



ARCACONTINENTAL

DRIVING
TRANSFORMATION
IMPACTFUL
COMMITMENT

2023 INTEGRATED ANNUAL REPORT

COMPLEMENTARY DATA



Content

This document presents a summary of the most relevant quantitative and qualitative indicators in the management of Arca Continental's priority issues in alignment with the main international reporting frameworks through which the organization measures and evaluates its Environmental, Social and Corporate Governance performance.

Environmental Leadership	Positive Social Impact	Economic Empowerment
Circular Economy	Talent Management	Sustainable Sourcing
Water Stewardship	Consumer Preferences	Multi-sector Collaborations
Climate Action	Community Development	Small Business Support
Other environmental aspects		Other economic and corporate governance aspects

Environmental Leadership

Circular Economy

Content	Units	2023	2022	2021
Corporate Goals				
Percentage of recycling of waste generated in Production Centers				
Waste recycling in Production Centers	%	87.08	79.18	84.54
Packaging returnability				
Returnability by sales volume in Mexico	%	28.3	29.4	32.0
Returnability by sales volume in Argentina	%	37.1	38.6	42.0
Returnability by sales volume in Peru	%	25.2	24.8	26.5
Returnability by sales volume in Ecuador	%	28.9	28.8	29.7
Returnability by sales volume in USA	%	0.0	0.0	0.0
Returnability by sales volume in AC	%	22.7	24	26
PET packaging collection				
PET packaging collection	XX out of 10	6	6	-
Historic recycled PET content (GRI 301-2)				
Mexico	%	17.9	16.9	20.4
Argentina	%	6.8	6.7	8.4
Peru	%	32.2	29.4	31.7
Ecuador	%	17.1	8.2	21.8
USA (rPET +Bio PET)	%	50.9	53.1	53.1
Total	%	24.9	23.6	27.8
Use of packaging materials - Plastic (GRI 301-1)				
LATAM				
Virgin PET	Ton	121,569	127,467	110,348
Recycled PET	Ton	30,393	27,985	31,523
Total PET used	Ton	151,962	155,452	141,872
Recycled Content	%	20%	18%	22%
CCSWB				
Virgin PET	Ton	14,514	13,723	14,517
Recycled PET	Ton	15,048	15,535	16,466
Total PET used	Ton	29,562	29,258	30,983

Recycled Content	%	50.9	53.1	53.1
Total				
Virgin PET	Ton	136,083	141,190	124,865
Recycled PET	Ton	45,441	43,520	47,989
Total PET used	Ton	181,524	184,710	172,854
Recycled Content	%	25.0	23.6	27.8
Plastics Data				
Total weight of all plastic packaging	Ton	224,215	248,597.6	255,672.1
Percentage of recyclable plastic packaging	%	95	96.4	91.5
Percentage of compostable plastic packaging	%	0	19	19
Recycled percentage in plastic packaging	%	20.4	17.8	20.4
Other Packaging Materials¹				
Cardboard²				
Total weight	Ton	52,087	56,670	42,421
Weight of recycled source material	Ton	35,142	37,761	27,880
Recycled content	%	67.5	66.6	65.7
Aluminum³				
Total weight	Ton	46,307	54,751	54,203
Weight of recycled source material	Ton	32,093	33,035	35,948
Recycled content	%	63.5	60.3	66.3
Glass⁴				
Total weight	Ton	298,504	308,065	253,601
Weight of recycled source material	Ton	60,102	80,793	65,243
Recycled content	%	20.1	26.2	25.7
Plastic (all type of plastics)⁵				
Total weight	Ton	224,215	248,598	255,672
Weight of recycled source material	Ton	53,310	44,228	52,049
Recycled content	%	23.5	17.8	20.4
Peso weight of Packaging Materials				
Total weight	Ton	624,166	408,038	344,200

¹ In the independent verification by a third party, the total weight of the purchased packaging was validated without considering the breakdown of recyclability.

² During 2023, the goal was to acquire more than 35,000 tons of recycled cardboard.

³ During 2023, the goal was to acquire more than 31,000 tons of recycled aluminum.

⁴ During 2023, the goal was to acquire more than 60,000 tons of glass of recycled origin.

⁵ During 2023, the goal was to acquire less than 230,000 tons of plastic virgin (all type of plastics).

Weight of recycled source material	Ton	180,625	148,866	129,071
Recycled content	%	28.7	36.5	37.5
Food Waste ⁶				
Weight of all food loss and waste ⁷	Ton	7,357	8,116	8,314
Weight of loss and waste volumes of food used for alternative purposes	Ton	6,660	7,870	8,026
Discarded waste	Ton	697	246	288
% of Food loss & waste intensity	%	9.5	3.0	3.5
Income from the revaluation of losses	USD	1,550,970	3,003,448	1,892,132
Management of waste⁸ generated and recycled in 2023 (GRI 306-3, 306-4, 306-5)				
Used Vegetable Oil				
Recycled waste	Ton	2,581.89	532.60	1,391.75
Waste generated	Ton	2,581.89	554.55	1,392.46
Recycling percentages	%	100.00	96.04	99.95
Aluminum				
Recycled waste	Ton	669.39	539.51	580.77
Waste generated	Ton	669.87	540.25	580.77
Recycling percentages	%	99.93	99.86	100.00
Bagasse				
Recycled waste	Ton	30,724.30	25,095.14	23,414.89
Waste generated	Ton	30,724.30	25,095.14	23,414.89
Recycling percentages	%	100.00	100.00	100.00
Ash				
Recycled waste	Ton	0.00	0.00	0.00
Waste generated	Ton	12,274.90	23,663.81	13,528.01
Recycling percentages	%	0.00	0.00	0.00
Rubbish				
Recycled waste	Ton	1,312.68	1,661.12	3,483.54

⁶ The food waste reported corresponds to the losses of inputs used in the production process of Arca Continental products, most of which represent sugar and other sweeteners. In 2023, the internal goal was to limit food loss and waste to 7,000 tons, reach a volume of loss and waste used for alternative purposes of 6,600 tons, and achieve a revalued food intensity of 10%.

⁷ Of the 7,096 tons of food loss, 82 tons correspond to the loss generated in the beverage operation due to the use of sugar and 7,014 tons correspond to raw materials to produce snacks.

⁸ The company carries out internal audits to reduce industrial waste generated by operations. The audits consist of in-person visits through which the technical and environmental teams validate that good waste disposal practices are being implemented, following the guidelines established by the corporate and ensuring local regulatory compliance.

Waste generated	Ton	1,322.77	1,661.12	3,497.48
Recycling percentages	%	99.24	100.00	99.69
HDPE				
Recycled waste	Ton	1,543.71	1,511.62	4,126.14
Waste generated	Ton	1,543.71	1,522.12	4,157.51
Recycling percentages	%	100.00	99.31	99.25
LDPE				
Recycled waste	Ton	1,266.9	1,180.72	958.37
Waste generated	Ton	1,266.9	1,180.77	978.65
Recycling percentages	%	100.00	100.00	97.93
Sludge				
Recycled waste	Ton	8,694.02	6,729.14	6,687.08
Waste generated	Ton	10,103.15	8,357.39	8,631.84
Recycling percentages	%	86.05	80.52	77.47
Wood				
Recycled waste	Ton	10,826.79	9,896.19	10,178.90
Waste generated	Ton	10,843.57	9,896.95	10,180.64
Recycling percentages	%	99.85	99.99	99.98
Ferrous metal				
Recycled waste	Ton	3,238.15	2,976.52	3,023.82
Waste generated	Ton	3,246.60	2,989.03	3,023.82
Recycling percentages	%	99.74	99.58	100.00
Nonferrous metal				
Recycled waste	Ton	146.22	86.07	130.56
Waste generated	Ton	149.72	86.07	130.57
Recycling percentages	%	97.66	100.00	99.99
Tires				
Recycled waste	Ton	295.99	175.63	217.45
Waste generated	Ton	296.19	176.95	234.39
Recycling percentages	%	99.93	99.25	92.77
Others				
Recycled waste	Ton	2,508.92	1,919.46	2,214.19
Waste generated	Ton	2,516.63	2,118.33	2,317.48
Recycling percentages	%	99.69	90.61	95.54
Other Plastics (PS, PVC, PC)				
Recycled waste	Ton	5,709.28	5,595.69	4,986.52

Waste generated	Ton	5,735.60	5,606.65	5,001.03
Recycling percentages	%	99.54	99.80	99.71
Paper and cardboard				
Recycled waste	Ton	13,706.77	11,907.18	12,079.71
Waste generated	Ton	13,848.04	11,898.80	12,163.45
Recycling percentages	%	98.98	100.00	99.31
PET				
Recycled waste	Ton	8,628.27	7,025.63	7,490.15
Waste generated	Ton	8,740.48	7,031.01	7,490.15
Recycling percentages	%	98.72	99.92	100.00
Polypropylene and BOPP				
Recycled waste	Ton	799.34	976.13	910.14
Waste generated	Ton	967.33	1,048.29	1,048.03
Recycling percentages	%	82.63	93.12	86.84
Hazard waste				
Recycled waste	Ton	1,078.33	2,260.25	1,173.18
Waste generated	Ton	1,723.43	2,668.39	1,213.09
Recycling percentages	%	62.57	84.70	96.96
Electronic waste				
Recycled waste	Ton	28.72	9.25	15.42
Waste generated	Ton	28.76	9.26	25.22
Recycling percentages	%	99.87	99.93	61.14
Organic waste				
Recycled waste	Ton	6,225.13	2,488.28	6,000.6
Waste generated	Ton	6,631.20	2,704.55	7,602.94
Recycling percentages	%	93.88	92.00	78.92
Urban solid waste				
Recycled waste	Ton	4,121.24	3,260.73	4,109.8
Waste generated	Ton	6,753.83	6,607.27	7,806.05
Recycling percentages	%	61.02	49.35	52.65
Production scrap				
Recycled waste	Ton	10.93	1,837.50	0.00
Waste generated	Ton	2,349.99	2,203.19	0.00
Recycling percentages	%	0.47	83.40	N/A
Tetra pack				
Recycled waste	Ton	117.83	105.24	61.53

Waste generated	Ton	117.83	108.72	61.53
Recycling percentages	%	100.00	96.79	100.00
Glass				
Recycled waste	Ton	32,871.50	26,694.25	35,194.93
Waste generated	Ton	33,008.47	26,824.84	35,194.93
Recycling percentages	%	99.59	99.51	100.00
Total				
Recycled waste	Ton	137,106.30	114,463.85	128,432.44
Waste generated⁹	Ton	155,337.05	144,553.48	149,404.93
Recycling percentages	%	87.08	79.18	85.96
Waste Disposal¹⁰ (GRI 306-3, 306-4, 306-5)				
Non-hazardous waste				
Recycled waste				
Drinks	ton	90,762.02	79,319.04	88,451.31
Complementary Businesses	ton	45,265.95	27,500.73	28,934.91
Total Non-Hazardous	ton	136,027.97	112,203.59	127,256.25
Waste sent to final disposal				
Drinks	ton	2,709.02	2,718.93	4,142.54
Complementary Businesses	ton	13,808.36	24,391.48	14,106.75
Total Non-Hazardous	ton	16,517.38	28,002.02	21,205.59
Recycled waste + sent to final disposal				
Drinks	ton	93,471.04	82,949.43	92,593.85
Complementary Businesses	ton	59,074.31	51,892.16	43,041.66
Total Non-Hazardous	ton	152,545.35	141,885.08	148,461.84
Percentage of recycled waste				
Drinks	%	97.10	96.69	95.53
Complementary Businesses	%	76.63	56.53	69.46
Total Non-Hazardous	%	89.17	80.03	85.72
Dangerous residues				
Recycled waste				
Drinks	ton	1,070.17	834.10	1,175.02
Complementary Businesses	ton	8.16	1.49	1.15

⁹ In 2023, the goal was to generate less than 150,000 tons of waste.

¹⁰ The sum between recycled and final disposal waste would not be equal to that generated because the suppliers in charge of collecting said waste have routines or frequencies that vary and do not exactly match the dates on which the operations generate them.

Total Dangerous	ton	1,078.33	2,260.25	1,176.18
Waste sent to final disposal				
Drinks	ton	276.02	18.93	0.00
Complementary Businesses	ton	2.54	0.04	35.20
Total Dangerous	ton	278.56	320.60	36.91
Waste generated				
Drinks	ton	1,346.19	963.51	1,175.02
Complementary Businesses	ton	377.19	9.29	36.35
Total Dangerous	ton	1,723.38	2,668.39	1,213.09
Percentage of recycled waste (%)				
Drinks	%	79.50	97.78	100.00
Complementary Businesses	%	2.16	83.65	3.07
Total Dangerous	%	62.57	88.36	96.96
Waste disposal by country (GRI 306-4,306-5)				
Mexico				
Recycled Waste	ton	57,463.72	51,004.05	60,850
Waste sent to final disposal	ton	386.68	973.42	1,140
Waste generated	ton	60,179.29	52,873.48	61,990
Percentage of recycled waste	%	95.49	96.46	98.17
Argentina				
Recycled Waste	ton	38,845.43	32,772.35	31,890
Waste sent to final disposal	ton	13,799.33	25,019.99	16,730
Waste generated	ton	52,919.33	57,878.78	48,062
Percentage of recycled waste	%	73.40	56.62	65.58
Peru				
Recycled Waste	ton	16,058.18	11,427.23	11,180
Waste sent to final disposal	ton	484.56	67.67	580
Waste generated	ton	16,587.87	11,823.51	11,760
Percentage of recycled waste	%	96.81	96.65	95.01
Ecuador				
Recycled Waste	ton	10,160.61	7,011.48	7,260
Waste sent to final disposal	ton	474.93	606.16	2,780
Waste generated	ton	11,565.69	7,884.51	10,040
Percentage of recycled waste	%	87.85	88.93	72.28
USA				
Recycled Waste	ton	14,578.35	12,248.74	15,250

Waste sent to final disposal	ton	1,650.44	1,655.38	1,880
Waste generated	ton	14,084.88	14,093.19	17,130
Percentage of recycled waste	%	103.5	86.91	89.02
Total AC				
Recycled Waste	ton	137,106.30	114,463.85	128,432.44
Waste sent to final disposal	ton	16,795.75	28,322.62	21,242.49
Waste generated	ton	155,337.05	144,553.48	149,674.93
Percentage of recycled waste	%	87.09	79.18	85.81
Waste disposal				
Total waste recycled/reused	ton	137,106.29	114,463.85	126,430.00
Total waste disposed	ton	16,777.80	28,322.62	28,502.62
- Waste deposited in landfills	ton	15,444.69	26,245	20,822
- Waste incinerated with energy recovery	ton	278.58	795.22	722.91
- Waste incinerated without energy recovery	ton	0.00	0.00	0.00
- Waste with unknown disposal method	ton	1,054.53	1,282.36	6,957.77
Zero-waste operations				

14 production centers of Arca Continental's operations in Mexico have current certification of "Zero Waste" operations. Program held in conjunction with the Coca-Cola Company through which actions are promoted to properly manage waste, its disposal and valuation, thus minimizing the amount of waste generated by operations.

