



**ARCACONTINENTAL**

PIONEERS OF *Coca-Cola* IN MEXICO

# Corporate Presentation

# Key Investment Highlights

01 

➤ **Our diverse portfolio** that includes innovation and diversification of brands of The Coca-Cola Company

02 

➤ **Our territories** where we have a strong presence in developed markets like the United States and emerging markets such as Mexico, Ecuador, Peru and Argentina

03 

➤ **Digital agenda** as we are one of the most technologically advanced bottlers within the Coca-Cola system

04 

➤ **Solid financial position**, with constant growth in revenues and EBITDA

05 

➤ **Our sustainable business model** that guides us and has supported the continuous evolution of our company



# AGENDA



## **01** Introduction to Arca Continental

02 Attractive markets in a dynamic beverage industry

03 Our strategy to drive growth

04 Financial and operational summary

05 Sustainability strategy

**130 years  
of Topo Chico**  
and a strong  
partnership of  
**100 years**  
with  
**Coca-Cola**  
Company



# Arca Continental in 2025

**45** MANUFACTURING  
FACILITIES

**71K** ASSOCIATES

**>1.6M** OUTLETS

**133M** CONSUMERS

**2.4**  
**Bn**  
  
**Unit**  
**Cases**

Revenues  
**\$13.3** Bn  
USD  
  
EBITDA  
**\$2.7** Bn  
USD

# Strong presence in attractive markets



## Mexico

Start date: **1926**

Sales volume (MUC): **1,359**

% of KO volume: **33%**

Population served (MM): **35**



## USA

Start date: **2017**

Sales volume (MUC): **444**

% of KO volume: **12%**

Population served (MM): **35**



## Ecuador

Start date: 2010

Sales volume (MUC): **150**

% of KO volume: **100%**

Population served (MM): **18**



## Peru

Start date: **2015**

Sales volume (MUC): **327**

% of KO volume: **100%**

Population served (MM): **34**



## Argentina

Start date: **2008**

Sales volume (MUC): **135**

% of KO volume: **25%**

Population served (MM): **11**



MUC: Million Unit Cases. One Unit Case is equal to 24 bottles of 8 ounces each.  
MM: Millions  
Data as of the end of 2025

