LATAM

COPA DE EXCELENCIA 26

Coca-Cola Latin America

PLAYBOOK

version 3.0- en

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INTRO

The **LatAm Excellence Cup** reaches its sixth year and based on the rich feedback and learning obtained throughout 2025, we present the 2026 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 2026, we will continue with the structure of the past year by segmenting the 62 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 2025.	**26** Bottlers	**11** Markets	✓ Market Share KPIs
<150 MMUC	Bottlers with MARKET SHARE information **available** and NARTD volume **less than** 150 MMUC in 2025.	**18** Bottlers	**9** Markets	✓ Market Share KPIs
W/O SOV	Bottlers that do **NOT** have Market Share information available.	**17** Bottlers	**23** Markets	✗ Market Share KPIs

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>150 MMUC

Bottlers with MARKET SHARE information **available** and NARTD volume **exceeding** 150 MMUC in 2025.

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 Valle de México
FEMSA México Golfo
FEMSA México Monarca
FEMSA México Sureste

CENTER

ABI Honduras
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



NEW

>150 MMUC

Breakdown of Bottlers group divisions of the **>150 MMUC Cluster.**

To better balance competition, the rule establishes that, in order for a Bottler to divide its territories into smaller regions, each region must have a minimum **annual volume of 150 MMUC**. This is the case for **ARCA MEXICO**, **FEMSA MEXICO**, and **FEMSA BRASIL**, which together account for more than **70%** of LatAm's volume.

REQUIREMENTS:

- ❑ Each opening of the Bottler must have a minimum of 150 MMUC in a 12-month cycle;
- ❑ It is not possible to have zones participating in another cluster, i.e., if the Bottler wishes to have openings, all zones must compete at the >150 MMUC level.;
- ❑ Bottler openings must be available in the NSR and contain Nielsen information;
- ❑ Openings must comply with commercial structures at the director/manager level;
- ❑ The Bottler does not need to have openings if it does not consider it necessary.

    - ❑ List of metrics/targets that must contain openings:
        - ❑ Volume (NARTD, CCTM, CCZ, Flavors, Stills, Refillables)
        - ❑ Transactions
        - ❑ Revenue
        - ❑ Share (NARTD, CCTM, CCZ, Flavors, Stills, Refillables)
        - ❑ ICE
        - ❑ NPS
        - ❑ QSE1
        - ❑ All Fatalities metrics

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<150 MMUC

Bottlers with MARKET SHARE information **available** and NARTD volume **less than** 150 MMUC in 2025.

Bottlers competing in this cluster:

NORTH

COLIMA México
NAYAR TEPIC México
NOGALES México
RICA México
CDF México

CENTER

ABI El Salvador
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



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 **2026 Excellence Cup**:

>150 MMUC



- Champion of the Cluster
- Best Bottler Mexico Region
- Best Bottler Center Region
- Best Bottler South Cone Region
- Best Bottler Brazil Region

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

<150 MMUC



- Champion of the Cluster
- Best Bottler Mexico Region
- Best Bottler Center Region
- Best Bottler South Cone Region
- Best Bottler Brazil Region

- **USD$100K for celebration with team**

W/O SOV



- Champion of the Cluster

- **USD$70K for celebration with team**

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EXCELLENCE IN ACTION AWARD 2026

The **Excellence in Action** Award recognizes the **most outstanding Best Practice** shared during the **Meeting Points** of the LatAm 2026 Excellence Cup.

The Best Practices will be:

- Presented at **Meeting Points**
- Available in the **Best Practices** section of the Excellence Cup **Portal**

Voting will take place via an **Online Form**, in which:

- Each Bottler may have up to **5 votes**
- **1 vote per e-mail** will be counted

Each voter must select their 3 favorite Best Practices, ranking them according to their preference. Based on this ranking, points will be assigned as follows:

🥇 **1st place = 5 points**
🥈 **2nd place = 3 points**
🥉 **3rd place = 1 point**

The winning Best Practice will be the one that achieves the highest total score.

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SAFETY AWARD 2026

The Safety Award is a **recognition granted by the QSE area** to teams with the **best performance** in the LATAM **Safety Top Focus Areas**:

- CULTURE
- MACHINE GUARDING – LOTO
- RTM
- CONTRACTORS MANAGEMENT

The **percentage of completion** for each area equals **a score**.

The total score is obtained by adding the scores from the **4 areas**.

Example: 90% completion of « **Contractor Management** » expectations equals **90 points**.

Additional points are awarded to teams that have:

- Greatest improvement
- Greater participation from middle management
- Most innovative solution in risk management.

For more details, please **refer to the IT&SC Metrics Guidelines** for the 2026 Excellence Cup.

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GOVERNANCE

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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.

GOVERNANCE

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Based on these 4 pillars, the **Rules** for 2026 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.

TIE-BREAKING CRITERION

For tie-breaking purposes, values will be considered up to five decimal places.

In order for the Bottler to be ranked and eligible to compete for the LatAm 2026 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 & NON-FLEET OFF-SITE FATALITIES

>150 <150 WVSD

The Bottler must meet the condition of having **no** preventable RTM or non-fleet off-site 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 Bottlers 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 Bottlers 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.

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
3.5 – Fill Rate	3.5.1 Fill Rate	Upload = December 31th	Upload to the Portal.
4.6 – WATER REPLENISH	4.6.2 – % Total Replenishment (applies if you do not have HRL)	Upload = November 30th	Fact Sheet Upload into Cup's Portal
5.4 – WELL-BEING SCORE	5.4.1 – Well-being score vs. PY	1st Upload = June 30th 2nd Upload = November 30th	Evidence Upload into Cup's Portal

W/O SOV

Metric	Factor	Deadline	Data Submission
3.3 – CDE STRATEGY	3.3.1 – CPI	Every month	Upload to the portal.
4.6 – WATER REPLENISH	4.6.2 – % Total Replenishment (applies if you do not have HRL)	1st Upload = June 30th 2nd Upload = November 30th	Fact Sheet Upload into Cup's Portal
5.4 – WELL-BEING SCORE	5.4.1 – Well-being score vs. PY	1st Upload = June 30th 2nd Upload = November 30th	Evidence 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 2026.

Grow to win in the market

Propel	2X	Improve
EP Combos	Growth	Margins

Strategic Integration to offer E2E experiences to our ecosystem

Recruit Consumers faster

- Coca-Cola™ (including CCZ boost)
- Sparkling Flavors
- HST
- Nutrition
- ARTD

Disciplined innovation & Experience-Driven Marketing

Execute with Excellence

SMART-Transactions

- Win @ POS (reignite TT, win in MT & OP)
- Afforda-bility
- Single Serve
- Premium
- Commercial Capabilities

Occasion Based Platforms

Accelerate Business Imperatives

- LTRMs & Distribution Agreements
- ESG
- Data, Digital & Phygital
- Supply Chain & Productivity

Network Capabilities

Transform our Culture: PEOPLE, SAFETY & DIGITAL MINDSET

HUMAN CENTRICITY | INTEGRATION | SCALE

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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 %	20%	40 %	16 %	1 %
<150 MMUC					
W/O SOV	25 %	24%	36 %	13 %	2%

The 2026 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 2026 we will continue to focus on what matters most to the system and on simplicity.

93%
of KPIs focus on results
+2 p.p.

2
new metrics

76%
of KPIs remain unchanged
+27 p.p.

48%
aligned with the Candler Cup
-4 p.p.

92%
of the total factors will be calculated from official sources KO

35 factors with **official Coca-Cola** source calculation
3 factors with **Bottlers' input** calculation

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

OFFICIAL SOURCES FROM COCA-COLA		
#	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 VOLUME GROWTH	YTD Volume 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 CCO 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 COCA-COLA ZERO 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 (%)
2.5.1	SSD REFILLABLES GROWTH	YTD Volume Performance vs. YTD Target (BP Aligned KO)
2.5.2		Top Bottlers: S.O.V. Performance Opportunity Capture (%)
3.1.1	ICE	ICE LatAm (Range)
3.1.2		ICE LatAm (Cluster | Region Ranking)
3.2.1	COMBINED COVERAGE	*WIP*
3.3.1	COLD DRINK EQUIPMENT STRATEGY	CPI vs. Target
3.3.2		Coolers Total Park vs. Target
3.4.1	NET PROMOTER SCORE	Total NPS Performance vs. Target (≥ 65%)
3.4.2		Close the Loop Process for Detractor Customers (≥ 80%)
3.4.3		Customer Coverage
4.1.1	QSE1 SCORE	QSE1 Score ≥ 240
4.2.1	SUSTAINABLE PACKAGING	% PET System-Led Collection Rate (Range)
4.2.2		% recycled PET resin purchased
4.3.1	SUPPLY CHAIN	Gains with productivity initiatives > 0.50%
4.3.2		YTD Forecast Accuracy M-1 vs. YTD Target (BP aligned CPS)
4.4.1	DIGITAL B2B	Funnel adoption
4.4.2		Loyalty Engagement
4.5.1	DIGITAL B2C	YTD S.O.V. Grocery Delivery Digital B2C vs. YTD Target (BP Aligned KO)
4.6.1	WATER REPLENISH	Existence of replenishment projects
4.6.2a		Replenishment % in High Risk Locations (applies only if you have HRL)
5.1	ZERO ON-SITE FATALITIES	Zero On-Site Fatalities
5.2	ZERO RTM AND NON-ROAD OFF-SITE FATALITIES	Zero RTM & Non-Fleet Off-Site Fatalities
5.3	ZERO FOOD SAFETY EVENTS	Zero Food Safety Events

Factors (>150MMUC & <150MMUC) that will be calculated based on input **from Bottlers:**

BOTTLERS INPUT		
#	METRIC	FACTOR
3.5.1	FILL RATE	Fill Rate %
4.6.2b	WATER REPLENISH	Total replenishment % (applies if you do not have HRL)
5.4	WELL-BEING SCORE	Well-being score ≥ 1 ppt vs. Previous Year

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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.

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.

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>150 MMUC

<150 MMUC

METRICS

PILLAR
GROWTH

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>150 MMUC | <150 MMUC

GROWTH

PILLAR WEIGHT

		23 points
1.1	NARTD S.O.V. GROWTH	10.0
1.2	NARTD VOLUME GROWTH UPDATED	5.0
1.3	KO NARTD VALUE EQUATION	8.0

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:

Allan Abreu
alabreu@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, Coffee and/or water gallons ≥ 18.9L should not be included). Product categories under the official KO definition in force. Energetics enters the Share of Value category of NARTD KO.*

NOTA 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 2025

47.3

Share of Value YTD

October 2026

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.*** For tie-breaking purposes, values will be considered up to five decimal places.

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. Energetics enters the Share of Value category of NARTD KO.*

1.2 NARTD VOLUME GROWTH

1.2.1 YTD Volume Performance vs. YTD Target (BP aligned KO) 5.0

5.0 points

>150 MMUC

<150 MMUC

INPUTS:

- Monthly Data of Bottler's NARTD KO Total Volume Growth (in case units).
- Monthly Targets (BP aligned KO) for Bottler's NARTD KO Total Volume Growth (in case units).

Data submission: **Monthly**

Validation: **KO LatAm**

Format: **Numerical records**

RESPONSIBILITY:

Inputs:
KO Data & Analytics
KO Finance C&CL

Targets:
KO Planning LatAm

EXPERTS:

Allan Abreu
alabreu@coca-cola.com

GENERAL INFORMATION:

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

We will seek to reach the established targets (BP aligned KO) of volume growth.

NOTE: *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, energetic, Coffee or similar beverages and/or water gallons ≥ 18.9L should not be included). Product categories under the official KO definition in force.*

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 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:

Allan Abreu
alabreu@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.
NOTE 3: *IN case of having a BP with negative volume vs. PY, approved by KO, the Value Equation is calculated in the same way, but is conditioned on achieving the BP volume.*

PILLAR
RECRUIT CONSUMER FASTER

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>150 MMUC | <150 MMUC

RECRUIT CONSUMER FASTER

PILLAR WEIGHT

		20 points
2.1	SSD CCO GROWTH UPDATED	4.0
2.2	SPARKLING FLAVORS GROWTH	4.0
2.3	SSD COCA-COLA ZERO GROWTH	4.0
2.4	STILLS GROWTH	4.0
2.5	SSD REFILLABLES GROWTH UPDATED	4.0

2.1 SSD CCO 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 CCO Volume - YTD - Data obtained through KO's NSR LatAm (considers all channels currently measured in each of the territories).
- Share of Value YTD (SSD CCO KO / SSD COLAS Industry)

Data submission: **Monthly**

Validation: **KO Zone Hubs**

Format: **Numerical records**

RESPONSIBILITY:

Inputs:
KO Data & Analytics
KO Finance C&CL

Targets:
KO Planning LatAm

EXPERTS:

Allan Abreu
alabreu@coca-cola.com

GENERAL INFORMATION:

The YTD growth of the Bottler's **SSD CCO Volume** will be tracked, compared to the Target YTD. The information to be reported is the YTD result of the SSD CCO 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 CCO portfolio over the SSD COLAS Industry.***

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

2.1 SSD CCO 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 CCO S.O.V. Opportunity Capture, which is calculated using the following formula:

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

CALCULATION EXAMPLE (Factor 2.1.2):

October 2025

47.3

Share of Value YTD

October 2026

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 CCO 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 CCO 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 CCO*** *level at the end of the year. For tie-breaking purposes, values will be considered up to five decimal places.*

2.2 SPARKLING FLAVORS GROWTH

4.0 points

>150 MMUC

<150 MMUC

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

INPUTS:

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

- Share of Value YTD
(SSD Sparkling Flavors KO / SSD Sparkling Flavors Industry)

Data submission: **Monthly**

Validation: **KO Zone Hubs**

Format: **Numerical records**

RESPONSIBILITY:

Inputs:
KO Data & Analytics
KO Strategy LatAm

Targets:
KO Planning LatAm

EXPERTS:

Allan Abreu
alabreu@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 Flavors Industry.***

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 2025

47.3

Share of Value YTD

October 2026

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 COCA-COLA ZERO 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 NSR LatAm (considers all channels currently measured in each of the territories).

- Share of Value YTD
(SSD Coca-Zero / SSD Colas KO)

Data submission: **Monthly**

Validation: **KO Zone Hubs**

Format: **Numerical records**

RESPONSIBILITY:

Inputs:
KO Data & Analytics
KO Strategy LatAm

Targets:
KO Planning LatAm

EXPERTS:

Allan Abreu
alabreu@coca-cola.com

GENERAL INFORMATION:

The YTD growth of the Bottler's **SSD Coca-Cola Zero Volume** will be tracked, compared to the Target YTD. The information to be reported is the YTD result of the SSD Coca-Cola Zero Volume.

NOTE 1: *The Excellence Cup will assume the SSD Coca-Cola Zero portfolio of each Bottler to process the results, as long as the volume reported is effectively Coca-Cola Zero. Product categories under the official KO definition in force.* ***The processing will consider the Bottler's*** **SSD Coca-Cola Zero** ***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 COCA-COLA ZERO 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:

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

CALCULATION EXAMPLE (Factor 2.3.2):

October 2025

47.3

Share of Value YTD

October 2026

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 COCA-COLA ZERO 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 Coca-Cola Zero** 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 Coca-Cola Zero*** *level at the end of the year. For tie-breaking purposes, values will be considered up to five decimal places.*

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 NSR LatAm (considers all channels currently measured in each of the territories).
- Share of Value YTD (Stills KO / Stills Industry)

Data submission: **Monthly**

Validation: **KO Zone Hubs**

Format: **Numerical records**

RESPONSIBILITY:

Inputs:
KO Data & Analytics
KO Strategy LatAm

Targets:
KO Planning LatAm

EXPERTS:

Allan Abreu
alabreu@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, coffee 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 Industry. Energy drinks do not enter into the Stills KO category.***

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 2025

47.3

Share of Value YTD

October 2026

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** 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. For tie-breaking purposes, values will be considered up to five decimal places.*

2.5 SSD REFILLABLES GROWTH

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

4.0 points

>150 MMUC

<150 MMUC

INPUTS:

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

Data submission: **Monthly**

Validation: **KO Zone Hubs**

Format: **Numerical records**

RESPONSIBILITY:

Inputs:
KO Data & Analytics
KO Strategy LatAm

Targets:
KO Planning LatAm

EXPERTS:

Allan Abreu
alabreu@coca-cola.com

GENERAL INFORMATION:

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

NOTE 1: *The Excellence Cup will assume the portfolio with all Refillables SKUs of each Bottler to process the results related to the Refillables KPIs, provided that all categories are effectively Refillables .Product categories under the official KO definition in force.* ***The processing will consider the Bottler's SSD Refillables portfolio over the SSD KO.***

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

2.5 SSD REFILLABLES GROWTH

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

4.0 points

>150 MMUC

<150 MMUC

FORMULA (Factor 2.5.2):

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

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

CALCULATION EXAMPLE (Factor 2.5.2):

October 2025

47.3

Share of Value YTD

October 2026

49.4

Share of Value YTD

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

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

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

2.5 SSD REFILLABLES GROWTH

2.5.1	YTD Volume Performance vs. YTD Target (BP aligned KO)	2.0
2.5.2	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 SSD Refillables 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. Refillables KO*** *level at the end of the year.*

PILLAR

EXECUTE WITH EXCELLENCE

LATAM COPA DE EXCELENCIA 26

Coca-Cola Latin America

LATAM COPA DE EXCELENCIA 26

>150 MMUC | <150 MMUC

EXECUTE WITH EXCELLENCE

PILLAR WEIGHT

		40 points
3.1	ICE LATAM	25.0
3.2	COMBINED COVERAGE	5.0
3.3	COLD DRINK EQUIPMENT STRATEGY UPDATED	6.0
3.4	NET PROMOTER SCORE	2.0
3.5	FILL RATE NEW	2.0

3.1 ICE

3.1.1	ICE LatAm (Range)	15.0
3.1.2	ICE LatAm (Cluster | Region Ranking)	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.

