation costs.
- Increased demand for key raw materials such as sand and bicarbonate.
- Price competition in major markets due to imports from Asia.

In this context, we have taken proactive steps to ensure the continued supply of our raw materials by renegotiating key contracts. In addition, we are focused on strengthening supply chain security by investing in vertical integration initiatives that promote growth.

2024 OUTLOOK

The focus on sustainability and the transition to renewable energy sources has intensified, particularly in the United States. Under the Inflation Reduction Act (IRA) legislation in the United States, a substantial allocation of funds has been proposed for the promotion of clean energy and climate change mitigation. More than \$200 billion is projected to directly benefit the industries we serve, evidencing a promising strategic horizon for the company in the emerging energy market.

We take proactive measures to ensure the continuous supply of our raw materials.





Creating value together

GRI 1, 3-3

NEW STRATEGIC INVESTMENTS

VITRO ENVASES

Glass Containers

During the year 2023, new strategic investments were made that resulted in significant benefits for Vitro Envases. In addition, as part of our response to the specific demands of our customers, we implemented automation in the gluing of TF_UV led components, which has generated short-term benefits in the operations and decoration of our products. The completion of the construction of the new Kiln 4 gives us the capacity to serve the liquor market in a more efficient and appropriate manner, preparing the business to support the growth and changing demands of our customers with greater efficiency.

Machinery Manufacturing - FAMA

FAMA's business made a significant investment to obtain Clean Industry certification, which has resulted in improved control and retention of particulate matter, contributing significantly to the reduction of particulate matter emissions into the environment. This initiative not only demonstrates our commitment to sustainable business practices, but also directly benefits the planet.

CHEMICALS

With an investment of US \$825,400, the dust collectors were replaced with more efficient units, which resulted in an increase in the amount of dust collected, thus reducing operating costs and contributing to the improvement of the section's environmental surroundings. Additionally, with an investment of US \$825,000, the Alkali business completed the second stage of the project to reduce the visibility of the calcium chloride chimneys, and a project that has reduced water use by 110,000 m³ annually. This project not only represents a significant saving in water resources, but also demonstrates our strategy of sustainability and efficiency in the use of natural resources.

These strategic actions are a reflection of our ongoing commitment to innovation, operational efficiency and customer satisfaction, and position us favorably for the future.

During 2023, we invested US\$1,650,400 in mitigating environmental impacts by installing more efficient dust collectors and reducing water use in our chemical industry.



New products

Vitro Envases launched a total of 63 new products in the perfumery and liquor categories, highlighting that the glass used in these products is 100% recyclable. Additionally, we have introduced 267 new finishes, characterized by being innovative and offering a touch of distinction to the products. These finishes are the result of the use of environmentally compatible materials. We also developed the Spectro K14, an automatic in-line inspection equipment specialized in packaging decoration. This tool is complemented by Scandiff, our advanced graphic arts inspection software, designed to ensure the highest quality and accuracy in the verification of graphic designs.

In addition, we have extended our inspection solutions with Multiplus, a mobile automatic inspection equipment that enables efficient and flexible verification of the decoration on containers at different points in the production line. And to further enhance creativity and functionality in packaging design, we offer Key shot web, an interactive packaging design and decoration software, accessible directly from the web, making it easy for designers and customers to visualize and modify their products in real time. These tools not only improve operational efficiency, but also reinforce our commitment to sustainability and innovation in the packaging decoration sector.

FAMA has innovated in the manufacturing sector with the development of Robotape, an advanced FOAM application system for windshields, designed under sustainability criteria. This automated system allows users to perform their tasks faster and more accurately, aligned with the principles of lean methodology to maximize efficiency and minimize waste. In addition, Robotape stands out for its safe operation, eliminating risks associated with the application process and ensuring a safer working environment for operators.

In the Chemicals Business Unit we have expanded our product portfolio with the introduction of the new FCC Sodium Bicarbonate, specifically designed for the human food consumption segment. This product not only meets the highest quality standards for the food industry, but is also produced under a sustainable approach. Through the additional utilization of CO2 from our industrial processes, we actively contribute to the reduction of the carbon footprint.

In the face of the changing financial scenario, we strengthened our proactive stance in the development of new products.



We have developed methods to use by-products in the manufacture of construction materials, contributing to the circular economy.



Development of technologies and patents

In line with our commitment to generate sustainable value, Vitro Envases developed the UV LED Curing system, an equipment that incorporates LED technology that offers a considerable reduction in energy consumption and ozone emission, compared to traditional systems.

FAMA developed the IS Electronic Machine Control, a technological solution developed with a sustainable approach. This machine control system allows customers to operate in a closed circuit, ensuring the continuity of the production process without interruptions. Thanks to this innovation, operational efficiency is optimized, waste is reduced and system stability is guaranteed. The Alkali Business Unit allocated significant resources to the development and implementation of Oxyfuel furnaces in our soda ash production process. This technology, designed specifically for the Solvay process, not only optimizes energy efficiency but also promises a 30% reduction in CO₂ emissions from our facilities. In addition, our research into the use of solid effluent from the Solvay process has led to innovation in the construction sector. We have developed methods to use this by-product in the manufacture of building materials, thus reducing waste collection and contributing to the circular economy.



AUTOMOTIVE

In terms of innovation, we have made significant progress from a coating perspective, especially in the development of coatings that make vehicles more energy efficient. These coatings, designed primarily for electric vehicles, aim to reduce energy consumption and improve thermal efficiency.

By using these coatings, vehicles require less energy to heat up, which has a positive impact on both vehicle efficiency and battery life. In addition, these coatings enable more uniform and efficient heating of the vehicle, which contributes to a more comfortable and efficient driving experience for users.

ARCHITECTURAL

We are focusing on differentiating our product portfolio by incorporating added value, targeting niche markets where mass imports are not competitive. During 2023, we strengthened our leadership in the solar control glass and specialty glazing sector with the launch of innovative products such as Sungate ThermL and Solarban 105, in addition to promoting the continued adoption of established solutions such as VacuMax and PDLC.



Operational excellence

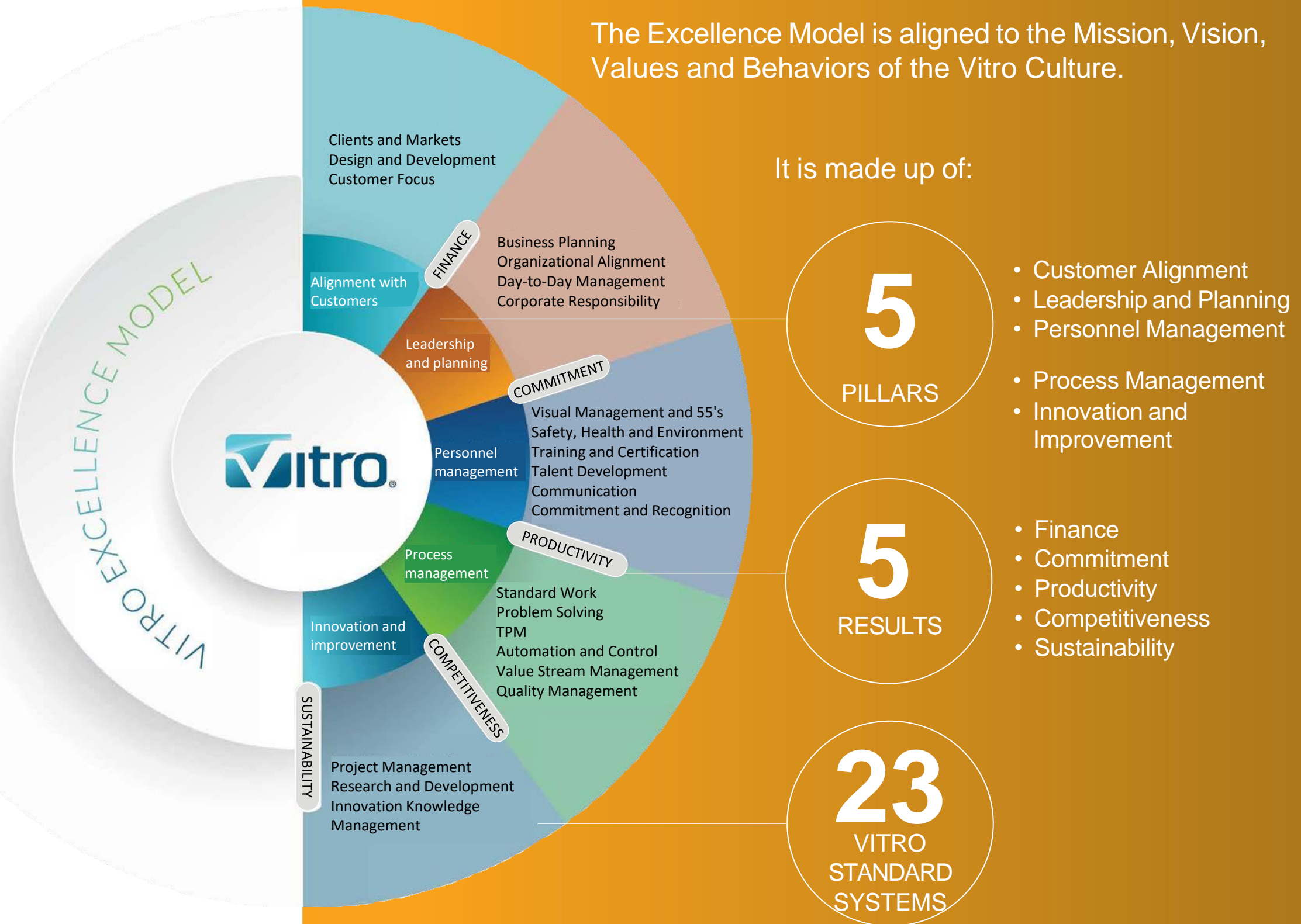
GRI 2-23

The Vitro Excellence Model constitutes a tool that guides the activities towards the strengthening of the essential capabilities and skills of the organization, with the objective of creating competitive benefits and guaranteeing the sustainability of the company.

Its structure contains the key components that support Vitro's strategy to convert our operations into centers of excellence. This is achieved through the incorporation of best practices, standards and tools, under the leadership of our personnel, in order to consolidate ourselves as a highly competitive entity in the markets where we are present, agile in responding to the demands of customers and markets, and characterized by a superior performance management.

The scheme is based on five fundamental pillars: Customer Alignment, Leadership and Strategy, Talent Management, Process Management, and Innovation and Improvement.

Through the systems integrated in each column, we seek to create value in five specific areas: Financial, Team Commitment, Productivity, Competitiveness and Sustainability.



EVALUATION RESULTS

We are in the implementation stage of the Model identified as standardization. This phase is distinguished by the integration of excellence practices along the entire value chain, thus promoting commitment and coordination both in the areas that participate directly and in those that contribute indirectly to the manufacturing processes.

Seven facilities adopt high-performance practices, which are used as an internal benchmark to further develop and improve our processes and systems towards operational excellence.

