

Great challenges

FEMSA



Safe harbor statement



During this presentation management may discuss certain forward-looking statements concerning FEMSA's future performance that should be considered as good faith estimates made by the Company. These forward-looking statements reflect management expectations and are based upon currently available data. Actual results are subject to future events and uncertainties, which could materially impact FEMSA's actual performance.

FEMSA Overview



FEMSA is a leading company that participates in the beverage industry through Coca-Cola FEMSA, the largest franchise bottler of Coca-Cola products in the world; and in the beer industry, through its ownership of the second largest equity stake in Heineken, one of the world's leading brewers with operations in over 70 countries. In the retail industry it participates with FEMSA Comercio, operating various small-format chain stores, including OXXO, the largest and fastest-growing chain of stores in Latin America. All of which is supported by a Strategic Business unit.

Leading Consumer Company in Latin America



Large Scale

- +3.2 bn unit cases of beverages

Powerful Brands

- #1 in beverages in all regions

Efficient Production and Distribution

- 65 beverage bottling plants
- 329 distribution facilities

Growing Consumer Base

- 2.8 mm clients
- 346 mm consumers

Dynamic Store Platform

- +11,800 OXXO stores

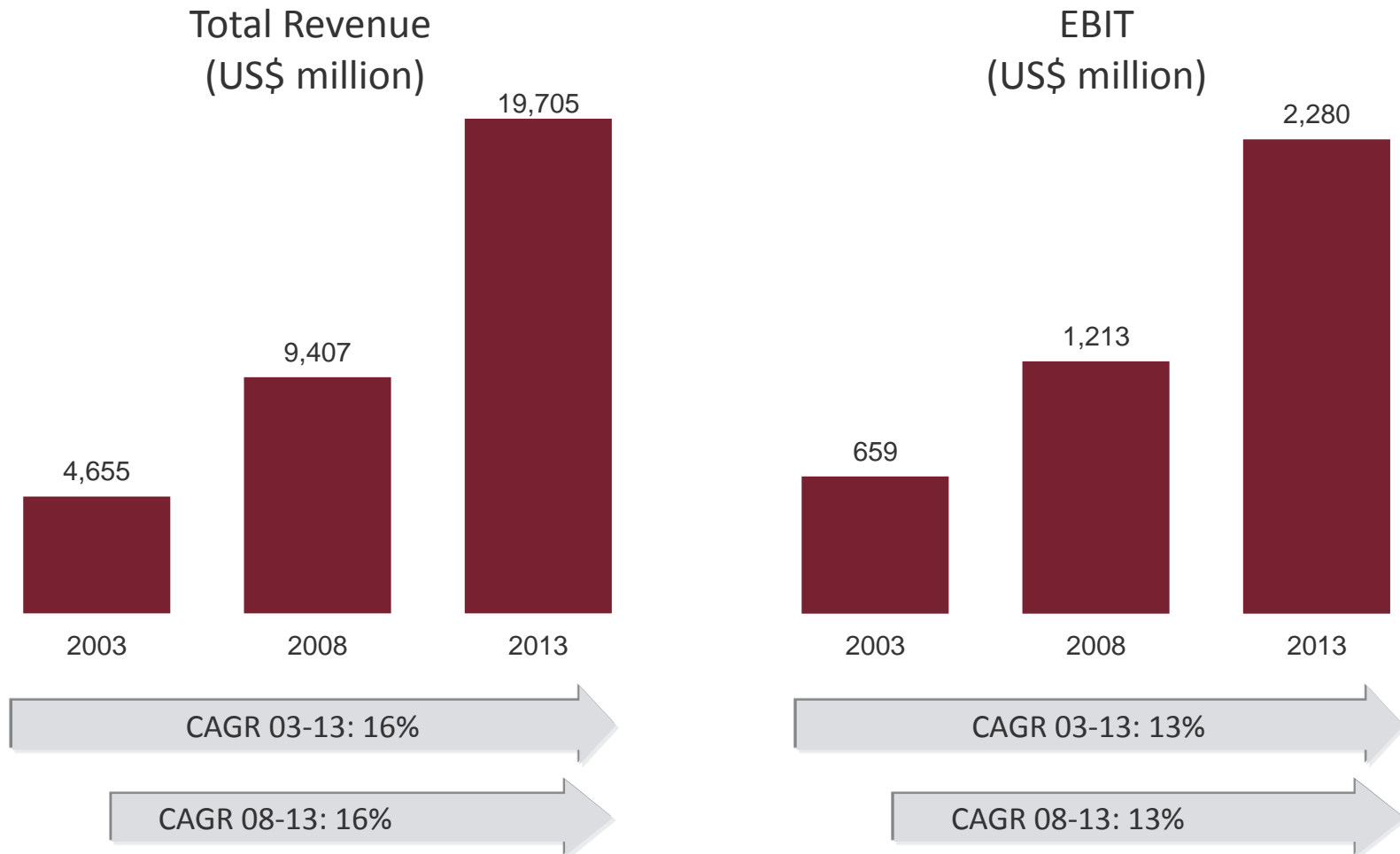
+ 200,000 employees and associates

2nd Largest investor in Heineken



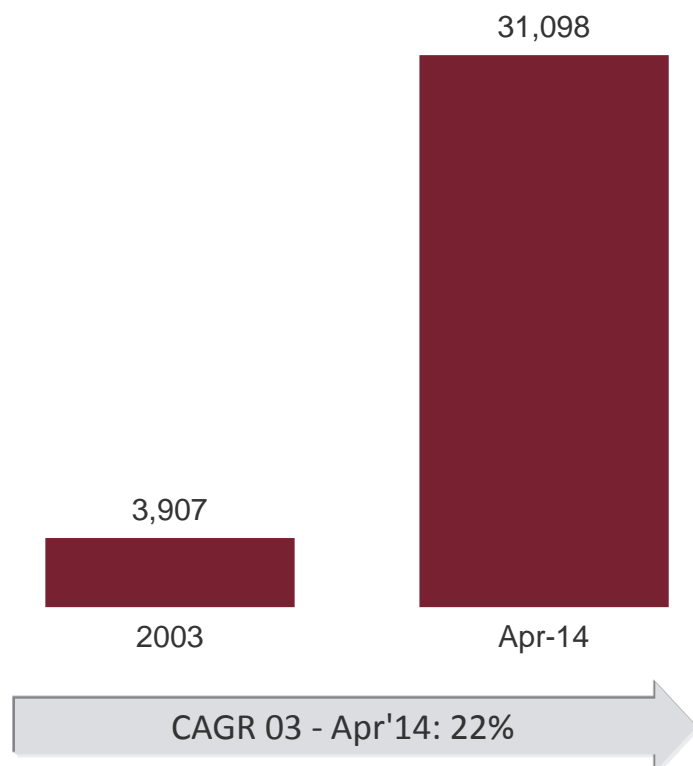
Note: OXXO stores as of March 31, 2014.

