

AGUA DAY 2024



Forward Looking Statements

This presentation contains certain forward-looking statements and information relating to Grupo Rotoplas S.A.B. de C.V. and its subsidiaries (collectively, “ROTOPLAS”) that are based on its knowledge of present facts, expectations and projections, circumstances and assumptions about future events. Many factors could cause the actual results, performance or achievements of ROTOPLAS to be materially different from any future results, performance or achievements that may be expressed or implied by such forward-looking statements, including, among others, changes in general economic, political, governmental, and business conditions globally and in the countries in which ROTOPLAS operates, ROTOPLAS’ ability to continue developing innovative solutions, changes in interest rates, changes in inflation rates, changes in exchange rates, the cyclical activity of the water sector generally, changes in demand, consumer preferences, and prices of our solutions, ROTOPLAS’ ability to execute its corporate strategies to new markets and regions, changes in raw material and energy prices, changes in business strategy, changes in the prevailing regulatory framework, competition, natural disasters and other unforeseen events and various other factors. Should one or more of these risks or uncertainties materialize, or should underlying assumptions prove incorrect, actual results may vary materially from those described herein as anticipated, believed, estimated, expected or targeted. Forward-looking statements are made as of the date hereof, and ROTOPLAS does not intend, nor is it obligated, to update these forward-looking statements, whether as a result of new information, future events or otherwise.

Today's Agenda

- 01. Keynote Presentation**
- 02. Rotoplas' 4 Strategic Priorities**
- 03. Strategy & Initiatives for Mexico, Argentina and the U.S.**
- 04. Digitalization Strategy**
- 05. Financial Strategy**
- 06. Sustainability Strategy**

Today's Speakers

Susana Barroso Consejo Consultivo del Agua



- Coordinator of the Communication Committee at the Water Advisory Council in Mexico.
- Represents CANACINTRA (National Chamber of the Transformation Industry) before:
 - CONAGUA (Mexico's National Water Commission).
 - IMTA (Mexican Institute of Water Technology).
- Works as a political consultant at Grupo Estrategia Política, where she:
 - Actively contributes to the monitoring and analysis of legislative initiatives and public policies related to water management.
 - Focuses on the food and beverage sectors.
- Holds a degree in Political Science and Public Administration from Universidad Iberoamericana.
- Earned a diploma in U.S. Political Institutions and U.S.-Mexico Relations from the University of California, San Diego.

Carlos Rojas Aboumrad CEO



Chief Executive Officer and Board member of Grupo Rotoplas. Carlos joined the Company in 2014 and since then he has held various positions; he was part of the international expansion, and responsible for driving the Innovation and Development department's success.

Gonzalo Uribe CEO Mexico and Central America



Board Member of Grupo Rotoplas and the CEO for Mexico and Central America. He joined the company in 2001 and has taken on various operational responsibilities, playing a key part in the growth and expansion of the business in Mexico, Latin America, and the United States.

Fabiano Gonçalves CEO Latin America



Rotoplas' CEO of South America, responsible for operations in Argentina, Peru, and Brazil since 2018. He joined the company in 2003 and has held various managerial positions throughout his tenure.

Stephane Mathieu CIO



Chief Information Officer and Head of Digital at Grupo Rotoplas since 2022, when he joined the company. He spearheads the company's digital transformation, leveraging his extensive experience in IT and innovation. Prior to joining, Stephane served as CIO at Grupo Gigante and CEO of DICIO, a subsidiary of Grupo Salinas.

Joseph Vesey CEO USA



Joined Rotoplas in 2023 as the CEO of Acuantia US. Before this, Joe served as Senior Vice President and Chief Marketing Officer at Xylem and held multiple leadership roles on their senior leadership team.

Andrés Pliego CFO



Rotoplas' Chief Financial Officer, responsible for financial planning, investor relations and sustainability, treasury, controllership, corporate legal affairs, and M&A. He joined Rotoplas in September of this year. Throughout his professional career, Andrés has held various financial roles at Discovery Americas, Grupo Coppel, and Volaris.

José Luis Mantecón CSO



Rotoplas' Chief Sustainability Officer. He joined the company in 1993 and held the position of International Operations Director for several years, where he was responsible for the expansion in Southeast Mexico and Latin America.



