

FUTURE-READY

INVESTOR PRESENTATION
COCA-COLA FEMSA

JUNE 2023



FUTURE-READY

- Overview -KOF At A Glance
- Strategic Priorities
- Our Operations
- Financial Summary

COCA-COLA FEMSA AT A GLANCE

The largest franchise bottler of Coca-Cola Trademark Beverages in the world in terms of volume

+270 million
people served

+2 million
points of sale

56
bottling plants

249
distribution centers

FINANCIAL HIGHLIGHTS (1Q23)

| | |
|---|--|
| +939.6 million ⁽¹⁾ volume | +Ps. \$10,522 million EBITDA ⁽²⁾ |
| +Ps. \$57,357 million revenues | 18.3% EBITDA margin ⁽²⁾ |

OUR BROAD PORTFOLIO OF 134 BRANDS



OUR FOOTPRINT⁽³⁾



⁽¹⁾ Unit Cases

⁽²⁾ E EBITDA= 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.

KOF Supply Chain produces 3.7 Bn UC annually and serves 2MM clients, which it visits on average 1.8x per week. In order to do this, we have built a leading-edge sustainable Supply Chain



56
Facilities



249
Distribution Centers



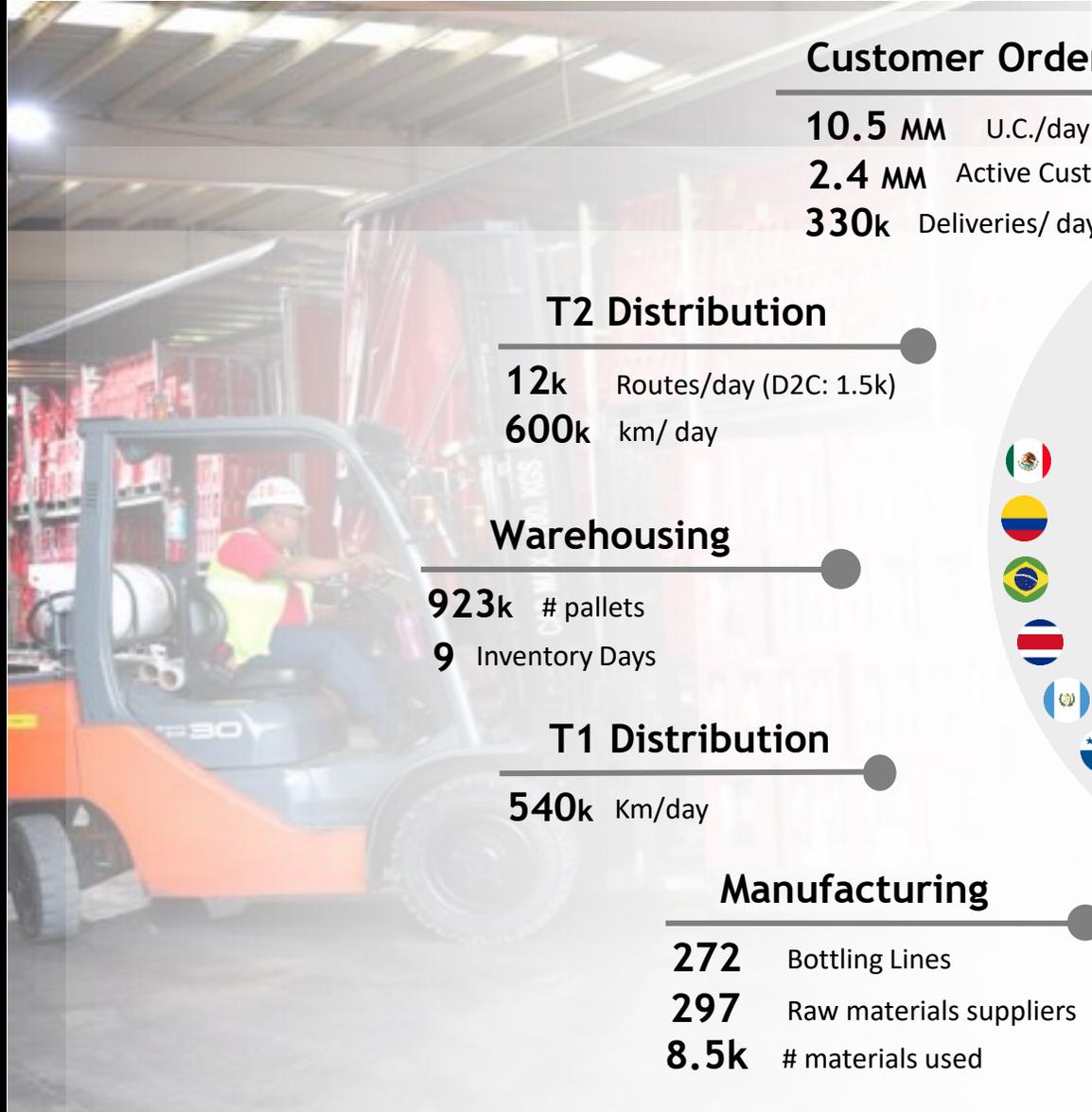
776¹
T1 Trucks



11k¹
T2 Trucks



+50k
Supply Chain Head Count



Customer Orders

10.5 MM U.C./day
2.4 MM Active Customers
330k Deliveries/day

T2 Distribution

12k Routes/day (D2C: 1.5k)
600k km/day

Warehousing

923k # pallets
9 Inventory Days

T1 Distribution

540k Km/day

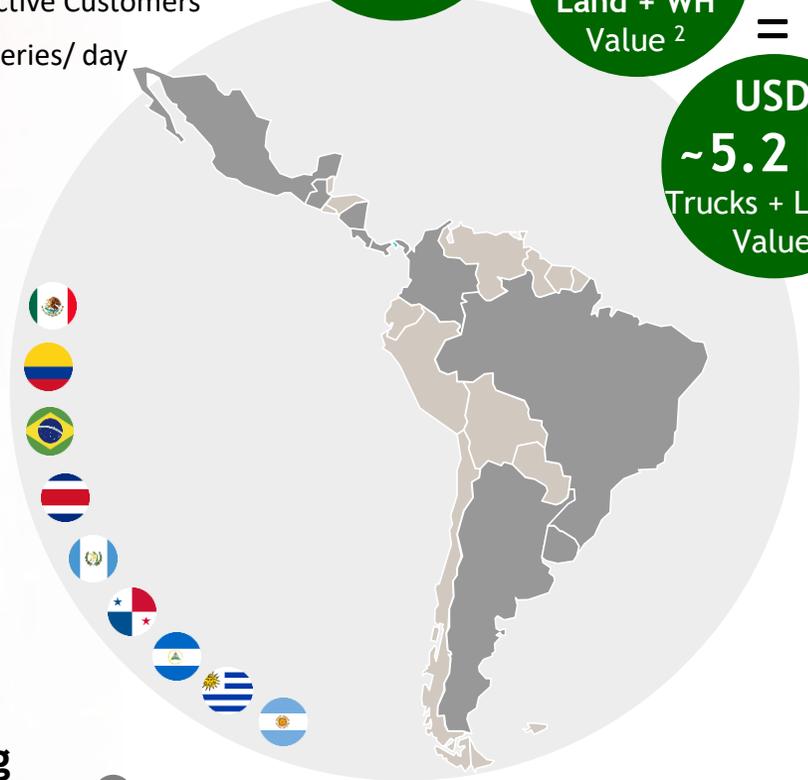
Manufacturing

272 Bottling Lines
297 Raw materials suppliers
8.5k # materials used

USD
~1.3 Bn
Own T1 + T2 Value

USD
~3.9 Bn
Land + WH Value²

USD
~5.2 Bn
Trucks + L&WH Value



Demand Planning

+570 New SKUs 2022

