



Rotoplas[®]
más y mejor agua



1Q26



Rotoplas[®]
más y mejor agua

Corporate Presentation

Grupo Rotoplas S.A.B. de C.V.

Who is Rotoplas?

Leading company in the water industry | With over 45 years of experience, we are the Mexican company driving the transformation of water across the Americas, from Mexico to Argentina.

A synonym for quality and trust | We are the industry standard and the brand that ensures safe water, turning innovation into peace of mind and well-being for millions of households.

Powered by impact and sustainability | We see water as the engine of well-being. Our technology and purpose come together to create sustainable solutions that ensure the availability and care of every drop.

Experts in the complete water cycle | We master the entire ecosystem, offering a comprehensive portfolio.

Products



Services



Innovation centered on well-being | Our evolution is driven by challenging the status quo. We were pioneers in replacing risky materials with safer and more efficient solutions.

Asbestos tank



Triple-layer polyethylene tank with antibacterial protection

Copper piping



High-resistance PPR piping with heat-fusion technology

Single-use plastic bottles



On-site purification service with IoT solutions

Our Purpose

Existimos para transformar la calidad de vida de todos asegurando el mejor aprovechamiento del agua.

Our Mission

For people to have more and better water

Our Vision

Offer non-centralized and sustainable water solutions, with relevant benefits for our customers, within the Rotoplas Way

We are currently at a crucial point in addressing water-related problems

A **40% gap** between global **water supply and demand** is projected by **2030**

We could **exhaust our fresh water supply by 2040** at the current rate of consumption

At least **69%** of the impact of **climate change** is manifested through the **water cycle**



Investment considerations



1. The Water Industry
2. Our Solutions
3. Our Strategy
4. Our Results



01

The Water Industry



What you need to know:



- **75%** of our planet is **covered** by **water**, but **less** than **1%** is **usable**.
- Water **demand** has **increased** by **40%** over the last 40 years and is **expected** to **rise** an additional **25%** by **2050**, while **supply** has more than **halved** since **1970**.
- We could **exhaust** our **fresh water supply** by **2040** at the current rate of **consumption**.
- **80%** of global **wastewater** is **discharged** into the **sea without** adequate **treatment**.
- **Microplastics** are present in **83%** of **drinking water**.
- **57%** of global freshwater **aquifers** are **overexploited**.
- **One third** of **freshwater** in pipelines is **lost** due to **leaks**.
- The **climate** and **water crises** are **interconnected**: for every **+1°C**, there is a **20% reduction** in renewable **water**.
- At least **69%** of the **impact** of **climate change** is **manifested** through the **water cycle**.
- **Every dollar invested** in water access and sanitation **could yield \$7** in **returns**¹.
- **Solving** the global **water crisis** would **cost** only **1%** of the **annual GDP** until **2030**.
- Approximately **78%** of the **capital employed** in **water security** comes from the **public** sector, but it is **expected** to **fall** to **43%** in the next decade, while **private capital** will **increase** from 3.8 to **12.6 trillion** dollars².

1. World Bank
2. Global Water Intelligence

A worker wearing a blue hard hat and a blue safety vest with orange reflective stripes is working with a large roll of white Rotoplas material. The worker is in the foreground, and the background shows a large industrial facility with several large white storage tanks under a clear blue sky.

02

Our Solutions

A story inspired by water | 45+ years of execution, growth, and innovation



Rotoplas is born in Mexico



1978

The first polyethylene water tank is launched

1978



International expansion begins with the plant in Guatemala

1996



Rotoplas starts operating in Argentina

1997

Acquisition of Talsar in Argentina and Sytesa (RSA) in Mexico

2016



Start of operations in the USA

2015



Rotoplas is listed on the BMV under the ticker AGUA*

2014



Launch of Tuboplus

2003



Rotoplas' history is proof of our adaptability and ability to evolve from a manufacturing company into a solutions leader across the entire water cycle.

Issuance of the first Sustainable Bond in LATAM & Entry into the Dow Jones Sustainability MILA Pacific Alliance

2017



Start of the Flow transformation program

2019



Launch of the Sustainable Growth Plan for 2025

2020

Update of the Sustainability Strategy

2021



Start of technological update in plants in Mexico

2022



Launching of B2B and B2C e-commerce platform in Mexico

2024

Launching of IoT solutions for products and services

2025



The power of our operating platform | Efficient large-scale manufacturing and a unique logistics network that ensures full market coverage



18 plants



27 product lines

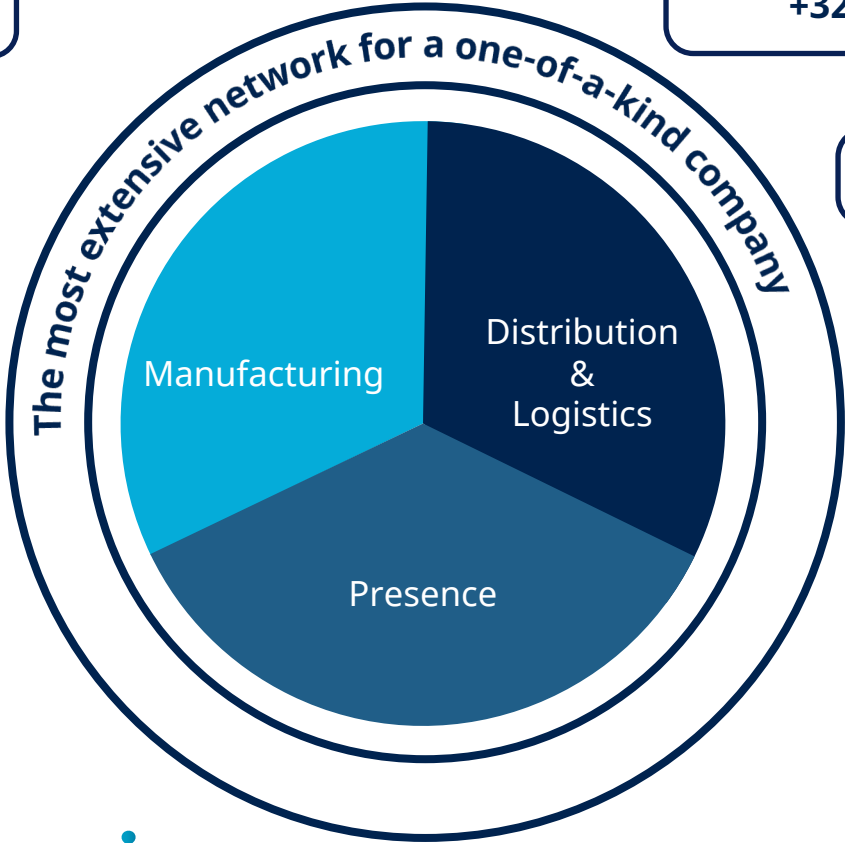


3 service lines



+3,400 suppliers

9 Leading Brands



+32,000 points of sales

+180,000 points of service

+12,000 distributors

3 distribution centers

Our installed capacity and logistics footprint allow us to absorb demand peaks and scale production without compromising service.