Susana Barroso | *Consejo Consultivo del Agua*

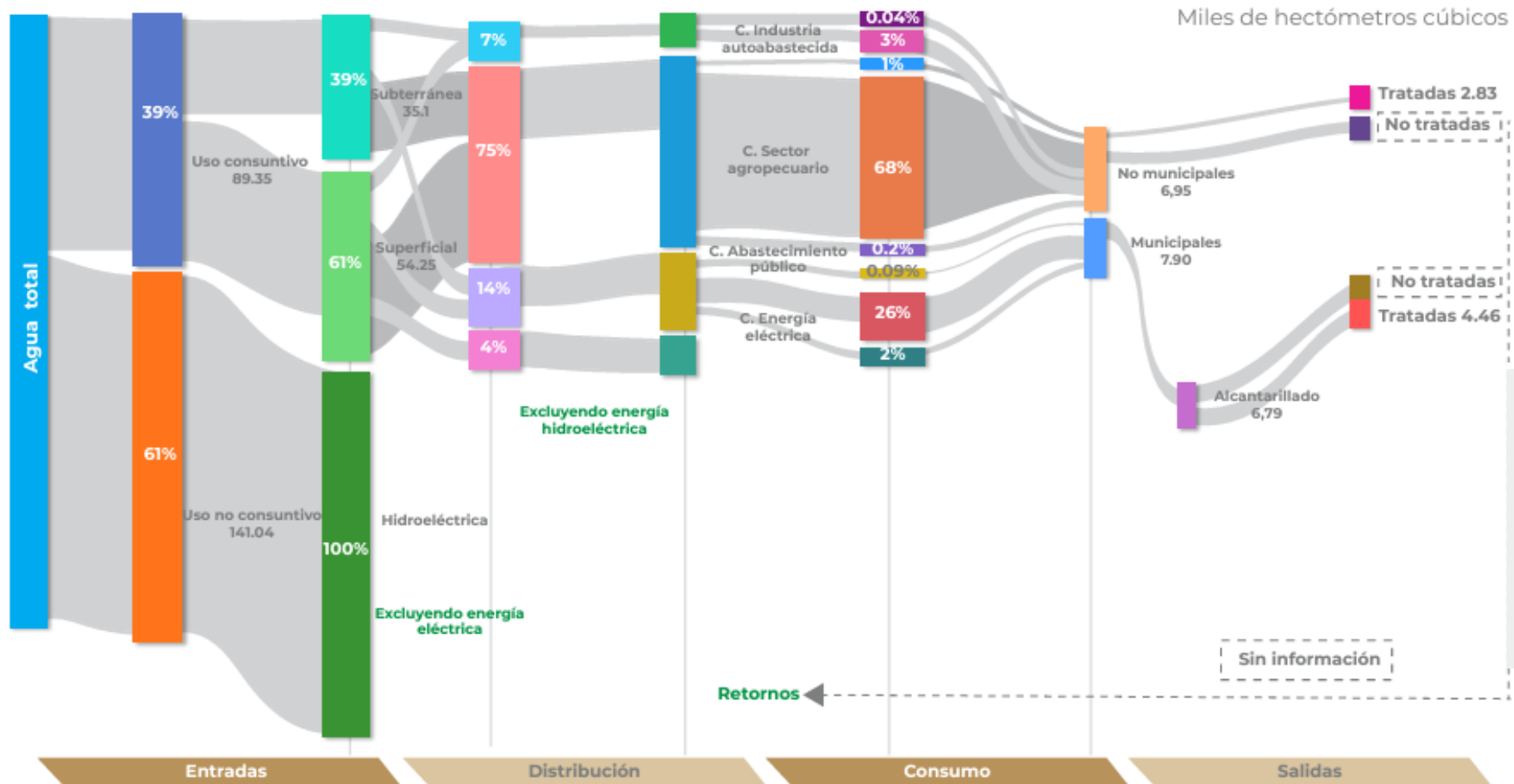
Detonating solutions through water

The **Water Advisory Council** is a multisectoral civil association focused on promoting society's participation in the planning, decision-making, execution, evaluation, and monitoring of national water policy.

We are recognized by the National Water Law
(Article 14 BIS)

Water challenges in Mexico

Figura 13. Diagrama de Sankey de la gestión y grado de circularidad de los recursos hídricos dentro de la economía mexicana



Miles de hectómetros cúbicos



Industry



Agriculture



Public supply



Energy



Agribusiness



Industrial



Aquaculture



Agriculture



Livestock



Commerce



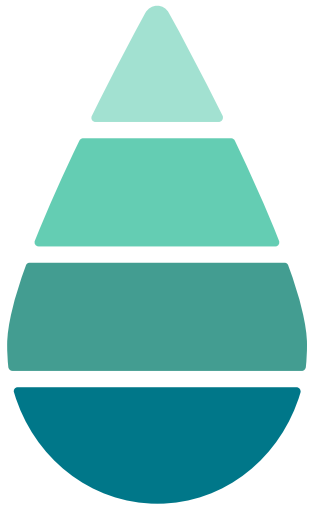
Urban



Services

Source: [CONAGUA / SEMARNAT](#)

1. **Climate change and climate vulnerability:** we receive more water in less time.
2. **Governance:** Short, medium, and long-term planning. Three government levels and civil society seeking better conditions in basins.
3. **Institutional strengthening:**
 - Monitoring and verifiable information for decision-making.
 - Payment for water services.
 - Increase investment in water: infrastructure (new and maintenance of existing infrastructure), nature-based solutions.
4. **Water circularity in Mexico:** 9%. In 2019, the volume of treated wastewater was 7.29 billion m³ (SEMARNAT 2024)