# Relevant presence in the snacks industry



**3rd largest**  
brand in Mexico



**#2 brand**  
Metropolitan  
area of NY



**#2 largest**  
Brand in Ecuador



# Corporate Structure

*The Coca-Cola Company*

Market Value<sup>(1)</sup>:  
**USD \$346 billion**



Market Value<sup>(1)</sup>:  
**USD \$20 billion**

Coca-Cola Refreshments



20%

80%

100%

AC Bebidas

Food & Snacks

99.8%

100%

100%

Peru

Mexico

Coca-Cola Southwest  
Beverages

100%

100%

Argentina

Ecuador



<sup>(1)</sup> Source: Bloomberg, February 2026



# World-Class Corporate Governance



Majority shareholders are present only at Board of Directors level



Audit Committee exclusively composed by independent members



No related-party transactions



20 members with a wide range of profiles and a tenure of 9.4 years



15% of the board is represented by women



30% independent directors

# Pursuing value creation via consistent **organic** growth and an excellent M&A track record





# AGENDA

01 Introduction to Arca Continental



**02 Attractive markets in a dynamic beverage industry**

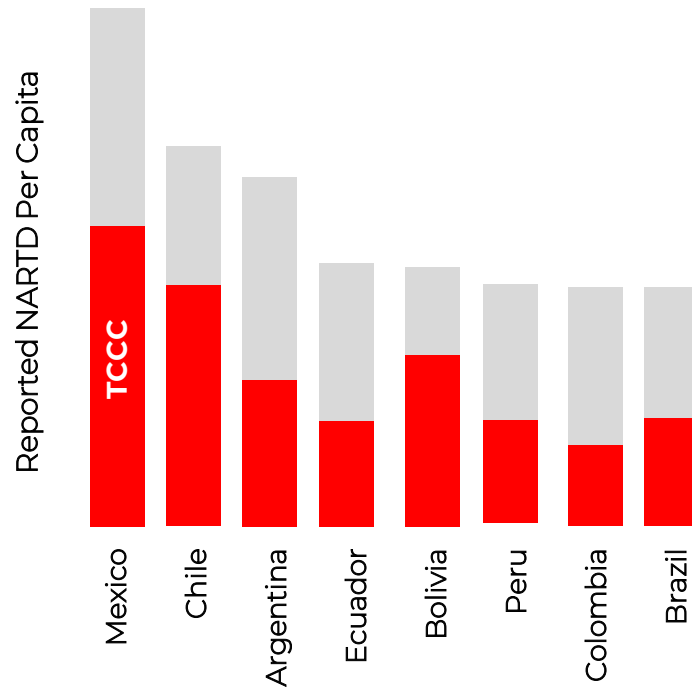
03 Our strategy to drive growth

04 Financial and operational summary

05 Sustainability strategy

# A vast opportunity for growth in the region

## Plenty of room to grow

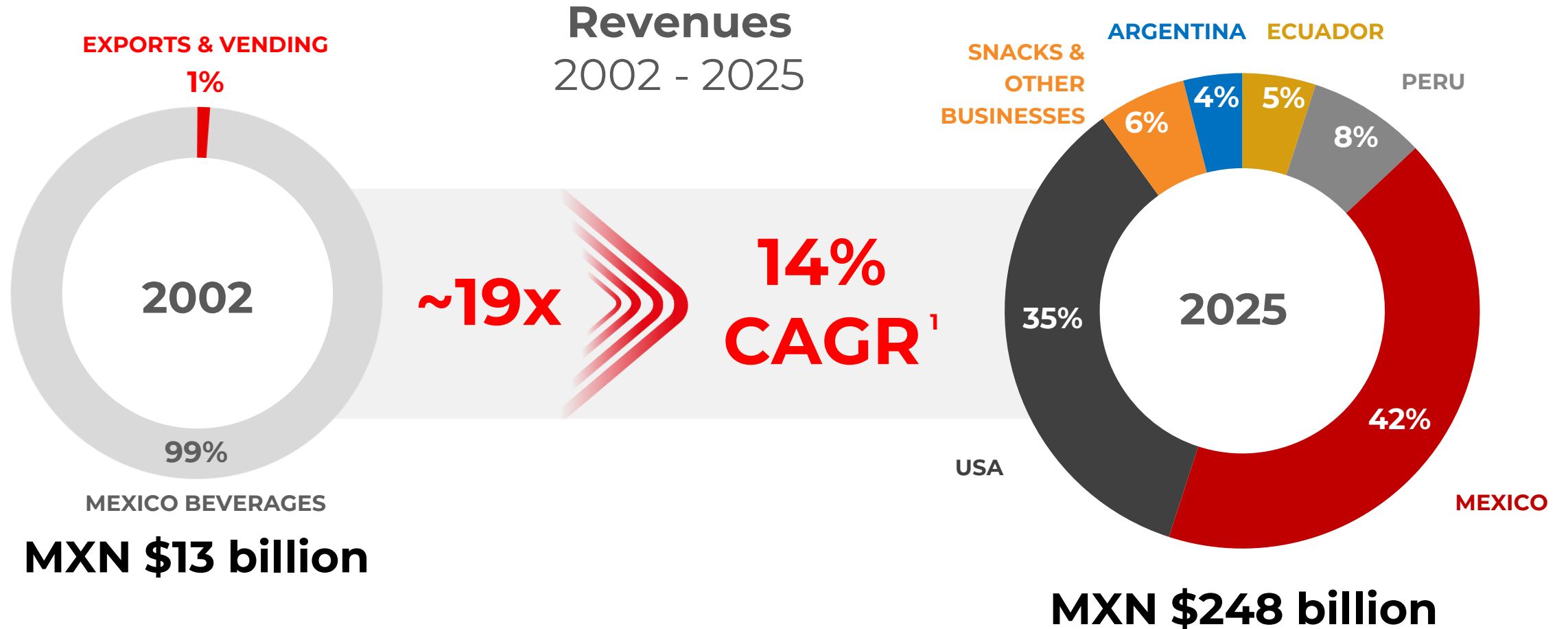


## Vast Recruitment Opportunity



■ 2030 Population Increase   
 ■ Non-Commercial   
 ■ Non-TCCC   
 ■ TCCC

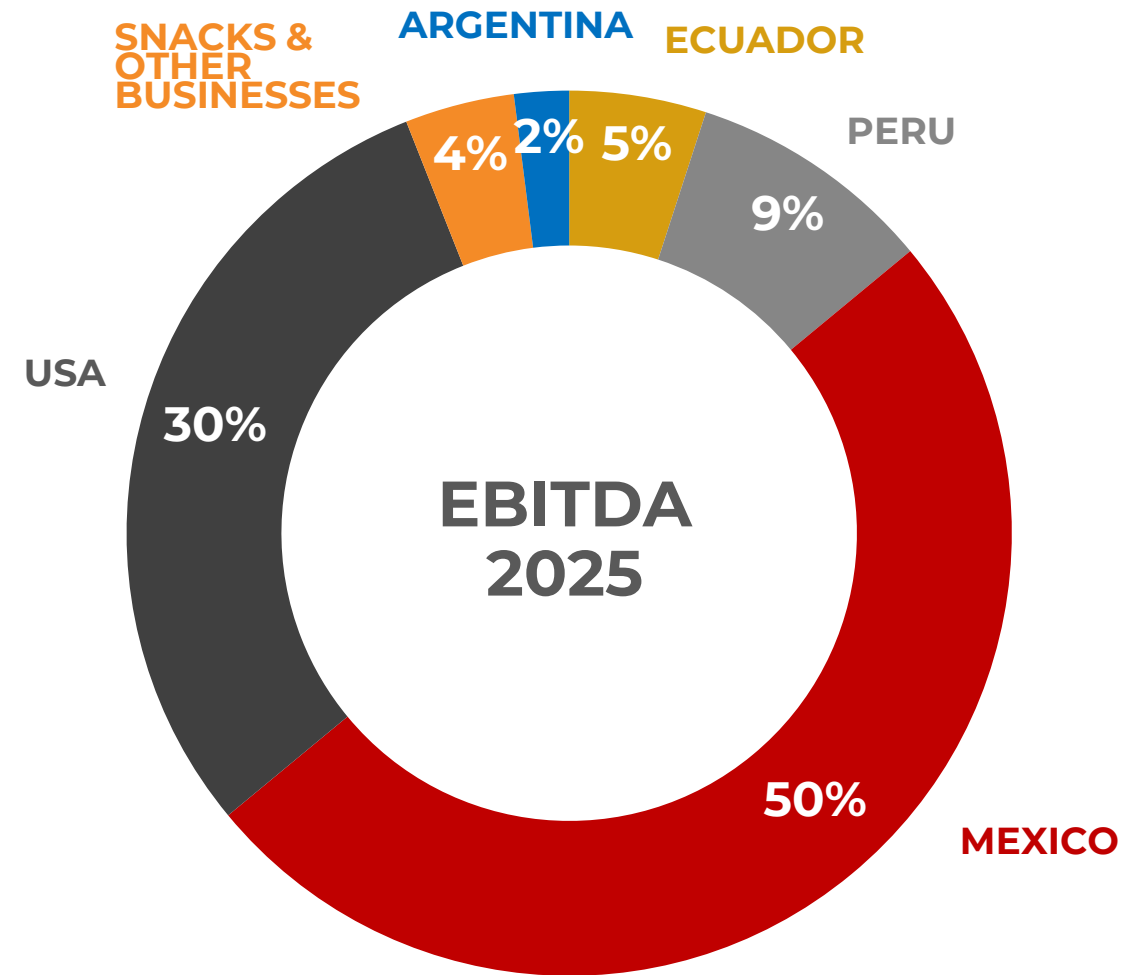
# We thrive within **large and evolving markets** in a dynamic beverage industry



# Delivering strong and consistent results with a balanced portfolio of markets and businesses

Revenue and EBITDA grew 4.6% and 3.0%, respectively vs 2024

43% of revenues and 37% of EBITDA are denominated in USD



**MXN \$50 billion**

# Extensive brand portfolio to satisfy every consumption occasion



2006

28 Brands  
128 SKUs

2025

+135 Brands  
+1,800 SKUs



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# Cooperation Framework signed with TCCC in 2022

**Alignment  
for Growth**

**&**

**Economic  
Model**

**+**

**Beer and  
spirits  
distribution**

**Multicategory**

**Digital  
Alliance/  
Yomp!**

- Execution
- Scale
- Investment and profitability levels that are mutually beneficial

- Certainty
- Stability
- Equality

- Pilots in process
- Region by region approach

- Generate new revenue streams and grow our core business
- Increase loyalty in the traditional trade by becoming a more relevant partner

- Leverage the power of the KO system's footprint
- Build an integrated ecosystem of platforms
- Capitalize on all the learnings and capabilities that AC has developed in Yomp!

