



ARCACONTINENTAL

We Make a Positive Difference

ANNEX TO THE 2022
INTEGRATED ANNUAL REPORT:
ESG INDICATORS



We have a
**sustainable
business
model**



Our way of working

Taxes paid by country of operation

Country	Number of associates	Income (MXN)	Profit or loss (MXN)	Tax paid (MXN)	Accrued tax (MXN)
Mexico	37,845	131,613,193,875	4,701,394,166	5,823,899,260	5,823,899,260
Argentina	2,471	8,686,598,033	-19,426,382	141,308,302	141,308,302
United States	8,453	73,648,543,810	2,549,556,367	1,246,668,165	1,246,668,165
Ecuador	9,240	14,642,607,820	347,871,674	256,297,267	256,297,267
Peru	4,848	17,229,171,537	612,998,612	402,619,686	402,619,686
Total	37,845	131,613,193,875	4,701,394,166	5,823,899,260	5,823,899,260

Significant Contributions

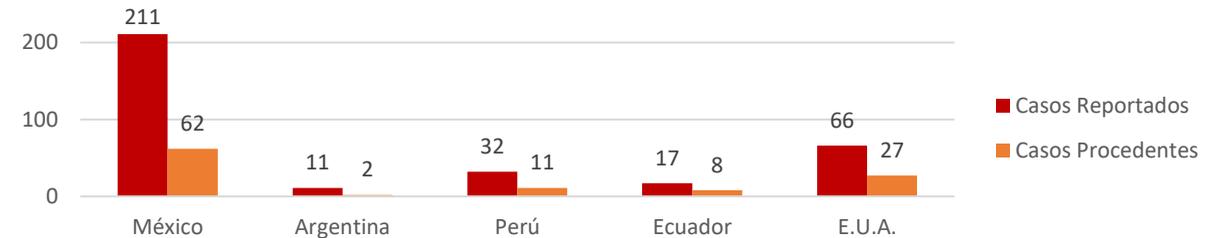
Our way of defending the legitimate interests of the company is through our participation in chambers and associations with the industry. Among Arca Continental's main contributions are those made to industry chambers and associations that allow us to participate together with private industry to promote sustainability from a collective action perspective. Among the most relevant are the following:

Association	Contribution (MXN)
American Beverage Association	\$12,323,077
International Council of Beverage Association	\$1,363,656
Confederación de Cámaras Industriales de los Estados Unidos Mexicanos	\$1,200,000
Centro Mexicano para la Filantropía	\$ 802,129
United Nations Global Compact	\$ 80,000

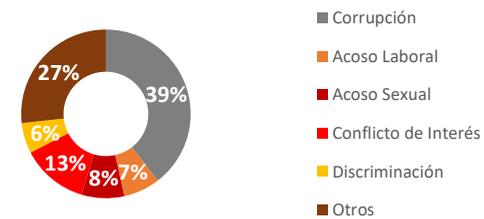
We did not make any direct contribution to Lobbying, interest representation or similar; Local, regional or national political campaigns / organizations / candidates; or spending related to ballot measures or referendums. The total amount of contribution in Trade associations or tax-exempt groups in 2022 were \$127,565,128 MXN pesos.

Violations of the Code of Conduct (GRI 2-27)

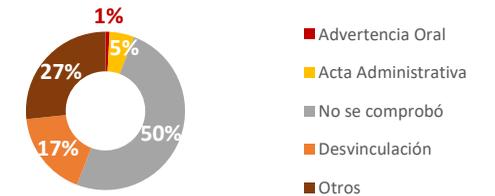
The code applies to 100% of the collaborators and members of the AC value chain. In 2022, 337 violations were registered, 110 were confirmed, and 34 were related to corruption.



Confirmed cases by type of denounce



Sanctions by type



	Cases Reported		Confirmed cases	
	2022	2021	2022	2021
Mexico	45	27	12	7
Argentina	2	2	0	1
Peru	5	3	0	0
Ecuador	4	7	2	3
United States	23	21	10	15
Total	79	60	24	26

Governance in Risk Management (GRI 2-25)

The risk management process stems from the leadership and supervision of the Board of Directors, by the Audit and Corporate Practices Committee (made up of Independent Directors), the General Management and the Coordination of Risk Committees. In addition, all directors receive training in risk management. The following table shows the experience of our directors around enterprise risk management (ERM) in operational roles.

Arca Continental board members with experience in ERM	
Independent	5
Patrimonial	10
Total	15

In order to identify, evaluate, manage and mitigate risks, we have experts with defined responsibilities in each of the areas.

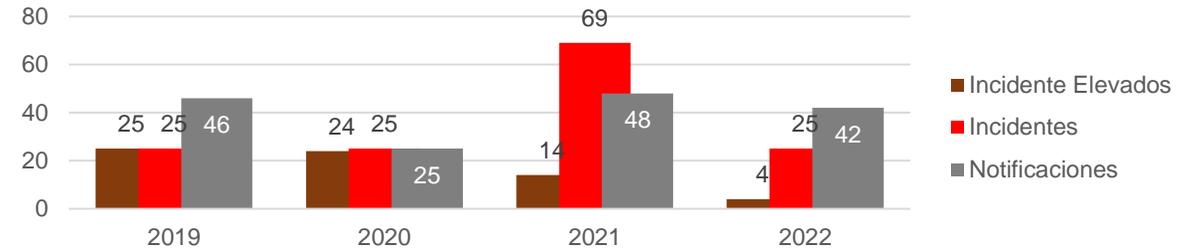
Associates responsible for risk management at Arca Continental		
Area	Leaders	Participants
Public Affairs	11	27
Finance	9	56
Legal / Ethics	9	38
Quality / Safety / Environment	6	24
Supply chain	6	31
Human Capital	5	39
Logistics	1	23
IT	1	4
Operation / Commercial	1	36
Communication	1	53
Engineering	0	8
Sustainability	0	41
Audit	0	39
Total	50	419

We developed an e-learning aimed at managers, managers and directors to raise awareness about the risks to which we are exposed and the importance of early mitigation. Since 2021, we have been working on training more than 3,000 associates.

