



CONSUMER FOCUS

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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 non-alcoholic beverage industry through Coca-Cola FEMSA, the largest independent bottler of Coca-Cola products in the world in terms of sales volume; in the retail industry through FEMSA Comercio, operating the largest and fastest-growing chain of convenience stores in Latin America, 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.

Large Scale

- 2.6 bn unit cases of beverages

Powerful Brands

- #1 in beverages in all regions

Efficient Production and Distribution

- 38 beverage bottling plants
- + 9,300 routes

Growing Consumer Base

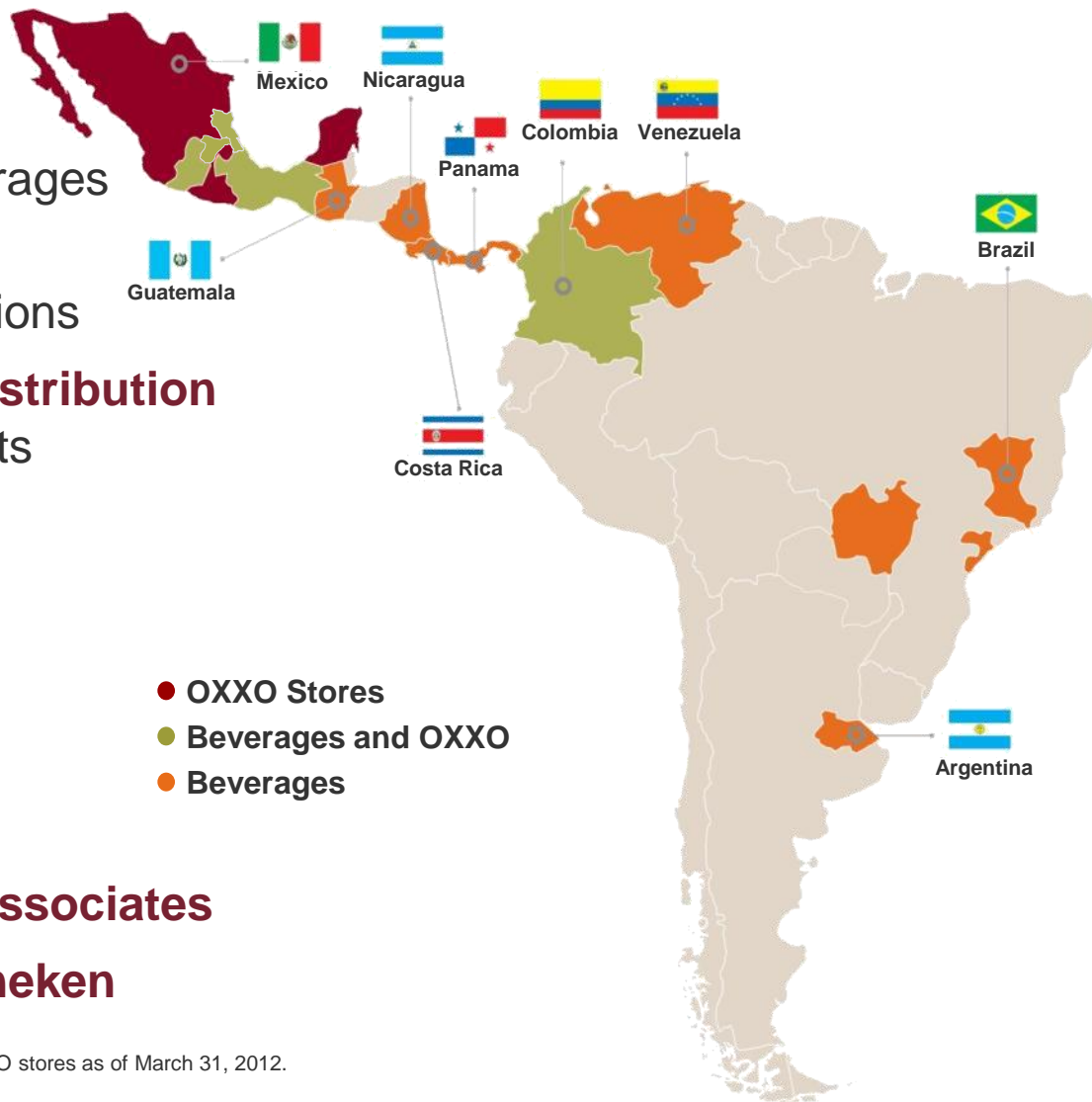
- + 1.7 mm retailers
- + 215 mm consumers

