

KURA[®]
biotech

Certified



Corporation



IMPACT REPORT

2024

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CEO STATEMENT



Organizations are not formed in a vacuum, nor by the unbreakable will of their founders alone. They are born and thrive because, beyond that initial spark, they require an ecosystem that welcomes and supports them throughout their journey — from the most basic elements, such as infrastructure (no company builds its own roads or essential services), to the most transcendental ones, such as talent (which companies cannot generate in isolation), and the environment, which provides air, water, and the essential conditions for existence.

The fallacy of organizational self-sufficiency has pushed us toward an individualistic model, where each one is left to solve their own problems and use available resources while giving back only what the law demands. This paradigm ignores the deeper complexity of organizations and the fact that they only live and flourish when connected through a profound symbiosis with society and the environment.

Our Impact Model was born as a concrete response — a roadmap that goes beyond words — reaffirming a conviction we deeply believe in: we are not isolated entities.

Through this new Impact Report (which fills us with pride), we invite you to immerse yourself in the main milestones of our journey at Kura — the living practice of this vision. Here, you'll find actions that seek to offer a truly holistic view of our challenges: from how we relate within the company to nurture each member's growth, to how we collaborate with suppliers, support social impact programs in the community, and embrace our environmental responsibility.

We believe our responsibility is not merely to avoid harm, but to actively contribute to the restoration of ecosystems — if we truly want to leave a legacy for future generations.

Thank you for being part of this journey.

Eduardo Wallach
CEO Kura Biotech



ABOUT US

OUR PURPOSE

We create Biotech products
better and differently, **to be**
a force of good to the world.



finden[®]
KURA

avenire[®]
KURA

blikka[®]
KURA

Empresa
Certificada
B

EMPRESA
e
endeavor

OUR COMMITMENTS



Human Connections

Employees, partners, clients, suppliers, community. It is easy to forget that behind all of them, there are people. We understand success only as the place where business achievements meet personal development. Therefore, we aim to be a human-centered organization as the seal of our management style.

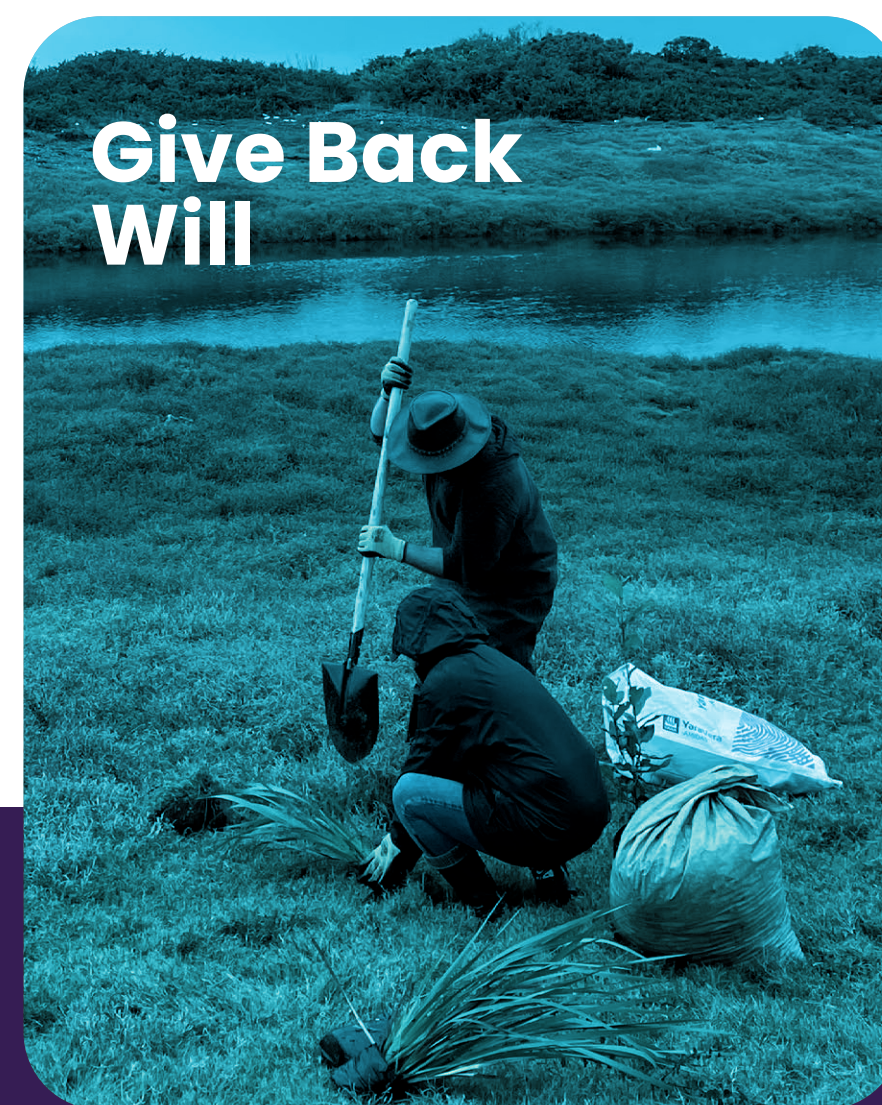
Why?
Because we believe it is the only way.



Limitless Spirit

We make definitions based on potential rather than limitation.

We believe in the unlimited possibilities of the human aspect, and stepping out of our comfort zones as an essential step towards evolution.



Give Back Will

We see our surroundings and community as an ally. And we commit to two socially essential challenges: Vulnerable communities and the environment.

Each of our team members can contribute to their own self-realization by supporting, promoting, and actively participating in the execution of activities that move them.

We don't do charity. We give back.



Innovative Curiosity

Curiosity is the emotional feeling that triggers exploration, which is why we push ourselves by thinking outside the box and constantly challenging and wondering what is in front of us.

The perfect mix comes with action and then innovation arises. We encourage bravery, smart risk-taking, embracing mistakes, and taking accountability, which allows us to build a sense of trust in ourselves and in our team, judgment-free.



Inspirational Accountability

We have a deep commitment to the company's success, motivating us to act in a responsible, proactive, aligned, and autonomous manner, continuously questioning our performance and that of others in pursuit of the expected outcome.

That's why we honor every one of our commitments; if we say it, we do it.

We execute on the details, keeping ourselves and others accountable to the highest standards.

IMPACT MODEL

Our Impact Model is based on four fundamental pillars: the Human Team, the Business Ecosystem, the Community, and the Environment.



OUR IMPACT MODEL

At Kura, we strive to integrate an ethical approach to business that seeks to leave a positive footprint in every aspect of what we do.