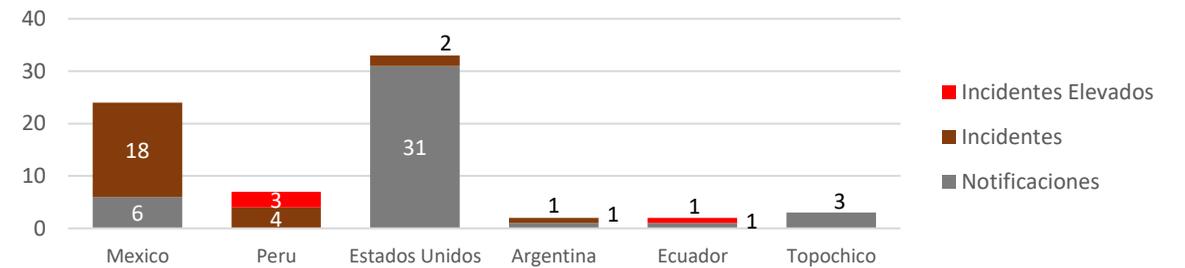
	Trained associates 2022	Trained associates 2021
Risk Management Training	1239	1780

As part of our efforts to strengthen crisis management in Arca Continental, we have deployed the IMCR SIGO platform in 100% of our operating regions. This platform allows our collaborators to learn about the management of past crises by monitoring the incidents that occurred in our operations. Below is a breakdown of the crises detected, managed and documented through said platform.

Number of incidents by severity and crises detected (2018-2021)



Crisis by country (2021)



Classification of crisis detected by type



Leadership with strong convictions

Board meeting attendance

During 2021 there was a council attendance of 99.37%. Depending on the type of matter that will be dealt with during the sessions, a minimum attendance at the Council meetings is established as mentioned below.

Case Type	% of Minimum Assistance Required
Special Majority Issues	75%
Supermajority Issues	60%
Simple Majority Issues	55%

Management ownership and CEO Compensation

Currently only 2 Executive Directors own shares, which in multiples of their base salary represent an average of 4% ownership. To calculate the base salary we use the following considerations:

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

For confidentiality reasons and for the safety of our chief executive officer and other executive officers, we chose to disclose our C-suite average total annual compensation through our response to the S&P Global CSA, rather than our chief executive officer's total annual compensation. or compensation of specific CEOs who owned shares in 2021.

No government institution owns shares in the organization and therefore the government has no voting rights. We have a compensation ratio for our C-Suite of 58 compared to the average compensation¹ of Arca Continental associates.

CEO Compensation Metrics (GRI 2-19)

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

- Evaluate and submit to the Board of Directors the guidelines for the Company to have adequate compensation and human resources policies;
- Propose to the Board the criteria for the selection of the General Director and the main officers of the Company;
- Make recommendations to the Board of Directors on the criteria for the evaluation of the CEO and high-level officers of the Company;

- Periodically review the executive compensation schemes and make recommendations regarding the structure and amount of the remuneration of the main executives of the Company;
- Review that the conditions for hiring high-level executives and that the Company's separation payments adhere to the Board's guidelines.

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

- Focused on the execution of a business strategy with a long-term vision.
- Aligned between the interests of management and shareholders.
- Able to permeate the management team and the organization to improve their performance.
- Challengers in the definition of the goal achievement threshold.
- Adhered to the legal and regulatory framework, as well as best practices.

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

Key Principle	Policy application	Actual implementation						
Focus on strategy execution	Annual bonus aligned to business KPIs	Annual bonus metrics EBITDA (20%), Net Income (7%), Net Revenue (9%), UAFIR / Operating Asset (14%)						
Alignment of the interests of management and shareholders	Pay-for-performance approach Short and long-term variable remuneration	CEO compensation structure <table border="1"> <tr> <td>40%</td> <td>40%</td> <td>20%</td> </tr> <tr> <td>Base Salary</td> <td>Long term bonus</td> <td>Annual Bonus</td> </tr> </table>	40%	40%	20%	Base Salary	Long term bonus	Annual Bonus
40%	40%	20%						
Base Salary	Long term bonus	Annual Bonus						
Compensation structure permeable to the organization	The CEO compensation scheme is applied to the executive team (but with lower levels of incentives).	Fixed salary + Annual bonus + Long-term bonus ²						
Objectives for variable remuneration with challenging thresholds	The goals are ambitious and are established considering the business plan and results forecasts.	<ul style="list-style-type: none"> • Goals linked to the business plan. • The maximum payout possible requires performance above established thresholds. 						

Incentives aligned to sustainability

In 2022, there were variable compensation schemes aligned to sustainability in the objectives of 2,295 associates in positions ranging from coordination to executive management. These schemes are 100% linked to our sustainable business strategy and the increase in variable compensation is calculated based on performance and the achievement of goals related to 5 priority initiatives:

¹ The average compensation does not include unionized associates

² La compensación variable a largo plazo es un incentivo dirigido a nuestro CEO, Directores Ejecutivos de Nivel 1 y Directores de País. Consiste en una compensación por tres años trabajados de forma consecutiva que se paga los tres años

siguientes, pero con carácter anual. Por ejemplo: Por haber trabajado en el periodo 2017-2019 se da una indemnización que se paga entre 2020 y 2022.

1. Manage and mitigate transformational risks (water, waste, value chain and portfolio) through a comprehensive plan (operational, reputational and regulatory) in each of the territories we serve, as well as its proper management in case of incidents or crisis (IMCR).
2. Improve our performance in sustainability through the deployment of a sustainability framework of operating committees by country, which allows us to execute priority projects detected in international certifications (GAP and materiality analysis) to improve our performance, promote community development and the environmental Protection.
3. Mitigate the reputational and regulatory threats detected in the institutional water and waste platforms, through community projects in priority sites according to the risk matrix, as well as establishing alliances with priority interest groups and ensuring their positioning before key audiences.
4. Strengthen the corporate reputation strategy and framework with an emphasis on sustainability communication, both in the digital space and in specialized audiences, through an annual communication plan by country approved to address local priorities and overall positioning of AC.
5. Protect the social license to operate and avoid discriminatory regulations by executing a comprehensive Public Affairs strategy (team tracker, goals, relationships, and metrics), in coordination with external organizations, community alliances, and local plans, generating open dialogue with different sectors of society. society and authorities.

Below, we present the number of associates with incentives aligned to sustainability.

Position	Associates with incentives aligned to sustainability
Entry level	369
Coordinator	904
Head of department	725
Manager	228
Director/Executive Director	69
Total	2,295

Board of Directors of Arca Continental (GRI 2-10-a, 2-10-b, 2-17)

The board is constituted by 20 members, of which 5 are independent. There is a representativeness of 2 women. It has an average seniority of members of 8.35 years, the practical experience in the industry is detailed in the following table.