1. KOF trucks includes total value of land + WH infrastructure of distribution assets

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KOF strategic priorities

| Grow the core | Become our customers preferred commercial platform | De-bottleneck our infrastructure & digitize the enterprise | Make a difference in ESG | Strengthen our customer centric culture | Strategic M&A |
|---|---|---|--|---|---|
| <ul style="list-style-type: none"> Gain market share Accelerate Coke No Sugar  Develop growth opportunities in key markets  Leverage core and accelerate flavors  Full potential in profitable NCBS | <ul style="list-style-type: none"> Grow total & digital client base  Mexico D2C expansion Deliver best value proposition with multicategory portfolio Develop our ARTD offer  | <ul style="list-style-type: none"> Increase manufacturing & distribution capacity to unlock growth  Secure best in class logistics & distribution enablers Upgrade SAP ERP Move to cloud (real time) | <ul style="list-style-type: none"> Lead the industry in circular economy & water stewardship  Promote a diverse & inclusive environment Cyber & data security safe | <ul style="list-style-type: none"> Customer centricity Growth mindset Foster psychological safety  Safety first Develop a corporate organization: <ul style="list-style-type: none"> Lean Agile Insight driven organization | <ul style="list-style-type: none"> Look for synergistic acquisitions while exploring other markets and categories  |

Our key initiatives to grow our core will be focused on:

Gain market share



Low-caloric footprint



Single-serve



Execution



Capture growth in flavors



Full potential in NCB's



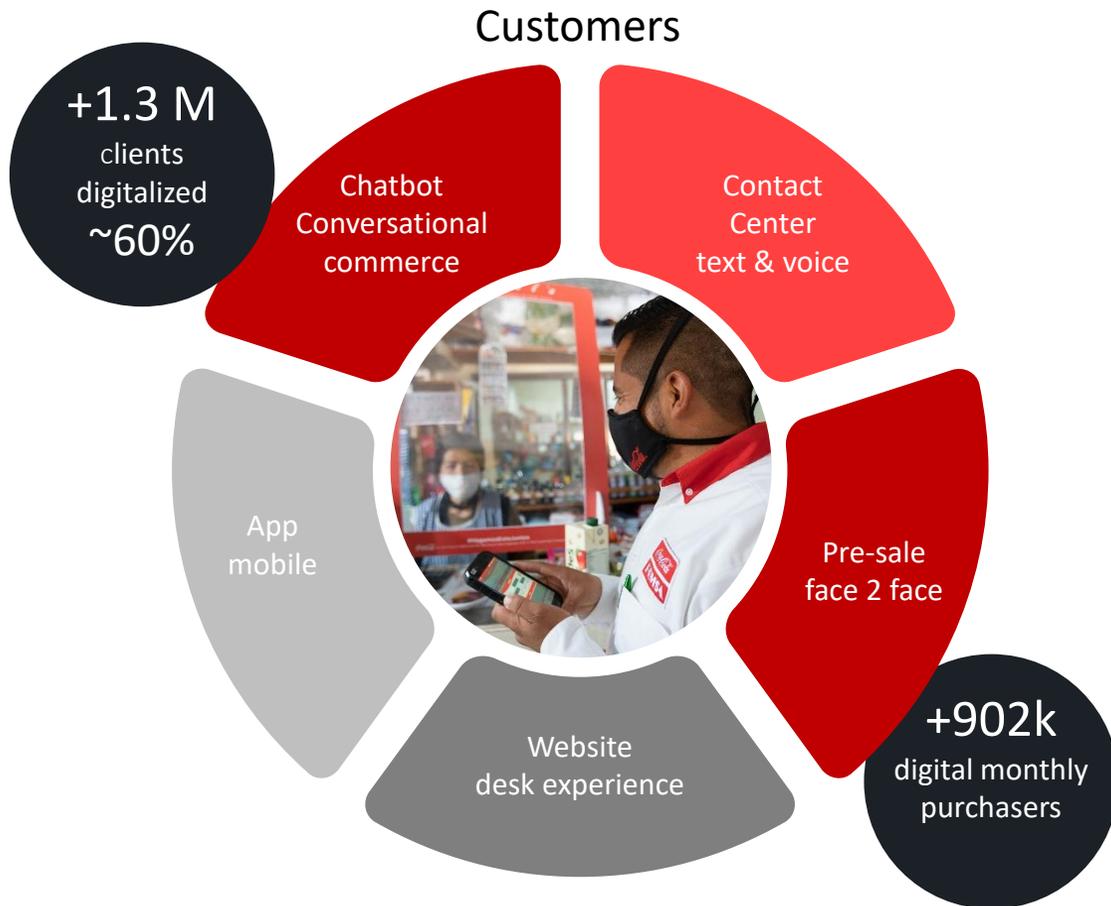
Mix Enhancement



Become our customers preferred commercial platform

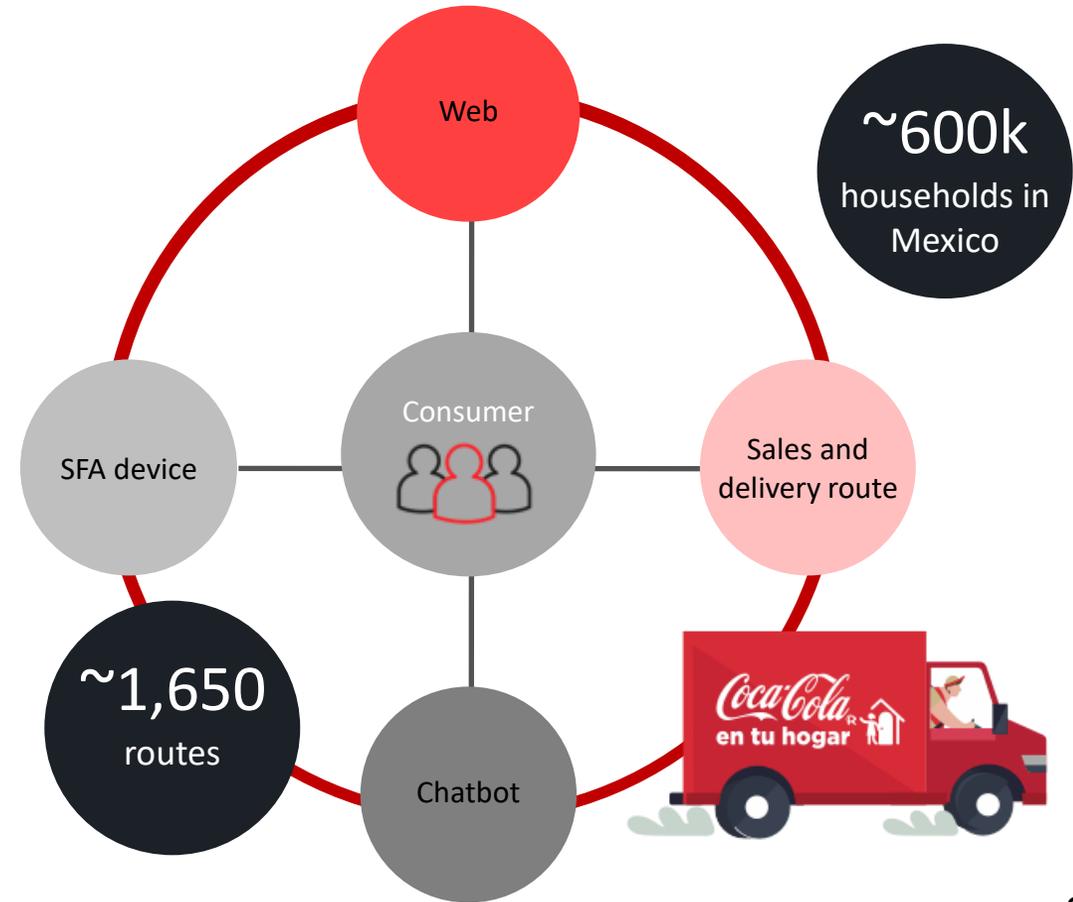
B2B Platform

For an improved customer experience, **anytime, anywhere**



D2C Platform

Developing a **D2C business model** to market our Company's products directly to consumers' homes