Factor 3.1.1 – ICE LatAm (Range) will measure ICE LatAm performance from **April to December**, based on the **2026 PicOs.**

Factor 3.1.2 – ICE LatAm (Cluster | Region Ranking) will measure ICE LatAm performance **throughout the entire year**, considering **January to March based on the 2025 PicOs, and from April onward based on the 2026 PicOs**. A score of zero will be assigned to any month in which the result cannot be calculated due to lack of data.

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 (Cluster | Region Ranking)	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 ICE score, as follows:

ICE Score	April	May	June	July	August	September	October	November	December	TOTAL
ICE ≥ 85	0,98	1,12	1,28	1,53	1,71	1,88	2,00	2,20	2,30	15,00
80 ≤ ICE < 85	0,88	1,00	1,15	1,38	1,54	1,67	1,82	1,98	2,08	13,50
75 ≤ ICE < 80	0,78	0,90	1,02	1,22	1,37	1,50	1,61	1,75	1,85	12,00
70 ≤ ICE < 75	0,68	0,79	0,89	1,07	1,20	1,31	1,43	1,50	1,63	10,50
65 ≤ ICE < 70	0,59	0,68	0,77	0,92	1,03	1,10	1,20	1,31	1,40	9,00
60 ≤ ICE < 65	0,49	0,56	0,64	0,76	0,86	0,94	1,02	1,10	1,13	7,50
55 ≤ ICE < 60	0,40	0,45	0,51	0,61	0,68	0,75	0,80	0,88	0,92	6,00
50 ≤ ICE < 55	0,29	0,34	0,38	0,46	0,50	0,56	0,60	0,67	0,70	4,50
45 ≤ ICE < 50	0,20	0,23	0,26	0,30	0,32	0,38	0,40	0,44	0,47	3,00
40 ≤ ICE < 45	0,10	0,11	0,14	0,15	0,17	0,18	0,20	0,22	0,23	1,50
ICE < 40	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00

3.1 ICE

3.1.1	ICE LatAm (Range)	15.0
3.1.2	ICE LatAm (Cluster | Region Ranking)	10.0

25.0 points

>150 MMUC

<150 MMUC

POINTS ALLOCATION (Factor 3.1.2):

Points for the second factor are assigned by **cluster ranking per region** of ICE score, as follows:

North Region | Cluster >150 MMUC:

>150 MMUC

Ranking	January	February	March	April	May	June	July	August	September	October	November	December	TOTAL
1	0,25	0,35	0,45	0,55	0,65	0,75	0,90	1,00	1,10	1,20	1,35	1,45	**10,00**
2	0,23	0,32	0,41	0,50	0,59	0,68	0,81	0,90	0,99	1,08	1,22	1,31	**9,00**
3	0,20	0,28	0,36	0,44	0,52	0,60	0,72	0,80	0,88	0,96	1,08	1,16	**8,00**
4	0,18	0,25	0,32	0,39	0,46	0,53	0,63	0,70	0,77	0,84	0,95	1,02	**7,00**
5	0,15	0,21	0,27	0,33	0,39	0,45	0,54	0,60	0,66	0,72	0,81	0,87	**6,00**
6	0,13	0,18	0,23	0,28	0,33	0,38	0,45	0,50	0,55	0,60	0,68	0,73	**5,00**
7	0,10	0,14	0,18	0,22	0,26	0,30	0,36	0,40	0,44	0,48	0,54	0,58	**4,00**
8	0,08	0,11	0,14	0,17	0,20	0,23	0,27	0,30	0,33	0,36	0,41	0,44	**3,00**
9	0,05	0,07	0,09	0,11	0,13	0,15	0,18	0,20	0,22	0,24	0,27	0,29	**2,00**
10	0,03	0,04	0,05	0,06	0,07	0,08	0,09	0,10	0,11	0,12	0,14	0,15	**1,00**
11	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	**0,00**

3.1 ICE

3.1.1	ICE LatAm (Range)	15.0
3.1.2	ICE LatAm (Cluster | Region Ranking)	10.0

25.0 points

>150 MMUC

<150 MMUC

POINTS ALLOCATION (Factor 3.1.2):

Points for the second factor are assigned by **cluster ranking per region** of ICE score, as follows:

North Region | Cluster <150 MMUC:

<150 MMUC

Ranking	January	February	March	April	May	June	July	August	September	October	November	December	TOTAL
1	0,25	0,35	0,45	0,55	0,65	0,75	0,90	1,00	1,10	1,20	1,35	1,45	**10,00**
2	0,19	0,26	0,34	0,41	0,49	0,56	0,68	0,75	0,83	0,90	1,01	1,09	**7,50**
3	0,13	0,18	0,23	0,28	0,33	0,38	0,45	0,50	0,55	0,60	0,68	0,73	**5,00**
4	0,06	0,09	0,11	0,14	0,16	0,19	0,23	0,25	0,28	0,30	0,34	0,36	**2,50**
5	0	0	0	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 (Cluster | Region Ranking)	10.0

25.0 points

>150 MMUC

<150 MMUC

POINTS ALLOCATION (Factor 3.1.2):

Points for the second factor are assigned by **cluster ranking per region** of ICE score, as follows:

Center Region | Cluster <150 MMUC:

>150 MMUC

Ranking	January	February	March	April	May	June	July	August	September	October	November	December	TOTAL
1	0,25	0,35	0,45	0,55	0,65	0,75	0,90	1,00	1,10	1,20	1,35	1,45	**10,00**
2	0,19	0,26	0,34	0,41	0,49	0,56	0,68	0,75	0,83	0,90	1,01	1,09	**7,50**
3	0,13	0,18	0,23	0,28	0,33	0,38	0,45	0,50	0,55	0,60	0,68	0,73	**5,00**
4	0,06	0,09	0,11	0,14	0,16	0,19	0,23	0,25	0,28	0,30	0,34	0,36	**2,50**
5	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	**0,00**

<150 MMUC

Ranking	January	February	March	April	May	June	July	August	September	October	November	December	TOTAL
1	0,25	0,35	0,45	0,55	0,65	0,75	0,90	1,00	1,10	1,20	1,35	1,45	**10,00**
2	0,19	0,26	0,34	0,41	0,49	0,56	0,68	0,75	0,83	0,90	1,01	1,09	**7,50**
3	0,13	0,18	0,23	0,28	0,33	0,38	0,45	0,50	0,55	0,60	0,68	0,73	**5,00**
4	0,06	0,09	0,11	0,14	0,16	0,19	0,23	0,25	0,28	0,30	0,34	0,36	**2,50**
5	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	**0,00**

3.1 ICE

3.1.1	ICE LatAm (Range)	15.0
3.1.2	ICE LatAm (Cluster | Region Ranking)	10.0

25.0 points

>150 MMUC

<150 MMUC

POINTS ALLOCATION (Factor 3.1.2):

Points for the second factor are assigned by **cluster ranking per region** of ICE score, as follows:

South Cone Region:

>150 MMUC

Ranking	January	February	March	April	May	June	July	August	September	October	November	December	TOTAL
1	0,25	0,35	0,45	0,55	0,65	0,75	0,90	1,00	1,10	1,20	1,35	1,45	**10,00**
2	0,19	0,26	0,34	0,41	0,49	0,56	0,68	0,75	0,83	0,90	1,01	1,09	**7,50**
3	0,13	0,18	0,23	0,28	0,33	0,38	0,45	0,50	0,55	0,60	0,68	0,73	**5,00**
4	0,06	0,09	0,11	0,14	0,16	0,19	0,23	0,25	0,28	0,30	0,34	0,36	**2,50**
5	0	0	0	0	0	0	0	0	0	0	0	0	**0**

<150 MMUC

Ranking	January	February	March	April	May	June	July	August	September	October	November	December	TOTAL
1	0,25	0,35	0,45	0,55	0,65	0,75	0,90	1,00	1,10	1,20	1,35	1,45	**10,00**
2	0,17	0,23	0,30	0,37	0,43	0,50	0,60	0,67	0,73	0,80	0,90	0,97	**6,67**
3	0,08	0,12	0,15	0,18	0,22	0,25	0,30	0,33	0,37	0,40	0,45	0,48	**3,33**
4	0	0	0	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 (Cluster | Region Ranking)	10.0

25.0 points

>150 MMUC

<150 MMUC

POINTS ALLOCATION (Factor 3.1.2):

Points for the second factor are assigned by **cluster ranking per region** of ICE score, as follows:

Brazil Region:

>150 MMUC

Ranking	January	February	March	April	May	June	July	August	September	October	November	December	TOTAL
1	0,25	0,35	0,45	0,55	0,65	0,75	0,90	1,00	1,10	1,20	1,35	1,45	**10,00**
2	0,19	0,26	0,34	0,41	0,49	0,56	0,68	0,75	0,83	0,90	1,01	1,09	**7,50**
3	0,13	0,18	0,23	0,28	0,33	0,38	0,45	0,50	0,55	0,60	0,68	0,73	**5,00**
4	0,06	0,09	0,11	0,14	0,16	0,19	0,23	0,25	0,28	0,30	0,34	0,36	**2,50**
5	0	0	0	0	0	0	0	0	0	0	0	0	**0**

<150 MMUC

Ranking	January	February	March	April	May	June	July	August	September	October	November	December	TOTAL
1	0,25	0,35	0,45	0,55	0,65	0,75	0,90	1,00	1,10	1,20	1,35	1,45	**10,00**
2	0,17	0,23	0,30	0,37	0,43	0,50	0,60	0,67	0,73	0,80	0,90	0,97	**6,67**
3	0,08	0,12	0,15	0,18	0,22	0,25	0,30	0,33	0,37	0,40	0,45	0,48	**3,33**
4	0	0	0	0	0	0	0	0	0	0	0	0	**0**

3.2 COMBINED COVERAGE

3.2.1 Combined Coverage of Priority Portfolio (Imperdonables + Strategic) vs. Previous Year **5.0**

5.0 points

>150 MMUC

<150 MMUC

INPUTS:

• Combined Coverage of Priority Portfolio (Imperdonables + Strategic) in 2026 (Monthly)

Combined Coverage of the Priority Portfolio (Must-Wins + Strategic) in 2026, recalculated for 2025.

Data submission: **Monthly**

Validation: **KO LatAm**

Format: **Template**

RESPONSIBILITY:

Inputs:
Bottler via email

Targets:
N/A

EXPERTS:

Allan Abreu
alabreu@coca-cola.com

GENERAL INFORMATION:

The measurement from the current official LatAm KO tool will be used to calculate Combined Coverage, and the data will always be reprocessed according to the current/active version of the tool.

Under this metric, we will be tracking the activation of all customers across the Traditional, Modern, and On-Premise channels of each Bottler, with the products that make up the priority imperdonable portfolio.The measurement for assigning points for this metric will consider the months from April to December (9 months).

If the Imperdonable Combined Coverage is higher than the previous year for each channel, then the Bottler will earn the points for that month and will be able to accumulate them throughout the year.

3.2 COMBINED COVERAGE

3.2.1 Combined Coverage of Priority Portfolio (Imperdonables + Strategic) vs. Previous Year **5.0**

5.0 points

>150 MMUC

<150 MMUC

FORMULA:

The compliance with Combined Coverage of the Priority Portfolio (Imperdonables + Strategic) is determined by the following premise:

If the POINT OF SALE has sales in the month for ALL the ROLES of the Priority Imperdonable Portfolio by channel, then it meets the premise of Combined Coverage of the Priority Portfolio.

For the final calculation of the Bottler's Combined Coverage, we use the following formula across the different channels (Traditional, Modern, and On-Premise):

$$\textbf{\% Combined Coverage By channel} = \frac{\text{Sum of Stores with Combined Coverage in the Priority Portfolio}}{\text{Sum of Total Stores in the Channel (the formula is repeated for the three channels)}}$$

NOTE: The Priority *Imperdonable* Portfolio used for Combined Coverage is the same as the one used in the ICE metric.

3.2 COMBINED COVERAGE

3.2.1 Combined Coverage of Priority Portfolio (Imperdonables + Strategic) vs. Previous Year **5.0**

5.0 points

>150 MMUC

<150 MMUC

POINTS ALLOCATION

The Combined Coverage measurement will take place over the 9 months of 2026, from April to December, broken down by Traditional, Modern, and On-Premise channels. **Points are accumulated on a monthly basis.**

The 5.0 possible points for this metric will be distributed across the 9 months and by channel, considering whether the Bottler manages to exceed the Combined Coverage of the same month in the previous year, as shown in the tables below:

Traditional Trade Does the Bottler grow versus the previous year?	April	May	June	July	August	September	October	November	December	TOTAL
Yes	0.22	0.22	0.22	0.22	0.22	0.22	0.22	0.23	0.23	**2.0**
No	0	0	0	0	0	0	0	0	0	**0**

Modern Trade Does the Bottler grow versus the previous year?	April	May	June	July	August	September	October	November	December	TOTAL
Yes	0.22	0.22	0.22	0.22	0.22	0.22	0.22	0.23	0.23	**2.0**
No	0	0	0	0	0	0	0	0	0	**0**

On Premise Does the Bottler grow versus the previous year?	April	May	June	July	August	September	October	November	December	TOTAL
Yes	0.11	0.11	0.11	0.11	0.11	0.11	0.11	0.11	0.12	**1.0**
No	0	0	0	0	0	0	0	0	0	**0**

3.2 COMBINED COVERAGE

3.2.1 Combined Coverage of Priority Portfolio (Imperdonables + Strategic) vs. Previous Year **5.0**

5.0 points

>150 MMUC

<150 MMUC

TEMPLATE

The bottler must send the established template to the metric expert, respecting the **Data Sharing** windows defined for the Excellence Cup.
The template will be available in the portal library.

					Universo total de clientes			Clientes que Cumplen el portafolio (imperdonable + estrategico)			Cobertura Combinada		
Code	Bottler	Zone	Cluster	Mês	MODERNO	TRADICIONAL OFF	ON PREMISE	MODERNO	TRADICIONAL OFF	ON PREMISE	MODERNO	TRADICIONAL OFF	ON PREMISE
	Bottler 01	Zona 01	> 150 MMUC	202501	367	25.096	8.521	97	3.448	352	26,4%	13,7%	4,1%
	Bottler 01	Zona 01	> 150 MMUC	202502	370	24.892	8.672	114	3.882	368	30,8%	15,6%	4,2%
	Bottler 01	Zona 01	> 150 MMUC	202503	371	24.831	8.785	110	4.829	437	29,6%	19,4%	5,0%
	Bottler 01	Zona 01	> 150 MMUC	202504	347	17.134	5.588	205	2.614	469	59,1%	15,3%	8,4%
	Bottler 01	Zona 01	> 150 MMUC	202505	346	17.187	5.624	209	2.768	538	60,4%	16,1%	9,6%
	Bottler 01	Zona 01	> 150 MMUC	202506	374	24.708	9.143	93	3.834	494	24,9%	15,5%	5,4%
	Bottler 01	Zona 01	> 150 MMUC	202507	246	24.227	8.383	136	4.350	948	55,3%	18,0%	11,3%
	Bottler 01	Zona 01	> 150 MMUC	202508	247	24.191	8.427	138	4.547	942	55,9%	18,8%	11,2%
	Bottler 01	Zona 01	> 150 MMUC	202509	194	36.404	14.843	61	3.766	620	31,4%	10,3%	4,2%
	Bottler 01	Zona 01	> 150 MMUC	202510	250	24.150	8.543	143	5.148	1.004	57,2%	21,3%	11,8%
	Bottler 01	Zona 01	> 150 MMUC	202511	250	24.060	8.552	152	4.711	855	60,8%	19,6%	10,0%
	Bottler 01	Zona 01	> 150 MMUC	202512	250	24.024	8.553	153	5.121	951	61,2%	21,3%	11,1%
	Bottler 01	Zona 01	> 150 MMUC	202601									
	Bottler 01	Zona 01	> 150 MMUC	202602									
	Bottler 01	Zona 01	> 150 MMUC	202603									
	Bottler 01	Zona 01	> 150 MMUC	202604									
	Bottler 01	Zona 01	> 150 MMUC	202605									
	Bottler 01	Zona 01	> 150 MMUC	202606									
	Bottler 01	Zona 01	> 150 MMUC	202607									
	Bottler 01	Zona 01	> 150 MMUC	202608									
	Bottler 01	Zona 01	> 150 MMUC	202609									
	Bottler 01	Zona 01	> 150 MMUC	202610									
	Bottler 01	Zona 01	> 150 MMUC	202611									
	Bottler 01	Zona 01	> 150 MMUC	202612									

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3.3 COLD DRINK EQUIPMENT STRATEGY

3.3.1	CPI (Range)	3.0
3.3.2	Total Coolers Park vs. Target	3.0

6.0 points

>150 MMUC

<150 MMUC

INPUTS:

- Bottlers CPI.
- *Total Park of Coolers per Bottler.
- Purchases of coolers 2026.

Data submission: **Monthly**

Validation: **KO LatAm**

Format: **Numerical records**

RESPONSIBILITY:

Inputs:
E2E Coolers LatAm

Targets:
Experts KO LatAm

EXPERTS:

Marina de Oliveira
mardeoliveira@coca-cola.com

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.

3.3 COLD DRINK EQUIPMENT STRATEGY

3.3.1	CPI (Range)	3.0
3.3.2	Total Coolers Park vs. Target	3.0

6.0 points

>150 MMUC

<150 MMUC

POINTS ALLOCATION (Factor 3.3.1):

Points for the first factor relating to the CPI will be awarded based on the following premise, using **official data available at the close of the Cup**:

CPI Range	Obtained Points
CPI < 80%	**0**
80% ≤ CPI < 85%	**1.0**
85% ≤ CPI < 90%	**2.0**
CPI ≥ 90%	**3.0**

* The final CPI figures considered for the allocation of points will be those for December 2026.

