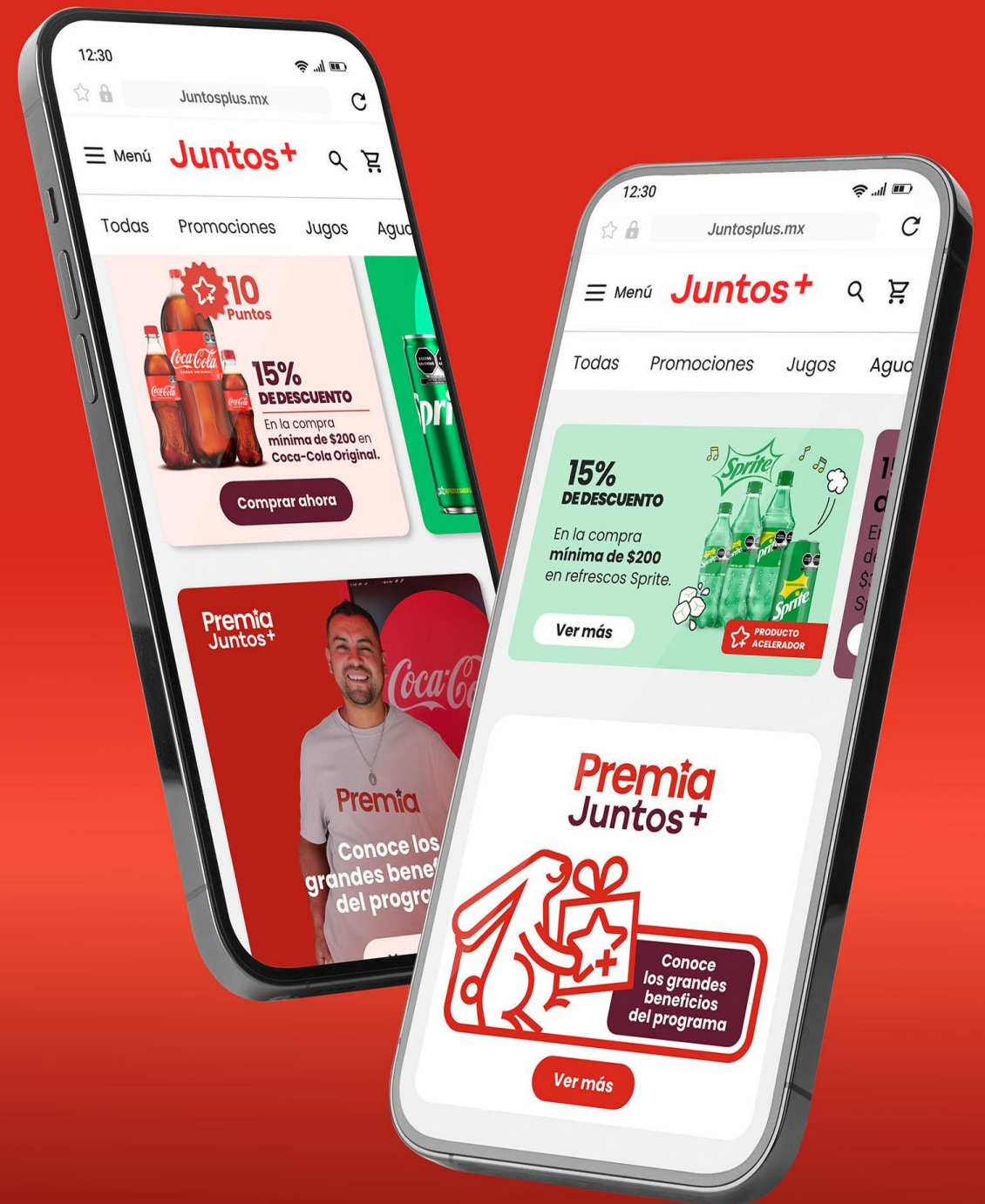


FUTURE-READY

# ACCELERATING OUR SUSTAINABLE GROWTH MODEL

Coca-Cola FEMSA Investor Presentation  
May 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

