

AGUA Day 2025



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.

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Today's Agenda

- 1 Welcome to the Agentic World**
- 2 Evolution of Grupo Rotoplas**
- 3 Evolution of the Financial Strategy**
- 4 Evolution of the Sustainability Strategy**



Today's Speakers



**David
Ruiz**

Head of Data
Analytics & AI

Google Cloud



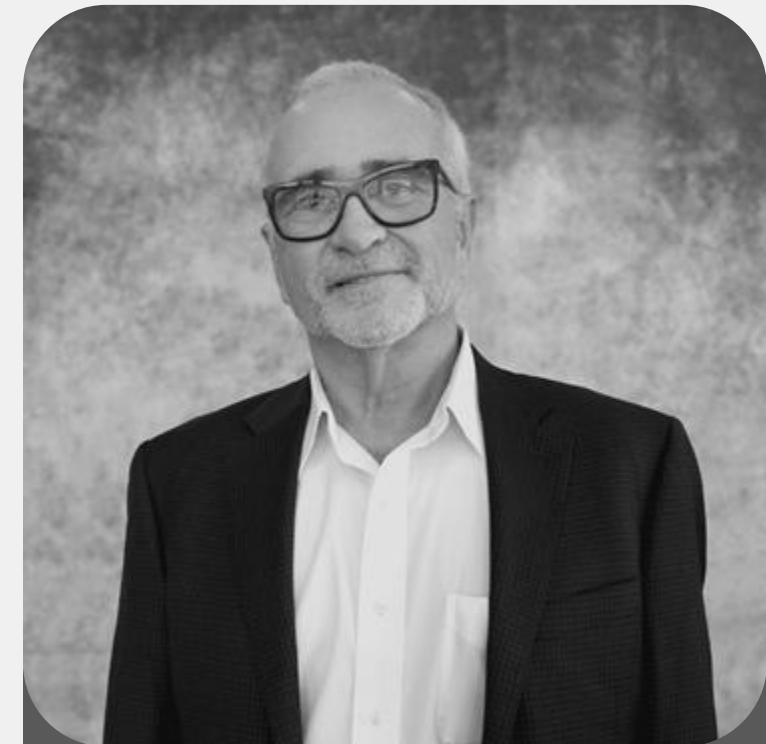
**Carlos
Rojas**

CEO



Andrés Pliego

CFO



**José Luis
Mantecón**

CSO



Welcome to the Agentic World



David Ruiz

Director Enterprise
Google Cloud

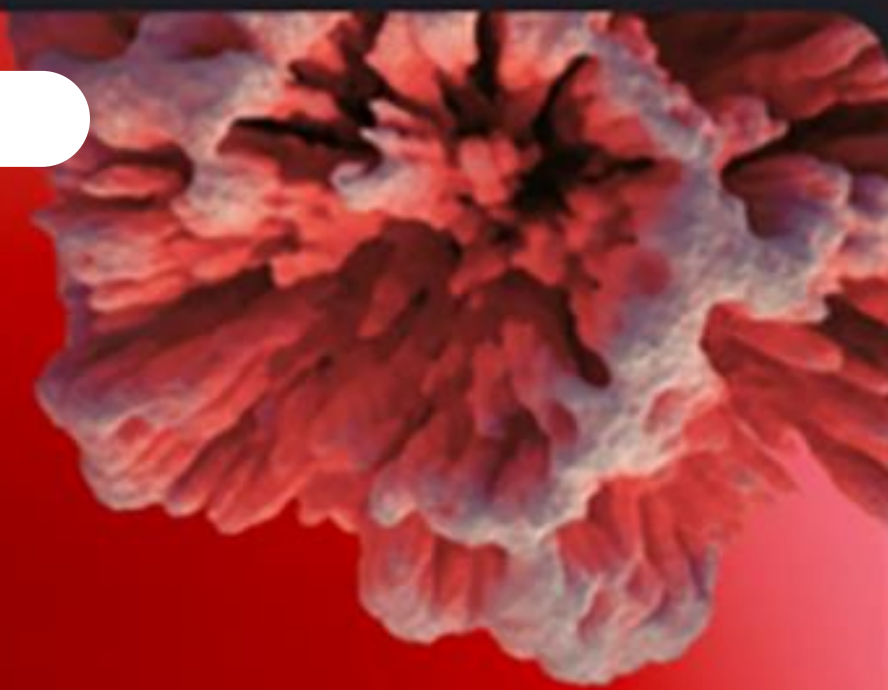






AI in your enterprise

Trend 01



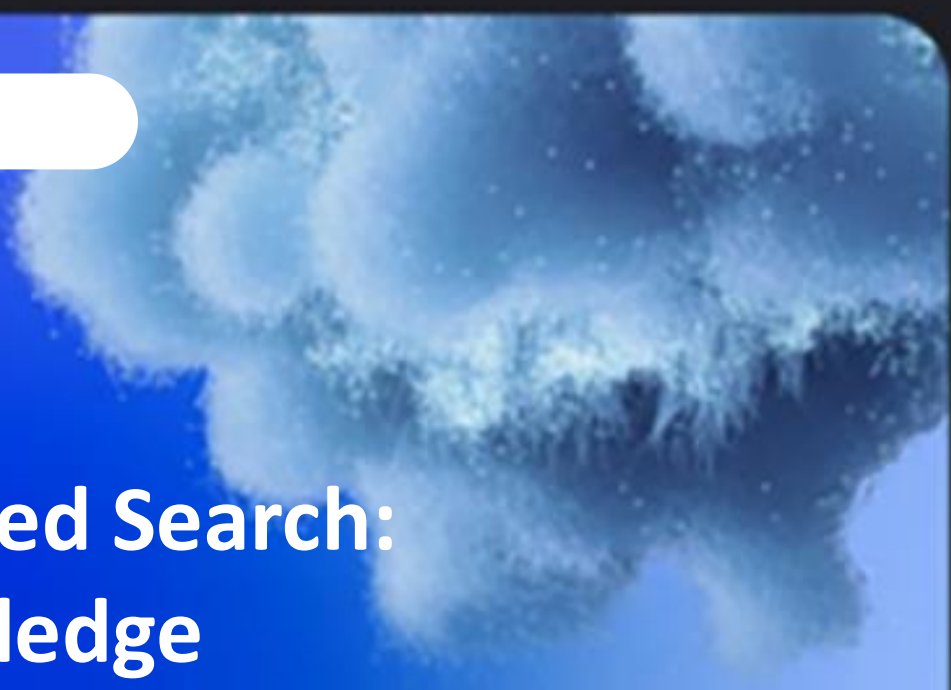
Multimodal AI: Unleash contextual power

Trend 02



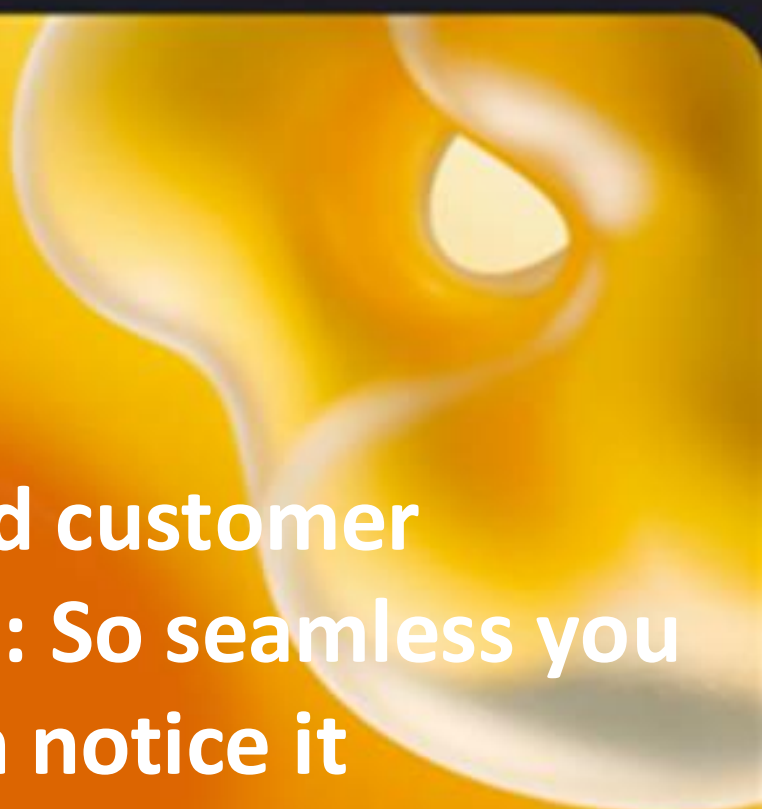
AI Agents: From chatbots to multi-agent systems

Trend 03



Assisted Search: Knowledge at its best, shared for all

Trend 04



AI-powered customer experience: So seamless you won't even notice it

Trend 05



Tighter (and stronger) security, powered by AI.