3.3 COLD DRINK EQUIPMENT STRATEGY

3.3.1	CPI (Range)	3.0
3.3.2	Total Coolers Park vs. Target	3.0

6.0 points

>150 MMUC

<150 MMUC

POINTS ALLOCATION (Factor 3.3.2):

Points for the second factor relating to the Total Cooler Park will be awarded based on the following premise, using **official data available at the close of the Cup**:

Result	Obtained Points	
Does not meet the BP for Coolers 2026 purchases	**0**	*E2E Arrivals with Q0*
Complies with the Coolers 2026 **purchasing BP**	**1.0**	
Reaches the Total CDE **target**	**2.0**	*Total Park CDE E2E* (Coolers+Vending+Fountain+Others)
Reaches the **target increase** in Total CDE	**3.0**	

NOTE 1: *The objectives will be agreed jointly with shopping centers and manufacturers.*
NOTE 2: *Points earned are not cumulative.*
NOTE 3: *CDE is the sum of Coolers, Vending Machines, Post Mix/Fountains, and Other KO Refrigeration Equipment.*
NOTE 4*: If Bottler revises the purchasing plan (number of doors), the Doors BP must be greater than or equal to the Cooler BP.*

* The final CPI and Total Coolers figures considered for the allocation of points will be those for December 2026.

3.4 NET PROMOTER SCORE

3.4.1	Total NPS Performance vs. Target (≥ 65%)	1.0
3.4.2	Close the Loop Process for Detractor Customers (≥ 80%)	0.5
3.4.3	Customer Coverage	0.5

2.0 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: **Customer Gauge**

RESPONSIBILITY:

Inputs: Expert

Targets: N/A

EXPERTS:

Juan Morales
juanmorales@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.

NOTE: *Only data properly recorded in CustomerGauge and corresponding to Bottler operations that hold the NPS Certification will be considered for the NPS metric (deadline to obtain certification: June 1, 2026).As of June 1, 2026, data from operations that do not hold this certification will not be considered valid for the NPS metric.*

3.4 NET PROMOTER SCORE

3.4.1	Total NPS Performance vs. Target (≥ 65%)	1.0
3.4.2	Close the Loop Process for Detractor Customers (≥ 80%)	0.5
3.4.3	Customer Coverage	0.5

2.0 points

>150 MMUC

<150 MMUC

ADDITIONAL INFORMATION (Factor 3.4.1):

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

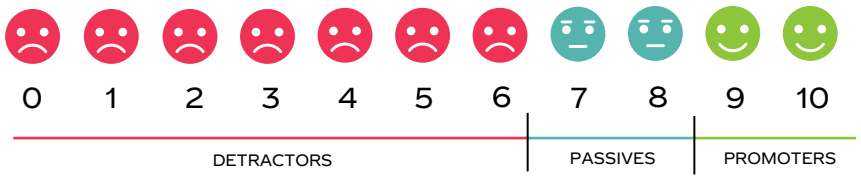
On a scale of 0 to 10, how likely would you be to recommend (Bottler name)'s services to another customer?

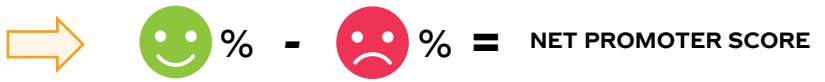
0 1 2 3 4 5 6 7 8 9 10

Not likely **Very likely**

FORMULA (Factor 3.4.1):

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:





3.4 NET PROMOTER SCORE

3.4.1	Total NPS Performance vs. Target (≥ 65%)	1.0
3.4.2	Close the Loop Process for Detractor Customers (≥ 80%)	0.5
3.4.3	Customer Coverage	0.5

2.0 points

> 150 MMUC

< 150 MMUC

POINTS ALLOCATION (Factor 3.4.1):

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:

Range de NPS	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.*

3.4 NET PROMOTER SCORE

3.4.1	Total NPS Performance vs. Target (≥ 65%)	1.0
3.4.2	Close the Loop Process for Detractor Customers (≥ 80%)	0.5
3.4.3	Customer Coverage	0.5

2.0 points

>150 MMUC

<150 MMUC

ADDITIONAL INFORMATION (Factor 3.4.2):

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.*

3.4 NET PROMOTER SCORE

3.4.1	Total NPS Performance vs. Target (≥ 65%)	1.0
3.4.2	Close the Loop Process for Detractor Customers (≥ 80%)	0.5
3.4.3	Customer Coverage	0.5

2.0 points

>150 MMUC

<150 MMUC

ADDITIONAL INFORMATION (Factor 3.4.2):

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.

3.4 NET PROMOTER SCORE

3.4.1	Total NPS Performance vs. Target (≥ 65%)	1.0
3.4.2	Close the Loop Process for Detractor Customers (≥ 80%)	0.5
3.4.3	Customer Coverage	0.5

2.0 points

> 150 MMUC

< 150 MMUC

FORMULA (Factor 3.4.2):

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**:

$$\textbf{\% of Clientes to whom the Close the Loop process has been applied} = \frac{\text{total number of detractor customers that the Close the Loop process was applied } \textbf{to from April to December}}{\text{total number of detractor customers from } \textbf{April to December}}$$

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 3.4.2.

3.4 NET PROMOTER SCORE

3.4.1	Total NPS Performance vs. Target (≥ 65%)	1.0
3.4.2	Close the Loop Process for Detractor Customers (≥ 80%)	0.5
3.4.3	Customer Coverage	0.5

2.0 points

> 150 MMUC

< 150 MMUC

POINTS ALLOCATION (Factor 3.4.2):

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%**	0.50
between **50%** and **80%**	0.25
under **50%**	0

3.4 NET PROMOTER SCORE

3.4.1	Total NPS Performance vs. Target (≥ 65%)	1.0
3.4.2	Close the Loop Process for Detractor Customers (≥ 80%)	0.5
3.4.3	Customer Coverage	0.5

2.0 points

> 150 MMUC

< 150 MMUC

FORMULA (Factor 3.4.3):

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:

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

ASSIGNMENT OF POINTS (Factor 3.4.3):

The Bottler must apply the NPS questionnaire to at least 30% of the **TRADITIONAL** Channel customer base before the end of 2026. The score will be awarded based on the ranges indicated in the following table:

Customer Coverage Range	Points
≥ 30%	0.5
between 12% and 29%	Proporcional from 0.2 to 0.5
12%	0.2
< 12%	0

3.5 FILL RATE

3.5.1	Upload Fill Rate Data	1.0
3.5.2	% de Fill Rate	1.0

2.0 points

>150 MMUC

<150 MMUC

INPUTS:

- Fill Rate percentage for the Modern Off-Premise channel of national Key Account customers.
- Sell-in volume by Key Account in UC/CF(All customer inputs must follow the same measurement concept).
- Details on whether it is aligned with the KA through evidence uploaded to the Excellence Cup portal once a year.

Data submission	Validation	Format
Montlhy	KO LatAm	Number + Evidence

RESPONSABILIDAD:

Inputs:
Embotellador

Targets:
-

EXPERTS:

Moises Fernandes
moisesfernandes@coca-cola.com

GENERAL INFORMATION:

This metric will evaluate the growth of our service level across major Key Account chains. It is a logistics metric that measures a company's efficiency in fulfilling customer orders, both in terms of quantity and timeliness. Essentially, it indicates the percentage of orders delivered correctly and on time in relation to the total number of orders received.
The Fill Rate must be aligned with both the customer and the KA in order to be validated by the expert. At the same time, the Bottler must detail the Sell-in volume by KA. Otherwise, the evidence will be rejected.

The following rules must be considered when measuring Fill Rate:
1.Adopt each customer's rules.
2. Always align the rules with the customer first.
3. Consider the original volume requested by the KA.

3.5 FILL RATE

3.5.1	Upload Fill Rate Data	1.0
3.5.2	% de Fill Rate	1.0

2.0 points

>150 MMUC

<150 MMUC

MEASUREMENT PERIOD:

The factor will be measured monthly, from **July through December**.

The evidence related to this metric must be submitted in December, so that the metric expert can validate the information and the Bottler can be eligible to receive the points for factor 3.5.2.

TEMPLATE USED IN THE PORTAL

This template will be available in the Portal under Data Sharing to be completed by the Bottlers. The light yellow fields must be filled in manually. The gray fields will already be pre-filled with the names of the mandatory customer chains to be reported.

Month	Bottler	Customer	Fill Rate	Volumen (UC/CF)	aligned with the KA?
07/2026	Bottler #1	Cadena #1			
07/2026	Bottler #1	Cadena #2			
07/2026	Bottler #1	Cadena #3			
07/2026	Bottler #1	Cadena #4			

3.5 FILL RATE

3.5.1	Upload Fill Rate Data	1.0
3.5.2	% de Fill Rate	1.0

2.0 points

>150 MMUC

<150 MMUC

FÓRMULA:

The formula below is used to calculate the Fill Rate reported by the Bottlers in the Portal:

$$\text{\% Fill Rate} = \frac{\text{Total volume delivered correctly}}{\text{Total volume requested from the Modern Off-Premise Channel}}$$

EVIDENCIA:

The Bottler must upload evidence of alignment with its customers to the Copa portal once a year.

Evaluation phase	Deadline
Second Semestre	31/12/2026

3.5 FILL RATE

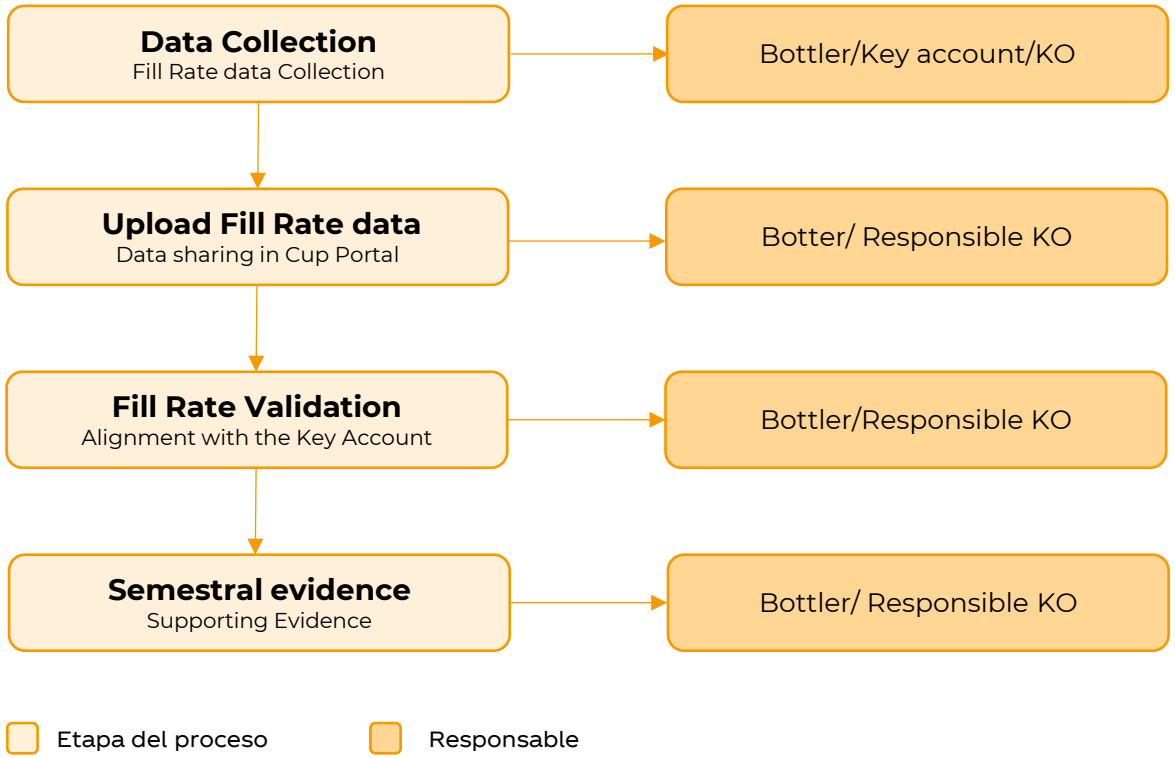
3.5.1	Upload Fill Rate Data	1.0
3.5.2	% de Fill Rate	1.0

2.0 points

>150 MMUC

<150 MMUC

INFORMATION FLOW:



Periods

Country Alignment.
May/June

Metric training
July

Measurement Period
July - December

3.5 FILL RATE

3.5.1	Upload Fill Rate Data	1.0
3.5.2	% de Fill Rate	1.0

2.0 points

>150 MMUC

<150 MMUC

ADDITIONAL INFORMATION (Factor 3.5.1):

This factor evaluates whether the Bottler completed the Fill Rate data for all national Key Account chains throughout the measurement period.

To earn the points for this factor, the Bottler must monthly complete all Sell-In Volumes for each chain and, on a monthly basis, report the Fill Rate corresponding to at least 70% of the volume of the chains designated for the Copa de Excelencia. Any missing information for a chain or a month during the measurement period will result in no points being awarded for this factor.

POINTS ALLOCATION (Factor 3.5.1):

National Key Accounts	July	August	September	October	November	December	TOTAL
Uploads Fill Rate data every month, covering chains that represent at least 70% of the volume of the Expected Customers.	0,16	0,16	0,16	0,16	0,16	0,20	**1,00**
Fails to upload Fill Rate data on a monthly basis, or, when uploaded, the reported chains do not account for at least 70% of the total volume of the chains included in the Copa de Excelencia.	0	0	0	0	0	0	**0**

3.5 FILL RATE

3.5.1	Upload Fill Rate Data	1.0
3.5.2	% de Fill Rate	1.0

2.0 points

>150 MMUC

<150 MMUC

CALCULATION EXAMPLES (Factor 3.5.1 – EXAMPLE 1):

	0,16	0,16	0,16	0,16	0,16	0,20	
National Key Accounts	July	August	September	October	November	December	TOTAL
Uploads Fill Rate data every month, covering chains that represent at least 70% of the volume of the Expected Customers.	✓	✗	✓	✗	✓	✗	0.48

CALCULATION EXAMPLES (Factor 3.5.1 – EXAMPLE 2):

	0,16	0,16	0,16	0,16	0,16	0,20	
National Key Accounts	July	August	September	October	November	December	TOTAL
Uploads Fill Rate data every month, covering chains that represent at least 70% of the volume of the Expected Customers.	✗	✗	✗	✗	✗	✓	0.20

3.5 FILL RATE

3.5.1	Upload Fill Rate Data	1.0
3.5.2	% de Fill Rate	1.0

2.0 points

>150 MMUC

<150 MMUC

CALCULATION EXAMPLES (Factor 3.5.1 – EXAMPLE 3):

	0,16	0,16	0,16	0,16	0,16	0,20	
National Key Accounts	July	August	September	October	November	December	TOTAL
Uploads Fill Rate data every month, covering chains that represent at least 70% of the volume of the Expected Customers.	✓	✓	✓	✓	✓	✓	1.0

CALCULATION EXAMPLES (Factor 3.5.1 – EXAMPLE 4):

	0,16	0,16	0,16	0,16	0,16	0,20	
National Key Accounts	July	August	September	October	November	December	TOTAL
Uploads Fill Rate data every month, covering chains that represent at least 70% of the volume of the Expected Customers.	✓	✓	✓	✓	✓	✓	0

3.5 FILL RATE

3.5.1	Upload Fill Rate Data	1.0
3.5.2	% de Fill Rate	1.0

2.0 points

>150 MMUC

<150 MMUC

ADDITIONAL INFORMATION (Factor 3.5.2):

This factor measures the Bottler's Fill Rate percentage, considering its performance across national Key Account chains within the Modern Off-Premise channel. The calculation is based on a weighted average of each chain's Fill Rate, using volume in Unit Cases or Physical Cases as the weighting factor, as detailed below.

POINTS ALLOCATION (Factor 3.5.2):

The scores below are awarded on a monthly basis. Therefore, the Bottler may accumulate up to 1.0 point over the six-month period (July to December), provided that the Fill Rate remains within the highest performance range (≥ 95%) in every month of the measurement period.

Fill Rate Range	Points
≥ 95%	**1.0**
between 85% y 95%	Proportional (see table on the next slide)
< 85%	0

Trigger: A month will be considered for the Fill Rate calculation only if ≥ 70% of the account volumes have been completed and validated with the customer.

