

Building on our
Strengths

FEMSA

FMX
LISTED
NYSE



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 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.

Large Scale

- +3 bn unit cases of beverages

Powerful Brands

- #1 in beverages in all regions

Efficient Production and Distribution

- 60 beverage bottling plants
- 261 distribution facilities

Growing Consumer Base

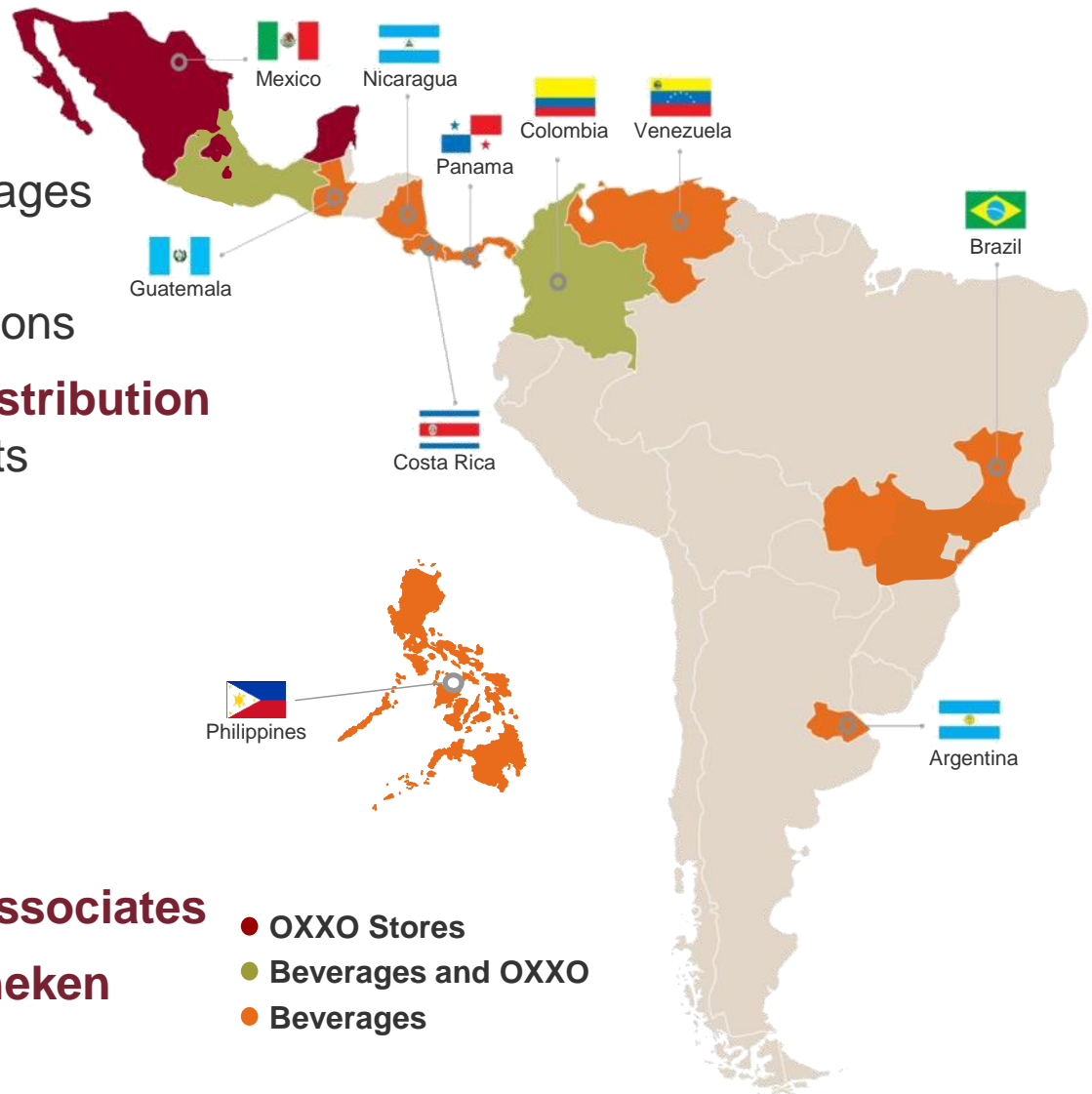
- 2.58 mm clients
- 314 mm consumers

Dynamic Store Platform

- +11,200 OXXO stores

+ 180,000 employees and associates

2nd Largest investor in Heineken

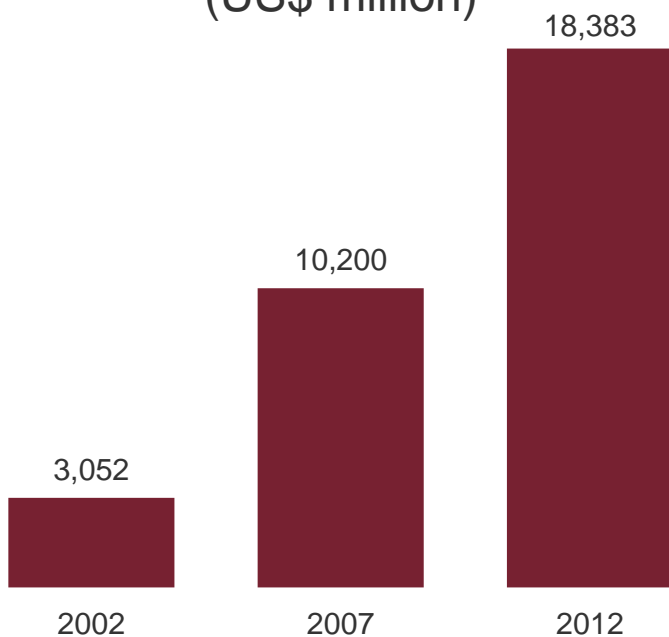


Note: OXXO stores as of September 30, 2013.

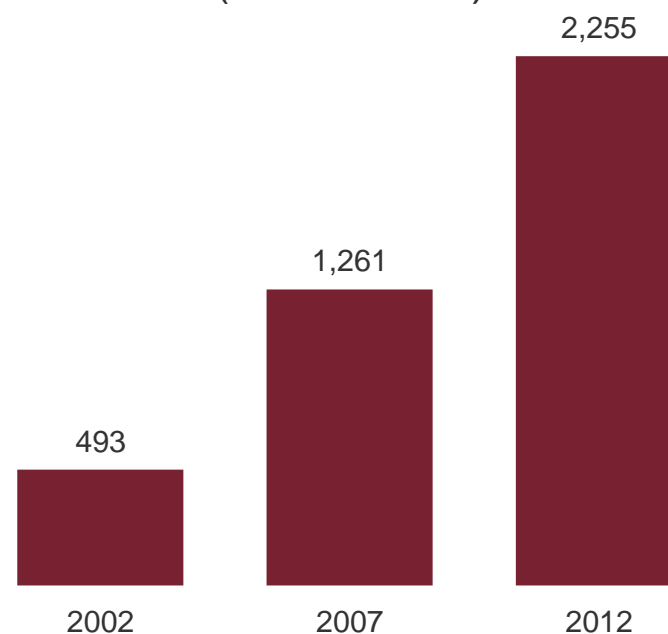
Delivering consistent double-digit growth