Water Stewardship¹¹

Content	Units	2023	2022	2021
Water consumption efficiency goal for each liter of beverage produced (LB)				
Achieve a water consumption index of 1.48 by 2026				
Mexico	(L water / LB)	1.44	1.45	1.46
Argentina	(L water / LB)	1.55	1.57	1.63
Peru	(L water / LB)	1.77	1.92	1.69
Ecuador	(L water / LB)	1.56	1.65	1.70
USA	(L water / LB)	1.50	1.36	1.45
Total AC	(L water / LB)	1.52	1.52	1.51
Water consumption in areas of high water stress				
Total net consumption of fresh water in areas with water stress (Total water withdrawals - Total water discharges) ¹²	Millions of m3	10.333	11.031	9.850
Consumption goal in areas of high water stress for 2023	Millions of m3	Less than 11		
Exposure to areas of high water stress				
Production centers in water stress areas 1700m3/(person*year)	#	29	-	-
Total number of production centers	#	48	-	-
Production centers in water stress areas	%	60.42	-	-
% of cost of goods sold (COGS)	%	81	-	-
Water withdrawal, discharges, and consumption¹³ (GRI 303-3, 303-4)				
Water withdrawal by business				
Beverages	Thousands of m3	19,511	18,788.2	18,062.3
Complementary businesses	Thousands of m3	9,243	7,524.7	8,088.8
Distribution centers	Thousands of m3	361	319.8	338.5
Total water extracted in AC	Thousands of m3	29,115	26,632.7	26,489.6
Water withdrawal in high water stress areas by business				
Beverages	Thousands of m3	14,014	10,795.4	11,676.1

¹¹ During 2023, there were no commercial impacts related to water, so the amount for this concept was \$0 MXN.

¹² For the year 2020, consumption was 9,844 million m³

¹³ Distribution Centers, extraction, discharge, and consumption in water stress areas were not reviewed in the independent verification carried out by a third party. Water extraction, discharge and consumption data by source are expressed in terms of thousands of m3. 1000 m3 = 1 Mega liter.

Complementary businesses	Thousands of m3	32	51.6	41.8
Distribution centers	Thousands of m3	174	183.7	178.9
Total water extracted in AC	Thousands of m3	14,221	11,030.7	11,896.8
Water discharges by business				
Drinks	Thousands of m3	5,308	5,227.0	4,407.9
Complementary businesses	Thousands of m3	9,614	6,309.0	10,651.7
Distribution centers	Thousands of m3	159	189.7	174.4
Total water discharged in AC	Thousands of m3	15,081	11,725.7	15,234.0
Water discharges in areas of high-water stress by business				
Beverages	Thousands of m3	3,846	3,138.4	2,920.3
Complementary businesses	Thousands of m3	0	43.2	36.5
Distribution centers	Thousands of m3	41	113.9	74.6
Total water discharged in AC	Thousands of m3	3,888	3,295.5	3,031.4
Water consumption by business (withdrawal – discharge)				
Beverages	Thousands of m3	14,203	13,561.2	13,654.4
Complementary businesses	Thousands of m3	-370	1,215.7	-2,562.9
Distribution centers	Thousands of m3	202	130.1	164.2
Total water consumption in AC ¹⁴	Thousands of m3	14,035	14,907.0	11,255.6
Water consumption in high water stress areas by business (withdrawal – discharge)				
Beverages	Thousands of m3	10,168	7,657.0	8,755.8
Complementary businesses	Thousands of m3	32	8.4	5.3
Distribution centers	Thousands of m3	134	69.8	104.3
Total water consumption in AC	Thousands of m3	10,334	7,735.2	8,865.4
Water withdrawal by source¹⁵				
Withdrawal by source in Production Centers				
Municipal network	Thousands of m3	6,064	5,624.9	5,720.1
Own Wells	Thousands of m3	18,051	16,910.5	16,376.4
Non-attributable water	Thousands of m3	193	173.7	95.1
Surface water bodies	Thousands of m3	4,810	3,888.0	4,149.6
Other sources	Thousands of m3	22	63.2	0.00
Withdrawal by source in Production Centers¹⁶	Thousands of m3	28,754	26,313.0	26,151.1

¹⁴ In 2023, the goal was to consume less than 15,300,000 m3 of water, considering the business growth in production volume of 4.3% and a 1.5% improvement in efficiency in the use of the resource.

¹⁵ Water withdrawal by source is expressed in terms of thousands of m3. 1000 m3 = 1 Mega liter.

¹⁶ In the total water extraction, the attributable water would be subtracted, thus obtaining the extraction of 28,745.4 thousand m³

Withdrawal by source in Distribution Centers¹⁷				
Municipal network	Thousands of m3	267	104.7	184.8
Own wells	Thousands of m3	57	211.7	133.7
Non-attributable water	Thousands of m3	0	0.0	0.0
Surface water bodies	Thousands of m3	1	2.5	1.6
Other sources	Thousands of m3	36	0.9	18.4
Withdrawal by source in Distribution Centers	Thousands of m3	361	319.7	338.5
Withdrawal by source in CEPROS and CEDIS				
Municipal network	Thousands of m3	6,331	5,729.6	5,904.9
Own wells	Thousands of m3	18,108	17,122.2	16,510.1
Non-attributable water	Thousands of m3	193	173.7	95.1
Surface water bodies	Thousands of m3	4,810	3,890.5	4,151.2
Other sources	Thousands of m3	59	64.1	18.4
Withdrawal in CEPROS and CEDIS	Thousands of m3	29,115	26,632.7	26,489.6
Volume of water reused by country¹⁸				
Mexico	Thousands of m3	1,802	352.8	1,302.9
Argentina	Thousands of m3	219	75.8	222.0
Peru	Thousands of m3	1,203	913.2	285.0
Ecuador	Thousands of m3	135	65.2	354.8
United States	Thousands of m3	0	0.0	0.0
Total reused water volume in AC	Thousands of m3	3,359	1,407.0	2,164.7
Water discharge by destination and type of treatment¹⁹ (GRI 303-4)				
Water discharge by destination in Productive Centers²⁰				
Discharges into surface water bodies				
No treatment	Thousands of m3	9,780	6,650.18	10,374.89
Primary Treatment	Thousands of m3	0	0.00	0.00
Secondary Treatment	Thousands of m3	800	807.69	1,638.67

¹⁷ Distribution Center data was not validated by an independent third party.

¹⁸ Data outside the scope of verification by an independent third party. The recycled water is used for different purposes such as donating water to educational institutions for watering gardens. The water that is recycled is taken for different purposes of own use depending on the level of treatment. For example, less treated water is used for own irrigation or for complementary services such as use of bathrooms. When it has a tertiary or quaternary treatment it can be used for auxiliary services such as cooling towers, boilers, etc. At the Hermosillo operations, quaternary treated water is used for industrial washing of returnable bottles.

¹⁹ Arca Continental remains committed to treating the water it uses. As part of the strategy to achieve this commitment, more ambitious treatments have been sought, moving from secondary to tertiary. In 2023, investments were made to even carry out quaternary treatments with the intention of improving the quality of water discharges.

²⁰ Water discharge data by destination are in thousands of m3. 1000 m3 = 1 Mega liter.

Tertiary Treatment	Thousands of m3	0	0.00	0.88
Total discharges in surface water bodies	Thousands of m3	10,581	7,457.87	12,014.44
Discharges delivered to a third party				
No treatment	Thousands of m3	0	0.00	0.00
Primary Treatment	Thousands of m3	313	352.29	0.66
Secondary Treatment	Thousands of m3	174	253.53	0.00
Tertiary Treatment	Thousands of m3	9	11.20	0.00
Total discharges delivered to a third party	Thousands of m3	496	617.02	0.66
Deep Well Discharges				
No treatment	Thousands of m3	0	0.00	0.00
Primary Treatment	Thousands of m3	0	0.00	0.00
Secondary Treatment	Thousands of m3	0	16.92	0.00
Tertiary Treatment	Thousands of m3	0	0.00	0.00
Total discharges in deep wells	Thousands of m3	0	16.92	0.00
Discharges to the Municipal Network				
No treatment	Thousands of m3	281	246.52	587.58
Primary Treatment	Thousands of m3	644	454.44	58.25
Secondary Treatment	Thousands of m3	2,693	2,573.66	2,409.71
Tertiary Treatment	Thousands of m3	226	169.56	220.87
Total discharges to the Municipal Network	Thousands of m3	3,844	3,444.18	3,276.41
Total Downloads				
No treatment	Thousands of m3	10,061	6,896.69	10,962.47
Primary Treatment	Thousands of m3	957	806.73	58.91
Secondary Treatment	Thousands of m3	3,668	3,651.81	4,048.38
Tertiary Treatment	Thousands of m3	236	180.76	221.75
Total downloads	Thousands of m3	14,921	11,535.99	15,291.51
Water discharges by destination in Distribution Centers²¹				
Discharges into surface water bodies				
No treatment	Thousands of m3	1	6.59	3.80
Primary Treatment	Thousands of m3	0	0.00	0.00
Secondary Treatment	Thousands of m3	0	0.00	0.00
Tertiary Treatment	Thousands of m3	0	0.00	0.00
Total discharges	Thousands of m3	1	6.59	3.80
Discharges delivered to a third party				

²¹ Distribution Centers are outside the scope of review by an independent third party.

No treatment	Thousands of m3	0	0.00	0.00
Primary Treatment	Thousands of m3	0	0.00	0.00
Secondary Treatment	Thousands of m3	0	0.00	0.00
Tertiary Treatment	Thousands of m3	0	0.00	0.00
Total discharges	Thousands of m3	0	0.00	0.00
Discharges to deep wells				
No treatment	Thousands of m3	0	0.00	0.00
Primary Treatment	Thousands of m3	0	0.00	0.00
Secondary Treatment	Thousands of m3	0	0.00	0.00
Tertiary Treatment	Thousands of m3	0	0.00	0.00
Total discharges	Thousands of m3	0	0.00	0.00
Discharges to the Municipal Network				
No treatment	Thousands of m3	158	183.11	170.54
Primary Treatment	Thousands of m3	0	0.00	0.00
Secondary Treatment	Thousands of m3	0	0.00	0.00
Tertiary Treatment	Thousands of m3	0	0.00	0.00
Total discharges	Thousands of m3	158	183.11	170.54
Total Discharges				
No treatment	Thousands of m3	159	189.70	174.34
Primary Treatment	Thousands of m3	0	0.00	0.00
Secondary Treatment	Thousands of m3	0	0.00	0.00
Tertiary Treatment	Thousands of m3	0	0.00	0.00
Total discharges	Thousands of m3	159	189.70	174.34

Climate Action

Content	Units	2023	2022	2021
Corporate goals				
Reduce 33.9% scope 1 and 2 emissions by 2030²²	% reduction from 2019	32.0	30.9	12.3
Energy use efficiency for each liter of beverage produced²³				
Mexico	MJ/LB	0.212	0.218	0.219
Argentina	MJ/LB	0.312	0.314	0.320
Peru	MJ/LB	0.224	0.241	0.255
Ecuador	MJ/LB	0.292	0.303	0.311
United States	MJ/LB	0.300	0.282	0.282
Total	MJ/LB	0.238	0.243	0.247
Emissions index per liter of beverage produced (GRI 305-4; 305-5)				
Mexico	grCO2e / LB	21.67	23.97	26.17
Argentina	grCO2e / LB	21.29	21.63	22.58
Peru	grCO2e / LB	6.26	6.52	14.02
Ecuador	grCO2e / LB	17.22	17.72	23.18
United States	grCO2e / LB	19.37	13.11	31.98
Total	grCO2e / LB	18.71	19.32	24.74
Scope 1 and 2 GHG Emissions²⁴ – Production(GRI 305-1, 305-2) and Distribution Centers				
Beverages				
Scope 1	tCO2e	153,030.97	162,528.57	203,433.72
Scope 2	tCO2e	87,823.55	82,743.28	106,713.10
Total	tCO2e	240,854.52	245,271.85	310,146.82
Complementary Business				
Scope 1	tCO2e	61,653.77	55,997.74	67,287.18
Scope 2	tCO2e	30,693.42	27,457.54	30,972.06
Total	tCO2e	92,347.19	83,455.28	98,259.24

²² In 2023, the goal was to generate less than 314,200 tCO2e of Scope 1, less than 121,500 tCO2e of market-based Scope 2 emissions and less than 175,700 tCO2e of location-based Scope 2.

²³ The company carries out internal audits to reduce energy consumption in operations. The audits consist of in-person visits through which the technical teams validate that good practices are being implemented to generate efficiencies and savings, following the guidelines established by the corporate.

²⁴ Scope 2 emissions are location and market based.

Distribution Centers²⁵					
Scope 1	tCO2e		92,722.40	102,108.82	139,164.59
Scope 2	tCO2e		11,623.96	13,854.71	17,353.18
Total	tCO2e		104,346.36	115,963.53	156,517.77
Total²⁶					
Scope 1	tCO2e		307,849.41	320,635.14	409,885.49
Scope 2 ²⁷	tCO2e		130,049.13	124,055.54	155,038.34
Total	tCO2e		437,898.54	444,690.67	564,923.83
Scope 3 GHG Emissions²⁸					
Purchased Goods and Services	tCO2e		2,296,517.43	2,197,478.91	2,109,064.25
Capital goods	tCO2e		581,056.89	434,935.73	314,881.21
Activities related to fuel and energy	tCO2e		145,472.79	148,999.63	132,783.14
Upstream transportation and distribution	tCO2e		287,665.06	215,922.53	219,115.72
Waste generated in operations	tCO2e		6,216.43	4,748.15	13,654.30
Business travels	tCO2e		3,618.23	3,421.69	1,234.42
Employee commuting	tCO2e		118,223.10	113,544.70	106,856.90
Upstream leased assets	tCO2e		0.00	0.00	0.00
Downstream transportation and distribution	tCO2e		0.00	0.00	0.00
Processing of sold products	tCO2e		0.00	0.00	0.00
Use of products sold	tCO2e		0.00	0.00	0.00
End of life of products sold	tCO2e		17,745.78	14,531.71	15,295.07
Downstream Leased Assets	tCO2e		623,096.20	583,876.06	699,562.72
Franchises	tCO2e		0.00	0.00	0.00
Investments	tCO2e		301,168.32	263,316.00	265,730.59
Total	tCO2e		4,380,780.24	3,980,775.13	3,878,178.32
Electric Energy Consumption – Production Centers (GRI 302-1)					
Renewable Sources					
Beverages	GJ		639,288	653,033.3	525,364.3
Complementary Business	GJ		43,318	0	144,421.6
Total	GJ		682,606	653,033.3	669,785.9

²⁵ Emissions associated with distribution centers were not verified by a third party.

²⁶ The total data reported includes information regarding the Distribution Centers, which were not verified by a third party.

²⁷ The total amount of location based CO2e emissions was 179,329.63 tCO2e and the total amount of market based emissions was 130,049.13 tCO2e.

²⁸ In 2023, the goal was to emit less than 4,000,000 tCO2e of Scope 3.

