PLAYBOOK

LATAM COPA DE EXCELENCIA 25

Coca-Cola Latin America

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Coca-Cola Latin America

INTRO

The **LatAm Excellence Cup** reaches its fifth year and based on the rich feedback and learning obtained throughout 2024, we present the 2025 edition of the Cup, TCCC's initiative to recognize operations of excellence in Latin America in both business performance and social impact.

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STRUCTURE

Spanning all of Latin America, the Excellence Cup involves all of the Coca-Cola System's LatAm OU Bottlers.

In 2025, we will continue with the structure of the past year by segmenting the 60 Excellence Cup participants into three clusters:

> 150 MMUC
< 150 MMUC
Without Value Share Data

STRUCTURE

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LatAm operations are segmented into **Clusters** according to the criteria below:

>150 MMUC	Bottlers with MARKET SHARE information **available** and NARTD volume **exceeding** 150 MMUC in 2024.	**25** Bottlers	**11** Markets	✓ Market Share KPIs
<150 MMUC	Bottlers with MARKET SHARE information **available** and NARTD volume **less than** 150 MMUC in 2024.	**19** Bottlers	**9** Markets	✓ Market Share KPIs
W/O SOV	Bottlers that do **NOT** have Market Share information available.	**18** Bottlers	**23** Markets	✗ Market Share KPIs

STRUCTURE

>150 MMUC

Bottlers with MARKET SHARE information **available** and NARTD volume **exceeding** 150 MMUC in 2024.

Bottlers competing in this cluster:

NORTH

ARCA México Noreste
ARCA México Norte
ARCA México Occidente
ARCA México Pacífico
BEPENSA México
FEMSA México Bajio
FEMSA México Centro Pacífico
FEMSA México Golfo
FEMSA México Monarca
FEMSA México Valle de México
FEMSA México Sureste

CENTER

ARCA Ecuador
ARCA Perú
FEMSA Colombia
FEMSA Guatemala

SOUTH

ANDINA Argentina
ANDINA Brasil
ANDINA Chile
EMBOL Bolívia
EMBONOR Chile
FEMSA Argentina
FEMSA Brasil Metro
FEMSA Brasil Norte
FEMSA Brasil Sul
SOLAR Brasil



STRUCTURE

>150 MMUC

Breakdown of Bottlers group divisions of the
>150 MMUC Cluster :

To better balance competition, the rule remains that in order for the Bottler to divide its territories into smaller regions, each region must have a **minimum annual volume of 235 MMUC**, as is the case of Bottlers **ARCA MÉXICO**, **FEMSA MÉXICO** and **FEMSA BRASIL**, which together account for more than 50% of LatAm's volume.

This division resulted in a **structure of 13 independent participants** (still among LatAm's top 20) for the **LatAm Excellence Cup 2025**, as shown below:

ARCACONTINENTAL
MÉXICO

- **ARCA MX** Occidente
- **ARCA MX** Pacífico
- **ARCA MX** Noreste
- **ARCA MX** Norte

Coca-Cola FEMSA
MÉXICO

- **FEMSA MX** Bajío
- **FEMSA MX** Centro Pacífico
- **FEMSA MX** Golfo
- **FEMSA MX** Monarca
- **FEMSA MX** Sudeste
- **FEMSA MX** Valle de México

Coca-Cola FEMSA
BRASIL

- **FEMSA BR** Norte
- **FEMSA BR** Sul
- **FEMSA BR** Metropolitana

STRUCTURE

<150 MMUC

Bottlers with MARKET SHARE information **available** and NARTD volume **less than** 150 MMUC in 2024.

Bottlers competing in this cluster:

NORTH

COLIMA México
NAYAR TEPIC México
NOGALES México
RICA México
CDF México

CENTER

ABI El Salvador
ABI Honduras
BEPENSA República Dominicana
FEMSA Panamá
FEMSA Costa Rica
FEMSA Nicarágua

SOUTH

ANDINA Paraguay
ARCA Argentina
BANDEIRANTES Brasil
BRASAL Brasil
FEMSA Uruguay
R. LEE Argentina
SOROCABA Brasil
UBERLANDIA Brasil



STRUCTURE

W/O SOV

Bottlers that do **NOT** have Market Share information available.

Bottlers competing in this cluster:

CENTER

BADUR Colombia
BANKS Guyana
BOWEN & BOWEN Belize
BR. COURONNE Haiti
CBB Curaçao
CBC Group
CC1 Trinidad & Tobago
FEMSA Venezuela
FERNANDES Suriname
FWI Group
GASEOSAS LETICIA Colombia
HEINEKEN Saint Lucia
KOSCAB Ant-Dom-Gre
KOSCAB Bar-Kit-Vin
TROPICAL B. Aruba
WISYNCO Jamaica

SOUTH

NUDELPA Bolívia

W/O SOV

Breakdown of Bottlers groupings of the
Without Value Share Data Cluster:

There are 7 markets in Latin America that do not have production facilities. To fairly consider all Latin American markets in the Cup, we grouped them according to their bottling management organizations, resulting in the following structure:

BAR-KIT-VIN	ANT-DOM-GRE	FWI GROUP	CBC GROUP
KOSCAB Barbados	**KOSCAB** Grenada	**SNEMBG FWI** Martinique	**CARIBBEAN BOTTLING CO** Bahamas
KOSCAB St. Kitts *	**KENNEDY'S CLUB** Antigua *	**DIADON** French Guyana *	**CARIBCO** Turks & Caico's *
KOSCAB St. Vincent *	**JOSEPHINE GABRIEL** Dominica *	**COFRIGO** Guadalupe *	
KOSCAB Anguilla			

AWARDS

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We will have **10 trophies** in total that will be awarded at the final award event of the 2025 Excellence Cup:

>150 MMUC



- Champion of the Cluster
- Best Bottler North Region
- Best Bottler Center Region
- Best Bottler South Region

- **Trophy for being the Representative in Candler Cup for Latam.**

<150 MMUC



- Champion of the Cluster
- Best Bottler North Region
- Best Bottler Center Region
- Best Bottler South Region

- **3 tickets FIFA + Experience in Atlanta + USD$100K for celebration with team**

W/O SOV



- Champion of the Cluster

- **2 tickets FIFA + Experience in Atlanta + USD$70K for celebration with team**

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GOVERNANCE

The Governance of the LatAm Excellence Cup is based on **3 pillars**:

1

ACCOUNTABILITY

As ***One Team***, everyone involved is responsible for information and actions.

2

FAIR PLAY

We have a mission to ensure ***Fair Play*** at all stages.

3

WE CARE ABOUT DATA

Responsibility and robustness for each **data** handling activity generating reliability.

Based on these 3 pillars, the **Rules** for 2025 are established:

HISTORICAL DATA ADJUSTMENTS

At the end of **each quarter**, updates and adjustments to historical data will be locked. Changes in indicator history will only be received from the official KO source for the KPI.

RULE CHANGES

The metrics, **if modified** after their final alignment, will be communicated through a Meeting Point and official communications.

OFFICIAL TARGETS

The **official** targets of the KO information tools will be taken into account.

GOVERNANCE

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In order for the Bottler to be ranked and eligible to compete for the LatAm 2025 Excellence Cup, it must meet the following requirements ***(Cup Enablers)***:

NARTD S.O.V. GROWTH

>150 <150

The Bottler must have some level of NARTD KO Share of Value Total YTD **growth** (vs. previous year)

ZERO ON-SITE FATALITIES

>150 <150 WVSD

The Bottler must meet the condition of **not** having any *on-site* fatalities during the year.

ZERO RTM FATALITIES

>150 <150 WVSD

The Bottler must meet the condition of having **no** preventable RTM fatalities in the year.

ZERO FOOD SAFETY EVENTS

>150 <150 WVSD

The Bottler must comply with the condition of **not** having any *Food Safety* event during the year.

OPERATIONAL CALENDAR

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The Excellence Cup has an **annual calendar** that will be made available on the Cup Portal to guide the flow of information and the dates of the following monthly operational cycles:

Stage	Description
DATA INPUT WINDOW	Opening period of the Data Sharing area for Skippers* and KO Experts to upload data on a monthly basis and/or submit evidence.
PREVIEW RELEASE	Publication of the Individual Statement, in the Data Sharing area, to each Bottler according to the information presented in the Data Input window.
VALIDATION AND FEEDBACK	This is the time for Bottlers, Hubs, Fields and KO Experts to validate the points and data uploaded before the last adjustment window.
IN&OUT WINDOW	Reopening of the Data Sharing area so that Skippers and KO Experts can make adjustments in relation to the comments received in the previous stage.
DATA PROCESSING	Stage in which calculations are made, all data are validated and consolidated and the monthly result is generated.
PUBLICATION OF RESULTS	Date of monthly publication of results and Rankings in the Results Portal with the possibility of visualizing the graphs for the month and the accumulated period.

*Skipper: Person responsible for making the data input in the Cup Portal by the Bottler.

EVIDENCE DEADLINE

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The metrics listed below have **deadlines** for entering evidence to be used to obtain its scores:

>150 MMUC **<150 MMUC**

Metric	Factor	Deadline	Data Submission
4.5 – WATER REPLENISH	4.5.1 – % Water Replenish in 2025	1st Upload = June 30th 2nd Upload = November 30th	Fact Sheet Upload into Cup's Portal
5.4 – DIVERSITY & INCLUSION	5.4.1 – Women's Leadership ≥ 30%	1st Upload = June 30th 2nd Upload = December 31st	Fact Sheet Upload into Cup's Portal

W/O SOV

Metric	Factor	Deadline	Data Submission
3.5 – CDE STRATEGY	3.5.3 – CPI Data Sharing in Q3 & Q4	All months through Q3 & Q4	Template Upload into Cup's Portal
4.5 – WATER REPLENISH	4.5.1 – % Water Replenish in 2025	1st Upload = June 30th 2nd Upload = November 30th	Fact Sheet Upload into Cup's Portal
5.4 – DIVERSITY & INCLUSION	5.4.2 – Women's Leadership ≥ 40%	1st Upload = June 30th 2nd Upload = December 31st	Fact Sheet Upload into Cup's Portal

PILLARS

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NEW PILLARS in the Cup, aligned with Coca-Cola LatAm's **G.R.E.A.T.** Strategy Framework for 2025.

G Growth to win in the market

2X Growth for **650 M** Hearts by **ONE** Ecosystem

Strategic Integration to offer E2E experiences to our ecosystem

R Recruit Consumers faster

E Execute with Excellence

A Accelerate Business Imperatives

SMART Transactions

Recruit Consumers faster					Execute with Excellence					Accelerate Business Imperatives			
Coca-Cola™ (including CCNS boost)	Sparkling Flavors	HST	Nutrition	ARTD	Win @ POS (reignite TT, win in MT & OP)	Afforda-bility	Single Serve	Premium	Commercial Capabilities	LTRMs & Distribution Agreements	ESG	Data, Digital & Phygital	Supply Chain & Productivity
Disciplined innovation & Evolved E2E Engagement Model					Occasion Based Platforms					Network Capabilities			

T Transform our Culture: PEOPLE, SAFETY & DIGITAL MINDSET

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PILLARS

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	GROWTH	RECRUIT CONSUMER FASTER	EXECUTE WITH EXCELLENCE	ACCELERATE BUSINESS IMPERATIVES	TRANSFORM OUR CULTURE
>150 MMUC	23 %	16 %	41 %	19 %	1 %
<150 MMUC					
W/O SOV	25 %	24 %	36 %	13 %	2 %

The 2025 Excellence Cup is designed around our strategic pillars and the Candler Cup.

Focus on % of SOV Opportunity Capture	Focus on Volume Performance	2 KPIs for ICE LATAM totaling 25 points	Continue to make a difference in society and continuously transform our culture	Transform our Culture: PEOPLE, D&I & DIGITAL MINDSET

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METRICS

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In 2025 we will continue to focus on what **matters most** to the system and on **simplicity**.

91% of KPIs focus on results

17% less factors vs. 2024

58% of KPIs remain unchanged

65% aligned with the Candler Cup

The **METRICS** are divided in the Playbook by **Clusters**:

>150 MMUC | <150 MMUC

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W/O SOV

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METRICS

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In this new year we have **28 factors** that will be calculated from official sources of The Coca-Cola Company:

78% of the total factors will be calculated from official sources KO

28 factors with **official Coca-Cola** source calculation
7 factors with **Bottlers' input** calculation

**Considerando sólo los Clusters >150MMUC y <150MMUC*

METRICS

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Factors (>150MMUC & <150MMUC) to be calculated from **official KO** sources:

OFFICIAL COCA-COLA SOURCES		
#	METRIC	FACTOR
1.1.1	NARTD S.O.V. GROWTH	YTD S.O.V. Performance vs. Previous Year
1.1.2		Top Bottlers: S.O.V. Performance Opportunity Capture (%)
1.2.1	NARTD REVENUE GROWTH	YTD Net Revenue Performance vs. YTD Target (BP aligned KO)
1.3.1	KO NARTD VALUE EQUATION	KO NARTD Value Equation Compliance (NSR > TX > VOL)
2.1.1	SSD CCTM GROWTH	YTD Volume Performance vs. YTD Target (BP Aligned KO)
2.1.2		Top Bottlers: S.O.V. Performance Opportunity Capture (%)
2.2.1	SPARKLING FLAVORS GROWTH	YTD Volume Performance vs. YTD Target (BP Aligned KO)
2.2.2		Top Bottlers: S.O.V. Performance Opportunity Capture (%)
2.3.1	SSD CCTM NON-SUGAR GROWTH	YTD Volume Performance vs. YTD Target (BP Aligned KO)
2.3.2		Top Bottlers: S.O.V. Performance Opportunity Capture (%)
2.4.1	STILLS GROWTH	YTD Volume Performance vs. YTD Target (BP Aligned KO)
2.4.2		Top Bottlers: S.O.V. Performance Opportunity Capture (%)
3.1.1	ICE	ICE LatAm (Range)
3.1.2		ICE LatAm (Ranking)
3.2.1	COMBINED COVERAGE	Unforgivable Priority Portfolio Combined Coverage vs. Previous Year
3.3.1	NET NEW OUTLETS	KO Net New Outlets ≥ Previous Year
3.4.1	COLAS REFILLABLES VOLUME GROWTH	YTD Refillables Volume Growth > YTD SSDs Volume Growth (vs. Previous Year)
3.5.1	COLD DRINK EQUIPMENT STRATEGY	CPI vs. Target
3.5.2		Coolers Total Park vs. Target
4.1.1	DIGITAL B2B	% Revenue Mix Growth from B2B Digital Solutions vs. Previous Year (per Quarter)
4.1.2		% Revenue Mix from B2B Digital Solutions in Dec '25 ≥ 45%
4.2.1	DIGITAL B2C	YTD S.O.V. Grocery Delivery Digital B2C vs. YTD Target (BP Aligned KO)
4.3.1	QSE1 SCORE	QSE1 Score ≥ 240
4.4.1	SUSTAINABLE PACKAGING	% PET System-Led Collection Rate (Range)
4.4.2		% PET System-Led Collection Rate Growth (vs. Previous Year) or 80% SLCR
4.6	SUPPLY CHAIN PRODUCTIVITY	Gains with productivity initiatives > 0.50%
5.1	ZERO ON-SITE FATALITIES	Zero On-Site Fatalities
5.2	ZERO RTM FATALITIES	Zero RTM Fatalities
5.3	ZERO FOOD SAFETY EVENTS	Zero Food Safety Events

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METRICS

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Factors (>150 MMUC & <150MMUC) to be calculated from **Bottlers input**:

BOTTLER INPUT		
#	METRIC	FACTOR
3.6.1	NET PROMOTER SCORE	Total NPS Performance vs. Target (≥ 65%)
3.6.2		Close the Loop Process for Detractor Customers (≥ 80%)
3.6.3		Customer Coverage (≥ 30%)
4.5.1	WATER REPLENISH	% de Water Replenish en 2025
4.5.2		Replenish project contracted before the close of Q2
4.5.3		% of Projects Contracted at Leadership Locations in 2025
5.4	DIVERSITY & INCLUSION	Women´s Leadership ≥ 30%

>150 MMUC

<150 MMUC

METRICS

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METRICS

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CUP ENABLER: Critical metrics defining Bottler's Cup eligibility

INPUTS

Details of the data to be sent for processing in relation to the indicated metric.

RESPONSIBILITY

Functions and RESPONSIBILITY between the KO team and the Bottlers bring together the metric inputs and targets.

EXPERTS

Contact for questions and clarifications on the metric.

DATA SUBMISSION

Frequency of data submission.

FORMAT

Format in which the data to be imputed in the Cup Portal must be sent.

VALIDATION

Area that will be in charge of validating the data.

METRICS

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GENERAL INFORMATION:

Metric details such as name, target, data source and tracking frequency.

CALCULATION EXAMPLE:

Practical example with the formula applied for better understanding.

FORMULA

Formula used to calculate the metric indicator.

POINTS ALLOCATION:

Details of how metric points are distributed to Bottlers.

ADDITIONAL INFORMATION:

Any additional information for better understanding of the metric.

PILLAR
GROWTH

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GROWTH

PILLAR WEIGHT

		23 POINTS
1.1	NARTD S.O.V. GROWTH	10.0
1.2	NARTD REVENUE GROWTH	5.0
1.3	KO NARTD VALUE EQUATION	8.0

> 150 MMUC

< 150 MMUC

Cup Enabler

1.1 NARTD S.O.V. GROWTH

1.1.1 YTD S.O.V. Performance vs. YTD Previous Year **(CUP ENABLER)** — **5.0**

1.1.2 Top Bottlers: S.O.V. Performance Opportunity Capture (%) — **5.0**

10.0 points

>150 MMUC

<150 MMUC

INPUTS:

• Share of Value NARTD KO Bottler's Total - YTD - Data obtained through KO's LatAm Share Hub (considers all channels currently measured in each of the territories).

Data submission: **Monthly**

Validation: **KO Zone Hubs**

Format: **Numerical records**

RESPONSIBILITY:

Inputs:
KO Data & Analytics
KO Strategy LatAm

Targets:
N/A

EXPERTS:

Elisa Guzmán:
elguzman@coca-cola.com

GENERAL INFORMATION:

We will track the YTD growth of the Bottlers' SHARE OF VALUE NARTD KO Total, versus the Previous Year - YTD results vs. the same period of the previous year.

Note 1: *The Excellence Cup will assume the NARTD KO portfolio of each Bottler to process the results related to all "NARTD KO" KPIs, provided that all categories are effectively NARTD KO (alcoholic or energetic beverages and/or water gallons ≥ 18.9L should not be included). Product categories under the official KO definition in force.* Despite the change in Nielsen's reading, which will start to include the energy drinks category in 2025, **there will be no impact on the 2025 Copa**. The adjustment will only be applied in the next year.

Note 2: *For this metric, the Gregorian calendar will be used as the reference for the period considered for data entry*

The Bottler must have some level of **Share of Value NARTD KO Total YTD (vs Previous Year) growth** to be eligible to compete for the main Excellence Cup award.

Note: *Compliance with this enabler is to have points in* ***Factor 1.1.1*** *of the metric.*

1.1 NARTD S.O.V. GROWTH

1.1.1	YTD S.O.V. Performance vs. YTD Previous Year **(CUP ENABLER)**	5.0
1.1.2	Top Bottlers: S.O.V. Performance Opportunity Capture (%)	5.0

10.0 points

>150 MMUC

<150 MMUC

FORMULA (Factor 1.1.2):

Points will be awarded based on the % S.O.V. Opportunity Capture, which is calculated using the following formula:

$$\text{\% of S.O.V. Opportunity Capture} = \frac{\text{Share of Value Growth } \textbf{YTD NARTD KO Total} \text{ vs. } \textbf{Previous Year} \text{ YTD}}{(\textbf{100} - \text{Share of Value YTD NARTD KO of the } \textbf{Previous Year})}$$

CALCULATION EXAMPLE (Factor 1.1.2):

October 2024

47.3

Share of Value YTD

October 2025

49.4

Share of Value YTD

$$\text{\% of S.O.V. Opportunity Capture} = \frac{49.4 - 47.3}{100 - 47.3}$$

$$\text{\% of S.O.V. Opportunity Capture} = \frac{2.1}{52.7}$$

$$\text{\% of S.O.V. Opportunity Capture} = \textbf{4.0\%}$$

1.1 NARTD S.O.V. GROWTH

1.1.1	YTD S.O.V. Performance vs. YTD Previous Year **(CUP ENABLER)**	5.0
1.1.2	Top Bottlers: S.O.V. Performance Opportunity Capture (%)	5.0

10.0 points

>150 MMUC

<150 MMUC

POINTS ALLOCATION (Factor 1.1.2):

The Top Bottlers (**Top 10** for Cluster **>150MMUC** and **Top 5** for **<150MMUC**) with the highest percentage (%) of **Share of Value Opportunity Capture YTD NARTD KO Total** vs. Previous Year YTD earn the points according to the ranking table below::

>150 MMUC

1st Place 2nd Place 3rd Place 4th Place 5th Place	5.0 POINTS	6th Place 7th Place 8th Place 9th Place 10th Place	2.5 POINTS

<150 MMUC

1st Place 2nd Place	5.0 POINTS	3rd Place 4th Place 5th Place	2.5 POINTS

Note 1: *In case of a tie in the results, the* ***tie-breaking criterion will be the highest YTD S.O.V. NARTD KO level at the end of the year.***

Note 2: *The Excellence Cup will assume the NARTD KO portfolio of each Bottler to process the results related to all "NARTD KO" KPIs, provided that all categories are effectively NARTD KO (alcoholic or similar beverages and/or water gallons ≥ 18.9L should not be included). Product categories under the official KO definition in force.* Despite the change in Nielsen's reading, which will start to include the energy drinks category in 2025, **there will be no impact on the 2025 Copa**. The adjustment will only be applied in the next year.

