



CAGNY
CONSUMER ANALYST GROUP OF NEW YORK
February 16, 2010



FEMSA

FMX
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Safe harbor statement

The logo for FEMSA, consisting of the word "FEMSA" in a bold, white, sans-serif font, centered within a dark red circular emblem that has a scalloped, gear-like border.

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.

Agenda



FEMSA

FEMSA

OXXO

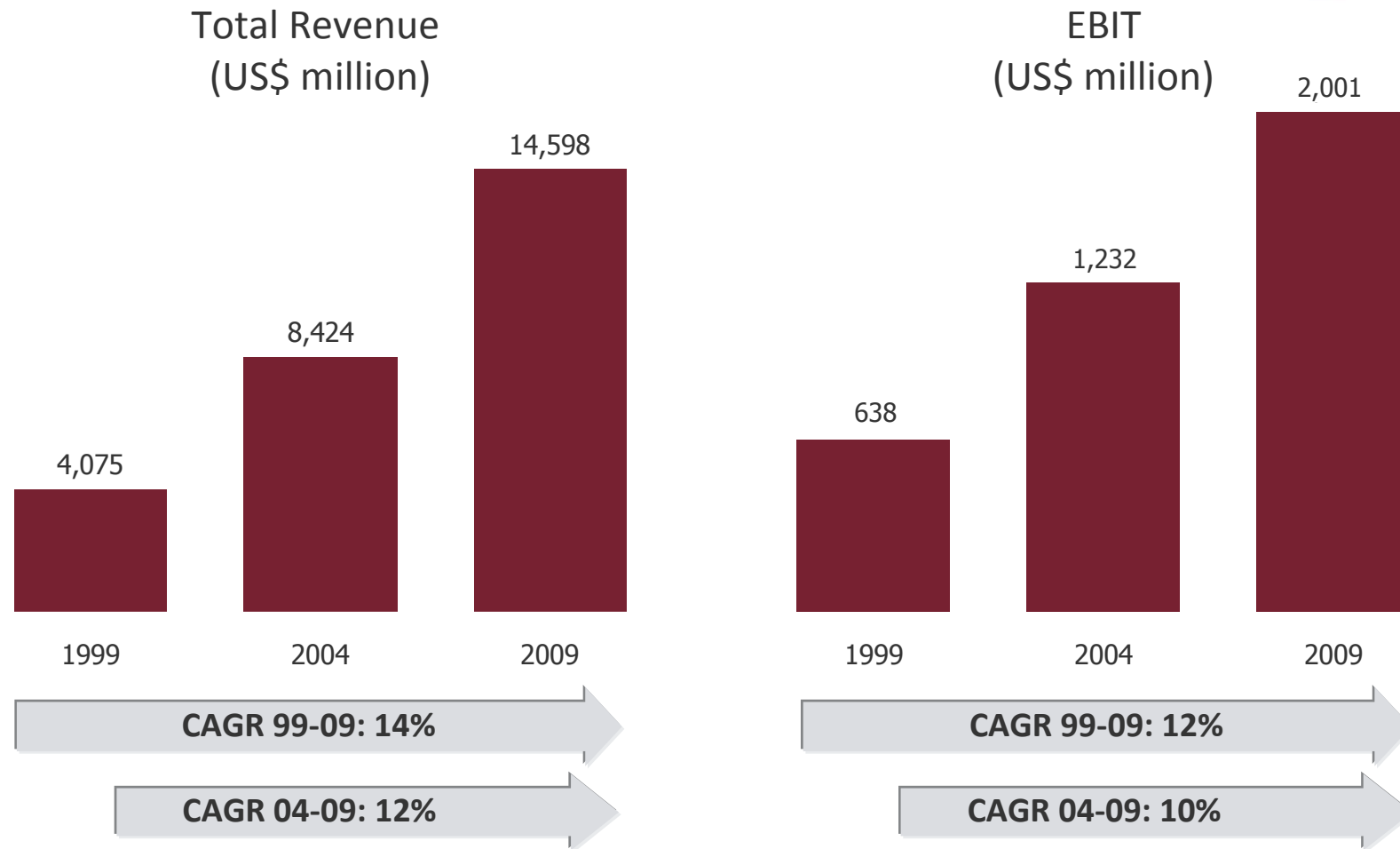
Coca-Cola FEMSA

Questions & Answers

Delivering consistent double-digit growth



FEMSA



Note: 2009 figures in nominal Mexican pesos converted to US dollars using average exchange rate of the year, prior figures in constant pesos as of year end and converted to US dollars using the period-end exchange rate.

FEMSA 2009 snapshot



Despite facing mid-single-digit GDP contraction in its markets, FEMSA delivers double-digit Revenues and EBIT growth



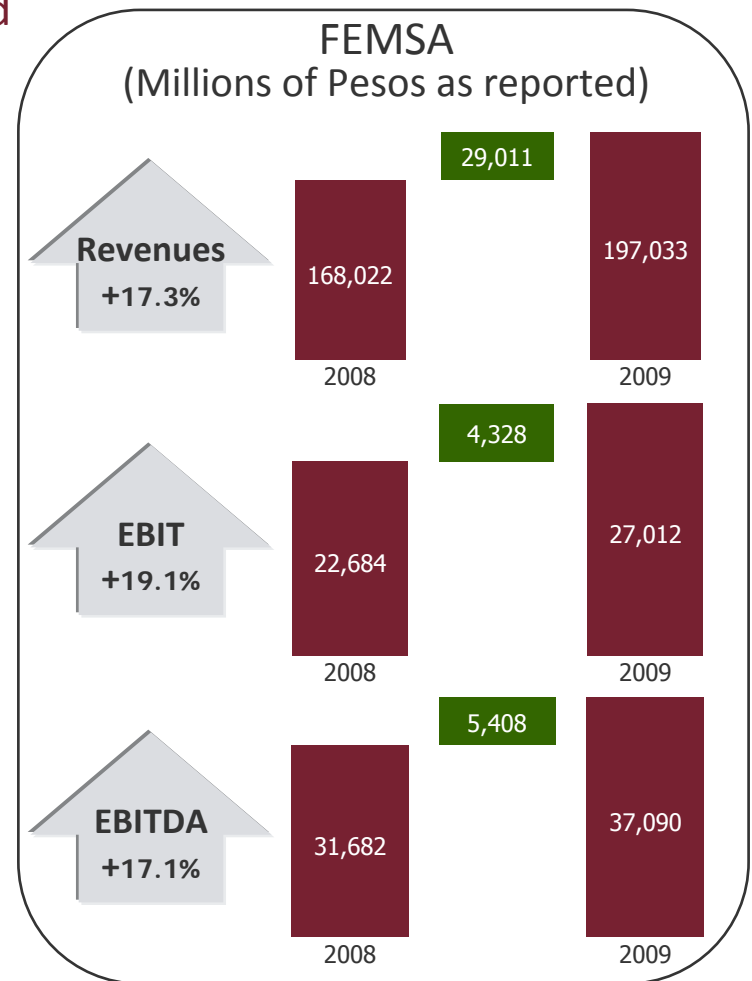
Strong pricing and operating expense containment offset raw material and FX pressures, resulting in 9.3% EBIT growth



Double-digit EBIT growth supported by operations in Latincentro and Mercosur, and stable growth in Mexico



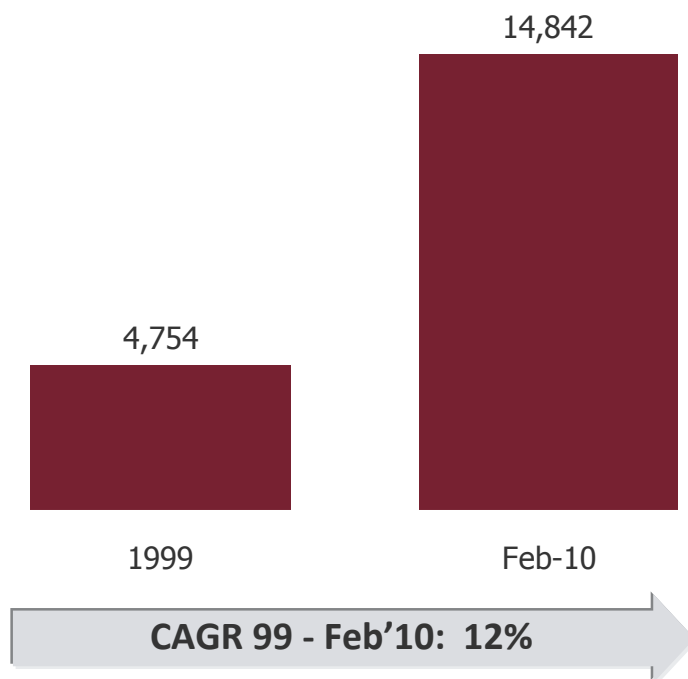
Stellar results delivering approximately 45% EBIT growth and 180 basis-point margin expansion



Creating economic value during the last decade

The FEMSA logo is a dark red circular emblem with a serrated, gear-like border. The word "FEMSA" is written in a bold, white, sans-serif font across the center of the emblem.