Total Revenue (US\$ million)



EBIT (US\$ million)



CAGR 02-12: 20%

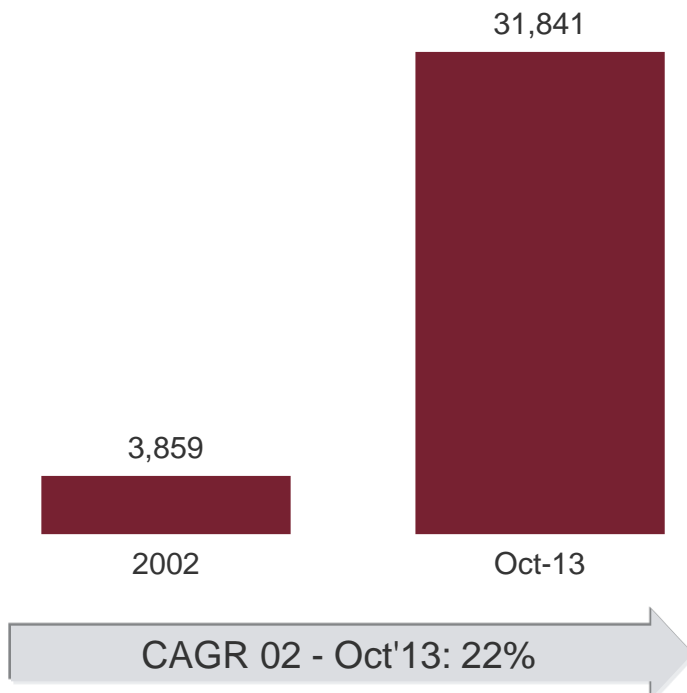
CAGR 07-12: 13%

CAGR 02-12: 16%

CAGR 07-12: 12%

Notes: 2012 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. 2012 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)

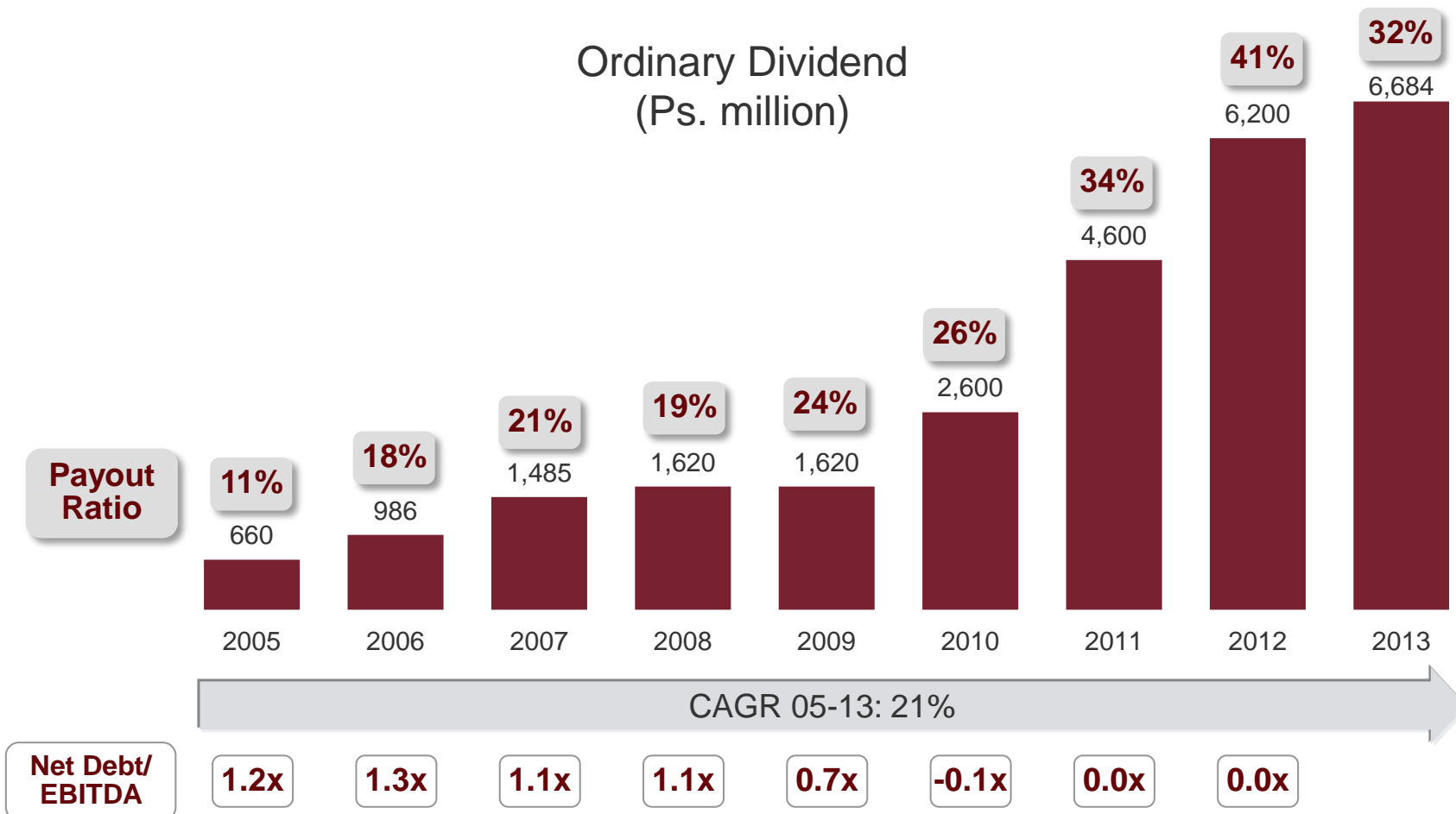


- Consistently strengthening our competitive position
- Ability to operate in a rapidly changing economic environment
- Strong brand portfolio and exceptional operational capabilities


Increasing cash to shareholders over time...




