



Coca-Cola FEMSA Overview



290Mn
Consumers

+2.0 Mn
Points of sale

48 Plants
297 Distribution Centers

~20 Bn Transactions
~3.3 Bn Unit Cases

US\$ +9.3 Bn in Revenues
US\$ ~1.8 Bn in EBITDA

Mexico & Central America

~108 million consumers
~1 million points of sale
~12 bn transactions⁽¹⁾
~2 bn unit cases⁽¹⁾
~USD 5.1bn⁽¹⁾ in Revenues
~USD 1.0bn⁽¹⁾ in EBITDA
EBITDA Margin⁽¹⁾ 20.4%

As of % of KOF Volume
→ 62%
Revenues → 55%
EBITDA → 58%

Plants: 24
DCs: 201

South America

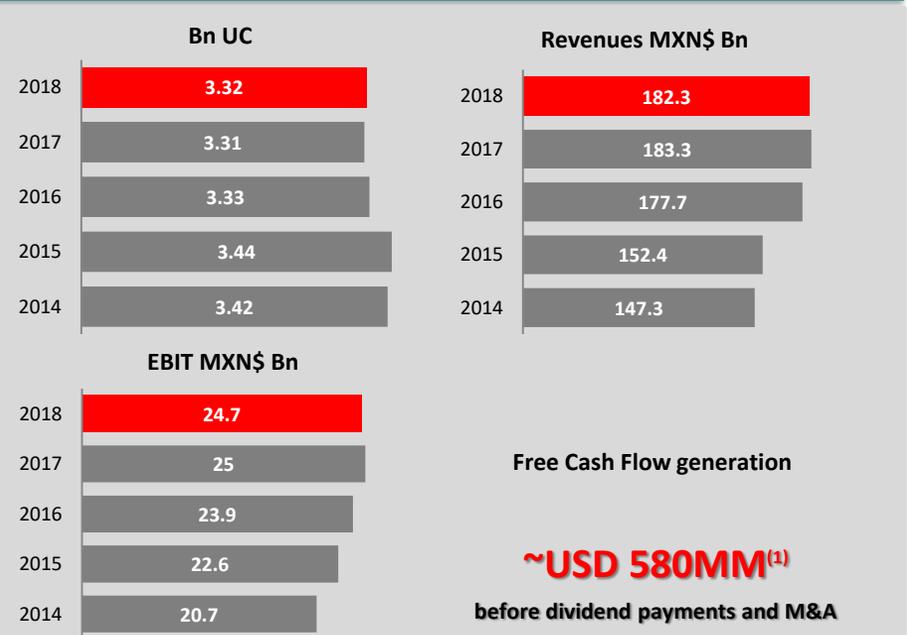
~182 million consumers
~1 million points of sale
~8 bn transactions⁽¹⁾
~1.3 bn unit cases⁽¹⁾
~USD 4.2bn⁽¹⁾ in Revenues
~USD 0.8bn⁽¹⁾ in EBITDA
EBITDA Margin⁽¹⁾ 18.3%

As of % of KOF Volume
→ 38%
Revenues → 45%
EBITDA → 42%

Plants: 24
DCs: 96

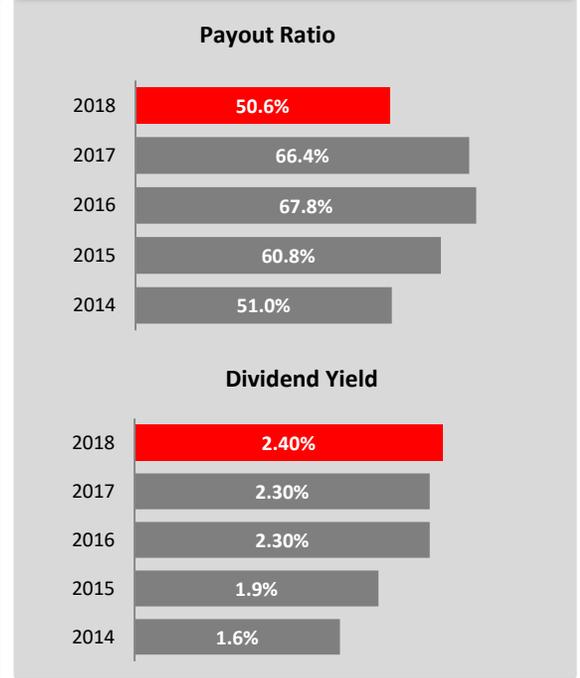


Operative Results (1)

