

AGUA DAY 2025

Good morning, everyone, and welcome to this year's AGUA DAY. We're delighted to have you with us. Please note that today's call is being recorded.

Before we begin, I'd like to remind you that today's discussion contains forward-looking statements. These statements are based on the environment as we currently see it, and there may be certain risks and uncertainties associated with them. The company has no intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise.

Now, let's go over today's agenda:

We'll start with a keynote address from David Ruiz, Head of Data Analytics & AI from Google Cloud where we'll hear insights into how the Agentic Era is reshaping the way organizations leverage AI to automate decisions, orchestrate actions, and unlock new levels of productivity.

Following this keynote, we'll hear from the Rotoplas leadership team:

- First, Carlos Rojas will present the evolution of the company.
- Afterwards, Andrés Pliego, will outline the evolution of the Company's financial strategy.
- We'll conclude with José Luis Mantecón, who will present the new Sustainability Strategy and progress in the Sustainability initiatives.

I will give a brief introduction on each of today's speakers by order of appearance:

Starting with **David Ruiz**, David Ruiz is the Head of Data Analytics & AI for Google Cloud Mexico. He has over 25 years of experience in data, analytics, and artificial intelligence, and has previously worked at IBM, MongoDB, and Salesforce. David holds a degree in Industrial and Systems Engineering and a postgraduate specialization in Operations Management.

Next, we will introduce the representatives of Rotoplas:

Carlos Rojas is the 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.

Andrés Pliego is Rotoplas's Chief Financial Officer, responsible for financial planning, investor relations and sustainability, treasury, controllership, corporate legal affairs, and M&A. He joined Rotoplas in September 2024. Throughout his professional career, Andrés has held various financial roles at Discovery Americas, Grupo Coppel, and Volaris.

José Luis Mantecón is Rotoplas's 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.

We have an important program scheduled for this morning. To officially begin our event, please welcome our keynote speaker, David Ruiz.

David Ruiz:

"Welcome to Agentic World"

Host:

Thank you very much, David. We truly appreciate your valuable and insightful participation.

Now, before we move on to the Rotoplas speakers, we have a quick poll.
I'll read the question:

Which area do you believe AI agents will transform the most in the next 5 years?

Options:

- Customer service and user support
- Operations and supply chain
- Innovation and product development
- Decision-making and forecasting
- Sustainability and resource optimization

Thank you for your participation. Now we'll begin with Carlos Rojas.
Carlos, the floor is yours.

Carlos Rojas:

Good morning, everyone.

Thank you for the very interesting insights, David — and thank you all for joining us at AGUA Day 2025, we are very excited to go into the AI era with this partnership with Google.

Today, we reflect on the evolution of Rotoplas since 2020 — a period in which we transformed our capabilities, strengthened our portfolio, and reaffirmed our leadership in delivering more and better water. It has been a chapter that reshaped the company in ways few could have imagined.

Back in 2020, we were strong, but the environment was changing faster than our industry. Inflation, supply chain disruption, and climate volatility were redefining what households, communities, and industries needed from water solutions. And water itself was becoming more scarce and more unpredictable.

We had to ask ourselves: Were we prepared for the world that was coming?
The honest answer was: not yet.

And that answer is exactly what triggered this transformation period in the history of Rotoplas. What I want to share today is the story of how we evolved from the company we were back then to the company we are today, and why that evolution positions us to continue leading the future of water in the region.

Five years ago, our manufacturing processes were reliable but based on legacy technologies that required more water, more energy, and more manual intervention than a climate-constrained world could sustain. Our portfolio was solid, but our products needed to adapt themselves to this changing world and operate with more visibility or intelligence. Services were early-stage: treatment was focused on retail, bebbia was a promising yet newly launched service and rieggo didn't exist yet.

Digitalization was not yet part of our operating rhythm. We didn't work with AI... well no one did. Our data was still fragmented, and we didn't have e-commerce or connected devices generating insights for the business. And as a Group, we were less integrated, capabilities differed, and best practices moved slowly across borders.

That was Rotoplas then: strong, but not fully prepared for the accelerating world around us.

Today, that company no longer exists.

Let me walk you through what changed.

Our manufacturing network is fundamentally different. Our new Tinaco Plus+ process allows us to produce with over 90% less water, 70% faster cycle times, and up to 40% recycled content, reincorporating 100% of scrap material. These aren't incremental improvements, they set a new standard for efficiency in our storage category.

Water savings are now structural and circularity is built into the process.

As a Group, because of this and all other improvements achieved in our processes we successfully reduced our Scope 1 and Scope 2 greenhouse gas emissions by 11%.

Now let me show you something we're truly proud of, a glimpse of what's next for Rotoplas, where our teams' hard work is bringing IoT innovation to life.

[video]

Five years ago, most products performed a single function.
Today, many are smart and connected.

They sense.
They measure.
They notify.
and they enable prevention rather than reaction.

IoT has become a differentiator. Predictive maintenance, once aspirational, is now part of our service model. And this shift expands both margins and lifetime value.