1.2 NARTD REVENUE GROWTH

1.2.1 YTD Net Revenue Performance vs. YTD Target (BP aligned KO) **5.0**

5.0 points

>150 MMUC

<150 MMUC

INPUTS:

- Monthly NARTD KO Total Bottler's Net Income in local currency.
- Moving Targets of Net Income NARTD KO Total Bottler KO (BP aligned KO), in local currency.

Data submission: **Monthly**

Validation: **KO LatAm**

Format: **Numerical records**

RESPONSIBILITY:

Inputs:
KO Data & Analytics
KO Finance C&CL

Targets:
KO Planning LatAm

EXPERTS:

Elisa Guzmán:
elguzman@coca-cola.com

GENERAL INFORMATION:

With this metric, Bottlers' TOTAL NET INCOME from sales of the entire NARTD KO portfolio will be evaluated.

We will seek to reach the established targets (BP aligned KO) of net income.

Note 1: *The Excellence Cup will assume the NARTD KO portfolio of each Bottler to process the results related to all "NARTD KO" KPIs, provided that all categories are effectively NARTD KO (alcoholic or similar beverages and/or water gallons ≥ 18.9L should not be included). Product categories under the official KO definition in force.* Despite the change in Nielsen's reading, which will start to include the energy drinks category in 2025, **there will be no impact on the 2025 Copa**. The adjustment will only be applied in the next year.

Note 2: *All NET INCOME metrics will consider the local currency of the Bottler's country, free of imPlaces*
Note 3: *Adjustments in the BP aligned with KO will only be taken into account if the change is already applied in the NSR.*

Note 4: *For this metric, the Gregorian calendar will be used as the reference for the period considered for data entry.*

Note 5: *For Brasil = Adjusted Revenue and for South Cone = Concentrate Base Revenue.*

1.3 KO NARTD VALUE EQUATION

1.3.1 KO NARTD Value Equation Compliance (NSR > TX > VOL) **8.0**

8.0 points

>150 MMUC

<150 MMUC

INPUTS:

- Monthly NARTD KO Total Bottler's Net Income in local currency.
- Absolute Monthly number of Single Serve NARTD KO Transactions + Multi Serve NARTD KO Transactions (Total NARTD Transactions).
- Monthly Data on Bottler's Sales Volume (in unit cases) NARTD KO Total.

Data submission: **Monthly**

Validation: **KO LatAm**

Format: **Numerical records**

RESPONSIBILITY:

Inputs:
KO Data & Analytics
KO Finance C&CL

Targets:
N/A

EXPERTS:

Elisa Guzmán:
elguzman@coca-cola.com

GENERAL INFORMATION:

With this metric, we bring to the Cup the company's strategic intent with the **preservation of value** across businesses for Bottlers.

The value equation is conditioned on the Bottler simultaneously growing, compared to the Previous Year, its Net Revenues, number of Absolute Transactions and Sales Volume, and that the **growth in NET REVENUES** be greater than the **growth in TRANSACTIONS** and the latter greater than the **growth in VOLUME**.

YTD NSR > YTD TX > YTD VOL

NOTE 1: *For this metric, the Gregorian calendar will be used as the reference for the period considered for data entry.*
NOTE 2: For this metric, all criteria need to increase to earn points.

PILLAR

RECRUIT CONSUMER FASTER

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RECRUIT CONSUMER FASTER

PILLAR WEIGHT

		16 POINTS
2.1	SSD CCTM GROWTH NEW	4.0
2.2	SPARKLING FLAVORS GROWTH	4.0
2.3	SSD CCTM NON-SUGAR GROWTH	4.0
2.4	STILLS GROWTH	4.0

>150 MMUC

<150 MMUC

2.1 SSD CCTM GROWTH

2.1.1	YTD Volume Performance vs. YTD Target (BP aligned KO)	2.0
2.1.2	Top Bottlers: S.O.V. Performance Opportunity Capture (%)	2.0

4.0 points

>150 MMUC

<150 MMUC

INPUTS:

- Bottler SSD CCTM Volume - YTD - Data obtained through KO's Share Hub LatAm (considers all channels currently measured in each of the territories).

Data submission: **Monthly**

Validation: **KO Zone Hubs**

Format: **Numerical records**

RESPONSIBILITY:

Inputs:
KO Data & Analytics
KO Finance C&CL

Targets:
KO Planning LatAm

EXPERTS:

Elisa Guzmán:
elguzman@coca-cola.com

GENERAL INFORMATION:

The YTD growth of the Bottler's **SSD CCTM Volume** will be tracked, compared to the Target YTD. The information to be reported is the YTD result of the SSD CCTM Volume KO.

Note 1: *The Excellence Cup will assume the SSD CCTM portfolio of each Bottler to process the results related to the SSD CCTM KPIs, provided that all categories are effectively SSD CCTM (including global KO big brands, as well as those regional and local brands). Product categories under the official KO definition in force.* ***The processing will consider the bottler's SSD CCTM portfolio over the SSD COLAS KO.***

Note 2: *For this metric, the Gregorian calendar will be used as the reference for the period considered for data entry.*

2.1 SSD CCTM GROWTH

2.1.1	YTD Volume Performance vs. YTD Target (BP aligned KO)	2.0
2.1.2	Top Bottlers: S.O.V. Performance Opportunity Capture (%)	2.0

4.0 points

>150 MMUC

<150 MMUC

FORMULA (Factor 2.1.2):

Points will be awarded based on the % SSD CCTM S.O.V. Opportunity Capture, which is calculated using the following formula:

$$\text{\% of S.O.V. Opportunity Capture} = \frac{\text{Share of Value Growth } \textbf{YTD SSD CCTM} \text{ vs. } \textbf{Previous Year} \text{ YTD}}{(\textbf{100} - \text{Share of Value YTD SSD CCTM of the } \textbf{Previous Year})}$$

CALCULATION EXAMPLE (Factor 2.1.2):

October 2024

47.3

Share of Value YTD

October 2025

49.4

Share of Value YTD

$$\text{\% of S.O.V. Opportunity Capture} = \frac{49.4 - 47.3}{100 - 47.3}$$

$$\text{\% of S.O.V. Opportunity Capture} = \frac{2.1}{52.7}$$

$$\text{\% of S.O.V. Opportunity Capture} = \textbf{4.0\%}$$

2.1 SSD CCTM GROWTH

2.1.1	YTD Volume Performance vs. YTD Target (BP aligned KO)	2.0
2.1.2	Top Bottlers: S.O.V. Performance Opportunity Capture (%)	2.0

4.0 points

>150 MMUC

<150 MMUC

POINTS ALLOCATION (Factor 2.1.2):

The Top Bottlers (**Top 10** for Cluster **>150MMUC** and **Top 5** for **<150MMUC**) with the highest percentage (%) of **Share of Value Opportunity Capture YTD SSD CCTM Total** vs. Previous Year YTD earn the points according to the ranking table below:

>150 MMUC

1st Place 2nd Place 3rd Place 4th Place 5th Place	2.0 POINTS	6th Place 7th Place 8th Place 9th Place 10th Place	1.0 POINT

<150 MMUC

1st Place 2nd Place	2.0 POINTS	3rd Place 4th Place 5th Place	1.0 POINT

Note: *In the event of a tie in the results, the* ***tie-breaking criterion will be the highest YTD S.O.V. SSD CCTM*** *level at the end of the year.*

2.2 SPARKLING FLAVORS GROWTH

2.2.1	YTD Volume Performance vs. YTD Target (BP aligned KO)	2.0
2.2.2	Top Bottlers: S.O.V. Performance Opportunity Capture (%)	2.0

4.0 points

>150 MMUC

<150 MMUC

INPUTS:

- Bottler SSD Flavors Volume - YTD - Data obtained through KO's Share Hub LatAm (considers all channels currently measured in each of the territories).

Data submission: **Monthly**

Validation: **KO Zone Hubs**

Format: **Numerical records**

RESPONSIBILITY:

Inputs:
KO Data & Analytics
KO Strategy LatAm

Targets:
KO Planning LatAm

EXPERTS:

Elisa Guzmán:
elguzman@coca-cola.com

GENERAL INFORMATION:

The YTD growth of the Bottler's **SSD Flavors Volume** will be tracked, compared to the Target YTD. The information to be reported is the YTD result of the SSD Flavors Volume KO.

Note 1: *The Excellence Cup will assume the Sparkling Flavors portfolio of each Bottler to process the results related to the SSD Flavors KPIs, provided that all categories are effectively SSD Flavors (including global KO big brands, as well as those regional and local brands). Product categories under the official KO definition in force.* ***The processing will consider the bottler's Sparkling Flavor portfolio over the SSD Sparkling Flavor KO.***

Note 2: *For this metric, the Gregorian calendar will be used as the reference for the period considered for data entry.*

2.2 SPARKLING FLAVORS GROWTH

2.2.1	YTD Volume Performance vs. YTD Target (BP aligned KO)	2.0
2.2.2	Top Bottlers: S.O.V. Performance Opportunity Capture (%)	2.0

4.0 points

>150 MMUC

<150 MMUC

FORMULA (Factor 2.2.2):

Points will be awarded based on the % Sparkling Flavors S.O.V. Opportunity Capture, which is calculated using the following formula:

$$\text{\% of S.O.V. Opportunity Capture} = \frac{\text{Share of Value Growth } \textbf{YTD Sparkling Flavors KO} \text{ vs. } \textbf{Previous Year} \text{ YTD}}{(\textbf{100} - \text{Share of Value YTD Sparkling Flavors KO of the } \textbf{Previous Year})}$$

CALCULATION EXAMPLE (Factor 2.2.2):

October 2024

47.3

Share of Value YTD

October 2025

49.4

Share of Value YTD

$$\text{\% of S.O.V. Opportunity Capture} = \frac{49.4 - 47.3}{100 - 47.3}$$

$$\text{\% of S.O.V. Opportunity Capture} = \frac{2.1}{52.7}$$

$$\text{\% of S.O.V. Opportunity Capture} = \textbf{4.0\%}$$

2.2 SPARKLING FLAVORS GROWTH

2.2.1	YTD Volume Performance vs. YTD Target (BP aligned KO)	2.0
2.2.2	Top Bottlers: S.O.V. Performance Opportunity Capture (%)	2.0

4.0 points

>150 MMUC

<150 MMUC

POINTS ALLOCATION (Factor 2.2.2):

The Top Bottlers (**Top 10** for Cluster **>150MMUC** and **Top 5** for **<150MMUC**) with the highest percentage (%) of **Share of Value Opportunity Capture YTD SSD Flavors Total** vs. Previous Year YTD earn the points according to the ranking table below::

>150 MMUC

1st Place 2nd Place 3rd Place 4th Place 5th Place	2.0 POINTS	6th Place 7th Place 8th Place 9th Place 10th Place	1.0 POINT

<150 MMUC

1st Place 2nd Place	2.0 POINTS	3rd Place 4th Place 5th Place	1.0 POINT

Note: *In the event of a tie in the results, the* ***tie-breaking criterion will be the highest YTD S.O.V. Sparkling Flavors*** *level at the end of the year.*

2.3 SSD CCTM NON-SUGAR GROWTH

2.3.1 YTD Volume Performance vs. YTD Target (BP aligned KO) **2.0**

2.3.2 Top Bottlers: S.O.V. Performance Opportunity Capture (%) **2.0**

4.0 points

>150 MMUC

<150 MMUC

INPUTS:

- Bottler SSD CCTM Non-Sugar Volume - YTD - Data obtained through KO's Share Hub LatAm (considers all channels currently measured in each of the territories).

Data submission: **Monthly**

Validation: **KO Zone Hubs**

Format: **Numerical records**

RESPONSIBILITY:

Inputs:
KO Data & Analytics
KO Strategy LatAm

Targets:
KO Planning LatAm

EXPERTS:

Elisa Guzmán:
elguzman@coca-cola.com

GENERAL INFORMATION:

The YTD growth of the Bottler's **SSD CCTM Non-Sugar Volume** will be tracked, compared to the Target YTD. The information to be reported is the YTD result of the SSD Flavors Volume KO.

Note 1: *The Excellence Cup will assume the SSD CCTM Non-Sugar portfolio of each Bottler to process the results, as long as the volume reported is effectively Coca-Cola Trademark and Non-Sugar. Product categories under the official KO definition in force.* ***The processing will consider the Bottler's*** **SSD CCTM Non-Sugar** ***portfolio over the SSD Colas KO***

Note 2: *For this metric, the Gregorian calendar will be used as the reference for the period considered for data entry.*

2.3 SSD CCTM NON-SUGAR GROWTH

2.3.1	YTD Volume Performance vs. YTD Target (BP aligned KO)	2.0
2.3.2	Top Bottlers: S.O.V. Performance Opportunity Capture (%)	2.0

4.0 points

>150 MMUC

<150 MMUC

FORMULA (Factor 2.3.2):

Points will be awarded based on the % SSD CCTM Non-Sugar S.O.V. Opportunity Capture, which is calculated using the following formula:

$$\text{\% of S.O.V. Opportunity Capture} = \frac{\text{Share of Value Growth } \textbf{YTD CCTM Non-Sugar KO} \text{ vs. } \textbf{Previous Year} \text{ YTD}}{(\textbf{100} - \text{Share of Value YTD CCTM Non-Sugar KO of the } \textbf{Previous Year})}$$

CALCULATION EXAMPLE (Factor 2.3.2):

October 2024

47.3

Share of Value YTD

October 2025

49.4

Share of Value YTD

$$\text{\% of S.O.V. Opportunity Capture} = \frac{49.4 - 47.3}{100 - 47.3}$$

$$\text{\% of S.O.V. Opportunity Capture} = \frac{2.1}{52.7}$$

$$\text{\% of S.O.V. Opportunity Capture} = \textbf{4.0\%}$$

2.3 SSD CCTM NON-SUGAR GROWTH

2.3.1	YTD Volume Performance vs. YTD Target (BP aligned KO)	2.0
2.3.2	Top Bottlers: S.O.V. Performance Opportunity Capture (%)	2.0

4.0 points

>150 MMUC

<150 MMUC

POINTS ALLOCATION (Factor 2.3.2):

The Top Bottlers (**Top 10** for Cluster **>150MMUC** and **Top 5** for **<150MMUC**) with the highest percentage (%) of **Share of Value Opportunity Capture YTD SSD CCTM Non-Sugar Total** vs. Previous Year YTD earn the points according to the ranking table below::

>150 MMUC

1st Place 2nd Place 3rd Place 4th Place 5th Place	2.0 POINTS	6th Place 7th Place 8th Place 9th Place 10th Place	1.0 POINT

<150 MMUC

1st Place 2nd Place	2.0 POINTS	3rd Place 4th Place 5th Place	1.0 POINT

Note: *In the event of a tie in the results, the* ***tie-breaking criterion will be the highest YTD S.O.V. SSD CCTM Non-Sugar KO*** *level at the end of the year.*

2.4 STILLS GROWTH

2.4.1 YTD Volume Performance vs. YTD Target (BP aligned KO) **2.0**

2.4.2 Top Bottlers: S.O.V. Performance Opportunity Capture (%) **2.0**

4.0 points

>150 MMUC

<150 MMUC

INPUTS:

- Bottler Stills Volume - YTD - Data obtained through KO's Share Hub LatAm (considers all channels currently measured in each of the territories).

Data submission: **Monthly**

Validation: **KO Zone Hubs**

Format: **Numerical records**

RESPONSABILIDAD:

Inputs:
KO Data & Analytics
KO Strategy LatAm

Targets:
KO Planning LatAm

EXPERTS:

Elisa Guzmán:
elguzman@coca-cola.com

GENERAL INFORMATION:

The YTD growth of the Bottler's **Stills Volume** will be tracked, compared to the Target YTD. The information to be reported is the YTD result of the Stills Volume KO.

Note 1: *The Excellence Cup will assume the portfolio with all Stills SKUs of each Bottler to process the results related to the Stills KPIs, provided that all categories are effectively Stills (carbonated and/or alcoholic beverages and/or water gallons ≥ 18.9L should not be included). Product categories under the official KO definition in force.* ***The processing will consider the Bottler's*** **Stills** ***portfolio over the Stills KO***

Note 2: *For this metric, the Gregorian calendar will be used as the reference for the period considered for data entry.*

2.4 STILLS GROWTH

2.4.1	YTD Volume Performance vs. YTD Target (BP aligned KO)	2.0
2.4.2	Top Bottlers: S.O.V. Performance Opportunity Capture (%)	2.0

4.0 points

>150 MMUC

<150 MMUC

FORMULA (Factor 2.4.2):

Points will be awarded based on the % Stills S.O.V. Opportunity Capture, which is calculated using the following formula:

$$\text{\% of S.O.V. Opportunity Capture} = \frac{\text{Share of Value Growth } \textbf{YTD Stills KO} \text{ vs. } \textbf{Previous Year} \text{ YTD}}{(\textbf{100} - \text{Share of Value YTD Stills KO of the } \textbf{Previous Year})}$$

CALCULATION EXAMPLE (Factor 2.4.2):

October 2024

47.3

Share of Value YTD

October 2025

49.4

Share of Value YTD

$$\text{\% of S.O.V. Opportunity Capture} = \frac{49.4 - 47.3}{100 - 47.3}$$

$$\text{\% of S.O.V. Opportunity Capture} = \frac{2.1}{52.7}$$

$$\text{\% of S.O.V. Opportunity Capture} = \textbf{4.0\%}$$

2.4 STILLS GROWTH

2.4.1	YTD Volume Performance vs. YTD Target (BP aligned KO)	2.0
2.4.2	Top Bottlers: S.O.V. Performance Opportunity Capture (%)	2.0

4.0 points

>150 MMUC

<150 MMUC

POINTS ALLOCATION (Factor 2.4.2):

The Top Bottlers (**Top 10** for Cluster **>150MMUC** and **Top 5** for **<150MMUC**) with the highest percentage (%) of **Share of Value Opportunity Capture YTD Stills Total Volume** vs. Previous Year YTD earn the points according to the ranking table below:

>150 MMUC

1st Place 2nd Place 3rd Place 4th Place 5th Place	**2.0** POINTS	6th Place 7th Place 8th Place 9th Place 10th Place	**1.0** POINT

<150 MMUC

1st Place 2nd Place	**2.0** POINTS	3rd Place 4th Place 5th Place	**1.0** POINT

Note: *In the event of a tie in the results, the* ***tie-breaking criterion will be the highest YTD S.O.V. Stills KO*** *level at the end of the year.*

PILLAR

EXECUTE WITH EXCELLENCE

LATAM COPA DE EXCELENCIA 25

Coca-Cola Latin America

EXECUTE WITH EXCELLENCE

PILLAR WEIGHT

		41 POINTS
3.1	ICE LATAM	25.0
3.2	COMBINED COVERAGE NEW	5.0
3.3	NET NEW OUTLETS NEW	2.0
3.4	COLAS REFILLABLES VOLUME GROWTH	2.0
3.5	COLD DRINK EQUIPMENT STRATEGY	4.0
3.6	NET PROMOTER SCORE	3.0

>150 MMUC

<150 MMUC

3.1 ICE

3.1.1	ICE LatAm (Range)	15.0
3.1.2	ICE LatAm (Ranking within Zone)	10.0

25.0 points

>150 MMUC

<150 MMUC

INPUTS:

- Monthly Total Bottlers Index measured by ICE LatAm.

Data submission: **Monthly**

Validation: **KO Zone Hubs**

Format: **Numerical records**

RESPONSIBILITY:

Inputs:
KO Execution Excellence LatAm

Targets:
N/A

EXPERTS:

Marcos Sá
msa@coca-cola.com

GENERAL INFORMATION:

Execution Quality Index (ICE) is the TCCC program for point-of-sale market execution, which measures the Bottlers' ability to execute Success Photos (FDE) to customers in their territory.

- For the purposes of the Cup of Excellence, the Monthly results of each Bottler from April to December will be considered. A zero score will be awarded for the month without a result for calculation purposes.
- The Monthly evaluation of the Cup will always be based on the result of the current month.
- Only adjustments of results from a month prior to the current month will be allowed. That is, if we are updating August, only the month of July will be allowed to be adjusted.
- The result considered for the metric is the weighted average of the scores of each of the subchannels within the Bottler's scope. The scope of each Bottler is detailed in the ICE LatAm program.