Delivering consistent double-digit growth



Notes: 2013 figures in nominal Mexican pesos converted to US dollars using EOP exchange rate, prior figures in constant pesos as of year end and converted to US dollars using the EOP exchange rate. 2013 figures are under International Financial Reporting Standards ("IFRS"). From 2001-2006 figures are the arithmetical sum of Coca-Cola FEMSA and FEMSA Comercio. These figures are not proforma.

FEMSA Market Cap Evolution
(US\$ million)

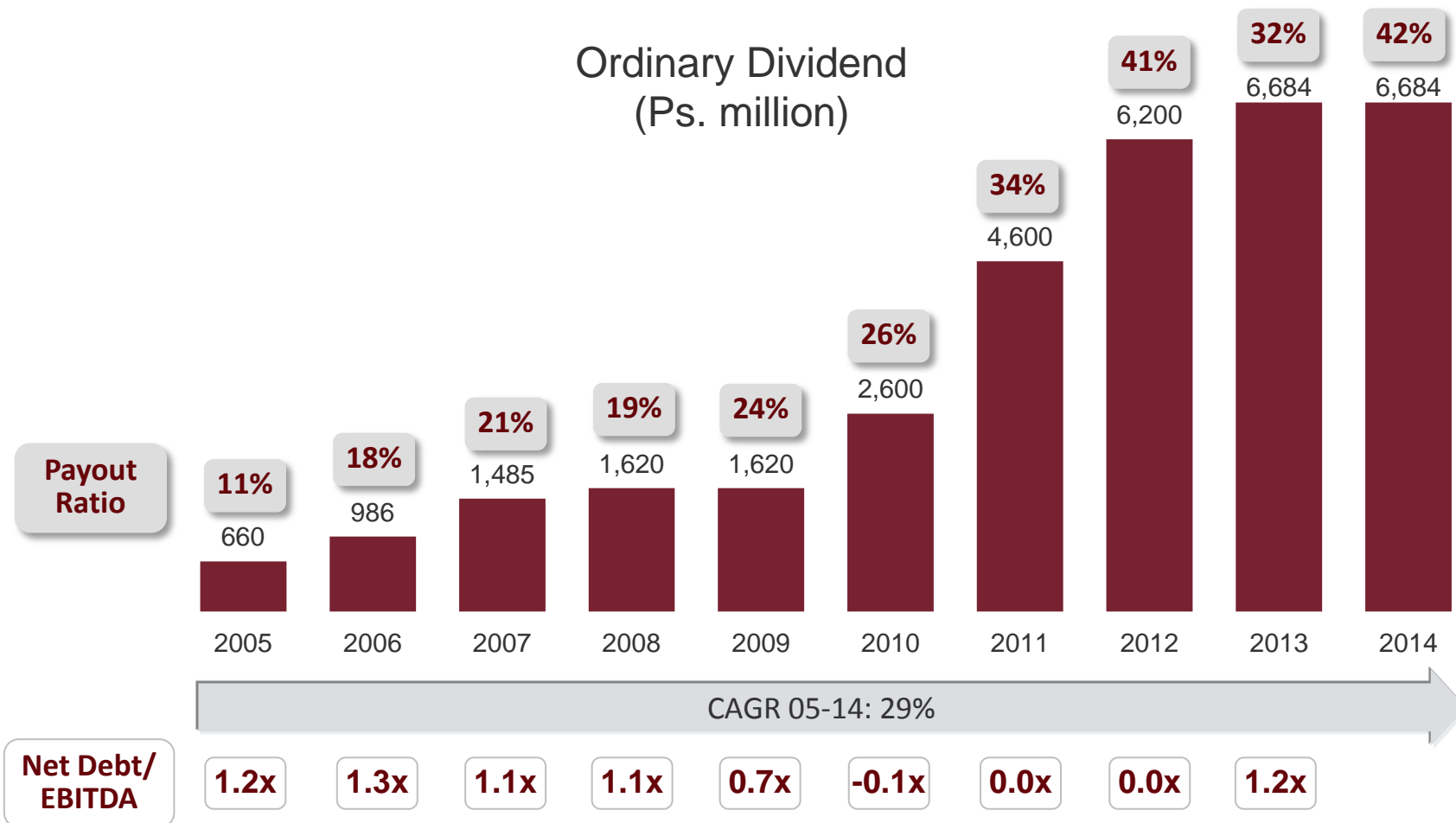


- Consistently strengthening our competitive position
- Ability to operate in a rapidly changing economic environment
- Strong brand portfolio and exceptional operational capabilities

Increasing cash to shareholders over time...



...while retaining strategic and financial flexibility



Note: Dividend figures are in Mexican pesos. Payout ratio figures are the division of the dividend between previous year net majority income. 2011, 2012 and 2013 figures are under International Financial Reporting Standards ("IFRS").

FEMSA 1Q14 snapshot



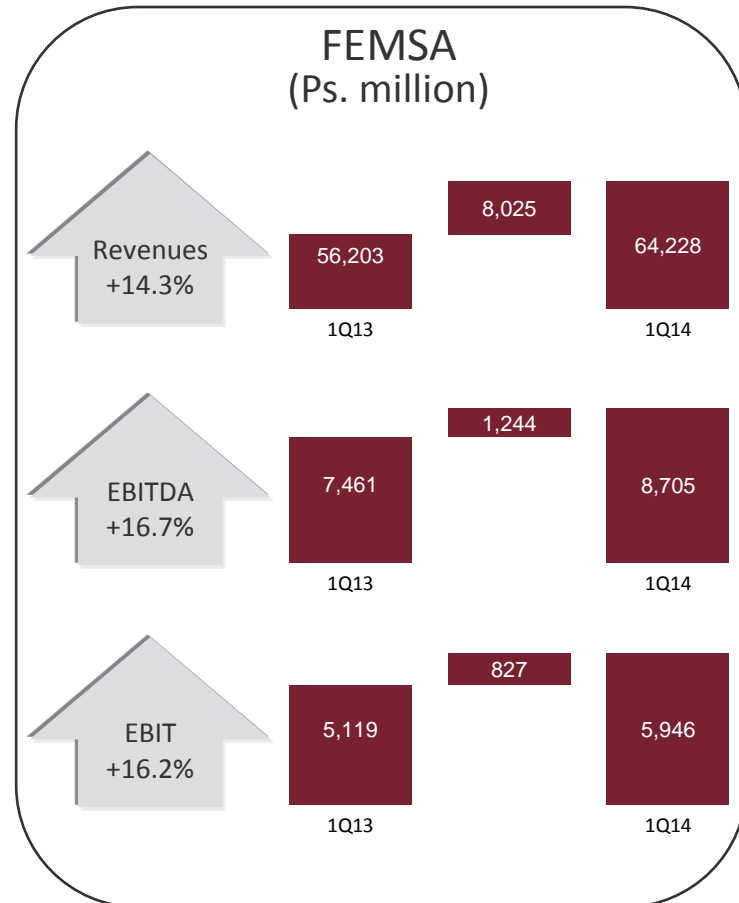
Total revenues increased 15.3% and income from operations grew 18.0% mainly driven by the integration of Fluminense, Spaipa and Yoli combined with revenue growth in the Venezuelan operation