...while retaining strategic and financial flexibility

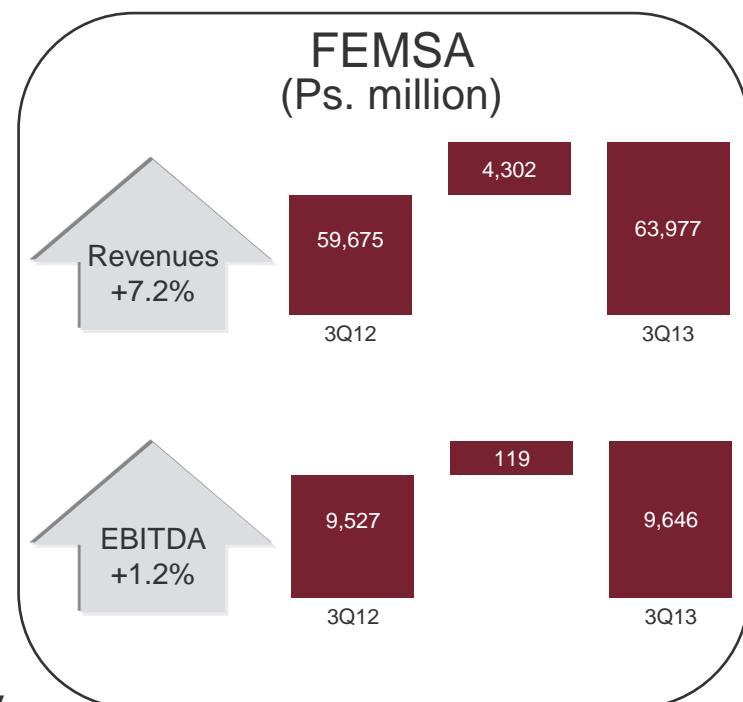


Note: Dividend figures are in Mexican pesos. Payout ratio figures are the division of the dividend between previous year net majority income. 2011 and 2012 figures are under International Financial Reporting Standards ("IFRS").

 Total revenues increased 3.6% despite a negative translation effect resulting from the devaluation of currencies in our South America division.

 Achieved total revenues growth of 12.5% driven by net new store openings in the last twelve months.

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

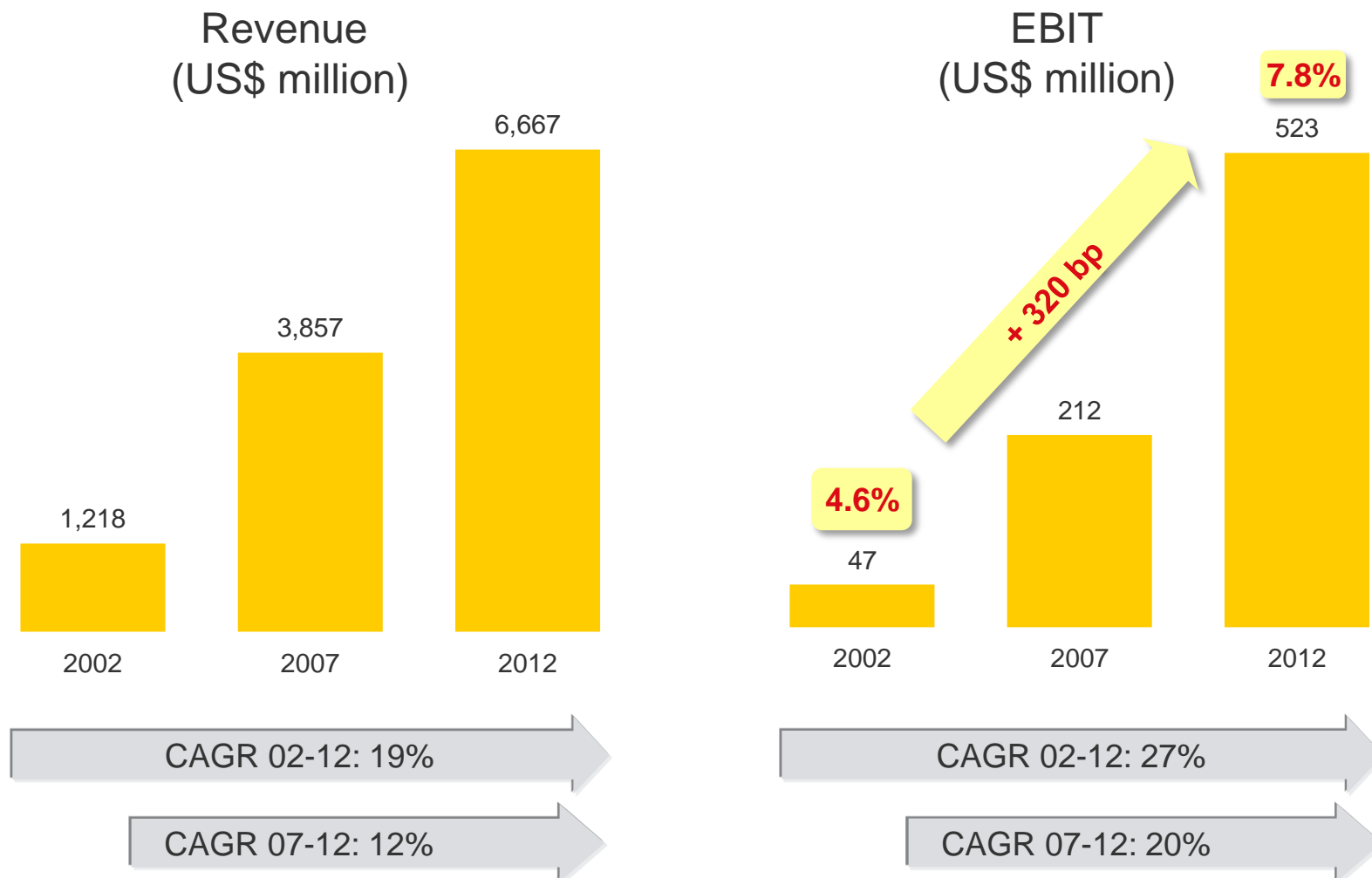


Generating

dynamic, profitable growth

FEMSA
COMERCIO
COMERCIO
FEMSA

FEMSA Comercio: Accelerated profitable growth



Note: 2012 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. 2012 figures are under International Financial Reporting Standards ("IFRS").

OXXO: The way to play Mexican Retail



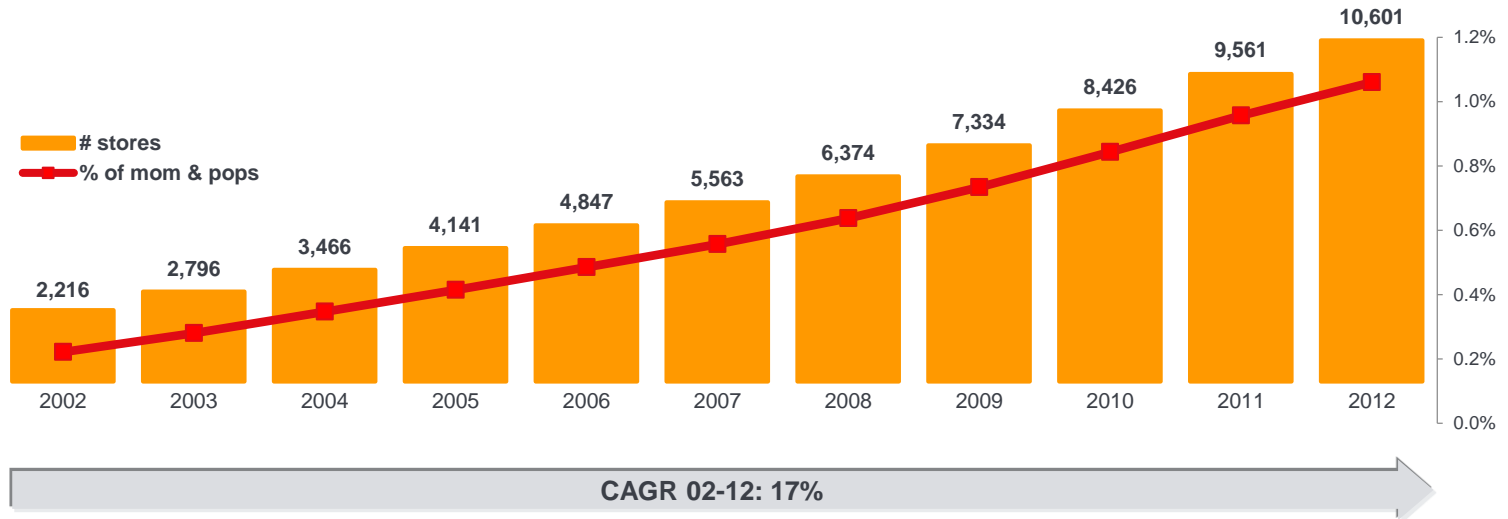
- **Third largest retailer** in terms of Revenues in Mexico
- We are the **benchmark for SSS and Sales per sq. meter** in Mexico
- **Profitability in line** with leading benchmark in Mexico
- We open a new store **every 8 hours** on average
- Every day, close to **8 million** people buy at an OXXO Store



