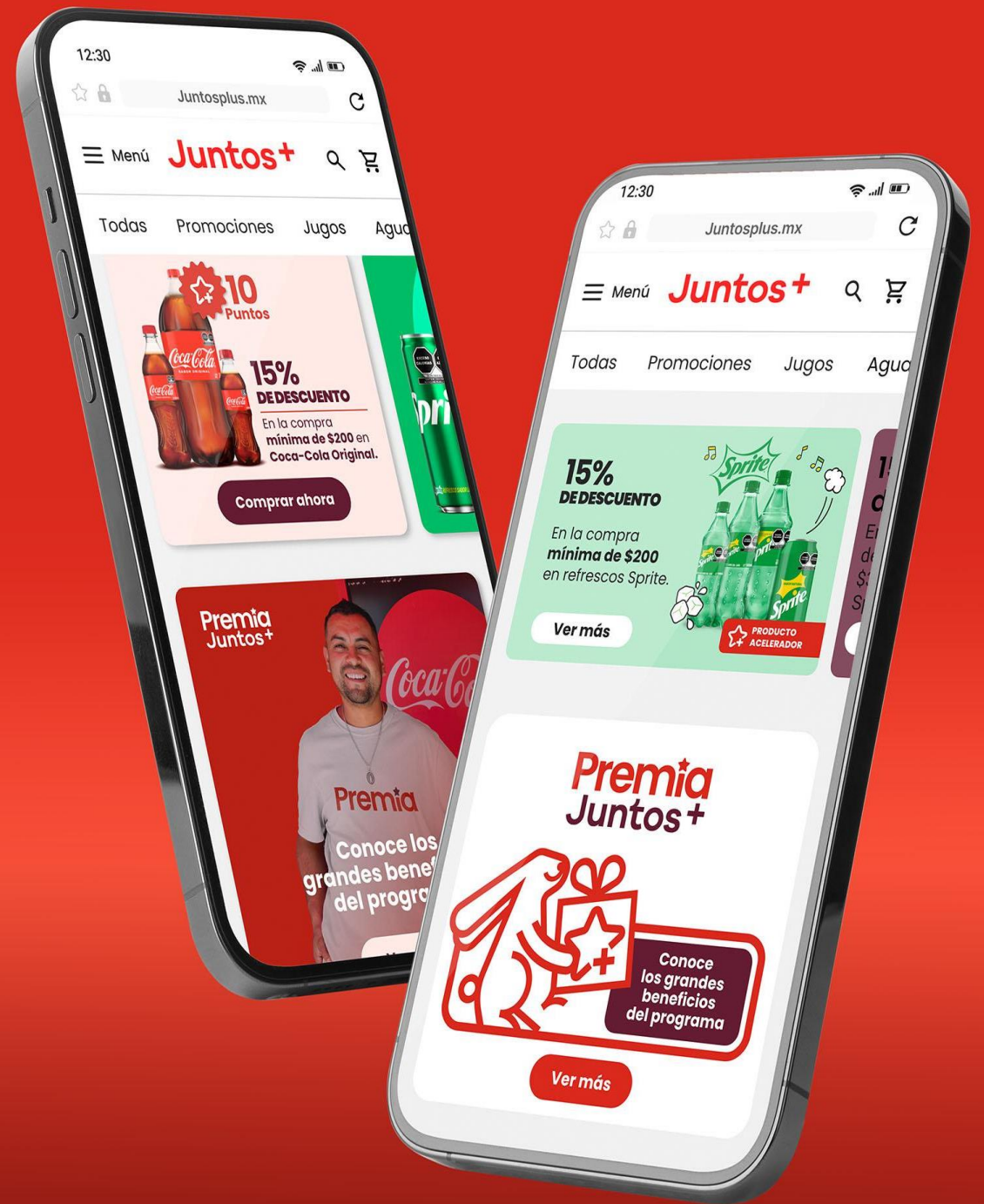


FUTURE-READY

# ACCELERATING OUR SUSTAINABLE GROWTH MODEL



Coca-Cola FEMSA Investor Presentation  
February 2025

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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

**15.3 bn**

Revenues  
(US\$)

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

Cold Drink Equipment

**15.9 bn**

Market Cap  
(US\$)