3.5 FILL RATE

3.5.1	Upload Fill Rate Data	1.0
3.5.2	% de Fill Rate	1.0

2.0 points

>150 MMUC

<150 MMUC

POINTS ALLOCATION (Factor 3.5.2):

Range	July	August	September	October	November	December	TOTAL
Fill Rate ≥ 95	0,14	0,15	0,16	0,17	0,18	0,20	1,00
94 ≥ Fill Rate < 95	0,13	0,14	0,15	0,15	0,16	0,18	0,91
93 ≥ Fill Rate < 94	0,11	0,12	0,13	0,14	0,15	0,16	0,82
92 ≥ Fill Rate < 93	0,10	0,11	0,12	0,12	0,13	0,15	0,73
91 ≥ Fill Rate < 92	0,09	0,10	0,10	0,11	0,11	0,13	0,64
90 ≥ Fill Rate < 91	0,08	0,08	0,09	0,09	0,10	0,11	0,55
89 ≥ Fill Rate < 90	0,06	0,07	0,07	0,08	0,08	0,09	0,46
88 ≥ Fill Rate < 89	0,05	0,05	0,06	0,06	0,07	0,07	0,36
87 ≥ Fill Rate < 88	0,04	0,04	0,04	0,05	0,05	0,05	0,27
86 ≥ Fill Rate < 87	0,03	0,03	0,03	0,03	0,03	0,04	0,18
85 ≥ Fill Rate < 86	0,01	0,01	0,01	0,02	0,02	0,02	0,09
Fill Rate < 85	0,00	0,00	0,00	0,00	0,00	0,00	0,00

3.5 FILL RATE

3.5.1	Upload Fill Rate Data	1.0
3.5.2	% de Fill Rate	1.0

2.0 points

>150 MMUC

<150 MMUC

CALCULATION EXAMPLES (Factor 3.5.2 – EXAMPLE 1):

Input:

Month	Bottler	Customer	Fill Rate	Volumen (UC/CF)	Alignment with the Key Account?
July	Bottler 1	Carrefour	92,0%	1000	N
July	Bottler 1	GPA	91,5%	2000	Y
July	Bottler 1	Assai	85,0%	3000	N
July	Bottler 1	Atacadão	91,5%	4000	Y
July	Bottler 1	Sam's Club	93,0%	10000	Y
		TOTAL	**92,4%**	**20000**	

Check Trigger

Volumen Total (Fill Rate + Alignment) = $\frac{16000}{20000}$ = **80,0%**

Fill Rate Calculation

Fill Rate = $\frac{(91,5\%*2000) + (91,5\%*4000) + (93,0\%*10000)}{2000 + 4000 + 10000}$ = **92,4%**

(≥ 70% of total volume is reported and aligned = Check)
(0.10 point in July, according to the table)

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3.5 FILL RATE

3.5.1	Upload Fill Rate Data	1.0
3.5.2	% de Fill Rate	1.0

2.0 points

>150 MMUC

<150 MMUC

CALCULATION EXAMPLES (Factor 3.5.2 – EXAMPLE 2):

Input:

Month	Bottler	Customer	Fill Rate	Volumen (UC/CF)	Alignment with the Key Account?
July	Bottler 1	Carrefour		1000	
July	Bottler 1	GPA	91,5%	2000	Y
July	Bottler 1	Assai	85,0%	3000	N
July	Bottler 1	Atacadão		4000	
July	Bottler 1	Sam's Club	93,0%	10000	Y
		TOTAL		20000	

Check Trigger

Volumen Total (Fill Rate + Alignment) = $\frac{12.000}{20.000}$ = **60,0%**

Not eligible for points due to failure to meet the 70% Trigger requirement.

3.5 FILL RATE

3.5.1	Upload Fill Rate Data	1.0
3.5.2	% de Fill Rate	1.0

2.0 points

>150 MMUC

<150 MMUC

CALCULATION EXAMPLES (Factor 3.5.2 – EXAMPLE 3):

Input:

Month	Bottler	Customer	Fill Rate	Volumen (UC/CF)	Alignment with the Key Account?
July	Bottler 1	Carrefour		1000	
July	Bottler 1	GPA		2000	
July	Bottler 1	Assai	85,0%	3000	N
July	Bottler 1	Atacadão	91,5%	4000	Y
July	Bottler 1	Sam's Club	93,0%	10000	Y
		TOTAL	**92,6%**	**20000**	

Check Trigger

$$\text{Volumen Total (Fill Rate + Alignment)} = \frac{14000}{20000} = 70,0\%$$

Fill Rate Calculation

$$\text{Fill Rate} = \frac{(91,5\%*4000) + (93,0\%*10000)}{4000 + 10000} = 92,6\%$$

(≥ 70% of total volume is reported and aligned = Check)
(0.10 point in July, according to the table)

3.5 FILL RATE

3.5.1	Upload Fill Rate Data	1.0
3.5.2	% de Fill Rate	1.0

2.0 points

>150 MMUC

<150 MMUC

CALCULATION EXAMPLES (Factor 3.5.2 – EXAMPLE 4):

Input:

Month	Bottler	Customer	Fill Rate	Volumen (UC/CF)	Alignment with the Key Account?
July	Bottler 1	Carrefour			
July	Bottler 1	GPA			
July	Bottler 1	Assai			
July	Bottler 1	Atacadão	91,5%	4000	Y
July	Bottler 1	Sam's Club	93,0%	10000	Y
		TOTAL	92,6%	14000	

Not eligible for points due to incomplete volume information.

PILLAR

ACCELERATE BUSINESS IMPERATIVES

LATAM COPA DE EXCELENCIA 26

Coca-Cola Latin America

LATAM COPA DE EXCELENCIA 26

>150 MMUC

<150 MMUC

ACCELERATE BUSINESS IMPERATIVES

PILLAR WEIGHT

		16 points
4.1	QSE1 SCORE	4.0
4.2	SUSTAINABLE PACKAGING	3.0
4.3	SUPPLY CHAIN	3.0
4.4	DIGITAL B2B	2.0
4.5	DIGITAL B2C	2.0
4.6	WATER REPLENISH	2.0

4.1 QSE1 SCORE

4.1.1 QSE1 Score ≥ 240 points

4.0

4.0 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:
Área QSE KO LatAm

Targets:
N/A

EXPERTS:

Wendy Zumbado
wzumbado@coca-cola.com

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 2026.

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.

4.1 QSE1 SCORE

4.1.1 QSE1 Score ≥ 240 points

4.0

4.0 points

>150 MMUC

<150 MMUC

DETALLES ADICIONALES :

The QSE1 score is composed of QSE metrics totaling 270 points, plus GAO metrics totaling 30 points, for a maximum possible total of 300 points:

QSE

CMU (90 points)
Reach or exceed the goal = **90 points**
Reach 98 % of the goal = **70 points**
Reach 95 % of the goal = **45 points**
Reach < 95 % of the goal = **0 points**

SEVERE INJURIES (ONSITE) (90 points)
0 Severe Injuries = **90 points**
>1 Severe Injuries = **0 Points***

(A bottler who had a Severe Injury may be exceptionally considered to get a maximum of 45 points if they achieve outstanding performance in Leading indicators, depending each case)

WUR TOTAL (45 points)
Reach or *exceed* goal and improve vs PY = **45 points**
No reach goal but Improve vs PY = **30 points**
Reach goal but no PY = **15 points**
No reach goal and no improvement vs PY = **0 points**

ABSOLUTE CARBON EMISSION (45 points)
Reach or *exceed* goal and improve vs PY = **45 points**
No reach goal but Improve vs PY = **30 points**
Reach goal but no PY = **15 points**
No reach goal and no improvement vs PY = **0 points**

GAO

QFS: 0 HR and 0 Majors findings, 0 repeat findings and audit facet result "Meet" = **10 points**

Safety (Manufacturing and RTM): 0 HR and 0 Majors findings, 0 repeat findings and audit facet result "Meet" =**10 points**

Environmental 0 HR and 0 Majors findings, 0 repeat findings and audit facet result "Meet" = **5 points**

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

CAPS OVERDUE
No CAPS overdue = **5 points**
>1 CAP overdue = **0 points**

4.1 QSE1 SCORE

4.1.1 QSE1 Score ≥ 240 points **4.0**

4.0 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 2026 Guidelines from the KO Technical Department for more details on the metrics and calculation*

4.2 SUSTAINABLE PACKAGING

4.2.1	% PET System-Led Collection Rate 2026 (Range)	1.5
4.2.2	% recycled PET resin purchased	1.5

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).
- Total amount of Purchased recycled PET resin

Data submission: **Quarterly/Monthly**

Validation: **KO LatAm**

Format: **Numerical records**

RESPONSIBILITY:

Inputs:
Area Sustainability LatAm

Targets:
N/A

EXPERTS:

Lorena Velasco (LatAm)
lovelasco@coca-cola.com

Cesar Espinoza
ceespinoza@coca-cola.com

Sandra Catalina Bayer (rPET) (Latam)
sbayer@coca-cola.com

Ilse Alejandra Medina (North)
ilmedina@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 2025 - 2026”. 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 2025 - 2026” 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.

4.2 SUSTAINABLE PACKAGING

4.2.1	% PET System-Led Collection Rate 2026 (Range)	1.5
4.2.2	% recycled PET resin purchased	1.5

3.0 points

>150 MMUC

<150 MMUC

FORMULA (Factor 4.2.1):

Pet System-Led Collection Rate:

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

SLCR: System-Lead Collection Rate

CALCULATION EXAMPLE (Factor 4.2.1):

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

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

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4.2 SUSTAINABLE PACKAGING

4.2.1	% PET System-Led Collection Rate 2026 (Range)	1.5
4.2.2	% recycled PET resin purchased	1.5

3.0 points

>150 MMUC

<150 MMUC

POINTS ALLOCATION (Factor 4.2.1):

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 2026.

Ranges of % Pet System-Led Collection Rate	Points Earned
% > 60%	**1.5** points
40% < % ≤ 60%	**0.75** points
20% < % ≤ 40%	**0.5** points
% ≤ 20%	**0** points

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

4.2 SUSTAINABLE PACKAGING

4.2.1	% PET System-Led Collection Rate 2026 (Range)	1.5
4.2.2	% recycled PET resin purchased	1.5

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 rPET processing infrastructure, the collection program should preferably be connected to the raw material source of our rPET suppliers/processors within the same country, ensuring that the recycled resin comes from locally collected bottles. Resins from other countries will not be considered. This approach seeks to promote circularity, reduce the carbon footprint, and strengthen local collection chains. Even so, in keeping with our commitment, we will continue to consider programs that support large-scale collection within their respective countries and territories.*

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 2025 – 2026."**

It is **IMPORTANT** to review the **"Packaging Sustainability Metrics Guidelines 2025 – 2026"** for detailed global requirements that need to be met. Contact the Zone or Franchise Sustainability Leads for the most updated version of this.

4.2 SUSTAINABLE PACKAGING

4.2.1	% PET System-Led Collection Rate 2026 (Range)	1.5
4.2.2	% recycled PET resin purchased	1.5

3.0 points

>150 MMUC

<150 MMUC

FORMULA (Factor 4.2.2):

For the purposes of this factor, only recycled PET resin purchased by Bottlers during the reporting period will be considered.

$$\text{\% rPET} = \frac{\text{Amount of recycled PET (rPET) purchased (in tons)}}{\text{Total PET Purchased (Virgin PET + Recycled PET) (in Tons)}} \times 100$$

CALCULATION EXAMPLE (Factor 4.2.2):

% rPET	
Amount of recycled PET (rPET) purchased (in tons)	800
Total PET Purchased (Virgin PET + Recycled PET) (in Tons)	1800

$$\text{\% rPET} = \frac{800}{1800} \times 100 = 30{,}7\%$$

4.2 SUSTAINABLE PACKAGING

4.2.1	% PET System-Led Collection Rate 2026 (Range)	1.5
4.2.2	% recycled PET resin purchased	1.5

3.0 points

>150 MMUC

<150 MMUC

POINTS ALLOCATION (Factor 4.2.2):

% rPET	Assigned Points
Meet goal and > 23% (rpet LATAM Goal)	1.5
> 10% or ≥ 23% (rpet LATAM Goal)	1.0
rPet = 10%	0.5

NOTE: Each bottler has its own Rpet target, and there is also a Latam target. To reach 1.5 points, the bottler needs to reach its own target and exceed the Latam target of 23%.

4.3 SUPPLY CHAIN

4.3.1	Financial gains with productivity initiatives higher than 0.50%	1.5
4.3.2	YTD Forecast Accuracy M-1 vs. YTD Target (BP aligned CPS)	1.5

3.0 points

>150 MMUC

<150 MMUC

INPUTS:

- Financial savings due to projects and/or productivity initiatives (USD)
- Gross Sales Revenue (USD)*
- Forecast Accuracy data from the CPS LATAM Forecast Accuracy dashboard.

Data submission: **Quarterly**

Validation: **KO Supply Chain LatAm**

Format: **Numerical records**

RESPONSIBILITY:

Inputs:
KO Supply Chain LatAm Dashboard FA

Targets:
Supply Chain CPS LATAM

EXPERTS:

Emanuel Vital (Brazil)
evital@coca-cola.com

Gabriela Lizeth Gutiérrez (Norte)
gabrgutierrez@coca-cola.com

Mariana Quesada (Center)
maquesada@coca-cola.com

Roberto WaChong (South)
rwachong@coca-cola.com

Ma. Isabel Gavidia (Forecast Accuracy)
mgavidia@coca-cola.com

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$ 139 MM** in productivity projects in 2026.

To accompany this metric, participants' performance will be evaluated in one dimension: Forecast Accuracy Index.

*except for alcoholics.

4.3 SUPPLY CHAIN

4.3.1	Financial gains with productivity initiatives higher than 0.50%	1.5
4.3.2	YTD Forecast Accuracy M-1 vs. YTD Target (BP aligned CPS)	1.5

3.0 points

>150 MMUC

<150 MMUC

FORMULA (Factor 4.3.1):

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 2025 and 2026 and the savings generated during the 12-month period from their implementation). So, if a project starts in April 2025, it can only be considered for savings until March 2026.

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.**

4.3 SUPPLY CHAIN

4.3.1 Financial gains with productivity initiatives higher than 0.50% — **1.5**

4.3.2 YTD Forecast Accuracy M-1 vs. YTD Target (BP aligned CPS) — **1.5**

3.0 points

>150 MMUC

<150 MMUC

POINTS ALLOCATION (Factor 4.3.1):

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

Savings Levels	Points Earned
% ≥ 0.50%	1.5
0.25% ≤ % < 0.50%	1.0
0.01% ≤ % < 0.25%	0.5
0% o no reportado	0

ADDITIONAL INFORMATION (Reporting):

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				

4.3 SUPPLY CHAIN

4.3.1	Financial gains with productivity initiatives higher than 0.50%	1.5
4.3.2	YTD Forecast Accuracy M-1 vs. YTD Target (BP aligned CPS)	1.5

3.0 points

>150 MMUC

<150 MMUC

FORMULA (Factor 4.3.2):

% **Forecast Accuracy:** Percentage accuracy measure between actual sales and projections (M0, M-1, M-2).

*__Forecast M-1:__ Sales or volume projection made one month before the month under analysis (M0).

$$\%FA = \left[1 - \frac{|\text{Volumen Real} - \text{Forecast}|}{\text{Volumen Real}}\right] \times 100$$

POINTS ALLOCATION (Factor 4.3.2):

Does Forecast Accuracy M-1 meet the target?	Points Earned
Yes	1.5
No	0

4.3 SUPPLY CHAIN

4.3.1	Financial gains with productivity initiatives higher than 0.50%	1.5
4.3.2	YTD Forecast Accuracy M-1 vs. YTD Target (BP aligned CPS)	1.5

3.0 points

>150 MMUC

<150 MMUC

EXAMPLE (Factor 4.3.2):

Bottler	%FA M-1	Annual M-1 Target	vs. Target	Meets Target?	Points Earned
A	82%	80%	+2	YES	1.5
B	80%	80%	0	YES	1.5
C	85%	80%	+5	YES	1.5
D	79%	80%	-1	NO	0

Points are awarded based on compliance with the % Forecast Accuracy M-1 with respect to the established annual Target.

- If the Bottler **reaches or exceeds the target value** (≥ Target), they are awarded **1.5 points**.
- If the Bottler **does not reach the target value** (< Target), **0 points** are assigned.

4.3 SUPPLY CHAIN

4.3.1	Financial gains with productivity initiatives higher than 0.50%	1.5
4.3.2	YTD Forecast Accuracy M-1 vs. YTD Target (BP aligned CPS)	1.5

3.0 points

>150 MMUC

<150 MMUC

ADDITIONAL INFORMATION (Factor 4.3.2):

Working **in alignment and collaborating as a single system** allows us to **improve our accuracy and optimize resources**, consolidating the profitability of the business as an engine of growth that takes us, in the best way and on time, to **our consumers**.

By sharing common goals and processes:

- We plan inventories, promotions, and supplies better.
- We reduce operational risks and unnecessary costs.
- We increase commercial effectiveness and strengthen customer service.

This alignment not only gives us better metrics, it also drives profitability and positions us to grow together, maximizing benefits for the entire system.

4.4 DIGITAL B2B

4.4.1	% Funnel Adoption	1.0
4.4.2	% Loyalty Engagement	1.0

2.0 points

>150 MMUC

<150 MMUC

INPUTS:

Funnel adoption:
Measurement of customer adherence event who purchase at least 70% of suggested SKUs/Drop Size through the Suggested Order button on the B2B platform.

Loyalty Engagement:
Measurement % of customers who completed at least one challenge out of the total number of customers with Digital Loyalty Coverage.

Data submission: **July to December**

Validation: **KO B2B LATAM**

Format: **Numerical records**

RESPONSIBILITY:

Inputs:
Área B2B KO LatAm

Targets:
Área B2B KO LatAm

Evaluation Period:
- **Funnel Adoption:** Q4 2026 (October and December)
- **Loyalty Engagement** Q4 2026 Weighted Average (Oct, Nov y Dec)

EXPERTS:

Emilia Malina
(emalina@coca-cola.com)

Francisco Rodríguez
(josefrrodriguez@coca-cola.com)

GENERAL INFORMATION:

With this metric, bottlers will be evaluated on how they increase Digital Adoption by moving traditional trade customers along the B2B funnel (from Buyers to Digitally Engaged Customers).

Funnel Adoption tracks customers who purchase at least 70% of the SKUs suggested through the Suggested Order button on the B2B platform. The Suggested Order feature generates an incremental revenue of 2-3%.

Loyalty Engagement measures customer engagement, considering as engaged those who have completed at least one challenge in the digital loyalty program within the month. It is calculated as the percentage of customers who completed at least one challenge in relation to the total number of customers enrolled in the digital loyalty program. Loyalty programs have been proven to drive adoption and generate an additional 3% to 4% in revenue.