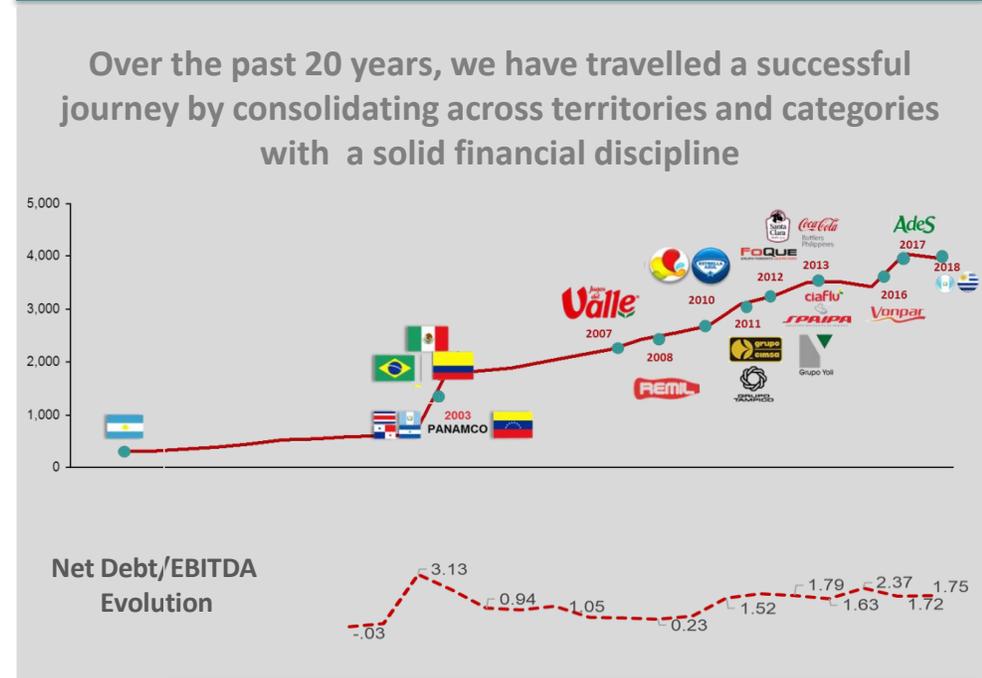


(1) Full Year 2018

Dividend Payment



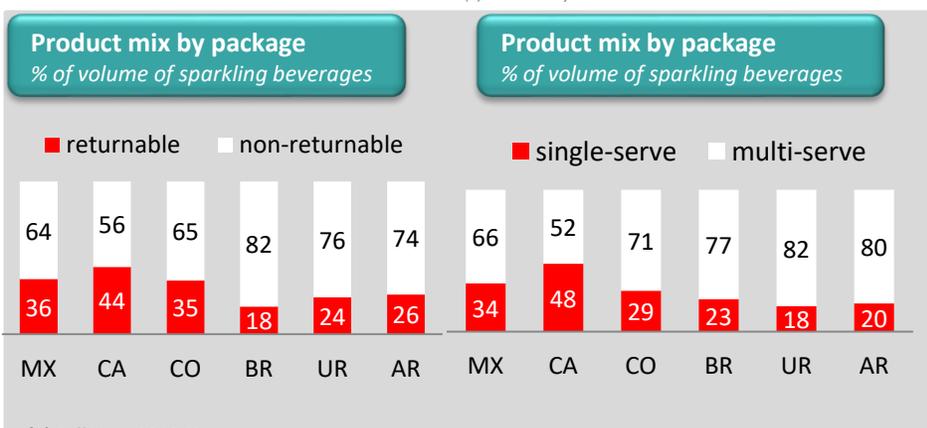
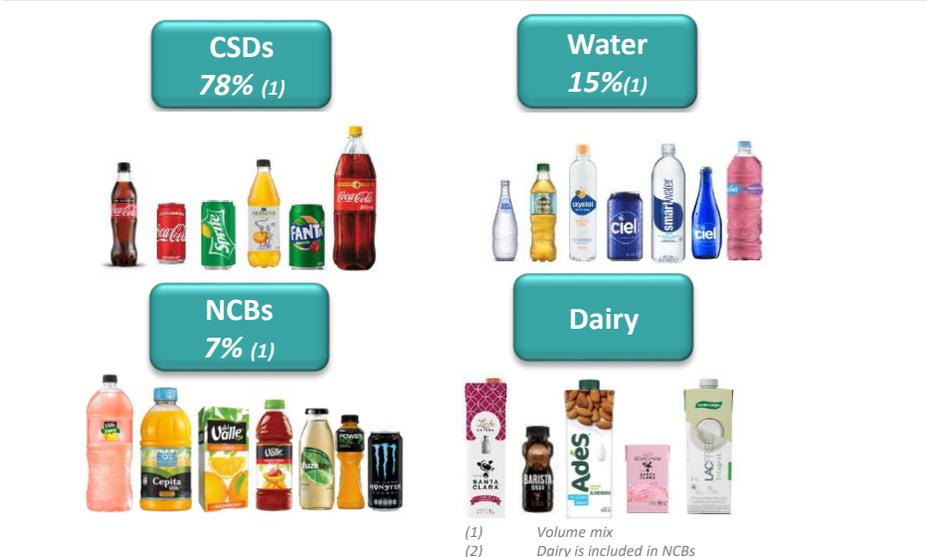
Growth & Debt Evolution





Winning Portfolio 131 Leading total beverage brands

- ✓ Leverage sparkling growth through affordability
- ✓ Consistent leadership position in water
- ✓ Selectively improve our competitive position in still beverages.
- ✓ Drive our low-and no-sugar footprint



Operating Model

Kofmmercial Digital Platform

- ✓ Granular Segmentation
- ✓ Targeted Activities
- ✓ POS Potential
- ✓ Execution Improvement

Scaled KDP in record time:

- ❖ 8 countries
- ❖ >9,000 routes
- ❖ >2.6 bn UC with SFA

Global Business Services

- ✓ Shared Service Centers to drive automation and efficiencies for finance, procurement and HR
- ✓ Successful deployment in Corporate and Mexico

Digital Distribution

- ✓ Operational savings
- ✓ Better route planning
- ✓ Service level improvement

Telematics: 4,500 routes (Mexico)

Mobile App: 2,500 routes (Brazil)

Supply Chain Planning Transformation

- ✓ Centralized planning to optimize costs and capital
- ✓ Optimal technological tools to support our processes on Cloud
- ✓ Deployed in Mexico and Colombia

Manufacturing Management Model

- ✓ Standardized practices driving improvement of Efficiency, Safety and Sustainability metrics
- ✓ Deployed in Mexico and Brazil

Cultural Evolution



Sustainability Goals 2020

- TO REDUCE** our water use ratio to 1.5 liters of water per liter of beverage
*FY 2017 1.65
*FY 2018 1.59
- TO RECYCLE** at least 90% of the waste we generate in every one of our bottling plants.
*FY 2018 95.1% Total KOF
- TO INCLUDE** 25% OF RECYCLED materials in our PET packaging.
*FY 2017 21.2
*FY 2018 20.8
- SUPPLY 85% OF THE ENERGY FROM CLEAN SOURCES IN MEXICO**
*Mexico FY 2018 51.5%
*Brazil FY 2018 100%