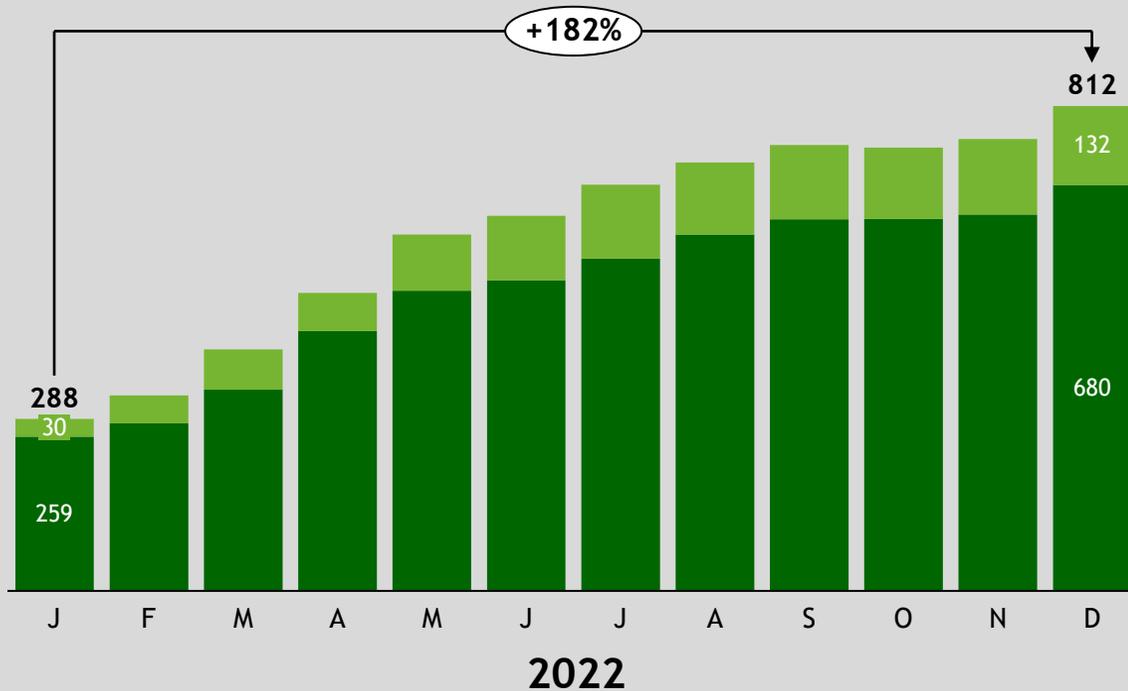


In 2022 we accelerated our digital platform Juntos +



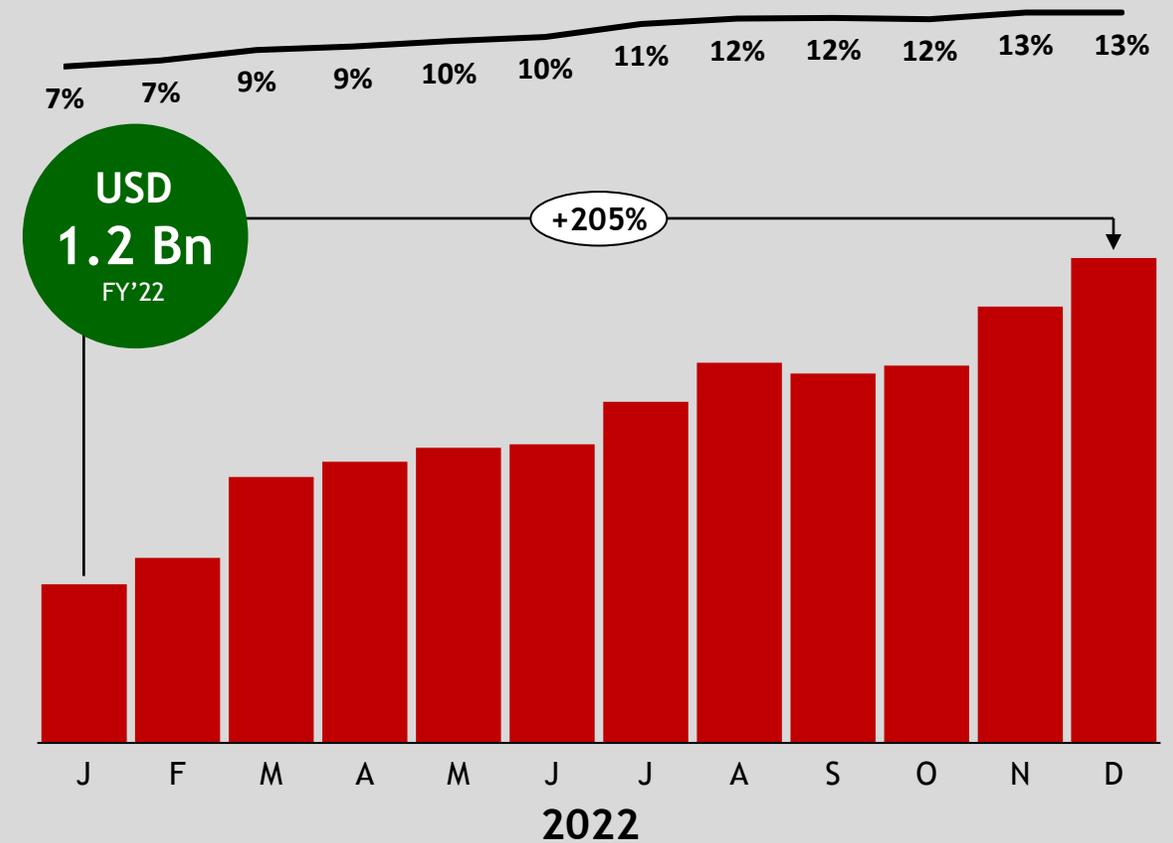