Our Impact Model is based on four fundamental pillars: the Human Team, the Business Ecosystem, the Community, and the Environment.

We recognize that our team — the Kurians — are the driving force behind our purpose. We work for their well-being and professional development, firmly believing that a motivated and committed team is the key to achieving sustainable success.

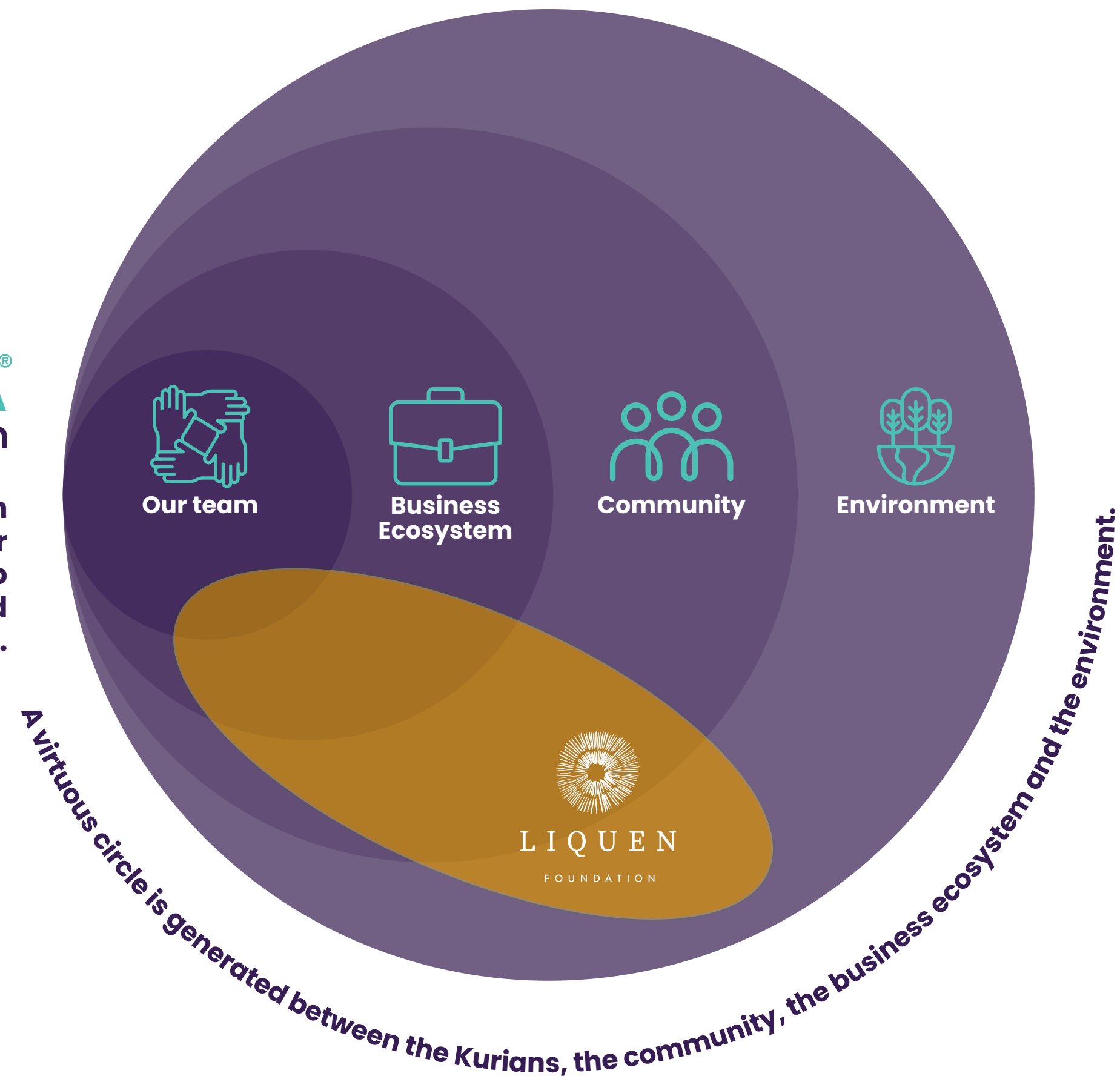
At the same time, we understand that our responsibility as a company goes beyond our doors. We work to strengthen and enrich the local business network, extend our impact to vulnerable communities, and care for the environment in which we operate.

This model reflects Kura's holistic commitment to a sustainable future — one where every action and metric is carefully aligned with our mission to be a positive force and a catalyst for change in the world.

Symbiotic Impact Model Kura-Liquen

KURA[®]
biotech

We create biotech products better and differently, to be a force of good to the world.



LIQUEN FOUNDATION

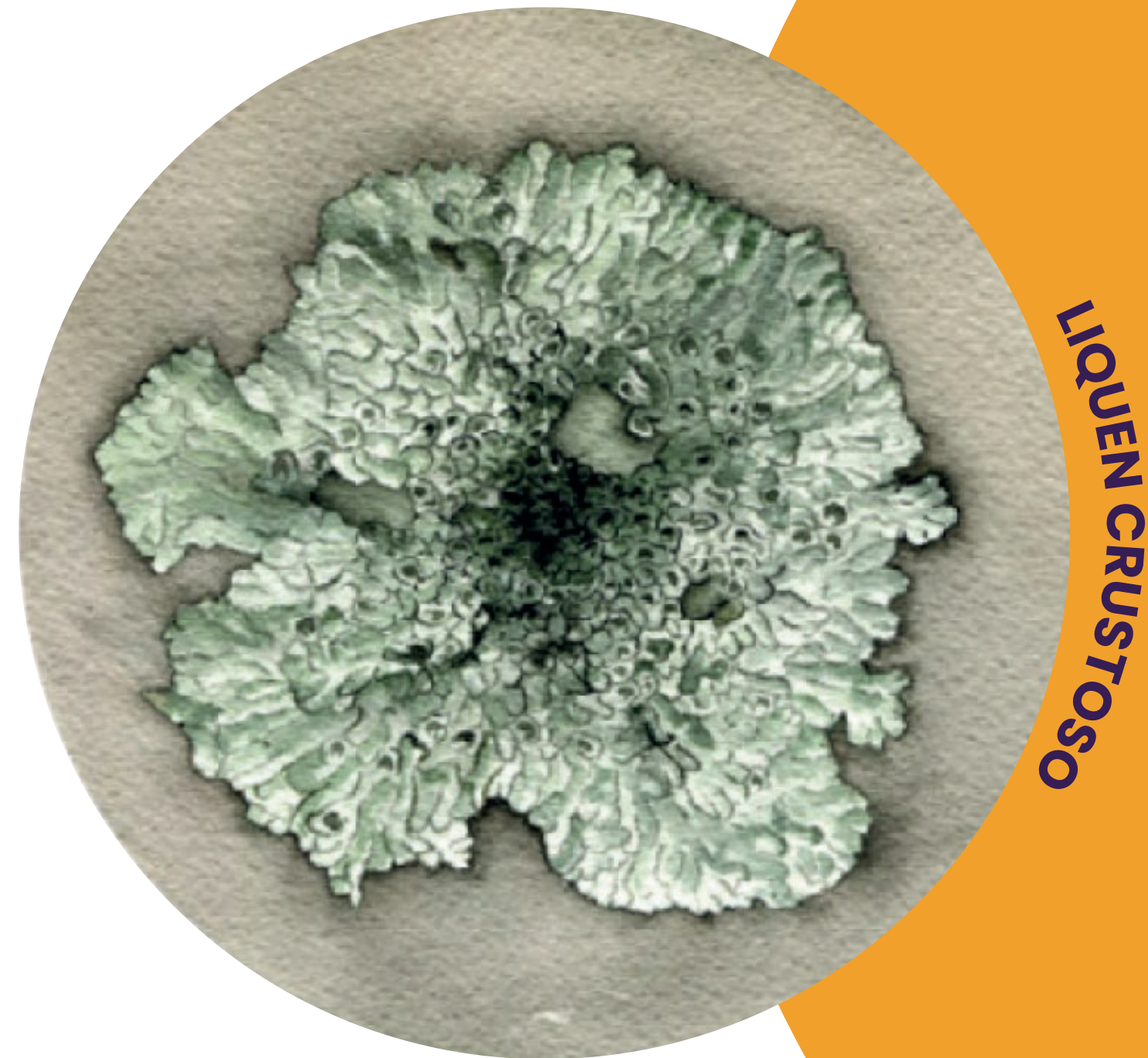
A KEY PILLAR IN OUR IMPACT STRATEGY.

