

**COCA-COLA**  
**FEMSA**

**CLARITY**  
**CONSISTENCY**  
**COMMITMENT**

**INVESTOR RELATIONS**

# Cautionary Statement

## FORWARD-LOOKING STATEMENTS

This presentation contains “forward-looking statements”. These forward-looking statements relate to Coca-Cola FEMSA, S.A.B. de C.V. its Subsidiaries (“KOF”) and their businesses, and are based on KOF management’s good faith expectations regarding KOF and its businesses. Recipients are cautioned not to put undue reliance on such forward-looking statements, which are not a guarantee of performance and are subject to a number of uncertainties and other factors, many of which are outside KOF’s control, that could cause actual results of KOF and its businesses to differ materially from such statements. KOF is under no obligation, and expressly disclaims any intention or obligation, to update or alter any forward-looking statements, whether as a result of new information, future events or otherwise.

## CONFIDENTIALITY

The nature of all the information in this presentation is proprietary and confidential.

## ADDITIONAL INFORMATION AND WHERE TO FIND IT

Documents filed by KOF are available at the Securities and Exchange Commission’s public reference room located at 450 Fifth Street, N.W., Washington, D.C. 20594. Investors and security holders may call the Commission at 1-800-SEC-0330 for further information on the public reference room. Free copies of all of KOF’s filings with the Commission may also be obtained by directing a request to:

## COCA-COLA FEMSA

Mario Pani # 100, Piso 7, Col. Santa Fé Cuajimalpa 05348, México D.F., México



## INVESTOR RELATIONS

María Dyla Castro Varela  
Jorge Alejandro Collazo Pereda  
María Fernanda García Cruz

@ kofmxinves@kof.com.mx

# We are encouraged by our **Clear Strategic Vision**

Three pillars:

## 1. **Winning Portfolio Buildup**

**Consolidating a leading total beverage portfolio** with options for every consumer taste and lifestyle.

## 2. **Operating Model Transformation**

**Transforming our operating models to achieve more competitive advantages** creating the next generation of strategic capabilities.

## 3. **Cultural Evolution**

**Empower our people to lead our growth** and transformation in the face of an ever-challenging environment to **enhance our position as the best total beverage leader.**





Consistent

# Winning Portfolio Buildup

Consolidating a leading total beverage portfolio  
with options for every consumer taste and  
lifestyle.

# Winning Portfolio Buildup:



Total Beverage  
Leader

Reigniting Sustainable Profit Margin and Growth as a total beverage leader



Growth in **Sparkling**  
through affordability

Growth in Sparkling through affordability, enhancing returnable business margin



Gain scale and  
relevance in **water**

A comprehensive portfolio and business model to allow for profitable growth



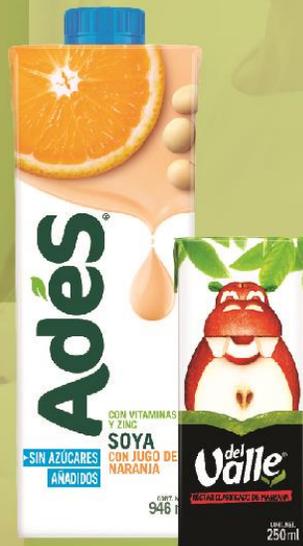
Focus on volume  
and 'Share of Sales'  
gains in **NCBs**

A joint effort with TCCC to capture efficiencies in Stills in key markets, and improve Joint Venture business models to ensure profitable growth

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# Operating Model transformation

Transform our operating models to achieve more competitive advantages, creating the next generation of capabilities in order to strengthen our value chain.



