

Corporate Presentation

3Q25

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.

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.

Products



Services



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

We exist to transform people's quality of life by ensuring water is used to its fullest extent

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

01 The Water Industry

02 Our Solutions

03 Our Strategy

04 Our Results

01

The Water Industry

The climate crisis exposes critical inefficiencies, creating opportunities across 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.

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



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



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

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



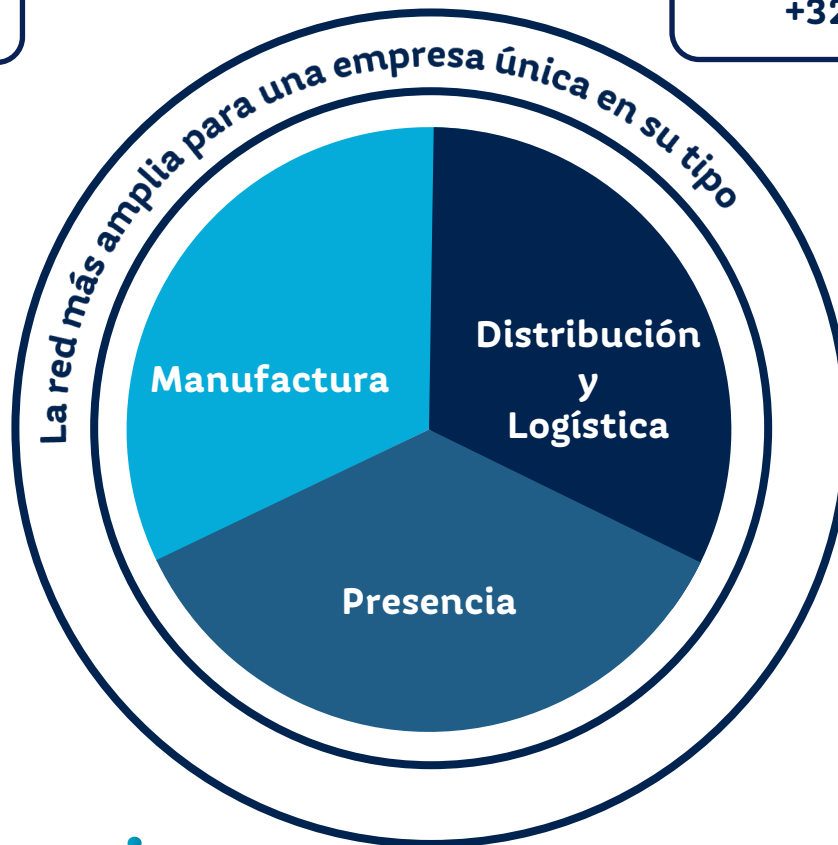
3 service lines



+3,400 suppliers



9 leading brands



+32,000 points of sales



+159,000 points of service



+12,000 distributors



3 distribution centers



14 countries

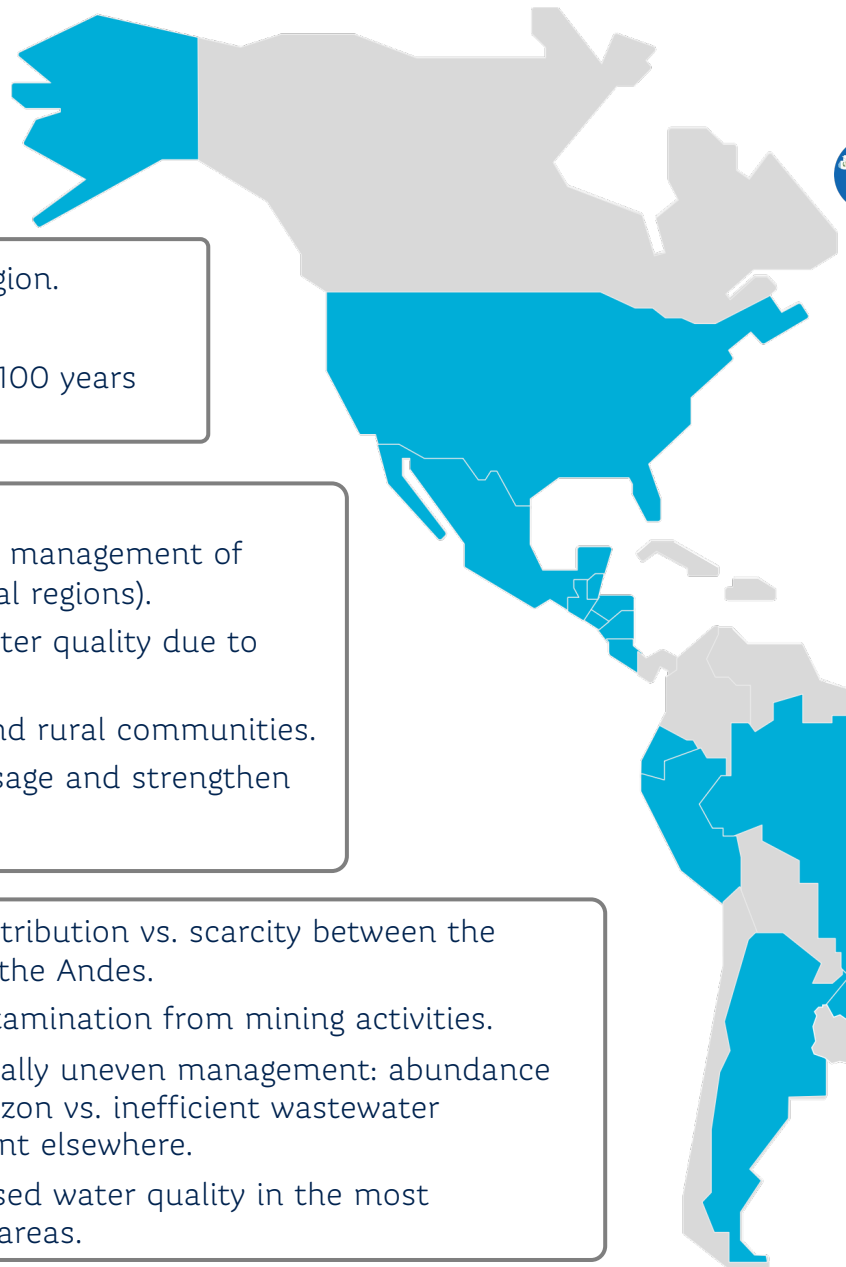


+3,200 employees



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

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.

