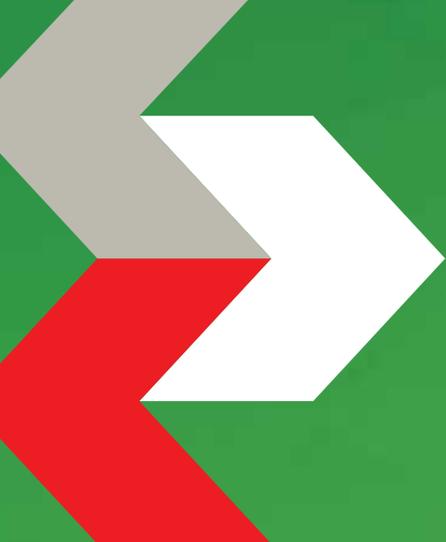


COCA-COLA FEMSA

SUSTAINABILITY REPORT 2014



# A TIME FOR TRANSFORMATION



64-1, 3, 4, 5, 6, 7, 8 and 9

Coca-Cola FEMSA, S.A.B. de C.V. produces and distributes Coca-Cola, Fanta, Sprite, Del Valle and other trademark beverages of The Coca-Cola Company in Mexico (a substantial part of Central Mexico, including Mexico City as well as the Southern and the Northeast of the country), Guatemala (Guatemala City and surrounding areas), Nicaragua (nationwide), Costa Rica (nationwide), Panama (nationwide), Colombia (most of the country), Venezuela (nationwide), Brazil (Greater São Paulo, Campiñas, Santos the State of Mato Grosso do Sul, the State of Paraná, part of the State of Goiás, part of the State of Rio de Janeiro and part of the State of Minas Gerais), Argentina (Federal Capital of Buenos Aires and surrounding areas) and the Philippines (nationwide), along with bottled water, juices, teas, isotonic sports drinks, beer and other beverages in some of these territories. The Company has 64 bottling facilities and serves more than 346 million consumers, approximately through 2,900,000 retailers, with more than 120,000 employees worldwide.

The company's capital stock is owned 47.9% by Fomento Económico Mexicano, S.A.B. de C.V. (FEMSA), 28.1% by wholly owned subsidiaries of The Coca-Cola Company and 24.0% by the public. The publicly traded shares of KOF are Series L shares with limited voting rights that are listed on the Bolsa Mexicana de Valores (BMV: KOF L) and as American Depositary Receipts (ADRs) on the New York Stock Exchange (NYSE: KOF). Each ADR represents 10 Series L shares.

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# Message from the Chief Executive Officer

64-1

**D**uring 2014, we faced an environment of diverse challenges for our operations. Some of them included the social and economical situation that the countries where we are located at, are facing, as well as the intense dynamics posed by the beverages industry in the market which we are pleased to serve. These challenges open the doors to catching important growth opportunities. Therefore, we are transforming Coca-Cola FEMSA in order to improve our work with our clients and consumers, and in order to innovate our internal processes. Thus, we push ourselves to improve and to become more efficient, developing our business at a different stage, in accordance to our renewed vision, so that we reinforce our global leadership in the beverage sector.

At Coca-Cola Femsas, sustainability is an integral part of our Business Strategic Frame. Based on 5 pillars, it consists on operating our business to its maximum potential, innovating, growing through acquisitions, developing capabilities, and finally, managing our environment proactively and sustainably in order to create economic, social and environmental values that positively transform the communities where we operate.

As part of our 2014 management, we keep focusing our Sustainability Strategy on responding to the material matters to our operations. This will allow us to strengthen our performance and to deeply review the most important topics for our stakeholders.

It is important to mention that, for the fourth year, we were selected to be part of Mexican Stock Exchange Social Responsibility and Sustainability Index. We have also belonged to the Dow Jones Emergent Markets Index, for two years in a row. Besides, we have been granted the Industry Mover award, and included to the RobecoSAM's 2015 Sustainability Yearbook. We have proudly become the first Mexican company to obtain such awards, and one out of the eight beverage industry's leader companies around the world. Our challenge is to continue managing Coca-Cola FEMSA sustainably by reinforcing our commitment to the creation of values.

I appreciate the contribution of all the people involved in getting these results, as well as the responsibility they took in order to face the challenges and opportunities occurred in 2014. This Sustainability Report constitutes one of our tools for continuously improving Coca-Cola FEMSA. Thus, I appreciate in advance the time you may spend reading it and sharing your thoughts about it.

**John Santa Maria Otazua**  
Executive Managing Director

# Message from the Corporate Affairs Officer

 n behalf of all the staff working for Coca-Cola FEMSA, I thank your interest in our Sustainability Report 2014. Here we will show you the actions and initiatives taken in order to create economic, social and environmental values that positively transform the communities where we operate.

The economic environment, as well as the diversity of the countries where we are present, make us plan and act basing on the material matters that have a greater impact to our business and to our stakeholders. These matters are represented in three big pillars: Our People, Our Planet and Our Community.

This was a key year to continue the development and implementation of the Sustainability Strategy at Coca-Cola FEMSA as we have strengthened a long-term strategic vision , defining our 2020 Sustainability Goals

We are convinced that the sustainability starts from home. Therefore, we focus on offering our more than 120,000 team members, a better place to work, bolstering our talent management system for developing team members capable of facing new challenges. The Our People pillars is highlighted by an investment of 12,158,023 dollars in training programs and in fostering actions that benefit the integral development of our team members and their families.

At Coca-Cola FEMSA we are dedicated to reducing and relieving the environmental impact of our actions, basically on water, energy, residual and recycling areas, by investing more than 2.3 million dollars in 2014. As an example, we have the efficiency of packages improvement, where we have developed the lightest bottles of the Coca-Cola System. In Our Community, we are committed to fostering active and healthy lifestyles, including good nutrition, hydration, and physis-activity habits, investing more than 3.5 million dollars. As a result of these actions, during 2014, more than 737,000 people have been benefited by our Healthy Lifestyle and Community Development programs.

This year became a time for transformation. We decided to lead the new trends and changes that appeared through our environment. We recognize the great effort and work that all the Coca-Cola FEMSA team members put in order to improve the sustainability during 2014. Our commitment is to keep on working to maximize the creation of value, focusing on the material matters and on continuing with our growth and achieving our goals.

**Francisco Suárez Hernández**  
Corporate Affairs Officer



## Presence

- **4,000 million** unit boxes
- More than **351 million** consumers
- More than **2.8 million** points of sale
- More than **120,000** team members
- **64** Bottling plants
- **329** distribution centers



Coca-Cola FEMSA, the world's largest public bottling company, operating in two of the most attractive regions in the industry.



- Mexico
- Guatemala
- Nicaragua
- Costa Rica
- Panama
- Colombia
- Venezuela
- Brazil
- Argentina
- Philippines



# A Time for Transformation



Coca-Cola FEMSA Today



- Our Business Strategy
- Corporate Governance
- Business Code of Ethics
- Corporate Participation



## Our Business Strategy

**W**e live a time for transformation at Coca-Cola FEMSA, guided by our Business Strategic Frame:

- **TRANSFORMING TO REACH THE FULL OPERATIONAL POTENTIAL:**  
We are transforming our operations in order to adapt to the always changing market dynamic, successfully turning the industry challenges into opportunities.
- **TRANSFORMING GROWTH THROUGH INNOVATION:**  
It's through the transformational growth and innovation that we ensure our ability to anticipate to and to satisfy the changing consumer needs, to adapt to the market dynamics and to take advantage of the new business opportunities.
- **TRANSFORMING TO STRENGTHEN OUR STRATEGIC CAPABILITIES:**  
We are transforming our company in order to create a more efficient, agile and flexible organization, with the precise capabilities to boost our competitiveness and to be ready for the next growth wave.
- **TRANSFORMING TO CATCH MARKET OPPORTUNITIES:**  
We keep transforming our company by identifying and adapting new ways to supplement the organic growth of our business, catching the strategic opportunities that allow us to create long term values.
- **TRANSFORMING TO ENSURE THE SUSTAINABLE DEVELOPMENT:**  
We adopt a sustainable development comprehensive focus, strategically approaching the relevant topics that have a greater impact to our business. By focusing on three key areas: Our People, Our Community and Our Planet, our vision is to ensure our business the sustainability, creating economic, social and environmental values that positively transform our communities.



## Business Results

G4-17a, 17b

The main business results obtained in Coca-Cola FEMSA in 2014, were:

- In 2014, the sales volume increased 6.6% to 3,417 million unit boxes, representing 20,674 million transactions in Latin America.
- The total consolidated income reached \$147.298 billion MXN.
- The consolidated operations profit was \$20.743 billion MXN, and the net profit attributable to the consolidated net controlling income reached \$10.542 billion MXN, resulting in a profit of \$5.09 MXN per share.
- Up on a comparable base, and excluding the currency conversion effects, our income, operations profit, and operations flow grew on a double-digit rate, expanding the margins.

**In 2014 we had the privilege of serving over 351 million consumers in our Latin American and Asian markets.**



## Economic Impact

G4-EC1

Salaries, wages and benefits **18,759**

Dividends **6,012**

Investment in fixed assets **11,313**

Cost of Sales **78,916**

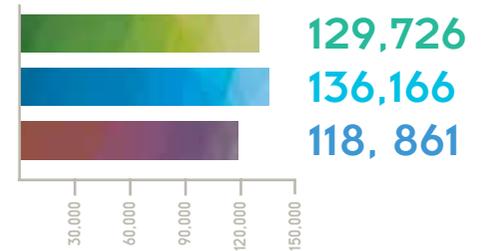
Taxes **3,861**

Income **147,298**

Economic Impact 2012

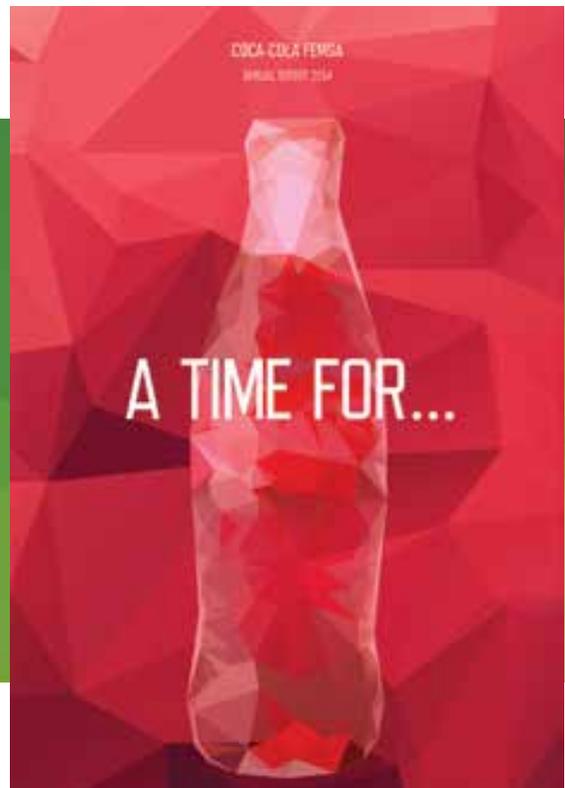
Economic Impact 2013

Economic Impact 2014



Figures in million Mexican pesos

For more information  
on the business results,  
please refer to our  
Annual Report 2014.





## Awards and Acknowledgments

In September 2014 we were included, for second year in a row, to the Dow Jones Sustainability Index's, Emerging Markets Index. Besides, we were included to the RobecoSAM's 2015 Sustainability Yearbook, the most relevant international publication in corporate sustainability, as one of the six companies of the beverages industry with the best performance worldwide. Additionally, we were acknowledged by RobecoSAM as *Industry Mover 2015*. These awards stand out as it is the first time that a Mexican company participates in the Sustainability Yearbook, as well as the first time that a Mexican Corporate Business is granted the *Industry Mover Sustainability Award*.

MEMBER OF  
**Dow Jones**  
**Sustainability Indices**  
In Collaboration with RobecoSAM



**ROBECOSAM**  
Sustainability Award  
Industry Mover 2015



Additionally, during 2014 we received the following recognitions:

Operation	Recognition Name	Entity providing it	Recognition Description
 Argentina	Best practice in Business Social Responsibility 2014 Category: Intersectoral partnerships	Centro Mexicano para la Filantropía (CEMEFI)	Recognition to the initiative Intervención Zavaleta, whose main goal is to provide running water to households, sewerage, and rainwater drainage, as well as the enablement of recreational public spaces. The project was developed in coordination with the Secretaría de Hábitat e Inclusión del Gobierno de la Ciudad de Buenos Aires (SECHI) and the community.
 Argentina	Sustainable Leadership Award	Cámara de Comercio Argentina Británica	Recognition to Intervención Zavaleta. The distinction assesses initiatives that consider in their development, environmental, social and economic dimensions.
 Brazil	Environmental Seal	Federación de Industrias del Estado de Mato Grosso. Serviço Nacional de Aprendizaje Industrial	It assesses the environmental performance of establishments through industrial management and performance indicators.
 Brazil	Our People Trophy	Associação Mineira de Supermercados	Best Supplier Award by the <i>Associação Mineira Supermercados (AMIS)</i> .
 Brazil	II National Award for Legal Sustainability Verde Ghaia	Verde Ghaia	It is awarded to the most outstanding companies in the pursuit of excellence in environmental management in their processes, products and services.
 Colombia	Recognition National Police Coordinates for life	Policía Nacional	Awarded by the commitment in the prevention of risks and development of life skills in children beneficiaries of Coordinates for life.
 Colombia	Corporate Social Responsibility Award Finalist COMFAMILIAR	Caja de Compensación Familiar (COMFAMILIAR)	In the sixth version of the 2014 National Award for Social Responsibility COMFAMILIAR, Coordinates for life program was considered as one of the top 12 corporate social responsibility initiatives of private companies.
 Colombia	Recognition, Top 100 companies with the best reputation	MERCO	Coca-Cola FEMSA was recognized in ranking of the 100 companies with the best reputation during 2014. 14th place in the overall ranking and 5th in food and beverages.
 Colombia	Recognition Industry of the Dreams	Compañía de Talentos	6th place as Company of the Dreams of Young People in Colombia.
 Colombia	Award for Corporate Social Responsibility Britcham Lazos 2014 Category: stakeholders	Cámara de Comercio Colombo Británica	Special recognition in the category of stakeholders on our program Coordinates for Life

Operation	Recognition Name	Entity providing it	Recognition Description
 Colombia	Awards Portfolio Category: Environmental Protection	Portafolio	It seeks to highlight success stories in innovation, corporate social responsibility, contribution to the community, human resource management, among others. In 2014, we received honorable mention in the category of Environmental Protection with program Water Funds.
 Costa Rica	Distinction: Contribution to the Environment Conservation	Dirección Área Rectora Salud Ministerio Salud de Goicoechea y Dirección Gestión Ambiental Municipalidad Goicoechea	Environmental Goicoechea Municipality, Contribution to the conservation of the environment and improving the quality of life of the population of the Cantón de Goicoechea, by supporting the proper collection and handling of solid waste.
 Costa Rica	Distinction: Participation in projects contributing to education strengthening	Ministerio de Educación (MEP)	Support in the implementation of projects and initiatives that have contributed to education strengthening, mainly due to the program Apúntate a Jugar.
 Costa Rica	Distinction: Participation in Feria Ambiental MINAE	Ministerio de Ambiente y Energía (MINAE)	Participation and sponsorship in Feria Ambiental MINAE as part of the month of the environment.
 Costa Rica	Award Brand Perception in Corporate Social Responsibility	Revista Mercados y Tendencias	Ranked first in brand perception of Corporate Social Responsibility according to Costa Ricans.
 Mexico	Socially Responsible Company (SRC).	Centro Mexicana para la Filantropía (CEMEFI)	It is the tenth time we received the distinctive for practices in the areas of Quality of Life, Business Ethics, Management of Corporate Social Responsibility, Involvement in Community & Care/Preservation of the Environment.
 Mexico	Clean Transportation	Secretaría del Medio Ambiente y Recursos Naturales (SEMARNAT)	Assessment and Recognitions of environmental management in transportation.
 Mexico	National Award on Road Safety	Asociación Nacional de Transporte Privado (ANTP)	Recognition to safe and efficient transportation practices.
 Mexico	Best Contribution to Social Responsibility to the Coca-Cola FEMSA's Contact Center	Instituto Mexicano de Teleservicios (IMT)	Recognition related to community involvement practices.
 Mexico	Socially Responsible Company	Revista VALORES	Recognition to Social Responsibility performance.
 Venezuela	V Annual Award for Eco-Efficiency and Clean Energy	ONG Vitalis	Company with best responsible use of water.





## Corporate Governance

64-1, 2, 3, 4, 5, 6, 7, 9 and 10

Coca-Cola FEMSA has strong corporate governance standards and quality for information disclosure. We are among the top leaders regarding compliance with the Code of Best Corporate Practices, established by the Business Coordinating Council of Mexico. In our new operations, we have applied the same standards and we will continue to do so. We consider that our directors' independence is an invaluable contribution to the decision making process in our company and to our shareholders' protection.

On our website ([www.coca-colafemsa.com](http://www.coca-colafemsa.com)), there is a list of the main differences between our corporate governance practices, determined by the Mexican regulatory authorities and the ones used by companies established in the United States according to the New York stock exchange (NYSE) standards.

## Board

The management of our company falls to its Board of Directors and our CEO. The company bylaws provide that the board of directors shall meet at least 4 times a year and it will be composed of 21 directors, appointed by the annual general meeting of shareholders, for extended periods of one year. Our board of directors currently consists of 21 directors and 18 alternate directors. Directors are elected as follows: thirteen directors and their respective alternate directors are elected by the shareholders of Series A, voting as a class; five directors and their respective alternate directors are elected by the shareholders of Series D, voting as a class; three directors and their respective alternate directors are elected by the shareholders of the series L (including shareholders of ADSs), voting as a single class. Directors may only be elected by a majority of the shareholders of the corresponding series, voting as a class.

In our shareholder's meeting last March 6, 2014, the following directors were elected: 13 directors and their respective alternates were appointed or confirmed by the shareholders of Series A; five members and their alternates were appointed or confirmed by the shareholders of Series D; three members and their alternates were appointed or confirmed by the shareholders of Series L.