4.4 DIGITAL B2B

4.4.1	% Funnel Adoption	1.0
4.4.2	% Loyalty Engagement	1.0

2.0 points

>150 MMUC

<150 MMUC

FORMULA (Factor 4.4.1):

Points will be awarded for the factors based on the % B2B Funnel Adoption, which is calculated using the following formula:

$$\left(\frac{\text{Total T.T. customers with 70\% Suggested Order via Button}}{\text{T.T. monthly buyers on B2B digital platform}} \right) \times 100$$

ADDITIONAL INFORMATION (Factor 4.4.1):

- Only customers who purchase 70% of the suggested SKUs using the Suggested Order (SO) button are considered.
- The metric measures conscious adoption, via the Suggested Order (SO) button on the B2B platform. Where you can edit the suggested order by adjusting SKUs and/or their dropsize to reach at least 70% of the total suggested (SKUs and/or dropsize), including the KO portfolio + Distribution Agreements.
- The function of the replenishment engine is to minimize the impact of out-of-stocks at the customer level by ensuring the optimal assortment according to their order history.
- The replacement engine must include 100% of the historical SKUs considering at least one period of the last 3 months at the customer level. For customers without the last 3 months of history (new customers), the portfolio must consider 100% of the Picos

4.4 DIGITAL B2B

4.4.1	% Funnel Adoption	1.0
4.4.2	% Loyalty Engagement	1.0

2.0 points

>150 MMUC

<150 MMUC

POINTS ALLOCATION (Factor 4.4.1):

Period: During Q4, in October if it reaches 13% it secures 0.5pts, and by the end of December if it hits or exceeds the result of 16% it secures 1pt

Points for the % funnel adoption factor will be awarded based on the ranges below:

Range	Points
< 13%	0.0
≥ 13%	0.5
≥ 16 %	1.0

4.4 DIGITAL B2B

4.4.1	% Funnel Adoption	1.0
4.4.2	% Loyalty Engagement	1.0

2.0 points

>150 MMUC

<150 MMUC

FORMULA (Factor 4.4.2):

Points will be awarded for the factors based on the % of B2B Loyalty Engagement, which is calculated using the following formula:

$$\left(\frac{\text{Number of customers who completed at least one challenge}}{\text{Customers with loyalty coverage}} \right) \times 100$$

ADDITIONAL INFORMATION (Factor 4.4.2):

- Unique users sent.
- The metric considers as “engaged” the customers who have completed at least one challenge within the Loyalty program during the analyzed period (monthly), out of the total number of customers enrolled in the digital loyalty program.
- Only customers with active access to the Loyalty program are included.

4.4 DIGITAL B2B

4.4.1	% Funnel Adoption	1.0
4.4.2	% Loyalty Engagement	1.0

2.0 points

>150 MMUC

<150 MMUC

POINTS ALLOCATION (Factor 4.4.2):

TRIGGER: The bottler must have a minimum of 50% Digital Loyalty Coverage in order to earn points for this KPI.

Periodo: Q4 Acumulated (Oct, Nov y Dec 2026) Weighted Average

Points for the % loyalty engagement factor will be awarded based on the ranges below:

Range	Points
≤ 20%	0.0
20% < % ≤ 30%	0.5
30.1% < % ≤ 40%	0.7
> 40 %	1.0

4.5 DIGITAL B2C

4.5.1 YTD S.O.V. Grocery Delivery Digital B2C vs. YTD Target (BP aligned KO) **2.0**

2.0 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:
Area B2C KO LatAm

Targets:
Area B2C KO LatAm

EXPERTS:

Ana Sabina Tobares
atobares@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 target for this metric will be set by the bottler, taking into account the YTD for December 2025 and a previously agreed growth rate.

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.

4.5 DIGITAL B2C

4.5.1 YTD S.O.V. Grocery Delivery Digital B2C vs. YTD Target (BP aligned KO) **2.0**

2.0 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	2.0	**2.0**
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.

4.6 WATER REPLENISH

4.6.1	Existence of replenishment projects	0.5
4.6.2a	Replenishment % in High Risk Locations (applies only if you have HRL)	1.5
4.6.2b	Total replenishment % (applies if you do not have HRL)	1.5

2.0 points

>150 MMUC

<150 MMUC

INPUTS:

- Existence of a contracted or implemented resupply project.
- Amount of water extracted (High Risk Location or "HRL")
- Production volume (Advanced Water Efficiency Plants and/or Contributing Locations).
- Amount of water replenished at high-risk locations.
- Amount of water replenished in the country.

Data submission: **Bi-annual**

Validation: **KO LatAm**

Format: **Water Replenish Fact Sheet**

RESPONSIBILITY:

Inputs:
-Experts Water KO LatAm
-Bottlers (proyectos específicos)

Targets:
Experts Water KO LatAm

EXPERTS:

LATAM	Ana Márquez amarquez@coca-cola.com Gabriela Delgado gadelgado@coca-cola.com Fabiana Monge fabmonge@coca-cola.com
NORTH	Arantxa Lorences arlorences@coca-cola.com
BRASIL	Katielle Haffner kahaffner@coca-cola.com
CENTER	Fabiana Monge fabmonge@coca-cola.com
SOUTH	Fabiana Monge fabmonge@coca-cola.com

GENERAL INFORMATION:

Only projects where there is investment by the Bottler, whether or not co-funded with KO, and that have a Fact Sheet or Pre-Fact Sheet quantified by the implementer (projects under 50 ML) or by an OU validation expert (projects equal to or greater than 50 ML) will be considered.
KEY STEPS: 1) The KO team will use the KO Sustainability replenishment projects database and share that list with the local KO teams. **2)** The Bottler validates the list with its sustainability team and/or local PACS team to confirm the existing projects in the database and identify whether any project from its area is missing. **3)** For projects that are not included in the database, the Bottler must upload them through the Copa Portal in order for them to be considered. **4)** For Bottlers where there are no additional projects, the KO team will automatically upload the score within the indicated deadlines.
Quantified replenishment projects and results (actual replenished liters as of December 31, 2026) or pre-quantified projects (with contracts signed by June 30, 2026 and implementation before June 30, 2027) will be considered for indicator 4.5.1. For indicator 4.5.2., contracts may have a later date, as long as they are signed before December 30, 2026.
Water access and sanitation projects that comply with the Replenishment 2.0 guideline may be included (pre-quantified or quantified).

4.6 WATER REPLENISH

4.6.1	Existence of replenishment projects	0.5
4.6.2a	Replenishment % in High Risk Locations (applies only if you have HRL)	1.5
4.6.2b	Total replenishment % (applies if you do not have HRL)	1.5

2.0 points

>150 MMUC

<150 MMUC

SOURCES OF VOLUMES AND RISK CATEGORIZATION:

- ***Replenish Volume 2026:***

It will be taken from the Fact Sheet as long as the project is evidenced to be active in 2026 (contracted and pre-quantified or implemented and quantified).

- ***Water Consumed Volume 2026:***

It will be taken from KOsmos (12mm indicator) and applies only to the High Risk Locations.

- ***Production Volume 2026:***

It will be taken from KOsmos (12mm indicator) and applies only to the Contributing and Advanced Efficiency Locations..

EVALUATION PHASES:

The KO LATAM Sustainability team will evaluate the information available in the database or on the cup portal (only for new projects submitted by the bottler) based on the Company's Replenish requirements and will determine which competitors will be awarded points. The final score is the sum of the points from Phase 1 plus the points obtained from Phase 2.

Evaluation pase	Deadline	Required evidence	Review deadline	Maximum score
Phase 1: Project Existence Factor 4.6.1	30/6/2026	Any of the 3: **If it is not available in the official Replenishment source** • Signed project contract • Pre-Factsheet • Factsheet	30/7/2026	0.5
Phase 2: % Replenishment Factor 4.6.2a (HRL) Factor 4.6.2b (Total)	30/11/2026	Any of the 2: • Quantified Pre-Factsheet • Quantified Factsheet	30/12/2026	1.5

4.6 WATER REPLENISH

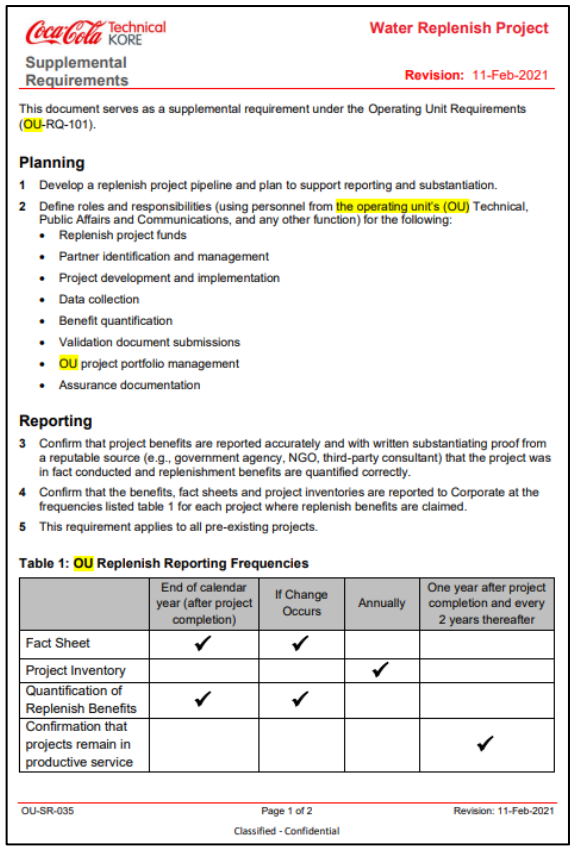
4.6.1	Existence of replenishment projects	0.5
4.6.2a	Replenishment % in High Risk Locations (applies only if you have HRL)	1.5
4.6.2b	Total replenishment % (applies if you do not have HRL)	1.5

2.0 points

>150 MMUC

<150 MMUC

The instructions in **INTERNAL REQUIREMENT OU-SR-035** must be followed:



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.

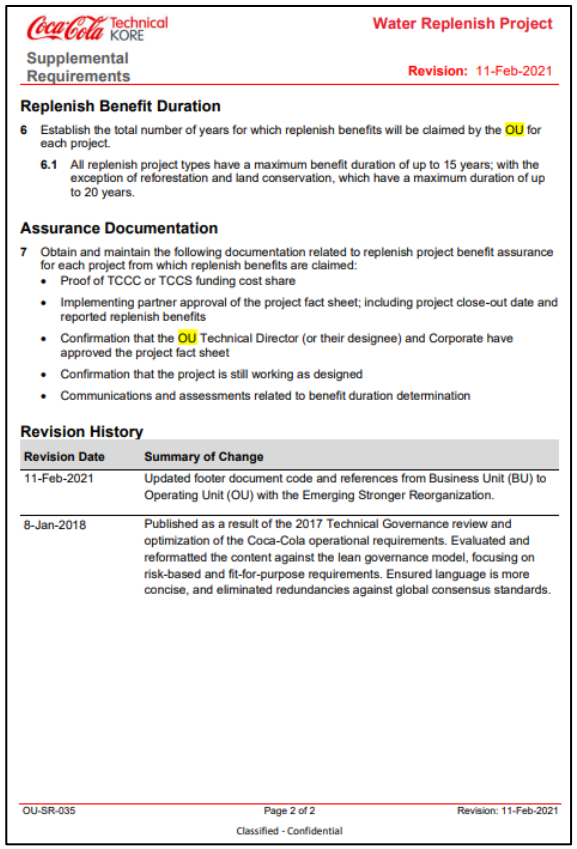
5 This requirement applies to all pre-existing projects.

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				✓

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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 risk categorization defined in 2024 will be used to categorize each plant as a high-risk location, advanced efficiency location, or contributing location.

4.6 WATER REPLENISH

4.6.1	Existence of replenishment projects	0.5
4.6.2a	Replenishment % in High Risk Locations (applies only if you have HRL)	1.5
4.6.2b	Total replenishment % (applies if you do not have HRL)	1.5

2.0 points

>150 MMUC

<150 MMUC

ADDITIONAL INFORMATION (Factor 4.6.1):

Points will be awarded to Bottlers who have at least one replenishment project in their operations, evidenced by a signed contract, quantified pre-factsheet, or quantified factsheet.

If the block to be evaluated has HRL plants, the project must be located in the smaller watershed of one of the HRL plants. If it does not have HRL, the project may be located in other watersheds in the same country.

Valid evidence and projects will be those that exist in the database or are uploaded to the Cup Portal by June 30, 2026.

POINTS ALLOCATION (Factor 4.6.1):

Result	Points earned
Do you have a project on at least one location? *(if you have any HRL, it must be in the lower basin of one of these plants)*	0.5
No projects	0

4.6 WATER REPLENISH

4.6.1	Existence of replenishment projects	0.5
4.6.2a	Replenishment % in High Risk Locations (applies only if you have HRL)	1.5
4.6.2b	Total replenishment % (applies if you do not have HRL)	1.5

2.0 points

>150 MMUC

<150 MMUC

ADDITIONAL INFORMATION (Factor 4.6.2a) – applies only if you have HRL:

Points will be awarded to Bottlers based on the number of HRL plants with 100% or more replenishment vs. water usage volume per plant. The replenishment volume must be reported using a Factsheet or pre-Factsheet and evidence that it is located in the HRL's smaller watershed. For example: Map showing the location of the project and the plant, project coordinates.

To evaluate the % of replenishment of HRL plants, the volume replenished in the smaller basin of that plant will be taken and divided by the plant's water consumption, according to Formula 1. Points will be awarded according to this result being equal to or greater than 100% for each HRL plant.

$$\text{Formula 1: } \%\ Rep_{HRL} = \frac{Replenishment\ Volume\ 2026}{Consumed\ Water\ Volume_{HRL}}$$

Valid evidence and projects will be those that exist in the database or are uploaded to the Cup Portal by November 30, 2026.

POINTS ALLOCATION (Factor 4.6.2a):

# of HRL	1 point	1.5 points
1	1 location at 50%-99%*	1 location at 100%
2	N/A	1 location at 100%
3	1 location at 100%	2 locations at 100%
4	1 location at 100%	2 locations at 100%
5	2 locations at 100%	3 locations at 100%

Nota: *Only Bottlers with 1 HRL will be accepted for partial replenishment.*

4.6 WATER REPLENISH

4.6.1	Existence of replenishment projects	0.5
4.6.2a	Replenishment % in High Risk Locations (applies only if you have HRL)	1.5
4.6.2b	Total replenishment % (applies if you do not have HRL)	1.5

2.0 points

>150 MMUC

<150 MMUC

INFORMACIONES ADICIONALES (Factor 4.6.2b) – aplica solo si no tiene HRL:

Se otorgará points a aquellos Embotelladores de acuerdo con el porcentaje de reabastecimiento vs volumen de producción del total de las plantas que componen el bloque. El volumen de reabastecimiento debe estar reportado mediante una Factsheet o pre-Factsheet.

Para evaluar el % de reabastecimiento total, se tomará el volumen reabastecido en el país y se dividirá entre el volumen de producción de las plantas, según la Fórmula 2. Se otorgarán points conforme el % alcanzado.

$$\text{Fórmula 2: } \%\ Rep_{Non\ HRL} = \frac{Volumen\ de\ replenishment\ 2026}{Vol\ de\ producción_{Non\ HRL}}$$

Las evidencias y proyectos válidos serán los que existan en la base de datos o sean subidos en el Portal de la Copa al 30 de noviembre de 2026.

ASIGNACIÓN DE points (Factor 4.6.2b):

% Replenishment Total	points Obtenidos
0-50% Replenishment	0.5
51%-99% Replenishment	1.0
Mayor o igual a 100% replenishment	1.5

PILLAR
TRANSFORM OUR CULTURE

LATAM COPA DE EXCELENCIA 26

Coca-Cola Latin America

LATAM COPA DE EXCELENCIA 26

>150 MMUC <150 MMUC

TRANSFORM OUR CULTURE

PILLAR WEIGHT

		1 point
5.1	ZERO ON-SITE FATALITIES	0
5.2	ZERO RTM AND NON-ROAD OFF-SITE FATALITIES	0
5.3	ZERO FOOD SAFETY EVENTS	0
5.4	WELL-BEING SCORE NEW	1.0

Cup Enabler

5.1 ZERO ON-SITE FATALITIES

5.1.1 Zero fatalities “on site” in 2026 **(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	Validation	Format
Monthly	KO LatAm	Numerical records

RESPONSIBILITY:

Inputs:
Area QSE KO LatAm

Targets:
N/A

EXPERTS:

Wendy Zumbado
wzumbado@coca-cola.com

Eduardo Bezzecchi
ebezzecchi@coca-cola.com

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 2026.

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 AND OFF-SITE NON-FLEET RELATED FATALITIES

5.2.1 Zero RTM and non-fleet off-site fatalities **(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.
- Records of off-site fatalities occurring at a customer's location (non-fleet related).

The guideline applies to any affected person, whether an employee or contractor.

Data submission	Validation	Format
Monthly	KO LatAm	Numerical records

RESPONSIBILITY:

Inputs:
Area QSE KO LatAm

Targets:
N/A

EXPERTS:

Wendy Zumbado
wzumbado@coca-cola.com

Eduardo Bezzecchi
ebezzecchi@coca-cola.com

GENERAL INFORMATION:

Only for RTM fatalities (internal cause):
A Bottler that has experienced an RTM fatality due to internal causes may be reconsidered on an exceptional basis for the Cup of Excellence if it achieves outstanding performance in Road Safety in the implementation of actionable RTM indicators. As an additional and even more compelling option, it will be awarded for the implementation of Road Safety initiatives that involve and benefit the local community.

Before the end of the year, interested bottlers must submit an application with evidence to the Safety leader for each OU zone by **November 30, 2026**. Any application will be reviewed by a committee that includes the OU Senior Safety Director, the Safety Leader for each OU zone, the OU Governance Director, and the Technical Operations Director for each OU zone, and decisions will be analyzed on a case-by-case basis. If the request is accepted, a **10-point reduction will be applied to the Bottler's final Cup score** in accordance with the Cup of Excellence team guidelines.

If more than one internal RTM fatality 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:
Area 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 2026 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 2026.

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

5.4 WELL-BEING SCORE

5.4.1 Well-being score ≥ 1 ppt vs. PY (Engagement Culture) **1.0**

1.0 point

>150 MMUC

<150 MMUC

INPUTS:

- Well being (or proxy) YTD Score, vs PY Score .

Data submission: **Bi-annual**

Validation: **KO HR Strategy LatAm**

Format: **Evidence**

RESPONSIBILITY:

Inputs: Bottler

Targets: N/A

EXPERTS:

Micaela Cartelli
mcartelli@coca-cola.com

GENERAL INFORMATION:

Data and Evidence Reporting: Each Bottler must provide verifiable information and evidence related to its total Wellbeing Score (or the proxy indicator it uses).