3.1 ICE

3.1.1	ICE LatAm (Range)	15.0
3.1.2	ICE LatAm (Ranking within Zone)	10.0

25.0 points

>150 MMUC

<150 MMUC

POINTS ALLOCATION (Factor 3.1.1):

Points for the first factor are assigned by range of reach, as follows:

ICE Score	April	May	June	July	August	September	October	November	December	TOTAL
ICE ≥ 85	1.05	1.20	1.35	1.50	1.65	1.80	1.95	2.18	2.32	**15.0**
80 ≤ ICE < 85	0.95	1.08	1.22	1.35	1.48	1.62	1.76	1.96	2.08	**13.5**
75 ≤ ICE < 80	0.84	0.96	1.08	1.20	1.32	1.44	1.56	1.74	1.86	**12.0**
70 ≤ ICE < 75	0.74	0.84	0.95	1.05	1.15	1.26	1.36	1.53	1.62	**10.5**
65 ≤ ICE < 70	0.63	0.72	0.81	0.90	0.99	1.08	1.17	1.31	1.39	**9.0**
60 ≤ ICE < 65	0.52	0.60	0.67	0.75	0.83	0.90	0.98	1.09	1.16	**7.5**
55 ≤ ICE < 60	0.42	0.48	0.54	0.60	0.66	0.72	0.78	0.87	0.93	**6.0**
50 ≤ ICE < 55	0.31	0.36	0.40	0.45	0.50	0.54	0.59	0.65	0.70	**4.5**
45 ≤ ICE < 50	0.21	0.24	0.27	0.30	0.33	0.36	0.39	0.44	0.46	**3.0**
40 ≤ ICE < 45	0.16	0.18	0.20	0.22	0.25	0.27	0.30	0.32	0.35	**2.25**
ICE < 40	0	0	0	0	0	0	0	0	0	**0**

3.1 ICE

3.1.1	ICE LatAm (Range)	15.0
3.1.2	ICE LatAm (Ranking within Zone)	10.0

25.0 points

>150 MMUC

<150 MMUC

POINTS ALLOCATION (Factor 3.1.2):

For the second factor, the Top 50% Bottlers of each Zone (South, Center and North) earn points according to the Ranking tables:

South Region (South Cone + Brasil):

	SOUTH									
	April	May	June	July	August	September	October	November	December	TOTAL
1st Place	0.70	0.80	0.90	1.00	1.10	1.20	1.30	1.45	1.55	**10.0**
2nd Place	0.63	0.72	0.81	0.90	0.99	1.08	1.17	1.20	1.40	**8.9**
3rd Place	0.50	0.60	0.70	0.80	0.88	0.96	1.04	1.12	1.20	**7.8**
4th Place	0.45	0.53	0.63	0.70	0.75	0.82	0.88	0.94	1.00	**6.7**
5th Place	0.40	0.42	0.47	0.52	0.62	0.72	0.78	0.80	0.87	**5.6**
6th Place	0.30	0.35	0.39	0.43	0.48	0.53	0.60	0.66	0.76	**4.5**
7th Place	0.25	0.28	0.30	0.33	0.37	0.40	0.45	0.48	0.54	**3.4**
8th Place	0.16	0.18	0.22	0.24	0.26	0.28	0.30	0.32	0.34	**2.3**
9th Place	0.09	0.10	0.11	0.12	0.13	0.14	0.16	0.17	0.18	**1.2**

Note: *The ICE rating for this factor will take into account Bottlers from clusters* ***>150MMUC*** *and* ***<150MMUC together*** *in their* ***SAME zones****.*

3.1 ICE

3.1.1	ICE LatAm (Range)	15.0
3.1.2	ICE LatAm (Ranking within Zone)	10.0

25.0 points

>150 MMUC

<150 MMUC

POINTS ALLOCATION (Factor 3.1.2):

For the second factor, the Top 50% Bottlers of each Zone (South, Center and North) earn points according to the Ranking tables:

North Region:

NORTH										
	April	May	June	July	August	September	October	November	December	TOTAL
1st Place	0.70	0.80	0.90	1.00	1.10	1.20	1.30	1.45	1.55	**10.0**
2nd Place	0.63	0.72	0.81	0.90	0.99	1.08	1.12	1.20	1.30	**8.75**
3rd Place	0.50	0.60	0.70	0.76	0.80	0.84	1.00	1.10	1.20	**7.50**
4th Place	0.45	0.50	0.55	0.60	0.65	0.74	0.82	0.94	1.00	**6.25**
5th Place	0.40	0.42	0.44	0.48	0.50	0.55	0.60	0.75	0.86	**5.00**
6th Place	0.28	0.30	0.34	0.38	0.41	0.45	0.47	0.52	0.60	**3.75**
7th Place	0.16	0.18	0.22	0.24	0.26	0.27	0.30	0.40	0.47	**2.50**
8th Place	0.09	0.10	0.11	0.12	0.13	0.14	0.16	0.18	0.22	**1.25**

Note: *The ICE rating for this factor will take into account Bottlers from clusters* ***>150MMUC*** *and* ***<150MMUC together*** *in their* ***SAME zones****.*

3.1 ICE

3.1.1	ICE LatAm (Range)	15.0
3.1.2	ICE LatAm (Ranking within Zone)	10.0

25.0 points

>150 MMUC

<150 MMUC

POINTS ALLOCATION (Factor 3.1.2):

For the second factor, the Top 50% Bottlers of each Zone (South, Center and North) earn points according to the Ranking tables:

Center Region:

	CENTER									
	April	May	June	July	August	September	October	November	December	TOTAL
1st Place	0.70	0.80	0.90	1.00	1.10	1.20	1.30	1.45	1.55	**10.0**
2nd Place	0.56	0.64	0.72	0.80	0.88	0.96	1.04	1.16	1.24	**8.0**
3rd Place	0.42	0.48	0.54	0.60	0.66	0.72	0.78	0.87	0.93	**6.0**
4th Place	0.28	0.30	0.34	0.38	0.41	0.45	0.47	0.60	0.77	**4.0**
5th Place	0.10	0.12	0.15	0.20	0.22	0.24	0.30	0.32	0.35	**2.0**

Note: *The ICE rating for this factor will take into account Bottlers from clusters* ***>150MMUC*** *and* ***<150MMUC together*** *in their* ***SAME zones****.*

3.2 COMBINED COVERAGE

3.2.1 Unforgivable Priority Portfolio Combined Coverage vs. Previous Year **5.0**

5.0 points

>150 MMUC

<150 MMUC

INPUTS:

- Combined Coverage of Bottler's Unforgivable Priority Portfolio in 2025 (Monthly).
- Combined Coverage of Bottler's Unforgivable Priority Portfolio in 2025 and recalculated for 2024.

Data submission: **Monthly**

Validation: **KO LatAm**

Format: **Numerical records**

RESPONSIBILITY:

Inputs:
RGM LatAm
Data Delivery & Ops LatAm

Targets:
N/A

EXPERTS:

Caique Gomes
cgomes@coca-cola.com

GENERAL INFORMATION:

The measurement of the **current** official LatAm KO tool for Combined Coverage calculation will be used and we will always reprocess the data according to the current version of the tool.

In this metric, we will be monitoring the activation of all Traditional Off Premise channel customers of each Bottler, with the products that make up the unforgivable priority portfolio.

The measurement for the allocation of the metric points will take into account the months from January to December (12 months). If the Unforgivable Combined Coverage is higher than the previous year, then the Bottler will have the points for the month.

3.2 COMBINED COVERAGE

3.2.1 Unforgivable Priority Portfolio Combined Coverage vs. Previous Year **5.0**

5.0 points

>150 MMUC

<150 MMUC

ADDITIONAL INFORMATION:

ROLEs sold to a customer (invoices issued) within a period of time are considered: in this case, a calendar month.

A ROLE that has been sold at least once to a specific customer, within 1 calendar month, is considered “covered” (fulfillment).

Strategic ROLES/SEGMENTS have been established that are the same for all LatAm Bottlers.

The portfolio that will be evaluated are the unforgivable roles of **the traditional channel (Mom & Pop) in 2025, already defined and negotiated between manufacturers and KO for the ICE program.**

The unforgivable roles are:

- **3 PRE-ESTABLISHED ROLES:** CCO MS OW, CCO MS RET, CCO SS
- **1 ROLE FLAVORS**: the specification of which brand/size will be the same as that defined for ICE for the country/zone
- **1 ROLE STILLS:** the specification of which subcategory/brand/size will be the same as that defined for ICE for the country/zone

Note 1: *Modern Trade and On Premise customers will not be considered for this metric.*

Note 2: *Products billed as “Bonus for Customers” may also be considered for compliance/positive validation.*

Note 3: *The definition of the Unforgivable ROLES to be measured in the tool will be fed through the “Portafolio Lake System” (system developed to track priority portfolios with Storecheck LatAm and which will be the only source of information) where the responsible for filling is the Local RGM KO and Local Execution Team).*

3.2 COMBINED COVERAGE

3.2.1 Unforgivable Priority Portfolio Combined Coverage vs. Previous Year **5.0**

5.0 points

>150 MMUC

<150 MMUC

PORTFOLIO - SEGMENT DEFINITION:

The registration of the Portfolio and the definition of segments are the same processes used in ICE:

A **SKU** for the portfolio is defined as the sum of the following characteristics:

- Subcategory
- Subbrand
- Millimeter
- Material
- Returnability
- Sales unit

Each segment can be defined by a maximum of **2 SKUs**. This definition will be at LatAm Zone level. The same SKU cannot validate 2 different segments.

Example: segment Water

SKU 1
Purified water – Ciel purificada – 600ml – PET – NR – 6 pack

SKU2
Mineralizad water – Ciel mineralizada – 600ml – PET – NR - Individual

The definition of SKUs by segment will be done annually through the Portfolio Lake System*, by the Local RGM manager.

RGM Local must carry out an annual review of the portfolios of each of the operations (month of JUNE) to confirm any modification of SKUs; once this has been done, RGM LATAM will validate.

There will be a list of situations that will be considered exceptions, which, if applicable to any of the RGM Local operations, should be included in the adjustment in the Portfolio Lake System*.

If you present a situation that is NOT on the list of exceptions, you must present it to the RGM LATAM team who will analyze it and take action.

***Portfolio Lake System:** Development of a system model to manage, register and share the portfolio (SKUs by segment).*

3.2 COMBINED COVERAGE

3.2.1 Unforgivable Priority Portfolio Combined Coverage vs. Previous Year **5.0**

5.0 points

>150 MMUC

<150 MMUC

FORMULA:

The Combined Coverage of the Unforgivable Priority Portfolio is fulfilled by the following premise:

If the **STORE** has sales in the month for ALL ROLES the Unforgivable Priority Portfolio, then it complies with the Combined Coverage premise of the Unforgivable Priority Portfolio.

For the final calculation of the Bottler's Combined Coverage, we use the following formula:

$$\text{\% Combined Coverage} = \frac{\text{Sum of Stores with Combined Coverage in the Priority Portfolio}}{\text{Sum of Total Stores of the Traditional Off Channel}}$$

Note: *The Priority Portfolio for Combined Coverage is the same as that used in the ICE metric.*

3.2 COMBINED COVERAGE

3.2.1 Unforgivable Priority Portfolio Combined Coverage vs. Previous Year **5.0**

5.0 points

>150 MMUC

<150 MMUC

POINTS ALLOCATION:

The Combined Coverage measurement will take place in 12 months of the year 2025: **January to December.**

The 5.0 possible points of the metric will be distributed over the 12 months if the Bottler manages to exceed the Combined Coverage of the same month in the previous year, as we can see in the table below:

Bottler grows over previous year?	January	February	March	April	May	June	July	August	September	October	November	December	TOTAL
Sí	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.5	0.5	**5.0**
No	0	0	0	0	0	0	0	0	0	0	0	0	**0**

3.3 NET NEW OUTLETS

3.3.1 KO Net New Outlets ≥ Previous Year — **2.0**

2.0 pontos

>150 MMUC

<150 MMUC

INPUTS:

- Number of active points of sale with sales in the last 90 days across all channels and RTM models. 2024 and 2025
- The information transmitted by the NSR for each bottler will be collected and counts will be performed excluding the B2C channel.

Data submission	Validation	Format
Monthly	KO LatAm	Numerical records

RESPONSIBILITY:

Inputs:
KO Data & Analytics

Targets:
Experts KO LatAm

EXPERTS:

Luis Carlos Mira:
lumira@coca-cola.com

GENERAL INFORMATION:

This metric will assess the growth of the Bottler's customer base (Net New Points of Sale KPI), considering customers served directly, compared to the previous year.

Note: Only DIRECT customers for whom at least one sales invoice was issued in the last 90 days should be considered.

Consider the entire customer base, except those related to B2C sales (end consumers).

3.3 NET NEW OUTLETS

3.3.1 KO Net New Outlets ≥ Previous Year **2.0**

2.0 pontos

>150 MMUC

<150 MMUC

FORMULA:

Points will be awarded based on total Net New Customers, calculated using the following formula:

$$\text{Net New Outlets} = \frac{\text{2025 Average Number of Total Active Customers (rolling average of the last 3 months reported)}}{\text{2024 Average Number of Total Active Customers (rolling average of the last 3 months reported)}}$$

POINTS ALLOCATION:

Range	Points
< 3%	0 points
between ≥ 3% and < 4%	1.0 points
between ≥ 4% and < 5%	1.5 points
≥ 5%	2.0 points

* FMCG = *Fast Moving Consumer Goods*

3.4 COLAS REFILLABLES VOLUME GROWTH

3.4.1 YTD Refillables Volume Growth > YTD SSDs Volume Growth (vs. Previous Year) **2.0**

2.0 points

>150 MMUC

<150 MMUC

INPUTS:

- Bottler SSD Volume – YTD – Data obtained through KO's LatAm NSR
- KO Refillables COLAS Volume – YTD – Data obtained through KO's LatAm NSR

Data submission: **Monthly**

Validation: **KO Zone Hubs**

Format: **Numerical records**

RESPONSIBILITY:

Inputs:
KO Data & Analytics
KO Strategy LatAm

Targets:
N/A

EXPERTS:

Elisa Guzmán:
elguzman@coca-cola.com

GENERAL INFORMATION:

In this metric, we will evaluate the sales volume growth (in unit cases) of the Bottler's COLAS KO Returnable products (refillable packs), compared to the volume growth of SSDs (Sparkling Soft Drinks) vs. Previous Year.

If the Bottler has more volume growth in Refillables YTD than the SSD growth vs. the previous year, the Bottler earns the points of the metric.

Note 1: The Cup of Excellence will assume the NARTD KO portfolio of each Bottler to process the results related to the COLAS KPIs, provided that all categories are effectively COLAS. Product categories under the official KO definition in force.

Note 2: Products billed as "Customer Bonus" can also be considered to validate the volume metrics.

NOTE 3: For this metric, all criteria need to increase to earn points.

3.4 COLAS REFILLABLES VOLUME GROWTH

3.4.1 YTD Refillables Volume Growth > YTD SSDs Volume Growth (vs. Previous Year) **2.0**

2.0 points

>150 MMUC

<150 MMUC

FORMULA:

Metric points will be awarded based on the following premise:

$$\frac{\text{Volume YTD Refillables in 2025}}{\text{Volume YTD Refillables in 2024}} - 1 > \frac{\text{Volume YTD de SSDs in 2025}}{\text{Volume YTD de SSDs in 2024}} - 1$$

needs to be > 0 **needs to be > 0**

POINTS ALLOCATION:

The YTD Refillables Volume Growth overperforming SSDs Volume Growth vs. Previous Year measurement will occur over 12 months in 2025: January through December.

The 2.0 possible points of the metric will be distributed over the 12 months if the Bottler meets the criteria, as we can see in the table below:

Does the Bottler reach Monthly Target?	January	February	March	April	May	June	July	August	September	October	November	December	TOTAL
Yes	0.16	0.16	0.16	0.16	0.17	0.17	0.17	0.17	0.17	0.17	0.17	0.17	**2.0**
No	0	0	0	0	0	0	0	0	0	0	0	0	**0**

3.5 COLD DRINK EQUIPMENT STRATEGY

3.5.1	CPI vs. Target	3.0
3.5.2	Total Coolers Park vs. Target	1.0

4.0 points

>150 MMUC

<150 MMUC

INPUTS:

- Bottlers CPI.
- *Total Park of Coolers per Bottler.

Data submission: **Monthly**

Validation: **KO LatAm**

Format: **Numerical records**

RESPONSIBILITY:

Inputs:
E2E Coolers LatAm

Targets:
Experts KO LatAm

EXPERTS:

Marina de Oliveira
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Thiago Farias
thfarias@coca-cola.com

GENERAL INFORMATION:

The CPI is the Cooler Productivity Index, composed of 3 variables with equal weights: Zero Sales, Coolers in Warehouse and Losses. This index is already automatically calculated in the E2E Coolers LatAm, which will feed this metric.

The Bottler must meet or exceed the objectives defined and aligned between Coca-Cola and the Bottler for both the Total Cooler Park and its productivity, the CPI.

* Does not include Alcoholics, Monster, Beers, only KO NARTD teams.

3.5 COLD DRINK EQUIPMENT STRATEGY

3.5.1	CPI vs. Target	3.0
3.5.2	Total Coolers Park vs. Target	1.0

4.0 points

>150 MMUC

<150 MMUC

FORMULA (Factor 3.5.1):

Points for the first factor regarding CPI will be awarded on the following basis using the official data available **until the end of the Cup**:

CPI ≥ Target 2025 de CPI

FORMULA (Factor 3.5.2):

Points for the second factor regarding the Total Coolers Park will be awarded based on the following premise using the official data available **until the end of the Cup:**

Total Park Coolers ≥ Target 2025 of Total Park of Coolers

* The current CPI and Total Coolers Park finals considered for the attribution of points will be those of December 2025.

3.6 NET PROMOTER SCORE

3.6.1	Total NPS Performance vs. Target (≥ 65%)	1.0
3.6.2	Close the Loop Process for Detractor Customers (≥ 80%)	1.0
3.6.3	Customer Coverage	1.0

3.0 points

>150 MMUC

<150 MMUC

INPUTS:

- Total NPS result in the Traditional Channel.
- Total number of Detractor Customers.
- Total number of Detractor Customers in which the Close the Loop Process was applied.
- Total number of active Customers in the Traditional Channel.
- Total number of unique Customers with the application of the NPS questionnaire in the Traditional Channel.

Data submission: **Monthly**

Validation: **KO VTM & Consumers LatAm**

Format: **Numerical records**

RESPONSIBILITY:

Inputs: Bottler

Targets: N/A

EXPERTS:

Cecilia Frk Grbin
mfrkagrbin@coca-cola.com

GENERAL INFORMATION:

Net Promoter Score (NPS) is the KPI used to understand our Customer Experience in LatAm. The indicator measures the level of customer loyalty, as well as their potential to act as a positive promoter for a specific brand.

The reason for choosing NPS is that it gives us the ability to compare our performance with other industries, other players and in different markets, since NPS is a widely accepted metric to quantify customer experience and is associated with the traditional channel.

3.6 NET PROMOTER SCORE

3.6.1	Total NPS Performance vs. Target (≥ 65%)	1.0
3.6.2	Close the Loop Process for Detractor Customers (≥ 80%)	1.0
3.6.3	Customer Coverage	1.0

3.0 points

>150 MMUC

<150 MMUC

ADDITIONAL INFORMATION (Factor 3.6.1):

NPS surveys are built around a fairly simple question where the customer can rate with a score from 0 to 10:

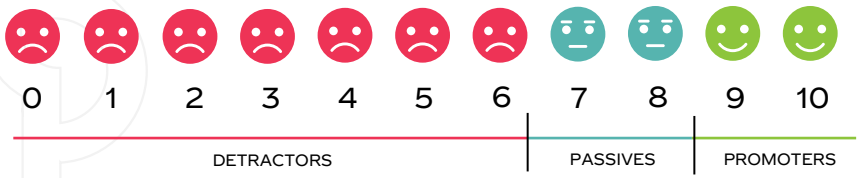
On a scale of 0 to 10, how likely would you be to recommend (Bottler name)'s services to another customer?

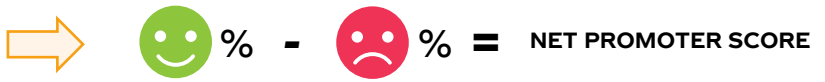
0 1 2 3 4 5 6 7 8 9 10

Not likely **Very likely**

FORMULA (Factor 3.6.1):

The NPS FORMULA is the difference between % of Promoters and % of Detractors, where promoters are those who rate with 9-10 and detractors with 0-6 in the satisfaction survey:





3.6 NET PROMOTER SCORE

3.6.1	Total NPS Performance vs. Target (≥ 65%)	**1.0**
3.6.2	Close the Loop Process for Detractor Customers (≥ 80%)	**1.0**
3.6.3	Customer Coverage	**1.0**

3.0 points

>150 MMUC

<150 MMUC

POINTS ALLOCATION (Factor 3.6.1):

The Bottler must achieve, in the year, an average of the NPS above 30 points to start scoring in the metric and the points are assigned according to the table :

NPS Range	Points
NPS ≥ 65	1.0
40 < NPS < 65	Proportional from 0.5 to 1.0
30 ≤ NPS ≤ 40	Proportional from 0 to 0.5
NPS < 30	0

Note: *For the Total NPS, the simple average of the Monthly results throughout the year will be taken into account.*

3.6 NET PROMOTER SCORE

3.6.1	Total NPS Performance vs. Target (≥ 65%)	**1.0**
3.6.2	Close the Loop Process for Detractor Customers (≥ 80%)	**1.0**
3.6.3	Customer Coverage	**1.0**

3.0 points

>150 MMUC

<150 MMUC

ADDITIONAL INFORMATION (Factor 3.6.2):

The Close the Loop Process is a key element of the CX Management System and a hallmark of a customer-centric approach by:

- Letting customers know that the company has heard their feedback;
- Bringing the voice of the customer into the organization (direct line to the customers being served);
- Providing reasons to improve the customer journey, solve problems, and provide innovations that enhance the customer experience.