**3.0 bn**

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

**252**

Distribution Centers

**+104k**

Total Headcount

**20.1%**

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

## Our Footprint

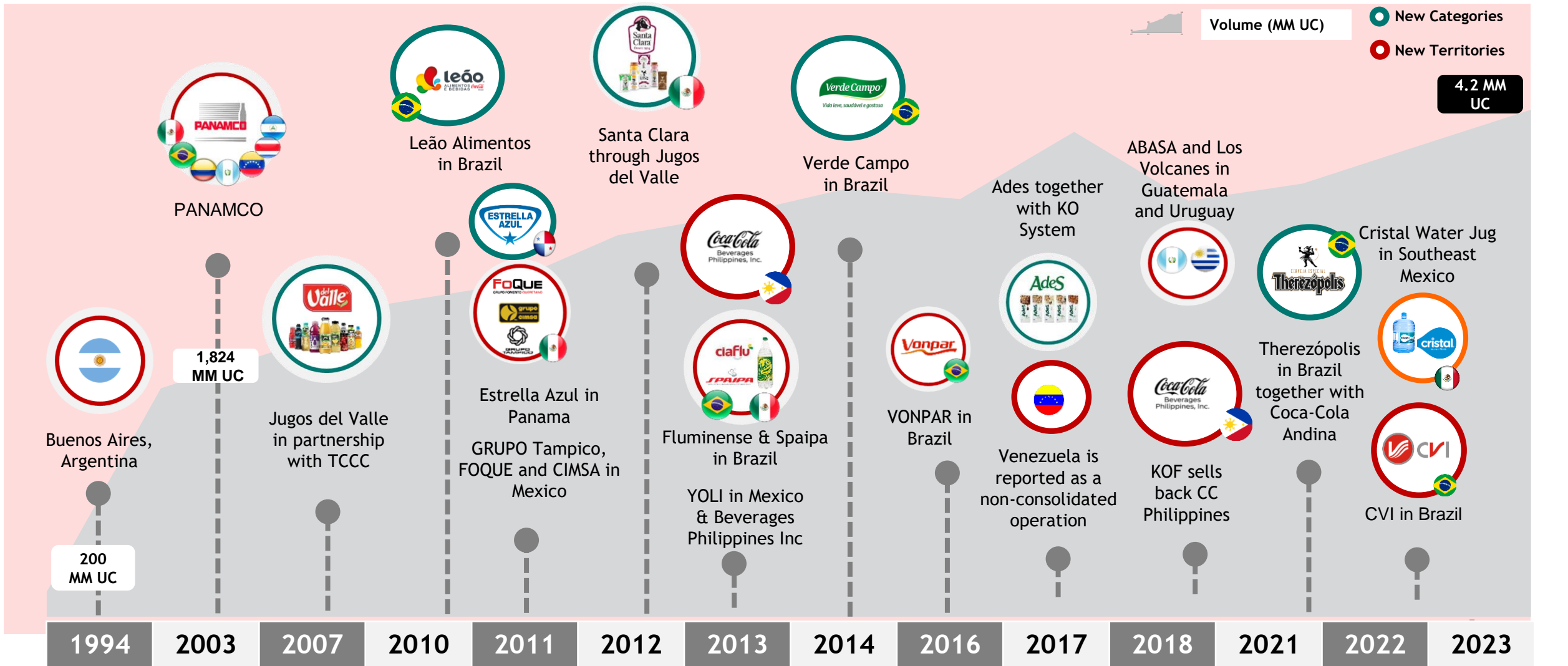


<sup>(1)</sup> Adjusted EBITDA = operating income + depreciation + amortization & other operating non-cash charges

<sup>(2)</sup> As of December 31, 2017, Venezuela is reported as an investment in shares, as a non-consolidated operation.