Name	Gender	Condition ³	Board tenure	Committees ⁴				Practical Industry Experience		
				E	P	A	C	Food and Beverage	ERM ⁵	Other
Jorge Humberto Santos Reyna	Male	President and Patrimonial Member	15	X	X		X	X	X	
Manuel L. Barragán Morales	Male	Lifetime Honorary President								
Luis Arizpe Jiménez	Male	Patrimonial Member	19	X	X			X	X	
Alfonso J. Barragán Rodríguez	Male	Patrimonial Member	3				X	X	X	
Juan Carlos Correa Ballesteros	Male	Independent Member	6				X	X	X	
Felipe Cortés Font	Male	Independent Member	9			X		X	X	
Alejandro M. Elizondo Barragán	Male	Patrimonial Member	18		X			X	X	
Roberto Garza Velázquez	Male	Patrimonial Member	3	X	X				X	X
Bernardo González Barragán	Male	Patrimonial Member	2					X	X	
Rodrigo Alberto González Barragán	Male	Patrimonial Member	1		X					X
Cynthia H. Grossman	Female	Patrimonial Member	11					X		
Manuel G. Gutiérrez Espinoza ⁶	Male	Alternate Non-Member	0		X				X	
Johnny Robinson Lindley Suárez	Male	Patrimonial Member	4					X		
Ernesto López de Nigris	Male	Independent Member	21			X	X		X	
Adrián Jorge Lozano Lozano	Male	Independent Member	3		X				X	X
Miguel Ángel Rábago Vite	Male	Patrimonial Member	11	X	X		X	X	X	
José Antonio Rodríguez Fuentes	Male	Patrimonial Member	1		X					X
Alberto Sánchez Palazuelos	Male	Patrimonial Member	11					X	X	
Armando Solbes Simón	Male	Independent Member	11			X		X	X	
Jesús Viejo González	Male	Patrimonial Member	15		X				X	X
Marcela Villareal Fernández	Female	Patrimonial Member	3				X		X	X
Jaime Sánchez Fernández ⁷		Secretary Non-Member								

³ An independent member is considered one that meets the independence criteria established by the Mexican Stock Exchange Law http://www.diputados.gob.mx/LeyesBiblio/pdf/LMV_090119.pdf#page=16

⁴ E= Executive Committee, P= Planning and Finance Committee, A= Audit and Corporate Practices Committee, C= Human Capital and Sustainability Committee

⁵ Board Members are considered to have experience in Enterprise Risk Management (ERM) if any of the following conditions were met before becoming Directors: 1) They served as CEO, CFO or CRO, 2) They held a position senior management in the financial sector

⁶ Manuel G. Gutiérrez Espinoza, exercised his functions during 2022 as substitute director, since Mr. Francisco Rogelio Garza Eglhoff, patrimonial member of the Company, unfortunately passed away.

⁷ Jaime Sánchez Fernández does not serve as a member of the board, he is only its secretary.



To serve
those who
choose us

Transparency for consumers

Labeling under international standards

Labeling	2022	2021
Coverage of products labeled under a scheme aligned with EU CIAA/FDE	100%	100%
Coverage of products labeled under a local scheme or internally defined by the organization	100%	100%

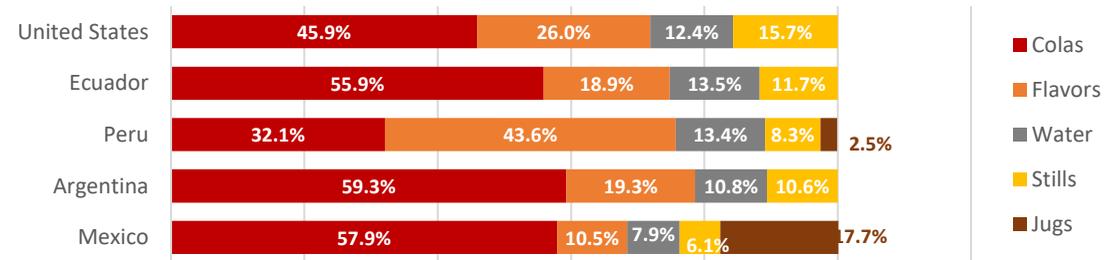
Current certifications during 2022 in our production centers

100% of our CEPROS have certified their environmental management system with ISO 14001. During 2022, 85% had current certification, the rest were in the process of updating

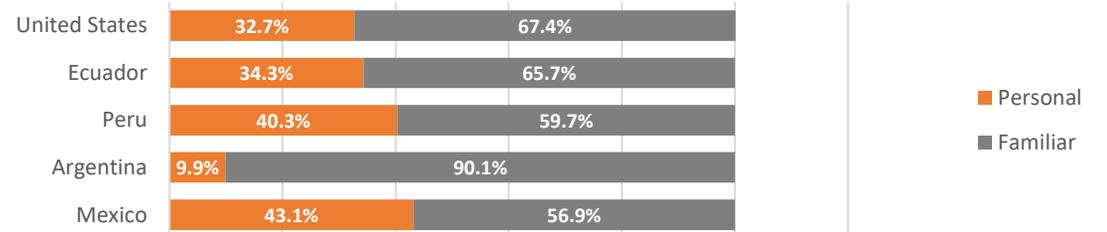
	Production Centers Certified	% Production Centers Certified
ISO 9001 - Quality	40	87%
ISO 14001 – Environmental management system	39	85%
FSSC/ISO 22000 – Food Safety	42	91%
ISO 45001 – Health and Safety	39	85%