# Our Operating **Model Transformation** is generating results

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Our KOFmmercial Digital Platform has driven strong execution improvements:



**1<sup>st</sup>** place in execution in Mexico, Brazil  
and Argentina.



# Operating Model Transformation

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Our KOFmmercial Digital Platform has also translated in improved return of our promotional activities:

In Colombia,

+4 % Execution Improvements

+4 % Promotions return on investment  
improvements



In Mexico,

+3 % Execution Improvements

+8 % Promotions return on investment  
improvements



# Operating **Model Transformation**

Our transformational initiatives in distribution are generating savings:

As a result of KOF Logistics Services (KLS), we have already generated production, warehousing, and transportation **cost savings of over US\$15 million.**

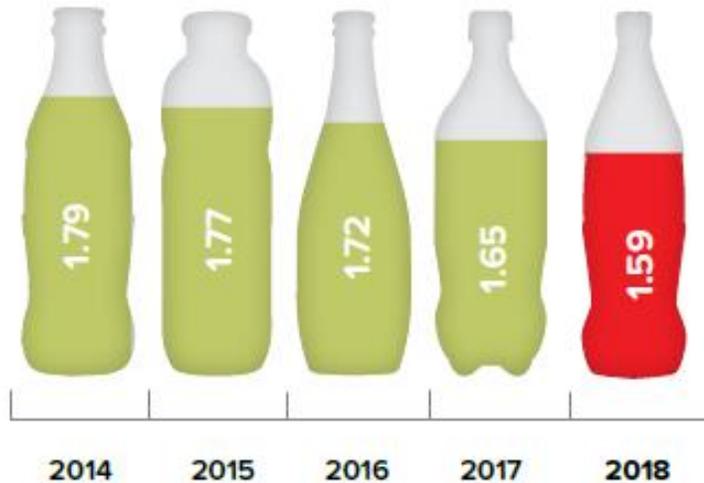


# We are taking important steps towards our **Sustainability Goals**

From 2010 through 2018, we decreased our absolute water consumption by **19%**”



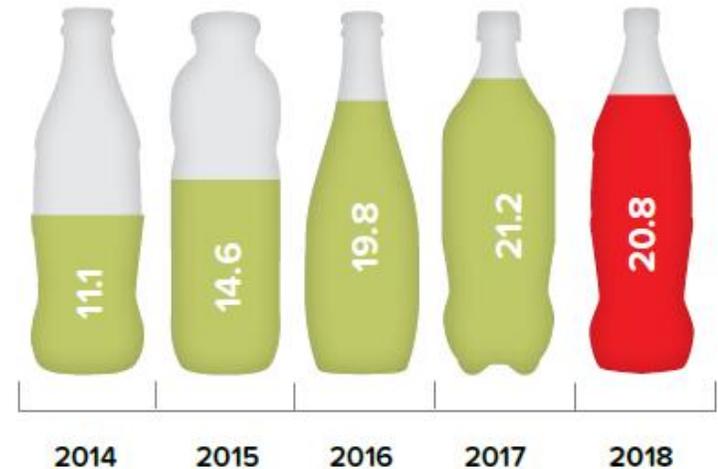
**Efficiency in water use**  
liters of water per liter of beverage produced



Through our efficient resource management and packaging optimization, we generated savings of approximately **US\$14.6 million**.



**PET packaging materials**  
% recycled materials in our PET packaging





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# Cultural evolution

Empower our people to lead our growth and transformation in the face of an ever-changing environment, to achieve and enhance our position as the best total beverage leader.

# Cultural Transformation: **KOF DNA**

## **Operational Excellence**

We strive for excellence  
in everything we do



**Obsessive Focus on  
Consumer & Client**



## **People First**

We value our people and  
work as one KOF



Our consumers and  
clients are at the  
center of everything  
we do



## **Agile Decision Makers**

We are action oriented,  
making fast and assertive  
decisions



## **Owners Mentality**

We think and act like  
owners, with focus on  
results

# Cultural Transformation

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**Empower people to lead transformation**



**Aligning KOF DNA elements across the organization**

**Continue and grow our sustainability agenda**

**Build an effective & efficient organization that supports our strategy  
– aligning resources, structures and priorities**