Water Budget in Mexico

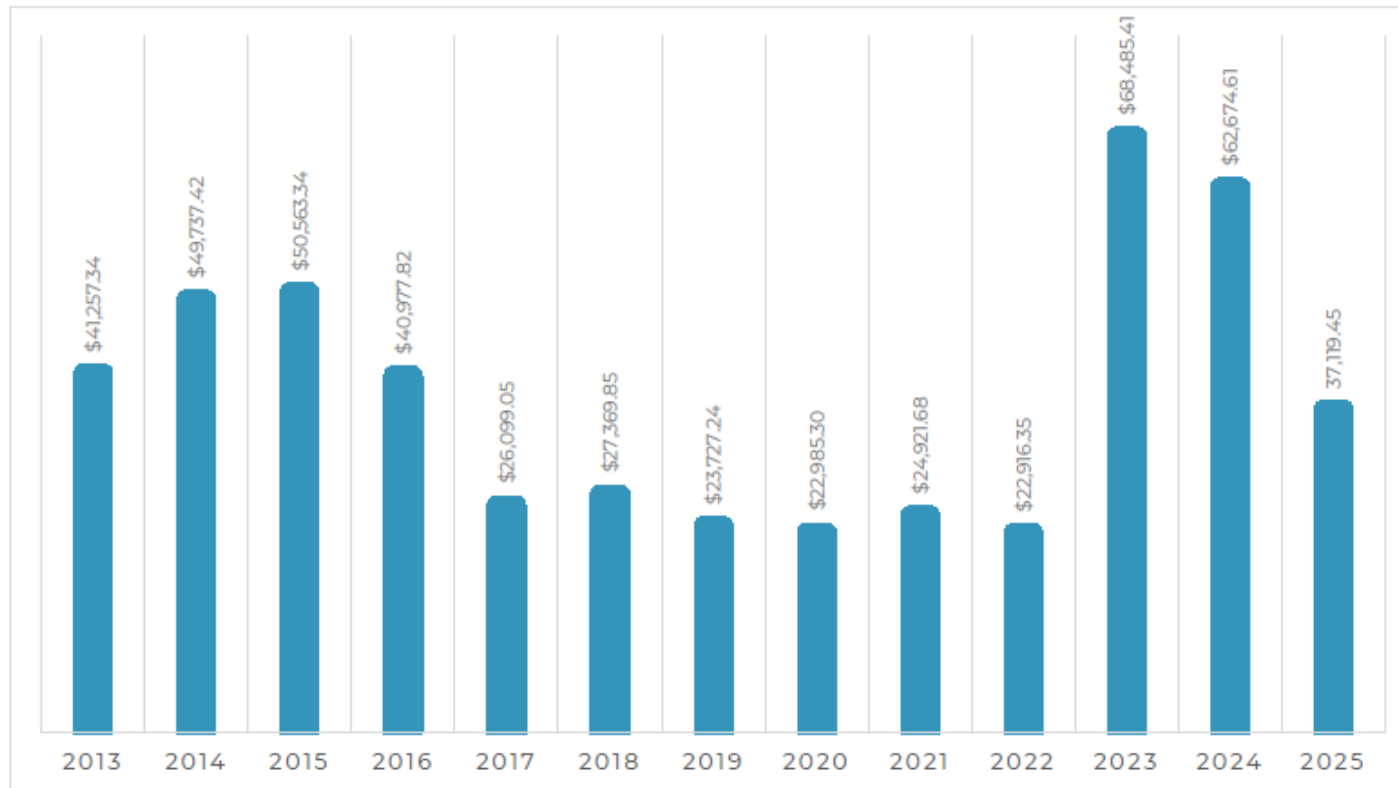


Figura 1 Evolución del presupuesto de CONAGUA 2013-2025, datos del PPEF, cifras en millones de pesos

Water budget was reduced by 40.8% compared to 2024 and 48.8% compared to 2023, the year the largest federal budget was allocated to the water sector compared to the last 10 years.

Source: Aneas

Securing water for our societies by 2030 could cost just over 1% of global GDP, around **29 cents per person**, per day between 2015 and 2030.

For every 1USD invested in access to water and sanitation, an average return of 6.8USD is generated.

Source: World Resources Institute

Mexico has a robust legal framework

CPEUM

Art. 4. Derecho humano al agua y saneamiento. (pendiente una Ley Reglamentaria).

Art. 27. Gestión del recurso hídrico (propiedad de las tierras y aguas pertenece a la nación).

Ley de Aguas Nacionales (LAN)

Tiene por objeto regular la explotación, uso o aprovechamiento de dichas aguas, su distribución y control, así como la preservación de su cantidad y calidad.

Reglamento LAN

Facultades de Conagua y su relación con la los Estados y Municipios.

Ley Fed. de Derechos

Arts. 192 – 192 F. Derecho por concesiones de agua.

Reglamento Cuota de Garantía

Reglamenta la determinación y pago de la cuota de garantía de no caducidad.

Ley Gral. de Equilibrio Ecológico y Protección al Ambiente

- Impacto ambiental
- Aprovechamiento sustentable, preservación, y en su caso, restauración del agua.
- Prevención y control de la contaminación del agua y medio ambiente.

Normas Oficiales Mexicanas

SEMARNAT

- 001.** Aguas y bienes nacionales.
- 002.** Sistemas de alcantarillado.
- 003.** Aguas residuales tratadas en servicios al público.
- 004.** Protección ambiental.
- 022.** Humedales costeros en zonas de manglar.
- 060.** Efectos adversos por aprovechamiento forestal.

CONAGUA

- 001.** Agua potable, toma domiciliaria y alcantarillado
- 002.** Contaminación de acuíferos.
- 004.** Protección de acuíferos durante mantenimiento de pozos de agua.
- 006.** Fosas sépticas.
- 008.** Regaderas.
- 009.** Inodoros.
- 010.** Válvulas de inodoros.
- 011.** Conservación del recurso de agua.

014. Recarga artificial de acuíferos con agua residual tratada.

015. Infiltración artificial de acuíferos.

ENERGÍA

006. Sistemas de bombeo para pozos.

SALUD

117. Cadmio, arsénico, plomo, estaño, cobre, fierro, zinc y mercurio en alimentos, agua potable y purificada.

127. Salud ambiental.

179. Control de calidad de agua potable en redes

201. Agua y hielo para consumo humano.

230. Manejo de agua en redes de agua potable.

224. Tratamiento doméstico.

Water policy and national sovereignty

- **Water Law Reforms:** Push for updates to national legislation.
- **Digital Platform:** Launch "Water for Wellbeing" for streamlined processes.

Justice and access to water

- **Decree Implementation:** Regularize expired water concessions.
- **Expanded Access:** Enable subsidies, credits, and programs.
- **Strategic Projects:** Develop 16 key initiatives across critical states.

Mitigation of environmental impact and adaptation to climate change



- **Irrigation Upgrade:** Modernize 200,000 hectares.
- **Water Efficiency:** Optimize use in rural areas for agriculture.
- **Food Security:** Boost production and ensure food sovereignty.
- **Resource Allocation:** Direct recovered water to consumption and aquifer recharge

Comprehensive and transparent management

- **Inspection Program:** Implement nationwide water usage audits.
- **Concession Review:** Reclaim unused water rights for national reserves.






The National Water Plan will use an infrastructure Budget based on:

-  **PRODDER:** Rights cashback program
-  **PROSANEAR:** Wastewater Sanitation Program
-  **PROAGUA:** Drinking Water, Drainage and Treatment Program
-  **DIRECT FEDERAL INVESTMENT**
-  **FAIS:** Social Infrastructure Contribution Fund



National Agreement for the Human Right to Water and Sustainability

-  Voluntary contribution of water volumes 2,500 mm³
-  Private investments (specific commitments)
-  Local public investment for infrastructure and operation.

Pending Bills

Amendments to the
Constitution
President AMLO's Bill
(Arts. 4 and 27)

New **General
Water Law**
(Art. 4 Constitution
Human Right to Water Access)

Amendments to the **National
Water Law**
(Art. 27 Constitution
Water management)



**Consejo Consultivo
del Agua, A.C.**

THANK YOU!

Which sector do you believe has the greatest growth opportunity in Mexico in coming years?

