

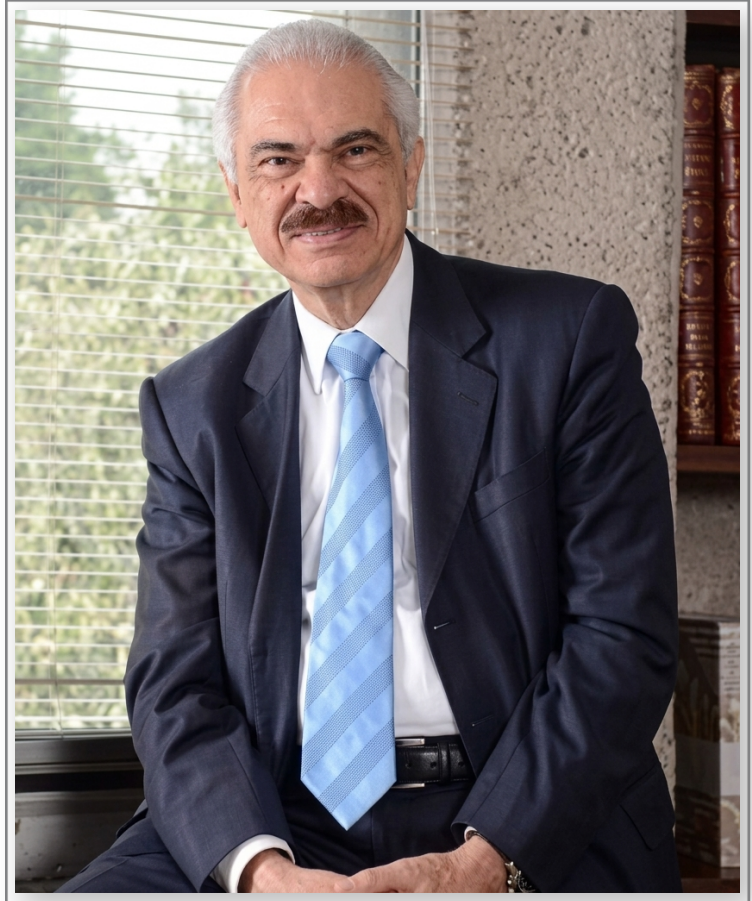
A TRIBUTE TO THE LIFE OF RICARDO PIÑA

Today, I would like to pay tribute to Ricardo Piña Torres, an extraordinary individual who played a fundamental role in our history. Over 43 combined years at Marhnos and Invermar, Ricardo left a profound mark through his commitment, integrity, and passion for his work.

When transitioning from Marhnos to Invermar, Ricardo used to say, "Marhnos made me a better person." Yet that growth went both ways: thanks to Ricardo, we also became a better company.

Together with my brother, he was one of the main architects of our Code of Ethics and Conduct, a cornerstone built on the principles and values of Christian social teaching. He was also a strong advocate for corporate social responsibility, a passion we shared. For many years, he accompanied me to the National Committee on Social Responsibility of the Mexican Chamber of the Construction Industry, to the Davos-related events I organized at the Mexican Union of Business Leaders (USEM), and to the sessions of the "Building for the Common Good and Sustainable Development" Chair at Universidad Iberoamericana.

Ricardo had exceptional talent in administrative, legal, financial, and process-related matters. Above all, however, he stood out as a leader, mentor, and developer of people. My brother and I entrusted him with our most important matters, confident that every decision he made was guided by sound judgment and objectivity.



After our separation from Marhnos, Ricardo continued his work as director of Invermar with the same clarity of mind that always defined him. I consulted him on all kinds of matters, and in his responses I consistently found serenity, balance, and insight.

Beyond his professional life, Ricardo was a man of faith and family. He instilled strong values in his children and lived them daily through his example. I especially cherish the image of him and his wife receiving Communion together, a reflection of his deep spiritual and family commitment.

Ricardo fulfilled his mission with the quiet satisfaction of someone who gives his very best, without seeking recognition or applause. I had the privilege of saying goodbye to him in his final hours. Having had him in our lives for so many years, both in the company and in our families, was a true gift.

Today we remember him for his ethics, honesty, integrity, loyalty, responsibility, intelligence, discretion, and strategic thinking. He was a man of strength of character, always focused on developing others and guided by firm values.

My brother, my family, and I are deeply grateful to him, as are all those who had the good fortune to know him and learn from his example. Today we honor a life that left its mark until the very end. Ricardo leaves behind a legacy and departed in peace, in keeping with the full and deeply ethical life he forged for himself.