Non-Renewable sources				
Beverages	GJ	876,350	826,246.2	933,930.0
Complementary Business	GJ	227,196	246,696.0	98,410.7
Total	GJ	1,103,546	1,073,542.2	1,032,340.7
Total				
Beverages	GJ	1,515,638	1,479,279.5	1,459,294.4
Complementary Business	GJ	270,514	246,696.0	242,832.2
Total	GJ	1,786,152	1,721,975.5	1,702,126.6
Electric Energy Consumption – Production Centers				
Renewable Sources				
Beverages	MWh	177,580	181,398.1	145,934.5
Complementary Business	MWh	12,033	0	40,117.1
Total	MWh	189,613	181,398.1	186,051.6
Non-Renewable Sources²⁹				
Beverages	MWh	243,431	229,512.8	259,425.0
Complementary Business	MWh	63,110	68,415.5	27,336.3
Total	MWh	306,541	297,928.3	286,761.3
Total				
Beverages	MWh	421,011	410,911.0	405,359.5
Complementary Business	MWh	75,143	67,415.5	67,453.4
Total	MWh	496,153	478,326.5	472,812.9
Fuel Consumption GJ (GRI 302-1)				
Fixed sources				
Beverages	GJ	1,154,508	1,159,373.30	1,173,269.05
Complementary Business	GJ	2,587,832	1,028,280.89	1,835,514.72
Total	GJ	3,742,340	2,187,654.16	3,008,783.77
Mobile Sources				
Beverages	GJ	1,055,270	1,062,588.56	1,529,836.24
Complementary Business	GJ	45,148	52,290.83	95,478.52
Total	GJ	1,100,418	1,114,879.39	1,625,314.72
Total				
Beverages	GJ	2,209,778	2,221,961.86	2,703,105.29
Complementary Business	GJ	2,632,980	1,080,571.72	1,930,993.24

²⁹ The total amount of non-renewable energy consumed by Arca Continental considers electrical energy from non-renewable or market-based sources and fuel consumption, which gives a total of 1,651,752 MWh for 2023, considering that the goal for this year focused on consume less than 1,717,000 MWh from this source.

Total	GJ	4,842,758	3,302,533.58	4,634,098.53
Fuel Consumption MWh – Production Centers				
Fixed sources				
Beverages	MWh	320,697	322,048.14	325,908.07
Complementary Business	MWh	718,842	285,633.58	509,865.20
Total	MWh	1,039,539	607,681.71	835,773.27
Mobile Sources				
Beverages	MWh	293,131	295,163.49	424,954.51
Complementary Business	MWh	12,541	14,525.23	26,521.81
Total	MWh	305,672	309,688.72	451,476.31
Total				
Beverages	MWh	613,827	617,211.63	750,862.58
Complementary Business	MWh	731,383	300,158.81	536,387.01
Total	MWh	1,345,211	917,370.43	1,287,249.59
Low-carbon products				

As part of its strategy to reduce emissions and contribute to the circular economy, Arca Continental is committed to the objectives set out in the World Without Waste initiative. In these goals, Arca Continental is committed to incorporating 50% recycled material in all its primary packaging before 2030, the percentage of recycled PET and food grade bio PET in the packaging of the entire company in 2022 was 23.6%. As of 2021, all 20 oz contour bottles of Coca Cola and Dasani in the US, all San Luis beverage presentations in Peru and all Ciel presentations (except jug and mineral version) were made with 100% rPET. The sale of these products represented approximately 14.83% of the total sales volume in 2023, avoiding the emission of 13,799.21 tCO₂e.

Additionally, through the packaging innovation team, the company carries out pilot tests to reduce the amount of virgin material used for the primary or secondary packaging of the products, as well as to eliminate unnecessary packaging elements and reconfigure the presentation of the products. All this, with the intention of reducing the amount of virgin material used in primary and secondary packaging. During 2023, these tests made it possible to avoid the use of more than 47 thousand tons of virgin resin, equivalent to 5,545 tCO₂e.

In 2023 we installed 89,188 cold drink equipment with greater energy efficiency rate and more friendly to the environment because it uses a less harmful refrigerant gas to the atmosphere. This initiative helps the clients of Arca Continental (who use that equipment as point of sell of the products) to use less electricity and avoid CO₂ emissions, with the investment in more efficient equipment's, Arca Continental helped the avoidance of 39,220 tCO₂e of their clients.

Financial opportunities of Climate Change

AC have a universal bottle, a family-sized container that can be exchanged for another drink of the same size from the Coca-Cola family of any flavor to facility its returnability in Mexico, Argentina, Ecuador and Peru in order to strengthen their multiple-use model. In Argentina, returnable bottles represented 38.6% of the whole portfolio beverages sales, while in Mexico it represented a 29.4%, in Ecuador 28.8%, and in Perú a 24.8%. Additional lines were launched in reuse models in 2022, including Valle Frut Frugos Fresh, among others. During 2022, AC had 34% of the total volume of returnable sales in Mexico to the universal bottle in 12 production lines, enhancing recyclability. Every time two of these containers are used contributes to 80% of the virgin material being saved.

AC is constantly evaluating market opportunities to expand the Universal Bottle initiative to increase their refillable/non-refillable ratio. To achieve this, the team has mapped out 8 lines that will enter a reuse model by 2025. To make the reuse model attractive to clients and customers, commercial teams introduced a “returnable membership” with clients and the application of promotional codes, both would be managed through digital platforms and will help with the introduction of refillable packaging to the market. To measure the initiatives' effectiveness, the returnable mix, client conversion, client number and purchase frequency would be monitored. The financial impact figure corresponds to 51% of insured sales, taking as a reference the 24% of returnable sales that occurred in 2022. This represents benefits of more than 1,486 million MXN and costs of more than 38 million MXN.

Other Environmental Aspects

Environmental Management Certifications				
Current Certifications and Environmental Management System				
Mexico	# of certifications		19	19
Argentina	# of certifications		3	3
Peru	# of certifications		6	6
Ecuador	# of certifications		4	4
USA	# of certifications		7	7
Arca Continental	# of certifications		39	39
Total of Production Centers				
Mexico	# of CEPROS		22	22
Argentina	# of CEPROS		4	4
Peru	# of CEPROS		6	6
Ecuador	# of CEPROS		6	6
USA	# of CEPROS		8	8
Arca Continental	# of CEPROS		46	46
Percentage of Production Centers with Certifications and current Environmental Management System				
Mexico	%		86	86
Argentina	%		75	75
Peru	%		100	100
Ecuador	%		67	67
USA	%		88	88
Arca Continental	%		85	85
Violaciones Ambientales				
Significant fines³⁰ f environmental non - compliance	#		0	0
Training in environmental aspects				
Annually, training on environmental issues is carried out for technical operations teams. In these sessions, the main commitments and goals related to issues of water security, climate action and circular economy are shared. In addition to how they can contribute to the fulfillment of these goals and what the tools are to ensure it. Among the topics addressed are: i) Practices for water efficiency and energy consumption, ii) Adequate management and use of industrial waste, iii) World without waste, among others				
Biodiversity Analysis				

³⁰ Significant fines or penalties are identified as those that exceed USD 10,000.

Before constructing an operational or distribution center, we conduct environmental impact assessments with biodiversity protection criteria. We ensure that operations are not built in UNESCO listed or IUCN-listed protected natural areas or mega-diverse areas. In the last five years, we conducted an environmental impact assessment at the North Point operating center with a total area of 182,958 m² , and at three operating centers in Mexico with an area of 38,487 m² . These sites are located on properties with industrial land use.

A biodiversity risk assessment analysis aligned to TNFD is being carried out in 2024. From this analysis, the level of exposure of Arca Continental's operations to risks related to biodiversity will be identified. Initially, the analysis is focused on physically auditing the 5 largest beverage production centers in Mexico and the other beverage business production centers in this same country will be analyzed remotely.

From this Assessment, specific commitments can be defined and concrete mitigation actions established to promote the company's environmental leadership.

Positive Social Impact

Talent Management

Contents	Units	2023	2022	2021
Headcount³¹				
Headcount by country of operation (GRI 2-7-a, 2-7-b, 2-7-c, 2-7-d, 2-7-e, 405-1)				
Mexico	# of associates	42,468	37,907	-
Ecuador	# of associates	10,096	9,586	-
Peru	# of associates	5,491	4,886	-
Argentina	# of associates	2,474	2,269	-
United States	# of associates	9,492	9,155	-
Total	# of associates	70,021	63,802	62,449
Headcount by unionization, gender, age and organizational level (GRI 2-30, 401-1)				
Non-unionized employees by gender and age range				
Non-unionized under 21 years	# female	82	43	25
	# male	399	314	279
Non-unionized between 21 and 30 years	# female	2,059	1,668	1,748
	# male	6,407	5,763	8,258
Non-unionized between 31 and 40 years	# female	2,180	1,838	1,936
	# male	8,635	8,216	11,072
Non-unionized between 41 and 50 years	# female	1,121	892	931
	# male	7,079	6,267	7,722
Non-unionized over 51 years	# female	542	498	483
	# male	4,542	24,960	4,501
Total Non-unionized associates	# female	5,984	4,939	5,123
	# male	27,062	24,960	31,832
Unionized associates by gender and age				
Unionized under 21 years	# female	84	70	48

³¹ The independent verification by a third party related to the workforce considered information from collaborators in the United States, Mexico, Ecuador, Peru, Argentina and the Charras business, which was recently acquired. The number validated by the reviewers indicated that in 2023 there were a total of 70,021 collaborators of which 8,493 were women, 61,361 were men and 167 did not declare their gender.

	# male	1,407	1,113	921
Unionized between 21 and 30 years	# female	810	556	315
	# male	12,192	11,471	8,720
Unionized between 31 and 40 years	# female	830	612	313
	# male	10,359	9,994	7,207
Unionized between 41 and 50 years	# female	509	364	211
	# male	6,692	6,478	5,122
Unionized over 51 years	# female	276	194	154
	# male	3,649	3,050	2,482
Total unionized associates	# female	2,509	1,796	1,042
	# male	34,299	32,106	24,452
Associates by age				
Associates under 21 years	# associates	1,836	1,541	1,972
Associates between 21 and 30 years	# associates	20,548	19,459	21,522
Associates between 31 and 40 years	# associates	21,574	20,600	22,057
Associates between 41 and 50 years	# associates	15,077	14,000	15,448
Associates over 51 years	# associates	8,710	8,142	9,022
Total	# associates	70,021	63,802	62,449
Non-unionized associates by gender and organizational level				
Non-unionized associates in entry-level	# female	4,572	-	-
	# male	21,996	-	-
Non-unionized associates' coordinators	# female	908	-	-
	# male	2,961	-	-
Non-unionized associates' heads of departments	# female	431	-	-
	# male	1,430	-	-
Non-unionized associates' managers	# female	101	-	-
	# male	457	-	-
Non-unionized associates' directors	# female	10	-	-
	# male	102	-	-
Non-unionized associates' executive directors	# female	1	-	-
	# male	10	-	-
TOTAL	# female	6,023	-	-
	# male	26,956	-	-
Unionized associates by gender and organizational level				
Unionized associates in entry-level	# female	2,458	-	-
	# male	34,228	-	-

Unionized associates' coordinators	# female	13	-	-
	# male	176	-	-
Unionized associates' heads of departments	# female	0	-	-
	# male	0	-	-
Unionized associates' managers	# female	0	-	-
	# male	0	-	-
Unionized associates' directors	# female	0	-	-
	# male	0	-	-
Unionized associates' executive directors	# female	0	-	-
	# male	0	-	-
TOTAL	# female	2,471	-	-
	# male	34,404	-	-
Associates by organizational level				
Associates in entry-level	# associates	61,395	-	-
Associates' coordinators	# associates	3,897	-	-
Associates' heads of departments	# associates	1,775	-	-
Associates' managers	# associates	555	-	-
Associates' directors	# associates	112	-	-
Associates' executive directors	# associates	12	-	-
TOTAL	# associates	70,021	63,802	62,449
Gender representation (GRI 2-7, 2-9)				
Percentage of women with respect to the total associates	% of women	12.13	10.54	-
Percentage of women in management positions (junior, middle, or top management)	% of women	21.37	15.92	-
Percentage of women in first level management (junior)	% of women	19.27	22.84	-
Percentage of women at one senior management level (maximum 2 levels from CEO)	% of women	23.86	9.86	-
Percentage of women in a management position with an income-generating function	% of women	9.32	14.57	-
Percentage of women in STEM or related positions	% of women	15.58	15.98	-
Country of nationality of associates				
Mexico	%	61.58	60	59.67
Ecuador	%	14.63	15	14.94
USA	%	12.21	9	8.90

Peru	%	7.90	7	6.83
Argentina	%	3.59	4	3.89
Others	%	0.10	6	5.77
Hiring				
Open vacancies during the year	# of open positions	30,419	31,650	-
Vacancies filled with internal talent	# of open positions	8,927	9,733	-
Vacancies filled with external talent	# of open positions	21,492	22,016	-
Contrataciones edad y género (GRI 2-8, 401-1)				
Hiring people under 30 years of age	# female	1,898	2,265	372
	# male	15,595	13,530	2,084
Hiring people between 30 and 50 years old	# female	1,757	2,485	322
	# male	10,271	12,364	1,313
Hiring people over 50 years of age	# female	121	201	8
	# male	777	805	98
Total hires	# female	3,776	4,951	702
	# male	26,643	26,699	3,495
Hiring by gender and organizational level (GRI 2-8, 401-1)				
Entry-level	# female	3481	-	-
	# male	25683	-	-
Coordinators	# female	150	-	-
	# male	375	-	-
Heads of departments	# female	80	-	-
	# male	357	-	-
Managers	# female	64	-	-
	# male	211	-	-
Directors	# female	1	-	-
	# male	3	-	-
Executive Directors	# female	0	-	-
	# male	0	-	-
Total Hiring	# female	3,776	-	-
	# male	26,643	-	-
Average cost of hiring				
Average cost of hiring	MXN	2,527.76	6,734.22	-
Turnover rate				
Associates leaves by gender, organizational level, age, and unionization				

Voluntary Leave by gender and organizational level of unionized associates (GRI 2-30, 401-1)				
Entry-level	# female	524	-	-
	# male	4,073	-	-
Coordinators	# female	2	-	-
	# male	16	-	-
Heads of departments	# female	0	-	-
	# male	0	-	-
Managers	# female	0	-	-
	# male	1	-	-
Directors	# female	0	-	-
	# male	0	-	-
Executive Directors	# female	0	-	-
	# male	0	-	-
Total Voluntary leaves of unionized associates	# female	526	-	-
	# male	4,090	-	-
Voluntary Leave by gender and organizational level of non-unionized associates (GRI 2-30, 401-1)				
Entry-level	# female	699	-	-
	# male	3,072	-	-
Coordinators	# female	77	-	-
	# male	171	-	-
Heads of departments	# female	27	-	-
	# male	57	-	-
Managers	# female	11	-	-
	# male	24	-	-
Directors	# female	2	-	-
	# male	2	-	-
Executive Directors	# female	0	-	-
	# male	0	-	-
Total Voluntary leaves of non-unionized associates	# female	816	-	-
	# male	3,326	-	-
Voluntary Leave by gender and age of unionized associates				
Under 21 years	# female	39	-	-
	# male	348	-	-
Between 21 and 30 years	# female	214	-	-
	# male	2,275	-	-
Between 31 and 40 years	# female	159	-	-

