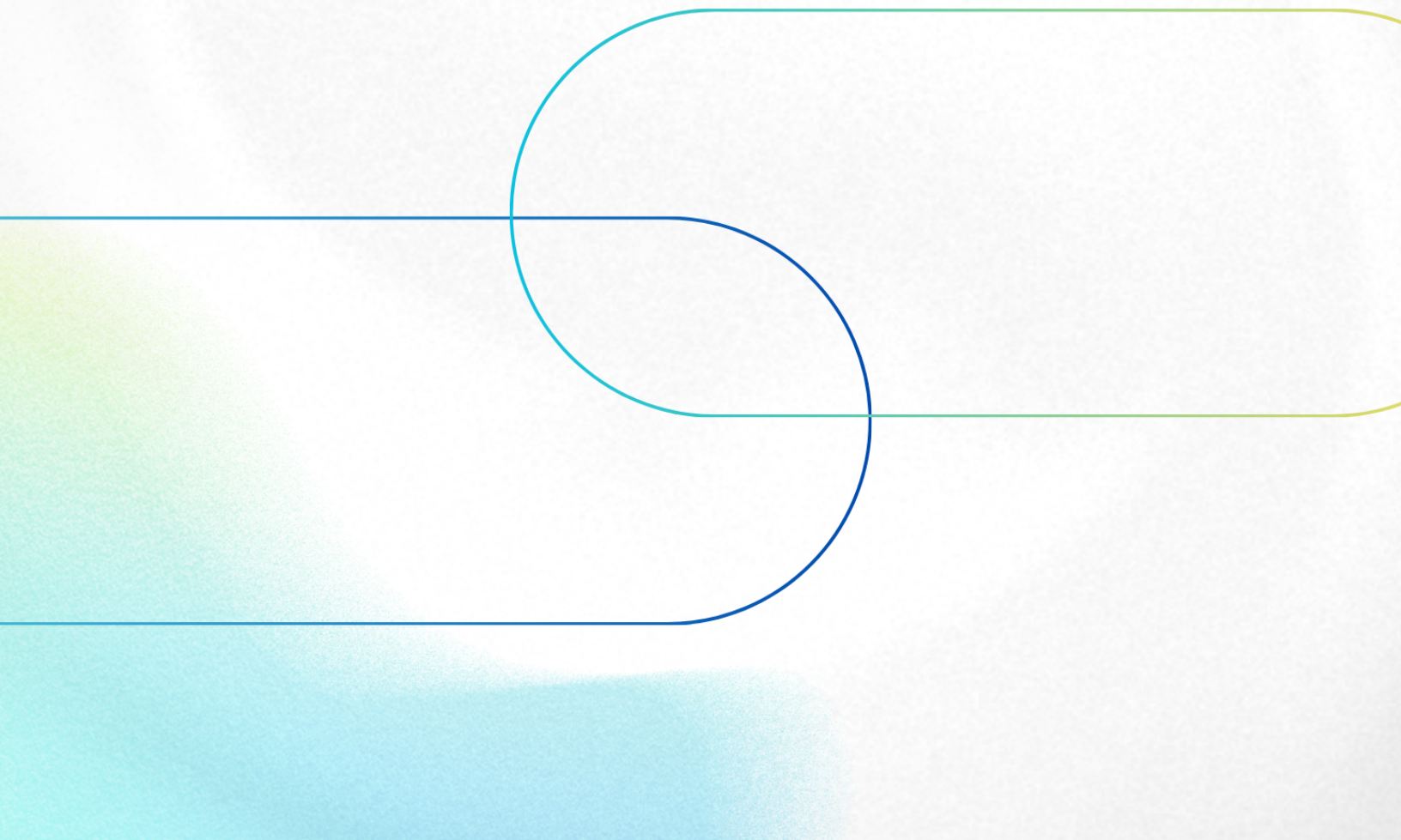


Code of Ethics



Code of Ethics

This code of ethics (the "Code") is mandatory for all Partners, Consultants, and employees of Playful Interactive Media S.A. de C.V. (Playful) .

