

Brazil Investor Market Visit

Executing for Growth, Leveraging the Strategy

Sao Paulo, Brazil. May 24th, 2022

Transcript

The Coca-Cola Company Corporate Participants:

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Well... Hopefully after a good dinner, I wanted to, first, welcome you all once again to Brazil on behalf of the Coca-Cola System. It's great to see everybody here we got a great day planned, but I just wanted to say... a true welcome. Thank you. Thank you for your interest in the company and all the things that, as a system, we're doing to make Latin America a big success and I think you're going to see it through the conversations today that there are a lot of things to be very positive about. You know, we're excited to have you here, we're excited to go through- most importantly, I think, for a few of you, this may then be the first time to be in the market with the system and, so, that, without question, of my many years with the company that's the best learning exercise and the best opportunity to really understand the business. It's when you're out in the trade, understanding and working with the developers to really have a perspective of how our consumers and customers come together with our brands to make a successful partnership. So, I'm not going to spend much more time than that, just simply to say thank you for being here, welcome.

So, with that, I'll turn it over to Henrique Braun and Luis Avellar.

Henrique Braun

LATAM Operating Unit President

Hello. Good morning, everyone. We're excited to have you here. Most important thing is that when we go through the presentation, right, when we write down your questions and we try to answer all of them before we hit the market because that's when we'd like to show you, Live, what we are developing here together because that's when really everything will come together for you to see it. So, first, thank you very much for being here...I'll give you a quick overview.

Obviously, the forward-looking statements, they know it's always there it's important for us to show you but let me tell you a little bit about Latin America: I'm sure you're familiar with the demographics and the size opportunity of Latin America globally, but it's important to contextualize these under the Coca-Cola system, we represent 27%, so about 1/4 of the Coca-Cola company volume, globally. So, pretty sizeable.

We have a +50% in RTD share. It varies from Market to Market, but it's a position that allows us to have a competitive advantage when we actually execute all the strategies moving forward and we have a distribution system that, today, is the number one in Latin America, hitting 5 million customers as Coca-Cola system, including all the bottlers we have in there. This is really important especially when we look at how we accelerate our digital strategy. So, picture this: being the number one distribution system in Latin America with 5 million clients and accelerating the digitalization of those clients with a +50% share gives you a competitive advantage to actually align the strategy with your customers and consumers. You're going to see that throughout the presentation. We have 36 bottlers in Latin America, 39 countries. If we look at the Pareto, you talk about FEMSA, ARCA, and ANDINA, they represent more than 70%, just a little bit over that, of the entire volume of Latin America. Another point that's very important and that you're going to see in the market, in Latin America, and it's so different in Brazil, it's our strong hold in the portfolio that we have. We're number 1 in colas, number 1 in flavors, name it... Fanta, Sprite, ... You know, you're going to see them in the marketplace but throughout Latin America, we're number 1. Number 1 in water as well. This is something that also gives us really good reach when we are going to tap into the occasion-based marketing. Number 1 in teas ready to drink and juices. Number 2 in sports drink. Number 2 in plant-based and, recently new, that- I'm sure you're familiar with what we're doing on FABs: Flavor Alcoholic Beverages that you're going to see also in the marketplace. Okay? So, very strong portfolio, very strong system. And, if you look at how we came out of the pandemic, emerging stronger as a system. That is very good correlation with the global strategy and with FEMSA that is represented here global strategy as well. You heard James and John Murphy talking about this during the earnings release in CAGNY about the two flywheels that are really accelerating the momentum enough to Coca-Cola company globally. Top-line and the bottom-line flywheels.

