



Coca-Cola FEMSA

Investor Presentation



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ADDITIONAL INFORMATION AND WHERE TO FIND IT

Documents filed electronically by KOF with the Securities and Exchange Commission’s (“SEC”) are available to the public on the Internet at the SEC’s website at www.sec.gov and at our website at www.coca-colafemsa.com. Free copies of all of KOF’s filings with the SEC may also be obtained by directing a request to:

COCA-COLA FEMSA

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INVESTOR RELATIONS

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Agenda

- 1) Company Overview
- 2) Key Investment Highlights
- 3) COVID 19 & Sustainability Strategy
- 4) Financial Summary
- A) Appendix



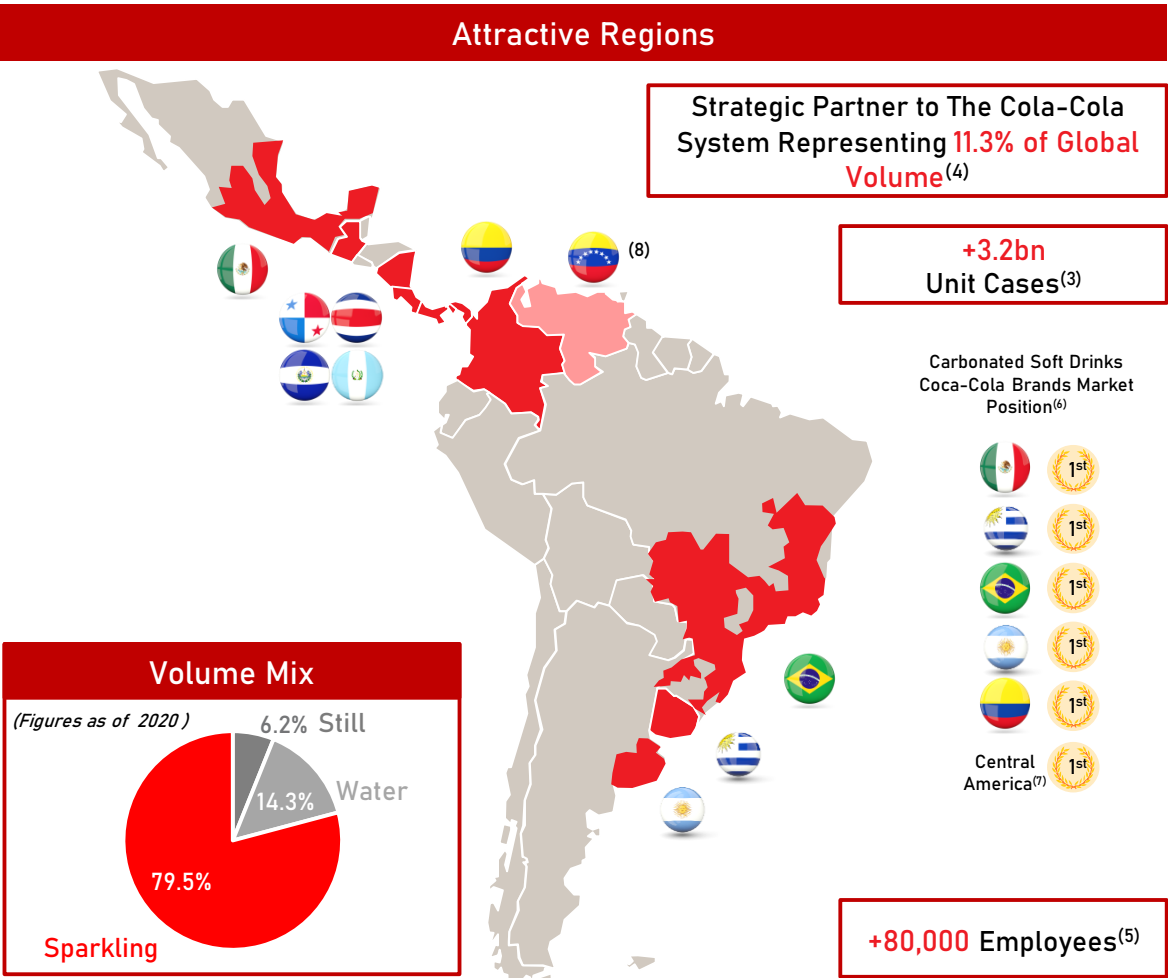
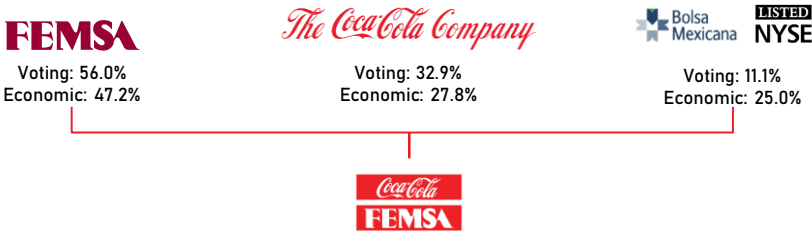
Coca-Cola FEMSA at a Glance

Largest Coca-Cola Franchise Bottler in the World by Volume, selling 1 out of every 9 Coca-Cola products in the world

- Largest franchise bottler of Coca-Cola trademark beverages in the world in terms of volume
- We are a multinational, multi-category beverage leader, serving over 265 million people and 1.9 million points of sale through 49 plants and 268 distribution centers across 9 countries.

