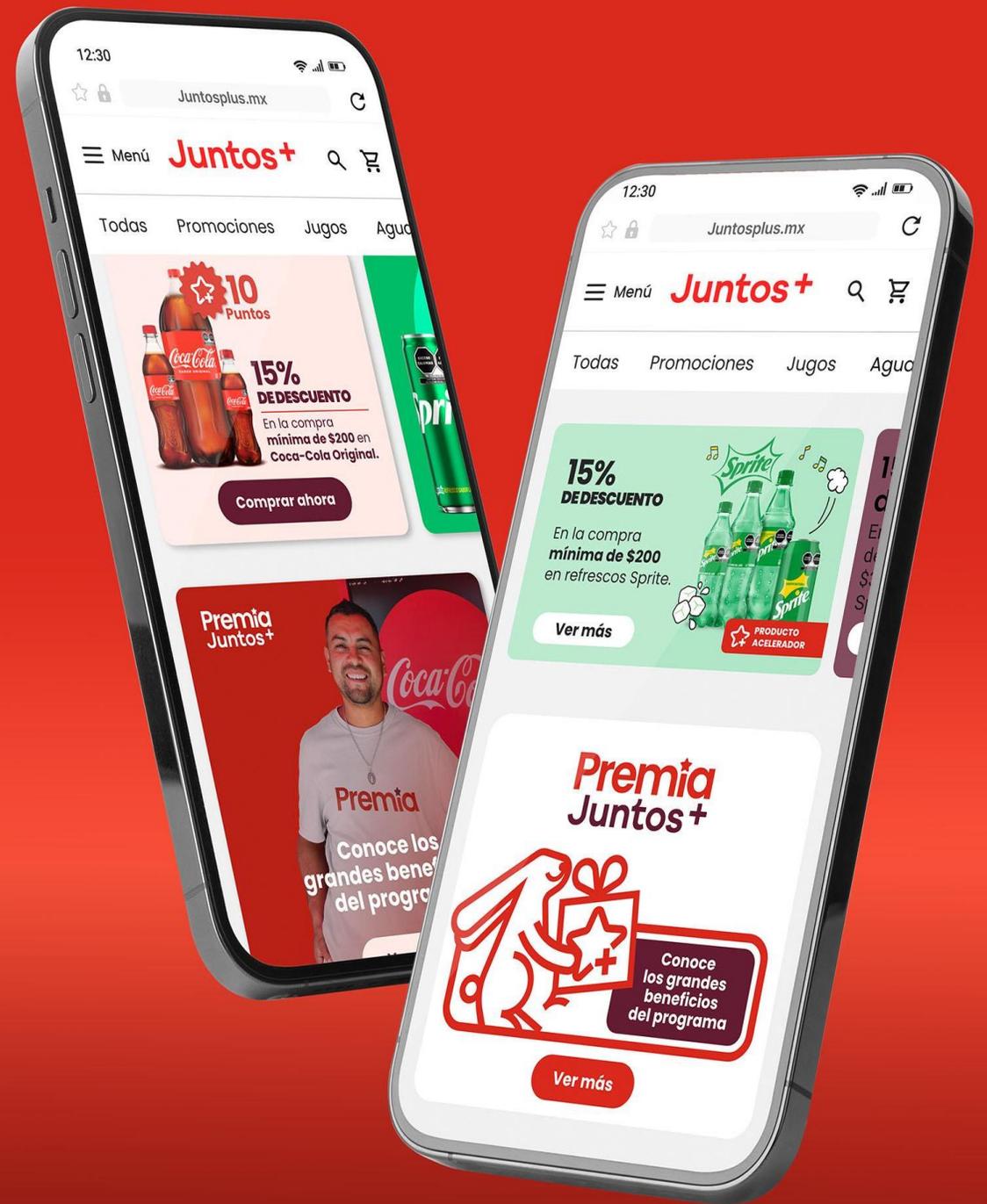


FUTURE-READY

# ACCELERATING OUR SUSTAINABLE GROWTH MODEL



Coca-Cola FEMSA Investor Presentation  
May 2025

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## COCA-COLA FEMSA

Mario Pani # 100, Col. Santa Fe Cuajimalpa 05348, Mexico City, Mexico

# Agenda

- ❑ Overview
- ❑ Recent Performance
- ❑ Strategy - Six Strategic Priorities
- ❑ Key Takeaways

**FUTURE-READY**

# COCA-COLA FEMSA IS THE LARGEST FRANCHISE BOTTLER IN THE WORLD BY SALES VOLUME, OPERATING IN 10 LATIN AMERICAN COUNTRIES

## Key Operating and Financial Figures<sup>(3)</sup>

**+276M**

People Served

**56**

Plants

**4.2 bn**

Unit Cases

**~2.2M**

Points of Sale

**+11.5k**

Trucks

**14.9 bn**

Revenues  
(US\$)

**+1.5M**

Cold Drink Equipment

**15.9 bn**

Market Cap  
(US\$)

**3.0 bn**

Adjusted EBITDA<sup>(1)</sup>  
(US\$)

