A RENEWED STRATEGY
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COCA-COLA FEMSA
Mario Pani # 100, Col. Santa Fé Cuajimalpa 05348, México City, México
AGENDA

01 OUR RENEWED STRATEGY

02 PERFORMANCE IN KEY MARKETS

03 FINANCIAL HIGHLIGHTS
AGENDA

01 OUR RENEWED STRATEGY

02 PERFORMANCE IN KEY MARKETS

03 FINANCIAL HIGHLIGHTS
COCA-COLA FEMSA AT A GLANCE

OPERATING FIGURES (FY21)

+266 million people served
2 million points of sale
49 bottling plants
260 distribution centers

FINANCIAL HIGHLIGHTS (LTM 1Q22)

+3.5 billion\(^{(1)}\)
volume

+US$1.9 billion
Operating Cash Flow\(^{(2)}\)

+US$9.9 billion
revenues

19.8%
Operating Cash Flow margin \(^{(2)}\)

OUR BROAD PORTFOLIO

Largest franchise bottler of Coca-Cola trademark beverages in the world in terms of volume (representing ~11% of TCCC volume worldwide)

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\(^{(1)}\) Unit Cases
\(^{(2)}\) Operating Cash Flow = operating income + depreciation + amortization & other operating non-cash charges
\(^{(3)}\) As of December 31, 2017, Venezuela is reported as an investment in shares, as a non-consolidated operation.
RESILIENT BUSINESS MODEL

We have effectively navigated volatile environments maintaining a high profitability base.

SOLID OPERATING CASH FLOW MARGIN\(^{(1)}\)

<table>
<thead>
<tr>
<th>Year</th>
<th>Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>19.8%</td>
</tr>
<tr>
<td>2018</td>
<td>19.4%</td>
</tr>
<tr>
<td>2019</td>
<td>19.1%</td>
</tr>
<tr>
<td>2020</td>
<td>20.3%</td>
</tr>
<tr>
<td>2021</td>
<td>19.9%</td>
</tr>
</tbody>
</table>

KEY STRENGTHS

- STRONG MARKET POSITION
- EXTREMELY SOLID FINANCIALS
- EXECUTION FUNDAMENTALS

\(^{(1)}\) Consolidated, full year. Operating Cash Flow = operating income + depreciation + amortization & other operating non-cash charges
VAST GROWTH OPPORTUNITIES IN OUR INDUSTRY

LATAM BEVERAGE CATEGORIES BY % OF VOLUME MIX

- Cold Beverages: 35%
- Non-commercial: 48%
- Hot Beverages: 10%
- Alcohol: 7%

US$ 250+ bn commercial beverages whitespace

LATAM INDUSTRY TOTAL VOLUME IN LITERS, 2021

<table>
<thead>
<tr>
<th>Category</th>
<th>Volume</th>
<th>'22-'26 CAGR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carbonated Soft Drinks</td>
<td>50,216</td>
<td>2.0%</td>
</tr>
<tr>
<td>Bottled water</td>
<td>29,289</td>
<td>3.4%</td>
</tr>
<tr>
<td>Juices</td>
<td>9,935</td>
<td>3.1%</td>
</tr>
<tr>
<td>Tea</td>
<td>736</td>
<td>4.1%</td>
</tr>
<tr>
<td>Energy &amp; sport</td>
<td>2,104</td>
<td>5.6%</td>
</tr>
</tbody>
</table>

Total soft drinks expected CAGR: 2.6%

Source: IHS, Global Data, Internal Analysis
Source: Euromonitor
TRANSFORMING TO ACCELERATE OUR GROWTH

To accelerate our transformation into the growth model of the future, we refreshed our purpose and vision.

Purpose
Refresh the world anytime, anywhere

Vision
Become the world’s preferred and most sustainable commercial ecosystem
VALUE CREATION JOURNEY

This revamped vision is the result of a continuous value creation journey within Coca-Cola FEMSA.