Carlos Rojas

CEO





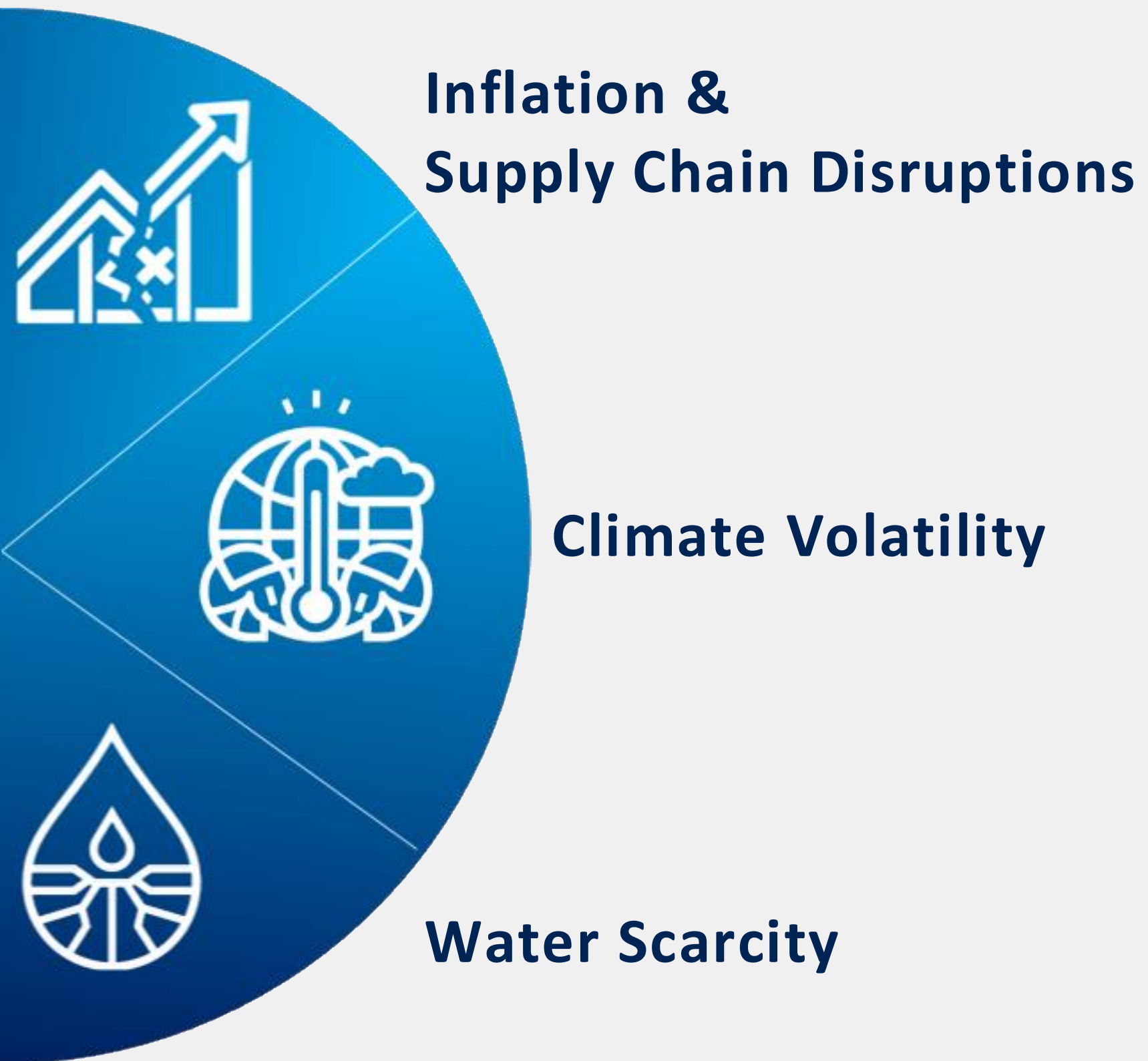
Transformed capabilities

Strengthened portfolio

Reaffirmed leadership



Global Challenges demand the Evolution of Companies



Our starting point


Manufacturing
Reliable processes based on legacy technologies

Services Portfolio
Early-stage portfolio

Products Portfolio
Solid but needing to adapt with more visibility and intelligence