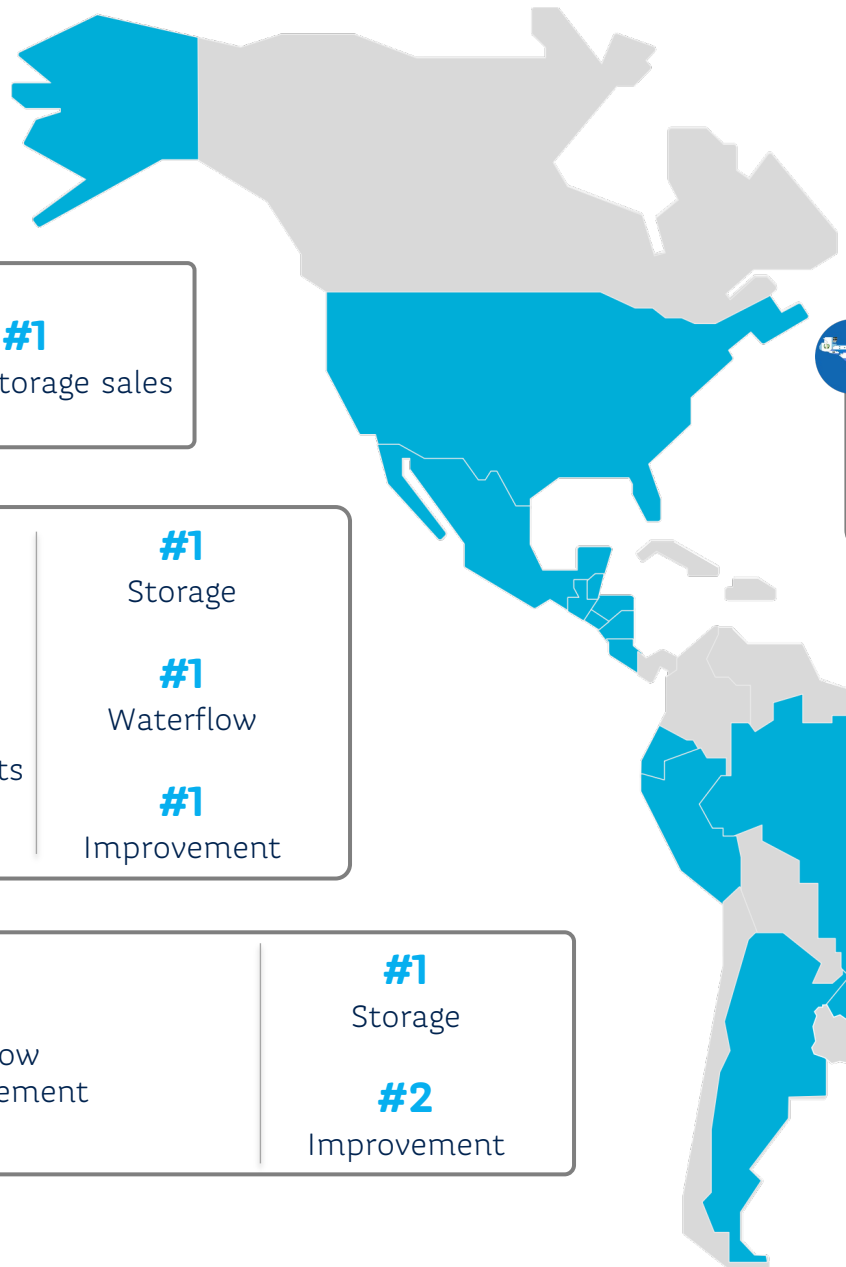


- 🔹 Uneven distribution vs. scarcity between the Coast and the Andes.
- 🔹 Heavy contamination from mining activities.
- 🔹 Geographically uneven management: abundance in the Amazon vs. inefficient wastewater management elsewhere.
- 🔹 Compromised water quality in the most populated areas.





- 🔹 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.


 **#1**
 e-Commerce
 Septic Solutions
 Online storage sales

 **#1**
 Storage
 Waterflow
 Improvement
 Storage

 **#1**
 Storage
 Waterflow
 Improvement
#1
 Storage
 Waterflow
#1
 Purification
 Water Treatment Plants
 Irrigation
 Improvement

 **#1**
 Water Treatment Plants
 Building a solid pipeline

 **#1**
 Storage
 Waterflow
 Improvement
#2
 Storage
 Improvement

 **#1**
 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

Almacenamiento



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

Conducción



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

Mejoramiento



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 – 9M25 \$1,071
- 💧 Dividend payment

Services | Climate change mitigation solutions

Purificación



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

Tratamiento de agua



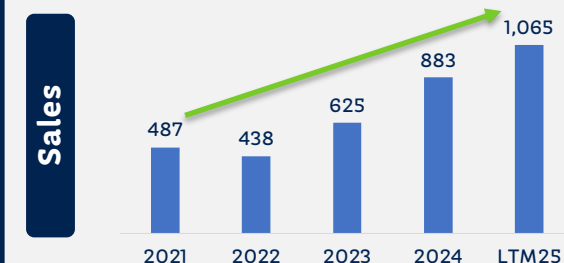
Large-scale water treatment and recycling solutions (plants) for industrial and municipal clients (B2B/B2G). We address scarcity and sanitation through water reuse.

Irrigación



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 –9M25 (\$117)
- 💧 Strong earnings growth potential



03

Our Strategy

Strategic Priorities | Building capabilities to sustain leadership in the next growth wave



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.

Financial Priorities | Building capabilities to sustain leadership in the next growth wave

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.