# Our strategy to **drive growth**

## Organic Growth

### Growth in core portfolio

- Increase value share in the categories in which we are not leaders
- Innovations and continued growth in more profitable SKUs

### Digital Commercial Capabilities

- Build an integrated ecosystem of platforms
- Capitalize on all the learnings and capabilities that AC has developed in Yomp!

### Beer, spirits and other CPG Brands

- Pilots in process
- Region by region approach

## Inorganic Growth

### Capital allocation strategy

- M&A
- Shareholder value

# Our **commercial strategy** to achieve total execution



# Potential to **continue growing** in our core business

Leading position within attractive markets, growing with a strong portfolio

**High potential in new categories and brands**

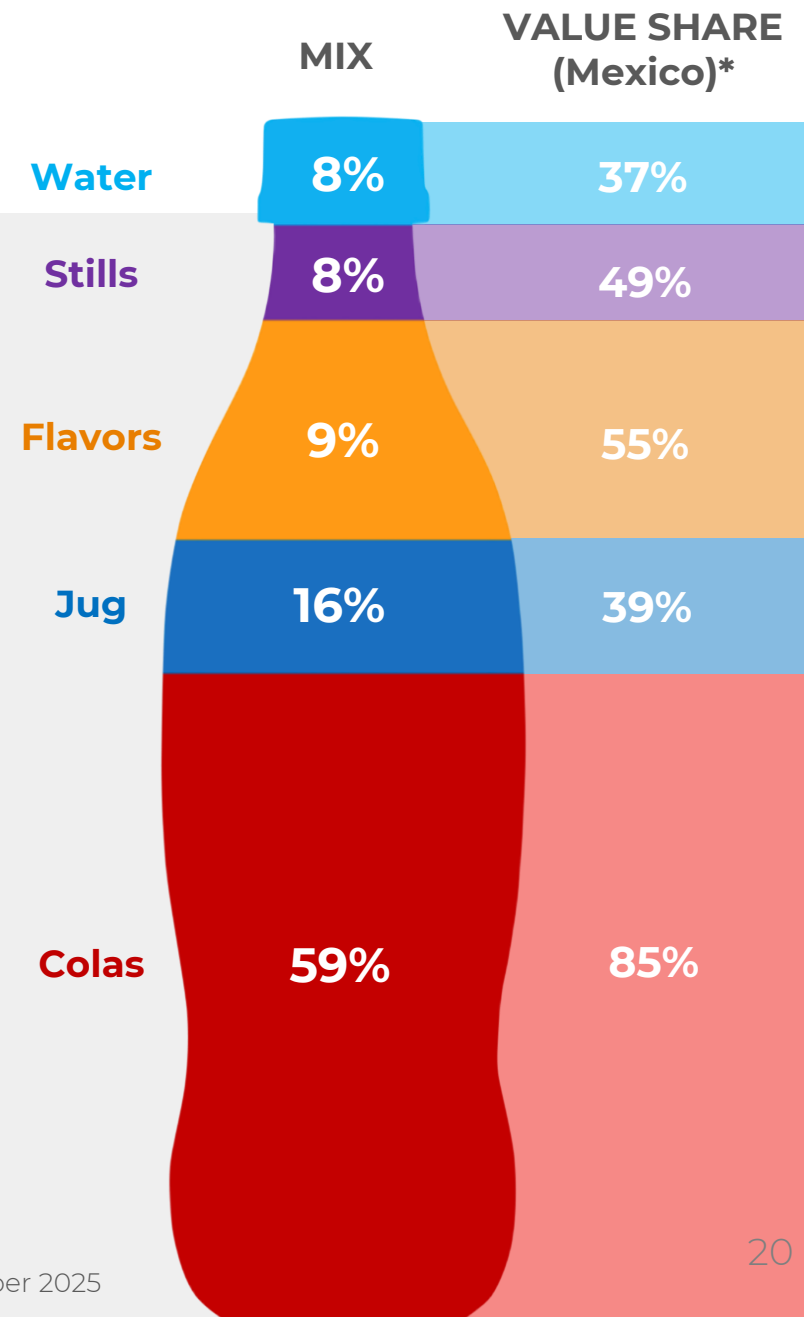
Accelerate growth with high-potential brands like Topo Chico, Fuze Tea, and FlashLyte

**Advance affordability strategy**

Continue scaling our universal bottle initiative

**Evolve the digital ecosystem**

Integrate advanced capabilities to optimize customer engagement and operational efficiency



# Evolving and scaling our Digital Ecosystem, focusing on three key objectives

- 1 Protect and enhance the core business
- 2 Maintain our position as the most important partner for our customers
- 3 Create new monetization opportunities