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

FEMSA to exchange beer operations for 20% economic interest in Heineken

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- FEMSA becomes the second largest holder in Heineken, and obtains right to appoint two members to Heineken NV Supervisory Board



- Transaction Value of US\$7.4⁽¹⁾ billion, includes US\$2.1 billion of assumed net debt⁽²⁾ with implied EBITDA⁽³⁾ multiple of 10.9X
- Transaction has been approved by FEMSA Board of Directors, subject to shareholder and regulatory approval and expected to close in 2Q 2010

(1) Based on respective closing prices of Heineken NV and Heineken Holding as of Jan. 8, 2010 and an € -US exchange rate of 1.4415.

(2) Net debt and other liabilities assumed by Heineken includes: i) Bank debt registered or to be transferred to Cerveza; ii) the mark-to-market of hedging instruments relating to financings (interest rates and currency); iii) intercompany loans to Cerveza; and iv) liability associated with unfunded pension at Cerveza, net of cash and cash equivalents to be transferred to Heineken.

(3) Comparable EBITDA last 12 months reported as of Sept. 30, 2009, adjustment reflect non-cash amortization of customer agreements as a cash expense, and converted from MXN to US at the average of the "fixed" rate published by Banco de México.

FEMSA going forward



FEMSA

FEMSA



- Combined strength of balanced positions in three leading iconic branded companies should provide significant opportunities for further growth and generate compelling investment returns
- FEMSA has achieved considerable financial and strategic flexibility as a result of this transaction
- Transaction enables FEMSA to focus and concentrate efforts on Coca-Cola FEMSA and OXXO, continue developing operational excellence, maintain dominant market positions and tap potential growth through acquisition opportunities
- Benefit from participation in Heineken's future value creation

Agenda

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FEMSA

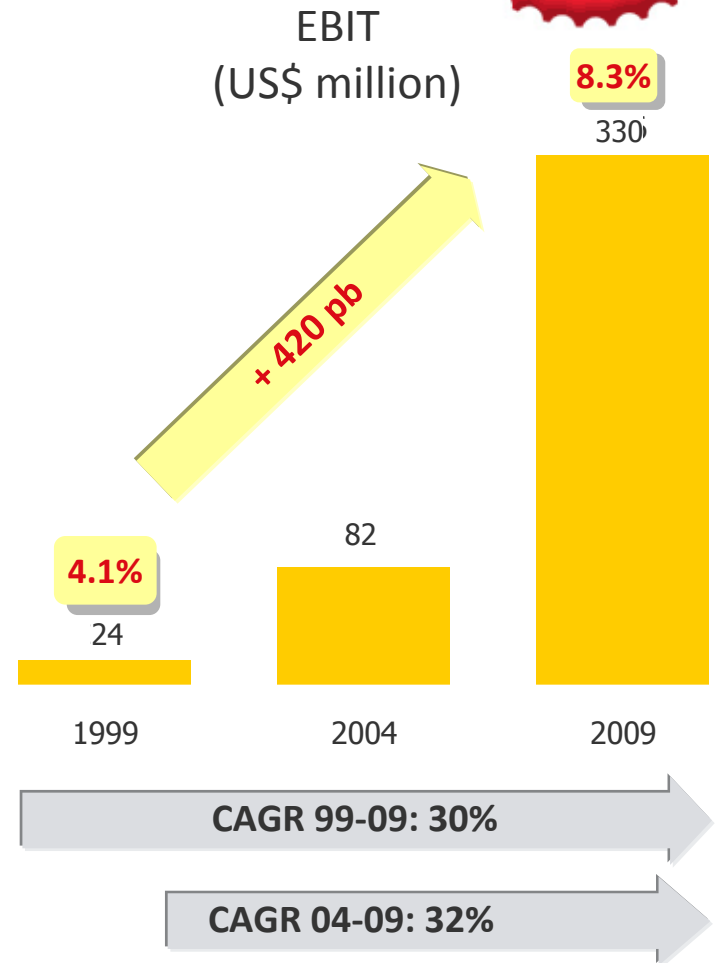
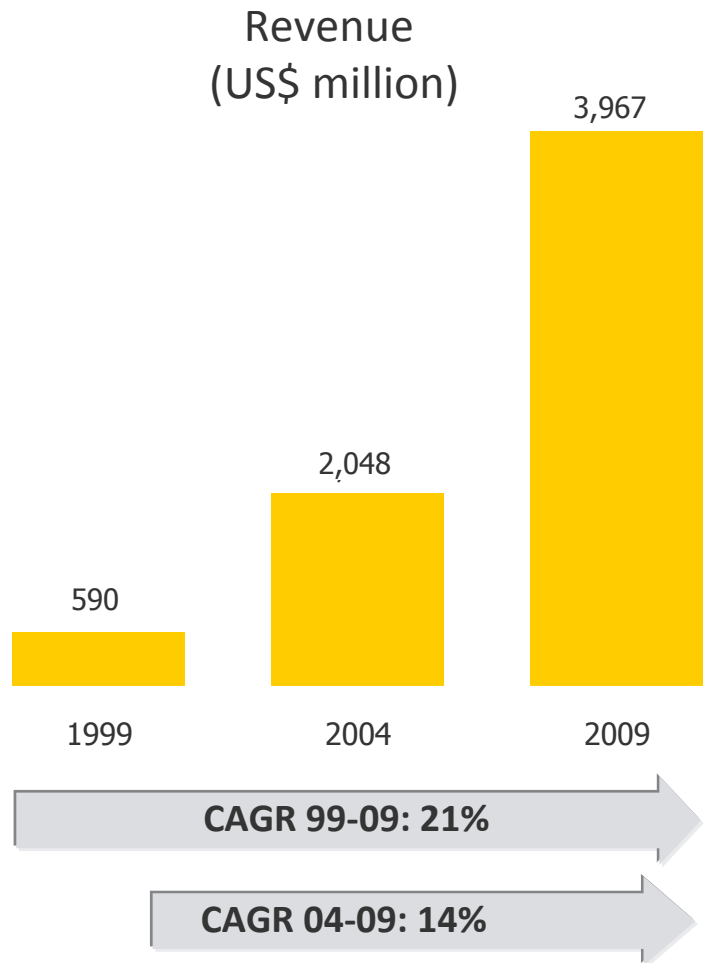
FEMSA

OXXO

Coca-Cola FEMSA

Questions & Answers

Accelerated profitable growth



Note: 2009 figures in nominal Mexican pesos converted to US dollars using average exchange rate of the year, prior figures in constant pesos as of year end and converted to US dollars using the period-end exchange rate.