Lichens are peculiar living beings — symbiotic organisms formed by the association of fungi and microalgae. The fungus protects and shelters the microalga, maintaining ideal conditions for its growth. The microalga, through photosynthesis, provides the nutrients necessary for the fungus to live. Both organisms coexist in a close mutualistic symbiosis.

The lichenic symbiosis represents a highly successful evolutionary strategy — one out of every five ascomycete fungi species is lichenized.

We want to be the microalgae that provides nutrients to the fungus, so that together we can continue to grow in harmony.

Fundación Liquen is the action arm of Kura Biotech. Through it, we reinforce our “Give Back Will” commitment — building a solid and lasting structure for this successful symbiosis between Kura and its community.



LIQUEN CRUSTOSO



LIQUEN
FOUNDATION

LIQUEN FOUNDATION BUT HOW DO WE MAKE IT HAPPEN?

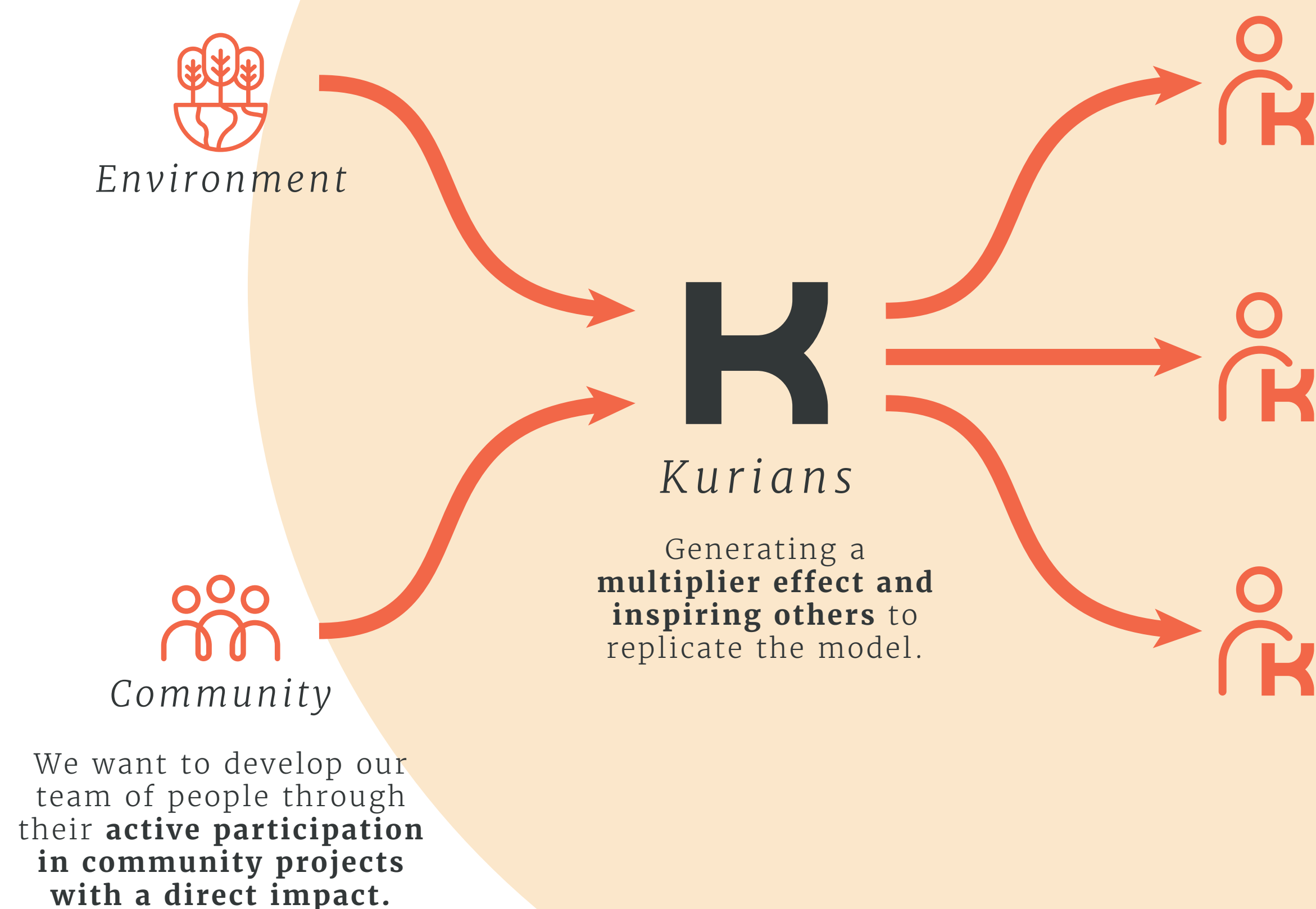
At Kura, we donate 2% of our sales to Fundación Lique, adjusted to a financially sustainable model. Kura's commitment to Lique is based on two essential and inseparable components: financial support and team involvement. These elements are deeply interconnected and work together toward a common goal.