	# male	1,074	-	-
Between 41 and 50 years	# female	91	-	-
	# male	299	-	-
Over 51 years	# female	23	-	-
	# male	94	-	-
TOTAL voluntary leaves of unionized associates	# female	526	-	-
	# male	4,090	-	-
Voluntary Leave by gender and age of non-unionized associates				
Under 21 years	# Mujeres	32	-	-
	# Hombres	63	-	-
Between 21 and 30 years	# Mujeres	344	-	-
	# Hombres	1,351	-	-
Between 31 and 40 years	# Mujeres	278	-	-
	# Hombres	1,194	-	-
Between 41 and 50 years	# Mujeres	101	-	-
	# Hombres	455	-	-
Over 51 years	# Mujeres	61	-	-
	# Hombres	263	-	-
TOTAL voluntary leaves of non-unionized associates	# Mujeres	816	-	-
	# Hombres	3,326	-	-
Involuntary Leave by gender and organizational level of unionized associates (GRI 2-30, 401-1)				
Entry-level	# female	494	-	-
	# male	4,805	-	-
Coordinators	# female	2	-	-
	# male	5	-	-
Heads of departments	# female	0	-	-
	# male	0	-	-
Managers	# female	0	-	-
	# male	0	-	-
Directors	# female	0	-	-
	# male	0	-	-
Executive Directors	# female	0	-	-
	# male	0	-	-
Total Involuntary leaves of unionized associates	# female	496	-	-
	# male	4,810	-	-
Involuntary Leave by gender and organizational level of non-unionized associates				

Entry-level	# female	364	-	-
	# male	2,267	-	-
Coordinators	# female	10	-	-
	# male	105	-	-
Heads of departments	# female	4	-	-
	# male	32	-	-
Managers	# female	4	-	-
	# male	14	-	-
Directors	# female	0	-	-
	# male	0	-	-
Executive Directors	# female	0	-	-
	# male	0	-	-
Total Involuntary leaves of non-unionized associates	# female	382	-	-
	# male	2,418	-	-
Involuntary Leave by gender and age of unionized associates				
Under 21 years	# female	43	-	-
	# male	439	-	-
Between 21 and 30 years	# female	186	-	-
	# male	2,610	-	-
Between 31 and 40 years	# female	161	-	-
	# male	1,259	-	-
Between 41 and 50 years	# female	88	-	-
	# male	402	-	-
Over 51 years	# female	18	-	-
	# male	100	-	-
TOTAL involuntary leaves of unionized associates	# female	496	-	-
	# male	4,810	-	-
Involuntary Leave by gender and age of non-unionized associates				
Under 21 years	# female	7	-	-
	# male	37	-	-
Between 21 and 30 years	# female	163	-	-
	# male	1,029	-	-
Between 31 and 40 years	# female	138	-	-
	# male	822	-	-
Between 41 and 50 years	# female	54	-	-
	# male	350	-	-

Over 51 years	# female	20	-	-
	# male	180	-	-
TOTAL involuntary leaves of non-unionized associates	# female	382	-	-
	# male	2,418	-	-
Turnover rate				
Turnover rate by gender and organizational level of unionized associates				
Entry-level	% female	54	-	-
	% male	27	-	-
Coordinators	% female	27	-	-
	% male	11	-	-
Heads of departments	% female	0	-	-
	% male	0	-	-
Managers	% female	0	-	-
	% male	240	-	-
Directors	% female	0	-	-
	% male	0	-	-
Executive Directors	% female	0	-	-
	% male	0	-	-
TOTAL turnover rate in unionized associates	% female	27	-	-
	% male	0	-	-
Turnover rate by gender and organizational level of non-unionized associates				
Entry-level	% female	24	-	-
	% male	25	-	-
Coordinators	% female	10	-	-
	% male	10	-	-
Heads of departments	% female	8	-	-
	% male	7	-	-
Managers	% female	15	-	-
	% male	8	-	-
Directors	% female	19	-	-
	% male	2	-	-
Executive Directors	% female	0	-	-
	% male	0	-	-
TOTAL turnover rate in non-unionized associates	% female	21	-	-
	% male	22	-	-
Turnover rate by gender and age of non-unionized associates				

Under 21 years	% female	147	80	-
	% male	60	32	-
Between 21 and 30 years	% female	67	52	-
	% male	42	23	-
Between 31 and 40 years	% female	48	29	-
	% male	23	13	-
Between 41 and 50 years	% female	45	22	-
	% male	11	6	-
Over 51 years	% female	18	23	-
	% male	6	3	-
TOTAL turnover rate of non-unionized associates	% female	53	36	-
	% male	27	15	-
Turnover rate by gender and age of non-unionized associates				
Under 21 years	% female	48	92	-
	% male	26	93	-
Between 21 and 30 years	% female	26	23	-
	% male	38	26	-
Between 31 and 40 years	% female	20	16	-
	% male	24	17	-
Between 41 and 50 years	% female	15	9	-
	% male	11	9	-
Over 51 years	% female	16	7	-
	% male	10	7	-
TOTAL turnover rate of non-unionized associates	% female	21	17	-
	% male	22	16	-
Total Turnover Rate				
TOTAL Turnover Rate	% female	29	-	-
	% male	24	-	-
	%TOTAL	24.93	-	-
Voluntary Turnover rate	% female	18	-	-
	% male	12	-	-
	%TOTAL	12.95	-	-
Involuntary Turnover rate	% female	11	-	-
	% male	12	-	-
	%TOTAL	11.98	-	-
Results of the organizational engagement survey				

Engagement by gender and age (GRI 2-24)					
Results of associates under 21 years	% female	88.30	-	-	-
	% male	87.90	-	-	-
Results of associates between 21 and 30 years	% female	85.60	-	-	-
	% male	86.90	-	-	-
Results of associates between 31 and 40 years	% female	87.10	-	-	-
	% male	85.90	-	-	-
Results of associates between 41 and 50 years	% female	88.00	-	-	-
	% male	86.70	-	-	-
Results of associates over 51 years	% female	86.50	-	-	-
	% male	88.70	-	-	-
Average results of associates	% average	87.22	87.00	-	-
Results of the engagement survey by country (GRI 2-24)					
Mexico	% Participation	100.00	95.70	-	-
	% Leadership favorability	82.82	83.10	-	-
	% Commitment level	87.64	87.80	-	-
Argentina	% Participation	100.00	99.90	-	-
	% Leadership favorability	83.02	81.30	-	-
	% Commitment level	89.92	86.20	-	-
Peru	% Participation	100.00	100.00	-	-
	% Leadership favorability	82.42	81.90	-	-
	% Commitment level	87.06	87.40	-	-
Ecuador	% Participation	100.00	100.00	-	-
	% Leadership favorability	82.76	82.50	-	-
	% Commitment level	88.58	88.90	-	-
USA	% Participation	100.00	86.20	-	-
	% Leadership favorability	86.12	76.40	-	-
	% Commitment level	83.90	74.10	-	-
Arca Continental	% Participation	98.00	96.60	-	-
	% Leadership favorability	83.08	86.00	-	-

	% Commitment level	87.22	87.00	-
Associates' commitment				
Associates who responded to the survey	% associates	98	96.62	96.61
Associates who rated the engagement survey in general terms between 9-10	% associates	N/A	N/A	N/A
Associates who rated leadership favorability between 9-10	% associates	N/A	N/A	N/A
Associates who rated commitment between 9-10	% associates	N/A	N/A	N/A

Performance evaluation

Associates who participate in the performance evaluation process – gender and country (GRI 404-3)

Mexico	Female	564	507	-
	Male	1558	1,542	-
Argentina	Female	32	23	-
	Male	139	138	-
Peru	Female	428	386	-
	Male	809	866	-
Ecuador	Female	158	158	-
	Male	251	257	-
USA	Female	1034	872	-
	Male	6922	6,394	-
Arca Continental	Female	2216	1946	-
	Male	9679	9,197	-

Talent development model

The talent development model, also known as Talent Management Review (TMR), allows Arca Continental to identify talent based on their potential and average performance, to define possible successors to higher positions. Collaborators with leadership, management and management positions who have been in their current position for at least 6 months participate in this process. New employees or employees who have changed their position in a period of less than 6 months, when starting the TMR process, will be identified as TNTR (too new to rate). In this model, collaborators are categorized through the 9box system where participating collaborators can be classified according to their potential and performance:

- Potential: evaluates the ability and willingness to respond quickly and effectively to diverse, adverse, changing and ambiguous assignments.
- Performance: reviews the ability to achieve expected results consistently over time. (results obtained in the performance management process)

This model allows you to identify high-performing collaborators who could be successors to the position of their direct bosses. To identify these successors and rank them, their level of preparation and potential is considered, considering skills, knowledge, professional experience and personal characteristics.

Performance evaluation process

At Arca Continental, performance is evaluated through the fulfillment of organizational objectives aligned with the strategic objectives of the business of the collaborators who are in positions from coordination to executive management. The performance appraisal cycle consists of five main phases described below:

1. **Alignment and definition of objectives:** in this phase, the strategic priorities of the organization are considered to define annual objectives that contribute to their fulfillment based on the SMART methodology. These objectives are validated together with the immediate boss.
2. **1st feedback:** In the second quarter of the year, there is a first feedback space where the direct manager evaluates the progress that has been made in terms of meeting the objectives defined in the first phase.
3. **Change of objectives:** After this feedback, at the beginning of the third quarter there is a window to rethink objectives in case there is some factor external to the collaborator that prevents them from achieving them in the established time.
4. **2nd feedback:** in the third quarter of the year there is this space where the direct boss shares the results of the Talent Management Review evaluation, where other teams share feedback on the employee's performance and they are categorized at some level depending on their performance in technical aspects and management of soft skills.
5. **Evaluation and final feedback:** this session occurs at the end of the year, the employee performs a self-evaluation where he indicates the level of compliance with his objectives and the direct boss in turn also provides a rating. In this space, formal feedback is given on the employee's performance, common objectives are established to improve the following year's performance, and next steps are agreed upon to advance in the year to come.

Furthermore, aware that the success of a team depends on the members' ability to communicate, the company promotes other feedback channels between leaders and team members, such as one-on-one conversations:

- **One-on-one conversations:** they are a relevant moment of agile conversations in which, through honesty, empathy and adaptability, spaces are fostered where both express themselves freely, safely and confidently on various personal topics, as well as goals, aspirations, etc. others. The purpose of the sessions is to obtain feedback, build trust, motivate and empower employees, improve the work environment and promote adaptability and resilience. These goals are achievable when 1-on-1 conversations are part of the team's daily habits and culture.

Associates' trainings

Training hours - gender, position, country, and type of course (GRI 404-1)

Average training hours for Mandatory Courses

México				
Average hours of training in entry-level	Average female	15.6	11.0	-
	Average male	12.5	11.3	-
Average hours of training in coordinators	Average female	16.9	14.5	-
	Average male	16.8	15.0	-

Average hours of training in heads of departments	Average female	21.7	12.6	-
	Average male	17.2	16.1	-
Average hours of training in managers	Average female	3.0	5.8	-
	Average male	5.8	12.8	-
Average hours of training in directors	Average female	0.0	0.0	-
	Average male	0.0	0.0	-
Average hours of training in executive directors	Average female	0.0	0.0	-
	Average male	0.5	0.0	-
Argentina				
Average hours of training in entry-level	Average female	1.9	1.4	-
	Average male	0.7	0.2	-
Average hours of training in coordinators	Average female	6.1	2.1	-
	Average male	5.9	1.7	-
Average hours of training in heads of departments	Average female	3.0	4.1	-
	Average male	5.4	2.9	-
Average hours of training in managers	Average female	3.6	0.6	-
	Average male	3.9	1.9	-
Average hours of training in directors	Average female	0.3	0.0	-
	Average male	0.8	0.1	-
Average hours of training in executive directors	Average female	0.0	0.0	-
	Average male	0.0	0.2	-
Perú				
Average hours of training in entry-level	Average female	3.0	4.5	-
	Average male	10.7	12.4	-
Average hours of training in coordinators	Average female	3.6	6.6	-
	Average male	4.3	8.5	-
Average hours of training in heads of departments	Average female	5.5	3.7	-
	Average male	6.4	4.9	-
Average hours of training in managers	Average female	1.9	1.1	-
	Average male	1.4	1.0	-
Average hours of training in directors	Average female	0.0	0.0	-
	Average male	0.0	0.0	-
Average hours of training in executive directors	Average female	0.0	0.0	-
	Average male	0.0	0.0	-
Ecuador				
Average hours of training in entry-level	Average female	7.9	4.5	-

	Average male	7.4	12.4	-
Average hours of training in coordinators	Average female	12.2	6.6	-
	Average male	12.2	8.5	-
Average hours of training in heads of departments	Average female	18.6	3.7	-
	Average male	30.2	4.9	-
Average hours of training in managers	Average female	22.0	1.1	-
	Average male	20.5	1.0	-
Average hours of training in directors	Average female	4.2	0.0	-
	Average male	4.8	0.0	-
Average hours of training in executive directors	Average female	0.0	0.0	-
	Average male	9.2	0.0	-
CCSWB				
Average hours of training in entry-level	Average female	-	6.2	-
	Average male	-	5.1	-
Average hours of training in coordinators	Average female	-	7.5	-
	Average male	-	10.4	-
Average hours of training in heads of departments	Average female	-	13.6	-
	Average male	-	14.8	-
Average hours of training in managers	Average female	-	3.9	-
	Average male	-	3.5	-
Average hours of training in directors	Average female	-	0.9	-
	Average male	-	2.3	-
Average hours of training in executive directors	Average female	-	0.0	-
	Average male	-	0.0	-
Corporate offices				
Average hours of training in entry-level	Average female	6.4	10.6	-
	Average male	1.1	4.7	-
Average hours of training in coordinators	Average female	10.6	15.3	-
	Average male	8.7	14.2	-
Average hours of training in heads of departments	Average female	9.6	23.1	-
	Average male	13.2	25.7	-
Average hours of training in managers	Average female	1.9	25.9	-
	Average male	5.5	18.3	-
Average hours of training in directors	Average female	0.9	5.7	-
	Average male	1.5	8.3	-
Average hours of training in executive directors	Average female	0.0	0.0	-

	Average male	0.0	0.0	-
Average hours of training for Non-Mandatory Courses				
México				
Mexico	Average female	13.2	2.6	-
Average hours of training in entry-level	Average male	7.6	1.9	-
Horas promedio de formación en Coordinación	Average female	31.3	22.1	-
Average hours of training in coordinators	Average male	22.9	15.5	-
Horas promedio de formación en Jefatura	Average female	34.6	26.2	-
Average hours of training in heads of departments	Average male	37.5	33.3	-
Horas promedio de formación en Gerencia	Average female	36.5	23.5	-
Average hours of training in managers	Average male	43.3	36.9	-
Horas promedio de formación en Dirección	Average female	0.0	0.0	-
Average hours of training in directors	Average male	8.0	3.9	-
Horas promedio de formación en Dirección Ejecutiva	Average female	0.0	0.0	-
Average hours of training in executive directors	Average male	22.8	17.2	-
Argentina				
Average hours of training in entry-level	Average female	0.9	1.8	-
	Average male	0.3	0.1	-
Average hours of training in coordinators	Average female	2.4	1.4	-
	Average male	2.4	0.5	-
Average hours of training in heads of departments	Average female	4.5	1.1	-
	Average male	1.6	1.0	-
Average hours of training in managers	Average female	12.4	0.0	-
	Average male	8.2	1.6	-
Average hours of training in directors	Average female	0.0	0.0	-
	Average male	0.0	0.0	-
Average hours of training in executive directors	Average female	0.0	0.0	-
	Average male	0.0	0.0	-
Perú				
Average hours of training in entry-level	Average female	6.5	3.3	-
	Average male	2.7	0.9	-
Average hours of training in coordinators	Average female	8.4	16.0	-
	Average male	8.7	15.8	-
Average hours of training in heads of departments	Average female	21.4	29.0	-
	Average male	17.2	30.1	-
Average hours of training in managers	Average female	44.6	19.7	-