Dynamic C-Store Platform

- + 9,600 OXXO stores

+ 177,000 employees and associates

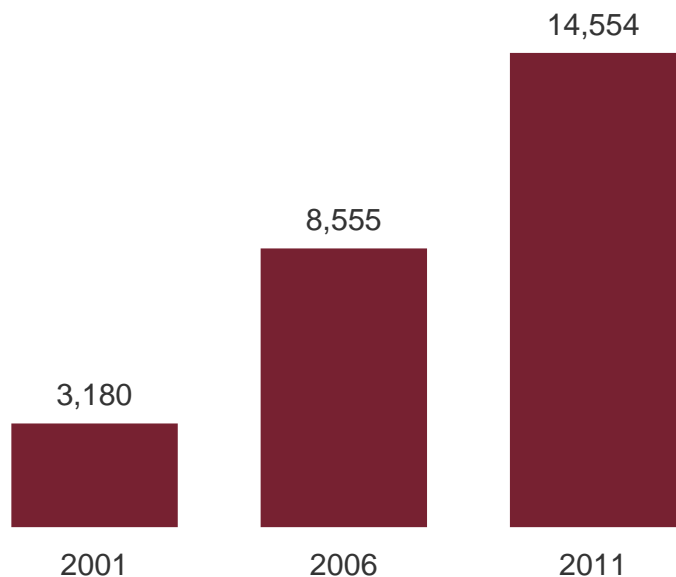
2nd Largest investor in Heineken



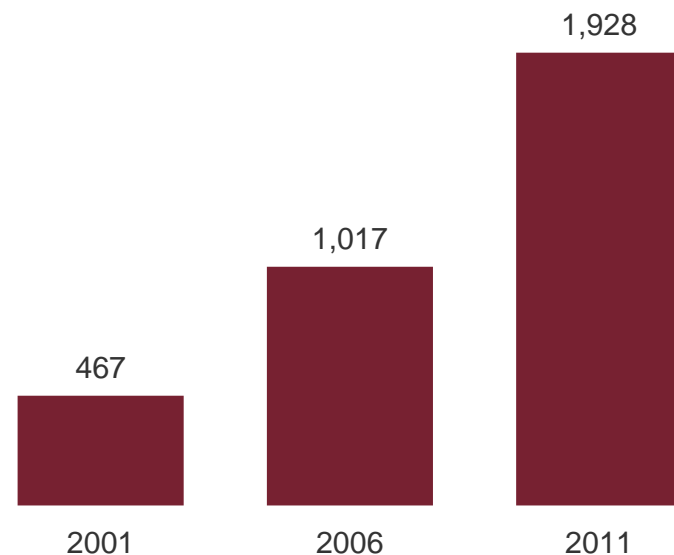
Delivering consistent double-digit growth



Total Revenue (US\$ million)



EBIT (US\$ million)



CAGR 01-11: 16%

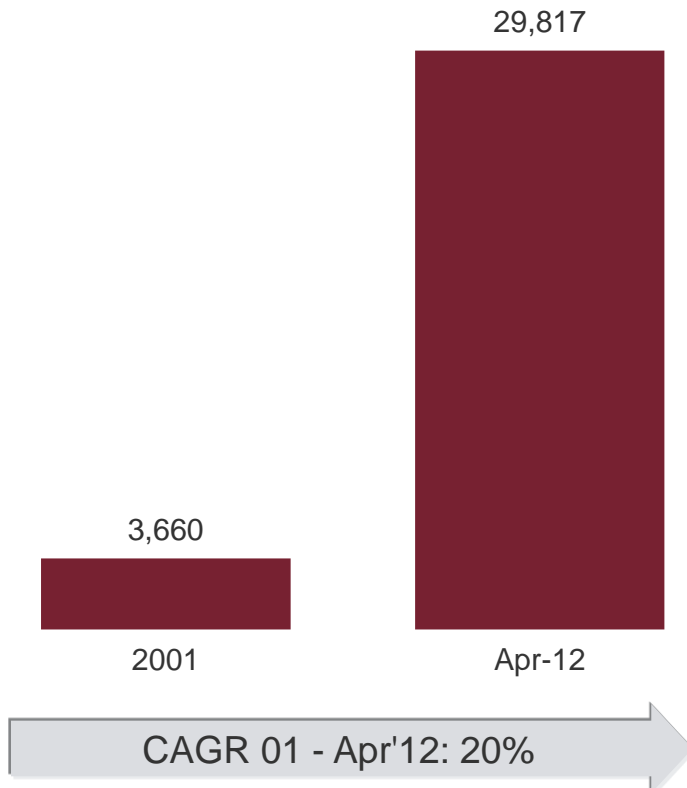
CAGR 06-11: 11%

CAGR 01-11: 15%

CAGR 06-11: 14%

Notes: 2011 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. 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