Products for every occasion

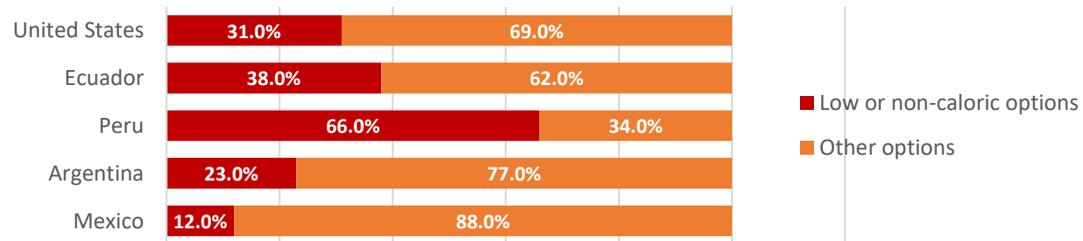
Volume



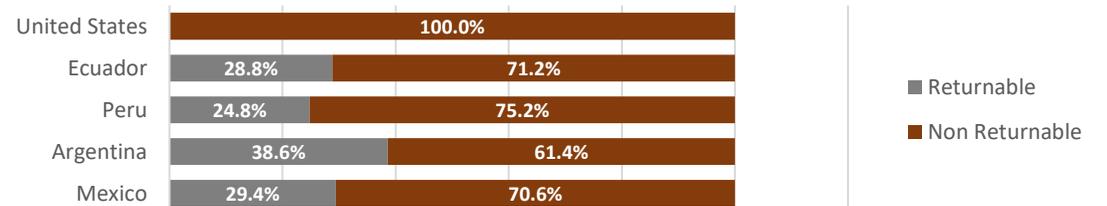
Presentation



Caloric Content



Returnability



Strengthen
our
supply chain



Supply chain resilience

Critical Suppliers

Country	Suppliers Tier 1 ⁸	Critical suppliers Tier 1	Spending on critical tier 1 suppliers
Mexico	4,898	127	82%
Argentina	1,390	37	92%
Peru	1,408	67	84%
Ecuador	1,724	75	75%
United States	1,095	39	72%
Total	10,515	345	82%

Local Suppliers (GRI 204-1)

93.3% of the spending made in 2022 was allocated to local suppliers.

New suppliers selected under environmental or social criteria (GRI 308-1, 414-1)

Among the main supply chain impacts during 2022 were global supply chain disruptions, resulting in material shortages, shortages, increased prices and delivery times. In this sense, only 4.18% of the new suppliers were selected considering environmental or social criteria.

Country	Suppliers selected under environmental or social criteria
Mexico	2.47%
Argentina	5.56%
Peru	16.63%
Ecuador	6.90%
United States	1.41%

Responsible sourcing

Suppliers assessed for sustainability in the last three years

In the last 3 years, only 8% of tier 1 and non-tier 1 suppliers have been identified as suppliers with high risk in terms of sustainability.

	Tier 1 suppliers evaluated in the last 3 years on sustainability issues	Non-tier 1 suppliers evaluated in the last 3 years on sustainability issues
Mexico	43.50%	66.22%
Argentina	25.60%	37.50%
Peru	48.76%	66.67%
Ecuador	44.50%	61.97%
United States	40.67%	58.54%
Total	42.51%	61.32%

Priority ingredients

Among the priority or critical ingredients to produce snack business products are palm oil, cornmeal, peanuts and seasonings. These ingredients together represent 26% of the total expense to produce snacks. 100% of palm oil, cornmeal and peanuts have some certification related to sustainability issues, while 43.4% of seasonings are certified. For the beverage business, sugar is considered a priority ingredient and it is understood that around 45% of this input comes from areas of high-water stress.

Suppliers evaluated on environmental and social issues (GRI 412-2)

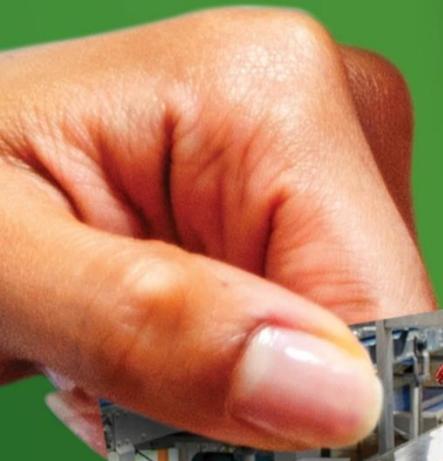
	Suppliers assessed with EcoVadis	Suppliers where negative impacts were identified	Suppliers with whom improvement plans were agreed
Mexico	45	13	66%
Argentina	6	1	33%
Peru	16	1	88%
Ecuador	28	5	75%
United States	15	1	47%
Total	110	21	66%

⁸ All the suppliers that Arca Continental works with are considered Tier 1.

Sustainable Supply Program

Based on the evaluations carried out and with the vision of meeting the objectives of our sustainable business strategy, we have established goals for our Sustainable Supply Program. In 2022, 11 suppliers were required to deploy a corrective action plan and 138 suppliers participated in a capacity development program to improve their performance.

	Goals	KPIs	Progress 2022	Progress 2021	2025 Goal
Program Implementation	1. Evaluate 100% of critical suppliers in terms of sustainability.	Number of critical suppliers evaluated	122	72	250
		% of all critical suppliers evaluated	49%	28%	100%
Improvement goals	2. That at least 75% of critical suppliers have a global EcoVadis score greater than 45 and a partial score greater than 40.	% of suppliers that meet the criteria	68%	66%	75%
		% of critical suppliers reporting CO2 emissions	40%	43%	51%
	3. That the critical suppliers evaluated have an adequate disclosure of their ESG practices.	% of Critical Suppliers Responding to CDP Climate Survey	37%	35%	43%
		% of Critical Suppliers Reporting on Energy Consumption	53%	54%	62%
		% of critical suppliers that provide evidence of not counting on child labor, forced labor and human trafficking.	43%	36%	28%
		% of critical suppliers that have a policy on sustainable purchasing issues	38%	43%	51%
		% of critical suppliers that have an anti-corruption policy	72%	72%	80%
		% of critical suppliers reporting on health and safety indicators	57%	57%	65%
	4. That the evaluated critical suppliers take actions to improve their sustainability performance.	% of critical suppliers that carry out improvement actions on energy consumption	55%	61%	69%
		% of critical suppliers that use renewable energy (operational)	39%	38%	46%
% of critical suppliers that take measures to reduce water consumption		40%	40%	48%	
% of critical suppliers that have an ISO 14001 Certification (in at least one site)		38%	49%	57%	
Adoption	5. Reassess every 2 years those critical suppliers that have an EcoVadis global rating greater than 45, and every year those with a rating equal to or less than 45.	% of critical suppliers with reassessment	59%	-	75%
		% of critical suppliers reassessed with an improvement in their overall rating	62%	-	50%
Individual performance	6. That the critical suppliers evaluated that present critical sustainability risks have continuous improvement plans.	% Assessed critical suppliers to whom a request for corrective action plans based on QA sustainability priorities has been made	74%	-	100%
	7. Maintain clear and current visibility of sustainability risks in the supply chain.	% of suppliers with current evaluation of less than 36 months	100%	-	75%