Achieved total revenues growth of 12.3% and income from operations growth of 6.6%, reflecting 1,120 net new store openings and stable same-store sales



We include our 20% participation in Heineken's net income using the equity method

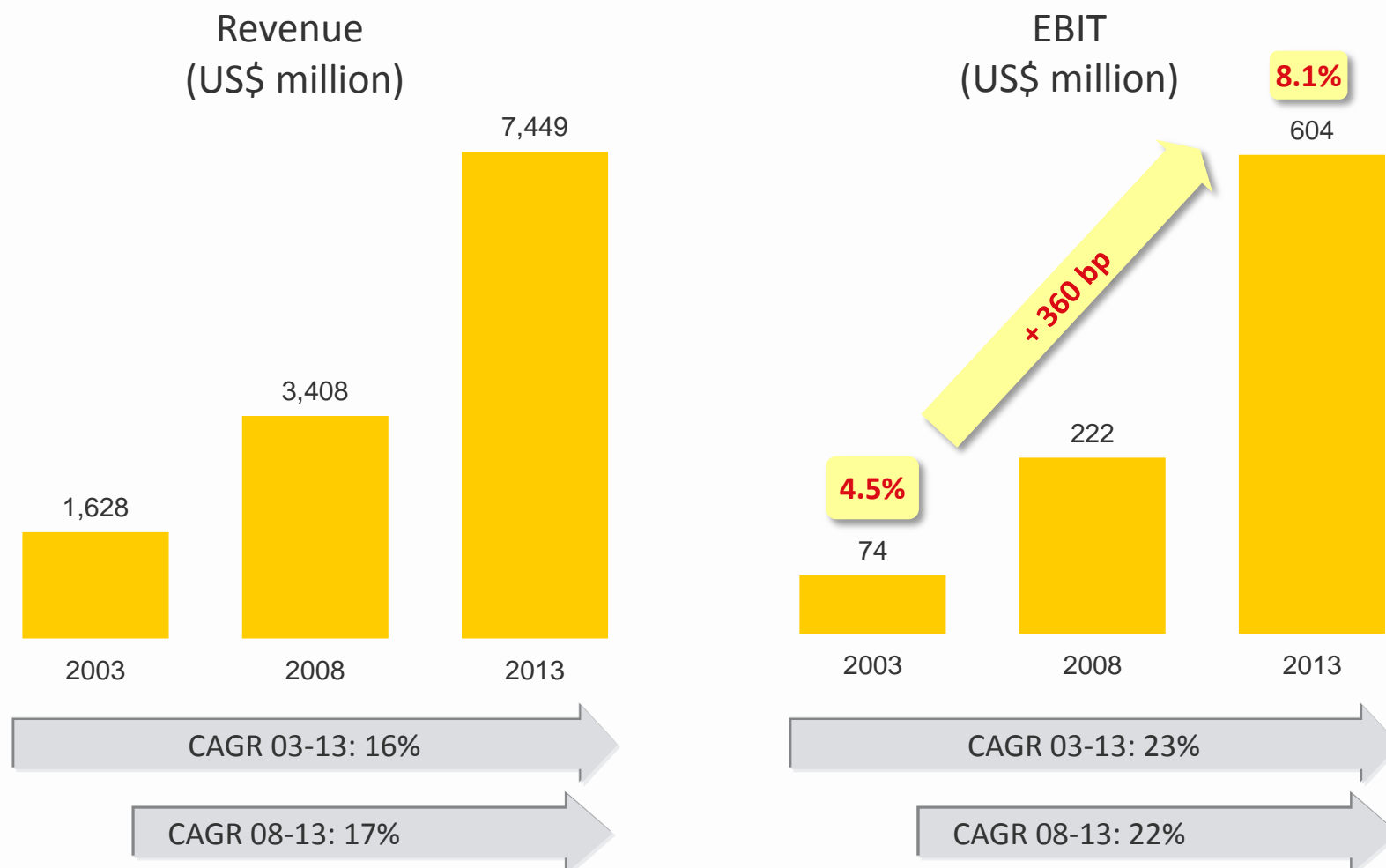


Constant Growth

FEMSA
COMERCIO
CONSEJO



FEMSA Comercio: Accelerated profitable growth



Note: 2013 figures in nominal Mexican pesos converted to US dollars using EOP exchange rate, prior figures in constant pesos as of year end and converted to US dollars using the EOP exchange rate. 2013 figures are under International Financial Reporting Standards ("IFRS").