Figures in Ps. Mm	2017	2018	2019	2020	2020 US\$mm	(2)
Total Revenues	\$ 183,256	\$ 182,342	\$ 194,471	\$ 183,615	\$ 9,231	
Gross Profit	\$ 83,508	\$ 83,938	\$ 87,507	\$ 82,811	\$ 4,163	
Gross Margin	45.6%	46.0%	45.0%	45.1%	45.1%	
Total Debt ⁽¹⁾	\$ 83,360	\$ 81,805	\$ 69,977	\$ 87,478	\$ 4,398	
Cash & Cash Equivalents	\$ 18,767	\$ 23,727	\$ 20,491	\$ 43,497	\$ 2,187	
Operating Cash Flow	\$ 36,292	\$ 35,456	\$ 37,148	\$ 37,345	\$ 1,878	

Shareholder Structure



Our footprint

A geographically diversified bottler, ideally placed to capture its many opportunities

Mexico & Central America

~108.5 million consumers
~1.1 million points of sale
~ 9.8 bn transactions
~1.9 bn unit cases
~US\$5.4 bn in Revenues
23.3% Operating Cash Flow



 Mexico represents **54%** of our total volumes

Accelerating performance in the division:

- Expand Universal Bottle and Refillables in new channels
- Recent launch of Topo Chico Hard Seltzer
- Become market leader in hydration, nutrition and energy
- Effective cost and expense controls



South America

~157.3 million consumers
~.9 million points of sale
~7.6 bn transactions
~1.3 bn unit cases
~US\$3.9 bn in Revenues
16.2% Operating Cash Flow



 Brazil represents **26%** of our total volumes

Accelerating performance in the division:

- Affordability through Returnables and Magic Price points
- Acceleration of omnichannel digital strategy
- Focus in channel strategy and execution
- Profitable portfolio diversification



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Our key investment highlights and strategy remain our long-term guide



1

STRATEGIC PARTNER TO COCA-COLA COMPANY. KOF IS THE LARGEST FRANCHISE BOTTLER IN THE WORLD



2

PRESENCE IN MARKETS WITH LONG-TERM CONSUMPTION TAILWINDS



3

MARKET LEADERSHIP SUPPORTED BY STRONG BRANDS AND CONTINUOUS INNOVATION ADDRESSING CONSUMER DEMANDS



4

CONSUMER-CENTRIC BUSINESS MODEL ANCHORED BY A DIFFICULT TO REPLICATE COMMERCIAL CAPABILITIES AND DISTRIBUTION NETWORK



5

TRACK-RECORD OF DELIVERING STRONG FREE CASH FLOW GENERATION WITH A DISCIPLINED APPROACH TO LEVERAGE



6

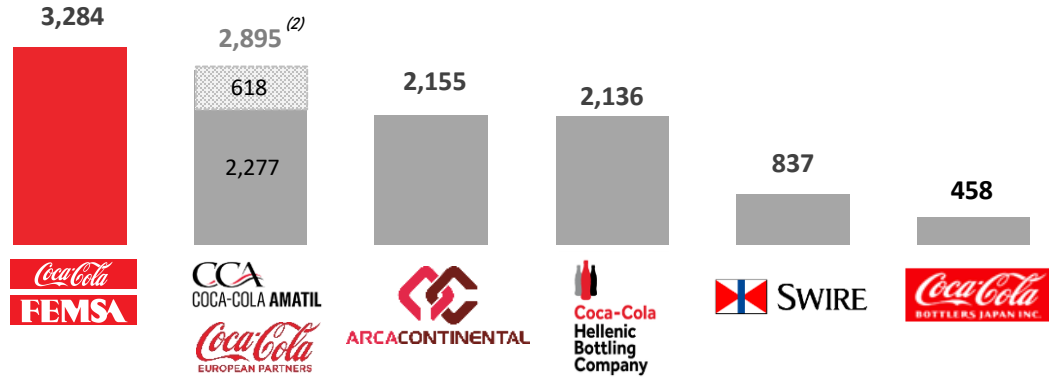
EXPERIENCED MANAGEMENT TEAM

1

Strategic Partner to The Coca-Cola Company and the Largest Franchise Bottler in the World by Volume

(Volume as of 2020 in mmUC⁽¹⁾)

EBITDA
Margin: 20.3%



Mutually beneficial relationship dating back for 25 years, providing KOF:



PREMIUM BRANDS



DIVERSIFIED PORTFOLIO



COLLABORATION



SUSTAINABILITY

(1) MMUC: Million Unit Cases. Each unit case is 24 eight-ounce servings of finished beverage equivalent to 5.678 liters.

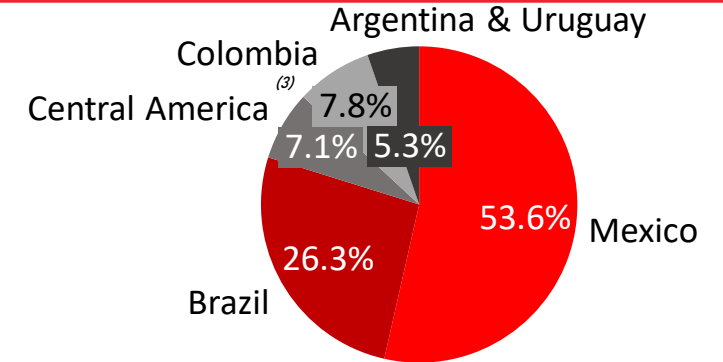
(2) Volume pro-forma considering the proposed acquisition of Coca Cola Amatil by CCEP

(3) Comprised of Guatemala, Nicaragua, Costa Rica and Panama.