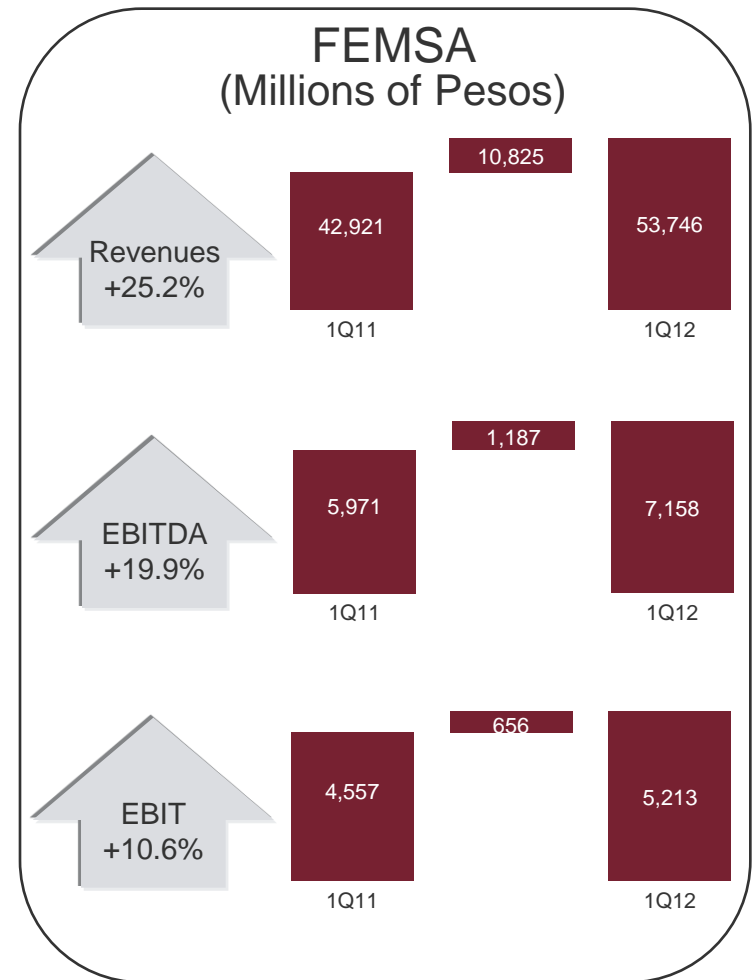
EBIT increased 13.0% mainly driven by double digit operating income growth in each division and including the integration of new territories in Mexico



Achieved same-store sales growth of 8.0% and EBIT increased 27.4%



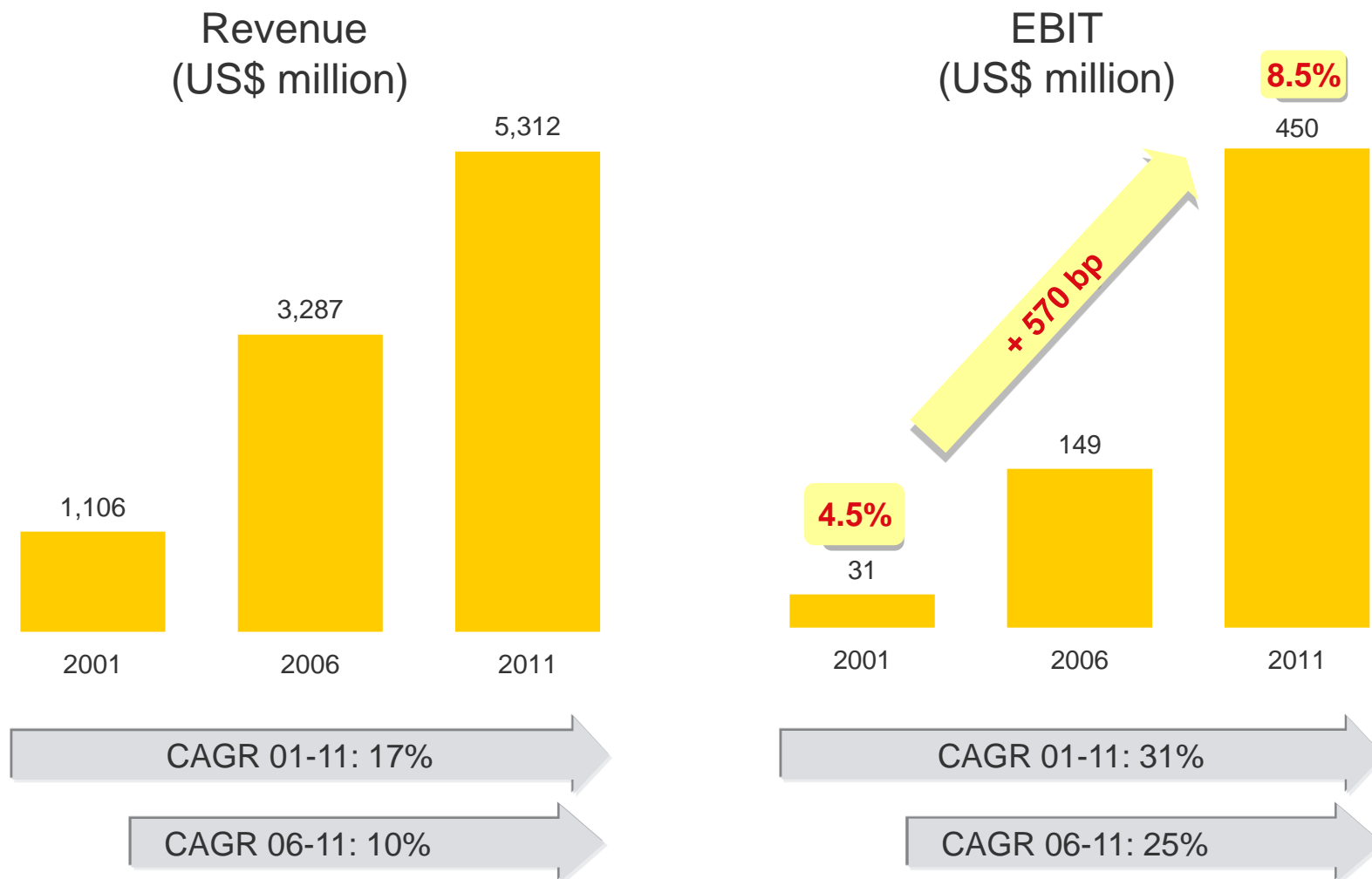
We include our 20% participation in Heineken's net income using the equity method





DELIVERING EXCELLENT RESULTS

FEMSA Comercio: Accelerated profitable growth



Note: 2011 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.