OXXO: The way to play the Mexican Retail



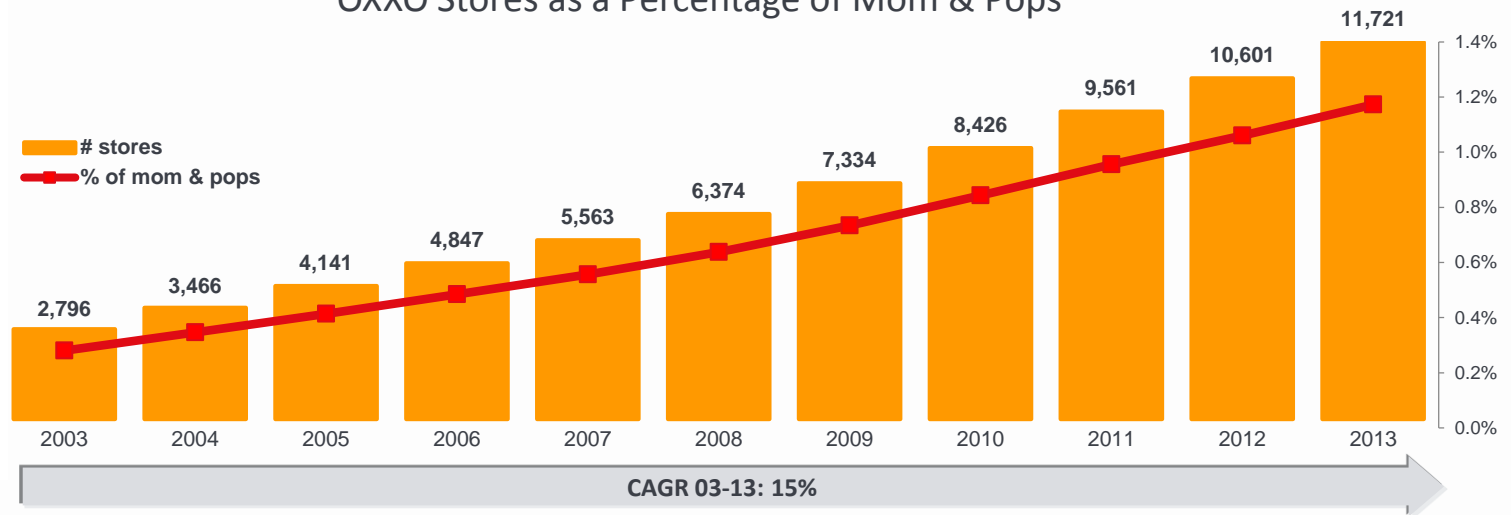
- **Third largest retailer** in terms of Revenues in Mexico
- We are the **benchmark for SSS and Sales per sq. meter** in Mexico
- **Profitability in line** with leading benchmark in Mexico
- We open a new store **every 8 hours** on average
- Every day, close to **9 million** people buy at an OXXO Store



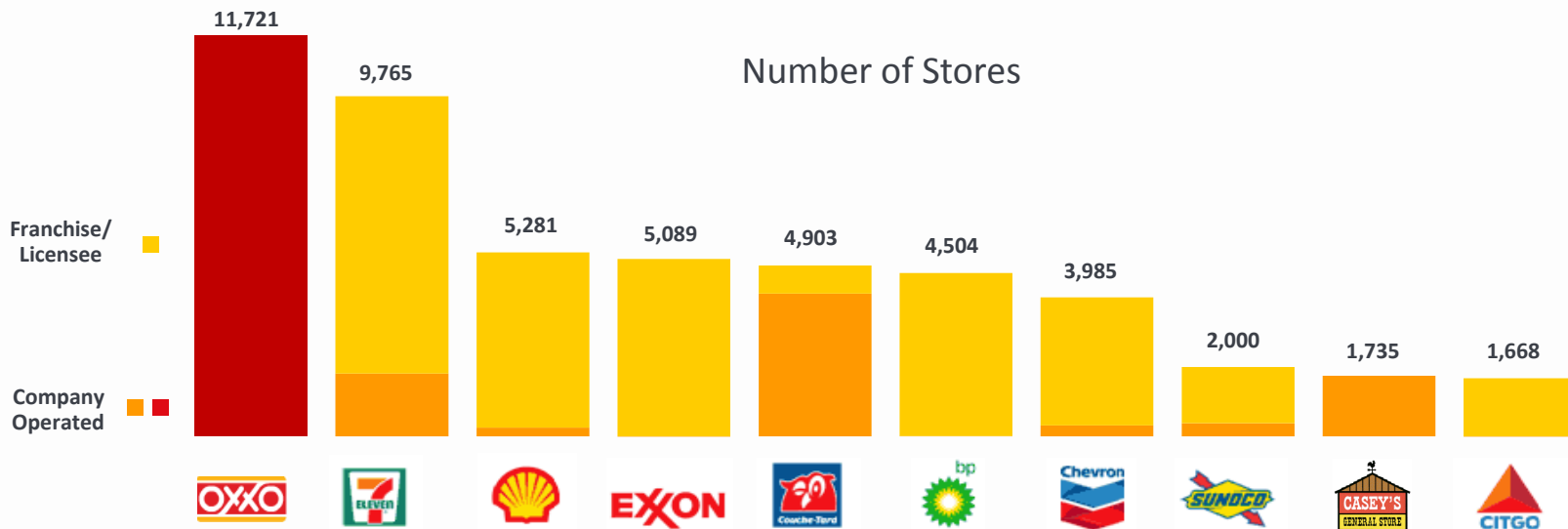
The largest store chain in the Americas...



OXO Stores as a Percentage of Mom & Pops



Number of Stores

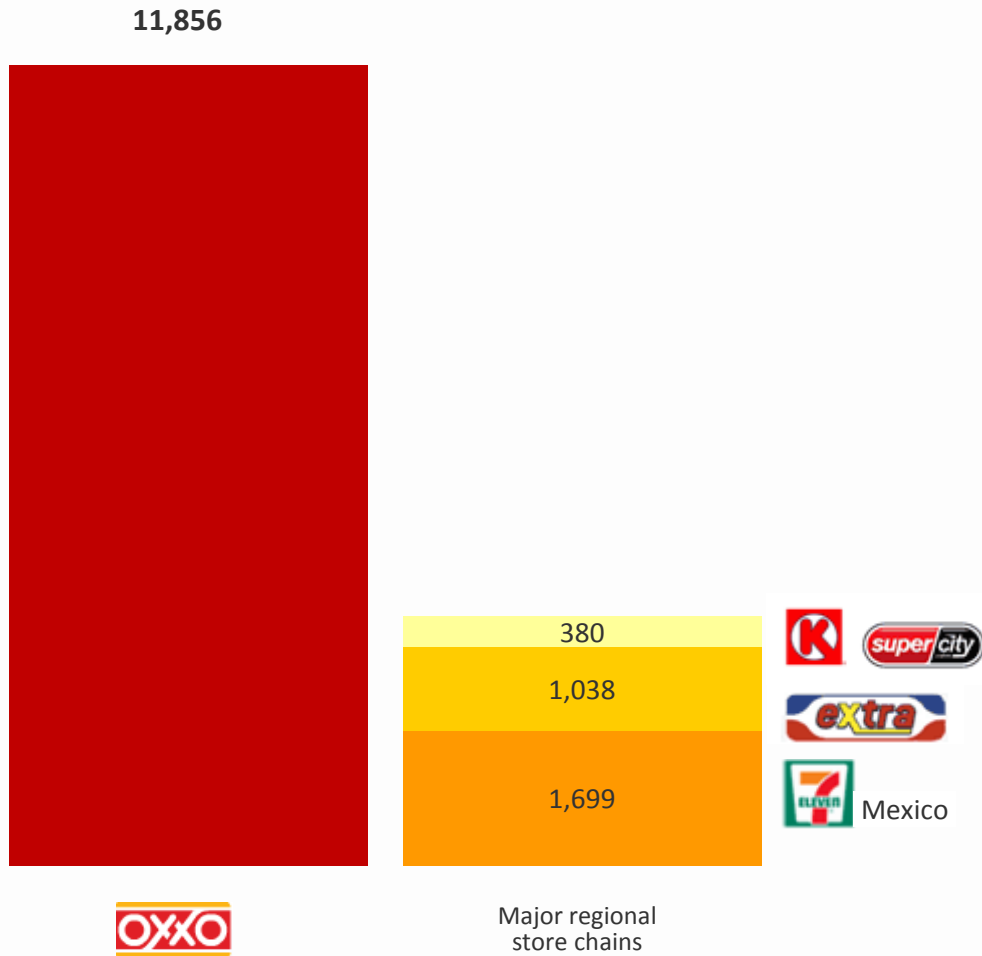


Note: Alimentation Couche-Tard includes US and Canada Operations. 7 Eleven includes US, Canada and Mexico Operations. OXO stores as of December 2013.
 Source: CSNews "Top 100 US Convenience Store Companies", Published July 2013. Mom & pops: Company information .