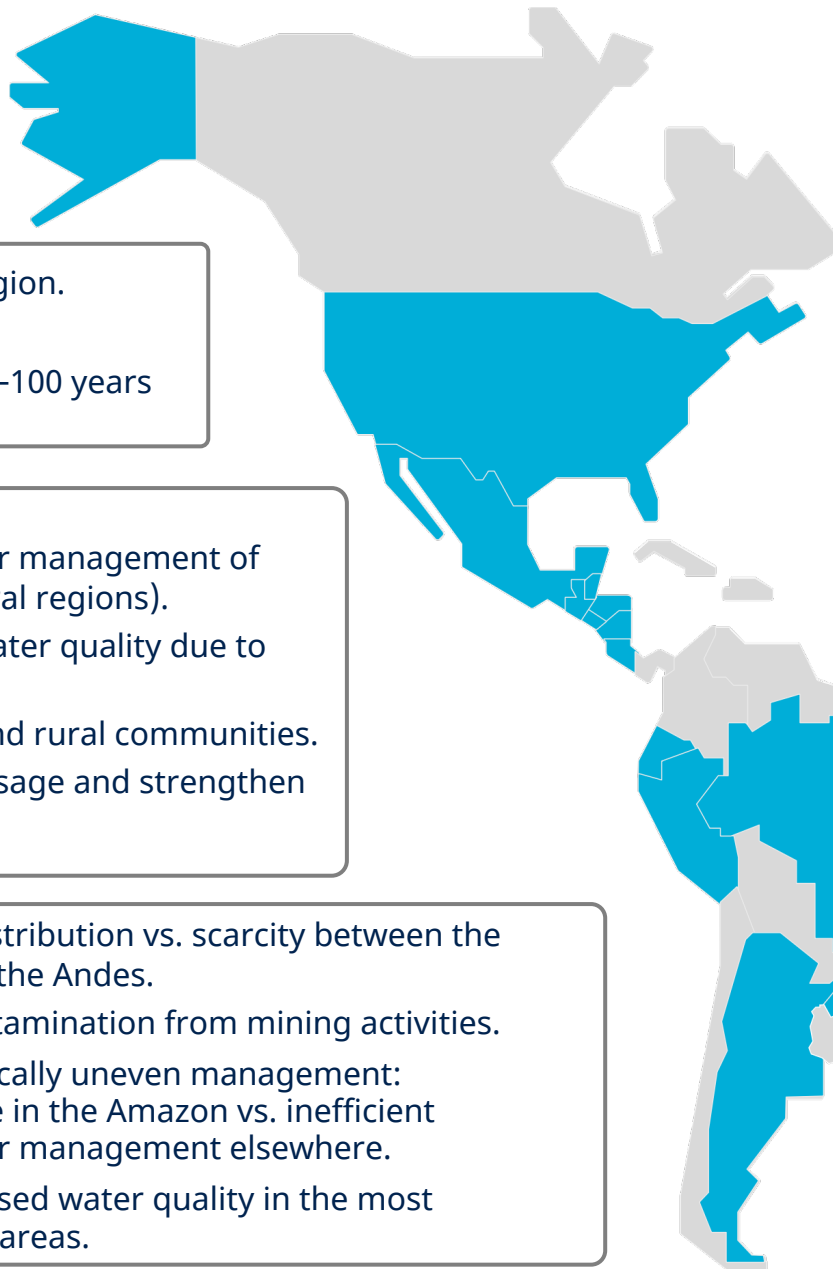


14 countries



+3,200 employees

Water Crisis | The opportunity for companies with the ability to develop decentralized solutions



- 🔹 Critical water scarcity in the western region.
- 🔹 Severe water contamination issues.
- 🔹 Aging, unsustainable infrastructure (70–100 years old) causing inefficiency and losses.



- 🔹 Dual challenges: water scarcity and excess (flooding).
- 🔹 Pollution from inadequate waste management.
- 🔹 Direct impact on human health and biodiversity.
- 🔹 Water management capacity overwhelmed.



- 🔹 Overexploitation and poor management of aquifers (North and Central regions).
- 🔹 Severe deterioration in water quality due to contamination.
- 🔹 Direct impact on urban and rural communities.
- 🔹 Urgent need to balance usage and strengthen quality controls.



- 🔹 Severe contamination in urban areas.
- 🔹 Inadequate sanitation infrastructure.
- 🔹 Significant challenges for public health and the environment.