OXXO: The way to play Mexican Retail



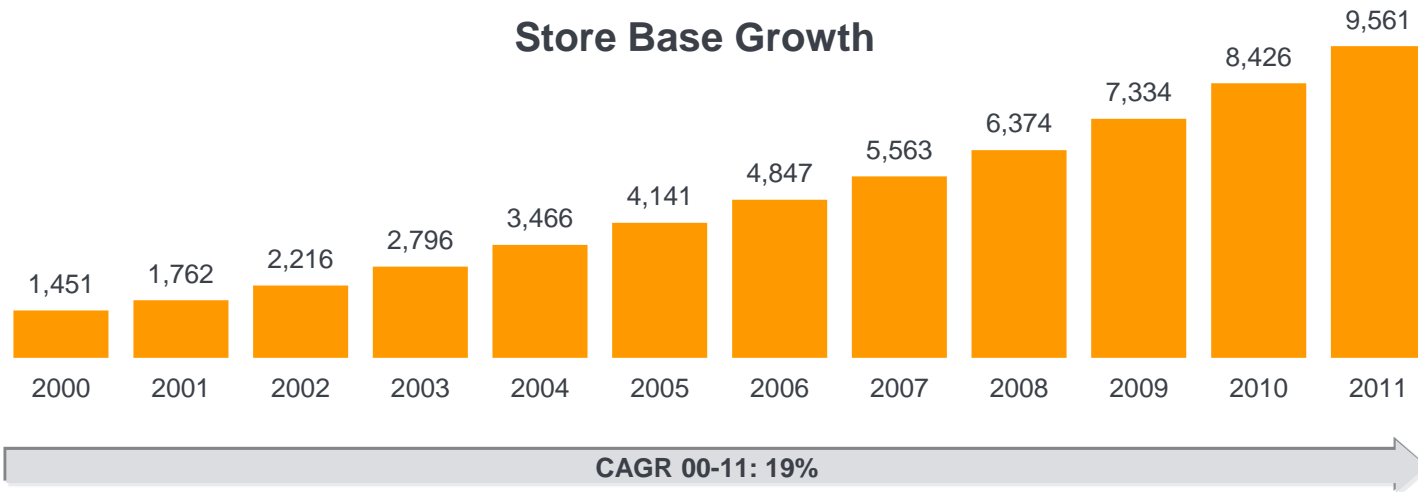
- **Third largest retailer** in terms of Revenues in Mexico
- We are the **benchmark for SSS** in Mexico
- **Sales per sq. meter** in line with Leading benchmark in Mexico
- We open a new store **every 8 hours** on average
- Every day, close to **8 million** people buy at an OXXO Store



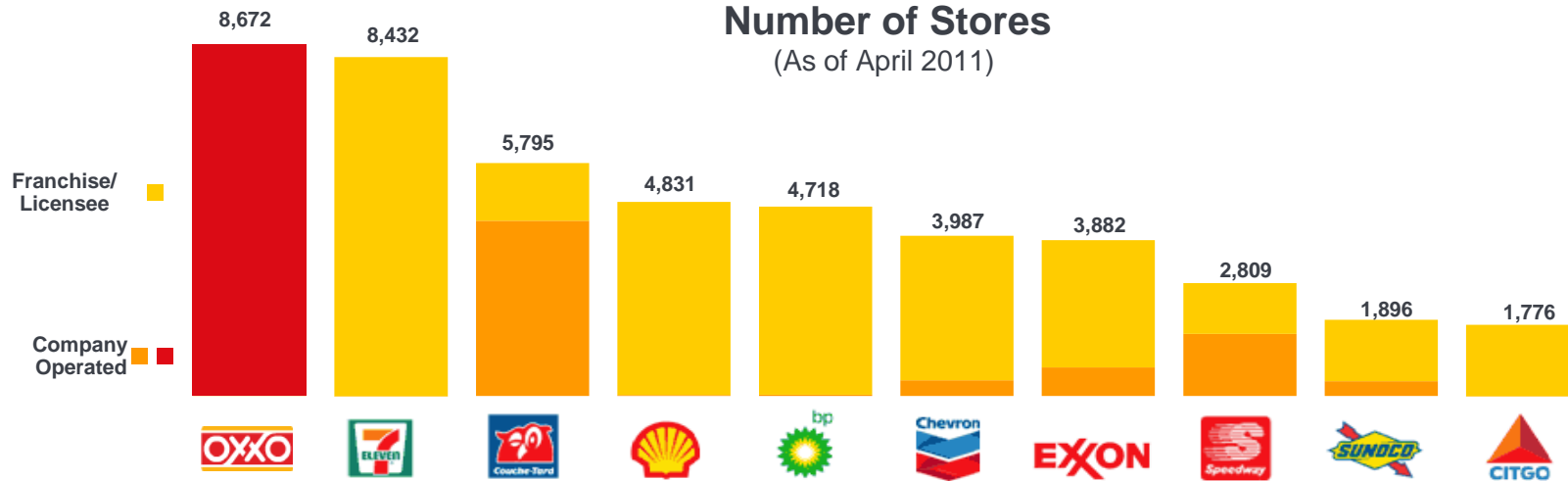
The largest store chain in the Americas...