Digitalization
Not yet part of operating rhythm, fragmented data, no e-commerce



 **90%**
Less water used in production

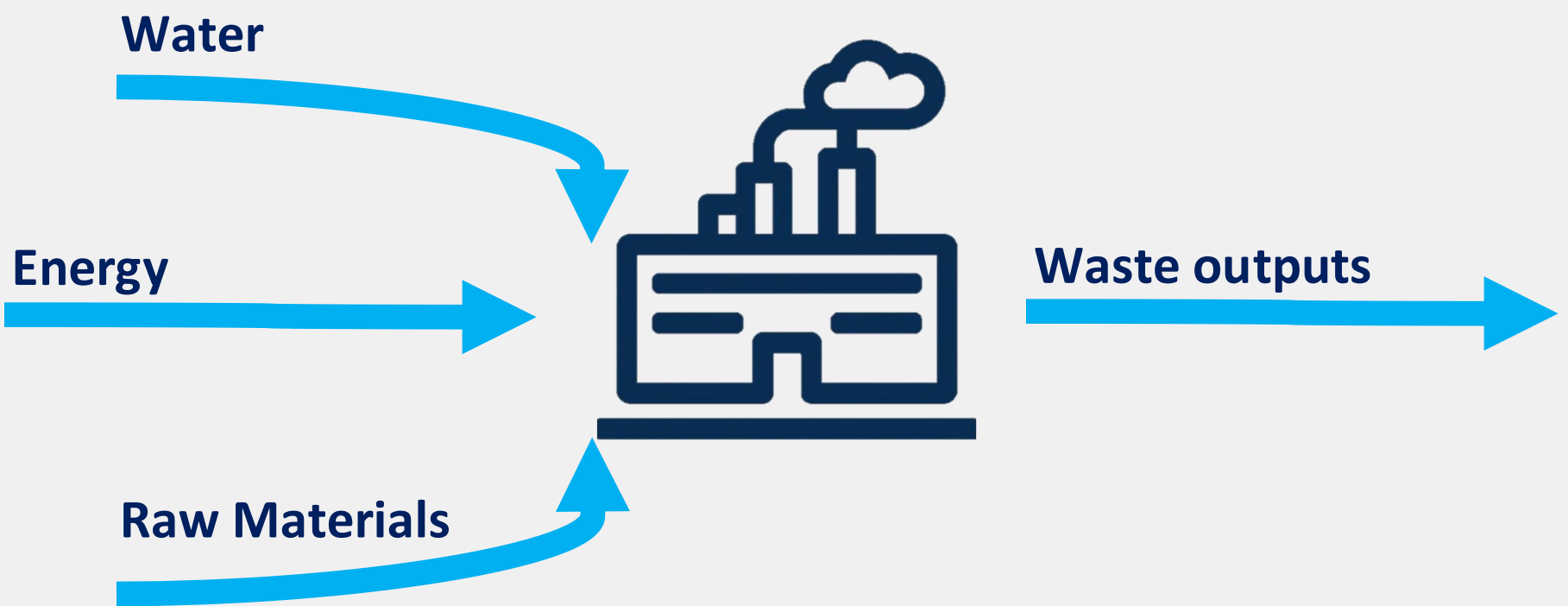
 **70%**
Faster cycle times

 Up to **40%**
recycled content

 **100%**
Scrap material reincorporated

11% Reduction of Scope 1 and Scope 2 greenhouse gas emissions

Legacy Process



Tinaco+ Process

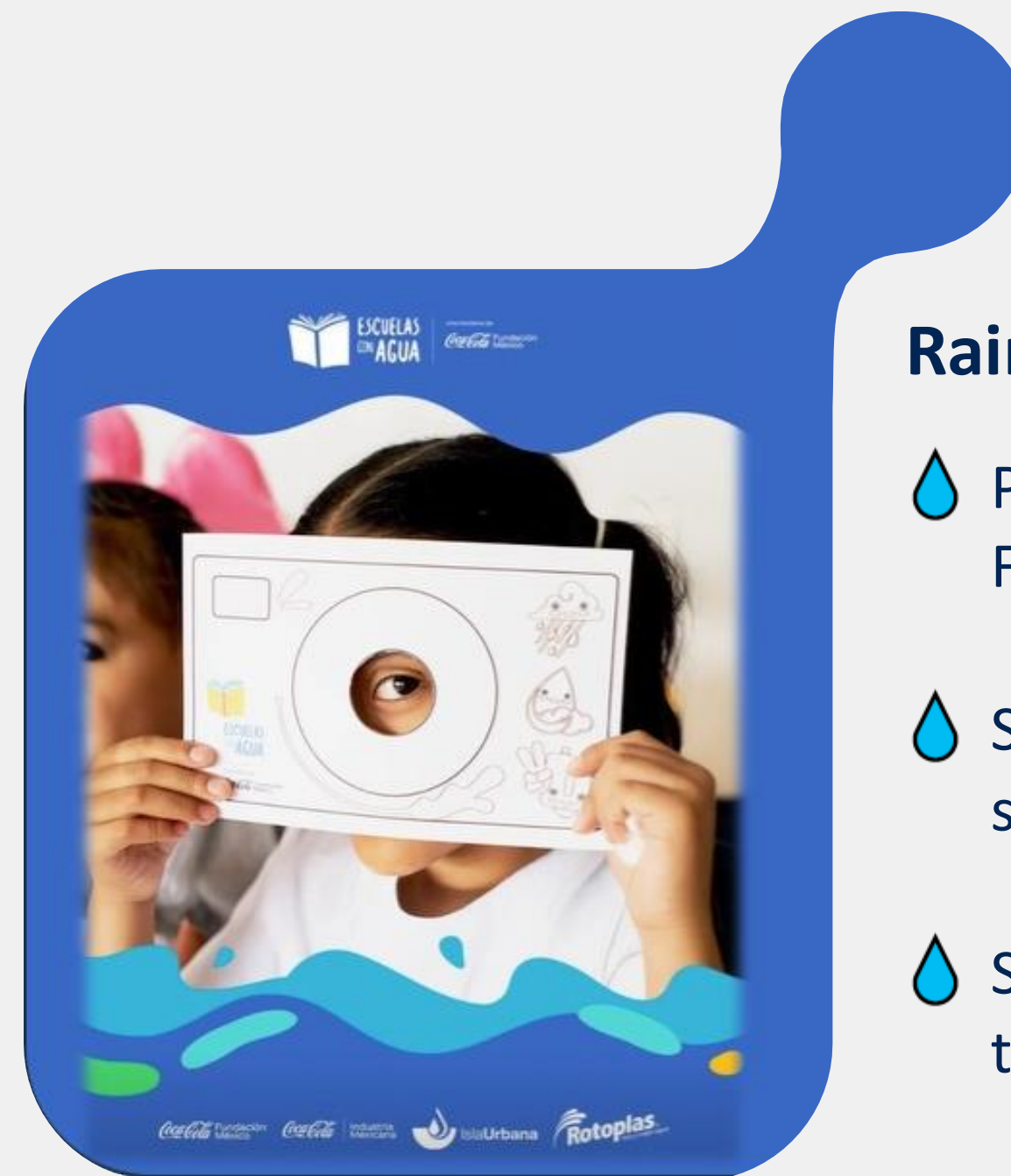
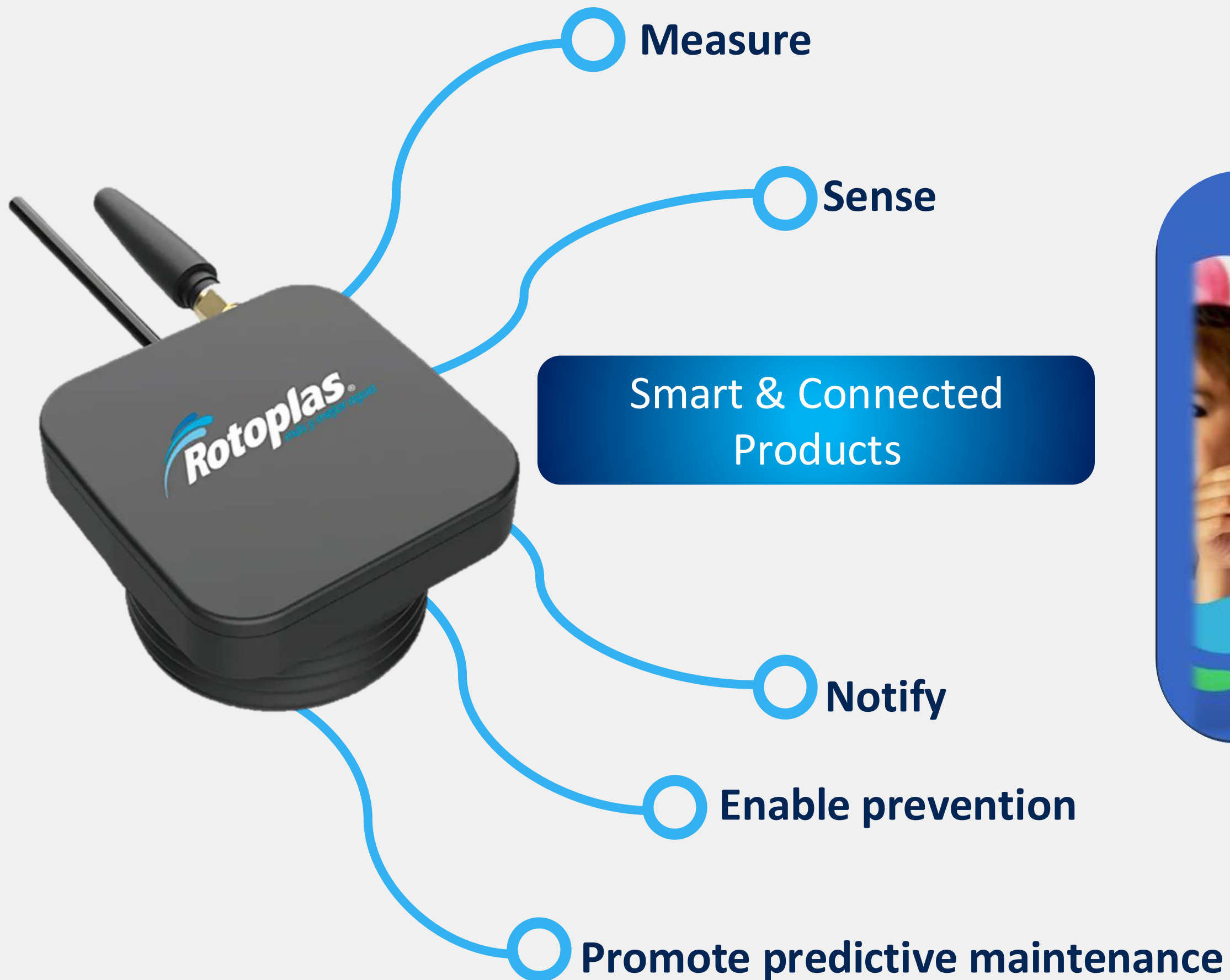




**From
Products**

**To
Intelligent
Water
Solutions**

Product Evolution | Transforming to Intelligent Water Solutions



Rainwater Harvesting

- 💧 Partnership with Coca-Cola Foundation & Isla Urbana
- 💧 Systems deployed +900 schools
- 💧 School staff can consult real-time dashboards

Services Evolution

Water Treatment & Recycling Plants

rsa | Rotoplas servicios de agua ®

From

- Retail-oriented treatment
- Limited engineering, and automation
- Fragmented structure and reach

To

- Industrial-grade solutions across key sectors
- Strengthened engineering, compliance, automation, and service quality
- National reach with discipline and consistent water-efficiency and reuse gains

Acuantia. 

