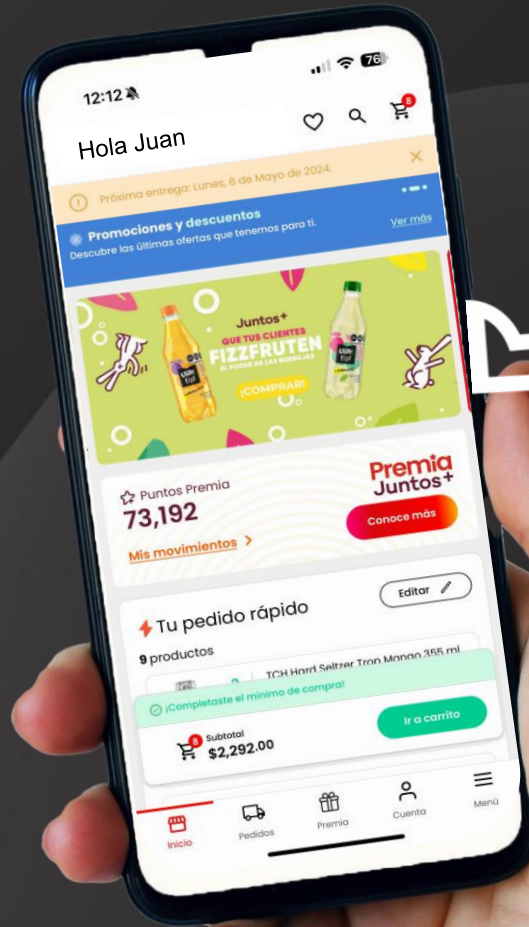


FUTURE-READY

**ACCELERATING  
OUR SUSTAINABLE  
GROWTH MODEL**

IAN CRAIG  
CEO Coca-Cola FEMSA



Juntos+



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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](http://www.sec.gov) and at our website at [www.coca-colafemsa.com](http://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

Mario Pani # 100, Col. Santa Fe Cuajimalpa 05348, Mexico City, Mexico

# COCA-COLA FEMSA IS THE LARGEST BOTTLER IN THE WORLD IN TERMS OF VOLUME, OPERATING IN 10 LATAM COUNTRIES

## KEY FIGURES



**+272 M**  
PEOPLE SERVED



**56**  
PLANTS



**+2.1 M**  
POINTS OF SALES



**252**  
DISTRIBUTION CENTERS



**2.4 M**  
COLD DRINK EQUIPMENTS



**11,457**  
TRUCKS

## 2023 FINANCIAL HIGHLIGHTS

**+4.0 B UC**  
Volume<sup>(1)</sup>

**USD 13.8 B**  
Revenues

**USD 2.6 B**  
Adj. EBITDA<sup>(2)</sup>

**18.9%**  
Adj. EBITDA margin<sup>(2)</sup>

<sup>(1)</sup> Unit cases

<sup>(2)</sup> Adjusted EBITDA = operating income + depreciation + amortization & other operating non-cash charges

<sup>(3)</sup> As of December 31, 2017, Venezuela is reported as an investment in shares, as a non-consolidated operation.

## OUR FOOTPRINT





# OUR STRATEGY CONSISTS OF SIX PILLARS TO DELIVER ON OUR FULL POTENTIAL

## GROWTH

GROW THE CORE

BE THE PREFERRED  
COMMERCIAL PLATFORM

STRATEGIC M&A

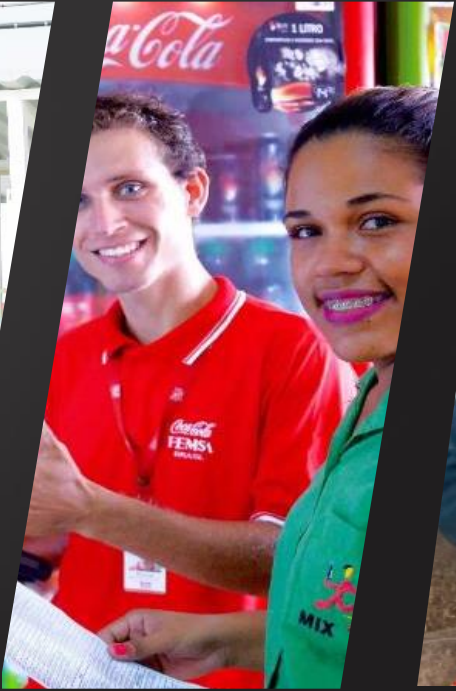


## ENABLERS

DE-BOTTLENECK OUR  
INFRASTRUCTURE &  
DIGITIZE THE ENTERPRISE

STRENGTHEN OUR  
CUSTOMER-CENTRIC CULTURE

FOSTER A  
SUSTAINABLE FUTURE



# TODAY WE WILL TAKE A DEEP DIVE ON THE FIRST TWO PILLAR OF OUR STRATEGY: GROW THE CORE

## GROWTH

GROW THE CORE

BE THE PREFERRED  
COMMERCIAL PLATFORM

STRATEGIC M&A



## ENABLERS

DE-BOTTLENECK OUR  
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FOSTER A  
SUSTAINABLE FUTURE



# MEXICO'S CORE BUSINESS GREW +5%<sup>(1)</sup> DRIVEN BY OUR PRICE-PACK ARCHITECTURE REVAMP, FOCUS ON SINGLE SERVE, AND INNOVATION