	Average male	25.5	23.1	-
Average hours of training in directors	Average female	0.0	7.8	-
	Average male	0.0	5.2	-
Average hours of training in executive directors	Average female	2.0	0.0	-
	Average male	4.7	0.0	-
Ecuador				
Average hours of training in entry-level	Average female	3.6	6.1	-
	Average male	5.1	8.5	-
Average hours of training in coordinators	Average female	1.7	15.6	-
	Average male	1.7	14.4	-
Average hours of training in heads of departments	Average female	4.2	37.8	-
	Average male	5.5	36.3	-
Average hours of training in managers	Average female	0.4	29.0	-
	Average male	2.2	35.6	-
Average hours of training in directors	Average female	0.0	87.4	-
	Average male	0.0	28.3	-
Average hours of training in executive directors	Average female	0.0	0.0	-
	Average male	0.1	4.7	-
Corporate offices				
Average hours of training in entry-level	Average female	1.7	0.1	-
	Average male	1.8	0.0	-
Average hours of training in coordinators	Average female	7.6	0.3	-
	Average male	4.2	0.0	-
Average hours of training in heads of departments	Average female	14.8	4.3	-
	Average male	11.8	2.9	-
Average hours of training in managers	Average female	7.1	6.3	-
	Average male	15.1	9.3	-
Average hours of training in directors	Average female	2.0	0.0	-
	Average male	7.0	2.6	-
Average hours of training in executive directors	Average female	0.0	0.0	-
	Average male	0.0	0.0	-
Training Indicators				
Total number of training hours	# hours	1,152,037.2	-	-
Average training hours per employee	hours /people trained	18.92	-	-
Total amount invested in training	MXN	162,599,354	-	-
Investment in training per employee	MXN / people trained	2,670	-	-

Main Development Programs				
Indicator	Leadership Code		Continuous Learning Technical School	
Program description	This program provides additional support to company leaders in skills such as: coaching, employee development and soft skills.		The Technical School Continuous Learning program seeks to train associates to develop capabilities in managing operational improvement projects.	
Description of the benefits of the program for the business/company	This program implemented in the US seeks to improve soft skills of leaders to enhance their role. Skills include coaching and employee development; effective listening; encourage critical thinking; unconscious bias; lead with innovation; inclusive leadership; operational excellence; task delegation; and customer-centric culture.		This program implemented in Ecuador seeks to develop the capabilities with White, Yellow and Green Belt certifications for continuous improvement for the implementation of projects in Supply Chain processes. This aiming to generate projects to improve their efficiency.	
Quantitative impact of the program for the business	The impact can improve the Leadership index shown in the teams, an indicator that has increased from 81.5% in 2022 to 85.6% in 2023.		The impact can be seen in the implementation of improvement ideas by 104% in 2023 vs 2022, generating savings of \$2,478,000 USD.	
% of associates trained with respect to the total number of associates	785 / 70.021 = 1,12%		443 / 70.021 = 0,63%	
Compensations and benefits				
Average annual remuneration of Total Equivalent Compensation by gender and job category (GRI 405-2)³²				
Average Remuneration of Entry-levels	Female (USD)	24,637.76	1,748	-
	Male (USD)	23,298.68	1,741	-
Average entry-levels compensation ratio	Male/Female (USD)	1.06	1.00	-
Average remuneration of Coordinators	Female (USD)	31,479.09	2,308	-
	Male (USD)	31,829.00	2,437	-
Average remuneration ratio for coordinators	Male/Female (USD)	0.99	1.06	-
Average remuneration of Heads of departments	Female (USD)	59,564.00	4,144	-
	Male (USD)	57,193.51	4,534	-
Average remuneration ratio for heads of departments	Male/Female (USD)	1.04	1.09	-
Average remuneration of managers	Female (USD)	113,148.68	8,655	-
	Male (USD)	111,912.74	8,170	-
Average remuneration ratio for managers	Male/Female (USD)	1.01	0.94	-
Average remuneration of directors	Female (USD)	209,763.04	17,320	-
	Male (USD)	223,824.57	15,145	-
Average remuneration ratio for directors	Male/Female (USD)	0.94	0.87	-

³² The data for the year 2022 are monthly remuneration data.

Average Remuneration Total AC	Female (USD)	36,757.54	2,599	-
	Male (USD)	34,813.58	2,662	-
Average Remuneration Total AC	Male/Female (USD)	1.06	1.02	-
Average annual remuneration and compensation ratio – country and gender (GRI 405-2)				
Average remuneration in Mexico	Female (USD)	23,562.52	-	-
	Male (USD)	25,427.54	-	-
Average remuneration ratio in Mexico	Male/Female (USD)	0.93	-	-
Average remuneration in Argentina	Female (USD)	20,157.31	-	-
	Male (USD)	19,674.77	-	-
Average remuneration ratio in Argentina	Male/Female (USD)	1.02	-	-
Average remuneration in Perú	Female (USD)	25,185.14	-	-
	Male (USD)	29,171.78	-	-
Average remuneration ratio in Perú	Male/Female (USD)	0.86	-	-
Average remuneration in Ecuador	Female (USD)	23,633.77	-	-
	Male (USD)	26,942.62	-	-
Average remuneration ratio in Ecuador	Male/Female (USD)	0.88	-	-
Average remuneration in CCSWB	Female (USD)	95,904.67	-	-
	Male (USD)	93,184.06	-	-
Average remuneration ratio in CCSWB	Male/Female (USD)	1.03	-	-
Average remuneration in WISE	Female (USD)	85,299.22	-	-
	Male (USD)	101,780.91	-	-
Average remuneration ratio in WISE	Male/Female (USD)	0.84	-	-
Average remuneration in TOTAL AC	Female (USD)	36,757.54	-	-
	Male (USD)	34,813.58	-	-
Average remuneration ratio in TOTAL AC	Male/Female (USD)	1.06	-	-
Pay equity				
Executive level ³³ (base salary)	Female (USD)	209,763.04	-	-
	Male (USD)	227,730.44	-	-
Executive level (base salary + benefits)	Female (USD)	370,247.31	-	-
	Male (USD)	406,880.61	-	-
Managerial level ³⁴ (base salary)	Female (USD)	68,114.75	-	-
	Male (USD)	69,829.09	-	-
Managerial level (base salary + benefits)	Female (USD)	87,204.84	-	-

³³ Executive level refers to C-suite and directors

³⁴ Managerial level refers to managers and heads of departments.

Non-managerial level ³⁵ (base salary)	Male (USD)	91,468.26		
	Female (USD)	27,939.37	-	-
	Male (USD)	26,705.64	-	-
Compensation of the C-Suite compared to associates (GRI 2-5, 2-21)				
Average C-suite base salary (does not include CEO compensation)	(USD)	599,177	-	-
Average C-suite benefits (CEO compensation is not included)	(USD)	972,882	-	-
Average C-suite compensation (CEO compensation is not included)	(USD)	1,572,059	-	-
Annual compensation in USD per country (GRI 2-21-a, 2-21-b, 2-21-c)				
Highest paid person	\$ USD	1,572,059	1,563,000	1,250,703
Average of all associates	\$ USD	45,321	49,600	-
Human Capital Return on Investment				
Salaries + benefits	\$			
Minimum daily wage used in the country (MXN)				
Mexico	(MXN)	207.44	-	-
Argentina	(MXN)	5,200	-	-
Peru	(MXN)	34.17	-	-
Ecuador	(MXN)	450	-	-
CCSWB ³⁶	(MXN)	7.25	-	-
Benefits Coverage³⁷ (GRI 401-2)				
Associates who requested parental leave (401-3)				
Mexico	Female	214	-	-
	Male	1724	-	-
Argentina	Female	3	-	-
	Male	49	-	-
Peru	Female	32	-	-
	Male	95	-	-
Ecuador	Female	30	-	-

³⁵ The non-managerial level refers to those collaborators with initial, analyst or coordination positions.

³⁶ The minimum wage in AC-CCSWB considers dollars paid per hour worked

³⁷ The company offers benefits that adapt to the local reality of the collaborators and the characteristics of their work. These range from stress management support, incentives to promote sport and health, flexible working hours, working from home where possible, part-time work schemes, childcare, breastfeeding areas, paid carer leave. principal and non-principal of children, life insurance, medical expenses insurance, disability or disability coverage, retirement plans, among others.

	Male	1628	-	-
CCSWB	Female	181	-	-
	Male	0	-	-
WISE	Female	6	-	-
	Male	N/A	-	-
Arca Continental	Female	460	-	-
	Male	3496	-	-
Associates who were granted parental leave				
Mexico	Female	214	-	-
	Male	1724	-	-
Argentina	Female	3	-	-
	Male	49	-	-
Peru	Female	32	-	-
	Male	95	-	-
Ecuador	Female	30	-	-
	Male	294	-	-
CCSWB	Female	180	-	-
	Male		-	-
WISE	Female	6	-	-
	Male	N/A	-	-
Arca Continental	Female	459	-	-
	Male	2162	-	-
Number of associates who returned to work at the end of the leave				
Mexico	Female	214	-	-
	Male	1724	-	-
Argentina	Female	2	-	-
	Male	47	-	-
Peru	Female	27	-	-
	Male	95	-	-
Ecuador	Female	70	-	-
	Male	294	-	-
CCSWB	Female	179	-	-
	Male	0	-	-
WISE	Female	N/A	-	-
	Male	N/A	-	-
Arca Continental	Female	492	-	-

	Male	2160	-	-
Number of associates who remained in the organization at least 12 months after ending parental leave				
Mexico	Female	185	-	-
	Male	1497	-	-
Argentina	Female	2	-	-
	Male	47	-	-
Peru	Female	0	-	-
	Male	0	-	-
Ecuador	Female	14	-	-
	Male	1375	-	-
CCSWB	Female	175	-	-
	Male	0	-	-
Occupational Health and Safety (GRI 403-8, 403-9, 403-10)				
Health and Safety plan audit coverage				
Internally and externally audited plan in Mexico	% Coverage	100	100	-
Internally and externally audited plan in Argentina	% Coverage	100	100	-
Internally and externally audited plan in Peru	% Coverage	100	100	-
Internally and externally audited plan in Ecuador	% Coverage	100	100	-
Plan audited internally and externally in the U.S.	% Coverage	100	100	-
Audited SSO plan	% Coverage	100	100	-
Operational diseases				
Main types of illness or disease	Musculoskeletal and Low Back Pain			
Cases of occupational illness or disease by country				
Mexico	# Cases	6	3	5
Argentina	# Cases	1	0	0
Peru	# Cases	0	0	0
Ecuador	# Cases	0	0	0
USA	# Cases	0	0	0
Total	# Cases	7	3	5
Fatalities³⁸ resulted from injuries due to an accident or occupational disease				
Accident fatalities in AC employees	# fatalities	2	4	5
AC Contractor Accident Fatalities	# fatalities	2	-	-
Accident fatalities in AC employees	# fatalities	0	0	0
AC Contractor Accident Fatalities	# fatalities	0	0	0

³⁸ The verification of indicators by a third party only considers data from collaborators.

LTIR³⁹, accidents and diseases (GRI 403-8, GRI 403-9, GRI 403-10)

Hours worked by associates	Hours	195,639,746	-	-
Number of injuries with lost time	# accidents	393	-	-
LTIR (Lost Time Incident Rate) associates	Rate	0.402	-	-
LTIR contractors ⁴⁰	Rate	0.994	0.323	1.001

Occupational Safety Goals

Arca Continental has goals for Occupational Safety indicators and for compliance with the global safety strategy.

- **Indicators:** an annual objective is defined at the plant level for the number of LTI events and total incidents, these are defined hand in hand with each of the operations seeking reduction for each of the sites based on their performance in the last years.

- **Strategy:** Call to Action, security events that occur in the Coca-Cola system, are monitored and shared with 100% of our employees as learning, preventing a similar incident from occurring within Arca Continental. This monitoring is done weekly with each country leader. Operations are also monitored for their adherence to Non-Negotiables, a list of security elements that all sites must comply with, related to Machinery Security, Route to Market and Safe Yard.

For this, there are monitoring routines and monthly reports where progress is measured, actions taken by each country, as well as the results vs. the stated objective.

In these routines, not only personnel from the security area participate, but also these reports are shared with all the country technical directors and global directors of Arca Continental, thus generating visibility for all the organization's leaders on security issues. and Occupational Health.

Occupational Health and Safety Audits

Arca Continental's operations have an audit program based on the Coca-Cola requirements (KORE) that establish the aspects that must be met to make its operations a safe work area. If findings of non-compliance are found in these audits, the site must create an action plan to address these opportunities, which is followed up by the corporate area.

On the other hand, Risk Assessment audits are carried out through the corporate team and country teams. In these reviews, the processes in which security events have occurred are validated. In the opportunities found, we work with the site to define an action plan and follow up with periodic on-site reviews to verify that the opportunities are addressed to prevent risks.

In addition to the above, we have also worked hand in hand with Coca-Cola to carry out audits together with the corporate, country staff and site personnel to work on the alignment of criteria and approach of Arca Continental and the system.

Health and Safety in contracts with Suppliers.

The Occupational Health and Safety area has worked with operations to include safety aspects in supplier contracts. Arca continental requests as part of its global security strategy that all companies that provide services must have security clauses in their contracts.

³⁹ Refers to the number of lost-time injuries that occur per 200,000 hours worked.

⁴⁰ The LTIR of contractors was not verified by an independent third party.

Among the aspects included in these contracts are the Rules that Save Lives, compliance with KORE 3.0 standards, development of risk assessment and application of controls in accordance with the hierarchy of controls, compliance with the working day, trained personnel to supervision of dangerous jobs, among others. This initiative has been worked hand in hand with the Engineering and Manufacturing team, with the final intention of delimiting all the aspects with which the contractor must comply in order to provide services to the company.