In Mexico, large-scale rainwater harvesting systems didn't exist five years ago. Today, in partnership with the Coca-Cola Foundation and Isla Urbana, we operate systems in almost 1,000 schools, where school staff can view water availability from a real-time dashboard. In communities where lack of water once meant missed school days, increased health risks and deeper educational and gender gaps, these systems now directly support attendance and continuity.

We have also commercialized tanks and cisterns with integrated level indicators — simple, functional, and data-enabled — helping us build an ecosystem of real-world water-use information.

Services show one of the clearest before-and-after stories.

RSA México has undergone a full transformation. Five years ago, treatment was mostly retail-oriented. Today, RSA delivers industrial-grade solutions across food and beverage, manufacturing, hospitality, agroindustry, and urban systems. We strengthened engineering, compliance, automation, and service quality, giving the business structure, discipline, and true national reach. This evolution is reflected in a growing portfolio of industrial clients, consistent water-efficiency gains, and a steadily increasing volume of treated and reused water each year.

Acuantia Brazil followed a similar trajectory. From zero presence, it now operates as a technical, standardized, and increasingly efficient platform. The number of projects grew, supported by remotely operated plants, expanded capabilities in well-water solutions, cost-reduction projects, and consultative selling. For the first time, we entered new industrial verticals, and today we participate in Brazil's most relevant tenders for the industry.

rieggo, being a Company that was created over 5 years ago, is giving us a strategic position in agriculture. The business now covers over 55 thousand hectares and delivers between 35 and 40% average water savings through high precision Irrigation projects, allowing us to participate in one of the most water-intensive sectors with a high-impact value proposition.

bebbia is one of our clearest transformations. Five years ago, it was a small pilot with limited coverage. Today, it is a nationwide subscription platform with more than 159,000 subscribers and a fully professionalized Field Services operation. We moved from ten-day installations to just about three, while building a technical footprint that sets a clear competitive distance in our favor.

The technology behind the service has also evolved radically.

Today, bebbia runs on a fully digital customer journey: online contracting, automated communication flows, WhatsApp service, and an AI-enabled support layer. Users receive real-time updates, including the name of the technician arriving at their home — and connected devices allow us to monitor performance, anticipate maintenance needs, and deliver a more reliable and proactive experience. We've also introduced new IoT capabilities

and digital tools that help our agents and technicians serve faster, close sales, and resolve issues with greater precision.

One of the clearest examples of this digital evolution — and a perfect reflection of our strategic priority around digitalization — is the video you're about to see, showcasing how an AI Agent now handles customer service calls.

[video]

Five years ago, digitalization was something we talked about. Today, it defines how we work.

AI supports customer service, routing, Field Services, demand planning, supply chain modeling, and internal processes. In 2025, we trained all our administrative staff in different AI topics.

Over the last six months, we've seen a strong increase in AI tool adoption and usage per employee. Today, 86% of our administrative staff are leveraging AI regularly, with top performers setting the pace and driving this adoption across the organization.

The measurable impact is significant: In October alone, AI was used to compose, summarize, or review over 37,000 emails. This adoption resulted in an estimated 1,800 hours saved, equivalent to the time it would take to fill 1,500 Rotoplas water tanks.

E-commerce didn't exist five years ago.

Today, our first B2B, B2B2C and B2C platforms in Mexico give us a direct channel to consumers and help us understand their needs better to serve them in a more efficient and effective way.

Our partnership with Google Cloud accelerated our migration to a modern tech architecture, improving data governance, automation, and model deployment, with infrastructure optimizations across the company.

Digitalization also transformed how we operate internally. We've been talking about Flow for a couple of years now. This way of operating helped us move from centralized decision-making to empowered teams with clearer accountability. Now these new digital tools have helped us to lead Flow in an even more efficient way. Leadership evolved toward collaboration and capability-building. We invested deliberately in digital skills across logistics, marketing, commercial, HR, and operations. Five years ago, AI was something we observed; today, we are ahead of many peers in how actively we integrate it into day-to-day work.

These digital capabilities have helped us evolve across every aspect of our operations. Before we continue, I'd like to show you how our customer service experience has transformed.

[video]

Before I close this section, I want to share with you the evolution of our corporate strategy — an update to the four pillars that have guided our agenda.

Over the last years, as we executed our strategic plan, we observed something essential: the pace of change in water, sustainability, technology, and consumer behavior accelerated... and so did we.

This learning made one thing clear: to lead, we must continuously evolve.

Later, José Luis will walk you through how this evolution connects with our updated sustainability strategy — setting the foundation for the next stage of impact.

Today, we are introducing the renewed Pillars of our Corporate Strategy — a sharper, more actionable framework built around four strategic outcomes:

- Profitable Growth & Core Expansion,
- Water Innovation & Market Disruption,
- Tech & Talent Enablement.
- and Sustainable Impact & Efficiency,

These four outcomes integrate everything we have been building in recent years:

- our financial discipline and strength of our products portfolio;
- our innovation muscle and our ability to rethink solutions;
- our advances in digital, analytics, and talent capabilities.
- and our commitment to sustainability, circularity, and climate action;

This refined strategic framework does not replace our previous Agenda — it elevates it. It gives our teams clearer direction, aligns our business and sustainability strategies, and equips us with greater discipline.