The Code contains principles that serve as a guide for the conduct of all, and they define the type of institution we are and want to continue to be in the long term. These are general principles, so the specific rules or examples included do not exhaust the principle in question and have been included for illustrative purposes only.

When in a particular case it is not sufficiently clear how the principles of this Code apply, one should be conservative (in case of doubt, opt for the application of the principle) and use common sense. In any case, when a new employee has doubts, they should consult Human Resources.

The purpose of this code is to identify those principles and values that Playful considers most important for the practice of projects, understanding this as "the set of business practices and processes aimed at creating, communicating, delivering, and exchanging products, services, or activities of an organization that have value both for their final recipients and for the other stakeholders".

This code is not intended to, nor does it pretend to, replace existing legislation or regulations.

Why the code?

The initiative to create a code of ethical principles and values, which helps every Playful employee in the performance of their work, arises from the conviction that good Consulting generates better results in organizations and from the fundamental role this discipline holds in society.

All of this is reinforced by the commitment to and promotion of the best practices of this discipline. The establishment of this code not only has the advantages of fostering relationships based on trust among all stakeholders involved in the practice but will also help the professionals in this discipline by guiding them through doubts and conflicts that arise during the exercise of their work.



Who is it for?

The code is applicable to all professionals in the different areas of the organization, nationally or internationally (unless there are laws contrary to it in said international territory, in which case foreign jurisdiction prevails). At the same time, and considering the different disciplines (customer experience, user experience, digital transformation, business innovation, and robotic process automation) and the specific scope of the different markets, it encourages different organizations and groups to develop and/or improve their own codes that complement this code.

Obligations to Playful

First and foremost, Playful is an institution. Those of us here have an obligation to continue building it and to make it viable in the long term. To better understand our ethical obligations, it is relevant to explain what kind of institution we are and want to continue to be. The idea of an institution for the long term determines our starting point.

Playful is a business, and as such, it competes in the market. Within that market, we want to be considered the best, at least in the following two senses: as providers of compliant services (both technically and ethically) and as people of integrity (both ethically and technically). In that sense, Playful is a brand. Our brand differentiates us from other consultancies and positions us in the market. It is very difficult and takes a long time to acquire an impeccable reputation. In contrast, it is very easy and takes only one act to destroy that reputation.

Thus, our ethical conduct is necessary for Playful because:

- It is indispensable for long-term viability.
- It allows us to acquire and maintain an impeccable reputation, which is better business as it attracts the best clients.
- It allows all of us to develop professionally and share in its reputation.
- In that sense, the dishonest conduct of even one of its members damages the brand (possibly forever) and, therefore, affects all of us.

Below, we include some concrete obligations to the Consultancy.

1. The most important thing is Playful as an institution; individuals are secondary. Thus, it is vital to protect the Consultancy's reputation, as this is indispensable for its long-term viability. Money is also secondary, as it comes on its own if we manage to

have and maintain an impeccable reputation. This principle has one aspect:
We have an obligation to be honest with the client.

2. We have an obligation to be diligent, responsible, and technically impeccable when providing our services. As mentioned, the reputation we seek is two-fold: the best consultants and the most ethical ones.
3. We have an obligation to study and stay updated and informed on the topics of our individual specialization.
4. We have an obligation to know this Code perfectly and always apply it, and to protect Playful's reputation, both inside and outside of it.
5. We have an obligation to communicate the contents of this Code to our clients (current, future, and prospects) and to state clearly and unequivocally that we will not violate it under any circumstances.
6. Clients are the most important thing; therefore, we have an obligation to serve them through this, work as a true team, keep others informed, and use their resources in the best way for Playful's benefit.
7. We have an obligation to prevent other Playful members from violating this Code.

Obligations to Clients

When do our obligations to clients begin?

The contract is consensual, so the agreement of wills between the client and us is sufficient. One of the reasons we normally ask for an upfront payment from clients is precisely to establish a certain start date for the contractual relationship (the payment date). However, it is not necessary for there to be a monetary payment for the contractual relationship to begin.

What is the material scope of the relationship with the client?

Many times it is not exactly clear what specific matter or matters a client is hiring us for. This is a widespread practice in Mexico. However, this lack of clarity is potentially harmful to Playful because it can lead to the client claiming that we failed to supervise or fix an issue that we did not consider part of the contract.