For example, in the Packaging Unit, we achieved significant improvements in productivity, safety and personnel behavior in the pressing, finishing and service areas, advancing 27.6% toward the implementation goal. In addition, we were able to reduce the loss of material in the various operating processes, resulting in a positive impact on customer service. All this, added to our commitment to our team.

The benefits materialized in the following improvements:

- **Increase of 9.0%** in Pack to Cut Liquors compared to the previous year.
- **4.3% growth** in Pack to Melt Cosmos compared to the previous year.
- **0.5% increase** in Finishing Efficiency over the previous year.
- **A 15% reduction** in the shrinkage of Finishes compared to the previous year.

CONVENTION

Through Vitro's Convention of Excellence we seek the following objectives:

- Align the fundamental structures for the implementation of the model with the objectives of excellence pursued by our organization.
- Integrate the performance obtained, the strengths and opportunities to continue our development, as well as the recognition of the achievements obtained.
- Encourage the commitment of the Business Units, operations management and those in charge of execution, towards the realization of our vision in the short, medium and long term.

ACKNOWLEDGMENTS

During 2023, the following categories of progressive improvement were recognized:

- **Silver Recognition** - Plants that achieved the standardization level with significant year-over-year progress and application of the model across the entire value stream. 62% of our plants are in this category.
- **Gold Recognition** - Plants that are in the pursuit of high performance with significant year-over-year progress and clearly favorable trends in business results. 25% of our plants are in this category.
- **Best Implementation** - Plants with the best level of implementation of systems, behaviors and results in the year of evaluation. The three best plants in the Gold category are selected.



VISION 2024

During 2024, we will seek the incorporation of support departments in the execution of the project with the objective of ensuring the establishment of synergies between the operational and management sectors.

This will allow us to promote progress in the process of continuous improvement through the use of information technology systems and advanced tools such as machine learning and artificial intelligence, which contributes to decision making and positively impacts organizational performance.





Culture to win

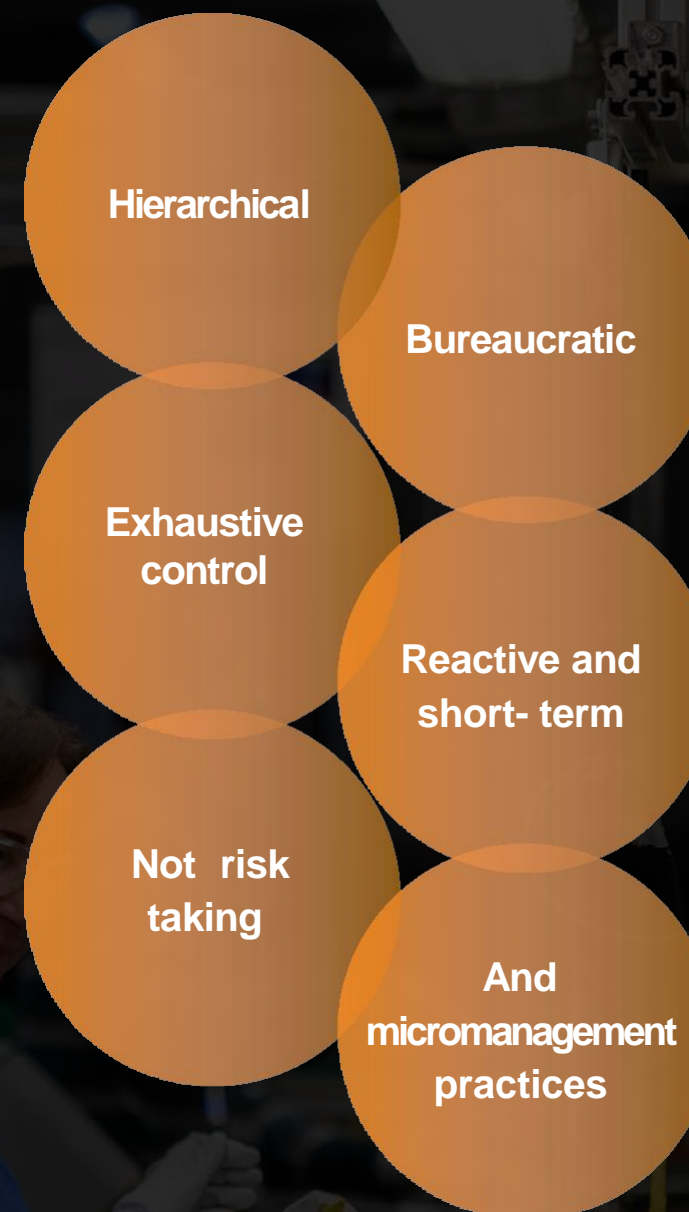
GRI 404-2, 404-3

We understand that our culture acts as a catalyst to realize our vision and take advantage of the opportunities that our strategic plan offers through innovation, operational excellence and the talent of our team.

WORK FRONTS AND VITRO ESSENCE

In collaboration with experts on the subject, in 2023 we carried out an exhaustive analysis that involved a series of surveys, meetings and interviews to identify Vitro's current culture, with the participation of more than 1,200 employees from all areas and levels. Through this exercise, we were able to analyze the factors that make up the current identity of the company, identifying areas for improvement and actions needed to evolve towards a Culture to Win. Among the most important findings are:

Current Culture Situation



Culture to win





Likewise, we identified the strengths that make us one of the leading companies in glass production at an international level, and that we will maintain as drivers of the behaviors and actions that will lead us to build the desired culture:



As a final result, three specific work fronts were defined:

a. Behaviors

b. Systems and,

c. Symbols



Our seal is the Symbol that will allow employees to identify the processes that are part of the transformation of our Culture to Win.

BEHAVIORS

Our **Culture to Win** is based on three essential pillars that define our behavior and experience as members of the Vitro team. These make up our *Vitro Manifesto*:

Proactive Player

At Vitro, we value the importance of being a proactive and committed collaborator. This practice focuses on giving our best and collaborating effectively to achieve common goals. We strive to take responsibility for seeking solutions, taking the initiative and generating a positive impact in our work environment. By adopting this mindset, we strengthen our commitment to excellence and build strong relationships based on trust and collaboration.

- Adopt:**
 - Making the right decisions
 - Providing and receiving feedback
 - Empowering and trusting the support team
- Stop:**
 - Micromanagement
 - Finfer pointing/ blaming
 - Excess of meetings
 - Bureaucratization - lengthy/complex approval process
- Strengthen:**
 - Asking the right questions
 - Good communication between leaders and their respective teams
 - Providing short and long term planning.

Focus on Learning

We foster an environment that promotes dialogue and conversation on a variety of topics. We recognize that learning comes not only from external sources, but also from our own experiences and knowledge. We strive to create a collaborative culture in which everyone can share their perspectives and learn from each other. In doing so, we strengthen our collective ability to innovate, grow and succeed together.

- Adopt:**
 - Being open to new or different opinions and ideas.
 - Allowing people to experiment / try new things and learn from mistakes.
- Stop:**
 - Assuming that I am always right/true
 - Trying to make everything perfect
- Strengthen:**
 - Developing proposals in a challenging manner

Impeccable Commitments

We encourage employees not only to fulfill their own commitments in a timely and efficient manner, but also to support others in fulfilling theirs. We recognize that trust is built through timely and consistent delivery of what is promised. Therefore, we strive to ask for what we need in a clear and respectful manner, and we honor our agreements with others. By adopting this practice, we strengthen our interpersonal relationships and create an environment of trust and collaboration.

- Adopt:**
 - Validating our commitments and requests
- Stop:**
 - Being accommodating (Yes, sir)
 - Demanding commitments
- Strengthen:**
 - Carrying out challenging requests
 - Making effective requests
 - Establishing and discussing clear goals, improving the deployment of objectives.

By embracing and fostering these behaviors, we create a collaborative, inclusive and results-driven environment, enabling us to reach our full potential both individually and organizationally.



PROJECT SYSTEMS

The alignment of our daily activities, processes and work systems, together with our Culture to Win and corporate purpose, generate momentum toward our growth.

The systems will be implemented through three different goals:

- Providing an agile operation
- Implementing adequate processes
- Empowering our employees

PROJECTS

During 2023 we began implementation of six projects that provide a high impact and direction towards these goals.

1. Systems redefining

We are improving our current processes through six best practices that will enhance agility, proactivity, collaboration and value creation.

- Effective meetings
- E-mails
- Effective week
- Effective touchpoints
- Effective communication
- Quick and effective response

2. Reduction of bureaucracy

Change of tools and processes to simplify authorization flows, freeing up space and time for innovation.

3. Engagement surveys

We renewed the focus of our surveys to convert our employees' feedback into initiatives that generate better work experiences and indicate the progress of the company's cultural evolution.

4. Redefining desired competencies

We are working to identify and reflect these competencies in our 360 and 180 assessments, ensuring that they are geared to the desired culture and drive more effective talent development.

5. Developing leaders who are champions of our culture

Our leaders will be the champions to drive this effort to success through coaching so that they can be ambassadors of our manifesto.

6. Adapting the Operational Excellence Model

We have added systems to measure engagement and recognition, as well as two vectors in the evaluations that focus on the behaviors of the people who operate on the floor, and the results we achieve.

This comprehensive approach seeks to enhance organizational effectiveness, promote the personal and professional growth of the organization's members, and ensure sustained success in a competitive environment.



Management for sustainable transformation

SUSTAINABILITY STRATEGY

GRI 2-22

At Vitro we are aware that sustainability must exist in every process and stage of our operations and our value chain. We work for glass to be recognized as the most sustainable and versatile material in the world for cosmetic containers, architectural use and consumer packaging. Through the adoption of clean technologies, process optimization and responsible management of natural resources, we seek to proactively reduce our environmental impact. We consider the well-being of our people to be a fundamental element, which is why we promote a culture of safety, innovation and well-being for our employees and seek to contribute to the development of fairer, more equitable and inclusive communities. We know that sustainability could not exist without governance focused on establishing guidelines and directives so that the goals and objectives in the environmental and social areas are met, so we continue to evolve in internal processes, policies and more robust procedures that allow us to adequately comply not only with our legal requirements but also with the assurance of international standards in our different business units considering the specifications for each industry: automotive, architectural, packaging and food industry.

We work closely with our customers, suppliers and other stakeholders to move towards a circular economy and contribute to a cleaner, safer and more sustainable future for all.

Our Sustainability strategy is based on the establishment of goals with respect to material topics, according to the strategic pillars of our Sustainability Model, establishing work plans in the short, medium and some others even in the long term, such as the decarbonization of our operations.

STAKEHOLDERS

GRI 2-29
Material issues: Reputation of stakeholders for products or services offered; Risk Management

We seek to establish solid and collaborative relationships with all stakeholders who may be affected by or have an impact on the organization's operations and decisions, so we seek constant dialogue and communication to clearly identify their needs, expectations and concerns, ensuring mutual understanding, fostering transparency and building relationships based on trust and respect.