## Key Priorities of our CFO

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# Key Priorities of our CFO

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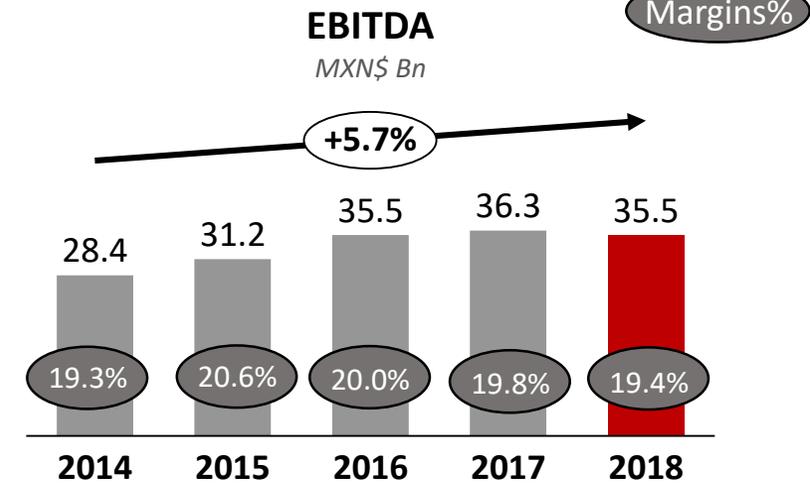
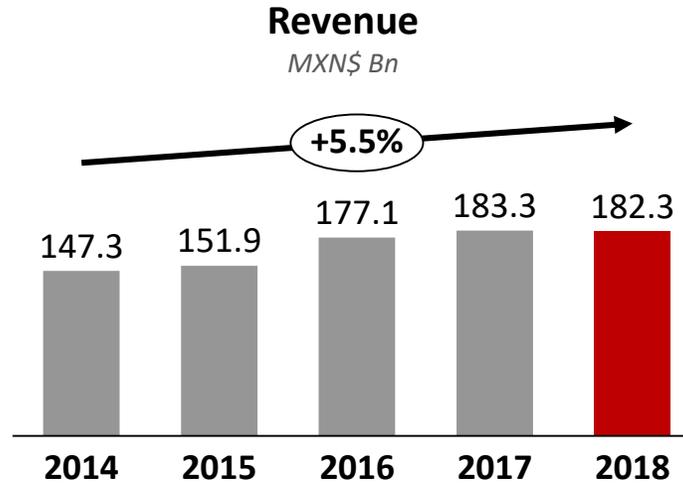
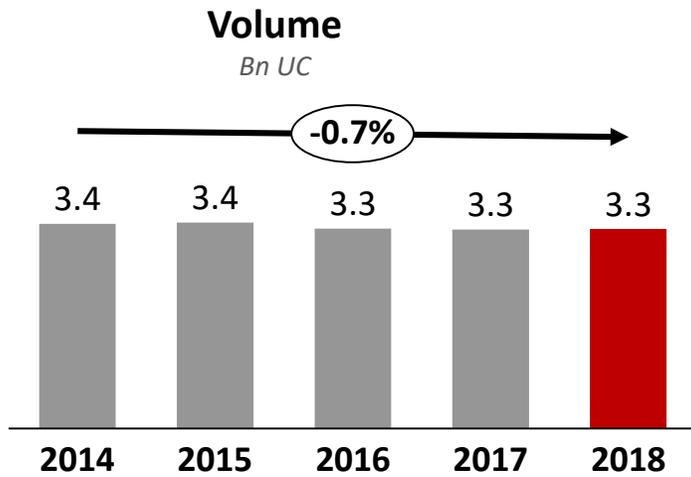
1. **Maintain our solid financial foundation** in order to improve our return over invested capital.
2. **Continue evolving the finance function** to drive out top and bottom line results and maximize shareholder value.
3. Guarantee that we will **continue attracting and developing our talent base** in finance function.
4. Continue with our approach of **transparency, fair disclosure and continuous communication** with our stakeholders.
5. **Support John and the senior leadership team** in their journey of cultural transformation reinforcing our DNA elements.