Above all, it reinforces a truth at the center of who we are:

Everything we do, every capability we build, and every decision we make has one purpose — to bring more and better water to people.

When I look back at these five years, what I see is a company that changed fundamentally.

A company that modernized its operations.

Expanded its technological edge.

Scaled new businesses.

Became more efficient.

Became more digital.

Unified its capabilities.

And strengthened its discipline.

Most importantly, I see a company that is ready for what comes next, for the next strategic cycle and ready for the next decade.

Thank you for joining us as we shape the next chapter of Rotoplas. The best of our journey is ahead.

I'll now hand the call over to Andrés.

Andrés Pliego:

Thank you, Charly.

It's a pleasure to be with all of you once again.

I'd like to run a parallel exercise to Charly's — but focused on our financial and operational evolution over the past five years, a period defined by volatility but also by resilience. Here's a brief recap of that journey:

2020 was a record-breaking year in sales, driven by the pandemic as people stayed home and demand for water storage solutions soared. It was also the year we launched Rieggo, marking the expansion of our platform into agricultural water solutions.

In 2021, global supply chain disruptions and rising raw material prices created pressure on operations and margins.

In 2022, we had another record year — this time due to severe drought conditions in northern Mexico, which significantly boosted demand for our solutions.

In 2023, macroeconomic, political, and climate-related headwinds affected multiple countries. The strength of the Mexican peso, the so-called "super peso," also impacted our reported international revenue once converted back to pesos. And this was the year bebbia surpassed a hundred thousand active subscribers, a major milestone that confirmed the scalability of our recurring-revenue model.

2024 was a mixed year. We saw a strong first half in Mexico across products and services due to drought conditions, but profitability was impacted by Argentina's deep economic crisis and currency devaluation. From a services perspective, we enhanced our digital offering with the launch of bebbia SMART.

And in 2025, we experienced a challenging environment overall. Depressed demand in Argentina and excessive rainfall in Mexico limited topline growth and put pressure on margins. Even under these conditions, our services platform continued to expand its customer base and consistently improve its profitability, with losses narrowing throughout the year.

Since the end of 2023, the most significant external headwind has been Argentina's macroeconomic environment.

Finally, while annual sales continue to be primarily driven by products, it is important to highlight that services expanded meaningfully over the period — led by bebbia, which grew at a 56% Compounded Annual Growth Rate, and helped lift the overall services portfolio to a 12% annual growth rate. As a result, services increased their contribution from 7% to 10% of total sales, reinforcing the strategic relevance and scalability of our solutions platform.

Since last year, we've been focused on two priorities: reversing the EBITDA trend and strengthening free cash flow.

First, on reversing the EBITDA trend:

We continued to implement cost and expense reductions across all business units, with a strong emphasis on operational and administrative efficiency.

Throughout 2025, these actions resulted in a leaner and more disciplined cost structure — positioning us to expand margins as market conditions normalize. As of September, this translated into a 4% year-on-year reduction in total expenses.

Second, on strengthening free cash flow:

We prioritized working capital optimization, particularly through inventory reductions in Mexico and Argentina, generating 173 million pesos in cash flow, while maintaining strict CapEx discipline.

We've adopted a more selective, "cherry-picking" approach to capital expenditures: Maintenance CapEx is prioritized to ensure product performance and capitalize on core market opportunities.

Discretionary CapEx now undergoes monthly review and is subject to stricter approval criteria.

And in the services division, we're following a pay-as-you-grow investment strategy — allocating resources to contracts with secured revenues and strong returns.

Roughly 70% of CapEx, which totals around 4% of revenue, is allocated to services.

Between 2022 and 2024, we made significant investments to modernize storage manufacturing in Mexico and to advance our digital transformation. Our focus now is on fully capturing the value from those investments.

About the debt strategy, in the coming months, we will also focus on the refinancing of the AGUA Sustainable Bond, which matures in June 2027. We still have ample time, but our intention is to secure strong options well before the debt becomes short-term.

Moving on to regional performance, over the past five years, the Group has undergone a fundamental shift.

We moved from countries operating independently, with uneven capabilities and limited scale, to one integrated Rotoplas, more aligned through common digital, operational, and leadership frameworks.

This unification strengthened our execution. Speed increased, alignment deepened, and financial discipline became part of our daily rhythm.

And at the same time, each country retained the autonomy it needed to compete locally.

Mexico is a clear example of this evolution.

The business shifted from a product-centric mindset to a portfolio strategy grounded in data, customer insight, and faster innovation cycles. This enabled the launch of pressurized storage, rainwater harvesting solutions, and IoT-enabled devices, all supported by standardized Group frameworks in quality, pricing, and marketing.