### Members

#### Directors appointed by the Shareholders Serie A

##### **José Antonio Fernández Carbajal**

Chairman of the Board Coca-Cola FEMSA  
Executive Chairman of the Board of Directors of FEMSA  
22 years as a Board Member  
Alternate: Mariana Garza Lagüera Gonda

##### **Alfonso Garza Garza**

Chief Officer Strategic Business of FEMSA  
19 years as a Board Member  
Alternate: Eva María Garza Lagüera Gonda

##### **Carlos Salazar Lomelín**

CEO of FEMSA  
14 years as a Board Member  
Alternate: Max Michel González

##### **Ricardo Guajardo Touché**

Chairman of the Board of Directors, SOLFI, S.A.  
22 years as a Board Member  
Alternate: Eduardo Padilla Silva

##### **Paulina Garza Lagüera Gonda**

Private Investor  
5 years as Director

##### **Federico Reyes García**

Corporate Development Officer of FEMSA  
23 years as a Board Member  
Alternate: Alejandro Bailleres Gual





**Javier Gerardo Astaburuaga Sanjines**

Corporate Officer and Chief Financial Officer of FEMSA  
9 years as a Board Member  
Alternate: Francisco José Calderón Rojas

**Alfonso González Migoya <sup>1</sup>**

Chairman of the Board of Directors of Controladora Vuela Compañía de Aviación, S.A.B. de C.V.  
9 years as a Board Member  
Alternate: Ernesto Cruz Velázquez de León

**Daniel Servitje Montull <sup>1</sup>**

Director of the Board and CEO of Grupo Bimbo  
17 years as a Board Member  
Alternate: Sergio Deschamps Ebergenyi

**Enrique F. Senior Hernández**

Managing Director of Allen & Company, LLC  
11 years as a Board Member  
Alternate: Herbert Allen III

**José Luis Cutrale**

Chief Executive Officer of SucoCítrico Cutrale, Ltda.  
11 years as a Board Member  
Alternate: José Luis Cutrale Jr

**Alfredo Livas Cantú**

Private Investor  
1 year as Director

**John Anthony Santa Maria Otazua**

Executive Managing Director of Coca-Cola FEMSA  
1 year as a Board Member  
Alternate: Héctor Treviño

**Directors appointed by the Shareholders Series D**

**Gary Fayard**

Chief Financial and Administrative Officer of The Coca-Cola Company  
12 years as a Board Member  
Alternate: Wendy Clark

**Irial Finan**

President of Bottling Investments and Supply Chain of The Coca-Cola Company  
11 years as a Board Member  
Alternate: Sunil Ghatnekar

<sup>1</sup> Independent

**Charles H. McTier** <sup>1</sup>

Robert W. Woodruff Foundation Chairman  
17 years as a Board Member

**Bárbara Garza Lagüera Gonda**

Private Investor  
14 years as a Board Member  
Alternate: Kathy Waller

**Marie Quintero-Johnson**

Mergers and Acquisitions Vice President of The  
Coca-Cola Company  
3 years as a Board Member  
Alternate: Gloria Bowden

**Directors appointed by  
the Shareholders Series L**

**Robert A. Fleishman Cahn**

Chairman of Grupo Tampico S.A. de C.V.  
Three years as a Board Member  
Alternate: Herman Harris Fleishman Cahn

**José Manuel Canal Hernando** <sup>1</sup>

Private Consultant  
12 years as a Board Member  
Alternate: Helmut Paul

**Francisco Zambrano Rodríguez** <sup>1</sup>

Chairman of Desarrollo de Fondos Inmobiliarios,  
S.A. de C.V. (DFI) and Vice President of Desarro-  
llos Inmobiliarios y de Valores, S.A. de C.V. (DIV)  
12 years as a Board Member  
Alternate: Karl Frei Buechi

**Secretary**

**Carlos Eduardo Aldrete Ancira**

Legal Director of FEMSA  
21 years as a Board Member  
Alternate: Carlos Luis Díaz Sáenz

**Committees**

**Finance and Planning Committee**

The Finance and Planning Committee works with manage-  
ment to wet our annual and long-term strategic and financial  
plans and monitors adherence to these plans. It is responsible  
for setting our optimal capital structure and recommends the  
appropriate level of borrowing as well as the issuance of  
securities. Financial risk management is another responsibility



of the Finance and Planning Committee. Irial Finan is the chairman of the Finance Planning Committee. The other members include: Federico Reyes García, Ricardo Guajardo Touché, Enrique F. Senior Hernández and Daniel Alberto Rodríguez Cofré. The secretary of the Finance and Planning Committee is Héctor Treviño Gutiérrez, our Chief Financial Officer. The Finance and Planning Committee works with management to wet our annual and long-term strategic and financial plans and monitors adherence to these plans. It is responsible for setting our optimal capital structure and recommends the appropriate level of borrowing as well as the issuance of securities. Financial risk management is another responsibility of the Finance and Planning Committee. Irial Finan is the chairman of the Finance Planing Committee. The other members include: Federico Reyes García, Ricardo Guajardo Touché, Enrique F. Senior Hernández and Daniel Alberto Rodríguez Cofré. The secretary of the Finance and Planning Committee is Héctor Treviño Gutiérrez, our Chief Financial Officer.

### **Audit Committee**

The Audit Committee is responsible for reviewing the accuracy and integrity of quarterly and annual financial statements in accordance with accounting, internal control and auditing requirements. The Audit Committee is directly responsible for the appointment, compensation, retention and oversight of the independent auditor, who reports directly to the Audit Committee; the internal auditing function also reports to the Audit Committee. The Audit Committee has implemented procedures for receiving, retaining and addressing complaints regarding accounting, internal control and auditing matters, including the submission of confidential, anonymous complaints from employees regarding questionable accounting or auditing matters. To carry out its duties, the Audit Committee may hire independent counsel and other advisors. As necessary, we compensate the independent auditor and any outside advisor hired by the Audit Committee and provide funding for ordinary administrative expenses incurred by the Audit Committee in the course of its duties. José Manuel Canal Hernando is the chairman of the Audit Committee and the “audit committee financial expert”. Pursuant to the Mexican Securities Market Law, the chairman of the Audit Committee is elected at our shareholders meeting. The other members are: Alfonso González Migoya, Charles H. McTier, Francisco Zambrano Rodríguez and Ernesto Cruz Velázquez de León. Each member of the Audit Committee is an independent director, as required by the Mexican Securities Market Law and applicable New York Stock Exchange listing standards. The secretary non-member of the Audit Committee is José González Ornelas, vice-president of FEMSA’s administration and corporate control area.

### **Corporate Practices Committee.**

The Corporate Practices Committee, which consists exclusively of independent directors, is responsible for preventing or reducing the risk of performing operations that could damage the value of our company or that benefit a particular group of shareholders. The committee may call a shareholders meeting and include matters on the agenda for that meeting that it deems appropriate, approve policies on related party transactions, approve the compensation plan of the chief executive officer and relevant officers, and support our board of directors in the elaboration of related reports. The chairman of the Corporate Practices Committee is Daniel Servitje Montull. Pursuant to the Mexican Securities Market Law, the chairman of the Corporate Practices Committee is elected at our shareholders meeting. The other members include: Alfredo Livas Cantú and Karl Frei Buechi. The secretary non-member of the Corporate Practices Committee is Raymundo Yutani Vela.

## Business Code of Ethics

G4-8, S02, S03, S04, S05, S06, S07, S08 and PR8

Coca-Cola FEMSA's Business Code of Ethics, aligned with our mission and vision, is a centerpiece for organizational culture, since we incorporate principles and values to our daily tasks through this instrument. Our Code of Ethics should be known by all team members or anyone serving in the company; therefore, it is delivered in a hard copy to all new members of the company during the induction course and it is available on Coca-Cola FEMSA's website of internal use, in the section on Corporate Governance, where there is also the compendium of our 89 policies, which guide our actions.



Our Code of Ethics, available in three languages –Spanish, English and Portuguese– has as main objective the regulation of the ethical behavior of our team members, executives, directors and shareholders; to all our stakeholders for an equitable treatment, to encourage free competition, prevent discrimination, promote honesty in all our dealings and comply with due diligence regulations and legal systems of the countries in which we operate.

Similarly, through the Code of Ethics, we promote a cooperation and dialogue spirit with the authorities, encouraging a strict anti-corruption policy at all levels and regulating the participation and contribution of the company with political parties. If there are violations to the Code of Ethics, there are sanctions that may range from a correction plan, administrative proceedings, dismissals and even complaints to the competent authorities.

### **Training on the Code of Ethics**

During 2014, we provided 71,420 hours of training to reinforce behaviors and issues related to the Code of Ethics: Human Rights (71.4%), Ethics and Anticorruption (19.8%), and Lawfulness Culture (8.8%).

### **Compliance with the Code of Ethics**

As part of the annual processes, a Statement of Compliance with the Business Code of Ethics is made, and it involves all our employees, in order to identify any breaches, and to detect possible related risks.

### **Personal data protection**

We have a policy on Personal Data Protection, in accordance with the law, that sets internal guidelines to ensure the correct use of information. To do so, there is a responsible area that is in charge of monitoring and assisting compliance by team members. Along the same topic, all the operations that collect personal data must establish criteria for the saving, availability of information and methods of elimination thereof, in addition to protect the information as an asset of the company, with ethical responsibility and in accordance with the applicable laws of each country.

Both the Audit Committee and the Human Resources Committee of the Board monitor compliance with the Code of Ethics and are responsible for the review and update thereof with the previous submission of proposals to the Board for approval.

### **Reporting System**

G4-S04, HR3, HR4, HR9, HR10 and HR11

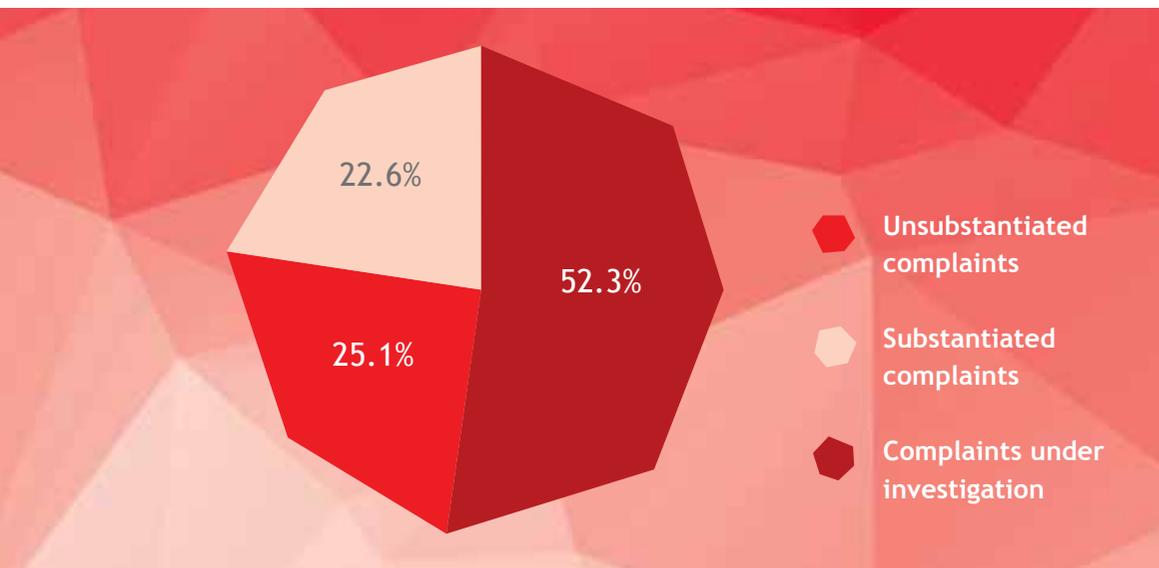
Concerned by the well-being of all people who work in Coca-Cola FEMSA, we have an effective communication system for behavior against to our Code of Ethics or that violate human dignity.

Coca-Cola FEMSA's Reporting System, known internally as SAY IT, has various communication channels such as: toll free line, email and instant messaging, through which reporting can be made confidentially.

In this matter, Coca-Cola FEMSA provides all necessary information to its team members in all operations from disclosure campaigns in various internal spaces that help us to ensure that team members are kept informed about the use of this system.

It is noteworthy that, by expanding the scope of our ethical conduct, the Reporting System has enabled the company's suppliers to also have access to it and to report violations relative to our policies, Business Code of Ethics or actions that may jeopardize compliance with human rights guarantees, such as child labor, forced labor and freedom of association.

In 2014, a total of 1,117 complaints were received through various channels of the system, of which, 281 were substantiated complaints, 584 are under investigation and 281 were dismissed as unsubstantiated complaints at the end of this report. There are not complaints filed on violations to human rights, freedom of association, child labor and forced labor and, a total of ten complaints were filed on discrimination; where three of them were unsubstantiated, two were resolved and five are under investigation.





## Corporate participation

64-13

By recognizing ourselves as part of the harmonious and sustainable development in our communities, we are active in various organizations and business associations seeking the private sector promotion to be a change and transformation engine. In 2014 we had the opportunity to collaborate in the following associations:

### Associations in which we participate in the Governance Body

	Argentina	Asociación de Fabricantes Argentinos de Coca-Cola (AFACC) Cámara de Comercio Argentino Mexicana Cámara Argentina de la Industria de Bebidas sin Alcohol
	Brazil	Associação Brasileira das Indústrias de Refrigerantes e de Bebidas Não Alcoólicas (ABIR) Associação Paulista de Supermercado (APAS) Associação Brasileira de Indústria de Água Mineral (ABINAN/ SINDNAN) Sindicato das Indústrias de Bebidas do Estado do Paraná (Sindibebidas) Câmara Mexicana de Comércio
	Colombia	Asociación Nacional de Empresarios de Colombia (ANDI)
	Nicaragua	Cámara Comercio Nicaragua México
	Guatemala	Gremial de Embotelladores de Guatemala
	Mexico	Asociación de Embotelladores Coca-Cola (ASCOCA) Cámara de la Industria de la Transformación (CANACINTRA) Confederación Patronal de la República Mexicana (COPARMEX) Ecología y Compromiso Empresarial, A.C.(ECOCE) Confederación de Cámaras Industriales (CONCAMIN) Comisión de Estudios para el Desarrollo Sustentable del Consejo Coordinador Empresarial (CESPEDES) Iniciativa GEMI (Global Environmental Management Initiative) World Environment Center (WEC) Consejo Mexicano de la Industria de Productos de Consumo (ConMéxico)
	Venezuela	Asociación Nacional de Bebidas Refrescantes (ANBER) Cámara Venezolana de la Industria de Alimentos (CAVIDEA) Cámara de Comercio e Industria Venezolana Mexicana (CAVEMEX)



### Associations in which we participate without being part of the Governance Body

	Argentina	Coordinadora de las Industrias de Productos Alimenticios (COPAL)
	Brazil	Compromisso Empresarial para a Reciclagem (CEMPRE) Associação Internacional voltada para o marketing no varejo (POPAl) Brasil Associação Brasileira dos Anunciantes (ABA)
	Colombia	Federación Nacional de Comerciantes – (FENALCO) Bogotá Asociación de Industriales de Tocancipá (ASIENORTE)
	Costa Rica	Asociación de Empresarios para el Desarrollo (AED) Cámara Industrias Costa Rica Cámara Costarricense de Industria Alimentaria (CACIA) American Chamber Costa Rica (AMCHAM) Cámara Comercio Costa Rica México Unión Costarricense de Cámaras y Asoc. Sector Empresarial (UCCAEP)
	Guatemala	Cámara Industrias de Guatemala Gremial de Alimentos de Guatemala Cámara Comercio de Guatemala American Chamber (AMCHAM) Guatemala Cámara Comercio e Industrias Guatemala México
	Panama	Cámara Comercio Panamá Sindicato de Industriales de Panamá Cámara Comercio e Industria Panamá México
	Mexico	Consejo Coordinador Empresarial (CCE) Asociación Nacional de Productores de Refrescos y Aguas (ANPRAC) Centro Mexicano para la Filantropía (CEMEFI)
	Nicaragua	Cámara Comercio Nicaragua Cámara Industrias Nicaragua American Chamber (Amcham) Nicaragua
	Venezuela	Cámara Venezolana Americana de Comercio e Industria (Venancham) Asociación de Industriales y Comerciantes de los Cortijos y los Ruices (ASICOR)



# A time for Transformation



Our products



- Product Portfolio
- Responsible Marketing

**A**t Coca-Cola FEMSA, we have a broad portfolio of products of The Coca-Cola Company, with 112 leading brands in beverages categories: carbonated, non-carbonated, water, juices, sports drinks, teas, vitamin-enriched and energetic, dairy products and coffee, to offer our customers and consumers a product suitable to their lifestyle and for each consumption occasion.

We have drinks and presentations to suit every lifestyle, like and occasion of our consumers, based on individual requirements and with a strict sense of quality.

From our range of drinks, 19.9% corresponds to reduced or no-calorie products and 3.4% to vitamin drinks, fiber, minerals and nutritional supplements added, and 5 brands have both qualities.

For Coca-Cola FEMSA, it is very important to ensure quality throughout the entire life cycle of our products. Therefore, as part of the Coca-Cola system, we operate according to the Coca-Cola Operating Requirements (KORE), which ensures that products meet the highest standards of health and safety. Also, we work to ensure that the ingredients, materials and processes used in our products manufacture are correct and that we take care of the bottling industry inherent impacts, which could be generated by the processes of production, packaging, distribution, sale and management of post-consumer waste.

Likewise, we work under the Management System for Food Safety that let us ensure legal compliance in the countries where we operate. Therefore, 95% of our plants has the FSSC22000 certification, which includes standards to ensure food safety and security in our processes and products.

Additionally, we have ongoing communication channels through which we are in contact with our stakeholders to deal with any concerns about our products (refer to the section Stakeholders and Communication Channels in this report).

## Product Portfolio



### **Coca-Cola**

 It is the product that let us be and the most recognized brand in the world with 127 years of existence in the market and an iconic bottle that in 2015 celebrates its first 100 years.

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At the end of this report three of our plants are under certification process due to a new opening, closing or audit, scheduled for 2016.



## Flavored carbonated drinks

We offer a great variety of carbonated beverages of different flavors and presentations. Fanta, Sprite, Kola Roman, Royal and Sidral Mundet are some of our most important beverages in the market, while Sidral Mundet Light, Fanta Zero and Fresca Zero also become relevant in the non-caloric market. We also have great traditional regional brands, such as Victoria, Escuis, Ameyal and Yoli.

## Natural and Flavored Water

We offer the highest quality hydration products free of sodium through brands like Ciel, Breeze, Bonaqua and Dasani. We also have carbonated water that offer a unique experience to our consumer, with brands like Ciel Mineralizada, Schweppes, Viva Mineral and Bonaqua.



## Juices, Nectars and Juice Based Drinks

Our line of juices, made 100% with carefully selected fruit, meet international quality standards. We have brands such as Minute Maid and Jugos del Valle, with orange, grapefruit, apple, mango, pineapple and grape flavors. We also have juice-based beverages, as Frutsi in Mexico, Cepita in Argentina and Del Valle Fruit in various countries. All these beverages help with hydration, have juice and are fortified with vitamins.

## Tea

The tea ready to drink, which combines the benefits of tea with fruit juice without preservatives or artificial colors. This product is available as black, green or white tea and offers light options. FUZE Tea is the first global tea brand of The Coca-Cola Company, which was simultaneously born in 20 countries.





## Isotonic Sports Drinks

They are ideal to be taken before, during and after physical activity. Its proper balance of electrolytes enables the body to get hydrated more easily and replace salts lost during exercise. Our brand Powerade is available in flavors, such as Berries, Red Fruits, which is innovative with Powerade Zero, the no-calorie version.

## Vitamin-enriched beverages

Glacéau VitaminWater is purified water with great taste, made from natural ingredients and enriched with vitamins. It is defined as a different drink, with functional benefits to be energized in the day-to-day life and it can be found in six versions: Restore, Energy, Power-C, Vital, Revitalize, XXX and XXX Zero, the zero-calorie version.



## Coffee

Made from high-quality, roasted and ground coffee grains. It is available for the enjoyment of our costumers in 8 flavors: American Coffee, Cappuccino, Vanilla Cappuccino, Mokaccino, Latte, Vanilla Latte, Moka Latte and Chocolate, in 10 oz and 14 oz presentations.

## Energy Drinks

They are available in brands such as Burn, which are fortified drink with taurine and B vitamins, which can be enjoyed anytime of the day and help to regain energy when fatigue appears or simply when more energy is required to continue with the activities.



## Dairy

Through Santa Clara in Mexico and Estrella Azul in Panama, we entered the dairy drinks market and its derivatives, such as cream, cheese, yogurt and ice cream. Our products are made with natural ingredients and we offer incomparable quality, high nutritional value and pronounced flavor to delight the palate of our consumers.