# Operating Results

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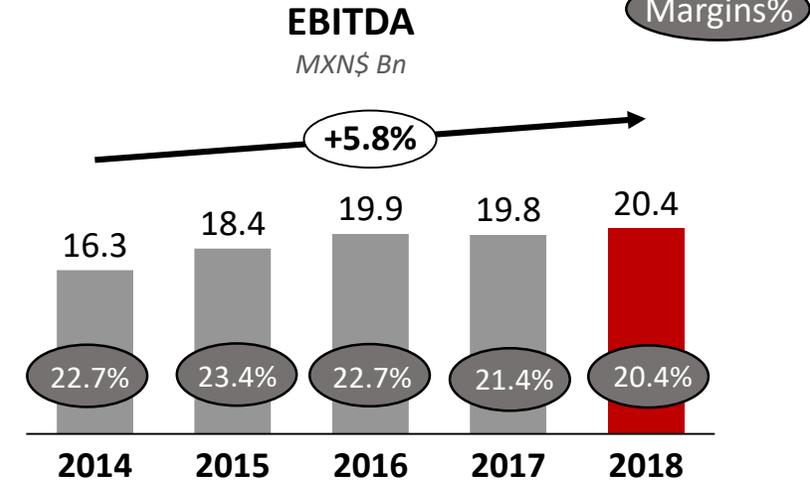
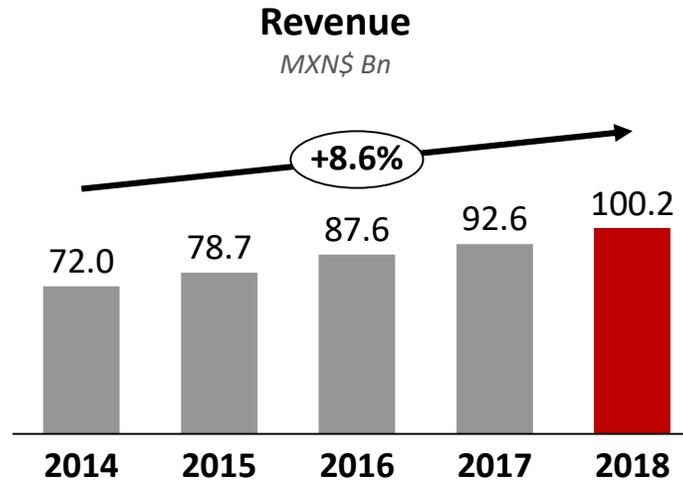
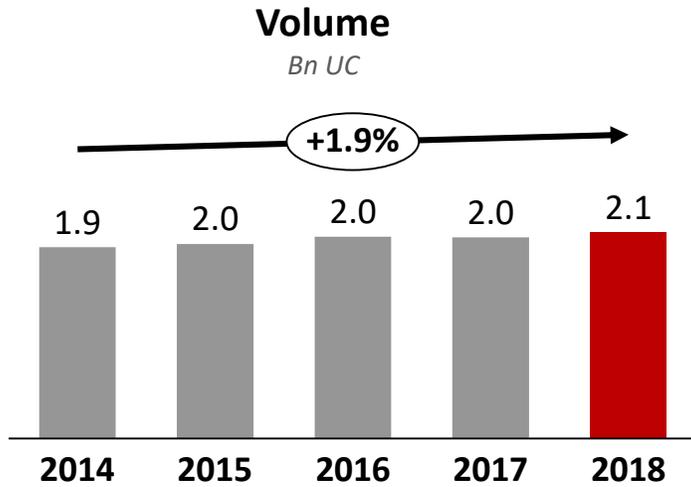


