



Emma Rebeca Pinto Guzmán  
Investor Relations Manager  
Arca Continental  
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To Whom It May Concern,

It is my pleasure to recommend Emilio Alvarado González Aragón, whom I had the opportunity to meet during the first quarter of 2025. Emilio collaborated with me and my team at Arca Continental through a student project focused on sustainable finance, developed as part of his academic program at Tecnológico de Monterrey.

From the outset, Emilio demonstrated his strong analytical abilities, professionalism, and maturity. He seamlessly applied his background in data science and mathematics to explore financial strategies focused on sustainability, offering thoughtful insights and well-structured solutions.

His technical rigor, combined with clear communication and a collaborative attitude, made him a standout among his peers. Furthermore, his ability to synthesize complex concepts and communicate them clearly made him a valuable contributor, even in a professional setting.

This student project, though academic in nature, showcased Emilio's potential to thrive in real-world, high-impact environments. I was truly impressed by his intellect, initiative, and poise, and I am confident that he will be a valuable asset in any academic or professional path he chooses to pursue.

I sincerely wish him the very best in his future endeavors.

Sincerely,



**Emma Rebeca Pinto Guzmán**  
**Investor Relations Manager**  
**Arca Continental**