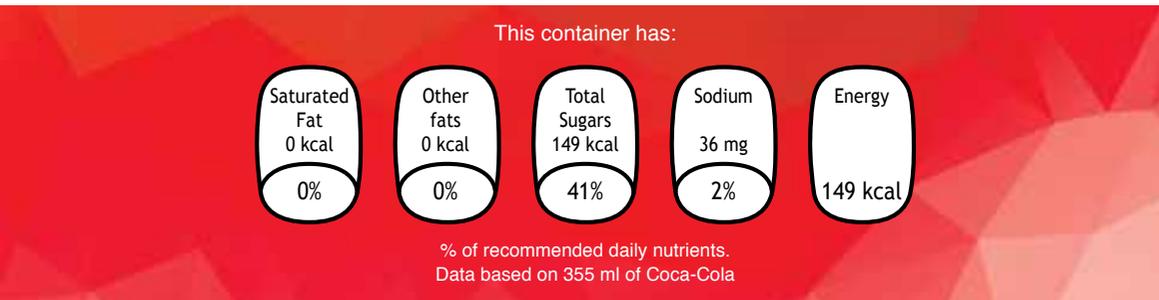
# Responsible Marketing

G4-20, 21, PR3, PR4, PR0, PR7, PR9 and FP8

Committed to the welfare of our consumers, in Coca-Cola FEMSA we have strict marketing standards that allow us to reach our goals customers and clients with the proper product and packaging. 36% of our portfolio of brands and line extensions is composed by low or no-calorie drinks. Our communication addressed to children and young people is prepared in accordance with recommendations made by advertising regulation agencies, such as the Code for Advertising Self-Regulation of Food and Non-Alcoholic Beverages addressed to Children in Mexico (PABI Code), as well as policies for responsible marketing and sales in educational institutions of The Coca-Cola Company.

The Guideline Daily Amounts (GDA) is an example of the above, which are set so that our consumers have sufficient information to plan a proper diet according to their needs and lifestyle.

The GDA are graphs that provide us with the calorie, sugar, total fat, saturated fat and sodium content in a product, as well as the recommended intake percentage of these ingredients, in a 2,000 calorie<sup>1</sup> diet. It is designed so that people locate and understand this information easily. This will enable them to make informed choices and decide when, how much and how to meet daily needs of these nutrients.



## Customer satisfaction

G4-PR5

At Coca-Cola FEMSA, we are committed with the satisfaction of our customers and clients through our mission to “satisfy the beverage consumer through excellence.” Therefore, we frequently carry out studies and market researchs to know their level of satisfaction, taking into account variables inherent to each locality where we operate.

<sup>1</sup> Contents of the GDA's may vary, depending on the country and its current legislation.



# A Time for Transformation



## Sustainability Strategy



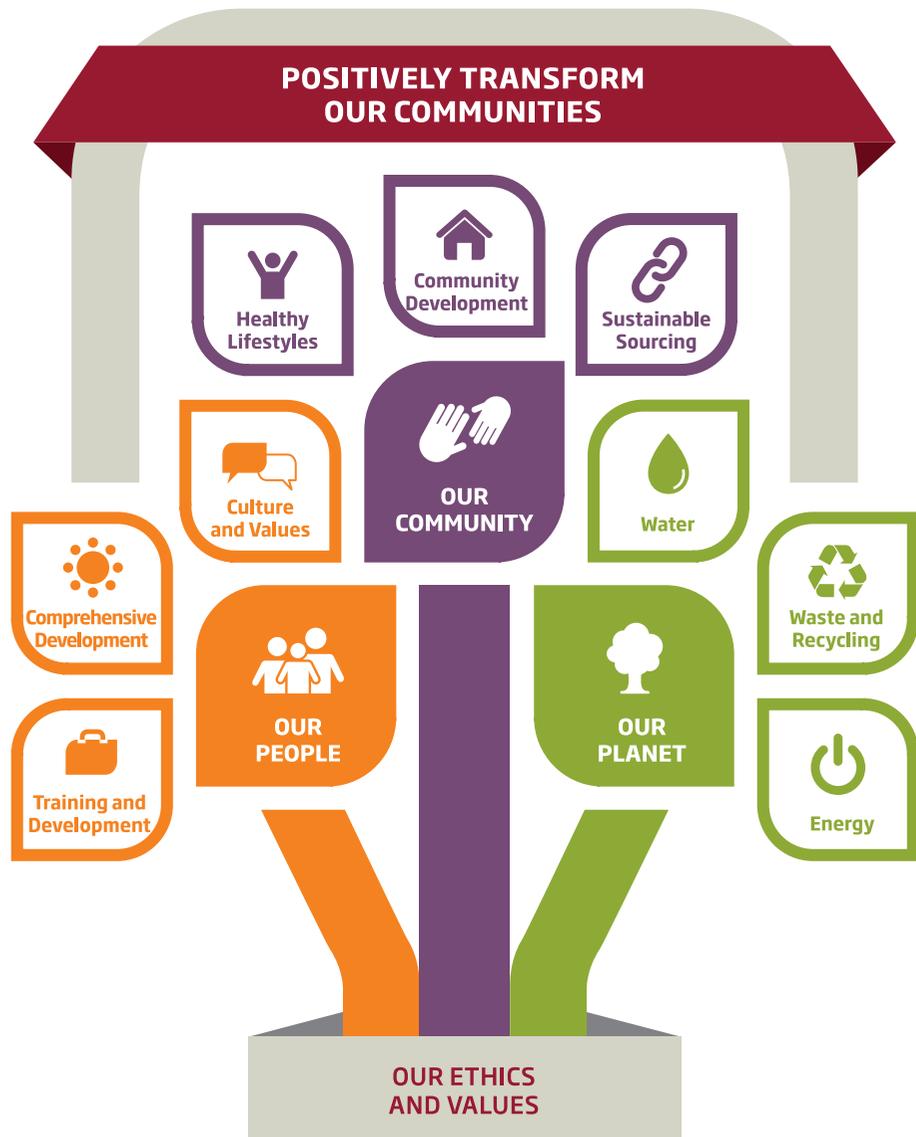
- Materiality Study
- Commitment to Stakeholders and Communication Channels
- 2020 Goals



**A**t Coca-Cola FEMSA, sustainability is included in our Strategic Business Framework, which guides our actions in order to achieve our goals and the transformation necessary to address the challenges of our environment and the management of our stakeholders.

Our Sustainability Strategy is aligned with the objectives of our partners: FEMSA and The Coca-Cola Company, with the vision to positively transform our communities and organize our actions based on ethics and values.

We align our actions by following three strategic points: Our People, Our Community and Our Planet, which make it possible for us, through various programs and initiatives with business sense, to help generate economic, social and environmental value in the communities where we operate and for all our stakeholders.



## Our People



Reinforcing culture and values of each business unit through promotion mechanisms, as well as identifying and responding to breaches.



Offering benefit programs focused on the comprehensive development of our employees and their families.



Providing means for training, professional development and safety in our operations.

## Our Community



Promoting healthy lifestyles and completely satisfying our customers with a broad portfolio of products.



Developing initiatives and projects that have a positive impact in the community.



Working with suppliers to reduce environmental impacts and improving the social conditions of our value chain.

## Our Planet



Increasing the water use efficiency in our operations, promoting recycling and reuse of resources, treating wastewater and acting on conservation of resources in the watershed, under a long-term vision.



Creating mechanisms to increase efficiency in the use of materials, promoting their optimum disposal and recycling.



Increasing the energy efficiency of our operations, diversifying the energy portfolio and improving transport efficiency.



## Sustainability Policy

“Generate economic, social and environmental conditions necessary to operate and grow over time in harmony with the environment, so that each operation must integrate the sustainability strategy in their business plan, based on Coca-Cola FEMSA's ethics and values, focused on the people, the planet and the community,” abstract from Coca-Cola FEMSA Sustainability Policy.

### Focus Issues of Coca-Cola FEMSA



## Materiality Study

64-5, 16, 18, 19, 20 and 21

**W**e at Coca-Cola FEMSA understand materiality as the identification of issues relevant to the success of the business and its stakeholders affairs, as well as the accumulation of expectations held regarding the company management.

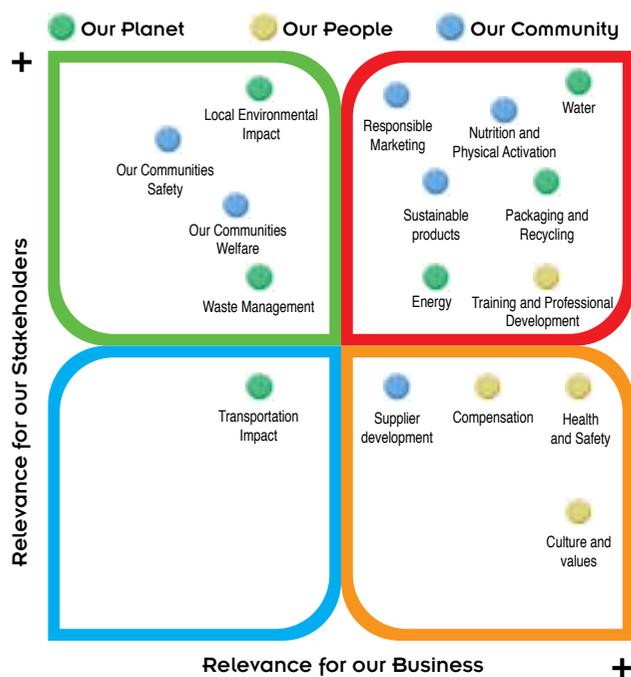
Thus, in order to act consistently with the relevant issues through our Sustainability Strategy and aiming to maximize the positive impact of our actions, we are still considering the consultation and dialogue exercises conducted during 2012 and 2013 to identify issues or materials relevant to the company and our stakeholders.

The actions undertaken in the aforementioned consultation and dialogue exercises were, among others, identifying best practices globally, interviews with key executives, dialogues with representatives of external stakeholders executives, as well as dialogues with sustainability experts and team members.

Said material issues were pooled using a base pillar, three main axes, nine action areas and nineteen subjects of focus.

The material issues for our business, which are derived from the nine areas of action include the following:

- They are those in which Coca-Cola FEMSA, due to their characteristics and/or business lines, may generate greater value.
- They are issues in which we have a sufficient degree of maturity that allow us to be agents of change.
- Previous investments have been made in these areas.
- They have elements that may be converted into a competitive advantage and that allow us to stand out in the market.
- They are important to our stakeholders and we have identified that for some of them we may join efforts to create positive changes.



Based on the above, the most important strategic issues for both the company and the stakeholders are:

64-18, 19, 20 and 21

Sustainability pillars	Material Issue	Internal Scope	External Scope
Our Planet	Water	●	●
	Packaging and Recycling	●	●
	Energy	●	●
Our Community	Nutrition and Physical Activation	●	●
	Sustainable products	●	●
	Responsible Marketing	●	●
Our People	Training and Professional Development	●	

Note: Company management in all these topics is reported throughout the report in their respective chapters.





## Commitment to Stakeholders and Communication Channels

64-14, 15, 17, 19, 24, 25, 26, 27, LA5 and PR5

In Coca-Cola FEMSA our stakeholders or *stakeholders* are a fundamental part of our goal of creating value for both our business and our communities. Therefore, we have identified them based on the impact we have through our operations, as well as the interest shown in our business activities.

Additionally, we have formal communication channels to proactively meet the expectations of our stakeholders and communicate the actions taken to maintain a good relationship with them.

## Dialogue Channels

It is essential for us to get to know our stakeholders closely. We have established various channels that allow us to exchange and maintain a constant communication, through constructive dialogue and transparency. Thus, we transmit information in both directions. This allows us to develop initiatives that improve said relationship and ensure the sustainable development of communities through studies that help us understand their needs and the potential impacts of our operations.

As for our employees, we have a functional area of communication that is responsible for keeping the staff informed about relevant issues and organizational changes in the company. In the area of collective agreements, the advance notice is determined depending on the topic and under labor regulations. As labor practice and as per the current regulatory framework, organization changes for unionized personnel advance notices are complied with.

With regard to relevant information about our product portfolio, we provide information to our customers and partners, aligned to The Coca-Cola Company criteria and according to the laws in force for each operation. For more details, please consult the section on Responsible Marketing in this document.

	Reporting System	01-800 Telephone Line	E-mail/ Website	Labor Environment Survey	Community Studies	Dialogue Sessions	Participation in Assistance Forums	Area in Charge of Assistance	Major Issues Identified
Employees and their families	●	●	●	●	●		●	Human Resources	Business philosophy, work culture, employment relationship.
Community	●	●	●		●	●	●	Corporate Affairs, Business, Human Resources	Community development programs, product portfolio, job offers, safety in the workplace.
Customers and Consumers	●	●	●		●		●	Business, Marketing	Requests for several types of information, product portfolio, job offers, sponsorships, technical support and sales.
Suppliers	●	●	●		●		●	Supply.	Commercial relations.
Shareholders and Investors	●		●		●		●	Investor Relationships	Financial results, company strategy, investment plans, economic prospects.
Authorities and Business Associations	●		●		●		●	Corporate Affairs	Collaboration in community development initiatives and environmental care.
Unions	●		●		●	●		Human Resources	Negotiations for collective wage bargaining agreements, employment relationship.
Civil Society Organizations	●		●		●	●	●	Corporate Affairs	Joint projects.
Media	●		●		●	●	●	Corporate Affairs	Business strategy, financial results, community development programs and environmental care, institutional positioning.
Educational Institutions	●		●		●		●	Human Resources and Corporate Affairs	Joint projects, academic advice, research, training.
	● Permanent	● Annual				● Variable			





According to comments received from our stakeholders, through the various available channels, it has been determined that the most important issues are:

- Environment
- Beverage portfolio composition
- Initiatives to promote healthy lifestyles

In order to address the issue of environmental performance, we address the request for information through sustainability reporting, where performance indicators are monitored, by showing our progress and actions taken to improve it. We have, on a voluntary and confidential basis, reported the CO<sub>2</sub> emissions of our operations through the *Carbon Disclosure Project*, and in Mexico we also report our greenhouse effect gases emission to Secretariat of Environment and Natural Resources (SEMARNAT), through the Report on Emission of Greenhouse Effect Gases.

In Coca-Cola FEMSA we are aware of the fact that having a customer service approach is critical to achieving permanency of our business; we offer an excellent service that is characterized by the speed of response, efficiency and productivity. Which is what allow us to set ourselves apart and achieve our customers' preference, consolidating our work culture based on continuous improvement.

As a Cola-Cola System, we have a Contact Center for our customers and end consumers' attention, through the 01-800 Line *Hola Coca-Cola*.

The Contact Center of Coca-Cola FEMSA in Mexico, has the Coca-Cola Quality System guidelines and the Mexican Telephone Services' Institute (IMT) external system, in order to ensure excellence in the service provided to our users.

# 2020 Goals



As a reflection of our renewed business vision to be the best global company with market leading beverage brands and simultaneously generate economic, social and environmental value during 2014, we have defined our long-term goals based on our business goals, Sustainability Strategy, materiality issues, risk management and dialogues with our stakeholders. These goals will be the focus of our sustainability management between 2015 and 2020.

Pillar	Action Area	Goals	Metrics
OUR PEOPLE	Comprehensive Development	Generate 1,000,000 volunteer hours from 2015 to 2020.	Volunteer hours
	Healthy Lifestyles	Benefit 5,000,000 people through our programs and initiatives that promote nutrition and physical activation from 2015 to 2020.	Number of people benefited
OUR COMMUNITY	Community Development	Strengthen social and environmental sustainability in priority Plants and distribution centers by 2020.	100% of priority plants and distribution Centers having a program of social license
	Water	Increase our water use efficiency to 1.5 liters of water per liter of beverage produced by 2020.	Liters of water per liter of beverage produced
OUR PLANET	Water	Return to our communities and their environment the same amount of water used in our drinks by 2020.	Liters of water returned
	Energy	Provide 85% of the manufacturing energy with clean energy in Mexico by 2020.	Percentage of clean energy against total energy consumed in manufacturing
	Energy	Reduce by 20% the carbon footprint of our value chain by 2020.	Reduction percentage of grams of CO <sub>2</sub> (eq) per liter of beverage produced
	Waste and Recycling	Integrate 25% of renewable and/or recycled material in our PET packaging by 2020.	Percentage of recycled PET and BioPET in our packaging
	Waste and Recycling	Recycle at least 90% of our waste in each of our bottling plants by 2020.	Percentage of recycled waste against total waste generated per plant

# A Time for Transformation



## Our People



- Culture and values
- Integral Development
- Training and Development





## Culture and values

G4-4 and 8

**A**t Coca-Cola FEMSA, we assume the time for transformation in which we find ourselves without losing sight of FEMSA Culture and Values that give us origin and meaning:

### **Mission**

Satisfy and please beverage consumers with excellence.

### **Vision**

Be the best bottler in the world, recognized for its excellent operations and the quality of its people. Generate sustainable economic and social value by managing innovative and winning business models with the best employees in the world.

## Values



### Passion for Customer Service

We are focused on identifying and meeting the needs of our customers, seeking their preference through innovative solutions.



### Respect and integral development of team members

We promote the respect and development of the employees and their families, so that they may have access to better opportunities for economic, professional and social growth.



### Integrity and Austerity

We act honestly, responsibly and in accordance with ethics, by being aware of the impact of our actions and decisions. We are cautious in our behavior and in the use of company resources.



### Social Value Creation

We contribute positively to transform our communities, through the simultaneous creation of economic, social and environmental value.



### Confidence

Loyalty and confidence are necessary among us, in order to strengthen our bonds. Just as a bicycle chain enables movement and provides stability, trust among us gives us security and certainty to advance steadily.

## Social development

At Coca-Cola FEMSA, we are committed to the welfare of our employees and their families, therefore we work on actions aimed at developing people so that, through them, Coca-Cola FEMSA continues to grow as an organization.

For 104 years, through our strategic partner FEMSA, we have worked on initiatives for Social Development with an integrated framework, based on a philosophy of work and life, which aims at our people and their environment's welfare. This has allowed us to become pioneers and leaders in the pursuit of the development of our staff and their importance in the community.





# Integral Development

G4-20 and 21

During 2014 we had the support of 6,970 volunteers for tasks in favor of the community.

We seek an excellent performance from our employees in the workplace and in their personal environment, so we encourage the balance between personal life and work through various activities in which over 110 thousand people participated.

In order to promote the comprehensive development of our employees and their families, we considered a 7 dimension basis and we developed initiatives aligned to their needs, which we present below:

- 
Work: We are looking for an excellent performance from our team members regarding the personal and professional environments.

- 
Education: We promote the continued development of intellectual and cultural heritage.

- 
Health: We value and promote physical and emotional health, as well as prevention habits.

- 
Values: We understand and live the human values that make individuals better people.

- 
Economy: We encourage, among our employees and their families, the protection and construction of a patrimony in accordance with their present and future needs.

- 
Family: We encourage a caring and educational core, strongly integrated.

- 
Society and Environment: We are committed to the common good, respect the laws and care for the environment.