**256**

Distribution Centers

**+93k**

Total Headcount

**20.1%**

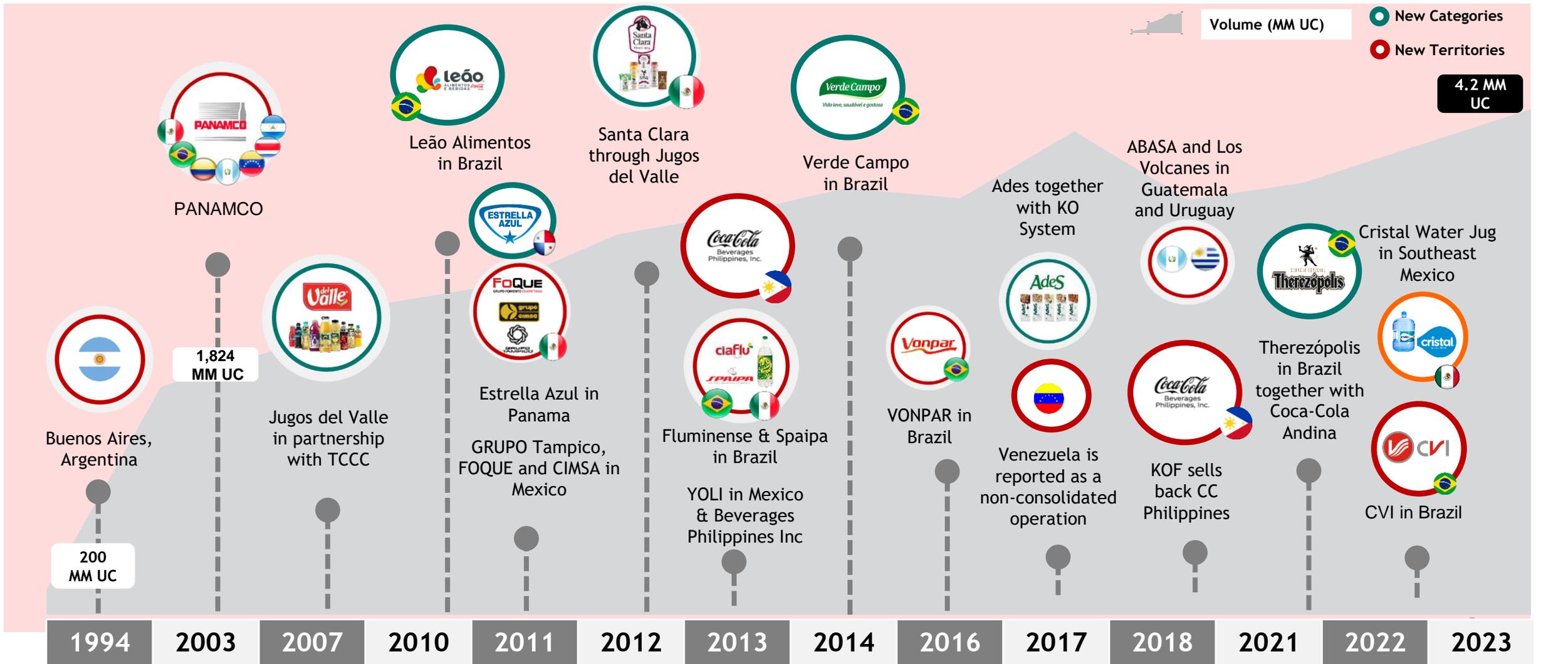
Adj. EBITDA Margin<sup>(1)</sup>

## Our Footprint



<sup>(1)</sup> Adjusted EBITDA = operating income + depreciation + amortization & other operating non-cash charges  
<sup>(2)</sup> As of December 31, 2017, Venezuela is reported as an investment in shares, as a non-consolidated operation.  
<sup>(3)</sup> As of March 2025

# COCA-COLA FEMSA HAS BEEN GROWING THROUGH SYSTEM CONSOLIDATION



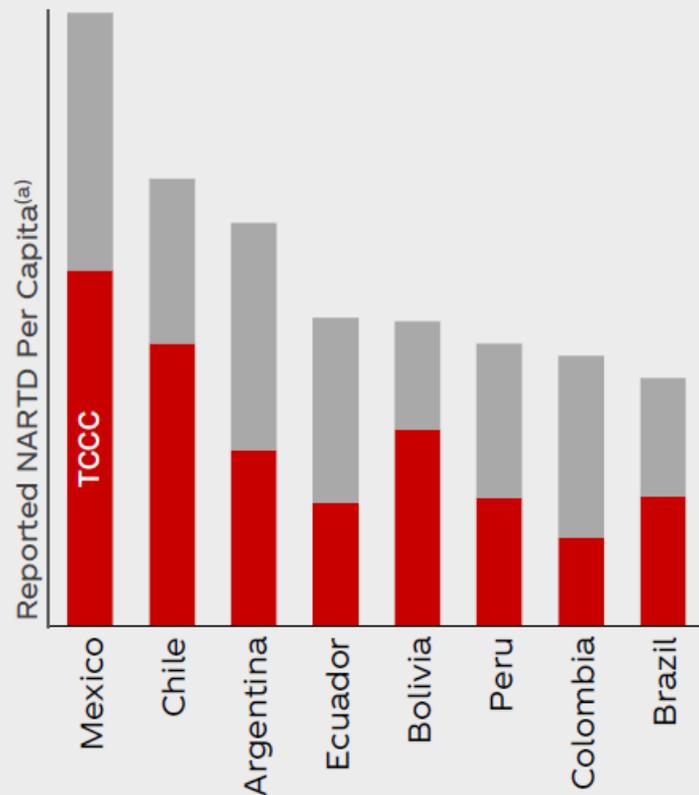
14x<sup>(1)</sup>

(1) From Dec 1996 to Dec 2024

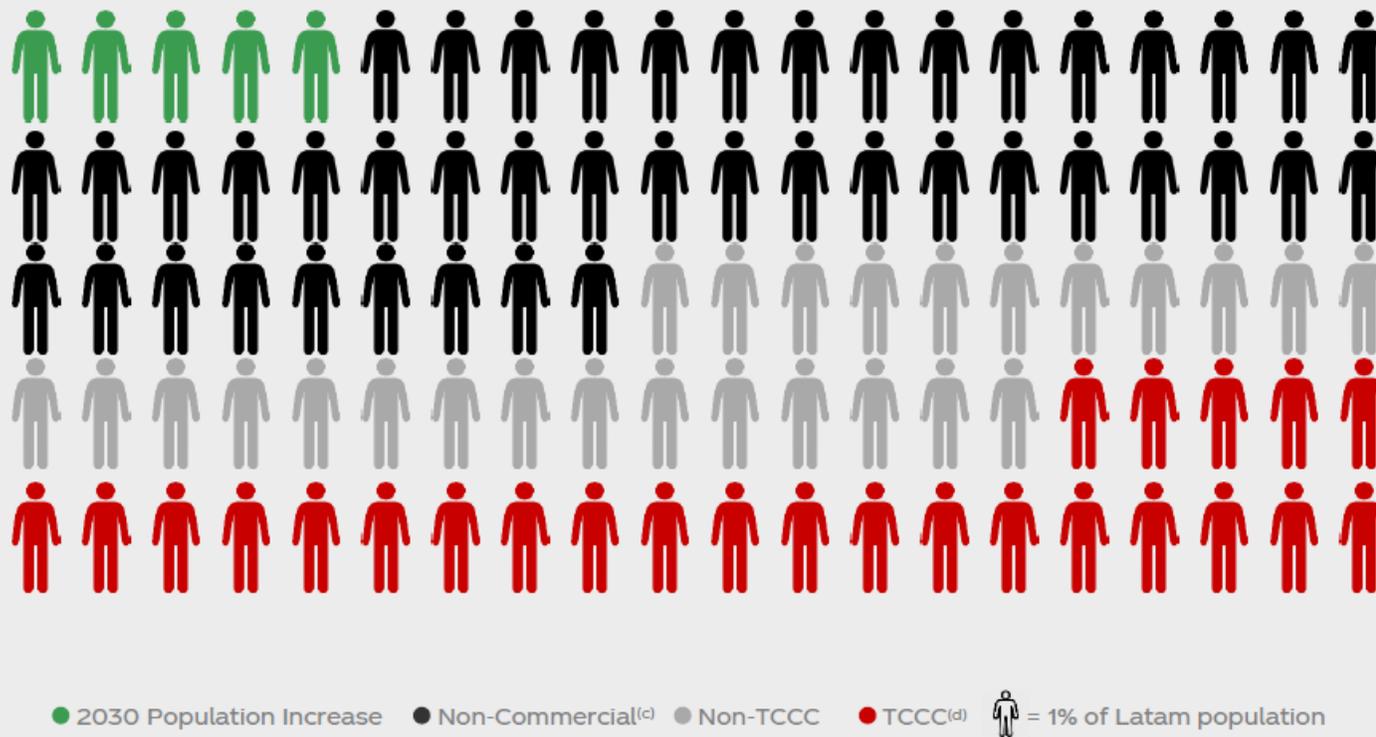
Market Cap (USD)