How does this translate into Latin America? We have a lot of focus, and this was the place that the revenue growth management was born in the system. This is a lot of discipline on the top-line Flywheel that allows us to actually be ready for macroeconomic challenges that we have, year over year... But where we really accelerated its on our alignment with the system on the "what are the real priorities to win at the marketplace? And how are we going to operate together?" the result of that drove a growth of share of 310 basis points of share from 2019 to now. Just last year, 100 basis points more, so significant share gain over the years. Consumers, Javier Mesa, which is our head of marketing, who will also be available on the Q&A, is very important for us during the period of the pandemic, we grew the weekly drinkers of the base of Coca-Cola product, so growing 320 basis points from 2020 and 150 points from 2019. We're also winning customers while at the same time creating the connections of the customers in growing the base of the customers across Latin America. And, like I was mentioning, we are very excited to show in the market what we're doing with the digital strategy with those 5 million clients. These are numbers from 2021, but 2022 year to date reported on Q1, 2 million already clients digitized and we're going to continue to accelerate in that step and we're going to see this in the marketplace. This makes us the most digitized system in Latin America of number of outlets out there and FEMSA will show they're doing it because, in Brazil only, they are already at 90%. So very big numbers come off accelerating digitization. All of that helped us to continue the accelerated momentum, but I want to leave with one message that there is still a lot of growth out there for the industry, and for us to capture this represents the total industry in Latin America in terms of volume. 48% of the entire volume today is still a non-commercial beverage. What we're going to see the more we develop the capabilities, and we bring brands that connect to the consumers with these new environments that we all live in, we believe that there will be an opportunity to continue to step up on commercial beverages, making the pie bigger, but look at alcohol, hot beverages, and cold beverages together, we are only a 10% of these opportunities today.

Being the number 1 system in this industry, but still a lot of headroom to actually grow. When we look at it from a consumer's perspective, how many consumers are actually consuming the Coca-Cola products today in Latin America is about 37% of the consumers that actually the product of Coca-Cola during their occasions, and you see the huge opportunity that still we also have to bring those to the franchise. So, we emerged stronger, very aligned with our partners, with FEMSA here we're going to see that the marketplace is a huge opportunity for us to continue to grow. How we are now translating the company's strategy is how we're going to win a system in Latin America going forward as well. We have a very clear framework that Luis Avellar will show how this is being translated in Brazil and we can elaborate on that on the Q&A how this is

happening all seen all parts of the world and most importantly here we show how we're doing this with our partners.

Number 1 thing that changed after this transformation has been people in the network.

When we re-structured completely the company to accelerate to be more agile to take decisions in Latin America that represented that, we went from having four business units into having one operating unit and now with our bottling partners, just to make one point very simple to you, we have top-to-top meetings with John Santa Maria from Coca-Cola FEMSA and his team, our team. And we take decisions together and we accelerate those priorities and the key actions on the marketplace very fast. Before, we had to do those four times, right? And not necessarily fully prioritized as one unit. The network piece is very important because you're going to see in Avellar's examples how we are leveraging the co-creations of these opportunities with the client and, internally, how we accelerate the centers of excellence globally to actually accelerate the escalation of the best practice that is happening there. The scarcity that the model provides when you don't have everything under four business units but in one operating unit, forces you to operate it in a network in a more effective way, finding the centers of excellence across different parts of the world and deploying that faster, so, hence the digital strategy being one strategy for Latin America aligned with FEMSA and going down in the operation's year in a very nice way. So, which brings me to the second topic, the digital transformation.

You see us very often talking about the O2O, the B2B, or B2C, or B2B2C strategies... What we are doing here is really looking at the entire digital transformation of the enterprise. You see, from the consumer's point of view it's important that we accelerate the digitization of the interactions between the consumers and the company and the product and how you leverage this in a 360° with the customer digitization as well and the enterprise routines that we're having here. We'll show that to you during the visit.