From

- Zero presence in the market
- Early-stage capabilities and limited project base

To

- A technical, standardized, efficient platform
- Projects supported by remote operation, expanded capabilities and consultative selling
- Entry into new industrial verticals

rieggo®

From

- Newly created company
- Limited initial footprint

To

- Strategic position in agriculture
- High-precision irrigation
- 35–40% average water savings

Irrigation

Services Evolution

Purification

bebbia® from pilot to nationwide platform

From pilot with limited coverage

To

- **Nationwide coverage**
- **>159,000** subscribers
- **Fully professionalized Field Services**

Installation times improved

10 days → 3 days

A fully digital customer journey



Online contracting



Automated communication



WhatsApp service



AI-enabled support (Silvia)



IoT-connected devices





Use of AI

86% of administrative staff uses AI regularly

Time savings

1,800 hours saved in administrative tasks in October

e-commerce

Newly created platforms give us direct channel to customers

Tech migration

Modern tech architecture, improving processes & infrastructure

Evolution of our Corporate Strategy



The pace of change in water, sustainability, and technology has accelerated.

This refined framework **elevates our agenda**, integrating our financial discipline, innovation muscle, and climate action into four strategic outcomes.

Evolution of our Corporate Strategy



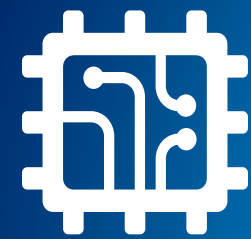
Profitable Growth & Core Expansion

Strengthening our product portfolio and maintaining rigorous financial discipline



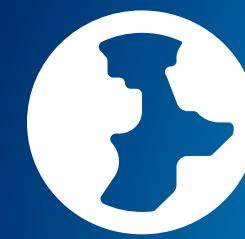
Water Innovation & Market Disruption

Rethinking solutions through our innovation muscle to solve critical water challenges



Tech & Talent Enablement

Advancing digital capabilities, analytics, and organizational talent



Sustainable Impact & Efficiency

Deep commitment to circularity, climate action, and operational efficiency

A photograph of two industrial workers walking away from the camera down a long, brightly lit corridor in a modern factory. The worker on the left wears a blue hard hat and a dark t-shirt. The worker on the right wears a blue hard hat, a red safety vest with a yellow 'X' on the back, and blue jeans. To their left is a large, blue industrial machine with yellow safety railings and a control panel. The floor is marked with a yellow line. The ceiling is high with a series of skylights. The overall atmosphere is one of a clean, modern industrial environment.