# COCCA-COLA FEMSA HAS A VAST OPPORTUNITY FOR GROWTH IN THE REGION

Plenty of room to grow<sup>(a)</sup>



Vast Recruitment Opportunity<sup>(b)</sup>



# OUR REFRESHED VISION AND STRATEGY TO ACCELERATE OUR GROWTH MODEL IS DRIVING SOLID RESULTS

A refreshed vision of **being our customers' and partners' preferred commercial platform and ally for growth, fostering a sustainable future.**



## Financial Highlights LTM 1Q25 <sup>(1)</sup>

Total volume growth **+2.1%**

Revenue growth **+12.0%**

Adjusted EBITDA **+18.4%**

Majority net income growth **+15.4%**

1. As reported in MXN

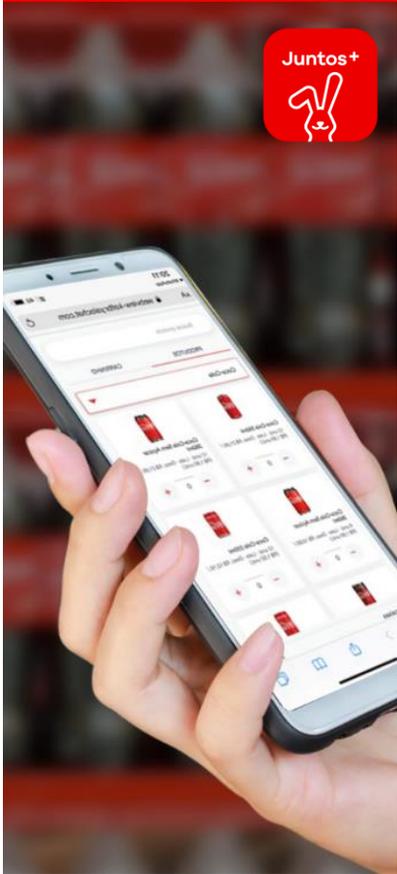
# OUR STRATEGY CONSISTS OF SIX PILLARS TO DELIVER ON OUR FULL POTENTIAL

## GROWTH

GROW THE CORE



BE THE PREFERRED  
COMMERCIAL PLATFORM



STRATEGIC M&A



## ENABLERS

DEBOTTLENECK OUR  
INFRASTRUCTURE &  
DIGITIZE THE ENTERPRISE



STRENGTHEN OUR CUSTOMER-  
CENTRIC CULTURE



FOSTER A  
SUSTAINABLE FUTURE



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### STRENGTHEN OUR CUSTOMER-CENTRIC CULTURE



### FOSTER A SUSTAINABLE FUTURE



# GROWTH LEVERS TO UNLOCK GROWTH ACROSS OUR MARKETS

## PER CAPITA GROWTH POTENTIAL

Volume +13%

The diagram features a small Coca-Cola bottle on the left and a larger one on the right. A green circle with a white arrow points from the smaller bottle to the larger one, containing the text "Volume +13%". Above the bottles, a bracket groups the flags of Mexico, Colombia, and Brazil.

## CONSOLIDATE OUR STRENGTH AS LEADERS

CSDs SOS

The diagram shows two Coca-Cola bottles. The left bottle is shorter and has a red line at the top, while the right bottle is taller and also has a red line at the top. A black arrow points from the left bottle to the right one. Below this, a photograph shows a well-stocked store aisle with Coca-Cola products on shelves.

## COCA-COLA NO SUGAR IS A KEY VOLUME LEVER

CCNS VOLUME

+65% 1Q25

- SAMPLING
- SYSTEM ENGAGEMENT
- PASSION POINT ASSETS
- MEALS
- INNOVATION

The diagram features a large Coca-Cola bottle with a "SEM AÇUCAR" label. To its right, a green circle contains the text "+65% 1Q25" and a small Brazilian flag. Below the bottle is a vertical stack of five dark grey rounded rectangles, each containing a white text label: "SAMPLING", "SYSTEM ENGAGEMENT", "PASSION POINT ASSETS", "MEALS", and "INNOVATION".

## GROWING PROFITABLE NCBS

Water

Hydrotonic

Energy

The diagram shows three circular images of people. The top image shows a man holding a water bottle, with a dark grey rounded rectangle to its right containing the word "Water". The middle image shows a woman holding a purple "FLASHLYTE" bottle, with a dark grey rounded rectangle to its right containing the word "Hydrotonic". The bottom image shows a man drinking from a green "MONSTER ENERGY" can, with a dark grey rounded rectangle to its right containing the word "Energy".

