

# 1993 – 2003

# A Decade of Growth and Creation of Value

May 7, 2003

This presentation may contain forward-looking statements concerning Coca-Cola FEMSA's future performance. These forward-looking statements reflect management's expectations and are based upon currently available data. Actual results are subject to future events and uncertainties, many of which are outside Coca-Cola FEMSA's control, that could materially impact the Company's actual performance.

# KOF – Ten years ago...

**KOF**  
**1993**  
**(w/o PB)**

**Volume (Mill. UC)**      **246**

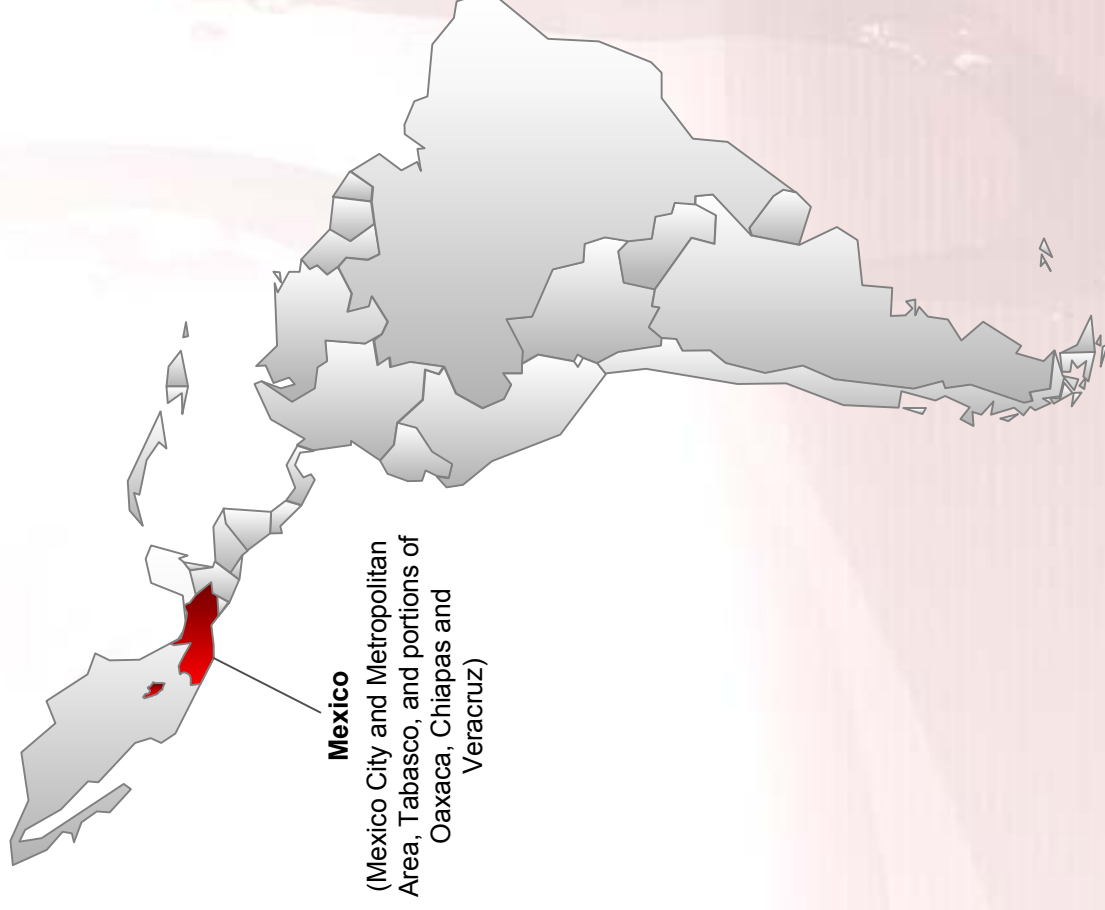
**Revenues (Mill. US\$)**      **\$612**