A company transformed
More modern
More digital
More efficient
More disciplined

Andrés Pliego

CFO



Record sales due to the pandemic



■ Sales

● Adj. EBITDA Margin

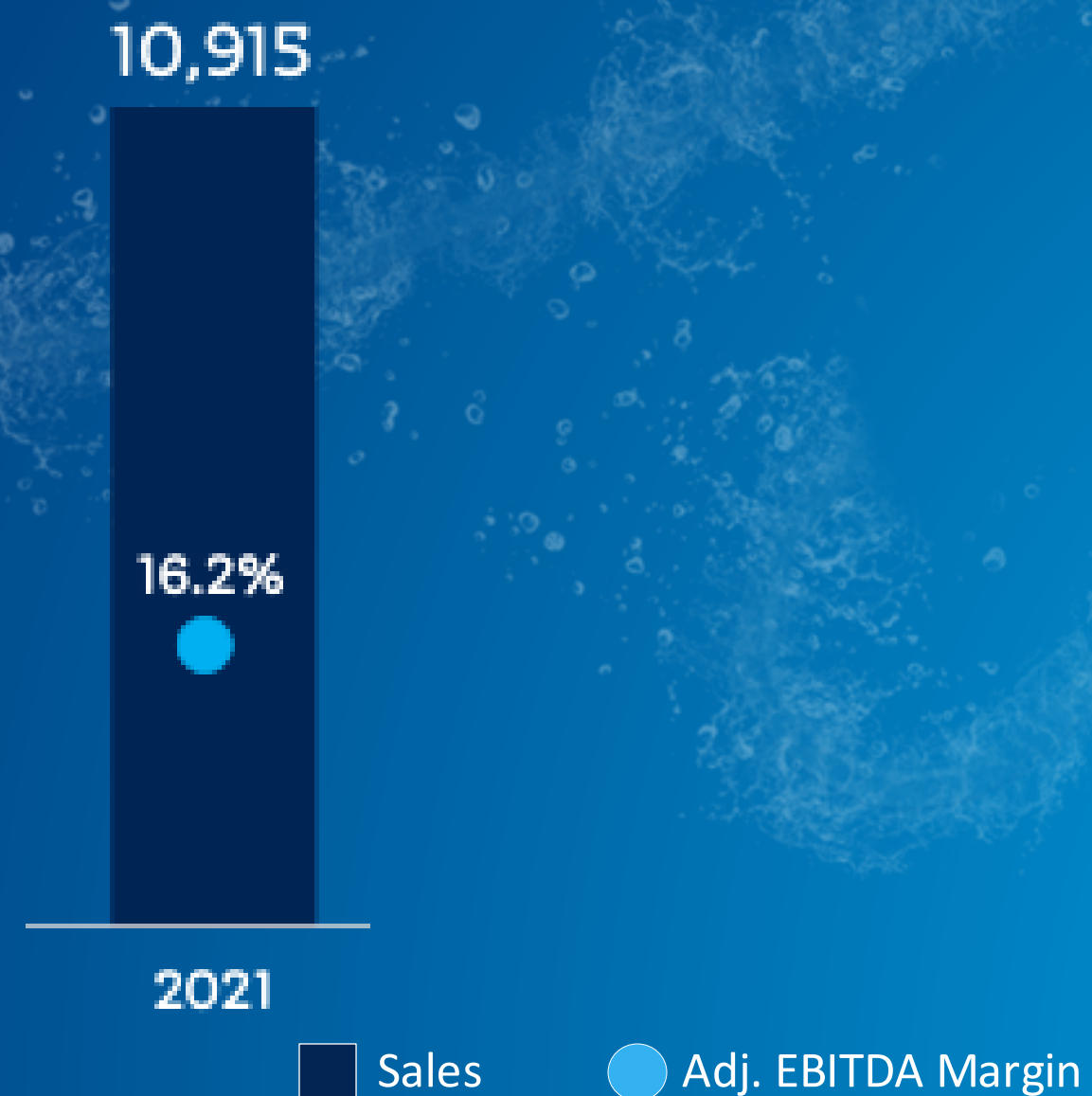
Our
Journey

2021

2020

2019 LTM

Supply chain disruptions and increase in raw material costs



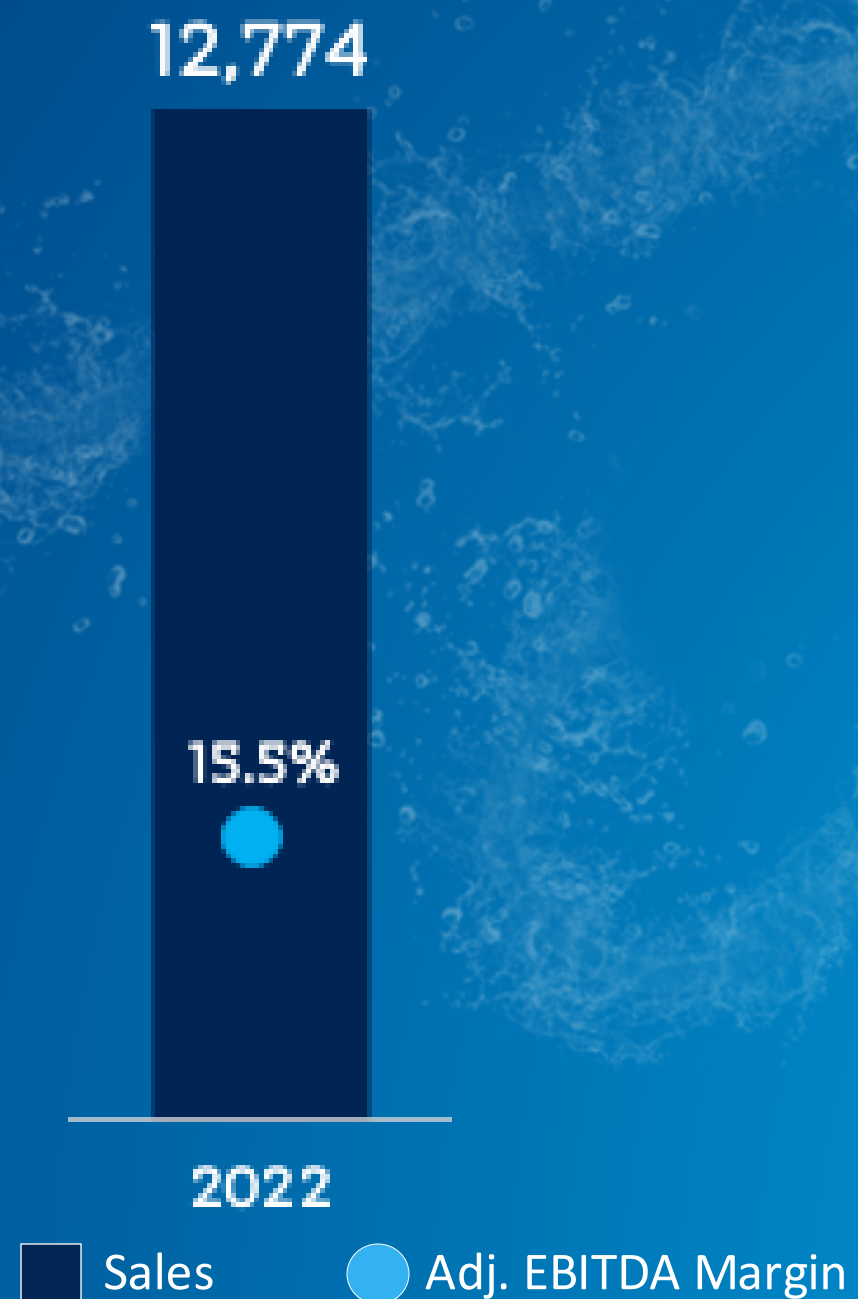
**Our
Journey**

2022

2021

2020

New sales record driven by water scarcity in Monterrey



Our
Journey

2023

2022

2021

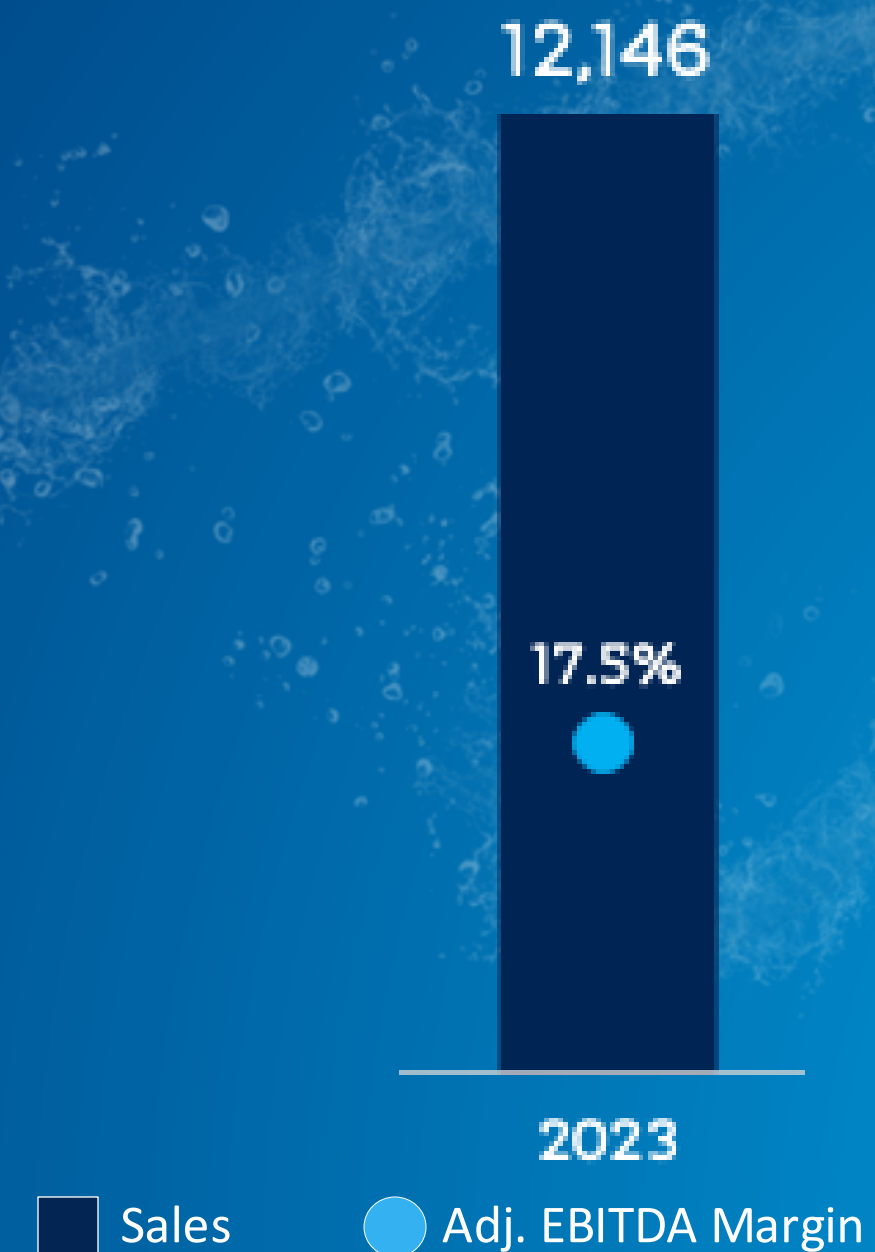
Challenges from a strong peso, macro factors and climate events

Our
Journey

2024

2023

2022



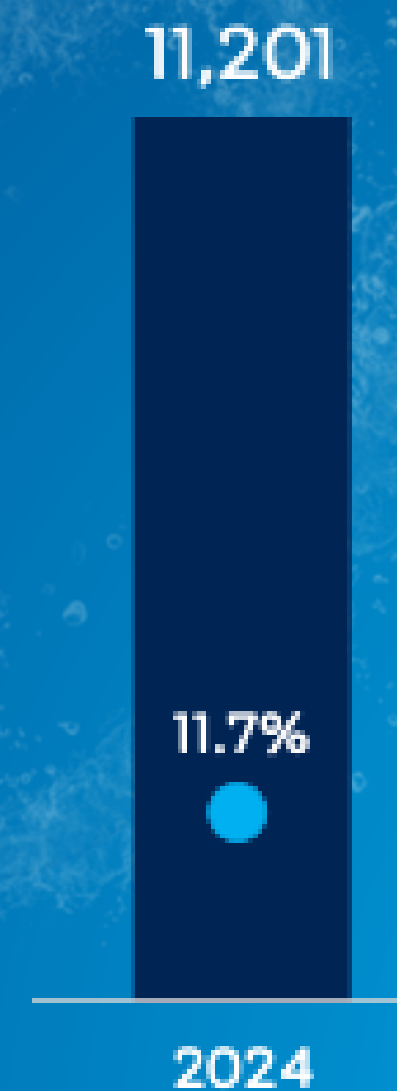
LTM
 2025

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

Our
 Journey

2024

2023



Sales

Adj. EBITDA Margin

Depressed demand in Argentina and excessive rainfall in Mexico



Sales
 Adj. EBITDA Margin

2020

LTM
2025

Our
Journey

2020

Reversing EBITDA trend

- 💧 Company-wide **cost and expense reductions**
- 💧 Improved **operational and administrative efficiency**
- 💧 **Lower digital spending** with sharper ROIC focus

- 💧 **Working capital optimization** to accelerate cash conversion.
- 💧 Strict **CapEx discipline** to safeguard liquidity and profitability.
 - Maintenance CapEx: prioritized to ensure core product performance and reliability.
 - Discretionary CapEx: subject to enhanced monthly review and stricter approval criteria.
 - Services CapEx: deployed under a “pay-as-you-grow” model, allocating resources to secured and scalable revenue.