## Workforce

G4-10 and LA1

		2014 General Staff																	Employees By Level
		Indefinite Labor Agreement						Temporary Labor Agreement						All Staff					
		Men			Women			Men			Women			Sex		Age			
		18 - 34	35 - 44	45+	18 - 34	35 - 44	45+	18 - 34	35 - 44	45+	18 - 34	35 - 44	45+	M	F	18 - 34	35 - 44	45+	
Internal staff	Management	0	18	36	0	8	1	0	0	0	0	0	0	54	9	0	26	37	63
	Managing Office	96	403	294	55	101	30	0	0	0	0	0	0	793	186	151	504	324	979
	Employees	13,821	7,837	3,070	3,828	1,408	401	506	106	11	57	7	0	25,351	5,701	18,212	9,358	3,482	31,052
	Unionized employees	23,524	10,862	5,884	557	288	130	1,151	148	33	17	2	0	41,602	994	25,249	11,300	6,047	42,596
Internal Staff		72,652						2,038						74,690					

Retired persons are not considered, new territories (Philippines) and new business (Santa Clara, Jugos del Valle, Estrella Azul) are not included; neither are contractors' workers or independent professionals who occasionally provide services to Coca-Cola FEMSA.



2014 Staff by region					
Headcount	Non Unionized	Unionized	Total	Third parties	Total
Corporate Office	448	—	448	0	448
Mexico	16,811	22,441	39,252	3,763	43,015
Central America's Office	170	—	170	13	183
Costa Rica	1,398	—	1,398	325	1,723
Guatemala	322	989	1,311	213	1,524
Nicaragua	278	438	716	318	1,034
Panama	352	913	1,265	284	1,549
Mexico & Central America	19,331	24,781	44,112	4,916	49,028
Argentina	657	1,910	2,567	288	2,855
Colombia	2,710	595	3,305	1,686	4,991
Venezuela	2,182	5,224	7,406	196	7,602
South America	5,549	7,729	13,278	2,170	15,448
Brazil (Including CIAFLU)*	148	11,572	11,720	770	12,490
TOTAL (Including Grupo Yoli)	25,476	44,082	69,558	7,856	77,414
SPAIPA (Brazil)	64	5,068	5,132	825	5,957
Coca-Cola Femsa TOTAL Including YOLI and Fluminense	25,540	49,150	74,690	8,681	83,371
Philippines	4,847	4,359	9,206	4,897	14,103
IIRSA I	5	0	5		5
Estrella Azul	335	1,428	1,763	0	1,763
Jugos Del Valle	—	—	1,820	13	1,833
Santa Clara	—	—	439	2	441
Leao	—	—	2,341	0	2,341

Note: Information of 8,681 commission agents providing services to Coca-Cola FEMSA, is not available.

Note 2: In addition, there is a distribution network in the Philippines.

		2014 New Recruits																		
		Indefinite Labor Agreement						Temporary Labor Agreement						All Staff					Employees By Level	
		Men			Women			Men			Women			Sex		Age				
		18 - 34	35 - 44	45+	18 - 34	35 - 44	45+	18 - 34	35 - 44	45+	18 - 34	35 - 44	45+	M	F	18 - 34	35 - 44	45+		
Internal staff	Management	0	6	4	0	0	0	0	0	0	0	0	0	0	10	0	0	6		4
	Managing Office	13	34	27	13	8	2	0	0	0	0	0	0	0	74	23	26	42	29	97
	Employees	3,218	514	96	1,112	117	22	363	81	12	113	18	0	4,284	1,382	4,806	730	130	5,666	
	Unionized employees	7,697	789	149	194	46	9	2,461	345	58	29	5	0	11,499	283	10,381	1,185	216	11,782	
Internal Staff		14,070						3,485						17,555						



G4-LA4

In Coca-Cola FEMSA, we have a vocation for work transparency; for that reason, notice periods and relevant notices to the personnel are made in strict accordance with the regulations and guidelines of the labor authorities in each country where we operate.

## Staff Turnover

G4-LA1

In 2014, Staff Turnover was:

- 8,386 voluntary severance.
- 12,110 non-voluntary severance.
- 60 retired employees.

With these data and the number of hirings that took place this year, we had a turnover rate of 2.2% monthly average. This figure is mainly due to restructuring programs for areas to strategically align the company's efforts towards competitiveness, organizational efficiency and sustainability.

All work severance processes of the company are conducted in strict compliance with the labor laws of the countries in which we operate and, sometimes, relocation and post-employment management processes are performed in order to safeguard the property and interests of our employees.

Our rate of return to work after maternity/paternity is 98.6%. 1,586 employees enjoyed this right and 1,565 of them returned to work.

**Our rate of return to work after maternity/paternity is 98.6%**



## Training and Development

G4-20, 21 and LA9

**T**hanks to our comprehensive vision regarding the development of our people, in Coca-Cola FEMSA we understand that the success of the company lies in the success and development of each one of the persons who work in it. That is why comprehensive development of our employees and their families is an essential part of the action plans of the company.

Our investment in training is considered as a strategic contribution to business results. Due to the fact that we have invested heavily in this area, today we may be a transformed, competitive, fully human and highly profitable company.

**26 hours and U\$ 152 were spent per trainee**

## Training 2014

Concept	Result 2014
Investment (USD)	\$ 12,158,023
Coverage	80,161
Number of hours spent on training	2,081,684
Investment per person (USD)	\$ 152
Training Coverage	99.74%
Number of hours per trained employee	26

Training hours per category	Total
Directors	4,292
Managers	53,958
Employees	1,309,030
Unionized employees	641,327
Subcontracted staff	73,077
<b>Total</b>	<b>2,081,683</b>

## Compensation and Benefits

G4-EC3, EC5, LA3, LA11 and LA14

We offer competitive salaries in the ten countries where we operate, which are in line with the analyses conducted every year by international consulting companies, by comparing our total compensation packages with the trend of the industry in which we compete for the talent required for our operations. We offer competitive benefits, incentives and compensation processes in our industry, based on performance, skills and responsibilities to define compensation regardless of gender, age or nationality.



We comply with, and in many cases we exceed the labor legislation of the countries in which we operate, as regards benefits and salaries for our employees, as in the case of the Life Insurance Plan for all administrative staff, the Major Medical Insurance Plan, the Short-Term Incentive Plan and the Long Term Incentive Plan (Bonus/shares) for managerial levels, the latter based on the achievement of sustainable financial results over time, and evaluated by the technical criteria of *Economic Value Added*; this guarantees executives' alignment with our shareholders vision.

We also ensure gender equality in granting the same financial remuneration to men and women who serve in similar positions and with similar experience. Similarly, the salaries offered to external candidates are defined according to the competitiveness required to attract and retain talent, without distinction between male or female candidates.

We offer benefits to our retired employees through the different retirement plans that we have implemented in several countries and in some of them we offer a complementary scheme to provide lifetime retirement payment, in addition to health care services. The economic benefits and retirement pensions are granted according to the conditions established by the labor regulations in force in each country.

### Unionized staff benefits

G4-LAB \*

In Coca-Cola FEMSA, we respect and promote labor rights. Therefore, for employees covered by collective wage bargaining agreements, we perform a contractual and benefits review in the periods required by law or by the same agreement, together with their representatives where labor stability is sought, by providing the best employment options and welfare for themselves and their families.

In all countries where we operate our unionized staff has benefits established by law, such as holidays, overtime pay, access to social security, uniforms, among other benefits agreed upon in the collective wage bargaining agreements.

### Performance Evaluation

In Coca-Cola FEMSA, we promote a work culture based on performance, through which each employee establishes with their supervisor challenging and realistic goals, aligned to the objectives and priorities of the business. We have a tracking system called Vertical Review, which allows us to periodically monitor the level of progress of each goal, giving and receiving feedback on performance and development, as well as strengthening our organizational culture.



## Inclusion and Equity

We consider equity as equal opportunities that we all have in order to achieve labor development. In Coca-Cola FEMSA, we are guided by the principle of equal employment opportunities and we promote an inclusive environment, free from stereotypes, such as gender, personality, ethnicity, sexual and religious preference, disability or age group. Our workforce is as diverse as the population of the communities in which we operate and everybody without exception has the same opportunities for access to employment, growth and development within the company.

		Equity Indicators among staff 2014					Employees By Level
		Sex		Age			
		M	F	18 - 34	35 - 44	45+	
Internal staff	Management	54	9	0	26	37	63
	Managing Office	793	186	151	504	324	979
	Employees	25,351	5,701	18,212	9,358	3,482	31,052
	Unionized employees	41,602	994	25,249	11,300	6,047	42,596
Internal Staff		74,690		74,690			74,690





## Work environment

G4-FP3

We want our employees to develop themselves in an environment based on integrity, hard work, and above all, respect and dignity. Therefore, in order to know the status of our work environment, we conduct a biannual study in our workplaces. In 2014, we assessed 83% of the work centers, and we obtained a level of satisfaction of our employees of 80.47%, consistent with our methodology.

## Occupational Safety and Health

G4-LA5

In Coca-Cola FEMSA our Industrial Safety and Occupational Health policy is focused on the central principle of commitment and co-responsibility between managers and employees with said issue. This is ruled by the Occupational Safety and Health Management System (SASSO), through which the strategy is consolidated and staff care is promoted in all business units.

SASSO objectives:

- Increase awareness of risk and disease prevention in the workplace.
- Raise awareness among employees and their families on health and safety.
- Identify, eliminate and control internal and environmental risks.
- Promote individual responsibility for occupational safety and health.
- Comply with all the provisions of the laws on health and safety in the countries in which we operate.
- Our employees, including management, administrative and unionized staff are represented in the Occupational Safety and Health committees and subcommittees.



### 2014 Indicators of accidents and fatalities:

Coca-Cola FEMSA	Index of accidents per 100 employees	Days Lost due to Accidents	Index of days lost due to general illness per 100 employees	Fatal accidents at work
Argentina	4.3	4,074	823.8	0
Brazil	1.3	3,232	1,231.7	0
Colombia	3.9	2,525	598.7	0
Costa Rica	4.5	1,127	491.3	0
Guatemala	1.5	610	363.3	0
Mexico	6.9	47,871	256.9	2
Nicaragua	3.7	219	507.3	0
Panama	1.2	151	622.4	0
Venezuela	2.2	10,591	661.3	1
Total	5	70,400	516	3

With regard to significant losses of working hours in 2014 a total of 244.3 hours lost to labor disputes were recorded.



# A Time for Transformation



## Our Community



- Healthy lifestyles
- Community Development
- Sustainable Supply



**In 2014, we performed 133 sustainability initiatives that involved community, environmental and physical activation and nutrition projects.**

G4-20, 21, ECT ECO, S01, S09, S010 and FP4

**W**e work closely with the communities in which we operate in order to build social capital and a harmonious development environment. Therefore, we contribute with all the resources at our disposal to create shared value.

As it has been stated throughout the report, the strategic branch of Our Community, in our Sustainability Strategy, is subdivided in the following areas of action:

- Healthy lifestyles, where we had a total of 36 initiatives.
- Community development, where we had a total of 51 initiatives and it also covers the local environmental impacts area through which we conducted a total of 46 additional initiatives.
- Sustainable supply, where we evaluated a total of 126 suppliers under social audit standards.



# Healthy lifestyles

G4-FP4



Our healthy lifestyles initiatives support programs and projects that promote a health and self-care culture that leads our stakeholders to improve their quality of life.

Among the 36 initiatives that promoted a healthy lifestyle, we may find:

- 29 initiatives that promoted sport and physical activation.
- 4 initiatives focused on nutrition projects.
- 3 initiatives that support and encourage the strengthening of a whole and healthy life in people.

In 2014 we had **515,014** direct beneficiaries of our initiatives by promoting healthy lifestyles, physical activation and nutrition.

Number of beneficiaries	
 Argentina	17,004
 Brazil	5,745
 Colombia	4,747
 Costa Rica	2,376
 Panama	52,576
 Guatemala	32,678
 Nicaragua	45,800
 Mexico	324,248
 Venezuela	27,440
 Philippines	2,400
<b>Total</b>	<b>515,014</b>

5.7 million people in Mexico participated in physical activation events where we had brand presence with our products through sponsorships or donations.

## Sports and physical activation

G4-20 and 21

In healthy lifestyles, programs like Let's play in Costa Rica, Guatemala, Nicaragua and Panama and its equivalent "Come and Play" in Argentina are noteworthy.



Since 2009, Let's play has been dedicated to promote physical activity and learning in children during their first years of schooling and it seeks to encourage love for exercise and study since childhood in a fun way.



The program is carried out with the support of the education authorities in each country, as well as the Coca-Cola System. In order to physically activate children, sports equipment is donated for the promotion of physical activity, facilitators are trained for the proper use of materials, manuals are delivered to teachers and optimization of use of the physical space of schools is sought in order to stimulate learning, movement, optimism and leadership in children.

At the end of 2014 a total of 124,163 youngsters benefited in the 5 countries where we were operate.



On the other hand, we encourage physical activation with Caimaneras Coca-Cola sports' tournament in Venezuela, which includes baseball and soccer clinics, taught by professional athletes and which are aimed at children between 12 and 17 years old.

The financial support provided to Criollitos de Venezuela, a hotbed of talent for the Major Baseball League and the official sponsorship of professional "Leones de Caracas" baseball team for 11 seasons is also noteworthy.



For the sixth consecutive year Caimaneras Coca-Cola Soccer Tournament was held in the cities of Caracas, Maracaibo, Barquisimeto, Valencia, Barcelona and Bolivar.

In 2014 40 Caimaneras, 20 football and 20 baseball tournaments were organized.

\*Caimaneras is the colloquial term used in Venezuela to refer to the informal and spontaneous practice of a sport aimed at leisure and sharing between people.

Mexico and Venezuela carried out a new edition of the Coca-Cola Cup, where we continue to foster the discipline of sports and physical activity in teenagers through inter-schools' sports tournaments.



In addition, for the third consecutive year 21kms Relay Race was staged: Co-Riendo in Venezuela and with support from the Coca-Cola System.

The relay mode allows for promoting the family, friendship and teamwork values. 3,000 runners participated in the town of Sucre.



In Brazil, several athletic races sponsored by Coca-Cola FEMSA like Agita Mais initiative, where people are invited to play different sports are highlighted. 5,745 people benefited from said activities.



Colombia continues with the installation of Bio-healthy Parks in different parts of the country. In 2014, one park was inaugurated in El Manantial, Tocancipá. This is added to previous years efforts with which we have already delivered ten parks and restored one park. These parks are freely usable spaces with special machines for physical activity; focus is on providing communities with specific places that enable them to perform physical exercise at any time.

The parks offer technical guidance on the appropriate use of machines and we often work to keep them in top condition for beneficiaries to continuously resort to these sites and make physical activity a habit in their lives.



## Integral Life

Coordinates for life aims to provide emotional and social tools to vulnerable people to avoid problems related to violence, gangs and addiction.

The plan consists of a set of programs which, from people's own experience and from facing everyday situations, knowledge, skills and abilities are developed. They give children, young people and their teachers, values and resources to promote those skills to make better decisions and to reduce their vulnerability in front of problematic situations. In 2014 the initiative was carried out in Argentina, Colombia and the Philippines.



In Coordinates for life, we managed to benefit 6,658 people in Argentina, Colombia and the Philippines.





## Community Development

In Coca-Cola FEMSA, we seek to contribute to the generation of sustainable communities by developing initiatives and projects that have a positive impact on society, generate shared value and strengthen their self-management skills.

Always looking for positive change in our communities, in 2014 we had 222,961 beneficiaries in our Community Development programs.

Beneficiaries per country	
 Argentina	5,800
 Brazil	89,940
 Colombia	4,640
 Costa Rica	200
 Mexico	90,758
 Philippines	31,623
<b>Total</b>	<b>222,961</b>

## Initiatives for Peace and Reconciliation

Our platform for contribution to the peace process in Colombia by Contributing Time, Reconciliation Spaces and Community Learning Centers generate spaces for those who have demobilized from armed groups, so that they may engage in social service for the benefit of communities and victims in the areas where at some point they have caused damage or harm.

### Time contribution

It is a program that trains people in the process of reintegration into civilian life in the areas of employment entrepreneurship through advice, provided by employees of the Company, seeking the success of their business plans.

Purpose:

- Increase the chances of social and economic reintegration of the demobilized by supporting different activities developed by participants.
- Raise awareness in volunteers who donate their time about the process and needs faced by participants once they have left armed groups.

Results:

- 300 volunteers.
- Nearly 620 people in the reintegration process.
- 35 suppliers.
- More than 1,100 hours contributed by our collaborators.
- 7 cities: Barranquilla, Medellín, Bucaramanga, Montería, Valledupar, Bogotá and Cali.

### Spaces for Peace and Reconciliation

In collaboration with the Colombian Agency for Reintegration (ACR), Coca-Cola FEMSA developed a project to create opportunities so that those who have demobilized may, in compliance with the new Reparation Act, undertake social service and develop remediation and forgiveness actions to the benefit of communities and victims of violence.

Purpose:

- Provide spaces for peace and reconciliation in different municipalities through the Schools of Forgiveness and Reconciliation (ES.PE.RE.).
- Support in social service projects for people in the process of reintegration into civilian life.



**Zavaleta Intervention was honored in 2014 by the Centro Mexicano de Filantropía (CEMEFI) as Best Practice for Social Responsibility within the category of Intersector Alliances.**



Results:

- More than 600 people in the demobilization process were benefited by the program.
- Nearly 20,000 people from reception communities were benefited.
- Cities Benefited: Pereira, Ibagué, Santa Marta, Villavicencio, Montería, Yopal, Pasto, Neiva and Barrancabermeja.
- Works: Yopal, public gallery for the reconciliation of Llano; Neiva, communal hut Barrio El Progreso; Pasto, adaptation of two recreational areas in La Palma and La Cruz; Barrancabermeja, community hall in Villarelis Neighborhood.

### Community Learning Centers

We offer free access to more than 80 online and self-study courses given by the Tecnológico de Monterrey, aimed at the vulnerable population and/or those affected by armed conflict.

Purpose:

- Provide vulnerable communities involved in the conflict, with training tools from physical spaces provided by local municipalities.
- Through technology, participants have access to educational tutored and self-learning programs provided by the Tecnológico de Monterrey.

Results:

- More than 2,200 people benefited.
- Cities and municipalities benefited: Santuario, Guapi, Santa Marta, Medellín, Cereté, Yopal, Aguachica, Curomaní, Tocancipá and Cali.
- 620 new scholarships for 2015.

*“To change reality, we need to know it and commit. Neighbors and the Secretaría de Habitat e Inclusión (SECHI) invited us to join and we are very proud to be part of this change.”*  
**Ian Craig, President of Coca-Cola FEMSA in Argentina**

### Los Pibes de Zavaleta

The Zavaleta Intervention initiative conducted by Coca-Cola FEMSA Argentina, FEMSA Foundation and the Secretariat of Habitat and Inclusion of the Government of the City of Buenos Aires (SECHI) worked on the development, sanitation, sewer services and storm drains of the Zavaleta's Temporary Housing Center (NHT). Through this project, more than 80 families in the neighborhood have services such as running water, sewage, storm drains and a new entrance to the neighborhood: one park with games and a synthetic grass court for sports activities.

The participation of the Zavaleta's residents was essential from the beginning. They got organized to perform works from the original drawing that proposed converting the abandoned lot into a playground and recreational park to the community choice of the name of the shared space: Los Pibes de Zavaleta.

### Citizenship Plaza

Brazil's Citizenship Plaza is a program achieved through partnerships with several public institutions and agencies. It aims to reassess citizen participation and provide the community with information, services and free attention on personal health and environmental care issues. The program gives participants opportunities to improve their quality of life through a wide range of free services and information on topics, such as business awareness, health, environment, waste collection and healthy lifestyles.



In 2014 9 sites were installed: Sumaré, Jundiaí, Curitiba, Santos, Marília, Campo Grande, Belo Horizonte, Mogi das Cruzes and Porto Real. 47,576 people benefited from them.