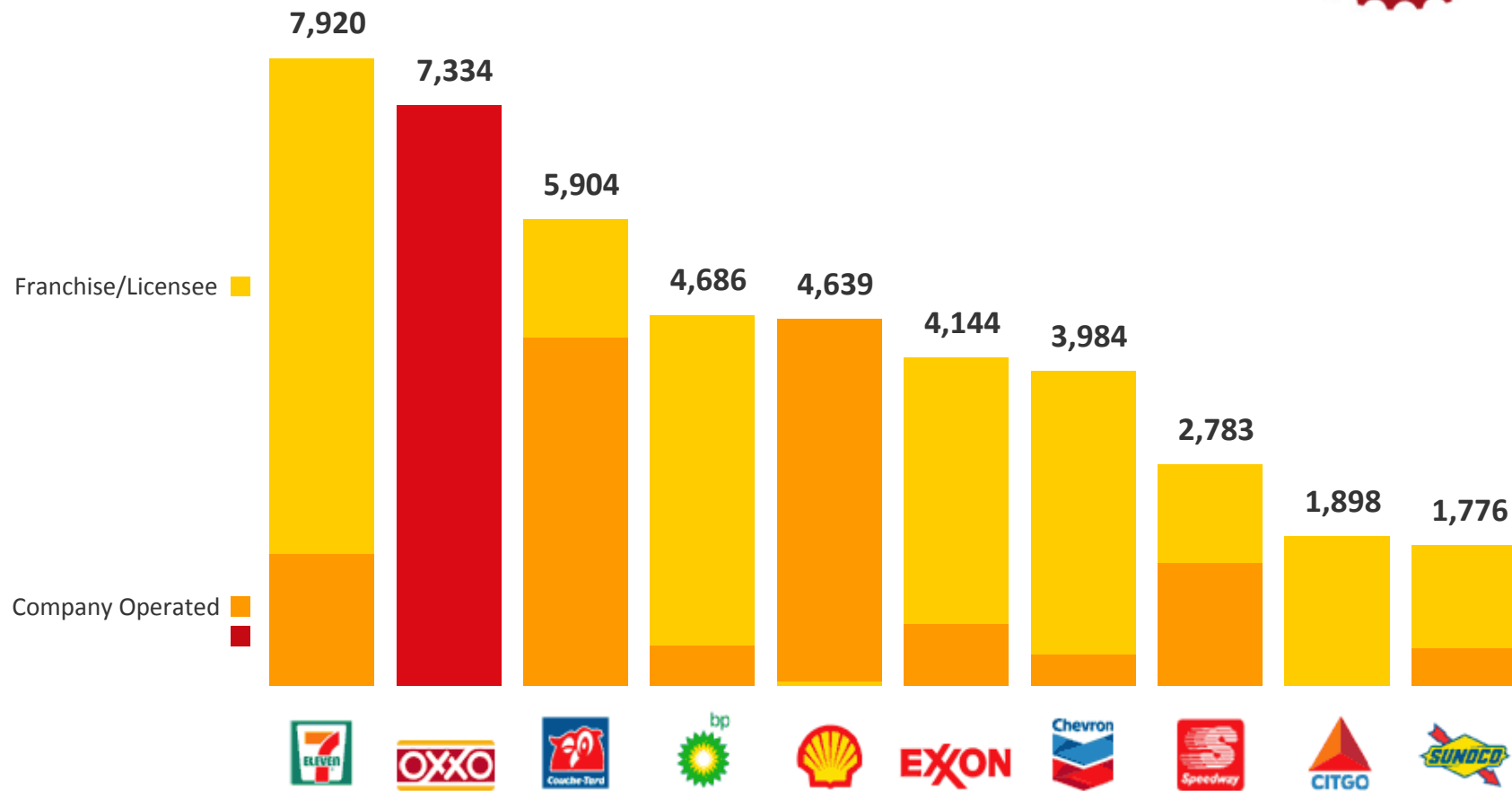
OXXO going forward



- Maintain focus on OXXO's extraordinary growth potential across Mexico and other suitable markets
- Be the most successful convenience store operator
- Continue driving agenda to define the convenience category in the region through the evolution of our value proposition

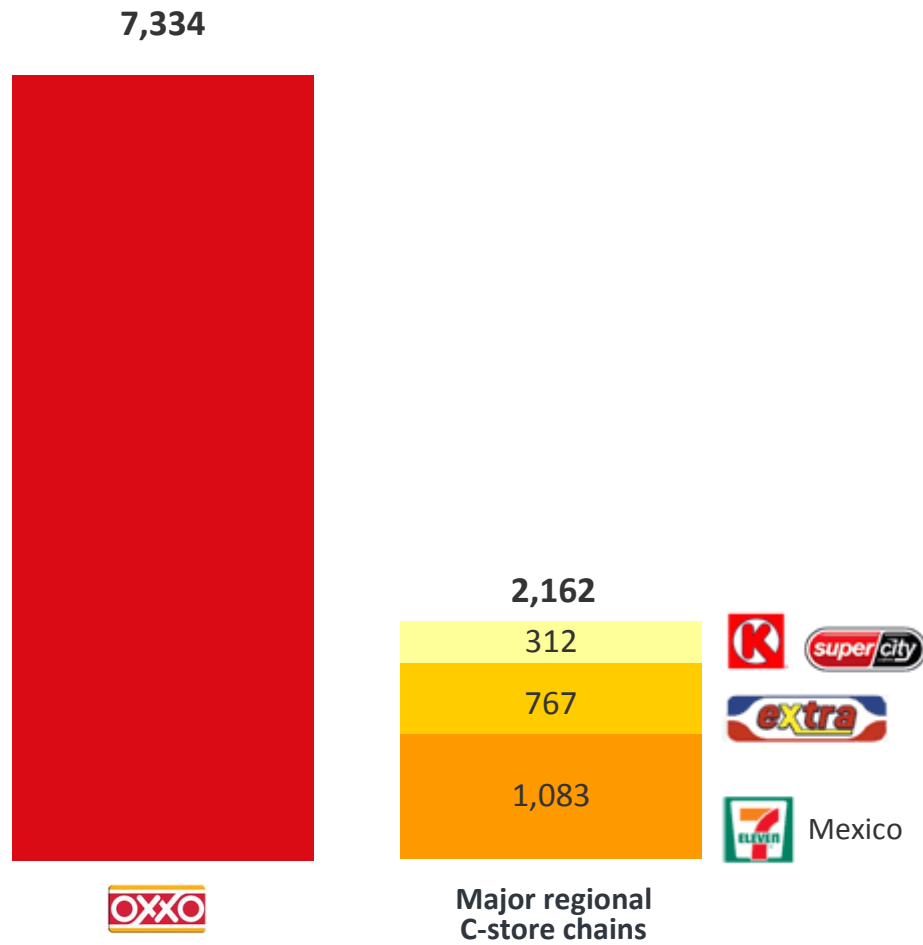


The largest company-operated store chain in the Americas



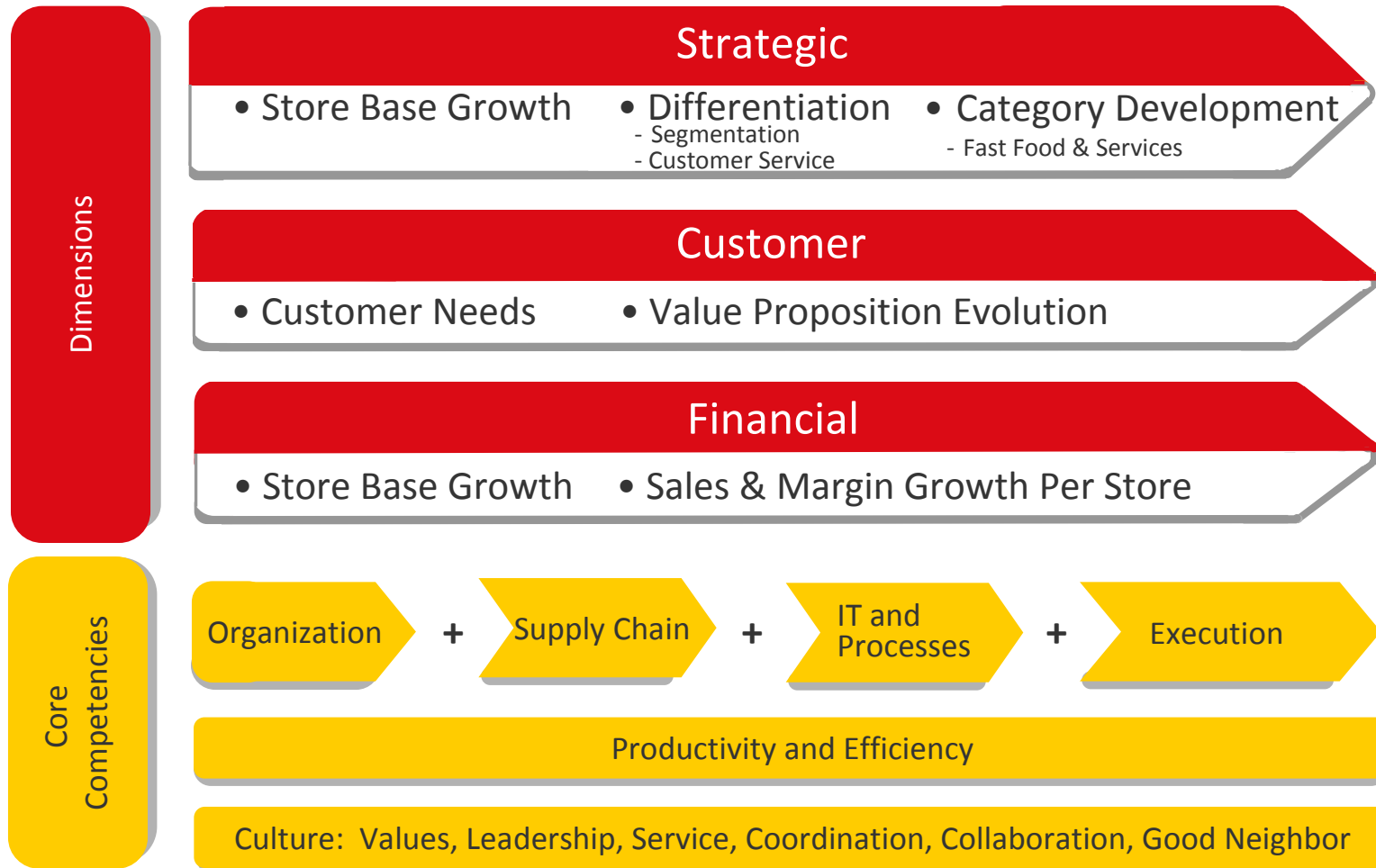
Note: 7 Eleven includes US, Canada and Mexico Operations, Alimentation Couche-Tard includes Canada Operations.
 Source: CSNews "Top 100 US Convenience Store Companies, 2009."