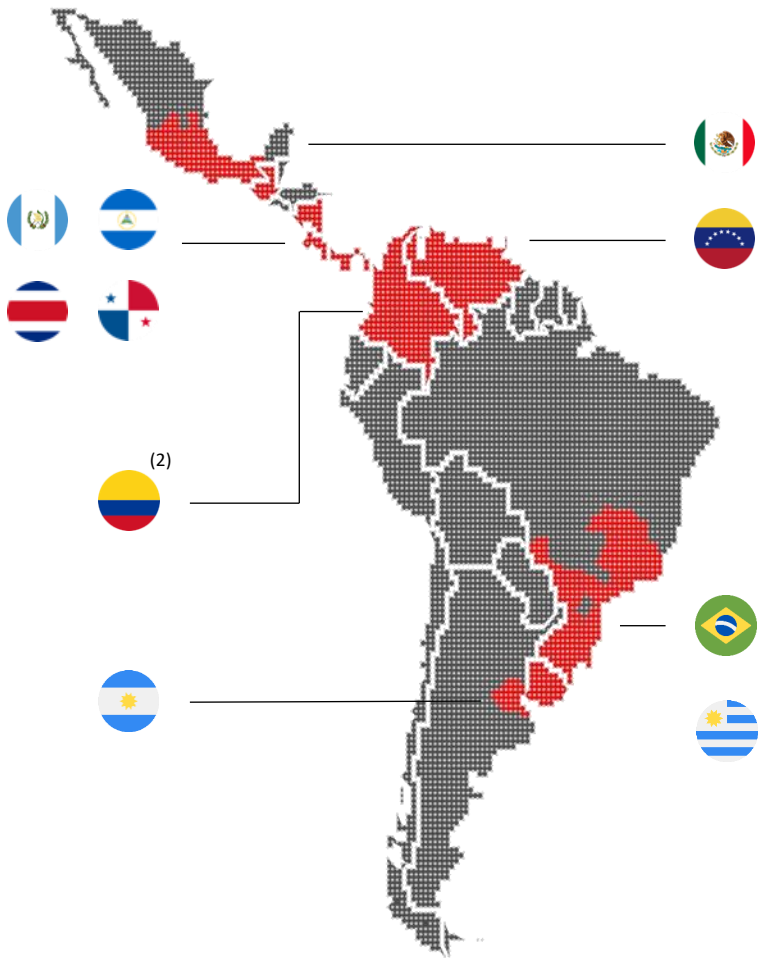
**FUTURE-READY**

# 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>

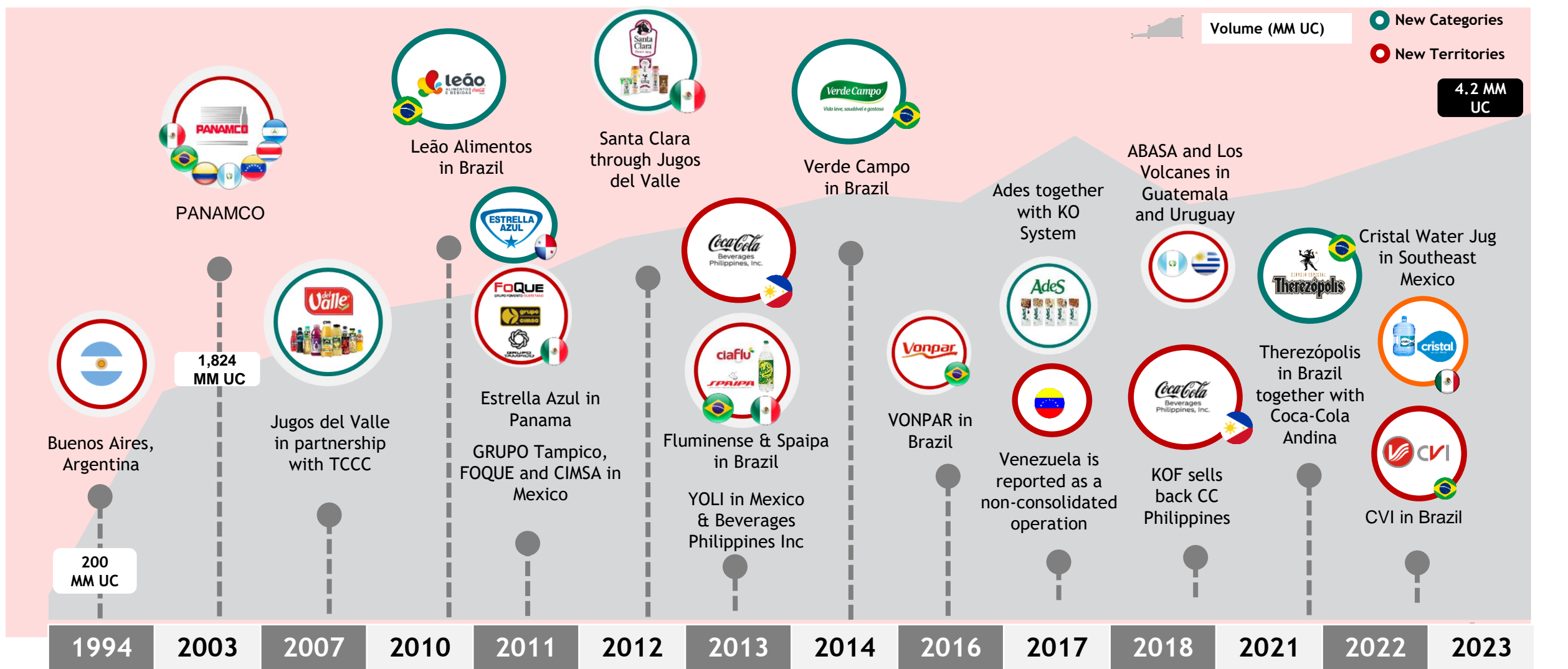
<b>+276<sub>M</sub></b> People Served	<b>56</b> Plants	<b>4.2 bn</b> Unit Cases
<b>~2.2<sub>M</sub></b> Points of Sale	<b>+11.5k</b> Trucks	<b>14.9 bn</b> Revenues (US\$)
<b>+1.5<sub>M</sub></b> Cold Drink Equipment	<b>15.9 bn</b> Market Cap (US\$)	<b>3.0 bn</b> Adjusted EBITDA <sup>(1)</sup> (US\$)
<b>256</b> Distribution Centers	<b>+93k</b> Total Headcount	<b>20.1%</b> 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 March 2025