- a) Irrigation
- b) Water treatment and recycling
- c) Rainwater harvesting
- d) Water purification
- e) Water storage
- f) Pipes
- g) All of the above





Carlos Rojas | CEO

**CEO's strategic priorities
1 & 2**



Priority 1 | Sustainable Growth of the Traditional Business



Sustainable Growth of the Traditional Business

SMART Project | Tinaco Plus+, reinventing our legacy

Innovating to meet customer needs and align with sustainability goals



Faster Manufacturing

Manufacturing time
-70%



Enhanced Durability

CO₂ Emissions
-40%

100% executed investment
\$620 M



Sustainable Design

Customer Satisfaction
+11 pts



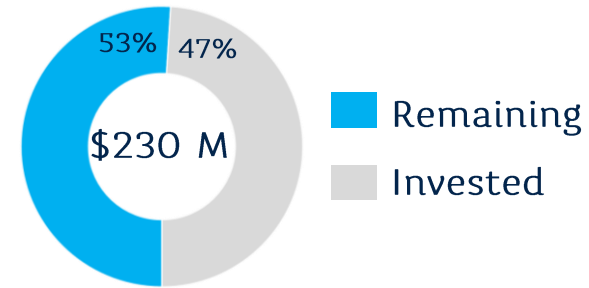
Higher Customer Satisfaction

Sustainable Growth of the Traditional Business

Ixtapaluca Manufacturing facility: Transforming Operations



Built to meet the challenges of today while creating value for tomorrow



- Energy efficiency**
- Rainwater harvesting**
- Waste minimization**
- LEED Certification candidate**

Sustainable Growth of the Traditional Business

Strengthening of the product portfolio

Storage

Ensure a consistent and reliable water supply through innovative, high-quality designs that adapt to evolving customer needs while promoting responsible usage



Waterflow

Deliver advanced systems and tools that make water management easier and more efficient, addressing a wide range of applications with precision and reliability



Improvement

Create solutions that enhance water quality, combining innovation and practicality to meet the daily needs of communities and businesses



Priority 2 | Growth and Development of New Businesses

bebbia®

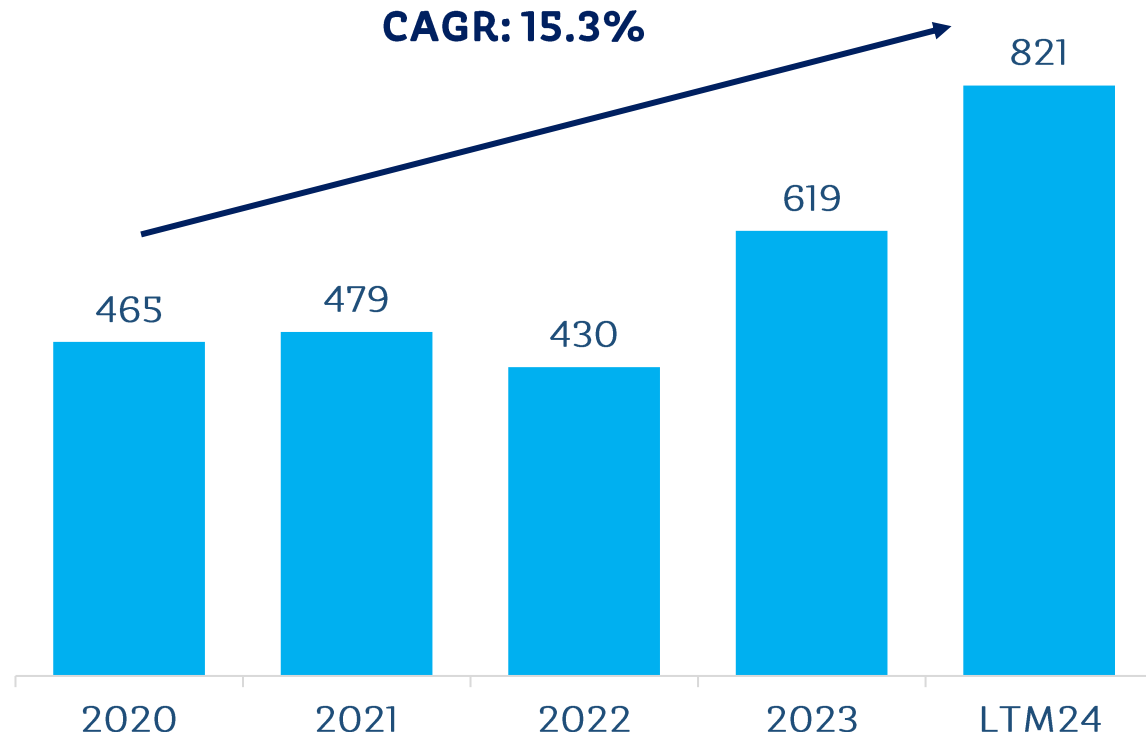
rsa | Rotoplas servicios de agua®

Acuantia.

rieggio®

Growth and Development of New Businesses

million MXN



Evolution from 5% to 7% of total sales

Focus on holistic water solutions beyond traditional products

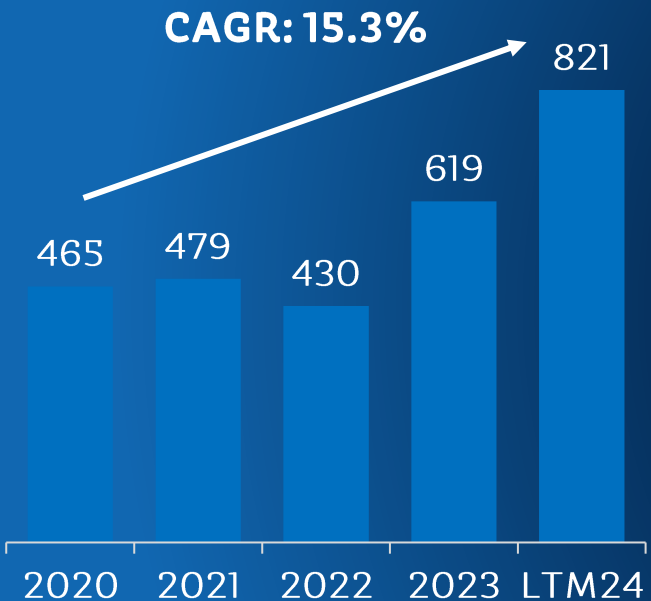
■ Services Sales

Rotoplas is now a comprehensive water solutions provider

The graph does not include the water fountains business, as it was discontinued and excluded for comparison purposes.