We have identified the following stakeholders and means of communication to maximize interaction with each of them:

	Emplo yees	Opera tors	Custo mers	Invest ors	Commu nities	Suppli ers	Acade mic institut ions	Civil society organizat ions	Gover nment entit ies	Busine ss associ ations
E-mail address	X									
Internet	X									
LinkedIn			X	X		X	X	X	X	X
Screenshots	X	X							X	X
Newspapers			X	X	X		X	X	X	X
Website			X	X		X	X	X		
Communication boards	X									
WhatsApp		X								
Workplace	X									
Working sessions/ meetings for attention to specific issues		Throu gh their union s			Throu gh neighbo ring organiza tions					Through participation in Industry Chambers of Commerce and Industry

MATERIALITY ANALYSIS

GRI 3-1 to 3

We identify the most relevant and significant issues for the organization and our stakeholders through the materiality exercise and prioritize our actions in those aspects that have a significant impact on the company's ability to create long-term value, both economically, environmentally and socially.

We conducted the materiality exercise, in accordance with the principles of the GRI methodology, on the topics that represent the most significant impacts on the economy, the environment and people, including impacts that affect human rights.

Aligned with GRI principles, during 2023 we reviewed the 2020 materiality in order to perform a cross validation with our enterprise risk management analysis, and there were no significant changes in the identification of the material aspects defined in the previous analysis; therefore, our approach and prioritization for the planning of our activities for 2023 was carried out in accordance with the materiality presented below.

Influence on STAKEHOLDER evaluations and decisions.



AXIS	CODE	SUBJECT - BY COMBINED AXIS (X,Y)
I	V.	Product safety and quality
I	W.	Innovation in products, quality, processes, marketing, organizational and technology.
I	Y	Reputation of stakeholders for the products or services offered.
I	H	Climate change and emissions
I	G	Energy efficiency and renewable energy
I	L	Occupational health and safety
I	A	Ethics, transparency and anti-corruption
I	D	Legal compliance (national and international).
I	B	Risk management
II	J	Prevention of environmental impacts
II	I	Circular economy (recycling, reuse and waste management).
II	Ñ	Working conditions
II	V	Added value to products. Research and communication of benefits.
II	S	Positive impacts on communities where the company operates.
II	Q	Identification of risks in the supply chain.
II	K	Water management (consumption and discharge).
II	R	Sustainable suppliers
III	M	Human capital development
III	O	Diversity and inclusion
III	N	Attraction and retention of talent
III	F	Vitro's brand positioning strategy
III	P	Corporate culture and employee engagement
IV	E	Stakeholder Engagement
IV	C	Corporate Governance
IV	U	Volunteer activities
IV	T	Monetary or non-monetary donations to organizations



During 2023, we invested **US\$1,650,400** in mitigating environmental impacts by installing more efficient dust collectors and reducing water use in our chemical industry.

It is important to mention that in Vitro we are in a transition process towards the total integration of Sustainability in our business strategy. This can be seen through the activities we have been carrying out and we will continue moving forward to achieve a greater positive impact through issues such as the decarbonization of our operations in the long term, the development of a Diversity, Equity and Inclusion model, the incorporation of sustainability and Due Diligence criteria in the practices of our supply chain that allows its development and evaluation in the selection process, the strengthening of our social impact in the communities where we operate as well as the disclosure of our Governance practices that allow for transparency and accountability of our Corporate Governance and our culture of integrity and respect for Human and Labor Rights in all our operations and direct or indirect business relationships.

DOUBLE MATERIALITY

Notwithstanding the above, we recognize that our materiality assessment process needs to evolve towards a much more integrated view considering environmental, social and governance (ESG) criteria for both financial and non-financial aspects, so during 2024, we will perform a Double Materiality exercise in order to determine the impacts generated by our operations and the impacts that affect the organization to assess financial materiality in order to recognize its impact on the financial statements, therefore:

On the one hand, we will prioritize issues (related to our operations) according to the positive and/or negative impact they could have on our stakeholders.

Additionally, we will prioritize issues according to the risks and/or financial opportunities associated with them; this materiality is in accordance with the standards of the Sustainable Accounting Standards Board (SASB).

Through this double approach and with the participation of the different internal areas, as well as with the participation of our stakeholders and information from our risk management area, it is possible to have a much more complete view of the issues to be addressed and to respond to two of the most widely used extra-financial information reporting standards worldwide.

MODEL OF SUSTAINABILITY

GRI 2-22

SDGs and Sustainability Model Alignment



Our Sustainability Model is aligned with the Sustainable Development Goals (SDGs) and considers six key pillars:

1. Our People:

This dimension focuses on the well-being and development of people within the organization or community. It includes aspects such as occupational health and safety, professional development, diversity, gender equity, promotion of decent work and the general well-being of employees or community members. The goal is to create environments where people can grow, thrive and contribute fully to collective success.

2. Governance:

The governance dimension refers to the decision-making structures, processes and practices within the organization or community. It involves establishing transparent policies, accountability systems, stakeholder engagement, business ethics and legal compliance. Through good governance we ensure accountability, integrity and trust internally and externally, which is fundamental to the effective and sustainable functioning of the organization.

3. Innovation:

This dimension encompasses adaptability, creativity and the constant search for new and efficient solutions to current and future challenges. It includes promoting research and development, adopting sustainable technologies, continuously improving processes and products, and fostering a culture of learning and experimentation. Sustainable innovation drives competitiveness, resilience and long-term leadership.

4. Planet:

The planet dimension focuses on the implementation of strategies and actions aimed at mitigating climate change, including measures to reduce carbon emissions and other greenhouse gases. The objective is to contribute to the fight against global warming.

5. Habitat:

The planet dimension encompasses actions taken to conserve and protect natural resources and reduce negative environmental impacts. It includes measures to conserve biodiversity, reduce pollution, promote the sustainable use of natural resources and adopt responsible production and consumption practices. The goal is to preserve the health of the planet and maintain its capacity to sustain life. A sustainable habitat promotes quality of life, urban resilience and human well-being.

6. Communities:

The communities dimension focuses on the organization's relationships and impact on its social environment. It includes community participation, local development, corporate social responsibility, intercultural dialogue, promotion of equity and respect for human rights. The objective is to strengthen social ties, promote inclusion and contribute to the sustainable development of the communities in which we operate.

This integrated sustainability model recognizes the interdependence between people, institutions and the natural environment, and seeks to balance present and future needs to ensure long-term sustainable development. By addressing these six dimensions holistically, Vitro seeks to create shared value and contribute significantly to human and environmental well-being in a changing and complex world.

HUMAN RIGHTS

GRI 408-1, 409-1

Material Subject: Working conditions

Based on our business principles, in Vitro, we abide by the principles of the Declaration of the International Labor Organization (ILO) and the Universal Declaration of Human Rights of the UN, making sure that the working conditions and the work environment of each of our work sites comply with the stipulations of both aforementioned declarations.

We have the necessary policies in place to provide work environments free of discrimination, harassment and any situation that undermines respect for human rights, the integral well-being and recognition of people's dignity in all our operations and business relationships.

Similarly, our Code of Ethics and Conduct establishes our commitment to respect and enforce respect for human rights in each of our facilities, recognizing their importance as well as their universality.

In our recruitment and selection processes, we offer job opportunities in an equitable and inclusive manner, based on the talent, aptitudes and vocation of the individual; therefore, any act of discrimination is inexcusable, since everyone has the right to aspire to a position, promotion and employment benefits on an equal and equitable basis.



Get to know our
Code of Ethics and Conduct

LABOR PRACTICES

GRI 401-1, 401-2, 401-3

The importance of good labor practices, which exclude child labor, forced labor and human trafficking, lies in our firm conviction to promote an ethical and responsible work environment in all our operations. At Vitro, we recognize that our business success is intrinsically linked to the well-being and dignity of our employees and collaborators.

We are therefore committed to ensuring that everyone in our value chain is treated with dignity and respect. This involves not only complying with labor laws and international standards, but also going beyond them to promote safe, fair and equitable working conditions.



89% of our employees
consider that the
company
is committed to
corporate social
responsibility
practices.



HUMAN RIGHTS OF THIRD PARTIES

We firmly believe that respect for Human Rights is not only essential from an ethical perspective, but also fundamental to the long-term success and sustainability of our business. This implies ensuring fair and safe working conditions for all workers involved in the production and distribution of our products or services.

Our commitment extends to the prevention and eradication of any form of human rights violations in our value chain. This includes, but is not limited to, the elimination of child and forced labor, labor discrimination, harassment and any other form of labor abuse or exploitation.

During 2023, there were no cases related to child labor, forced labor or human trafficking.

STAFF TURNOVER RATES

New hires by age, gender and professional category

Professional Cat.	Women			Men			Total	Hiring rate
	18-30 years	31-50 years	>51 years	18-30 years	31-50 years	>51 years		
Executives	0	0	0	0	4	0	4	0.31
Employees	41	31	4	71	72	7	226	
Operations	538	460	40	1,899	1,225	149	4,311	
Total	579	491	44	1,970	1,301	156	4,541	

Turnover by age, gender and professional category

Professional Cat.	Women			Men			Total	Hiring rate
	18-30 years	31-50 years	>51 years	18-30 years	31-50 years	>51 years		
Executives	0	0	0	0	2	1	3	0.17
Employees	15	15	0	35	75	20	160	
Operations	244	240	32	954	808	105	2,383	
Total	259	255	32	989	885	126	2,546	

MATERNITY AND PATERNITY BENEFITS

	Employees on parental leave	Employees who returned at the end of parental leave	Return to work rate
Men	292	276	0.95
Women	61	42	0.69

Just as we grant benefits to our employees, we constantly evaluate their performance in order to continue promoting their professional development.

	Women	Men	Total	% Employees receiving regular evaluations (in relation to total)
Executives	23	200	223	100%
Employees	570	1,606	2,176	67%

GOVERNANCE

Since its foundation, Vitro has maintained a solid ethical commitment, aligning its actions and business philosophy with high standards of integrity and transparency. To fulfill this commitment, we have established robust Corporate Governance practices, backed by strict policies, solid internal controls and an unwavering focus on business ethics.

Our dedication to Governance and Compliance is reflected in our rigorous adherence to principles, laws and regulations in all regions where we operate. We seek to establish solid foundations that drive sustainable development and meet the needs of all our stakeholders, prioritizing integrity and accountability in all our operations.

VITRO'S CODE OF ETHICS AND CONDUCT

We promote a work environment based on ethical values and best business practices. Our Code of Ethics and Conduct establishes the fundamental principles that guide our actions and decisions, addressing key aspects such as integrity, respect, transparency, fairness and responsibility in all our business activities.

In addition, we have implemented a confidential and secure grievance channel, accessible to all employees and stakeholders, to report any concerns related to misconduct, ethical breaches or code violations. This communication channel provides an effective mechanism to address and resolve any issues in a timely and fair manner, reaffirming our commitment to ethics and excellence in business conduct.