# Proving clear results driven by our **digital solutions**

**65%** of LATAM customer volume is now digital, supported by a base of over **830k** enrolled clients

**tùali**

**COMMERCIAL &  
ADVANCED ANALYTICS**



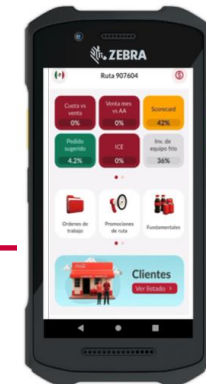
**yomp!**

**STORE MANAGEMENT  
& MARKET INSIGHTS**



**tùali  
Advisor**

**IMPROVED  
EXECUTION**



# Expanding our portfolio to capture new avenues of growth with Alcoholic Ready-To-Drinks (ARTDs)



## Alcoholic Beverages Categories

- Capture new consumption occasions



## Liquor and Spirits

- Distribution in Mexico, Peru and Argentina



## Beer

- Synergies with our core portfolio

# Disciplined and consistent capital allocation decisions

1

CAPEX focused on growth and productivity

2

DIVIDEND POLICY

Dividend of at least 30% of the Net Profit and Share Repurchase Program

3

Mergers and acquisitions with high potential of creating value

4

Extraordinary dividend / share buyback

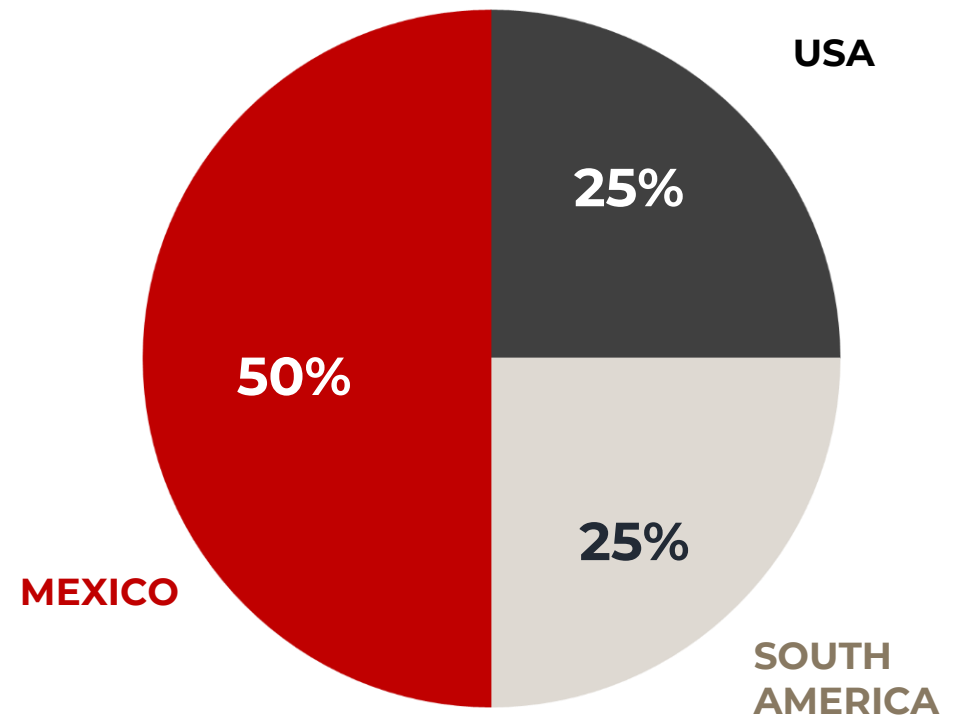
In absence of M&A

# Investments focused on initiatives that add **value to our company**

## CAPEX 2026


**~7% of revenues**

- New production lines
- Capacity expansion in warehouses
- Coolers
- Returnable bottles