<sup>(3)</sup> As of December 2024

# COCA-COLA FEMSA HAS BEEN GROWING THROUGH SYSTEM CONSOLIDATION



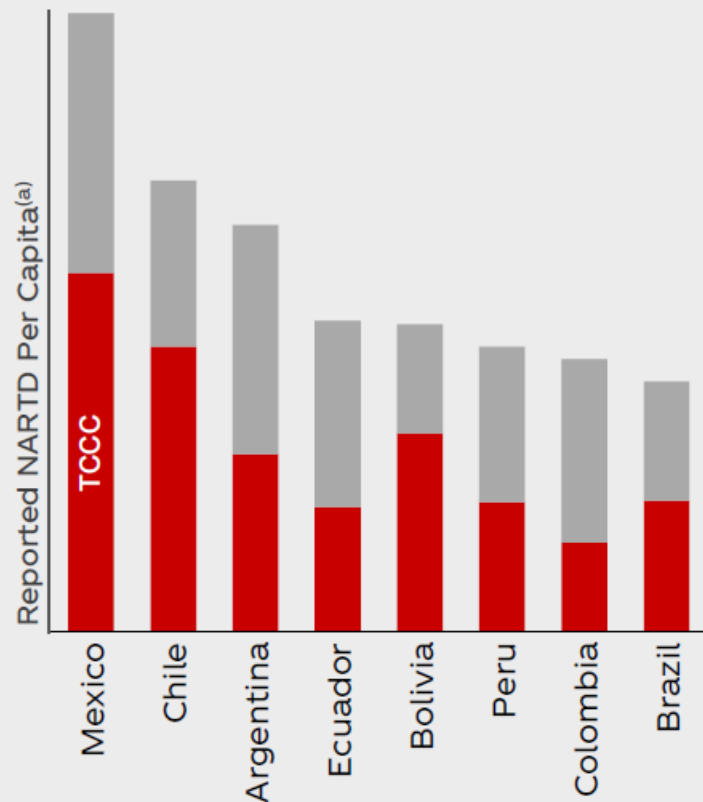
14x<sup>(1)</sup>

(1) From Dec 1996 to Dec 2024

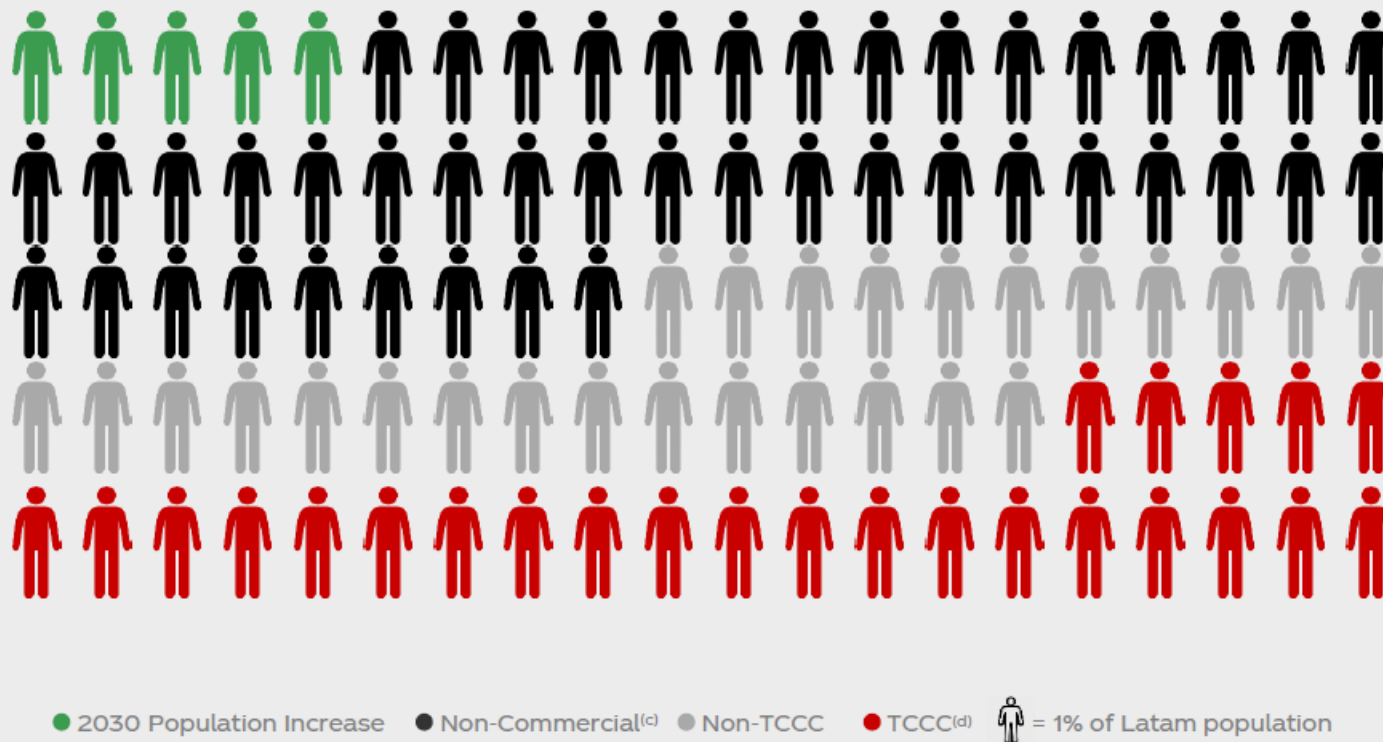
Market Cap (USD)

# COCCA-COLA FEMSA HAS A VAST OPPORTUNITY FOR GROWTH IN THE REGION

Plenty of room to grow<sup>(a)</sup>



Vast Recruitment Opportunity<sup>(b)</sup>



# 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.**



## 2024 Financial Highlights <sup>(1)</sup>

Total volume growth	<b>+4.4%</b>
Revenue growth	<b>+14.2%</b>
Operating income growth	<b>+17.4%</b>
Majority net income growth	<b>+21.5%</b>