...and Mexico's leading convenience store chain



- An effective and rapidly growing sales channel for several categories in Mexico driving an important portion of their growth
- The only truly national convenience store chain with over five million transactions per day and surpassing two billion transactions in 2009

A balanced strategy for growth

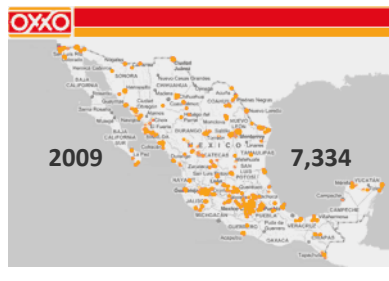


Strategic tools enabling us to continually expand our range of one-stop products and services



Strategic Dimension

Store Base Growth



Differentiation

- Segmentation
- Customer Service



Replenishment Base Indulgence

Category Development

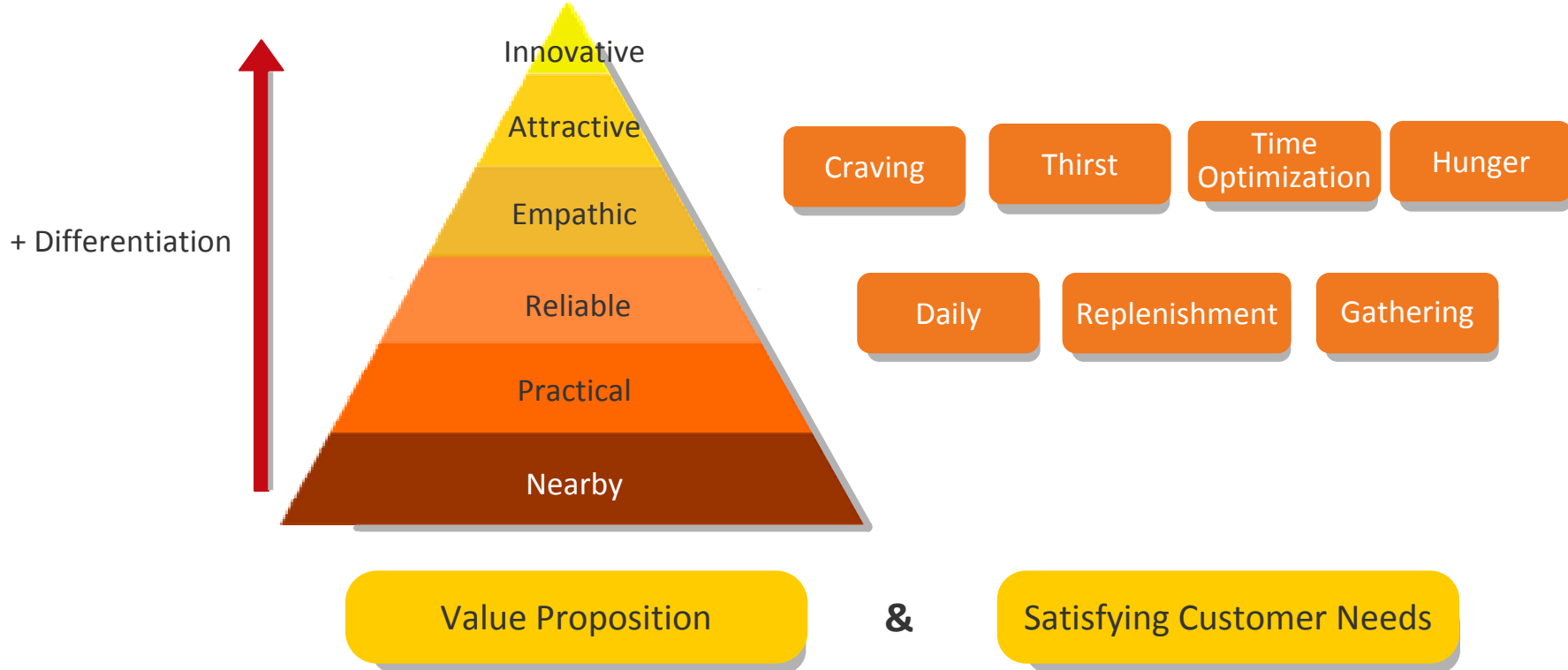
- Fast Food & Services



Developing our value proposition to satisfy our customer needs



Customer Dimension



OXXO momentum continues



Financial Dimension

OXXO Store Base Growth



Δ Sales/ Margin per Store

- New objective of 12,000 stores by 2014
- Driving profitability and margin expansion by leveraging supplier and category management, together with operational efficiencies

Building capabilities to achieve competitive advantage



Core Competencies

Organization

+

Supply Chain

+

IT Processes

+

Execution



Productivity and Efficiency

Culture: Values, Leadership, Service, Coordination, Collaboration, Good Neighbor

Agenda



FEMSA

FEMSA

OXXO

Coca-Cola FEMSA

Questions & Answers

Growing through Execution



Our history denotes our strong focus on **growth through execution**



picture of success

the perfect consumer experience at every point of sale



KOF is the **largest Coca-Cola bottler** in Latin America...