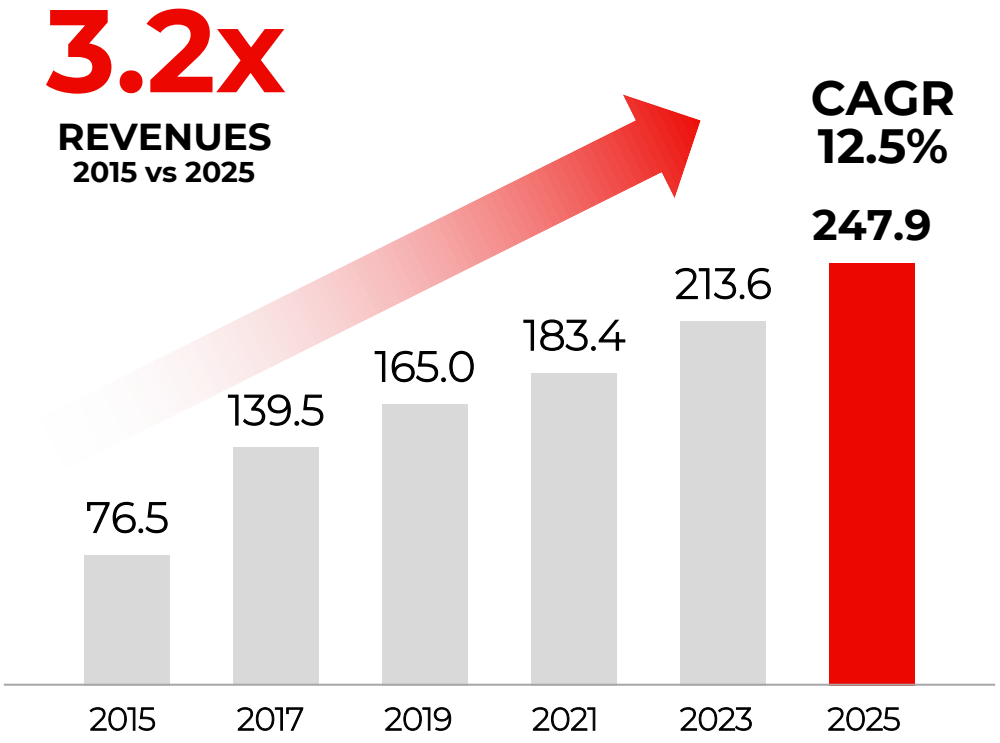




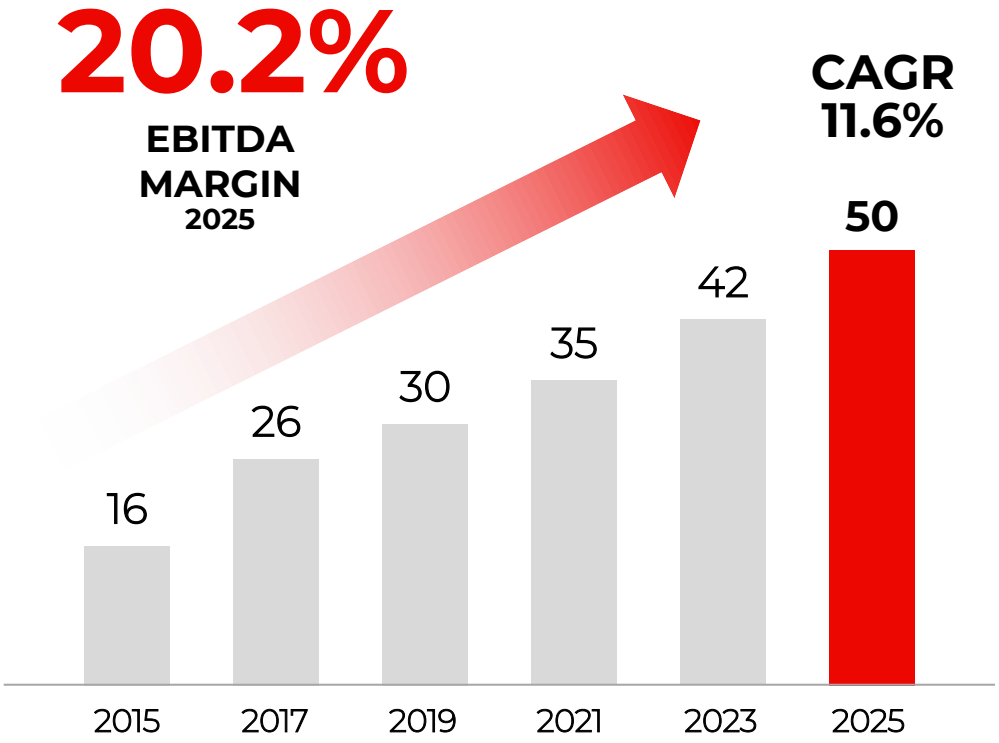
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# Sustaining **one of the highest profitability levels** among the global Coca-Cola system