1. As reported in MXN

# 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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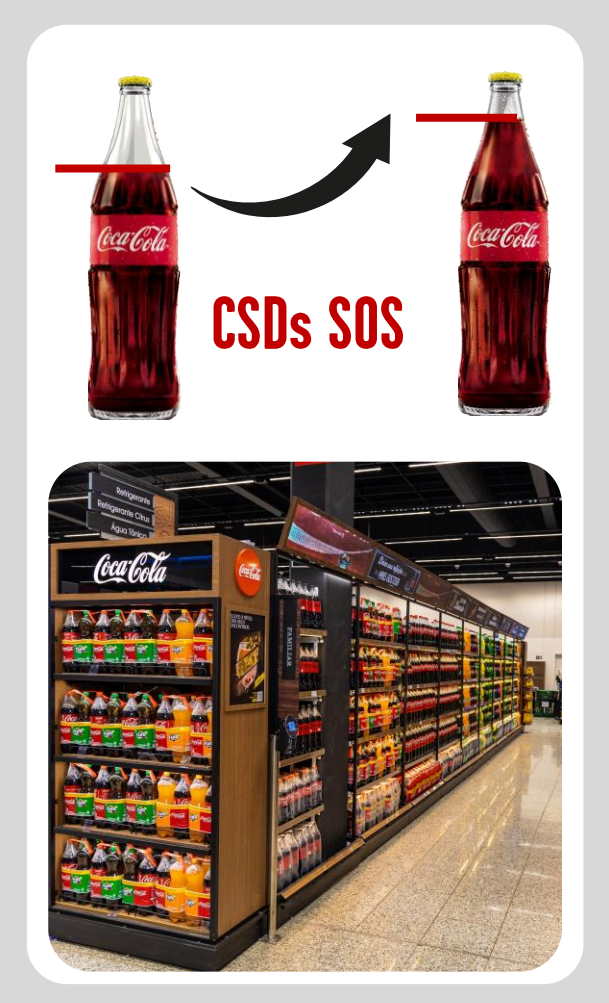
# GROWTH LEVERS TO UNLOCK GROWTH ACROSS OUR MARKETS

## PER CAPITA GROWTH POTENTIAL



A graphic showing two Coca-Cola bottles. The smaller bottle on the left is connected by an arrow to the larger bottle on the right. A green circle above the arrow contains the text "Volume +13%". Above the bottles are four flags: Mexico, United Nations, Colombia, and Brazil.

## CONSOLIDATE OUR STRENGTH AS LEADERS



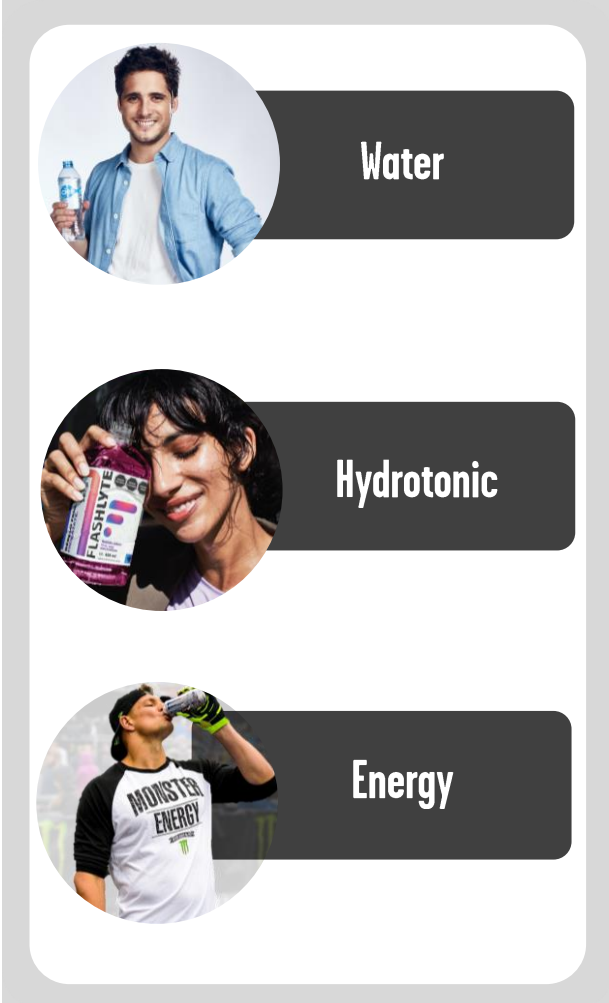
A graphic showing two Coca-Cola bottles. The bottle on the left is smaller than the one on the right. A curved arrow points from the smaller bottle to the larger one. Below the bottles is the text "CSDs SOS". At the bottom of the panel is a photograph of a well-stocked refrigerated aisle in a store, with a Coca-Cola display prominently featured in the foreground.

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



A graphic featuring a large Coca-Cola bottle. To its right is a green circle with a Brazilian flag icon and the text "+56% 2024". Below the bottle is a vertical stack of five dark grey rounded rectangles containing the following text: "SAMPLING", "SYSTEM ENGAGEMENT", "PASSION POINT ASSETS", "MEALS", and "INNOVATION".