COCA-COLA
FEMSA



12% of
Coca-Cola
Global volume
growth

35%
of Coca-Cola
LatAm volume

10% of
Coca-Cola
Global volume

over **2.4** Bn Unit Cases

US\$ **7.9** Bn in Revenues

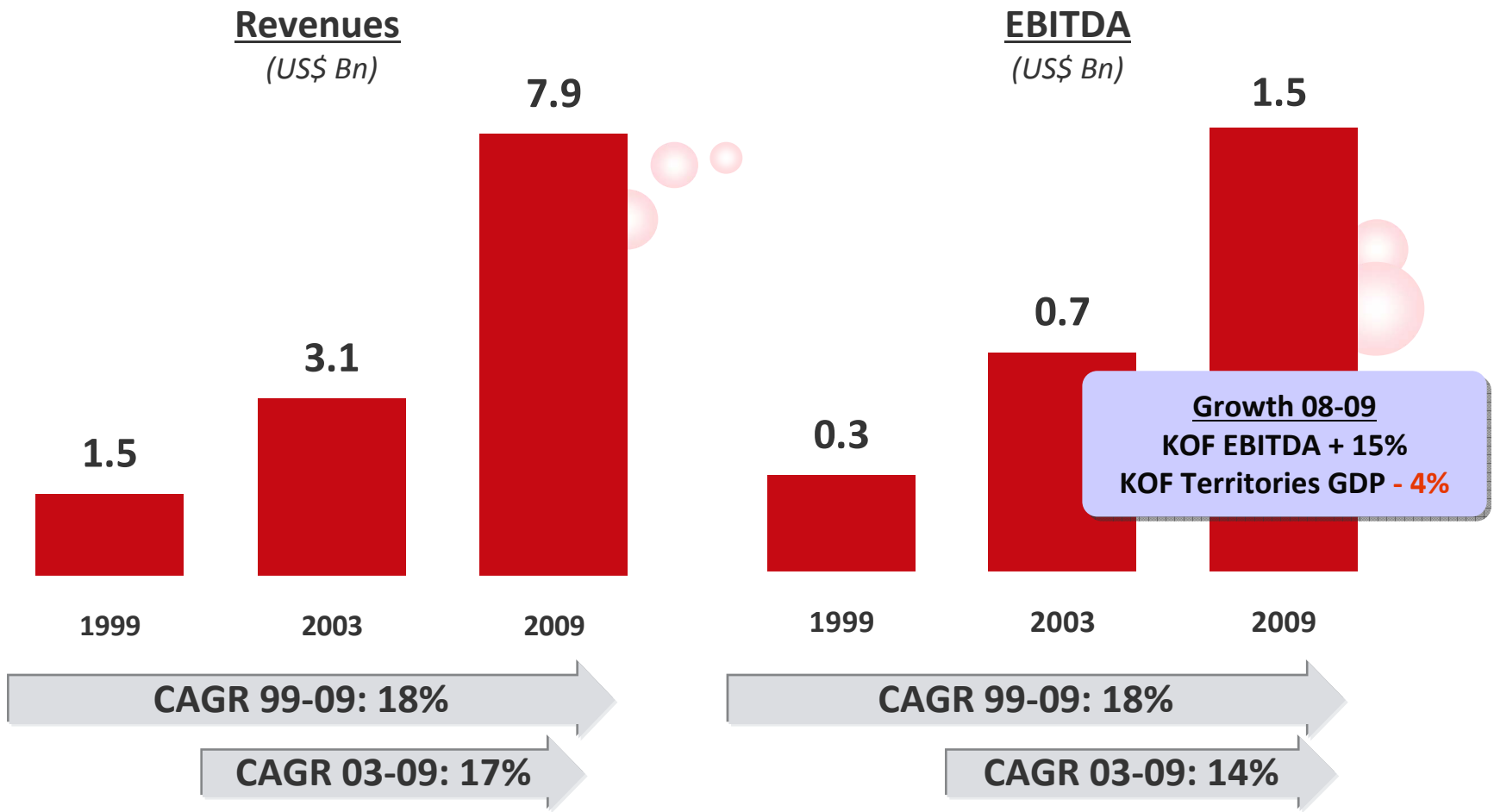
over **200** MM consumers

1.5 MM points of sale

almost **70,000** employees

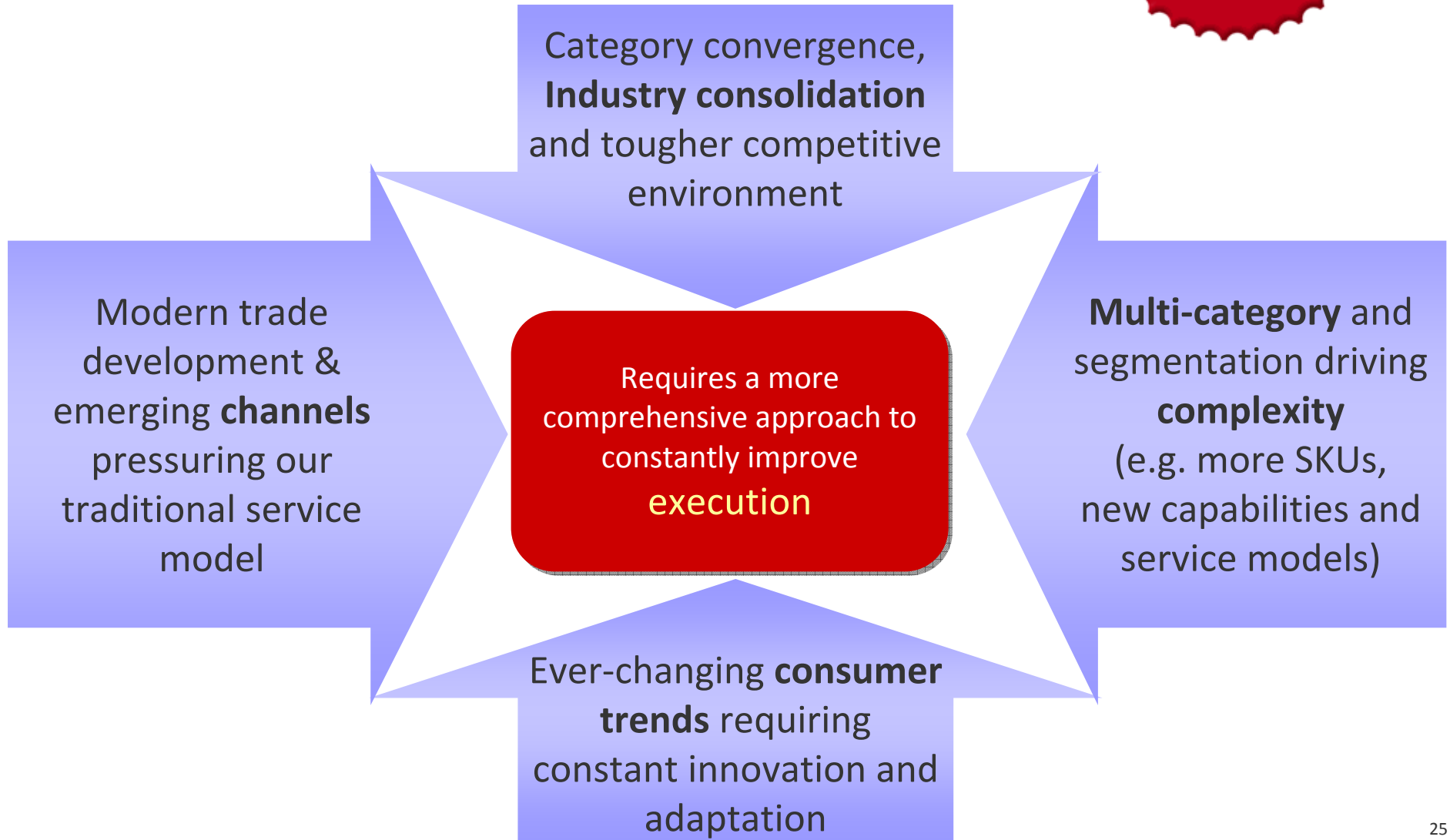
Note: Percentage of TCCC volume according to TCCC 2008 Annual Report and KOF's estimates.

... with a **solid growth** track record

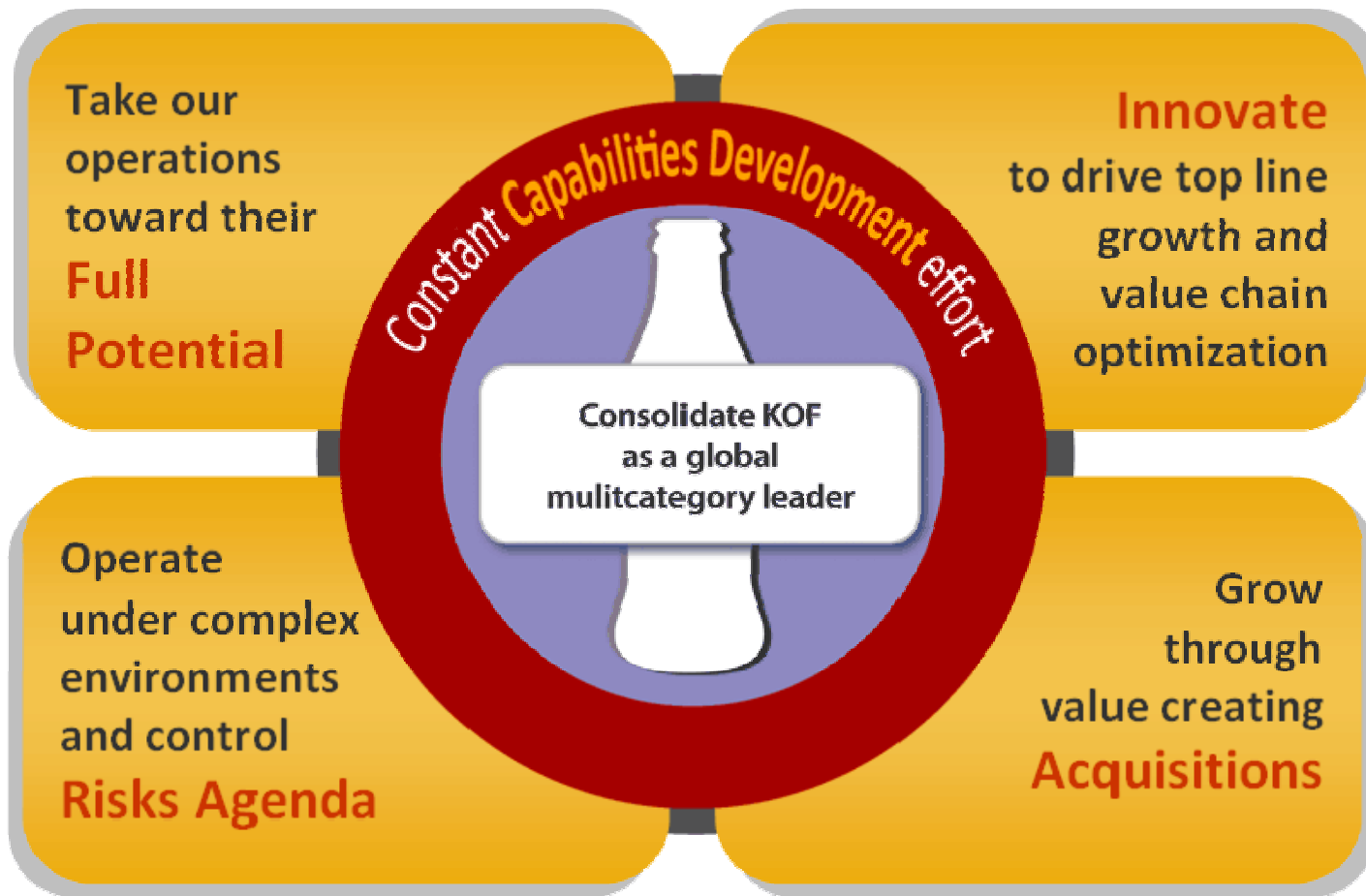


Note: Figures in Nominal Mexican Pesos converted to US Dollars using EOP exchange rate of each year.