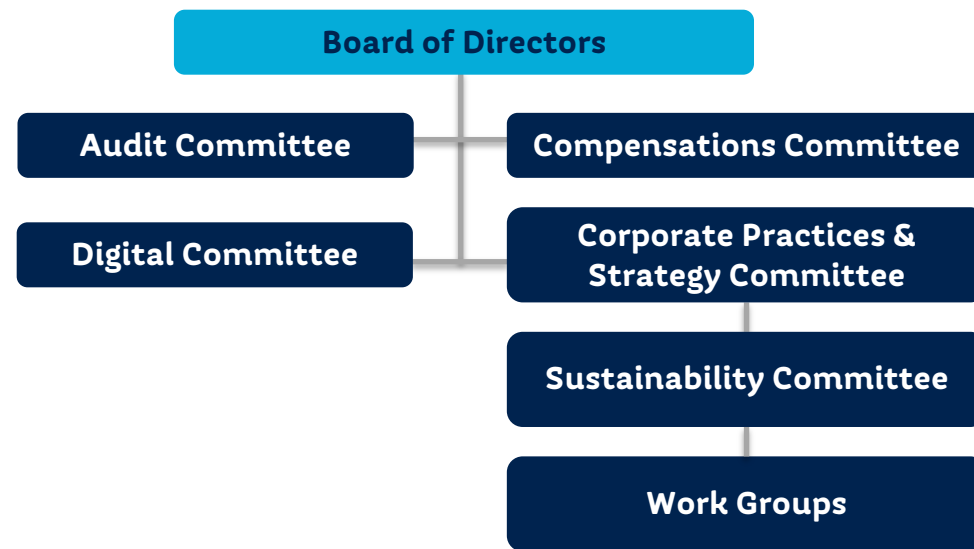
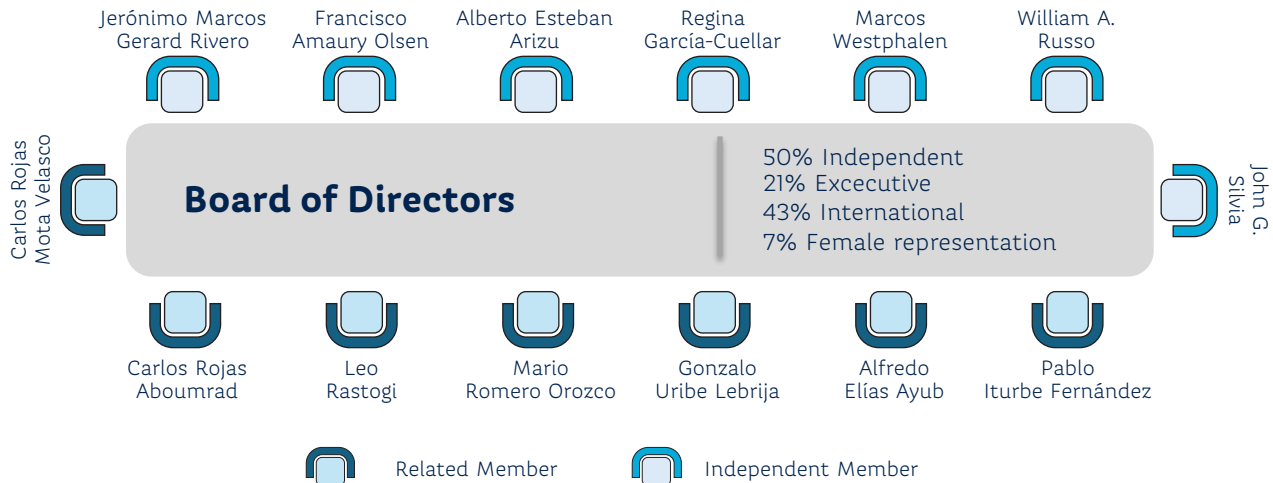
Increasing free cash flow through optimized working capital and controlled Capex

- 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

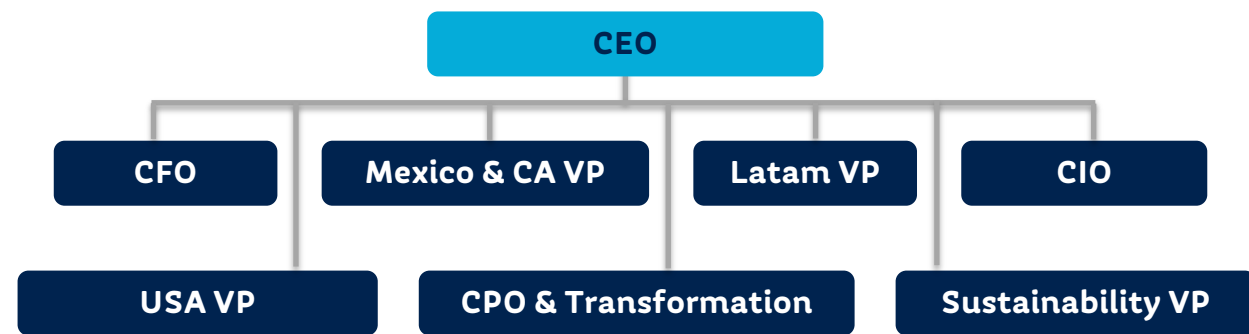


Strategic pillars and focus

- 💧 Maintain a solid financial position and a healthy growth profile
- 💧 Develop and scale new businesses (services)
- 💧 Drive sustainable growth of the traditional business (products)

Core capabilities

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



Discipline in Capital Allocation

Resource allocation for:



Organic growth



Inorganic growth
Coherence matrix approach



Share buybacks



Dividend Payment



Debt Payment

Process:



Project proposal



Evaluation



IRR > WACC

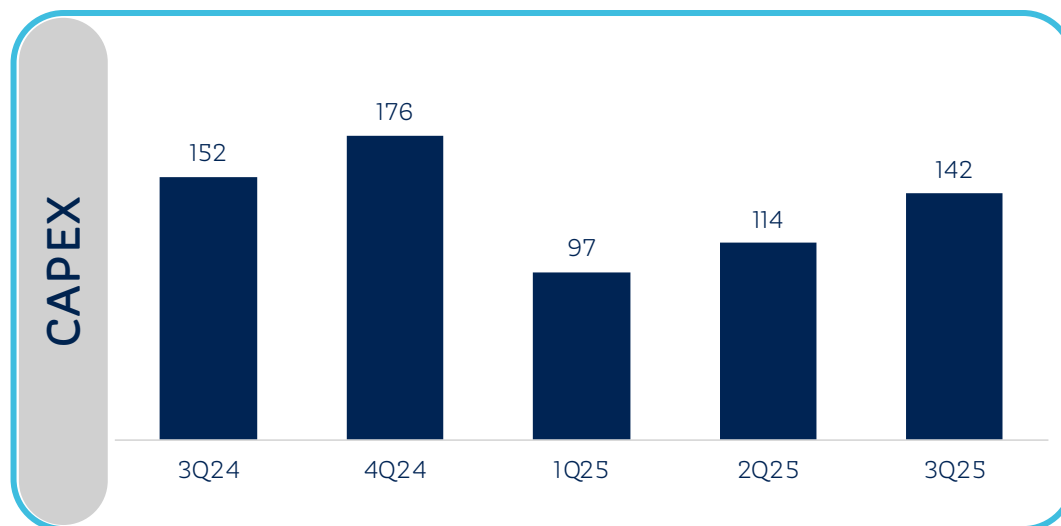


Validation and approval



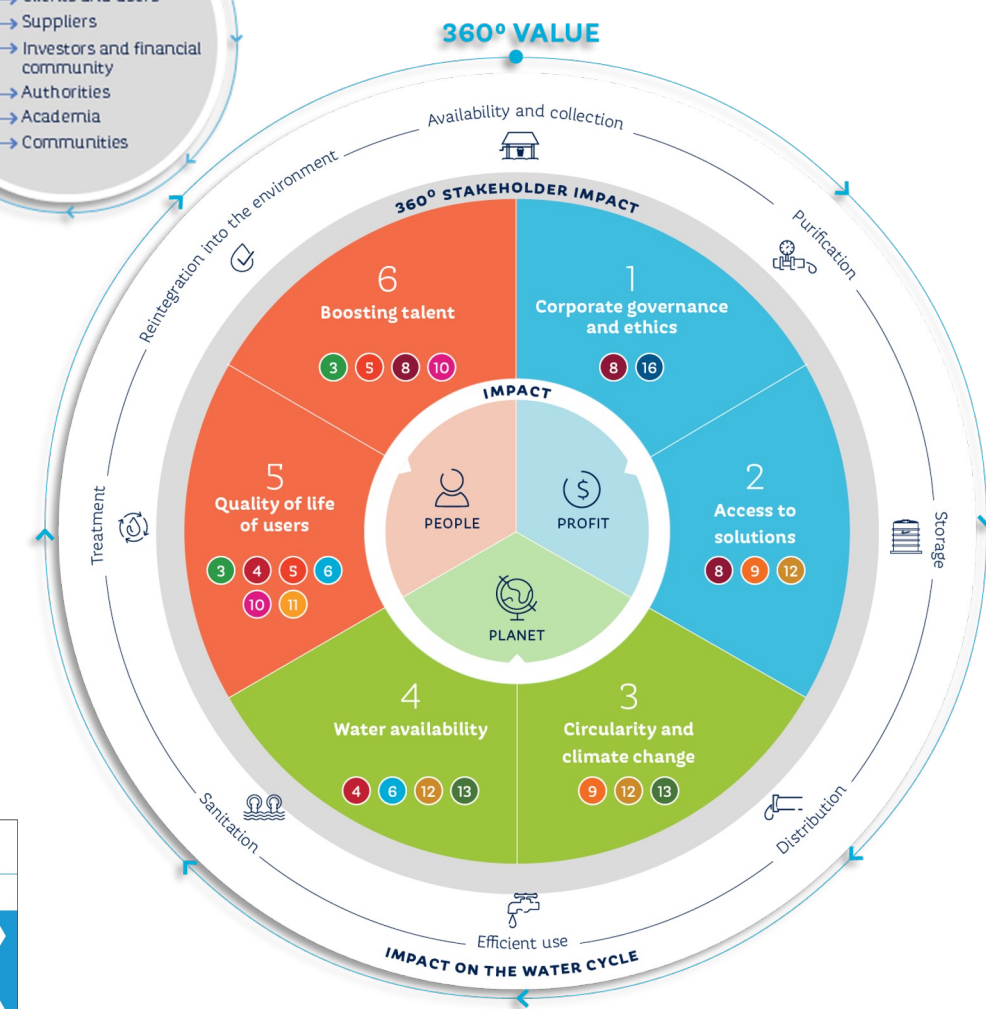
Quarterly status update

Con el apoyo de un Comité de Asignación de Capital



Where We Come From | Sustainability in Our DNA

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



Our Achievements | Main Progress Under the Current Strategy

Public Targets 2021 - 2025

	2024	3Q25	Goal 2025
Profit			
Suppliers evaluated with ESG criteria	76%	86%	100%
Customer Satisfaction (NPS Score)	80	80	80
Planet			
CO ₂ Intensity - Scope 1 and Scope 2 – per ton of processed resin	0.38	0.35	0.41
m ³ of purified water using our solutions	1.2 MM	908 K	1.7 MM
People			
People impacted with access to sanitation (cumulative)	1.1 MM	1.25 MM	1 MM
Women in the workforce	25.1%	25.9%	26%*

Relevant Questionnaires

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

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

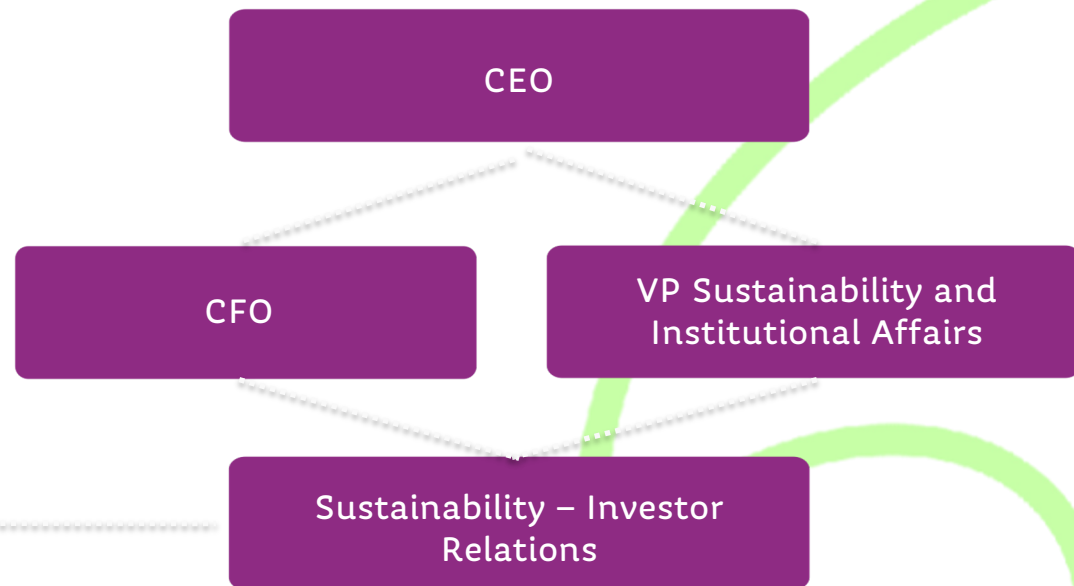
- Group-wide Human Rights assessment
- Gap analysis on workplace equality and non-discrimination
- Onboarding, training, and development programs
- Diversity, equity, and inclusion initiatives
- Volunteer programs in Mexico, Peru, and Argentina