Monthly active buyers

- Monthky buyers App/Web
- Monthly buyers WhatsApp

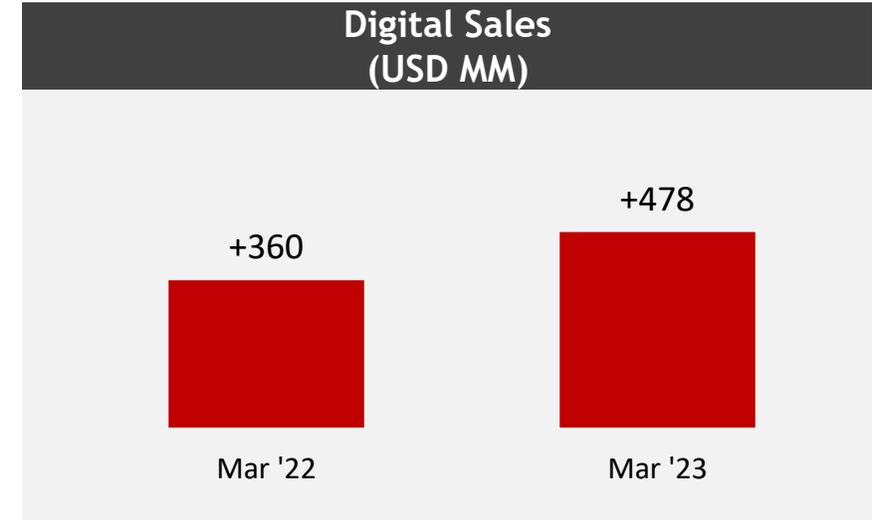
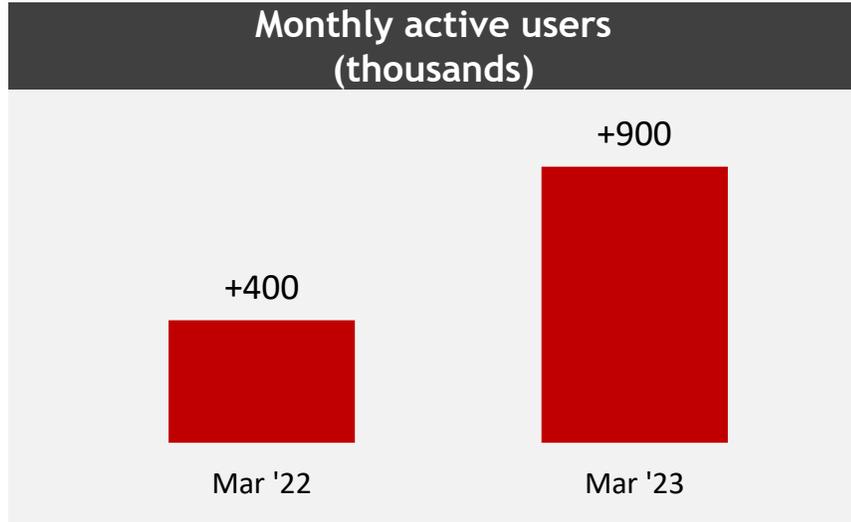