# COCA-COLA FEMSA HAS BEEN GROWING THROUGH SYSTEM CONSOLIDATION

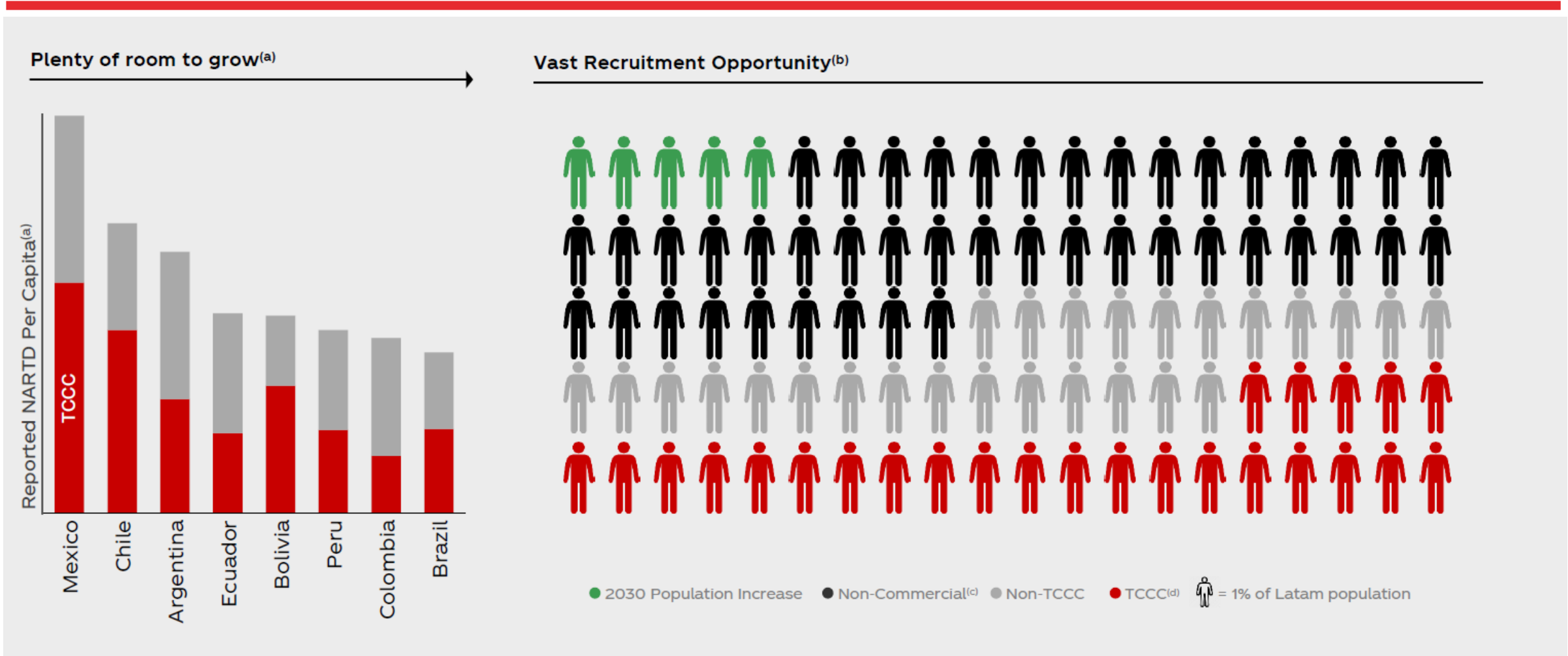


14x<sup>(1)</sup>

(1) From Dec 1996 to Dec 2024

Market Cap (USD)

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



Source: The Coca-Cola Company.



# 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.**



## Financial Highlights LTM 1Q25 <sup>(1)</sup>

Total volume growth	<b>+2.1%</b>
---------------------	--------------

Revenue growth	<b>+12.0%</b>
----------------	---------------

Adjusted EBITDA	<b>+18.4%</b>
-----------------	---------------

Majority net income growth	<b>+15.4%</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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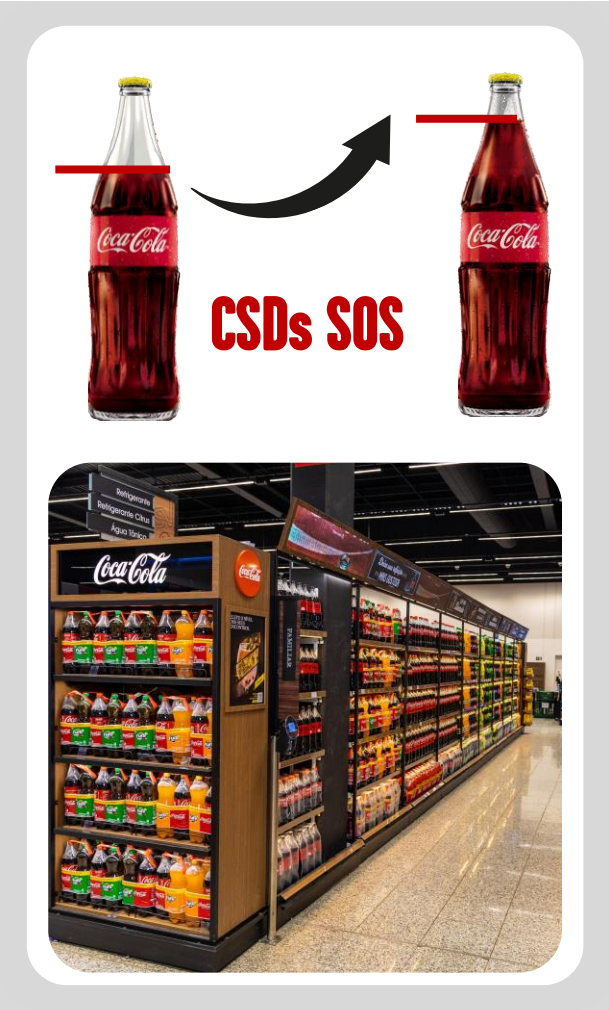