## GROWING PROFITABLE NCBS



A graphic showing three circular images of people. The top image shows a man holding a water bottle, with a dark grey rounded rectangle to its right containing the text "Water". The middle image shows a woman holding a purple "FLASHLYTE" hydrotonic bottle, with a dark grey rounded rectangle to its right containing the text "Hydrotonic". The bottom image shows a man drinking from a green Monster Energy can, with a dark grey rounded rectangle to its right containing the text "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**

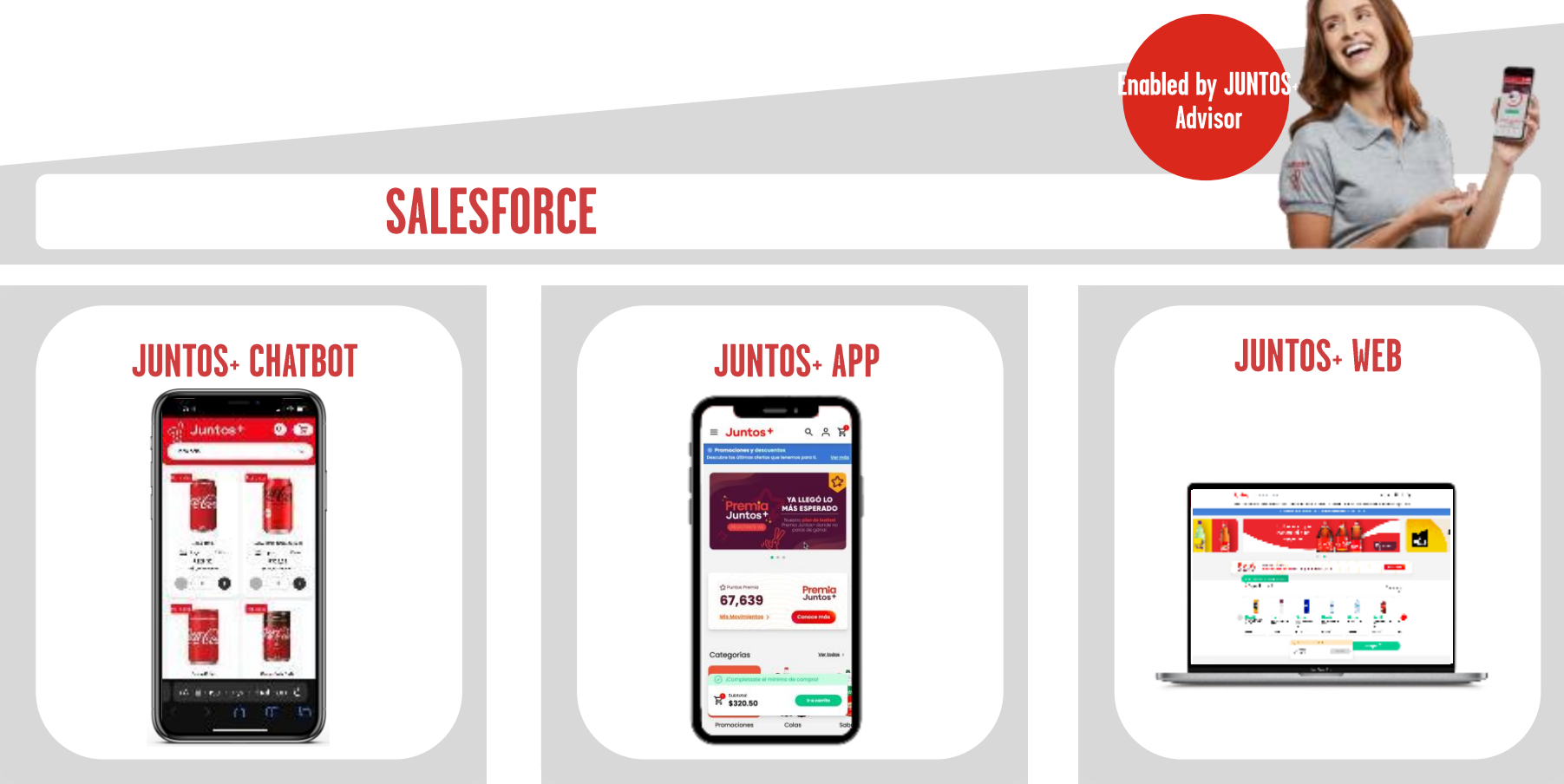


**LOGISTICS & DISTRIBUTION  
EXPERTISE**



**TALENTED TEAM,  
EXECUTION WARRIORS**

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

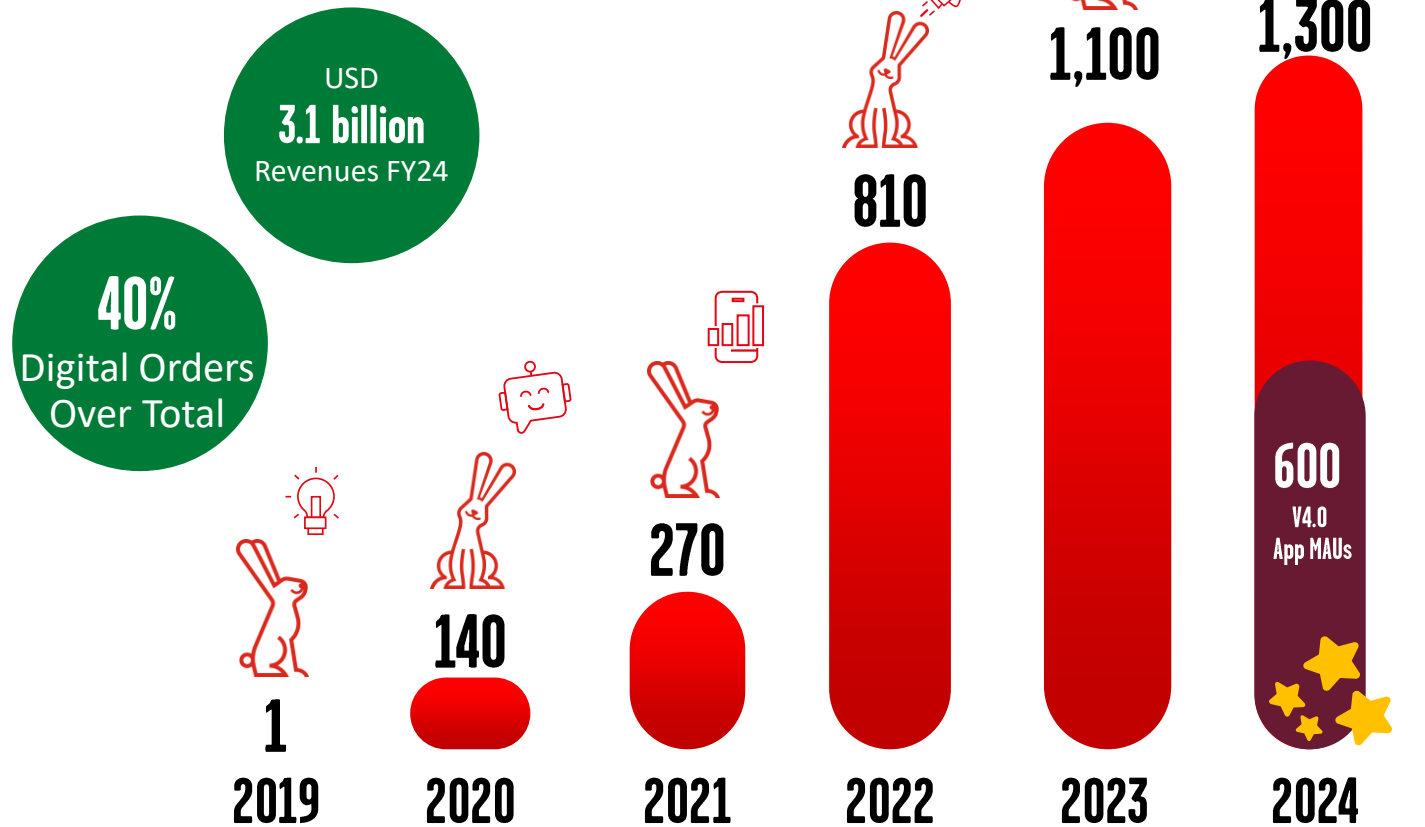


**Juntos+ as a Brand building an emotional bond with our customers while helping their businesses grow**

# JUNTOS+ REACHED 1.1 MM MONTHLY ACTIVE USERS IN 2024

WE ARE ENHANCING OUR USER EXPERIENCE THROUGH NEW FEATURES DEVELOPMENT

## MONTHLY ACTIVE USERS ['000]



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FOSTER A  
SUSTAINABLE FUTURE