As we continue growing, we face more **complex challenges...**



...for which we prepare using a strategic framework based on 5 cornerstones

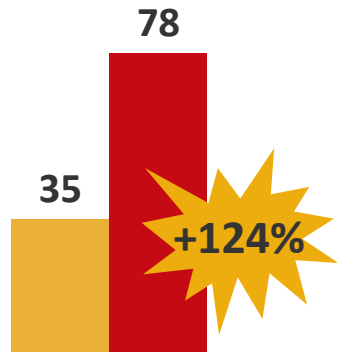


Aiming at our **full potential**, we strongly focus on leveraging existing asset utilization...



Manufacturing Productivity

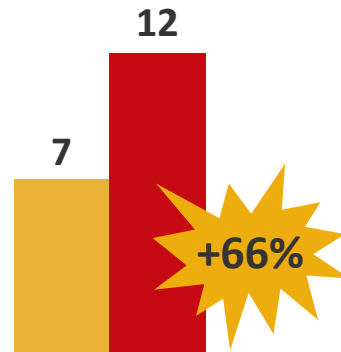
(MM UC / Plant)



Plants 52 30

Distribution Productivity

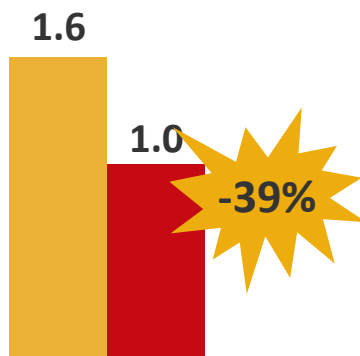
(MM UC / DC)



DCs 244 208

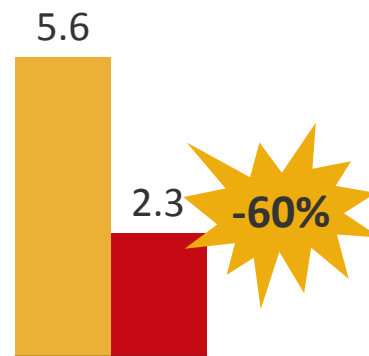
Assets per UC⁽¹⁾

(US\$/UC)



Capex per Incremental Volume

(US\$/UC) (1)



2004
2009

Productivity opportunities:

- Distribution network restructuring - Brazil
- Asset reconfiguration – Colombia
- Reconfiguration of plants and DCs – Mexico
- ... and we keep on looking for more

Source: KOF Strategic Planning. Figures in Nominal Mexican pesos converted to US Dollars using EOP exchange rate.
 (1) Property, Plant and Equipment Net
 (2) Considers all CAPEX, including CAPEX to replace depreciated assets.

... and continuously invest and innovate in our value chain to maximize **productivity**



Packaging

- **Lightest Coca-Cola Contour**
- **Short Cap** in Mexico 100% (currently rollout in rest of operations)
- 15% **recycled content** in our packages and doubling it
- **Savings:**
 - 35,000 tons of PET / year
 - US\$ 40 MM / year
- **New packages:** Re-sealable can, wrap-around labeling, etc.

Processes and Technology

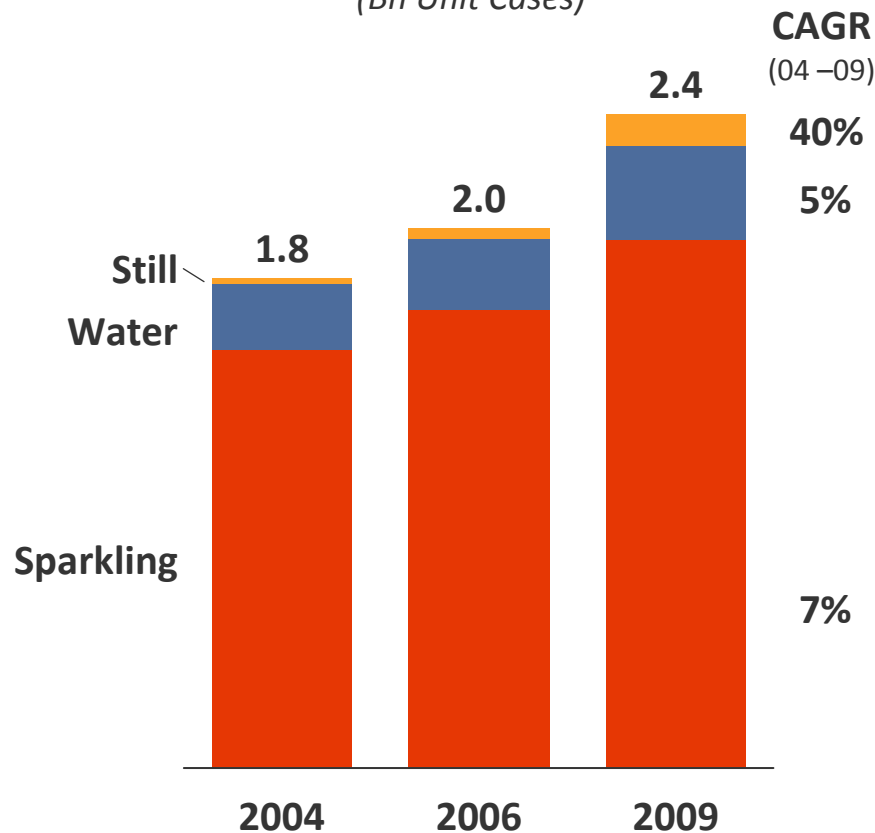
- 2009 capacity increase of ~325 MM UC
- Improved **water & energy usage** ~ US\$ 2 MM savings in 2009
- Currently evaluating investments in:
 - **Warehouse automation** (laser guided vehicles, automated picking, warehousing silos)
 - Toluca first **1 Lt / 1 Lt of water usage** facility
 - Heavy manual labor elimination

Our **multi-category focus** has allowed us to grow consistently, yet opportunities remain



KOF Sparkling, Water and Emerging Categories Volume: 2004 - 2009

(Bn Unit Cases)



Source: Nielsen, and KOF Strategic Planning Estimates.

Aligned with TCCC, we are broadening our **portfolio** to better satisfy our consumers...



Resulting in +50% SKU growth from 2006 to 2009

... and **excelling at execution**, aligning our value chain to deliver to each customer accordingly

COCA-COLA
FEMSA

Winning Brands Portfolio

World-Class Capabilities

Productive Supply Chain

Superior Customer
Management & Execution

Traditional

Customized

Emerging



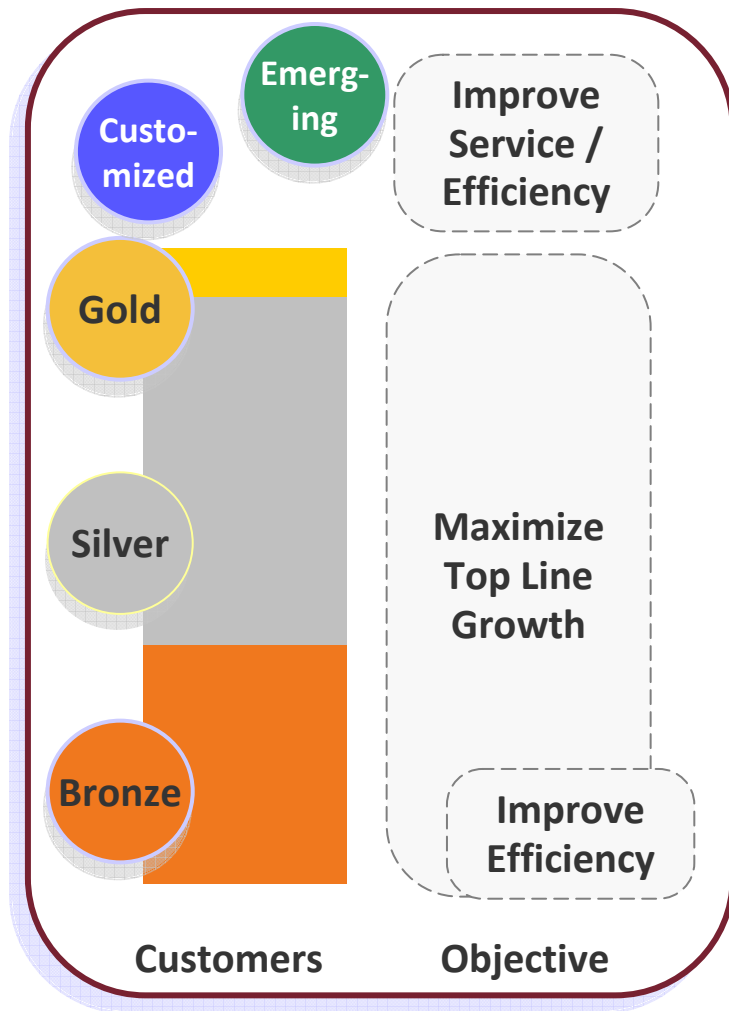
- A perfectly aligned system allows us to fully exploit market opportunities
- Excelling at execution requires:
 - a total company strategy involving all functions
 - investing in capabilities along the value chain
 - developing transfer mechanisms across operations / channels
 - integrating and automating all systems