Note: *This process is not the same as in the Contact Center, because customers who use this channel are actively contacting us, while NPS feedback is a proactive channel that the organization is creating with them.*

3.6 NET PROMOTER SCORE

3.6.1	Total NPS Performance vs. Target (≥ 65%)	1.0
3.6.2	Close the Loop Process for Detractor Customers (≥ 80%)	1.0
3.6.3	Customer Coverage	1.0

3.0 points

>150 MMUC

<150 MMUC

ADDITIONAL INFORMATION (Factor 3.6.2):

This is the Step by Step of the Close the Loop Process:

1. **NPS Feedback:** Deploy the NPS survey process to your customers and collect the results of the open-ended questions, which are the input for the Close the Loop Process.
2. **Identify Detractors, Neutrals, and Promoters' Negative Sentiment:** It is very important to have feedback from detractors and neutral customers, as here we can find the main pain points they are experiencing with our Customer Journey. On the other hand, it is also important to understand the negative sentiment of promoters, as they will score as such, but they may have some pain points to share about their experience.
3. **Understand the Customer:** Get in touch with the customer and deeply understand what their pain point is. This part of the process is crucial to let the customer know that we are listening to their feedback, that we want to understand their case and act accordingly.
4. **Act on the Customer:** After identifying and understanding the customer's pain point, we must act on the case and resolve the pain point they are experiencing. This should be done by connecting with the key areas responsible for the stage of the Customer Journey in which the pain POINT occurs and communicating to the customer the actions that will be deployed to close their case.
5. **Measurement and Monitoring:** After 3 months we must deploy the survey again with the customer to evaluate their experience.

3.6 NET PROMOTER SCORE

3.6.1	Total NPS Performance vs. Target (≥ 65%)	**1.0**
3.6.2	Close the Loop Process for Detractor Customers (≥ 80%)	**1.0**
3.6.3	Customer Coverage	**1.0**

3.0 points

>150 MMUC

<150 MMUC

FORMULA (Factor 3.6.2):

For the % of Total Customers with Close the Loop Process, you will take the total number of detractor customers that the Close the Loop process was applied **to from April to December** and divide it by the total number of detractor customers from **April to December**:

$$\textbf{\% de Clientes a los que se ha aplicado el proceso } \textit{Close the Loop} = \frac{(\text{total number of detractor customers that the Close the Loop process was applied } \textbf{to from April to December})}{(\text{total number of detractor customers from } \textbf{April to December})}$$

ATTENTION:

The results of the months corresponding to the periods in which the Total Number of Detractor Customers is reported will be taken into account, but always within a universe of 9 possible months.

For example, if the Bottler reports the Total Number of Detractor Customers starting in July, it can earn up to 6/9 x 1.0 point of Factor 3.6.2.

3.6 NET PROMOTER SCORE

3.6.1	Total NPS Performance vs. Target (≥ 65%)	**1.0**
3.6.2	Close the Loop Process for Detractor Customers (≥ 80%)	**1.0**
3.6.3	Customer Coverage	**1.0**

3.0 points

>150 MMUC

<150 MMUC

POINTS ALLOCATION (Factor 3.6.2):

The Bottler must apply the Close the Loop process, from **April to December**, to at least 50% of detractor customers to start scoring in the factor, and the points will be assigned according to the table:

% of Detractor Clients with the Close the Loop process	Points
Greater than or equal to **80%**	1.0
between **50%** y **80%**	0.5
under **50%**	0

3.6 NET PROMOTER SCORE

3.6.1	Total NPS Performance vs. Target (≥ 65%)	**1.0**
3.6.2	Close the Loop Process for Detractor Customers (≥ 80%)	**1.0**
3.6.3	Customer Coverage	**1.0**

3.0 points

>150 MMUC

<150 MMUC

FORMULA (Factor 3.6.3):

For the Monthly input, the unique customers from the traditional channel with the NPS survey applied and the total active customers from the traditional channel during the month must be loaded:

$$\textbf{Customer Coverage (\%)} = \frac{\text{Sum of unique customers in the traditional channel to whom the NPS was applied (YTD)}}{\text{Total average active customers on the traditional channel (YTD)}}$$

ASSIGNMENT OF POINTS (Factor 3.6.3):

The Bottler must apply the NPS questionnaire to at least 30% of the **TRADITIONAL** Channel customer base before the end of 2025. The score will be awarded based on the ranges indicated in the following table:

Customer Coverage Range	Points
≥ 30%	1.0
between 12% and 29%	Proportional from 0.5 to 1.0
12%	0.5
< 12%	0

PILLAR
ACCELERATE BUSINESS IMPERATIVES

LATAM COPA DE EXCELENCIA 25

Coca-Cola Latin America

ACCELERATE BUSINESS IMPERATIVES

PILLAR WEIGHT

		19 POINTS
4.1	DIGITAL B2B	3.0
4.2	DIGITAL B2C	3.0
4.3	QSE1 SCORE	5.0
4.4	SUSTAINABLE PACKAGING	3.0
4.5	WATER REPLENISH	2.0
4.6	SUPPLY CHAIN PRODUCTIVITY	3.0

>150 MMUC

<150 MMUC

4.1 DIGITAL B2B

4.1.1	% Revenue Mix Growth from B2B Digital Solutions vs. Previous Year (per Quarter)	2.0
4.1.2	% Revenue Mix from B2B Digital Solutions in Dec '25 ≥ 45%	1.0

3.0 points

>150 MMUC

<150 MMUC

INPUTS:

- Ingresos netos NARTD KO B2B Traditional Trade en Moneda Local (Chatbot + Apps + Webs).
- Net revenue NARTD KO Total Traditional Trade in Local Currency.

Data submission	Validation	Format
Monthly	KO LatAm	Numerical records

RESPONSIBILITY:

Inputs:
B2B KO LatAm Area

Targets:
N/A

EXPERTS:

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Igor Rocco
igor.rocco@logbit.com.br

GENERAL INFORMATION:

With this metric, the TOTAL B2B NET REVENUE of the Bottler will be evaluated monthly for sales of the entire NARTD KO portfolio.

Include only Traditional Trade clients already registered on all B2B TT platforms (only Chatbot/App/Web sales are included, excluding sales from EDI and Cokenet).

Note: Points will be awarded based on the monthly results.

4.1 DIGITAL B2B

4.1.1	% Revenue Mix Growth from B2B Digital Solutions vs. Previous Year (per Quarter)	2.0
4.1.2	% Revenue Mix from B2B Digital Solutions in Dec '25 ≥ 45%	1.0

3.0 points

>150 MMUC

<150 MMUC

FORMULA:

Points will be granted for the factors based on the % Revenue Mix of B2B, which is calculated using the following FORMULA:

$$\text{\% B2B Revenue Mix} = \frac{\text{NSR } \mathbf{B2B} \text{ Traditional Trade}}{\text{NSR } \mathbf{Total} \text{ Traditional Trade}}$$

ADDITIONAL INFORMATION:

For the first factor (4.1.1), we will evaluate the growth in % Revenue Mix from B2B Digital Solutions at the end of each Q compared to the % Revenue Mix from B2B Digital Solutions in the same Q of 2024.

For the second factor (4.1.2), we will evaluate whether the Bottler achieves or exceeds the target of 45% Revenue Mix from B2B Digital Solutions by the end of December 2025.

4.1 DIGITAL B2B

4.1.1	% Revenue Mix Growth from B2B Digital Solutions vs. Previous Year (per Quarter)	2.0
4.1.2	% Revenue Mix from B2B Digital Solutions in Dec '25 ≥ 45%	1.0

3.0 points

>150 MMUC

<150 MMUC

POINTS ALLOCATION (Factor 4.1.1):

The points for the % Revenue Mix Growth factor from B2B Digital Solutions vs. Previous Year (per Quarter) will be awarded based on the growth ranges for each Quarter outlined in the table below:

Quarter	Growth Ranges (p.p.)	Assigned points	Explanation
Q1	< 1 p.p.	0	Non-compliance
	Entre 1 p.p. e 2 p.p.	0.25	Minimum Range
	> 2 p.p.	0.50	Ideal Range
Q2	< 2 p.p.	0	Non-compliance
	Entre 2 p.p. e 4 p.p.	0.25	Minimum Range
	> 4 p.p.	0.50	Ideal Range
Q3	< 4 p.p.	0	Non-compliance
	Entre 4 p.p. e 6 p.p.	0.25	Minimum Range
	> 6 p.p.	0.50	Ideal Range
Q4	< 6 p.p.	0	Non-compliance
	Entre 6 p.p. e 8 p.p.	0.25	Range Mìnimo
	> 8 p.p.	0.50	Ideal Range

Note:

- If a Bottler reaches the Minimum Range (0.25) in all quarters, the total annual score will be 1 point.
- If the Ideal Range (0.50) is reached in all quarters, the total annual score will be 2 points.

4.1 DIGITAL B2B

4.1.1	% Revenue Mix Growth from B2B Digital Solutions vs. Previous Year (per Quarter)	2.0
4.1.2	% Revenue Mix from B2B Digital Solutions in Dec '25 ≥ 45%	1.0

3.0 points

>150 MMUC

<150 MMUC

POINTS ALLOCATION (Factor 4.1.2):

In the second factor of % Revenue Mix from B2B Digital Solutions in December 2025 vs. the target of 45%, points are assigned according to the following table:

% Revenue Mix from B2B Digital Solutions in Dec '25	Points earned
≥ **45%**	**1** point
< **45%**	**0** point

4.2 DIGITAL B2C

4.2.1 YTD S.O.V. Grocery Delivery Digital B2C vs. YTD Target (BP aligned KO) **3.0**

3.0 points

>150 MMUC

<150 MMUC

INPUTS:

- Share of Value NARTD KO of B2C solutions for Grocery Delivery of the Bottler (YTD).

Data submission: **Monthly**

Validation: **KO LatAm**

Format: **Numerical records**

RESPONSIBILITY:

Inputs:
B2C KO LatAm Area

Targets:
B2C KO LatAm Area

EXPERTS:

Ana Sabina Tobares
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Mariana Kneipp
mkneipp@coca-cola.com

GENERAL INFORMATION:

With this metric, we will track the YTD S.O.V. NARTD from B2C solutions for Grocery Delivery, which must meet and/or exceed the YTD target in the BP. It includes all DIGITAL solutions to consumers (aggregators and e-retailers), as long as there is data sharing aligned with the B2C KO LatAm Area in the OST (One Source of Truth) report.

The input for the YTD S.O.V. Grocery Delivery Digital B2C will be managed by the KO team, and Bottlers are required to share their own source inputs in the agreed Format with the B2C KO LatAm team. The data will be validated and added to the OST Report along with the data from Aggs LatAm operated by B2C.

4.2 DIGITAL B2C

4.2.1 YTD S.O.V. Grocery Delivery Digital B2C vs. YTD Target (BP aligned KO) **3.0**

3.0 points

>150 MMUC

<150 MMUC

POINTS ALLOCATION:

Points for the Digital B2C metric will be awarded at the end of the year based on the achievement of the YTD December target:

Does it meet the Target?	YTD December	Total
Yes	3.0	**3.0**
No	0	**0**

Note 1: In this metric, there is no differentiation in the results between the subgroups of Bottlers ARCA MX, FEMSA MX, and FEMSA BR.

Note 2: The YTD S.O.V. will be compared to the YTD Target monthly but the points will be awarded at the end of the year in the December YTD.

4.3 QSE1 SCORE

4.3.1 QSE1 Score ≥ 240 points **5.0**

5.0 points

>150 MMUC

<150 MMUC

INPUTS:

- QSE - Integrated KPI for Quality, Safety & Environment, which is monitored and validated by the KO Technical Department, by Bottler - 12 MONTHS MOVING.

Data submission: **Monthly**

Validation: **KO LatAm**

Format: **Numerical records**

RESPONSIBILITY:

Inputs:
QSE KO LatAm Area

Targets:
N/A

EXPERTS:

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Eduardo Bezzecchi
ebezzecchi@coca-cola.com

GENERAL INFORMATION:

All Bottlers are continuously evaluated by an integrated KPI for Quality, Safety, and Environment, known as QSE1. This KPI is monitored and validated by the KO Technical Department LatAm and will continue to be used as a metric for the Excellence Cup in 2025.

The QSE1 Score considered for the Cup is the rolling of the last 12 months over time.

The score goes up to 300 points, as the maximum score. For the Bottler to earn points for the Cup, they must achieve a minimum score of 240 in the result of the last 12 months.

4.3 QSE1 SCORE

4.3.1 QSE1 Score ≥ 240 points **5.0**

5.0 points

>150 MMUC

<150 MMUC

ADDITIONAL INFORMATION:

The QSE1 score is made up of three facets, each weighted at 90 points, plus the GAO metrics with 30 points, for a total of 300 maximum possible points:

QUALITY = 90

Consumer/Clients Complaints per MU (30 points)
30 points – Reach or exceed the goal

Dispensed Beverage Performance (20 points)
20 points - Meet Dispensed Beverage target goals

Micro Performance (20 points)
Up to 12 points (1 per month) - Reporting Micro results to LAOU
8 points - Participation in micro proficiency program.

GMP-HACCP (20 points)
20 points – Perform NEXT assessment accompanied by their TOM + perform HACCP maturity assessment + develop corrective action plans, for all their plants. Submit this information no later than Nov 30th, 2025 to be validated by OU

SAFETY = 90

Serious injury (25 points)
25 points: 0 Serious Injuries
10 points: Reduction Serious injuries vs PY
0 points: No reduction vs PY

LSR (25 points)
Manufacturing (10 points):
10 points: >90% implementation
5 points: 80 – 90 % implementation
0 points: <80% implementation
RTM (15 points):
15 points: >80% implementation
5 points: 75 – 80 % implementation
0 points: <75% implementation

HOP (25 points)
25 points: Sharing ≥ 1 case per quarter
10 points: Sharing cases in at least 2 quarters
0 points: ≤1 cases

New actionable indicators (15 points)
15 points: Report indicators in all 4 Quarters
5 points: Report indicators < 4 Quarters
0 points: No reporting of indicators

4.3 QSE1 SCORE

4.3.1 QSE1 Score ≥ 240 points **5.0**

5.0 points

>150 MMUC

<150 MMUC

ADDITIONAL INFORMATION:

ENVIROMENTAL = 90

WUR TOTAL (30 points)
20 points – Reach or exceed the goal +
10 points improve vs PY

ABSOLUTE CARBON EMISSION (30 points)
20 points – Reach or exceed the goal +
10 points improve vs PY

% rPET Purchased (30 points)
30 points: Meet goal and > % rPET LATAM goal
25 points: Meet goal and > 10% rPET
10 points: rPET = 10%

GAO = 25

GAO performance 25 points

10 points = 0 HR and 0 Majors findings and 0 repeat findings in QFS Facet
10 points = Audit result > /= 90 points and 0 repeats findings in Safety Facet (Manufacturing and/or RTM audits)
5 points = 0 HR or Majors findings and 0 repeats findings in Environmental

***Extra points in QSE1 score: 10 points per audit performance to facilities with outcome > 95 points

CAPS Overdue all Facets (5 points)
No CAPS overdue = 5 points
>=1 CAP overdue = 0 points

4.3 QSE1 SCORE

4.3.1 QSE1 Score ≥ 240 points **5.0**

5.0 points

>150 MMUC

<150 MMUC

ADDITIONAL INFORMATION:

Safety New Actionable Indicators

Cultura
Learning teams
Cantidad de equipos capacitados en learning teams
Cantidad de equipos de aprendizaje efectuados
HOP
% Líderes entrenados en HOP
% Conversaciones de seguridad efectuadas
Capabilities
% Cumplimiento de la estructura de OHS (referencia en PBS)
RTM (alcance: conductores y vehículos T1, T2 propios y 3PL de largo plazo + motocicletas propias. Para el indicador (%) Contratos 3PL se incluye en el alcance contratistas de largo plazo, estacionales y spot.
% Conductores Certificados
% Telemetría Instalada
%Conductores retroalimentados bajo PBS
% Elementos de Seguridad de Flota
% Contratos con empresas contratistas incluyendo requerimientos de Seguridad Vial
Equipos Seguros y Controles de Trabajos Energizados Seguros
% de Evaluaciones de Riesgo Realizadas sobre Equipos Críticos
% de Equipos Críticos en Cumplimiento
% de Equipos Totales con Modos de Intervención o LO-TO en Cumplimiento
Contratistas
Reporte de cantidad de contratistas
% Implementación de herramienta digital de gestión de contratistas

4.3 QSE1 SCORE

4.3.1 QSE1 Score ≥ 240 points **5.0**

5.0 points

>150 MMUC

<150 MMUC

SITUATIONS THAT GENERATE POINT DEDUCTIONS IN THE QSE1 SCORE:

The occurrence of any of the following incidents will result in a deduction from the Bottler's QSE1 Score:

Critical QSE incident	Description	Points deducted(for each event)
Regulatory action	Regulatory action taken by a legal authority that requires the stoppage of an operation until it is rectified.	-10
Failure to report IMCR	The Bottler partner did not report the incidents (IMCRs) according to the reporting requirements set by GAO or during activities at the plant.	-10
Failure in Monthly report in Kosmos, late and/or with errors	A penalty of one POINT will be applied for each month in which the Bottler submits a late and/or erroneous EOSH data report in Kosmos.	-1

Note: *Please refer to the QSE1 Score 2024 Guidelines from the KO Technical Department for more details on the metrics and calculation*

4.4 SUSTAINABLE PACKAGING

4.4.1	% PET System-Led Collection Rate 2025 (Range)	2.0
4.4.2	% PET System-Led Collection Rate Growth (vs. Previous Year) or 80% PET SLCR	1.0

3.0 points

>150 MMUC

<150 MMUC

INPUTS:

- Amount of PET collected (in tons) through direct effort.
- Total amount of PET sold by the Bottler (in tons).

Data submission: **Monthly**

Validation: **KO LatAm**

Format: **Numerical records**

RESPONSIBILITY:

Inputs:
Area Sustainability LatAm

Targets:
N/A

EXPERTS:

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Carmen Aranguren (South)
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Sonia Baltodano (Center)
(sbaltodano@coca-cola.com)

GENERAL INFORMATION:

The tons collected must only be primary post-consumer PET packaging. In addition to complying with the guidelines set out in “Packaging Sustainability Metrics Guidelines 2024 - 2025”. The Bottler **must keep all evidence of its collection projects or schemes clear and up-to-date for presentation**. Types of evidence: Fact Sheet, system financing, traceability, etc.

It is important to reinforce in the documentation the positive social impact of your initiatives, through which you can see the effort to improve the livelihoods and well-being of the communities in your supply chains. Ensure that there are no human rights violations of any kind.

IMPORTANT to review our “Packaging Sustainability Metrics Guidelines 2024 - 2025” to analyze in detail the global requirements to be met. Please contact Zone or Franchise Sustainability Leads for the most up-to-date version. **(FUNDING GUIDELINE): Only co-participating projects** participate as a system or participation previously aligned between the BO and third parties.

4.4 SUSTAINABLE PACKAGING

4.4.1	% PET System-Led Collection Rate 2025 (Range)	2.0
4.4.2	% PET System-Led Collection Rate Growth (vs. Previous Year) or 80% PET SLCR	1.0

3.0 points

>150 MMUC

<150 MMUC

FORMULA (Factor 4.4.1):

Pet System-Led Collection Rate:

$$\text{\% PET SLCR} = \frac{\text{Amount of PET collected (in tons) through direct effort}}{\text{Amount of PET sold by the Bottler (in tons)}}$$

SLCR: System-Lead Collection Rate

CALCULATION EXAMPLE (Factor 4.4.1):

Cantidades en Toneladas	
Amount of **PET** collected (in tons) through direct effort	3800
Amount of **PET** sold by the Bottler (in tons)	8500

$$\text{\% of PET SLCR} = \frac{3800}{8500} = \mathbf{44.7\%}$$

4.4 SUSTAINABLE PACKAGING

4.4.1	% PET System-Led Collection Rate 2025 (Range)	**2.0**
4.4.2	% PET System-Led Collection Rate Growth (vs. Previous Year) or 80% PET SLCR	**1.0**

3.0 points

>150 MMUC

<150 MMUC

POINTS ALLOCATION (Factor 4.4.1):

Points will be awarded to the Bottler in a stratified manner based on the percentage of **% PET System-Led Collection Rate** by the end of 2025.

Ranges of % Pet System-Led Collection Rate	Points Earned
% > 60%	**2** points
40% < % ≤ 60%	**1.5** points
20% < % ≤ 40%	**1** point
% ≤ 20%	**0** point

Note: *The results will be reported* ***MONTHLY*** *and proven* ***ANNUALLY*** *through all the* ***evidence of their clear and aligned projects or collection schemes such as the KO-Bottler system.***

4.4 SUSTAINABLE PACKAGING

4.4.1	% PET System-Led Collection Rate 2025 (Range)	2.0
4.4.2	% PET System-Led Collection Rate Growth (vs. Previous Year) or 80% PET SLCR	1.0

3.0 points

>150 MMUC

<150 MMUC

FORMULA (Factor 4.4.2):

% de System Led Collection Rate Growth (vs. Previous Year):

$$\text{\% PET SLCR Growth} = \frac{\text{\% PET System-Led Collection Rate 2025}}{\text{\% PET System-Led Collection Rate 2024}} \times 100$$

CALCULATION EXAMPLE (Factor 4.4.2):

% PET SLCR	
% PET System-Led Collection Rate 2025	44,7
% PET System-Led Collection Rate 2024	40,1

$$\text{\% of PET SLCR Growth} = \frac{44,7}{40,1} \times 100 - 100 = 11\%$$

Coca-Cola Latin America

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4.4 SUSTAINABLE PACKAGING

4.4.1	% PET System-Led Collection Rate 2025 (Range)	2.0
4.4.2	% PET System-Led Collection Rate Growth (vs. Previous Year) or 80% PET SLCR	1.0

3.0 points

>150 MMUC

<150 MMUC

POINTS ALLOCATION (Factor 4.4.2):

For the Growth factor vs. previous year, the points will be distributed to the Bottler if it meets a growth of % PET System-Led Collection Rate vs. previous year (% vs. PY) or if it reaches the 80% SLCR mark at the end of 2025:

% PET System-Led Collection Rate Growth vs. PY	Points Earned
SLCR 2025 of **80% or more**	**1.0** point*
Growth of **10% or more**	**1.0** point*
Growth of **0 to 9.9%**	**0.5** point
Decrease	**0** point

Nota: *The **maximum** a Bottler can achieve in this factor is **1 point**. If the Bottler reaches an SLCR level of 80% and, at the same time, achieves growth of more than 10% compared to the previous year, it will receive 1 point in total for the factor.*

4.4 SUSTAINABLE PACKAGING

4.4.1	% PET System-Led Collection Rate 2025 (Range)	2.0
4.4.2	% PET System-Led Collection Rate Growth (vs. Previous Year) or 80% PET SLCR	1.0

3.0 points

>150 MMUC

<150 MMUC

ADDITIONAL INFORMATION:

The **Sustainability KO Latam + Local Zones team** will validate the following requirements throughout the year:

REQUIREMENT 1: In countries with infrastructure for recycled resin (rPET) transformation, the collection program should aim to connect with the raw material source of our rPET suppliers to improve packaging circularity and reduce our carbon footprint. In markets where there are no rPET suppliers, the collected feedstock should be directed to other recyclers/converters, such as PET flake exporters or resin for polyester, as long as the feedstock is not burned for co-generation fuel or sent to landfills.