Sales in Juntos +

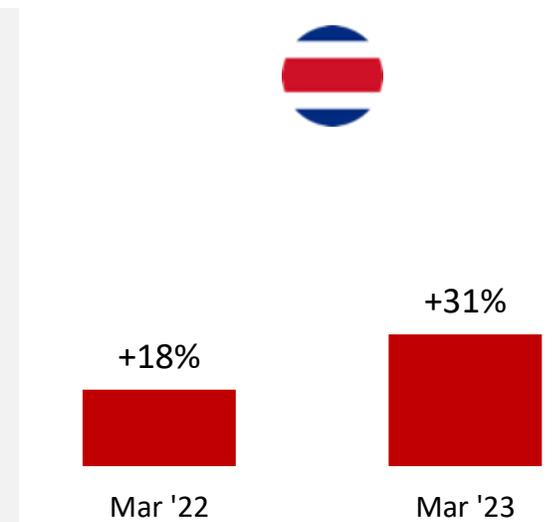
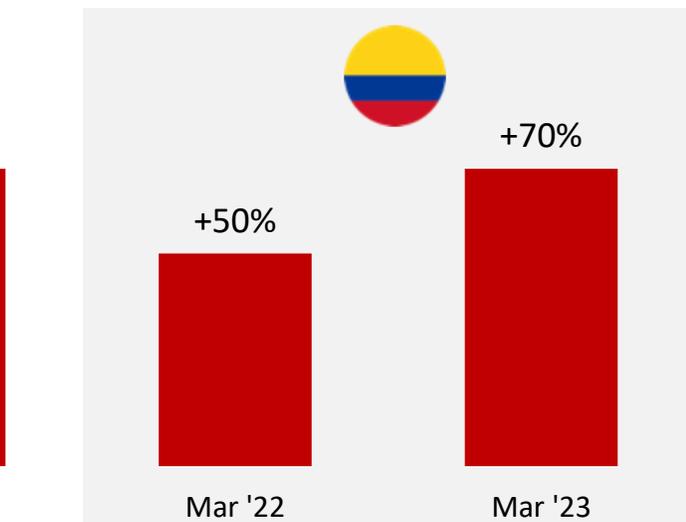
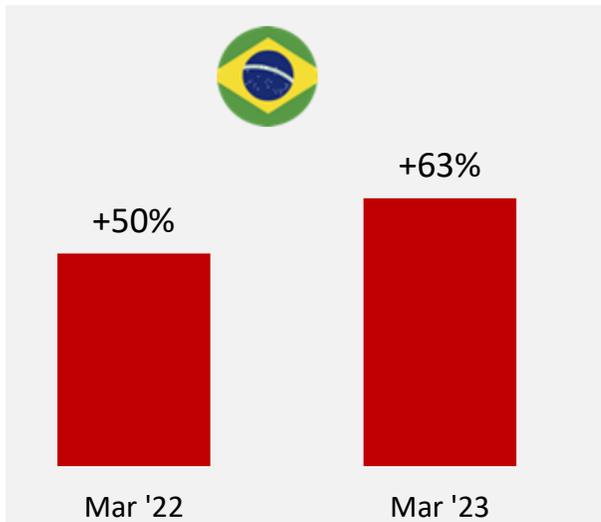
— Digital sales / total sales