The third point here it's about accelerating the portfolio. You're going to see that we've already amplified the portfolio with our own brand and in spots where we see occasion-based marketing opportunities, rather than focusing on category, we focus on the occasion. We also pinpointed opportunities to complement the portfolio with partnerships with other distribution agreements that can give us the consumer and the customer centricity value proposition to win in that occasion. So, you'll see that, during the presentation as well. Finally, the ESG agenda that it's fully embedded into our choices, we are the operating unit with the highest level of returnable in the world and we continue to accelerate our plans on returnables and what we're calling the "Returnables 3.0" is a 360° view of how that we're not only going to continue to be very relevant on the consumer's lives on different occasion like meals being the number 1 for returnables but we're also accelerating our pace towards the "world without waste" platform and Digital is an integral part of that and we have a few examples that we can share with you on pilots that we're doing to digitize that relationship between consumers, customers, and the ESG agenda leveraging not only returnables but recycled materials into our packages. So, that's the framework. And another point that is the icing on the cake here and made a big difference is how we enhance our corporation model with the bottlers. You see, during the visit and the plans that we have a belief in the future of these enterprises working together. We have a shared vision that it's difficult to say who is bottler who is company. We're really going after that together. We have also new ways of working very established, like the example I gave you on top-to-top meetings and how we go to the market together and, finally, we have common metrics on how to access that engagement and that relationship in a very new and modern and agile way. That's what we expect that you're going to see in the market and now, with the example of Brazil, probably that's going land better for you to understand, now I'll pass the ball now to Avellar.

Luis Felipe Avellar

LATAM South Operations President

Thank you. Thank you, Henrique. Thanks, everyone, a pleasure to be here. Glad to have you here. So, let's talk a bit about Brazil and then, we'll go through that flywheel looking at the strategy and how it lands in Brazil in each of those elements... So, Brazil has displayed a solid performance in the last few years, even during the pandemic. Brazil is the fourth largest global market for Coca-Cola and gaining share so winning in the market continuously in the last few years in Brazil. And a highlight from all of this one of this, one of the enablers to that growth and to that share

capture has been our efforts in digitization so we're accelerating that very quickly and last year alone we brought in four hundred thousand clients in our base, into some kind of digital transactions so that covers 70% of our outlets nation-wide. In the case of FEMSA's territory, this number is closer to 90%, so we're accelerating fast.

Starting with people in the network... So, starts with the power of the culture, we aim to go back to a top quartile performance company and that's a clear north star for all of us and it sank of those four very clear behaviors, so when we look at engagement scores about learning opportunities about empowerment about an inclusive behavior and about an overall positive experience at work, we see it ranges from 80% to 90% across all those metrics, so the network is starting to take place and the organization is seeing and believing in a positive future. It's very important to highlight all the diversity in the case of Brazil in particular. We do have a goal of being 50% led by women, globally, but in Brazil, in particular, there's also a racial lens which is very important. Brazil is 50% composed of black talents, so we currently have a recently launched ratio aspiration or ratio commitment, to be 30% led by black talents by 2030 in Brazil, so this is all part of our ambition to get to top quartile performance. And the network is also starting to bear fruit so a lot of examples of co-creating together, for instance, with our bottling partners such as FEMSA, for instance, our flavored alcoholic beverages, I mean, routines and strategies being built together. Also, on refillables, you might be aware of the universal bottle, we'll talk about it a bit later, also an example of co-creation and rapid acceleration, we're importing from global, for instance, as the pandemic recedes, the On-Premise playbook that Europe developed very rapidly, we were able to deploy, take some learnings, adapt, and advance in our markets. And, within Latin America, exporting, for instance, we'll see in the market as well a duals-activation, multi-flavor, multi-pack activation, things like that. We're exporting from Brazil to other markets but also taking in from other markets, trade programs, like Prospera, which is a trade-loyalty program that is now in thirty countries in just eighteen months rolled out across Latin America and also exporting just as an example, we launch refillable PET in Africa, so a massive opportunity to capture affordability in Africa's markets based also on a playbook from Latin America. So, the network is starting to pick up. There's a lot of belief in the simplicity, effectiveness, and efficiency of the model and it's starting to bear fruit.

On the digital agenda, we know it's accelerating fast, so we need to-

Henrique Braun

LATAM Operating Unit President

I realized that, just so we don't miss the point that you were making about what changed with this model on the duals that it's a tactical thing for you to say but you are going to see it in the market. When you look at the consumers in Latin America, the majority are duals-drinkers of colas and flavors. And then there was a program here in Brazil that started to accelerate the manufacturing out of the line and the capacity to have these bottles of coke and flavors together coming from the plant straight into the marketing place and that translates into more weekly drinkers and increase of sales and, hence, share-value growth on both. Now, with the model that we have with a top-to-top meeting, we look at opportunities like that and immediately take the decision to accelerate this across Latin America. Just to give you that example of something they are going to see in the market if you visit Colombia, if you visit Mexico, if you visit all the parts in Latin America, you'll see that coming out Live, right?