### Community engagement

In addition to the initiatives described above, every year all our operational centers are encouraged to perform new programs to link them with the community.

In December last year the Christmas party was held with the community located next to Calle Blancos plant in Costa Rica; maintenance was provided for Community Greenhouses in Mexico, a botanical garden was remodeled in Maracaibo, Venezuela and assistance was given to the communities that were affected by the end of 2013 in the Philippines by the Yolanda Typhoon. This way, we make sure that we contribute to positively transform the communities in which we operate.



Brigada Eskwela is an initiative that works with support from the Department of Education in the Philippines, where facilities maintenance is provided in public schools.



## Sustainable Supply

G44P1, HR10, HR4, EN32 and SO3



At Coca-Cola FEMSA, our commitment to stakeholders involved in our business allows us to generate an effort to replicate our growth along the supply chain, by ensuring that the operations of our suppliers are based on responsible business policies, principles and practices.



As part of the sustainable supply guideline, it is intended that every day social and environmental risks over which we have no direct control and which cause most negative impacts throughout our supply chain be minimized. It is noteworthy that, as a first step in supply relationships, the Business Ethics' Code is shared with all suppliers, in order to work in accordance with our ethical requirements.

The quality system of The Coca-Cola Company establishes that any potential supplier authorized or hired directly by the company and/or the bottling system must demonstrate full compliance with the Supplier Guiding Principles for The Coca-Cola Company prior to receiving final approval and/or any purchase order. The audit process is performed by independent monitoring firms accredited by The Coca-Cola Company, with proven experience and with at least 4 certifications in social audits FLA<sup>1</sup>, WRAP<sup>2</sup>, ICTI<sup>3</sup>, SAI<sup>4</sup>, among others. Once the audit is complete, the assessed site will receive a report with the results, which will be prepared by the auditor. The report delivered responds to a scale divided into four degrees of compliance where, depending on the number and type of nonconformities in audits, suppliers may have a green, yellow, orange or red status, where the green status is equivalent to full compliance and the red status is equivalent to a degree of critical failure that might lead to a cancellation of business relationships.

The results that have been obtained in the last three years of this evaluation process are as follows:

Country	Number of suppliers evaluated		
	2012	2013	2014
 Mexico	24	17	19
 Costa Rica	0	2	4
 Guatemala	1	8	5
 Nicaragua	0	1	1
 Panama	0	0	2
 Venezuela	3	5	4
 Colombia	3	2	21
 Brasil	36	46	61
 Argentina	4	12	9
<b>Total</b>	<b>71</b>	<b>93</b>	<b>126</b>

<sup>1</sup> FLA, Fair Labor Association

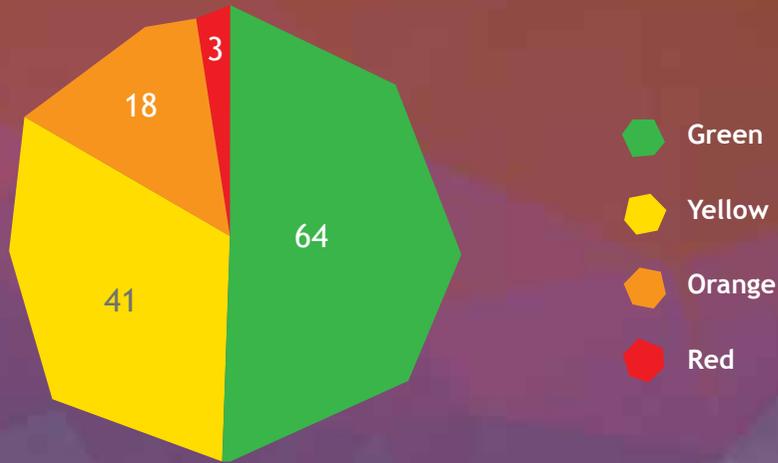
<sup>2</sup> WRAP, Worldwide Responsible Accredited Production

<sup>3</sup> ICTI, International Council of Toy Industries

<sup>4</sup> SAI, Social Accountability International

In this respect, the results of the evaluations conducted by The Coca-Cola Company are as follows:

### Rating level per number of sites assessed in 2014



In the evaluation process, the fulfillment of human rights, labor, health and safety and environmental laws of the country where the facility operates, as well as international conventions of the International Labor Organization, guided by the strictest one is determined.

After the audit, the company chosen to run the evaluation must ask the audited site within 30 days for an action plan that demonstrates analysis and understanding of the root causes that led to the nonconformities encountered during the audit and state them in the report delivered by the audit firm. The site will be reassessed at regular intervals. According to the results of each evaluation, the site will receive a report with a new rating, and if necessary, the supplier shall provide an action plan again, which shows that the company is in constant development and on the way to 100% compliance.

% Of sites evaluated with an improvement plan	
Evaluation level	Number of suppliers
Green	Not Applicable
Yellow	30%
Orange	100%
Red	100%

If any of these sites do not comply with the work plan, progress in mitigating sustainability risks is not shown, or the failure represents a high risk to human rights, health, safety and preservation of the environment, a decision will be made to terminate the business relationship.



In 2014, business relationships were terminated with 24 suppliers. The reasons that may cause the end of a business relationship may be for breach of quality or sustainability certifications.

## Supplier Guiding Principles for FEMSA SGPs

G4-FP2

In order to cover our total supply chain, in Coca-Cola FEMSA we have adopted the Supplier Guiding Principles SGPs to complement the efforts of The Coca-Cola Company under our own strategy applied to service providers and indirect products' suppliers.

As part of the implementation exercise, SGPs were translated into a defined strategic framework to ensure sustainable supply:



Each link represents the steps followed by Coca-Cola FEMSA to ensure sustainable supply. To know the strengths and areas of opportunity of this strategy, a methodology was developed in the months of November and December 2014 for the completion of a pilot project for the evaluation and generation of work plans with a sample of suppliers.

## Pilot Project Methodology

### Segmentation

To choose the critical categories within the provision of services and indirect products, several factors that met the views and priorities of Coca-Cola FEMSA were considered; this resulted in three levels of criticality: critical, high and low.

### 5C's Development

The pilot project started in accordance with our methodology called the 5 C's of sustainable supply:



From the critical categories, 30 suppliers that met the characteristics necessary for successful implementation were selected:

- Local suppliers in Mexico.
- Of the 30 suppliers, 75% were SME's.
- Suppliers without a previous evaluation regarding social responsibility or sustainability parameters.

Once selected, communication was established with the supplier about the project purpose, as well as the scope and profit in their operations. Suppliers who agreed to participate did so by accepting and in accordance with the Supplier Guiding Principles SGPs. 100% of suppliers invited accepted the principles and evaluation as a means of development and improvement.

The evaluation process consisted of a questionnaire that requires evidence to justify each response. The questionnaire is divided into 4 sections, which in turn are the pillars of evaluation of the area: social, environmental, ethical and community. Each pillar has categories aligned to the SGPs. The questionnaires applied were in accordance with the following grading scale:

Coefficient	Category	Criterion	Time for reevaluation
75-100%	Green	The supplier is in satisfactory condition (sustainable supplier).	24 months
50-75%	Yellow	The supplier is required to submit evidence of improvement at the time of reevaluation.	12 months
26-50%	Orange	The supplier requires permanent follow up and they must submit evidence of improvement at the time of reevaluation.	6 months
0-25%	Red	The supplier is eligible for an audit and they must provide evidence of improvement following said audit.	1 month

The results of the pilot project showed that our suppliers have a level of areas of opportunity in the medium range (orange), which in turn indicates the strengths and areas in which we must work to achieve a higher grade over the medium term.

In December 2014 all suppliers received their feedback report. The next step is the commitment of the supplier to improve at the time when, by using the feedback report, they share an improvement plan which is reviewed and discussed by the Sustainable Supply team, until it is finally accepted and delivered to the supplier to begin their stage of sustainable development.

Thanks to the pilot evaluation program based on the SGPs, we may say that we have tools to manage sustainability risks in the supply of raw materials and services, and skills for the management and increase of social responsibility in our value chain.



# A Time for Transformation



## Our Planet



- Water
- Waste and recycling
- Energy

**W**e are a company committed to protecting the environment. We seek efficiency in our manufacturing processes to reach operational excellence. We are fully aware of the fact that our planet needs everybody's strong commitment and determined action for its care, development and conservation.

The search for environmental balance calls us to act responsibly in managing non-renewable resources. In turn, it leads us to continuous improvement in all our processes and operations, as well as throughout our value chain. Therefore, during 2014 we invested over 2.35 USD million.

To achieve these objectives, we have our own initiatives and commitment and those of our strategic partners and international organizations. Such is the case of our diligent compliance with the principles of The Coca-Cola Company, our participation in the Carbon Disclosure Project (CDP) and our respect and promotion of the principles of the Global Compact of the United Nations concerning the care of the planet. 97% of our plants are certified to ISO-14001, as a result of their great performance and management in Environmental Management Systems. Compliance with our policies and principles allowed us to be free from any penalties in environmental matters.

### Our areas of action:



Optimization of water consumption.



Optimization of the management of waste and our packaging, as well as recycling.



Achievement of energy sustainability in our operations.



## Water

G4-21, EC4, EN8, EN10, EN12, EN13, EN14, EN21, EN25 and EN28

**W**e realize that water is the most valuable supply for our company and we know that in its sustainable use lies our future as a company and even as an active part of this planet. To be able to operate and grow in the future under a long-term sustainability scheme implies that we must make a special effort to incorporate best practices in water management in all our processes.

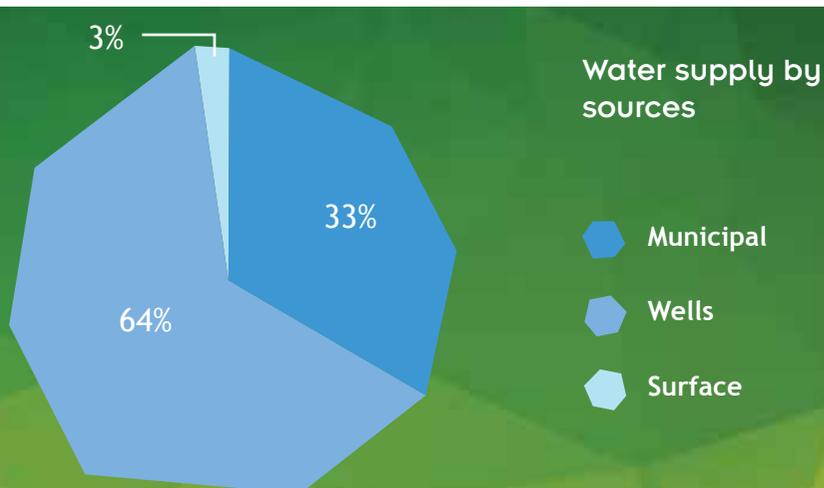
The environmental challenge and opportunity that the times demand from us places us in a unique position for innovation and mitigation of our environmental footprint. The efficient and responsible management, treatment and conservation of water are unavoidable issues for the planning and operation of our company in the long term.



## Water supply

G4-ENB

As a beverage company, we use water to provide our consumers with various options to meet their needs. In 2014 we reduced our consumption by 3.5% against our absolute consumption of 2010, by consuming a total of 37.7 billion liters of water in all our operations, including the production of the highest quality beverages. Also, we improved our production efficiency by 9% from 2010 to 2014 and by 22% against our base in 2004.



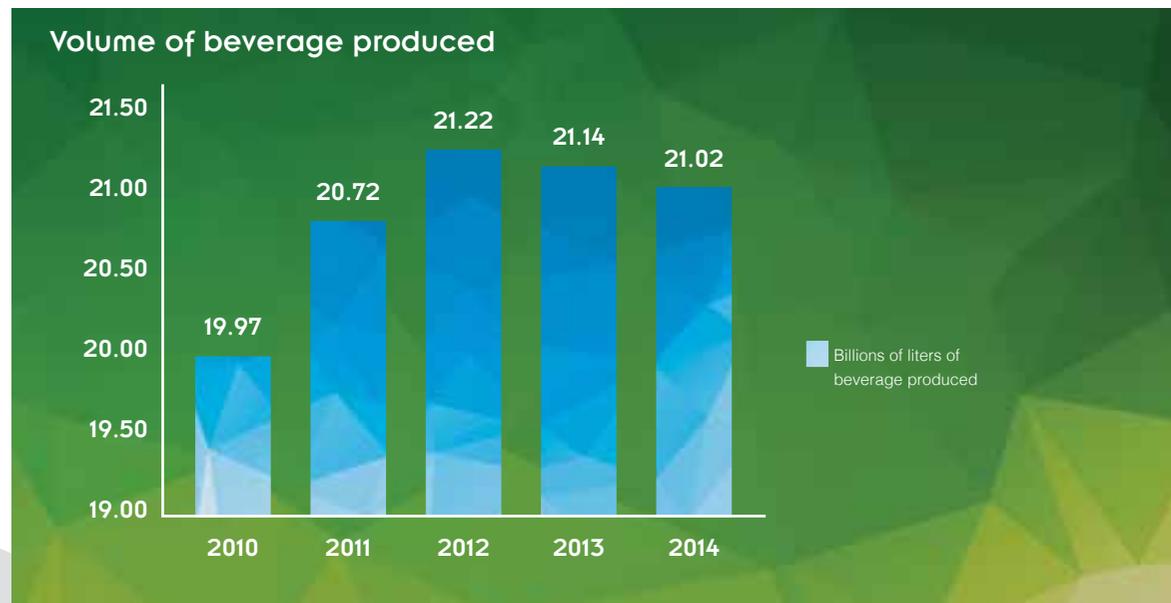
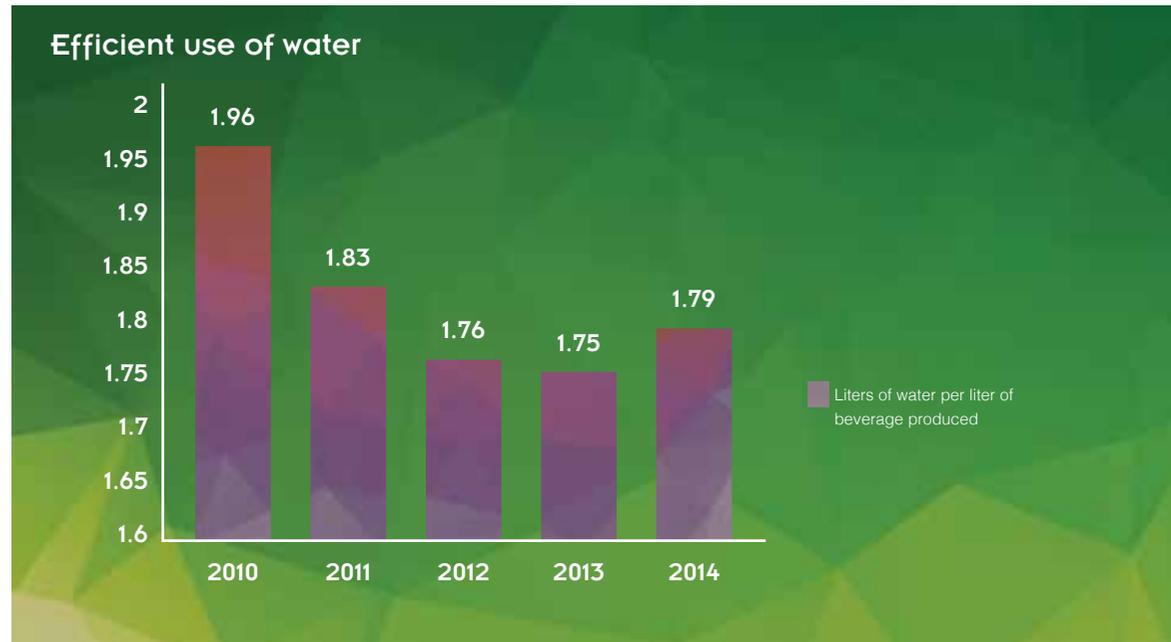
**Contribution to 2020 Goal:**  
**Since 2004, we have maintained a positive trend in efficiency in water consumption.**

## Efficient use of water

G4-EN10

We permanently invest to increase efficiency and maximize the use of our biggest beverage production supply. By 2015, we aim to improve 20% efficiency in water use compared to 2004. For 2014 we have improved our efficiency by 9% since 2010 and by 22% against our base year 2004.

The integration of acquisitions resulted in an increase in water consumption and we are working to achieve an indicator of 1.5 liters of water per liter of beverage produced by 2020 for Coca-Cola FEMSA.



## Wastewater treatment

G4-EN22

Together with our commitment to conservation and efficient water use during 2014 we managed that 100% of the residual water from our manufacturing facilities be treated through 56 wastewater treatment plants owned by us and 8 municipal wastewater treatment plants.

## Protection of Water Resources

Through the participation of FEMSA Foundation in the Latin American Water Funds Partnership, we established several Water Funds to preserve key basins that filter and regulate the water supply to some of the most important cities in the region. In addition to the 17 Water Funds already in operation, we are now part of the Water for Our Future initiative, in collaboration with The Coca-Cola Company, the Latin American Water Funds Partnership and other Coca-Cola bottlers. The initiative will work to ensure that all the water used in production processes of The Coca-Cola Company in its Central American business unit is returned to nature.

In just three years, Water for Our Future will help preserve more than 6,000 hectares of watersheds, the replacement of 6.9 million cubic meters of water to nature through an investment of 7.44 USD million, in at least 5 countries the region. Water Funds supported through Water for Our Future not only seek to preserve water resources but also put their respective communities on the path towards sustainable use of water for future generations.

**Contribution to 2020 Goal: The protection of water resources and water replenishment to nature is essential to return to communities and the environment the same amount of water used in our manufacturing processes.**

## Biodiversity Protection

Our operation seeks not to impact the life, the number and variety of species found in an area or region. Consequently, we seek to implement initiatives that promote positive impacts on biodiversity, as promoted by the Convention on Biological Diversity of the United Nations Organization (UN), which has been ratified by over 160 countries. In relation to this and our Code of Ethics and Sustainability Policy, we fully comply with all regulatory requirements in the countries where we operate, by integrating compliance to conventions and agreements with the United Nations.

In Mexico, the Coca-Cola System has a network of 15 nurseries, 5 of them located in Coca-Cola FEMSA's territories, through which plants are obtained for the reforestation activities, where our employees and their families, as well as our suppliers and even our neighbors participate. The network of nurseries Coca-Cola in Mexico provides employment to about 258 people, mostly women, leaders in their communities. Two of our nurseries provide production of pines and firs for the Monarch Butterfly Biosphere Reserve, in the State of Mexico and Michoacán, Mexico.



We planted 41,189 trees in the different countries in which we operate through the participation of 980 volunteers, including our employees and their families. In 2014, more than 8,582 volunteers from nine different countries participated in our beach cleaning program, where 67 tons of waste extracted from rivers, streams and water bodies were collected.

Additionally, we participated in the National Reforestation and Water Harvesting Program, the most important conservation Program in Mexico through which Coca-Cola FEMSA has planted over 32 million trees.

## Waste and recycling

G4-EN1, EN2, EN22, EN23, EN24, EN26 and EN27

In Coca-Cola FEMSA, we understand that efficient waste management and recycling brings a double benefit: it helps mitigate environmental liability that humans have towards our planet and, on the other hand, it generates cost savings by decreasing purchase of raw materials and supplies needed for our production processes.