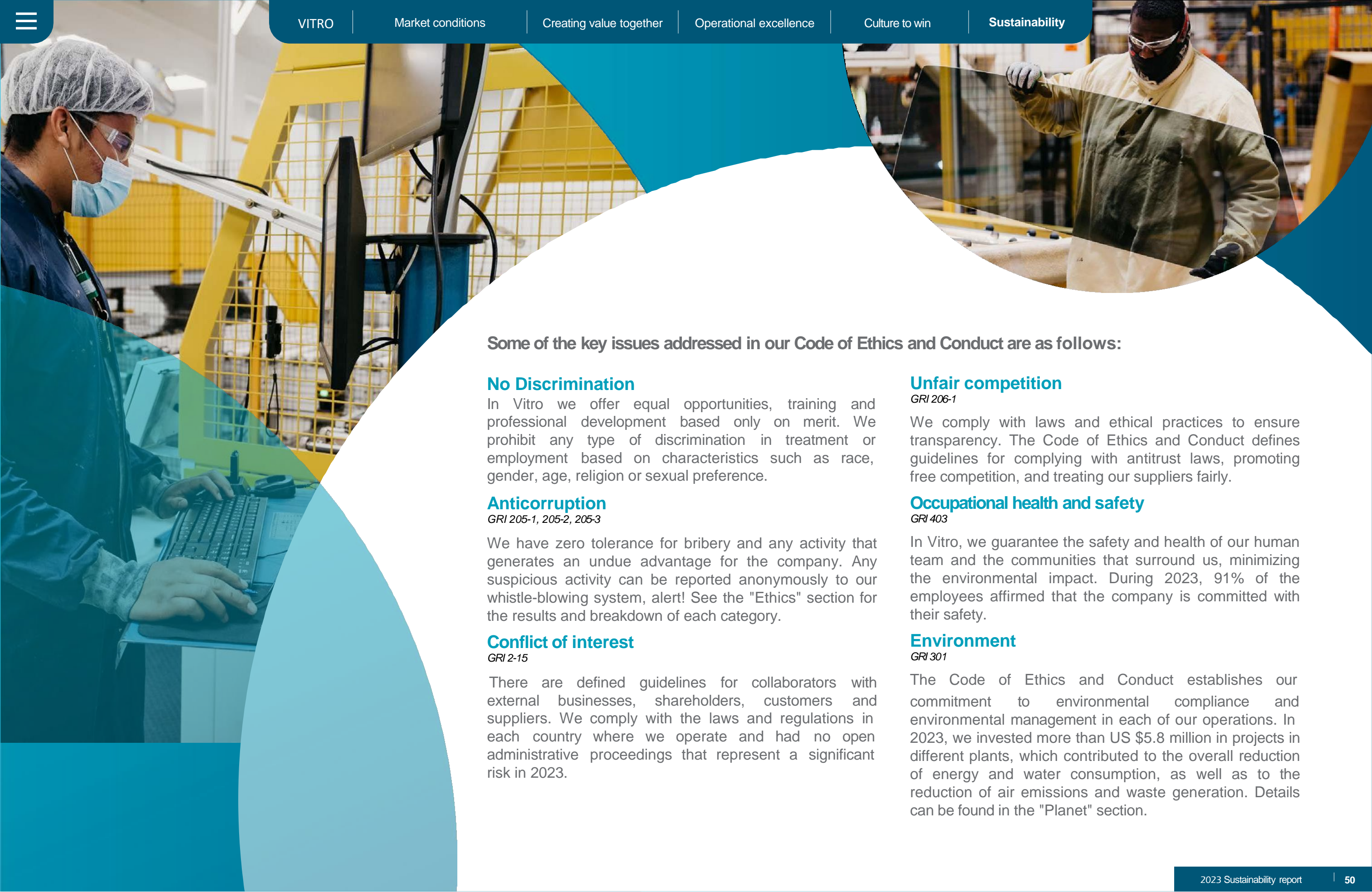
[Get to know our
Code of Ethics and Conduct](#)

To strengthen our commitment to ethical compliance and best practices, we conduct regular training and awareness sessions on the Code of Ethics and Conduct. Annually, all employees must complete a course to reinforce their knowledge and understanding of the code.

These sessions provide staff with the necessary tools to understand and apply ethical principles in their daily work, as well as to identify and address potential conflict situations. We foster a culture of openness and dialogue where employees are encouraged to raise questions, share concerns and seek guidance in case of ethical concerns. This active collaboration between employees and management strengthens our collective commitment to integrity and responsibility, contributing to a healthy and ethical work environment for all.

98%

of the collaborators have received training on business ethics issues through the annual training of the Vitro Code of Conduct.



Some of the key issues addressed in our Code of Ethics and Conduct are as follows:

No Discrimination

In Vitro we offer equal opportunities, training and professional development based only on merit. We prohibit any type of discrimination in treatment or employment based on characteristics such as race, gender, age, religion or sexual preference.

Anticorruption

GRI 205-1, 205-2, 205-3

We have zero tolerance for bribery and any activity that generates an undue advantage for the company. Any suspicious activity can be reported anonymously to our whistle-blowing system, alert! See the "Ethics" section for the results and breakdown of each category.

Conflict of interest

GRI 2-15

There are defined guidelines for collaborators with external businesses, shareholders, customers and suppliers. We comply with the laws and regulations in each country where we operate and had no open administrative proceedings that represent a significant risk in 2023.

Unfair competition

GRI 206-1

We comply with laws and ethical practices to ensure transparency. The Code of Ethics and Conduct defines guidelines for complying with antitrust laws, promoting free competition, and treating our suppliers fairly.

Occupational health and safety

GRI 403

In Vitro, we guarantee the safety and health of our human team and the communities that surround us, minimizing the environmental impact. During 2023, 91% of the employees affirmed that the company is committed with their safety.

Environment

GRI 301

The Code of Ethics and Conduct establishes our commitment to environmental compliance and environmental management in each of our operations. In 2023, we invested more than US \$5.8 million in projects in different plants, which contributed to the overall reduction of energy and water consumption, as well as to the reduction of air emissions and waste generation. Details can be found in the "Planet" section.

ETHICS COMMITTEE

To follow up on ethical issues, we have a Corporate Ethics Committee and Regional Committees, which deal with reports of violations of the Code of Ethics and Conduct throughout the organization, regardless of their location.

1. Javier Arechavaleta (Legal) - President
2. Claudio del Valle (Management)
3. Elena Nogaledo (Planning and Talent Development)
4. Alfonso Gómez (Human Resources)
5. Rafael Colomé (Administration and Tax)

The Regional Committees are responsible for attending to the particularities of each area and are made up of representatives from various functional areas. The human resources, legal and finance departments are always present in these committees.

ANONYMOUS REPORTING SYSTEM

GRI 2-16, 2-26

Vitro has the **alert!** Whistleblower System, managed by NAVEX Global by Ethics Global, which allows registering anonymous complaints about acts that do not comply with the company's values or ethics. Access is available

During 2023, no incidents related to corruption, conflict of interest or human rights violations were detected.

24 hours a day and in several languages. The report of complaints is sent to both the internal audit area and the Ethics Committee in charge of the detailed review of the reports received, following up with the audit area on the investigation and validation of the complaints received until their closure or conclusion, taking care that all investigation processes are carried out in a confidential manner and if necessary to ensure the protection of the identity of the complainant to generate greater confidence to file complaints or grievances.

As of December 31, 2023, 79 anonymous complaints were received. Of the 79 complaints received, 68 have been satisfactorily closed, 5 are still in investigation status, 4 are unrelated to the company's operations and 2 reports were created as audit evidence (Deloitte).

The largest number of complaints received came from our locations in Mexico, with 62 reports and 17 for our U.S. locations. Over the course of the year, we have continued to work to encourage the correct use of this channel, in accordance with the principles established in our Code of Ethics.

The statistics of the 73 applicable complaints are presented below:

Category	Cases	%
Human Resources	47	64%
Integrity of Operations	12	16%
Safety, Environment, Health, and Hygiene	9	12%
Another	4	5%
Misappropriation and Misuse of Resources, Time and Assets	1	1%
Total	73	100%

REGULATORY COMPLIANCE

GRI 2-27

Global and national legal compliance is critical to ensure the integrity and proper functioning of our organization in an increasingly complex and regulated environment. We comply with a variety of laws and regulations both internationally and in our countries of operation to avoid legal sanctions or economic impact and to maintain the trust of our customers and stakeholders. This involves establishing policies and procedures, training staff on compliance, conducting regular audits, and collaborating with regulatory authorities and government agencies to ensure compliance with all applicable regulations. We have a *Compliance* department dedicated to monitoring changes in relevant laws and regulations to mitigate legal, operational and financial risks of non-compliance.

During the year, there was no significant legal non-compliance that could affect the continuity of the company's operations, affect our personnel or communities, or affect our corporate reputation or that of our business partners.



VALUE CHAIN

GRI 2-23, 204-1
Material topic: Identification of supply chain risks

Recognizing the critical importance of our supply chain to our operations and customer satisfaction, in 2023 we embarked on a process to improve the management of our suppliers. This effort involves a comprehensive assessment and attention to risk indicators in their operations, from mitigating risks associated with Human Rights and labor practices (such as freedom of association, child labor, forced labor and safety conditions), to environmental and governance performance indicators.

To date, we have developed an action plan to establish clear policies and procedures, as well as sustainability criteria for the selection and evaluation of suppliers as part of the procurement process. Through this transparent management, consistent with the expectations of our customers and the maturity level of our suppliers, our ultimate goal is to minimize ESG risks and maximize opportunities to generate shared value and contribute to sustainable development.

We are committed to working collaboratively with our suppliers to continuously improve our practices and processes, promoting higher standards of human and labor rights compliance, ethical practices, and care for the planet in our supply chain. In doing so, we reaffirm our commitment to sustainability and the creation of shared value in all our operations and business relationships.

In 2023, 78% of supply spending in Mexico went to local suppliers.

Aware of the vital importance of the Supply Chain in Sustainability, in 2023 we launched an improvement program that involves the rigorous evaluation of suppliers and the implementation of clear policies to promote ethical, labor and environmental standards.

78%
of Vitro's spending in Mexico,
goes to domestic suppliers.

PLANET

In this section we show our company's commitment to sustainable and responsible growth with the environment and the communities we serve. To achieve this goal, we have established a Safety, Health, Environment and Energy policy, which sets out the necessary guidelines to ensure that our activities and operations are sustainable. In this way, we not only aim to benefit our company, but we are also committed to contributing to the well-being of local communities, promoting a safer, healthier and more prosperous environment for all.

We promote the reuse and recycling of materials in all our operations, moving towards a circular economy to optimize our resources and preserve natural resources.

CIRCULAR ECONOMY

GRI 301-2, 301-3

At Vitro, we recognize the paramount importance of managing our resources in a sustainable manner in all our processes, products and services. Therefore, we have established an Environmental Management System that complies with current regulations. We also encourage the reuse and recycling of materials at every stage of our daily operations, from production and packaging to transportation and other activities. Our goal is to move towards a circular economy that optimizes the use of available resources.