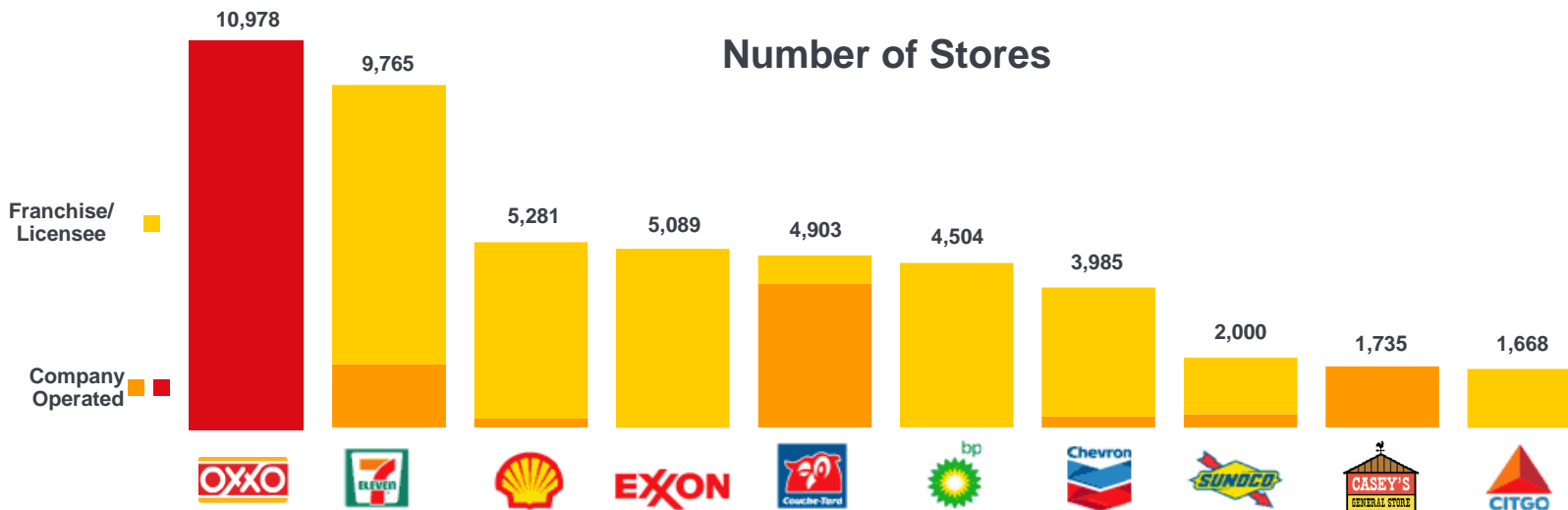
The largest store chain in the Americas...



OXXO Stores as a Percentage of Mom & Pops



Number of Stores



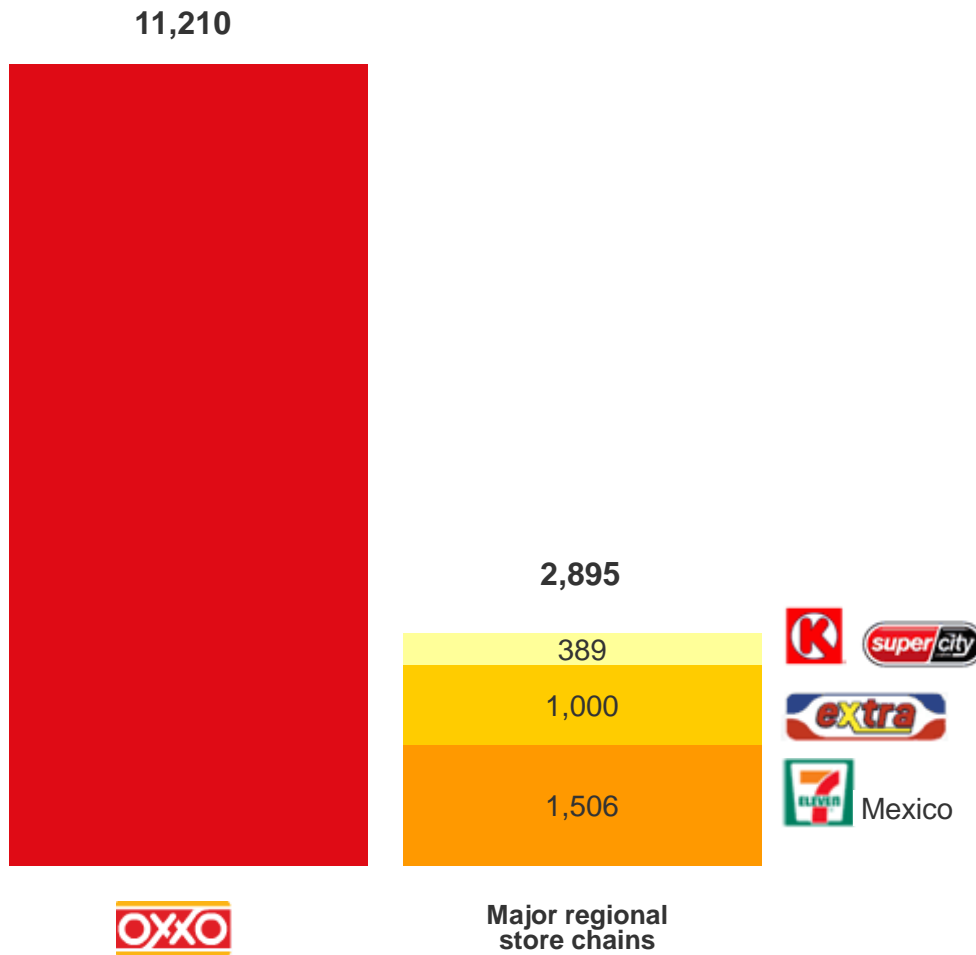
Note: Alimentation Couche-Tard includes US and Canada Operations. 7 Eleven includes US, Canada and Mexico Operations. OXXO stores as of June 2013.