**FOCUS ON  
SINGLE SERVE**  
**+4.8%**



**PRICE-PACK  
ARCHITECTURE REVAMP**  
**+10.1%**



**ADJUSTED 2L  
FLAVORS PLATFORM**  
**+9.7%**



**INNOVATION  
ACROSS THE PORTFOLIO**  
**+7.5%**



(1) 2023 vs 2022 Results



# 25% VOLUME GROWTH IN MODERN TRADE THROUGH EXECUTION AND ENHANCED SHOPPER EXPERIENCES

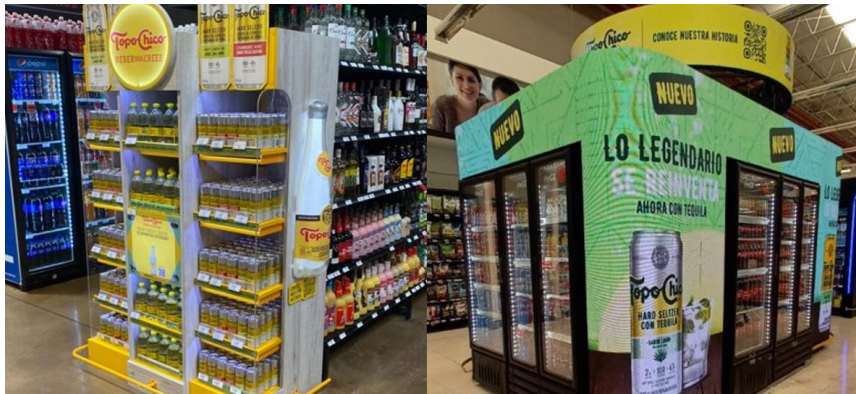
## COCA-COLA BREAKS & MEALS



## BREAKFAST & REPLENISH



## SOCIALIZING



## COOLER PLATFORM EVOLUTION





# IMPROVING TRADITIONAL TRADE VALUE PROPOSITION TO ENSURE GROWTH AND COMPETITIVENESS

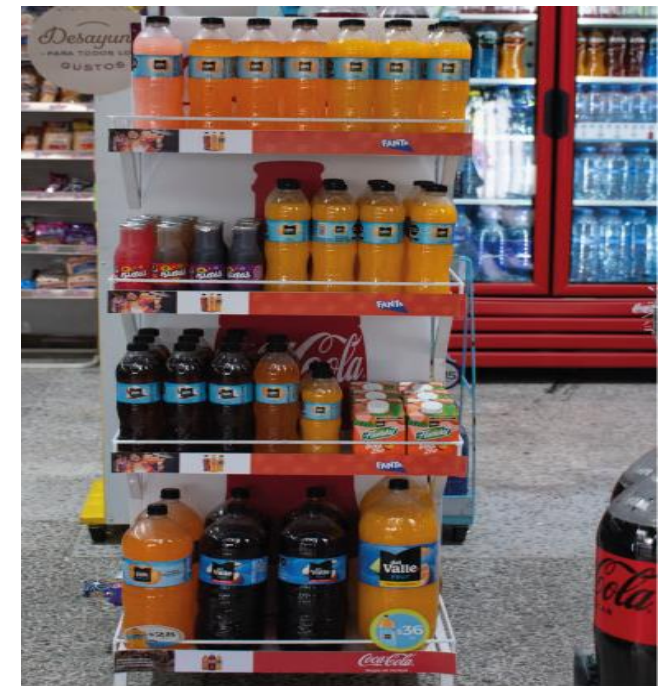