On one hand, the financial sustainability model allows us to protect Lique's existence and support causes that matter deeply to us. On the other, the active participation of our team in executing these projects ensures that our "Give Back Will" remains strong over time — and serves as inspiration for others to replicate the model.

Through Lique, we collaborate on projects we are truly passionate about, focusing on the Environment and Community dimensions.

Each member of our team has the opportunity to represent causes they identify with and form a group of ambassadors to lead a specific project.

To decide which projects will receive funding, proposals are submitted to a company-wide vote. This day allows us to listen carefully to each project's purpose, expected impact, and answer all questions about its development.



DIMENSIONS AND RESULTS 2024

Now that you know more
about our impact model,
let's review the **results**
obtained in the year 2024.

OUR TEAM



Kurians are the beating heart of this model, and for this reason, the well-being of the team must be deeply integrated into Kura's Impact Model. This allows us not only to measure our commitment to the personal and professional growth of each member of our team but also to celebrate the very essence that drives our success: the empowerment and inspiration of those who make Kura what it is.

A

Metrics of this dimension:

PROFESSIONAL DEVELOPMENT

% of Kurians who receive a Growth initiative.

B

WORKPLACE WELL-BEING

Measured through the 15Five Check-in Pulses and our Work Environment Survey.

Professional development is one of Kura’s main challenges and commitments. We want to accompany each Kurian in their growth journey, offering tools that respond both to individual needs and to our organization’s goals. We believe development must be a shared construction — in synergy with the challenges and opportunities we face together. Currently, we have four paths to provide this support:

- 1

TOUR OF DUTY

A three-year professional development plan that establishes a temporary agreement between Kura and a Kurian with clear, shared objectives. Through commitment letters, both parties align expectations, promote growth, and create mutual value.

2

COACHING

We empower Kurians by developing personal skills, maximizing their capabilities, and helping them reach their full potential.

3

TRAINING

We design and adapt specific learning programs according to each role, interest, and individual goal, ensuring coherence with Kura’s strategic needs.

4

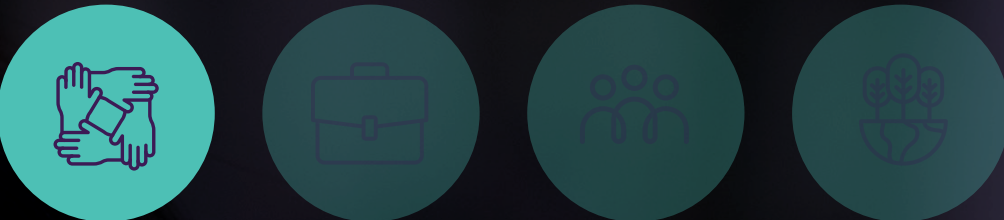
ACTIVE GROWTH PLANS

We support Kurians who advance effectively in their development plans, recognizing their commitment and strengthening their professional paths.



METRIC RESULTS

OUR TEAM



A PROFESSIONAL DEVELOPMENT

% of Kurians receiving a Growth initiative

82.80%

B WORKPLACE WELL-BEING

Measured through the 15Five check-in Pulses, and with our Workplace Climate Survey.

AVERAGE 15FIVE
CHECK-IN PULSE

3.85

KURA HAPPINESS QUESTION
(CLIMATE SURVEY)

78.5 **POINTS**

We use 15Five as our people management platform — it enables us to continuously monitor the development and well-being of our team. The platform facilitates climate surveys, 360° evaluations, and value alignment, creating a collaborative and motivating environment.

BUSINESS ECOSYSTEM



At Kura, we understand that our influence as a company goes beyond our internal operations — it extends to the broader business environment around us. This dimension focuses on two fundamental aspects:

1 MULTIPLIER EFFECT

Sharing our model with other organizations to encourage the adoption of sustainable and socially responsible business practices on a broader scale.

2 COMMUNITY STRENGTHENING

Promoting regional economic growth by collaborating with local suppliers. By combining these efforts, we aim to build a stronger and more ethical business ecosystem that fosters sustainable development at both local and global levels.

Metrics of this dimension:

A

NUMBER OF COMPANIES REACHED THROUGH LIQUEN
Nº of institutions that applied for or completed Liquen's project form.
Nº of website visits.

B

% OF KURA'S SPENDING ON LOCAL SUPPLIERS
Of the total suppliers that have the potential to be local.

METRIC RESULTS

BUSINESS ECOSYSTEM



A **NUMBER OF COMPANIES
REACHED THROUGH LIQUEN**

Nº of institutions that applied for or completed the Liquen project form

22

Nº of website visits

1,759

B **% OF KURA'S SPENDING
ON LOCAL SUPPLIERS**

Of the total suppliers that have the potential to be local.

96.01%



COMMUNITY



This dimension represents our deep desire to be agents of change — planting seeds of progress and well-being in the places where our team lives and works. Every action we take to support vulnerable communities brings us closer to a better future, generating lasting bonds and contributing to the positive transformation of the environments in which we live and work.

A

Metrics of this dimension:

NUMBER OF
VULNERABLE CHILDREN

supported by the program

B

NUMBER OF
VULNERABLE PEOPLE

supported by the program

Since the early days of Fundación Liquen, the projects most supported by Kurians have focused on vulnerable children and adults. Over these seven years, we’ve seen that each project varies in its reach and depth of impact — leading us to continuously evaluate this dimension and refine our priorities. Recently, we decided to focus on projects that truly help reduce vulnerability — those that empower people to overcome the barriers they face. As a result, we’ve raised our standards, prioritizing metrics that demonstrate a measurable reduction in vulnerability.

For us, a “vulnerable person” is someone who faces disadvantages due to factors such as age, health, gender, disability, sexual orientation, ethnicity, education, social environment, or economic situation. These individuals are more prone to social exclusion, physical or emotional harm, and limited access to essential resources and opportunities that enable their development and quality of life. (Reference: UN, SDGs, OECD)

METRIC RESULTS

COMMUNITY

PROYECTS AWARDED DURING 2024:

6

NEW

PROYECTS

through Liquen Foundation

3

IN THE COMMUNITY

DIMENSION

3

IN THE ENVIRONMENT

DIMENSION

SUPPORTED BY

20

KURIANS

Who voluntarily chose to become Ambassadors for initiatives that resonated with them, participating actively in social impact projects such as:

“LABORATORIO DE COLORES” WITH CASA MAQUIS

A project aimed at bringing scientific culture closer to rural children in the province of Llanquihue, allowing them to experience meaningful learning through hands-on science.