Strengthening Free Cash Flow



Rotoplas' Evolution 2020–2025

Mexico

Argentina

USA

Peru

Central America

Brazil

One Rotoplas



- Increased execution speed
- Deeper strategic alignment
- Financial discipline embedded in our daily rhythm

We've created shared capabilities and unified standards while preserving the local autonomy needed to compete and win locally

Mexico & Central America

From

- Product-centric mindset
- Limited digital integration
- Fragmented regional management
- Traditional go-to-market approach



To

- Portfolio strategy driven by data & customer insight
- Faster innovation cycles
- Standardized quality, pricing & marketing frameworks
- Unified Mexico–Central America operating model

Key Achievements

- Full upgrade of Mexico's water storage manufacturing plants
- New Ixtapaluca plant expanding central capacity
- IoT embedded across products and services
- Expanded digital channels (e-commerce & WhatsApp)
- AI-powered service agents deployed

Future Focus

- Expanding pressurized solutions
- Enhancing bebbia's IoT stack
- Strengthening AI agents & developing a unified super-app
- Launching the bebbia life ecosystem

Argentina

From

- Three separate businesses operating independently
- Fragmented commercial strategy and organizational culture
- Limited product portfolio breadth
- Vulnerability to macro volatility without unified response



To

- One integrated company with a unified market approach and culture
- A broader, multi-category portfolio (pumps, faucets, heaters, purifiers)
- Modernized manufacturing footprint
- A disciplined, cash-focused operating model

Key Achievements

- Launch of new product lines expanding addressable market
- Manufacturing modernization despite extreme macro constraints
- Sustained cash discipline across high inflation, devaluation, and payment restrictions

Future Focus

- Maintain strong operational efficiency
- Reinforce strategic sourcing to manage volatility
- Position for medium-term upside supported by housing deficit and eventual credit expansion

USA

From

- A branch network of 8 locations
- Three separate legacy e-commerce engines
- Focus on standalone products



To

- A branch network of 13 locations
- One fully integrated e-commerce platform
- Integrated solutions

Key Achievements

- Simplified operations with a disciplined focus on profitability and NPS
- Achieving positive EBITDA margin for two consecutive quarters

Future Focus

- Strengthen the commercial strategy with dedicated teams for each vertical
- Continue shifting toward integrated solutions instead of standalone products
- Further expand the branch network
- Evolve the salesforce into a fully consultative, solutions-driven team

Peru

From

- A business centered almost exclusively on storage solutions
- Limited product diversification
- Fragmented processes
- Minimal direct interaction with end users



To

- A diversified platform including storage, pipes, and water heaters
- A disciplined, innovation-driven operating model
- Clear processes and stronger execution capabilities
- Service models enabling direct user engagement

Key Achievements

- Annual launch of new products supported by structured innovation processes
- Eight out of ten heaters installed within 24 hours, creating a differentiated service experience
- Strengthened operational discipline and alignment with Group standards

Future Focus

- Maintain commercial and operational discipline to sustain growth and improve profitability



STRUCTURE REDESIGN “Closer to the Business”

Dedicated business planners
embedded in each BU

Greater agility & faster decision-
making

Tailored financial planning per
business unit

DIGITALIZATION & DATA “Predictive & Insight-Driven”

Accelerated automation across
finance processes

Shorter closing & reporting cycles

Shift toward predictive, analytical
insights

CAPITAL ALLOCATION & ESG “Smarter Capital Deployment”

CapEx Control Tower that integrates
financial performance and ESG impact

Disciplined, forward-looking capital
allocation framework

Systematic integration of
sustainability criteria into financial
decision-making

The right industry, the right strategy,
the right team — **disciplined and
resilient**

José Luis Mantecón CSO





Making Sustainability part of our Collective Mindset



Adoption of Global Frameworks

Aligning with international best practices like SASB, TCFD and CDP



Enhanced Disclosures

Meeting investor expectations with comprehensive and transparent reporting



Operational Integration

Implementing sustainability best practices across our entire value chain

Shaping our Sustainable Path

2021

First Materiality Assessment, integrating both investor perspectives and stakeholder priorities



2023

Carbon Footprint Dashboard

First EPD - Tinaco Plus+ 1,100L



2025

First biodiversity assessment



Second EPD - Tuboplus

2022

New structure for executing the sustainability strategy
 → CSO + CFO

First Human Rights risk assessment

Partnerships with PrideConnection and Éntrale

UNGC Accelerator on Gender Equality and Climate Ambition



First time in the S&P Sustainability Yearbook

2024

First company in Latin America to publish a
 SDG Impact Disclosure Report

First climate risks and opportunities
 assessment

Approved emission reduction targets by the
 SBTi



Rotoplas' Evolution 2020–2025 | Strategy Validation



Internal Validation

People & Performance

Accountability & Performance

- Integration of Sustainability into our performance evaluation systems
- 26% of employees with sustainability KPIs

Fostering inclusive culture

- Strategic partnerships to strengthen efforts on diversity, equity and inclusion

Data-driven operations

- Implementation of environmental performance dashboards



External Validation

Awards & Recognitions

Our progress is validated by leading global benchmarks and indices



- 2022 | Governance Award
- 2023 | Social Innovation Award
- 2025 | Environmental Leadership Award



- 2024 | CDP Supplier Engagement Leaderboard



- 2025 | Water Responsible Company



- 2021 - 2025 | Maintained Presence

Sustainability in Action: Rotoplas' ESG Evolution 2020 – 2025

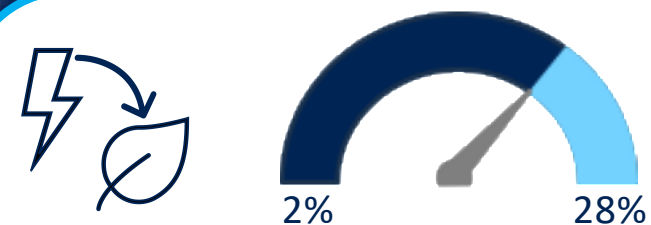
Environmental KPIs

 - **25%**

Water intensity per ton of material processed

 - **11%**

Scope 1 and Scope 2 CO2 emissions intensity



from 2% to 28%

Renewable energy as a share of total consumption

 + **7%**

Improvement in waste recycling

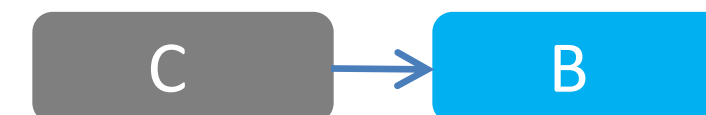
ESG Ratings

Scores 2020 - 2025

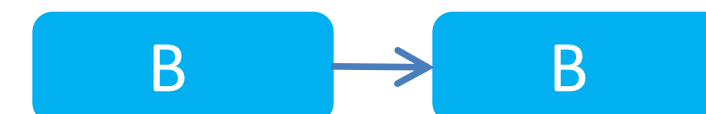
S&P Global CSA Score



CDP Water Security



CDP Climate Change



SBTi Validation: Our emissions reduction targets were validated by the Science Based Targets initiative in 2024



Why evolve?