Enhance
our
performance

Transcending collaboration⁹

Talent Attraction and Retention

Average Headcount by country (GRI 2-7-a, 2-7-b, 2-7-c, 2-7-d, 2-7-e, 405-1)

Country	Total
Mexico	37,907
Argentina	2,269
Peru	4,886
Ecuador	9,586
United States	9,155
Total	63,802

Average Headcount – unionization, gender and age range

Age	Non-unionized		Unionized		TOTAL
	Female	Male	Female	Male	
Under 21	43	314	70	1,113	1,541
Between 21 and 30	1,668	5,763	556	11,471	19,459
Between 31 and 40	1,838	8,216	612	9,994	20,660
Between 41 y 50	892	6,267	364	6,478	14,000
More than 50	498	4,400	194	3,050	8,142
TOTAL	4,939	24,960	1,796	32,106	63,802
%	7.74%	39.12%	2.81%	50.32%	100%
	46.86%		53.14%		

Female representation

Indicator	%
Percentage of women with respect to the total number of associates	10.54
Percentage of women in managerial positions (junior, middle or top management)	15.92
Percentage of women in the first management level (junior)	22.84
Percentage of women at a senior management level (maximum at two CEO levels)	9.86
Percentage of women in a managerial position with an income generation function	14.57
Percentage of women in STEM or related positions	15.98

⁹ We have not had significant fines or sanctions (>10,000 USD) in the last 4 fiscal years related to social issues.

¹⁰ This information considers only operations in Mexico, Peru, Ecuador and Argentina

¹¹ The average hiring cost in 2022 were \$6,734.22 Mexican pesos

Nationality of associates¹⁰

Nationality	%
Mexico	60%
Argentina	15%
Peru	9%
Ecuador	7%
United States	4%
Others	6%

Turnover rate – age and gender

The involuntary turnover rate during 2022 was 12.35%, while the voluntary turnover was 16.17% and the organization's total turnover was 28.52%.

Age	Non-unionized		Unionized	
	Female	Male	Female	Male
Under 21	92%	93%	80%	32%
Between 21 and 30	23%	26%	52%	23%
Between 31 and 40	16%	17%	29%	13%
Between 41 y 50	9%	9%	22%	6%
More than 50	7%	7%	23%	3%
TOTAL	17%	16%	36%	15%

Hiring¹¹ (GRI 401-1)

Country	Total open positions	# positions covered with internal talent	# positions covered by external talent
Mexico	21,098	7,626	13,472
Argentina	1,502	98	1,404
Peru	54	10	44
Ecuador	2,150	605	1,545
United States	5,680	1,103	4,577
Complementary Business	1,258	340	918
Total	31,650	9,733	22,016

Hiring's – age and gender (GRI 401-1)

Age	Female	Male	Total
Under 30	2,265	13,530	15,795
Between 30 and 50	2,485	12,364	14,849
More than 50	201	805	1,006
Total	4,951	26,699	31,650

Results of the organizational climate survey – Commitment by gender and age range ¹²

75.06% of those who responded to the survey gave a score of 90% or more in the Commitment Index

Age	Gender	Mexico	Argentina	Peru	Ecuador	CCSWB	WISE	Average
Under 30	F	87.50%	65.00%	89.80%	90.60%	82.10%	61.70%	87.40%
	M	87.40%	93.90%	85.40%	89.40%	81.00%	70.70%	86.70%
	I	-	-	-	-	84.00%	-	-
	D	-	-	-	-	85.00%	-	-
From 30 to 50	F	87.80%	79.90%	91.60%	92.00%	85.30%	63.10%	87.80%
	M	87.50%	85.50%	86.30%	87.90%	79.80%	64.30%	86.50%
	I	-	-	-	-	89.70%	-	-
	D	-	-	-	-	85.00%	-	-
More than 50	F	92.10%	92.00%	96.70%	96.50%	85.80%	62.60%	85.50%
	M	90.40%	86.20%	89.40%	90.00%	82.80%	71.10%	87.70%
	I	-	-	-	-	100.00%	-	-
	D	-	-	-	-	93.80%	-	-
Arca Continental		87.80%	86.20%	87.40%	88.90%	81.50%	66.70%	87.00%

Results of the organizational climate survey - Country

Country	Participation	Leadership favorability	Commitment level
Mexico	95.70%	83.10%	87.80%
Argentina	99.90%	81.30%	86.20%
Peru	100.00%	81.90%	87.40%
Ecuador	100.00%	82.50%	88.90%
CCSWB	96.70%	85.30%	81.50%
WISE	75.70%	67.50%	66.70%
Arca Continental	96.60%	86.00%	87.00%

Development

Average Training – gender, position, country and type of training (GRI 404-1)

In 2022, 1,009,912 hours of training were given, with an average investment of about \$130 USD per associate. Obtaining an average of global training hours of 17.2 hours per associate.

	Gender	Mexico	Argentina	Peru	Ecuador	Corporate
Average training hours of Mandatory courses						
Entry level	Female	11.0	1.4	4.5	6.2	10.6
	Male	11.3	0.2	12.4	5.1	4.7
Coordinator	Female	14.5	2.1	6.6	7.5	15.3
	Male	15.0	1.7	8.5	10.4	14.2
Head	Female	12.6	4.1	3.7	13.6	23.1
	Male	16.1	2.9	4.9	14.8	25.7
Manager	Female	5.8	0.6	1.1	3.9	25.9
	Male	12.8	1.9	1.0	3.5	18.3
Director	Female	0.0	0.0	0.0	0.9	5.7
	Male	0.0	0.1	0.0	2.3	8.3
Executive director	Female	0.0	0.0	0.0	0.0	0.0
	Male	0.0	0.2	0.0	0.0	0.0
Average training hours of Non-Mandatory courses						
Entry level	Female	2.6	1.8	3.3	6.1	0.1
	Male	1.9	0.1	0.9	8.5	0.0
Coordinator	Female	22.1	1.4	16.0	15.6	0.3
	Male	15.5	0.5	15.8	14.4	0.0
Head	Female	26.2	1.1	29.0	37.8	4.3
	Male	33.3	1.0	30.1	36.3	2.9
Manager	Female	23.5	0.0	19.7	29.0	6.3
	Male	36.9	1.6	23.1	35.6	9.3
Director	Female	0.0	0.0	7.8	87.4	0.0
	Male	3.9	0.0	5.2	28.3	2.6
Executive director	Female	0.0	0.0	0.0	0.0	0.0
	Male	17.2	0.0	0.0	4.7	0.0