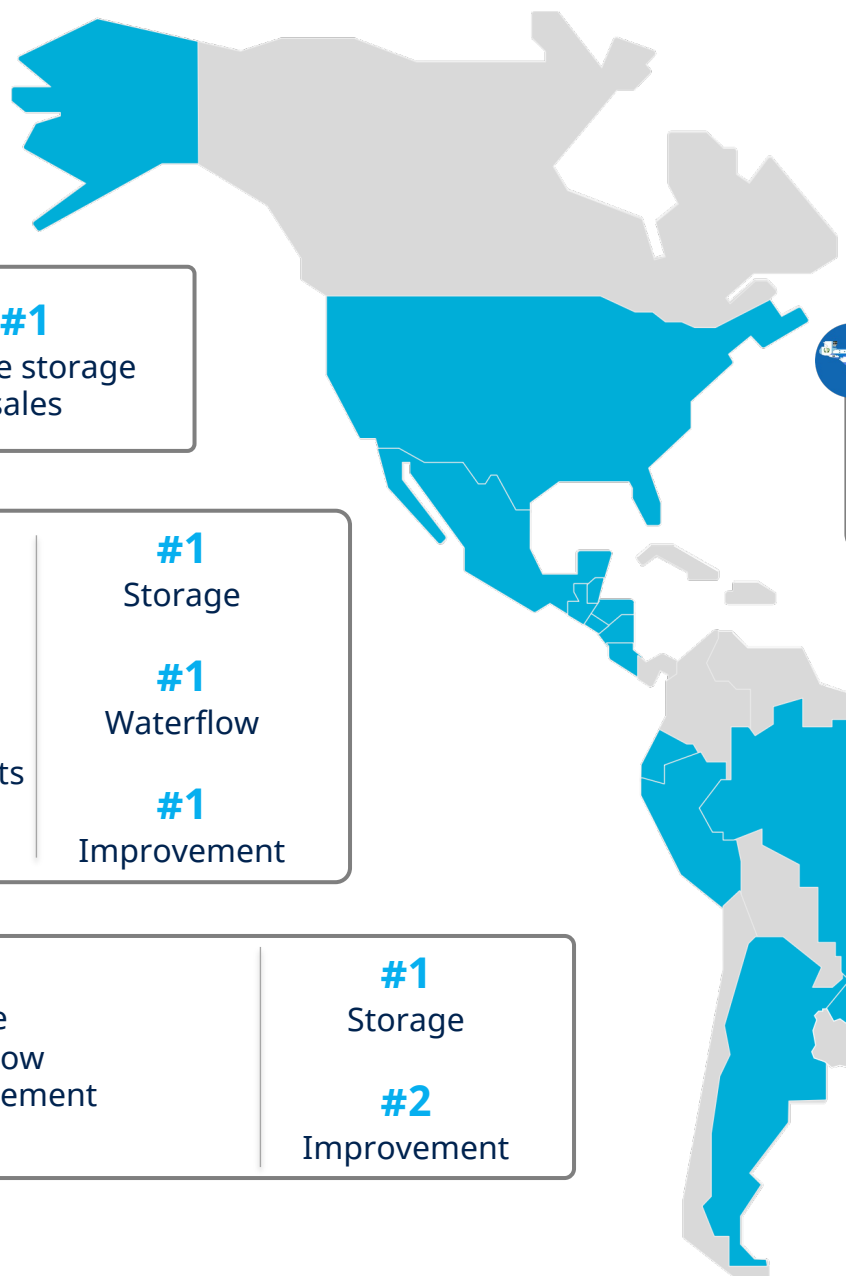


- 🔹 Uneven distribution vs. scarcity between the Coast and the Andes.
- 🔹 Heavy contamination from mining activities.
- 🔹 Geographically uneven management: abundance in the Amazon vs. inefficient wastewater management elsewhere.
- 🔹 Compromised water quality in the most populated areas.




- 🔹 Deep inequality in water distribution.
- 🔹 Water scarcity in arid zones.
- 🔹 Contamination from industrial and agricultural sources.
- 🔹 Multiple regions facing droughts and poor water quality.

We set the industry standard | Regional leadership built on the continent's most extensive operating footprint




Our leadership allows us to leverage future growth in services and technologies through an established distribution network.




- e-Commerce
- Septic Solutions

#1 Online storage sales



- Storage
- Waterflow
- Improvement

#1 Storage




- Storage
- Waterflow
- Improvement
- Purification
- Water Treatment Plants
- Irrigation

#1 Storage
#1 Waterflow
#1 Improvement




- Water Treatment Plants

 Building a solid pipeline



- Storage
- Waterflow
- Improvement

#1 Storage
#2 Improvement



- Storage
- Waterflow
- Improvement

#1 Storage
#1 Waterflow
#1 Improvement

From the water tank, our flagship product, to an ecosystem of solutions that exponentially expands our market potential

Products | Solutions for adapting to climate change

Storage



Solutions that address intermittent water supply. This is our foundational and market-leading category, serving as the main access point for millions of customers.



Waterflow



Pipe and hydraulic connection systems for residential, commercial, and industrial buildings. We tackle inefficiency, leaks, and the renewal of obsolete infrastructure.








Improvement



Equipment that enhances the water experience. This category transforms our value proposition from "supply" to "comfort," increasing value for the customer.



-  Leading brands
-  Strong market share
-  Strong cash flow
-  Steady EBITDA – 1Q26 \$356
-  Dividend payment

Services | Climate change mitigation solutions

Purification



Water purification systems under a subscription model. They restore trust in water quality, eliminate single-use plastics, and generate recurring income.



Water Treatment



Large-scale water treatment and recycling solutions (plants) for industrial and municipal clients (B2B/B2G). We address scarcity and sanitation through water reuse.






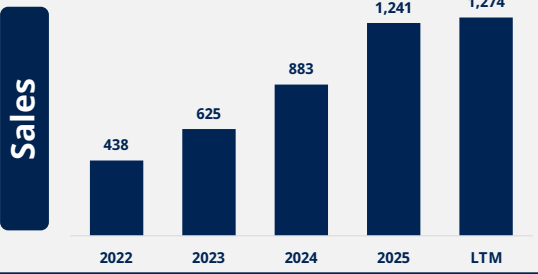
Irrigation



Smart irrigation systems (AgTech) for the agricultural sector, a high water-consumption market. Focused on improving efficiency and climate adaptation in agriculture.



-  Investment phase: Negative cash flow
-  Negative EBITDA 1Q26 (\$24)
-  Strong earnings growth potential



A man with grey hair and safety glasses is working in a factory. He is wearing a blue long-sleeved shirt and is looking down at something he is working on. The background is a blurred industrial setting with various pieces of machinery and equipment.

03

Our Strategy



Sustainable growth of the traditional business

- Successful launch of innovations (Tinaco Plus, IoT meter) with strong market acceptance.
- The U.S. consolidated profitability (EBITDA+), achieving double-digit growth and margin expansion.
- Argentina reached financial self-sufficiency, proving the model's resilience.
- Scaling and consolidation of the B2B e-commerce platform.



Growth and development of new businesses

- bebbia surpassed 159,000 subscribers; sequential margin improvement shows a clear path to breakeven.
- Validation of the RSA services strategy with strong B2B performance and a solid pipeline.
- Launch of new technology platforms to accelerate bebbia's growth.



Digitization of the water ecosystem

- Launch of IoT solutions in products and services.
- Launch of B2B and B2C e-commerce platforms.
- Implementation of AI conversational agents to provide automated customer support.
- Deployment of a logistics control tower in Mexico to optimize operations.
- Progress in AI-driven predictive sales pilots to enhance planning and engagement.



Commitment to look after all stakeholders

- Scored 71 points in the S&P Global Corporate Sustainability Assessment (CSA).
- Recognized by CONAGUA as Mexico's #1 Responsible Water Company.
- Included in Newsweek's "World's Most Trustworthy Companies 2025."
- Received HSBC's ELIS 2025 Award for ESG leadership.
- Formed alliances with SUNASS and Heineken to execute water access projects.



01.

Reversing the EBITDA trend through cost and expense reductions

- Decrease in digital expenses
- SG&A: Internal restructuring
- 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

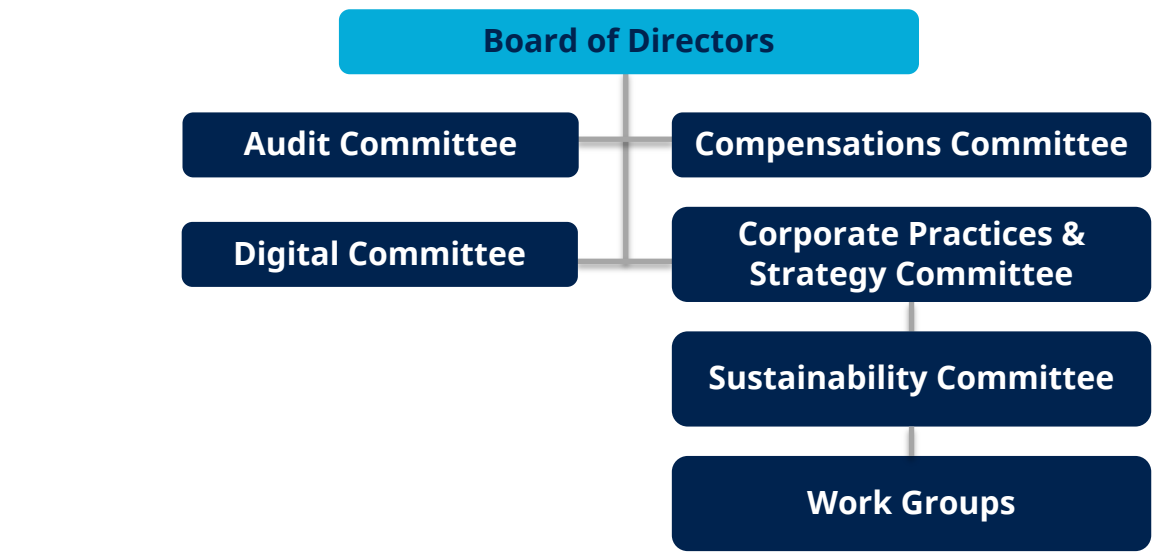
Strategic Governance | Ensuring the key capabilities for execution