Definition of the Indicator: A clear explanation of the main indicator adopted (e.g., well-being index, psychosocial risk, accident rate, etc.) should be included.

Calculation Methodology: It is mandatory to detail the methodology used to calculate or measure the reported indicator.

Results and Historical Trends: Current results should be presented alongside historical trends to show patterns over time.

Initiatives Implemented and Impact Metrics: Actions and projects implemented to improve the indicator must be reported, including clear metrics that demonstrate the impact of these initiatives.

Consistency and Comparability: All reported information must ensure consistency, comparability, and visibility of progress in Wellbeing across the entire system.

Annual checkpoint: Deadline on **June 30 and November 30** for submitting the score and all required supporting documentation for the case **(1 point)**

5.4 WELL-BEING SCORE

5.4.1 Well-being score ≥ 1 ppt vs. PY (Engagement Culture) **1.0**

1.0 point

>150 MMUC

<150 MMUC

KPI DEFINITION:

Name	Responses	Distribution
Well-Being		73% 19% 8%
Over the past month, I would describe my sense of well-being as...	934	74% 21% 5%
The amount of stress in my job is manageable.	934	65% 22% 13%
I feel energized at work.	933	80% 14% 6%

[73%]

X pp vs PY

Results and Historical Evolution

CALCULATION METHODOLOGY:

We conduct two annual perception surveys: Q3 (full survey) measures all categories, including overall well-being, and Q1 (pulse) assesses progress using only “sense of well-being” as a proxy. Our methodology is based on scientific research, external best practices, and data statistically validated by People Analytics. The results are expressed in % favorability, % neutrality, and % dissatisfaction, allowing us to track the evolution of culture and engagement.

Initiative	Impact Metrics
Initiative 1: Living Better Me – Well Being Month	**KPI: 775** Connection s in LATAM Sessions, **97.1%** Satisfaction Score of the LATAM sessions, **312** Connected to more than one session. **96.7%** Feel Equipped with Tools. Audience mix: **63.3%** women predominated.
Initiative 2: Loremp Sum	**KPI: Loremp Sum**
Initiative 3: Loremp Sum	**KPI: Loremp Sum**

5.4 WELL-BEING SCORE

5.4.1 Well-being score ≥ 1 ppt vs. PY (Engagement Culture) **1.0**

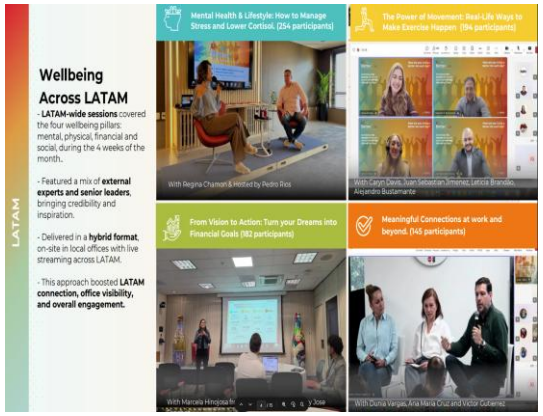
1.0 point

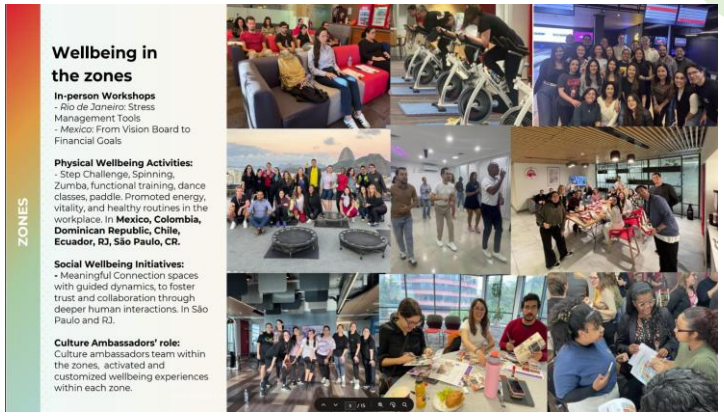
>150 MMUC

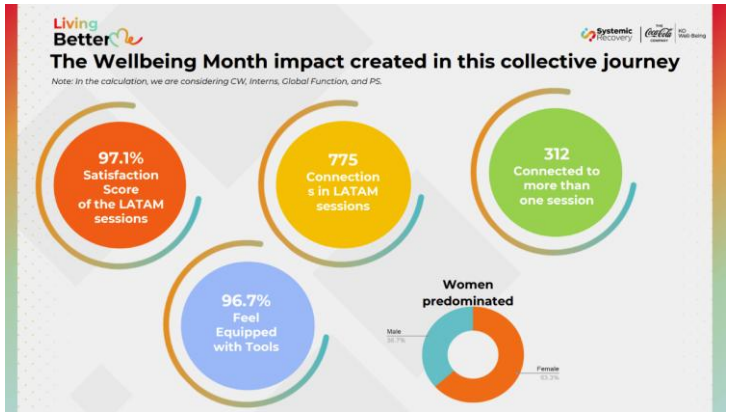
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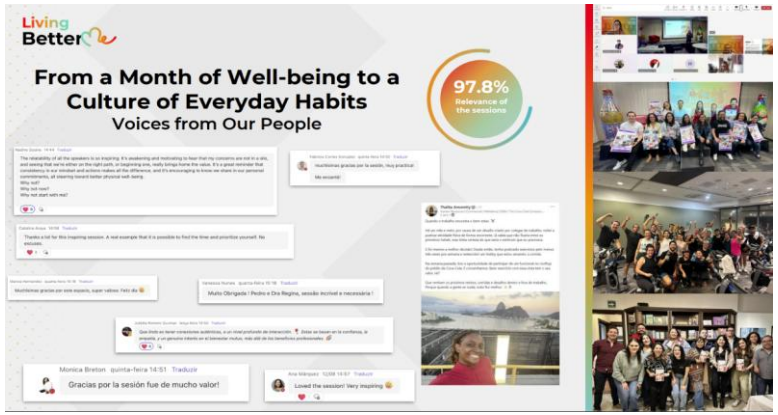
Proof Points – documents summarizing initiatives and results (also recordings can be added).











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LATAM

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W/O SOV

METRICS

PILLAR
GROWTH

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GROWTH

PILLAR WEIGHT

		25 points
1.2	NARTD VOLUME GROWTH	15.0
1.3	KO NARTD VALUE EQUATION	10.0

Cup Enabler

1.2 NARTD VOLUME GROWTH

1.2.1 YTD Volume Performance vs. YTD Target (BP aligned KO) — 15.0

15.0 points

W/O SOV

INPUTS:

- Monthly Data of Bottler's NARTD KO Total Volume Growth (in case units).
- Monthly Targets (BP aligned KO) for Bottler's NARTD KO Total Volume Growth (in case units).

Data submission	Validation	Format
Monthly	KO LatAm	Numerical records

RESPONSIBILITY:

Inputs:
KO Data & Analytics
KO Finance C&CL

Targets:
KO Planning LatAm

EXPERTS:

Allan Abreu
alabreu@coca-cola.com

GENERAL INFORMATION:

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

We will seek to reach the established targets (BP aligned KO) of volume growth.

NOTE: *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, coffee or similar beverages and/or water gallons ≥ 18.9L should not be included). Product categories under the official KO definition in force. Energetics enters in the Share of Value NARTD KO category.*

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 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:

Allan Abreu
alabreu@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.
NOTE 3: *iN case of having a BP with negative volume vs. PY, approved by KO, the Value Equation is calculated in the same way, but is conditioned on achieving the BP volume.*

PILLAR
RECRUIT CONSUMER FASTER

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RECRUIT CONSUMER FASTER

PILLAR WEIGHT		24 points
2.1	SSD CCO GROWTH UPDATED	6.0
2.2	SPARKLING FLAVORS GROWTH	6.0
2.3	SSD COCA-COLA ZERO GROWTH	6.0
2.4	STILLS GROWTH	6.0

2.1 SSD CCO GROWTH

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

6.0 points

W/O SOV

INPUTS:

- Bottler SSD CCO Volume - YTD - Data obtained through KO's NSR 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 Finance C&CL

Targets:
KO Planning LatAm

EXPERTS:

Allan Abreu
alabreu@coca-cola.com

GENERAL INFORMATION:

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

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) — 6.0

6.0 points

W/O SOV

INPUTS:

- Bottler SSD Flavors Volume - YTD - Data obtained through KO's NSR 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:

Allan Abreu
alabreu@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 that must be reported is the YTD result of the SSD Flavors KO Volume.

NOTE 1: *The Excellence Cup will assume each Bottler's SSD Flavors portfolio to process the results related to the SSD Flavors 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.*

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

2.3 SSD COCA-COLA ZERO 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 NSR 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:

Allan Abreu
alabreu@coca-cola.com

GENERAL INFORMATION:

The YTD growth of the Bottler's **SSD Coca-Cola Zero Volume** will be tracked, compared to the YTD Target. The information that must be reported is the YTD result of the SSD Coca-Cola Zero Volume.

NOTE 1: *The Excellence Cup will assume each Bottler's Coca-Cola Zero portfolio to process the results related to the SSD Coca-Cola Zero KPIs, provided that all categories are effectively SSD Coca-Cola Zero (including the global KO big brands, as well as those regional and local brands). Product categories under the official KO definition in force.*

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) **6.0**

6.0 points

W/O SOV

INPUTS:

- Bottler Stills Volume - YTD - Data obtained through KO's LatAm NSR(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:

Allan Abreu
alabreu@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 1: *The Excellence Cup will assume each Bottler's Stills portfolio to process the results related to the Stills KPIs, provided that all categories are effectively Stills (including the global KO big brands, as well as those regional and local brands). Product categories under the official KO definition in force. Energy drinks do not enter into the Stills KO Volume category.*

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

PILLAR

EXECUTE WITH EXCELLENCE

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W/O SOV

EXECUTE WITH EXCELLENCE

PILLAR WEIGHT

		38 points
3.1	ICE LATAM	27.0
3.2	COMBINED COVERAGE	5.0
3.3	COLD DRINK EQUIPMENT STRATEGY	6.0

3.1 ICE

3.1.1	ICE LatAm (Range)	16.0
3.1.2	ICE LatAm (Region/Cluster Ranking)	11.0

27.0 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.

Factor 3.1.1 – ICE LatAm (Range) will measure ICE LatAm performance from **April to December**, based on the **2026 PicOs.**

Factor 3.1.2 – ICE LatAm (Cluster | Region Ranking) will measure ICE LatAm performance **throughout the entire year**, considering **January to March based on the 2025 PicOs, and from April onward based on the 2026 PicOs**. A score of zero will be assigned to any month in which the result cannot be calculated due to lack of data.

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)	16.0
3.1.2	ICE LatAm (Region/Cluster Ranking)	11.0

27.0 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	1,04	1,20	1,36	1,63	1,76	2,00	2,18	2,35	2,48	**16,00**
80 ≤ ICE < 85	0,94	1,08	1,22	1,47	1,58	1,80	1,96	2,12	2,23	**14,40**
75 ≤ ICE < 80	0,83	0,96	1,09	1,31	1,41	1,60	1,74	1,88	1,98	**12,80**
70 ≤ ICE < 75	0,73	0,84	0,95	1,14	1,23	1,40	1,52	1,65	1,74	**11,20**
65 ≤ ICE < 70	0,62	0,72	0,82	0,98	1,06	1,20	1,31	1,41	1,49	**9,60**
60 ≤ ICE < 65	0,52	0,60	0,68	0,82	0,88	1,00	1,09	1,18	1,24	**8,00**
55 ≤ ICE < 60	0,42	0,48	0,54	0,65	0,70	0,80	0,87	0,94	0,99	**6,40**
50 ≤ ICE < 55	0,31	0,36	0,41	0,49	0,53	0,60	0,65	0,71	0,74	**4,80**
45 ≤ ICE < 50	0,21	0,24	0,27	0,33	0,35	0,40	0,44	0,47	0,50	**3,20**
40 ≤ ICE < 45	0,10	0,12	0,14	0,16	0,18	0,20	0,22	0,24	0,25	**1,60**
ICE < 40	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	**0,00**

3.1 ICE

3.1.1	ICE LatAm (Range)	16.0
3.1.2	ICE LatAm (Region/Cluster Ranking)	11.0

27.0 points

W/O SOV

POINTS ALLOCATION (Factor 3.1.2):

For the second factor, points are assigned by **cluster ranking per region**, as follows:

Cluster Without Value Share Data:

W/O SOV

Ranking	January	February	March	April	May	June	July	August	September	October	November	December	TOTAL
1	0,28	0,38	0,50	0,60	0,71	0,83	0,99	1,10	1,21	1,32	1,48	1,60	**11,00**
2	0,25	0,33	0,44	0,53	0,62	0,73	0,87	0,96	1,06	1,16	1,30	1,40	**9,63**
3	0,21	0,29	0,38	0,45	0,53	0,62	0,74	0,83	0,91	0,99	1,11	1,20	**8,25**
4	0,18	0,24	0,31	0,38	0,44	0,52	0,62	0,69	0,76	0,83	0,93	1,00	**6,88**
5	0,14	0,19	0,25	0,30	0,36	0,42	0,50	0,55	0,61	0,66	0,74	0,80	**5,50**
6	0,11	0,14	0,19	0,23	0,27	0,31	0,37	0,41	0,45	0,50	0,56	0,60	**4,13**
7	0,07	0,10	0,13	0,15	0,18	0,21	0,25	0,28	0,30	0,33	0,37	0,40	**2,75**
8	0,04	0,05	0,06	0,08	0,09	0,10	0,12	0,14	0,15	0,17	0,19	0,20	**1,38**

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 Combined Coverage of Priority Portfolio (Imperdonables + Strategic) vs. Previous Year **5.0**

5.0 Points

W/O SOV

INPUTS:

- Combined Coverage of Priority Portfolio (Imperdonables + Strategic) in 2026 (Monthly)

Combined Coverage of the Priority Portfolio (Must-Wins + Strategic) in 2026, recalculated for 2025.

Data submission	Validation	Format
Monthly	KO LatAm	Template

RESPONSIBILITY:

Inputs:
Template via email

Targets:
N/A

EXPERTS:

Allan Abreu
alabreu@coca-cola.com

GENERAL INFORMATION:

The measurement from the current official LatAm KO tool will be used to calculate Combined Coverage, and the data will always be reprocessed according to the current/active version of the tool.

Under this metric, we will be tracking the activation of all customers across the Traditional, Modern, and On-Premise channels of each Bottler, with the products that make up the priority imperdonable portfolio.The measurement for assigning points for this metric will consider the months from April to December (9 months).

If the Imperdonable Combined Coverage is higher than the previous year for each channel, then the Bottler will earn the points for that month and will be able to accumulate them throughout the year.

3.2 COMBINED COVERAGE

3.2.1 Combined Coverage of Priority Portfolio (Imperdonables + Strategic) vs. Previous Year **5.0**

5.0 Points

W/O SOV

FORMULA:

The compliance with Combined Coverage of the Priority Portfolio (Imperdonables + Strategic) is determined by the following premise:

If the POINT OF SALE has sales in the month for ALL the ROLES of the Priority Imperdonable Portfolio by channel, then it meets the premise of Combined Coverage of the Priority Portfolio.

For the final calculation of the Bottler's Combined Coverage, we use the following formula across the different channels (Traditional, Modern, and On-Premise):

$$\textbf{\% Combined Coverage By channel} = \frac{\text{Sum of Stores with Combined Coverage in the Priority Portfolio}}{\text{Sum of Total Stores in the Channel (the formula is repeated for the three channels)}}$$

NOTE: The Priority *Imperdonable* Portfolio used for Combined Coverage is the same as the one used in the ICE metric.

3.2 COMBINED COVERAGE

3.2.1 Combined Coverage of Priority Portfolio (Imperdonables + Strategic) vs. Previous Year **5.0**

5.0 Points

W/O SOV

POINTS ALLOCATION:

The Combined Coverage measurement will take place over the 9 months of 2026, from April to December, broken down by Traditional, Modern, and On-Premise channels. **Points are accumulated on a monthly basis.**

The 5.0 possible points for this metric will be distributed across the 9 months and by channel, considering whether the Bottler manages to exceed the Combined Coverage of the same month in the previous year, as shown in the tables below:

Traditional Trade Does the Bottler grow versus the previous year?	April	May	June	July	August	September	October	November	December	TOTAL
Yes	0.22	0.22	0.22	0.22	0.22	0.22	0.22	0.23	0.23	**2.0**
No	0	0	0	0	0	0	0	0	0	**0**

Modern Trade Does the Bottler grow versus the previous year?	April	May	June	July	August	September	October	November	December	TOTAL
Yes	0.22	0.22	0.22	0.22	0.22	0.22	0.22	0.23	0.23	**2.0**
No	0	0	0	0	0	0	0	0	0	**0**

On Premise Does the Bottler grow versus the previous year?	April	May	June	July	August	September	October	November	December	TOTAL
Yes	0.11	0.11	0.11	0.11	0.11	0.11	0.11	0.11	0.12	**1.0**
No	0	0	0	0	0	0	0	0	0	**0**

3.2 COMBINED COVERAGE

3.2.1 Combined Coverage of Priority Portfolio (Imperdonables + Strategic) vs. Previous Year **5.0**

5.0 points

W/O SOV

TEMPLATE

The bottler must send the established template to the metric expert, respecting the **Data Sharing** windows defined for the Excellence Cup.
The template will be available in the portal library.