REQUIREMENT 2: The Bottler must maintain clear and up-to-date evidence of its collection projects or schemes to present when requested. Evidence can include factsheets, system funding, traceability, etc.

REQUIREMENT 3: It is important to emphasize the positive social impact of their initiatives in the documentation, showing the effort to improve the livelihoods and well-being of the communities in the collection chains. **Ensure** that there is no violation of human rights.

REQUIREMENT 4 (FUNDING): Co-participation as a system or previously aligned participation between the Bottler and third parties, based on participation guidelines agreed with Finance.

REQUIREMENT 5: The collected tons must only be from post-consumer primary PET packaging, in accordance with the guidelines established in the **"Packaging Sustainability Metrics Guidelines 2024 – 2025."**

It is **IMPORTANT** to review the **"Packaging Sustainability Metrics Guidelines 2024 – 2025"** for detailed global requirements that need to be met. Contact the Zone or Franchise Sustainability Leads for the most updated version of this.

4.5 WATER REPLENISH

4.5.1	% of Water Replenish in 2025	1.0
4.5.2	Replenishment Project contracted before the end of Q2	0.5
4.5.3	% of Projects Contracted in Leadership Locations in 2025	0.5

2.0 points

>150 MMUC

<150 MMUC

INPUTS:

- Amount of water replenished locally (within the smaller basin).
- Amount of water extracted (Leadership location) or production volume (Total volume of Advanced Water Efficiency or Contributing Locations plants).
- Evidence of replenishment project contracted before the end of Q2..
- Replenishment projects in the smaller basin of each Leadership Location plant.

Data submission: **Bi-annual**

Validation: **KO LatAm**

Format: **Water Replenish Fact Sheet**

RESPONSIBILITY:

Inputs:
Experts Water KO LatAm

Targets:
N/A

EXPERTS:

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GENERAL INFORMATION:

Only projects where there is investment by the Bottler will be considered, whether or not co-partnered with KO and that have a Fact Sheet or Pre-Fact Sheet quantified by an expert validator of the OU. The valid information will be that which is uploaded through the Cup Portal.

Replenishment projects and results (actual liters replenished by December 31, 2025 or pre-quantified (with contract signed by June 30, 2025 and implementation by June 30, 2026) will be taken into account.

Water access and sanitation projects that meet the replenishment 2.0 guidelines (pre-quantified or quantified) may be included.

4.5 WATER REPLENISH

4.5.1	% of Water Replenish in 2025	1.0
4.5.2	Replenishment Project contracted before the end of Q2	0.5
4.5.3	% of Projects Contracted in Leadership Locations in 2025	0.5

2.0 points

>150 MMUC

<150 MMUC

SOURCES OF VOLUMES:

The volumes will be taken from the following sources:

- ***Replenish Volume 2025:***
It will be taken from the Fact Sheet as long as the project is evidenced to be active in 2025 (contracted and pre-quantified or implemented and quantified).

- ***Water Consumed Volume 2025:***
It will be taken from KOsmos (12mm indicator) and applies only to the Leadership Locations.

- ***Production Volume 2025:***
It will be taken from KOsmos (12mm indicator) and applies only to the Contributing and Advanced Efficiency Locations..

4.5 WATER REPLENISH

4.5.1	% of Water Replenish in 2025	1.0
4.5.2	Replenishment Project contracted before the end of Q2	0.5
4.5.3	% of Projects Contracted in Leadership Locations in 2025	0.5

2.0 points

>150 MMUC

<150 MMUC

FORMULA (Factor 4.5.1):

Points will be awarded to those Bottlers that have real replenishment (contracted and pre-quantified or implemented and quantified) in 2025, evidenced in a Fact Sheet, according to the formulas below:

If the plant is a Leadership Location (LL), the percentage is calculated as follows::

Formula 1: $\% \, Rep_{LL} = \frac{* \, Replenishment \; volume \; 2025}{Consumed \; water \; volume_{LL}}$

If the plant is an Advanced Efficiency or Contributing Location (non-LL), the percentage is calculated as follows:

Formula 2: $\% \, Rep_{Non \; LL} = \frac{Replenishment \; volume \; 2025}{Production \; volume_{Non \; LL}}$

For operations with more than one plant and at least one LL plant, the volume of the LL plant will be considered (Formula 1). If only non-LL plants are present, Formula 2 will be used.

For the categorization of each plant, the list of Leadership Locations defined in 2021 will be used.

(Check Annex 2 of LATAM-001 v6.0 Guidelines for Ti&SC Metrics for the LatAm Excellence Cup 2025)

4.5 WATER REPLENISH

4.5.1	% of Water Replenish in 2025	1.0
4.5.2	Replenishment Project contracted before the end of Q2	0.5
4.5.3	% of Projects Contracted in Leadership Locations in 2025	0.5

2.0 points

>150 MMUC

<150 MMUC

POINTS ALLOCATION (Factor 4.5.1):

According to the replenishment percentage, for factor 4.5.1, up to a maximum of 1 point will be awarded based on the scale indicated below:

% Water Replenishment 2025	Points Earned
% ≥ 95%	1.0
75% ≤ % < 95%	0.75
50% ≤ % < 75%	0.5
30% ≤ % < 50%	0.25
% < 30%	0

4.5 WATER REPLENISH

4.5.1	% of Water Replenish in 2025	1.0
4.5.2	Replenishment Project contracted before the end of Q2	0.5
4.5.3	% of Projects Contracted in Leadership Locations in 2025	0.5

2.0 points

>150 MMUC

<150 MMUC

ADDITIONAL DETAILS (Factor 4.5.2):

By the end of Q2, the Bottler must report evidence of having a contracted or ongoing Replenish project. The project must be in Leadership Locations if the Bottler has a Leadership Location.

The deadline for reporting the evidence is June 30, 2025.

POINTS ALLOCATION (Factor 4.5.2):

According to the Replenish project evidence in Leadership Locations by the end of Q2, 0.5 points will be awarded based on the table below:

Number of Plants with Existing Project (Until June 30)	Points Earned
At least 1 Replenish project in Leadership Locations	0.5
No Replenish projects in Leadership Locations	0

4.5 WATER REPLENISH

4.5.1	% of Water Replenish in 2025	1.0
4.5.2	Replenishment Project contracted before the end of Q2	0.5
4.5.3	% of Projects Contracted in Leadership Locations in 2025	0.5

2.0 points

>150 MMUC

<150 MMUC

ADDITIONAL DETAILS (Factor 4.5.3):

The Bottler must demonstrate the existence of water replenishment project(s) (pre-quantified and contracted or actual by December 31, 2025) in at least 90% of the plants by the end of 2025 to earn the total amount of points through a Fact Sheet.

If the plant is a Leadership Location, it must have a project that replenishes the watershed from which the water used is extracted. If the plant is an Advanced Efficiency or Contributing Location, the project can replenish the watershed from the local area or any watershed at the national level..

For operations with plants of various categories, only the number of projects in Leadership Locations will be considered. If there are no Leadership Locations, the existing projects in each of the Advanced Efficiency or Contributing Location plants will be taken into account.

The classification of plants agreed upon for this metric will be aligned with each Bottler by no later than February 15, 2025.

4.5 WATER REPLENISH

4.5.1	% of Water Replenish in 2025	1.0
4.5.2	Replenishment Project contracted before the end of Q2	0.5
4.5.3	% of Projects Contracted in Leadership Locations in 2025	0.5

2.0 points

>150 MMUC

<150 MMUC

POINTS ALLOCATION (Factor 4.5.3):

According to the number of existing projects for the total plants, up to a maximum of 0.5 point will be awarded for factor 4.5.3, based on the scale indicated below:

Amount of Plants with Existing Project (Real or Contracted)	Points Earned
% ≥ 90%	0.5
75% ≤ % < 90%	0.25
50% ≤ % < 75%	0.15
% < 50%	0

4.5 WATER REPLENISH

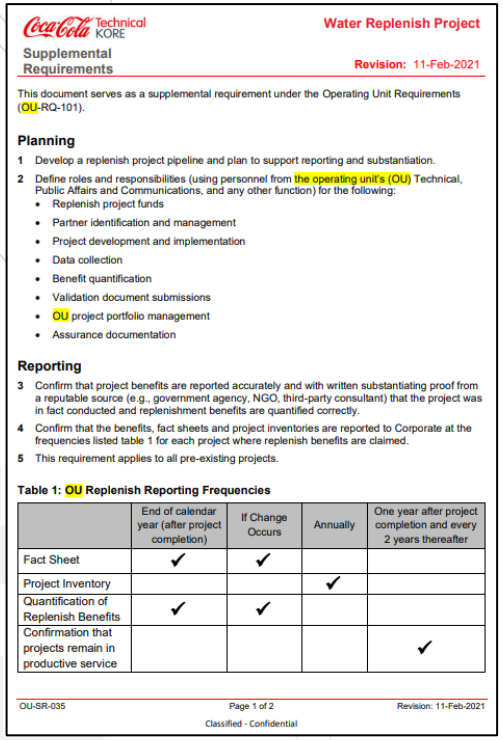
4.5.1	% of Water Replenish in 2025	1.0
4.5.2	Replenishment Project contracted before the end of Q2	0.5
4.5.3	% of Projects Contracted in Leadership Locations in 2025	0.5

2.0 points

>150 MMUC

<150 MMUC

INTERNAL REQUIREMENT OR SR-035:



Coca-Cola Technical KORE — Water Replenish Project

Supplemental Requirements — Revision: 11-Feb-2021

This document serves as a supplemental requirement under the Operating Unit Requirements (OU-RQ-101).

Planning

1 Develop a replenish project pipeline and plan to support reporting and substantiation.

2 Define roles and responsibilities (using personnel from the operating unit's (OU) Technical, Public Affairs and Communications, and any other function) for the following:
- Replenish project funds
- Partner identification and management
- Project development and implementation
- Data collection
- Benefit quantification
- Validation document submissions
- OU project portfolio management
- Assurance documentation

Reporting

3 Confirm that project benefits are reported accurately and with written substantiating proof from a reputable source (e.g., government agency, NGO, third-party consultant) that the project was in fact conducted and replenishment benefits are quantified correctly.

4 Confirm that the benefits, fact sheets and project inventories are reported to Corporate at the frequencies listed table 1 for each project where replenish benefits are claimed.

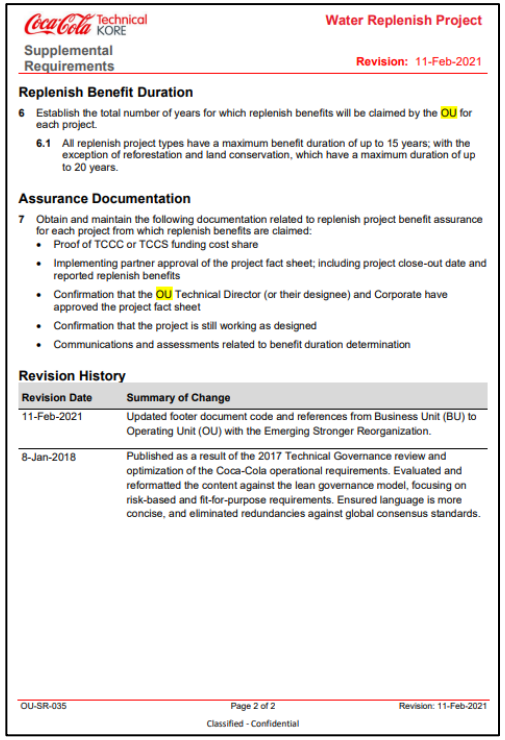
5 This requirement applies to all pre-existing projects.

Table 1: OU Replenish Reporting Frequencies

	End of calendar year (after project completion)	If Change Occurs	Annually	One year after project completion and every 2 years thereafter
Fact Sheet	✓	✓		
Project Inventory			✓	
Quantification of Replenish Benefits	✓	✓		
Confirmation that projects remain in productive service				✓

OU-SR-035 Page 1 of 2 Revision: 11-Feb-2021

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Coca-Cola Technical KORE — Water Replenish Project

Supplemental Requirements — Revision: 11-Feb-2021

Replenish Benefit Duration

6 Establish the total number of years for which replenish benefits will be claimed by the OU for each project.

6.1 All replenish project types have a maximum benefit duration of up to 15 years; with the exception of reforestation and land conservation, which have a maximum duration of up to 20 years.

Assurance Documentation

7 Obtain and maintain the following documentation related to replenish project benefit assurance for each project from which replenish benefits are claimed:
- Proof of TCCC or TCCS funding cost share
- Implementing partner approval of the project fact sheet; including project close-out date and reported replenish benefits
- Confirmation that the OU Technical Director (or their designee) and Corporate have approved the project fact sheet
- Confirmation that the project is still working as designed
- Communications and assessments related to benefit duration determination

Revision History

Revision Date	Summary of Change
11-Feb-2021	Updated footer document code and references from Business Unit (BU) to Operating Unit (OU) with the Emerging Stronger Reorganization.
8-Jan-2018	Published as a result of the 2017 Technical Governance review and optimization of the Coca-Cola operational requirements. Evaluated and reformatted the content against the lean governance model, focusing on risk-based and fit-for-purpose requirements. Ensured language is more concise, and eliminated redundancies against global consensus standards.

OU-SR-035 Page 2 of 2 Revision: 11-Feb-2021

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The KO LATAM Sustainability team will evaluate the submitted evidence based on the company's Replenish requirements and will define which competitors will be awarded points.

Reports and numbers must be submitted twice a year::

- **First report**: mid-year cut-off by June 30, 2025..
- **Second report**: Second report: year-end cut-off by November 30, 2025.

Projects submitted in the first report that do not meet the company's criteria will have time until the second report to make the necessary adjustments and be resubmitted to the LATAM Sustainability team via the "Uploads" section of the Copa de Excelencia portal.

After submitting the information in the second report, a final evaluation will be conducted, and the points to be awarded to each competitor will be determined.

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South:
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Rodrigo Brito (rbrito@coca-cola.com)

4.6 SUPPLY CHAIN PRODUCTIVITY

4.6.1 Financial gains with productivity initiatives higher than 0.50% — **3.0**

3.0 points

- >150 MMUC
- <150 MMUC

INPUTS:

- Financial savings due to projects and/or productivity initiatives (USD)
- Gross Sales Revenue (USD)*

Data submission	Validation	Format
Quarterly	KO Supply Chain LatAm	Numerical records

RESPONSIBILITY:

Inputs:
KO Supply Chain LatAm

Targets:
N/A

EXPERTS:

Isabela Melo
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GENERAL INFORMATION:

The goal of the **Productivity Program** is to create a strong productivity culture across LatAm, involving both the Company and the Bottlers. We aim to intensify and improve potential collaborations within our Supply Chain, accelerate best practice sharing, and replicate successful initiatives..

Commitment of the Productivity Program: to deliver **US$ 120 MM** in productivity projects in 2025.

*except for alcoholics.

4.6 SUPPLY CHAIN PRODUCTIVITY

4.6.1 Financial gains with productivity initiatives higher than 0.50% **3.0**

3.0 points

>150 MMUC

<150 MMUC

FORMULA:

The calculation of the Supply Chain Productivity Increase % is based on the following FORMULA:

$$\text{\% SUPPLY CHAIN PRODUCTIVITY GAINS} = \frac{\text{Financial gains from projects or productivity initiatives (USD)}}{\text{Gross Sales Revenue (USD)}}$$

Period to consider for reporting the data::

YTD Inputs (considering initiatives implemented in 2024 and 2025 and the savings generated during the 12-month period from their implementation). So, if a project starts in April 2024, it can only be considered for savings until March 2025.

What should we consider to report the "Financial gains from projects or productivity initiatives"?

Only **Hard Savings** should be considered: amounts that directly impact the bottom line of the P&L (profit and loss statement) of the Bottler. Examples of **Hard Savings** include reductions in unit operating costs (such as unit production costs); reductions in transaction costs; lower overhead costs in Supply Chain; fewer employees; higher performance and productivity, leading to an increase in sales and revenues, etc. **These savings must be validated by the Bottler's finance department.**

4.6 SUPPLY CHAIN PRODUCTIVITY

4.6.1 Financial gains with productivity initiatives higher than 0.50% **3.0**

3.0 points

>150 MMUC

<150 MMUC

POINTS ALLOCATION:

The points for the metric are assigned based on the following range of achievements:

Savings Levels	Points Earned
From 0.50%	3.0
From 0.25% to 0.49%	2.0
From 0.01% to 0.25%	1.0
0% or not reported	0

ADDITIONAL INFORMATION:

On the side, an illustration of the template that will be used by the KO Supply Chain LatAm area to report the metric:

Period	
Points of aspiration	
Target USD 2023 (optional)	

Code	ne / Nombre / Nc	Project Name	Project Description	Beverage Category	Initial Date of Savings Generation	Workstream	SC Productivity Savings (USD MM) Q1	SC Productivity Savings (USD MM) Q2	SC Productivity Savings (USD MM) Q3	SC Productivity Savings (USD MM) Q4 Rollir
60	ANDINA Brasil					A: Portfolio Right Sizing: SKU Rationalization & Innovation Pipeline				
60	ANDINA Brasil					B: Recipe/Ingredient/Packaging Simplification & Standardization				
60	ANDINA Brasil					C: Procurement & Spec Optimization				
60	ANDINA Brasil					D: Network Modernization				
60	ANDINA Brasil					E: Logistics System Optimization				
60	ANDINA Brasil					F. Plant Operational Efficiencies				
60	ANDINA Brasil					H: Inventory Management/ S&OP				
60	ANDINA Brasil					I: System Benchmarking & Reapplication of leading practices				
60	ANDINA Brasil					J: Other Opportunities				

PILLAR

TRANSFORM OUR CULTURE

LATAM COPA DE EXCELENCIA 25

Coca-Cola Latin America

TRANSFORM OUR CULTURE

PILLAR WEIGHT

		1 POINT
5.1	ZERO ON-SITE FATALITIES	0
5.2	ZERO RTM FATALITIES NEW	0
5.3	ZERO FOOD SAFETY EVENTS	0
5.4	DIVERSITY & INCLUSION	1.0

>150 MMUC

<150 MMUC

Cup Enabler

5.1 ZERO ON-SITE FATALITIES

5.1.1 Zero fatalities “on site” in 2025 **(CUP ENABLER)**

0

0 point

>150 MMUC

<150 MMUC

INPUTS:

- Records of fatality occurrences that happened On-Site at the Bottler, in line with the KORE PRP-RQ-130 EOSH Performance Measurements criteria from KORE.

Data submission: **Monthly**

Validation: **KO LatAm**

Format: **Numerical records**

RESPONSIBILITY:

Inputs:
Área QSE KO LatAm

Targets:
N/A

EXPERTS:

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GENERAL INFORMATION:

For a Bottler to be eligible for a place in the Excellence Cup ranking and compete for the grand champion spot, they must meet the condition of having had no on-site fatal accidents throughout the entire year of 2025.

CUP ENABLER: this metric compliance is a mandatory requirement to compete in the Excellence Cup; however, the metric itself is not scored.

5.2 ZERO RTM FATALITIES (INTERNAL CAUSE)

5.2.1 Zero preventable RTM fatalities in 2025. **(CUP ENABLER)** 0

0 point

>150 MMUC

<150 MMUC

INPUTS:

- Records of fatalities occurring in the Bottler's RTM due to internal causes, in line with KORE OHS-RQ-155 Fleet Management. de KORE.
The guideline applies to any affected person, whether employee, contractor, visitor, or general public.

Data submission: **Monthly**

Validation: **KO LatAm**

Format: **Numerical records**

RESPONSIBILITY:

Inputs:
Área QSE KO LatAm

Targets:
N/A

EXPERTS:

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GENERAL INFORMATION:

A bottler who has experienced an RTM fatality due to internal causes may be exceptionally reconsidered for the Excellence Cup if they achieve outstanding performance in Road Safety through the execution of actionable RTM indicators. As an additional and even stronger case and consideration will be given for the implementation of Road Safety initiatives that involve and benefit the local community.

Before the end of the year, the interested bottler must submit evidence to the Safety leader of each zone of the OU. Any request will be reviewed by a committee that includes the OU Safety Senior Director, the Safety leader of each zone of the OU, the OU Governance Director, and the Technical Operations Director of each zone of the OU, and decisions will be analyzed on a case-by-case basis. If the application is accepted, **a 10 points score reduction will be applied in the total bottler´s score in the Cup** according to the guidelines of the Cup of Excellence team.