## SHOPPER EXPERIENCE



## PRICE COMPLIANCE & PROMOTIONS



## ASSORTMENT

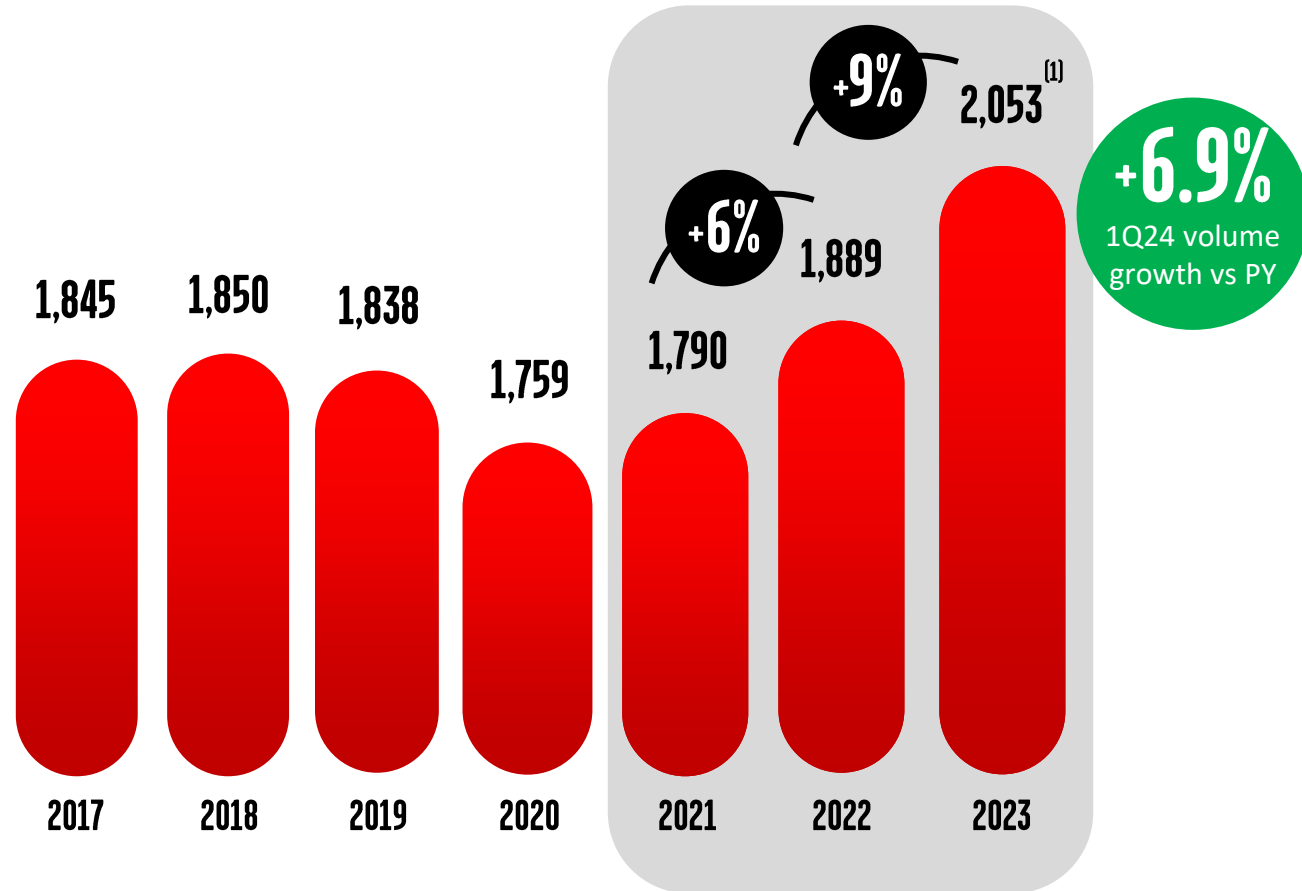




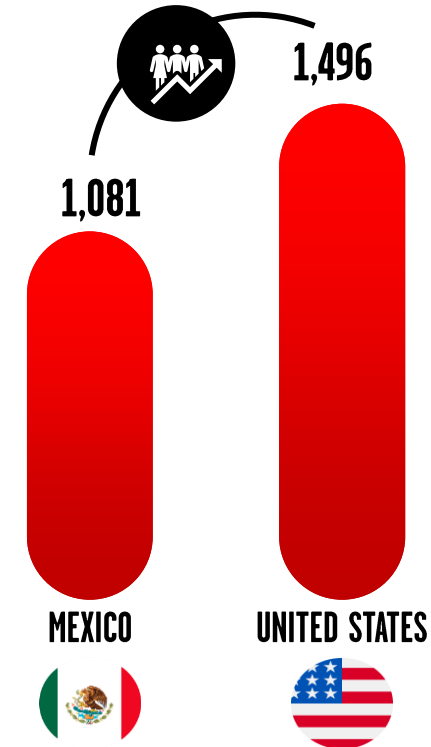
# WE HAVE ESTABLISHED A SUSTAINABLE GROWTH MODEL FOCUSING ON HIGH IMPACT INITIATIVES



## KOF MX VOLUME TREND (MM UC)



## MEXICO'S NARTD PER CAPITAS ARE GROWING AND STILL HOLD UNTAPPED GROWTH POTENTIAL (80Z SERVINGS)



<sup>(1)</sup> 2023 KOF MX volumes include 59 million UC from aquisition of Cristal bulk water business. Organic growth in 2023 was 5.5%