Luis Felipe Avellar

LATAM South Operations President

Perfect. Thank you, Henrique. I'll show that in the RGM slide and we visually can, I think, we'll be able to internalize the idea. So, on digital, clearly accelerating fast, we need to move fast as well and we are moving as Henrique said, we're looking at this 360° digital transformation across Latin America, our ambition is to be one of the preferred ecosystems to all our customers across Latin America. And we have an unparalleled customer base. No other system reaches the number of customers that we do on a direct basis in Latin America with different frequencies yet an unparallel reach with powerful brands, so our strategy is a dual strategy so we're looking for present-forward solutions and future-back solutions. Present-forward meaning: digitizing our current business, for example, our B2B, how fast can we digitize transactions in our traditional trade reaching the majority of those customers and then, on the future-back, obviously, more of

a test-and-learn approach that we can embed all those learnings also on the present-forward platforms. Eventually, they will merge and capture both learnings. So if you look at the- it starts from the system digitization, which is, basically, the backbone of the system, and learning about how can we leverage a data and automation and all of that, all of our transactions, across the system into a fully digitized marketing, so it means a digitizing all the connection, the consumer engagement, the data points across Latin America from an end-to-end perspective while learning about engagement in Wabi, for instance, oh I don't know, Javier, if you want to add something specific on Marketing...

Javier Meza

LATAM Vice President Marketing

...Good morning. Is this working? Yeah?

Yes, you've heard already that the occasions for us are a big part of our beliefs, how to grow a business, and marketing priority number 1 is to build rituals for those occasions. In order to do so, you need continued platforms. There's no way to build rituals by doing a weak activation in the marketplace with consumers. Continued platforms rely on data and digital. It's a big part of the algorithm to have data, digital, coupled with partnerships as certain influencers. Our agenda pressing forward has to do with being able to have data around 50% of our weekly plus user base in our base so we can drive a regular interaction with them. How will we get there? We must define clear data standards, so we know the information was from consumers and how to acquire that information is singular interactions with consumers. The second thing is you signaled these own platforms, Coca-Cola Studios, is a good example. That's a good way for us to recruit that type of information. And the third part of that is having clarity on the use cases and we have defined three use cases: Number 1 is one that we call "consumer care", which is basically using that data to make every interaction with consumers meaningful. And one example we like to use from years past is we would capture data every time consumers interacted with us. If it was a Christmas promo; we ask your data. And then, we do the FIFA World Cup promo, and we ask your data. We collect that little bit like the - Remember the Finding Nemo's Dory? The short-term memory? Yeah, every time you interact with us, I ask your name. Yea, those days are over. So, consumer care.

The second part is, of course, efficiency, which is using the data to do better on media programming and having a better return on every media dollar we spend.

And the third part which is, I would say, the real ambition, is: Dynamic Content/Dynamic Experience and personalization of the message. If we have data of those weekly plans, and users, we can, every time we talk to them, identify the context on which they are and adjust the messaging independent of where you are.

That's the present-forward. On the future-back, Avellar said, metaverse, we are starting to play there, the honest answer for this is: Learn, learn, learn. And I'm sure we will make mistakes but those mistakes must be fast and in small scale so we can learn. That's the objective of the future-back this year.

