

















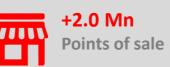




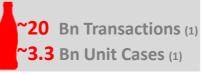
Series B*

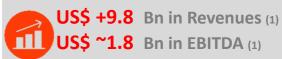
Coca- Cola FEMSA Overview











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%

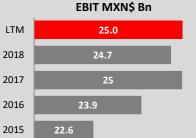
> Plants: 24 **DCs:** 96





Operative Results (1)





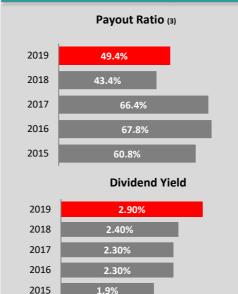
Free Cash Flow generation

~USD 580MM(1)

before dividend payments and M&A

(1) Last Twelve Months June 19

Dividend Payment



(3) Dividend declare in current year/ net income of the previous vear

Growth & Debt Evolution

Over the past 20 years, we have travelled a successful journey by consolidating across territories and categories with a solid financial discipline



























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



Product mix by package Product mix by package % of volume of sparkling beverages % of volume of sparkling beverages **■** returnable non-returnable ■ single-serve multi-serve 74 66 71 76 77 80 82

MX

CA

CO

UR

AR

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

Telematics

Mobile App

- Operational savings
- 4,500 routes
- Better route planning Service level improvement
- 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

Operational Excellence

We strive for excellence in everything we do-



We value our people and work as one KOF



Obsessive Focus on Consumer & Client



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

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

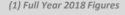


TO INCLUDE 25% OF RECYCLED materials in our PET packaging.

> *FY 2017 21.2 *FY 2018 20.8



*Mexico FY 2018 51.5% *Brazil FY 2018 100%



CO

UR

CA