Store Base Growth



Number of Stores (As of April 2011)



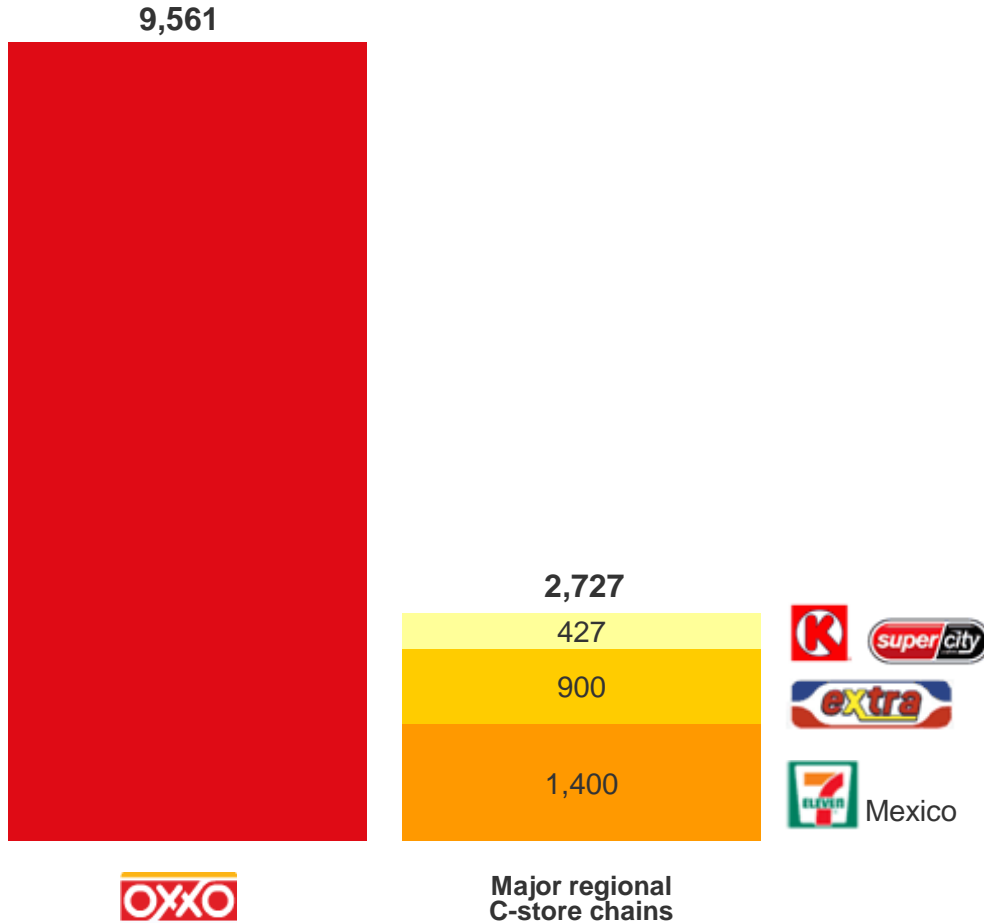
Note: Alimentation Couche-Tard includes US and Canada Operations. 7 Eleven includes US, Canada and Mexico Operations.
 Source: CSNews "Top 100 US Convenience Store Companies", Published May 2011. Information as of April 2011.

...and Mexico's leading convenience store chain



Number of Stores

(As of December 2011)



- 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 eight million transactions per day and surpassing three billion transactions in 2011

Horizontal Growth: That's the easy part



9,699 stores and counting

OXXO Penetration Level by Population



Note: CONAPO information as of December 2010. FEMSA information as of March 2012.