# GROWTH LEVERS TO UNLOCK GROWTH ACROSS OUR MARKETS

## PER CAPITA GROWTH POTENTIAL



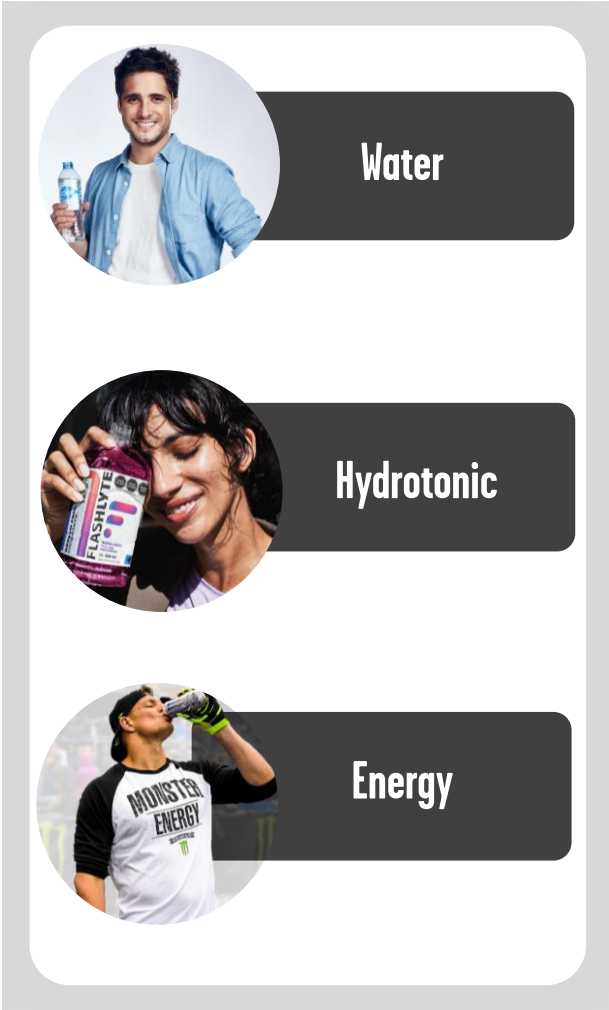
## CONSOLIDATE OUR STRENGTH AS LEADERS



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



## GROWING PROFITABLE NCBS





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



**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



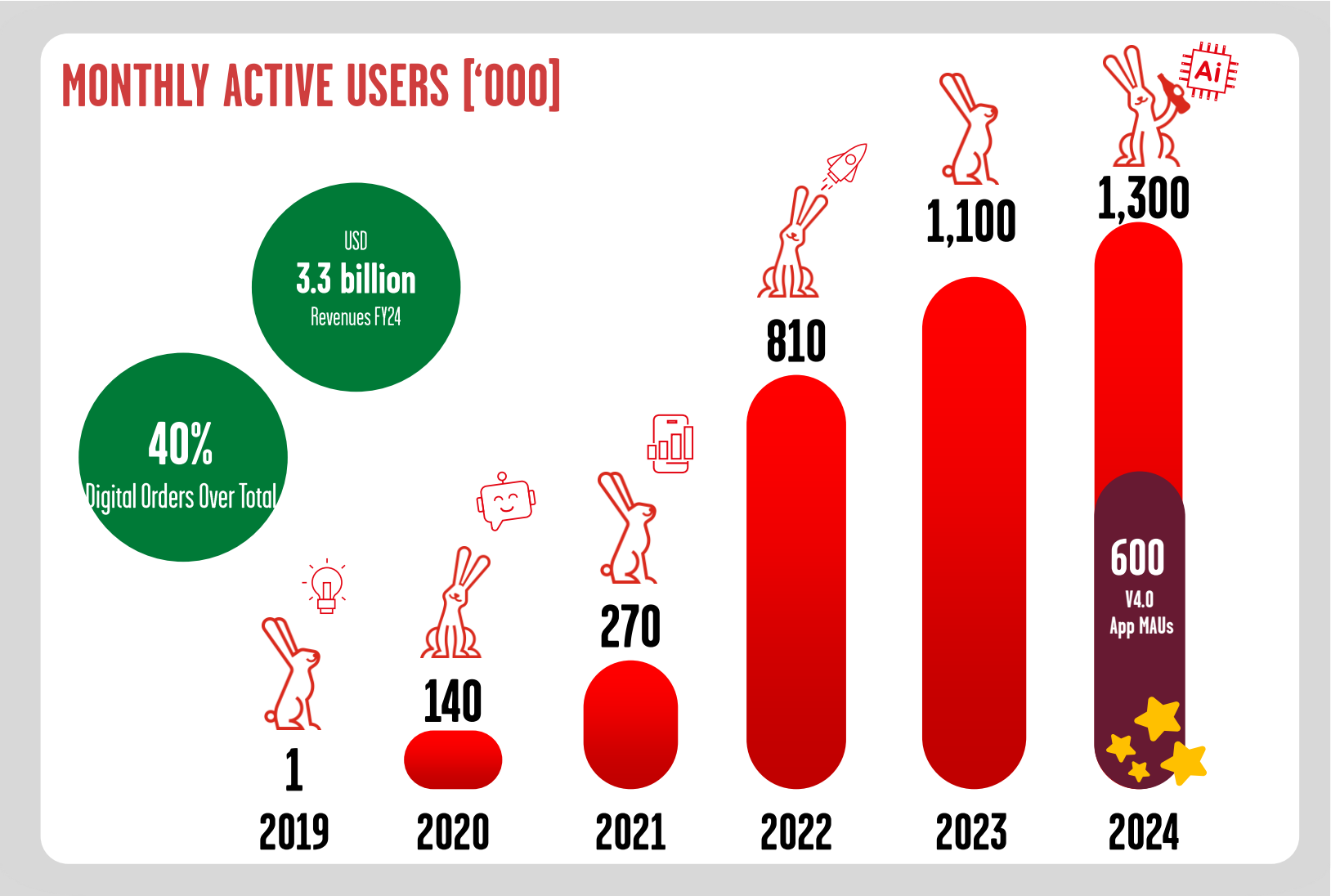
JUNTOS+ WEB



**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 2024

WE ARE ENHANCING OUR USER EXPERIENCE THROUGH NEW FEATURES DEVELOPMENT