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# KOF ENJOYS KEY RIGHTS TO WIN ACROSS LATIN AMERICA'S B2B SPACE



**#1**  
**KANTAR**

**CUSTOMERS'  
FAVORITE BRANDS**



**LARGEST USER BASE IN  
LATIN AMERICA**

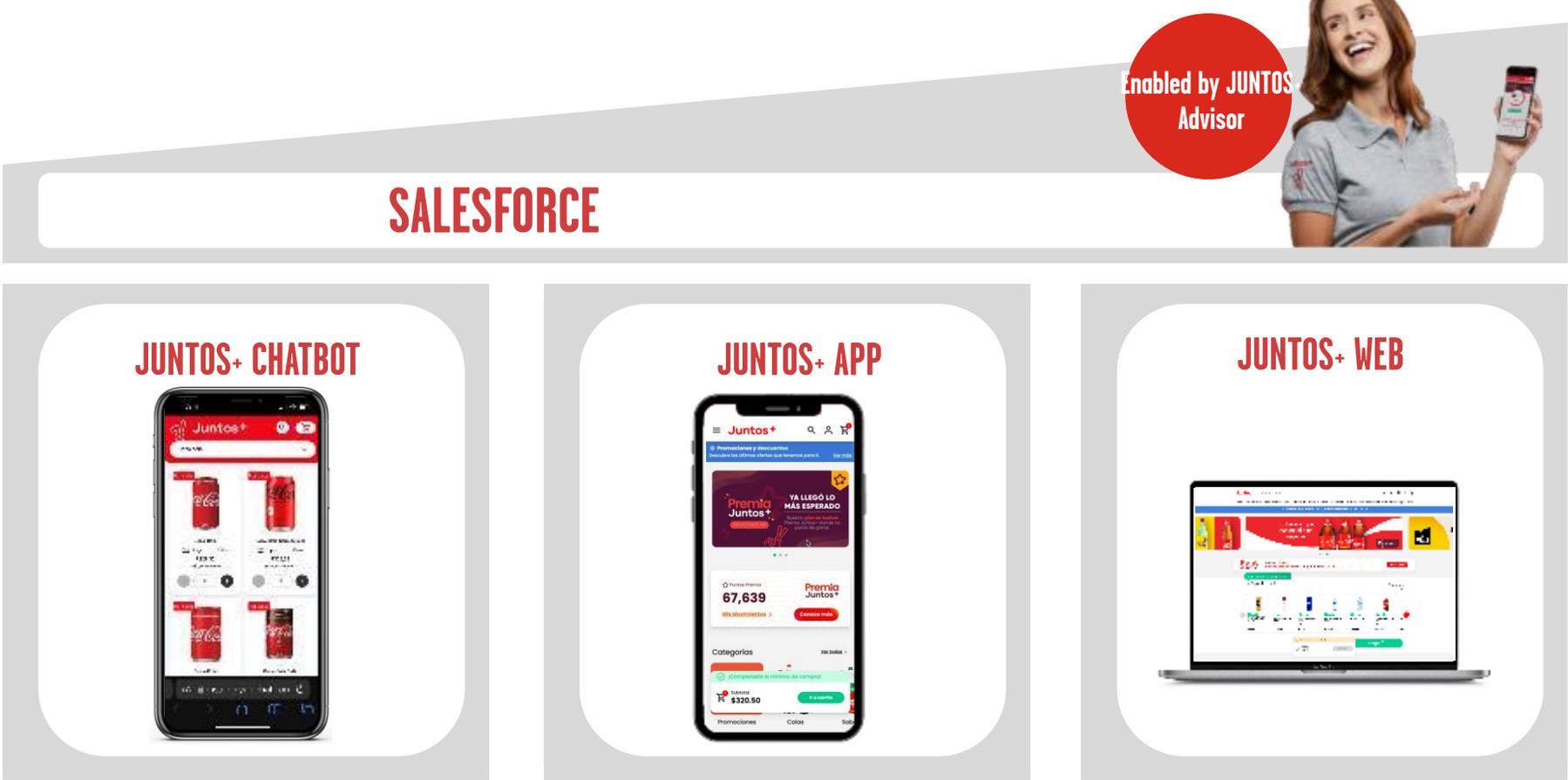


**LOGISTICS & DISTRIBUTION  
EXPERTISE**



**TALENTED TEAM,  
EXECUTION WARRIORS**

# JUNTOS+ IS OUR OMNICHANNEL COMMERCIAL PLATFORM BUILT UPON A PHYGITAL APPROACH

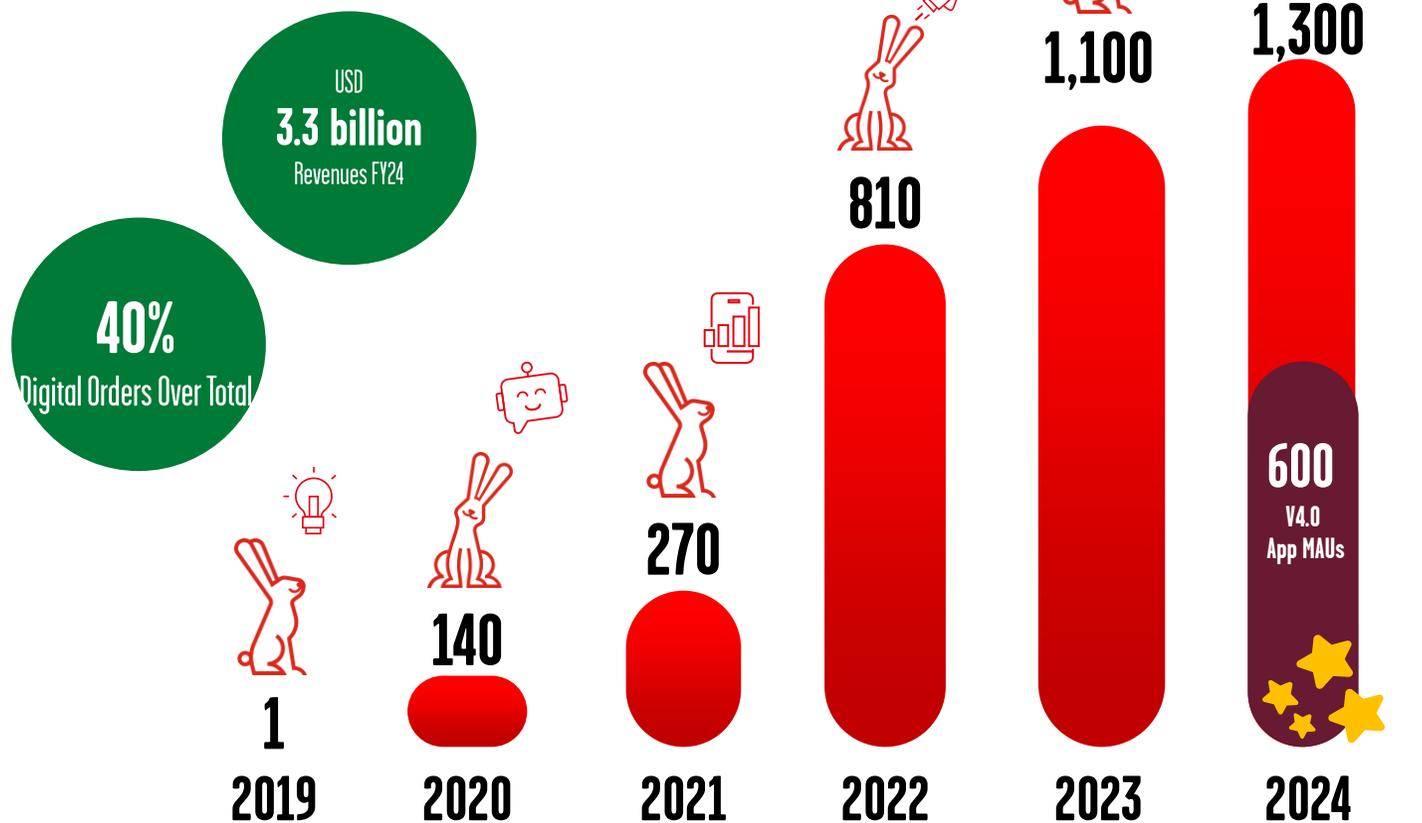


**Juntos+** as a Brand building an emotional bond with our customers while helping their businesses grow

# JUNTOS+ REACHED 1.1 MM MONTHLY ACTIVE USERS IN 2024

WE ARE ENHANCING OUR USER EXPERIENCE THROUGH NEW FEATURES DEVELOPMENT

## MONTHLY ACTIVE USERS ['000]



# OUR STRATEGY CONSISTS OF SIX PILLARS TO DELIVER ON OUR FULL POTENTIAL

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BE THE PREFERRED  
COMMERCIAL PLATFORM



