

# Coca-Cola FEMSA Overview



**290Mn**  
Consumers

**+2.0 Mn**  
Points of sale

**48** Plants  
**297** Distribution Centers

**~24 Bn** Transactions <sup>(1)</sup>  
**~3.3 Bn** Unit Cases <sup>(1)</sup>

**US\$ +9.5 Bn** in Revenues <sup>(1)</sup>  
**US\$ ~1.9 Bn** in EBITDA <sup>(1)</sup>

### Mexico & Central America

~108 million consumers  
~1 million points of sale  
~11.5 bn transactions<sup>(1)</sup>  
~2 bn unit cases<sup>(1)</sup>  
~USD 5.3bn<sup>(1)</sup> in Revenues  
~USD 1.1bn<sup>(1)</sup> in EBITDA  
EBITDA Margin<sup>(1)</sup> 20.5%

*As of % of KOF*  
Volume → 62%  
Revenues → 56%  
EBITDA → 59%

Plants: 24  
DCs: 201

### South America

~182 million consumers  
~1 million points of sale  
~10 bn transactions<sup>(1)</sup>  
~1.2 bn unit cases<sup>(1)</sup>  
~USD 4.2bn<sup>(1)</sup> in Revenues  
~USD 0.8bn<sup>(1)</sup> in EBITDA  
EBITDA Margin<sup>(1)</sup> 18.0%

*As of % of KOF*  
Volume → 38%  
Revenues → 44%  
EBITDA → 41%

Plants: 24  
DCs: 96

### Corporate Structure

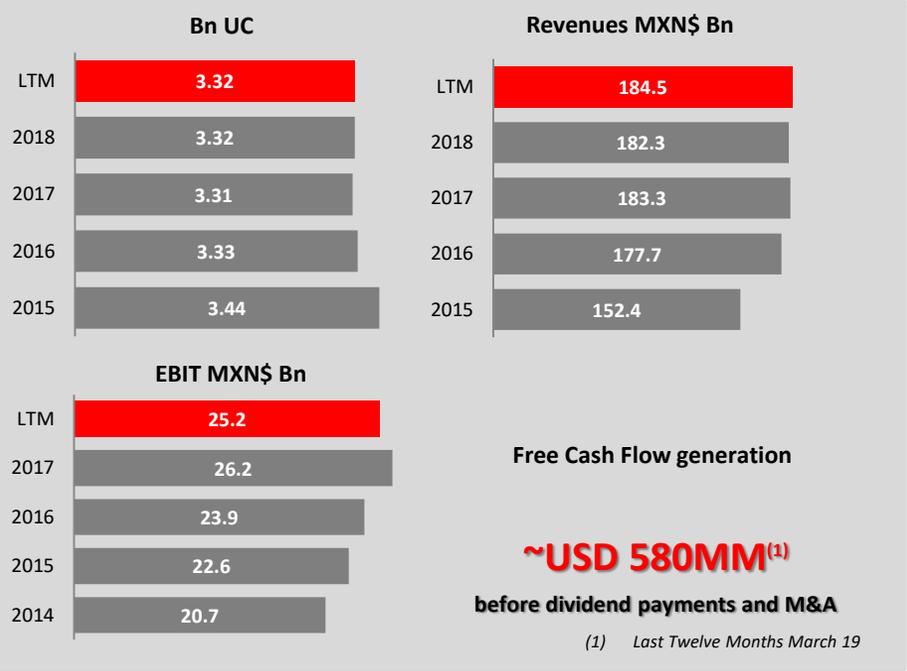
**FEMSA** Voting: 56% Economic: 47.2%

**Coca-Cola** Voting: 32.9% Economic: 27.8%

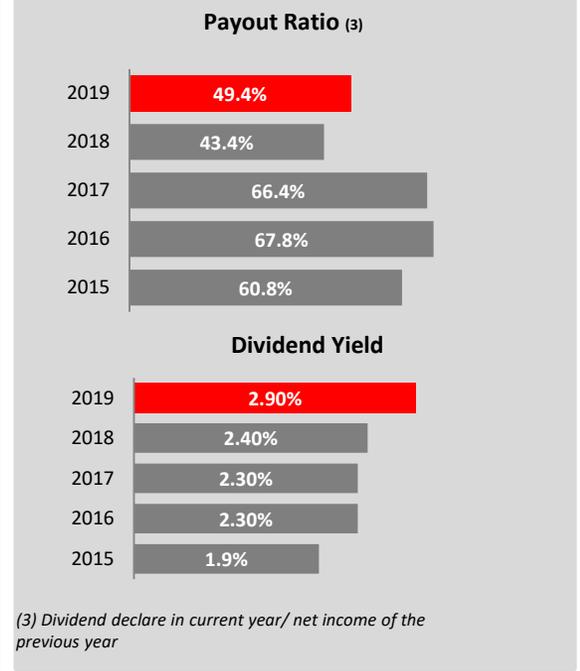
**Public Float**

- Series L\*** Voting: 0% Economic: 15.6%
- Series B\*** Voting: 11.1% Economic: 9.4%