# RECOVERING OUR RELATIVE COMPETITIVE POSITION IN SPARKLING AND GROWING SHARE IN STILLS DRIVEN BY WATER AND ENERGY



## 2023 SOS GAINS IN KOF MEXICO



Colas  
**+0.4pp**



Flavors  
**+0.5pp**



Water  
**+2.0pp**



Energy  
**+2.8pp**

**CSD's +0.6pp**

**Stills +0.8pp**

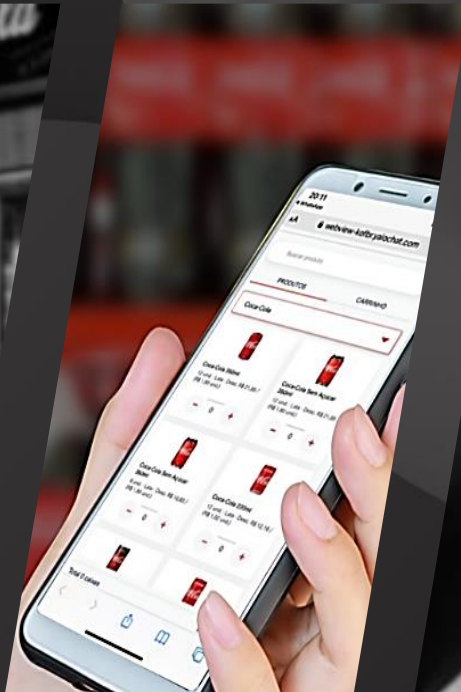


# TODAY WE WILL TAKE A DEEP DIVE ON THE FIRST TWO PILLARS OF OUR STRATEGY: BE THE PREFERRED COMMERCIAL PLATFORM

GROW THE CORE



BE THE PREFERRED  
COMMERCIAL PLATFORM



STRATEGIC M&A



DE-BOTTLENECK OUR  
INFRASTRUCTURE &  
DIGITIZE THE ENTERPRISE



STRENGTHEN OUR  
CUSTOMER-CENTRIC CULTURE



FOSTER A  
SUSTAINABLE FUTURE



# KOF ENJOYS KEY RIGHTS TO WIN ACROSS LATIN AMERICA'S B2B SPACE



**#1**  
**KANTAR**

**CUSTOMERS'  
FAVORITE BRANDS**



**LARGEST USER BASE  
IN LATIN AMERICA**



**LOGISTICS & DISTRIBUTION  
EXPERTISE**



**TALENTED TEAM,  
EXECUTION WARRIORS**



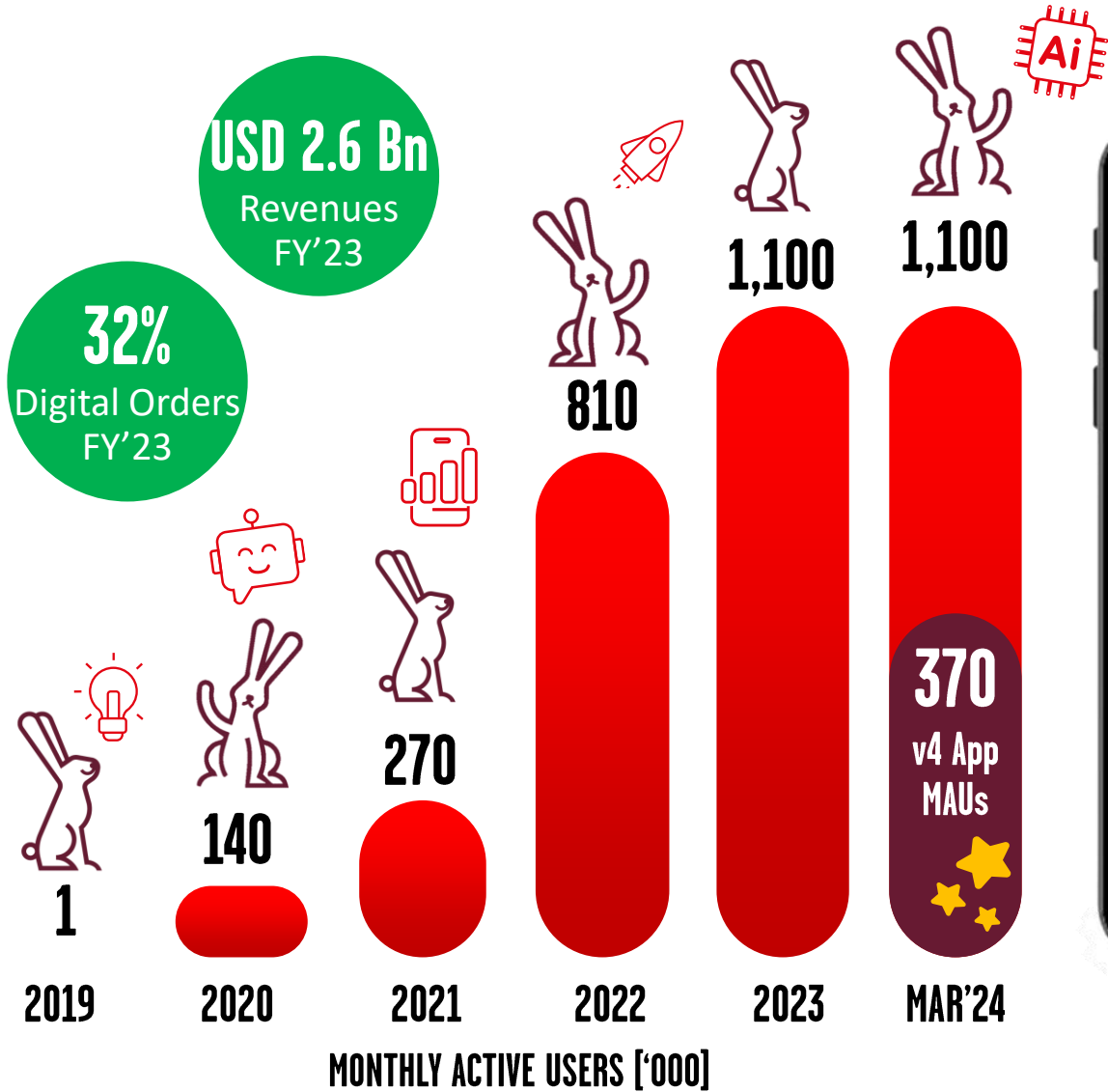


# OUR AI-DRIVEN PLATFORM INTEGRATES ALL CUSTOMER DATA INTO A UNIFIED CUSTOMER DATA PLATFORM, ENABLING PERSONALIZED EXPERIENCES AT SCALE





# JUNTOS+ REACHED 1.1 MONTHLY ACTIVE USERS IN 2023, CONTINUING TO SCALE UP IN 2024, LEVERAGING ON AI TO ENHANCE USER EXPERIENCE THROUGH NEW FEATURES



## JUNTOS+ v4 MAIN NEW FEATURES

### Loyalty Program

500 pontos Produtos gratuitos