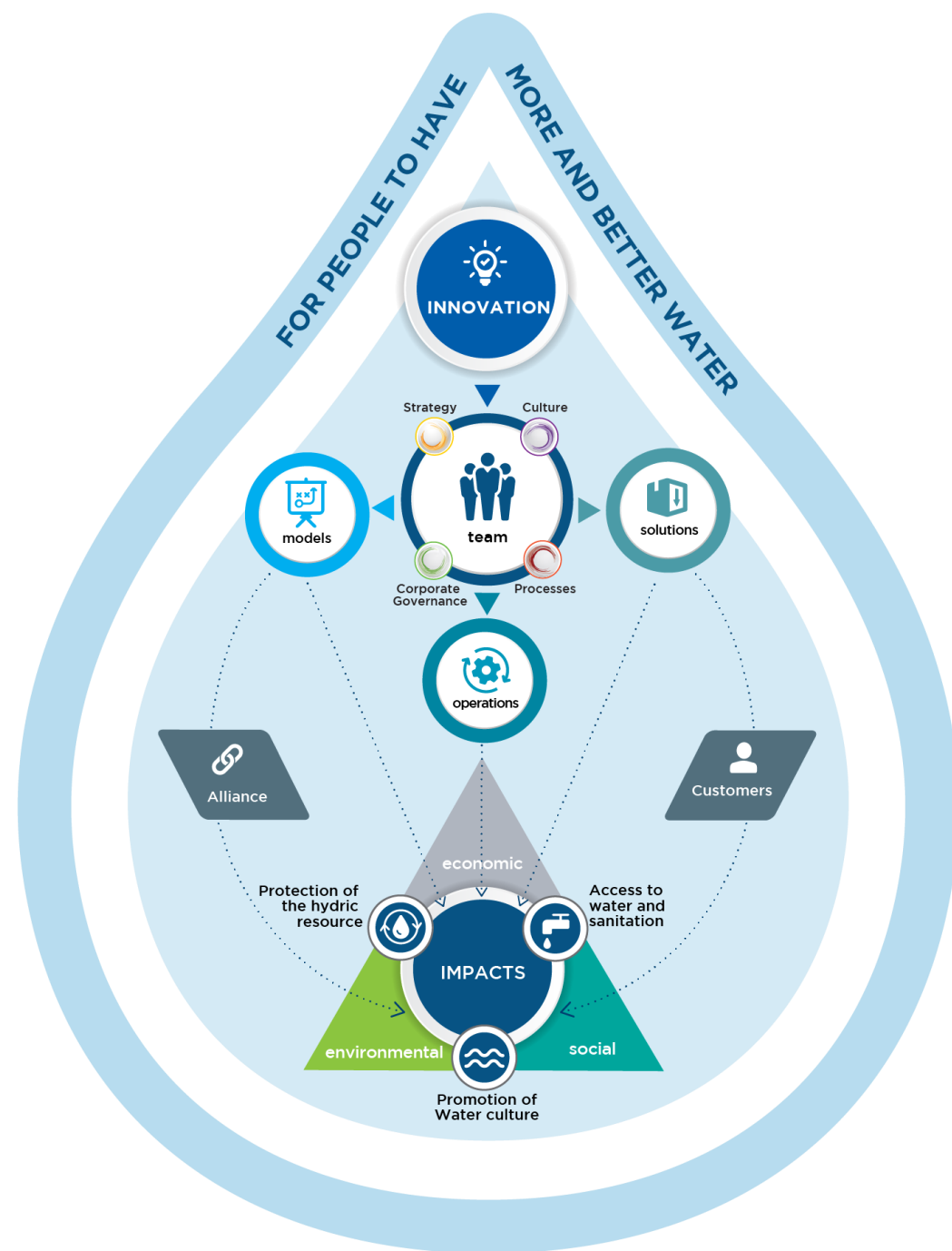
We close the 2021–2025 cycle with solid progress and learnings

The global context is shifting, sustainability leaders are moving beyond ESG

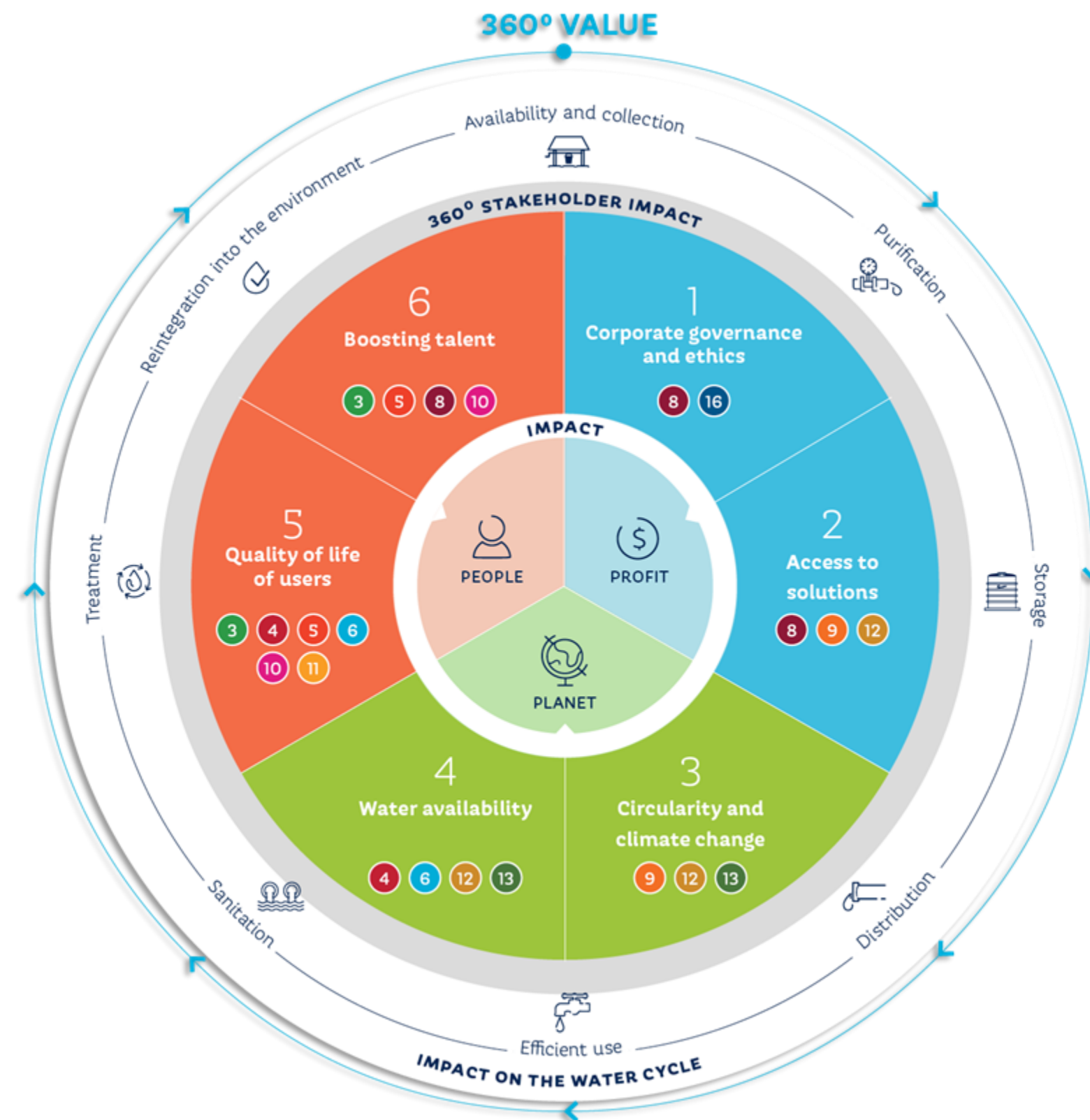
Rotoplas, naturally sustainable by essence, is ready to lead this new paradigm