## Waste

Innovation for efficiency has allowed us to have a positive trend in waste generation per unit of beverage produced. The integration of new acquisitions in 2013 implied the increase in this indicator. By 2014, we increased our efficiency and we maintain this positive trend in favor of the environment.

### Waste Efficiency



## Zero Waste Plants

We are determined to find the best way to manage our waste and even increase the number of Zero Waste facilities. To date, we have 8 plants with this certification and we continue to promote its practice to reach more in the medium term. This brings the following environmental benefits:

- Decreased use of natural resources
- Zero waste sent to landfill
- Reduced emissions of greenhouse effect gases
- Sustain the environment for future generations

## Recycling

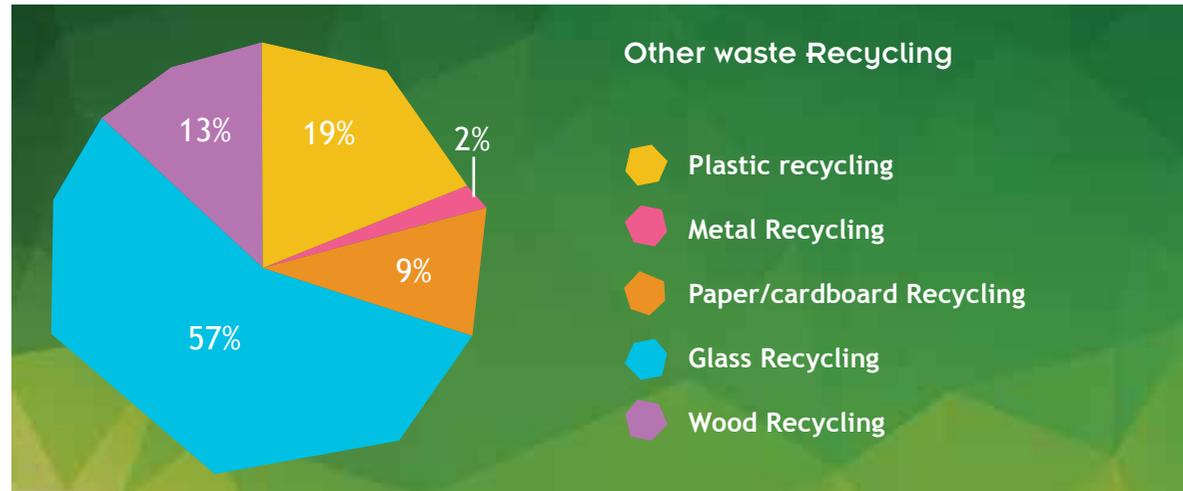
G4-20, 21 and EN23

Due to the strong impulse that as a company we have given to the environmental and recycling culture, through the Mexican Recycling Industry (IMER) plant, in 2014 we re-used a total of 16,656 tons of PET, by reaching a cumulative total of 120,565 tons from 2005 to date.



In addition, we recycled PET in Argentina through Cabelma and Colombia through ENKA, by promoting not only the culture of recycling but by creating and facilitating this industry. Additionally, thanks to agreements made with partners in Colombia and Argentina, we bought a total of 19,441 tons of food grade recycled PET.

In 2014, we recycled more than 148,000 tons of our waste and we ensured the proper disposal of 41,918 tonnes of hazardous waste.



We aim at increasing by 2% per year the amount of recycled waste in relation with total waste generated. From 2013 to 2014 we increased this indicator by 3% and we continue to work so that in 2020, all our plants recycle 90% of waste generated. Currently and globally, we recycle 93% of our waste and we have some plants and operations that will reach 90% by 2020.



Waste Recycled by Operation	
Operation	Result 2014
Coca-Cola FEMSA	93%
Argentina	89%
Brazil	88%
Central America	88%
Colombia	93%
Philippines	95%
Mexico	96%
Venezuela	95%

Contribution to 2020 Goals:  
In 2020, all our operations will recycle 90% of waste generated.

## Packaging

G4-20 and 21

Coca-Cola FEMSA's commitment to the environment results in research and development applied to all our processes. In terms of packaging, a core issue of our operation, the development of new packaging has allowed us to be much more efficient and friendlier to the environment by increasingly using recycled materials and high value environmental efficiency.

In 2014 we developed the ultra-lightweight caps in carbonated and non-carbonated beverages in Mexico for some bottles, as well as the continuous reduction of packaging of all our products, which led us to generate a saving of 3,829 tonnes in optimization, use of materials and production processes. Since 2010, we have saved a total of 31,424 tonnes of plastic for the production of our packaging.

## Use of recycled and renewable resins

G4-20 and 21

Among the most significant results in recent years, we may highlight that in 2005, we created the Mexican Recycling Industry (IMER) Plant in conjunction with Alpla and The Coca-Cola Company, by integrating recycled PET in our packaging. In 2009, BioPet was integrated into our packaging with the particularity that it contains up to 30% renewable material of plant origin. In 2013, we began using recycled materials in our PET packaging in Central American operations.

During 2014, the research and development phase of products made of innovative Future PET resin, which, with 25% recycled material has the same properties and quality as the virgin resin, which allows for optimum handling during production processes and at the same time,



**Contribution to 2020 Goals: In Coca-Cola FEMSA, we permanently work to integrate as much renewable and recycled materials in our PET packaging, so that by 2020 at least 25% of packaging will come from this type of resins.**

it is much more efficient as regards energy and waste. Our products will be using said resin as from 2015.

By 2015, we aim to achieve 25% of the total material of PET packaging to be made of recycled or renewable material. We ended 2014 with an overall rate of 11.1% of recycled material used in all our packaging.



## Cans and glass

G4-20 and 21

Both cans and glass have the best designs available in the market in terms of efficiency of materials. We have the lightest packaging in the sector and we integrate mostly recycled material in each. In 2014, we increased the recycled material in our cans from 45% to 90%, depending on the availability of material in the market.

## Innovations 2014

G4-20 and 21

We developed the lightest Coca-Cola System bottles, by lightening the body, finishing and cover, as well as increasing efficiency in the labeling line.



1. Lightening of Ciel 355ml bottle from 15.5 g to 10 g, equivalent to 35.5% PET reduction.
2. Lightening of Ciel 600ml bottle from 15.5 g to 11.2 g, equivalent to 27.7% PET reduction.
3. Lightening of 2.15 g cap to 1.35 g, equivalent to 37.2% Polyethylene reduction
4. We started using the adhesleeve label by completely avoiding consumption of hot-melt adhesive, with energy and material savings.
5. 2014 Stellar Container Award for the development of adhesleeve label awarded by the Mexican Packaging Association (AMEE).

Redesign of the portfolio of bottles for carbonated flavored beverages to achieve the lightest 2 liters bottle in the market with a reduced label size by 50%. In addition, we reduced by 11% the amount of PET used from 42.5 to 38.0 grams.



## Energy

G4-20, 21, EN3, EN4, EN5, EN6, EN7, EN16, EN18, EN19, EN20, EN29, EC2 and EC8

In Coca-Cola FEMSA, we make enormous efforts to reduce the impact of our activities on the environment. Our emissions are reported to the Carbon Disclosure Project (CDP) since 2012, and the Voluntary Accounting and Reporting of Greenhouse Gases of the Secretariat of Environment and Natural Resources (SEMARNAT) in Mexico, with which we reaffirm our commitment to transparency and international efforts on climate change.

The measurement of greenhouse gases helps us identify our areas of opportunity to improve our performance and adaptation to climate change. The combination of innovation in packaging optimization, increase of our operational efficiency in terms of energy use and the reduction of emissions of greenhouse gases, as well as the use of clean energy sources makes our products on the market better for the environment against other less carbon efficient products.

## Emissions

G4-EN15, EN1D and EN21

We seek to maintain a positive trend in reducing the carbon footprint. Since 2004 we have reduced our emissions steadily, reaching an emission of 18.90 grams CO<sub>2(eq)</sub> per liter of beverage in 2014.

**Contribution to 2020 Goals:**  
The positive trend we have had contributes significantly to the reduction of 20% of our carbon footprint in the value chain by 2020



Regarding emissions of NO<sub>x</sub>, SO<sub>x</sub>, substances that deplete the ozone layer and other emissions, they represent only 1% of total emissions, and therefore they are not considered as critical.

## Energy Consumption

G4-EN3

We work to improve the production of beverages per energy unit by 2% annually. From 2004 to 2014 we managed to increase our efficiency by 21%, meeting and exceeding our annual goals.

## Energy efficiency



**Contribution to 2020 Goals:** This significant increase in Clean Energy in Mexico demonstrates the progress in order to supply 85% of the energy in the country with clean sources by 2020.

## Clean Energy Consumption

G4-EN19

In order to mitigate our environmental footprint, we continue with the strategy of using clean energy to the extent that our operation allows. For example, we still use wind power for the equivalent of 100% of the energy used by our plant in Toluca, State of Mexico, and we further increased our use of renewable energy by 73%, which now represents a total of 8.4% of the energy consumed globally and 27% of our energy consumption in Mexico.

## Refrigeration

During 2014, we continued our work to become an increasingly eco-efficient company; for that reason, we continued to renew refrigeration equipment for lower energy consumption and increased the use of refrigerants with less environmental impact. During the year we replaced a total of 54,251 refrigerators.





## Sustainable Transportation

G4-EN30

In Coca-Cola FEMSA we continue working to include environment friendly transportation options as one way of contribution to the mitigation and adaptation to climate change.

Additionally, in Coca-Cola FEMSA Brazil, about 10% of fuel consumption comes from biodiesel, a renewable source.

We also have different energy efficiency programs in our operations; for example, from 2009 we began the renovation of the cargo and distribution vehicles fleet, which has EPA04 technology, and which allows us to reduce our emissions of NO<sub>x</sub> by 38% compared to previous EPA98 models.

## Environmental Indicators Chart

G4-EN3, EN5, EN9, EN10, EN15, EN18, EN19, EN22, EN23 and EN28

Area	Indicator	Unit	2010	2011	2012	2013	2014
	Beverage produced	Billions of liters	20.0	20.7	21.2	21.1	21.0
Water	Water consumption	Billions of liters	39.1	37.9	37.3	37.0	37.7
	Water efficiency	Liters of water per liter of beverage produced	1.96	1.83	1.76	1.75	1.79
	Water recycling	Percentage of treated water returned to our manufacturing operations	100	100	100	100	100
Waste and recycling	Renewable/recycled PET material	Percentage over total	4.3	8.8	15.3	12.4	11.1
	Total PET consumption	Tons	222,669	234,411	262,350	265,923	287,104
	Virgin PET Consumption	Tons	213,076	213,862	222,262	233,022	256,567
	Recycled PET Consumption	Tons	9,593	9,549	14,024	14,691	19,441
	BioPET PET Consumption	Tons	-	11,000	26,064	18,209	12,542
	Savings from Packaging Optimization	Tons	14,339	7,315	3,864	2,077	3,829
	Waste Efficiency	Grams per liter of beverage produced	8.9	8.6	7.9	9.1	9.0
	Recycled waste	Percentage over total	85.7	86.9	86.9	90.5	93.5
	Waste generated	Tons	178,653	177,507	167,197	193,009	189,011
	Recycled waste *	Tons	153,024	154,281	145,228	174,672	176,661
Energy	Efficiency in greenhouse gases effect	Grams of CO <sub>2(eq)</sub> per liter of beverage produced	18.96	20.20	19.90	19.70	18.90
	Energy efficiency	Liters of beverage produced by MJ consumed	3.69	3.86	3.89	4.03	4.07
	Total energy consumption	Millions of MJ	5,417.6	5,371.5	5,450.3	5,240.9	5,170.9
	Renewable energy consumption	Percentage over total energy in Mexico	0	13	13	27	27

\* Hazardous waste is included.





# FEMSA Foundation

Coca-Cola FEMSA joins the efforts led by FEMSA Foundation since 2008, In order to protect ecosystems and help sustainable social development, for people and nature.

FEMSA Foundation is mainly focused on the issue of conservation and sustainable use of water, and to support initiatives that improve the nutrition of people in communities where we operate. Therefore, during 2014 and through specific alliances, our major programs were:

- Water purifying vehicles in Colombia, Brazil, the Philippines and Mexico.
- Second stage of “La Gallina” (The Hen) project in Nicaragua.
- Water for Life in Nicaragua.
- Water for the Future in Colombia, Costa Rica, Guatemala and Panama.
- Schools with food education programs in Colombia.

## Water purifying vehicles (Colombia, Brazil, the Philippines and Mexico)

Coca-Cola FEMSA together with FEMSA Foundation commissioned water purifying vehicles for disaster response in Colombia, Brazil, the Philippines and Mexico. This aims to provide drinking water to vulnerable populations and those that suffer from water shortages or that have undergone a natural disaster that has complicated access to potable water.

Vehicles are able to purify up to a total of 27,000 liters of water in one day. Each process is controlled by sampling and evaluation of the source to ensure that it is safe to be purified. In 2014, we managed to deliver more than 3 million liters of water to over 165,000 people.



### **Lazos de Agua (Colombia, Guatemala, Honduras, Mexico and Nicaragua)**

Through FEMSA Foundation we join the work of its two allies, Millennium Water Alliance and Coca-Cola Latin America, in the “Lazos de Agua” project. In collaboration with 6 organizations the program seeks to bring comprehensive solutions for access to safe water, sanitation and hygiene promotion through a participation approach. This year, it managed to provide access to improved water sources to more than 34,000 people, by allowing access to improved sanitation infrastructure for over 3,800 people and by promoting and educating more than 47,000 inhabitants on hygiene and sanitation.

### **Second stage of “La Gallina” (Nicaragua)**

Through the Habitat for Humanity organization and with participation of FEMSA Foundation and Coca-Cola FEMSA Nicaragua, 60 health units (eco-toilets) were built in the community of La Gallina, San Rafael del Sur, Nicaragua. This is in continuation of the first phase of the project, the construction of a drinking water well that has supplied approximately 164 people.

### **Water for Life (Nicaragua)**

Along with FEMSA Foundation we support Fundación Agua para la Vida and the Municipality of Rancho Grande, Nicaragua, to build a mini-aqueduct by gravity, that through more than 13,600 meters in distribution network and 80 household connections and micro-meters seeks to expand coverage and access to potable water for human consumption. In addition, we installed 90 latrines and ecological toilets to change attitudes and practices related to hygiene and use of drinking water and sanitation to reduce diseases.

### **“Agua por el Futuro” (Water for the future) (Colombia, Costa Rica, Guatemala and Panama)**

With the approach of ensuring that all the water used in our operations goes back to nature, we collaborate with The Coca-Cola Company and other bottlers of the Coca-Cola System to resupply an amount equal to the water we use in our production processes back to nature.

Through cooperation with the Latin American Water Funds Partnership of which FEMSA Foundation is a founding partner, in just three years, Water for the Future will help preserve more than 6,000 hectares of watersheds, by resupplying 6.9 million cubic meters of water to nature through the investment of \$ 7.4 million in at least 5 countries in the region. Thus, not only is the natural resource preserved but it also puts communities on the path of sustainable use of water in order to avoid shortages for future generations.

### **Schools with food education programs (Colombia).**

In an alliance made with Alpina Foundation a food educational program was developed, where we promote active lifestyles and a healthy life, by providing facts and data for making informed decisions when choosing food. More than 500 children between 6 and 13 years old were benefited this year from 119 nutrition education workshops in their schools.



# Global Compact Principles

G4-EN18, PRO and SO5

Coca-Cola FEMSA, as a structural part of FEMSA, adheres to the Global Compact of the United Nations, an international initiative that promotes organizational management, by respecting the 10 basic principles in human rights, labor, environment and anti-corruption issues.

Areas	Global Compact Principles	GRI (Global Reporting Initiative) Indicators
<b>Human Rights</b>	1. Support and respect the protection of internationally proclaimed and universally recognized human rights within the area of influence.	Social performance: HR1-HR3, HR4, HR5, HR6, HR7, HR8, HR9 LA4, LA6-LA9, LA13, LA14 SO5 PR1, PR2, PR8.  Economic performance: EC5
	2. Avoid complicity in the violation of human rights.	Social performance: HR1-HR3, HR4, HR5, HR6, HR7, HR8, HR9 SO5
<b>Labor Rights</b>	3. Support and respect freedom of association and the effective recognition of the right to collective bargaining.	Social performance: LA4-LA5 HR1-HR3, HR5 SO5
	4. Eliminate all forms of forced or compulsory labor.	Social performance: HR1-HR3, HR7 SO5
	5. Eradicate child labor.	Social performance: HR1-HR3, HR6 SO5
	6. Eliminate discrimination in relation with employment and occupation.	Social performance: LA2, LA15, LA13, LA14 HR1-HR3, HR4 SO5  Economic performance: EC7
<b>Environment</b>	7. Implement approaches oriented to the challenge of environmental protection.	Economic performance: EC2  Environmental Performance: EN18, EN26, EN30,  Social performance: SO5
	8. Promote greater environmental responsibility.	Environmental Performance: EN1, EN2, EN3-EN7, EN8-EN10, EN11-EN15, EN16-EN25, EN26, EN27, EN28, EN29, EN30  Social performance: SO5 PR3, PR4.
	9. Facilitate the development and diffusion of technological media that respects the environment.	Environmental Performance: EN2, EN5-EN7, EN10, EN18, EN26, EN27, EN30  Social performance: SO5
<b>Anti-corruption</b>	10. Fight against corruption in all its forms, including extortion and bribery.	Social performance: SO2-SO4, SO5-SO6



# About our report

G4-13, 18a, 18b, 22, 23, 28, 29 and 30

Coca-Cola FEMSA's Sustainability Report 2014 is the seventh consecutive occasion in which the company performs this annual exercise in transparency and accountability and in accordance with the guidelines provided by the Global Reporting Initiative (GRI).

The report covers January 1 to December 31, 2014 and it includes Coca-Cola FEMSA management in all countries where operations are established: Argentina, Brazil, Colombia, Costa Rica, the Philippines, Guatemala, Mexico, Nicaragua, Panama and Venezuela. Its coverage and scope did not change and they were not restated from previous reports.

The scope of the information presented excludes detailed informations on businesses where we do not have operational responsibility, as well as those that due to the results obtained represent a minority part or otherwise, have been acquired over a period equal to or shorter than one year.

The document was prepared by following the guidelines of the Guide for the Preparation of Sustainability Reports of the GRI in its 4th version, in addition to considering the indicators for Sector Supplement for Food and Drinks Processing Companies of the same guidelines and in order to comply with the Principles to determine the content of the report, namely:

- Participation of stakeholders, by identifying them and by giving a reasonable response to their expectations.
- Sustainability context, by describing the management of the company in their contribution to improving and empowering conditions, progress and economic, environmental and social trends at the local, regional and international levels.
- Materiality, by addressing economic, social and environmental issues, as well as those that influence stakeholders' perceptions.
- Thoroughness, in order to collect and report relevant information reasonably and appropriately.

This report considered the principles of the AA1000 Rule to ensure materiality of its contents, in addition to complying with the provisions of the measuring protocols of the Carbon Disclosure Project (CDP).

Likewise, this document complements the Communication on Progress (COP) 2014 Report from FEMSA, which responds to the adherence to and the implementation of the ten principles of the Global Compact of the United Nations (UN) within the company.

The information was submitted to a third party review conducted by Deloitte, through sampling from 47 physical indicators. Promotora ACCSE for content integration. Front and back pages designed by Signi.