Pontos Premia **54,568**

Mis movimientos >

Premia Juntos+

Conoce más

### Suggested Order

Te sugerimos 25 productos

100 Cajas Coca-Cola Original 8 pzas. x 235 ml

Retornable \$960,00

### Loyalty In Shopping Cart

Coca-Cola Original 24 pzas x 600ml

Vidrio Retornable

3 2500 Pts

### Push Notifications

HASTA 8% OFF

PREMIUM

### Order Status (3Q'24)

Subpedido: 0005678-9012-001

Fecha de entrega: 14 abr 23

Creando En proceso En ruta Finalizado

Ver detalle Volver a pedir

# DRIVING PERSONALIZATION AT SCALE THROUGH PLATFORM ANALYTICS AND AI

## CUSTOMER DNA (CUSTOMER DATA PLATFORM)

### Juntos+ User Behavior



### Internal Data



Financial & Commercial



Supply Chain

### External Data



Sociodemographic from statistics bureau



Market research

**>16k**  
Variables



## PLATFORM ANALYTICS + AI



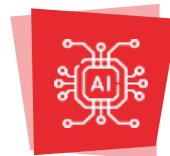
### People like you...

Collaborative filtering and Implicit feedback



### Time Series

Clustering and optimization models



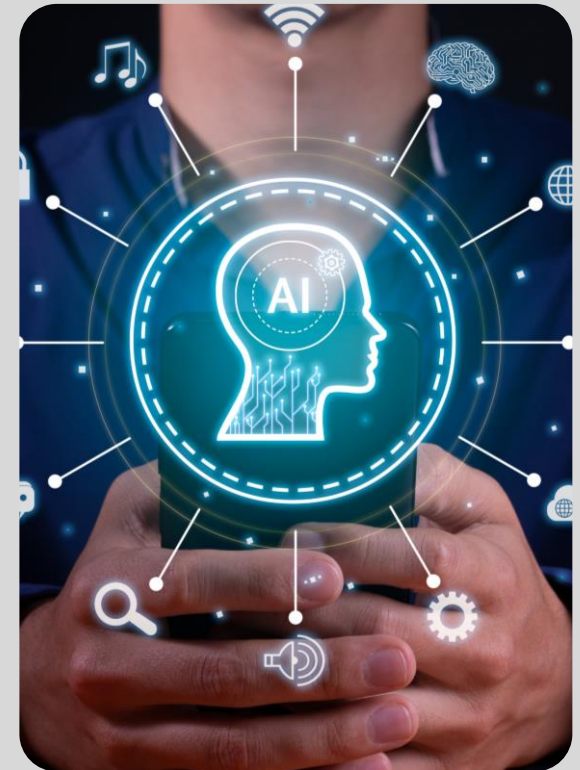
### GenAI

Large Language Models  
Image generation (DALL-E)