2

Presence in Markets with Long-term Consumption Tailwinds

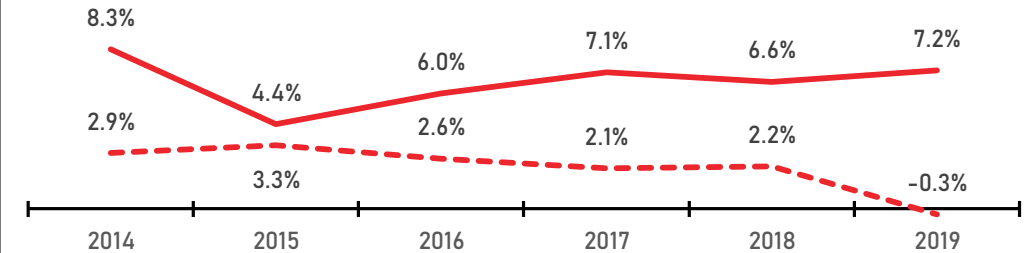
2020 Volume Breakdown



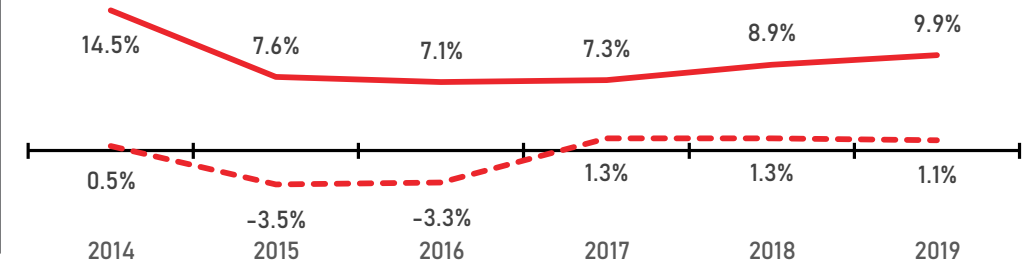
Soft Drinks Industry Growth vs GDP

— Soft Drinks YoY Growth⁽³⁾ --- Real GDP Growth⁽⁴⁾

Mexico



Brazil



(4) Source: Euromonitor. MSP sales value.

(5) Economist Intelligence Unit.

3

Market Leadership Supported by a Portfolio of Brands and Continuous Innovation

Coca-Cola Brands



The Coca-Cola Logo is Recognized by 94% of the world⁽¹⁾



Carbonated soft Drinks

Leader



Non-Carbonated Soft Drinks

Leader



Energy and Sports

Highly Competitive



Bottled Water

Highly Competitive



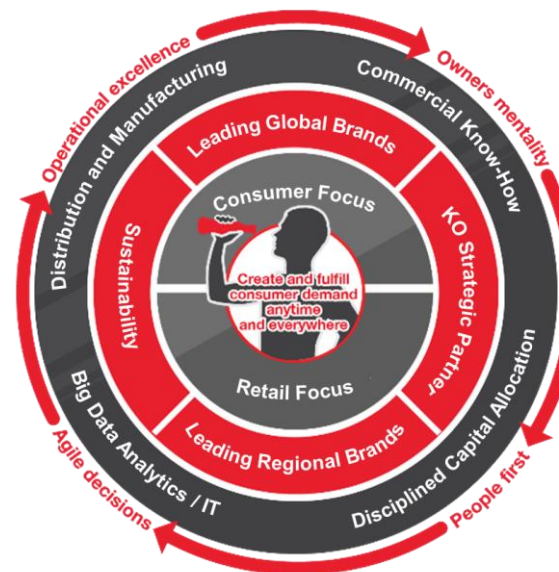
Portfolio +300 annual launches, including +100 in Brazil

Driven by our strict focus on our consumers, we are consolidating a tailored total beverage portfolio to satisfy evolving tastes and lifestyles

4

Consumer-centric Business Model Strongly Committed to Sustainability Goals

Powerful consumer-centric business model



Digital tools improving service level & efficiencies in our commercial service and distribution model