**Revenues**  
MXN B



**EBITDA**  
MXN B

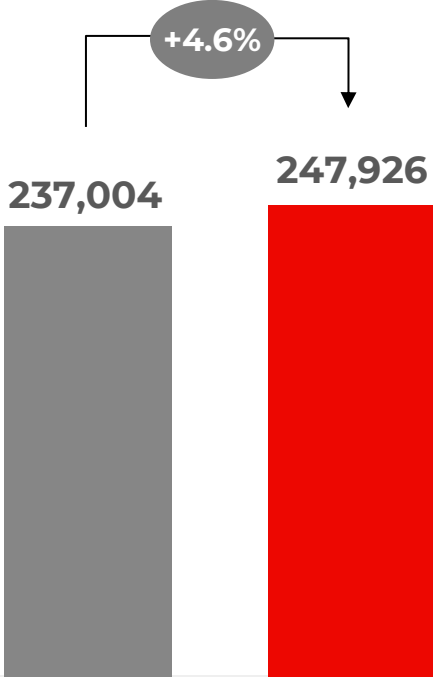
Consolidated results



# Moving forward with a **positive** financial performance

## REVENUES

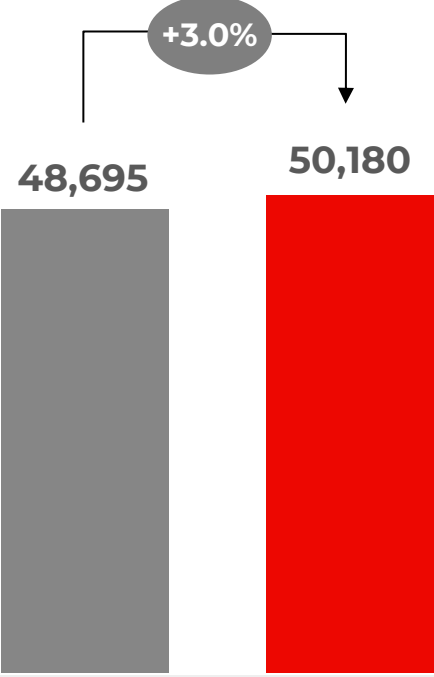
Million MXN



+3.6%\*

## EBITDA

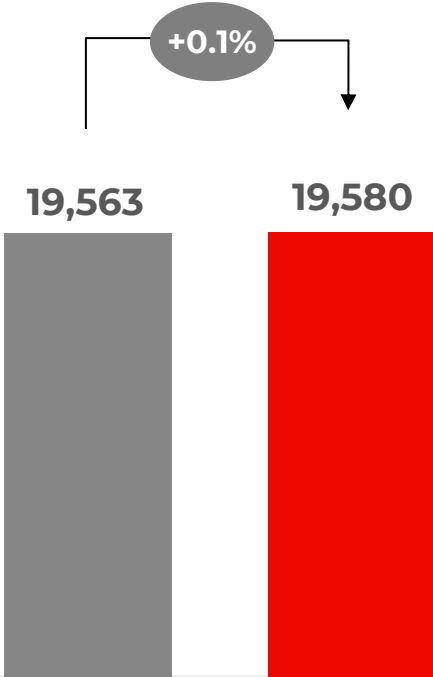
Million MXN



+1.9%\*

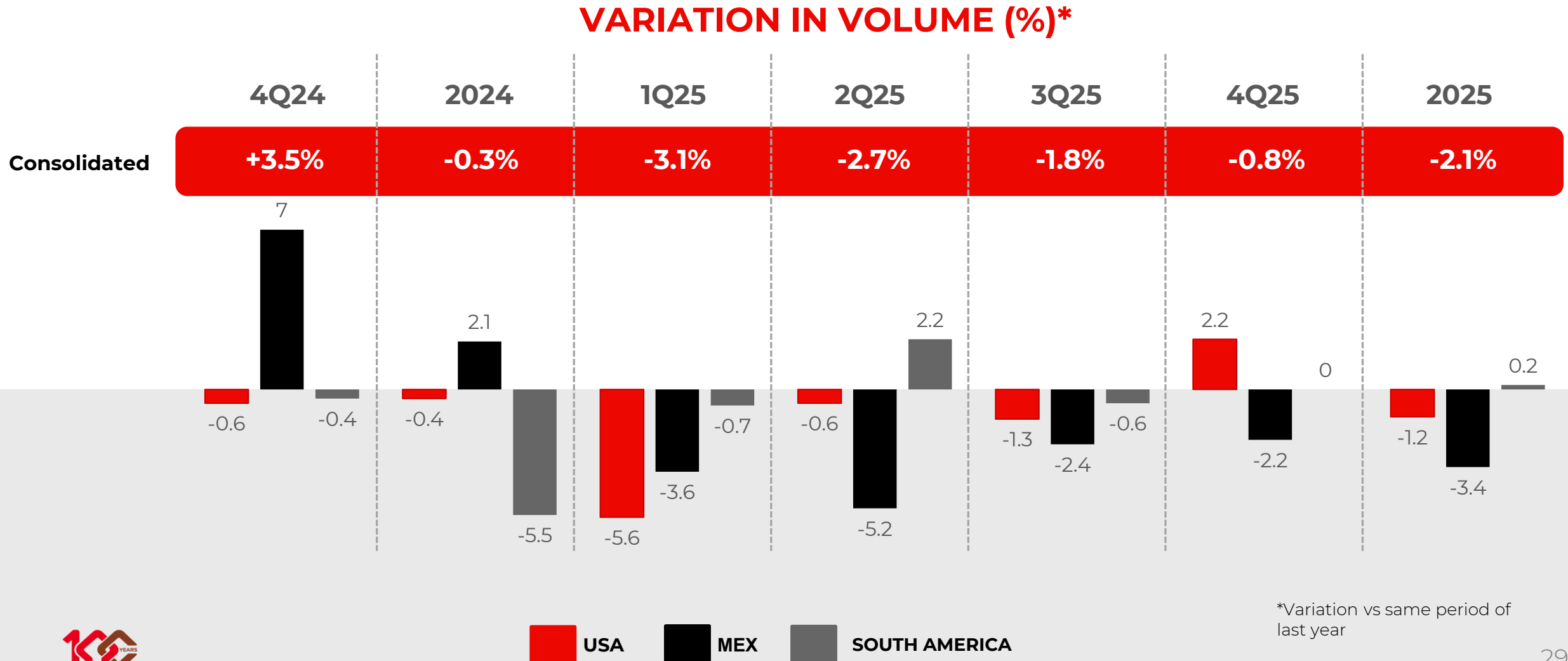
## NET PROFIT

Million MXN



EVEN

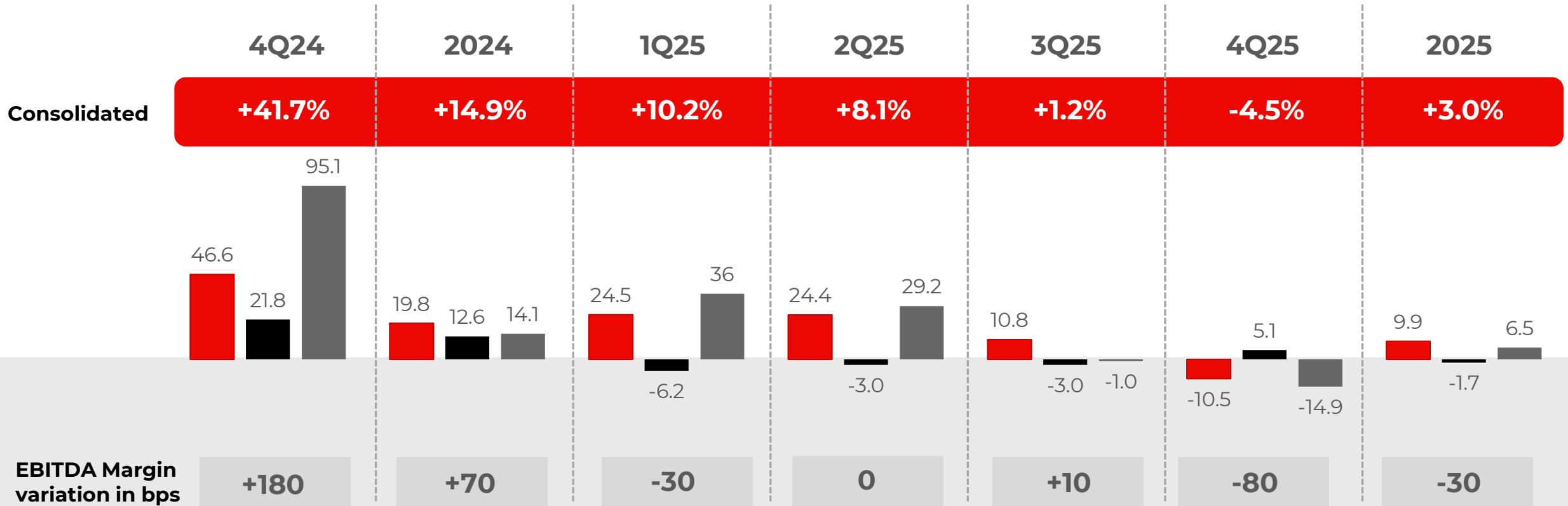
# Volume variations in our operations



\*Variation vs same period of last year

# Sustainable cash generation and EBITDA growth

## VARIATION IN EBITDA (%)\*



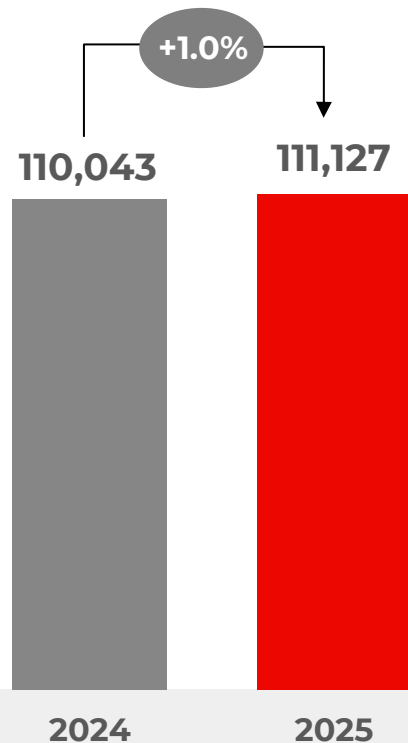
\*Variation vs same period of last year

# Our regions continue displaying a resilient performance...



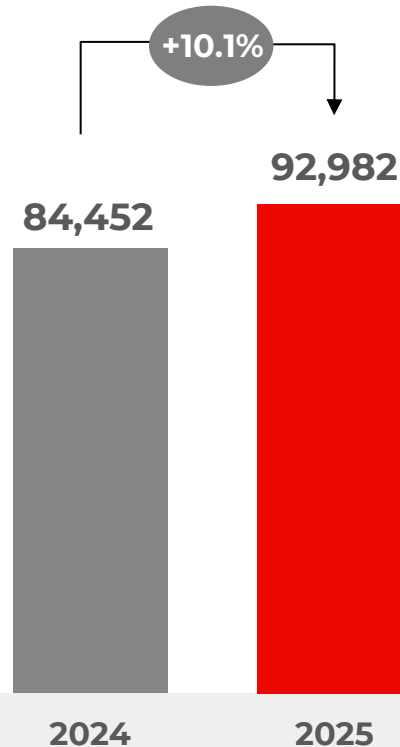
## REVENUES MEXICO

Million MXN



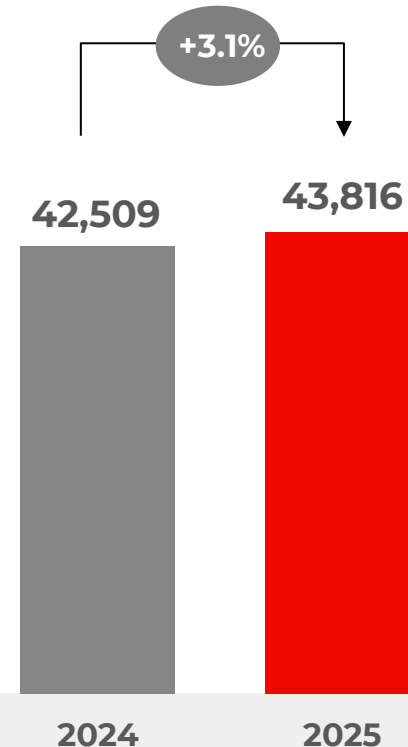
## REVENUES USA

Million MXN



## REVENUES SOUTH AMERICA

Million MXN

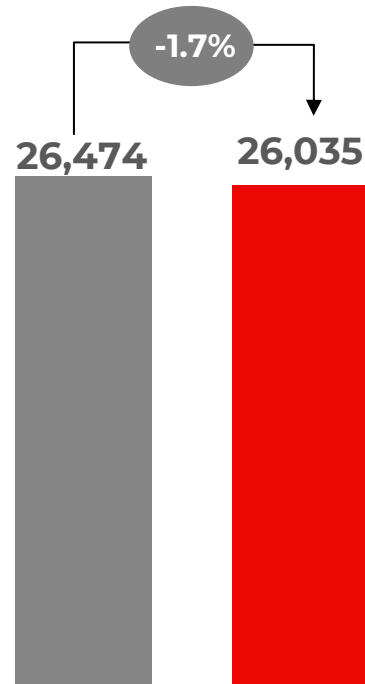


# ...and a solid result in **EBITDA** across our operations



## EBITDA MEXICO

Million MXN



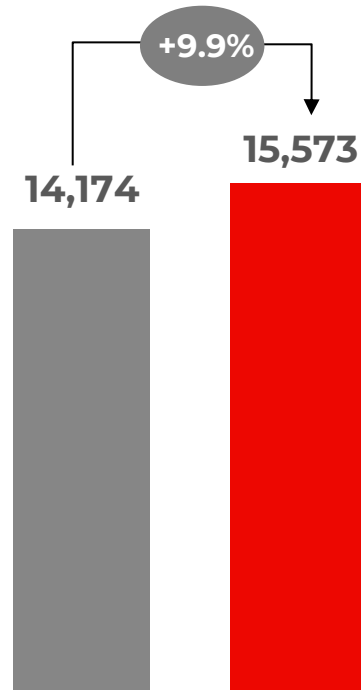
2024

2025



## EBITDA USA

Million MXN



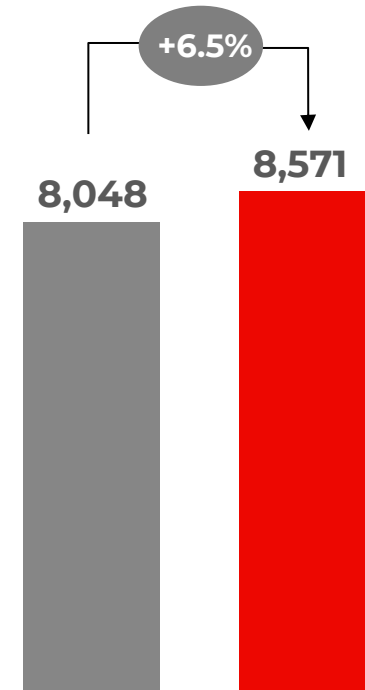
2024

2025



## EBITDA SOUTH AMERICA

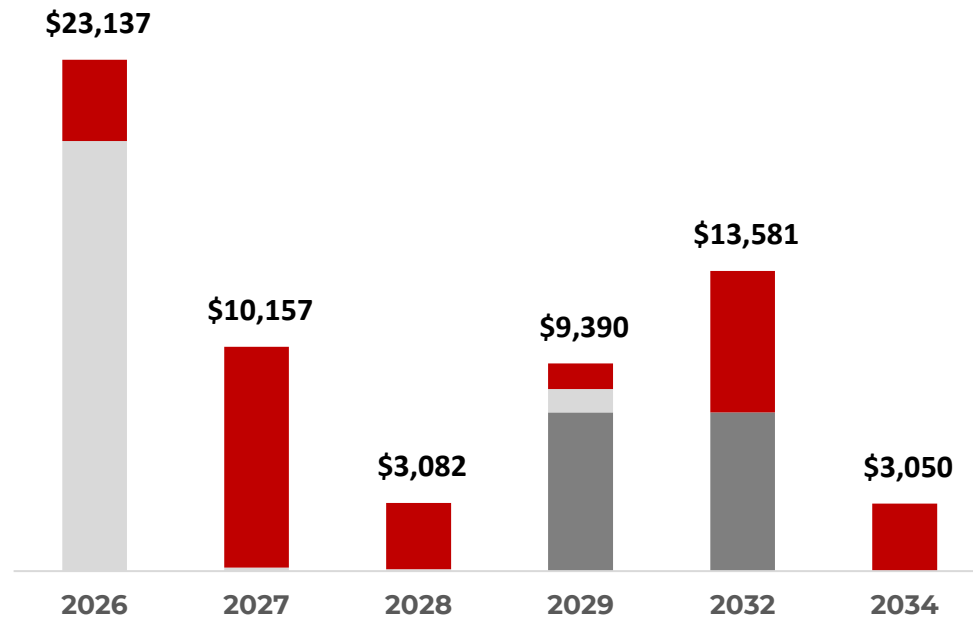