					Universo total de clientes			Clientes que Cumplen el portafolio (imperdonable + estrategico)			Cobertura Combinada		
Code	Bottler	Zone	Cluster	Mês	MODERNO	TRADICIONAL OFF	ON PREMISE	MODERNO	TRADICIONAL OFF	ON PREMISE	MODERNO	TRADICIONAL OFF	ON PREMISE
	Bottler 01	Zona 01	> 150 MMUC	202501	367	25.096	8.521	97	3.448	352	26,4%	13,7%	4,1%
	Bottler 01	Zona 01	> 150 MMUC	202502	370	24.892	8.672	114	3.882	368	30,8%	15,6%	4,2%
	Bottler 01	Zona 01	> 150 MMUC	202503	371	24.831	8.785	110	4.829	437	29,6%	19,4%	5,0%
	Bottler 01	Zona 01	> 150 MMUC	202504	347	17.134	5.588	205	2.614	469	59,1%	15,3%	8,4%
	Bottler 01	Zona 01	> 150 MMUC	202505	346	17.187	5.624	209	2.768	538	60,4%	16,1%	9,6%
	Bottler 01	Zona 01	> 150 MMUC	202506	374	24.708	9.143	93	3.834	494	24,9%	15,5%	5,4%
	Bottler 01	Zona 01	> 150 MMUC	202507	246	24.227	8.383	136	4.350	948	55,3%	18,0%	11,3%
	Bottler 01	Zona 01	> 150 MMUC	202508	247	24.191	8.427	138	4.547	942	55,9%	18,8%	11,2%
	Bottler 01	Zona 01	> 150 MMUC	202509	194	36.404	14.843	61	3.766	620	31,4%	10,3%	4,2%
	Bottler 01	Zona 01	> 150 MMUC	202510	250	24.150	8.543	143	5.148	1.004	57,2%	21,3%	11,8%
	Bottler 01	Zona 01	> 150 MMUC	202511	250	24.060	8.552	152	4.711	855	60,8%	19,6%	10,0%
	Bottler 01	Zona 01	> 150 MMUC	202512	250	24.024	8.553	153	5.121	951	61,2%	21,3%	11,1%
	Bottler 01	Zona 01	> 150 MMUC	202601									
	Bottler 01	Zona 01	> 150 MMUC	202602									
	Bottler 01	Zona 01	> 150 MMUC	202603									
	Bottler 01	Zona 01	> 150 MMUC	202604									
	Bottler 01	Zona 01	> 150 MMUC	202605									
	Bottler 01	Zona 01	> 150 MMUC	202606									
	Bottler 01	Zona 01	> 150 MMUC	202607									
	Bottler 01	Zona 01	> 150 MMUC	202608									
	Bottler 01	Zona 01	> 150 MMUC	202609									
	Bottler 01	Zona 01	> 150 MMUC	202610									
	Bottler 01	Zona 01	> 150 MMUC	202611									
	Bottler 01	Zona 01	> 150 MMUC	202612									

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3.3 COLD DRINK EQUIPMENT STRATEGY

3.3.3	Buying KO coolers vs Target	4.0
3.3.4	CPI (Data Sharing)	2.0

6.0 points

W/O SOV

INPUTS:

- Bottler's CPI.
- Buying KO coolers vs Target

Data submission: **Monthly**

Validation: **KO LatAm**

Format: **Numerical records**

RESPONSIBILITY:

Inputs:
Bottler

Targets:
Experts KO LatAm

EXPERTS:

Marina de Oliveira
mardeoliveira@coca-cola.com

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 buying KO coolers and its productivity, the CPI.

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

3.3 COLD DRINK EQUIPMENT STRATEGY

6.0 points

W/O SOV

3.3.3	Buying KO coolers vs Target	4.0
3.3.4	CPI (Data Sharing)	2.0

POINTS ALLOCATION (Factor 3.3.3):

Points for the Buying KO Coolers will be awarded based on the following premise, using **official data available at the close of the Cup**:

Result	Obtained Points
Fails to meet the target for Coolers BP	**0**
Reaches the target for Coolers BP	**4.0**

The targets will be agreed jointly with HUBs and Bottlers and must be at least equal to or greater than the BP.

NOTE 1: If the bottler revises the purchasing plan (number of doors), the BP of the doors must be greater or equal to the BP of the Coolers.

* The final CPI and Buying KO Coolers figures considered for the allocation of points will be those for December 2026.

3.3 COLD DRINK EQUIPMENT STRATEGY

3.3.3 Buying KO coolers vs Target **4.0**

3.3.4 CPI (Data Sharing) **2.0**

6.0 points

W/O SOV

POINTS ALLOCATION (Factor 3.3.4):

Points for the factor relating to the CPI will be awarded based on the following premise, using **official data available at the close of the Cup**:

Q1			Q2			Q3			Q4			
January	February	March	April	May	June	July	August	September	October	November	December	TOTAL
0.5			0.5			0.5			0.5			**2.0**

NOTE 1: *Points earned are* ***cumulative****.*
NOTE 2: *If the Bottler does not submit 1 month of the quarter, they lose all 0.5 points of the quarter.*

* The final CPI figures considered for the allocation of points will be those for December 2026.

3.3 COLD DRINK EQUIPMENT STRATEGY

3.3.3 Buying KO coolers vs Target **4.0**

3.3.4 CPI (Data Sharing) **2.0**

6.0 points

W/O SOV

ADITIONAL DETAILS (Factor 3.3.4):

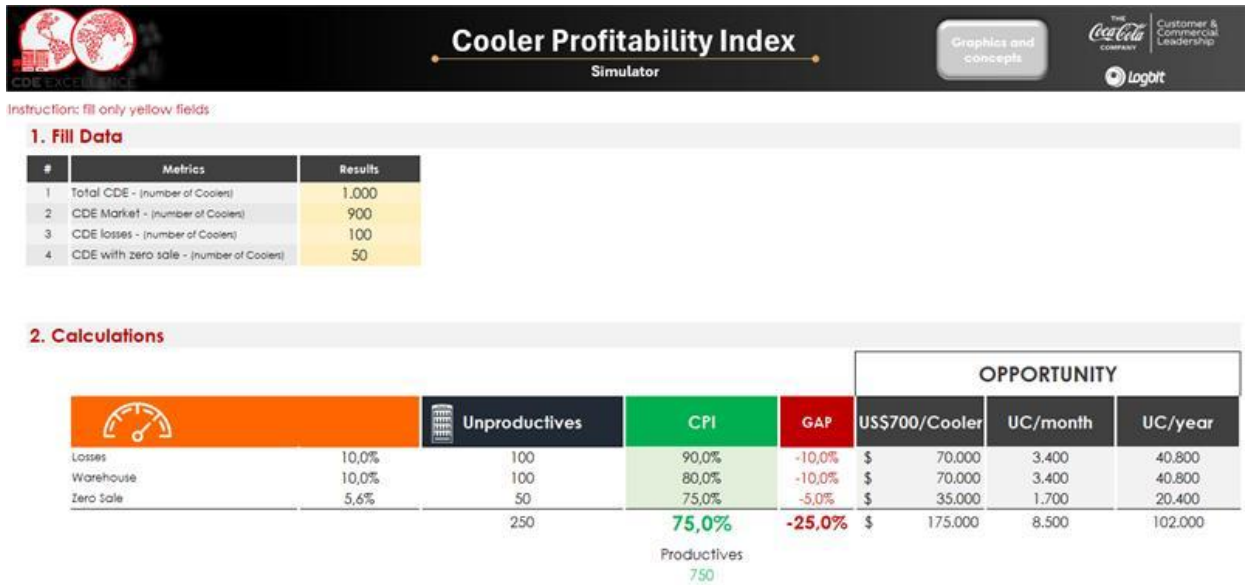
To obtain the metric points, the Bottler must perform the following steps in **all months of 2026:**

1. Download the “CPI Simulator - E2E 6.0” template from the LatAm 2026 Excellence Cup 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
- Coolers in the Cellar

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

CPI Simulator – E2E 6.0



Cooler Profitability Index

Simulator

Instruction: fill only yellow fields

1. Fill Data

#	Metrics	Results
1	Total CDE - (number of Coolers)	1.000
2	CDE Market - (number of Coolers)	900
3	CDE losses - (number of Coolers)	100
4	CDE with zero sale - (number of Coolers)	50

2. Calculations

		Unproductives	CPI	GAP	OPPORTUNITY US$700/Cooler	OPPORTUNITY UC/month	OPPORTUNITY UC/year
Losses	10,0%	100	90,0%	-10,0%	$ 70.000	3.400	40.800
Warehouse	10,0%	100	80,0%	-10,0%	$ 70.000	3.400	40.800
Zero Sale	5,6%	50	75,0%	-5,0%	$ 35.000	1.700	20.400
		250	75,0%	-25,0%	$ 175.000	8.500	102.000

Productives 750

PILLAR

ACCELERATE BUSINESS IMPERATIVES

LATAM COPA DE EXCELENCIA 26

Coca-Cola Latin America

W/O SOY

ACCELERATE BUSINESS IMPERATIVES

PILLAR WEIGHT

		13 points
4.1	QSE1 SCORE	5.0
4.2	SUSTAINABLE PACKAGING	3.0
4.4	WATER REPLENISH	3.0

4.1 QSE1 SCORE

4.1.1 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 Rolling Months.

Data submission: **Monthly**

Validation: **KO LatAm**

Format: **Numerical records**

RESPONSIBILITY:

Inputs:
QSE KO LatAm Area

Targets:
N/A

EXPERTS:

Wendy Zumbado
wzumbado@coca-cola.com

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 2026.

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.

4.1 QSE1 SCORE

4.1.1 QSE1 Score ≥ 240 points

5.0

5.0 points

W/O SOV

ADDITIONAL INFORMATION:

The QSE1 score is composed of QSE metrics totaling 270 points, plus GAO metrics totaling 30 points, for a maximum possible total of 300 points:

QSE

CMU (90 points)
Reach or exceed the goal = **90 points**
Reach 98 % of the goal = **70 points**
Reach 95 % of the goal = **45 points**
Reach < 95 % of the goal = **0 points**

SEVERE INJURIES (ONSITE) (90 points)
0 Severe Injuries = **90 points**
>1 Severe Injuries = **0 Points***

(A bottler who had a Severe Injury may be exceptionally considered to get a maximum of 45 points if they achieve outstanding performance in Leading indicators, depending each case)

WUR TOTAL (45 points)
Reach or *exceed* goal and improve vs PY = **45 points**
No reach goal but Improve vs PY = **30 points**
Reach goal but no PY = **15 points**
No reach goal and no improvement vs PY = **0 points**

ABSOLUTE CARBON EMISSION (45 points)
Reach or *exceed* goal and improve vs PY = **45 points**
No reach goal but Improve vs PY = **30 points**
Reach goal but no PY = **15 points**
No reach goal and no improvement vs PY = **0 points**

GAO

QFS: 0 HR and 0 Majors findings, 0 repeat findings and audit facet result "Meet" = **10 points**

Safety (Manufacturing and RTM): 0 HR and 0 Majors findings, 0 repeat findings and audit facet result "Meet" =**10 points**

Environmental 0 HR and 0 Majors findings, 0 repeat findings and audit facet result "Meet" = **5 points**

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

CAPS OVERDUE
No CAPS overdue = **5 points**
>1 CAP overdue = **0 points**

4.1 QSE1 SCORE

4.1.1 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 2026 Guidelines from the KO Technical Department for more details on the metrics and calculation*

4.2 SUSTAINABLE PACKAGING

4.2.1	% PET System-Led Collection Rate 2026 (Range)	1.5
4.2.2	% recycled PET resin purchased	1.5

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).
- Total amount of Purchased recycled PET resin

Data submission: **Quarterly/Monthly**

Validation: **KO LatAm**

Format: **Numerical records**

RESPONSIBILITY:

Inputs:
Area Sustainability LatAm

Targets:
N/A

EXPERTS:

Lorena Velasco (LatAm)
lovelasco@coca-cola.com

Cesar Espinoza
ceespinoza@coca-cola.com

Sandra Catalina Bayer (rPET) (Latam)
sbayer@coca-cola.com

Ilse Alejandra Medina (North)
ilmedina@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 2025 - 2026”. 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 2025 - 2026” 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.

4.2 SUSTAINABLE PACKAGING

4.2.1	% PET System-Led Collection Rate 2026 (Range)	1.5
4.2.2	% recycled PET resin purchased	1.5

3.0 points

W/O SOV

FORMULA (Factor 4.2.1):

Pet System-Led Collection Rate:

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

SLCR: System-Lead Collection Rate

CALCULATION EXAMPLE (Factor 4.2.1):

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

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

Coca-Cola Latin America

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4.2 SUSTAINABLE PACKAGING

4.2.1	% PET System-Led Collection Rate 2026 (Range)	1.5
4.2.2	% recycled PET resin purchased	1.5

3.0 points

W/O SOV

POINTS ALLOCATION (Factor 4.2.1):

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 2026.

Ranges of % Pet System-Led Collection Rate	Points Earned
% > 60%	**1.5** points
40% < % ≤ 60%	**0.75** points
20% < % ≤ 40%	**0.5** points
% ≤ 20%	**0** points

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

4.2 SUSTAINABLE PACKAGING

4.2.1	% PET System-Led Collection Rate 2026 (Range)	1.5
4.2.2	% recycled PET resin purchased	1.5

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 rPET processing infrastructure, the collection program should preferably be connected to the raw material source of our rPET suppliers/processors within the same country, ensuring that the recycled resin comes from locally collected bottles. Resins from other countries will not be considered. This approach seeks to promote circularity, reduce the carbon footprint, and strengthen local collection chains. Even so, in keeping with our commitment, we will continue to consider programs that support large-scale collection within their respective countries and territories.*

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 2025 – 2026."**

It is **IMPORTANT** to review the **"Packaging Sustainability Metrics Guidelines 2025 – 2026"** for detailed global requirements that need to be met. Contact the Zone or Franchise Sustainability Leads for the most updated version of this.

4.2 SUSTAINABLE PACKAGING

4.2.1	% PET System-Led Collection Rate 2026 (Range)	1.5
4.2.2	% recycled PET resin purchased	1.5

3.0 points

W/O SOV

FORMULA (Factor 4.2.2):

For the purposes of this factor, only recycled PET resin purchased by Bottlers during the reporting period will be considered.

$$\text{\% rPET} = \frac{\text{Amount of recycled PET (rPET) purchased (in tons)}}{\text{Total PET Purchased (Virgin PET + Recycled PET) (in Tons)}} \times 100$$

CALCULATION EXAMPLE (Factor 4.2.2):

% rPET	
Amount of recycled PET (rPET) purchased (in tons)	800
Total PET Purchased (Virgin PET + Recycled PET) (in Tons)	1800

$$\text{\% rPET} = \frac{800}{1800} \times 100 = 30{,}7\%$$

4.2 SUSTAINABLE PACKAGING

4.2.1	% PET System-Led Collection Rate 2026 (Range)	1.5
4.2.2	% recycled PET resin purchased	1.5

3.0 points

W/O SOV

POINTS ALLOCATION (Factor 4.2.2):

% rPET	Assigned Points
Meet goal and > 23% (rpet LATAM Goal)	1.5
> 10% or ≥ 23% (rpet LATAM Goal)	1.0
rPet = 10%	0.5

4.6 WATER REPLENISH

4.6.1	Existence of replenishment projects	1.0
4.6.2a	% Replenishment in High Risk Locations (applies only if you have HRL)	2.0
4.6.2b	% Total replenishment (applies if you do not have HRL)	2.0

3.0 points

W/O SOV

INPUTS:

- Existence of a contracted or implemented resupply project.
- Amount of water extracted (High Risk Location or "HRL")
- Production volume (Advanced Water Efficiency Plants and/or Contributing Locations).
- Amount of water replenished at high-risk locations.
- Amount of water replenished in the country.

Data submission: **Biannual**

Validation: **KO LatAm**

Format: **Water Replenish Fact Sheet**

RESPONSIBILITY:

Inputs:
-Experts Water KO LatAm
-Bottlers (specific projects)

Targets:
Experts Water KO LatAm

EXPERTS:

LATAM	Ana Márquez amarquez@coca-cola.com Gabriela Delgado gadelgado@coca-cola.com Fabiana Monge fabmonge@coca-cola.com
NORTH	Arantxa Lorences arlorences@coca-cola.com
BRASIL	Katielle Haffner kahaffner@coca-cola.com
CENTER	Fabiana Monge fabmonge@coca-cola.com
SOUTH	Fabiana Monge fabmonge@coca-cola.com

GENERAL INFORMATION:

Only projects where there is investment by the Bottler, whether or not co-funded with KO, and that have a Fact Sheet or Pre-Fact Sheet quantified by the implementer (projects under 50 ML) or by an OU validation expert (projects equal to or greater than 50 ML) will be considered.
KEY STEPS: 1) The KO team will use the KO Sustainability replenishment projects database and share that list with the local KO teams. **2)** The Bottler validates the list with its sustainability team and/or local PACS team to confirm the existing projects in the database and identify whether any project from its area is missing. **3)** For projects that are not included in the database, the Bottler must upload them through the Copa Portal in order for them to be considered. **4)** For Bottlers where there are no additional projects, the KO team will automatically upload the score within the indicated deadlines.
Quantified replenishment projects and results (actual replenished liters as of December 31, 2026) or pre-quantified projects (with contracts signed by June 30, 2026 and implementation before June 30, 2027) will be considered for indicator 4.5.1. For indicator 4.5.2., contracts may have a later date, as long as they are signed before December 30, 2026.
Water access and sanitation projects that comply with the Replenishment 2.0 guideline may be included (pre-quantified or quantified).

4.6 WATER REPLENISH

4.6.1	Existence of replenishment projects	1.0
4.6.2a	% Replenishment in High Risk Locations (applies only if you have HRL)	2.0
4.6.2b	% Total replenishment (applies if you do not have HRL)	2.0

3.0 points

W/O SOV

SOURCES OF VOLUMES AND RISK CATEGORIZATION:

- ***Replenish Volume 2026:***
It will be taken from the Fact Sheet as long as the project is evidenced to be active in 2026 (contracted and pre-quantified or implemented and quantified).
- ***Water Consumed Volume 2026:***
It will be taken from KOsmos (12mm indicator) and applies only to the High Risk Locations.
- ***Production Volume 2026:***
It will be taken from KOsmos (12mm indicator) and applies only to the Contributing and Advanced Efficiency Locations..