A dispute over this can cause the client to leave, severely damage the company's reputation, and affect other potential clients (according to experts, for every client lost, another 10 are lost in the future). For this reason, before starting a relationship with a client,

we must send them a proposal that clearly states the terms of representation (hourly fee, suspension of services for non-payment, etc.) and the matter or matters that will be covered. The clearer everything is for the client, the better it is for Playful.

Who makes the decisions?

Our service consists of representing and advising the client regarding their interests and objectives. Sometimes the question arises of how far we should follow their instructions. We cannot follow any instruction that violates the law or this Code. Within those limits, the general rule is that the client decides the "what" and we decide the "how" (objectives v. means). Similarly, the client is the owner of the rights, and we are their advisors, so we decide on strategic and procedural issues (how to present things, what to write to achieve the results the client is looking for, etc.). What we can do is limit the scope of our services: when we do not agree with something the client intends to do or the way they plan to solve a problem, we can limit or frame the scope of our advice, excluding that with which we do not agree.

How and when does the relationship with a client end?

As a general rule, it only ends when the client rescinds the contract, or when we resign from the service (we will see that the latter has its limits). However, if we agree that we would only provide services limited to a particular project, the relationship ends when the project ends—which leads us to emphasize again the importance of defining the scope of the service. In any case, when the relationship with a client ends, we have an obligation to return their original documents and leave written proof of this fact and what was returned. When we resign, we must always communicate it clearly and explain the reasons for the resignation.

Below, we include specific rules regarding clients:

Identification of the client

The services—and our obligations—are exclusively to the client. For example, when the client is a company, our obligations are to the company, not to its employees or managers. When we represent a person, our obligations are to them, not to their relatives or close people.

Competent and diligent representation

We have an obligation to protect and facilitate our clients' interests in the best way possible, but always within the limits of the law and/or this Code. We have an obligation to adequately prepare and investigate matters and provide competent, objective, and technically impeccable advice. This does not mean that we are obligated to be infallible and

always be right. But it does mean that we cannot be negligent or careless: we are obligated to:

- (i) investigate all relevant sources;
- (ii) review documents and find out the relevant facts; and give objective and measured advice, including the different alternatives and possible consequences.

Therefore, unless it is something beyond all doubt, we should not be categorical in our opinions. We have an obligation to be diligent, efficient, and to handle client matters without unjustified delays. In this sense, "a lot of work" is not a justified cause for delay. We have an obligation to keep the client reasonably informed of the status and progress of their project. This includes responding reasonably quickly to the client's calls, emails, etc.. It also includes adequately and sufficiently informing the client so that they can make sound decisions regarding their matters.

Material Scope

We must not accept any matter for which we cannot offer competent representation (for example, a matter that is outside our practice). If subcontracting services or forming a team with others gives us the possibility of providing the service, we can accept the matter, but only if the client knows and approves it (we must leave documentary evidence of this). In the latter case, we have an obligation to make it very clear what Playful's responsibilities are and what the responsibilities of the third parties are. When a client hires us for a project in which we do not have sufficient knowledge and/or experience, we are obligated to communicate this circumstance to the client. It is legitimate to expand our areas of practice; in fact, as a consultancy, we learn something new all day. What is not ethical is to lie to or deceive the client.

Relationship with the client

We are obligated to be fair and reasonable with the client. Once we accept and/or sell a project to a client, we cannot resign from or abandon their matters, unless there is a justified cause (otherwise we could even commit a crime).

What are the justified causes for resignation?

We have an obligation to resign when the client insists on engaging in illicit conduct or illegal solutions. This does not mean that we are responsible for what the client does (unless we are accomplices). But it does mean that we have an obligation to resign from a client who asks us for advice or help to commit illegal acts. Beyond the above, a "justified cause" must be real and truly powerful. Furthermore, we can only resign from a client for non-payment when we notify them before doing so (we cannot abandon projects). Nor can we keep the client's original documents and other papers for lack of payment.