Growth and Development of New Businesses

million MXN



bebbia® | Provides subscription-based access to high-quality drinking water

rieggio® | Optimizes water use in agriculture while promoting sustainability

rsa | Rotoplas servicios de agua®
Acuantia. | Offer wastewater treatment solutions, improving water availability

The graph does not include the water fountains business, as it was discontinued and excluded for comparison purposes



Carbon | Filters large particles and sand, while also removing color, and improving taste.

Membrana | Filters viruses, bacteria, and heavy metals. **empowering them with actionable information**





Gonzalo Uribe | CEO MX+CA

**Mexico
Deep Dive**

Mexico Products

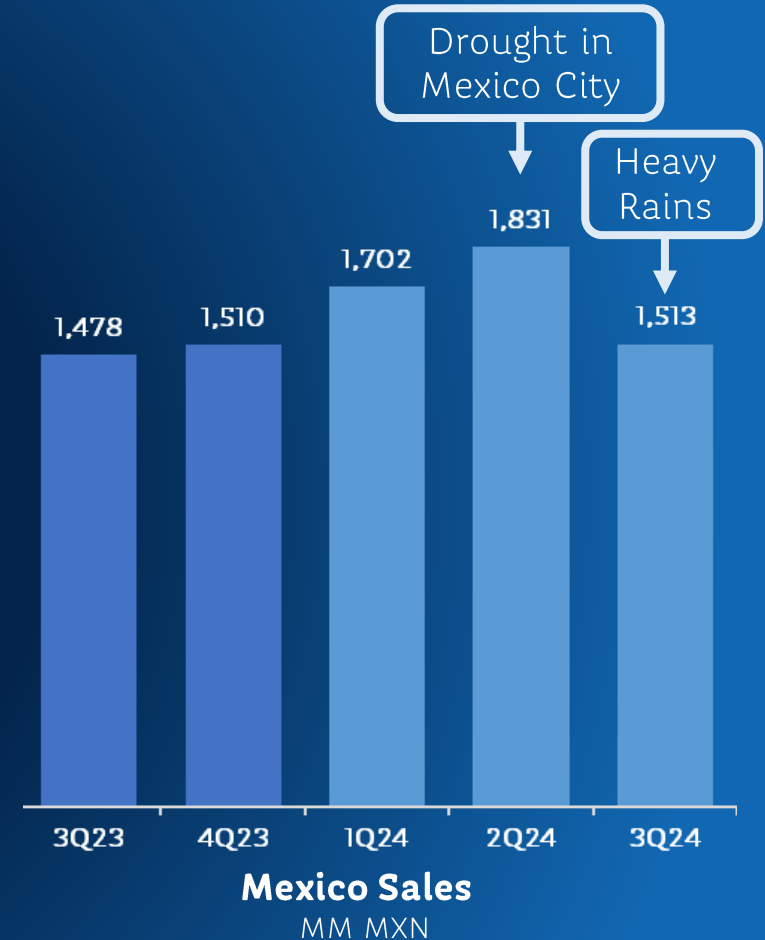
Storage



Waterflow



Improvement



Strong brand recognition, synonymous with high quality and durability in the market

IoT sensors installed in key Mexican cities to monitor water availability and consumption patterns

 **Mexico Products Strategy****01.****Consolidate Tinaco Plus
in the market**

- Leverage strong market acceptance to expand reach and drive sustained growth

02.**Elevate e-commerce with
AI-assisted selling**

- Expand bebbia's successful implementation to enhance performance across the products division

03.**Drive growth with new
products**

- Rainwater harvesting systems, pressurization solutions, washable filters, specialized piping, and IoT-enabled innovations



Customer base +130,000, adding **25,000 new users** in 2024

Customer Lifetime Value (LTV) up **30%** & Customer Acquisition Cost (CAC) down **15%**



Reduced installation times and improved first-appointment success rates

bebbia SMART leads new subscriptions, 90% of 2025 sign-ups to feature IoT



B2B growth through partnerships with major companies



 **bebbia Strategy****01.**

Drive adoption of IoT-enabled products

02.

Strategic partnerships to grow B2B sales

03.

Improve customer satisfaction (installation and maintenance service)



Positive EBITDA could be achieved with the current customer base and churn rate
Negative EBITDA stem from accelerated growth efforts