Million MXN



2024

2025

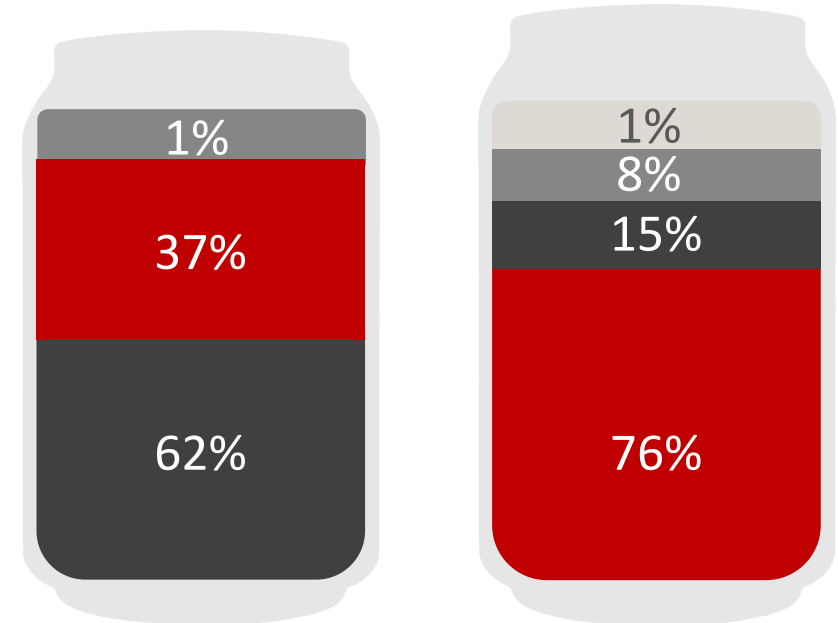
# Strong & flexible balance sheet



■ Private Placement ■ Banks ■ Bonds

- **Total Debt: MXN \$62,397 million**
- **94% of debt is in local currency**
- **Healthy debt span of 2.41 years average**

MXN \$28,573 million\*



**Total Debt by Currency**

**Cash Position by Currency**

■ USD ■ MXN ■ PEN ■ ARS

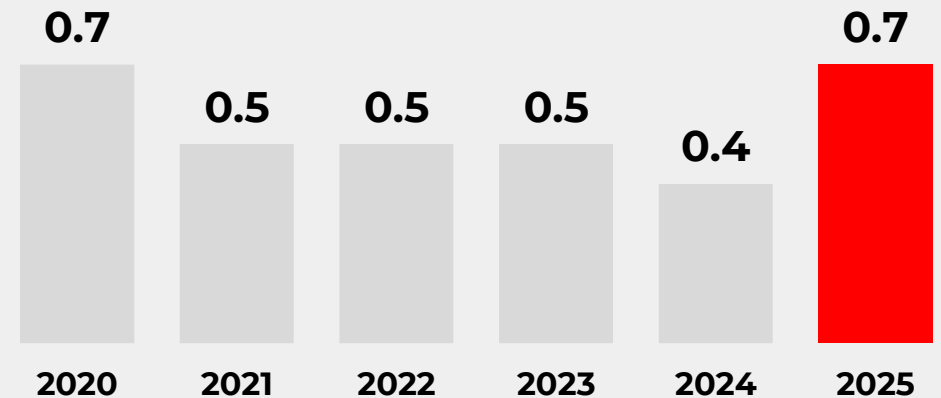
\*Using an exchange rate as of Dec 2025 of MXP \$17.95  
Information as of the end of Dec 2025

# Strong credit rating profile by main agencies

Global Scale	MOODY'S "A3"	FitchRatings "A"
National Scale	S&P Global Ratings "mxAAA"	FitchRatings "AAA(mex)"

Global Investment Grade above Mexico's sovereign rating

## Net Debt / EBITDA



Financial flexibility and low leverage ratio



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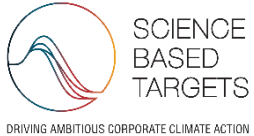
## **05 Sustainability strategy**

# Sustainability is a way of doing business that guides the company's global strategy

We strategically attend business priorities, and our progress is being recognized by multiple stakeholders



Arca Continental S.A.B. de C.V.  
Beverages  
**Sustainability  
Yearbook Member**  
S&P Global Corporate Sustainability  
Assessment (CSA) Score 2023



# Petstar – A key enabler of our **Packaging** **Circularity** strategy

- Petstar is the largest food-grade PET recycling plant in the world, with a recycling capacity of 5,500 million bottles per year
- We now collect and recycle 7 out of every 10 bottles we sell
- Our goal is to design our packages to be 100% recyclable
- Include in our packages at least 50% of recyclable content
- PetStar recovers 370 cubic meters of water per day through advanced wastewater reuse technologies



# Key Investment Highlights

- We thrive within large and attractive markets in a dynamic beverage industry and remain encouraged by the long runway for growth
- We have a clear roadmap for growth, emphasizing innovation and strategic investments aimed at optimizing operational efficiency and execution
- We maximize our connection and trust-based relationship with customers by leveraging technology to better serve them and further strengthen our competitive advantage
- Our collaborative relationship with TCCC has never been stronger, fueled by a mutual commitment to drive value growth
- We strive to lead the way as one of the most technologically advanced bottlers in the TCCC system



PIONEERS OF

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