Become our customers preferred commercial platform



% of active users / total clients



MAKING A DIFFERENCE IN ESG



Climate Action

29% reduction of absolute CHG emissions from scope 1 and 2 vs 2015 base line

Circular Economy

66% renewable energy in our operations

Water Stewardship

1.46 lt / lt beverage produced

Diversity & Inclusion

Human capital Development

Integral well-being

Flexibility

Sustainable value chain

My KOF Community

Health & Safety

Management of stakeholders and materiality

Government bodies

Chain management supply

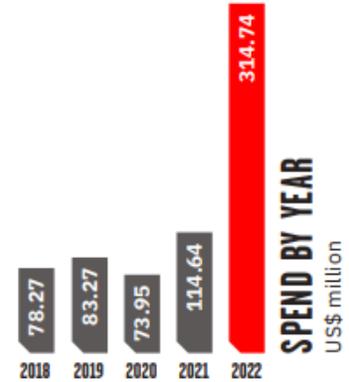
Cybersecurity and data security

Risk management

Sustainable finance

US\$705 Million Green Bond

Issued September 2020
US\$664.87 million allocated
Between 2018-2022



2022 New ESG Debt

We issued a **social** and a sustainability bond for a total amount of Ps. 6,000MM with the main goal of developing our communities and support social groups with programs that **provide entrepreneurial and self-employment skills, financial solutions** that support store owners

FUTURE-READY

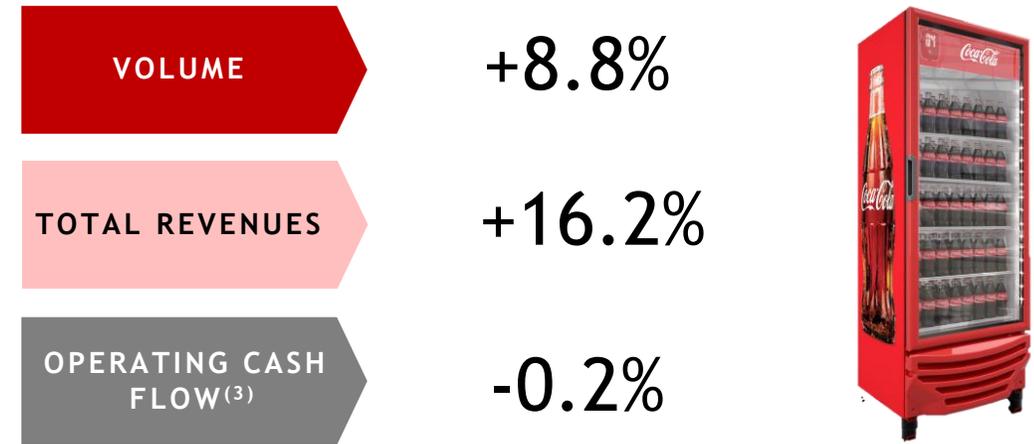
- Industry & Macro Context
- Strategies Towards
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Mexico and Central America

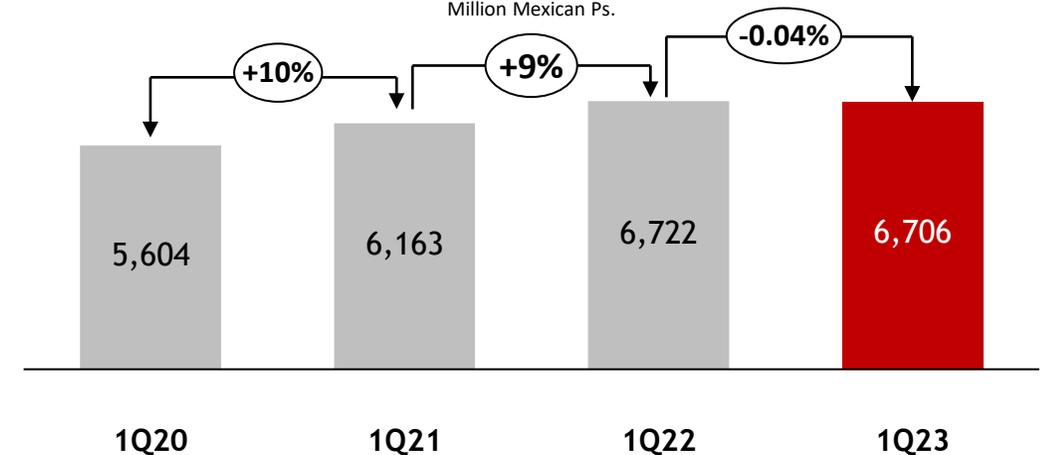
Superior execution capabilities

| Affordability and revenue growth management | Omnichannel acceleration | Capture growth opportunities in flavors |
|--|---|--|
|  <p>95% coverage of the Universal Bottle in Mexico</p>  <p>+3 returnable bottling lines: +50 bn UC capacity</p> | <p>+ 70% of customers in Mexico are active monthly purchasers</p>  <p>~600K households in Mexico with D2C</p>  |  <p>Continue expanding multipacks</p>  |

Consistent volume growth in 2022



Operating Cash Flow Mexico & Central America
Million Mexican Ps.