Our performance has granted us recognition amongst top Sustainability Raters

MEMBER OF
Dow Jones
Sustainability Indices

In collaboration with



FTSE4Good



MSCI
ESG RATINGS
A

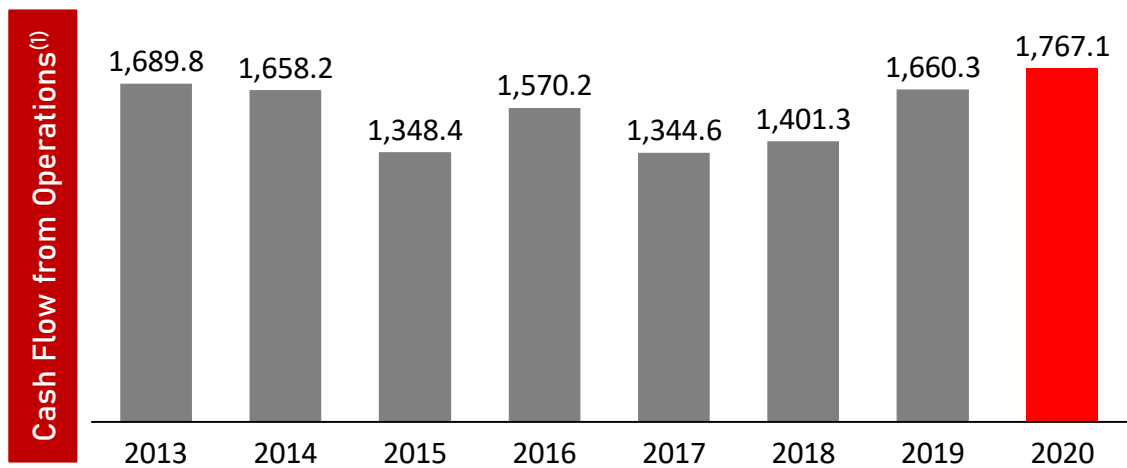


a Morningstar company

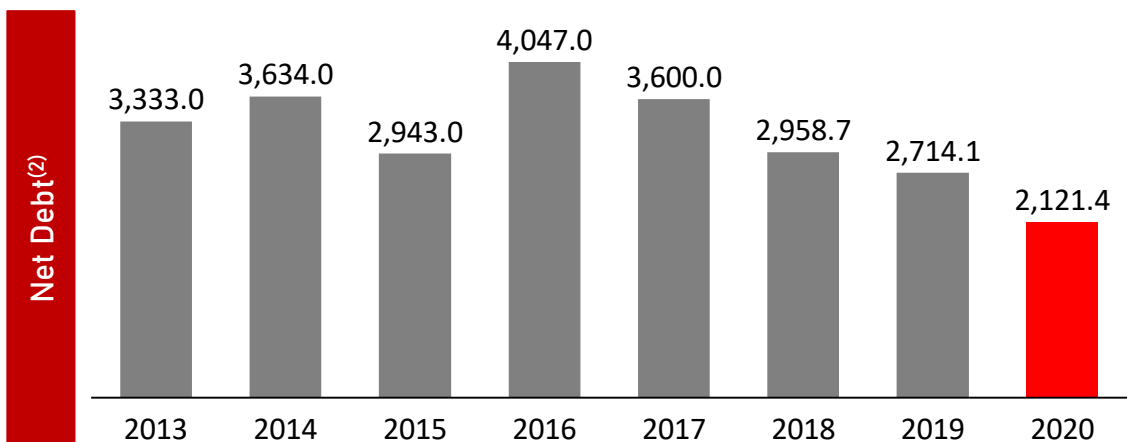
First Mexican company to receive the approval of the Science Based Targets Initiative (SBTi) for its greenhouse gas (GHG) emissions reduction targets

5 Track-Record of Delivering Strong Cash Flow with a Disciplined Approach to Leverage

(Figures in USD MM)



(Figures in USD MM)



Exchange rate for 2013: 13.0765, 2014: 14.718, 2015: 17.2065, 2016: 20.664, 2017: 19.7354, 2018: 19.6829, 2019: 18.8452, 2020: 19.89

(1) Operating cash flow = operating income + depreciation, amortization & other operating non-cash charges.

(2) Includes Bank loans and notes payable, current and non-current portion. Includes the effect of derivative financial instruments on the non-current portion, less cash and cash equivalents.

6 Experienced Management Team

Years at KOF



Resilience

- Stable profitable performance
- Leadership position across LatAm
- Ongoing value chain optimization

Discipline

- Transformation driving efficiencies and growth
- Opportunistic consolidator
- Disciplined and returns-oriented approach

Commitment

- Strong track record of management and governance
- Best in class approach to sustainability and societal needs

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COVID-19 Strategy – KOF's 5 C's Program Key Actions

Guiding our business through short-term operating disruptions while ensuring execution of our long-term goals

Collaborators	Clients	Consumers	Communities	Cash Flow
Preserve their safety and well-being	Remain close to our clients and help them stay open in a safe way	Leverage our direct to consumer channels while offering unmatched affordability	Help communities in need through different social initiatives	Implement measures to strengthen our balance sheet and protect our cash flow
<ul style="list-style-type: none"> Reinforced health, sanitation and hygiene protocols and deployment of protective equipment 	<ul style="list-style-type: none"> Implementation of omni-channel strategies (B2B platforms, contact centers, and voice over IP services). Protective screens donation to support their safe reopening. 	<ul style="list-style-type: none"> Returnables and “magic” price Reinforcing our direct to home routes (+500k homes in Mexico) Digital channels growing +75.5% YoY B2C growing importantly 	<ul style="list-style-type: none"> Transporting medical supplies, contributing to the construction of alternative health centers, and acquiring medical equipment Donated + 3.8 million liters of beverage 	<ul style="list-style-type: none"> US\$ ~500 MM short-term financing, current cash & cash equivalents balance of Ps. 2.5bn⁽¹⁾ Partially reduced and postponed CAPEX, focusing on immediate needs for business continuity 

KOF's Strategy Yielding Successful Results as Demonstrated by 2020 Performance

Resilient Volume Performance

December 2020



Ability to Mitigate Headwinds

Impact was mostly mitigated
driven by our countermeasures

Strong Margins

December 2020

+120bps Operating Cash
Flow Margin⁽¹⁾

Boost to Affordability Strategy

December 2020

Full Year Refillables growth

+~7 % vs PY in Mexico

+~8 % vs PY in Brazil

Strong Liquidity Position

with **Ps. 43bn** of cash on
hand as of 2020⁽¹⁾

Resilient and Effective Cash Conversion

+12% YoY Cash from
operations despite the
challenging environment

Ps. 35.1bn⁽¹⁾

Source: Company filings.

(1) Coca-Cola FEMSA FY20 filings.

(2) KOF Corporate Treasury based on external analyst estimates.