If more than one RTM fatality due to internal causes is reported by the same bottler, the above criteria will not apply, and the disqualification cannot be reversed.

CUP ENABLER: this metric compliance is a mandatory requirement to compete in the Excellence Cup; however, the metric itself is not scored.

5.3 ZERO FOOD SAFETY EVENTS

5.3.1 Zero Food Safety events **(CUP ENABLER)**

0

0 point

>150 MMUC

<150 MMUC

INPUTS:

- Records of Food Safety related events that have been confirmed through an investigation.

Data submission: **Monthly**

Validation: **KO LatAm**

Format: **Numerical records**

RESPONSIBILITY:

Inputs:
Área QSE KO LatAm

Targets:
N/A

EXPERTS:

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Eduardo Bezzecchi
ebezzecchi@coca-cola.com

GENERAL INFORMATION:

For a Coca-Cola LatAm Bottler to be eligible for a ranking position in the 2025 Copa de Excelencia and compete for the grand champion spot, they must meet the condition of NOT having any Food Safety events throughout the entire year of 2025.

CUP ENABLER: this metric compliance is a mandatory requirement to compete in the Excellence Cup; however, the metric itself is not scored.

5.4 DIVERSITY & INCLUSION

5.4.1 Women's Leadership ≥ 30% — 1.0

1.0 point

>150 MMUC

<150 MMUC

INPUTS:

- Organizational Chart of the Bottler's SLT level.

Data submission	Validation	Format
Bi-annual	KO D&I LatAm	Evidence

RESPONSIBILITY:

Inputs: Bottler

Targets: N/A

EXPERTS:

Fernanda Olsiewicz
feolsiewicz@coca-cola.com

GENERAL INFORMATION:

The Bottler must have a minimum of **30%** female representation in its Senior Executive Leadership Team (SLT), i.e.: CEO or President or Director and their direct reports.

The Bottler must upload to the Excellence Cup Portal its Executive Organizational Chart, considering its main executive and his or her direct reports, i.e., those who report directly to this person.

Organizational Chart Submission Dates: we will have 2 checkpoints to validate the metrics, since, due to turnover, restructuring or other reasons, Places may undergo changes:

- Initial Checkpoint: Deadline for submission of Org. Chart 2025/1 is June 30th **(0.5 POINT)**
- Final Checkpoint: Deadline for submission of Org. Chart 2025/2 is December 31st **(0.5 POINT)**

5.4 DIVERSITY & INCLUSION

5.4.1 Women's Leadership ≥ 30% — **1.0**

1.0 point

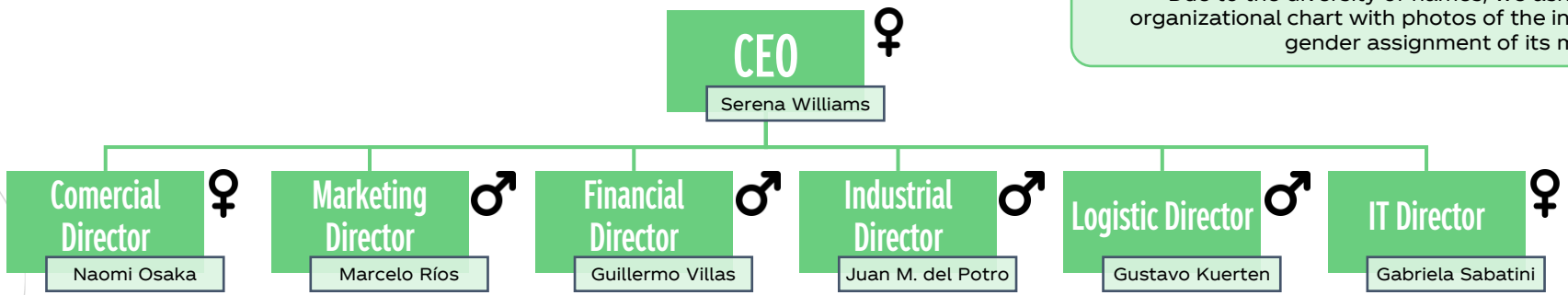
>150 MMUC

<150 MMUC

EXAMPLE OF HOW TO EVIDENCE FEMALE LEADERSHIP:

Below is an example of how to demonstrate female leadership:

IMPORTANT:
Due to the diversity of names, we ask that you report the organizational chart with photos of the individuals and/or formal gender assignment of its members.



% WOMEN's LEADERSHIP = $\frac{3}{7}$ = **42.8%** ✓

W/O SOV

METRICS

LATAM COPA DE EXCELENCIA 25

Coca-Cola Latin America

METRICS

LATAM COPA DE EXCELENCIA 25

CUP ENABLER: Critical metrics defining Bottler's Cup eligibility

INPUTS

Details of the data to be sent for processing in relation to the indicated metric.

RESPONSIBILITY

Functions and RESPONSIBILITY between the KO team and the Bottlers bring together the metric inputs and targets.

EXPERTS

Contact for questions and clarifications on the metric.

DATA SUBMISSION

Frequency of data submission.

FORMAT

Format in which the data to be imputed in the Cup Portal must be sent.

VALIDATION

Area that will be in charge of validating the data.

METRICS

LATAM COPA DE EXCELENCIA 25

GENERAL INFORMATION:

Metric details such as name, target, data source and tracking frequency.

CALCULATION EXAMPLE:

Practical example with the formula applied for better understanding.

FORMULA

Formula used to calculate the metric indicator.

POINTS ALLOCATION:

Details of how metric points are distributed to Bottlers.

ADDITIONAL INFORMATION:

Any additional information for better understanding of the metric.

PILLAR
GROWTH

LATAM COPA DE EXCELENCIA 25

Coca-Cola Latin America

GROWTH

PILLAR WEIGHT

		25 POINTS
1.3	KO NARTD VALUE EQUATION	10.0
1.4	NARTD VOLUME GROWTH	15.0

W/O SOV

1.3 KO NARTD VALUE EQUATION

1.3.1 KO NARTD Value Equation Compliance (NSR > TX > VOL) **10.0**

10.0 points

W/O SOV

INPUTS:

- Monthly NARTD KO Total Net Revenue Data for the Bottler in local currency.
- Monthly NARTD KO Total Net Revenue Targets for the Bottler (BP aligned KO), in local currency.
- Monthly Official Accumulated Inflation Index for the last 12 mobile months, for the Bottler's country.

Data submission: **Monthly**

Validation: **KO LatAm**

Format: **Numerical records**

RESPONSIBILITY:

Inputs:
KO Data & Analytics
KO Finance C&CL

Targets:
N/A

EXPERTS:

Elisa Guzmán:
elguzman@coca-cola.com

GENERAL INFORMATION:

With this metric, we bring to the Cup the company's strategic intention with the **preservation** of value across businesses for the Bottlers.

The value equation is conditioned on the Bottler simultaneously growing, compared to the previous year, its Net Income, number of Absolute Transactions and Sales Volume, and that the growth in **NET INCOME** is greater than the growth in **TRANSACTIONS** and this greater than the growth in **VOLUME**.

NOTE: For this metric, all criteria need to increase to earn points.

YTD NSR > YTD TX > YTD VOL

1.4 NARTD VOLUME GROWTH

1.4.1 YTD Volume Performance vs. YTD Target (BP aligned KO) **15.0**

15.0 points

W/O SOV

INPUTS:

- Monthly Bottler Sales Volume Data (in unit cases) NARTD KO Total.
- Monthly Bottler Sales Volume Targets (in unit cases) NARTD KO Total (BP aligned KO)

Data submission: **Monthly**

Validation: **KO LatAm**

Format: **Numerical records**

RESPONSIBILITY:

Inputs:
KO Data & Analytics
KO Finance C&CL

Targets:
N/A

EXPERTS:

Elisa Guzmán:
elguzman@coca-cola.com

GENERAL INFORMATION:

With this metric, the TOTAL SALES VOLUMES (in unit cases) of the Bottlers, of the entire NARTD KO portfolio, will be monitored.

The scope of the established targets will be sought (BP aligned KO).

Note: The Cup of Excellence will assume the NARTD portfolio of each Bottler to process the results related to all the "NARTD KO" KPIs, provided that all categories are effectively NARTD (alcoholic or energetic beverages and/or water jugs ≥ 18.9L should not be included). Product categories under the official KO definition in force. Despite the change in Nielsen's reading, which will start to include the energy drinks category in 2025, **there will be no impact on the 2025 Copa**. The adjustment will only be applied in the next year.

PILLAR

RECRUIT CONSUMER FASTER

LATAM COPA DE EXCELENCIA 25

Coca-Cola Latin America

RECRUIT CONSUMER FASTER

PILLAR WEIGHT

		24 POINTS
2.1	SSD CCTM GROWTH NEW	6.0
2.2	SPARKLING FLAVORS GROWTH	6.0
2.3	SSD CCTM NON-SUGAR GROWTH	6.0
2.4	STILLS GROWTH	6.0

W/O SOV

2.1 SSD CCTM GROWTH

2.1.1 YTD Volume Performance vs. YTD Target (BP aligned KO) 6.0

6.0 points

W/O SOV

INPUTS:

- Bottler CCTM SSD Volume - YTD - Data obtained through KO's Share Hub LatAm (considers all channels currently measured in each of the territories).

Data submission: **Monthly**

Validation: **KO Zone Hubs**

Format: **Numerical records**

RESPONSIBILITY:

Inputs:
KO Data & Analytics
KO Finance C&CL

Targets:
KO Planning LatAm

EXPERTS:

Elisa Guzmán:
elguzman@coca-cola.com

GENERAL INFORMATION:

The Bottler's **SSD CCTM Volume YTD** growth will be tracked, compared to the YTD Target. The information to be reported is the YTD result of the KO SSD CCTM Volume.

Note: The Excellence Cup will assume each Bottler's SSD CCTM portfolio to process the results related to the SSD CCTM KPIs, provided that all categories are effectively SSD CCTM (including the global KO big brands, as well as those regional and local brands). Product categories under the official KO definition in force.

2.2 SPARKLING FLAVORS GROWTH

2.2.1 YTD Volume Performance vs. YTD Target (BP aligned KO) 6.0

6.0 points

W/O SOV

INPUTS:

- Bottler SSD Flavors Volume - YTD - Data obtained through KO's Share Hub LatAm (considers all channels currently measured in each of the territories).

Data submission	Validation	Format
Monthly	KO Zone Hubs	Numerical records

RESPONSIBILITY:

Inputs:
KO Data & Analytics
KO Strategy LatAm

Targets:
KO Planning LatAm

EXPERTS:

Elisa Guzmán:
elguzman@coca-cola.com

GENERAL INFORMATION:

The YTD growth of the Bottler's **SSD Flavors Volume** will be monitored, compared to the YTD Target.

The information to be reported is the YTD result of the KO SSD Flavors Volume.

Note: The Excellence Cup will assume the SSD Flavors portfolio of each Bottler to process the results related to the SSD CCTM KPIs, provided that all categories are effectively SSD Flavors (including the global KO big brands, as well as those regional and local brands). Product categories under the official KO definition in force.

2.3 SSD CCTM NON-SUGAR GROWTH

2.3.1 YTD Volume Performance vs. YTD Target (BP aligned KO) **6.0**

6.0 points

W/O SOV

INPUTS:

- Bottler CCTM Non-Sugar SSD Volume - YTD - Data obtained through KO's Share Hub LatAm (considers all channels currently measured in each of the territories).

Data submission: **Monthly**

Validation: **KO Zone Hubs**

Format: **Numerical records**

RESPONSIBILITY:

Inputs:
KO Data & Analytics
KO Strategy LatAm

Targets:
KO Planning LatAm

EXPERTS:

Elisa Guzmán:
elguzman@coca-cola.com

GENERAL INFORMATION:

The YTD growth of the Bottler's **SSD CCTM Non-Sugar Volume** will be tracked, compared to the YTD Target.

The information that must be reported is the YTD result of the SSD CCTM Non-Sugar Volume.

Note: The Excellence Cup will assume the SSD CCTM Non-Sugar portfolio of each Bottler to process the results, as long as the reported volume is effectively Coca-Cola Trademark and Non-Sugar. Product categories under the official KO definition in force.

2.4 STILLS GROWTH

2.4.1 YTD Volume Performance vs. YTD Target (BP aligned KO) 6.0

6.0 points

W/O SOV

INPUTS:

- Bottler Stills Volume - YTD - Data obtained through KO's LatAm Share Hub (considers all channels currently measured in each of the territories).

Data submission	Validation	Format
Monthly	KO Zone Hubs	Numerical records

RESPONSIBILITY:

Inputs:
KO Data & Analytics
KO Strategy LatAm

Targets:
KO Planning LatAm

EXPERTS:

Elisa Guzmán:
elguzman@coca-cola.com

GENERAL INFORMATION:

The YTD growth of the Bottler's **Stills Volume** will be monitored, compared to the YTD Target. The information to be reported is the YTD result of the KO Stills Volume.

***Note**:* The Excellence Cup will assume the portfolio with all Stills SKUs of each Bottler to process the results related to the Stills KPIs, provided that all categories are effectively Stills (carbonated, energetic and/or alcoholic beverages and/or water jugs ≥ 18.9L should not be included). Product categories under the official KO definition in force.

PILLAR

EXECUTE WITH EXCELLENCE

LATAM COPA DE EXCELENCIA 25

Coca-Cola Latin America

EXECUTE WITH EXCELLENCE

PILLAR WEIGHT

		36 POINTS
3.1	ICE LATAM	25.0
3.2	COMBINED COVERAGE NEW	5.0
3.5	COLD DRINK EQUIPMENT STRATEGY	6.0

W/O SOV

3.1 ICE

3.1.1	ICE LatAm (Range)	15.0
3.1.2	ICE LatAm (Ranking within Zone)	10.0

25.0 points

W/O SOV

INPUTS:

- Monthly Total Bottlers Index measured by ICE LatAm.

Data submission: **Monthly**

Validation: **KO Zone Hubs**

Format: **Numerical records**

RESPONSIBILITY:

Inputs:
KO Execution Excellence LatAm

Targets:
N/A

EXPERTS:

Marcos Sá
msa@coca-cola.com

GENERAL INFORMATION:

Execution Quality Index (ICE) is the TCCC program for point-of-sale market execution, which measures the Bottlers' ability to execute Success Photos (FDE) to customers in their territory.

- For the purposes of the Cup of Excellence, the Monthly results of each Bottler from **April to December** will be considered. A zero score will be awarded for the month without a result for calculation purposes.
- The Monthly evaluation of the Cup will always be based on the result of the **current month**.
- Only adjustments of results from a month prior to the current month will be allowed. That is, if we are updating August, only the month of July will be allowed to be adjusted.
- The result considered for the metric is the weighted average of the scores of each of the subchannels within the Bottler's scope. The scope of each Bottler is detailed in the ICE LatAm program.

3.1 ICE

3.1.1	ICE LatAm (Range)	15.0
3.1.2	ICE LatAm (Ranking within Zone)	10.0

25.0 points

W/O SOV

POINTS ALLOCATION (Factor 3.1.1):

Points for the first factor are assigned by range of reach, as follows:

ICE Score	April	May	June	July	August	September	October	November	December	TOTAL
ICE ≥ 85	1.05	1.20	1.35	1.50	1.65	1.80	1.95	2.18	2.32	**15.0**
80 ≤ ICE < 85	0.95	1.08	1.22	1.35	1.48	1.62	1.76	1.96	2.08	**13.5**
75 ≤ ICE < 80	0.84	0.96	1.08	1.20	1.32	1.44	1.56	1.74	1.86	**12.0**
70 ≤ ICE < 75	0.74	0.84	0.95	1.05	1.15	1.26	1.36	1.53	1.62	**10.5**
65 ≤ ICE < 70	0.63	0.72	0.81	0.90	0.99	1.08	1.17	1.31	1.39	**9.0**
60 ≤ ICE < 65	0.52	0.60	0.67	0.75	0.83	0.90	0.98	1.09	1.16	**7.5**
55 ≤ ICE < 60	0.42	0.48	0.54	0.60	0.66	0.72	0.78	0.87	0.93	**6.0**
50 ≤ ICE < 55	0.31	0.36	0.40	0.45	0.50	0.54	0.59	0.65	0.70	**4.5**
45 ≤ ICE < 50	0.21	0.24	0.27	0.30	0.33	0.36	0.39	0.44	0.46	**3.0**
40 ≤ ICE < 45	0.16	0.18	0.20	0.22	0.25	0.27	0.30	0.32	0.35	**2.25**
ICE < 40	0	0	0	0	0	0	0	0	0	**0**

3.1 ICE

3.1.1	ICE LatAm (Range)	15.0
3.1.2	ICE LatAm (Ranking within Zone)	10.0

25.0 points

W/O SOV

POINTS ALLOCATION (Factor 3.1.2):

For the second factor, Bottlers from the **Cluster Without Value Share Data** earn points according to the Ranking table below:

Cluster Without Value Share Data:

CLUSTER WITHOUT VALUE SHARE DATA										
	April	May	June	July	August	September	October	November	December	TOTAL
1st Place	0.70	0.80	0.90	1.00	1.10	1.20	1.30	1.45	1.55	**10.0**
2nd Place	0.63	0.72	0.81	0.90	0.99	1.08	1.12	1.20	1.30	**8.75**
3rd Place	0.50	0.60	0.70	0.76	0.80	0.84	1.00	1.10	1.20	**7.50**
4th Place	0.45	0.50	0.55	0.60	0.65	0.74	0.82	0.94	1.00	**6.25**
5th Place	0.40	0.42	0.44	0.48	0.50	0.55	0.60	0.75	0.86	**5.00**
6th Place	0.28	0.30	0.34	0.38	0.41	0.45	0.47	0.52	0.60	**3.75**
7th Place	0.16	0.18	0.22	0.24	0.26	0.27	0.30	0.40	0.47	**2.50**
8th Place	0.09	0.10	0.11	0.12	0.13	0.14	0.16	0.18	0.22	**1.25**

Note: *The ICE classification for this factor will take into account all Bottlers in the cluster as being in the same area..*

3.2 COMBINED COVERAGE

3.2.1 Unforgivable Priority Portfolio Combined Coverage vs. Previous Year **5.0**

5.0 points

W/O SOV

INPUTS:

- Combined Coverage of Bottler's Unforgivable Priority Portfolio in 2025 (Monthly).
- Combined Coverage of Bottler's Unforgivable Priority Portfolio in 2025 and recalculated for 2024.

Data submission	Validation	Format
Monthly	KO LatAm	Numerical records

RESPONSIBILITY:

Inputs:
RGM LatAm
Data Delivery & Ops LatAm

Targets:
N/A

EXPERTS:

Caique Gomes
cgomes@coca-cola.com

GENERAL INFORMATION:

The measurement of the **current** official LatAm KO tool for Combined Coverage calculation will be used and we will always reprocess the data according to the current version of the tool.

In this metric, we will be monitoring the activation of all Traditional Off Premise channel customers of each Bottler, with the products that make up the unforgivable priority portfolio.

The measurement for the allocation of the metric points will take into account the months from January to December (12 months). If the Unforgivable Combined Coverage is higher than the previous year, then the Bottler will have the points for the month.

Points can be earned at any time during the year as long as the Bottlers share the numbers in the official KO feeds with the appropriate process.

3.2 COMBINED COVERAGE

3.2.1 Unforgivable Priority Portfolio Combined Coverage vs. Previous Year **5.0**

5.0 points

W/O SOV

ADDITIONAL INFORMATION:

ROLEs sold to a customer (invoices issued) within a period of time are considered: in this case, a calendar month.

A ROLE that has been sold at least once to a specific customer, within 1 calendar month, is considered “covered” (fulfillment).

Strategic ROLES/SEGMENTS have been established that are the same for all LatAm Bottlers.

Unforgivables defined for the Traditional Channel in 2025 for the cluster Without Value Share Data:

- CCO SS or MS
- Flavors SS or MS
- CCNS SS or MS
- Juice SS or MS
- Hydration or MS*

*Hydration is Water/Sports Drink & Tea RTD
*Preferable FT Entry < 300ml

Note 1: *The Priority Portfolio for Combined Coverage is the same as that used in the ICE metric.*

Note 2: *Modern Trade and On Premise customers will not be considered for this metric.*

Note 3: *Products billed as “Bonus for Customers” may also be considered for compliance/positive validation.*

Note 4: *The definition of the Unforgivable ROLES to be measured in the tool will be fed through the “Portafolio Lake System” (system developed to track priority portfolios with Storecheck LatAm and which will be the only source of information) where the responsible for filling is the Local RGM KO and Local Execution Team).*

3.2 COMBINED COVERAGE

3.2.1 Unforgivable Priority Portfolio Combined Coverage vs. Previous Year **5.0**

5.0 points

W/O SOV

PORTFOLIO - SEGMENT DEFINITION:

The registration of the Portfolio and the definition of segments are the same processes used in ICE:

A **SKU** for the portfolio is defined as the sum of the following characteristics:

- Subcategory
- Subbrand
- Millimeter
- Material
- Returnability
- Sales unit

Each segment can be defined by a maximum of **2 SKUs**. This definition will be at LatAm Zone level. The same SKU cannot validate 2 different segments.

Example: segment Water

SKU 1
Purified water – Ciel purificada – 600ml – PET – NR – 6 pack

SKU2
Mineralizad water – Ciel mineralizada – 600ml – PET – NR - Individual

The definition of SKUs by segment will be done annually through the Portfolio Lake System*, by the Local RGM manager.