- Viviana Moya

People Analyst
- Andrea Chánique

Senior Scientist, Protein Engineering
- Belén Medina

Protein Engineering Research Associate

“KALÉN GO” WITH FUNDACIÓN KALÉN

A project that empowered incarcerated women in Osorno through the creation and sale of handmade plush toys of native animals made from recycled materials.

- Beatriz Álvarez

Technical Sales Specialist
- María José Nuñez

VP of Business Growth & Marketing
- Isa Marx

Director of Research & Development

“EQUINOTERAPIA” WITH DALA SPA

This initiative implemented equine therapy sessions for students with special needs from ASPADEP School, promoting physical, emotional, and cognitive development.

- Marisol Morales

Head of Intellectual Property & Grants
- Daisy Galindo

R&D Lab Technician
- Frandi Guzmán

Laboratory Assistant

The diversity of these topics reflects the variety of Kurians that make up our company.

Kura-Liquen’s Give Back Will Program strengthens interdisciplinary teamwork, connecting people from different areas who share common interests — and that has brought us great surprises and results.

Congratulations to all our new Ambassadors!

METRIC RESULTS COMMUNITY



A NUMBER OF VULNERABLE CHILDREN SUPPORTED BY THE PROGRAM

384

It's worth noting that the figures in this report include only projects completed in 2024 — two awarded and finished within the same year, and three awarded in 2023.

Within the Community dimension, we highlight the following projects:

“MÁS PALABRAS PARA MI HISTORIA” WITH CORPORACIÓN POR LA NIÑEZ

Through artistic, musical, and literary workshops, this project offered children from Hogar San Arnoldo a safe space to reframe their stories and heal.

A total of 712 therapeutic sessions sparked creativity and strengthened their connection with adults — generating deep and visible improvements in the emotional well-being of the 15 children who participated.

“QUIEN TE QUIERE TE RESPETA” WITH FUNDACIÓN HONRA

This project reached 311 students from 5th to 8th grade across three school communities in Puerto Varas, promoting healthy, violence-free relationships from early adolescence.

Through discussions, training sessions, and the development of prevention protocols, the initiative raised awareness and provided concrete tools to transform school culture into a more respectful and equitable environment.

The project actively involved students, 93 teachers and education professionals, as well as parents and members of the school communities of Rosita Novaro, Grupo Escolar, and Colonia Río Sur, directly benefiting 407 people and reaching 1,203 indirectly.

“LABORATORIO DE COLORES” WITH CASA MAQUIS

A scientific and creative experience that ignited curiosity in 46 students from three rural schools in Llanquihue.

Through science kits and traveling workshops, children explored light and color, connecting science with emotion and imagination.

The project not only sparked an interest in knowledge but also brought female role models into rural classrooms, contributing from early childhood to closing the gender gap in science. Watch this video to hear, in their own words, what this adventure meant to them.

[WATCH VIDEO](#)

ENVIRONMENT



We don’t just aim to be more aware of the waste we generate — both at the office and in our homes — and to reduce our negative impact through recycling. We dream of leaving the world better than we found it. In every decision and step we take, we remind ourselves of our responsibility toward the Earth and its precious biodiversity. But we go further — we want to contribute to its preservation and restoration.

A

Metrics of this dimension:

NET CARBON FOOTPRINT (TONS OF CO₂ EQUIVALENT)



The Carbon Footprint is an environmental indicator that reflects the total amount of greenhouse gases (GHG) generated by human and economic activities. By converting this data into tons of CO₂, we obtain a tangible measure of our impact as a company, allowing us to set goals and design initiatives to reduce it.

Our ambition in this area is to become carbon negative, meaning not only mitigating and compensating for our emissions, but also removing additional carbon from the atmosphere. This ambition reflects our commitment not only to minimize environmental impact but to actively contribute to the restoration and protection of the global environment.

To carry out this measurement, we use the GHG Protocol as our main tool for calculating Kura’s emissions inventory. These emissions are quantified through a GHG inventory and expressed internationally in tons of CO₂ equivalent (tCO₂e).

ENVIRONMENT



B

Metrics of this dimension:

AREA OF ECOSYSTEM CONSERVED AND/OR UNDER RESTORATION (M²)

We define “Conservation” as the act of protecting and preserving natural areas, ecosystems, and biodiversity in their original state, without significant human intervention.

Meanwhile, a “Restored Ecosystem” refers to a biological system — a community of living organisms and their natural environment — that has regained its natural functionality after being degraded. This involves the recovery of biodiversity, ecological processes, and

interactions between species and their environment.

Our approach addresses various components — flora, fauna, soil, and water — through a holistic, scientific lens, especially in large-scale areas such as forests or wetlands, with the goal of restoring ecological balance and promoting environmental sustainability.



“CONSERVEMOS LAS CASCADAS” WITH FUNDACIÓN MONGEN

A project focused on protecting the biodiversity of Las Cascadas through participatory land zoning and the implementation of sustainable management practices.

- 

Norman Muñoz
Native Enzymes Assistant
- 

Ignacia Bianchi
Director of People

“SEBRANDO FUTUROS” WITH FUNDACIÓN NÚCLEO NATIVO

A participatory reforestation project in a rural park, planting over 500 native trees and conducting educational activities to promote agroecology and regenerative livestock farming.

- 

María José Escobedo
Treasury and Payroll Manager
- 

Vanessa Maldonado
Supply Chain Specialist
- 

Nicole Lenha
Senior Talent Attraction Specialist

“HUMEDAL DE PARGUA” WITH FUNDACIÓN LEGADO CHILE

A project that developed a participatory conservation plan to protect the Pargua Urban Wetland, including short-, medium-, and long-term action strategies.