Honest billing

We have an obligation to respect the agreement with the client regarding the fees we will receive. Obviously, in the case of hourly fees: we must not charge for hours worked above what was agreed upon, nor above the agreed-upon rate, that were not worked. In relation to expenses, aside from it not being very smart to finance clients when we incur expenses on their behalf, it is lawful for the reimbursement to be total (leaving us in the state we would be in if we had not financed the client), so when billing the client, we must take that into consideration. It is possible to share fees with other consultancies, but only if the client knows about it.

Confidentiality

This is one of the most important obligations, especially for the client. Therefore, we have an obligation to keep all non-public information provided to us by the client confidential, and this includes the very fact of being their consultants, when the client so requests.

Confidential information can be shared with other members of the Consultancy, unless the client has expressly requested otherwise. However, even in this case, the fact of the representation and general nature of the matter must be known to the Consultancy's partner (to check for possible conflicts of interest, etc.). Confidential information only ceases to be so when it is made public by the client or others. In that sense, if someone in the Consultancy "let something slip" to someone, that does not mean that others can call a press conference because the information is already "public". Confidential information cannot be shared with our partners, family members, friends, students, colleagues, or the press.

The obligation of confidentiality subsists after the contractual relationship with the client has ended, and we can never use it to the detriment of the client, nor for our benefit or that of any other person. Obviously, the aforementioned prohibition includes inside information (information that has value precisely because it is not public), whose improper use constitutes a crime.

Conflict of interest

We are obligated to be loyal to our clients. A conflict of interest can take several forms, but the basic concept is that we cannot represent a client when, due to any other personal interest or a Playful interest, our ability to give loyal, objective advice for the benefit of said client is compromised. As a general rule, a conflict of interest that affects one person affects everyone. The client can accept our representation, even if there is a conflict of

interest, as long as they decide freely, informed, and aware of the risks. However, this is not convenient for us and is not prudent to do, because as a general rule, one of the two (or both) will be dissatisfied.

Adoption of professional practices, by Playful consultants, of the following ethical values:

Responsibility – We are aware of the responsibility we have to all our stakeholders, starting with the final recipient of our products and services. We will ensure their safety and well-being in the exercise of our activity. We will carry out our work with respect for them and our environment, responsibly assuming our role as an agent capable of promoting positive changes in society.

Examples of how this value of "responsibility" is practiced include:

- We will avoid denigrating people. This includes denigrating them for their work, gender, age, marital status, sexual orientation, appearance, and image, by avoiding the continuous use of stereotypes.
- We favor inclusion in our communications and actions, preventing them from being discriminatory based on ethnic origin, and working with respect for diverse cultures and traditions.
- We will have an especially committed attitude in our actions and, therefore, will help to foster, as much as possible, the transmission of positive and collective values (service, sense of community, ecology, sustainability, friendship, coexistence, etc.) that contribute to the well-being of our society, as opposed to only more personal values (success, power, beauty, seduction, individuality, etc.).
- We will work towards the physical and psychological well-being of our stakeholders, avoiding the promotion of inappropriate or excessive consumption of our products/services/activities (our offerings) in our actions, and not encouraging the public to engage in dangerous, violent, or socially harmful practices.
- We will work to reach agreements that favor fair trade and treatment with our suppliers. Likewise, we will work to ensure that all members of our supply chain work in a similar manner.
- We will try to act as a "citizen organization," seeking to improve our environment in the social sphere and, likewise, protect the ecological environment in our decision-making and actions.

Honesty and truthfulness – In development, our products/services/activities will be shown and presented truthfully, honestly, with integrity, and properly contextualized, ensuring a value proposition that will fulfill its promise.

Examples of how this value is practiced include:

- We will ensure that our statements are always truthful, avoiding those that are misleading, false, or that misrepresent by omission or exaggeration (explicitly or implicitly) what we offer, always taking into account the overall impression that is conveyed.
- We will also ensure that the representations or presentations of our offerings (customer experience, user experience, digital transformation, business innovation, and robotic process automation) are completely faithful to what they are or offer in reality.
- We will present the prices of what we offer, payment and financing conditions, guarantees, promotions, delivery conditions, commitments derived from the acquisition or agreement, as well as any other information that the final recipient or stakeholders consider relevant, with transparent and truthful information.

