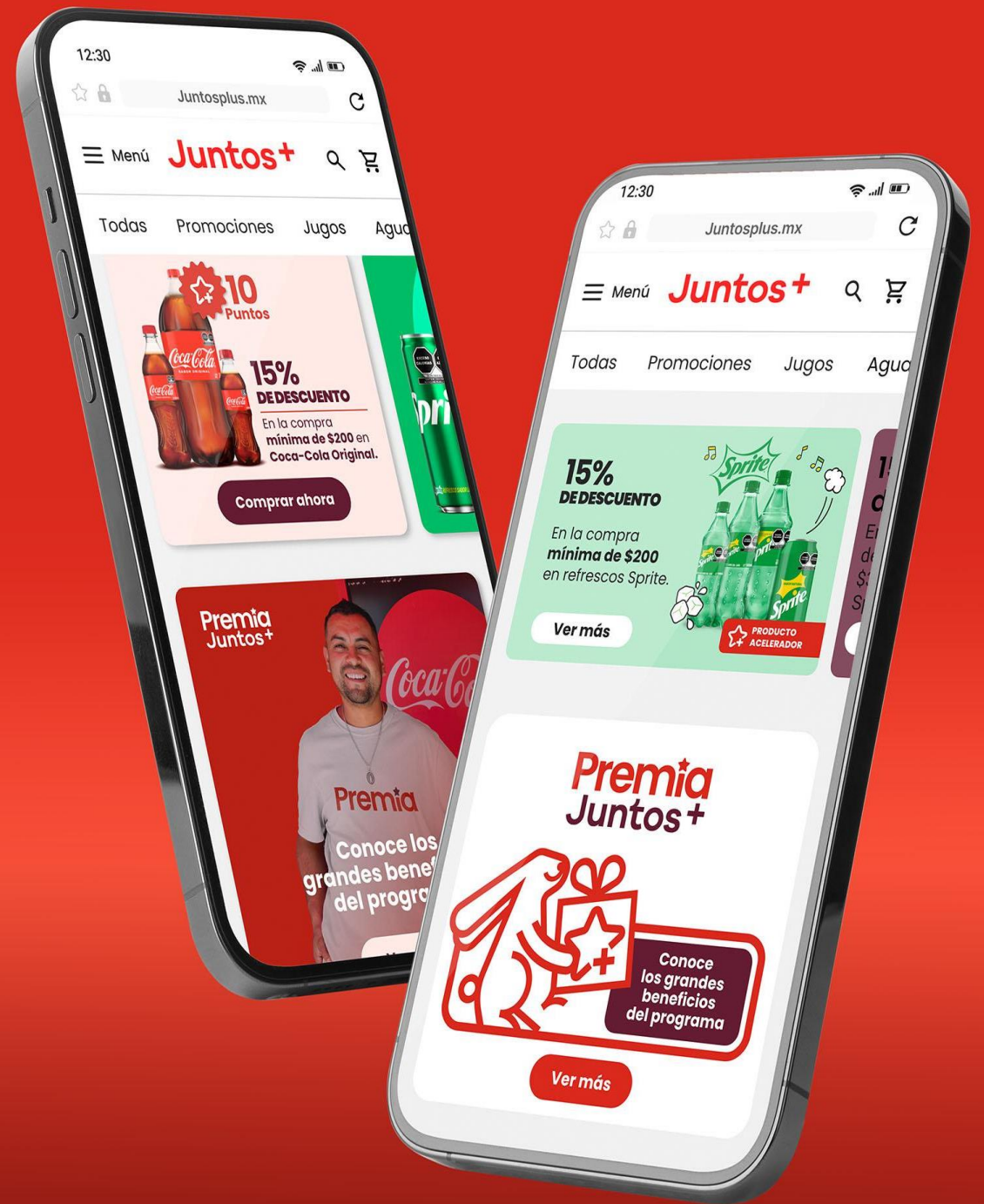


FUTURE-READY

# ACCELERATING OUR SUSTAINABLE GROWTH MODEL



Coca-Cola FEMSA Investor Presentation  
November 2024

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## COCA-COLA FEMSA

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

# Agenda

- ❑ Overview
- ❑ Recent Performance
- ❑ Strategy - Six Strategic Priorities
- ❑ Key Takeaways

**FUTURE-READY**

# COCA-COLA FEMSA IS THE LARGEST FRANCHISE BOTTLER IN THE WORLD BY SALES VOLUME, OPERATING IN 10 LATIN AMERICAN COUNTRIES

## Key Operating and Financial Figures<sup>(3)</sup>

**+272<sub>M</sub>**

People Served

**56**

Plants

**4.2 bn**

Unit Cases

**+2.1<sub>M</sub>**

Points of Sale

**+11.5k**

Trucks

**15.2 bn**

Revenues  
(US\$)