Source: CSNews "Top 100 US Convenience Store Companies", Published June 2013. Mom & pops: Company information .

...and Mexico's leading store chain



Number of Stores



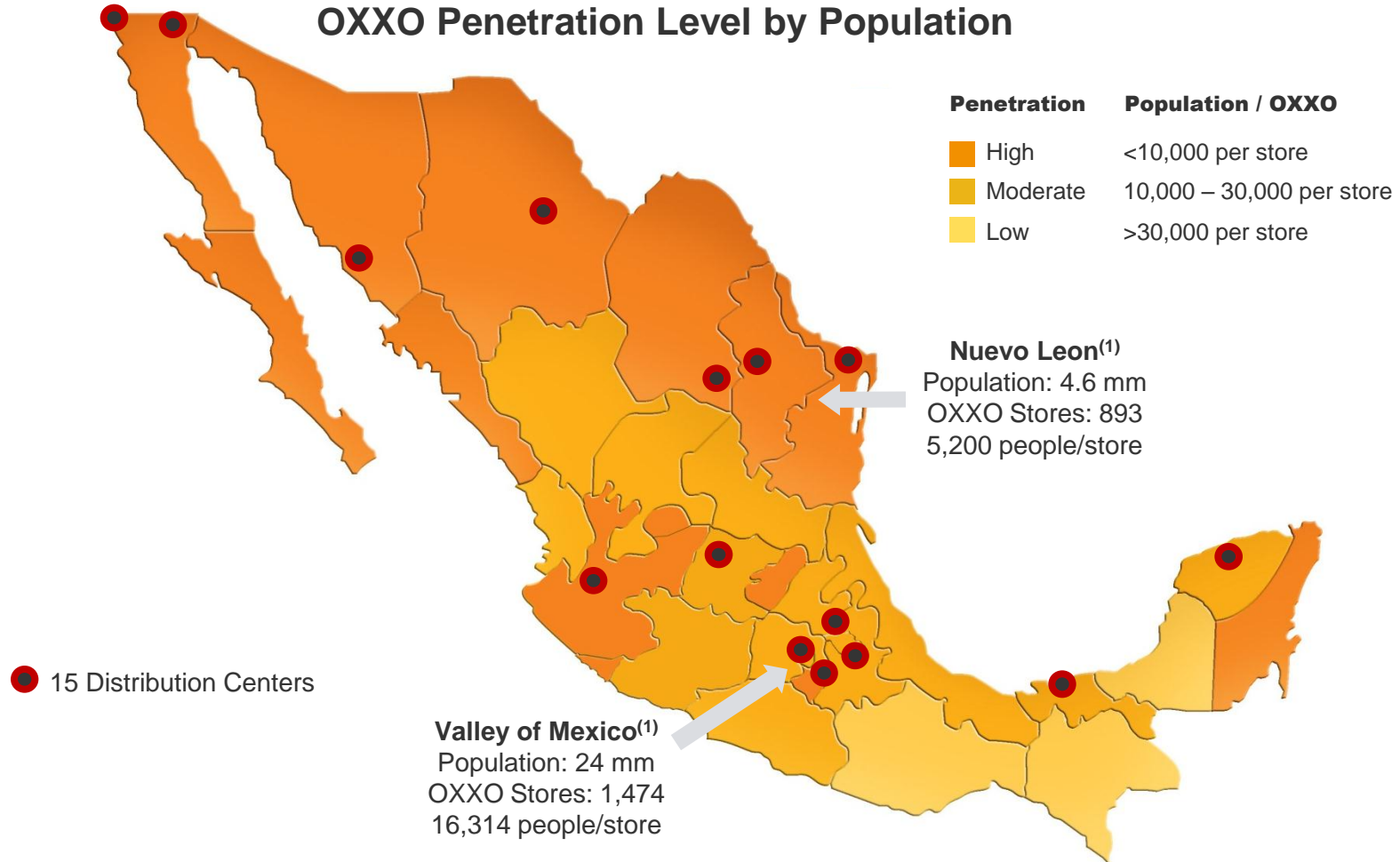
- An effective and rapidly growing sales channel for several categories in Mexico driving an important portion of their growth
- The only truly national store chain with over eight million transactions per day and surpassing three billion transactions in 2012