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
- Fast Food

Category Development
- Services



Replenishment Base Indulgence



come más +
con menos =





EMBRACING INDUSTRY
OPPORTUNITIES

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



~**2.75** Bn Unit Cases⁽¹⁾

US\$ **9.87** Bn in Revenues⁽¹⁾

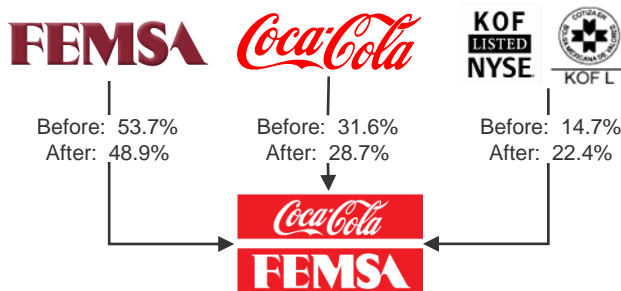
US\$ **1.92** Bn in EBITDA⁽¹⁾

19.5% EBITDA margin⁽¹⁾

more than **218** Mn consumers⁽²⁾

Close to **1.8** Mn points of sale⁽²⁾

Almost **85,000** employees⁽²⁾

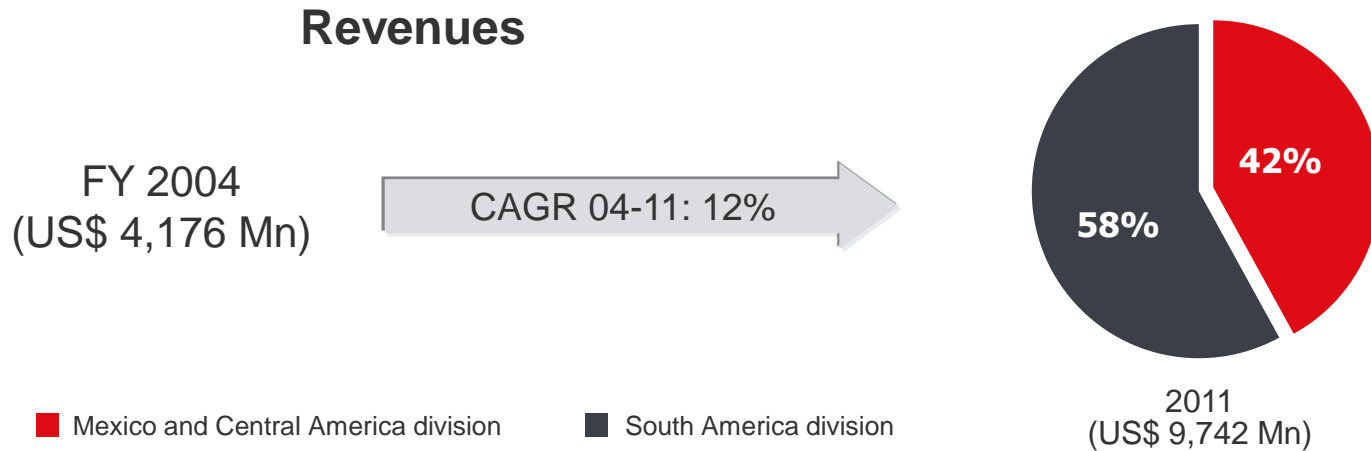


(1) KOF Figures: LTM 1Q2012.
 (2) Includes Grupo Tampico, CIMSA and Fomento Queretano in Mexico.

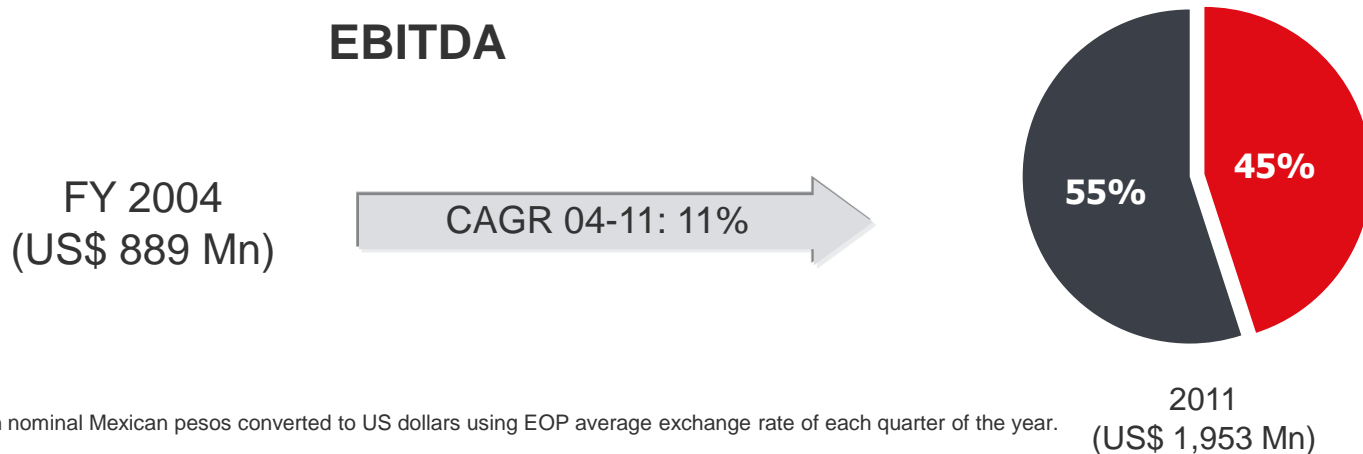
...while building on a solid track record of growth



Operations in the rest of Latin America have contributed importantly to top...