# GRI-G4 Index



	GRI 4 Contents	Page (s)	Report	Reason for omission	External Verification
<b>Strategy and Analysis</b>					
G4-1	Statement of the main officer in charge of the organization's decisions.	Message from the General Management. p. 2 Message from the Corporate Affairs Director. p. 3	Complete		
G4-2	Main effects, risks and opportunities.	Message from the General Management. p. 2 Message from the Corporate Affairs Director. p. 3 Coca-Cola FEMSA Today. p. 8	Complete		
<b>Organization Profile</b>					
G4-3	Organization Name.	Back Cover.	Complete		
G4-4	Brands, products and most important services of the organization.	Our products. pp. 24-28	Complete		
G4-5	Organization headquarters' location.	Coca-Cola FEMSA Today. p. 8	Complete		
G4-6	Indicate in how many countries the organization operates.	Coca-Cola FEMSA Today. p. 8	Complete		
G4-7	Nature of ownership regime and legal form thereof.	Corporate Governance. p. 14 Coca-Cola FEMSA, S.A.B. de C.V.	Complete		
G4-8	Indicate which markets are served (with geographical breakdown by sectors and types of customers and recipients).	Coca-Cola FEMSA Today. p. 8 Presence. p. 4	Complete		
G4-9	State the scale of the organization, including: <ul style="list-style-type: none"> <li>• Number of Employees;</li> <li>• Number of operations;</li> <li>• Net sales (for private sector organizations) or net income (for public sector organizations); capitalization broken down in terms of debt and equity (for private sector organizations); and</li> <li>• Number of products or services offered.</li> </ul>	Coca-Cola FEMSA Today. p. 6 Business results. p. 9 Workforce. p. 44	Complete		
G4-10 a.	Number of employees by employment agreement and sex.	Workforce. p. 44	Complete		✓ pp. 102-104
b.	Number of permanent employees by type of agreement and sex.				
c.	Workforce size by employees, workers hired and sex.				
d.	Workforce size by region and sex.				
e.	Indicate whether a substantial part of the work of the organization is performed by self-employed legally recognized workers, or by people who are not employed or hired, such as employees and employees hired by contractors.				
f.	Communicate any significant change in the number of workers (e.g., seasonal hiring in the tourist season or in the agricultural sector).				

	<b>GRI 4 Contents</b>	<b>Page (s)</b>	<b>Report</b>	<b>Reason for omission</b>	<b>External Verification</b>
G4-11	Percentage of employees covered by collective wage bargaining agreements.	Workforce. p. 44	Complete		
G4-12	Describe the supply chain of the organization.	Not Reported			
G4-13	Communicate any significant changes that have taken place during the reporting period regarding size, structure, shareholding structure and supply chain of the organization.	Not Reported			
<b>Participation in external initiatives</b>					
G4-14	Indicate the organization approach to the precautionary principle, where appropriate.	Materiality Study. pp. 34-35 Commitment to Stakeholders and Communication Channels. p. 36-38	Complete		
G4-15	Make a list of the letters, principles or other external initiatives of economic, environmental and social nature that the organization subscribes or has adopted.	Message from the General Management. p. 2 Message from the Corporate Affairs Director. p. 3 Corporate participation. pp. 22-23 Global Compact Principles. p. 86	Complete		
G4-16	Make a list of national and international promotion associations and organizations to which the organization belongs.	Corporate participation. pp. 22-23	Complete		✓ pp. 102-104
<b>Material aspects and coverage</b>					
G4-17 a.	Make a list of the entities included in the consolidated financial statements of the organization and other equivalent documents.	Business Results. p. 9	Partial		No
b.	State if any of the entities included in the consolidated financial statements of the organization and other equivalent documents is not included in the report.				
G4-18 a.	Describe the process followed to determine the contents of the report and coverage of every aspect.	Materiality Study. pp. 34-35 About Our Report. p. 87	Complete		No
b.	Explain how the organization has applied the report preparation principles to determine the contents of the report.				
G4-19	Make a list of the material aspects identified during the process of defining the contents of the report.	Materiality Study. Materiality Study. pp. 34-35 pp. 34-35	Complete		No

GRI 4 Contents		Page (s)	Report	Reason for omission	External Verification
G4-20	Indicate coverage of each material aspect within the organization.	Materiality Study. p. 34-35 Water. p. 70 Packaging. P. 77 Recycling. p. 75 Energy. p. 79 Sports and physical activation. p. 55 Sustainable products: Use of recycled and renewable resins. p. 77 Cans and glass. p. 78 Innovations. p. 79 Responsible Marketing. p. 29 Training and development. p. 46 Comprehensive development. p. 44	Complete		No
G4-21	Indicate coverage of each material aspect out of the organization.	Materiality Study. p. 34-35 Water. p. 70 Packaging. P. 77 Recycling. p. 75 Energy. p. 79 Sports and physical activation. p. 55 Sustainable products: Use of recycled and renewable resins. p. 77 Cans and glass. p. 78 Innovations. p. 79 Responsible Marketing. p. 29	Complete	The material aspect called Our People has internal scope only.	No
G4-22	Describe the consequences of restating information provided in earlier reports and their causes.	About Our Report. p. 87	Complete		No
G4-23	Indicate any significant changes in the Scope and coverage of every aspect compared to previous reports.	About Our Report. p. 87	Complete		No
<b>Participation of stakeholders</b>					
G4-24	Make a list of stakeholders linked to the organization.	Commitment to Stakeholders and Communication Channels. p. 36	Complete		No
G4-25	Indicate the basis for the choice of stakeholders.	Commitment to Stakeholders and Communication Channels. p. 36	Complete		No
G4-26	Describe the organizational focus on the participation of stakeholders, including the collaboration frequency with various types and groups of stakeholders, or state whether the participation of a group was specifically conducted in the reporting process.	Commitment to Stakeholders and Communication Channels. p. 36	Complete		✓ pp. 102-104
G4-27	Point out what key issues and problems have arisen from the participation of stakeholders and describe the evaluation made by the organization, among other aspects through the report. Specify what stakeholders raised each of the key issues and problems.	Materiality Study. p. 34 Commitment to Stakeholders and Communication Channels. p. 36	Complete		No
<b>Report Profile</b>					
G4-28	Period covered by the report (eg, fiscal year or calendar year).	About Our Report. p. 87	Complete		
G4-29	Date of last report (if applicable).	About Our Report. p. 87	Complete		
G4-30	Reporting cycle (annual, biannual, etc.).	About Our Report. p. 87	Complete		
G4-31	Provide a point of contact to resolve any doubts that may arise in connection with the contents of the report.	Contact Details. inside back cover	Complete		

	GRI 4 Contents	Page (s)	Report	Reason for omission	External Verification
<b>Índice GRI</b>					
G4-32	Indicate which option "in accordance" with the Guide has been chosen by the organization.	Basic.		Completo	
G4-33	Describe the policy and practices of the organization with respect to external verification for the report. Governance	External verification. pp. 102-104			
<b>Gobierno</b>					
G4-34	Describe the governance structure of the organization, without forgetting the committees of the highest governing body. Indicate which committees are responsible for making decisions on economic, environmental and social issues.	Corporate Governance. pp. 14-18		Completo	
G4-35	Describe the process by which the highest governing body delegates authority to senior management and certain employees on economic, environmental and social issues.	Corporate Governance. pp. 14-18		Completo	
G4-36	Indicate whether there are executive positions or responsibility in economic, environmental and social issues in the organization, and if the holders report directly to the highest governing body.	Corporate Governance. pp. 14-18		Completo	
G4-37	Describe the consultation process between stakeholders and the highest governing body on economic, environmental and social issues.	Commitment to Stakeholders and Communication Channels. p. 36		Completo	
G4-38	Describe the composition of the highest governing body and its committees.	Corporate Governance. pp. 14-18		Completo	
G4-39	Indicate if the person chairing the highest governing body also holds an executive position. If so, describe their executive functions and the reasons for this provision.	Corporate Governance. pp. 14-18		Completo	
G4-40	Describe the appointment and selection process of the highest governing body and its committees, as well as the criteria on which the appointment and selection of members of the former is based.	Corporate Governance. pp. 14-18		Completo	
G4-41	Describe the processes by which the highest governing body prevents and manages possible conflicts of interest. Indicate whether conflicts of interest are communicated to the stakeholders.	Corporate Governance. pp. 14-18		Completo	
<b>Role of the highest governing body in establishing the purposes, values and strategy of the organization</b>					
G4-42	Describe the functions of the highest governing body and the senior management in the development, approval and update of the purpose, values and mission statements, strategies, policies and objectives related to economic, environmental and social impacts of the organization.	Corporate Governance. pp. 14-18		Completo	
<b>Evaluation of the skills and performance of the highest governing body</b>					
G4-43	Indicate what measures have been adopted in order to develop and improve the collective knowledge of the highest governing body in relation with economic, environmental and social issues.	Corporate Governance. pp. 14-18		Partial	For more information check: <a href="http://www.coca-colafemsa.com/inversionistas">www.coca-colafemsa.com/inversionistas</a>

GRI 4 Contents	Page (s)	Report	Reason for omission	External Verification
<p>G4-44 a. Describe the performance evaluation processes of the highest governing body in relation with the management of economic, environmental and social issues. Indicate whether the evaluation is independent and how often it is performed. Indicate whether it is self-evaluation.</p> <p>b. Describe measures taken as a result of the performance evaluation of the highest governing body in relation with the management of economic, environmental and social issues; among other aspects, indicate at least if there have been changes in the members or the organizational practices.</p>	Corporate Governance. pp. 14-18	Partial	For more information check: <a href="http://www.coca-colafemsa.com/inversionistas">www.coca-colafemsa.com/inversionistas</a>	
<b>Functions of the highest governing body in risk management</b>				
<p>G4-45 a. Describe the function of the highest governing body in the identification and management of impacts, risks and opportunities of economic, environmental and social nature. Please also specify what role the highest governing body plays in the application of due diligence processes.</p> <p>b. Indicate if stakeholders are consulted in relation with the work of the highest governing body in the identification and management of impacts, risks and opportunities of economic, environmental and social nature.</p>	Corporate Governance. pp. 14-18	Commitment to Stakeholders and Communication Channels. p. 36	Complete	
G4-46	Describe the function of the highest governing body in the analysis of the effectiveness of risk management processes of the organization in relation with economic, environmental and social issues.	Corporate Governance. p. 18	Complete	
G4-47	Indicate how often the highest governing body analyzes impacts, risks and opportunities of economic, environmental and social nature.	Corporate Governance. pp. 14-18	Commitment to Stakeholders and Communication Channels. p. 36	Complete
<b>Role of the highest governing body in the preparation of the sustainability report</b>				
G4-48	Indicate which committee or position of greater importance reviews and approves the sustainability report of the organization and ensures that all material aspects are reflected.	Corporate Affairs Office.	Complete	
<b>Functions of the highest governing body in economic, environmental and social performance evaluation</b>				
G4-49	Describe the process for transmitting important concerns to the highest governing body.	Commitment to Stakeholders and Communication Channels. p. 36		
G4-50	Indicate the nature and number of important concerns that were communicated to the highest governing body; also describe the mechanisms used to address and evaluate them.	Not Reported	Partial	For more information, visit: <a href="http://www.coca-colafemsa.com/femsa/web/conteudo_es.asp?idioma=2&amp;conta=47&amp;tipo=27697">http://www.coca-colafemsa.com/femsa/web/conteudo_es.asp?idioma=2&amp;conta=47&amp;tipo=27697</a>
<b>Remuneration and Incentives</b>				
G4-51	Describe remuneration policies for the highest governing body and senior management	Compensation and benefits. p. 47	Complete	

	<b>GRI 4 Contents</b>	<b>Page (s)</b>	<b>Report</b>	<b>Reason for omission</b>	<b>External Verification</b>
G4-52	Describe the process by which remuneration is determined. Indicate whether consultants are used for determining remuneration and if they are independent from management. Indicate any other relationship that such remuneration consultants may have with the organization.	Compensation and benefits. p. 47	Complete		
G4-53	Explain how the opinion from stakeholders in relation with remuneration is requested and taken into account, including, if appropriate, the results of voting on policies and proposals related to this issue.	Not Reported	—	Consultation is not open to stakeholders in this matter.	
G4-54	Calculate the ratio of the total annual compensation of the best paid person in the organization in each country where significant operations are carried out with the average annual total compensation of all the workforce (excluding the best paid person) in the pertinent country.	Not Reported	Unknown to date	Unknown to date	
G4-55	Calculate the ratio between the percentage increase in total annual compensation of the best paid person in the organization in each country where significant operations are carried out with the percentage increase in average annual total compensation of all the workforce (excluding the best paid person) in the pertinent country.	Not Reported	—	To date no calculations on this matter are available; however, wage increases for all the staff are sufficiently competitive and attractive in accordance with the labor market of the places where we operate.	
<b>Ethics and integrity</b>					
G4-56	Describe the values, principles, standards and norms of the organization, such as codes of conduct or ethical codes.	Business Ethics' Code. p. 19 Culture and values. p. 42	Complete		
G4-57	Describe the internal and external advisory mechanisms towards ethical and lawful conduct, and to consult matters related to integrity of the organization, such as help or advice telephone lines.	Reporting System. p. 20	Complete		
G4-58	Describe the internal and external mechanisms for reporting unethical or illegal conduct and matters related to the integrity of the organization, such as the escalation reporting to management, irregularities reporting mechanisms or help telephone lines.	Reporting System. p. 20	Complete		
<b>Economic Performance</b>					
G4-EC1	Indicate the direct economic value generated and distributed according to the "accrual basis", by taking into account, among other aspects, the basic elements for the international operations of the organization listed below.	Economic impact. p. 10	Complete		✓ pp. 102-104
G4-EC2	Economic consequences and other risks and opportunities for the organization due to climate change.	Our planet. p. 79	Complete		
G4-EC3	Coverage of the organization's obligations arising from its benefits plan.	Compensation and benefits. pp. 47-48			

GRI 4 Contents		Page (s)	Report	Reason for omission	External Verification
G4-EC4	Economic aid granted by government authorities.	Not Applicable	—	No se reciben apoyos del gobierno	
G4-EC5	Relationship between initial wage by gender compared to local minimum wage in places where significant operations are developed.	Not Reported			
G4-EC6	Percentage of senior management hired from the local community in places where significant operations are developed.	Not Reported			
<b>Aspect: Indirect economic consequences</b>					
G4-EC7	Development and impact of infrastructure investments and types of services.	Healthy lifestyles. p. 55 Community Development. p. 60 Supply. p. 63	Complete		✓ pp. 102-104
G4-EC8	Significant indirect economic impacts and scope thereof.	Healthy lifestyles. p. 55 Community Development. p. 60 Supply. p. 63 FEMSA Foundation. pp. 84-85	Complete		
<b>Aspect: Procurement practices</b>					
G4-EC9	Percentage of expenditure in areas with significant operations corresponding to local suppliers.	Not Reported			
<b>Environmental Performance</b>					
<b>Aspect: Materials</b>					
G4-EN1	Materials by weight and volume.	Indicators Chart environmental. p. 83	Complete		
G4-EN2	Percentage of recycled materials used. Aspect: Energy	Waste and recycling. p. 74	Complete		✓ pp. 102-104
<b>Aspecto: Energía</b>					
G4-EN3	Internal energy consumption.	Energy. p. 79	Complete		✓ pp. 102-104
G4-EN4	External energy consumption.	Energy. p. 79	Complete		
G4-EN5	Energy intensity.	Energy. p. 79	Complete		
G4-EN6	Reduction of energy consumption.	Energy. p. 79	Complete		
G4-EN7	Reductions in energy requirements for products and services.	Energy. p. 79	Complete		
<b>Aspect: Water</b>					
G4-EN8	Water collection by source.	Water. p. 70	Complete		✓ pp. 102-104
G4-EN9	Water sources significantly affected by collection of water.	Not Reported			
G4-EN10	Percentage and total volume of recycled and reused water.	Water. p. 70	Complete		✓ pp. 102-104
<b>Aspect: Biodiversity</b>					
G4-EN11	Company owned, pledged, leased, managed operational facilities, which are adjacent, contain or are located in areas and unprotected areas of high biodiversity value.	Not Applicable	—	All our facilities are located in commercial and industrial areas attached to plans for urban, industrial and commercial development of the countries and communities where we operate.	

	GRI 4 Contents	Page (s)	Report	Reason for omission	External Verification
G4-EN12	Description of significant impacts on biodiversity in protected areas or unprotected areas of high biodiversity resulting from activities, products and services.	Not Applicable	—	All our facilities are located in commercial and industrial areas attached to plans for urban, industrial and commercial development of the countries and communities where we operate.	
G4-EN13	Protected or restored habitats.	FEMSA Foundation. p. 84			
G4-EN14	Number of species on the IUCN Red List and national conservation lists with habitats located in areas affected by operations, by level of extinction of the species.	Not Applicable	—	All our facilities are located in commercial and industrial areas attached to plans for urban, industrial and commercial development of the countries and communities where we operate.	
<b>Aspect: Emissions</b>					
G4-EN15	Direct emissions of greenhouse effect gases (Scope 1).	Emissions. p. 80 Environmental Indicators Chart. p. 83	Complete		✓ pp. 102-104
G4-EN16	Indirect emissions of greenhouse effect gases from energy generation (Scope 2).	Emissions. p. 80 Environmental Indicators Chart. p. 83	Complete		✓ pp. 102-104
G4-EN17	Other indirect greenhouse effect emissions (Scope 3).	Not Reported			
G4-EN18	Intensity of emissions of greenhouse effect gases	Emissions. p. 80 Environmental Indicators Chart. p. 83	Complete		
G4-EN19	Reduction of emissions of greenhouse effect gases	Emissions. p. 80 Environmental Indicators Chart. p. 83	Complete		✓ pp. 102-104
G4-EN20	Emissions of ozone-depleting substances.	Emissions. p. 80 Environmental Indicators Chart. p. 83	Complete		
G4-EN21	NO <sub>x</sub> , SO <sub>x</sub> and other significant atmospheric emissions.	Emissions. p. 80	Complete	Our emissions of NO <sub>x</sub> and SO <sub>x</sub> from mobile sources are not reported, since they are not significant when compared to CO <sub>2(eq)</sub> emissions.	✓ pp. 102-104
<b>Aspect: Effluents and waste</b>					
G4-EN22	Total water discharge by quality and destination.	Water. pp. 72-73	Complete		✓ pp. 102-104
G4-EN23	Total weight of waste by type and disposal method.	Waste and recycling. pp. 75-76	Complete		✓ pp. 102-104
G4-EN24	Total number and volume of significant spills.	Not Applicable	—	There were no significant spills in the reporting period.	