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

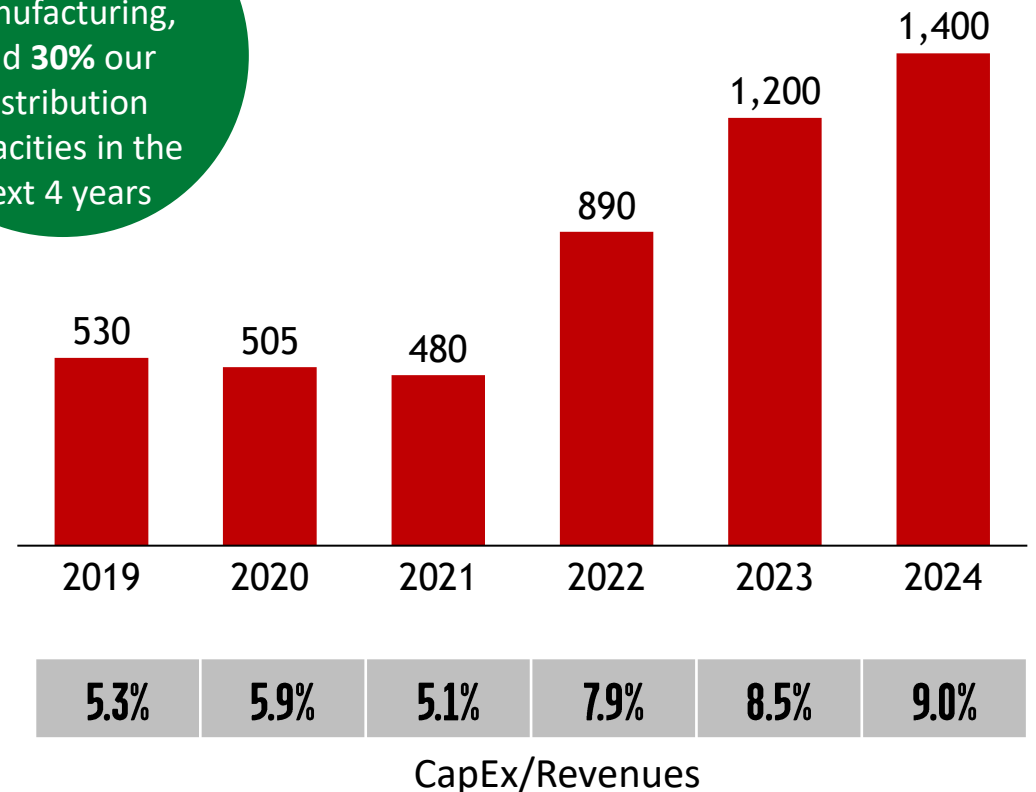


- Adding ~900 MUC in production capacity over the next 5 years
  - 7 New Lines in 2024
  - >25 New Lines 2024-2028
- Adding ~250k pallet positions via warehouse expansion
  - 5 New DC's in 2024
  - Layout optimization to add additional capacity and savings



## CapEx investments (US\$ M)

We expect to increase **15%** our manufacturing, and **30%** our distribution capacities in the next 4 years