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

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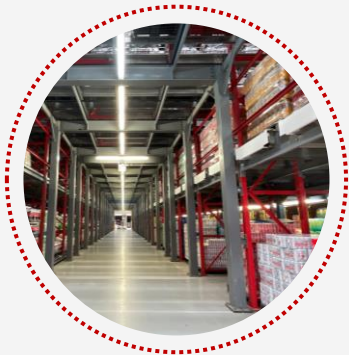
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SUSTAINABLE FUTURE



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

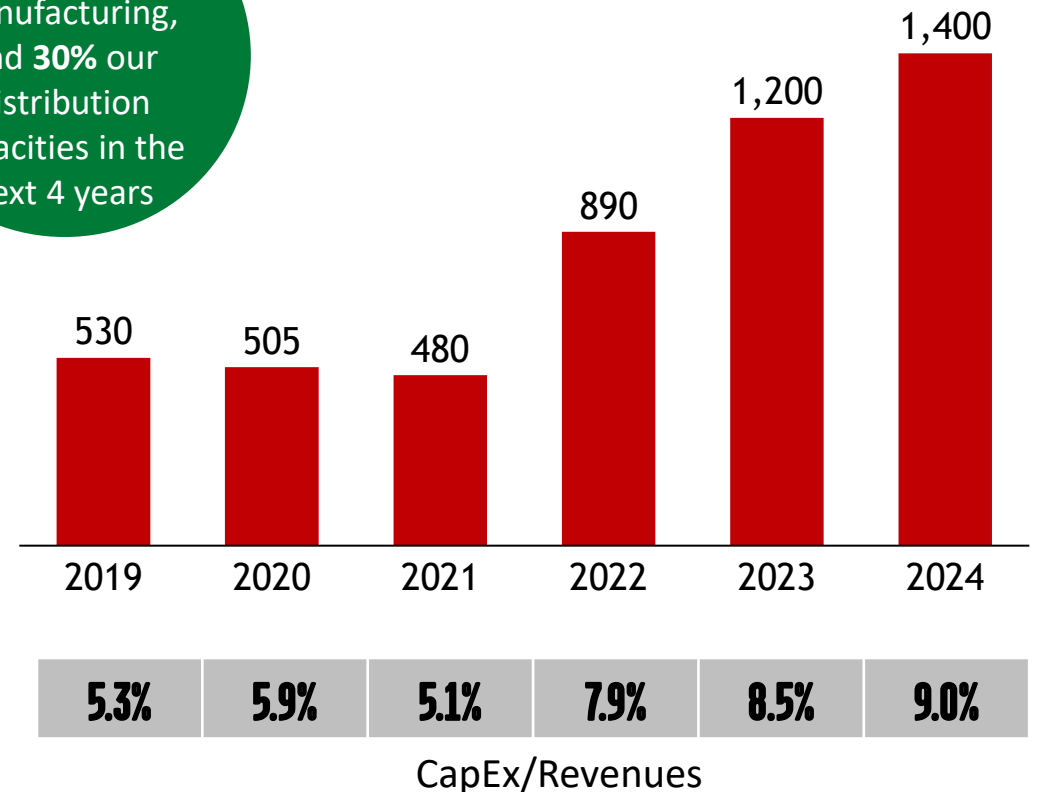


- **Adding ~900 MUC in production capacity over the next 5 years**
  - 7 New Lines in 2024
  - >25 New Lines 2024-2028
- **Adding ~250k pallet positions via warehouse expansion**
  - 5 New DC's in 2024
  - Layout optimization to add additional capacity and savings