**+2.4<sub>M</sub>**

Cold Drink Equipment

**16.9 bn**

Market Cap  
(US\$)

**3.0 bn**

Adjusted EBITDA<sup>(1)</sup>  
(US\$)

**252**

Distribution Centers

**10**

Countries<sup>(2)</sup>

**19.7%**

Adj. EBITDA Margin<sup>(1)</sup>

## Our Footprint



<sup>(1)</sup> Adjusted EBITDA = operating income + depreciation + amortization & other operating non-cash charges  
<sup>(2)</sup> As of December 31, 2017, Venezuela is reported as an investment in shares, as a non-consolidated operation.  
<sup>(3)</sup> LTM as of September 30, 2024

# OUR REFRESHED VISION AND STRATEGY TO ACCELERATE OUR GROWTH MODEL IS DRIVING SOLID RESULTS

A refreshed vision of **being our customers' and partners' preferred commercial platform and ally for growth, fostering a sustainable future.**

## First Nine Months 2024 Financial Highlights

Total volume growth	<b>+5.1%</b>
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Revenue growth	<b>+12.4%</b>
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Operating income growth	<b>+13.4%</b>
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Majority net income growth	<b>+15.7%</b>
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# 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

DEBOTTLENECK OUR  
INFRASTRUCTURE &  
DIGITIZE THE ENTERPRISE



STRENGTHEN OUR CUSTOMER-  
CENTRIC CULTURE



FOSTER A  
SUSTAINABLE FUTURE



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# GROWTH LEVERS TO UNLOCK GROWTH ACROSS OUR MARKETS

## PER CAPITA GROWTH POTENTIAL

Volume +13%

## CONSOLIDATE OUR STRENGTH AS LEADERS

CSDs SOS

## COCA-COLA NO SUGAR IS A KEY VOLUME LEVER

CCNS VOLUME

+60% YTD

- SAMPLING
- SYSTEM ENGAGEMENT
- PASSION POINT ASSETS
- MEALS
- INNOVATION

## GROWING PROFITABLE NCBS

- Water
- Hydrotonic
- Energy



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# 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**



# JUNTOS+ IS OUR OMNICHANNEL COMMERCIAL PLATFORM BUILT UPON A PHYGITAL APPROACH

JUNTOS+ PLATFORM



SALESFORCE

Enabled by JUNTOS+ Advisor



JUNTOS+ CHATBOT



JUNTOS+ APP



JUNTOS+ WEB



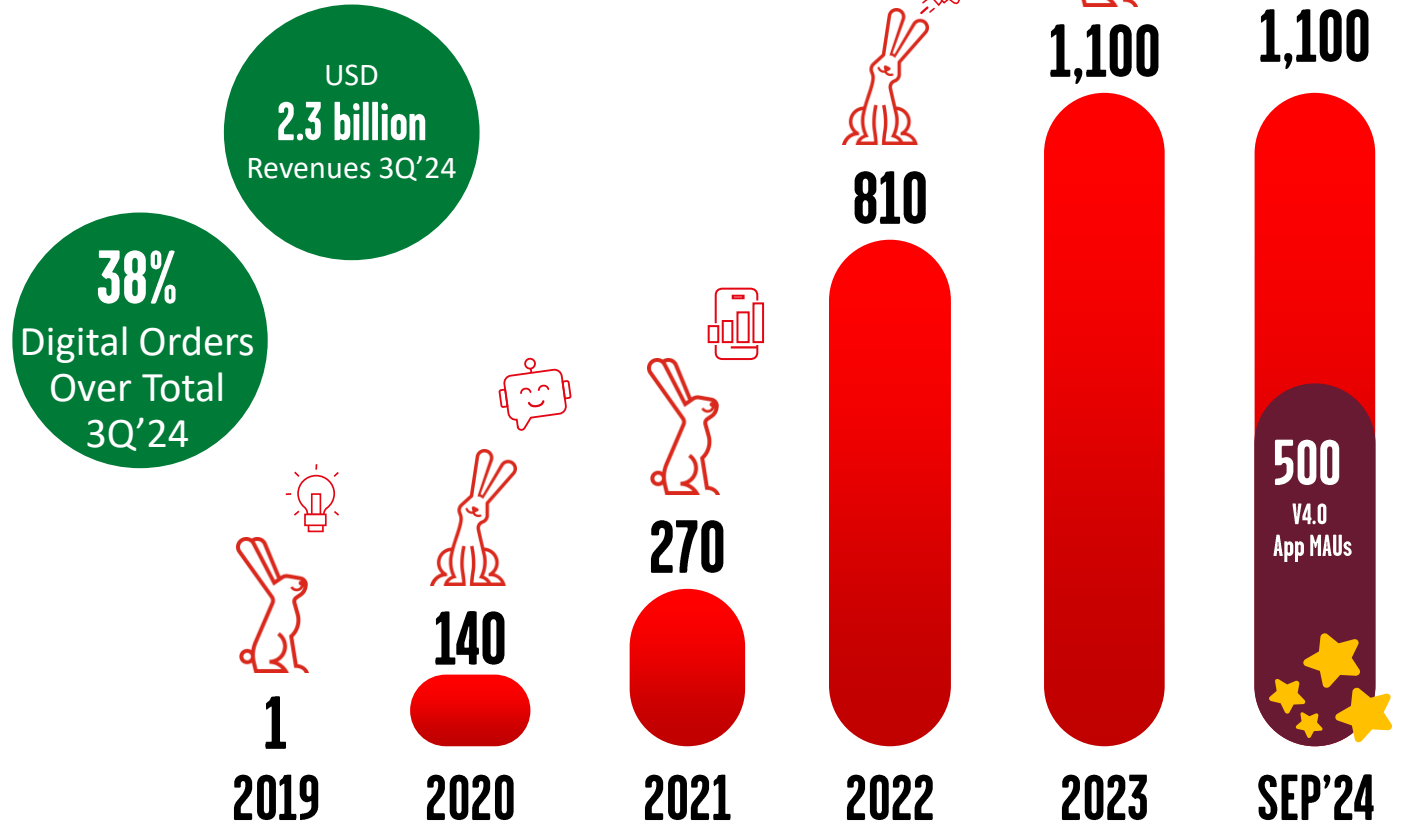
**Juntos+** as a Brand building an emotional bond with our customers while helping their businesses grow