Strategic pillars and focus

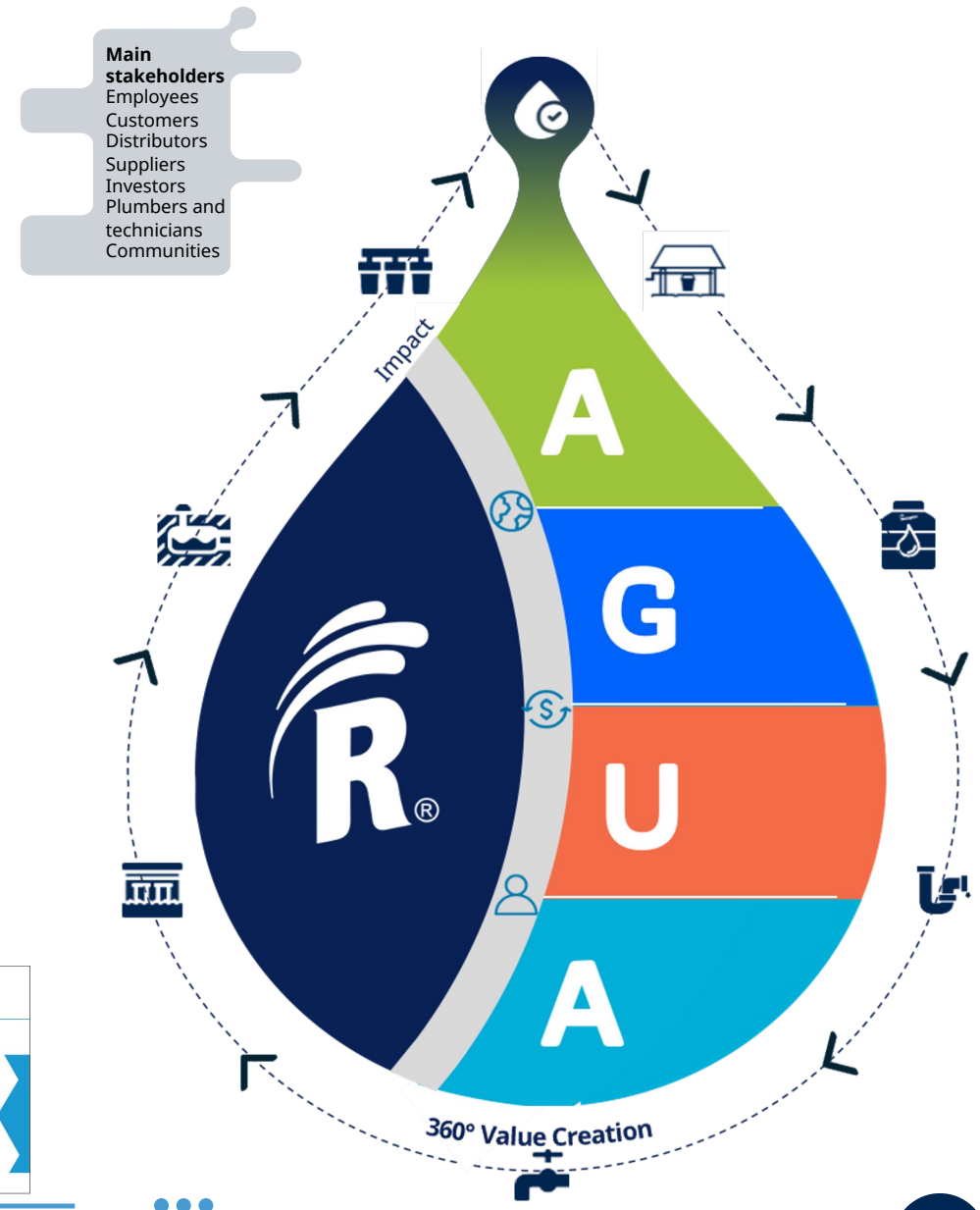
- Water Management
- Digital Transformation
- Sustainability and ESG
- Strategic Vision
- Innovation and Entrepreneurship
- Financial Strength
- Risk Management
- Industrial Expertise
- Business Development
- Operational Knowledge

Core capabilities





Where We Come From | Sustainability in Our DNA

Our trajectory demonstrates a deep and evolving commitment, validated by the most rigorous sustainability frameworks.



AGUA Strategy - Public Targets update



	2030 target	Update	Next update
	Reduce 42% scopes 1 and 2 emissions, and 25% scope 3 emissions	N.A.	May
	Reduce freshwater extraction 15% across all manufacturing sites per produced ton	N.A.	May
	Recycle 70% of non hazardous waste generated in manufacturing sites	N.A.	May
	Engage with 80% of our critical suppliers in sustainability	N.A.	May
	30% of the company's CapEx allocated to sustainable projects (cumulative)	N.A.	July
	Reach 40% of women in management positions	33.6%	May
	Purify the equivalent of 150 million water jugs by 2030 (cumulative)	6.12 M	May
	Treat 35 million cubic meters of wastewater by 2030 (cumulative)	N.A.	May
	Benefit over 1.5 million people with access to sanitation by 2030 (cumulative)	N.A.	May

Key Achievements 2021 – 2025

Environmental

- Measurement of the corporate carbon footprint
- Monitoring of key environmental indicators
- Emission reduction targets approved by SBTi
- Climate-related risks and opportunities assessment
- Product environmental footprints + Environmental Product Declarations (EPDs) for Tinaco Plus+ 1,100L and Tuboplus
- Biodiversity analysis

Social

- Group-wide Human Rights assessment
- Gap analysis on workplace equality and non-discrimination
- Onboarding, training, and development programs
- Diversity, equity, and inclusion initiatives
- Volunteer programs in Mexico, Peru, and Argentina

Governance

- Internal and external communication plans and campaigns
- Evaluation and engagement of critical suppliers
- Sustainability distinctions: ESR, EGS, EHR
- Participation in disclosure questionnaires
- Improved CSA rating
- Updated materiality assessment