RGM Local must carry out an annual review of the portfolios of each of the operations (month of JUNE) to confirm any modification of SKUs; once this has been done, RGM LATAM will validate.

There will be a list of situations that will be considered exceptions, which, if applicable to any of the RGM Local operations, should be included in the adjustment in the Portfolio Lake System*.

If you present a situation that is NOT on the list of exceptions, you must present it to the RGM LATAM team who will analyze it and take action.

***Portfolio Lake System:** Development of a system model to manage, register and share the portfolio (SKUs by segment).*

3.2 COMBINED COVERAGE

3.2.1 Unforgivable Priority Portfolio Combined Coverage vs. Previous Year **5.0**

5.0 points

W/O SOV

FORMULA:

The Combined Coverage of the Unforgivable Priority Portfolio is fulfilled by the following premise:

If the **STORE** has sales in the month for ALL ROLES the Unforgivable Priority Portfolio, then it complies with the Combined Coverage premise of the Unforgivable Priority Portfolio.

For the final calculation of the Bottler's Combined Coverage, we use the following formula:

$$\text{\% Combined Coverage} = \frac{\text{Sum of Stores with Combined Coverage in the Priority Portfolio}}{\text{Sum of Total Stores of the Traditional Off Channel}}$$

Note: *The Priority Portfolio for Combined Coverage is the same as that used in the ICE metric.*

3.2 COMBINED COVERAGE

3.2.1 Unforgivable Priority Portfolio Combined Coverage vs. Previous Year **5.0**

5.0 points

W/O SOV

POINTS ALLOCATION:

The Combined Coverage measurement will take place in 12 months of the year 2025: **January to December.**

The 5.0 possible points of the metric will be distributed over the 12 months if the Bottler manages to exceed the Combined Coverage of the same month in the previous year, as we can see in the table below:

Bottler grows over previous year?	January	February	March	April	May	June	July	August	September	October	November	December	TOTAL
Sí	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.5	0.5	**5.0**
No	0	0	0	0	0	0	0	0	0	0	0	0	**0**

3.5 COLD DRINK EQUIPMENT STRATEGY

3.5.2	Total Park of Coolers vs. target	4.0
3.5.3	CPI: Data Sharing in Q3 & Q4	2.0

6.0 points

W/O SOV

INPUTS:

- CPI Data Sharing Template.
- *Total Cooler Park by Bottler.

Data submission: **Monthly**

Validation: **KO LatAm**

Format: **Registros numéricos**

RESPONSABILITY:

Inputs: Bottler

Targets: Experts KO LatAm

EXPERTS:

Marina de Oliveira
mardeoliveira@coca-cola.com

Thiago Farias
thfarias@coca-cola.com

GENERAL INFORMATION:

The Bottler must meet or exceed the objectives defined and aligned between Coca-Cola and the Bottler for the Total Cooler Park.

The CPI is the Cooler Productivity Index, composed of 3 variables with equal weights: Zero Sales, Coolers in Warehouse and Losses.

For the CPI factor, the Bottler must upload the CPI Data Sharing Template with the data that make up the KPI. Bottlers that share CPI data monthly in the reported period (Q3 and Q4) will obtain the 2 points of the factor.

* Does not include Alcoholics, Monster, Beers, only KO NARTD teams.

3.5 COLD DRINK EQUIPMENT STRATEGY

3.5.2	Total Park of Coolers vs. target	**4.0**
3.5.3	CPI: Data Sharing in Q3 & Q4	**2.0**

6.0 points

W/O SOV

FORMULA (Factor 3.5.1):

Points for the first factor regarding the Total Coolers Park will be awarded based on the following premise using the official data **available until the end of the Cup:**

Park Total Coolers ≥ Target 2025 of Total Park Coolers

* The current Total Coolers Park endings considered for the attribution of points will be those of December 2025.

3.5 COLD DRINK EQUIPMENT STRATEGY

3.5.2	Total Park of Coolers vs. target	4.0
3.5.3	CPI: Data Sharing in Q3 & Q4	2.0

6.0 points

W/O SOV

ADITIONAL DETAILS (Factor 3.5.2):

To obtain the metric points, the Bottler must perform the following steps in **all months of Q3 and Q4:**

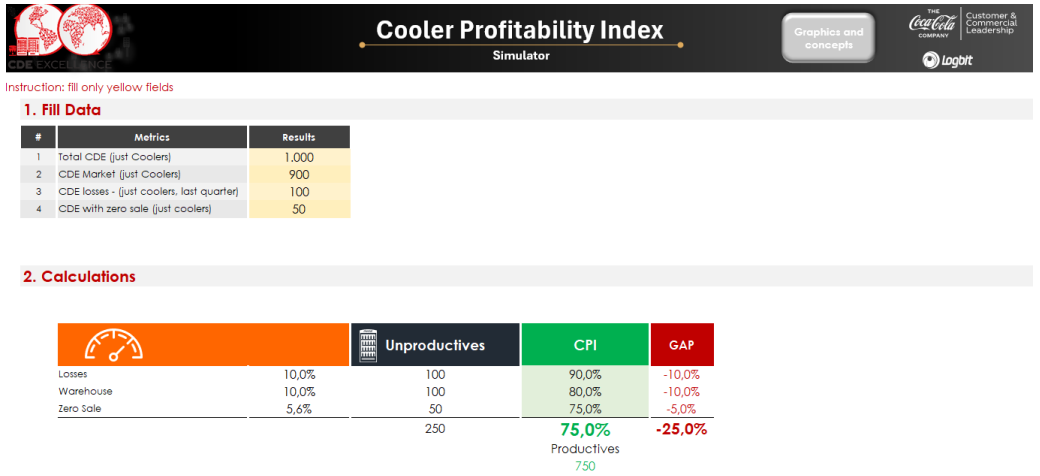
1. Download the “CPI Simulator - E2E 6.0” template from the LatAm 2025 Cup of Excellence Portal;

2. Fill in the information below highlighted in yellow in the image to the side:

- Total Coolers
- Coolers Market
- Lost Coolers (last 12 months)
- Coolers with Zero Sales

3. Upload the file as Evidence in the Cup Portal.

CPI Simulator – E2E 6.0



Cooler Profitability Index

Simulator

Instruction: fill only yellow fields

1. Fill Data

#	Metrics	Results
1	Total CDE (just Coolers)	1.000
2	CDE Market (just Coolers)	900
3	CDE losses - (just coolers, last quarter)	100
4	CDE with zero sale (just coolers)	50

2. Calculations

		Unproductives	CPI	GAP
Losses	10,0%	100	90,0%	-10,0%
Warehouse	10,0%	100	80,0%	-10,0%
Zero Sale	5,6%	50	75,0%	-5,0%
		250	75,0%	-25,0%
			Productives	
			750	

3.5 COLD DRINK EQUIPMENT STRATEGY

6.0 points

W/O SOV

3.5.2	Total Park of Coolers vs. target	**4.0**
3.5.3	CPI: Data Sharing in Q3 & Q4	**2.0**

POINTS ALLOCATION (Factor 3.5.2):

Points for the second factor regarding CPI: Data Sharing will be awarded by uploading the **official data template for measuring CPI available** on the Cup Portal in **all months of Q3 & Q4** as in the table below:

	Q3			Q4			
Did Bottler upload the CPI Template ?	July	August	September	October	November	December	TOTAL
Yes		1.0			1.0		**2.0**
No		0			0		**0**

PILLAR
ACCELERATE BUSINESS IMPERATIVES

LATAM COPA DE EXCELENCIA 25

Coca-Cola Latin America

ACCELERATE BUSINESS IMPERATIVES

PILLAR WEIGHT

		13 POINTS
4.1	DIGITAL B2B	2.0
4.3	QSE1 SCORE	5.0
4.4	SUSTAINABLE PACKAGING	3.0
4.5	WATER REPLENISH	3.0

W/O SOV

4.1 DIGITAL B2B

4.1.3 B2B Process Data Sharing 2.0

2.0 points

W/O SOV

INPUTS:

• Excel file established by the B2B KO LatAm area with complete results data for at least 9 specific months.

Result for the month of December 2025 along with the complete Monthly history for the year.

Data submission	Validation	Format
Monthly	KO LatAm	Numerical records

RESPONSIBILITY:

Inputs:
Área B2B KO LatAm

Targets:
N/A

EXPERTS:

Daniela Macias
danmacias@coca-cola.com

Igor Rocco
(igor.rocco@logbit.com.br)

GENERAL INFORMATION:

With this metric we will evaluate whether the **Data Sharing process of the Bottlers' B2B data** is being carried out properly, both universe data and Traditional Trade billing.

4.1 DIGITAL B2B

4.1.3 B2B Process Data Sharing

2.0

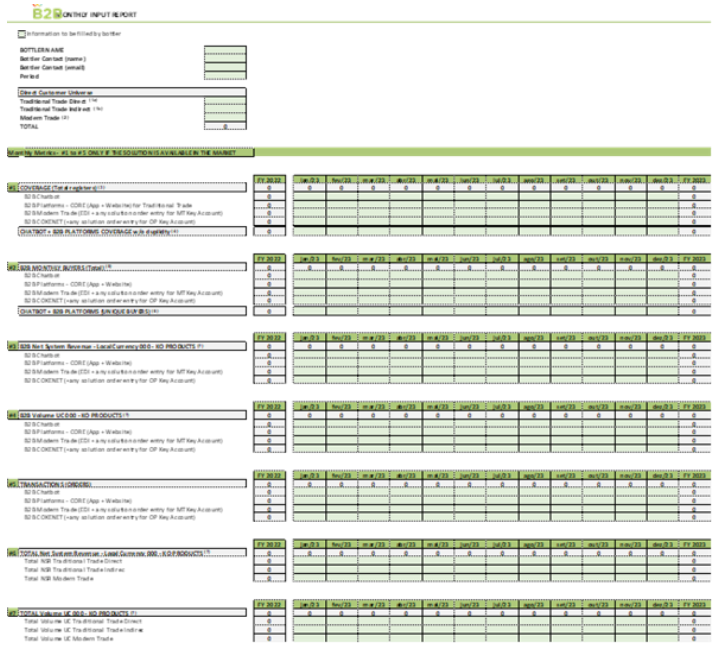
2.0 points

W/O SOV

ADDITIONAL INFORMATION:

The deadline for submission is the 10th of the month at the latest.

Requirements for obtaining points: sending the Excel file established by the B2B KO LatAm area, via email to the B2B KO LatAm area, with the complete performance data for at least 9 months within the deadline and it is mandatory to send the result for the month and the complete Monthly history for the year in December.



4.3 QSE1 SCORE

4.3.1 QSE1 Score ≥ 240 points **5.0**

5.0 points

W/O SOV

INPUTS:

- QSE - Integrated KPI for Quality, Safety & Environment, which is monitored and validated by the KO Technical Department, by Bottler - 12 MONTHS MOVING.

Data submission: **Monthly**

Validation: **KO LatAm**

Format: **Numerical records**

RESPONSIBILITY:

Inputs:
QSE KO LatAm Area

Targets:
N/A

EXPERTS:

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Eduardo Bezzecchi
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GENERAL INFORMATION:

All Bottlers are continuously evaluated by an integrated KPI for Quality, Safety, and Environment, known as QSE1. This KPI is monitored and validated by the KO Technical Department LatAm and will continue to be used as a metric for the Excellence Cup in 2025.

The QSE1 Score considered for the Cup is the rolling of the last 12 months over time.

The score goes up to 300 points, as the maximum score. For the Bottler to earn points for the Cup, they must achieve a minimum score of 240 in the result of the last 12 months.

4.3 QSE1 SCORE

4.3.1 QSE1 Score ≥ 240 points **5.0**

5.0 points

W/O SOV

ADDITIONAL INFORMATION:

The QSE1 score is made up of three facets, each weighted at 90 points, plus the GAO metrics with 30 points, for a total of 300 maximum possible points:

QUALITY = 90

Consumer/Clients Complaints per MU (30 points)
30 points – Reach or exceed the goal

Dispensed Beverage Performance (20 points)
20 points - Meet Dispensed Beverage target goals

Micro Performance (20 points)
Up to 12 points (1 per month) - Reporting Micro results to LAOU
8 points - Participation in micro proficiency program.

GMP-HACCP (20 points)
20 points – Perform NEXT assessment accompanied by their TOM + perform HACCP maturity assessment + develop corrective action plans, for all their plants. Submit this information no later than Nov 30th, 2025 to be validated by OU

SAFETY = 90

Serious injury (25 points)
25 points: 0 Serious Injuries
10 points: Reduction Serious injuries vs PY
0 points: No reduction vs PY

LSR (25 points)
Manufacturing (10 points):
10 points: >90% implementation
5 points: 80 – 90 % implementation
0 points: <80% implementation
RTM (15 points):
15 points: >80% implementation
5 points: 75 – 80 % implementation
0 points: <75% implementation

HOP (25 points)
25 points: Sharing ≥ 1 case per quarter
10 points: Sharing cases in at least 2 quarters
0 points: ≤1 cases

New actionable indicators (15 points)
15 points: Report indicators in all 4 Quarters
5 points: Report indicators < 4 Quarters
0 points: No reporting of indicators

4.3 QSE1 SCORE

4.3.1 QSE1 Score ≥ 240 points **5.0**

5.0 points

W/O SOV

ADDITIONAL INFORMATION:

ENVIROMENTAL = 90

WUR TOTAL (30 points)
20 points – Reach or exceed the goal +
10 points improve vs PY

ABSOLUTE CARBON EMISSION (30 points)
20 points – Reach or exceed the goal +
10 points improve vs PY

% rPET Purchased (30 points)
30 points: Meet goal and > % rPET LATAM goal
25 points: Meet goal and > 10% rPET
10 points: rPET = 10%

GAO = 25

GAO performance 25 points

10 points = 0 HR and 0 Majors findings and 0 repeat findings in QFS Facet
10 points = Audit result > /= 90 points and 0 repeats findings in Safety Facet (Manufacturing and/or RTM audits)
5 points = 0 HR or Majors findings and 0 repeats findings in Environmental

***Extra points in QSE1 score: 10 points per audit performance to facilities with outcome > 95 points

CAPS Overdue all Facets (5 points)
No CAPS overdue = 5 points
>=1 CAP overdue = 0 points

4.3 QSE1 SCORE

4.3.1 QSE1 Score ≥ 240 points **5.0**

5.0 points

W/O SOV

ADDITIONAL INFORMATION:

Safety New Actionable Indicators

Cultura
Learning teams
Cantidad de equipos capacitados en learning teams
Cantidad de equipos de aprendizaje efectuados
HOP
% Líderes entrenados en HOP
% Conversaciones de seguridad efectuadas
Capabilities
% Cumplimiento de la estructura de OHS (referencia en PBS)
RTM (alcance: conductores y vehículos T1, T2 propios y 3PL de largo plazo + motocicletas propias. Para el indicador (%) Contratos 3PL se incluye en el alcance contratistas de largo plazo, estacionales y spot.
% Conductores Certificados
% Telemetría Instalada
%Conductores retroalimentados bajo PBS
% Elementos de Seguridad de Flota
% Contratos con empresas contratistas incluyendo requerimientos de Seguridad Vial
Equipos Seguros y Controles de Trabajos Energizados Seguros
% de Evaluaciones de Riesgo Realizadas sobre Equipos Críticos
% de Equipos Críticos en Cumplimiento
% de Equipos Totales con Modos de Intervención o LO-TO en Cumplimiento
Contratistas
Reporte de cantidad de contratistas
% Implementación de herramienta digital de gestión de contratistas

4.3 QSE1 SCORE

4.3.1 QSE1 Score ≥ 240 points **5.0**

5.0 points

W/O SOV

SITUATIONS THAT GENERATE POINT DEDUCTIONS IN THE QSE1 SCORE:

The occurrence of any of the following incidents will result in a deduction from the Bottler's QSE1 Score:

Critical QSE incident	Description	Points deducted(for each event)
Regulatory action	Regulatory action taken by a legal authority that requires the stoppage of an operation until it is rectified.	-10
Failure to report IMCR	The Bottler partner did not report the incidents (IMCRs) according to the reporting requirements set by GAO or during activities at the plant.	-10
Failure in Monthly report in Kosmos, late and/or with errors	A penalty of one POINT will be applied for each month in which the Bottler submits a late and/or erroneous EOSH data report in Kosmos.	-1

Note: *Please refer to the QSE1 Score 2024 Guidelines from the KO Technical Department for more details on the metrics and calculation*

4.4 SUSTAINABLE PACKAGING

4.4.1	% PET System-Led Collection Rate 2025 (Range)	2.0
4.4.2	% PET System-Led Collection Rate Growth (vs. Previous Year) or 80% PET SLCR	1.0

3.0 points

W/O SOV

INPUTS:

- Amount of PET collected (in tons) through direct effort.
- Total amount of PET sold by the Bottler (in tons).

Data submission: **Monthly**

Validation: **KO LatAm**

Format: **Numerical records**

RESPONSIBILITY:

Inputs:
Area Sustainability LatAm

Targets:
N/A

EXPERTS:

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GENERAL INFORMATION:

The tons collected must only be primary post-consumer PET packaging. In addition to complying with the guidelines set out in “Packaging Sustainability Metrics Guidelines 2024 - 2025”. The Bottler **must keep all evidence of its collection projects or schemes clear and up-to-date for presentation**. Types of evidence: Fact Sheet, system financing, traceability, etc.

It is important to reinforce in the documentation the positive social impact of your initiatives, through which you can see the effort to improve the livelihoods and well-being of the communities in your supply chains. Ensure that there are no human rights violations of any kind.

IMPORTANT to review our “Packaging Sustainability Metrics Guidelines 2024 - 2025” to analyze in detail the global requirements to be met. Please contact Zone or Franchise Sustainability Leads for the most up-to-date version. **(FUNDING GUIDELINE): Only co-participating projects** participate as a system or participation previously aligned between the BO and third parties.

4.4 SUSTAINABLE PACKAGING

4.4.1	% PET System-Led Collection Rate 2025 (Range)	2.0
4.4.2	% PET System-Led Collection Rate Growth (vs. Previous Year) or 80% PET SLCR	1.0

3.0 points

W/O SOV

FORMULA (Factor 4.4.1):

Pet System-Led Collection Rate:

$$\text{\% PET SLCR} = \frac{\text{Amount of PET collected (in tons) through direct effort}}{\text{Amount of PET sold by the Bottler (in tons)}}$$

SLCR: System-Lead Collection Rate

CALCULATION EXAMPLE (Factor 4.4.1):

Cantidades en Toneladas	
Amount of **PET** collected (in tons) through direct effort	3800
Amount of **PET** sold by the Bottler (in tons)	8500

$$\text{\% of PET SLCR} = \frac{3800}{8500} = \mathbf{44.7\%}$$

4.4 SUSTAINABLE PACKAGING

4.4.1	% PET System-Led Collection Rate 2025 (Range)	**2.0**
4.4.2	% PET System-Led Collection Rate Growth (vs. Previous Year) or 80% PET SLCR	**1.0**

3.0 points

W/O SOV

POINTS ALLOCATION (Factor 4.4.1):

Points will be awarded to the Bottler in a stratified manner based on the percentage of **% PET System-Led Collection Rate** by the end of 2025.

Ranges of % Pet System-Led Collection Rate	Points Earned
% > 60%	**2** points
40% < % ≤ 60%	**1.5** points
20% < % ≤ 40%	**1** point
% ≤ 20%	**0** point

Note: *The results will be reported* ***MONTHLY*** *and proven* ***ANNUALLY*** *through all the* ***evidence of their clear and aligned projects or collection schemes such as the KO-Bottler system.***

4.4 SUSTAINABLE PACKAGING

4.4.1	% PET System-Led Collection Rate 2025 (Range)	2.0
4.4.2	% PET System-Led Collection Rate Growth (vs. Previous Year) or 80% PET SLCR	1.0

3.0 points

W/O SOV

FORMULA (Factor 4.4.2):

% de System Led Collection Rate Growth (vs. Previous Year):

$$\text{\% PET SLCR Growth} = \frac{\text{\% PET System-Led Collection Rate 2025}}{\text{\% PET System-Led Collection Rate 2024}} \times 100$$

CALCULATION EXAMPLE (Factor 4.4.2):

% PET SLCR	
% PET System-Led Collection Rate 2025	44,7
% PET System-Led Collection Rate 2024	40,1

$$\text{\% of PET SLCR Growth} = \frac{44,7}{40,1} \times 100 - 100 = 11\%$$

4.4 SUSTAINABLE PACKAGING

4.4.1	% PET System-Led Collection Rate 2025 (Range)	2.0
4.4.2	% PET System-Led Collection Rate Growth (vs. Previous Year) or 80% PET SLCR	1.0

3.0 points

W/O SOV

POINTS ALLOCATION (Factor 4.4.2):

For the Growth factor vs. previous year, the points will be distributed to the Bottler if it meets a growth of % PET System-Led Collection Rate vs. previous year (% vs. PY) or if it reaches the 80% SLCR mark at the end of 2025:

% PET System-Led Collection Rate Growth vs. PY	Points Earned
SLCR 2025 of **80% or more**	**1.0** point*
Growth of **10% or more**	**1.0** point*
Growth of **0 to 9.9%**	**0.5** point
Decrease	**0** point

Nota: *The **maximum** a Bottler can achieve in this factor is **1 point**. If the Bottler reaches an SLCR level of 80% and, at the same time, achieves growth of more than 10% compared to the previous year, it will receive 1 point in total for the factor.*

4.4 SUSTAINABLE PACKAGING

4.4.1	% PET System-Led Collection Rate 2025 (Range)	2.0
4.4.2	% PET System-Led Collection Rate Growth (vs. Previous Year) or 80% PET SLCR	1.0

3.0 points

W/O SOV

ADDITIONAL INFORMATION:

The **Sustainability KO Latam + Local Zones team** will validate the following requirements throughout the year:

REQUIREMENT 1: In countries with infrastructure for recycled resin (rPET) transformation, the collection program should aim to connect with the raw material source of our rPET suppliers to improve packaging circularity and reduce our carbon footprint. In markets where there are no rPET suppliers, the collected feedstock should be directed to other recyclers/converters, such as PET flake exporters or resin for polyester, as long as the feedstock is not burned for co-generation fuel or sent to landfills.