- 

Isidora Arriagada
Product Manager
- 

Matías Encina
Technical Sales Director
- 

Javier Gimpel
Head Scientist
- 

Cristóbal Fernandez
Inside Sales Specialist
- 

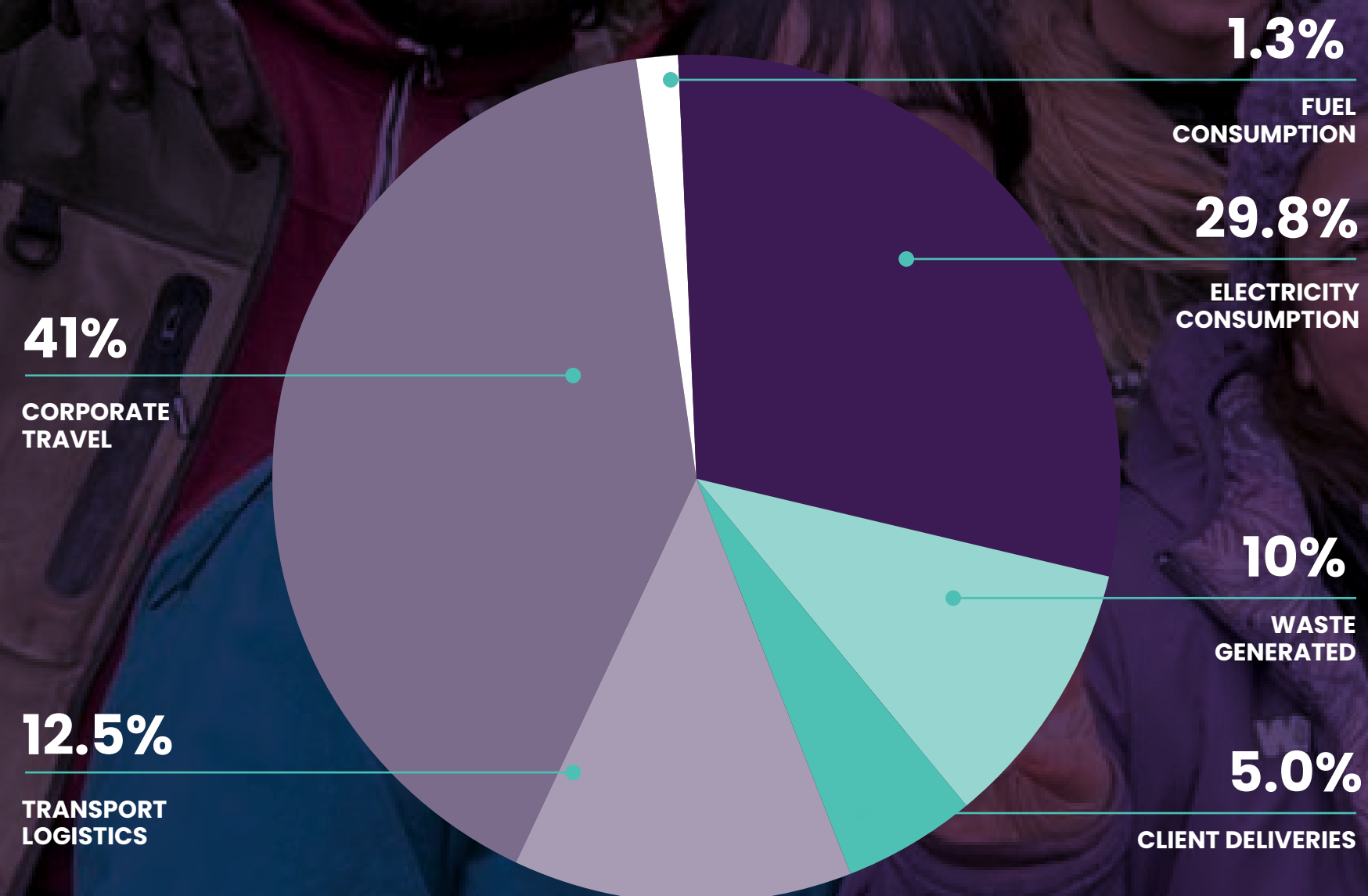
Clementina Rodríguez
Brand Marketing Specialist
- 

Valentina Pino
Downstream Bioprocesses Assistant

METRIC RESULTS

ENVIRONMENT

A CARBON FOOTPRINT (TONS OF CO₂ EQUIVALENT)



As a biotechnology company, our operations inherently create impact across several areas — and safely disposing of our waste is not enough.

For 2024, Kura's greenhouse gas emissions inventory reported a gross result of 83.89 tCO₂e, mainly attributed to an increase in corporate travel.

Analyzing the distribution of our emissions, we see they are led by corporate travel (41%), followed by electricity consumption (29.8%). Other significant sources include transport logistics for viscera (12.5%) — our main raw material transported in large volumes — waste generated (10.3%), which includes both office and recyclable household waste from Kurians, client deliveries (5%), and fuel consumption (1.3%).

It's important to note that the 2024 Carbon Footprint measurement was conducted internally, following the methodology provided by the external company that measured our 2020 and 2021 footprint. We included Scopes 1, 2, and 3, integrating key factors such as waste, logistics, client shipments, and corporate travel. This estimate allows us to understand our impact and establish a concrete reference value for decision-making.



METRIC RESULTS

ENVIRONMENT

B CONSERVED AND/OR RESTORED ECOSYSTEM AREA

15,000 m²

“PLAN DE CONSERVACIÓN HUMEDAL DE PARGUA” WITH FUNDACIÓN LEGADO CHILE

This project laid the groundwork to protect one of Calbuco’s most valuable ecosystems.

Through a participatory methodology, a conservation plan was developed for the Pargua Urban Wetland, including ecological and social studies, community workshops, and concrete actions such as clean-ups, reforestation, and environmental education for over 60 children.

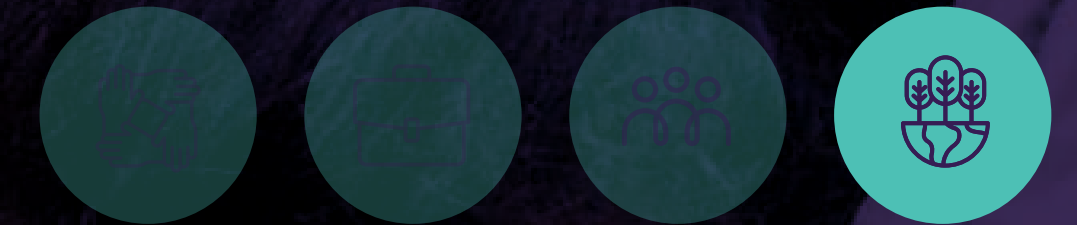
The project covered 10,000 m² of conservation and restoration actions — a solid step toward a more harmonious future between nature and community. And the best part: this project was selected once again by Fundación Liquen, allowing for a second stage of collaborative restoration work!

“SEMBRANDO FUTUROS” WITH FUNDACIÓN NÚCLEO NATIVO

This project grew more than just trees — it grew bonds between the community, the land, and the future.

Through participatory and educational reforestation, 528 native trees were planted in Parque Puerto Fonck and a rural school, totaling 0.5 hectares restored. Children, teachers, women gatherers, and Kura Biotech volunteers joined forces in days full of learning, connection, and landscape regeneration.