**DIGITALIZED BOTTLER**
- Sales force automation
- Picking operations
- Route optimization

**OMNICHANNEL & MULTI-CATEGORY PLAYER**
- Digital platforms
- Multi-category (products)
- Digital payments

**FULL COMMERCIAL ECOSYSTEM**
- Digital ecosystem
- Multi-category (products and services)
- Data & information
SIX STRATEGIC CORRIDORS

- Sustainability
- Winning Portfolio
- Value enhancing acquisitions
- Omnichannel Platform
- Agile, digital savvy, people centric culture
- Digitize our core
BUILDING A WINNING PORTFOLIO

AFFORDABILITY

- +US$500m invested in refillable capacity over the past 2 years

NCBs GROWTH AND INNOVATION

- 62% mix of zero or reduced calories in CSDs. Substantial progress in our sugar-reduction efforts
- Focus in high-growth profitable NCBs
- Capturing new consumption occasions through the ARTD segment

MIX ENHANCEMENT

- Leveraging the popularity of multipacks
- Successful launch of the new formula of Coca-Cola Zero Sugar

MULTI-CATEGORY

- Currently pilot testing with leading brands to increase our value proposition in the traditional channel
- Distribution agreements in Brazil already signed with NCBs:
  - non carbonated beverages
  - CSDs: carbonated soft drinks
  - ARTD: Alcoholic ready to drink

NCBs: non carbonated beverages  CSDs: carbonated soft drinks  ARTD: Alcoholic ready to drink
OMNICHANNEL MULTI-CATEGORY COMMERCIAL PLATFORM

B2B PLATFORM
For an improved customer experience, anytime, anywhere

D2C PLATFORM
Developing a D2C business model to market our Company’s products directly to consumers’ homes

+1 M clients digitalized ~60%
Chatbot Conversational commerce
Contact Center text & voice
Pre-sale face 2 face
Customers

App mobile
Website desk experience

+400k digital monthly purchasers

~600k households in Mexico
Web
Consumer
SFA device
Sales and delivery route
Chatbot

+400k digital monthly purchasers
PRE SELLER

CHATBOT

OMNICHANNEL
PLATFORM

APP

WEBSITE
EVOLUTION OF OUR OMNICHANNEL PLATFORM

MONTHLY DIGITAL PURCHASERS (\(^{(1)}\)) (K)

- Jan '21: +130
- Dec '21: +265
- Mar '22: +400

MONTHLY DIGITAL REVENUE (\(^{(1)}\)) (US$ MM)

- Jan '21: ~US $360
- Dec '21: ~US $300
- Mar '22: +80

\(^{(1)}\) Omnichannel Digital Platforms (web, chatbot, app)
PERFORMANCE BY COUNTRY

% digital monthly purchasers

+26%  +50%  +8%  +30%  +1%  +35%  +1%  +15%

Mar '21  Mar '22  Mar '21  Mar '22  Mar '21  Mar '22  Mar '21  Mar '22

total clients
WE ARE ENABLING OUR DIGITAL TRANSFORMATION

DIGITIZING OUR CORE

Our digital and analytics hub is transforming our advanced analytics and data management capabilities.

- Implementing a robust architecture from the core
- Automating processes
- Adapting enablers to scale our initiatives
DIGITAL-SAVVY PEOPLE CENTRIC CULTURE

We functionalized our organization, ensuring agility and nimbleness.

TRANSFORMING KOF THROUGH TALENT

Our talent is the competitive advantage to reach our strategic goals

Enabling key organizational capabilities to meet evolving business needs

Developing key initiatives through Agile cells improving time to market
ACTIVELY PURSuing VALUE-ENHANCING ACQUISITIONS

- Exploring opportunities to shape our Company’s portfolio and footprint of the future.
- Prioritizing adjacent categories and capabilities to enhance our value proposition.

With a very disciplined approach to capital allocation.
We are on track to meet our sustainability targets, on the back of a robust sustainable financing strategy.

The percentage of women in leadership positions has increased from 14% in 2020 to 20% in 2021.

US$114.6 million invested in projects in circular economy, water stewardship, and climate action.

+100k benefited in neighboring communities with the funds we operate in collaboration with Fundación FEMSA.

1st Mexican Company to secure approval of the Science Based Targets Initiative (SBTi) for our GHG emissions reduction targets.