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

The achievement of goals and progress of the Sustainability Strategy are linked to the variable compensation of the leadership team and key personnel.

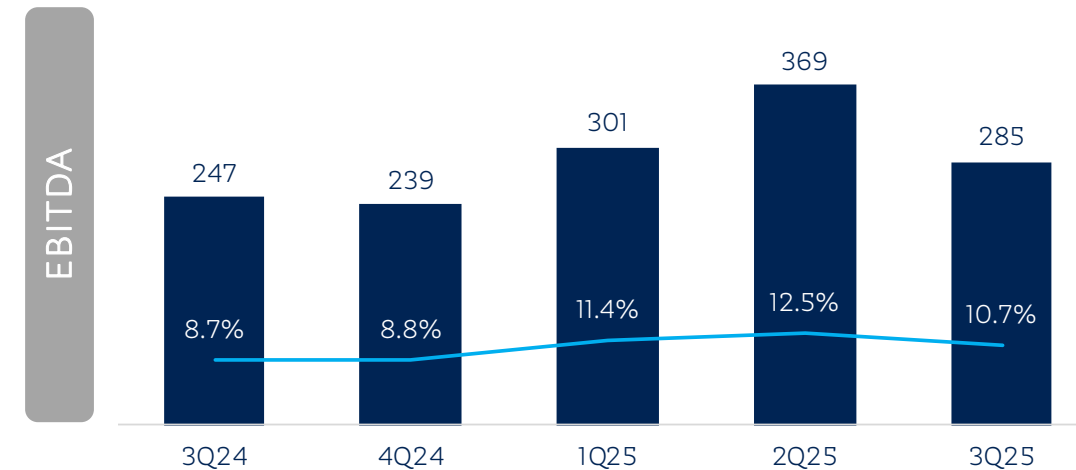
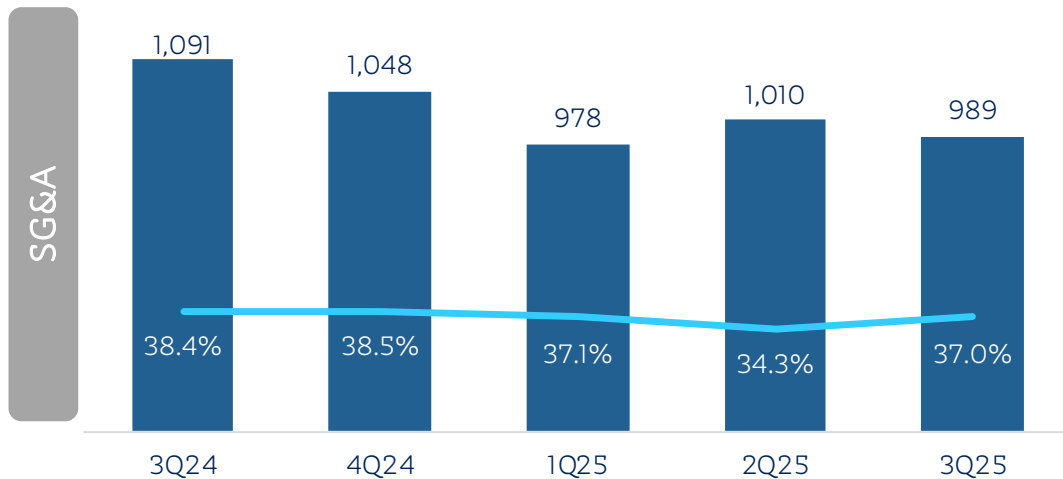
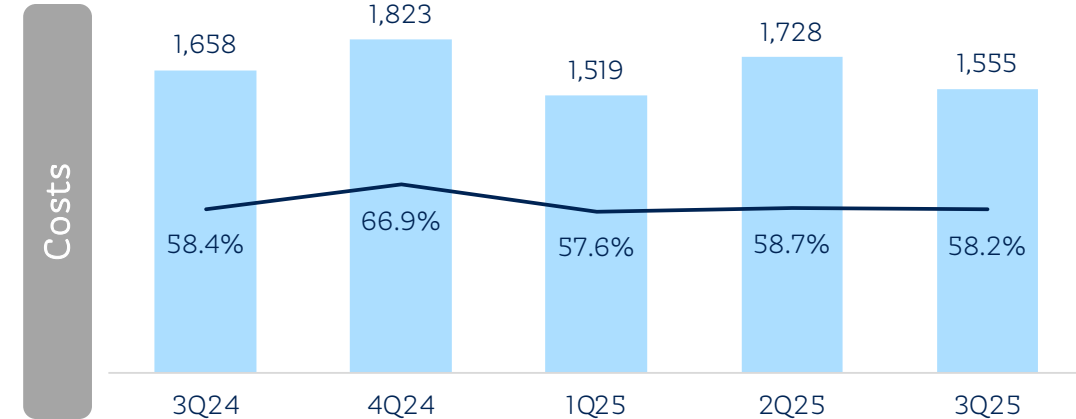
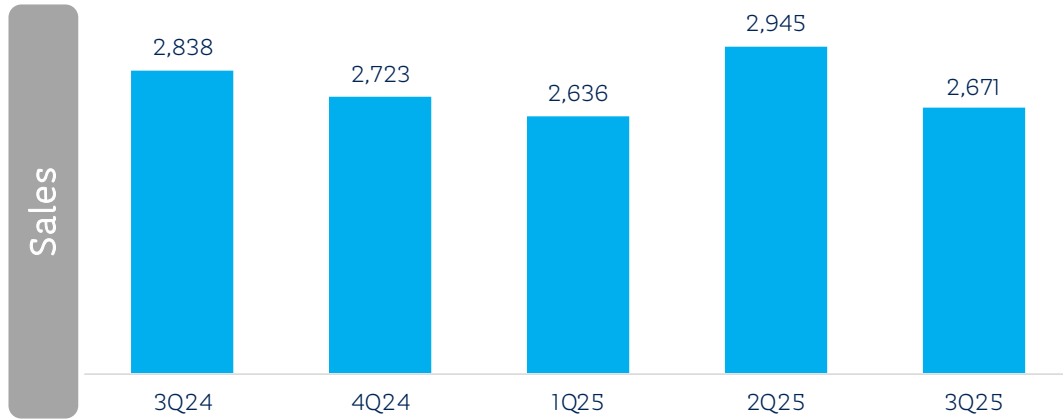