Fabiano Gonçalves | CEO LATAM

Argentina Deep Dive

 **Argentina Current Outlook****MAIN
HURDLES**

Economic recession
impacted market dynamics
and demand

Construction sector
contracted 30% as of
September

Significant devaluation of
the Argentine peso and
high inflation rates

**OPTIMISTIC
SIGNS****Inflation decline:**

Notable decrease in inflation rates

**Debt renegotiation:**

Successful agreement with the IMF

**Financial surplus:**

Efforts to reduce the fiscal deficit

**Country risk improvement:**

Argentina's country risk has dropped

 **Argentina Strategy**



01. Operational Efficiency and Working Capital Optimization

Optimizing transformation costs and achieving savings in raw materials

Optimizing inventory levels to align with a less inflationary economy

 **Argentina Strategy**



Rotoplas
más y mejor agua

IPS Instalamos confianza
AGUA, GAS y DESAGÜE

SEÑORIAL
Calor que perdura

02. Innovation and Portfolio Growth

Launching new products

Leveraging synergies across our three leading brands

 **Argentina Strategy**



03. Digital Transformation and Improved Customer Experience

Implementation of Dn&A and development of e-commerce

Redesigning our go-to-market strategy



Joseph Vesey | CEO for USA

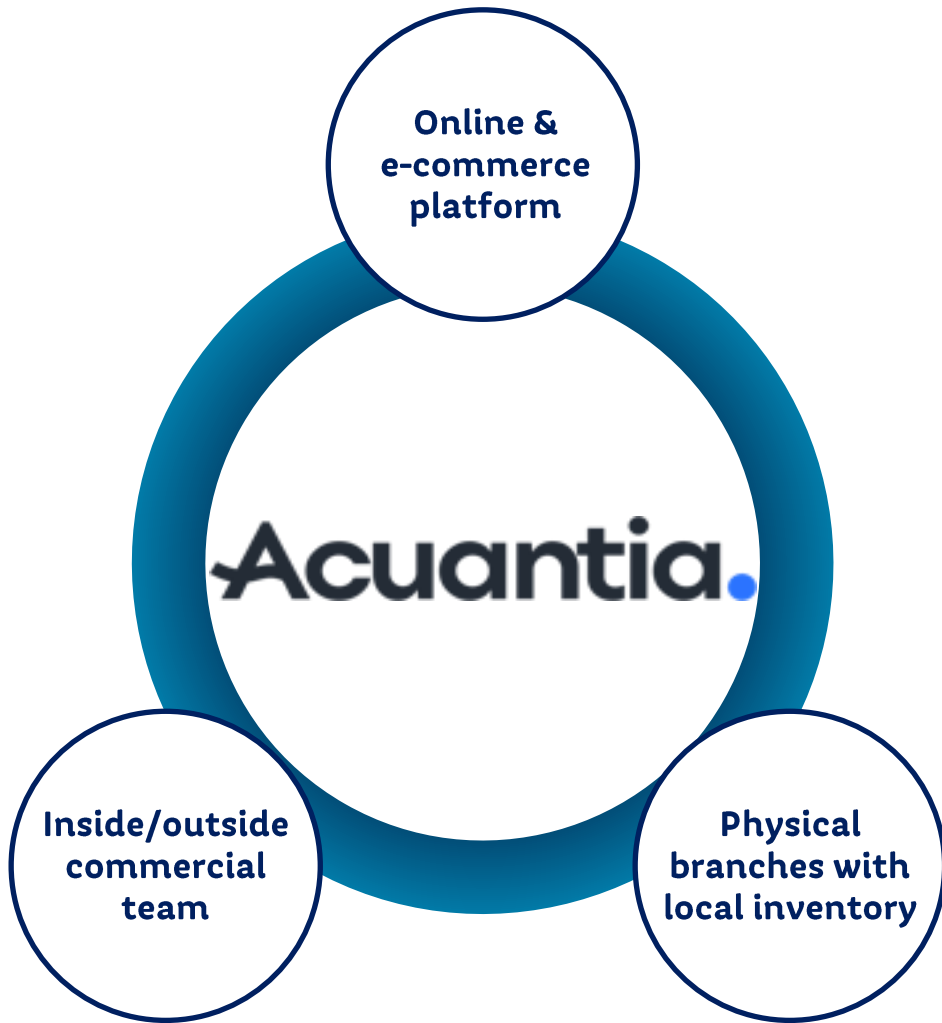
USA Deep Dive

USA Strategy

U.S. water market

\$3.2 billion served available market with expected annual growth of 3-5%

- Challenges**
- Slowdown in existing home sales, new residential construction and agriculture
 - General lack of drought conditions



2024 focus: Simplifying operations and boosting productivity across all three areas of our business model

01. Septic solutions: Simplified and refocused business

02. Product expansion: Over 350 new products added

03. Customer experience: Streamlined journey and improved digital touchpoints with AI-powered platforms



Stephane Mathieu | CIO

Digital Transformation

E-commerce: Empowering Our Distributors

Order Execution Efficiency

- Reduced processing times
- Real-time dashboard for order tracking and history

Distributor Engagement

- Daily usage by several key distributors
- Enhanced decision-making through real-time visibility of product availability

Seamless Customer Experience

- Transparent ordering process
- Trust-building with detailed tracking and transaction info

Our B2B platform strengthens relationships by fostering efficiency, transparency, and loyalty across our distribution network



Artificial Intelligence: The Future of Sales

Optimized processes

- Real-time insights and personalized recommendations
- AI assists distributors, technicians, and consumers in choosing products

Boosted productivity

- Automates tasks, freeing time for customer relationships
- Increases lead conversion rates and deal sizes

Stronger engagement

- Tailored recommendations build trust with customers

AI Integration

- Google Vertex AI and Gemini boost efficiency
- Training programs empower teams to adopt AI tools

Upcoming launches

- B2B2C platform to extend reach and add revenue streams
- bebbia 3.0 enhances engagement with IoT integration

Looking ahead into our Digital Transformation

Monetizing digital investments

- Digital-first solutions drive customer engagement
- Focus on growth and new revenue streams