¹² F= Female, M= Male, I=Undefined, D=Decided not to disclose

Associates participating in the performance evaluation process – gender, country and position

	Gender	Mexico	Argentina	Peru	Ecuador	US	Total
Entry level	Male	98	0	559	0	5,294	5,951
	Female	46	0	238	0	594	878
Coordinator	Male	535	32	191	139	772	1,669
	Female	254	7	110	108	183	662
Head	Male	677	62	75	58	178	1,050
	Female	172	10	31	34	59	306
Manager	Male	189	40	36	50	127	442
	Female	32	5	6	15	30	88
Director	Male	36	3	4	9	21	73
	Female	2	1	1	1	6	11
Executive director	Male	7	1	1	1	2	12
	Female	1	0	0	0	0	1
Total		2,049	161	1,252	415	7,266	11,143

Annual compensation in USD – country (GRI 2-21-a, 2-21-b, 2-21-c)

Annual compensation ¹³ , person with the highest remuneration ¹⁴	\$1,563,500
Average annual compensation, all associates ¹⁵	\$496,005

Average annual remuneration and compensation ratio - gender (in USD) (GRI 405-2)

Category	Average compensation		Ratio
	Female	Male	
Entry level	1,741	1,748	1.00
Coordinator	2,437	2,308	1.06
Head	4,534	4,144	1.09
Manager	8,170	8,655	0.94
Director	15,145	17,320	0.87
Executive Director	--	29,764	
Total AC	2,662	2,599	1.02

¹³ Annual compensation includes salary, bonuses, stocks, awards and other compensation. Figures do not include corporate operations.

¹⁴ Average C-Suite data.

Annual average remuneration and compensation ratio - country (in USD) (GRI 405-2)

Country	Average compensation		Ratio
	Female	Male	
Mexico	1,672	1,825	0.916
Argentina	2,269	2,335	0.972
Peru	1,923	2,403	0.800
Ecuador	1,671	2,093	0.799
EUA	6,989	7,061	0.990
Total	2,662	2,599	1.024

Associates with variable compensation linked to strategic sustainability priorities

Argentina	Coordinator	9	58
	Director	1	
	Manager	20	
	Head	28	
CCSWB	Director	10	12
	Executive Director	2	
Mexico	Coordinator	556	135
	Director	22	
	Executive Director	13	
	Manager	144	
	Head	471	
Ecuador	Coordinator	159	302
	Director	8	
	Manager	20	
	Head	115	
Peru	Coordinator	128	630
	Director	12	
	Entry-level	351	
	Manager	38	
Wise	Head	101	87
	Coordinator	52	
	Director	1	
	Entry-level	18	
	Manager	6	
	Head	10	

¹⁵ Excludes compensation of the highest paid person. It only considers non-unionized associates.

Total	2,295
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Safety

Health and Safety Program coverage (GRI 403-8)

	Internally audited SSO plan coverage	Externally audited SSO plan coverage
Mexico	100%	45%
Argentina	100%	25%
Peru	100%	100%
Ecuador	100%	100%
United States	100%	100%
Total	100%	81%

Fatalities resulting from work-related injuries (GRI 403-9)

During the year, 4 fatalities related to vehicular incidents were registered (2 of associates and 2 of contractors), none occurred within AC facilities, mainly caused by driving behavior and external factors on the road, in view of which and as part of its commitment to safety and well-being, the company implemented the following corrective measures:

- Reinforcement and routine monitoring of telemetry for sales routes at all levels, promoting the culture of traffic prevention.
- Creation of the SIF telemetry alert indicator, which allows monitoring speeding for its correction.
- Implementation of the "Present Prevention" plan, to raise awareness among associates about safety, the 14 rules that save lives and the management of SIFp (Potential Serious Injury or Fatality).
- Implementation of SIFp and the HOP (Human Organizational Performance) philosophy as part of incident investigation, to better understand the context in which they occur and defining solutions.

For Arca Continental, the Occupational Health and Safety of associates, visitors and contractors is a priority. For this reason, it continues to develop safe practices that allow it to be a benchmark in the industry.

Hours of operation lost due to associate accidents ¹⁶ (GRI 403-9)

	Work accident injuries with lost time	Hours worked	LTIR ¹⁷
Beverages	272	158,279,264	0.344
Snacks	31	11,473,175	0.540
Other businesses	24	7,997,484	0.600
Total	338	187,200,666	0.361

¹⁶ The lost time rate due to associate accidents is reviewed by a third party, the cases of contractor accidents (17 in 2022) are not part of the scope of the review nor their LTIR (0.323 in 2022).

Occupational risks management (GRI 403-9)

Main types of injuries	Sprains, overexertion, slips, trips or falls, blows, lacerations, burns, hearing damage, falling materials at different levels
Top job hazards that can be a risk of injury	Old machinery, bottle exhibits, driving vehicles or forklifts, exposure to chemicals, slippery or uneven flooring, exposure to loud noises, entrapment, entanglement, burns, falls at different levels, repetitive motions, inappropriate postures or movements.
Measures taken to eliminate hazards and minimize risks	Implementation of controls and audits, recognition of safe acts, preventive observations in unsafe acts, maintenance programs, preventive health program, correct use of Personal Protection Equipment, signage, training, 5-minute safety talks, Safety Committee meetings.

Occupational Illnesses (GRI 403-10)

Country	Occupational disease fatalities	Cases of illness or occupational disease	Main types of ailment or disease
Mexico	0	3	musculoskeletal low back pain
Argentina	0	0	
Peru	0	0	
Ecuador	0	0	
United States	0	0	
TOTAL	0	3	

¹⁷ It is the number of lost-time injuries that occur for every 200,000 hours worked.

Environmental Awareness

Water Footprint ¹⁸

Ratio of water consumption per liter of beverage produced

(L water / L beverage produced)	2020	2021	2022
Mexico	1.48	1.46	1.45
Argentina	1.70	1.63	1.57
Peru	1.76	1.69	1.92
Ecuador	1.72	1.70	1.65
United States	1.50	1.45	1.36
Total	1.54	1.51	1.52

Water withdrawal and discharge (GRI 303-3, 303-4)

(thousand m ³)	Withdrawal	Discharges	Withdrawal in water stressed areas	Discharges in water stressed areas
Beverages	18,788.2	5,227.0	10,795.4	3,138.4
Snacks	405.4	102.6	49.0	43.2
Other businesses	7,119.3	6,206.4	2.6	0
Distribution centers*	319.8	189.7	183.7	113.9
Total	26,632.7	11,725.7	11,030.7	3,295.5

*Distribution Centers were not considered for the third-party assurance process.