**Operating Income (Mill. US\$)**      **\$86**

**Population Covered (Mill.)**      **23**

**Retailers**      **192,345**

**Employees**      **11,996**

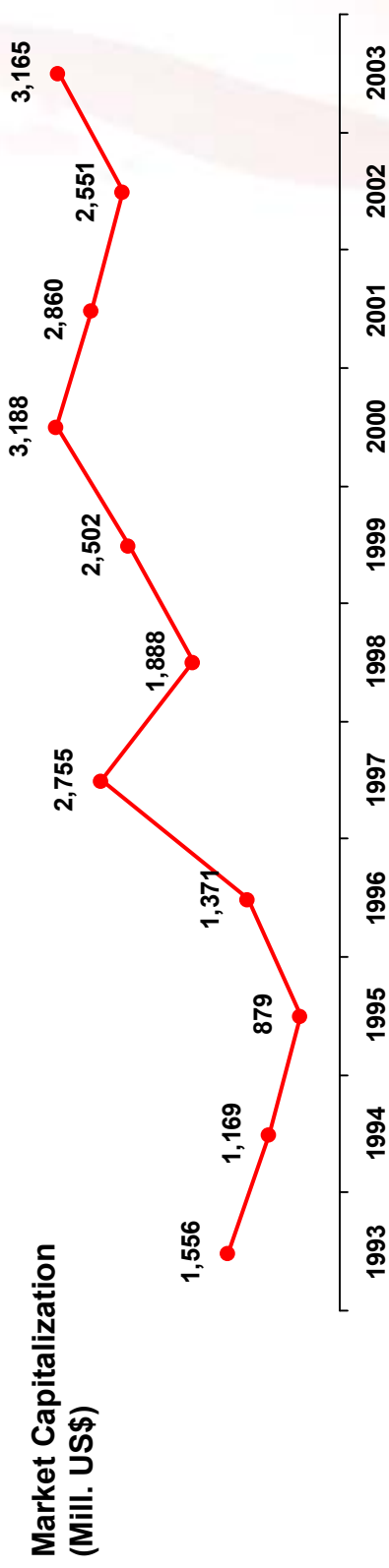


UC: Unit Case = 24 8oz servings  
KOF = Coca-Cola FEMSA  
PB = Panamco



# KOF as a driver of value

*KOF's shareholders have seen a substantial increase in the value of their investment during the last ten years.*



Share Price (US\$ Dec 31)	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
	\$10.92	\$8.20	\$6.17	\$9.62	\$19.33	\$13.25	\$17.56	\$22.37	\$20.07	\$17.90	\$22.21 <sup>(1)</sup>

TCCC Initial Investment (June 1993)	1993	2003
	\$195	\$866
		Current Value

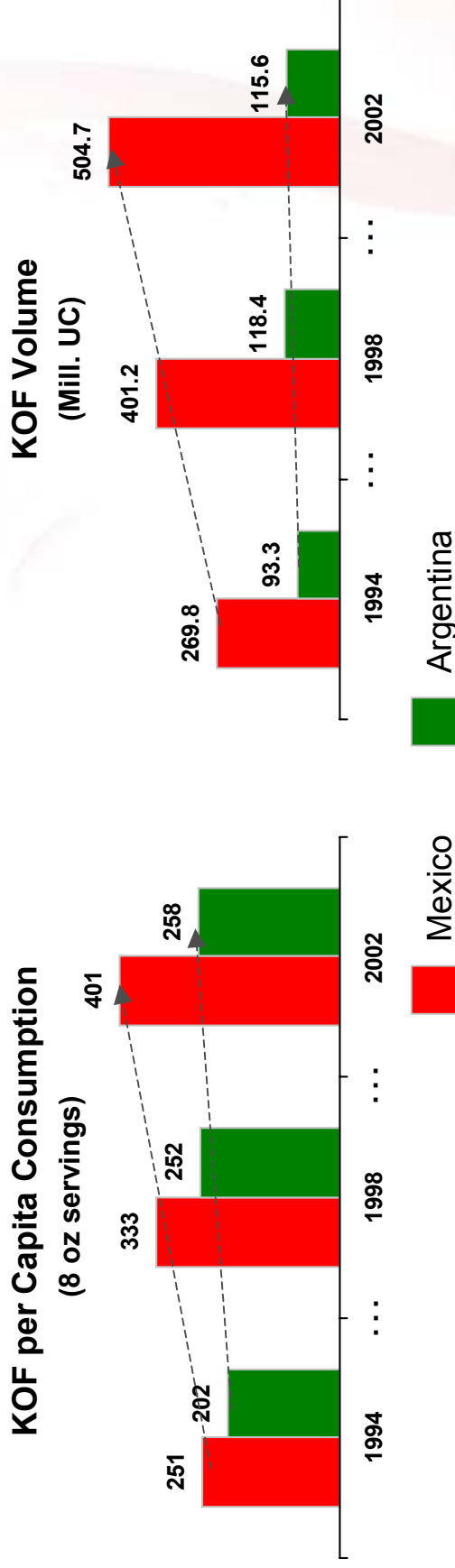
**4.4 times larger**



(1) As of May 6, 2003

# KOF as a driver of per capita growth

*KOF navigated successfully through times of economic instability in its territories.*



## Compounded Annual Growth Rate 94-02

	Mexico	Argentina
<b>Population<sup>(1)</sup></b>	<b>+2.0%</b>	<b>+0.5%</b>
<b>Real GDP</b>	<b>+2.4%</b>	<b>-0.8%</b>
<b>KOF per Capita Consum.</b>	<b>+6.0%</b>	<b>+3.1%</b>
<b>KOF Volume</b>	<b>+8.1%</b>	<b>+2.7%</b>

(1) Only KOF territories.