Consumer Preferences

Contents	Units	2023	2022	2021
Labeled under international standards				
Coverage of products labeled under a scheme aligned with EU CIAA/FDE	%	100	100	100
Coverage of products labeled under a local scheme or internally defined by the organization	%	100	100	100
Certifications valid during 2023 in our production centers (CEPROS)				
ISO 9001 – Quality	%	87	87	87
	#	40	40	39
ISO 14001 - Environment	%	85	85	80
	#	39	39	36
FSSC/ISO 22000 - Food Safety	%	91	91	76
	#	42	42	34
ISO 45001 – Health and safety	%	85	85	80
	#	39	39	36
Sales volume by product type				
Mexico				
Colas	%	58.3	57.9	58.5
Flavors	%	9.9	10.5	10.5
Water	%	8.1	7.9	7.1
Stills	%	6.5	6.1	6.1
Jugs	%	17.2	17.7	17.8
Ecuador				
Colas	%	54.9	55.9	59.4
Flavors	%	19.4	18.9	18.2
Water	%	13.6	13.5	12.9
Stills	%	12.1	11.7	9.6
Jugs	%	-	-	-
Peru				
Colas	%	31.4	32.1	36.1
Flavors	%	42.3	43.6	39.8
Water	%	14.6	13.4	12.9
Stills	%	9.1	8.3	8.5

Jugs	%	2.6	2.5	2.7
Argentina				
Colas	%	55.9	59.3	60.2
Flavors	%	19.1	19.3	20.6
Water	%	14.4	10.8	2.6
Stills	%	10.6	10.6	16.6
Jugs	%	-	-	-
United States				
Colas	%	45.2	45.9	45.9
Flavors	%	26.7	26.0	26.1
Water	%	13.0	12.4	11.9
Stills	%	15.1	15.7	16.1
Jugs	%	-	-	-
Sales volume per product presentation				
Mexico				
Personal	%	42.3	43.1	42.1
Familiar	%	57.7	56.9	57.9
Ecuador				
Personal	%	35.6	34.3	30.4
Familiar	%	64.4	65.7	69.6
Peru				
Personal	%	42.0	40.3	36.7
Familiar	%	58.0	59.7	63.3
Argentina				
Personal	%	10.5	9.9	8.8
Familiar	%	89.5	90.1	91.2
United States				
Personal	%	33.7	32.7	32.9
Familiar	%	66.3	67.4	67.1
Sales volume of low or non-caloric options				
Mexico	%	13.0	12.0	12.0
Ecuador	%	41.0	38.0	33.0
Peru	%	64.0	66.0	63.0
Argentina	%	21.0	23.0	22.1
United States	%	32.0	31.0	31.0
Sales volume for returnable products				

Mexico	%	28.3	29.4	32.0
Ecuador	%	28.9	28.8	26.5
Peru	%	25.2	24.8	29.7
Argentina	%	37.1	38.6	42.0
United States	%	0.0	0.0	0.0
Labeling compliance ⁴¹ (SASB FB-NB-270 a.3, FB-NB-270 a.4)				
Number of incidents in Beverages				
Mexico	#	0	0	0
Ecuador	#	0	0	0
Peru	#	0	0	0
Argentina	#	0	0	0
United States	#	0	0	0
Arca Continental	#	0	0	0
Number of incidents in Snacks				
Mexico	#	0	0	0
Ecuador	#	0	0	0
Peru	#	0	0	0
Argentina	#	0	0	0
United States	#	0	0	0
Arca Continental	#	0	0	0
Monetary losses resulting from legal proceedings related to the beverage business				
Mexico	MXN	0	0	0
Ecuador	MXN	0	0	0
Peru	MXN	0	0	0
Argentina	MXN	0	0	0
United States	MXN	0	0	0
Arca Continental	MXN	0	0	0
Monetary losses resulting from legal proceedings related to the snack business				
Mexico	MXN	0	0	0
Ecuador	MXN	0	0	0
Peru	MXN	0	0	0
Argentina	MXN	0	0	0

⁴¹ 100% of the products of the beverage and snack businesses adhere to the labeling schemes of the countries where they are marketed. Likewise, as bottlers of the System, advertising and labeling are aligned with the responsible marketing policy of The Coca-Cola Company, whose principles can be consulted through the following link: <https://www.coca-colacompany.com/policies-and-practices/responsible-marketing-policy>

United States		MXN	0	0	0
Arca Continental		MXN	0	0	0
Advertising to childrens (SASB FB-NB-270 a.1)					
Sale of products aimed at childrens by country of operation					
Mexico	%		0	0	0
Ecuador	%		0	0	0
Peru	%		0	0	0
Argentina	%		0	0	0
United States	%		0	0	0
Arca Continental	%		0	0	0
Sale of products that promote healthy eating in childrens by country of operation					
Mexico	%		0	0	0
Ecuador	%		0	0	0
Peru	%		0	0	0
Argentina	%		0	0	0
United States	%		0	0	0
Arca Continental	%		0	0	0

Community Development

Contents	Units	2023	2022	2021
Volunteer Programs and Hours				
Total number of internal volunteers (associates)				
Mexico	# volunteers	-	-	-
Argentina	# volunteers	65	-	-
Peru	# volunteers	0	-	-
Ecuador	# volunteers	121	-	-
United States	# volunteers	49	-	-
Total number of external volunteers (family, friends)				
Mexico	# volunteers	-	-	-
Argentina	# volunteers	510	-	-
Peru	# volunteers	0	-	-
Ecuador	# volunteers	6	-	-
United States	# volunteers	101	-	-
Total number of direct beneficiaries				
Mexico	# beneficiaries	51,421	-	-
Argentina	# beneficiaries	628,000	-	-
Peru	# beneficiaries	4,921	-	-
Ecuador	# beneficiaries	15,855	-	-
United States	# beneficiaries	38,000	-	-
Total amount invested in Social Responsibility by AC, including donations in kind				
Mexico	MXN	71,400,000	-	-
Argentina	MXN	6,400,000	-	-
Peru	MXN	1,089,064.8	-	-
Ecuador	MXN	633,475	-	-
United States	MXN	256,800	-	-
Donations				
Total value of donations given in kind (kg of snacks, liters of drinks, etc.)				
Mexico	Units	57,000	-	-
Argentina	Units	18,656,113	-	-
Peru	Units	761,120	-	-
Ecuador	Units	82,915	-	-
United States	Units	-	-	-

Donations granted in kind for associations or Social Responsibility initiatives				
Mexico	MXN		-	-
Argentina	MXN	1,080,000	-	-
Peru	MXN	1,185,594.3	-	-
Ecuador	MXN	1,087,495.26	-	-
United States	MXN	0	-	-
Cash donations or other financial contributions				
Mexico	\$		-	-
Argentina	\$	350,000	-	-
Peru	\$	489,060	-	-
Ecuador	\$	4,621,612	-	-
United States	\$	-	-	-
Beneficiaries				
Total number of benefited institutions				
Mexico	# institutions		-	-
Argentina	# institutions	78	-	-
Peru	# institutions	175	-	-
Ecuador	# institutions	155	-	-
United States	# institutions	77	-	-
Total number of people benefited by contributions to these institutions				
Mexico	# beneficiaries		-	-
Argentina	# beneficiaries	8,300	-	-
Peru	# beneficiaries	400,000	-	-
Ecuador	# beneficiaries	167,000	-	-
United States	# beneficiaries	1,440,000	-	-

Economic Empowerment

Sustainable Sourcing

Content	Units	2023	2022	2021
Critical Suppliers⁴² (GRI 2-2, 2-6, GRI 308-1, 308-2, 414-1, 414-2)				
México				
Number of tier 1 suppliers	#	6,489	4,898	-
Number of critical tier 1 suppliers	#	160	127	-
% Spending allocated to critical tier 1 suppliers	%	96.74	82	-
Argentina				
Number of tier 1 suppliers	#	1,618	1,390	-
Number of critical tier 1 suppliers	#	34	37	-
% Spending allocated to critical tier 1 suppliers	%	61.04	92	-
Peru				
Number of tier 1 suppliers	#	1,217	1,408	-
Number of critical tier 1 suppliers	#	50	67	-
% Spending allocated to critical tier 1 suppliers	%	65.00	84	-
Ecuador				
Number of tier 1 suppliers	#	1,889	1,724	-
Number of critical tier 1 suppliers	#	95	75	-
% Spending allocated to critical tier 1 suppliers	%	73.76	75	-
United States				
Number of tier 1 suppliers	#	872	1,095	-
Number of critical tier 1 suppliers	#	28	39	-
% Spending allocated to critical tier 1 suppliers	%	81.83	72	-
TOTAL				
Number of tier 1 suppliers	#	12,085	10,515	-
Number of critical tier 1 suppliers	#	367	345	-
% Spending allocated to critical tier 1 suppliers	%	86.15	82	-

⁴² Critical suppliers are those Tier 1 suppliers that represent 80% of organizational spending in each country.

New Suppliers⁴³ (GRI 308-1, 414-1)				
Mexico	#	874	-	-
Argentina	#	176	-	-
Peru	#	189	-	-
Ecuador	#	205	-	-
United States	#	218	-	-
Spend on Local Suppliers (GRI 204-1)				
Total spend on suppliers	MXN	103,497,804,234	-	-
Spend at local suppliers	MXN	100,040,977,572	-	-
Percentage of spending on local suppliers	%	96.66	-	-
Suppliers evaluated on environmental and social issues during the year (GRI 2-6, GRI 412-2)				
Mexico				
Suppliers evaluated with EcoVadis	#	88	45	31
Suppliers with identified negative impacts	#	2	13	-
% of suppliers with negative impacts with whom improvement plans were agreed upon	%	50	66	-
Argentina				
Suppliers evaluated with EcoVadis	#	18	6	3
Suppliers with identified negative impacts	#	1	1	-
% of suppliers with negative impacts with whom improvement plans were agreed upon	%	0	33	-
Peru				
Suppliers evaluated with EcoVadis	#	42	16	14
Suppliers with identified negative impacts	#	1	1	-
% of suppliers with negative impacts with whom improvement plans were agreed upon	%	100	88	-
Ecuador				
Suppliers evaluated with EcoVadis	#	58	28	13
Suppliers with identified negative impacts	#	4	5	-
% of suppliers with negative impacts with whom improvement plans were agreed upon	%	25	75	-
United States				
Suppliers evaluated with EcoVadis	#	15	15	-

⁴³ To contract new suppliers, compliance with the criteria established by the supply team related to commercial aspects such as price and quality is required, as well as compliance with environmental, social, and corporate governance aspects.

Suppliers with identified negative impacts	#	1	1	-
% of suppliers with negative impacts with whom improvement plans were agreed upon	%	0	47	-
Total				
Suppliers evaluated with EcoVadis⁴⁴	#	221	110	61
Suppliers with identified negative impacts	#	9	21	-
% of suppliers with negative impacts with whom improvement plans were agreed upon	%	33	66	-
Indicators related to the Sustainable Supply Program⁴⁵ (GRI 2-2, 2-3, 2-4, 2-6, 2-23)				
Number of critical suppliers evaluated	#	221	122	72
Percentage of total critical suppliers evaluated ⁴⁶	%	60.22	49	28
Percentage of suppliers that meet a score greater than 45 in their sustainability evaluation ⁴⁷	%	63	68	66
Indicators of adequate disclosure of ESG practices in critical suppliers				
% of critical suppliers w/ emissions reports	%	36	40	43
% of critical suppliers responding to CDP climate	%	32	37	35
% of critical suppliers reporting energy consumption	%	45	53	54
% of critical suppliers that provide evidence of not having child labor, forced labor and human traffic.	%	58	43	36
Critical suppliers without evidence of child labor, forced labor and human trafficking actions	%	41		
% critical suppliers with a policy on sustainable sourcing	%	46	38	43
% critical suppliers with an anti-corruption policy	%	74	72	72
Percentage of critical suppliers that report on health and safety indicators	%	47	57	57
Actions to improve performance of critical suppliers				
Percentage of critical suppliers that carry out improvement actions on energy consumption	%	58	55	61

⁴⁴ Suppliers that were evaluated through EcoVadis platform also had access to training modules on environmental, social and corporate governance issues that the same platform offers to the users.

⁴⁵ The details of the Sustainable Supply Program, as well as the evaluation criteria of the EcoVadis platform, can be found at the following link: https://www.arcacontal.com/media/388156/m2_sustainable_supply_chain_management.pdf

⁴⁶ By 2023, the goal was to have 60% of critical suppliers evaluated.

⁴⁷ By 2023, the goal was for at least 50% of suppliers to have a score greater than 45 in their sustainability evaluation through the EcoVadis platform.

Percentage of critical suppliers with renewable energy	%	35	39	38
Percentage of critical suppliers taking measures to reduce water consumption	%	53	40	40
Percentage of critical suppliers that have an ISO 14001 Certification (at least one site)	%	36	38	39
Reevaluate every 2 years those critical suppliers that have an overall Ecovadis rating greater than 45, and every year those with a rating equal to or less than 45				
Percentage of critical suppliers with reevaluation	%	45	59	-
Percentage of critical suppliers re-evaluated with improvement in their overall rating	%	61	62	-
That evaluated critical suppliers that present critical sustainability risks have continuous improvement plans				
Percentage of evaluated critical suppliers that have had a request for corrective action plans based on AC sustainability priorities	%	29	74	-

Supplier Evaluation Process

For a supplier to be considered as an option to work with The Coca-Cola Company or any of the bottlers in the system, it is necessary that they commit to compliance with the Supplier Guiding Principles. To ensure alignment with the system, critical suppliers are audited from time to time.

Likewise, as part of a due diligence process, suppliers are evaluated in economic, social and legal compliance aspects through the purchasing process carried out through SAP Ariba, which is complemented by the legal compliance evaluation. that Arca Continental carries out with Nexis Dilligence, this platform allows us to identify risks that may be related to compliance with environmental, social, and human rights issues, among others. Additionally, the company evaluates suppliers' compliance based on the EcoVadis evaluation, which allows identifying success cases and opportunities for improvement to continue moving forward.

In terms of Human Rights, 100% of the suppliers evaluated in the last 3 years through EcoVadis have also been evaluated in terms of compliance with Human Rights management. Of this 100%, only 0.6% of suppliers identified risks related to Human Rights issues. At this time, no mitigation actions have been reported in this regard.

In the case of suppliers of agricultural ingredients, the supply team carries out visits to monitor compliance with commercial, legal and sustainability practice aspects, always seeking to identify opportunities for continuous improvement.

Likewise, the company collaborates closely with its suppliers to implement projects that promote the adoption of sustainable practices. For example:

- Lightening of containers: tests are carried out together with plastic bottle blowing suppliers to identify the optimal way to reduce the plastic content used in packaging, seeking to reduce the amount of post-consumer waste, Scope 3 GHG emissions by use of packaging and promoting circularity.

- Truck conversion: we collaborated with a supplier dedicated to the manufacture and sale of transport vehicles, taking advantage of the talent of Arca Continental's engineering team to develop capabilities in the supplier that allowed it to convert a conventional combustion truck into an electric truck. With this, we sought to establish a pilot test that could promote the reduction of emissions due to fuel consumption in the fleet.

Supplier Guiding Principles

The Supplier Guiding Principles are part of all contractual agreements between The Coca-Cola Company and Arca Continental's direct and authorized suppliers. Arca Continental expects its suppliers to develop and implement adequate internal business processes to meet expectations. TCCC together with AC closely monitor the implementation of the Supplier Guiding Principles⁴⁸ by using independent third parties to evaluate supplier and bottler sites.

AUDITS AND EVALUATIONS

To do this, they partner with a select number of accredited audit firms and conduct training on a regular basis to ensure they understand and align with their program requirements. The Company relies on the Association of Professional Social Compliance Auditors (APSCA) to guarantee a common accreditation for auditors and audit firms. Auditors carry out documentary and in-person evaluations through site visits to validate suppliers' compliance with the principles.

Suppliers are evaluated prior to starting their commercial relationship with the company and are re-evaluated at least every two years or every year (the latter in the event that any non-compliance with the principles is determined and in order to ensure their alignment with them). . Since the inception of the SGP program, TCCC has collaborated to complete more than 30,000 human and labor rights assessments and more than 2,500 audits are conducted annually. These audits are a vital human rights due diligence instrument for the company and the system.

CONTINUOUS MANAGEMENT

New suppliers must demonstrate compliance with the SGP prior to being authorized as an approved supplier. The Company reserves the right to terminate an agreement with any supplier who cannot demonstrate compliance with the GSP requirements. However, this should be considered a last resort. Walking away from problems does not ultimately solve the problem or improve the situation for affected communities and stakeholders. Instead, aligned with the UN Guiding Principles, they aim to collaborate with other major buyers to increase leverage on suppliers to engage. The program is always evolving as we continue to learn and address new challenges. AC regularly consults with stakeholders and benchmarks against industry standards and peers in organizations such as AIM-PROGRESS and the Consumer Goods Forum to improve our program. As such, the Supplier Guiding Principles are reviewed and updated as necessary.

Supplier evaluation through EcoVadis

⁴⁸ Arca Continental, as a commercial partner of The Coca-Cola Company, is also evaluated for compliance with the Supplier Guiding Principles. In these evaluations, possible risks regarding respect for Human Rights are analyzed. At this time, no Human Rights risks have been identified in any of Arca Continental's operations.