04

Our Results

Strong operational discipline and expense control initiatives resulted in a SG&A bellow \$1 Bn, overcoming top-line pressures from key markets

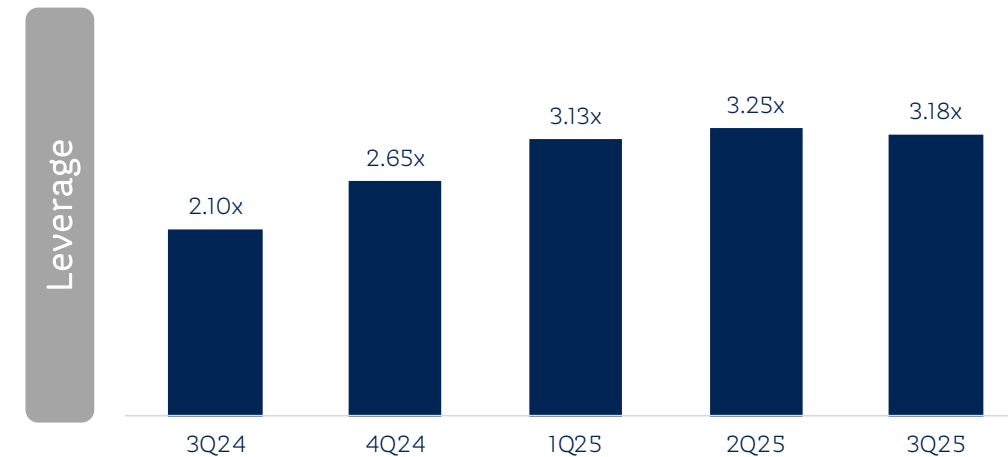
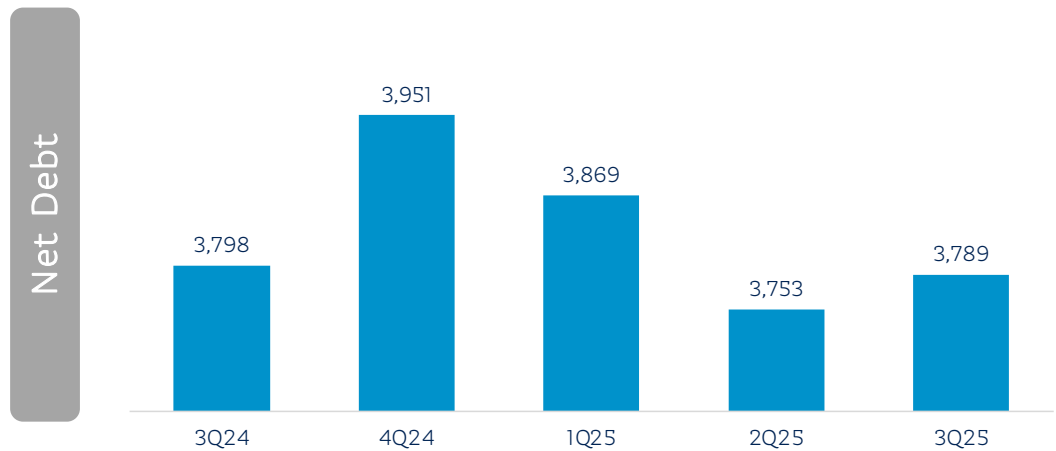
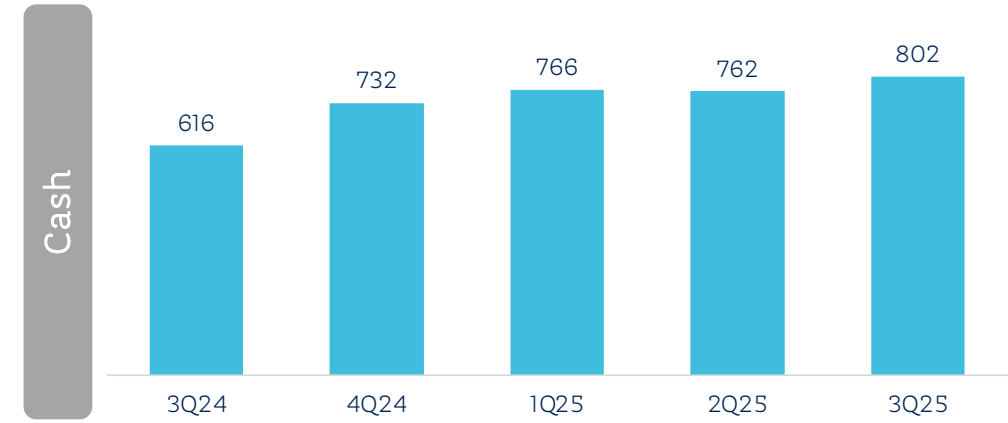
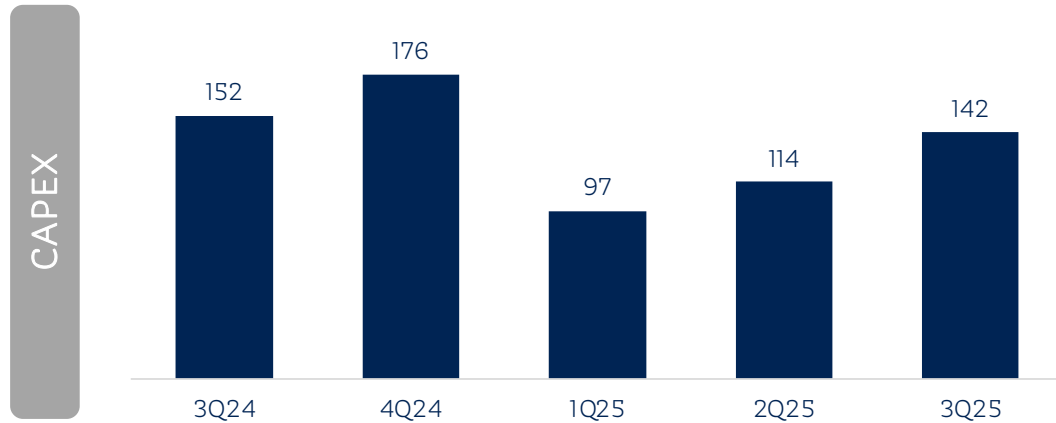
Million MXN