# KOF as a partner for product innovation

*KOF has developed its product and package portfolio in close coordination with The Coca-Cola Company. This represents a fundamental strategy to stimulate and serve demand, and is evidence of KOF's ability to successfully manage a sophisticated brand portfolio.*

**1993**

## Product Portfolio

Territory		Mexico	Common	Buenos Aires
Market Segment	Premium		Diet Coke	Sprite
	Core	Agua Fresca, Fajitas, Azules	Sprite, Fanta	



**2002**

## Product Portfolio

Territory		Mexico	Common	Buenos Aires
Market Segment	Premium	Sprite, Fanta, Nestle	Coca-Cola Light	Sprite, Fanta
	Core	Agua Fresca, Fajitas, Azules, Ciel, Fanta, Sprite	Sprite, Fanta	Coca-Cola, Fanta, Sprite, Kin, Hi-C, Pepsi
	Low			Tai

**54 SKU'S**

**147 SKU'S Mex**

**117 SKU'S Arg**

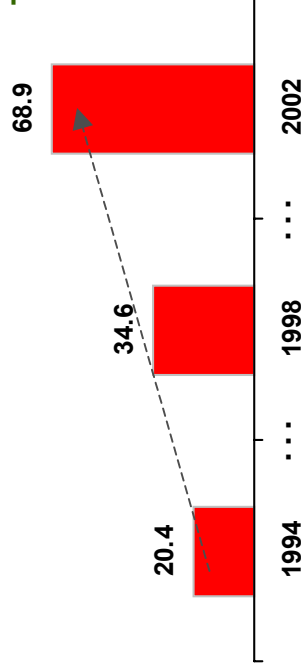


# KOF as a driver of productivity

*In addition to growing its sales volume, strengthening the brand equity and diversifying its package mix, KOF has consistently achieved significant productivity enhancements throughout its value chain.*

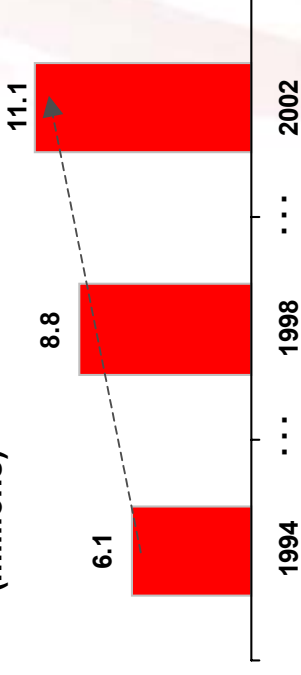
CAGR 94-02  
+16.4%

UC per Plant (millions)

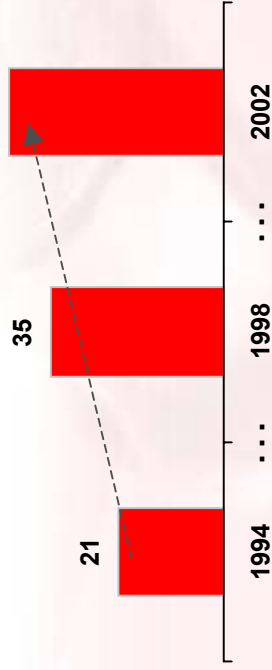


CAGR 94-02  
+7.7%

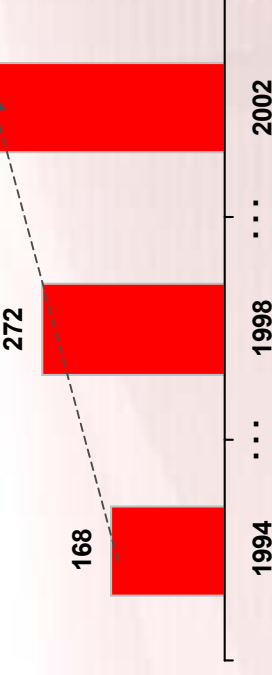
UC per Distribution Center  
(millions)