How do we execute the Strategy? | Sustainable Governance Structure

Social

- Diversity and inclusion
- Talent development and advancement
- Employee well-being




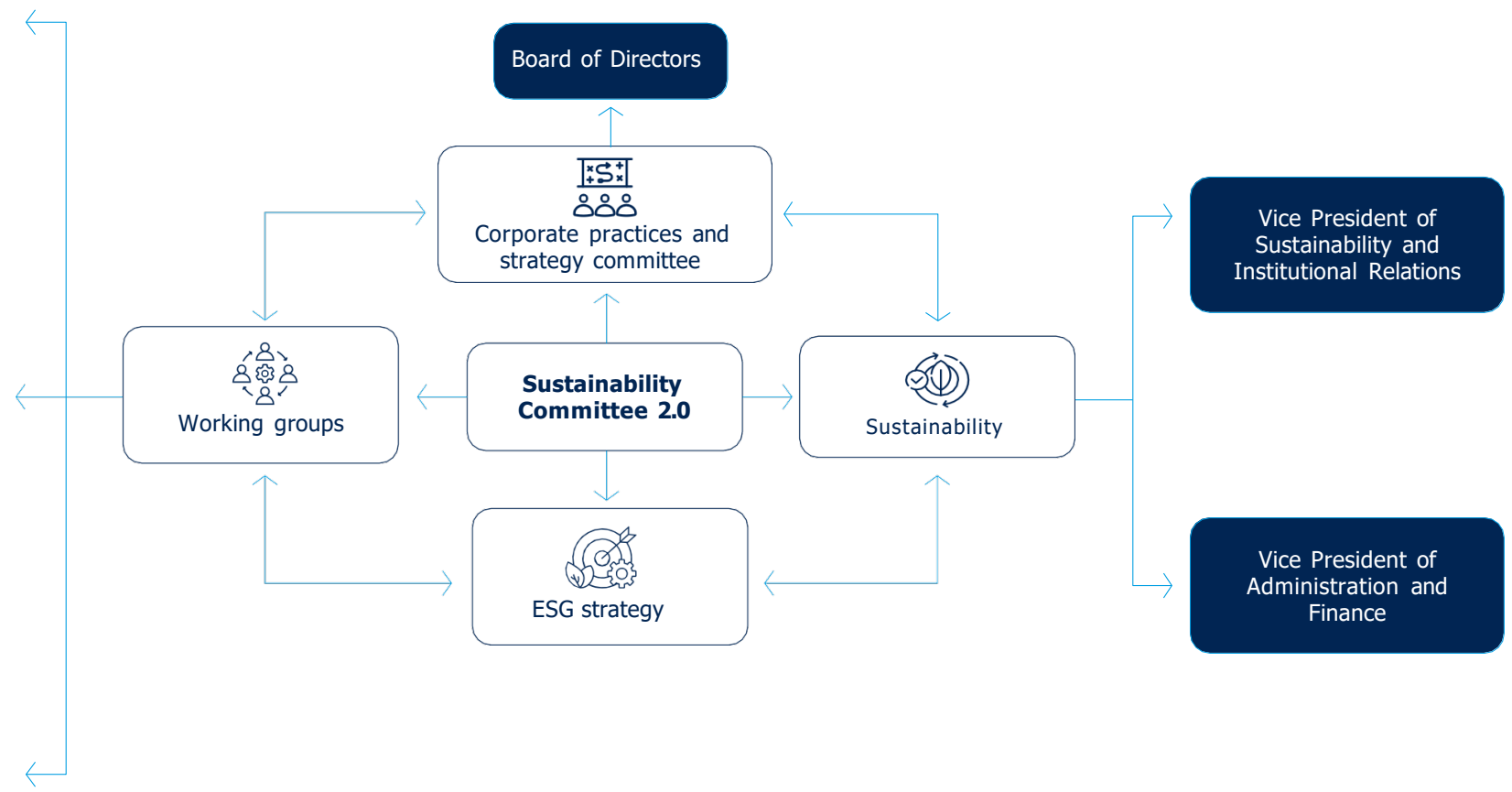
Governance

- Strong corporate governance
- Promoting internal and external communication
- Operational efficiency