Sustainability is a KOF's Business enabler

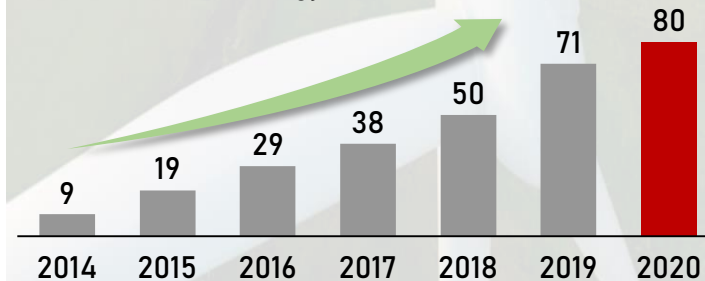
We have delivered on our 2020 goals and on track to deliver our 2030 world without waste goals

Climate Change

- 🌱 We have accomplished 80% coverage of our global bottling operation's energy requirements.
- 🌱 In 2019, we reduced our energy consumption by 12% resulting in US\$8.15 million total energy savings.

Clean Energy

% of energy from clean sources

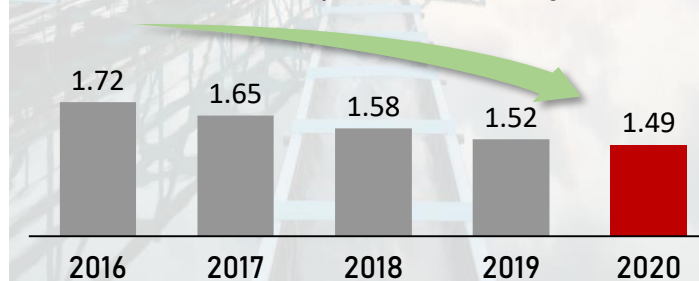


Water Stewardship

- 🌱 We improved our water use ratio to 1.49 liters of water per liter of beverage produced.
- 🌱 From 2010 through 2019 we decreased our absolute water consumption by 22.5%.

Water Efficiency

Liters of Water per Liter of Beverage

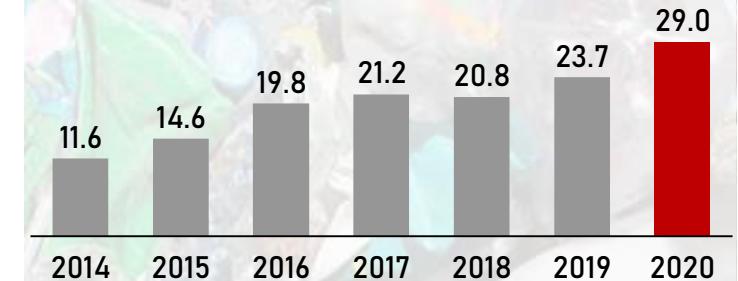


Circular economy

- 🌱 We used 29% of recycled materials in our PET packaging beating our 2020 goal of 25%.
- 🌱 We collected more than 50% of the bottles that we put into the market, well positioned to achieve our 2030.

PET packaging materials

% of recycled materials in our PET packaging



We aim to simultaneously create economic, social and environmental value

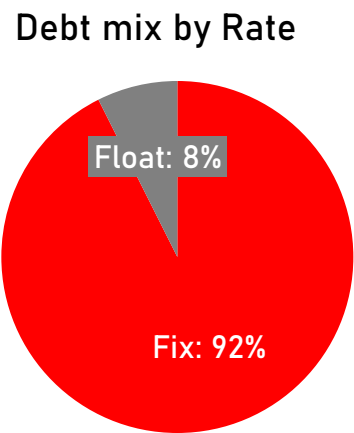
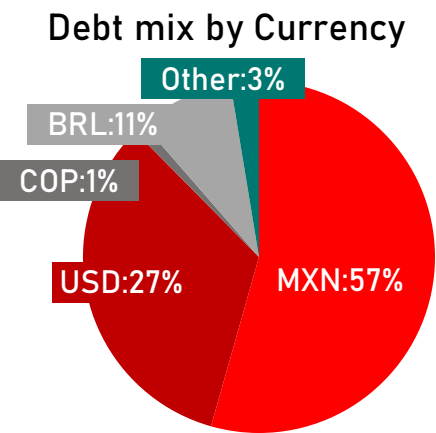
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Debt Maturity Profile as of December 31st, 2020

Pro Forma Debt Profile⁽¹⁾

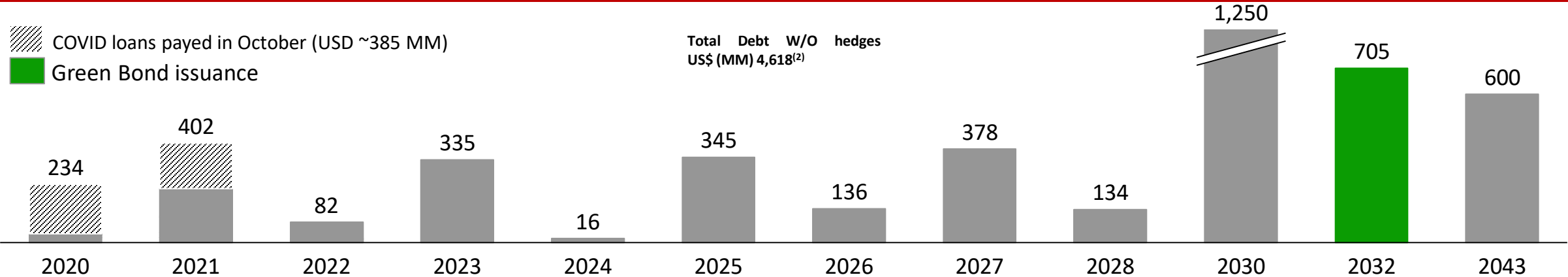


Credit Ratings⁽¹⁾

	<div><div>Coca-Cola</div><div>FEMSA</div></div>			S&P Global		FitchRatings		Moody's			
	KO	Pepsi	Arca	CCEP	Swire	Amatil	ABInbev	Hellenic	Heineken	Dr.Pepper	COKE
A1	✓	✓									
A2			✓								
A3				✓	✓	✓					
Baa1							✓	✓	✓		
Baa2										✓	✓