Operationally, we:

- Upgraded all water storage manufacturing plants in Mexico,
- Opened the new Ixtapaluca facility — expanding production capacity in central Mexico and designing it to be water positive, capable of capturing and reusing more water than its annual consumption.
- Embedded IoT technology across products and services,
- Expanded digital channels such as e-commerce and WhatsApp,
- Deployed AI-powered agents to improve speed and user interaction,
- And finally, we have integrated Mexico and Central America into a single operational management region, unlocking synergies and scale

Looking ahead, our priorities include:

- Expanding pressurized solutions,
- Enhancing bebbia's IoT capabilities,
- Strengthening our AI service agents and building a unified super-app, and
- Launching the bebbia life ecosystem, including a water-cooling faucet, pet-water accessories, and electrolyzer modules.

Argentina evolved from three separate businesses into a unified company with one market approach and culture.

We launched new product lines — pumps, faucets, water heaters, purifiers — modernized manufacturing, and maintained strict cash discipline despite operating under one of the most complex macroeconomic environments in the region.

We've navigated a wide range of macroeconomic scenarios:

- High inflation with strong demand,
- High inflation and devaluation with low demand,
- Currency stability with stagnant demand, and
- Shifting trade restrictions and limitations on foreign payments.

Going forward, demand recovery will depend on Argentina's political and economic path.

While we wait for macro stabilization, we remain focused on operational efficiency, product engineering, strategic sourcing, and commercial discipline — so we are ready when demand returns, supported by the country's housing deficit and eventual credit expansion.

In 2021, the U.S. surpassed 10% of consolidated revenue, and we began reporting it as a separate segment.

Since then, performance has been shaped by several external factors — pandemic-driven Do It Yourself activity, California's recurring drought cycles, periods of heavy rainfall, and more recent headwinds in agriculture and farming — all contributing to topline variability.

Despite that, we made significant progress:

- Expanded our branch network from 8 to 13 locations,
- Consolidated three separate legacy e-commerce engines into one fully integrated e-commerce platform,
- Introduced new products in water storage, advanced septic and rainwater harvest end markets, and
- Simplified operations with a disciplined focus on profitability and NPS.

Looking ahead, we are strengthening our commercial strategy with dedicated teams for each vertical — industrial, chemical, residential wastewater, and more — to deliver expanded solutions and services to our customers.

We will continue shifting toward delivering elevated value through integrated solutions over standalone products, expand our branch network, and evolve our salesforce into a fully consultative, solutions-driven team.

Peru transitioned from a storage-focused business to a diversified platform that now includes pipes and water heaters, grounded in discipline, innovation, and a strong customer focus.

Processes became clearer, execution strengthened, and the team now launches new products every year.

Today, eight out of ten heaters are installed in under 24 hours, supported by hybrid physical-digital models that create direct contact with users.

In essence, this is how we operate today as a Group: shared capabilities, unified standards, disciplined leadership, and the autonomy to win locally — all working together to build a stronger, more resilient, and more integrated company.

Before closing, I'd like to highlight how the role of the Finance organization has evolved over the past years. Today, Finance operates with a broader mandate and a far more strategic scope. The CFO function now works jointly with the CSO in driving the company's sustainability agenda.

Also, we redesigned our structure to empower and strengthen each business unit, assigning dedicated business planners who bring financial expertise closer to the operation. This has increased agility, improved decision-making, and ensured that every business has its own tailored financial planning support.

We also accelerated the digitalization and automation of our processes. By enhancing data quality and speeding up data processing, we have shortened closing and reporting cycles, giving the organization faster and more reliable access to financial information. This has enabled us to operate in a more predictive, analytical, and insight-driven manner.

In addition, our CapEx Control Tower now evaluates investment decisions not only on financial returns, but also on their ESG contribution, strengthening the way we prioritize and deploy capital.

Finance has evolved from a traditional control and reporting function into a strategic business partner — providing forward-looking insights, disciplined capital allocation, and an integrated view of performance and impact across the company. This evolution also strengthens our alignment with Sustainability, ensuring that financial decisions incorporate environmental and social considerations while supporting long-term value creation.

With these financial priorities and clear regional focuses, we are well positioned to improve both top-line growth and profitability as market cycles shift — by staying disciplined and focused on what we can control.

We are confident that we operate in the right industry, with the right strategy, and the right team.

Thank you for your continued trust and partnership.

Now, I will hand it over to José Luis.

José Luis Mantecón:

Thank you, Andrés.

Following that same train of thought, I'd like to take a moment to reflect on how far we have come—not just in metrics, but in mindset.

Let me walk you through Rotoplas' ESG journey, the progress we've made and where we're heading next.

As Charly and Andrés emphasized, Rotoplas in 2025 is a fundamentally different company from the one we were in 2020. We have undergone a strategic and cultural transformation, embedding sustainability into how we operate, innovate, and govern.