Watch this video where participants share what it meant to put their hands in the soil — and their hearts into the future:

[WATCH VIDEO](#)

HISTORICAL ACCUMULATED IMPACT METRICS



OUR TEAM

Measured since 2021

79.75 POINTS

SATISFACTION QUESTION
KURA CLIMATE SURVEY

Measured since 2022

60.93%

% OF KURIANS RECEIVING
A GROWTH INITIATIVE

3.92

AVERAGE 15FIVE
CHECK-IN PULSES



BUSINESS ECOSYSTEM

Measured since 2022

48

INSTITUTIONS THAT APPLIED FOR
OR COMPLETED
LIQUEN FORM

96.16%

% OF KURA'S SPENDING
ON LOCAL SUPPLIERS
OF THE TOTAL SUPPLIERS THAT
HAVE THE POTENTIAL TO BE LOCAL.

2,838

WEBSITES
VISITS



COMMUNITY

Measured since 2018

2,292

VULNERABLE CHILDREN
SUPPORTED BY THE PROGRAM

1,178

VULNERABLE PEOPLE
SUPPORTED BY THE PROGRAM



ENVIRONMENT

Measured since 2020

30.41 tCO₂e

CARBON FOOTPRINT

19,000 m²

ECOSYSTEM AREA CONSERVED
AND/OR UNDER RESTORATION

IMPACT HIGHLIGHTS

Our Impact Model focuses on four dimensions — and while each has defined metrics, many other factors complement them. **Here are some of the most noteworthy highlights of 2024.**



SHARING OUR IMPACT MODEL

Our Kura-Liquen Symbiotic Impact Model was presented in key spaces for dialogue and collaboration.

Manuel Rozas, founder of Fundación Liquen and Kura Biotech's CSO, participated as a speaker in high-impact events such as the Sistema B Chile Meeting in Santiago and the World Summit Awards Patagonia (WSA) at Teatro del Lago in Frutillar.

He shared how Kura has integrated social and environmental impact at the very heart of its business strategy.

These gatherings brought together leaders, activists, companies, and entrepreneurs from around the world to accelerate sustainable solutions and reshape how we understand the role of organizations.

In both settings, our model was highlighted as a concrete example proving that it is possible to do business differently — combining excellence, awareness, and purpose.

One of our greatest ambitions is to inspire other companies to replicate our model or adapt their own impact frameworks, so that more organizations commit to a regenerative and deeply human economy.

If you'd like to learn more about our approach, visit www.fundacionliquen.cl and watch Manuel's talk at the WSA (minute 3:05:00).

VISIT WEB

WATCH VIDEO

If you're looking for inspiration or support to implement something similar in your organization — let's talk. At Kura, we believe that impact multiplies when shared.



PATAGONIA BIOTECH HUB: A MILESTONE FOR SCIENTIFIC COLLABORATION IN CHILE

Chilean biotechnology took a great step forward this year — a dream we’ve talked about for years finally took shape.

In 2024, for the first time in the industry’s history, over 90 biotech professionals from across Chile — from Antofagasta to Punta Arenas — gathered in Puerto Varas to imagine, design, and kickstart the country’s first Bio-tech Scale-Up Association.

The Biotech Meeting, organized by Endeavor Chile and Kura Biotech with support from EY, became a true summit of collaboration where entrepreneurs, scientists, and sector leaders shared common challenges, aligned goals, and drew up a roadmap for the future. During two intensive days of conversations, workshops, and panels, participants signed a letter of intent, elected a provisional board, and defined eight key areas that will guide collective action for the sector.

This milestone marks the beginning of a new stage — a more connected, strategic, and ambitious biotech industry. Because when we share purpose, impact multiplies. And this is only the beginning.

+90

participants in the first
Biotech Meeting

10

strategic partnerships
signed with key
ecosystem players

40

collaborating organizations
across public, private, and
academic sectors

Sectors involved:

**AQUACULTURE, LIVESTOCK,
AND AGRICULTURE**

USD \$1.3

million leveraged
for innovation

Human Capital Development

150 primary students reached
+ 15 workshops/training sessions held
+ 20 speakers
+ 600 attendees

Acceleration Program

5 biotech startups accelerated
+ 10 mentors/tutors involved

30

appearances in national
and regional press

+6,700

LinkedIn followers





NUTRISCO INNOVATION AWARD

We won first place in the Business Potential category of the Nutrisco Innovation Award 2024, recognizing our contribution to Chilean biotechnology, food safety, and low environmental impact with our RESIST Food Detection System under the Aveniré brand. This recognition included a financial grant of 200 UF, mentorship across multiple areas, and specialized support for scaling our technology throughout Chile and Latin America.

This milestone reaffirms that, from the south of the world, we are developing science with global impact.

OPEN FAMILY DAY AT KURA: INSPIRING FUTURE GENERATIONS

This year, we opened the doors of our laboratory to what matters most — our families.

During the first Open Family Day, we invited Kurians' children to experience science up close, in a fun and memorable way. Between slime, microscopes, sound experiments, and plenty of curiosity, we inspired a new generation of scientific minds — celebrating not only what we do, but who we share it with.

It was a day full of laughter, wonder, and connection that reaffirmed our commitment to a family-oriented, human, and purpose-driven environment.



KURA SUMMIT 2024: STRATEGY, NATURE, AND SHARED PURPOSE

The Kura Summit is our most important annual gathering — a space where, over two days, we pause to reflect with perspective, reconnect as a team, and co-create Kura's future.

This year's Summit took place at Puerto Fonck, a natural setting that became the perfect stage to blend strategy, challenge, and celebration. We began by reviewing key learnings, celebrating the year's achievements, and charting the course for 2025 with renewed focus and realism.

The afternoon led us into an outdoor challenge — a multi-stage trek through forests and wetlands to Lago Llanquihue — testing our physical and mental resilience. It reminded us that progress as a team also requires adaptability, trust, and collaboration.

We closed the event with a very special celebration, recognizing Kurians who embody our commitments with authenticity and strength, and sharing a great barbecue to honor the journey.

Two days that helped us look ahead with clarity — and continue building the culture that inspires us.



GROWTH: TALENT IS ALSO BUILT

Kura took a key step toward rethinking how talent is developed within the organization. With the implementation of the Training Plan, the People team adopted a more strategic, long-term approach to identifying learning needs — aligning them with current and future business challenges.

This new perspective advanced upskilling and reskilling, providing Kurians with concrete tools to enhance their performance in current roles and prepare for what's next. With this foundation, growth is no longer reactive — it has become a deliberate part of how we design our impact.

At Kura, growth means more than learning — it means anticipating, transforming, and moving forward together.

LEADERSHIP: THE PILLARS OF MEANINGFUL LEADERSHIP

We continued deepening our leadership culture with the second edition of the Leadership Workshop — a space not only for training but also for inspiration. This edition marked a new starting point with the introduction of our Leadership Pillars: Connect, Plan, Coach & Grow — clear guides for those leading teams at Kura.