	GRI 4 Contents	Page (s)	Report	Reason for omission	External Verification
G4-EN25	Weight of waste transported, imported, exported, or treated waste deemed hazardous under Annexes I, II, III and VIII of the Basel Convention and percentage of waste internationally transported.	Not Applicable	—	The company does not handle this type of waste.	
G4-EN26	Identity, size, protected status and biodiversity value of water bodies and related habitats significantly affected by discharges and runoff from the organization.	Not Applicable	—	The company operations do not affect water bodies and habitats with high biodiversity value.	
<b>Aspect: Products and Services</b>					
G4-EN27	Degree of mitigation of the environmental impact of products and services.	Waste and recycling. p. 74	Complete		
G4-EN28	Percentage of products sold and their packaging materials that are recovered at the end of their useful life by category of products.	Waste and recycling. p. 74	Complete		
<b>Aspect: Regulatory Compliance</b>					
G4-EN29	Monetary value of significant fines and number of non-monetary sanctions due to noncompliance with environmental laws and regulations.	Not Applicable	—	No significant fines reported for this area in the reporting period.	
<b>Aspect: Transportation</b>					
G4-EN30	Significant environmental impacts of transporting products and other goods and materials used for the activities of the organization and personnel transport.	Sustainable Transportation. p. 82	Complete		✓ pp. 102-104
<b>Aspect: General</b>					
G4-EN31	Breakdown of costs and environmental investments.	Innovations. p. 79 Sustainable Transportation. p. 82	Complete		
<b>Aspect: Environmental evaluation of suppliers</b>					
G4-EN32	Percentage of new suppliers that were examined based on environmental criteria.	Sustainable Supply. p. 63	Complete		✓ pp. 102-104
G4-EN33	Negative, significant, actual and potential environmental impacts on the supply chain, and measures related thereto.	Sustainable Supply. p. 63	Complete		
<b>Aspect: Mechanisms for environmental complaints</b>					
G4-EN34	Number of environmental claims that have been filed, addressed and resolved through formal complaint mechanisms.	Not Applicable	—	No complaints of this type are recorded in the reporting period.	
<b>Aspect: Employment</b>					
G4-LA1	Number and rate of recruitment and average employee turnover, broken down by age group, gender and region.	Workforce. p. 44 Staff Turnover. p. 46	Complete		✓ pp. 102-104
G4-LA2	Social benefits for full-time employees that are not provided to temporary or part-time employees, broken down by places with significant activity..	Not Reported			
G4-LA3	Rates of return to work and retention after maternity or paternity, broken down by sex.	Return to work after maternity-paternity. p. 46	Complete		
<b>Aspect: Relationships between labor and management</b>					
G4-LA4	Minimum notice periods for operational changes and possible inclusion of these in collective wage bargaining agreements.	Actions taken in accordance with the regulatory laws of the countries in which we operate.	Complete		✓ pp. 102-104

	GRI 4 Contents	Page (s)	Report	Reason for omission	External Verification
<b>Aspect: Health and safety at work</b>					
G4-LA5	Percentage of workers represented in formal joint health and safety committees for management and employees, created in order to help monitor and advise on safety and occupational health programs.	Occupational Safety and Health. p. 50	Complete		✓ pp. 102-104
G4-LA6	Type and injury rate, professional diseases, lost days, absenteeism and fatal victims related to work by region and sex.	Occupational Safety and Health. p. 50	Complete		✓ pp. 102-104
G4-LA7	Workers with a profession with high incidence or risk of disease.	Not Reported	—		
G4-LA8	Health and safety issues covered in formal agreements with trade unions.	Compensation and Benefits. p. 47	Complete		✓ pp. 102-104
<b>Aspect: Training and education</b>					
G4-LA9	Average hours of training per year per employee, broken down by gender and employment category.	Training and development. p. 46	Complete		✓ pp. 102-104
G4-LA10	Programs for skills management and permanent training that promote employability of workers and assist them in managing the end of their careers.	Training and development. p.46	Complete		
G4-LA11	Percentage of employees that regularly receive performance evaluation and professional development, broken down by gender and professional category.	Performance Evaluation. p. 48	Complete		
<b>Aspect: Diversity and equal opportunities</b>					
G4-LA12	Composition of governance bodies and workforce breakdown by professional category and sex, age, minorities and other indicators of diversity.	Corporate governance. pp. 14-18 Inclusion and equity. p. 49	Complete		
<b>Aspect: Equal pay for women and men</b>					
G4-LA13	Relationship between the basic salary for men and women, broken down by occupational category and by places with significant activity.	Compensation and benefits. p. 47	Complete		
<b>Aspect: Evaluation of suppliers' labor practices</b>					
G4-LA14	Percentage of new suppliers that were examined based on criteria related to labor practice.	Sustainable Supply. p. 63	Complete		
G4-LA15	Negative, significant, actual and potential impacts on labor practice, on the supply chain, and measures related thereto.	Sustainable Supply. p. 63	Complete		
<b>Aspect: Complaint mechanisms on labor practices</b>					
G4-LA16	Number of labor complaints that have been filed, addressed and resolved through formal complaint mechanisms.	Not Applicable	—	No complaints of this type have been recorded in the reporting period.	
<b>Aspect: Investment</b>					
G4-HR1	Number and percentage of significant investment contracts and agreements that include human rights clauses or that have undergone analysis from the human rights' point of view.	Sustainable Supply. p. 63	Complete		
G4-HR2	Hours of employee training on policies and procedures concerning aspects of human rights that are relevant to activities, including the percentage of trained employees.	Business Ethics' Code. p. 19	Complete		

GRI 4 Contents		Page (s)	Report	Reason for omission	External Verification
<b>Aspect: Non discrimination</b>					
G4-HR3	Number of cases of discrimination and corrective actions taken.	Reporting System. p. 20	Complete		✓ pp. 102-104
<b>Aspect: Freedom of association and collective bargaining</b>					
G4-HR4	Identification of significant facilities and suppliers in which freedom of association and the right to collective bargaining may be infringed or threatened, and measures taken to defend these rights.	Sustainable Supply. p. 63	Complete		✓ pp. 102-104
<b>Aspect: Child Labor</b>					
G4-HR5	Identification of centers and suppliers with a significant risk of child labor and measures taken to contribute to the abolition of child labor.	Sustainable Supply. p. 63	Complete		
<b>Aspect: Forced Labor</b>					
G4-HR6	Centers and suppliers with a significant risk for incidents of forced labor, and measures taken to contribute to the elimination of all forms of forced labor.	Sustainable Supply. p. 63	Complete		
<b>Aspect: Safety measures</b>					
G4-HR7	Percentage of security personnel who have received training on policies and procedures of the organization regarding human rights that are relevant to operations.	Business Ethics' Code. p. 19	Complete		
<b>Aspect: Rights of indigenous people</b>					
G4-HR8	Number of cases of violation of the rights of indigenous people and actions taken.	Not Applicable	—	No incidents of this nature have been reported	
<b>Aspect: Evaluation</b>					
G4-HR9	Number of percentage of centers that have undergone examinations or evaluations of impacts on human rights.	Sustainable Supply. p. 63	Complete		
<b>Aspect: Evaluation of suppliers on human rights</b>					
G4-HR10	Percentage of new suppliers that were examined based on criteria related to labor practice.	Sustainable Supply. p. 63	Complete		✓ pp. 102-104
G4-HR11	Negative, significant, actual and potential impacts on human rights in the supply chain, and measures adopted.	Sustainable Supply. p. 63	Complete		
<b>Aspect: Complaint mechanisms on human rights</b>					
G4-HR12	Number of human rights' complaints that have been filed, addressed and resolved through formal complaint mechanisms.	Reporting System. p. 20	Complete		
<b>Aspect: Local Communities</b>					
G4-SO1	Percentage of centers where development programs, impact evaluation have been implemented and participation of the local community.	Our community. pp.52-67 FEMSA Foundation. p. 84	Complete		
G4-SO2	Operation centers with significant, potential or actual negative impact on local communities.	Not Applicable	—		
<b>Aspect: The fight against corruption</b>					
G4-SO3	Number and percentage of centers where the risks related to corruption and significant risks detected have been evaluated.	Reporting System. p. 20	Complete		✓ pp. 102-104

	<b>GRI 4 Contents</b>	<b>Page (s)</b>	<b>Report</b>	<b>Reason for omission</b>	<b>External Verification</b>
G4-SO4	Policies and procedures for communication and training on the fight against corruption.	Business Ethics' Code. p. 19	Complete		✓ pp. 102-104
G4-SO5	Confirmed corruption cases and measures adopted.	Reporting System. p. 20	Complete		
G4-SO6	Value of political contributions, by country and recipient.	Not Applicable	—	The company does not make such contributions.	
<b>Aspect: Unfair competition</b>					
G4-SO7	Number of complaints for unfair competition, monopolistic and anti-competitive practices and outcome thereof.	Not Applicable	—	No complaints of this type were reported during the reporting period.	
<b>Aspect: Regulatory Compliance</b>					
G4-SO8	Monetary value of significant fines and number of non-monetary sanctions due to noncompliance with laws and regulations.	Not Applicable	—	No significant fines of this type were reported during the reporting period.	✓ pp. 102-104 *The scope of the review did not include operations in the Philippines
<b>Aspect: Evaluation of suppliers' social impact</b>					
G4-SO9	Percentage of new suppliers that were examined based on criteria related to social impact.	Sustainable Supply. p. 63	Complete		
G4-SO10	Negative, significant, actual and potential impacts for society in the supply chain, and measures adopted.	Not Reported		All our facilities are located in commercial and industrial areas attached to plans for urban, industrial and commercial development of the countries and communities where we operate.	
<b>Aspect: Complaint mechanisms for social impact</b>					
G4-SO11	Number of social impact complaints that have been filed, addressed and resolved through formal complaint mechanisms.	Reporting System. p. 20	Complete		
<b>Product Responsibility</b>					
<b>Aspect: Customers' health and safety</b>					
G4-PR1	Percentage of categories of significant products and services the impacts of which on health and safety were evaluated, in order to promote improvements.	Our products. pp. 26-28	Complete		✓ pp. 102-104
G4-PR2	Number of incidents arising from non-compliance with regulations or voluntary codes concerning the impacts of products and services on health and safety during their life cycle, broken down by type of result of these incidents.	Not Applicable	—	No incidents of this type were reported during the reporting period.	✓ pp. 102-104 *The scope of the review does not include operations in the Philippines.
<b>Aspect: Labelling of products and services</b>					
G4-PR3	Type of information required by procedures of the organization concerning information and labeling of products and services and percentage of significant products and services categories subject to such requirements.	Responsible Marketing. p. 29	Complete		✓ pp. 102-104

GRI 4 Contents		Page (s)	Report	Reason for omission	External Verification
G4-PR4	Number of cases of non-compliance with regulations and voluntary codes concerning information and labeling of products and services, broken down by type of outcomes.	Responsible Marketing. p. 29	Complete	No incidents of this type were reported during the reporting period.	✓ *The scope of the review does not include operations in the Philippines.
G4-PR5	Results of surveys to measure customer satisfaction.	Responsible Marketing. p. 29	Complete		✓ pp. 102-104
<b>Aspect: Marketing communications</b>					
G4-PR6	Sale of banned products or products under dispute.	Responsible Marketing. p. 29 Healthy lifestyles. p. 55	—	The company does not have this type of products.	✓ pp. 102-104
G4-PR7	Number of cases of non-compliance with the regulations or voluntary codes concerning marketing communications, including advertising, promotion and sponsorship, broken down by type of outcome.	Not Applicable	—	No incidents of this type were reported during the reporting period.	✓ pp. 102-104 *The scope of the review does not include operations in the Philippines.
<b>Aspect: Customer privacy</b>					
G4-PR8	Number of fundamental complaints about violation of privacy and loss of customer data.	Not Applicable	—	No incidents of this type were reported during the reporting period.	✓ pp. 102-104 *The scope of the review does not include operations in the Philippines.
<b>Aspect: Regulatory Compliance</b>					
G4-PR9	Cost of significant fines for violating the rules and legislation concerning the provision and use of products and services.	Not Applicable	—	No fines of this type were reported during the reporting period.	✓ pp. 102-104 *The scope of the review does not include operations in the Philippines.
<b>Sector Supplement on Food and Beverages</b>					
G4-FP1	Percentage of volume of materials purchased from suppliers that meet the supply chain standards.	Sustainable Supply. p. 63	Complete		✓ pp. 102-104
G4-FP2	Percentage of volume of materials purchased from suppliers that meet internationally recognized standards on responsible production stated by standard.	Sustainable Supply. p. 63	Complete		✓ pp. 102-104
G4-FP3	Percentage of working time lost due to disputes, strikes and other industrial demonstrations by country.	Work environment. p. 50	Complete		✓ pp. 102-104
G4-FP4	Nature, scope and effectiveness of programs and practices (in charity, volunteer work, knowledge transfer, associations and product development) that promote access to healthy lifestyles, chronic disease prevention, access to nutritious food at affordable prices and improving the welfare of poor communities.	Our community. pp. 54-63	Complete		✓ pp. 102-104

	GRI 4 Contents	Page (s)	Report	Reason for omission	External Verification
G4-FP5	Percentage of production in manufactured volume in sites invoiced by an independent third party, in accordance with internationally recognized guidelines for food safety management.	Our products. pp. 26	Complete		✓ pp. 102-104
G4-FP6	Percentage of total sales volume of consumer products, by product category with decrease in saturated fat, trans fat, sodium and sugar.	Our products. pp. 26	Complete		✓ pp. 102-104
G4-FP7	Percentage of total sales volume of consumer products, by product category that contain increased nutritious ingredients, such as fiber, vitamins, minerals, phytochemicals or functional additives.	Our products. pp. 26	Complete		✓ pp. 102-104
G4-FP8	Consumer communication policies and practices about the ingredients and nutritional information beyond legal requirements.	Responsible Marketing. p. 29	Complete		✓ pp. 102-104
G4-FP9	Percentage and total hatched animals processed by species and breed.	Not Applicable			
G4-FP10	Policies and practices, by species and class related to physical alterations and use of anesthesia.	Not Applicable			
G4-FP11	Percentage and total hatched and/or processed animals by species and breed by storage type.	Not Applicable			
G4-FP12	Policies and practices on the use of antibiotics, anti-inflammatory drugs, hormones and/or stimulants for development by species and breeds.	Not Applicable			
G4-FP13	Total number of incidents of non-compliance with laws and regulations and adherence with voluntary standards related to practices on transport, handling and slaughter of live terrestrial and aquatic animals.	Not Applicable			

# External Verification



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## Independent assurance report to Coca-Cola FEMSA, S.A.B de C.V. (KOF) Management on the Sustainability Report 2014.

### Responsibilities of KOF and Independent Reviewer

The elaboration of the Sustainability Report 2014 (SR), as well as its content, is responsibility of KOF, who is also responsible for defining, adapting and maintaining the management systems and internal controls from which the information is obtained.

Our responsibility is to issue an independent report based on the procedures applied during our review.

This report has been prepared exclusively for the management of KOF in accordance with the terms of our letter of agreement dated November 18<sup>th</sup>, 2014. We do not assume any responsibility against any other than the management of KOF and is not intended to be nor should it be used by someone other than this

### Scope of our work

The scope of our assurance was limited, and is substantially lower than a reasonable assurance work. Therefore the security provided is also lower. This report in no case can be understood as an audit report.

We conducted our review of the SR under the following conditions and/or criteria:

- a) The adaptation of the contents of the SR to the Global Reporting Initiative (GRI) Guidelines version 4 (G4) and according to the materiality study provided by KOF.
- b) The review of the sustainability performance indicators reported according to the option Core and specified in the GRI Index in the same report.
- c) The information contained in the SR is consistent with supporting evidence provided by the management.

### Assurance standards and procedures

We have performed our work in accordance with the International Auditing Standard ISAE 3000 Assurance Engagements other than Audits or Reviews of Historical Financial Information issued by the International Auditing and Assurance Standards Boards (IAASB) of IFAC. Also, we have applied the AA1000 Assurance Standard, issued by AccountAbility, to provide moderate assurance on the evaluation of the adherence of the principles established in the AA1000APS Standard and sustainability performance indicators.

Our review work included the formulation of questions to the management as well as various departments of KOF that have participated in the elaboration of the SR and the application of certain analytical and sample screening tests that are described below:

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- a) Meetings with staff of KOF to learn the principles, systems and applied management approaches.
- b) Analysis of the process to collect, validate and consolidate the data presented in the SR.
- c) Analysis of scope, relevance and integrity of the information included in the SR in terms of the understanding of KOF and of the requirements that stakeholders have identified as material aspects.
- d) Selected sample review from the evidence that supports the information included on the SR.

The following table details the revised indicators:

G4-10	G4-EN16	G4-LA6	G4-PR2	G4-FP3
G4-16	G4-EN19	G4-LA8	G4-PR3	G4-FP4
G4-26	G4-EN21	G4-LA9	G4-PR4	G4-FP5
G4-EC1	G4-EN22	G4-HR3	G4-PR5	G4-FP6
G4-EC7	G4-EN23	G4-HR4	G4-PR6	G4-FP7
G4-EN2	G4-EN30	G4-HR10	G4-PR7	G4-FP8
G4-EN3	G4-EN32	G4-SO3	G4-PR8	
G4-EN8	G4-LA1	G4-SO4	G4-PR9	
G4-EN10	G4-LA4	G4-SO8	G4-FP1	
G4-EN15	G4-LA5	G4-PR1	G4-FP2	

The scope of the review work on the following indicators: G4-S08, G4-PR2, G4-PR4, G4-PR7, G4-PR8, G4-PR9 does not include operations in The Philippines.

**Conclusion**

The SR considers the application of the GRI Guidelines G4, and is elaborated according to the principles of inclusivity, materiality and responsiveness of the AA1000APS Standard.

Based on the performance of our work described in this report, nothing comes to our attention that could make us believe that the SR contains significant errors or has not been prepared in accordance with the Core option established in the GRI Guidelines G4.



### Recommendations

The following list summarizes the most significant recommendations, which do not alter the conclusions expressed in this report:

- Strengthen guides and categorization criteria of environmental and social aspects at plant level.
- Document information compilation processes as well as how the indicators are built.
- Integrate data of new business and territories in the indicators in order to show the performance of the whole organization.
- Deepen on the disclosure of quantitative indicators according to the Global Reporting Initiative Guideline and Food Processing Sector Supplement.

### Inclusivity

KOF has shown the appliance of different communication channels with its stakeholders. It is suggested to continue such efforts for its maintenance and implementation in different territories where it is present. Also, it is suggested to strengthen the participation of governance bodies in the management of sustainability aspects, which enhances sustainability management and reporting.

### Materiality

KOF has a materiality matrix aligned to its business. It is suggested to define the timeline and process for its revision and update of material aspect in order to maintain a continuous dialogue with the stakeholders and understand business tendencies, identifying relevant sustainability aspects.

### Responsiveness

KOF has generated a Sustainability Report in accordance with the material aspects identified in order to answer them punctually. It is also suggested to generate specific and frequent channels, depending each stakeholders' characteristic, to communicate KOF's sustainability results.

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Member of Deloitte Touche Tohmatsu Limited



MBA Daniel Aguiñaga Gallegos  
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## **Links of interest**

[www.femsa.com](http://www.femsa.com)  
[www.fundacionfemsa.com.mx](http://www.fundacionfemsa.com.mx)  
[www.coca-colacompany.com/topics/sustainability](http://www.coca-colacompany.com/topics/sustainability)

## **Labeling and Nutritional Information, The Coca-Cola Company**

<http://www.coca-colacompany.com/brands/nutrition-labels>

## **Responsible Marketing, The Coca-Cola Company**

<http://www.coca-colacompany.com/sustainabilityreport/me/responsible-marketing.html>

## **Relationship with Suppliers, The Coca-Cola Company**

<http://www.coca-colacompany.com/our-company/supplier-guiding-principles>

## **Workplace Rights, The Coca-Cola Company**

<http://www.coca-colacompany.com/our-company/human-workplace-rights>

## **Sustainability Report 2014, The Coca-Cola Company**

<http://assets.coca-colacompany.com/44/d4/e4eb8b6f4682804bdf6ba2ca89b8/2012-2013-gri-report.pdf>

## **Sustainability Report 2013, Coca-Cola FEMSA**

<http://www.coca-colafemsa.com/kof/sostenibilidad/info2013/>

## **Sustainability Report 2013, FEMSA**

<http://www.informesostenibilidad.femsa.com/>

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