STRATEGIC M&A



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&  
DIGITIZE THE ENTERPRISE



STRENGTHEN OUR CUSTOMER-  
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FOSTER A  
SUSTAINABLE FUTURE



# WE ARE INCREASING INVESTMENTS IN CAPACITY TO UNPRECEDENTED LEVELS TO BOLSTER OUR CORE BUSINESS GROWTH

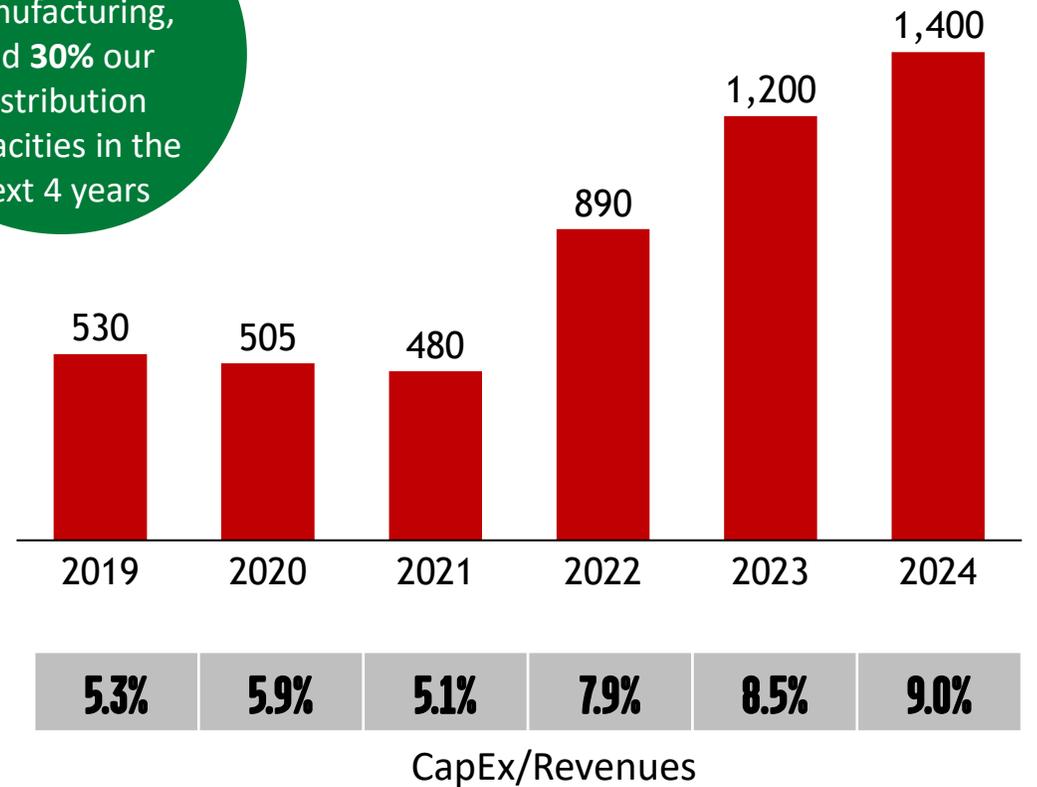


- **Adding ~900 MUC in production capacity over the next 5 years**
  - 7 New Lines in 2024
  - >25 New Lines 2024-2028
- **Adding ~250k pallet positions via warehouse expansion**
  - 5 New DC's in 2024
  - Layout optimization to add additional capacity and savings



## CapEx investments (US\$ M)

We expect to increase **15%** our manufacturing, and **30%** our distribution capacities in the next 4 years



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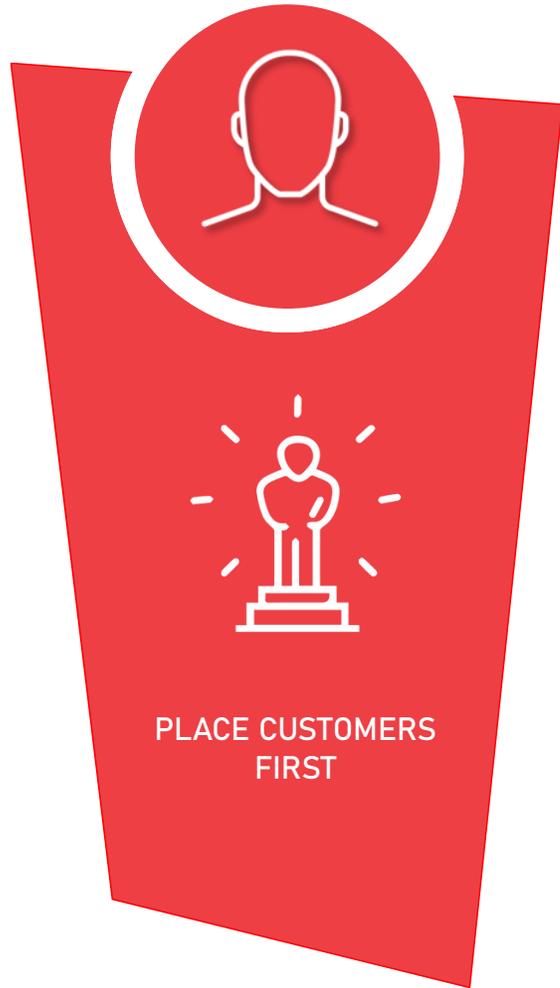
STRENGTHEN OUR CUSTOMER-  
CENTRIC CULTURE