## CapEx investments (US\$ M)

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





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

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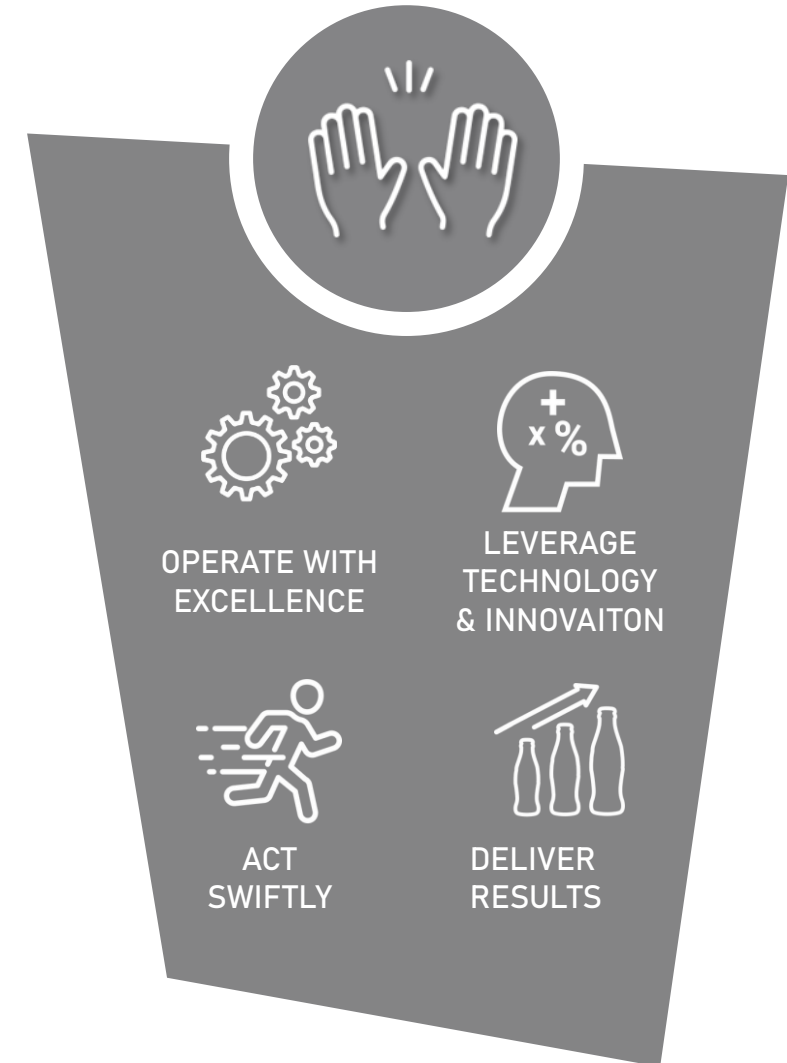
STRENGTHEN OUR CUSTOMER-  
CENTRIC CULTURE



FOSTER A  
SUSTAINABLE FUTURE



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





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

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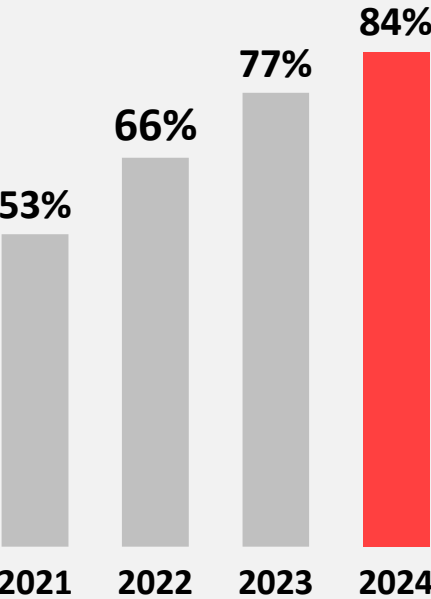
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SUSTAINABLE FUTURE