## PERSONALIZATION AT SCALE

Reaching higher effectiveness and engagement with personalized communication



# PERSONALIZATION AT SCALE TO UNLOCK CUSTOMER VALUE

## TARGETED COMMS BASED ON PERFORMANCE

**+1.3%**  
Revenue Uplift

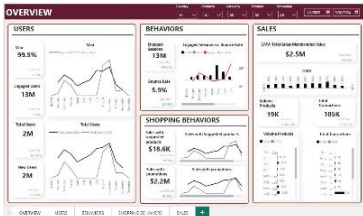
### Personalized Communication



- AI Driven image & text generation
- Push & In-app notifications

### Command Center (3Q'24)

- Customer Insights near real time



## PERSONALIZED PERFECT ORDER

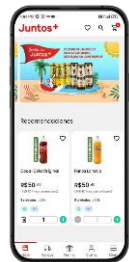
### Suggested Order



- "Pedido Rápido"
- Implemented via our omnichannel phygital platform

**1.7MM**  
Clients Enabled

### AI Driven Recommendations



- Recommendations based on similar & near clients

**NETFLIX**

**+520k**  
Clients Enabled

## TAILORED RGM CAPABILITIES

### Hypersegmentation

- AI driven dynamic clustering, at a customer level

### Optimal Promotion Recommendation



- Considering what, how and when to promote

**+0.7pp**  
ROI Uplift vs human

### Fully Integrated Dynamic Pricing (Q4'24)

- Generate optimal price scenarios, increasing granularity and automation of process

## CUSTOMER SPECIFIC GUIDED MISSIONS

### Targeted Initiatives

- Productivity Improvement [Min]

	From	To	
Target Group	70	8	8.8x
Initiatives Creation	28	0.5	56.0x
Initiatives & Target Association	35	7	5.0x

### Guided Missions

- 10 additional engines integrated into Juntos+ Advisor



All our algorithms are developed in-house together with key partners, and are KOF proprietary



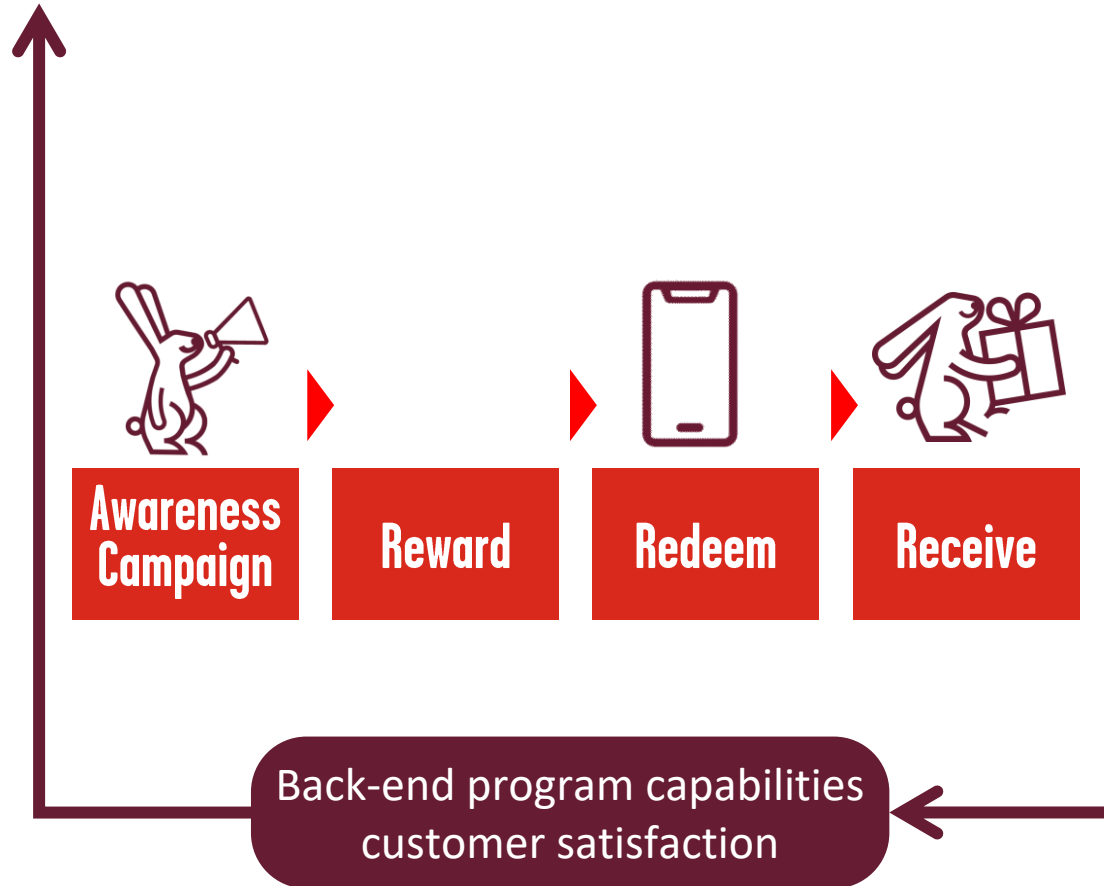
# LEVERAGING PREMIA JUNTOS+ LOYALTY PROGRAM TO ENHANCE CLIENT EXPERIENCE AND ACCELERATE DIGITAL ADOPTION