FOSTER A  
SUSTAINABLE FUTURE



# WE REFRESHED OUR PURPOSE, VISION, AND LEADERSHIP PRINCIPLES TO ESTABLISH THE CULTURAL FOUNDATION OF OUR TRANSFORMATION



PLACE CUSTOMERS FIRST



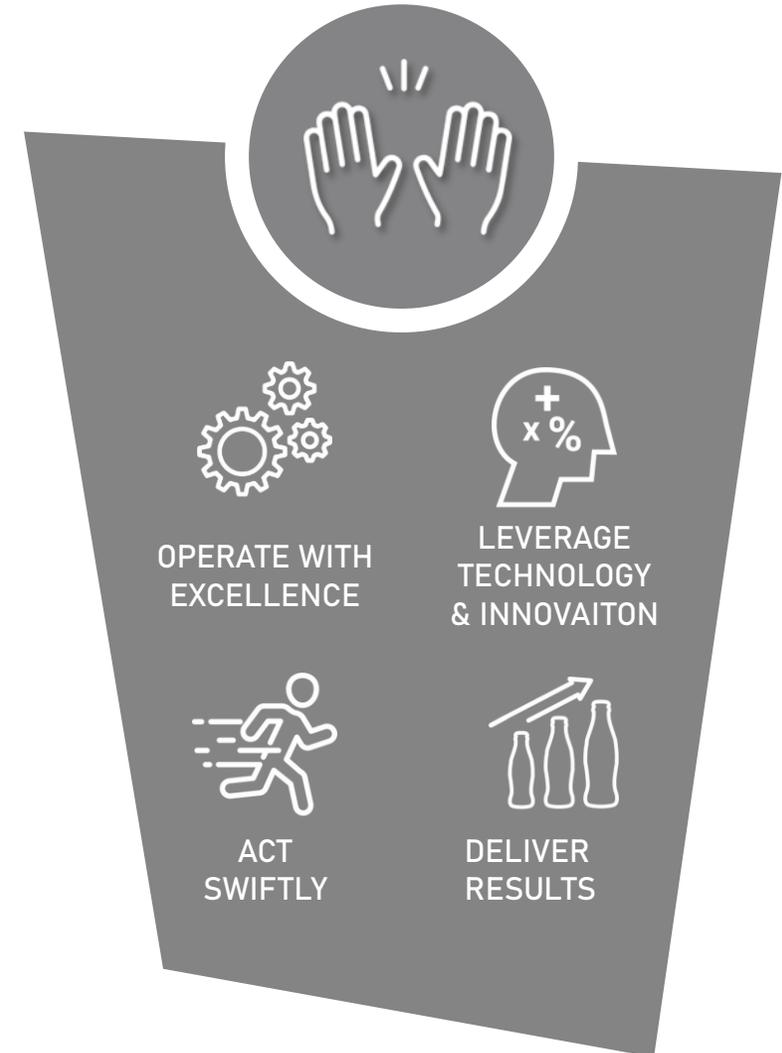
VALUE OUR PEOPLE

DO THE RIGHT THING

PROMOTE A GROWTH MINDSET

ACT AS A FOUNDER

FOSTER PSYCHOLOGICAL SAFETY



OPERATE WITH EXCELLENCE

LEVERAGE TECHNOLOGY & INNOVAITON

ACT SWIFTLY

DELIVER RESULTS

# OUR STRATEGY CONSISTS OF SIX PILLARS TO DELIVER ON OUR FULL POTENTIAL

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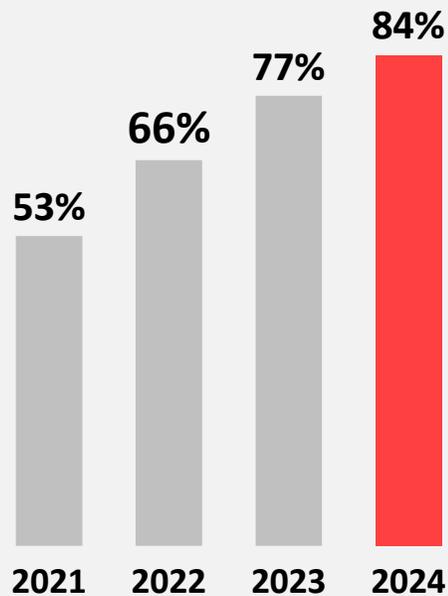
## FOSTER A SUSTAINABLE FUTURE