EcoVadis provides a sustainable performance evaluation service for companies, through a global platform. The rating obtained when evaluated by EcoVadis considers the impacts of the environment, labor practices and human rights, ethics and sustainable purchases. Each company is evaluated on the material aspects corresponding to the size, location and sector to which it belongs.

The results of these evaluations are presented on easy-to-read evaluation sheets that provide scores between zero and one hundred (0-100), and depending on performance, medals (bronze, silver and gold) can be awarded to the best performing companies. In addition, the evaluation sheets provide guidance on strengths and areas of improvement that evaluated companies can use to focus their sustainability efforts and develop Corrective Action plans to improve their sustainability performance. The evaluated company can see how its score compares with the values in its sector. Combining scorecard results with areas for improvement causes a “race to the top” in which entire sectors compete for global best practice.

Through its subscription to EcoVadis, Arca Continental has an outsourced sustainability management platform that helps its suppliers: be evaluated, manage their performance and encourage continuous improvement through practical cases, benchmarks and access to training in issues associated with the aspects in which they are evaluated. In this way, Arca Continental together with The Coca-Cola Company and other bottlers in the system encourage their suppliers to adopt sustainable business practices.

Likewise, information on supplier performance along with their willingness to improve this performance year after year by incorporating suggested measures to improve their performance drives Arca Continental to make more sustainable purchasing decisions. To date, AC through EcoVadis has evaluated more than 220 critical suppliers, reducing risks for some of the largest organizations in the world and positively impacting environments, promoting transparency and driving innovation.

Ingredients Certified by Environmental and Social Standards (Beverages) (FB-NB-440 a.1, FB-NB-440 a.2)				
Total weight of purchased ingredients	ton	364,176	-	-
Total weight of ingredients purchased that were certified by social or environmental standards	ton	364,176	-	-
Purchased ingredients that were certified by social or environmental standards	%	100	-	-
Ingredients from high water stress areas (drinks)				
Total weight of purchased ingredients	ton	364,176	-	-
Total weight of purchased ingredients that were purchased from areas with high water stress level	ton	113,857	-	-
Acquired ingredients that were purchased from areas with a high level of water stress (ton)	%	31.26	-	-
Ingredients Certified by Environmental and Social Standards (Snacks)				

Palm Oil				
Total purchased weight	ton	7,550	-	-
Total weight that was certified by social or environmental standards	ton	7,550	-	-
Description of certifications	description	100% of the palm oil acquired by AC for the production of Snacks has one or more certifications related to sustainability issues such as FSSC 220001 and/or RSPO Supply Chain Verification Standard.		
Sugar				
Total purchased weight	ton	364,176	-	-
Total weight that was certified by social or environmental standards	ton	364,176	-	-
Description of certifications	description	100% of the sugar acquired by AC for the production of Beverages has one or more certifications related to sustainability issues such as ISO9001, ISO14001 and/or FSSC 220001		
Coffee				
Description of certifications	description	100% of the Costa Coffe coffee produced by AC and other Coca-Cola Company bottlers are certified by the Rainforest Alliance, associated with sustainability issues.		

Multi-Sector Collaborations

Content	Units	2023	2022	2021
Effective Tax Rate				
Income	Thousands of MXN	213,631,944	207,785,239	183,366,377
Earnings before taxes	Thousands of MXN	31,004,008	27,493,673	22,072,397
Effective tax rate	%	31.77	31.66	31.64
Taxes paid in cash	Thousands of MXN	6,447,378	5,769,765	5,050,898
Percentage of tax paid in cash	%	65	66	72
Results per country of beverage operations				
Mexico				
Number of associates	# associates	42,468	37,845	36,679
Income	MXN	94,938	131,613	113,601
Profits or losses	MXN	20,237	4,701	3,554
Peru				
Number of associates	# associates	5,491	4,848	5,016
Income	MXN	17,340	17,229	16,611
Profits or losses	MXN	3,114	612	362
Ecuador				
Number of associates	# associates	10,096	9,420	9,394
Income	MXN	11,754	14,642	14,351
Profits or losses	MXN	1,095	347	268
Argentina				
Number of associates	# associates	2,474	2,471	2,349
Income	MXN	5,819	8,686	5,788
Profits or losses	MXN	51	-19	321
USA				
Number of associates	# associates	9,492	8,453	8,757
Income	MXN	71,986	73,648	71,075
Profits or losses	MXN	9,396	2,549	2,345
Total				
Number of associates	# associates	70,021	63,037	62,195
Income	MXN	201,837	245,818	221,426
Tax Principles				

Arca Continental complies with all tax laws of the countries where it operates. There is zero tolerance for the use of mechanisms such as evasion or tax havens to reduce or avoid payment of your obligations. Tax structures are not used without a commercial reason. Transfer prices are calculated based on international best practices and are audited by an independent third party each year.

Major Contributions and Expenses				
Main contributions to organizations				
American Beverage Association	MXN	684,105.00	-	-
Mexican Business Council	MXN	311,176.47	-	-
Coca-Cola Employees Scholarship Fund	MXN	250,000.00	-	-
San Antonio Boys & Girls Club	MXN	220,000.00	-	-
Texas Beverages Association	MXN	180,897.01	-	-
Mexican Center for Philanthropy	MXN	90,000	-	-
United Nations Global Compact Mexico Network	MXN	800,000	-	-
Contributions and other expenses⁴⁹				
Lobbying, representation of interests or similar	MXN	0	0	0
Support for political parties or representatives	MXN	0	0	0
Trade Associations	MXN	150,875,080	127,565,128	70,227,899.52
Others	MXN	0	0	0
Total contributions	MXN	150,875,080	127,565,128	70,227,899.52

Membership in associations and organizations by country	
AC Role in the association	Rol de Arca Continental en la Organización
Mexico	
Ecology and Business Commitment, A.C. (ECOCE)	Participation in work committees
Mexican Beverage Association (MEXBEB)	Participation in work committees
Chamber of the Transformation Industry of Nuevo León (CAINTRA)	Participation in work committees
Confederation of Industrial Chambers of the United Mexican States (CONCAMIN)	Participation in work committees
Mexican National Employers' Confederation (COPARMEX)	Participation in work committees
National Association of Private Transport (ANTP)	Participation in work committees
Private Sector Study Commission for Sustainable Development (CESPEDES)	Participation in work committees
Mexican Business Council (CMN)	Participation in work committees
We want Active Mexicans, A.C. (BURNING)	Participation in work committees
Council of Industrial Chambers of Jalisco (CCIJ)	Participation in work committees

⁴⁹ Arca Continental does not participate in direct lobbying activities or finance political campaigns. He only participates in business and commercial associations.

National Chamber of Industrialized Corn (CANAMI)	Participation in work committees
Water Advisory Council (CCA)	Participation in work committees
United Nations Global Compact Mexico Network	Membership and Participation in the council
Mexican Center for Philanthropy	Participants
International Council of Beverages Association	Participants
Argentina	
Recirculate	Founder and participant in work committee
CADIBSA	Participation in work committees
COPAL	Participation in work committees
Argentine Industrial Union	Participation in work committees
Salta Industrial Union	Participation in work committees
Argentine Association of Coca-Cola Manufacturers	Participation in work committees
Industrial Union of Tucumán	Participation in work committees
Regional Sugar Center of Tucumán	Presidency of the institution
Economic Federation of Tucumán	Participation in work committees
Institute for the Promotion of Sugar and Alcohol of Tucumán	Presidency of the institution
United Nations Global Compact	Member
Peru	
National Society of Industries	Member
Association of Non-Alcoholic Beverages and Soft Drinks of Peru	Member
Aloxi - Works for Taxes Alliance	Member
Business Solutions Against Poverty – Shoulder to Shoulder	Member
Sustainable Peru	Member
Peruvian Institute of Business Action (Ipaee)	Member
Amcham (American Chamber of Commerce of Peru)	Member
Reciclame (Civil Association for Recycling in Peru)	Member
Peru Food Bank	Member
Ecuador	
Chamber of Industries and Production - CIP	Members of the Board and the Sustainability Committee
Chamber of Industries of Guayaquil - CIG	Board Members
Ecuadorian American Chamber - AMCHAM	Board Members
Association of Non-Alcoholic Beverages of Ecuador - AIBE	Members of the Board of Directors - Vice Presidency
Dairy Industries Center - CIL	Board Members
Ecuadorian Consortium for Social Responsibility - CERES	Members of the Board of Directors - Presidency Board
ANFAB - National Association of Food and Beverage Manufacturers	Board Members
AEI - Alliance for Entrepreneurship and Innovation	Members of the Sustainability Committee
Coalition for Water Security	Members of the Regulatory/Legislative Committee

United Nations Global Compact	Board Members
USA	
American Beverage Association	Member
Communities Foundation of Texas	Ally and sponsor
Texas Beverage Association	Member
New Mexico Beverage Association	Ally and sponsor
Oklahoma Beverage Association	Member
Keep Texas Beautiful	Ally and sponsor
Boys and Girls Club	Ally and sponsor
Special Olympics	Ally and sponsor

Small Business Support

Content	Units	2023	2022	2021
Customers				
Mexico	# customers	358,130	388,627	-
Argentina	# customers	69,240	75,520	-
Peru	# customers	323,852	324,130	-
Ecuador	# customers	195,427	199,035	-
USA	# customers	87,564	91,313	-
Total	# customers	1,034,213	1,078,625	-
Digital sales				
Customers Using Digital Sales Platform	% of customers	91.4	68.9	42.9
Number of Customers Using AC Digital	# customers	781,800	606,500	386,000
Income Generated with Digital Platforms	% of income	60.0	36.3	7.0
Online customers				
Customers using online services	%	91.4	68.9	42.9
Online Sales				
Income generated online	%	60.0	36.3	7.0
Customer satisfaction (NPS)				
NPS Survey Satisfaction Results	% of satisfaction	69.7	64.8	-
Coverage: percentage of clients surveyed	% customers	23.0	-	-
Goal for NPS	% of satisfaction	67.8	-	-
Sales Volume by Channel				
Traditional Channel				
Mexico	% of sales volume	54.9	56.4	-
Argentina	% of sales volume	35.9	40.6	-
Peru	% of sales volume	44.2	45.4	-
Ecuador	% of sales volume	57.1	52.2	-
USA	% of sales volume	0.0	0.0	-
Total	% of sales volume	40.8	43	-
Convenience Stores				
Mexico	% of sales volume	15.9	14.7	-
Argentina	% of sales volume	0.7	0.6	-
Peru	% of sales volume	2.3	1.8	-
Ecuador	% of sales volume	1.3	1.2	-

USA	% of sales volume	28.8	27.1	-
Total	% of sales volume	14.4	14	-
Supermarkets				
Mexico	% of sales volume	9.8	9.4	-
Argentina	% of sales volume	25.2	19.3	-
Peru	% of sales volume	14.1	12.9	-
Ecuador	% of sales volume	17.4	16.4	-
USA	% of sales volume	57.9	60.1	-
Total	% of sales volume	22.0	21	-
On Premise				
Mexico	% of sales volume	10.9	10.9	-
Argentina	% of sales volume	3.6	3.5	-
Peru	% of sales volume	11.1	11.1	-
Ecuador	% of sales volume	14.1	14.2	-
USA	% of sales volume	13.3	12.8	-
Total	% of sales volume	11.2	12	-
Others				
Mexico	% of sales volume	8.5	8.6	-
Argentina	% of sales volume	34.6	36	-
Peru	% of sales volume	28.3	0.3	-
Ecuador	% of sales volume	10.1	16.1	-
USA	% of sales volume	0.0	0.0	-
Total	% of sales volume	11.6	10	-
Cold drink equipment installed				
Mexico	# installed equipment	40,972	89,644	35,141
Argentina	# installed equipment	5,266	5,400	2,515
Peru	# installed equipment	17,649	14,743	5,802
Ecuador	# installed equipment	19,957	27,019	5,035
USA	# installed equipment	5,344	9,251	14,671
Total	# installed equipment	89,188	146,057	63,164

Other economic and corporate governance aspects

Content	Units	2023	2022	2021
Risk Management				
Number of incidents by severity and crises detected				
High Incidents	# of cases	23	4	14
Incidents	# of cases	121	25	69
Notifications	# of cases	36	71	47
Crisis classification by country				
Mexico				
Number of high incidents	#	4	-	-
Number of incidents	#	86	-	18
Number of notifications	#	12	-	6
Peru				
Number of high incidents	#	12	-	3
Number of incidents	#	13	-	4
Number of notifications	#	0	-	-
Topo Chico				
Number of high incidents	#	0	-	-
Number of incidents	#	0	-	-
Number of notifications	#	1	-	3
USA				
Number of high incidents	#	0	-	-
Number of incidents	#	13	-	2
Number of notifications	#	9	-	31
Argentina				
Number of high incidents	#	3	-	-
Number of incidents	#	4	-	1
Number of notifications	#	6	-	1
Ecuador				
Number of high incidents	#	4	-	1
Number of incidents	#	4	-	-
Number of notifications	#	7	-	1

Emerging Risks

Risk name	Description of the risk and its potential impacts
<p>Scarcity of water in agricultural areas to produce ingredients (sugar, juices, corn, bananas, potatoes, others).</p>	<p>In Mexico, about 70% of the water available for human consumption is used in agriculture for food production; However, around 60% is wasted because the irrigation infrastructure is obsolete, worn out and leaks; also, because there are losses due to evaporation of the irrigation water present in the soil and the inefficient use of this resource, that is, the water used is not fully used.</p> <p>In agriculture, water scarcity reduces crop yields by between 20 and 50% (Shrivastava & Kumar, 2015), causing slowed growth of the economy, such that, according to the World Bank (2021), in By 2050, economic growth rates could decline by 6% of GDP in water-scarce regions.</p> <p>On the other hand, worldwide, water scarcity is a limitation for the production of foods of agricultural origin (Muñoz, 2009) because it increases the risks for production due to the volumes of water necessary for this activity, which differ depending on the product; For example, for the production of fruits and vegetables such as a tomato, a potato, an orange and an apple, 13, 25, 50 and 70 liters (L) of water are required respectively.</p> <p>Currently, water scarcity is evident because the amount of precipitation or rainwater is less than the extreme limit in arid areas (350 mm), due to the waste of about 57% of irrigation water due to the infrastructure with which it is account is obsolete or in poor condition (worn, broken and/or leaks), as well as losses due to infiltration and evaporation of water stored for agricultural use, which amount to 60%, due to the fact that when the water reaches the ground (Maguey, 2018), this can infiltrate or enter very deep soil layers where it cannot be used by plants, or it can evaporate and pass from the soil surface to the atmosphere.</p> <p>The impact that this emerging risk can bring to Arca Continental is an increase in price of ingredients, lack of ingredients, loss of sales, impact on logistics and increase in transportation costs when bringing ingredients from more remote areas, having to change formulations. due to lack of sugar in drinks.</p> <p>As part of the mitigation actions to address this risk, Arca Continental has defined a global strategy to promote water security with four main lines of action: guarantee the responsible use of water in its operations, deploy actions to conserve sources of water from the areas surrounding our operations, promote water culture and guarantee access to safe water for the people who live in the areas where we operate.</p> <p>In this way, the company proactively seeks to reaffirm its commitment to the preservation of the resource. To learn more about mitigation actions, you can consult the 2023 Annual Report on page 65.</p>
<p>Lack of electrical energy capacity at the national level.</p>	<p>A risk that is rising in priority in Mexico is the interruption of electrical energy in various states of the country, due among other things to the lack of investment and maintenance of the electrical generation and distribution systems combined with increases in temperature throughout the territory. national.</p>