**Premia Juntos+**

**+75%**  
Juntos+ Clients adoption

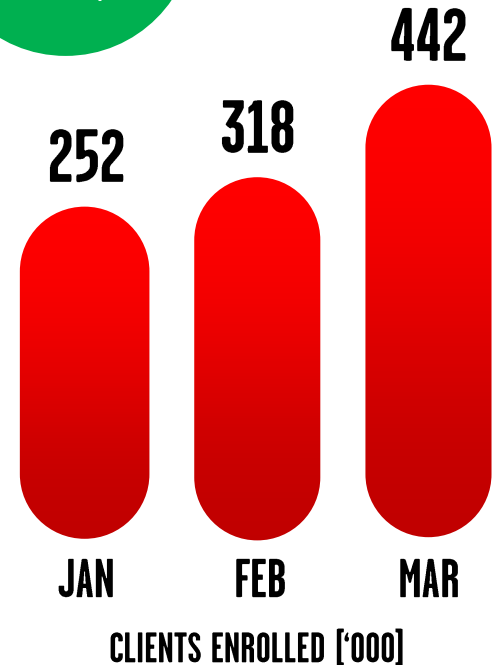


## VALUE PROPOSITION AND INSTALLED CAPABILITIES



## PREMIA JUNTOS+ LEVERAGING APP V4 ENGAGEMENT

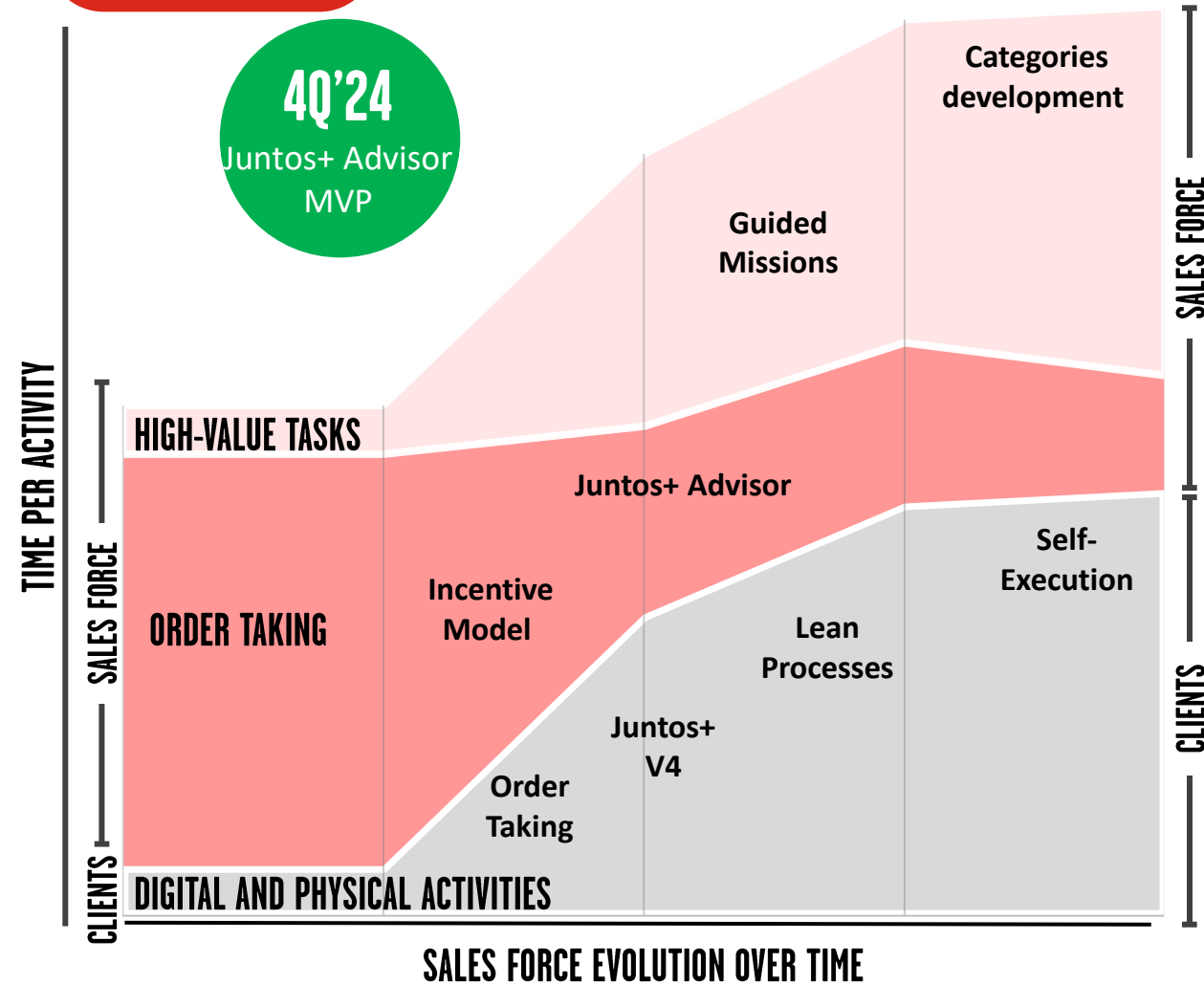
**71k**  
Monthly Clients w/redemption



# JUNTOS+ ADVISOR: EMPOWERING SALES TEAMS TO FOCUS ON HIGH-VALUE ACTIVITIES, LEVERAGED ON ANALYTICS AND GEN AI TO ENHANCE CUSTOMER RELATION