We have transformed our commercial model to **focus on our customers' value**



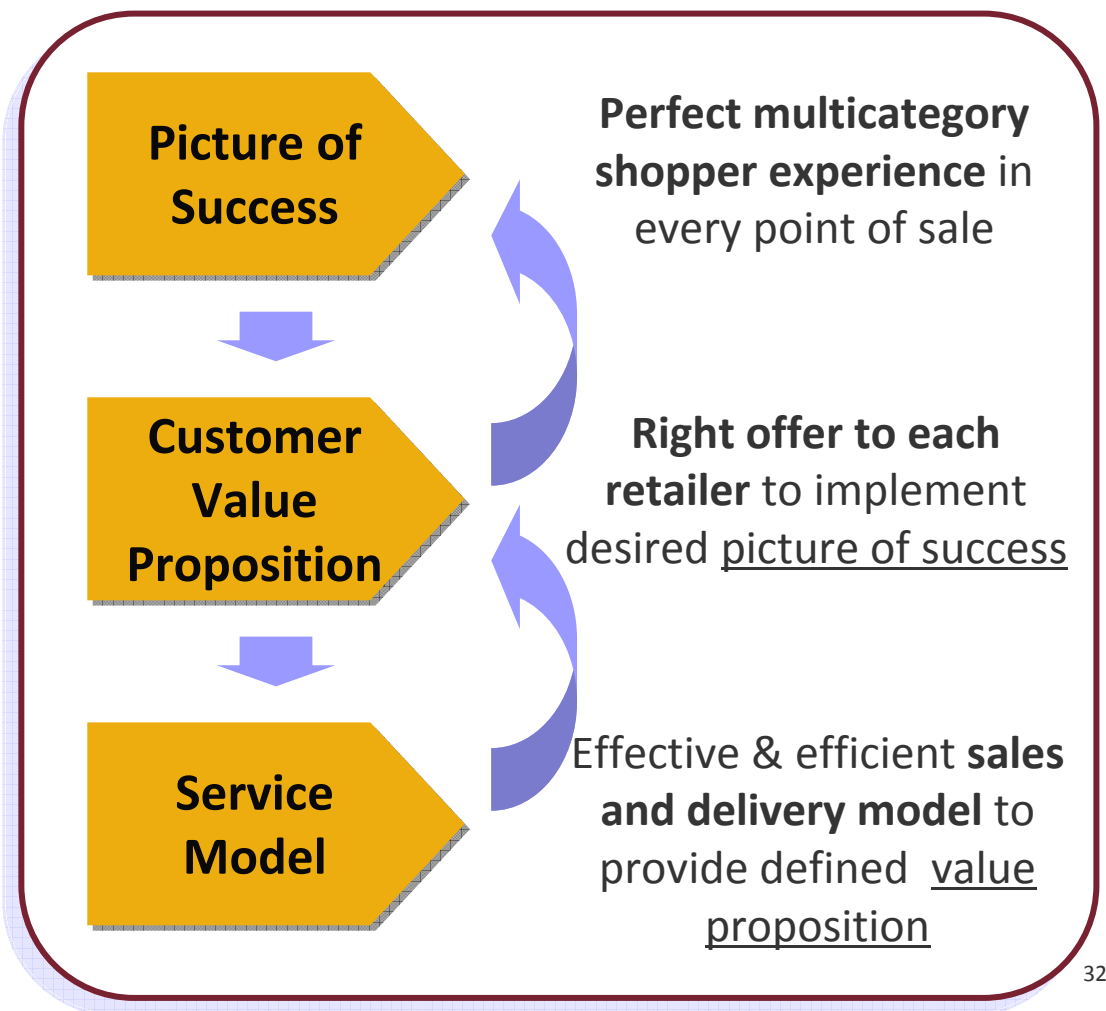
Value Based

Customer Segmentation



Core Commercial

Processes

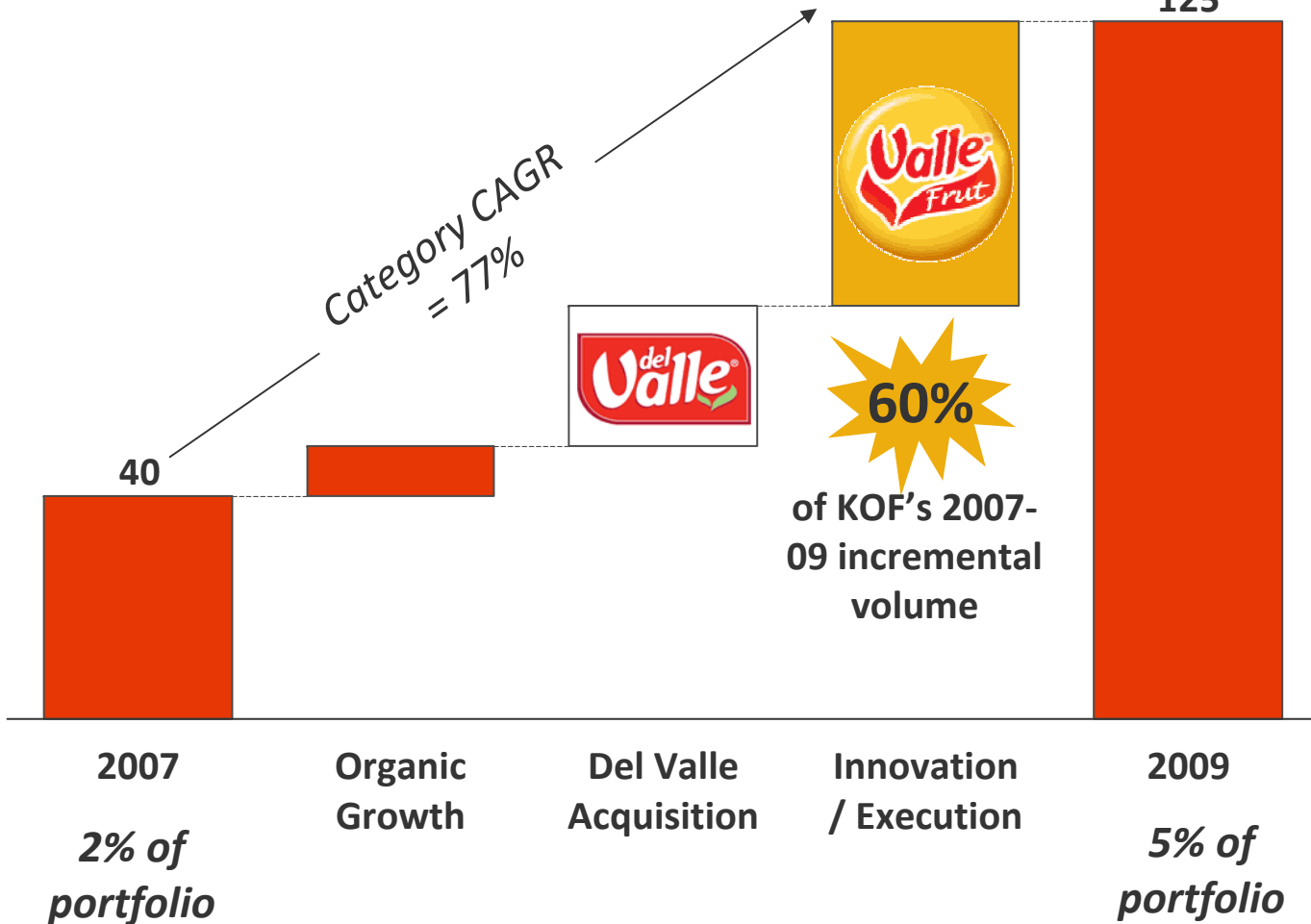


For example, Valle Frut success shows how value creating **acquisitions** levered with **innovation** & **execution** deliver growth



KOF Still Beverage Volume: 2007 - 2009

(MM UC)



Transformed a US\$ 300MM into a US\$ 600MM business in two years

Getting to Jugos del Valle, implied **rethinking our business model** & speeding up our go-to-market