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



PLACE CUSTOMERS FIRST



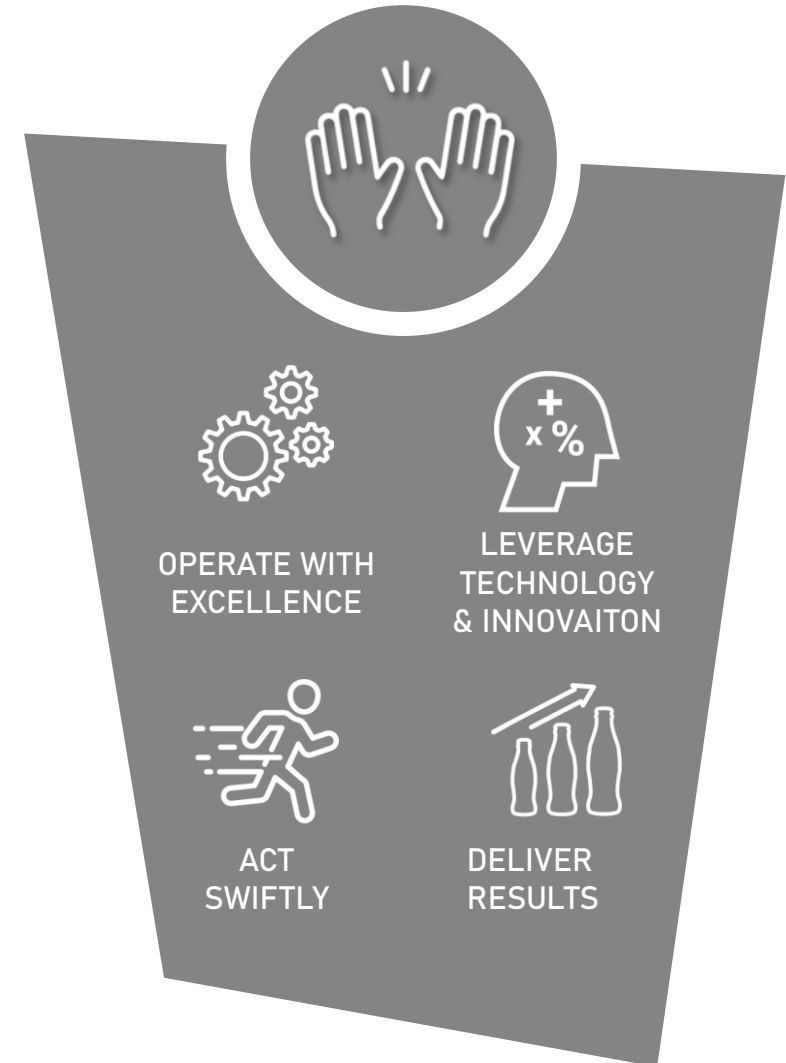
VALUE OUR PEOPLE

DO THE RIGHT THING

ACT AS A FOUNDER

PROMOTE A GROWTH MINDSET

FOSTER PSYCHOLOGICAL SAFETY



OPERATE WITH EXCELLENCE

LEVERAGE TECHNOLOGY & INNOVATION

ACT SWIFTLY

DELIVER RESULTS

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

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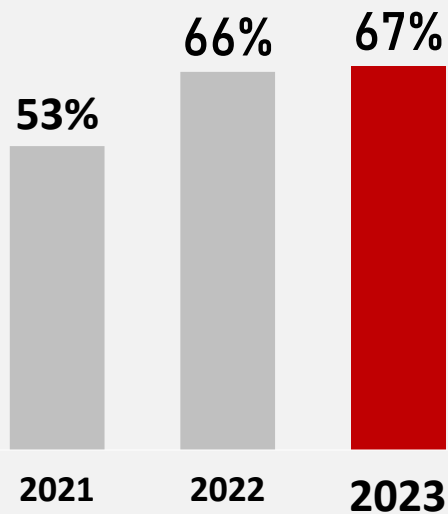
## FOSTER A SUSTAINABLE FUTURE



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

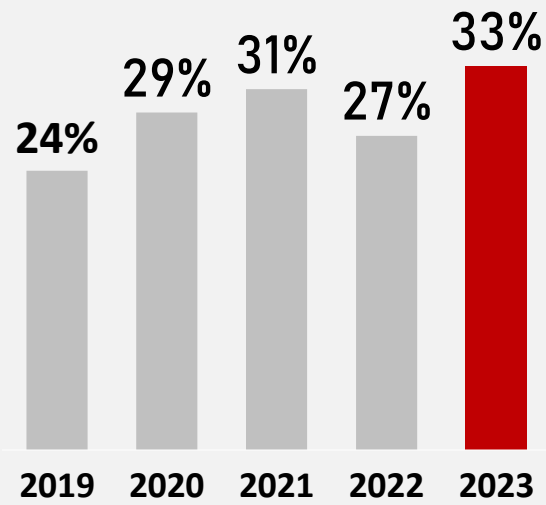
## Climate action

Renewable energy



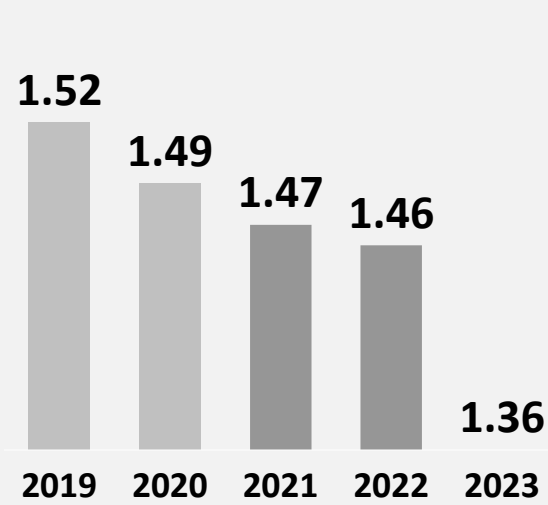
## Circular economy

Use of recycled resin



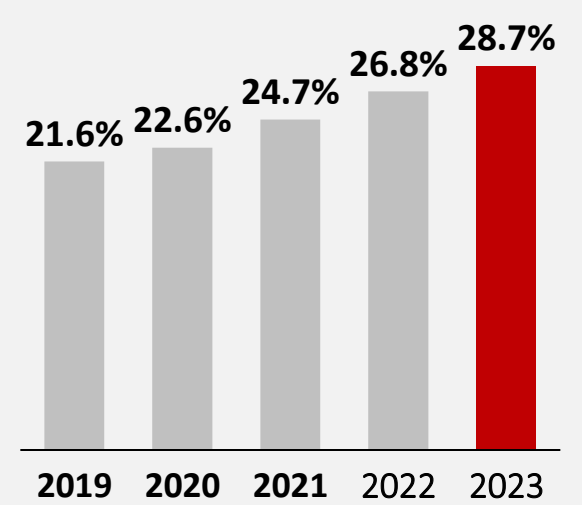
## Water stewardship

Water use ratio



## Women representation

Women in leadership



# 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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