**4Q'24**  
Juntos+ Advisor MVP



## JUNTOS+ ADVISOR OMNICHANNEL SOLUTION REVAMPING HOW WE EXECUTE AND SERVE OUR CLIENTS IN A RENEWED SFA



### Guided Missions

AI-based Sales Force activities definition, personalized for each client



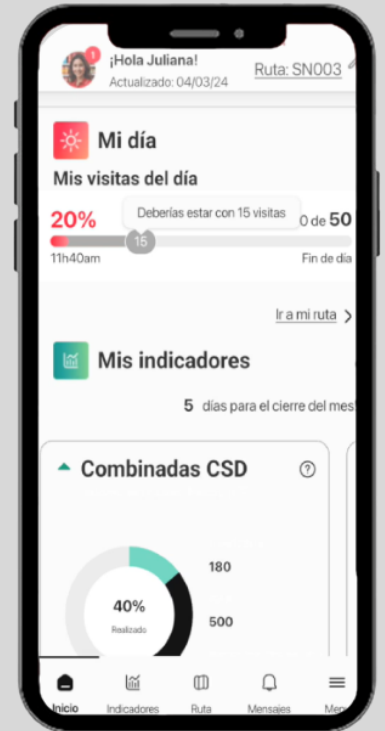
### Gamification

Redefining how to engage with our Sales Force via a gamified user interface

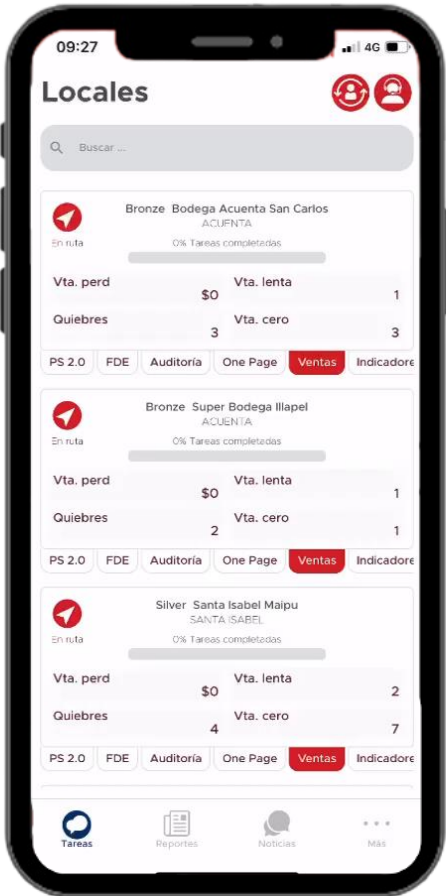


### Omnichannel Commercial Data Integration

In-cloud online data integration, order entry agnostic (360° Customer view for Sales Force)



# EMPOWER MODERN TRADE CUSTOMERS WITH ADVANCED TOOLS AND CAPABILITIES TO BECOME THEIR PREFERRED PARTNER



## OPERA KOF: EMPOWER MERCHANTISERS FOR DECISION MAKING & SELF-MANAGEMENT

### Features & Tasks

- Sell-out & Inventory
- Smart Tasks
- Segmented information
- Universal product code scanner

**4.0K**  
Points of Sale



### Results (Jan'24 vs Mar'24)



**Productivity**  
+4pp MX  
+1pp BR



**On Shelf Availability**  
+1pp MX  
+3pp BR

### Next Steps



Expanding to Guatemala & Colombia in 2Q'24

## SYNCRO JUNTOS+



Collaboration with clients and KOF areas, through dashboards and routines

### KPI of success

- Improve Fill Rate
- Prevent Out of Stock



## NET PROMOTER SCORE



Close-the-loop Customer Service initiatives with large clients





# KEY TAKEAWAYS



**WE HAVE SET THE FOUNDATIONS FOR OUR LONG-TERM SUSTAINABLE GROWTH MODEL**



**OUR SIX STRATEGIC PILLARS REMAINED UNCHANGED FOR 2024**



**WE ARE FOCUSING ON THREE GROWTH PILLARS:**

- Building on the growth momentum of our core business
- Taking Juntos+ v4.0 to the next level with the deployment of advanced AI capabilities
- Continue fostering a customer-centric and psychologically safe culture



**WORKING TOGETHER WITH OUR PARTNERS AT THE COCA-COLA COMPANY, WE ARE TRANSFORMING OUR BUSINESS, AND ACCELERATING OUR GROWTH**