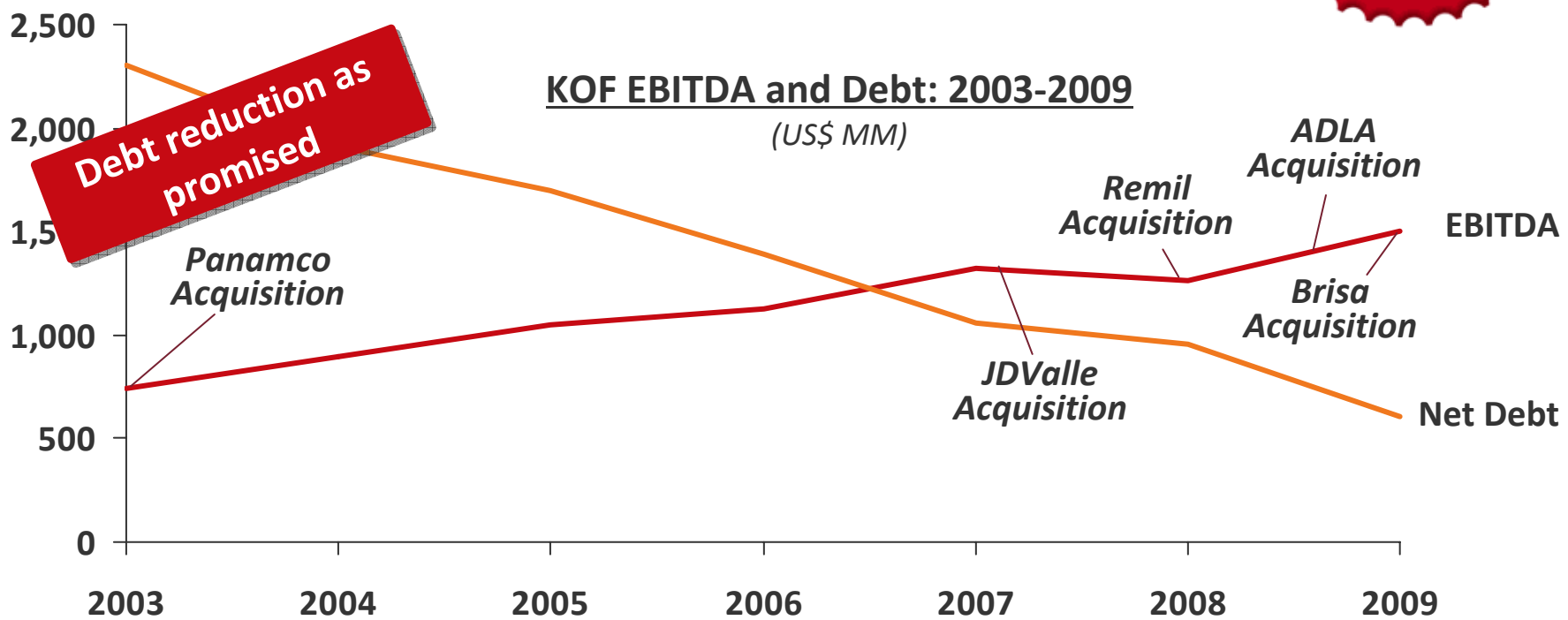


COCA-COLA
FEMSA

- New business models: Joint ventures with KO
 - **50/50 profit split**
- Leverage innovation: **Jugos del Valle expansion...**
 - ... from 2 to 6 countries
 - ... from 60 to 260 SKU's
- Use of new technologies
 - ...from Tetra Pak to PET
- Joint effort: **KO – KOF Innovation Stewardship**
 - Launch of high quality low juice content product
- Important effort developing / transferring **execution capabilities** across organization

Our innovation pipeline focuses on products that can transform the category with relevant top line results

KOF not only executed operationally, but delivered **positive financial results**



Focus

Panamco Integration

Multicategory Leadership

Volume outside Mexico

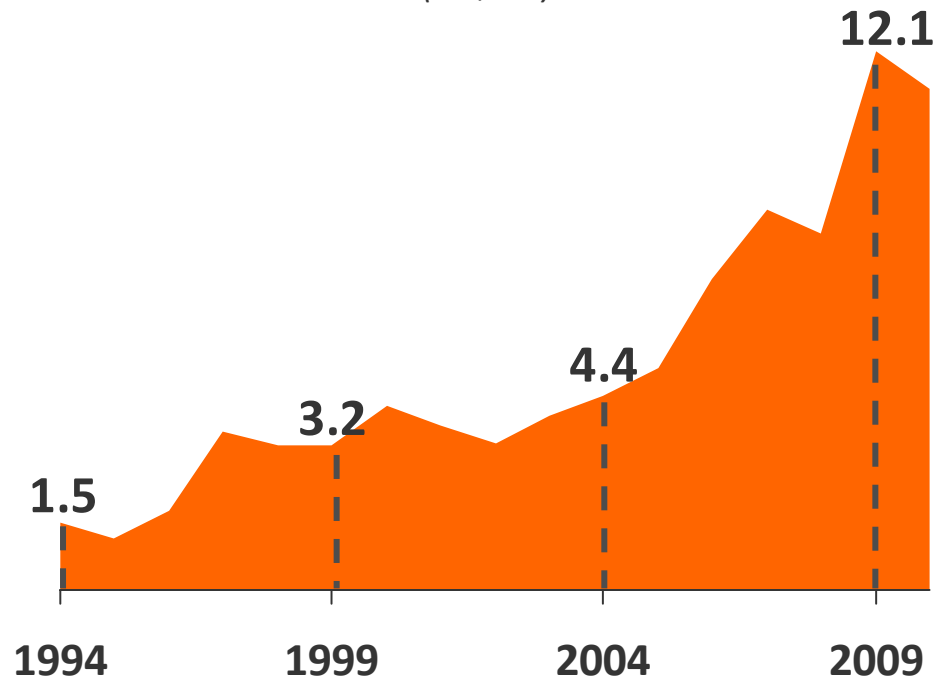
12% -----> 49%

We aim to maintain our **profitable growth track** in the following years

COCA-COLA
FEMSA

KOF Market Cap: 1994 - Feb 2010

(US\$ Bn)



- A multi-category company with...
 - Efficient asset utilization & state-of-the-art systems
 - Value creation acquisitions levered by compelling innovation
 - Evolving commercial model & capability transfer mechanisms
 - Flexible & experienced talent pool
 - Strong financials

*We are ready to continue **growing through execution...***

Agenda

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FEMSA

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OXXO

Coca-Cola FEMSA

Questions & Answers

FEMSA: Committed to further strengthening our soft drinks and retail businesses based on our proven track record to create shareholder value



FEMSA



- Sustained growth and leadership through further consolidation of the regional Coca-Cola system and increased development of the NAB segment



- Accelerated growth of store base in Mexico and beyond, while focusing on improving the value proposition to drive same-store sales and expand margins

Heineken

- Participation in growth of the leading premium brand-driven global brewer, with a balanced reach across developed and emerging markets

EBITDA reconciliation by division



In US\$ million

	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Consolidated FEMSA											
Income from Operations	638	737	896	910	1,078	1,232	1,467	1,610	1,793	2,036	2,001
Depreciation	178	201	212	194	232	298	338	375	399	446	415
Amortization	137	179	192	198	232	280	314	346	355	362	332
EBITDA	952	1,117	1,300	1,303	1,542	1,810	2,119	2,332	2,547	2,844	2,748
FEMSA Cerveza											
Income from Operations	277	297	344	340	319	425	504	548	495	484	437
Depreciation	81	90	102	107	104	132	139	153	148	154	140
Amortization	72	108	121	134	151	182	202	219	221	228	201
EBITDA	430	494	567	581	574	739	844	920	864	866	778
Coca-Cola FEMSA											
Income from Operations	217	302	415	426	597	690	817	876	1,049	1,229	1,173
Depreciation	60	73	71	50	86	111	123	139	151	227	208
Amortization	54	59	53	44	59	97	115	117	123	80	82
EBITDA	331	434	539	519	742	898	1,055	1,131	1,322	1,536	1,463
FEMSA Comercio											
Income from Operations	24	29	31	47	62	82	118	149	212	276	330
Depreciation	5	7	8	9	12	19	30	38	50	60	61
Amortization	4	6	9	9	12	21	26	34	39	42	38
EBITDA	33	42	48	64	85	122	175	221	301	378	429
Fx Rate (Pesos per US\$)	9.48	9.62	9.16	10.43	11.24	11.15	10.63	10.80	10.92	11.14	13.50

Note: 2009 and 2008 figures in nominal Mexican pesos converted to US dollars using average exchange rate of the year, prior figures in constant pesos as of year end and converted to US dollars using the period-end exchange rate.