Luis Felipe Avellar

LATAM South Operations President

Thank you, Javier. So, I mean, going on here on customers, I mean, digitizing the transactions... Suggested orders, segmentation, execution, a lot of evolution and effort on that... Connected all of that with our O2O, B2B, and B2C platform, so this is where we're talking about this LATAM digital network, it's composed of... I mean... Different platforms, all are evolving in their different markets, learning from each other, so we're making sure that we create instances and committees and through the top-to-tops as well we are able to connect our system and evolve all the system, but, again, an unparalleled reach in terms of customers in Latin America that are accelerating fast currently at the 50% digitization rate and, if you go to Brazil, we're reaching 70% at the end of 2021 and, again, in particular, in FEMAS' territory, we're close to 90%. We're expanding our multicategory offer, we'll talk about this a bit later... Creating the habit... At our customer base with Juntos+ for instance, we're expanding to new services, like financial services with the example of Solar and also creating capabilities, such as new loyalty platforms. On the

B2C, we're the number 1 brand on online buyers. We gained 3 points of share value last year so we're bridging the gap between offline and online, which still exists. Our goal is to have our online share of value even above our offline, so we're catching up on that, and connecting, as Javier said, with 2.6 million consumers in one of our platforms. So... And some of our other examples about the future-back, one of them is the smart coolers, for instance, that we're testing on five bottlers here.

Moving to portfolio. How to accelerate a Portfolio:

It starts with the idea that scale matters. So... We embarked on a journey on the last couple of years of rationalizing the portfolio and the reason for that is actually to allow for room and space for the brands with the biggest right to win to actually win in the market. With more investment, both above the line and below the line, more space, and we're experiencing very positive results from that, the exception of is FABs as we just entered the category, so, still, in the testing, learning phase. So, we'll see more branding in that space, but, other than that, we are in a- This is a very robust portfolio with a lot of investment and continuity behind the winning brand.

Henrique Braun

LATAM Operating Unit President

This is a global initiative but that we took here and along with our bottlers deciding what were the decisions that we need to make on the portfolio to actually fill more investment on the ones that we would have more scale. That's a great learning from the pandemic days. Carlos Laboy asked that question, yes, Carlos, this answers part of your question about how we actually increase the complexity of having more SKUs in the system and still delivering that efficient matter, right with the NPS (Net Promoter Score) levels being equal or higher than they used to be. Part of that is what we learned during the pandemic, working for our partners. To be brutal on the priorities we need to have in terms of what is scalable and what will move the needle towards our shared vision and thriving growth in the system. When you have that and you put the consumer and customer on the center, it becomes a lot easier for us, as a system, to take the decision on what to divest and what to invest or re-invest. So that's a big part of this and it will show you that, when FEMSA comes up and they talk about the whole intelligence that they have on how to manage the complexity of SKUs, in the same way, using clear data to determine what is it going to be divested and what's going to be re-invested. That's how we'll answer that question on how we will build the capabilities to actually continue having more SKUs, but that will drive the scale and make us...

Luis Felipe Avellar

LATAM South Operations President

Thank you, Henrique. So, an example on Coca-Cola, so... How to accelerate weekly plus recruitment on Coca-Cola which continues to be our core brand and it's anchored first on building the occasion and the rituals in platforms that we say are always on. So, we will see those platforms in a continuous basis, and it starts from building toolkits for these rituals. One is meals which has been a hallmark of Coca-Cola forever. It's where refillables play, it's where our biggest volume base actually is based on and it's about telling the consumers every day and reminding them how great it is to have a meal with coke either on a day-to-day basis, with refillable for instance, or on special occasions such as Christmas, with special packaging, family reunions and things like that. On the other hand, we also accelerate the creation of the "breaks" ritual. Which anchors and connects with our single-serving immediate consumption portfolio and it's also about reminding the consumer that an uplifting break is better with a coke, connects with all the gaming platform, screentime, time out... And occasions like that, again, leveraging our immediate consumption portfolio, all of that with coke no sugar, as a hero. Not only as a hero in our communication but also, with execution, guidelines, that really push coke no sugar and reminds the consumer, again, that we can have all those rituals built and enjoyed with the great coke taste with no sugar.