REQUIREMENT 2: The Bottler must maintain clear and up-to-date evidence of its collection projects or schemes to present when requested. Evidence can include factsheets, system funding, traceability, etc.

REQUIREMENT 3: It is important to emphasize the positive social impact of their initiatives in the documentation, showing the effort to improve the livelihoods and well-being of the communities in the collection chains. **Ensure** that there is no violation of human rights.

REQUIREMENT 4 (FUNDING): Co-participation as a system or previously aligned participation between the Bottler and third parties, based on participation guidelines agreed with Finance.

REQUIREMENT 5: The collected tons must only be from post-consumer primary PET packaging, in accordance with the guidelines established in the **"Packaging Sustainability Metrics Guidelines 2024 – 2025."**

It is **IMPORTANT** to review the **"Packaging Sustainability Metrics Guidelines 2024 – 2025"** for detailed global requirements that need to be met. Contact the Zone or Franchise Sustainability Leads for the most updated version of this.

4.5 WATER REPLENISH

4.5.1	% of Water Replenish in 2025	2.0
4.5.2	Replenishment Project contracted before the end of Q2	0.5
4.5.3	% of Projects Contracted in Leadership Locations in 2025	0.5

3.0 points

W/O SOY

INPUTS:

- Amount of water replenished locally (within the smaller watershed).
- Amount of water extracted (Leadership location) or Production volume (Total volume from Advanced Water Efficiency or Contributing Locations plants)).
- Evidence of replenishment project contracted before the end of Q2.
- Replenishment projects in the smaller watershed of each Leadership Location plant.

Data submission: **Bi-annual**

Validation: **KO LatAm**

Format: **Water Replenish Fact Sheet**

RESPONSIBILITY:

Inputs:
Experts Water KO LatAm

Targets:
N/A

EXPERTS:

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Pamela Canales
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GENERAL INFORMATION:

Only projects with investment from the Bottler, whether or not co-funded with KO, and that have a Fact Sheet or Pre-Fact Sheet quantified by a validator expert from the OU will be considered. The valid information will be that uploaded through the Copa Portal.

The replenishment projects and results will be taken (real replenished liters as of December 31, 2025, or pre-quantified [with a signed contract by June 30, 2025, and implementation before June 30, 2026]).

Water access and sanitation projects that comply with the Replenishment 2.0 guide (pre-quantified or quantified) can be included.

4.5 WATER REPLENISH

4.5.1	% of Water Replenish in 2025	2.0
4.5.2	Replenishment Project contracted before the end of Q2	0.5
4.5.3	% of Projects Contracted in Leadership Locations in 2025	0.5

3.0 points

W/O SOV

SOURCES OF VOLUMES:

The volumes will be taken from the following sources:

- ***Replenish Volume 2025:***
It will be taken from the Fact Sheet as long as the project is evidenced to be active in 2025 (contracted and pre-quantified or implemented and quantified).

- ***Water Consumed Volume 2025:***
It will be taken from KOsmos (12mm indicator) and applies only to the Leadership Locations.

- ***Production Volume 2025:***
It will be taken from KOsmos (12mm indicator) and applies only to the Contributing and Advanced Efficiency Locations..

4.5 WATER REPLENISH

4.5.1	% of Water Replenish in 2025	2.0
4.5.2	Replenishment Project contracted before the end of Q2	0.5
4.5.3	% of Projects Contracted in Leadership Locations in 2025	0.5

3.0 points

W/O SOY

FORMULA (Factor 4.5.1):

Points will be awarded to those Bottlers that have real replenishment (contracted and pre-quantified or implemented and quantified) in 2025, evidenced in a Fact Sheet, according to the formulas below:

If the plant is a Leadership Location (LL), the percentage is calculated as follows::

Formula 1: $\% \, Rep_{LL} = \frac{* \, Replenishment \; volume \; 2025}{Consumed \; water \; volume_{LL}}$

If the plant is an Advanced Efficiency or Contributing Location (non-LL), the percentage is calculated as follows:

Formula 2: $\% \, Rep_{Non \; LL} = \frac{Replenishment \; volume \; 2025}{Production \; volume_{Non \; LL}}$

For operations with more than one plant and at least one LL plant, the volume of the LL plant will be considered (Formula 1). If only non-LL plants are present, Formula 2 will be used.

For the categorization of each plant, the list of Leadership Locations defined in 2021 will be used.

(Check Annex 2 of LATAM-001 v6.0 Guidelines for Ti&SC Metrics for the LatAm Excellence Cup 2025)

4.5 WATER REPLENISH

4.5.1	% of Water Replenish in 2025	2.0
4.5.2	Replenishment Project contracted before the end of Q2	0.5
4.5.3	% of Projects Contracted in Leadership Locations in 2025	0.5

3.0 points

W/O SOV

POINTS ALLOCATION (Factor 4.5.1):

According to the replenishment percentage, for factor 4.5.1, up to a maximum of 1 point will be awarded based on the scale indicated below:

% Water Replenishment 2025	Points Earned
% ≥ 95%	2.0
75% ≤ % < 95%	1.5
50% ≤ % < 75%	1.0
30% ≤ % < 50%	0.5
% < 30%	0

4.5 WATER REPLENISH

4.5.1	% of Water Replenish in 2025	2.0
4.5.2	Replenishment Project contracted before the end of Q2	0.5
4.5.3	% of Projects Contracted in Leadership Locations in 2025	0.5

3.0 points

W/O SOY

ADDITIONAL DETAILS (Factor 4.5.2):

By the end of Q2, the Bottler must report evidence of having a contracted or ongoing Replenish project. The project must be in Leadership Locations if the Bottler has a Leadership Location.

The deadline for reporting the evidence is June 30, 2025.

POINTS ALLOCATION (Factor 4.5.2):

According to the Replenish project evidence in Leadership Locations by the end of Q2, 0.5 points will be awarded based on the table below:

Number of Plants with Existing Project (Until June 30)	Points Earned
At least 1 Replenish project in Leadership Locations	0.5
No Replenish projects in Leadership Locations	0

4.5 WATER REPLENISH

4.5.1	% of Water Replenish in 2025	2.0
4.5.2	Replenishment Project contracted before the end of Q2	0.5
4.5.3	% of Projects Contracted in Leadership Locations in 2025	0.5

3.0 points

W/O SOV

ADDITIONAL DETAILS (Factor 4.5.3):

The Bottler must demonstrate the existence of water replenishment project(s) (pre-quantified and contracted or actual by December 31, 2025) in at least 90% of the plants by the end of 2025 to earn the total amount of points through a Fact Sheet.

If the plant is a Leadership Location, it must have a project that replenishes the watershed from which the water used is extracted. If the plant is an Advanced Efficiency or Contributing Location, the project can replenish the watershed from the local area or any watershed at the national level..

For operations with plants of various categories, only the number of projects in Leadership Locations will be considered. If there are no Leadership Locations, the existing projects in each of the Advanced Efficiency or Contributing Location plants will be taken into account.

The classification of plants agreed upon for this metric will be aligned with each Bottler by no later than February 15, 2025.

4.5 WATER REPLENISH

4.5.1	% of Water Replenish in 2025	2.0
4.5.2	Replenishment Project contracted before the end of Q2	0.5
4.5.3	% of Projects Contracted in Leadership Locations in 2025	0.5

3.0 points

W/O SOV

POINTS ALLOCATION (Factor 4.5.3):

According to the number of existing projects for the total plants, up to a maximum of 0.5 point will be awarded for factor 4.5.3, based on the scale indicated below:

Amount of Plants with Existing Project (Real or Contracted)	Points Earned
% ≥ 90%	0.5
75% ≤ % < 90%	0.25
50% ≤ % < 75%	0.15
% < 50%	0

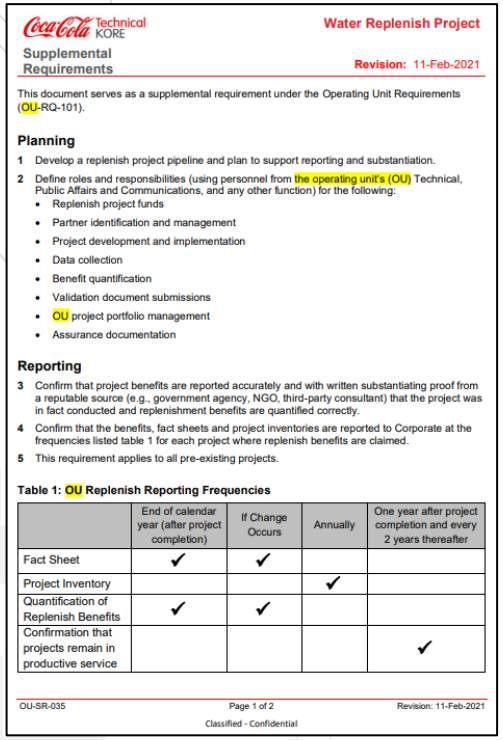
4.5 WATER REPLENISH

4.5.1	% of Water Replenish in 2025	2.0
4.5.2	Replenishment Project contracted before the end of Q2	0.5
4.5.3	% of Projects Contracted in Leadership Locations in 2025	0.5

3.0 points

W/O SOY

INTERNAL REQUIREMENT OR SR-035:



Coca-Cola Technical KORE — Water Replenish Project

Supplemental Requirements — Revision: 11-Feb-2021

This document serves as a supplemental requirement under the Operating Unit Requirements (OU-RQ-101).

Planning

1 Develop a replenish project pipeline and plan to support reporting and substantiation.

2 Define roles and responsibilities (using personnel from the operating unit's (OU) Technical, Public Affairs and Communications, and any other function) for the following:
- Replenish project funds
- Partner identification and management
- Project development and implementation
- Data collection
- Benefit quantification
- Validation document submissions
- OU project portfolio management
- Assurance documentation

Reporting

3 Confirm that project benefits are reported accurately and with written substantiating proof from a reputable source (e.g., government agency, NGO, third-party consultant) that the project was in fact conducted and replenishment benefits are quantified correctly.

4 Confirm that the benefits, fact sheets and project inventories are reported to Corporate at the frequencies listed table 1 for each project where replenish benefits are claimed.

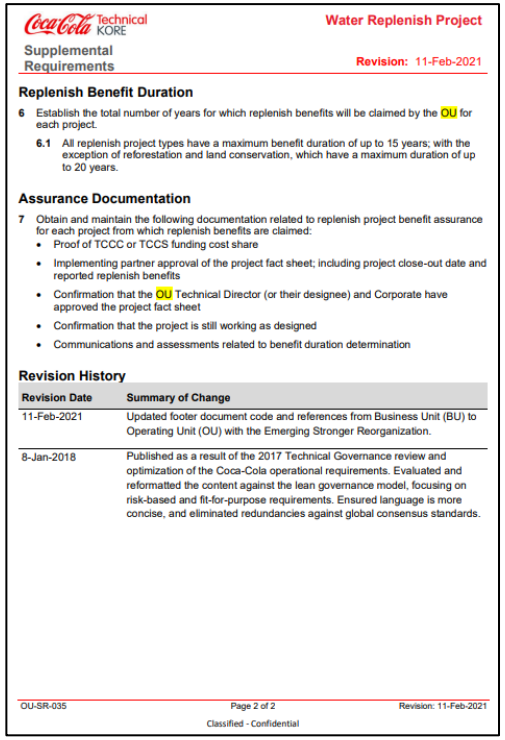
5 This requirement applies to all pre-existing projects.

Table 1: OU Replenish Reporting Frequencies

	End of calendar year (after project completion)	If Change Occurs	Annually	One year after project completion and every 2 years thereafter
Fact Sheet	✓	✓		
Project Inventory			✓	
Quantification of Replenish Benefits	✓	✓		
Confirmation that projects remain in productive service				✓

OU-SR-035 Page 1 of 2 Revision: 11-Feb-2021

Classified - Confidential



Coca-Cola Technical KORE — Water Replenish Project

Supplemental Requirements — Revision: 11-Feb-2021

Replenish Benefit Duration

6 Establish the total number of years for which replenish benefits will be claimed by the OU for each project.

6.1 All replenish project types have a maximum benefit duration of up to 15 years; with the exception of reforestation and land conservation, which have a maximum duration of up to 20 years.

Assurance Documentation

7 Obtain and maintain the following documentation related to replenish project benefit assurance for each project from which replenish benefits are claimed:
- Proof of TCCC or TCCS funding cost share
- Implementing partner approval of the project fact sheet; including project close-out date and reported replenish benefits
- Confirmation that the OU Technical Director (or their designee) and Corporate have approved the project fact sheet
- Confirmation that the project is still working as designed
- Communications and assessments related to benefit duration determination

Revision History

Revision Date	Summary of Change
11-Feb-2021	Updated footer document code and references from Business Unit (BU) to Operating Unit (OU) with the Emerging Stronger Reorganization.
8-Jan-2018	Published as a result of the 2017 Technical Governance review and optimization of the Coca-Cola operational requirements. Evaluated and reformatted the content against the lean governance model, focusing on risk-based and fit-for-purpose requirements. Ensured language is more concise, and eliminated redundancies against global consensus standards.

OU-SR-035 Page 2 of 2 Revision: 11-Feb-2021

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The KO LATAM Sustainability team will evaluate the submitted evidence based on the company's Replenish requirements and will define which competitors will be awarded points.

Reports and numbers must be submitted twice a year::

- **First report**: mid-year cut-off by June 30, 2025..
- **Second report**: Second report: year-end cut-off by November 30, 2025.

Projects submitted in the first report that do not meet the company's criteria will have time until the second report to make the necessary adjustments and be resubmitted to the LATAM Sustainability team via the "Uploads" section of the Copa de Excelencia portal.

After submitting the information in the second report, a final evaluation will be conducted, and the points to be awarded to each competitor will be determined.

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PILLAR

TRANSFORM OUR CULTURE

LATAM COPA DE EXCELENCIA 25

Coca-Cola Latin America

TRANSFORM OUR CULTURE

PILLAR WEIGHT

		2 POINTS
5.1	ZERO ON-SITE FATALITIES	0
5.2	ZERO RTM FATALITIES NEW	0
5.3	ZERO FOOD SAFETY EVENTS	0
5.4	DIVERSITY & INCLUSION	2.0

W/O SOV

Cup Enabler

5.1 ZERO ON-SITE FATALITIES

5.1.1 Zero fatalities “on site” in 2025 **(CUP ENABLER)**

0

0 point

W/O SOV

INPUTS:

- Records of fatality occurrences that happened On-Site at the Bottler, in line with the KORE PRP-RQ-130 EOSH Performance Measurements criteria from KORE.

Data submission	Validation	Format
Monthly	KO LatAm	Numerical records

RESPONSIBILITY:

Inputs:
Área QSE KO LatAm

Targets:
N/A

EXPERTS:

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Eduardo Bezzecchi
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GENERAL INFORMATION:

For a Bottler to be eligible for a place in the Excellence Cup ranking and compete for the grand champion spot, they must meet the condition of having had no on-site fatal accidents throughout the entire year of 2025.

CUP ENABLER: this metric compliance is a mandatory requirement to compete in the Excellence Cup; however, the metric itself is not scored.

5.2 ZERO RTM FATALITIES (INTERNAL CAUSE)

5.2.1 Zero preventable RTM fatalities in 2025 **(CUP ENABLER)** 0

0 point

W/O SOV

INPUTS:

- Records of fatalities occurring in the Bottler's RTM due to internal causes, in line with KORE OHS-RQ-155 Fleet Management. de KORE.
The guideline applies to any affected person, whether employee, contractor, visitor, or general public.

Data submission: **Monthly**

Validation: **KO LatAm**

Format: **Numerical records**

RESPONSIBILITY:

Inputs:
Área QSE KO LatAm

Targets:
N/A

EXPERTS:

Wendy Zumbado
wzumbado@coca-cola.com

Eduardo Bezzecchi
ebezzecchi@coca-cola.com

GENERAL INFORMATION:

A bottler who has experienced an RTM fatality due to internal causes may be exceptionally reconsidered for the Excellence Cup if they achieve outstanding performance in Road Safety through the execution of actionable RTM indicators. As an additional and even stronger case and consideration will be given for the implementation of Road Safety initiatives that involve and benefit the local community.

Before the end of the year, the interested bottler must submit evidence to the Safety leader of each zone of the OU. Any request will be reviewed by a committee that includes the OU Safety Senior Director, the Safety leader of each zone of the OU, the OU Governance Director, and the Technical Operations Director of each zone of the OU, and decisions will be analyzed on a case-by-case basis. If the application is accepted, **a 10 points score reduction will be applied in the total bottler´s score in the Cup** according to the guidelines of the Cup of Excellence team.

If more than one RTM fatality due to internal causes is reported by the same bottler, the above criteria will not apply, and the disqualification cannot be reversed.

CUP ENABLER: this metric compliance is a mandatory requirement to compete in the Excellence Cup; however, the metric itself is not scored.

5.3 ZERO FOOD SAFETY EVENTS

5.3.1 Zero Food Safety events **(CUP ENABLER)**

0

0 point

W/O SOV

INPUTS:

- Records of Food Safety related events that have been confirmed through an investigation.

Data submission	Validation	Format
Monthly	KO LatAm	Numerical records

RESPONSIBILITY:

Inputs:
Área QSE KO LatAm

Targets:
N/A

EXPERTS:

Wendy Zumbado
wzumbado@coca-cola.com

Eduardo Bezzecchi
ebezzecchi@coca-cola.com

GENERAL INFORMATION:

For a Coca-Cola LatAm Bottler to be eligible for a ranking position in the 2025 Copa de Excelencia and compete for the grand champion spot, they must meet the condition of NOT having any Food Safety events throughout the entire year of 2025.

CUP ENABLER: this metric compliance is a mandatory requirement to compete in the Excellence Cup; however, the metric itself is not scored.

5.4 DIVERSITY & INCLUSION

5.4.2 Women's Leadership ≥ 40%

2.0

2.0 points

W/O SOV

INPUTS:

- Organizational Chart of the Bottler's SLT level.

Data submission	Validation	Format
Bi-annual	KO D&I LatAm	Evidence

RESPONSIBILITY:

Inputs: Bottler

Targets: N/A

EXPERTS:

Fernanda Olsiewicz
feolsiewicz@coca-cola.com

GENERAL INFORMATION:

The Bottler must have a minimum of **40%** female representation in its Senior Executive Leadership Team (SLT), i.e.: CEO or President or Director and their direct reports.

The Bottler must upload to the Excellence Cup Portal its Executive Organizational Chart, considering its main executive and his or her direct reports, i.e., those who report directly to this person.

Organizational Chart Submission Dates: we will have 2 checkpoints to validate the metrics, since, due to turnover, restructuring or other reasons, Places may undergo changes:

- Initial Checkpoint: Deadline for submission of Org. Chart 2025/1 is June 30th **(1 POINT)**
- Final Checkpoint: Deadline for submission of Org. Chart 2025/2 is December 31st **(1 POINT)**

5.4 DIVERSITY & INCLUSION

5.4.2 Women's Leadership ≥ 40%

2.0

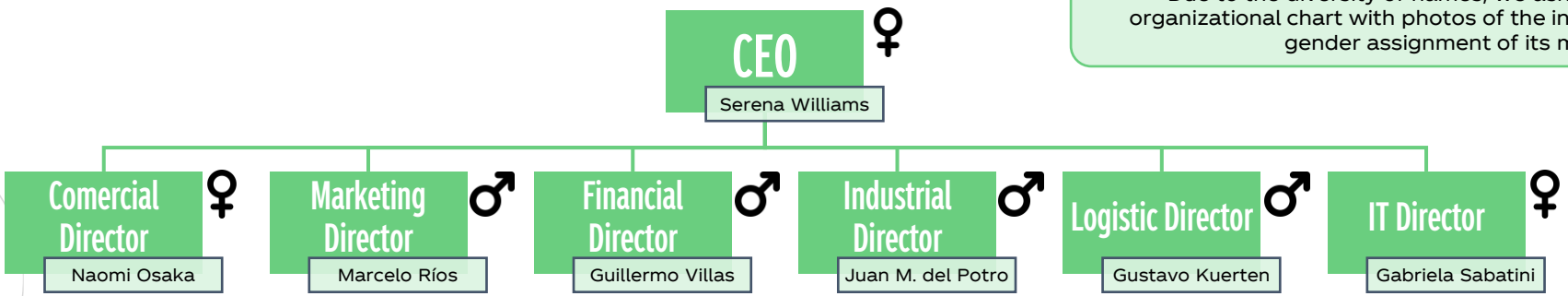
2.0 points

W/O SOV

EXAMPLE OF HOW TO EVIDENCE FEMALE LEADERSHIP:

Below is an example of how to demonstrate female leadership:

IMPORTANT:
Due to the diversity of names, we ask that you report the organizational chart with photos of the individuals and/or formal gender assignment of its members.



% WOMEN's LEADERSHIP = $\frac{3}{7}$ = **42.8%** ✓

LATAM COPA DE EXCELENCIA 25

Coca-Cola Latin America

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