... and Mexico's leading store chain



Number of Stores



- An effective and rapidly growing sales channel for several categories in Mexico driving an important portion of their growth
- The only truly national store chain with over nine million transactions per day and surpassing three billion transactions in 2013

Horizontal growth: That's the easy part



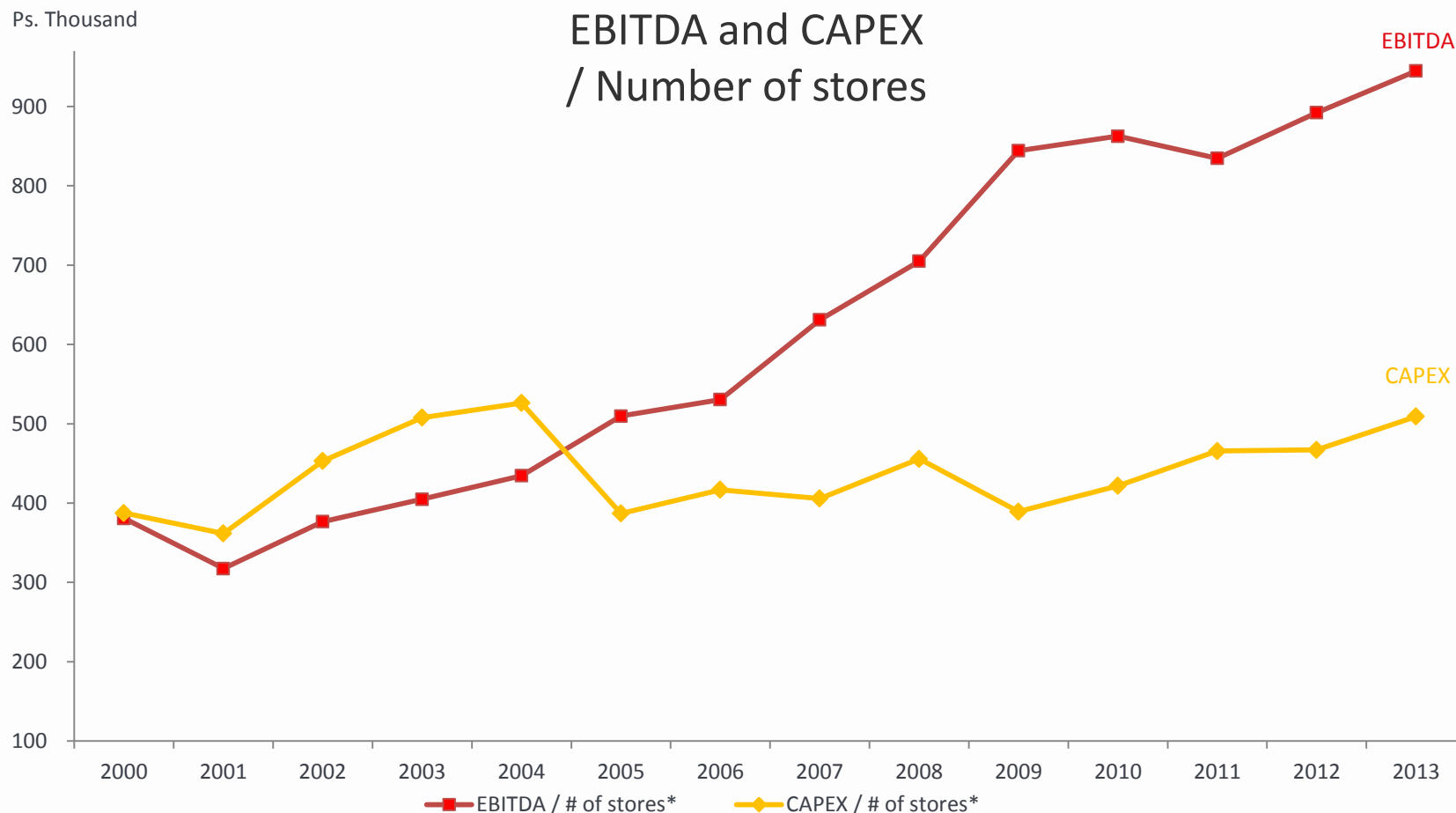
11,856 stores and counting

OXXO Penetration Level by Population



Note: CONAPO information as of December 2010. FEMSA information as of December 31, 2013.
(1) OXXO stores as of March 31, 2014.

Holding CAPEX steady while driving profitability



Notes: Figures in nominal Mexican pesos. 2011, 2012 and 2013 information are under International Financial Reporting Standards ("IFRS").
The # of stores are based on average stores per year.

Drugstores: An attractive growth opportunity

- We have acquired a 75% stake in Farmacias YZA, and 100% of Farmacias FM Moderna
- Two leading regional drugstore operators in Southeast Mexico and the state of Sinaloa, respectively
- Femsa Comercio now operates more than 450 drugstores
- FEMSA seeks to contribute its expertise developing small-box retail formats to already successful regional players



Prepared Food: Opening new avenues of growth

- FEMSA Comercio acquired a 80% stake in Doña Tota, a leading quick-service restaurant operator founded in the state of Tamaulipas which operates over 200 units across Mexico and Texas
- FEMSA believes that it can contribute its significant expertise in the development of small-box retail formats to what is already a successful player in the quick-service restaurant industry and will bring relevant capabilities in the area of prepared food operation to FEMSA Comercio



Developing our value proposition to satisfy our customer needs



THIRST

Quench your thirst immediately



CRAVING

Satisfy your sudden craving for a snack, a meal or drink



TIME OPTIMIZATION

Acquire one-stop products and services in a simple and fast way



BREAKFAST

Start your day with a practical breakfast



LUNCH

Satisfy your hunger with an on-the-go meal



GATHERING

Stop by for your party needs



DAILY

Take home your everyday grocery needs



REPLENISHMENT

Replenish your depleted grocery and non-food products

Strategic tools enabling us to continually expand our range of one-stop products and services



Segmentation



Replenishment

Base

Indulgence



Category Development - Prepared Food



Category Development - Services



Paga tus tarjetas y deposita dinero más cerca de ti.