Then, it adds up another layer of investment connected with what we're calling "epic moments" and one of them has to do with innovations. Two examples: Here, one: coke Byte, you can see on the fridges and give it a try later, if you want... It's the first coke coming out of the Metaverse, right? It's what I understand... So, it helps a lot the conversation and the connection with the

consumers very much connected the "breaks" ritual, gaming... So... A huge effort around recruitment that is going on behind this, this is under a platform called coke creations so we'll see more coming out of this innovation tunnel, and also the "coke no sugar" re-launched last year where we came up with this question to the consumer about being the best coke ever and we're seeing great results anchored on the biggest trial and sampling program ever and also massive system engagement programs that took place... "coke no sugar" is showing very good results so far, good growth last year and continues to grow this year.

And another "epic moment" is how we connect all of this with our sustainability purpose so we're just launching now it will be on air for the next two months or so... A promotional on returnables or refillable and it's the first time we'll start talking about sustainability in a deliberate way. Typically, refillable promotions would be purely connected to the affordable aspect of it. We're starting to connect both and educate the consumer about the value of returnables in allowing you to access Coke at the best price in the market and also the value that it has from a certain economic perspective.

All of that is activated also through our marketing assets, we're evolving our view on assets, typically soccer and music were the core of our assets in passion points but it's changing. The demographics are changing so we're seeing more passion points... Gaming is becoming big everywhere, also in Brazil and Latin America, influencers as well, so we are leveraging a broader portfolio of passion points and marketing assets to connect all those platforms and execute into the market.

Still on portfolio, very important, RGM it's a capability that we continue nurturing in Latin America even more so coming in and coming out of the pandemic and inflationary pressures and all of that... Revenues growing faster than transactions, growing faster than volume, we continue to experience this sound growth equation in Latin America and in Brazil, in particular, it has to do with price realization, promotional effectiveness, priority portfolios, connected to suggested packs, affordability, and premiumization. So, in Brazil, we see a big focus around those three pillars, single serve has always been an important pillar for us in Brazil. What's new, and you can see what Henrique was mentioning, the Dual-Packs here in affordability and the multi-packs on single-serve both with the same principle of bringing coke to the battle of flavors, in a way. So, elasticity on flavors is much higher, when we bring coke together with flavors, our chances to win this dual-consumer increase significantly. So, we started in the multi-serve dual-packs, evolved into single-serve, multi-flavor, multi-packs, and they are working well for us. Refillable also continues as well when one of our core initiatives in RGM and we are adding a more deliberate premiumization boost which has never been, let's say, structured the way we're doing now and it has a lot to do with value-to-market, which we will talk about in a minute, but evolving our portfolio into premium offerings, offerings in sparkling, in mixers, in FABs, in Schweppes so... To balance all that equation, premiumization also plays a big role and we're accelerating that.

Value-to-Market, it's a great capability, a new capability to capture occasions so we start from the consumer and the customers and works back into the system with all the adaptations needed. Be it service models, route-to-market, execution, portfolio... So, we analyze the occasions across channels where they happen, and we figure out those six occasions that make up more than 90% of the headroom for us to grow in Latin America. Some of those occasions, like meals, we have been there forever, it's a stronghold of our portfolio, some of those socialization, for instance, in HORECA or Yummy Snacking are occasions where we can join forces, to put it that way, and earn more right to win into those outlets. So, a big of element value-to-market is portfolio. When we look at the portfolio at the different channels, we then can find distribution agreements that make sense to increase the relevance in our right to win as a full offer to our customers in those given channels and work with our own brands and borrowed brands to enhance that portfolio offering. We're seeing some examples in Brazil with FEMSA and Solar and a couple of spirits partners where the execution of those agreements under the value-to-market platforms they are helping us accelerate the core, which is ultimately our goal, we're accelerating the growth of the core because we're increasing the items per store, because we're increasing distribution, we're increasing net new outlets... It's important to bear in mind that some of those outlets, in HORECA, for instance, our core portfolio is not the primary portfolio although it has a big role to play there, so by joining forces with owned and borrowed portfolios we are increasing our right to win in the overall market.