Beyond methodologies and tools, this training sought to plant something deeper — a more conscious, empowered leadership aligned with Kura's purpose.

Because leading at Kura is not a position — it's a way to drive the impact we want to see in the world.



SUSTAINABLE SHIPPING AND REGENERATIVE LOGISTICS: TOWARD A MORE CONSCIOUS SUPPLY CHAIN

We took a major step forward in our journey toward a more sustainable and efficient logistics model. We implemented Cocoon technology — a reusable thermal container that allows temperature-controlled product transport without contaminating materials like expanded polystyrene, gel packs, or silica bags.

This change significantly reduced our carbon footprint, cut packaging material costs by an average of USD \$2,000 per shipment, and optimized logistics efficiency — reducing preparation time from 2.5 hours to 30 minutes, and labor needs from 3 people to 2 per operation. We also incorporated the GDI Box for -20°C shipments of Blikka products, ensuring this product line also meets our sustainability and efficiency standards.

These advances are part of our Sustainable Shipping Policy, which prioritizes recyclable and compostable materials — such as our Finden, Blikka, and Avenire boxes featuring visible recycling messages — and the selection of logistics partners who share our values. In that spirit, we partnered with DHL's GoGreen Program, a global initiative that uses sustainable fuels and enables companies to offset or reduce emissions from shipments through clean technologies and optimized routes.

With these actions, we reaffirm our commitment to an impact model that not only reduces harm but seeks to regenerate. At Kura, we innovate to care for the planet.

WHAT'S NEXT?

This year, we dedicated time and energy to finding ways to offset our carbon footprint — approaches that go beyond the traditional and truly reflect our distinctive way of doing things. After exploring multiple initiatives, generating proposals, and months of reflection, we chose the one that resonates most with our purpose — one where we want to channel our long-term efforts: to create a forest that actively contributes to carbon capture and ecological restoration in our region.

This step reflects a greater ambition — to move toward a regenerative model in which we don't just mitigate impacts but leave every place we touch better than we found it.

2024 was a year of exploration. While we haven't yet secured the ideal land, we made significant progress defining the purpose, criteria, and vision for this project, which we've named Kura Forest.

OUR GOAL

To create a forest that captures carbon and generates long-term positive impact — revitalizing degraded land and becoming a living symbol of how we do business.

We want it to be a space that:

- Restores damaged ecosystems through native species planting and active restoration
- Creates biological corridors, connecting native forest fragments and promoting biodiversity
- Contributes to carbon capture, supporting our ambition to become a regenerative company
- Involves our team through planting days and outdoor gatherings that strengthen connection with nature and the project itself

HOW WE'LL DO IT

Our plan includes:

- Identifying the right land in 2025 — within one hour of Puerto Varas, degraded, at least 3 continuous hectares, accessible for team activities, and with conditions that ensure long-term restoration and conservation
- Launching the first restoration and planting activities within the same year
- Committing annual resources for at least 10 years to accompany its growth and ensure its long-term success

This project isn't meant to be done alone. We want Kura Forest to be a collaborative initiative, inviting individuals, organizations, and landowners who share our vision of restoration and regeneration.

Kura Forest will be more than a forest — it will be a legacy. An invitation to care, restore, and belong.



INSPIRE AND TRANSFORM

Thinking Outside the Box to Generate Impact

By far, the social network I visit most often is LinkedIn. Almost every day, I would see what Kura was sharing — not only its solutions and products, but also its commitment to the communities and environment around Lake Llanquihue. It resonated deeply with me, so I wrote to Eduardo Wallach — a complete stranger at the time — to invite him for coffee during a visit to Puerto Varas. That meeting ended up being the starting point for rethinking TNA, the engineering company I'm part of.

At TNA, we're used to the whirlwind pace and impossible deadlines of the mining and energy sectors — to the design of models, plans, and calculations that often demand an extra delta of effort. That delta has defined us and allowed us to stay over a decade in consulting. But taking a moment to pause and ask ourselves why we do what we do as a team was a clear signal: we could dare to look at things differently.

Our 100% remote format, with people spread across Chile, showed us that we could connect with territories in new ways. That's how our connection with Kura began — and from those conversations, the Impact Model appeared. It immediately made sense: a concrete methodology to guide our efforts toward the well-being of communities and the environment.

I visited their offices and laboratories — and it wasn't just theory; it was inspiring. That experience motivated us to design a first draft of our own impact model, which is now on the table awaiting team feedback.

Looking back, I believe having references is key — but more importantly, looking for them outside your own industry. That's where fresh ideas, different projects, and new ways of doing things emerge. For us, Kura has been that reference: it showed us that it's possible to combine technical excellence with a genuine commitment to people and the environment.

My invitation is for more companies to take this step. There may be many paths, but the one Kura showed us is a great place to start: concrete, clear, and with expectations of results that make a real mark on society. Not as a symbolic gesture, but as a cultural shift. As they say: it's not charity — it's giving back.



Tomás R. Nuñez
CEO - TNA / www.tna.global

INSPIRE AND TRANSFORM



When I was asked to share a few words about what inspires me about the Impact Model, the first thing that came to mind was what it has meant for me to be part of the Liquen Enforcers team. That role has allowed me to see what happens behind the scenes at Fundación Liquen — and it fills me with pride because I can confirm that it represents an authentic form of social and environmental commitment that goes beyond traditional philanthropy. The idea of “we don’t do charity — we give back” captures perfectly that our contribution is not a symbolic act, but a permanent responsibility toward the community and the environment where we operate.

I’m also inspired by the participatory model that has been built: dedicating each year a percentage of our sales to projects that address real challenges in our region — both environmental and social — ensuring that support is sustainable, well-directed, and meaningful both for us and for those who receive it.

What moves me most is how the projects are selected: any Kurian can propose one and present it to the entire company, after which we all vote to decide which ones will be funded by Fundación Liquen. This not only strengthens transparency and shared responsibility but also fosters empathy, creativity, and collective involvement.

In addition, seeing the tangible results already achieved in areas such as education, environment, and community development is a source of pride and motivation. Knowing that each contribution translates into real improvements in lives and local environments makes this work feel truly valuable. Ultimately, what inspires me about Fundación Liquen is the opportunity to be part of something that not only repairs or mitigates — but transforms: encouraging other companies to adopt similar “give back” models, cultivating a business culture that is conscious, community-driven, and environmentally responsible.

That horizon — where development and care coexist, where business success contributes to the common good — is what drives me every day to give my best in this space.

Beatriz Morgado
Customer Success Manager
& Liquen Enforcer

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