4th consecutive year that Coca-Cola FEMSA is part of the Bloomberg Gender Equality Index.
SUSTAINABLE FINANCING

1st Green Bond issuance within the Coca-Cola System

1st sustainability-linked bond in Mexico
SUSTAINABILITY GOALS

**WATER EFFICIENCY**

2026 GOAL:
1.26 lt of water used per liter of beverage produced

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</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>1.77</td>
<td>1.72</td>
<td>1.65</td>
<td>1.58</td>
<td>1.52</td>
<td>1.49</td>
<td>1.47</td>
</tr>
</tbody>
</table>

**% RECYCLED CONTENT**

2030 GOAL:
50% of recycled resin (rPET) in our PET bottles

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<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>15%</td>
<td>16%</td>
<td>21%</td>
<td>20%</td>
<td>23%</td>
<td>29%</td>
<td>31%</td>
</tr>
</tbody>
</table>

**CLEAN ENERGY IN MANUFACTURING**

2030 GOAL:
Reduce 50%* absolute GHG emissions from our operation

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</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>19%</td>
<td>29%</td>
<td>38%</td>
<td>52%</td>
<td>71%</td>
<td>80%</td>
<td>85%</td>
</tr>
</tbody>
</table>

* vs 2015
BETTER ALIGNED THAN EVER WITH THE COCA-COLA COMPANY

Driven by our enhanced cooperation framework we are now:

MORE ALIGNED
Aligned growth plans, business economics and management incentives towards long-term system value creation

EXPLORING NEW VENTURES
As the system continues to evolve, we agreed to explore potential new businesses and ventures

ACCELERATING OUR DIGITAL STRATEGY
Develop a joint digital strategy across strategic corridors
AGENDA

01 OUR RENEWED STRATEGY

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03 FINANCIAL HIGHLIGHTS
STRONG PERFORMANCE IN ALL OF OUR MARKETS

VOLUME GROWTH
LTM 1Q22 VS 1Q21

- Mexico: 3%
- Brazil: 9%
- Colombia: 21%
- Guatemala: 13%
- Argentina: 12%
- Consolidated: 8%

+5% vs pre-pandemic

OPERATING CASH FLOW GROWTH BY DIVISION (1)
LTM 1Q22 VS 1Q21 (2)

- Mexico and Central America: 11%
- South America: 22%
- Consolidated: 14%

(1) Operating cash flow = operating income + depreciation + amortization & other operating non-cash charges
(2) Figures in USD
MEXICO: SUPERIOR EXECUTION CAPABILITIES

AFFORDABILITY, RGM & COOLERS
- 85% coverage
- +45K coolers placed YTD

NCBS GROWTH & INNOVATION

OMNICHANNEL ACCELERATION
- +30% clients are monthly active purchasers
- ~600K households in Mexico with D2C

VOLUME EVOLUTION (MM UC)

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Volume</th>
</tr>
</thead>
<tbody>
<tr>
<td>1Q19</td>
<td>422</td>
</tr>
<tr>
<td>1Q20</td>
<td>419</td>
</tr>
<tr>
<td>1Q21</td>
<td>408</td>
</tr>
<tr>
<td>1Q22</td>
<td>424</td>
</tr>
</tbody>
</table>

-1% 3% +4%
BRAZIL: CONSISTENT VOLUME GROWTH

LTM VOLUME EVOLUTION (MM UC) (1)

<table>
<thead>
<tr>
<th>Year</th>
<th>Volume</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>770</td>
</tr>
<tr>
<td>2019</td>
<td>805</td>
</tr>
<tr>
<td>2020</td>
<td>840</td>
</tr>
<tr>
<td>2021</td>
<td>866</td>
</tr>
<tr>
<td>2022</td>
<td>945</td>
</tr>
</tbody>
</table>

COCA-COLA ZERO SUGAR & DUAL PACKS

BEER AND MULTI-CATEGORY

OMNICHANNEL EXPANSION

+50% clients are monthly active purchasers

(1) Last twelve months volume performance to first quarter of each year
COLOMBIA: A SOLID TURNAROUND

FOCUS ON CLIENT CREATION

+100K clients created in 2021

AFFORDABILITY THROUGH RETURNABILITY

Universal returnable bottle boosting affordability and RGM

SIGNIFICANTLY IMPROVING SERVICE LEVELS

Recognized as best supplier over the past three years by Colombia’s leader retailer

VOLUME EVOLUTION (MM UC)

1Q19 1Q20 1Q21 1Q22

60 65 68 80

+8% +4% +19%
GUATEMALA: CAPTURING ALL OPPORTUNITIES

LTM VOLUME EVOLUTION (MM UC)\(^{(1)}\)

<table>
<thead>
<tr>
<th>Year</th>
<th>Volume</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>93</td>
</tr>
<tr>
<td>2020</td>
<td>107</td>
</tr>
<tr>
<td>2021</td>
<td>119</td>
</tr>
<tr>
<td>2022</td>
<td>134</td>
</tr>
</tbody>
</table>