En OXO haz depósitos bancarios o paga tus tarjetas de crédito de manera segura e inmediata de 8am a 8pm todos los días.



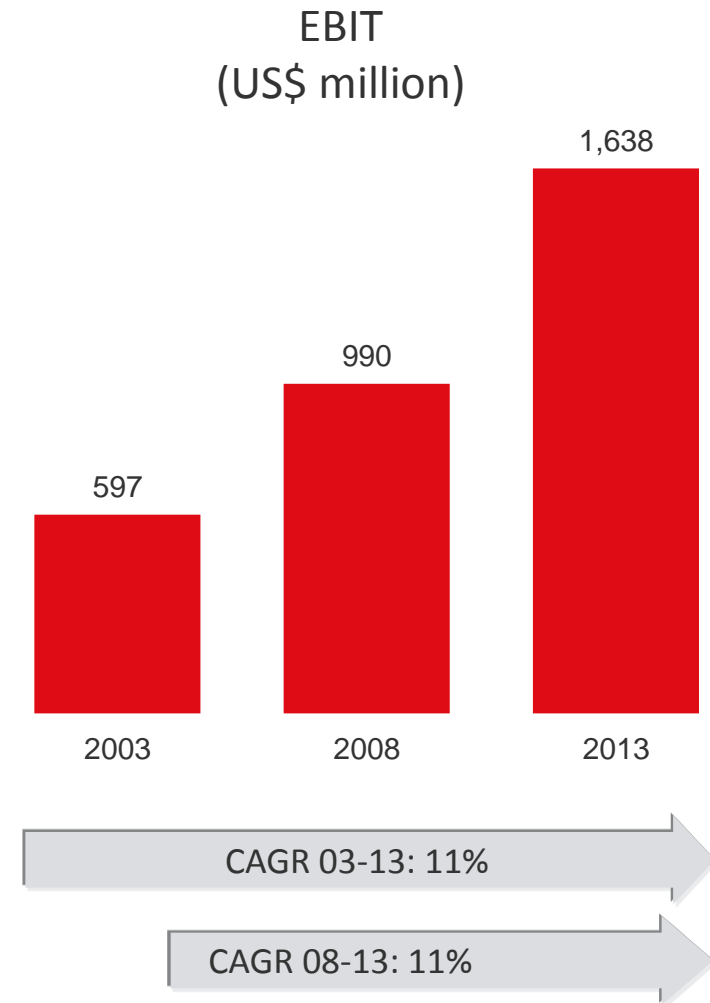
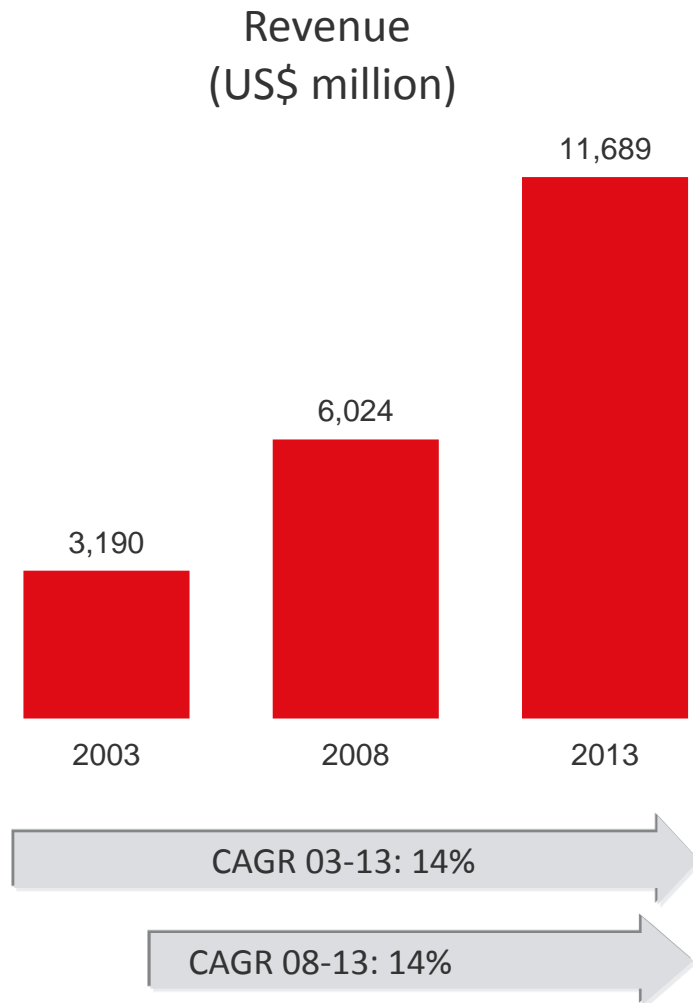
Greater Opportunities

Coca-Cola

FEMSA



...while building a decade of solid track records of growth



(1) Figures reflect LTM as of December, 2013.

Largest franchise bottler in the world operating in one of the most attractive regions for its industry...



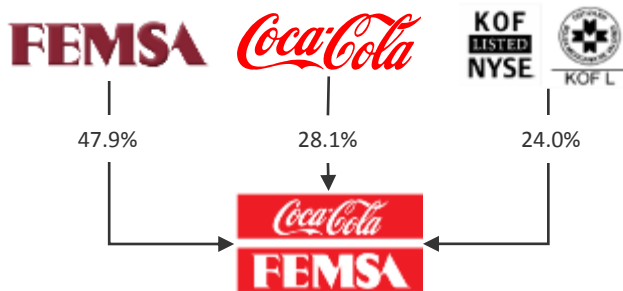
~**4 Bn** Unit Cases⁽¹⁾

US\$ **13.67** Bn in Revenues⁽¹⁾

more than **346** Mn consumers⁽¹⁾

Close to **2.9** Mn points of sale⁽¹⁾

Almost **120,000** employees⁽¹⁾



(1) KOF Figures reflect LTM 1Q'14 and include Philippines, Fluminense and Spaipa.