Our journey has included:

- The adoption of international ESG frameworks such as SASB, TCFD, and CDP.
- The significant expansion of our ESG disclosures, aligning with investor expectations and global best practices, and
- The implementation of sustainability best practices across our value chain and operations.
- In 2021, we conducted our first double materiality assessment, integrating both investor perspectives and stakeholder priorities into our sustainability strategy.
- In 2022, we formally made sustainability a shared executive responsibility between the CFO and myself, embedding it deeper into business decision-making. Today, 2

out of the 7 VPs reporting directly to the CEO are jointly accountable for driving our ESG agenda across the company.

- In 2023, we completed our first Human Rights Risk Assessment, identifying and addressing potential impacts across our operations and value chain.
- We built partnerships with organizations such as Pride Connection, and Éntrale to strengthen our efforts on diversity, equity, and inclusion.
- We participated in UN Global Compact Accelerators on Gender Equality and Climate Ambition, enhancing leadership alignment.
- We adopted the Corporate Sustainability Assessment (CSA) by S&P Global as a key ESG KPI. Since 2022, we've been featured in its Yearbook, consistently ranked in the top 15% of the global Building Products industry.
- Since 2023, through our strategic partnership with Google Cloud, we've implemented an environmental performance dashboard that automates our Scope 1 and 2 GHG inventory and enables facility-level tracking of environmental KPIs.
- In 2024, we published our first Environmental Product Declaration (EPD) for the Tinaco Plus—a third-party verified document that quantifies the product's environmental impact across its life cycle, reinforcing our commitment to transparency, circularity, and sustainable product design.
- Also in 2024, we proudly became the first company in Latin America to publish an SDG Impact Disclosure, in collaboration with J.P. Morgan, demonstrating how our business model contributes to the 2030 Agenda.
- We also published our Climate Risk and Opportunity Assessment, aligned with the TCFD framework, and our emissions reduction targets were officially validated by the Science Based Targets initiative.
- In 2025, we published our first Biodiversity Impact Assessment and released our second EPD, this time for Tuboplus.

Also, we have reactivated our PAZA (Water for Affected Areas) program on several occasions to support communities in crisis:

- During the COVID-19 pandemic, with handwashing stations across multiple locations
- After Hurricane Otis in Acapulco during 2023
- And most recently this year in Puebla and Veracruz

We have worked to integrate sustainability into our internal performance evaluation systems. Over the past few years, we've expanded the number of leaders and teams whose performance dashboards include ESG-related objectives.

Today, 26% of employees with measurable development dashboards have a sustainability KPI, and many have variable compensation tied to ESG progress.

Our progress has been consistently recognized through awards, including:

- HSBC and EY Leading Companies in Sustainable Innovation Awards:
 - In 2022 for Governance

- In 2023 for Social Innovation
- In 2025 for Environmental Leadership

Furthermore, Rotoplas was:

- Included in the CDP Supplier Engagement Leaderboard (A List) for 2024
- Recognized by CONAGUA, Mexico's national water authority, as a Water-Responsible Company
- And Grupo Rotoplas maintained presence in the BMV Total Mexico ESG Index and the Dow Jones Sustainability Index MILA Pacific Alliance these 5 years, and In 2025, the company was listed among Newsweek's Most Trustworthy Companies in the World.

We're approaching the end of our sustainability roadmap to 2025—and we're on track to meet nearly all of our goals.

The most challenging target has been increasing the representation of women in the workforce. While we've made progress, our industrial and field-intensive operations—make this a longer-term cultural shift.

On the other hand, we've made remarkable progress on environmental metrics:

- Water intensity decreased by 25% per ton of material processed
- Scope 1 and 2 CO₂ intensity dropped by 11%
- Renewable energy usage increased from 2% to 28% of electricity consumption
- Waste recycling improved by 7%

We also improved our ESG ratings:

- Our Corporate Sustainability Assessment score from S&P Global increased from 61 to 71
- Our CDP Water Security rating improved from C to B

We close the 2021–2025 cycle with solid progress and learnings. The global context is rapidly shifting, compelling sustainability leaders to move decisively beyond traditional ESG frameworks. Rotoplas is poised and ready to lead this new paradigm.

Our future is defined by a single, powerful and resonant word: AGUA.

AGUA embodies who we are, representing water as a symbol of life, transformation, and impact. It is our ticker in the Mexican Bolsa and a living concept that connects every area and stakeholder, guided by our double materiality assessment, focusing precisely where we create the most value.

This evolved strategy is designed to:

- Strengthen innovation, accountability, and our internal culture
- Enhance collaboration with customers, users, plumbers, and communities
- Align purpose, profitability, and positive impact—true to who we are: AGUA

The four pillars of the strategy are:

A – Action for the Environment

We will promote robust initiatives to mitigate and adapt to climate change, responsibly manage water and waste in our operations, and increase the circularity of our products. Key focus areas are energy and fuel efficiency, water management, biodiversity, waste management, and life cycle assessments.

G – Generation of Value

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

Focus areas include supplier engagement, risk management, cybersecurity, ethics and compliance, and alignment with international disclosure standards.