# OUR REDESIGNED SUSTAINABILITY FRAMEWORK MARKS AN EVOLUTION IN OUR COMMITMENT TO FOSTERING A SUSTAINABLE FUTURE

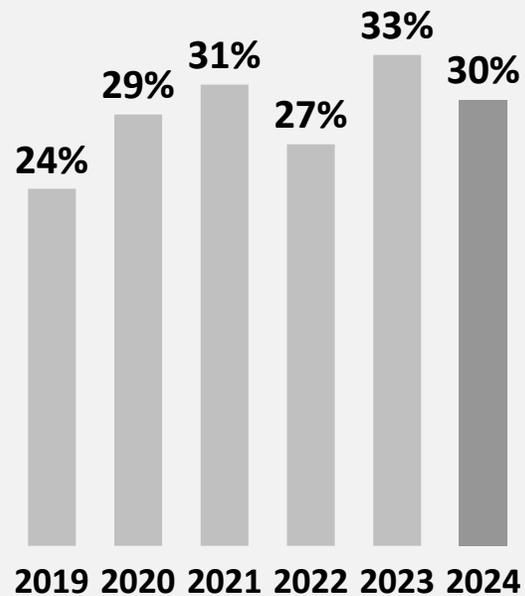
## Climate action

Renewable energy



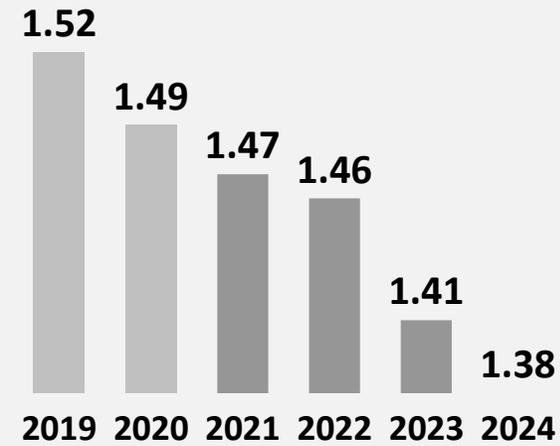
## Circular economy

Use of recycled resin



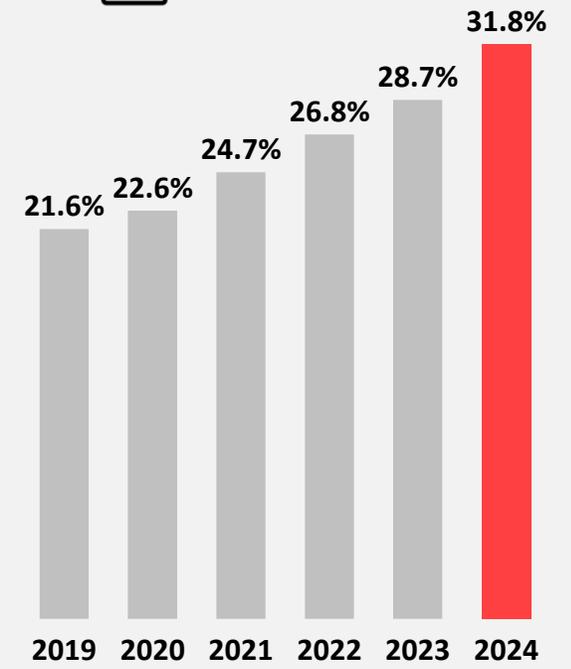
## Water stewardship

Water use ratio



## Women representation

Women in leadership



# KEY TAKEAWAYS



**WE HAVE SET THE FOUNDATIONS FOR OUR LONG-TERM SUSTAINABLE GROWTH MODEL**



**WE REMAIN COMMITTED TO OUR SIX STRATEGIC PILLARS**



**WE ARE FOCUSING ON THREE GROWTH PILLARS:**

- Building on the growth momentum of our core business
- Taking Juntos+ v4.0 to the next level with the deployment of advanced AI capabilities
- Fostering a customer-centric and psychologically safe culture



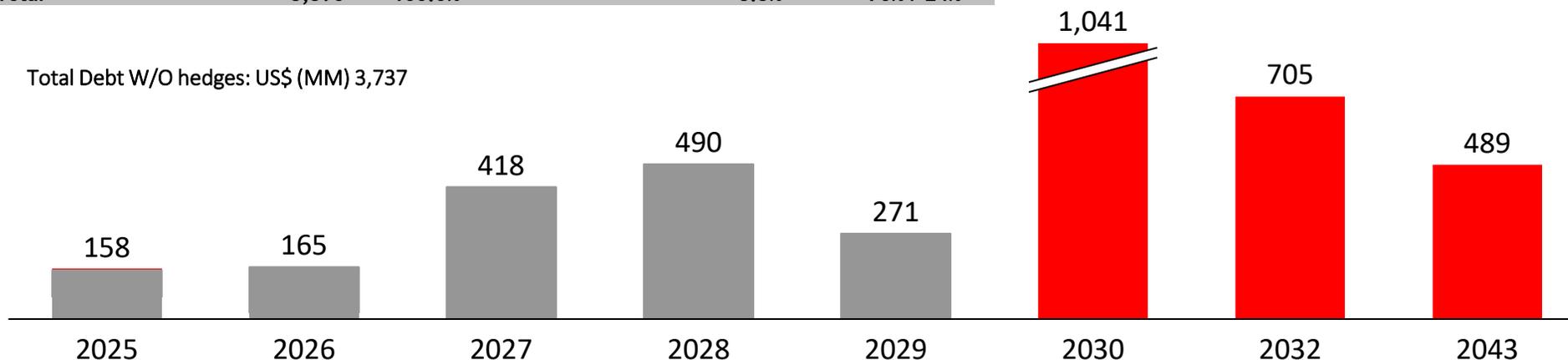
**WORKING TOGETHER WITH OUR PARTNERS AT THE COCA-COLA COMPANY, WE ARE TRANSFORMING OUR BUSINESS AND ACCELERATING OUR GROWTH**

# Financial Positions

## Debt Position w & w/o hedges

| Debt Breakdown   |               |               | Avg. Life   | Rate (%)    | Mix                  |
|------------------|---------------|---------------|-------------|-------------|----------------------|
| Ccy              | US\$ (MM)     | (%)           |             |             |                      |
| <b>Breakdown</b> | <b>US\$MM</b> | <b>%</b>      | <b>Life</b> | <b>Rate</b> | <b>Fixed / Float</b> |
| MXN              | 2,083         | 57.9%         | 2.8         | 8.5%        | 96% / 4%             |
| USD              | 643           | 17.9%         | 8.7         | 4.2%        | 47% / 53%            |
| COP              | 109           | 3.0%          | 0.8         | 8.6%        | 79% / 21%            |
| BRL              | 731           | 20.3%         | 1.1         | 10.6%       | 81% / 19%            |
| ARS              | 30            | 0.8%          | 0.2         | 50.1%       | 100% / 0%            |
| UYU              | -             | 0.0%          | 0.0         | 0.0%        | -                    |
| EUR              | -             | 0.0%          | 0.0         | 0.0%        | -                    |
| <b>Total</b>     | <b>3,596</b>  | <b>100.0%</b> | <b>6.3</b>  | <b>8.5%</b> | <b>76% / 24%</b>     |

Total Debt W/O hedges: US\$ (MM) 3,737



(1) Figures as of March 31, 2024

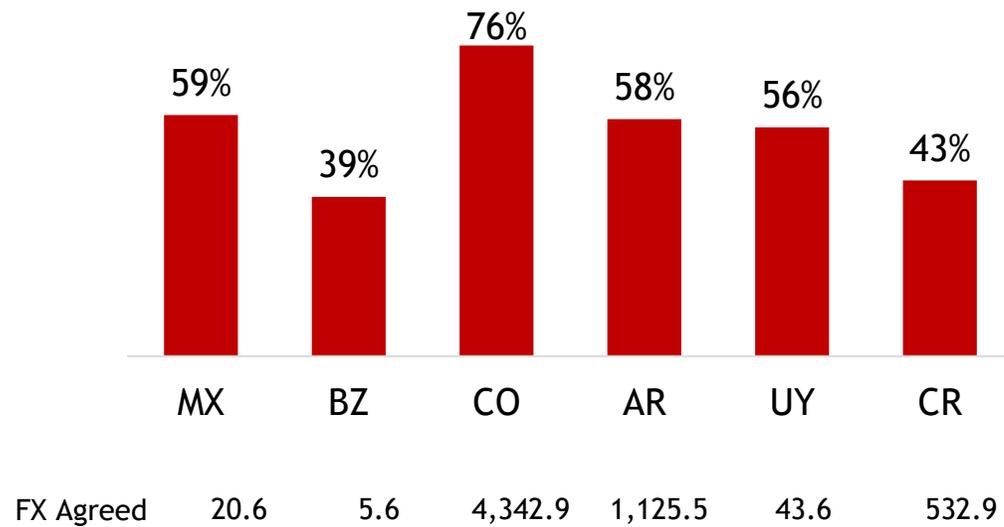
## Cash Position

| USD MM       | Date   | Total Cash     |              |              |
|--------------|--------|----------------|--------------|--------------|
|              |        | Total          | LC           | USD          |
| Mexico       | 31-Mar | 731.9          | 295.2        | 436.7        |
| Brazil       | 31-Mar | 541.3          | 494.8        | 46.5         |
| Others       | 31-Mar | 186.9          | 108.5        | 78.4         |
| <b>Total</b> |        | <b>1,460.1</b> | <b>898.5</b> | <b>561.6</b> |