Environmental

- Circularity and climate change
- Clean energy
- Environment, health and safety

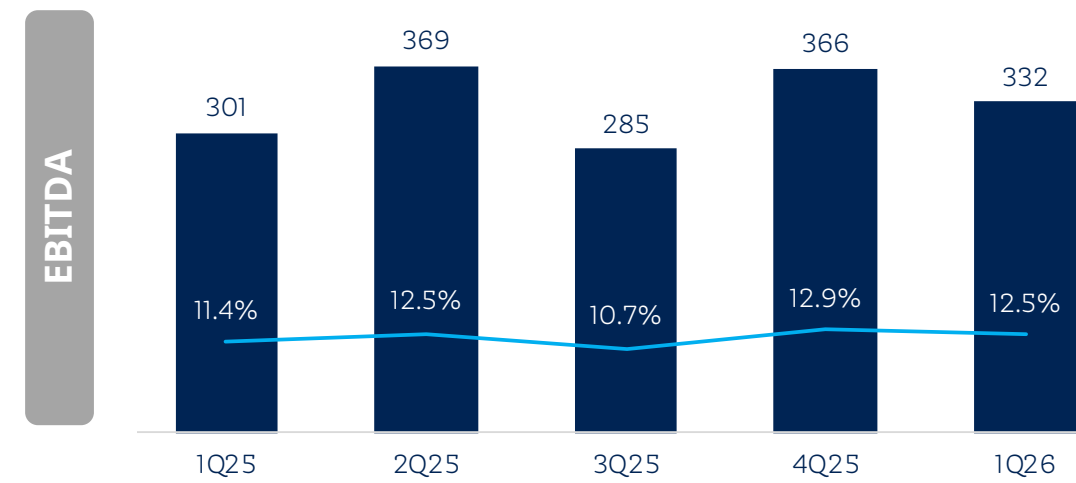
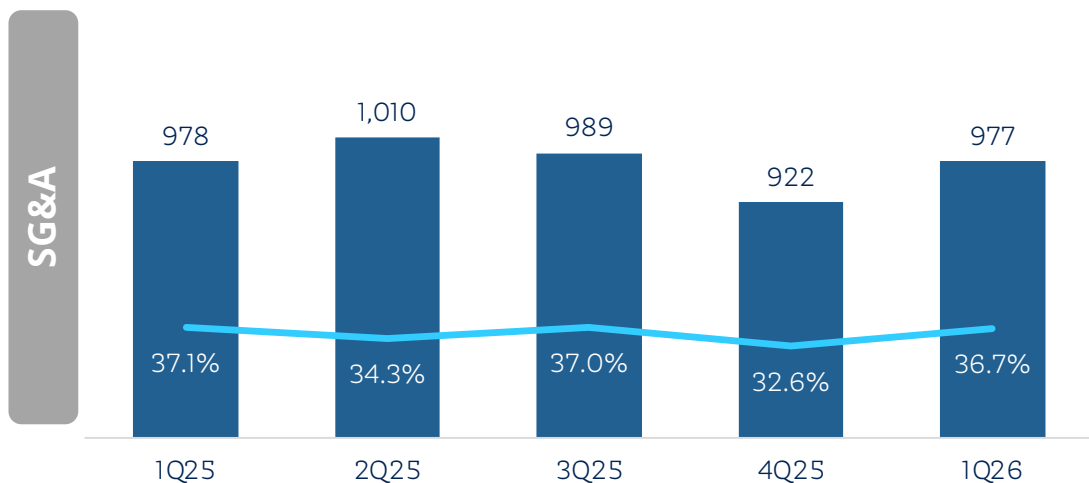
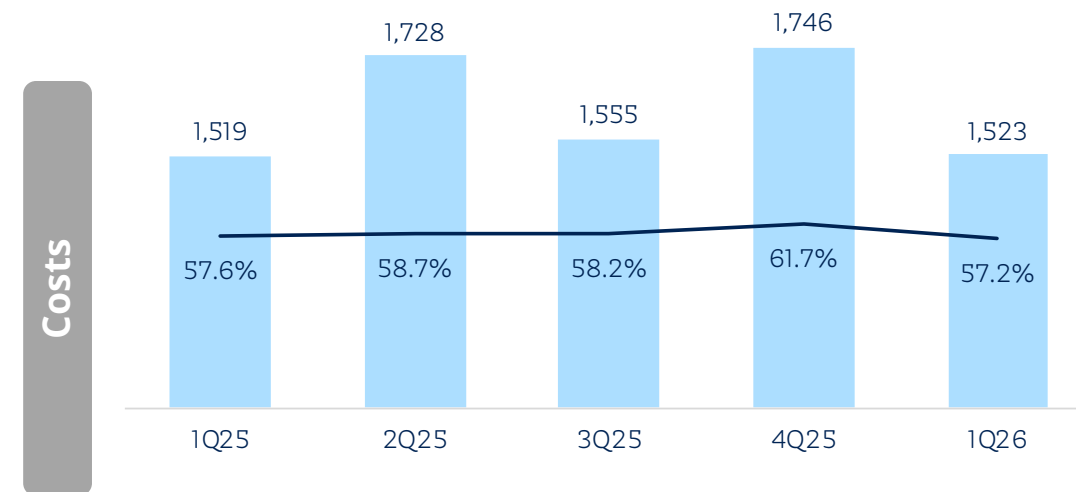
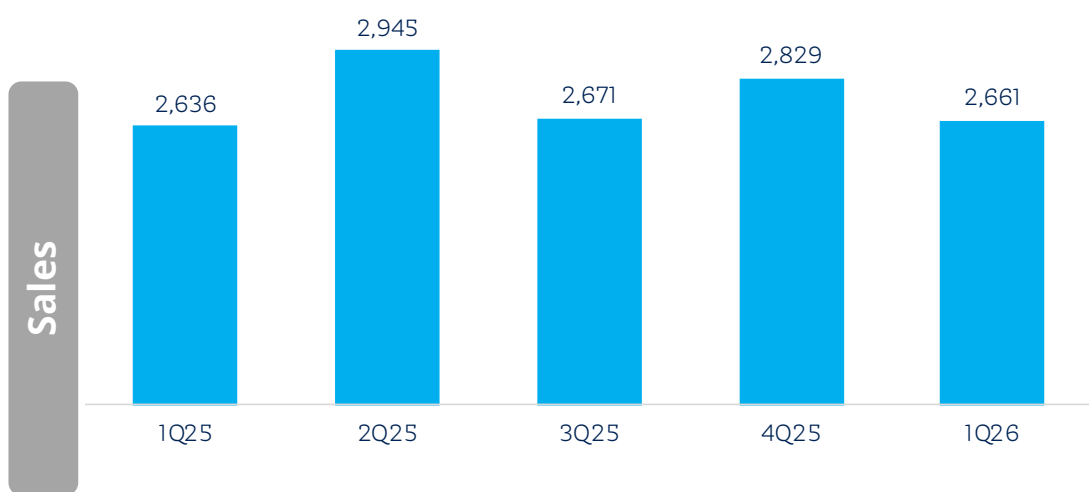


04

Our Results

Operational efficiency as structural advantage | Consistent results across a challenging environment