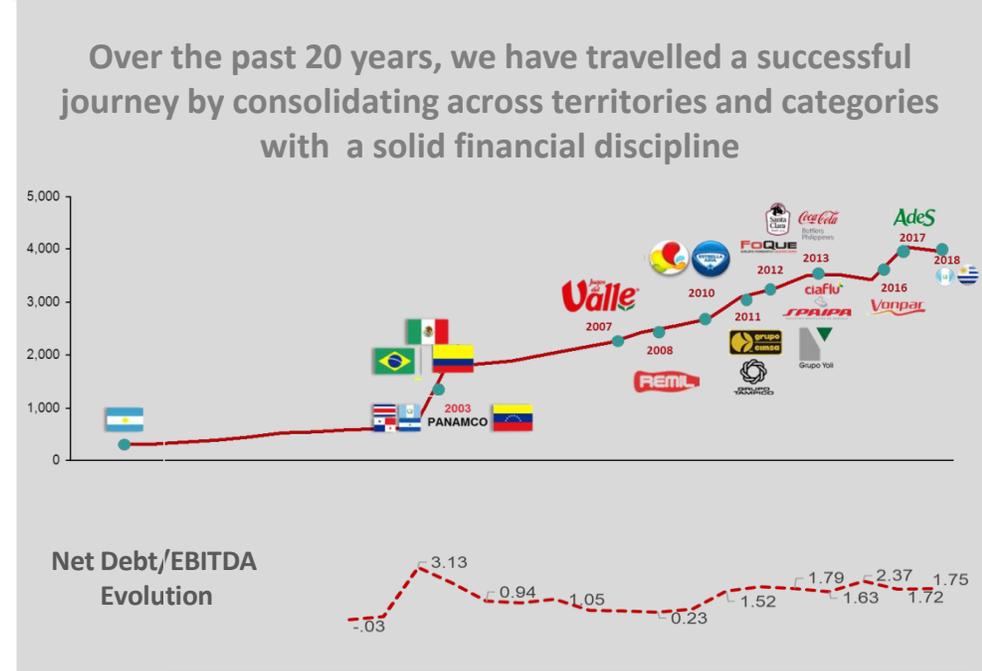
## Operative Results <sup>(1)</sup>



## Dividend Payment



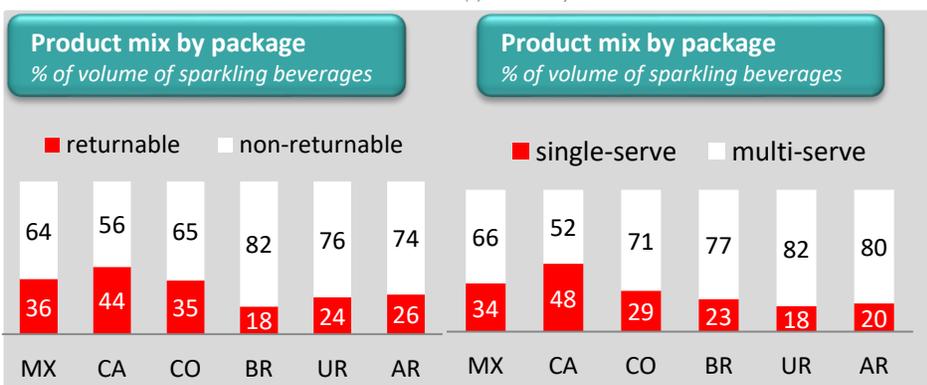
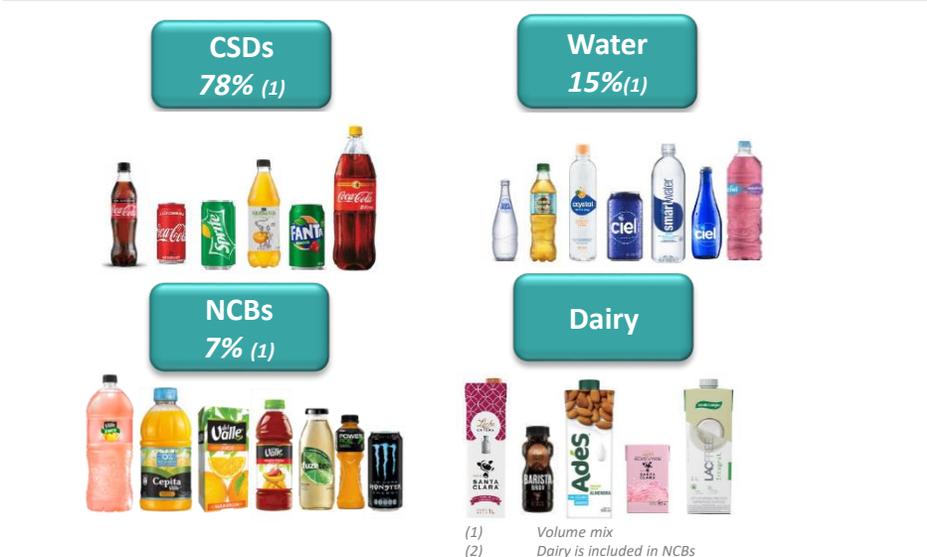
## Growth & Debt Evolution





## 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

Mobile App 2,500 routes

### 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%