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

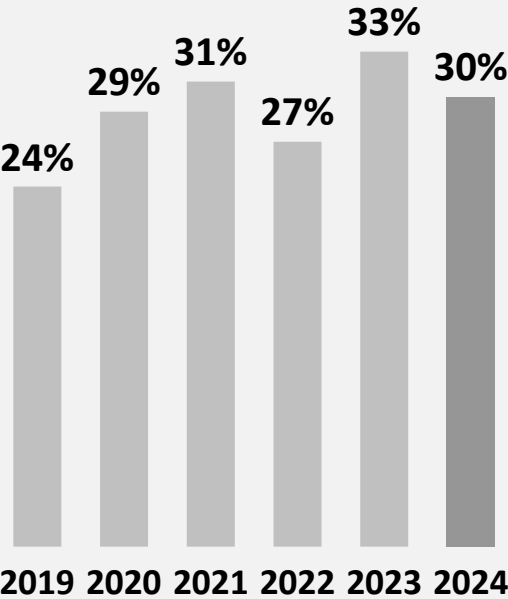
## Climate action

Renewable energy



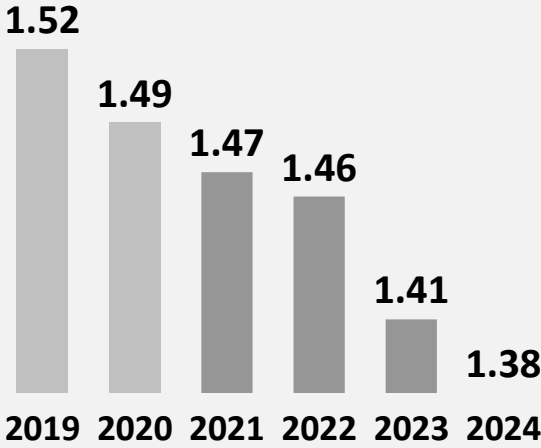
## Circular economy

Use of recycled resin



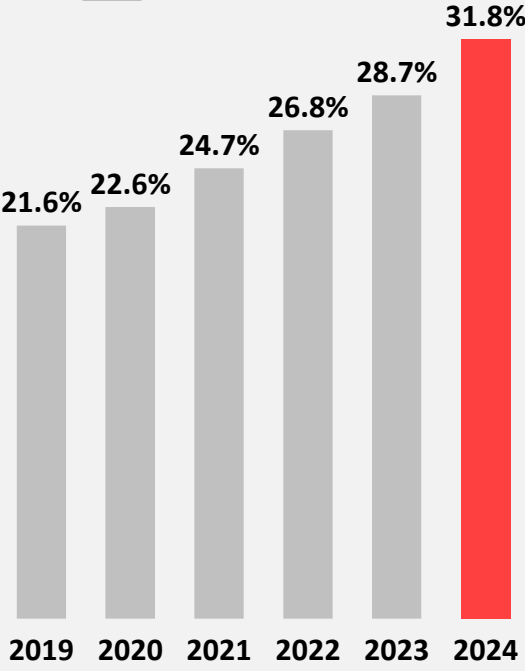
## Water stewardship

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



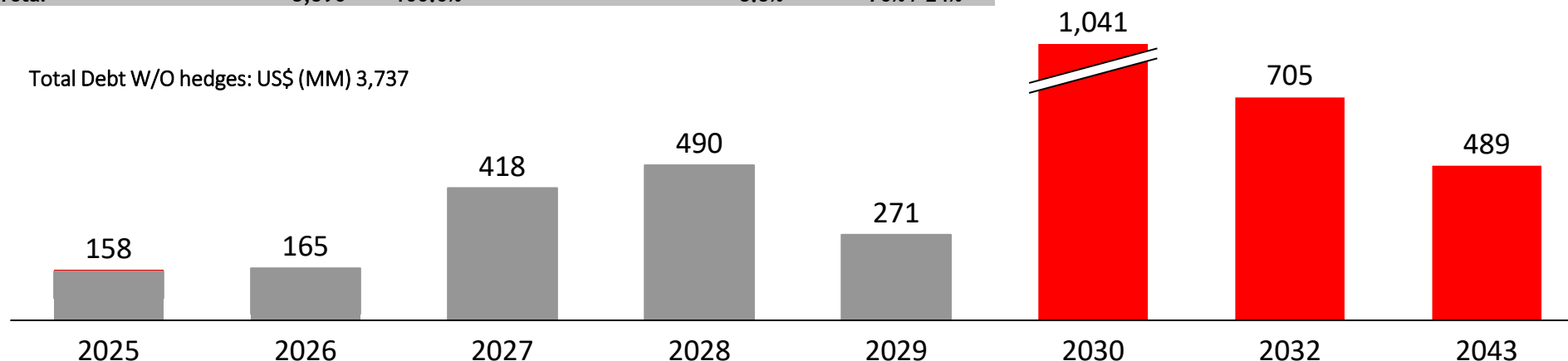
**WORKING TOGETHER WITH OUR PARTNERS AT THE COCA-COLA COMPANY, WE ARE TRANSFORMING OUR BUSINESS AND ACCELERATING OUR GROWTH**

# Financial Positions

## Debt Position w & w/o hedges

Debt Breakdown			Avg. Life	Rate (%)	Mix
Ccy	US\$ (MM)	(%)			
Breakdown	US\$MM	%	Life	Rate	Fixed / Float
MXN	2,083	57.9%	2.8	8.5%	96% / 4%
USD	643	17.9%	8.7	4.2%	47% / 53%
COP	109	3.0%	0.8	8.6%	79% / 21%
BRL	731	20.3%	1.1	10.6%	81% / 19%
ARS	30	0.8%	0.2	50.1%	100% / 0%
UYU	-	0.0%	0.0	0.0%	-
EUR	-	0.0%	0.0	0.0%	-
<b>Total</b>	<b>3,596</b>	<b>100.0%</b>	<b>6.3</b>	<b>8.5%</b>	<b>76% / 24%</b>

Total Debt W/O hedges: US\$ (MM) 3,737



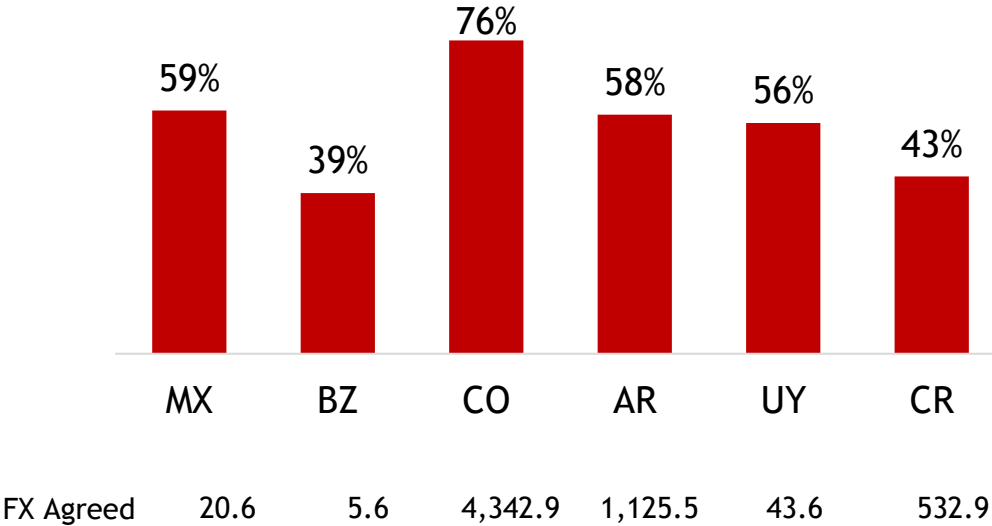
## Cash Position

USD MM	Date	Total Cash		
		Total	LC	USD
Mexico	31-Mar	731.9	295.2	436.7
Brazil	31-Mar	541.3	494.8	46.5
Others	31-Mar	186.9	108.5	78.4
<b>Total</b>		<b>1,460.1</b>	<b>898.5</b>	<b>561.6</b>