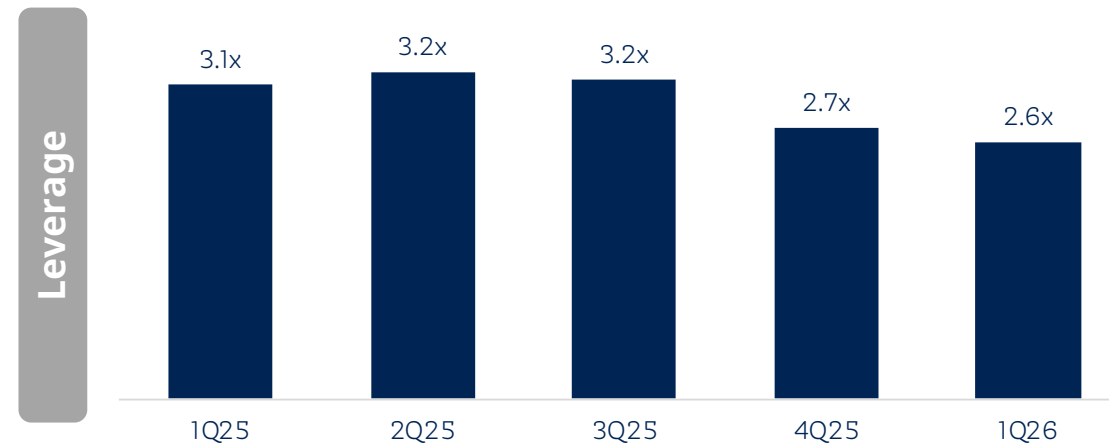
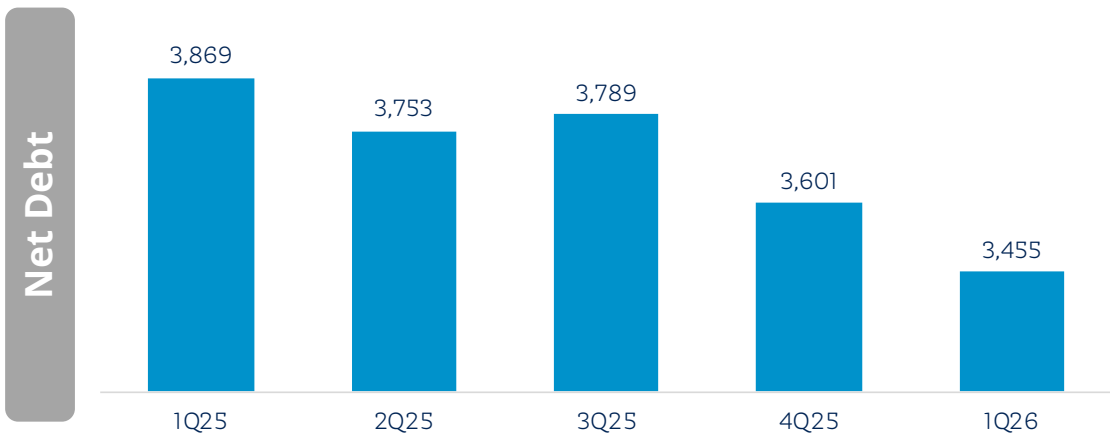
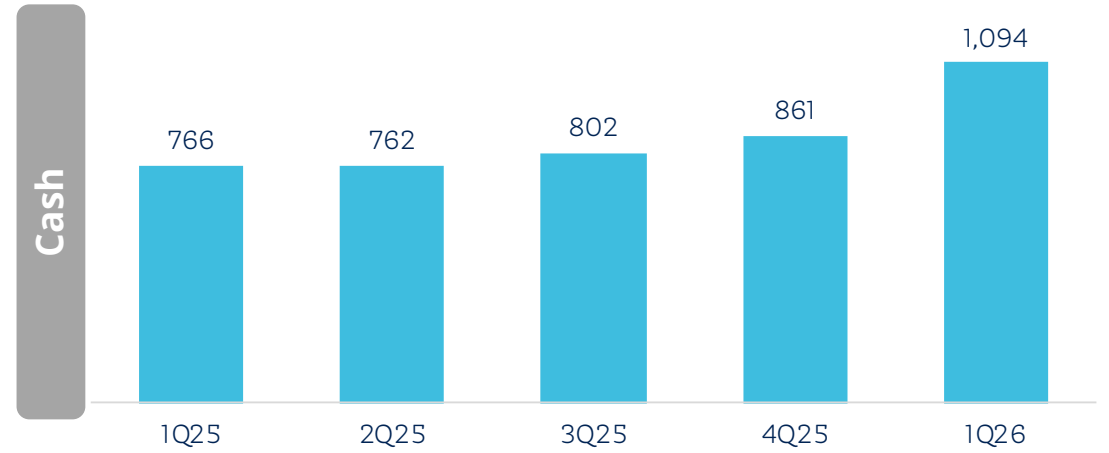
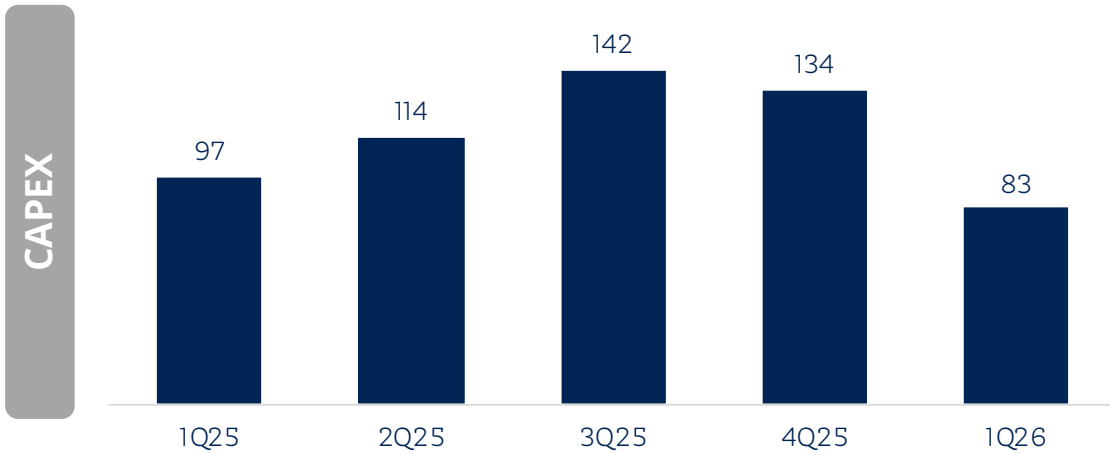
Million MXN



Ongoing working capital discipline and cash generation drove a 0.5x reduction in leverage to 2.6x



Million MXN

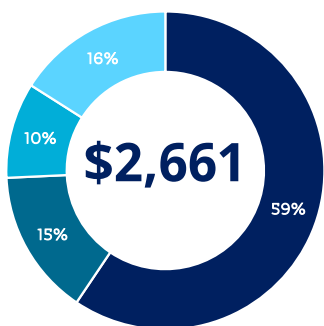


1Q26 Results

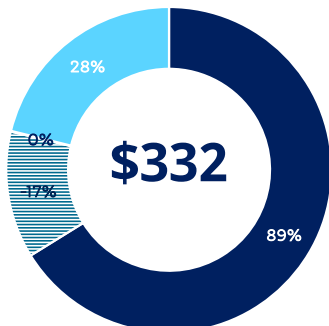
MXN mm

By Country

Sales



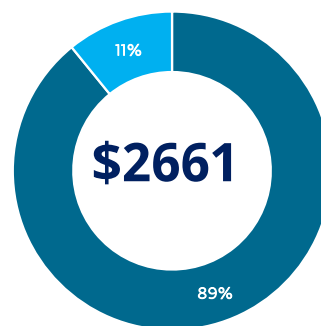
EBITDA



- Mexico
- Argentina
- USA
- Other

By Solution

Sales



EBITDA



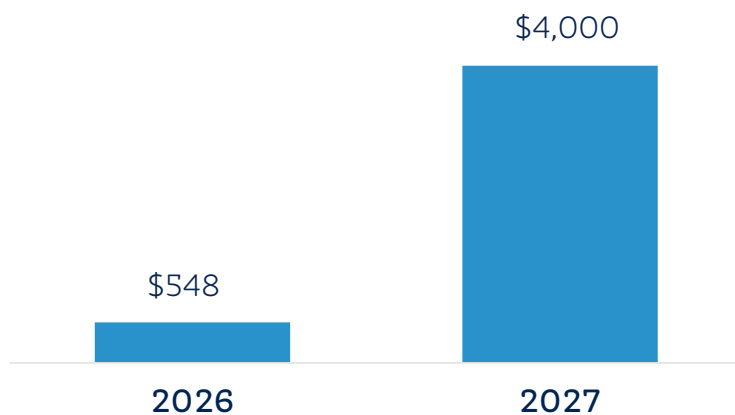
- Products
- Services

		2026	2025	Δ %/bps
Income Statement	Net sales	2,661	2,636	1%
	Cost of Sales	1,523	1,519	0%
	Gross Profit	1,138	1,117	2%
	<i>Margin</i>	43%	42%	2 pb
	Operating Income	160	139	16%
	<i>Margin</i>	6%	5%	16 pb
	Financing Result	(31)	116	NA
	Taxes	79	(1)	NA
	EBITDA	332	301	10%
	<i>Margin</i>	12%	11%	11 pb
Net Result	113	24	NA	