The 4Q24 figures do not include the post-closing audit adjustment related to Argentina's results.

A strategic 'defense play' has fortified our balance sheet, boosting cash to a 5-quarter high and posting a net debt below the average, providing stability as we manage current leverage

Million MXN

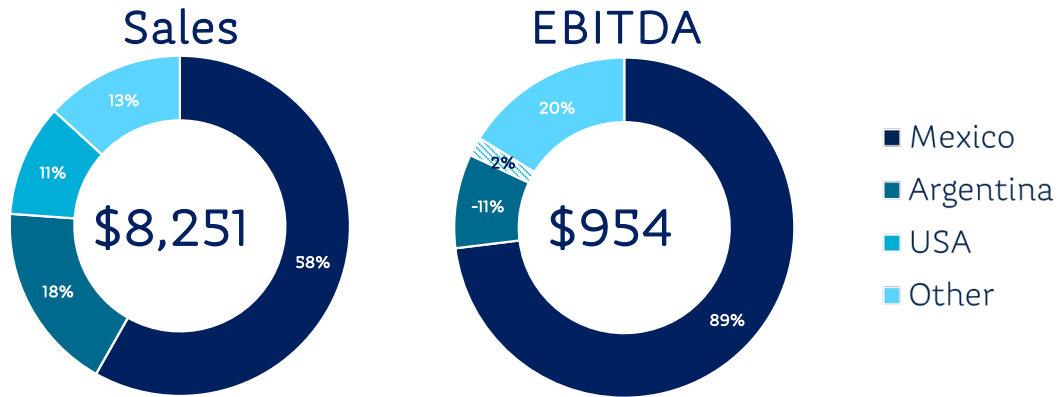


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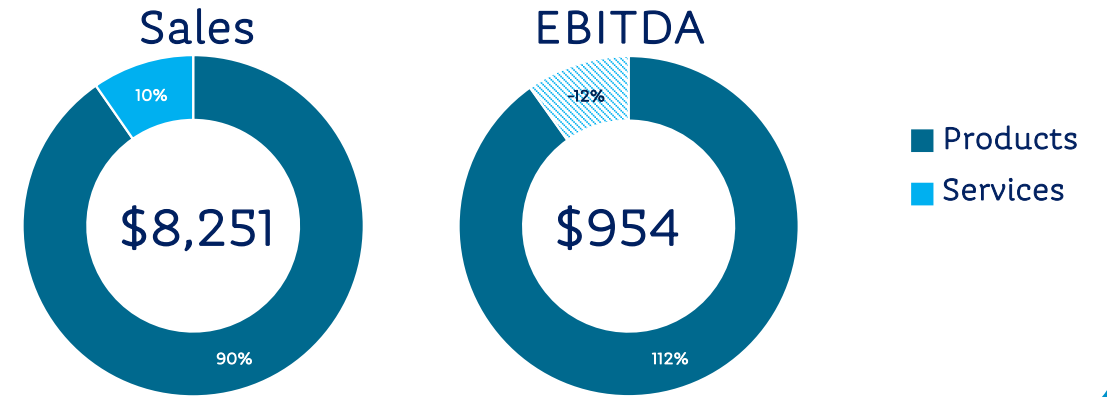
9M25 Results

MXN mm

By Country



By Solution



	9M25	9M24	Δ %/bps	
Income Statement	Net sales	8,251	8,477	(3%)
	Cost of Sales	4,802	4,556	5%
	Gross Profit	3,449	3,921	(12%)
	<i>Margin</i>	42%	46%	(450) pb
	Operating Income	473	817	(42%)
	<i>Margin</i>	6%	10%	(390) pb
	Financing Result	625	439	42%
	Taxes	(20)	86	NA
	EBITDA	954	1,253	(24%)
	<i>Margin</i>	12%	15%	(320) pb
	Net Result	(133)	291	NA