Glass Recycling

Thanks to the inherent quality of glass as a fully recyclable material, we integrate the recycling philosophy as part of our manufacturing processes, taking full advantage of the potential of cullet (recycled glass used as raw material in the production of new glass), both our own and from collecting companies, thus improving our environmental performance derived from the reduction of virgin raw materials, lower energy consumption and also improving efficiency in our operations. We are proud to report that from 2018 to date we have reused more than 4 million tons of cullet in our glass manufacturing process, contributing to the significant reduction of our environmental footprint. This effort considers the reduction of approximately 830 thousand tons of CO₂ eq emissions, marking a significant step towards environmental sustainability in our consumption of raw materials.

Circularity of raw material (ton)	Production 2023	
Virgin Raw Materials	1,838,890.75	73%
Cullet	681,277.30	27%
Total	2,520,168.04	100%



GRI 306-1, 306-2

Other materials

We have implemented several actions and strategies to encourage reuse and reduce the use of packaging materials. Agreements have been signed with specific customers that facilitate the reuse of packaging material whenever possible. In cases where the material cannot be reused, we prioritize the use of paper or corrugated cardboard for approximately 3 out of every 10 products, and ensure that at least 1 out of every 5 of these packages is made from 100% recycled material.

Integrated Waste Management

With our Integrated Waste Management Program, we verify the correct separation of waste and detect areas of opportunity for recycling materials. This program also includes training and evaluations to certify the final disposal of the materials used. We classify waste into two categories: Non-Hazardous and Hazardous, with only 10% of the waste generated in 2023 classified as hazardous.

Water discharges in m³	
Surface water discharge	111,237.38
Water discharge to ground	961,115.45
Discharge of water to a third party	1,068,908.63
Waste in kg	
Hazardous waste	
Waste sent for recovery	7,384,952.23
Waste sent to confinement	1,524,242.43
Non-hazardous waste	
Waste sent for recycling	60,551,041.03
Waste sent to landfill	15,603,547.74

Only 10% of the waste generated in 2023 was classified as hazardous waste.

During 2023, we reduced our energy consumption by 6%, reaching an energy intensity of 7.67 GJ/Ton. in addition, 17% of the energy we consumed came from renewable sources.



ENERGY EFFICIENCY

At Vitro, we prioritize responsible production and consumption to protect the environment. Through our Energy Management System, we implement programs to reduce the environmental impact of our operations and carry out projects aimed at reducing energy consumption. We use various energy sources, such as natural gas, electricity, steam and fossil fuels, in our processes.

During the year 2023, we maintained a collaboration with the National Commission for the Efficient Use of Energy, which recognized Vitro for our commitment through the Voluntary Agreement for Energy Efficiency (AVEE). This agreement allowed us to implement measures to reduce energy intensity and improve efficiency in the use of energy, which we have registered as good manufacturing practices to share with the public.

Over the course of 2023, we managed to reduce our energy consumption by almost 6% compared to the 2018 baseline, reaching an energy intensity of 7.67 GJ/ton of product. In addition, we met the renewable energy targets in the regions where we operate, as 17% of the electrical energy consumed this year came from renewable sources, representing 3% of the global total energy used in Vitro during 2023.

Our total energy consumption in 2023 was 26,838,554.25 GJ.

Energy consumption in GJ	
Natural gas	16,711,611.69
Non-renewable electricity	3,843,844.18
Renewable energy	769,236.75
Steam	5,245,058.88
LP Gas	157,693.42
Gasoline	7,601.18
Diesel	45,939.41
Total	26,840,985.51



WATER

GRI 303-1, 303-4, 303-5

In recent years, water stress has been a growing challenge, and our communities have not been immune to the effects of this serious problem. For this reason, during the most critical drought period of the year, we supported the local authorities of the affected communities in the municipality of García, Nuevo León, by transporting drinking water for distribution in the different neighborhoods, providing the population with access to water. The amount of water transported was 1,000,000 liters, equivalent to 100 transportation units for the distribution of 10,000 liters.

We also supported our employees and their families with the delivery of tank trucks with water and the distribution of water containers to cover their basic needs for this vital liquid.

Our water consumption in 2023 was 5,456,020.95 resulting from total extraction, which was 7,597,282.40 m³, minus discharges, which totaled 2,141,261.43 m³.



EMISSIONS AND CLIMATE CHANGE

GRI 305-5

To contribute to the achievement of Sustainable Development Goal 13: Climate Action, at Vitro we are committed to comply with environmental assessments and certifications, promoting a responsible consumption of resources and encouraging the use of renewable energies. We regularly undergo voluntary audits and evaluations to ensure compliance with environmental legislation and seek continuous improvement of our processes without causing negative impacts on the environment. During 2023, emissions of greenhouse gases and compounds corresponding to Scope 1 accounted for 62% of the total, while those of Scope 2 constituted 38%.

Based on the 2018 baseline, improvement projects and efficiency measures implemented in recent years have enabled the company to reduce its greenhouse gas emissions by more than 11%, while the energy intensity of our products has been reduced by 9% over the same period.

In compliance with various regulations aimed at mitigating the effects of climate change, several of our facilities participate in the pilot program of SEMARNAT's Emissions Trading System in Mexico, as well as in the *California Air Resources Board's Cap-and-Trade* Program. In 2023, all of our manufacturing facilities in Mexico, as required by the current legislation of the General Law on Climate Change, were verified and received a Positive Opinion by accredited Certification Bodies for the Verification and Validation of GHG Emissions.

OTHER ENVIRONMENTAL ACTIONS

In 2023, more than US \$5.8 million were invested in 67 projects in different manufacturing sites of the Organization, which contributed to the global reduction of energy and water consumption, as well as to the reduction of air emissions and waste generation. Accumulating the benefits of the projects implemented in the last 5 years, we have avoided the emission of more than 60 thousand metric tons of CO₂ eq and 400 thousand m³ of water.

During 2023, more than **US\$5.8 million** was allocated to **67 projects** at the Organization's various manufacturing sites, generating significant improvements in energy efficiency and water use.

TonCO ₂ eq	
Direct emissions (Scope 1)	1,314,975.48
Indirect emissions (Scope 2)	819,790.66
GHG intensity - 0.61 Ton CO ₂ eq/ton	
Other emissions in kg of CO ₂	
Nox	23,200,857.21
Sox	4,469,853.83
VOC	3,309.46
PM	16,274,836.61

HABITAT

OVIS

GRI 304-3

In 1996, Vitro played a crucial role in the founding and promotion of Organización Vida Silvestre, A.C. (OVIS), a non-profit organization dedicated to the conservation of wildlife species worldwide. Since then, we have maintained a close collaboration with OVIS to promote the sustainable coexistence of endangered species of flora and fauna.

This collaboration has led to important conservation initiatives in diverse ecosystems in Mexico, resulting in the protection of priority species and the enrichment of the country's biodiversity. Currently, OVIS administers and manages four Private Reserves, covering a total of 38,268 hectares permanently protected and 100,194 hectares protected through 20-year Conservation Easement contracts. In total, 138,462 hectares are conserved with a significant and diverse population of wildlife and fishery resources, which not only preserves the rich biodiversity of the areas, but also provides economic benefits to local inhabitants and society in general.

Thanks to ongoing maintenance and restoration efforts in these reserves, priority ecosystems ranging from columnar cactus forests and grasslands to extensive mangrove and pine forests are protected and conserved. This contributes significantly to the conservation and, in some cases, even to the increase of populations of threatened or endangered species, such as the western mountain parrot, golden eagle, Mexican gray wolf, bighorn sheep, black bear, and the tepezcuintle llanero, among others.

OVIS has been a key player in the conservation of 1,370 species of flora and fauna, including 11 endangered, 10 endemic, 39 special protection, 44 at risk and 11 classified as rare according to the Mexican Official Standard NOM-059-SEMARNAT-2010.

Biodiversity care:
conservation of
138,462 hectares,
home to 1,370
species of flora
and fauna, 11 in
danger of
extinction.



PROTECTION OF MONARCH BUTTERFLIES AND POLLINATION

As a further initiative for the care and protection of biodiversity, Vitro Arquitectónico made a donation of \$20,000 USD to support the impressive migration of the Monarch Butterfly that spans thousands of miles from its place of origin in Canada to the overwintering sanctuaries in Michoacán, Mexico. This migratory journey traverses a variety of landscapes and ecosystems, including grasslands, agricultural fields, mountains and forests, as the butterflies follow their route south in search of more favorable climatic conditions for their overwintering survival. This extraordinary migration is a unique natural phenomenon that highlights the importance of habitat conservation along their migratory route, as well as the contribution of the Monarch Butterfly as a generalist pollinator, which means that they visit a wide variety of flowers, helping to maintain biodiversity in ecosystems.

In addition, we conducted awareness campaigns for our staff and a keynote lecture by the President of this initiative on the issues facing this emblematic species, highlighting the significant benefits of its conservation both in ecological terms as well as its profound cultural significance and source of inspiration for many people.

This project is managed by *Kansas City Southern* (KCS) and Club Rotario Monterrey Metropolitano y Protección de la Fauna Mexicana A.C. (PROFAUNA A.C.).

VITRO PARQUE EL MANZANO

El Manzano Park represents the company's firm commitment to the conservation of the natural environment. With an area of 585 hectares of protected forest, integrated into the Cumbres de Monterrey National Park, this space is home to a wide variety of plant and animal species. In addition to providing recreational and leisure areas for employees, families, and the community in general, the park welcomed 50,554 visitors in 2023.

In this context, environmental awareness is promoted through informative material and constant monitoring is carried out to protect the local flora and fauna. Preventive measures are implemented to avoid the spread of pests and the introduction of invasive species that may cause damage to the ecosystem. The park staff keeps an active watch over plant and animal life, applying procedures to detect possible threats, such as pests in the pine trees, detection and reporting of forest fires in early stages, allowing a rapid response, or to prevent the intrusion of invasive species that could alter the natural balance of the ecosystems in the area.

Activities 2023

- A camp program was carried out for the children of Vitro's employees, with the participation of 33 children.
- A budget of \$7.5 million was allocated for the preservation of the park's flora, fauna, and conservation.



The extraordinary migration of the Monarch Butterfly highlights the conservation of habitats along its route.

OUR PEOPLE

TOTAL EMPLOYEES

GRI 2-7, 2-8

Our workforce is made up of 14,664 people, a fundamental pillar of our company's sustainability strategy. Their commitment, well-being and integral development not only have a positive impact on the work environment, but also play a key role in achieving the organizational culture that defines us and the attainment of our long-term organizational objectives. We recognize that their active involvement in sustainability initiatives, the adoption of responsible individual practices, and their ability to innovate and generate ideas that add value to our processes, products, and strategy are essential elements in driving our progress toward a more sustainable future. In addition, our employees are ambassadors of our brand and values, extending our commitment to sustainability beyond the boundaries of our organization and strengthening our relationships with communities and stakeholders, so their integral well-being is a task we take seriously. Each year, we conduct an *Engagement* Survey to assess satisfaction and employee engagement, using these results to strengthen our organization and design action plans that include family activities, sporting events and wellness programs.