	<p>This risk will increase since to increase the installed capacity in generation it takes 5 to 7 years of investment and infrastructure and currently there is an extra capacity of no more than 10% and there is an annual increase of 6% in consumption, to this We must add the effect of nearshoring, environmental factors among others, which is why it is not predicted to be resolved in the short-medium term.</p> <p>Ecuador is going through a production crisis from hydroelectric dams, which are the main source of electricity, causing blackouts of up to 8 hours. The extension of the drought, the increase in climatic temperatures, the lack of maintenance of the entire electrical system infrastructure in previous years and the presence of historically minimum flow levels have caused all available generation plants to be activated.</p> <p>The impact that this emerging risk can bring to Arca Continental, in addition to operational continuity in production, is the increase in losses for dairy products, additional costs when having to operate own or rented electrical generators in production centers, not being able to operate on a night shift in Distribution Centers that do not have generators impact customers by breaking the cold chain (dairy products).</p> <p>Among mitigation actions, Arca Continental promotes the adoption of good practices for the use of electrical energy that are validated through internal audits that seek to ensure its efficient use. Additionally, within its long-term plans, the company considers the use of renewable energy sources to guarantee supply in the midst of energy crises.</p>
<p>AI/Cybersecurity with the digitalization of suppliers.</p>	<p>The modernization of agriculture and suppliers in livestock farming increasingly lead to the need for digital interaction with Arca Continental, however, the lack of controls of these suppliers in digital systems means that they could affect the production chains of raw materials. key like sugar or milk.</p> <p>The impact that this emerging risk can bring to Arca Continental is a cyber-attack with an impact on the paralysis of the supply chain, reputational or Ransomware to the business.</p> <p>In order to prevent possible technological impacts, the company has a cybersecurity management system described in the following link: https://www.arcacontal.com/media/395959/information_security_-_cybersecurity.pdf</p>

Code of Conduct⁵⁰ (GRI 2-26)				
Total number of associates in AC	# associates	70,021	-	-
Associates to whom the Code of Conduct applies	# associates	70,021	-	-
Scope of the Code of Conduct for associates	% associates	100	-	-
Total number of AC contractors	# contractors	32,599	-	-
Contractors to whom the Code of Conduct applies	# contractors	32,599	-	-
Scope of the Code of Conduct for contractors	% contractors	100	-	-
Violations of the Code of Conduct (GRI 2-15, 2-16, 2-26, 205-3)				
Mexico				
Number of cases reported	#	163	211	-
Number of confirmed cases	#	30	62	-
Argentina				
Number of cases reported	#	12	11	-
Number of confirmed cases	#	1	2	-
Peru				
Number of cases reported	#	50	32	-
Number of confirmed cases	#	26	11	-
Ecuador				
Number of cases reported	#	28	17	-
Number of confirmed cases	#	8	8	-
USA				
Number of cases reported	#	71	66	-
Number of confirmed cases	#	5	27	-
Cases confirmed⁵¹ by type of compliant				
Corruption	%	21.43	39	0
Workplace Harassment	%	5.71	7	5
Sexual harassment	%	40.0	8	3
Interest conflict	%	8.57	13	5

⁵⁰ In the 360-degree evaluation of leaders, which is part of the performance management process, their level of ethical compliance is validated. If there are breaches related to the code of ethics, an employee may be limited by not being considered for possible promotions. In 2024, the Ethics and Compliance system was audited through a third party called LRN, a provider specialized in the matter.

⁵¹ No cases related to privacy issues or money laundering were recorded.

Discrimination ⁵²	%	4.29	6	4
Others	%	20.0	27	83
Sanctions broken down by type				
Disengagement	%	19	17	4
Others	%	51	83	5
Anticompetitive practices				
Cases of anti-competitive practices				
Mexico	# de casos	0	0	0
Argentina	# de casos	0	0	0
Peru	# de casos	0	0	0
Ecuador	# de casos	0	0	0
United States	# de casos	0	0	0
Arca Continental	# de casos	0	0	0
Significant fines paid for anti-competitive practices (USD)				
Mexico	USD	0	0	0
Argentina	USD	0	0	0
Peru	USD	0	0	0
Ecuador	USD	0	0	0
United States	USD	0	0	0
Arca Continental	USD	0	0	0

⁵² Regarding training on discrimination and harassment, during 2023 we implemented the With Respect We Win All program, an initiative that aims to guarantee that all AC employees understand the behaviors to encourage, relearn or avoid, in order to make respect an element distinctive of our organizational culture. In addition, the training we carry out on the Code of Ethics for all company workers includes guidelines on how to act in situations of discrimination, harassment or abuse.

Board of directors

Attendance at board meetings

During 2023, there was 99% council attendance. Depending on the type of matter that will be addressed during the sessions, a minimum attendance at Council meetings is established as mentioned below.

Matter	% of minimum attendance required
Special majority matters	75%
Supermajority matters	60%
Simple majority issues	55%

Management Ownership and CEO Compensation

Currently only 1 executive director owns shares, which in multiples of his base salary represents an average of 52% ownership. To calculate the base salary, we use the following considerations:

- Total annual salary (excluding all bonuses, pension benefits and fringe benefits)
- C-suite average total annual compensation is the total average salary of our senior management team

For confidentiality reasons and for the safety of our CEO and other executive directors, we decided to disclose our average total annual C-suite compensation through our response to S&P Global's CSA, rather than our CEO's total annual compensation or the compensation of specific CEOs who owned shares in 2023.

No government institution owns shares in the organization and, therefore, the government has no voting rights. We have a compensation ratio for our C-Suite of 35 compared to the average compensation of Arca Continental employees.

Main shareholders of the company

The main shareholder of AC is the Control Trust, with a total of 821,744,424 shares that represent 48.3894% of all of AC's outstanding shares. To the best of the Company's knowledge, except for the Control Trust, no natural or legal person directly owns or is a beneficiary of more than 10% of the shares representing AC's capital stock.

Based on the foregoing, the Company considers that, except for the Control Trust, no physical or legal person, individually, exercises major influence or command power in the Company. Except for Mr. Juan M. Barragán Treviño, Ms. Samira Barragán Juárez de Santos, Ms. Magda Cristina Barragán Garza, Ms. Cynthia H. Grossman and Ms. Marcela Villareal Fernández, no other member of the Board of Directors of AC or relevant executive, is, individually, a shareholder or beneficiary of more than 1% of AC's share capital.

To the Company's knowledge, no officer of the Company owns 1% or more of the shares representing AC's capital stock. In the last 3 years there have been no significant changes in the percentage of ownership held by the Company's main shareholders.

CEO Compensation Metrics

The Board of Directors approves the proposals generated by the Human Capital and Sustainability Committee so that the Company has adequate compensation policies. The functions related to human resources delegated to the committee are:

- i. Evaluate and submit to the Board guidelines so that the Company has adequate compensation and human resources policies.

- ii. Propose to the Board the criteria for the selection of the CEO and the main officials of the Company.
- iii. Make recommendations to the Board on the criteria for evaluating the CEO and high-level officials of the Company.
- iv. Review executive compensation schemes and make recommendations on the structure and amount of executive compensation.
- v. Review that the conditions for hiring executives and that payments for separation from the Company adhere to the guidelines of the Board.

The Company's remuneration criteria are based on the following principles:

- Focused on the execution of a business strategy with a long-term vision.
- Aligned between the interests of management and shareholders.
- Capable of influencing the management team and the organization to improve their performance.
- Challengers in defining the threshold for achieving objectives.
- Adhered to the legal and regulatory framework, as well as best practices.

The following table shows a summary of the remuneration criteria and their application to our CEO.

Key principle	Application to policy	Current implementation
Focus on strategy execution	Annual bonus aligned to business KPIs	Annual bonus metrics EBITDA (20%), Net Profit (7%), Net Revenue (9%), EBIT / Operating Assets (14%)
Alignment of the interests of management and shareholders	Pay-for-performance approach Short- and long-term variable compensation	CEO Compensation Structure 40% Fixed Salary + 20% Annual Bonus + 40% Long-term Bonus
Compensation structure permeable to the organization	The CEO compensation scheme is applied to the executive team (but with lower levels of incentives).	Fixed salary + Annual bonus + Long-term bonus ⁵³
Objectives for variable remuneration with challenging thresholds	The goals are ambitious and are established considering the business plan and results forecasts.	<ul style="list-style-type: none"> • Goals linked to the business plan. • Maximum pay requires performance above thresholds.

Incentives aligned to sustainability

In 2023, there were variable compensation schemes aligned to sustainability in 1,241 objectives of employees in positions ranging from coordination to executive management. These schemes are 100% linked to our sustainable business strategy and the increase in variable compensation is calculated based on performance and the achievement of goals related to 5 priority initiatives:

1. Manage and mitigate transformational risks (water, waste, value chain and portfolio) through a comprehensive plan in each of the territories we serve, as well as its adequate management in the event of incidents or crises (IMCR).
2. Improve sustainability performance by deploying a sustainability framework of operational committees per country, which allows us to execute priority projects to improve our performance, promote community development and protect the environment.

⁵³ Long-term variable compensation is an incentive targeted to our CEO, Level 1 Executive Directors, and Country Directors. It consists of compensation for three years worked consecutively that is paid for all three years.

3. Mitigate reputational and regulatory threats to water and waste, through community projects in priority sites according to the risk matrix, establish alliances with interest groups and ensure its positioning with key audiences.
4. Strengthen the corporate reputation framework with an emphasis on sustainability communication in the digital space and specialized audiences, with an approved annual communication plan per country to address local priorities and AC positioning.
5. Protect the social license to operate and avoid discriminatory regulations with a comprehensive Public Affairs strategy, in coordination with external organizations, community alliances and local plans, which generate a dialogue with sectors of society and authorities.

Below, we present the number of collaborators and objectives aligned with sustainability.

Number of objectives aligned with sustainability Collaborators with incentives aligned with sustainability.

Organizational Level	Number of objectives aligned with sustainability	Collaborators with incentives aligned to sustainability
Entry-level	55	28
Coordinators	700	336
Head of departments	295	151
Managers	146	54
Management/Executive Management	45	17
Total	1,241	586

Arca Continental has climate-related incentives that are granted to executive directors, as well as the managers of each plant and the environment and sustainability teams at the corporate, country and plant levels. These objectives are linked to topics such as improving the operational efficiency of the plants to achieve the organization's GHG emissions reduction objectives, as well as improving climate and sustainability performance in evaluations such as the Corporate Sustainability Assessment, CDP. , among others.

The fulfillment of these objectives can affect the short-term bonus or variable remuneration granted to employees, which allows generating a higher level of commitment to the organization's Environmental Leadership strategy and drives continuous improvement at different organizational levels. .

Characteristics of the Board of Directors 2023

Board Member	Gender ⁵⁴	Tenure	Condition ⁵⁵	# of additional ⁵⁶ mandates	Practical industry experience ⁵⁷		
					Food and beverages	Other industry ⁵⁸	Risk Management ⁵⁹
Jorge Humberto Santos Reyna	M	16	P	1	X		
Luis Arizpe Jiménez	M	20	P	2	X		X
Alejandro José Arizpe Narro	M	1	P	0			X
Alfonso Javier Barragán Rodríguez	M	4	P	0	X		X
Juan Carlos Correa Ballesteros	M	7	I	0	X		X
Alejandro M. Elizondo Barragán	M	19	P	0	X		
Roberto Garza Velázquez	M	4	P	0		X	X
Bernardo González Barragán	M	3	P	0	X		
Guillermo Javier González Barragán	M	1	P	0			X
Cynthia H. Grossman	F	12	P	0	X		
Sanjuana Herrera Galván	F	1	I	1		X	X
Johnny Robinson Lindley Suárez	M	5	P	0	X		
Ernesto López De Nigris	M	22	I	3			X
Adrián Jorge Lozano Lozano	M	4	I	0		X	X
Miguel Ángel Rábago Vite	M	12	P	0	X		
Alberto Sánchez Palazuelos	M	12	P	0	X		
Brian Smith	M	12	I	2	X		X
Armando Solbes Simón	M	12	I	0	X		X
Jesús Viejo González	M	16	P	1		X	X
Marcela Villareal Fernández	F	4	P	0	X	X	

⁵⁴ M = male, F = female. 15% of the board is represented by women.

⁵⁵ P = Patrimonial, I = Independent. The board has 30% independent directors.

⁵⁶ Refers to the number of other external positions in listed companies. Memberships in private companies, educational institutes and non-profit organizations are not considered.

⁵⁷ Practical work experience" in industry refers to experience gained in employee or executive positions by serving in management, academia, consulting, or research roles.

⁵⁸ Considering the list of industries recognized by GICS

⁵⁹ Directors are considered to have experience in Enterprise Risk Management if any of the following conditions were met before becoming Directors: 1) Served as CEO, CFO or CRO, 2) Maintained a senior management position in the financial sector

Material issues for External Stakeholders		
Material Issue for external stakeholders	Water Stewardship	Packaging Circularity
Value Chain and Stakeholders impacted by this issue.	Acknowledging the importance of water as an essential resource for life on the planet and as the main component for Arca Continental's products, the company pushes strategic actions and invests in technologies that maintain the appropriate use of water resources while protecting withdrawal sources and contributing to water access for its communities. In this sense, the company recognizes its potential to create a positive impact by ensuring water stewardship in its operations and supply chain.	Arca Continental pays special attention to sustainable packaging designs and proper waste management, considering it essential to comply with environmental responsibilities as a strategic pillar to boost innovation. The company has established an ambitious packaging circularity strategy through which it seeks to positively impact its stakeholders by ensuring the design of sustainable packaging, developing the actors who are part of the recycling chain, and promoting a recycling culture among its customers and consumers. In this way, its actions generate shared value in its operations, supply chain, and through its customers and end consumers of products.
Output metrics and goals	The metrics used to evaluate the progress in achieving the water stewardship strategy are presented in this same document. Among the main evaluation metrics are: <ul style="list-style-type: none"> - Water use ratio (Liters of water by liter of beverage produced) - Water withdrawal in high-stressed areas - Water discharges treated and water reused 	To evaluate progress, the company has adopted the World Without Waste goals established in conjunction with The Coca-Cola Company, whose advancements can be consulted in the Packaging Circularity section of this report and the Integrated Annual Report.
Impact Valuation and metrics	In addition to internal actions to boost efficiency and aware of the importance of protecting the water basins from which water is extracted for production. The company measures the percentage of water replenishment in sites identified as "Leadership Locations", this name signals their potential to lead water efficiency actions and collaborate alongside other stakeholders and foster sustainable water management. Currently, the company has a basin replenishment rate of more than 100% of the water it uses for its own production. This, together with the various collaborations to ensure the well-being of the resource, makes the company lead actions in favor of water security.	Regarding all actions to promote the business's circularity strategy, Arca Continental together with The Coca-Cola Company seek to prevent the leakage of packaging materials into the environment and recover each of the packages that are placed on the market with the intention of create a world without waste. To date, Arca Continental has collected 6 out of every 10 bottles they put on the markets where they have presence. This achievement also means potentially giving each package we sell more than one life by improving their collection to be eventually recycled and reintroduced to the production process once is used.