Our claims about the benefits, improvements, ingredients, or components of our offerings will be factual, verifiable, and will not create any confusion about reality, being adequately supported and documented. When project research supports such claims, it will be subject to a meticulous definition of the research design and methodology, and its results will be reflected clearly, truthfully, and accurately.

In face-to-face sales activities with the final recipient or stakeholder, the professional will ensure that the information transmitted, both verbally and in all materials used in the action, is not confusing or misleading, and that aggressive and unreasonable commercial methods are not used.

Project research will be clearly separated from any activity outside of the research itself, being completely outside any commercial intent directed at the study participants.

The use of testimonials and recommendations will always be presented as an opinion and not as a fact. In addition, they must always have the authorization of the person or organization cited as a testimonial.

Our internet actions will not use fake personalities or accounts.



Informative transparency – We will provide clear and sufficient information about our offerings, their characteristics, acquisition conditions, or agreement characteristics, as well as post-purchase or post-agreement management, using verifiable data and facilitating both accessibility to relevant information and its dissemination.

Examples of how this value is practiced include:

- We will strive to provide sufficient and clear information about our offerings, encouraging direct verification of the data that has been communicated.
- We will facilitate access to information, providing the key elements to be able to delve into the matter of interest, and enabling the required verifications so that claims or facts are always verifiable in an agile way.
- Prior to a purchase or agreement, we will ensure that we transmit all the necessary information for the acquisition decision or for the signing of the agreement, taking all reasonable steps to ensure that this decision-making is deliberate and clearly intentional.
- We will work to ensure that information related to the post-purchase or post-agreement service (complaint management, delays, returns, cancellations, warranty, agreed-upon actions in return, etc.) is easily intelligible in terms of processes and that, likewise, the management does not require oversized efforts for the final recipient.

Likewise, these issues will be treated with maximum transparency, proactively communicating to interested parties, as much as possible, the status of the process and the planned action times.

In the case of promotional practices, we will especially ensure access to all the necessary information for the full understanding, by potential participants, of the conditions under which they are governed, as well as the prizes or benefits that can be won.

Professionalism – Playful consultants will rely on good professional practices, collaborating with the work of other professionals and exercising their work with respect and listening to others. They will never take advantage of benefits linked to their profession and will extend the compliance of these practices to the supply chain.

Examples of how this value is practiced include:

- We will follow the precepts of free competition, avoiding policies of price fixing or the establishment of abusive prices.

- We will try to achieve a balanced relationship between the interests of the sellers and those of the final recipient, where not only the economic result of the relationship and the image of the companies are prioritized, but where it is also important to establish a dialogue to receive feedback from them.
- We will also do everything possible to understand and treat our suppliers, intermediaries, and other stakeholders with respect and equity, even if they are not our "priority target". We will communicate with them clearly and accept their constructive criticism and feedback when appropriate.
- We will always respect other professional practices, never presenting other people's work as our own or engaging in crimes such as plagiarism or piracy, and we will also recognize the contributions of others, such as consultants, employees, agencies, and co-workers.
- We will be especially careful in the development of brand image, by not engaging in brand exercises that explicitly or implicitly suggest a copy, replica, or imitation of a competitor's offering.

We will avoid using inaccurate, unverifiable, or incomplete information to attack, denigrate, or discredit the reputation of other organizations or their offerings.

As professionals, we will avoid situations where conflicts of interest exist. Based on this, we will avoid using commercial, private information or data obtained or provided through market research, clients, suppliers, employees, etc., for our own benefit.

Anti-Corruption and Anti-Bribery Guidelines

It is strictly prohibited for all Directors and Employees of Playful as well as Clients and Suppliers to carry out any type of conduct that promotes corruption, such as: bribery, kickbacks, undue participation in commercial and/or administrative procedures that by provisions of law or resolutions of competent authorities are disqualified or impeded, undue participation in commercial and/or administrative procedures in one's own name but with third party interests that are legally impeded, influence peddling, use of false, altered or simulated information both of Playful and in a personal capacity, obstruction of investigations by government agencies at any level, direct or indirect collusion with employees of the company and/or third parties to win national or foreign public or private contracts, diversion and/or misuse of material, human or financial resources of the company as well as the failure to account for them to the hierarchical levels authorized by the company, hiring of people external to the company for the purpose of carrying out conduct outside the law or against the code of Company ethics. Likewise, it is prohibited to

engage in or carry out, in collusion with public officials of any government agency, any improper acts sanctioned under the General Law of Administrative Responsibilities.