U – Uplifting Well-being

We are committed to promoting the well-being of our employees, the communities we serve, and the people within our stakeholder ecosystem. Through unity and teamwork, we strive to ensure fair working conditions, equal opportunities, and a discrimination-free environment — while fostering dignity, respect, and shared prosperity. Focus areas: diversity and inclusion, human rights, occupational health and safety, and training and development.

A – Allyship in Sustainability

We will position ourselves as a strategic partner, driving the transition towards a sustainable future by working with industries, communities, governments, business partners, and end-users.

Key priorities include water stewardship, circular water economy, WASH (water, sanitation, and hygiene), and social initiatives.

To ensure our initiatives translate into tangible, measurable results, we have set the following targets for 2030:

- Reduce Scope 1 and 2 GHG emissions by 42% and Scope 3 emissions by 25%
- Reduce freshwater extraction by 15% per ton produced

- Recycle 70% of non-hazardous waste generated in manufacturing sites
- Engage 80% of critical suppliers in sustainability
- Allocate 30% of the company's CapEx to sustainable projects
- Reach 40% of women in management positions at Group level
- Purify the equivalent of 150 million 20-liter water jugs through bebbia
- Treat 35 million cubic meters of wastewater
- Benefit over 1.5 million people with access to sanitation through biodigesters

The AGUA strategy is not merely a plan—it is our comprehensive vision, where purpose, profitability, and positive impact converge to drive the next chapter of Rotoplas' sustainable value creation.

Rotoplas has always been about transforming water into well-being.

Today, our sustainability strategy is also transforming our business—into a more resilient, inclusive, and trusted company.

Thank you for your continued confidence in our journey—and for walking it with us.

Host:

Thank you, José Luis. Before we open the Q&A session, we have a quick poll.

I will read the question and then give you a moment to select your answer.

Question 1

Which area of Rotoplas's transformation do you see as most strategically important?

- Portfolio evolution (products + services)
- Digital and AI acceleration
- Operational efficiency
- Sustainability integration
- Regional execution and go-to-market

Question 2

Which factor will be most critical in driving Rotoplas's value creation in the coming years?

- Consistent cash flow generation
- Margin expansion
- Growth in services
- ESG leadership
- Digital and operational excellence

Operator: Thank you for the participation. We'll now begin the Q&A session. Please include your name and company and submit your questions through the zoom Q&A feature. We'll just give you a minute to submit your questions.

We have a first question from Martín Lara from Miranda Global Research. Good morning and thank you for your presentation. I have the following questions. Could you please give us an update on Argentina, the US and other countries operations. If you will, I'll read the second question after you answer the first one.

Carlos Rojas Aboumrad (CEO): Hello, Martín. Thanks for joining this morning. Yes, happy to do so. Starting with Argentina, we had our earnings call last time just before the elections, and then, I think we had what I would think is good news from the elections, as we feel there's going to be continuity in the transformation Argentina is going through. It has been very tough for our market during this period, but we do think that in the long term this will be a much more sustainable country, with sustained results. The market has still been somewhat slow, but there have been indicators that tell us that construction will be growing more, and so Argentina has not yet had a strong recovery, but there is indicators that show that that's likely to start happening in 2026. Anything regarding Argentina, Andrés?

Andrés Pliego (CFO): Yes. I mean, just complementing, I think we're here for the long term in terms of Argentina, and we're waiting for the market to recover. Hopefully next year we'll see some recovery after what Charlie mentioned of the continuity of the macro plan. So yeah, we're hopeful we continue to see improvements during the next year.

Carlos Rojas Aboumrad (CEO): The US is a market where we have seen a great turnaround in terms of profitability. We're very focused on being disciplined on profitable growth, and the team has done a phenomenal job at getting the business above breakeven. And then, you know, very cautiously looking for opportunities to serve the water space in the US, which are very interesting, but we want to make sure that we do it in a profitable way. Anything else regarding the US, Andrés?

Andrés Pliego (CFO): No, thank you.

Carlos Rojas Aboumrad (CEO): And then the last market was which one?

Operator: The last market was other countries operations. So, in general.

Carlos Rojas Aboumrad (CEO): I think the other countries operations, Central America is doing very well. It has performed very well this year. Mexico's construction and water situations posed a challenging year for us, but I think that will start changing again in 2026. Anything else, Andrés?

Andrés Pliego (CFO): No. But probably, yeah, the smaller markets. I mean, Peru is running really well. Brazil is still small but growing at a good performance. So, generally speaking, other countries are performing well.

Operator: Thank you. The second question from Martín is, what percentage of your CapEx was aimed at digitalization in 2025, and what can we expect in 2026?

Andrés Pliego (CFO): Thank you, Martín. It was actually a small percent, I would say probably less than 10%, that has been happening beforehand. So, we've been investing in digitalization, I would say 2023, 2024 and less so in 2025, and we expect less so in 2026. So, I think we have done the investments already and now we should harvest from those investments. So, in terms of percentage it's less than 10%.

Operator: Thank you, Andrés. Orlando Alcántara from BTG Pactual says, hi, thanks for the questions. You mentioned sharper ROIC focus on lower digital spending. Where should we expect ROIC levels for the next 12 months?