Strategic partner to the Coca-Cola System



KOF has presence in some of the most important regions for the beverage industry and has pursued relevant opportunities in every category to contribute to the system's future growth

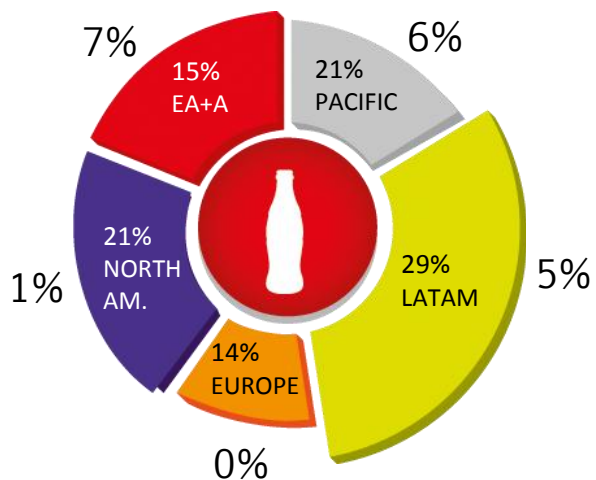


"Our brands and our business have very deep roots in the Philippines, and we look forward to working with our strong partners at Coca-Cola FEMSA to capture future opportunities for growth and investment and bring even more social and economic value to customers and communities throughout the country."

Muhtar Kent,
The Coca-Cola Company –
President and CEO

Worldwide KO Volume Growth⁽¹⁾

5y-CAGR
(2008-2012)



"... we partnered with Coca-Cola FEMSA to jointly acquire the Jugos del Valle business in 2007... Today, Del Valle is the first of our \$1 billion brands with its roots in our Latin America region."

Muhtar Kent,
The Coca-Cola Company –
President and CEO

(1) The Coca-Cola Company annual report 2013.

Reaching more than 50% of the population of Mexico & Central America



US\$ **5.5** Bn in Revenues⁽¹⁾

US\$ **1.2** Bn in EBITDA⁽¹⁾

23 Plants

176 Distribution Centers

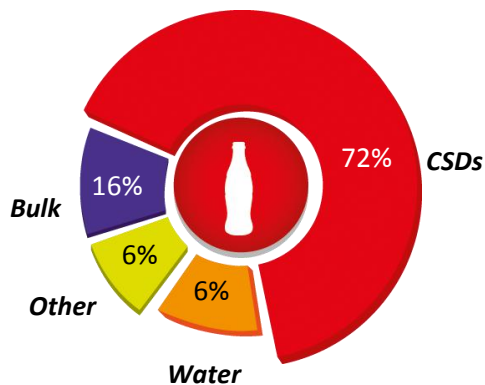
More than **993** M points of sale

More than **88** Mn consumers

1,959 Mn Unit Cases⁽¹⁾



Volume Mix



(1) Figures reflect LTM as 1Q'14.

Serving more than 40% of the population of our territories in South America



US\$ **6.4** Bn in Revenues⁽³⁾

US\$ **1.0** Bn in EBITDA⁽³⁾

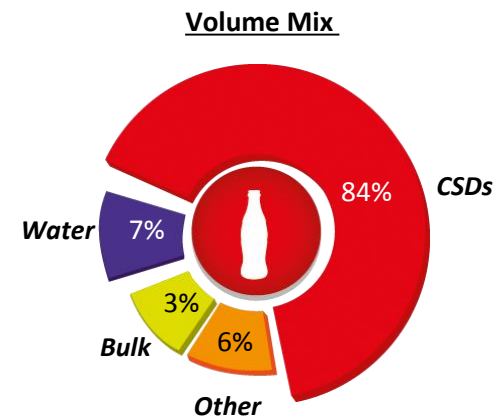
21 Plants⁽²⁾

104 Distribution Centers⁽¹⁾

More than **953** points of sale⁽¹⁾

More than **156** Mn consumers⁽²⁾

1,334 Mn Unit Cases⁽¹⁾



Figures reflect LTM 1Q'14.