List of employees by type of position and gender:

Type of position	Sex		Total
	Men	Women	
Executives	200	23	223
Employees	2,408	827	3,235
Operations	8,394	2,687	11,081
Practitioners	50	75	125
Total	11,052	3,612	14,664

Employees by business unit:

ALCALI	7%
ARCHITECTURAL	25%
AUTOMOTIVE	42%
ENVASES	20%
CORPORATE	3%
FAMA	3%





INCLUSION AND DIVERSITY

Being a global and multicultural company gives us the richness of diversity and the search for inclusive environments in which each person feels valued, respected and motivated to contribute to their full potential; therefore, inclusion is considered throughout the human talent management process, from recruitment and selection, hiring and promotion in an egalitarian manner. We are committed to ensuring that our practices reflect our belief in equal opportunity. We recognize that by embracing diversity and inclusion we not only strengthen our company, but also contribute to building fairer and more equitable societies in the communities where we operate through the recognition of minority groups in our workforce.

PEOPLE WITH DISABILITIES:

By the end of 2023, we have 48 people with disabilities in different positions.

FEMALE LABOR FORCE

During 2023, our female workforce increased by 5% compared to 2022.

Employees	Female
2021	2,978
2022	3,342
2023	3,612

DIVERSITY BY AGE GROUP

Similarly, our senior employees increased by 14% compared to 2022.

Age group	2021	2022	2023
18 - 30	4,842	4,647	4,230
31 - 51	7,249	7,488	7,774
52 - 60	2,352	2,447	2,318
>61	253	275	342
Total	14,695	14,857	14,664

We firmly believe that by investing in our human talent, we not only create the best employment option, but also build a legacy of shared growth and prosperity.

OCCUPATIONAL HEALTH AND SAFETY

GRI 403-1, 403-2, 403-4, 403-5,403-6, 403-9, 403-10
Material Subject: Occupational Health and Safety

Through our **Integrated Safety and Health System (SISS)**, we establish policies and procedures that regulate and control key indicators related to the physical integrity of our personnel and work environments. This involves conducting periodic risk assessments to detect and mitigate potential hazards in the workplace, as well as providing ongoing in-depth safety training to raise awareness among our employees about safe practices in their daily work. In addition, we ensure that we provide and guarantee the proper use of the necessary personal protective equipment, rigorously monitoring compliance with all safety regulations. We actively encourage employee participation in risk identification, while promoting health and wellness through comprehensive programs designed for the workplace.

Millions USD	2021	2022	2023
Investment in the Integrated Health and Safety System (SISS)	16.76	17.40	20.41

On the other hand, through the SISS audit processes, the level of risk in materials, equipment and machinery, as well as physical spaces, is evaluated, generating solutions and preventive and maintenance actions that minimize the probability of damage and accidents.

Employees are key to the SISS in identifying areas that require improvement in accident prevention and health protection, so they participate in talks, anonymous hotlines, surveys and risk analysis to provide feedback and improve the system.

During 2023, 81% of operating facilities conducted at least one health and safety risk assessment of employees to verify compliance indicators and evaluate the effectiveness of the safety policies and measures implemented. 33% of the evaluations were performed by external auditors, while 48% were performed with the support of Vitro's Safety and Health team.



We consider training as an essential component in the management of our human talent, focused on fostering their professional development through the promotion of knowledge and innovation. This guarantees not only their individual success, but also the long-term sustainable growth of the organization.

+792 thousand hours
training provided, with an average of 54
hours per employee.



**More than MXN
\$16.3 million
invested in training
and education of
our work team.**

TRAINING AND DEVELOPMENT

GRI 201-3, 404-1, 404-2

Training and development are critical to maintaining our competitiveness in a dynamic and changing business environment. By investing in the growth of our team, we provide them with the skills and knowledge they need to perform effectively, which not only increases their confidence, productivity and job satisfaction, but also ensures operational efficiency and the successful adoption of new technologies and methodologies. This, in turn, strengthens our capacity for innovation.

At Vitro, we believe that training is an essential pillar of effective human resources management, as it not only benefits our personnel, but also drives the growth, innovation and long-term success of the organization.

We have a training, education and continuous specialization program designed specifically for the needs of each position, with the objective of fostering the development of specific skills.

For employees who are about to retire, we have an information and guidance program called "Retirement Program", which consists of providing individualized accompaniment and advice on the contents of the management manual and the Retirement Policy, as well as other relevant aspects for their assertive and relaxed conclusion of their employment.

According to the results of the engagement 2023 survey, 81% of our employees stated that the company provides them with the necessary tools for their professional development, while 86% said they have the appropriate training to perform their duties effectively.

EVALUATION OF EMPLOYEES

GRI 404-3

At Vitro, we recognize and value the development, commitment and dedication of our employees through precise evaluation methods. We use an evaluation system called PADI: Planning and Analysis of Individual Performance applied in a general way to all administrative personnel, to determine the degree of compliance with individual performance objectives. Annually, each person establishes with their supervisors their performance and achievement goals aligned with the business strategy, thus ensuring that their individual efforts contribute directly to the overall objectives of the organization.

Total evaluations by rank and gender:

Position	Female	Male	Total	% of employees evaluated by performance and professional development
Executives	23	200	223	100%
Employees	570	1,606	2,176	67%
Total	593	1,806	2,399	

*Note: Performance evaluations for personnel in the operating areas are carried out by measuring efficiency and business results.

We strive to observe human and labor rights in all our operations and in our supply chain.

LABOR PRACTICES AND LABOR WELFARE

GRI 401-3

At Vitro, we are firmly committed to the observance of the fundamental principles and rights at work, based on the Declaration of the International Labor Organization and the Universal Declaration of Human Rights of the UN, as well as the compliance with the applicable labor laws in each country where we operate.

We therefore strive to guarantee freedom of association, the right to collective bargaining, the abolition of forced and compulsory labor, the abolition of child labor and the elimination of discrimination at work, thus promoting decent work and social justice.

We also have the necessary measures in place to prevent forced labor, child exploitation and human trafficking in our Supply Chain, through policies and supplier selection processes in accordance with the analysis of labor and human rights risks implicit in the supply of goods and services.

We have policies of respect for human rights, and through our Code of Ethics and Conduct, we are committed to respecting and enforcing human rights in all our operating sites, recognizing their importance and universality.

We offer equal employment opportunities based solely on merit, skills and dedication, and any form of discrimination is unacceptable.

Vitro provides a range of benefits to its employees with benefits extended to their direct family members, covering crucial areas such as health, economy, education, personal and family development, among other key aspects. In addition, we comply not only with the mandatory benefits established by labor laws, but we exceed these expectations through compensation initiatives and special recognitions, thus ensuring the integral wellbeing of our personnel by promoting labor, health care and economic conditions that allow the integral wellbeing of our people.

Committed to the principles and fundamental labor rights, thus promoting decent work and social justice.

Listening to personnel
is key to the success
of the processes,
adapting them
effectively to their
concerns and
suggestions.

Vitro Initiatives

GRI 401-2

Engagement Survey: Evaluates the commitment of employees and their satisfaction with working conditions and the perception of their leaders regarding their well-being. In 2023, 80% of respondents indicated that they were satisfied with the benefits they receive, while 83% stated that the executive team shows interest in the well-being of employees.

In addition, through the *Employee Experience* program, Vitro focuses diverse initiatives to create a positive and enriching work environment that promotes commitment, satisfaction and well-being of employees. By prioritizing the employee experience, Vitro seeks to promote physical and emotional health care as well as to improve talent retention, increase productivity and foster a solid and success-oriented organizational culture.

Benefits and allowances scheme: At Vitro, we have benefits that make up an integral part of our commitment to full-time employees at all of our key operating locations. While we are proud to offer a full range of benefits that support the well-being and security of our permanent employees, it is important to note that these benefits do not always extend to temporary or part-time employees within our organization.

Listening to Evolve: The Key to Effective Process Implementation

Once personnel are part of the permanent staff, we ensure fairness and inclusion in all employment categories by providing the necessary information for validation with due care and transparency.

Nutrition and medical monitoring program: We promote the improvement of our employees' health through facilities that favor healthy habits such as balanced nutrition, providing dining rooms in all our facilities as well as medical personnel for guidance and monitoring of physical health control.

Emotional Wellness Unit: Offers integral and professional services to Vitro's collaborators, with the purpose of improving their emotional wellbeing, quality of life and psychological development through specialized external services.

Recognition to the personnel in retirement process: We recognize the experience and talent of our personnel about to leave the organization. Therefore, we appreciate their contribution and value for Vitro, making sure to transfer the accumulated knowledge to the personnel that continues to be active. Our work team provides support to the retired employee to obtain their benefits according to the company's Retirement Policy and other legal benefits, guaranteeing a smooth and safe transition to life after work, providing financial security and opportunities to enjoy a comfortable and satisfactory retirement.

Strategies to promote the retention of talent with disabilities: Actions aimed at understanding the opinions and perspectives of employees with disabilities regarding their work, in order to develop initiatives that improve their quality of work life.

We consider it essential to implement initiatives that address the specific needs of this group of employees and foster an inclusive and supportive environment through training and awareness programs for all staff on diversity and inclusion, adequate facilities and the promotion of policies that ensure equal opportunities in recruitment, hiring and career advancement.

OCCUPATIONAL HEALTH AND SAFETY

GRI 403-1, 403-2, 403-4, 403-5, 403-6, 403-9, 403-10

Material Subject: Occupational Health and Safety

Through our **Integrated Safety and Health System (SISS)**, we establish policies and procedures that regulate and control key indicators related to the physical integrity of our personnel and work environments. This involves conducting periodic risk assessments to detect and mitigate potential hazards in the workplace, as well as providing ongoing in-depth safety training to raise awareness among our employees about safe practices in their daily work. In addition, we ensure that we provide and guarantee the proper use of the necessary personal protective equipment, rigorously monitoring compliance with all safety regulations. We actively encourage employee participation in risk identification, while promoting health and wellness through comprehensive programs designed for the workplace.

Some of these initiatives included:

MEXICO

ANSPAC WOMAN

In collaboration with ANSPAC, through its Women's Program, we promoted the integral growth of women in our communities in García, Nuevo León, with the conviction that those who fully develop their human potential can become drivers of change in their families and communities.

In May 2023, **more than 60 people benefited from this program, and 42 women formally graduated from the program.**

ANSPAC YOUNG

In February 2023, the ANSPAC Youth Program was launched at Romulo Garza High School in the State of Nuevo Leon. This program involves university students performing their social service through teaching, providing classes on values and sharing their own experiences to inspire younger students to envision the full development potential they can achieve.

During its first cycle, **this program benefited 300 students.**

ACADEMIC SCHOLARSHIPS

We recognize that the individual growth of our employees is fundamental to the collective success of the organization. Therefore, we are committed to actively support the professional development of our team through a comprehensive scholarship program.

In the last year, **\$3,271,968.45 MXN were invested to promote the education of our employees and their families, impacting 141 people.**

GLASS MUSEUM

With three decades of history, the Museum of Glass tells the evolution of glass in Mexico through its collection. Visitors have the opportunity to immerse themselves in the past with European glass dating from the sixteenth to the nineteenth centuries, explore the traditional Mexican pulquero glass, as well as appreciate the first samples of handmade and industrial glass in the country and the emblematic pieces of pioneering stained glass artists of the late nineteenth and early twentieth centuries.