Andrés Pliego (CFO): Thank you, Orlando. So we don't have a specific guidance for ROIC, but we do expect to continue improvement in our LTM indicators, particularly ROIC and net debt to EBITDA, as we progress from a more challenging last 12 months and last, I would say, last 18 months to a more recuperating environment in the future. So we should see ROIC improving in the coming months. I don't know, Charlie, if you want to add anything.

Carlos Rojas Aboumrad (CEO): No.

Operator: Thank you Andrés. Fernando Quinzaños asks: which of your business units is more profitable in Mexico?

Carlos Rojas Aboumrad (CEO): Well, go ahead Andrés.

Andrés Pliego (CFO): No, no, I was going to say we don't disclose all of the business units

profitability. I mean, I would say our traditional products lines are the ones that we have the most experience and are the ones that are the most mature. So, I mean, as a more mature business, it has been, generally speaking, the most profitable, but we don't disclose profitability of each of the services businesses in general.

Operator: Thank you, Andrés. I'll read the fourth question from Rodrigo Salazar from AM Advisors. Thank you for the update. Excited for the next five years and congratulations on the last five. I'd like to continue on the five year agenda. As you mentioned, things have been changing dramatically during the period and I want to better understand the numbers. In 2021 to 2022, results were very strong, driven by a much stronger Mexico product segment and a very different scenario in Argentina, partially offset by losses in the US and in services. My question is, what is the goal or expectation for results to potentially return to levels similar to 2021, 2022, and what will be the key drivers to get there? I assume services will play a significant role as well as the US as losses turn into gains. And what should we expect from Mexico and Argentina, given that weather hasn't been favorable and competition appears tougher?

Carlos Rojas Aboumrad (CEO): Thank you very much for your question, Rodrigo. Thanks for joining. Great question, 2021, 2022, 2023 were still very strong years. Like you said, Argentina was a big contributor to the EBITDA, and that went away completely. We do not see that Argentina is going to disappear. We do expect to recover, to have a strong recovery in Argentina whenever the market comes back in terms of building. The country still needs huge investments for their needs in terms of construction and water infrastructure. So we're positive at some point Argentina is going to come back. Some of it should start happening in 2026, definitely not all of it by 2026. It should just be the beginning. It will take some years for Argentina to recover. But like you said, back then some other businesses like services and the US were not profitable, and now they're at those levels of breaking even and then becoming more profitable. So when we have a year where Argentina has recovered, and then we have strong results in services and the US, and we have also a year where we have more challenging situations in terms of water scarcity in Mexico and stronger construction in Mexico, it's going to be definitely a very strong result for us. But as you remember, we've not given guidance as there has been such uncertainty on these aspects. And so we know that we have built the capabilities, that we compete with tremendous efficiency, and that we are focusing on the customer in a way, and leveraging technology in a way that we are delivering solutions that are needed with the most competitive conditions, with the best experience. So we're very comfortable that the results will be very strong in the future for Rotoplas, and that we have the best years for Rotoplas to come in the following years. Andrés, anything else

that you'd like to share?

Andrés Pliego (CFO): Not really. Charlie, I agree completely.

Operator: Thank you both. The next question comes from Gilberto Cantu from GBM. Regarding debt strategy, what is Rotoplas' plan going forward?

Andrés Pliego (CFO): Thank you, Gilberto. So, we have two types of debt, mainly. We have short-term debt mostly used for working capital. We have plenty of lines opened. We have drawn, I mean, we drawn and pay constantly. So the idea is to have those lines available and use them as little as we can. Next year we should be, I mean, we have been constantly deleveraging from those ones, so we have been constantly decreasing the levels of those ones. So the idea is to continue that trend. On the other hand, we have the Agua sustainable bond, that's due in the summer of 2027. The idea is to refinance that next year. So the idea is to, in the first half of the year, have, I mean, we've been working already, but secure some options of refinancing and have that done by the summer of next year. So well ahead of the bond due in 2027. So that's the strategy for our debt, Gilberto. Thank you.

Operator: Thank you Andrés. The next question comes from Julio Martinez from Sura Investments. What are the projections for revenue growth for 2026 and 2027 by implementing AI?

Carlos Rojas Aboumrad (CEO): We don't necessarily have a number regarding revenue growth directly tied to AI exclusively. It's multiple things that we're doing. It's AI, plus processes, plus e-commerce, plus our culture of customer centricity. And additionally, like I mentioned, it's not the time for us to be giving guidance for revenues going forward. It's very widely by things that are not under our control, such as economic performance of Argentina or rains. But, like I said, I do have clarity that there's going to be growth going forward.

Operator: Thank you Charlie. The next question comes from David Seaman from Alpha Cygni. Regarding bebbia, is the 3.0 rollout complete, and is the capacity maximum new installations per month expected to increase as a result or still limited by your customer acquisition cost budget? Further, what percentage of target households don't have electrical plug availability?