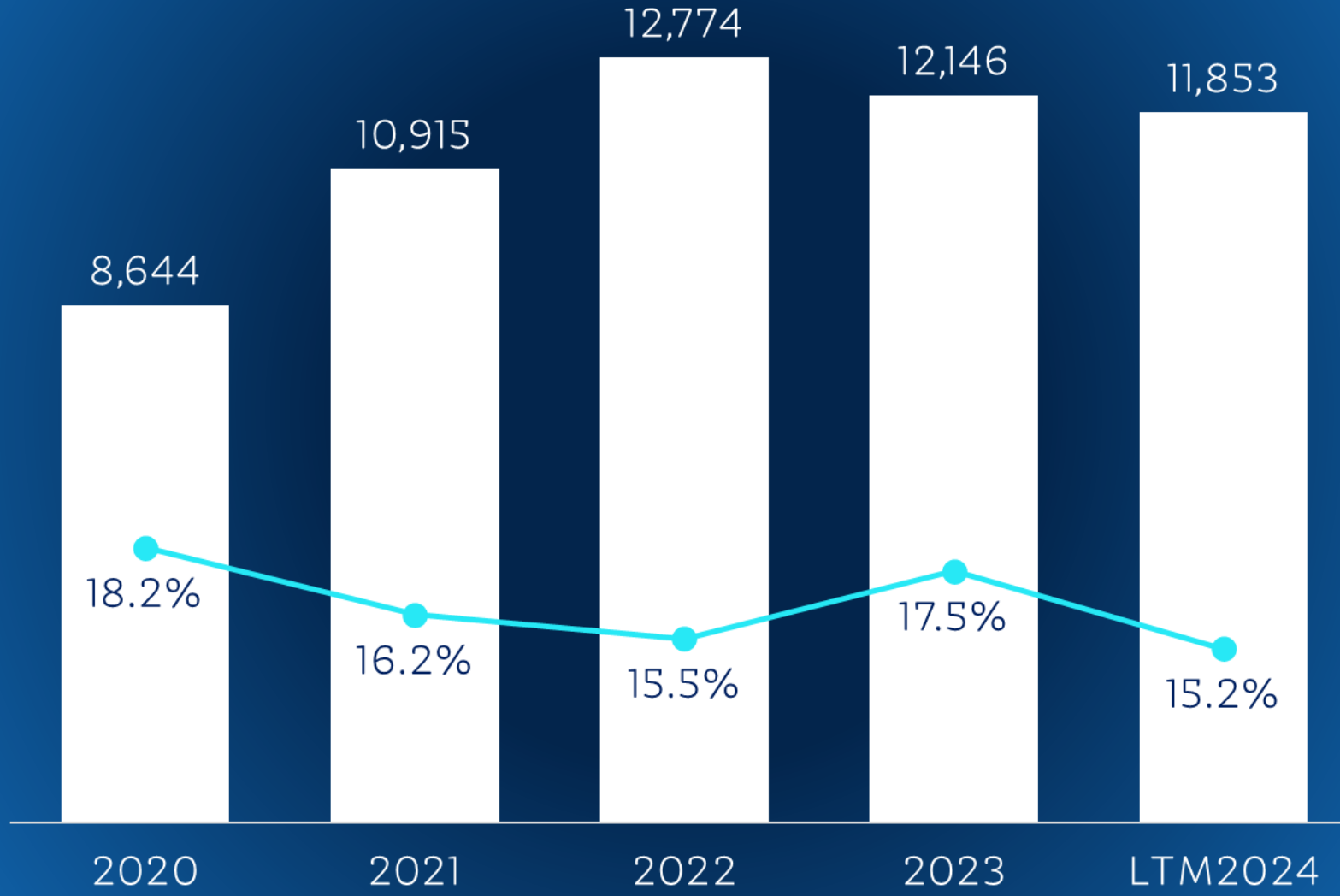


Andrés Pliego | CFO

**Economic
Value Creation**

Financial Performance Review

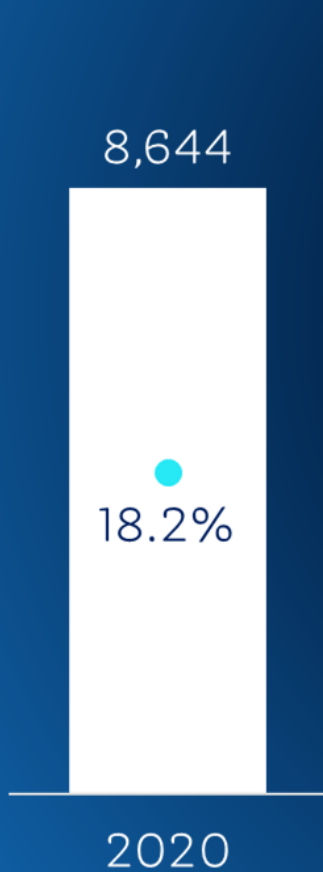
million MXN



■ Sales ● EBITDA Margin

Financial Performance Review

million MXN



2020

First record year driven by the pandemic

■ Sales ● EBITDA Margin

Financial Performance Review

million MXN



2021

Faced supply chain disruptions and increases in raw material costs

Financial Performance Review

million MXN



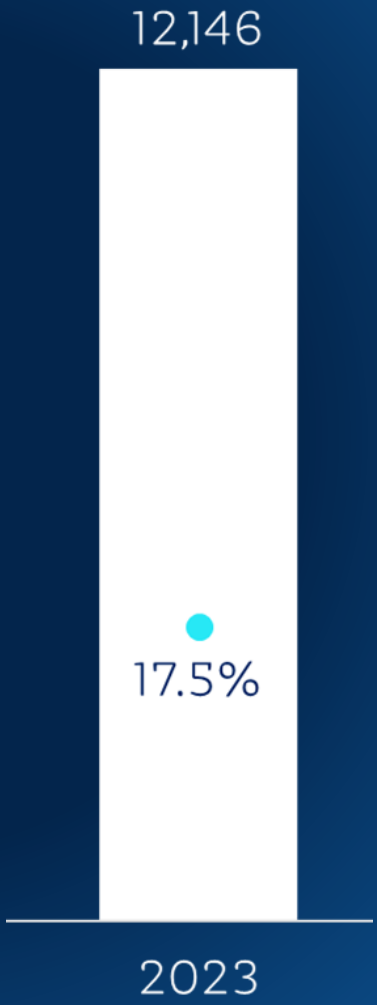
2022

New record year amid water scarcity in Monterrey

Financial Performance Review

million MXN

2023
 Encountered challenges
 from a strong peso,
 macroeconomic
 factors, and climate
 events



■ Sales ● EBITDA Margin

Financial Performance Review

million MXN

2024

Navigated an economic recession in Argentina and experienced water scarcity followed by heavy rains in central Mexico



■ Sales ● EBITDA Margin

2025 Strategy | Financial Priorities

01.

Reversing the EBITDA trend through cost and expense reductions

- Decrease in digital expenses
- SG&A: Staff restructuring in 4Q24
- General expense reductions across all business units

02.

Increasing free cash flow through optimized working capital and controlled Capex

- Reduce inventories in Argentina and Mexico
- Optimizing accounts receivables by leveraging technology in our processes
- Capex Cherry-Picking Strategy:
 - Prioritize maintenance Capex to sustain the performance of products
 - "Pay-as-you-grow" strategy for services businesses

We are entering a phase of reduced investment, focusing on reaping the benefits of previous efforts

We remain fully committed to generating value for our shareholders



José Luis Mantecón | CSO

**Sustainable
Value Creation**

Sustainable Value Creation



Profit

Critical Tier-1 suppliers evaluated with ESG criteria

Customer satisfaction (NPS score)



Planet

CO₂ intensity – Scopes 1 and 2 per ton of processed resin

m³ of water purified by our solutions



People

People with access to sanitation (cumulative)

Women in the workforce

	2023	Target 2024	Progress 2024	Target 2025
Critical Tier-1 suppliers evaluated with ESG criteria	50%	75%	76%	100%
Customer satisfaction (NPS score)	75	76	75	80
CO ₂ intensity – Scopes 1 and 2 per ton of processed resin	0.43	0.43	0.41	0.41
m ³ of water purified by our solutions	759K	1.2M	915K	1.7M
People with access to sanitation (cumulative)	800K	894K	1.08M	1M
Women in the workforce	23.7%	27%	25.1%	30%

100% solar renewable energy at four of our eleven plants in Mexico

Reducing emissions by 4,400 tCO₂e

Sustainable Value Creation

EPD | Environmental Product Declaration

What is an EPD?