Moody's Ratings

Pro Forma Debt Maturity Schedule



Source: Coca-Cola FEMSA filings
(1) Moody's ratings.
(2) Total debt excluding COVID loans paid in October, US\$ 4,233 MM

Leverage Evolution

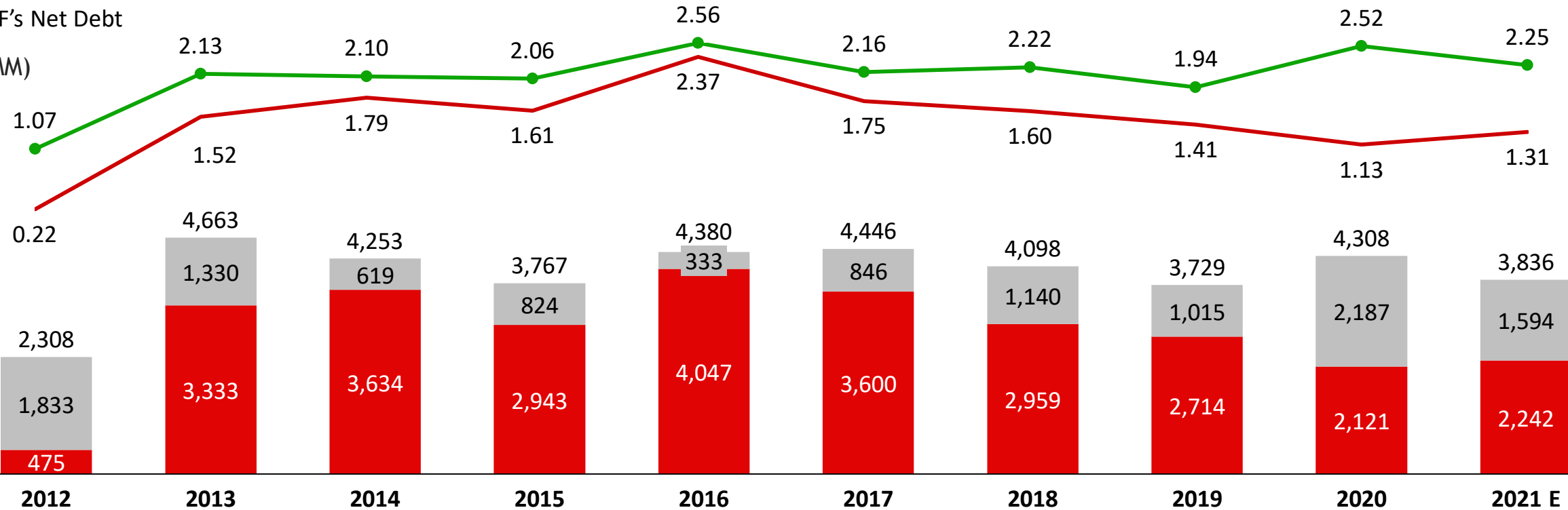
— Gross Debt / LTM EBITDA

— Net Debt/ EBITDA

■ Cash

■ KOF's Net Debt

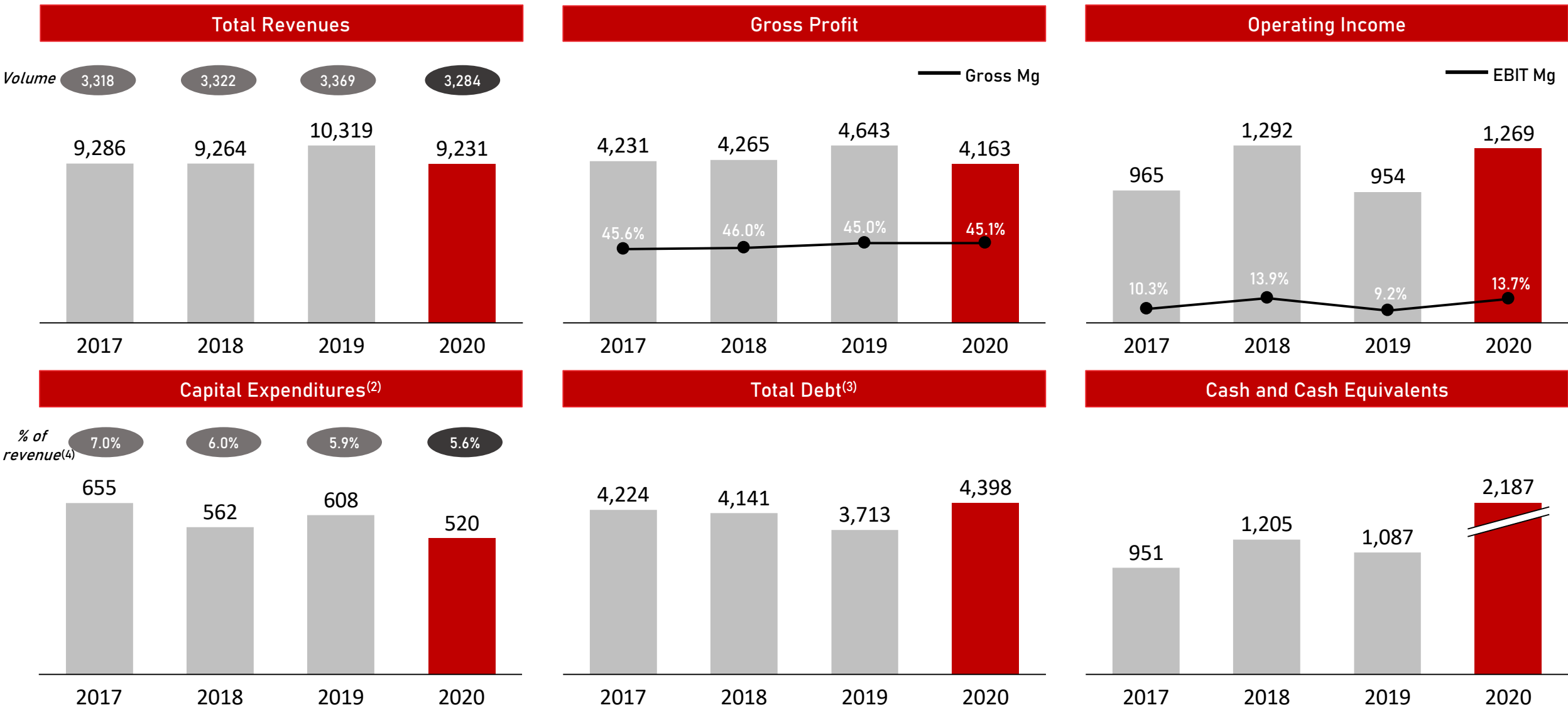
(USD MM)



EBITDA ⁽¹⁾	2,159	2,193	2,030	1,828	1,708	2,062	1,847	1,924	1,877	1,707
MXN (EOP)	13.01	13.08	14.72	17.21	20.66	19.74	19.68	18.85	23.26	22.63
BRL (EOP)	2.04	2.34	2.66	3.90	3.26	3.31	3.87	4.03	5.35	5.25

⁽¹⁾ Excludes Venezuela since 2014

Consolidated Financial Summary *USD.mm ⁽¹⁾*



⁽¹⁾ Figures calculated in USD using an exchange rate of 19.7354 for 2017, 19.6829 for 2018, 18.8452 for 2019 and 19.89 for 2020
⁽²⁾ Includes acquisitions of long-lived assets minus proceeds from sale of long-lived assets plus acquisitions of intangible assets.
⁽³⁾ Includes Bank loans and notes payable, current and non-current portion.
⁽⁴⁾ Computed as capital expenditures over total revenues.

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1 Coca-Cola FEMSA at a glance