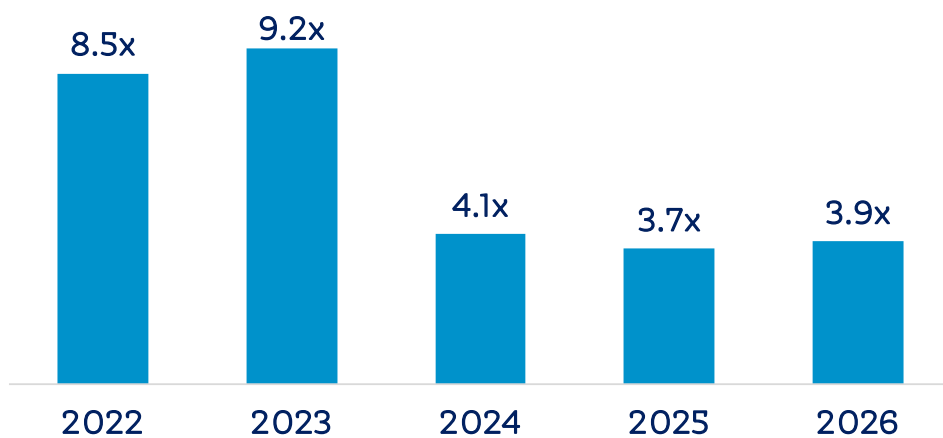
2026 Results

MXN mm

Debt Maturity Profile



Interest coverage

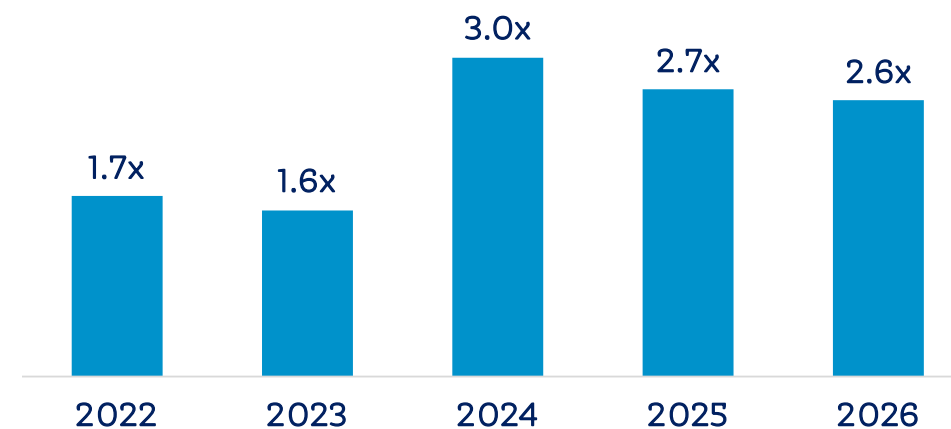


Balance Sheet

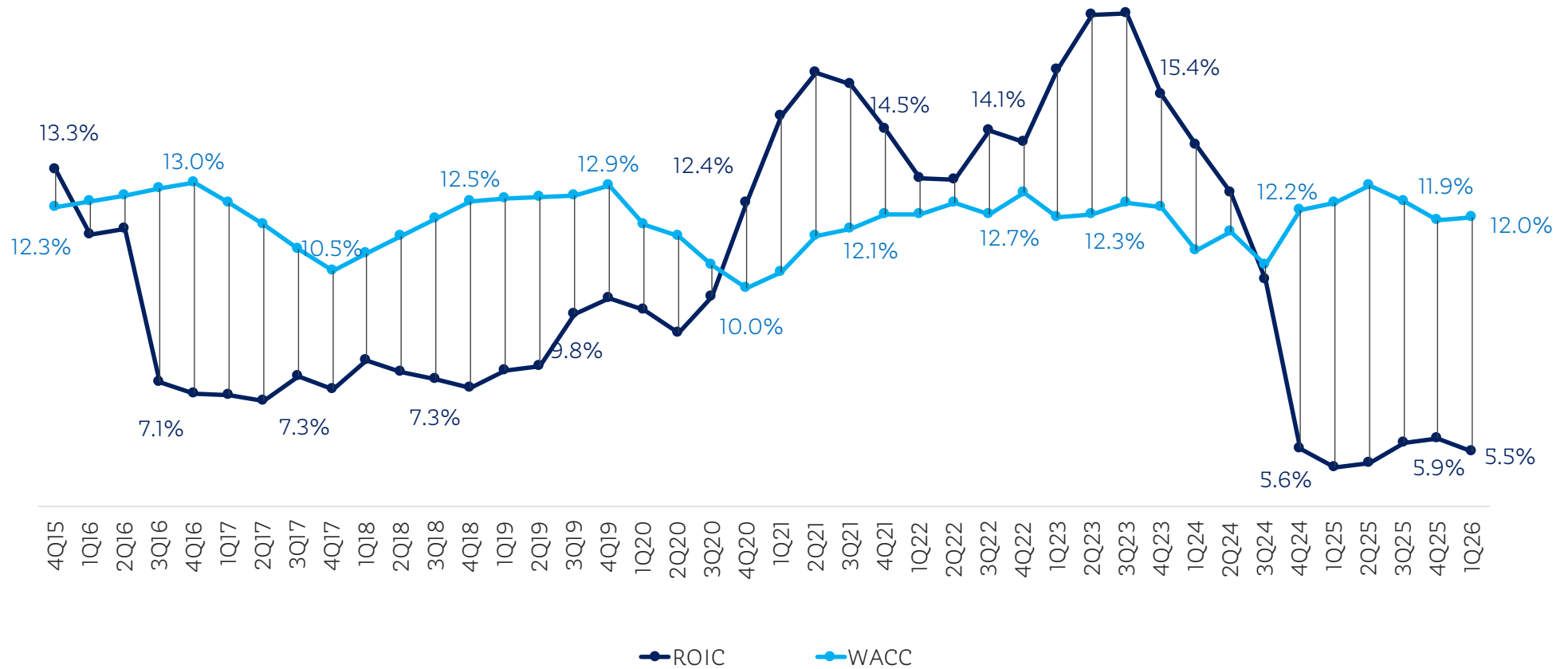
March 2026

Cash and Cash Equivalents	1,094
Other Assets	12,536
Total Assets	13,629
Financial Debt	4,524
Other Liabilities	3,302
Total Liabilities	7,826
Equity	5,803
Liabilities + Equity	13,629

Net debt / EBITDA



ROIC vs. WACC



ROIC: NOPAT LTM/ Invested Capital LTM, monthly average
 Invested Capital: Total Assets – Cash and Cash Equivalents – Short-Term Liabilities.
 ROIC excludes Flow program execution costs from 2Q20 to 4Q21 as they are one-off.

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

- **AGUA* upside potential**

Analyst Coverage

BTG Pactual	Neutral	\$13.40
GBM	Outperform	\$39.00
Signum / Punto	Buy	\$18.64
Consensus		\$23.68



**Thank
you!**

INVESTOR RELATIONS

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