9M25 Results

MXN mm

Debt Maturity Profile

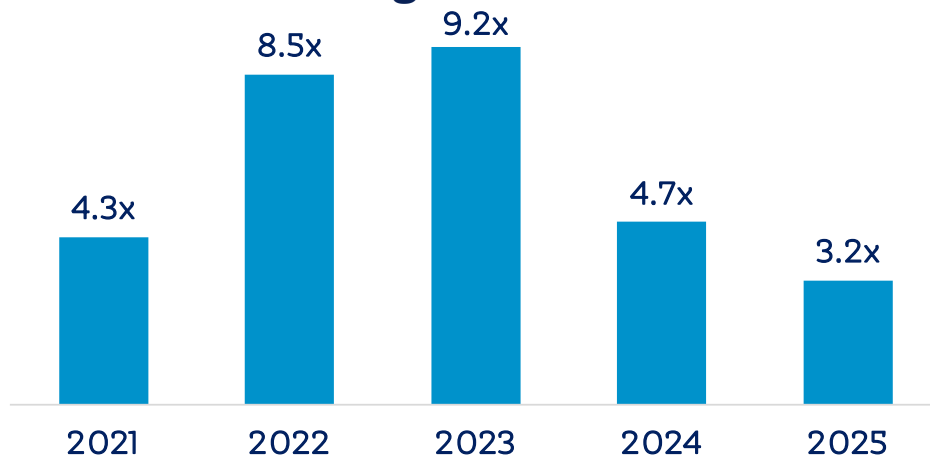


Balance Sheet

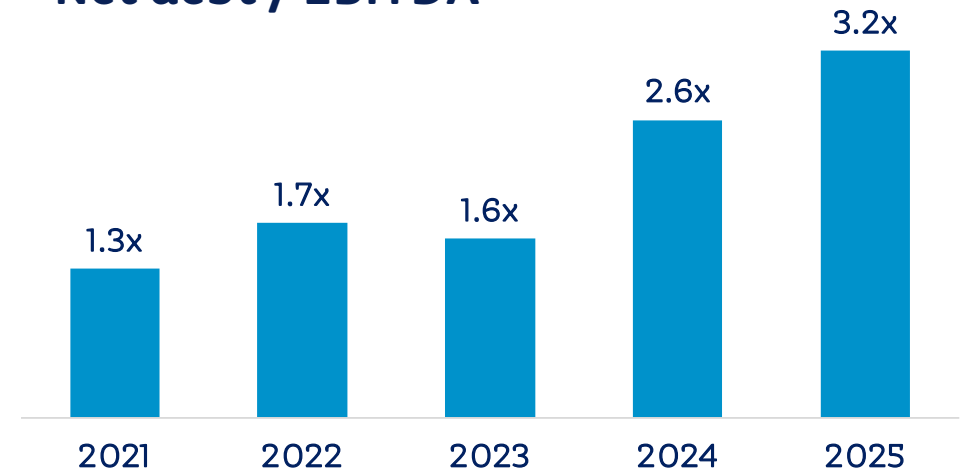
September 2025

Cash and Cash Equivalents	802
Other Assets	13,089
Total Assets	13,891
Financial Debt	4,684
Other Liabilities	3,180
Total Liabilities	7,864
Equity	6,027
Liabilities + Equity	13,891

Interest coverage*



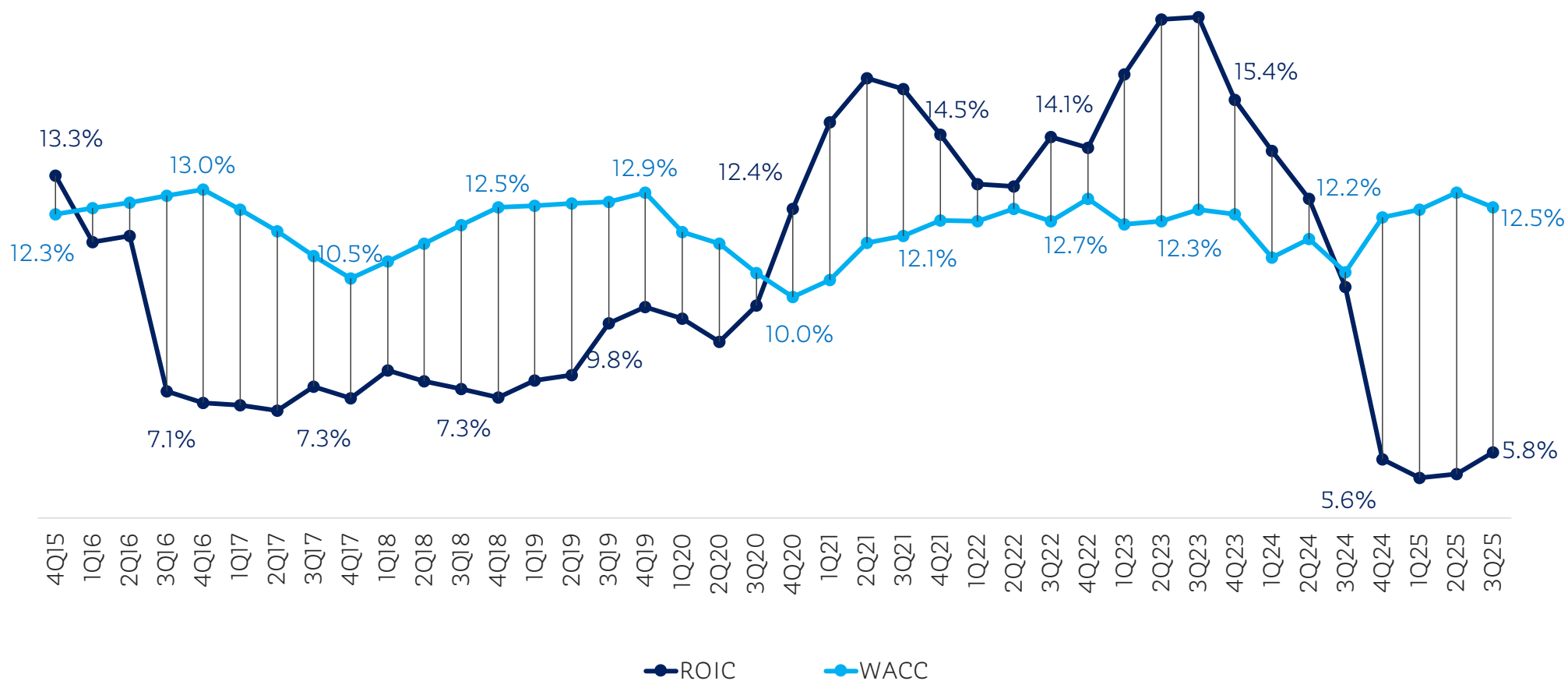
Net debt / EBITDA



**Considers net interest paid = interest expense – interest income

*Calculation of interest coverage: LTM EBITDA/ LTM Net interest expense

ROIC vs. WACC



Weighted cost of debt: **8.7%**

The 4Q24 figures do not include the post-closing audit adjustment related to Argentina's results.

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	\$24.80
	GBM	Outperform	\$44.00
	Signum / Punto	Buy	\$28.26
	Consensus		\$32.35

Thank you!

INVESTOR RELATIONS

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