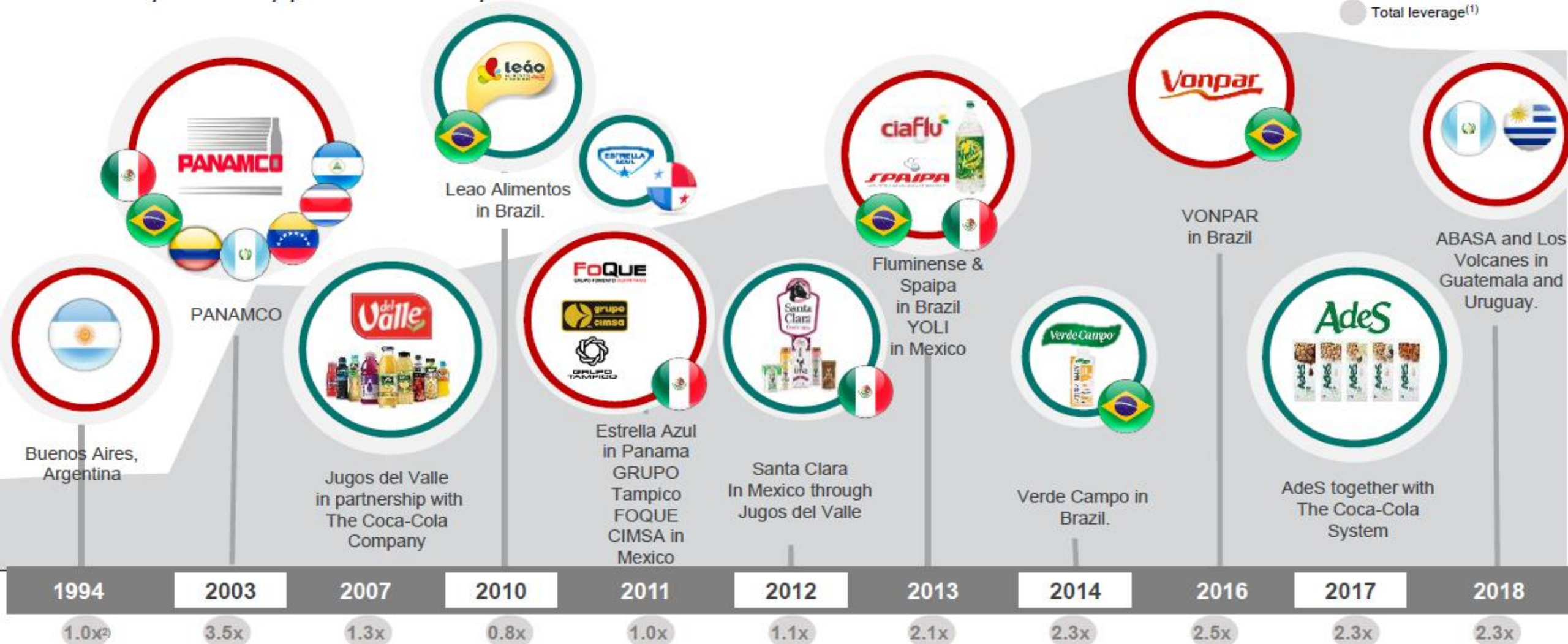
● New categories

● New territories

Volume (MM UC)
1994 - 308
2018 - 3,322

● Total leverage⁽¹⁾

Our Disciplined Approach to Capital Allocation Has Enabled Us to Grow



(1) Coca-Cola FEMSA's earnings releases. Computed as total debt over operating cash flow.

(2) As of 1999.

Divested the Philippines operation and deconsolidation of Venezuela

KOF was able to leverage on its environmental and sustainability commitments and achievements to successfully place its first Green Bond in the market

On August 26th, 2020, we priced USD 705MM in the Yankee market with the Green Label recognition

- ✓ The transaction represents the lowest ever coupon printed by a Latam issuer in the 10 – 12 yrs range
- ✓ Largest corporate Green Bond in Latin America and First ever Mexican Corporate Green Bond

KOF was able to achieve the Green Bond feature in record time (4 weeks) given its commitment towards Sustainability ever since the Company was created:

- ✓ First Mexican Company to have science-based targets, with clear action plans
- ✓ Pioneer in the use of recyclable packages, with one of the highest packaging collection rates (~50% of KOF's main markets)
- ✓ 7 year old member of some of the most relevant and recognized sustainable indexes such, as Dow Jones Sustainability and FTSE4Good

For KOF, sustainability is an essential component of our business that allows us to maximize value for our stakeholders. Therefore, we encompass our sustainable efforts to communicate our strategy to “ESG-investors” in the following three categories:



Climate Change

We align our efforts to the Paris Agreement goal of preventing global temperature from rising above 2°C



LATIN AMERICAN
WATER FUNDS
PARTNERSHIP

Water Stewardship

We focus on our operational water use efficiency and we help our communities to access water



Circular economy

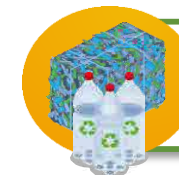
Waste management and recycling of polyethylene terephthalate (PET) bottles



Electric vehicles acquired for our fleet



Water usage efficiencies (1.5lt per 1lt. produce)



Recycled resin purchases for our PET packages