EVALUATION PHASES:

The KO LATAM Sustainability team will evaluate the information available in the database or on the cup portal (only for new projects submitted by the bottler) based on the Company's Replenish requirements and will determine which competitors will be awarded points. The final score is the sum of the points from Phase 1 plus the points obtained from Phase 2.

Evaluation phase	Deadline	Required Evidence	Review deadline	Maximum score
Phase 1: Project existence Factor 4.6.1	30/6/2026	Any of the 3: • Signed project contract • Pre-Factsheet • Factsheet	30/7/2026	1.0
Phase 2: % Replenishment Factor 4.6.2a (HRL) Factor 4.6.2b (Total)	30/11/2026	Any of the 2: • Quantified Pre-Factsheet • Quantified Factsheet	30/12/2026	2.0

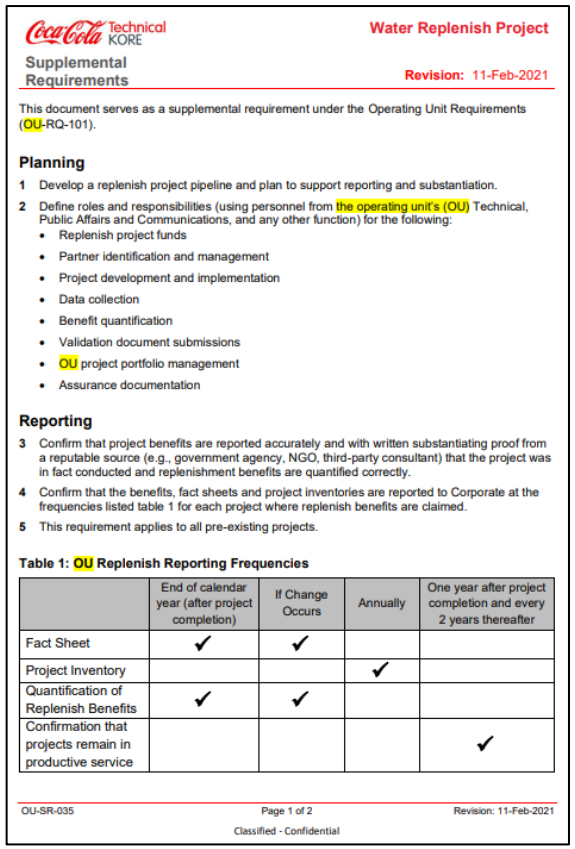
4.6 WATER REPLENISH

4.6.1	Existence of replenishment projects	1.0
4.6.2a	% Replenishment in High Risk Locations (applies only if you have HRL)	2.0
4.6.2b	% Total replenishment (applies if you do not have HRL)	2.0

3.0 points

W/O SOV

The instructions in **INTERNAL REQUIREMENT OU-SR-035** must be followed:



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.

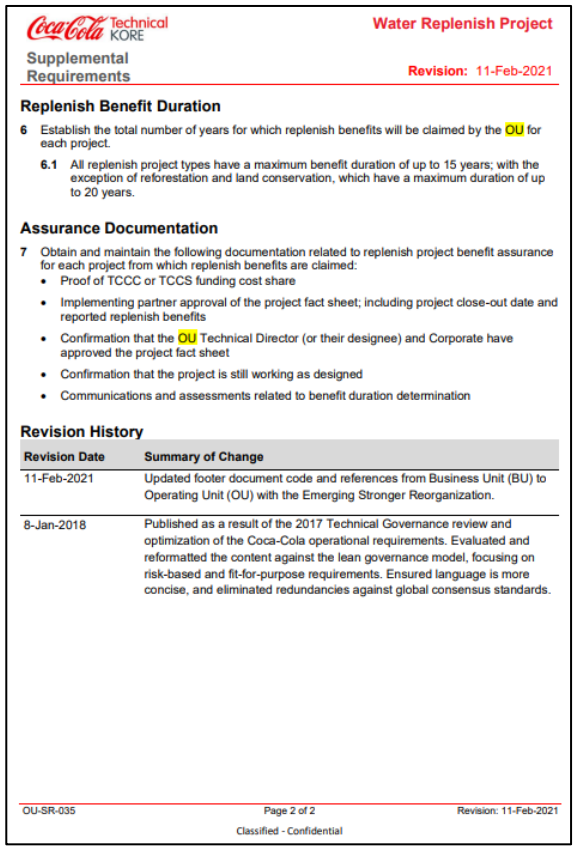
5 This requirement applies to all pre-existing projects.

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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For the categorization of each plant into high-risk location, advanced efficiency, or contributing location, the risk categorization defined in 2024 will be used.

4.6 WATER REPLENISH

4.6.1	Existence of replenishment projects	1.0
4.6.2a	% Replenishment in High Risk Locations (applies only if you have HRL)	2.0
4.6.2b	% Total replenishment (applies if you do not have HRL)	2.0

3.0 points

W/O SOV

ADDITIONAL INFORMATION (Factor 4.6.1):

Points will be awarded to Bottlers who have at least one replenishment project in their operations, evidenced by a signed contract, quantified pre-factsheet, or quantified factsheet.

If the block to be evaluated has HRL plants, the project must be located in the smaller watershed of one of the HRL plants. If it does not have HRL, the project may be located in other watersheds in the same country.

Valid evidence and projects will be those that exist in the database or are uploaded to the Cup Portal by June 30, 2026.

POINT ALLOCATION (Factor 4.6.1):

Result	Assigned Points
Does it have a project on at least one plant? *(if it has any HRL, it must be in the smaller basin of one of these plants)*	1.0
It has no projects.	0

4.6 WATER REPLENISH

4.6.1	Existence of replenishment projects	1.0
4.6.2a	% Replenishment in High Risk Locations (applies only if you have HRL)	2.0
4.6.2b	% Total replenishment (applies if you do not have HRL)	2.0

3.0 points

W/O SOV

ADDITIONAL INFORMATION (Factor 4.6.2a) - applies only if you have HRL:

Points will be awarded to Bottlers based on the number of HRL plants with 100% or more replenishment vs. water usage volume per plant. The replenishment volume must be reported using a Factsheet or pre-Factsheet and evidence that it is located in the HRL's smaller watershed. For example: Map showing the location of the project and the plant, project coordinates.

To evaluate the % of replenishment of HRL plants, the volume replenished in the smaller basin of that plant will be taken and divided by the plant's water consumption, according to Formula 1. Points will be awarded according to this result being equal to or greater than 100% for each HRL plant.

$$\text{Formula 1: } \% \, Rep_{HRL} = \frac{Replenishment\ Volume\ 2026}{Consumed\ Water\ Volume_{HRL}}$$

Valid evidence and projects will be those that exist in the database or are uploaded to the Cup Portal by November 30, 2026.

POINT ALLOCATION (Factor 4.6.2a):

Bottler HRL Quantity	1.5 points	2.0 points
1	1 plant at 50%-99%*	1 plant at 100%
2	N/A	1 plant at 100%
3	1 plant at 100%	2 plants at 100%
4	1 plant at 100%	2 plants at 100%
5	2 plants at 100%	3 plants at 100%

Note: *Only Bottlers with 1 HRL will be accepted for partial replenishment.*

4.6 WATER REPLENISH

4.6.1	Existence of replenishment projects	1.0
4.6.2a	% Replenishment in High Risk Locations (applies only if you have HRL)	2.0
4.6.2b	% Total replenishment (applies if you do not have HRL)	2.0

3.0 points

W/O SOV

ADDITIONAL INFORMATION (Factor 4.6.2b) - applies only if you do not have HRL:

Points will be awarded to bottlers according to the percentage of replenishment vs. production volume of the total plants that make up the block. The replenishment volume must be reported using a Factsheet or pre-Factsheet.

To evaluate the total restocking percentage, the volume restocked in the country will be divided by the production volume of the plants, according to Formula 2. Points will be awarded according to the percentage achieved.

$$\text{Formula 2: } \%\ Rep_{Non\ HRL} = \frac{Replenishment\ Volume\ 2026}{Production\ Volume_{\ Non\ HRL}}$$

Valid evidence and projects will be those that exist in the database or are uploaded to the Cup Portal by November 30, 2026.

POINT ALLOCATION (Factor 4.6.2b):

% Replenishment Total	Points Earned
0-50% Replenishment	1.0
51%-99% Replenishment	1.5
Equal to or greater than 100% replenishment	2.0

PILLAR
TRANSFORM OUR CULTURE

LATAM COPA DE EXCELENCIA 26

Coca-Cola Latin America

LATAM COPA DE EXCELENCIA 26

W/O SOV

TRANSFORM OUR CULTURE

PILLAR WEIGHT

		2 points
5.1	ZERO ON-SITE FATALITIES	0
5.2	ZERO RTM & NON-ROAD OFF-SITE FATALITIES	0
5.3	ZERO FOOD SAFETY EVENTS	0
5.4	WELL-BEING SCORE NEW	2.0

Cup Enabler

Coca-Cola Latin America

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5.1 ZERO ON-SITE FATALITIES

5.1.1 Zero fatalities “on site” in 2026 **(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:
QSE KO LatAm Area

Targets:
N/A

EXPERTS:

Wendy Zumbado
wzumbado@coca-cola.com

Eduardo Bezzecchi
ebezzecchi@coca-cola.com

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 2026.

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 & OFF-SITE NON-FLEET RELATED FATALITIES

5.2.1 Zero RTM and non-fleet off-site fatalities **(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's KORE OHS-RQ-155 Fleet Management criteria.
- Records of off-site fatalities occurring at a customer's location (non-fleet related).

The guideline applies to any affected person, whether an employee or contractor.

Data submission: **Monthly**

Validation: **KO LatAm**

Format: **Numerical records**

RESPONSIBILITY:

Inputs:
QSE KO LatAm Area

Targets:
N/A

EXPERTS:

Wendy Zumbado
wzumbado@coca-cola.com

Eduardo Bezzecchi
ebezzecchi@coca-cola.com

GENERAL INFORMATION:

Only for RTM fatalities (internal cause):
A Bottler that has experienced an RTM fatality due to internal causes may be reconsidered on an exceptional basis for the Cup of Excellence if it achieves outstanding performance in Road Safety in the implementation of actionable RTM indicators. As an additional and even more compelling option, it will be awarded for the implementation of Road Safety initiatives that involve and benefit the local community.

Before the end of the year, interested Bottlers must submit an application with evidence to the Safety leader for each OU zone by November 30, 2026. Any application will be reviewed by a committee that includes the OU Senior Safety Director, the Safety Leader for each OU zone, the OU Governance Director, and the Technical Operations Director for each OU zone, and decisions will be analyzed on a case-by-case basis. If the request is accepted, **a 10-point reduction will be applied to the Bottler's final Cup score** in accordance with the Cup of Excellence team guidelines.

If more than one internal RTM fatality 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:
QSE KO LatAm Area

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 2026 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 2026.

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

5.4 WELL-BEING SCORE

5.4.1 Well-being score ≥ 1 ppt vs. PY (Engagement Culture) **2.0**

2.0 points

W/O SOV

INPUTS:

- Well being (or proxy) YTD Score.
- Well being (or proxy) PY Score.

GENERAL INFORMATION:

Data submission: **Biannual**

Validation: **KO HR Strategy LatAm**

Format: **Evidence**

RESPONSIBILITY:

Inputs: Bottler

Targets: N/A

EXPERTS:

Micaela Cartelli
mcartelli@coca-cola.com

Data and Evidence Reporting: Each bottler must provide verifiable information and evidence related to its total Wellbeing Score (or the proxy indicator it uses).

Definition of the Indicator: A clear explanation of the main indicator adopted (e.g., well-being index, psychosocial risk, accident rate, etc.) should be included.

Calculation Methodology: It is mandatory to detail the methodology used to calculate or measure the reported indicator.

Results and Historical Trends: Current results should be presented alongside historical trends to show patterns over time.

Initiatives Implemented and Impact Metrics: Actions and projects implemented to improve the indicator must be reported, including clear metrics that demonstrate the impact of these initiatives.

Consistency and Comparability: All reported information must ensure consistency, comparability, and visibility of progress in Wellbeing across the entire system.

Annual checkpoint: Deadline on **June 30 and November 30** for submitting the score and all required supporting documentation for the case **(2 points)**

5.4 WELL-BEING SCORE

5.4.1 Well-being score ≥ 1 ppt vs. PY (Engagement Culture) **2.0**

2.0 points

W/O SOV

KPI DEFINITION:

Name	Responses	Distribution
Well-Being		73% 19% 8%
Over the past month, I would describe my sense of well-being as...	934	74% 21% 5%
The amount of stress in my job is manageable.	934	65% 22% 13%
I feel energized at work.	933	80% 14% 6%

[73%]

X pp vs PY

Results and Historical Evolution

CALCULATION METHODOLOGY:

We conduct two annual perception surveys: Q3 (full survey) measures all categories, including overall well-being, and Q1 (pulse) assesses progress using only “sense of well-being” as a proxy. Our methodology is based on scientific research, external best practices, and data statistically validated by People Analytics. The results are expressed in % favorability, % neutrality, and % dissatisfaction, allowing us to track the evolution of culture and engagement.

Initiative	Impact Metrics
Initiative 1: Living Better Me – Well Being Month	**KPI: 775** Connection s in LATAM Sessions, **97.1%** Satisfaction Score of the LATAM sessions, **312** Connected to more than one session. **96.7%** Feel Equipped with Tools. Audience mix: **63.3%** women predominated.
Initiative 2: Loremp Sum	**KPI: Loremp Sum**
Initiative 3: Loremp Sum	**KPI: Loremp Sum**

5.4 WELL-BEING SCORE

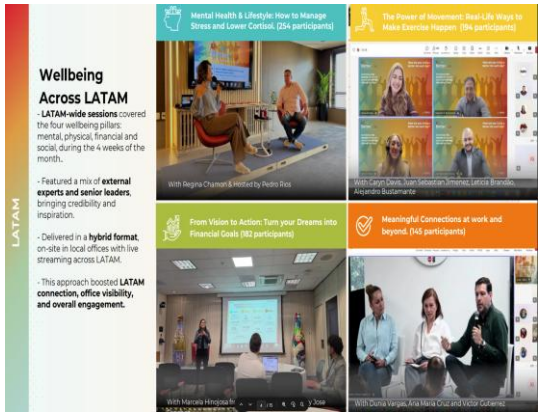
5.4.1 Well-being score ≥ 1 ppt vs. PY (Engagement Culture) **2.0**

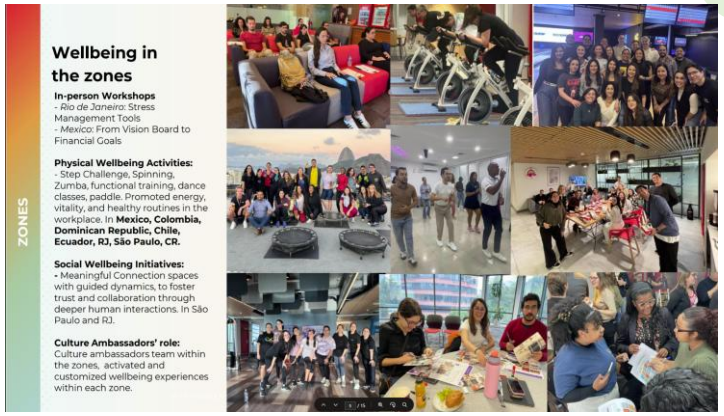
2.0 points

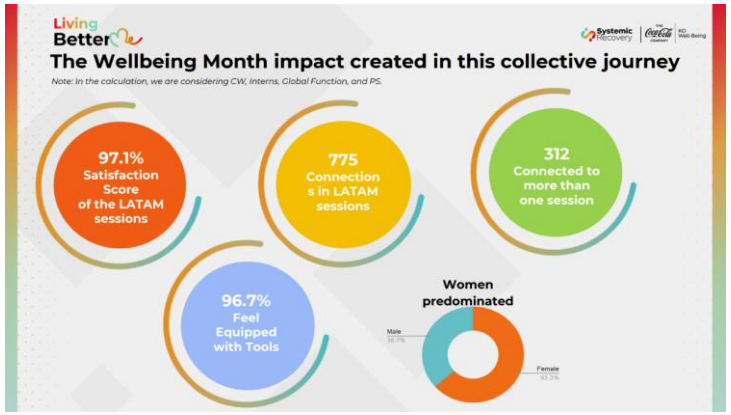
W/O SOV

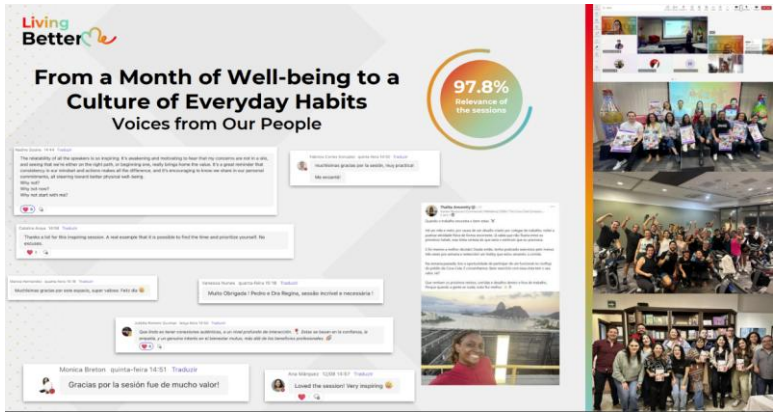
Proof Points – documents summarizing initiatives and results (also recordings can be added).











LATAM

COPA DE EXCELENCIA 26

Coca-Cola Latin America

excelenciako@logbit.com.br

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