Horizontal growth: That's the easy part



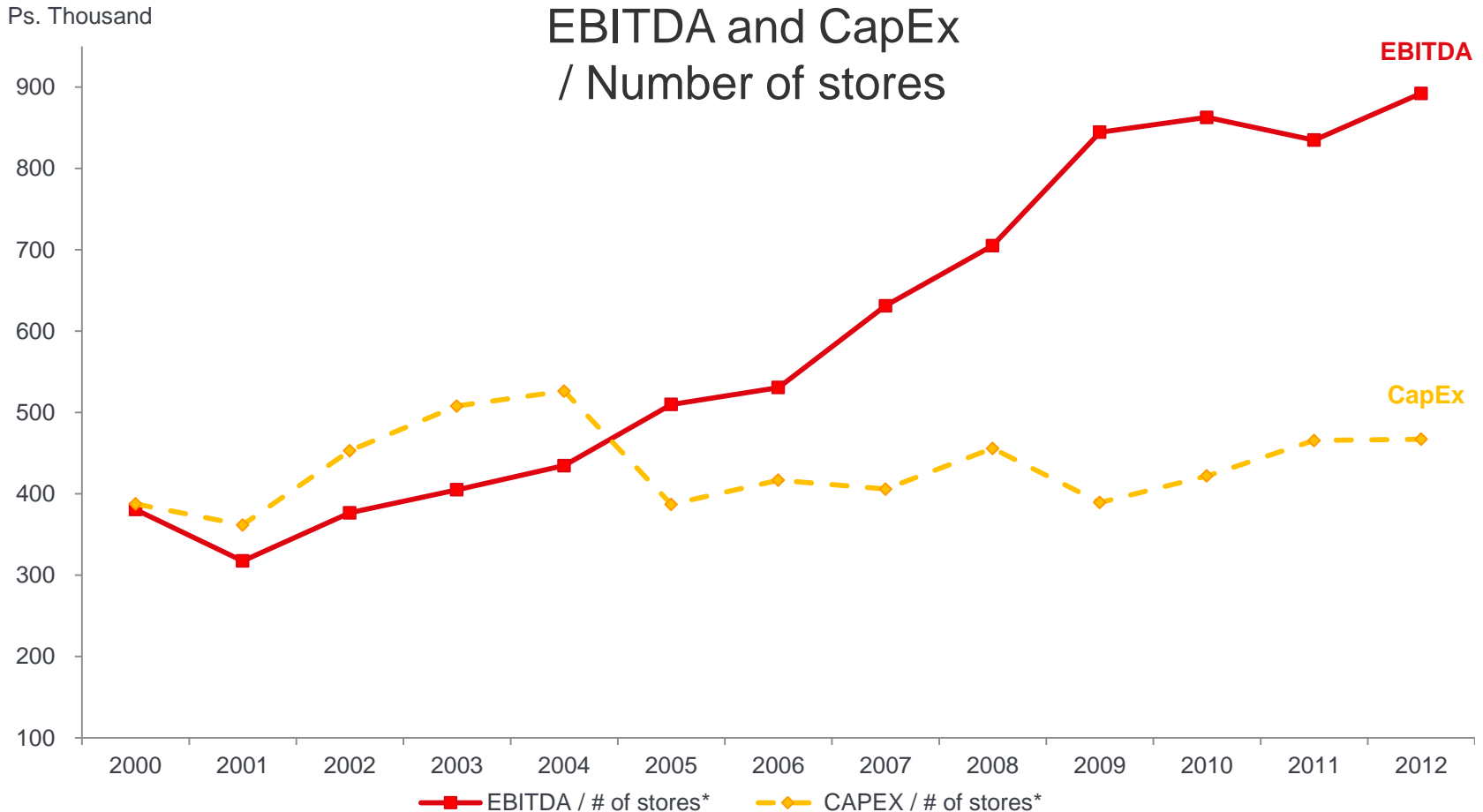
11,210 stores and counting

OXO Penetration Level by Population



Note: CONAPO information as of December 2010. FEMSA information as of September 30, 2013.
(1) OXO stores as of December 31, 2012.

Holding CapEx steady while driving profitability



Notes: Figures in nominal Mexican pesos. 2011 and 2012 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 400 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

Category Development
- Prepared Food

Category Development
- Services



Replenishment Base Indulgence



come más +
con menos



Paga tu tarjeta ahora en:  **Banamex**
aquí



www.banamex.com

Opening

new horizons



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



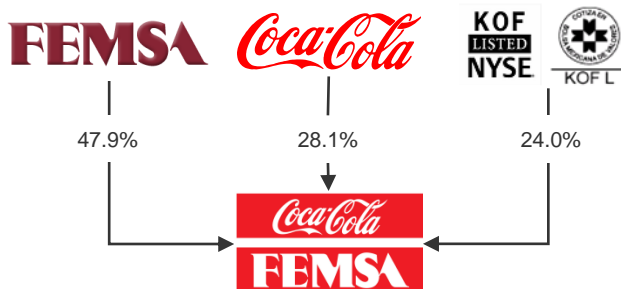
~4 Bn Unit Cases⁽¹⁾

US\$ **13.96** Bn in Revenues⁽¹⁾

more than **338** Mn consumers⁽¹⁾

Close to **2.8** Mn points of sale⁽¹⁾

Almost **120,000** employees⁽¹⁾



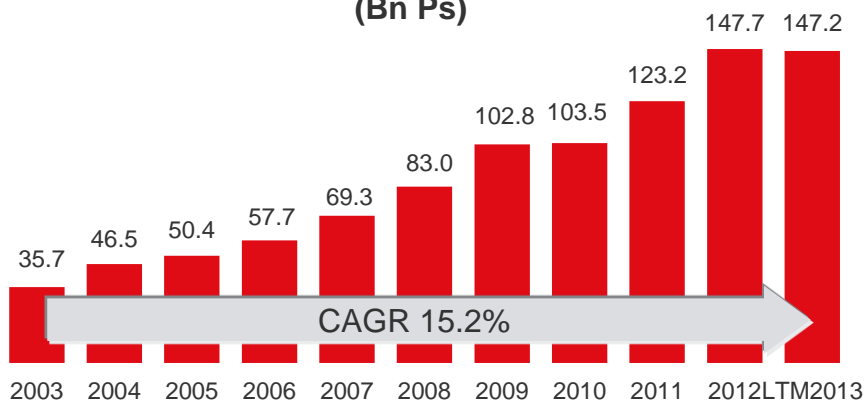
(1) KOF Figures reflect 2012 and include Philippines, Fluminense and Spaipa.

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

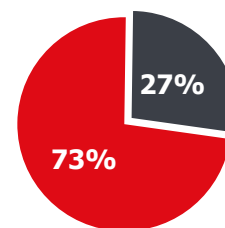


Our South America Division has contributed importantly to top- and bottom-line...

Revenues (Bn Ps)

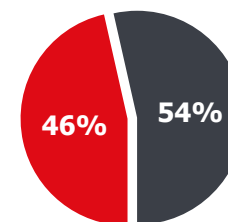


2003



■ Mexico and CentAm division
■ Argentina + Venezuela + Colombia + Brazil

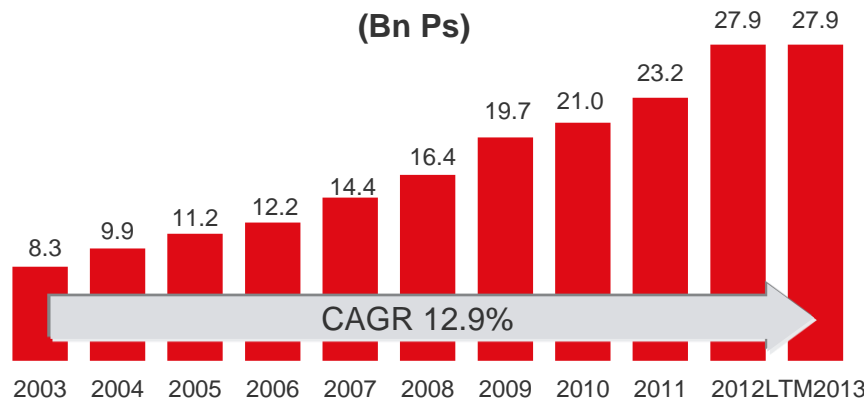
LTM 3Q13⁽¹⁾



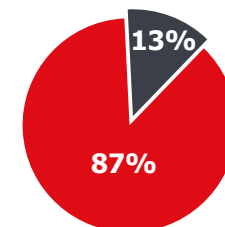
■ Mexico and CentAm division
■ South America division

... growth, balancing the sources of cash flow generation

EBITDA (Bn Ps)

