



Coca-Cola FEMSA Overview



257Mn
Consumers

+2.0 Mn
Points of sale

49 Plants
275 Distribution Centers

~20 Bn Transactions ⁽¹⁾
~3.3 Bn Unit Cases ⁽¹⁾

US\$ +9.8 Bn in Revenues ⁽¹⁾
US\$ ~1.8 Bn in EBITDA ⁽¹⁾

Mexico & Central America

~108 million consumers
~1 million points of sale
~11.5 bn transactions⁽¹⁾
~2 bn unit cases⁽¹⁾
~USD 5.5bn⁽¹⁾ in Revenues
~USD 1.1bn⁽¹⁾ in EBITDA
EBITDA Margin⁽¹⁾ 20.7%

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

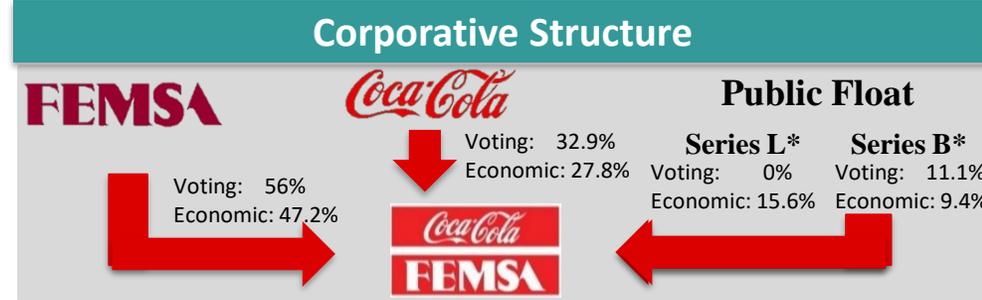
Plants: 24
DCs: 201

South America

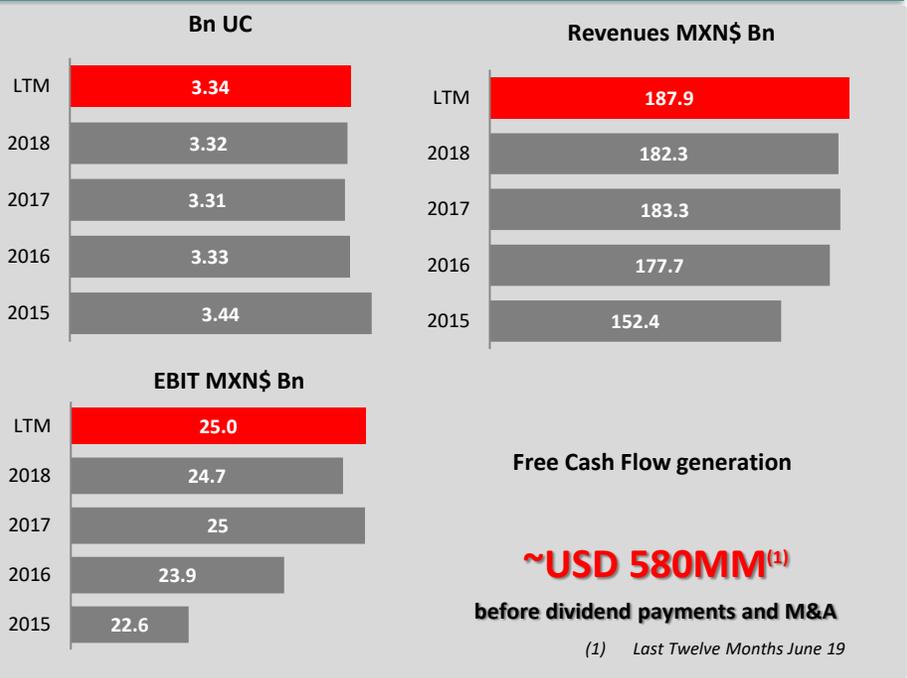
~182 million consumers
~1 million points of sale
~8.3 bn transactions⁽¹⁾
~1.2 bn unit cases⁽¹⁾
~USD 4.3bn⁽¹⁾ in Revenues
~USD 0.7bn⁽¹⁾ in EBITDA
EBITDA Margin⁽¹⁾ 17.6%