Carlos Rojas Aboumrad (CEO): Hey David, thanks for joining. Great to have you here. 3.0 is complete. I'd like to say that that's the end of developing our platform. We've learned this

is going to be something that's going to continue forever. It is a platform that leverages new capabilities, and new capabilities are coming online all the time. So now, for instance, we're going for the next versions of this, including more and more AI capabilities. But that version 3.0 is done, and we are having better capabilities to be able to adopt or serve a bigger number of customers or being able to accelerate with demand, where subscribers. In terms of the electricity plug available in homes, most homes have an electrical outlet under the sink. And if they don't, we can usually find a solution. It's very few that have a situation where it just doesn't make sense for a bebbia solution to be implemented. But that is more of the exception. And we just want customers to be aware that we'll be using an electrical outlet under the sink.

Operator: Thank you, Charlie. We have another question from Julio Martinez from Sura Investments. For 2026, what will the company prioritize, revenue growth or ROIC?

Andrés Pliego (CFO): Thank you, Julio. That's a great question. I think ultimately we prioritize return for our shareholders, right? So between those two I would say we would prioritize ROIC. We need revenue growth to continue our increased ROIC, but as I mentioned in my remarks, reversing EBITDA is the most important financial strategy at this point and also generating free cash flow. So both of those target improving ROIC. So I would say it's, again, it's a good debate here in the financial strategy. But ultimately we prioritize return for our shareholders.

Carlos Rojas Aboumrad (CEO): And I would add that for revenues to grow in a lot of the different businesses we have, we don't need relevant investments. And so, this is something that happens both, we drive revenues with little investment and that generates a higher return on invested capital. So having bigger revenues with little investments definitely both grow in parallel.

Operator: Thank you, both. The next question comes from Bernd Muehlfriedel. What are your goals for bebbia, and when do you think bebbia will sustainably contribute to this company's profitability?

Carlos Rojas Aboumrad (CEO): I have to take it. There's a market. Sorry. First of all, thanks for joining Bernd. There's a market for bebbia in Mexico for around a total addressable market of around 5 million households. So the target is to be the leading service provider in water purification in point of use. And so we would definitely like to have a big percentage of those 5 million homes. While we have over 160,000 units today. In terms of

profitability. Would you like to mention anything, Andrés?

Andrés Pliego (CFO): I mean, profitability has improved sequentially. So the idea is to continue that trend. Growth obviously takes a toll on profitability, but we've been managing growth and improving profitability sequentially. So that's the idea.

Operator: Thank you, Andrés. We have another question from Orlando Alcántara from BTG. We've seen some strong efficiencies in operating expenses in the past two quarters. Should we expect similar levels of efficiencies for the following quarters and at what level? Are there any plans for bringing efficiencies to logistics expenses given the new online delivery service?

Andrés Pliego (CFO): Thank you, Orlando. Yes. I mean, as we have mentioned in this call and in the previous calls, efficiency is one of our targets. We will continue to look at this and to make this a priority. So yeah, we should continue to see these efficiencies in the coming quarters. We've been controlling our expenses significantly. We have reduced expenses 4% year on year as of September. And the idea is to continue that. So we will continue to look at those. And in terms of logistics, we're always looking at improving efficiencies in logistics. It's obviously a big expense for us, so we're always looking at how to improve that as well. I don't know Charlie, if you want to add anything.

Carlos Rojas Aboumrad (CEO): No, I agree.

Operator: Thank you. And a follow-up question from Orlando. Where should we expect headwinds and tailwinds on OPEX from?

Carlos Rojas Aboumrad (CEO): Thanks for your question, Orlando. Headwinds, there's inflation, so services and labor continue to increase prices. But tailwinds, leveraging technology, that's a huge tailwind. So we continue to improve efficiency by adopting AI, by automating processes and even physical processes with robots. And so as there's more technology at good prices available, we will definitely continue to leverage those, with very high returns, and with adopting those technologies. I don't know if you want to add anything else, Andrés.

Andrés Pliego (CFO): No, I agree. I mean, yeah, the headwinds, hopefully we knew better where will they come from, but I guess we will try to be prepared for everything with resiliency and again as always, controlling what we can.

Carlos Rojas Aboumrاد (CEO): But we won't be waiting for anything to surprise us, to continue to make efforts on efficiencies. That's one of the things we're doing consistently.

Operator: Thank you. We have no other questions. Would you like to make a closing remark?

Carlos Rojas Aboumrاد (CEO): I would just like to be very grateful with everyone's participation today in our Agua Day. And we're very excited for the next five years. We appreciate your support very much. Thanks for joining.

Operator: That concludes our Q&A session. If we didn't get to your question, please feel free to reach out to our Investor Relations team. They will be glad to support you. Thank you to our speakers and to everyone joining us today. As a small token of appreciation, you can enjoy 30% off your first six months of bebbia using the code AGUADAY25 at bebbia.com. We sincerely appreciate your interest in Rotoplas. We look forward to staying connected and to welcoming you again at our future events. And before we go, we'd like to share our latest bebbia commercial. Thank you again for joining us. This concludes today's event. Have a great day.