During the year 2023, **the museum received 7,187 visitors.** In addition, four camps were held for the general public as well as for the children of Vitro's employees. Likewise, activities were organized in collaboration with Caritas of Monterrey and the Municipality of San Pedro, in which **approximately 1,140 people participated.**





VITRO WEEK

This time was dedicated to the improvement of the competencies of the young participants in the open high school, under the direction of Fundación GOCASA in Villas del Álcali. During this period, Vitro offered valuable tools and guidance with the purpose of providing the young people with resources applicable in their future professional career. Likewise, inspiring testimonies were shared with the purpose of encouraging the participants to complete their studies and trace a path towards a successful career. It is worth mentioning that Vitro is proud to support the GOCASA Foundation by offering 50% economic scholarships for all students, thus reaffirming its continuous commitment with the educational and professional progress of the community.

SUPPORT FOR ACAPULCO

In an act of solidarity, Vitro reaffirmed its commitment with the community by making a donation of 4 tons of groceries and essential items to the Red Cross, destined to the people affected by the recent hurricane Otis in the State of Guerrero. These 4 tons are the result of an institutional donation, which is added to the contributions in kind made by all Vitro's personnel in Mexico.

The delivery of this significant humanitarian aid took place at the Collection Center of the National Headquarters of the Red Cross in Mexico City. Ana Laura Robles Quijano, National Director of Fundraising of the Red Cross, expressed her sincere gratitude and highlighted the importance of collaboration between the private sector and humanitarian organizations to face crisis situations.

RESTORING PUBLIC SPACES

Grupo Vitro's Álcali left its mark in the Villas del Álcali neighborhood by sponsoring the complete restoration of a public park.

The recovery of this space is one more gesture of Vitro's commitment with the promotion of recreational and healthy coexistence environments for all the residents of the communities surrounding our facilities.

The new version of the park has a modern soccer field and a reforestation design with urban trees.

Read the testimonials of some of the attendees here.

Building Bright Futures: "Vitro Week for Youth Education" in partnership with. the GOCASA Foundation





INNOVATION AND CONTINUOUS IMPROVEMENT

Innovation and continuous improvement are pillars of our Sustainability Model, and through this pillar we are committed to the constant search for new ways of doing things, from process optimization to the introduction of innovative products and services that meet the changing needs of our customers and care for the planet.

Within the organization, we foster a Culture of Innovation in which each employee feels empowered to propose creative ideas and solutions. Through experimentation and constant learning, we strive to push the limits and reach higher levels of efficiency and through our Excellence Model we strive for continuous improvement in everything we do.

CULTURA VITRO

¿POR QUÉ ESTOY AQUÍ?

INNOVATION CULTURE

The company promotes a culture of innovation that seeks to enhance the holistic development of its employees, stimulating their creative capacity through contests and innovation programs.

INNSPIRE PROGRAM

Through our "Innspire" program, we promote the creativity and originality of our employees. This program consists of a call for proposals in which the company's work teams can present proposals for continuous improvement, based on their experience and the activities they carry out on a daily basis.

All proposals are carefully evaluated and those that stand out for their benefits are recognized during an awards event. This practice not only brings benefits to the company, but also recognizes and motivates personnel, promoting their empowerment and creative capacity.

INNOVA DISEÑO CONTEST

University students from Mexico and Latin America are invited to participate in the design of innovative perfume packaging for both women and men. This contest, which has been held since 2017, reached its fifth edition in 2023.

At the awards ceremony, a panel composed of technical experts, Vitro's commercial team, as well as customer representatives and prominent industry figures, such as AMEE (Mexican Association of Packaging) and CANIPEC (National Chamber of the Products Industry), evaluates and selects the 3 winning students among the 10 finalists.

The main objective of Innova Diseño is to establish a connection between Vitro, our clients, the industry and the new generations of students to attract talent, foster innovation and recognize creativity.

We promote the growth of talent and creativity of young people through innovation.

Thanks to the success of this program, we have launched four products on the market: Decisions, J-Sport Femme, You Bloom and Kiotis Raíces, which have been incorporated into the catalog of our customers, such as House of Fuller, Jafra and Stanhome, respectively.

At Vitro, we will continue to promote the collaboration between the Academy and the Industry, with the objective of keeping us at the forefront in innovation and to be the promoters of new talents in packaging design.

DRIVING INNOVATION IN EDUCATION

In 2023, we established a strategic alliance with the Universidad Tec Milenio, which resulted in the creation of the Industrial Engineering degree with a specialization in Automotive Glass Manufacturing. This initiative marks the beginning of an important training and development effort for production and process engineers, as well as the promotion of innovation as an essential component of their training. In this first year, 16 employees enrolled in the program, committing themselves to advancing both their personal and professional growth. This initiative reinforces our commitment to excellence in our processes and products, by having a specialized and trained team.



SUSTAINABLE INNOVATION

GRI 302-5

We have a Research and Development area in constant search of glass solutions for the different units of our businesses: Architectural, Automotive, Packaging.

Within our varied selection of architectural glass, noted for its efficiency, quality, safety and contribution to sustainability, we include the following:

Solarvolt™: this is a line of photovoltaic glass modules that are integrated into buildings, whether in facades, domes, roofs, railings, skylights, etcetera. Among its properties, in addition to aesthetics, is the alternative of generating renewable energy free of CO₂, while reducing air conditioning costs.

Lumax®: is a solar control glass with low reflectance and high light transmission. This glass provides a greater entry of natural light, reducing interior heat by up to 33% compared to traditional clear glass; it allows receiving 6 times more natural light, providing a fresh and light atmosphere and at the same time protects from solar heat.

Solarban R77™: is the newest in our extensive line of low-e glass, helping to meet increasingly stringent sustainable building and LEED certification standards. Its high-performance solar control coatings promote energy efficiency, occupant comfort and lower carbon emissions and energy consumption in buildings. In terms of energy efficiency, Solarban® R77 offers a value of 0.25 in Solar Heat Gain Coefficient (SHGC), which allows it to meet the required performance for virtually all bioclimatic zones, according to ASHRAE Standard 90.1.


VacuMax™: consists of two 4 mm sheets of glass separated by a unique lead-free metal seal and a vacuum space, making it an insulating unit. VacuMax™ (VIG) units improve the performance of any glass configuration by effectively blocking thermal transmission, delivering a level of insulation that is 2 to 4 times better than conventional insulating architectural glass and 6 to 10 times better than monolithic glass. This product delivers energy savings and reduced carbon emissions due to lower BTU's (or kWh) consumption.

A SUCCESS STORY - KOI TOWER

So far, the tallest building located in the San Pedro Metropolitan Area in Monterrey, Nuevo Leon is the KOI Tower. This building is clad with Solarban® R100 Optiblu® double glazing, which has a great environmental benefit.

Taking into account the energy saving advantages and the amount of products commercialized during the year 2023, the environmental benefit generated by Vitro's products and the innovation present in our products is 666,975 kg of CO₂ eq.

** This is equivalent to the emissions that would be generated to power 84 homes for an entire year.*



Our products
are an
expression of
our commitment
to sustainability.



The Excellence Model drives continuous improvement in our organization.

MODEL OF EXCELLENCE

At Vitro, we seek excellence to exceed expectations with efficiency, trust and quality. Since 2019, we implemented the Excellence Model in all business units to standardize best practices and transform them into centers of excellence, being a highly competitive company in all markets and promoting sustainable growth.

In 2021 we focused on seven core systems, by 2023, 9 systems were prioritized, including Visual Management and 5S, Standard Work, Training and Certification, Daily Management, Safety, Hygiene and Environment, Problem Solving, Total Productive Maintenance, and adding two new systems, Employee Engagement and Recognition, and Process Control.

As part of a continuous improvement process, cross-assessments were conducted among our plants with the support of external consultants and the collaboration of business leaders. The objective of these assessments was to validate the standards of excellence in our daily operations, identify and share best practices, and improve our overall performance. At the end of the visits, reports were produced that served as feedback to design action plans to move faster and homogenize our best practices.

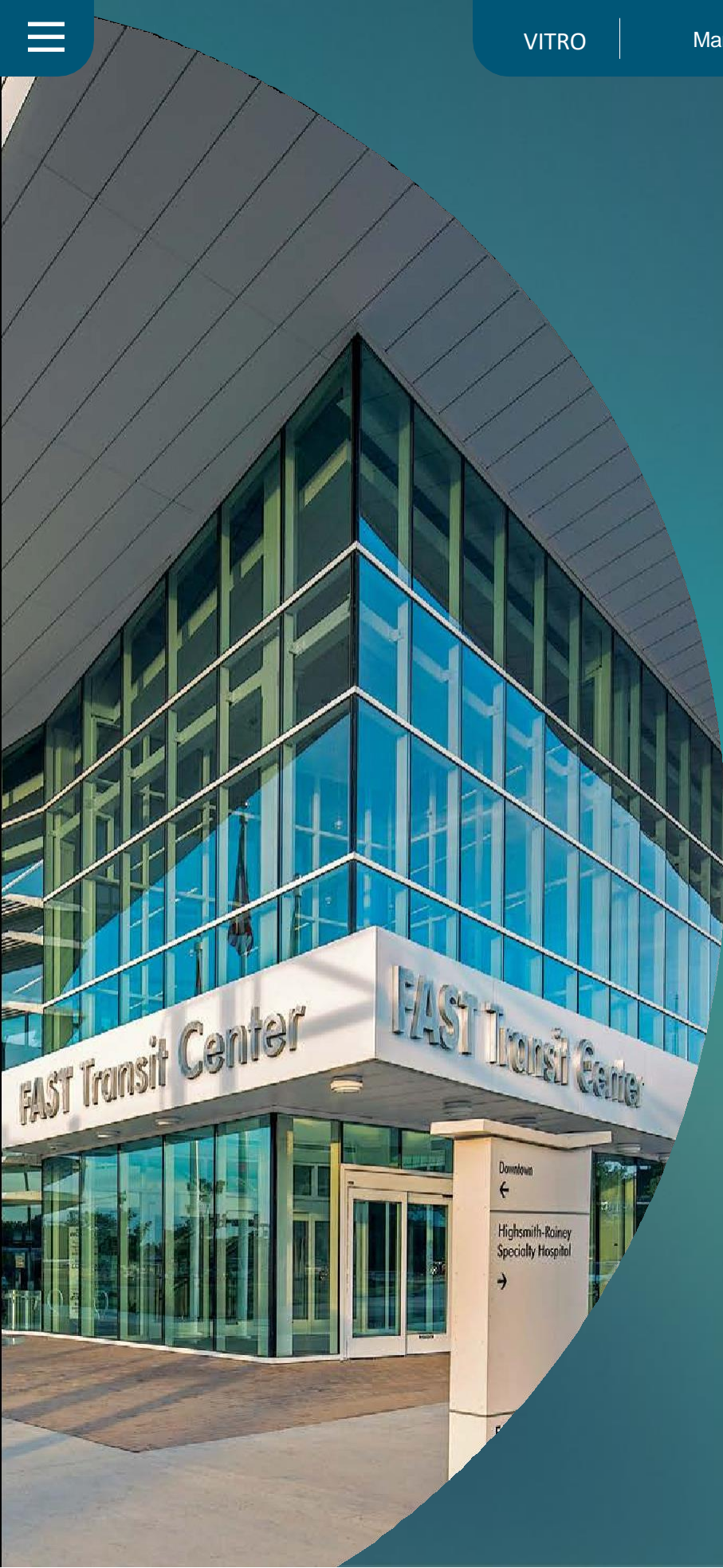
Our operations were recognized for their excellence in the implementation of practices:

- **3 plants recognized** as the plants with the best implementation of the year and best results.
- **7 plants recognized at the gold level** for initiating the pursuit of high performance maturity level
- **18 plants recognized at silver level** for being in pursuit of standardization maturity level

Benefits of the Excellence Model:

1. Generates high commitment to quality and continuity of processes.
2. Identifies high impact opportunities and promotes Change Management.
3. Establishes alignment, coaching and collaboration among all business units.
4. Implements systems and tools of excellence.
5. Performs effective evaluations and proactive feedback.
6. Promotes a culture of excellence.