As part of the commitment to the conservation of water sources, the company ensures that 100% of the water that is discharged has some type of treatment that allows us to comply with regulations, as required by the discharge destination.

Water withdrawal by source – thousand m³ (GRI 303-3)

Thousand m ³	Municipal network	Own Wells	Non chargeable	Superficial water bodies	Other	Total
CEPROS	5,624.9	16,910.5	173.7	3,888.0	63.2	26,313.0
CEDIS	104.7	211.7	0.0	2.5	0.9	319.7
Total	5,729.6	17,122.2	173.7	3,890.5	64.1	26,632.7

*Distribution Centers were not considered for the third-party assurance process.

Water volume reused

(thousand m ³)	Total
Mexico	352.8
Argentina	75.8
Peru	913.2
Ecuador	65.2
United States	0
Total	1,407.0

¹⁸We have not had significant fines or sanctions (>10,000 USD) in the last 4 fiscal years related to water issues.

Water discharges by destination – thousand m³ (303-4)

Destination	Treatment	Production Centers Discharges by treatment and destination	Distribution Centers Discharges by treatment and destination
Cuerpos de agua superficial	No Treatment	6,650.18	6.59
	Primary	0.00	0.00
	Secondary	807.69	0.00
	Tertiary	0.00	0.00
Entregado a un tercero	No Treatment	0.00	0.00
	Primary	352.29	0.00
	Secondary	253.53	0.00
	Tertiary	11.20	0.00
Pozo Profundo	No Treatment	0.00	0.00
	Primary	0.00	0.00
	Secondary	16.92	0.00
	Tertiary	0.00	0.00
Red Municipal	No Treatment	246.52	183.11
	Primary	454.44	0.00
	Secondary	2,573.66	0.00
	Tertiary	169.56	0.00
Total	No Treatment	6,896.69	189.70
	Primary	806.73	0.00
	Secondary	3,651.81	0.00
	Tertiary	180.76	0.00
Total de descargas CEPROS + CEDIS			11,725.69

*Distribution Centers were not considered for the third-party assurance process.

Carbon Footprint¹⁹

Emissions rate per liter of beverage produced (GRI 305-4; 305-5)

(grCO ₂ e / L beverage produced)	2022
Mexico	23.97
Argentina	21.63
Peru	6.52
Ecuador	17.72
United States	13.11
Total	19.32

* Scope 1 and 2 considered for the calculation

GHG Emissions from Scope 1 and 2 – Production Centers (GRI 305-1, 305-2)

(tCO ₂ e)	Scope 1	Scope 2	Total
Beverages	155,986.76	82,746.49	238,733.25
Snacks	31,664.47	6,228.11	37,892.58
Beverages	23,266.13	21,351.49	44,617.62
Total	210,917.36	110,326.09	321,243.45

Greenhouse Gas Emissions from Scope 3*

Category GHG Protocol	tCO ₂ e in 2022	Scope
1. Purchased goods and services	2,213,281.39	99%
2. Capital goods	433,242.23	100%
3. Fuel- and energy-related activities	118,864.37	100%
4. Upstream transportation and distribution	165,341.62	98%
5. Waste generated in operations	4,826.63	99%
6. Business travel	3,755.52	99%
7. Associate commuting	113,544.70	98%
8. Upstream leased assets	0.00	100%
9. Downstream transportation and distribution	0.00	100%
10. Processing of sold products	0.00	100%
11. Use of sold products	0.00	100%
12. End of life treatment of sold products	14,580.70	100%
13. Downstream leased assets	609,757.74	98%
14. Franchises	0.00	100%
15. Investments	287,640.93	100%
Total	3,964,835.83	>99%

Greenhouse Gas Emissions from Scope 3

(tCO ₂ e)	2019	2020	2021	2022
Total	4,550,893.24	3,985,454.19	3,877,564.96	3,964,835.83

¹⁹ We have not had significant fines or penalties (>10,000 USD) in the last 4 fiscal years related to carbon footprint or energy issues.

** Values of Scope 3 of 2022 in the validation process of a third party, for which reason they could undergo adjustments.

Energy Use Ratio

(MJ / L beverage produced)	2022
Mexico	0.218
Argentina	0.314
Peru	0.241
Ecuador	0.303
United States	0.282
Total	0.243

Electric energy consumption – Production Centers MWh (GRI 302-1)

(MWh)	Renewable source	Non-renewable source	Total
Beverages	181,398.14	229,512.82	410,910.96
Snacks	0	20,216.10	20,216.10
Other businesses	0	47,199.43	47,199.43
Total	181,398.14	296,928.34	478,326.48

Electric energy consumption – Production Centers GJ (GRI 302-1)

(GJ)	Renewable source	Non-renewable source	Total
Beverages	653,033	826,246	1,479,279
Snacks	0.00	72,778	72,778
Other businesses	0.00	169,918	169,918
Total	653,033	1,068,942	1,721,975

Fuel consumption²⁰ – Production Centers MWh (GRI 302-1)

(MWh)	Fixed source	Mobile source	Total
Beverages	322,048.14	295,163.49	617,211.63
Snacks	150,711.46	12,077.11	162,788.57
Other businesses	134,922.12	2,448.12	137,370.24
Total	607,681.71	309,688.72	917,370.43

Fuel consumption – Production Centers GJ (GRI 302-1)

(GJ)	Fixed source	Mobile source	Total
Beverages	1,159,373	1,062,589	2,221,962
Snacks	542,561	43,478	586,039
Other businesses	485,720	8,813	494,533
Total	2,187,654	1,114,879	3,302,534

²⁰The main fuels used by the organization are gasoline, diesel, natural gas, LP gas, among others.