\(^{(1)}\) Last twelve months volume performance to first quarter of each year

NARTD: Non alcoholic ready to drink

DRIVING AFFORDABILITY IN MULTI-SERVE AND SINGLE-SERVE

EXECUTION EMBEDDED IN OUR CULTURE

ACHIEVED MARKET LEADERSHIP IN NARTD

+ 10pp SOS in NARTD category from 2017 to 2021

Market makeover: 4x cooler placement

(1) Last twelve months volume performance to first quarter of each year
AGENDA

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03 FINANCIAL HIGHLIGHTS
PROTECT THE SHORT TERM WITH A LONG-TERM VIEW

A disciplined raw material and currency hedging strategy…

… substantially mitigating margin pressures and ensuring solid financials

<table>
<thead>
<tr>
<th>Raw Material</th>
<th>Hedge Position 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>PET</td>
<td>~70%</td>
</tr>
<tr>
<td>Aluminium</td>
<td>~40%</td>
</tr>
<tr>
<td>Sugar</td>
<td>~75%</td>
</tr>
<tr>
<td>HFCS</td>
<td>~90%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LTM YEAR OVER YEAR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Cash Flow$^{(1)}$</td>
</tr>
<tr>
<td>7.3%</td>
</tr>
</tbody>
</table>

AS OF MARCH 31, 2022

Solid cash position +US $2.5b

Net debt ratio <0.9x

ESTIMATED CAPEX FOR 2022

7% - 8% as a percentage of sales

---

$^{(1)}$ Operating Cash Flow = operating income + depreciation + amortization & other operating non-cash charges
# KEY TAKEAWAYS

<table>
<thead>
<tr>
<th>KOF TODAY</th>
<th>KOF IN THE FUTURE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Renewed strategy…</td>
<td>to achieve long-term ambitions.</td>
</tr>
<tr>
<td>Right capabilities to protect the short term…</td>
<td>while accelerating towards a very promising long-term.</td>
</tr>
<tr>
<td>Omnichannel strategy showing results and rapidly accelerating across markets…</td>
<td>positioning us better than ever to capture exponential growth.</td>
</tr>
<tr>
<td>New phase in the relationship with TCCC</td>
<td>aligning our model for the long term.</td>
</tr>
</tbody>
</table>
### STRONG FINANCIAL RESULTS

Figures in USD millions\(^{(2)}\)

<table>
<thead>
<tr>
<th></th>
<th>LTM19</th>
<th>LTM20</th>
<th>LTM21</th>
<th>LTM22</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOTAL REVENUES (1)</td>
<td>3,330</td>
<td>3,366</td>
<td>3,291</td>
<td>3,539</td>
</tr>
<tr>
<td>VOLUME</td>
<td>9,567</td>
<td>9,977</td>
<td>8,499</td>
<td>9,865</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>LTM19</th>
<th>LTM20</th>
<th>LTM21</th>
<th>LTM22</th>
</tr>
</thead>
<tbody>
<tr>
<td>GROSS PROFIT (1)</td>
<td>4,393</td>
<td>4,501</td>
<td>3,809</td>
<td>4,474</td>
</tr>
<tr>
<td>% margin</td>
<td>45.9%</td>
<td>45.1%</td>
<td>44.8%</td>
<td>45.4%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>LTM19</th>
<th>LTM20</th>
<th>LTM21</th>
<th>LTM22</th>
</tr>
</thead>
<tbody>
<tr>
<td>OPERATING INCOME (1)</td>
<td>1,281</td>
<td>1,311</td>
<td>1,175</td>
<td>1,394</td>
</tr>
<tr>
<td>% margin</td>
<td>13.4%</td>
<td>13.1%</td>
<td>13.8%</td>
<td>14.1%</td>
</tr>
</tbody>
</table>

---

(1) Figures are for the Last Twelve Months as of March 2022, 2021, 2020 and 2019.