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

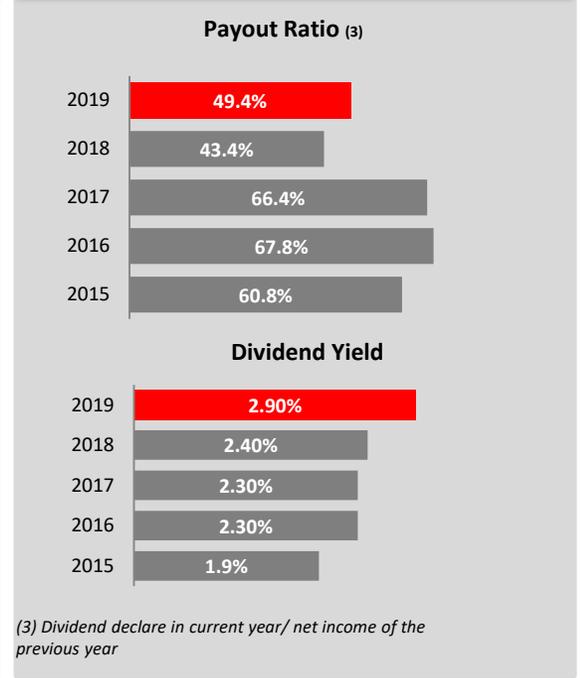
Plants: 24
DCs: 96



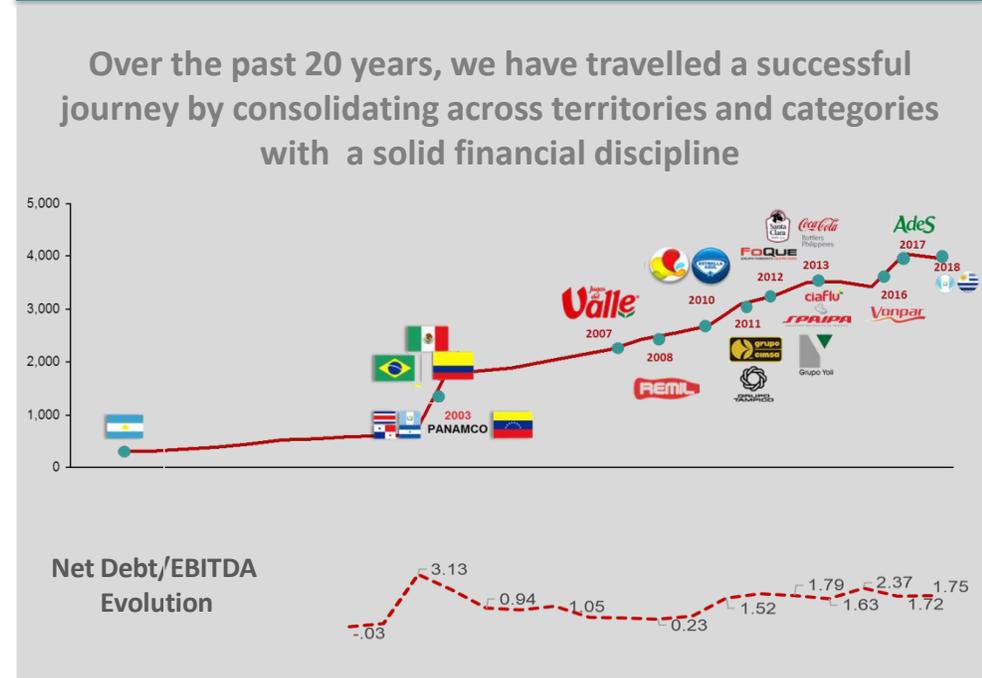
Operative Results ⁽¹⁾



Dividend Payment



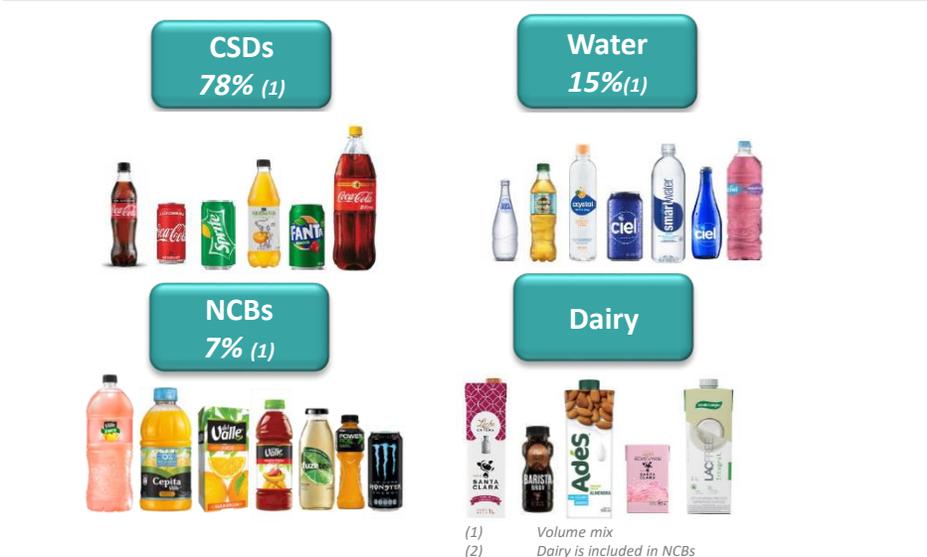
Growth & Debt Evolution





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

Kofmercial 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%