Any Playful employee at any hierarchical level is strictly prohibited from exerting influence over other employees of the Company, whether or not they report to them, as well as over clients and suppliers, to carry out improper or corrupt actions, or those that violate the Code of Ethics.

All contracts or agreements governing commercial and business relationships with suppliers, consultants, advertising agencies, and other service providers must include a legal anti-corruption clause, which is not subject to negotiation. The following is suggested: "The parties declare that during the negotiations and for the execution of this contract, they have conducted themselves with honesty, transparency, and adherence to the laws to combat corruption, and that they undertake to act in accordance with these laws during the execution of this contract with their counterparts and third parties. The parties expressly accept that violation of these statements constitutes a substantial breach of this contract."

All employees are strictly prohibited from carrying out or attempting to carry out commercial transactions intended to conceal the illicit origin of monetary or non-monetary resources, which are included and sanctioned by the Federal Law for the Prevention and Identification of Operations with Illicit Proceeds (LFPIORPI).

It is prohibited to make payments for lodging, travel expenses, gifts, or entertainment to government officials, their families, or private third parties who, due to their hierarchical position within the government or employment relationship within government institutions, may influence illegal benefits for Playful or any of its employees.

Employees are prohibited from soliciting, requesting, receiving, or accepting gifts, meals, travel, or entertainment from government officials (or their relatives) or private individuals, knowing or assuming that, in return, the government official or private individual expects to receive any improper benefit or advantage from Playful.

All Playful employees must conduct themselves with the highest standards of integrity and honesty and must avoid any conflict of interest with the organization. Employees must avoid any activity that interferes or appears to interfere with the exercise of their independent judgment regarding the best interests of the Company. Additionally, employees may not engage in any activity that could constitute, contribute to, or pose a conflict of interest. Any conflict of interest must be reported.



Playful is committed to cooperating with the relevant authorities in any corruption investigation they may conduct.

Anti-corruption policy monitoring mechanism: Internal audits will be conducted periodically in all areas of the company, especially those most vulnerable to corruption. It must be verified that all employees at all levels adhere to anti-corruption policies, have signed their conflict of interest declaration letter, and have completed anti-corruption training in those areas.

Main definitions:

Bribery: The act of a person to obtain personal or business benefits by providing monetary or in-kind benefits to another person who will facilitate transactions or provide benefits in cash or in-kind for the briber.

Collusion: An agreement between two or more persons or parties to harm third parties and obtain an undue benefit.

Influence peddling: Taking advantage of a privileged position to obtain one's own benefit or to favor another person.

Abuse of office: Taking advantage of one's hierarchy or job position to obtain additional benefits to which one is not entitled or empowered.

Reports: Employees, as well as customers and suppliers, are required to file reports through the communication channels the company has made available to them if they identify any corrupt conduct within the company. These are as follows:

- Website: <https://www.playful.mx>
- Email: contacto@playful.mx
- Postal Address: Alianza Sur # 303 L217C, Parque de Investigación e Innovación Tecnológica, Apodaca, NL, Zip Code 66628.

Playful will always protect the identity of employees who have reported a complaint in good faith, as well as those who provide support during the investigation process, handling all personal information provided with strict confidentiality.



Under no circumstances will retaliation or harassment be permitted against employees or external parties who have made a complaint in good faith to protect the company's assets or participated in the clarification of an investigation.

Exceptions to the guidelines established in this policy are not permitted.

Management will conduct the necessary investigations to sanction and eliminate any act of corruption within Playful, proceeding in accordance with the company's sanction matrix. This sanctions the offender according to the level of seriousness and risk of the violation, ranging from an administrative report if the violation is not entirely attributable to the offender, to dismissal from the company if the harm caused to another person or the company harms the physical, psychological, or economic integrity of the offender.

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