# JUNTOS+ REACHED 1.1 MM MONTHLY ACTIVE USERS IN 3Q'24

WE ARE ENHANCING OUR USER EXPERIENCE THROUGH NEW FEATURES DEVELOPMENT

## MONTHLY ACTIVE USERS ['000]



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# WE ARE INCREASING INVESTMENTS IN CAPACITY TO UNPRECEDENTED LEVELS TO BOLSTER OUR CORE BUSINESS GROWTH

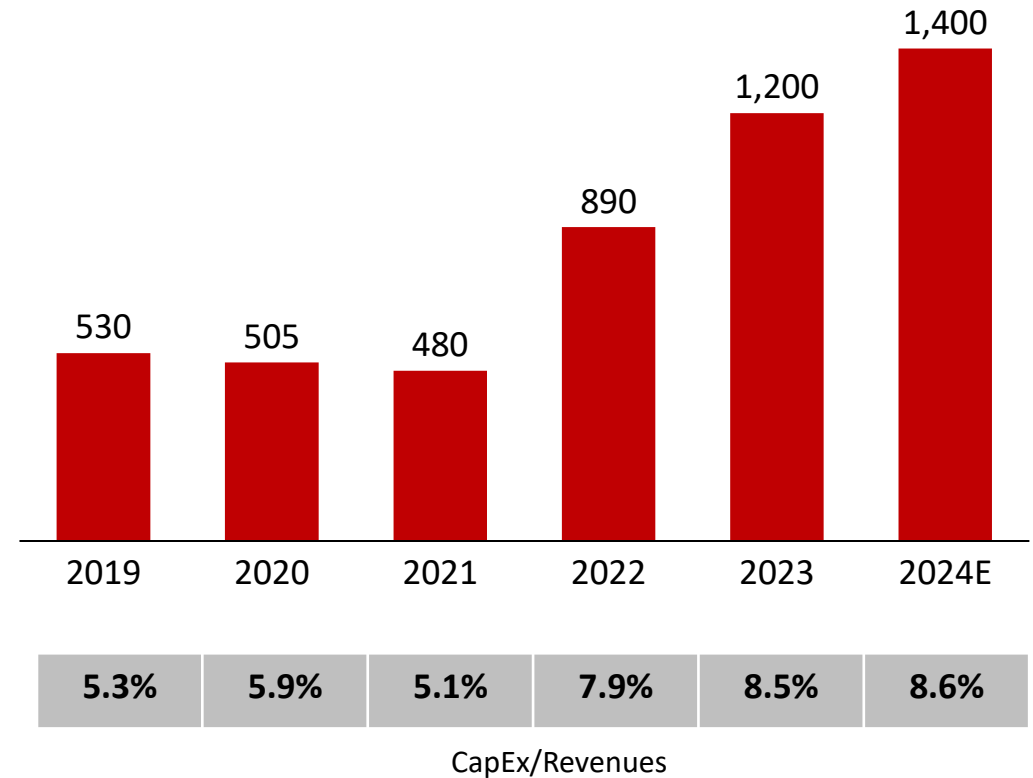


- Adding ~900 MUC in production capacity over the next 5 years
  - 7 New Lines in 2024
  - >25 New Lines 2024-2028