ESG, again, as Henrique mentioned, must be embedded in the strategy in everything we do so we really accelerate. In Latin America, beyond continuously accelerating water usage ratio, there's always a significant effort in recuperating, adding supply of water, access governance to the communities we operate... On waste, we're accelerating the design of our packages by partnering with programs like SustentaPET from Coca-Cola FEMSA. And, in our economy, making empowerment, I think we all felt, during the pandemic, and we got a lot of feedback from the trade of the value that the programs that the coke system supported them and not only the coke system but, even in coalition with other companies, we were able to provide significant support beyond the youth-employment programs and the women empowerment program that we continue to execute. One proof-point of the connection between the RGM agenda and the ESG agenda is the universal bottle. We continue to rollout this initiative, as I mentioned, it was co-created with Coca-Cola FEMSA provided us lower entry price point to connect us with consumers with affordable options and it continues allowing us to grow the mix of returnables in the market over time, expands into flavors and still beverages as well, so we're gradually expanding this rollout.

So, typically the returnable bottles would be different from... Each brand would have their own proprietary bottle and the big difference could make in the plants is that it would require massive sorting processes to accommodate the bottles coming out and coming in and coming out of the market and this adds a lot of inefficiencies in the plants, so by having technology that allows us to use every single bottle to all the portfolios and returnables multi-serve, it really accelerates the efficiency and also consumer connection because from a consumer perspective, he can go with the same bottle and at the point of sale, I mean, "this time I want a Fanta instead of a coke" etc... It's a free for the consumer to opt as well. So, it gives option to the consumer and flexibility in the production.

Henrique Braun

LATAM Operating Unit President

And in terms of innovation, you can easily introduce a new flavor, a new category, into the bottle, you just need the labeler and the filling lines and all mixing ingredients to be in there, so it's a lot faster. In the past, you had to buy the fleet of bottles to launch it, so it was always a question to buy it and launch it, or... wait until you had the demand. So, with that, we gained a lot of flexibility as well.

Luis Felipe Avellar

LATAM South Operations President

Yep. Thank you, Henrique. So, in closing, how all of this comes to life in an integrated way, this is like an example of coke using refillable starts with accelerating the core portfolio, accelerating the rollout of refillable in multiple flavors, leveraged by the always-on meals ritual, connected to the value-to-market platforms the way we execute in the market place under those occasion-based platforms and, if it makes sense given the occasion, given the channel, distribution agreements could work to capture a combined occasion in the point of sale. All of that is leveraged by an our investment into digital platforms, be it our own platforms, such as "Juntos+" or partners that we also work together, like aggregator and others... It all connects with our ESG agenda in the case of the universal bottle, so our promotions are very much connected to providing clarity and affordability, and sustainability for refillable, partnering with collection centers, such as SustentaPET. And everything comes together through the network leveraging our global network, examples of coke "Real Magic" campaign, truly a global campaign, as well as our Christmas platform that started here in Latin America. It was also the first truly global coke campaign for Christmas. So, just a very brief example of how little connects into a platform for coke meals and refillable. I think, with that, Henrique, if you want to close us out...

Henrique Braun

LATAM Operating Unit President

You're going to see this in the market. So, really, closing comments here, you see that there is a very clear consistency in terms of how the global strategy is being deployed in the different OUs with our partners, the shared vision becomes very clear once FEMSA presents as well, so we have definitely emerged stronger, and we have the right strategy to continue to move and face

the macro-challenges that we're going to have. This is something that always happened to Latin America over time, we know it's never an easy ride and, because of that, these capabilities of building the RGM, capabilities within the system, and strengthening the portfolio and our relationship with the customers and consumers, and digitizing that entire connection made us really believe that we are with the right tools to face the challenges that might come that already facing the world in here as well. The second one it's- I talked already about the capabilities, it's very important, it's the last one. It's the system engagement on believing in the system. I think my last message to you is that what really made the difference from accelerating the pace moving forwards is that everyone in the system today believes that there is a huge opportunity for growth moving forward. It's never going to be easy in a world that is very volatile, but the pandemic also showed the resilience of these businesses, the resilience of our brands, the resilience of our leaders... And, when we are together, we really make great things happen. And, I think, with that, that's the mindset that you're going to start seeing on the decisions that we're going to take on continuing to move forward.

So, with that, we're finished, and I wanted to thank you again for your interest in our company and our system.