# Financial Positions

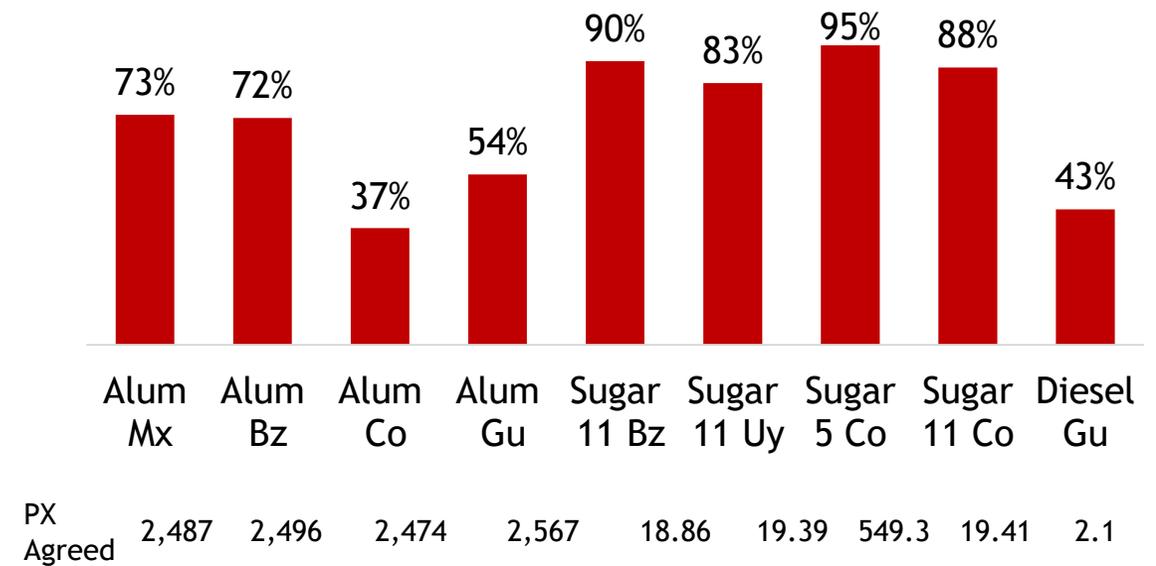
## Currency Hedging Strategy

2025

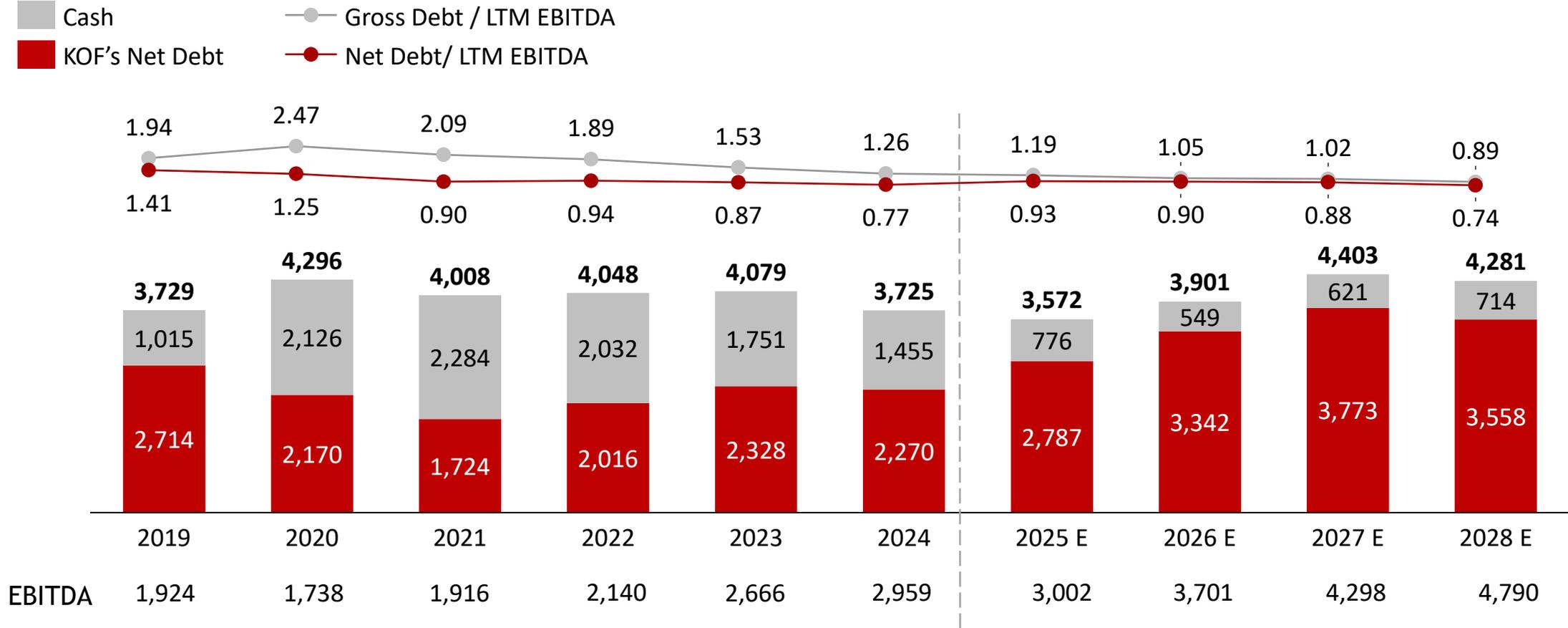


## Commodities Hedging Strategy

2025



# Financial Positions



(1) USD MM

**FUTURE-READY**

**THANK YOU**

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