Consolidated Financial Summary

(Figures in Ps.mm, unless otherwise stated)

Income Statement		2017	2018	2019	3Q'19	3Q'20	3Q'20 LTM ⁽¹⁾
Total Revenues		183,256	182,342	194,471	142,504	135,015	186,892
YoY Growth			-0.5%	6.7%		-5.3%	
Costs of goods sold		(99,748.0)	(98,404.0)	(106,964.0)	(78,030.4)	(73,926.7)	(102,807.9)
Gross profit		83,508.0	83,938.0	87,507.0	64,473.3	61,088.0	84,084.0
Gross margin		45.6%	46.0%	45.0%	45.2%	45.2%	45.0%
Operative expenses		(58,044)	(57,924)	(60,537)	(44,429)	(42,320)	(58,428)
Other (expense) income		(31,357)	(1,881)	(2,490)	(969)	(3,329)	(4,850)
Interest expenses		(8,777)	(7,568)	(6,904)	(5,235)	(6,388)	(8,057)
Interest income		791	1,004	1,230	907	853	1,176
Foreign exchange gain (loss), net		788	(277)	(330)	(166)	357	193
Gain (loss)		1,590	212	221	78	288	431
Market value gain (loss) on financial instruments		246	(314)	(288)	(150)	2	(136)
Income (loss) before Income taxes		(11,255)	17,190	18,409	14,510	10,551	14,450
Income taxes		(4,184)	(5,260)	(5,648)	(3,953)	(3,413)	(5,108)
Share of the profit of associates and joint ventures accounted for using the equity method, net of taxes		60	(226)	(131)	(95)	159	122
Net income (loss) for continuing operations		(15,379)	11,704	12,630	10,462	6,980	9,148
Net income (loss) for discontinued operations		3,725	3,366	-	-	-	-
Consolidated net income (loss)		(11,654)	15,070	12,630	10,462	6,980	9,148

Other Key Metrics		2017	2018	2019	3Q'19	3Q'20	3Q'20 LTM
Capital expenditures		12,802	10,891	11,415	6,681	6,262	10,996

Balance Sheet		2017	2018	2019	3Q'19	3Q'20	3Q'20 LTM
Cash and cash equivalents		18,767	23,727	20,491	30,230	58,057	48,318
Total debt		83,360	81,805	69,977	76,533	103,122	96,566
Net debt		64,593	58,078	49,486	46,303	45,065	48,248
Total equity		140,710	131,750	129,685	129,700	124,383	124,368
Book Capitalization		205,303	189,828	179,171	176,003	169,448	172,616

Source: Coca-Cola FEMSA filings.

(1) Computed as 2019 less 3Q'19 plus 3Q'20.

(2) Includes acquisitions of long-lived assets minus proceeds from sale of long-lived assets plus acquisitions of intangible assets.

(3) Includes Bank loans and notes payable, current and non-current portion.