Sustainability Strategy Evolution

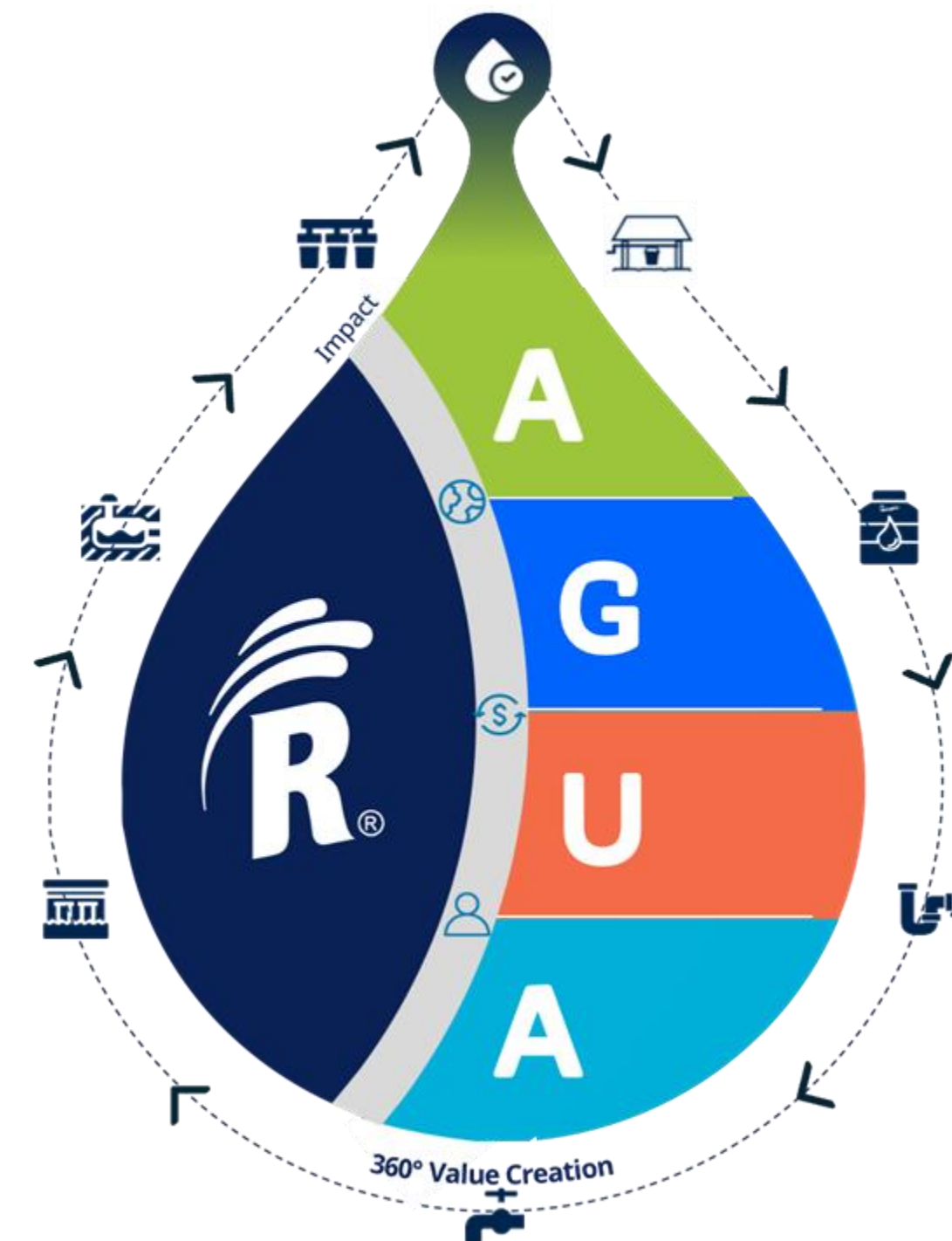
Past
2017 - 2020



Present
2020 - 2025

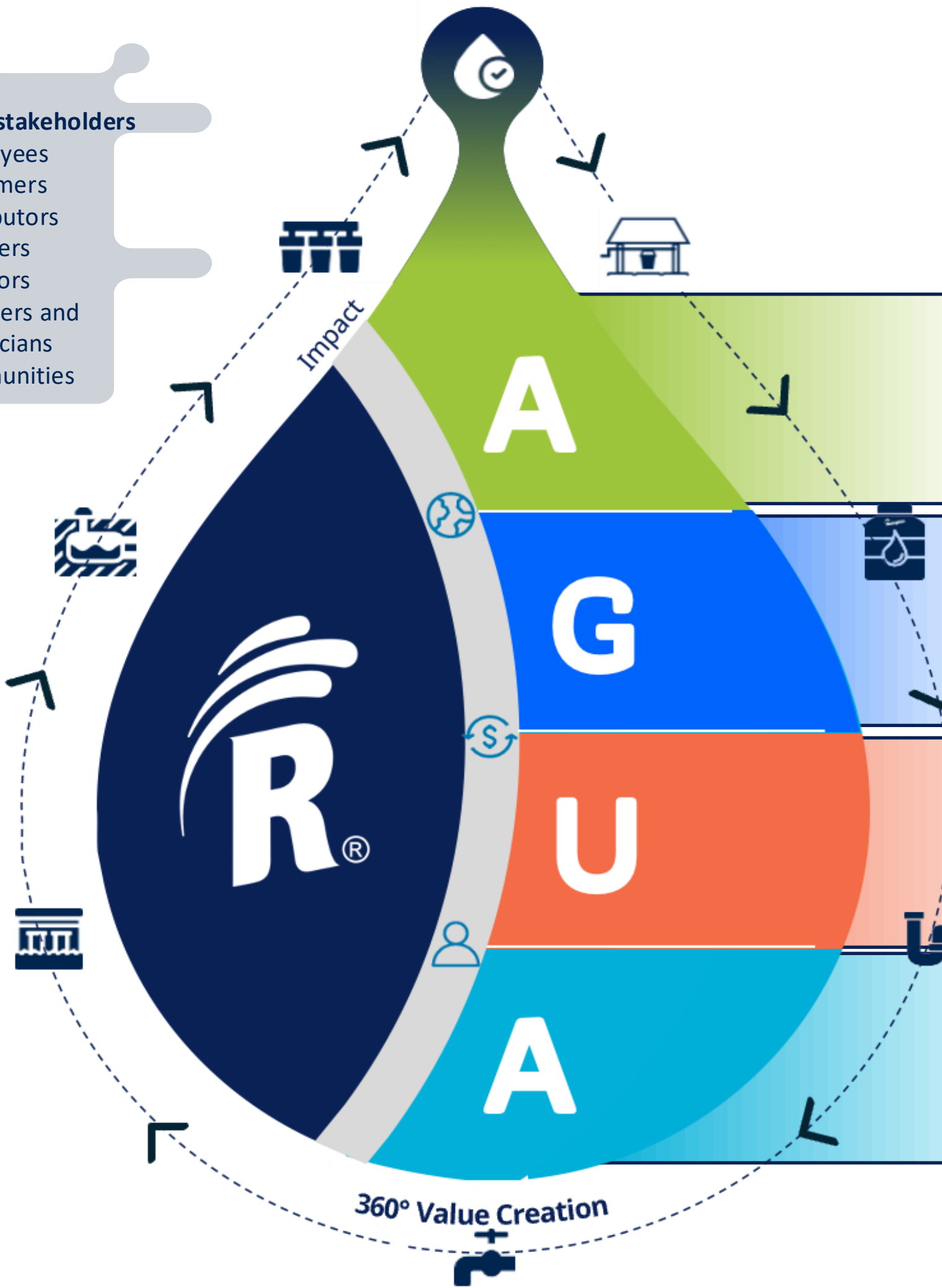


Future
2026 - 2030



- Main stakeholders**
- Employees
 - Customers
 - Distributors
 - Suppliers
 - Investors
 - Plumbers and technicians
 - Communities

AGUA is built on four interconnected pillars



Action for the environment

We promote initiatives to mitigate and adapt to climate change, responsibly manage water and waste in our operations, increase the circularity of our materials and products, and protect biodiversity in the communities where we operate.

Generation of Value

We pursue the creation of economic, environmental, and social value for all our stakeholders and throughout our value chain.

Uplifting Well-being

We promote the well-being of our employees, the communities we serve, and the people within our stakeholder ecosystem, through unity and teamwork, ensuring fair working conditions, equal opportunities, and a discrimination-free environment.

Allyship in Sustainability

We position ourselves as a strategic partner driving the transition toward a sustainable future, working hand in hand with communities, governments, investors, business partners, and end-users.

AGUA 2030 Targets | Positive, measurable Impact in every Pillar



-42% Scope 1 & 2
-25% Scope 3

CO₂ Emission



-15%

Freshwater extraction per
 produced ton



70%

Non-hazardous waste
 recycled in manufacturing
 sites



80%

Critical suppliers engaged in
 sustainability



30%*

CapEx allocated to sustainable
 projects



40%

Women in management
 positions



150 million*

Equivalent of 20L water jugs
 purified through bebbia



35 million*

Cubic meters of wastewater
 treated



1.5 million*

People benefitted with
 access to sanitation

Transforming water into **well-being**



Thank You!