SOLID BALANCE SHEET

Figures in USD millions\(^{(2)}\)

### CAPITAL EXPENDITURES \(^{(1)}\) \(^{(3)}\)

<table>
<thead>
<tr>
<th></th>
<th>LTM19</th>
<th>LTM20</th>
<th>LTM21</th>
<th>LTM22</th>
</tr>
</thead>
<tbody>
<tr>
<td>% OF REVENUES</td>
<td>5.9%</td>
<td>5.1%</td>
<td>5.6%</td>
<td>7.9%</td>
</tr>
<tr>
<td></td>
<td>567</td>
<td>511</td>
<td>472</td>
<td>776</td>
</tr>
</tbody>
</table>

### TOTAL DEBT \(^{(1)}\) \(^{(4)}\)

<table>
<thead>
<tr>
<th></th>
<th>LTM19</th>
<th>LTM20</th>
<th>LTM21</th>
<th>LTM22</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>3,881</td>
<td>3,618</td>
<td>4,162</td>
<td>4,187</td>
</tr>
</tbody>
</table>

### CASH AND CASH EQUIVALENTS \(^{(1)}\)

<table>
<thead>
<tr>
<th></th>
<th>LTM19</th>
<th>LTM20</th>
<th>LTM21</th>
<th>LTM22</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1,219</td>
<td>1,677</td>
<td>2,351</td>
<td>2,476</td>
</tr>
</tbody>
</table>

\(^{(1)}\) Figures are for the Last Twelve Months as of March 2022, 2021, 2020 and 2019.


\(^{(3)}\) Includes acquisitions of long-lived assets minus proceeds from sale of long-lived assets plus acquisitions of intangible assets.

\(^{(4)}\) Includes Bank loans and notes payable, current and non-current portion.
DEBT PROFILE 1Q22

DEBT MIX BY CURRENCY
- MXN: 53%
- BRL: 17%
- USD: 27%
- Others: 4%

DEBT MIX BY RATE
- Fixed: 80%
- Floating: 20%
# INCOME STATEMENT SUMMARY

<table>
<thead>
<tr>
<th>Figures in millions of USD</th>
<th>1Q22</th>
<th>1Q21</th>
<th>Δ%</th>
<th>LTM 2022</th>
<th>LTM 2021</th>
<th>Δ%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Revenues</td>
<td>2,495</td>
<td>2,199</td>
<td>13.4%</td>
<td>9,865</td>
<td>8,499</td>
<td>16.1%</td>
</tr>
<tr>
<td>Gross Profit</td>
<td>1,101</td>
<td>980</td>
<td>12.3%</td>
<td>4,474</td>
<td>3,809</td>
<td>17.5%</td>
</tr>
<tr>
<td>Gross Margin (%)</td>
<td>44.1%</td>
<td>44.6%</td>
<td>-50 bps</td>
<td>45.4%</td>
<td>44.8%</td>
<td>+60 bps</td>
</tr>
<tr>
<td>Operating Income</td>
<td>334</td>
<td>290</td>
<td>14.9%</td>
<td>1,394</td>
<td>1,175</td>
<td>18.6%</td>
</tr>
<tr>
<td>Operating Margin (%)</td>
<td>13.4%</td>
<td>13.2%</td>
<td>+ 20 bps</td>
<td>14.1%</td>
<td>13.8%</td>
<td>+ 30 bps</td>
</tr>
<tr>
<td>Comprehensive Financing Result</td>
<td>107</td>
<td>56</td>
<td>92.1%</td>
<td>260</td>
<td>259</td>
<td>0.5%</td>
</tr>
<tr>
<td>Consolidated Net Income</td>
<td>154</td>
<td>153</td>
<td>0.5%</td>
<td>805</td>
<td>508</td>
<td>58.4%</td>
</tr>
<tr>
<td>Net income attributable to equity holders of the Company</td>
<td>141</td>
<td>155</td>
<td>-9.2%</td>
<td>759</td>
<td>505</td>
<td>50.3%</td>
</tr>
</tbody>
</table>
## BALANCE SHEET SUMMARY

<table>
<thead>
<tr>
<th>Figures in millions of USD</th>
<th>Mar 2022</th>
<th>Dec 2021</th>
<th>Δ%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Current Assets</td>
<td>4,201</td>
<td>3,905</td>
<td>8%</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>14,200</strong></td>
<td><strong>13,196</strong></td>
<td><strong>8%</strong></td>
</tr>
<tr>
<td>Total Current Liabilities</td>
<td>3,035</td>
<td>2,246</td>
<td>35%</td>
</tr>
<tr>
<td>Total Liabilities</td>
<td>8,027</td>
<td>6,997</td>
<td>15%</td>
</tr>
<tr>
<td><strong>Total Equity</strong></td>
<td><strong>6,173</strong></td>
<td><strong>6,199</strong></td>
<td><strong>0%</strong></td>
</tr>
<tr>
<td>Total Liabilities and Equity</td>
<td><strong>14,200</strong></td>
<td><strong>13,196</strong></td>
<td><strong>8%</strong></td>
</tr>
</tbody>
</table>