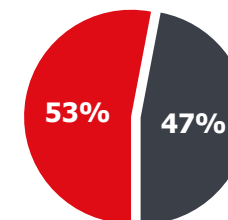


2003



■ Mexico and CentAm division
■ Argentina + Venezuela + Colombia + Brazil

LTM 3Q13⁽¹⁾



■ Mexico and CentAm division
■ South America division

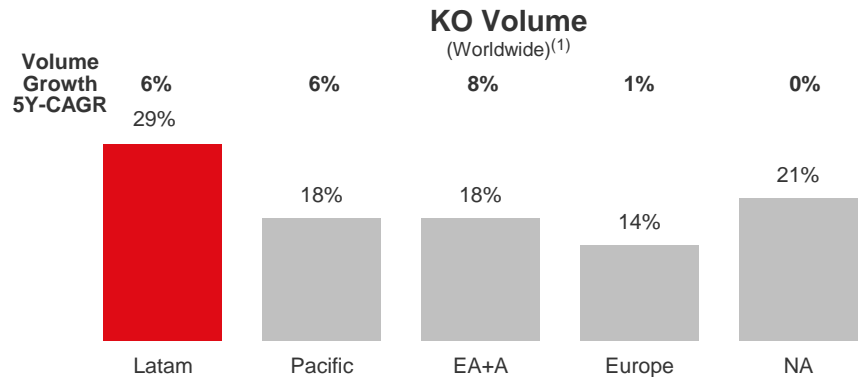
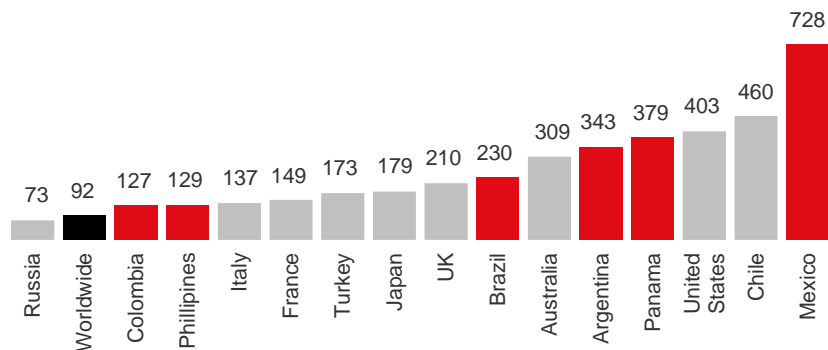
Note: Figures in nominal Mexican pesos converted to US dollars using EOP average exchange rate of each quarter of the year.
(1) LTM figures as of September 2013.

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

Per Capita Consumption of KO Products
(8 oz presentations)



“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

“... 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 b roots in our Latin America region.”

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



(1) The Coca-Cola Company annual report 2012.

Mexico: A flexible portfolio that allows for continued growth



1,776 Mn Unit Cases⁽¹⁾

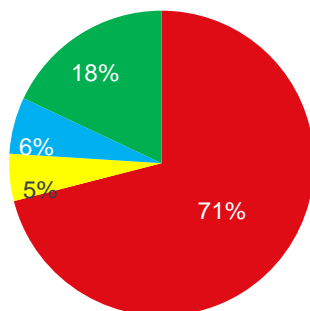
18 Plants

143 Distribution Centers

more than **920** M points of sale

close to **67** Mn consumers

Diversified portfolio



■ Sparkling ■ Still ■ Water ■ Bulk Water

Mix by Package ⁽²⁾

33.7% 66.3%



Returnable Non-Returnable

Mix by Size ⁽²⁾

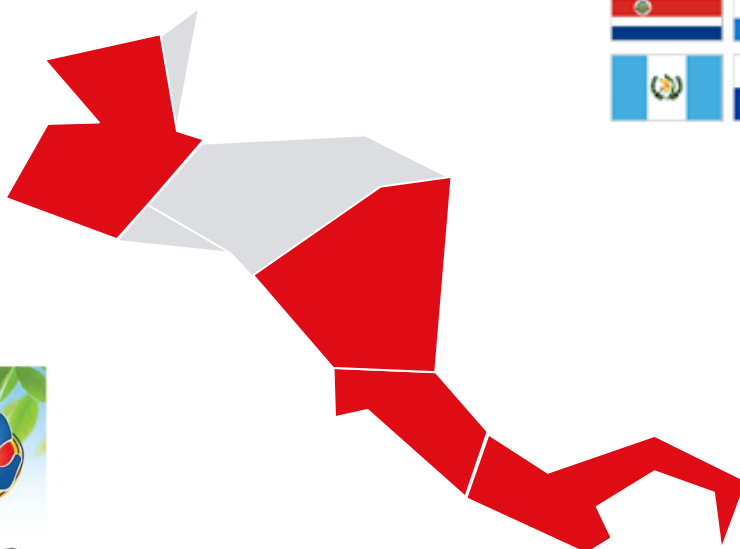
33.8% 66.2%



Singleserve Multiserve

(1) KOF Figures: LTM3Q13.
 (2) KOF sparkling beverage figures reflect Full Year 2012.

Central America: A strategy to generate value from each country's opportunities



154 Mn Unit Cases⁽¹⁾

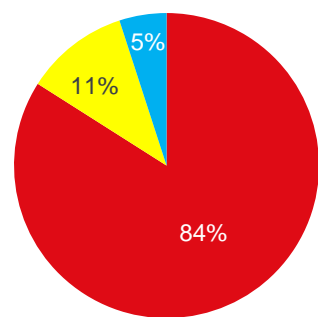
5 Plants

26 Distribution Centers

more than **103** M points of sale

more than **19.5** Mn consumers

Diversified portfolio



■ Sparkling ■ Still ■ Water

Mix by Package ⁽²⁾



Mix by Size ⁽²⁾

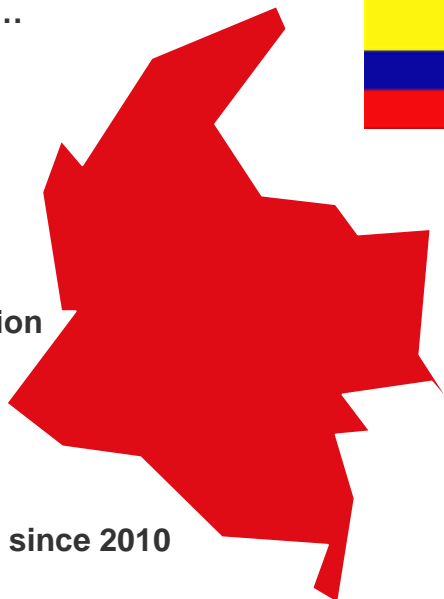


(1) KOF Figures: LTM3Q13.
 (2) KOF sparkling beverage figures reflect Full Year 2012.

Colombia: Working on a long term strategy to develop per capita consumption



Developing affordability...



...while improving execution



269 Mn Unit Cases⁽¹⁾

6 Plants

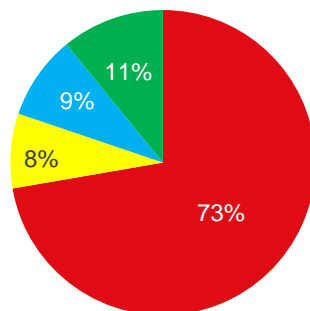
32 Distribution Centers

more than **395,000** points of sale

more than **47** Mn consumers

More than **100,000** new coolers since 2010

Diversified portfolio



■ Sparkling ■ Still ■ Water ■ Bulk Water

Mix by Package ⁽²⁾

40.4% 59.6%



Returnable Non-Returnable

Mix by Size ⁽²⁾

37.1% 62.9%



Singleserve Multiserve

(1) KOF Figures: LTM3Q13.
 (2) KOF sparkling beverage figures reflect Full Year 2012.

Venezuela: Remarkable performance despite a challenging environment



Building a solid volume growth potential...