... and bottom-line growth, balancing the sources of cash flow generation

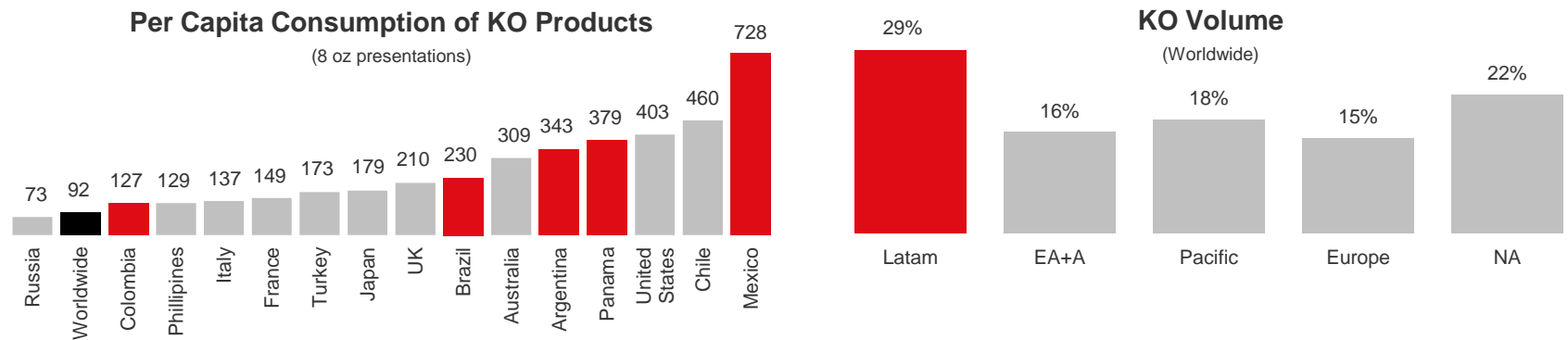


Note: Figures in nominal Mexican pesos converted to US dollars using EOP average exchange rate of each quarter of the year.

Strategic partner to the Coca-Cola System towards fulfilling its 2020 vision



KOF has presence in some of the most important markets and has pursued important opportunities to drive the system's growth



*"In 2011, we built strong momentum toward our 2020 goal of **doubling our business over the course of this decade...** to ~US\$ 200 Bn of revenues"*

CAGR 2010-2020: 7%

"... 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."

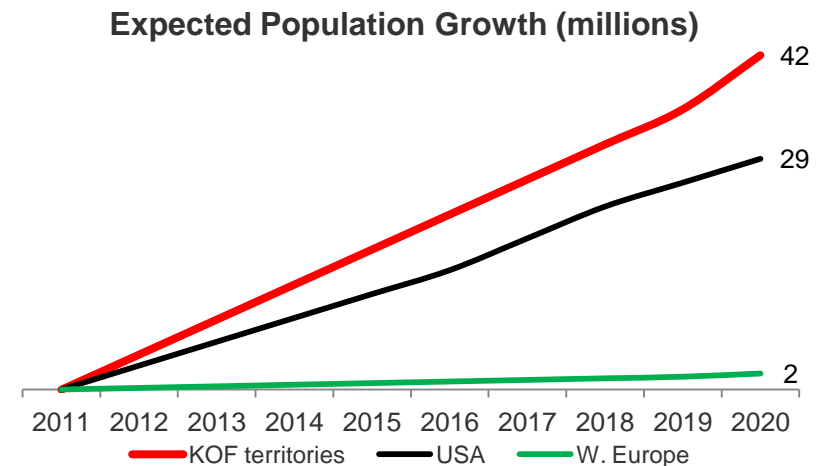
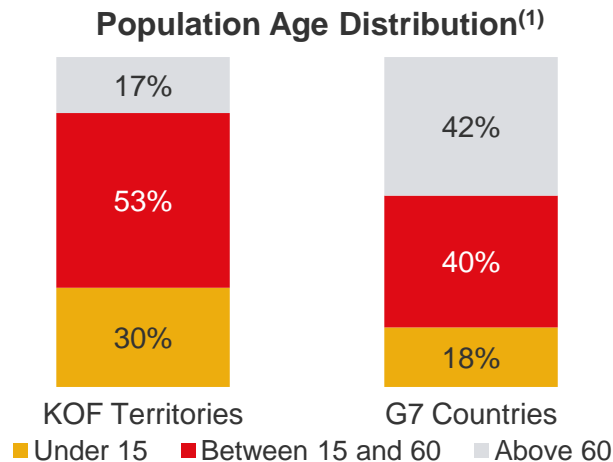
Muhtar Kent, The Coca-Cola Company – President and CEO



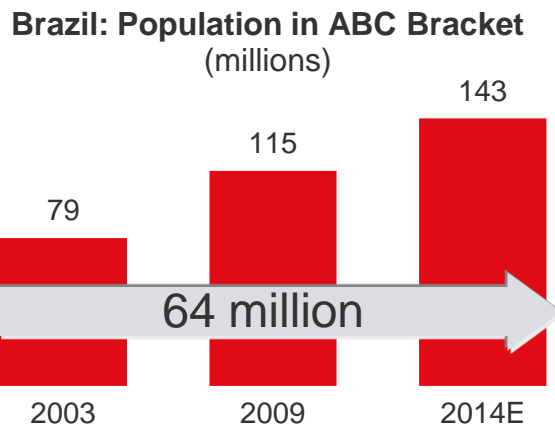
Dynamic and attractive socioeconomic profile



KOF's territories throughout Latin America enjoy an attractive demographic profile going forward



Social mobility will play an important role in the development of the business



GDP per capita in KOF territories (by 2015)⁽²⁾

~US\$10,500

Sources: UN World Population Prospects, 2008, International Monetary Fund, World Economic Outlook Database, October 2010 population Growth and Social Mobility forecasts for 2020 and GDP growth and GDP per capita improvement forecast for 2015.