(1) Excluding Beer

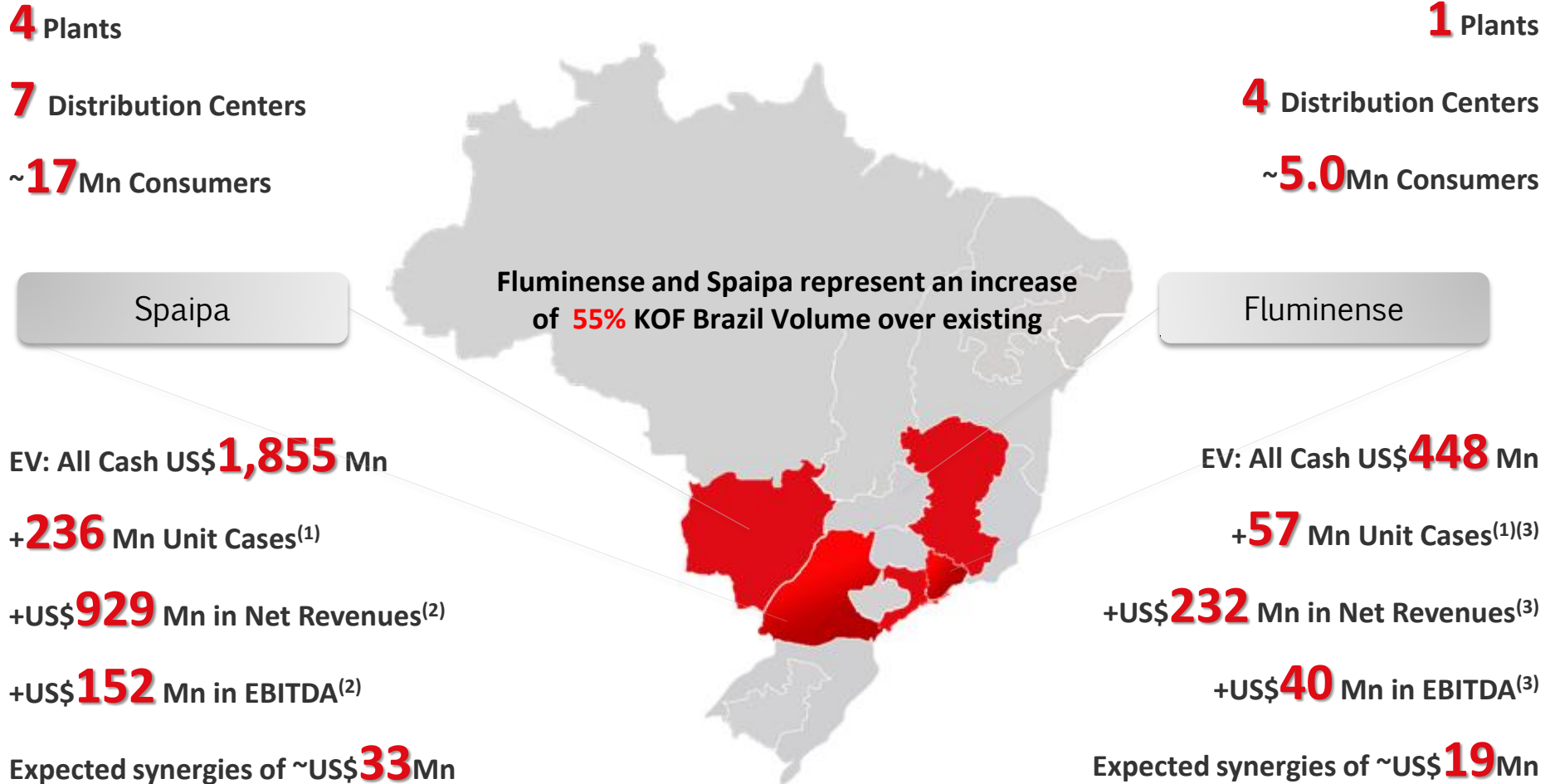
(2) Includes Fluminense and Spaipa

(3) Including Beer.

Brazil: Expanding our geographic footprint



Our combined territories will allow Coca-Cola FEMSA to serve more than 72 million consumers, a third of the population in Brazil



(1) Volume includes Beer
 (2) Figures reflect Full Year 2012
 (3) Figures reflect LTM 1Q'13

Philippines: tropicalizing KOF's culture by leveraging local talent



- Implementing strategic framework based on three pillars: Portfolio, Route to Market and Supply Chain
- Medium to long-term growth strategies in place to increase per capita consumption



20 Plants

Close to **925** M points of sale

More than **101** Mn consumers

KOF population coverage: **100%**

US\$ **1.1** Bn in Revenues⁽¹⁾

~US\$ **100** Mn of EBITDA

515 Mn Unit Cases⁽¹⁾

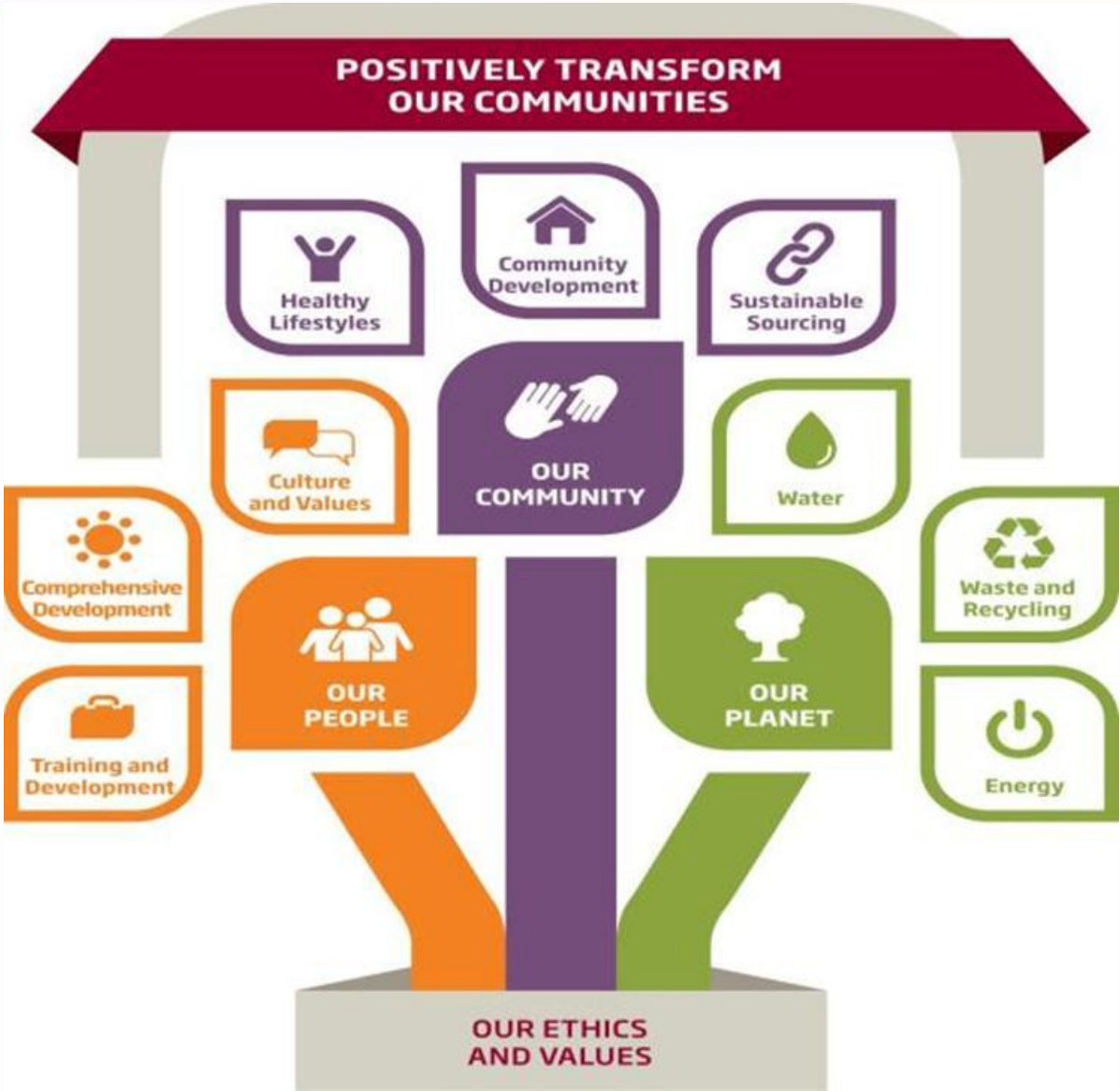
Important mix of returnables **71%**

(1) CCBPI: Coca-Cola Bottling Philippines, Inc. estimated for 2012.



Fostering Sustainable Development

Sustainability Framework



Some Achievements during 2013

- KOF was selected as a member of the DJSI Emerging Markets
- FEMSA and KOF participated in the Carbon Disclosure Project “CDP Investors” FEMSA joined the GLOBAL 500 group of companies that measure and report their climate change strategies, with the highest score among Mexican companies (73C)
- For the second consecutive year, FEMSA and KOF were included in the Sustainability Index of the Mexican Stock Exchange
- We began the implementation of the SAP Sustainability Performance Management module for company-wide reporting

MEMBER OF
**Dow Jones
Sustainability Indices**
In Collaboration with RobecoSAM



IPC
Sustentable



Our investment in Sustainability

- At FEMSA we invest ~ 1% of our consolidated net income in sustainability every year.

Total Spending on Sustainability (by Pillar)

