

Mexico City, February 28<sup>th</sup>, 2024

## Interview with Rotoplas' CEO, Carlos Rojas Aboumrad

- Without a doubt, 2023 has been a challenging year for Rotoplas. How did you personally experience it as CEO, and how did the company react to these challenges?

Indeed, 2023 was a year full of surprises and unexpected challenges, but it allowed us to demonstrate that we are an agile and resilient company. I feel excited and optimistic and, above all, deeply proud of the team and to belong to this company. Being part of Rotoplas during these times has reaffirmed my confidence in our collective ability to overcome obstacles and achieve our goals.

- From your perspective, what were the most challenging aspects Rotoplas faced in 2023?

One of the most significant challenges was the volatility of the exchange rate, which affected our operations in various countries and required constant adjustments in our pricing and market strategies. In the United States, adverse weather conditions – such as an increase in rainfall – impacted our growth, and in Argentina and Peru, political events had a significant effect on economic stability.

Our strategy in the face of these challenges focused on strengthening our value proposition in both products and services, clearly differentiating ourselves in the market. Ultimately, thanks to our commercial solidity and the quality of our water management solutions, we managed to maintain healthy margins and achieve growth in EBITDA.

- What were the most enriching learnings during 2023?

The last four years have taught us a lot about the importance of quickly adapting to changing circumstances and validating our decisions in real-time. The strategic investments and innovations we implemented, such as updating our manufacturing processes, proved to be the right decisions and were very well received in the market. For example, the transition from rotational molding to a more efficient new technology was excellently received in the market, as was our water purification service, bebbia, which continues to grow rapidly.

Focusing on the growth of emerging businesses, in addition to adopting digital technologies, has been crucial in maintaining our market position and ensuring our long-term sustainability.

- In terms of results, what would you highlight from 2023?

I would highlight the growth in services, as well as the success of our new star product, the Tinaco Plus. Additionally, the investment in the digitalization of the company marked a before and after in how we improve interaction with our customers and their satisfaction. Achieving a record NPS (Net Promoter Score) this year is a reflection of our ongoing commitment to excellence in customer service.

Furthermore, we have made significant strides towards developing more sustainable solutions, focusing on reducing energy consumption and increasing the use of recyclable materials. This translates into a significant improvement in our environmental impact.

Although 2023 was a complicated year in terms of growth, we managed to maintain good profitability, which is a solid indicator of our financial management.

- What message would you like to convey to your employees, communities, and the market?

I want to convey a message of deep gratitude to our employees for their tireless effort and dedication, especially in the face of the challenges we faced together during the year. To our valuable communities, I reiterate our commitment to improving their well-being through access to water, with products and services that make a difference. To our customers, I want to thank you for your trust and loyalty; you are the cornerstone of our success and the inspiration to continue offering innovative products and services.

Despite the difficulties, I am convinced that the foundations we have strengthened this year will position us for better growth in 2024.

- What would you say to your investors about the future of Rotoplas?

There is no doubt that we have great potential to generate value both in Mexico and in other markets. Despite the challenges, our company has shown great resilience and the ability to grow profitably.

We are committed to promoting a sustainable future and continue to actively explore new opportunities to expand and diversify our presence. I fully trust that our strategic focus and commitment to innovation and sustainability will place us in a privileged position to seize future opportunities and deliver sustained value to all our investors.

- As we look to the immediate future, what prospects do you see for the coming years?

We anticipate facing significant challenges regarding water availability, especially in Mexico, where a severe shortage is expected in the coming years, unfortunately for our society. In the United States, centralized water infrastructure is not meeting market needs, leading us to believe there will be a greater demand for decentralized solutions to ensure water availability and quality.

Additionally, in Central and South America, the outlook in terms of water resources, politics, and macroeconomics could show volatility, leading to various challenges but also numerous opportunities.

We cannot underestimate the complexity of these challenges; however, we are prepared to continue being the key ally that allows customers and users to face these challenges.

We will continue focusing on addressing the emerging water needs and mitigating the impact of the water crisis in the communities we operate in, relying on technology, our extensive portfolio of products and services, strategic market positioning, and our ability to offer accessible, high-quality solutions at competitive prices.

- What are the main strategic axes you would highlight for Rotoplas?

Our strategy focuses on four fundamental axes designed to guide our growth and strengthening in the market. The first is the Sustainable Growth of our Traditional Business, where we are employing different technologies to innovate and continuously differentiate our products.

The second strategic axis focuses on the Growth and Development of New Businesses. The relatively new and still underserved service sector represents a great opportunity for us. We firmly believe that this sector will be key in building Rotoplas' future.

These first two axes offer a significant opportunity for the growth and diversification of our company, contributing to reducing the risk profile and strengthening our market position.

The third axis is the Digitalization of the Water Ecosystem. We are integrating advanced technologies in both internal processes, for example, with the collaboration with Google Cloud, and external processes, including the use of artificial intelligence to improve our relationship with our customers and the development of new digital products and services.

Finally, our fourth and last axis focuses on our Commitment to All Our Stakeholders. Our goal is to create sustainable value, promote societal well-being, and protect our planet. This comprehensive

approach is fundamental to our long-term mission and vision, ensuring that Rotoplas continues to be a leader in innovative water management solutions.

- In terms of ESG (environmental, social, and governance) achievements and goals, what aspects would you highlight?

It's essential to highlight our commitment to sustainability (ESG), as we firmly believe it's possible to generate substantial value for our investors and consumers, as well as for the planet. Whenever we deliver a product or service, we seek to optimize the environmental impact. For example, our bebbia service produces a lower environmental impact compared to the waste generated by the use of plastic bottles.

In terms of governance, we pride ourselves on having the best practices in our sector. We are convinced that transparency, effective communication, and accountability are essential for our success and for maintaining the trust of our diverse stakeholders.

But, perhaps most importantly, is the motivation that unites us at Rotoplas: our purpose. We are convinced that the only way to achieve our objectives and generate a positive impact in the world is through actions that faithfully reflect our mission. This gives us the opportunity not only to achieve our goals but also to significantly contribute to the well-being of the population.

Thank you very much for your interest!

Carlos Rojas Aboumrad

Chief Executive Officer