(3) Operating Cash Flow = operating income + depreciation + amortization & other operating non-cash charges. According to the figures reported to the BMV

South America

Affordability, multi-category and digitalization

Capitalize on emerging categories



**+26%
YoY**

Monster volume growth



~triple-digit growth

Brisa Manzana



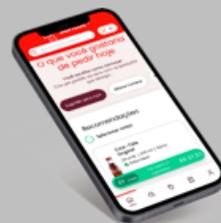
Beer and multi-category In Brazil

Increased share of our promising new consumer-centric beer portfolio

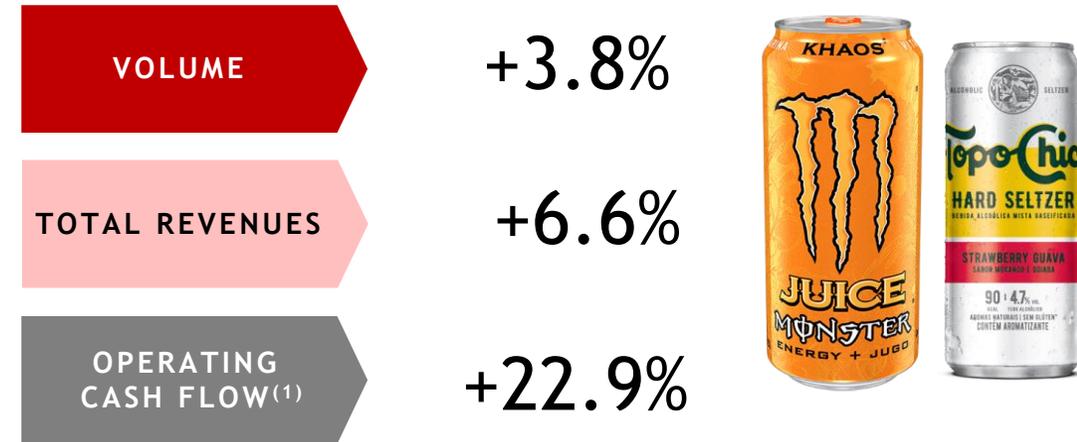


Expansion of our omnichannel platform

+65% of customers in Brazil and Colombia are active monthly purchasers

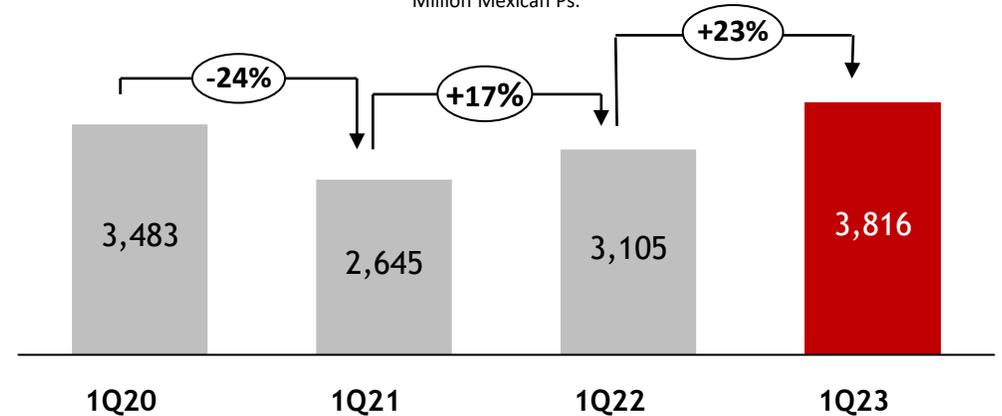


Strong volume growth with high profitability in 2022



Operating Cash Flow South America⁽²⁾

Million Mexican Ps.



(1) Operating Cash Flow = operating income + depreciation + amortization & other operating non-cash charges. According to the figures reported to the BMW

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Protect the short term with a long-term view

A disciplined raw material and currency hedging strategy...

| Raw Material | Hedge 2022 | Hedge 2023 | |
|--------------|------------|------------|--|
| PET | ~70% | ~40% |  |
| Aluminium | ~40% | ~60% |  |
| Sugar | ~75% | ~52% |  |
| HFCS | ~90% | ~90% |  |

... substantially mitigating margin pressures and ensuring solid financials

| 1Q23 GROWTH | | | |
|------------------------------------|--------|---------|--|
| Operating Cash Flow ⁽¹⁾ | Volume | Revenue | Free Cash Flow generation ⁽²⁾ |
| 10.7% | 8.6% | 16.4% | USD 2.3 billion |

DIVIDENDS
+USD 4.3 billion paid over the last 10 years

AS OF DECEMBER 31, 2022
Solid cash position +US \$2.3b
Net debt ratio <0.8x

ESTIMATED CAPEX FOR 2023
8% - 9%
as a percentage of sales

(1) Operating Cash Flow = operating income + depreciation + amortization & other operating non-cash charges

(2) Free Cash Flow generation after CAPEX and taxes