Waste and Packaging²¹

Acquisition of Non-Plastic Packaging Materials (GRI 301-1)

Material	Total material purchased (ton)	Recycled material (ton)	Recycled content (%)
Cardboard	29,942	25,028	83.6%
Aluminum	3,017	2,292	76.0%
Glass	100,707	10,319	10.2%
Total	133,666	37,639	28.2%

Acquisition of Plastic Packaging Materials (GRI 301-1)

(tCO ₂ e)	Virgin PET (ton)	Recycled PET (ton)	Total PET used (ton)	Recycled Content (%)
Mexico	78,373	15,975	94,348	16.9%
Argentina	10,303	739	11,042	6.7%
Peru	23,810	9,924	33,734	29.4%
Ecuador	14,981	1,347	16,328	8.2%
United States	13,723	15,535	29,258	53.1%
Total	141,190	43,520	184,710	23.6%

Recycled PET content (GRI 301-1)

	2020	2021	2022
Mexico	24.37%	19.52%	16.9%
Argentina	10.10%	8.20%	6.7%
Peru	32.06%	28.44%	29.4%
Ecuador	22.30%	19.63%	8.2%
United States (rPET+BioPET)	34.67%	53.15%	53.1%
Total	26.93%	27.76%	23.6%

Returnability of PET packaging

Country	Returnability by sales volume (%)
Mexico	29.4%
Argentina	38.6%
Peru	24.8%
Ecuador	28.8%
United States	0.0%
Total	24%

PET packaging collected

Collection of PET (%)	55%
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²¹ We have not had significant fines or penalties (>10,000 USD) in the last 4 fiscal years related to packaging or waste issues.

²² The waste management process is carried out through a third party. Recycling is done externally.

Food Loss

The main source of food waste for Arca Continental is related to the shrinkage that comes from the snack businesses. Most of this waste is revalued through donation or sale programs for various purposes.

(ton)	2021	2022
Total weight of all food loss and waste (ton)	8,314	8,116
Total weight of volumes of food loss and waste used for alternative purposes (ton)	8,026	7,870
Discarded waste (ton)	288	246
% of food waste that is revalued	96.5%	97%
Income from the revaluation of losses (USD)	1,892,132	3,003,448

Waste generation and disposal²² (GRI 306-3, 306-4, 306-5)

	(ton)	Recycled waste	Waste sent to final disposition	Generated waste	Percentage of Waste recycled (%)
Non-Hazardous Waste	Beverages	79,319.04	2,718.93	82,949.43	95.62%
	Snacks	5,383.82	891.61	7,043.49	76.44%
	Other businesses	27,500.73	24,391.48	51,892.16	53.00%
	Total	112,203.59	28,002.02	141,885.08	79.08%
Hazardous waste	Beverages	834.10	18.93	963.51	86.57%
	Snacks	1,424.66	301.63	1,695.60	84.02%
	Other businesses	1.49	0.04	9.29	16.08%
	Total	2,260.25	320.60	2,668.39	84.70%

Waste generation and disposal²³ (GRI 306-4) (GRI 306-5)

(ton)	Recycled waste	Waste sent to final disposition	Generated waste	Percentage of Waste recycled (%)
Mexico	51,004.05	973.42	52,873.48	96.46%
Argentina	32,772.35	25,019.99	57,878.78	56.62%
Peru	11,427.23	67.67	11,823.51	96.65%
Ecuador	7,011.48	606.16	7,884.51	88.93%
United States	12,248.74	1,655.38	14,093.19	86.91%
Total	114,463.85	28,322.62	144,553.48	79.18%

²³ The waste management process is carried out through a third party. Recycling is done externally.

Management of generated and recycled waste ²⁴ in 2021 (ton) (GRI 306-3)

Category	Residuos reciclados	Residuos generados	Percentage recycled
Aceite Vegetal Usado	532.60	554.55	96.04%
Aluminio	539.51	540.25	99.86%
Cachaza	25,095.14	25,095.14	100.00%
Ceniza	0.00	23,663.81	0.00%
Escombros	1,661.12	1,661.12	100.00%
HDPE	1,511.62	1,522.12	99.31%
LDPE	1,180.72	1,180.77	100.00%
Lodos	6,729.14	8,357.39	80.52%
Madera	9,896.19	9,896.95	99.99%
Metal ferroso	2,976.52	2,989.03	99.58%
Metal no ferroso	86.07	86.07	100.00%
Neumáticos	175.63	176.95	99.25%
Otros	1,919.46	2,118.33	90.61%
Otros Plásticos (PS, PVC, PC)	5,595.69	5,606.65	99.80%
Papel y cartón	11,907.18	11,898.80	100.07%
PET	7,025.63	7,031.01	99.92%
Polipropileno y BOPP	976.13	1,048.29	93.12%
Residuo peligroso	2,260.25	2,668.39	84.70%
Residuos Electrónicos	9.25	9.26	99.93%
Residuos orgánicos	2,488.28	2,704.55	92.00%
Residuos sólidos urbanos	3,260.73	6,607.27	49.35%
Scrap de Producción	1,837.50	2,203.19	83.40%
Tetrapack	105.24	108.72	96.79%
Vidrio	26,694.25	26,824.84	99.51%
Total	114,463.85	144,553.48	79.18%

²⁴ The waste management process is carried out through a third party. Recycling is done externally.

And to grow
with **our**
customers



Being present and with excellence in our service

Sales by Channel

	Traditional Channel	Small Stores	Supermarkets	On Premise	Others
Mexico	56.4%	14.7%	9.4%	10.9%	8.6%
Argentina	40.6%	0.6%	19.3%	3.5%	36%
Peru	45.4%	1.8%	12.9%	11.1%	0.3%
Ecuador	52.2%	1.2%	16.4%	14.2%	16.1%
United States	0.0%	27.1%	60.1%	12.8%	0.0%
Total	43%	14%	21%	12%	10%

Quantity of Customers

Mexico	Argentina	Peru	Ecuador	United States	Total
388,627	75,520	324,130	199,035	91,313	1,078,625

Cold Drink Equipment Installed

Mexico	Argentina	Peru	Ecuador	United States	Total
89,644	5,400	14,743	27,019	9,251	146,057

Execution that sets us apart

Digital Sales

	2020	2021	2022
Customers using Digital Sales Platform	1.3%	16.8%	42.2%
Number of Customers Using AC Digital	106500	386000	606500
Income Generated through Digital Platforms	0.5%	7.0%	36.3%

Customer Satisfaction (NPS)

Performance evaluation is measured using the NPS methodology. The plan for 2023 is to implement this measurement in operations in the United States and with Yomp customers in Mexico

Mexico	Argentina	Peru	Ecuador			Total
Beverages	Beverages	Beverages	Beverages	Tonicorp	Inalecsa	
71.1%	68.4%	35.6%	59.9%	58.2%	70.0%	64.8%



ARCACONTINENTAL