About this Report

GRI 2-3, 2-14

This report, prepared by Grupo Vitro, covers the activities carried out during the year 2023, coinciding with the fiscal year in Mexico. It includes the performance of the group companies mentioned in section GRI 2-2 of this report. Our objective with this report is to communicate in a transparent manner our efforts, impacts and progress towards our environmental, social and governance (ESG) objectives. In addition, we highlight future actions we need to address for more sustainable management, demonstrating our commitment to accountability and continuous improvement.

Vitro has chosen to align this report with the Global Reporting Initiative (GRI) Standards, using the "in reference" option.

The "in reference" option provides us with the flexibility to focus on those GRI Standards that are most relevant to the business and stakeholders, ensuring clarity and relevance in our reporting.

For the preparation of this report, Vitro has conducted an internal evaluation of its current materiality analysis to identify and prioritize emerging sustainability issues in 2023 and verify their current relevance. The result is an adjusted material topics matrix, which will serve as the basis for the double materiality assessment process we will carry out during 2024.

The information in our 2023 Sustainability Report comes from a variety of sources across the organization, including internal management systems and performance databases, as well as annual surveys applied across our operations.

The Steering Committee plays a crucial role in overseeing and approving the information presented in this Report. This includes the thorough review of the company's material topics, through joint evaluations, thus ensuring transparency and informed decision making.

For this report we comply with at least four of the nine principles required in the GRI standards methodology:

- Context of sustainability
- Clarity
- Accuracy
- Verifiability

Our objective for 2024 and beyond is to improve the principles of balance, completeness, comparability, accuracy and timeliness, and to continue to carry out the assurance process to comply with the principle of verifiability.

In addition to pursuing the previously established objectives, we will maintain the same level of transparency in each report we generate on an annual basis. At the same time, we will strengthen our sustainability strategy and management, implementing the necessary policies for human rights and labor rights due diligence. We are also committed to optimizing our processes to align with new governance guidelines arising from environmental, social and governance initiatives. Finally, we will seek to improve efficiency and effectiveness in data collection for more comprehensive reporting.

To this end, we have incorporated a limited assurance statement from the external consulting firm Crowe, an independent global organization that has verified the information and calculation process of our indicators and contained information such as annual calculations related to CO₂ and other emissions, health and safety, actions involving the community and our workforce, and governance practices.

This Report is published on our website on April 30, 2024.



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	2-1	Organizational details	Page 7.	
	2-2	Entities included in sustainability reporting	VITRO S.A.B. DE C.V.	
	2-3	Reporting period, frequency and contact point	January 1 to December 31, 2023.	
	2-4	Restatements of information	There were no restatements of information.	
	2-5	External verification		
	Activities and employees			
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	2-7	Employees	Page 59.	
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	2-12	Role of the highest governance body in overseeing impact management	Page 18.	
	2-13	Delegation of responsibility for impact management	Page 18.	
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	2-15	Conflicts of interest	Page 50.	
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	Engagement with Stakeholders			
	2-29	Approach to stakeholder engagement	Page 43.	



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GRI 203: INDIRECT ECONOMIC IMPACTS 2016	203-1	Development and impact of infrastructure investment and types of services	Pages 65 to 66.	
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GRI 3: MATERIAL TOPICS 2021	3-3	Management of material topics	Page 52.	
GRI 204: SOURCING PRACTICES 2016	204-1	Proportion of spending on local suppliers	Page 52.	
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GRI 3: MATERIAL TOPICS 2021	3-3	Management of material topics	Pages 49 to 51.	
	205-2	Anti-corruption training and communication policies and procedures	Page 49 and 50.	
	205-3	Confirmed cases of corruption and actions taken	Page 51.	
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	301-2	Recycled supplies	Pages 53 and 54.	
	301-3	Reused products and packaging materials	Pages 53 and 54.	
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	404-2	Skills management and lifelong learning programs that promote the employability of employees and help them manage the end of their careers	Page 62.	
	404-3	Percentage of employees receiving regular performance and professional development evaluations.	Page 62.	
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LOCAL COMMUNITIES : POSITIVE IMPACTS ON THE LOCATIONS WHERE THE COMPANY OPERATES				
GRI 3: MATERIAL TOPICS 2021	3-3	Management of material topics	Pages 65 and 66.	
GRI 413: LOCAL COMMUNITIES 2016	413-1	Operations with local community participation, impact assessments and development programs	Pages 65 and 66.	

ADDITIONAL MATERIAL TOPICS

			PAGE NUMBER / DIRECT RESPONSE
GRI 3: MATERIAL TOPICS 2021	Product safety and quality		Page 70.
	Innovation in products, quality, processes, marketing, organizational and technology.		Pages 67 to 69.
	Added value to products. Research and communication of benefits.		Pages 31 to 32.



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Vitro, S.A.B. de C.V.

Independent Limited Assurance Review Report on
Sustainability-Related Information

MAY 2024

Audit / Tax / Advisory / Risk / Performance

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May 2024

**INDEPENDENT LIMITED ASSURANCE REVIEW REPORT
ON THE INFORMATION RELATED TO SUSTAINABILITY
INCLUDED IN THE INTEGRATED ANNUAL REPORT 2023**

FOR THE ADMINISTRATION OF VITRO, S.A.B. DE C.V.

This limited assurance report has been prepared exclusively for Vitro, S.A.B. de C.V. in accordance with the terms of the services proposal and engagement acceptance letter to review the sustainability information contained in the 2023 Integrated Annual Report (RAI) covering the period from January 1 to December 31, 2023, and which has been prepared under the responsibility of Vitro, S.A.B. de C.V.

The Company is responsible for ensuring the reliability of the management systems and internal control source of the information received, which must be free of material error originated by error or fraud.

Crowe has performed the independent limited assurance review report based on the procedures accepted by the GRI indicators. This report refers only to the matters mentioned in the following paragraphs and to the sustainability information identified in the RAI; therefore, other financial or other information is not included in this analysis. Crowe does not accept or assume any responsibility other than that agreed with Vitro, S.A.B. de C.V. for the preparation of this report, as well as for the conclusions issued.

Scope of our work

The sustainability information was reviewed using the GRI indicators as a reference framework. In Mexico, assurance of this type of information is not mandatory, so the organization (Vitro) may select the scope and level of assurance for its sustainability reports.

The independent review that we perform has a limited scope, considerably less than that of a reasonable scope assurance. It is crucial to highlight that this report must not be interpreted in any case as an audit report. Therefore,



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our conclusions are based on the correct application of the criteria and methodologies established by Vitro, S.A.B. de C.V.

Our performance has complied with the requirements of independence and ethics established in the Code of Professional Ethics for Public Accountants, issued by the International Ethics Standards Board for Accountants (IESBA), which is based on the principles of integrity, objectivity, professional competence, due diligence, confidentiality, and professional conduct.

Independent review standards and processes

Our work has been developed in accordance with the International Standard on Assurance Engagements (ISAE) 3000, which addresses Assurance Engagements Other than Audits or Reviews of Historical Financial Information, issued by the International Auditing and Assurance Standards Board.

As for our review work, it has involved several steps, including:

- 1) Interviews with the management team and the different areas of Vitro involved in the elaboration of the indicators, as well as the application of analytical procedures and review tests by sampling.
- 2) Evaluation of the processes used to collect, validate and consolidate the data presented in the RAI 2023 indicators, which are within the scope of this review.
- 3) Analysis of the coverage, relevance and completeness of the information provided in the RAI 2023, based on Vitro's knowledge and the requirements of the stakeholders regarding the material aspects identified.
- 4) Review of a selected sample of evidence supporting the indicator information secured in the Independent Review and included in the RAI 2023.
- 5) A quality review carried out by an independent project partner, in order to verify the consistency of this deliverable with the work proposal, as well as the quality of the work process and its final result.



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The revised sustainability performance indicators based on the GRI Standards are listed below.

GRI Indicator		GRI Indicator Description
GRI 2		General Contents 2021
	2-7	Information on employees and other workers
	2-9	Governance structure and composition
	2-22	Sustainable Development Strategy Statement
	2-23	Policy commitments
	2-26	Counseling mechanisms and ethical concerns
GRI 205		Anti-corruption 2016
	205-3	Confirmed incidents of corruption and actions taken
GRI 3		Material Topics 2021
	3-1	Process for determining the material topics
	3-2	List of material topics
GRI 301		Material Topics 2016
	301-1	Materials used by weight or volume
	301-2	Recycled inputs used
	301-3	Recovered products and packaging materials
GRI 302		Energy 2016
	302-1	Energy consumption within the organization
GRI 303		Water and effluents 2018
	303-5	Water consumption
GRI 305		Emissions 2016
	305-1	Direct greenhouse gas emissions
	305-2	Indirect greenhouse gas emissions from power generation
	305-5	Reduction of GHG emissions
GRI 306		Effluents and waste 2016
	306-4	Waste not destined for disposal
GRI 401		Employment 2016
	401-1	New employee hires and staff rotation
GRI 403		Occupational Health and Safety 2018
	403-1	Occupational health and safety management system
	403-2	Hazard identification, risk assessment and incident investigation
	403-3	Health services at work
	403-4	Worker involvement, consultation and communication on occupational health and safety
GRI 404		Training and education (2016)
	404-1	Average hours of training per employee per year



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	404-2	Programs to improve employee skills and transition assistance programs
	404-3	Percentage of employees receiving regular performance and career development reviews
GRI 413		Local Communities 2016
	413-4	Local communities

Limitations of assurance

During the preparation of this report, no physical inspection of the facilities of Vitro, S.A.B. de C.V. was included.

Conclusions

After carefully analyzing the procedures carried out and the evidence gathered, we did not find any aspect that suggests that the indicators within the scope of review, presented in the 2023 Annual Integrated Report (RAI), are not based on the criteria established in the current GRI Indicators.

May 29th, 2024

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