- Adding ~250k pallet positions via warehouse expansion
  - 5 New DC's in 2024
  - Layout optimization to add additional capacity and savings



## CapEx investments (US\$ M)





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# WE REFRESHED OUR PURPOSE, VISION, AND LEADERSHIP PRINCIPLES TO ESTABLISH THE CULTURAL FOUNDATION OF OUR TRANSFORMATION



PLACE CUSTOMERS FIRST



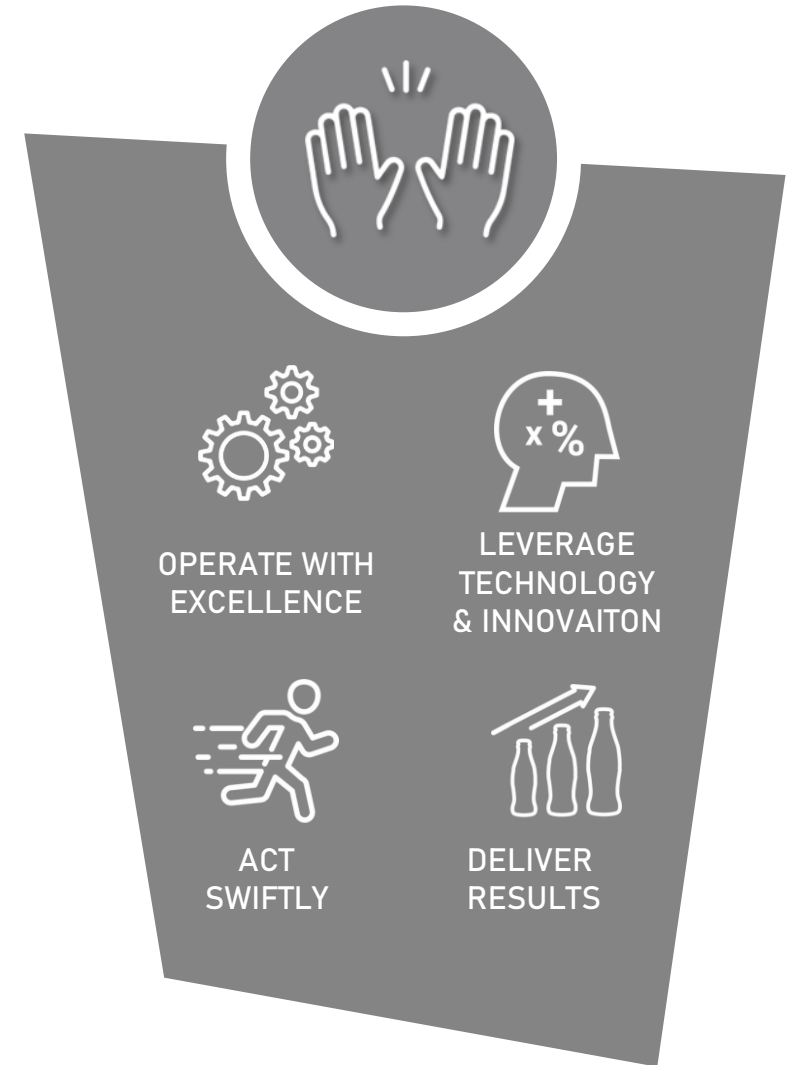
VALUE OUR PEOPLE

DO THE RIGHT THING

ACT AS A FOUNDER

PROMOTE A GROWTH MINDSET

FOSTER PSYCHOLOGICAL SAFETY



OPERATE WITH EXCELLENCE

LEVERAGE TECHNOLOGY & INNOVAITON

ACT SWIFTLY

DELIVER RESULTS



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## FOSTER A SUSTAINABLE FUTURE





# OUR REDESIGNED SUSTAINABILITY FRAMEWORK MARKS AN EVOLUTION IN OUR COMMITMENT TO FOSTERING A SUSTAINABLE FUTURE

## CLIMATE CHANGE



2023: -29% Direct Emissions  
Manufacturing & Distribution

**Goal 2030: -50%**

## WORLD WITHOUT WASTE



2023: 31% Collection of PET Bottles

**Goal 2030: 100%**

## WATER STEWARDSHIP



2024: 1.36 WUR

**Goal 2026: 1.26**

# KEY TAKEAWAYS



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



**WE REMAIN COMMITTED TO OUR SIX STRATEGIC PILLARS**



**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
- 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**

**FUTURE-READY**

**THANK YOU**

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