# Operative Results Consolidated

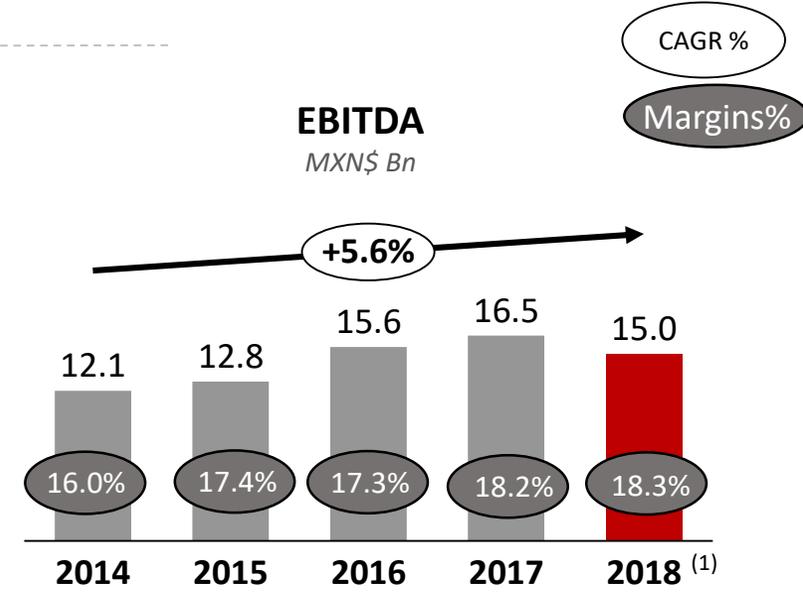
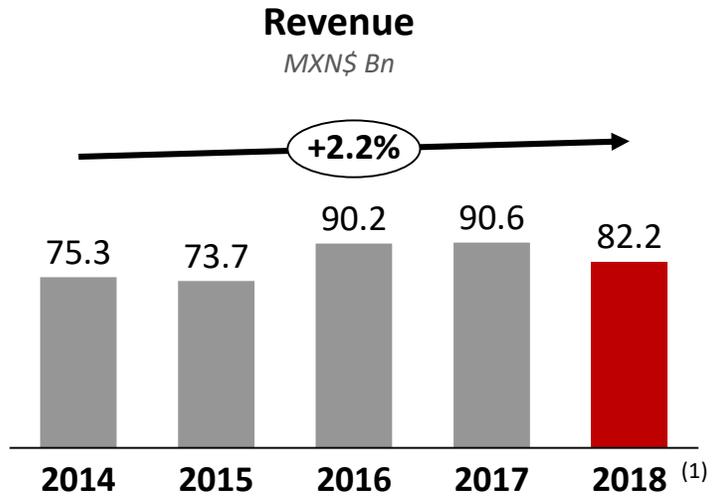
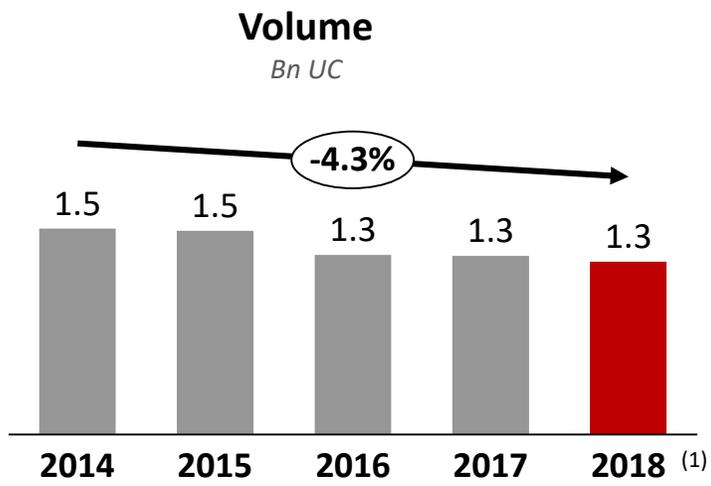


(1) Venezuela not included as of January 1, 2018, Philippines not included

# Operative Results Mexico & Central America



# Operative Results **South America**



(1) Venezuela not included as of January 1, 2018

# Disciplined approach to **Capital Allocation**



Going forward...

We will continue to evaluate geographic and category opportunities, maintaining our disciplined approach to capital allocation to maximize our shareholders returns.

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