Comprehensive analysis throughout the life cycle detailing the environmental impact

Rotoplas' Progress

- Published first EPD for Tinaco Plus+ 1,100L in 2024
- Commitment to extending EPD coverage to other key products

Impact

- Helps customers make informed, sustainable choices
- Positions Rotoplas as a leader in transparency and sustainability

Rotoplas
 EPD
 THE INTERNATIONAL EPD SYSTEM
 LATIN AMERICA EPD
 ECO PLATFORM
 EPD
 VERIFIED

Declaración Ambiental de Producto (DAP)
 En conformidad con las normas ISO 14025:2006 y EN 15804:2012+A2:2019/AC:2021 para el TINACO PLUS + 1,100 L

Programa:	Internacional EPD® System DAP registrada a través del Hub América Latina del Internacional EPD® System Latin America Hub of the International EPD® System
Numero de registro de la DAM:	EPD-LS-000566
Fecha de publicación:	2024-08-01
Fecha de validez:	2029-08-01
Alcance geográfico:	México

Una declaración ambiental de producto (DAP) debe proporcionar información actual y transparente sobre el impacto ambiental de un producto durante su ciclo de vida.

SBTi | Science Based Targets

Our **2030** emission reduction target is based on SBTi, committing us to:

- **42%** reduction in emissions by 2030
- **25%** reduction in emissions by 2030

Commitment relative to base year 2024

Sustainable Value Creation

Product Declaration

Declaración Ambiental de Producto (DAP)

En conformidad con las normas ISO 14025:2006 y EN 15804:2012+A2:2019/AC:2021 para el TINACO PLUS + 1,100 L

Programa:	International EPD® System DAP registrada a través del Hub América Latina del International EPD® System Latin America Hub of the International EPD® System
Número de registro de la DAP:	EPD-IL3-001566
Fecha de publicación:	2024-08-01
Fecha de validez:	2029-08-01
País geográfico:	México

Una declaración ambiental de producto (DAP) debe proporcionar información actual y precisa que se ajuste a las condiciones de la empresa emisora. La empresa emisora.

SBTi | Science Based Targets initiative

Our **2030** emission reduction targets were approved by the SBTi, committing us to:

- **42%** reduction in **scope 1 and 2** emissions
- **25%** reduction in **scope 3** emissions

Commitment relative to base year 2022



SDID | Sustainable Development Initiative

In collaboration with the UN, we published our SDI


We are the **first company in Latin America** and the **second in the world** to disclose how our strategy aligns with the UN Sustainable Development Goals

Sustainable Value Creation

initiative

approved by the

S



AD OUR
BASED TARGET APPROVED

SCIENCE
BASED
TARGETS

CLIMATE ACTION

SDID | Sustainable Development Impact Disclosure

In collaboration with J.P. Morgan, we published our SDID Report

We are the **first company in Latin America** and the **second globally** to disclose how our strategy aligns with the UN Sustainable Development Goals



In-house enviro

Google Cloud Platf

We have developed system to automat for scopes 1 and 2, such as water usag

Sustainable Value Creation

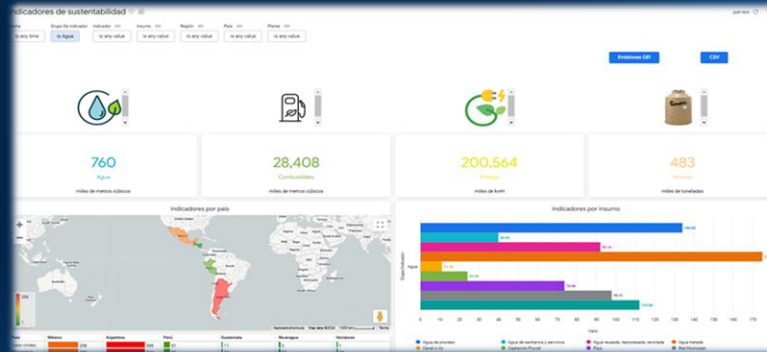
Environment Impact



In-house environmental management system

Google Cloud Platform - Environmental indicators

We have developed an in-house environmental management system to automate the calculation of our GHG inventory for scopes 1 and 2, while also collecting other indicators such as water usage



Sustainable Value Creation

Frameworks

Global Reporting Initiative | GRI

Sustainability Accounting Standards Board | SASB


Task Force on Climate-related Financial Disclosures | TCFD

Carbon Disclosure Project | CDP

Corporate Sustainability Assessment by S&P Ratings | CSA

	2022	2023	2024
CSA	69	68	70
CDP Climate Change	B	A-	Submitted
CDP Water Security	C	B	Submitted
MSCI	BB	BBB	In process

Included in the **S&P Global Sustainability Yearbook**, ranking among the **top five companies in our industry**






Our Commitment



Key Takeaways

- We are **strengthening our traditional** business with **innovation** and **efficiency**
- Our growing **services platform** is **unlocking new opportunities** across the water cycle
- **Digital transformation** is **enhancing** how we **operate** and **connect** with **customers**
- **Prior investments are expected** to **start** delivering visible **results**, leading to **improved cash flow** and **enhanced ROIC**
- **Sustainability** continues to **guide every decision**, creating meaningful **impact** for all **stakeholders**



Q&A



Thank you!

Use the code
AGUADAY24
30% discount for 12
months of our **bebbia**
service





Thank you, see you next year!

INVESTOR RELATIONS CONTACTS

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