...with flexibility and innovation



226 Mn Unit Cases⁽¹⁾

4 Plants

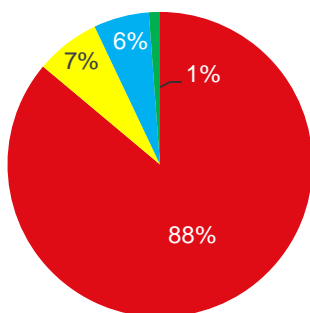
33 Distribution Centers

more than **209,000** points of sale

more than **30**Mn consumers

More than **45,000** new coolers since 2011

Diversified portfolio



■ Sparkling ■ Still ■ Water ■ Bulk Water

Mix by Package ⁽²⁾

7.5% 92.5%



Returnable Non-Returnable

Mix by Size ⁽²⁾

20.1% 79.9%



Singleserve Multiserve

(1) KOF Figures: LTM3Q13.
 (2) KOF sparkling beverage figures reflect Full Year 2012.

Brazil: Building leadership in one of the most important markets for Coke worldwide



Mix by Package ⁽³⁾

14.4% 85.6%



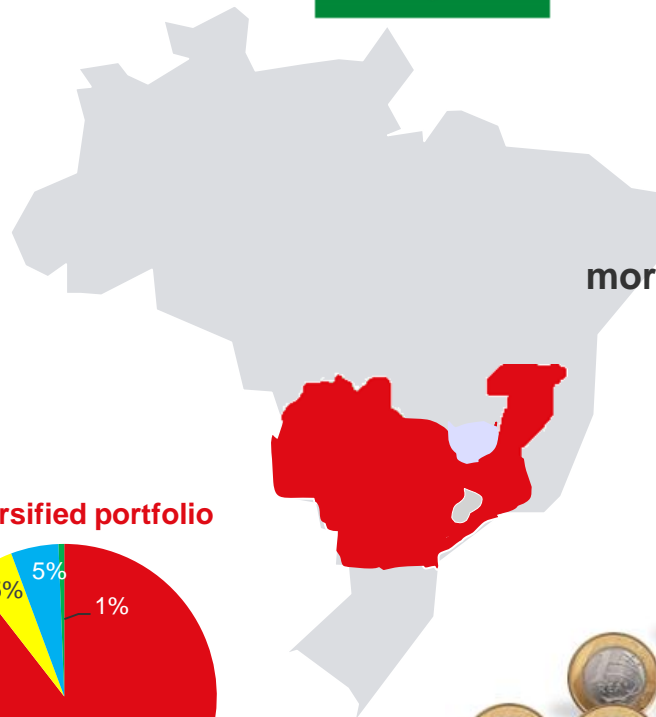
Returnable Non-Returnable

Mix by Size ⁽³⁾

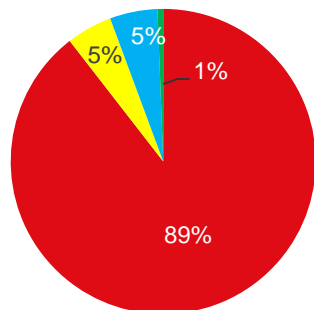
27.5% 72.5%



Singleserve Multiserve



Diversified portfolio



■ Sparkling ■ Still ■ Water ■ Bulk Water

485 Mn Unit Cases⁽¹⁾

9 Plants⁽¹⁾

39 Distribution Centers⁽¹⁾

more than **310,000** points of sale⁽¹⁾

more than **66.3**Mn consumers⁽²⁾



With "magic" price points for single-serve consumption...



... developing affordable presentations and...



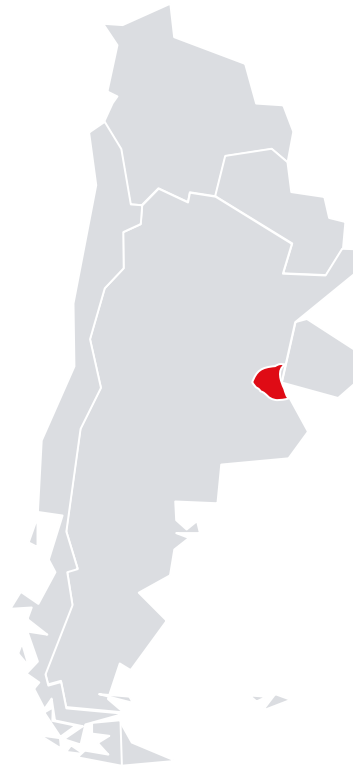
... reinforcing suggested retail prices ...

(1) KOF Figures include Spaipa and Fluminense.
 (2) KOF Figures: LTM3Q13 and does not include beer volumes.
 (3) KOF sparkling beverage figures reflect Full Year 2012.

Argentina: Building on innovation and affordability



Developing a strong portfolio



222 Mn Unit Cases⁽¹⁾

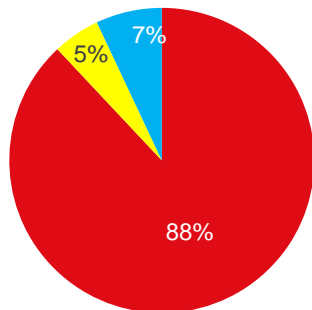
2 Plants

4 Distribution Centers

more than **78,000** points of sale

more than **13** Mn consumers

Diversified portfolio



■ Sparkling ■ Still ■ Water

Mix by Package ⁽²⁾

28.9%

71.1%



Returnable Non-Returnable

Mix by Size ⁽²⁾

14.8%

85.2%



Singleserve

Multiserve

(1) KOF Figures: LTM3Q13.
 (2) KOF sparkling beverage figures reflect Full Year 2012.

Philippines: Executing on our strategic framework to capture opportunities



Strategic Framework



US\$ **1.1** Bn in Revenues⁽¹⁾

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

530 Mn Unit Cases⁽¹⁾

71% Important mix of returnables

23 Plants

close to **800** M points of sale

more than **95** Mn consumers

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

Expanding our geographic footprint



KOF combined territories will allow them to serve more than 66 million consumers, a third of the population in Brazil

4 Plants

7 Distribution Centers

~**17** Mn Consumers

Spaipa

EV: All Cash US\$ **1,855** Mn

+**236** Mn Unit Cases⁽³⁾

+US\$ **929** Mn in Net Revenues

+US\$ **152** Mn in EBITDA

Expected synergies of ~US\$ **33** Mn

1 Plants

4 Distribution Centers

~**4.5** Mn Consumers

Fluminense

EV: All Cash US\$ **448** Mn

+**57** Mn Unit Cases⁽³⁾

+US\$ **232** Mn in Net Revenues

+US\$ **40** Mn in EBITDA

Expected synergies of ~US\$ **19** Mn

(1) KOF Figures reflect beer.
(2) KOF Figures: FY2012.
(3) KOF Figures: LTM1Q13.

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

FEMSA



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

FEMSA
COMERCIO

- Accelerated growth of store base while focusing on improving the value proposition to drive same-store sales

Heineken

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