# Financial Positions

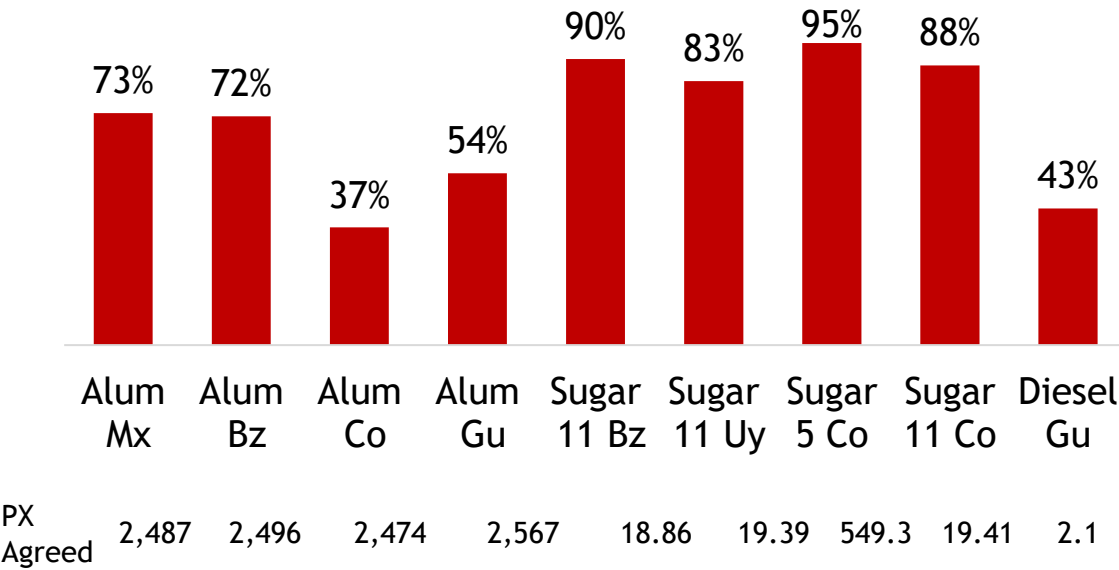
## Currency Hedging Strategy

2025



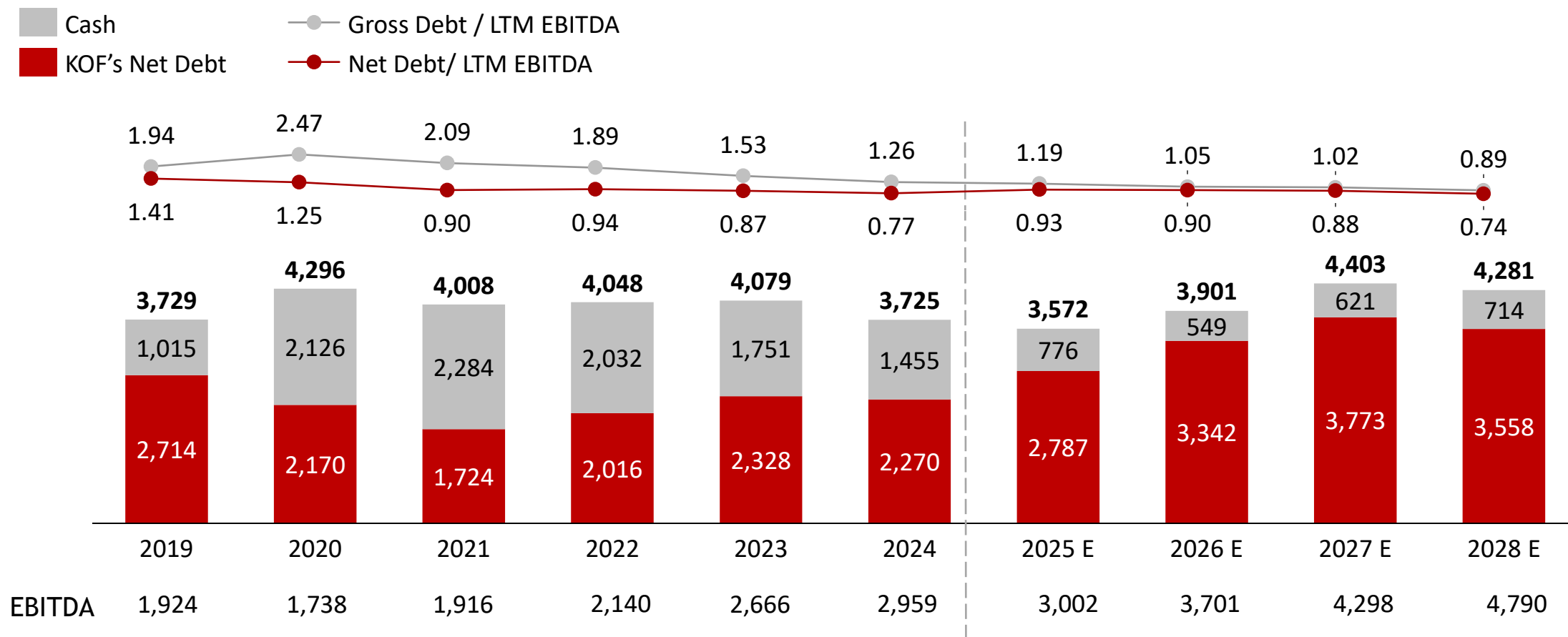
## Commodities Hedging Strategy

2025



(1) Figures as March 31, 2025

# Financial Positions





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**THANK YOU**

## **Investor Relations Contacts**

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