UC per Employee (thousands)



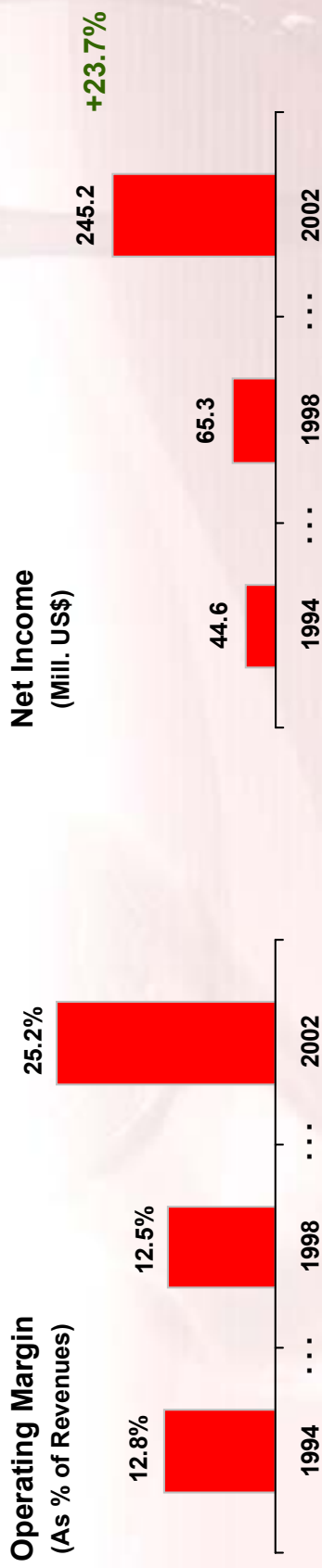
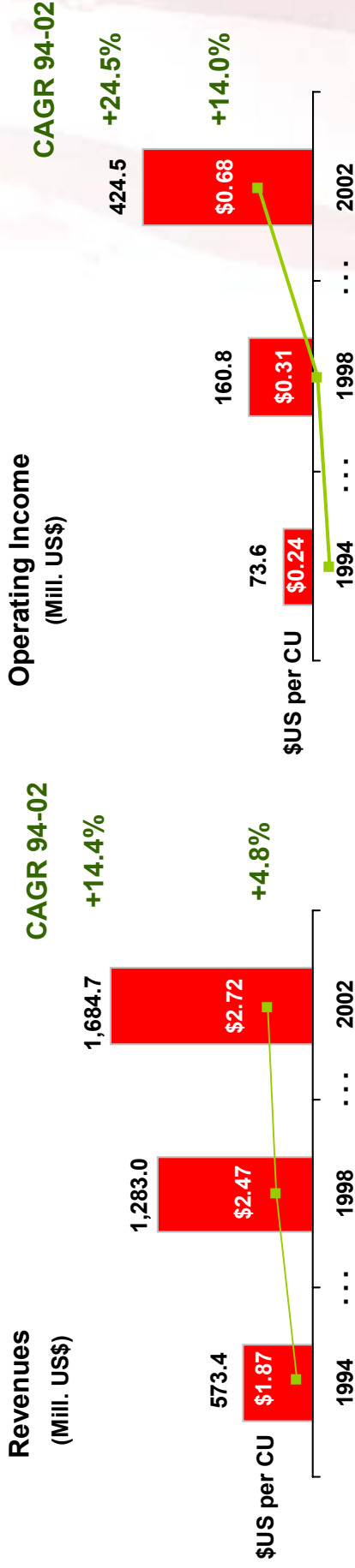
UC per Route (thousands)



+10.3%

# KOF as a driver of profitability

*Operational discipline has allowed KOF to become one of the most profitable soft drink bottlers in the world, and thus be in a unique position to take advantage of arising opportunities.*



Earnings per share (US\$)	1994	1998	2002
	\$0.03	\$0.05	\$0.17

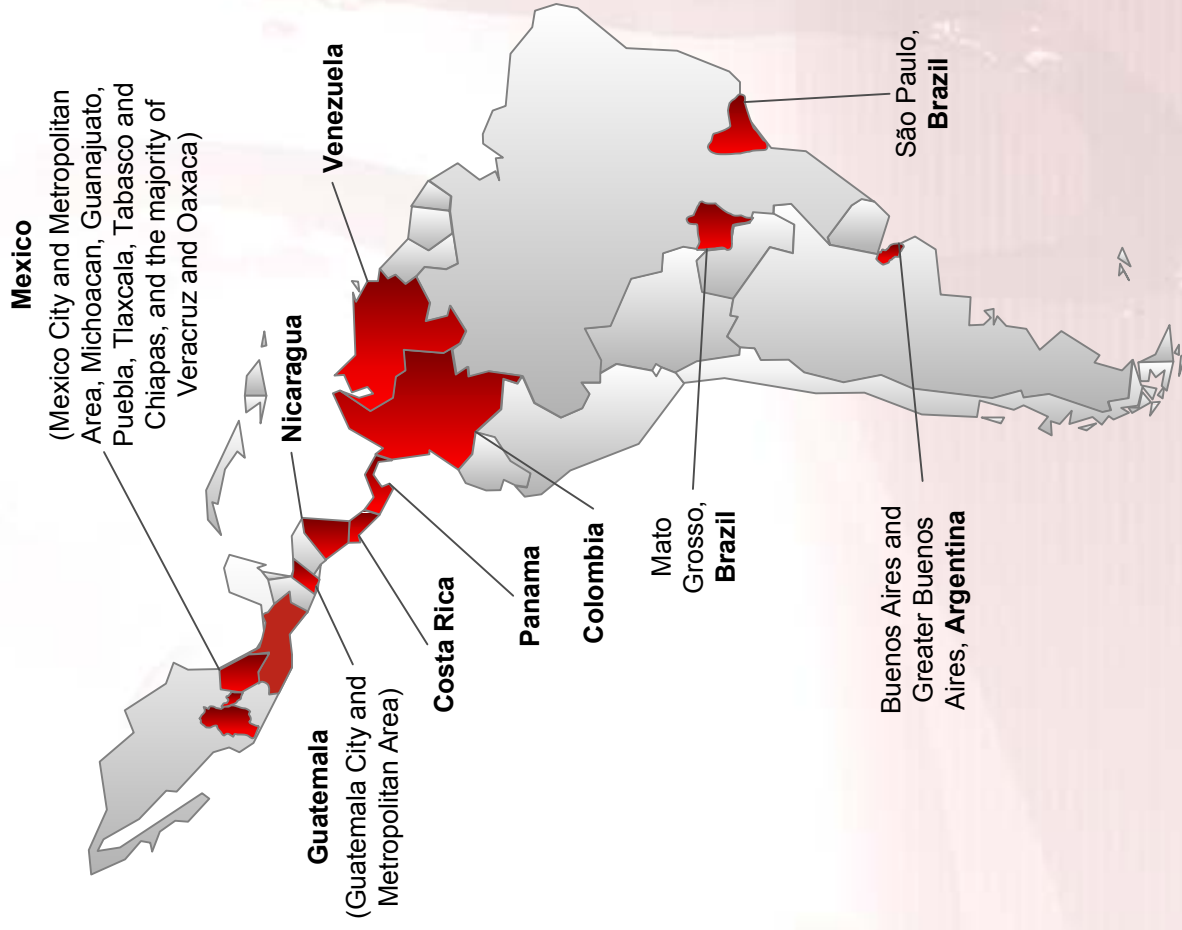
Earnings based on 1,425 million outstanding shares.



# A decade of success, a new stage of growth

**KOF**   **New KOF**  
**1993**   **2002** <sup>(1)</sup>  
**(w/o PB)**   **(incl. PB)**

<b>Volume</b> (Mill. Unit Cases)	<b>246</b>	<b>1,868</b>
<b>Revenues</b> (Mill. US\$)	<b>\$612</b>	<b>\$4,043</b> <sup>(2)</sup>
<b>Operating Income</b> (Mill. US\$)	<b>\$86</b>	<b>\$565</b> <sup>(3)</sup>
<b>Population Covered</b> (Mill.)	<b>23</b>	<b>169</b>
<b>Retailers</b>	<b>192,345</b>	<b>1,468,010</b>
<b>Employees</b>	<b>11,996</b>	<b>42,289</b> <sup>(4)</sup>



- (1) KOF and PB combined 2002 results estimated by Coca-Cola FEMSA.  
(2) Resulting from PB's US GAAP Revenues of US\$ 2,358 million plus KOF's Mexican GAAP revenues of US\$1,685 million. Implicit exchange rate is 10,459 pesos per dollar. Excludes Panama.  
(3) Resulting from PB's US GAAP Income of US\$ 140 million plus KOF's Mexican GAAP revenues of US\$424 million. Implicit exchange rate is 10,459 pesos per dollar. Excludes Panama.  
(4) Excluding third parties.  
Unit Case = 24 servings of 8oz