(1) G7: Canada, France, Germany, Italy, Japan, United Kingdom and United States of America. (2) Annual household income between US\$ 5,000 and US\$ 20,000.

(3) Excluding Guatemala and Nicaragua.

Mexico & Central America highlights



US\$ **4,252** Mn in Revenues⁽¹⁾

US\$ **882** Mn in EBITDA⁽¹⁾

20.7% EBITDA margin⁽¹⁾

1,592 Mn Unit Cases⁽¹⁾

~380 Mn Unit Cases of returnables⁽¹⁾

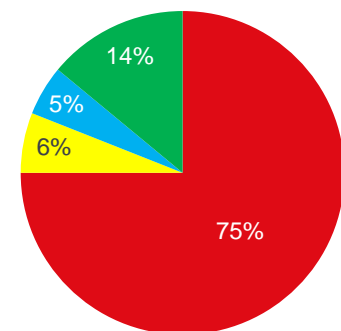
21 Plants⁽²⁾

161 Distribution Centers⁽²⁾

more than **900** M points of sale⁽²⁾

more than **83** Mn consumers⁽²⁾

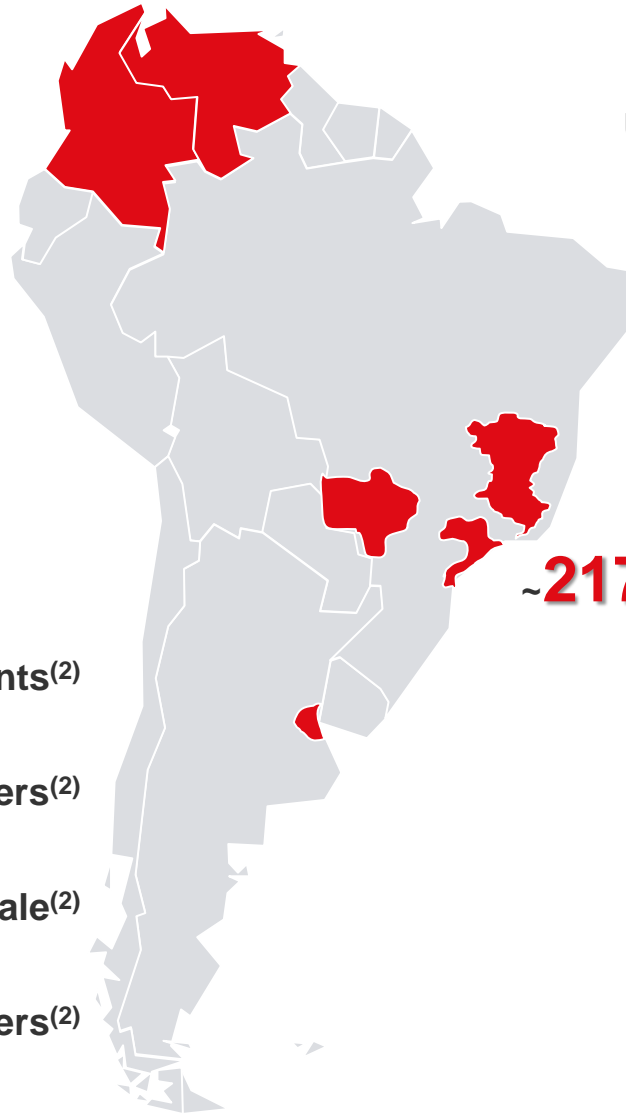
Diversified portfolio



■ Sparkling ■ Still ■ Water ■ Bulk Water

(1) KOF Figures: LTM 1Q2012.
(2) Includes Grupo Tampico, CIMSA and Fomento Queretano in Mexico.

South America highlights



US\$ **5,615** Mn in Revenues⁽¹⁾

US\$ **1,038** Mn in EBITDA⁽¹⁾

18.5% EBITDA margin⁽¹⁾

1,155 Mn Unit Cases⁽¹⁾

~217 Mn Unit Cases of returnables⁽¹⁾

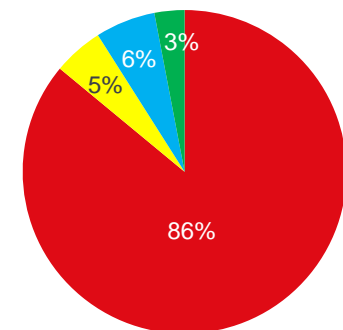
16 Plants⁽²⁾

97 Distribution Centers⁽²⁾

more than **873** M points of sale⁽²⁾

more than **135** Mn consumers⁽²⁾

Diversified portfolio



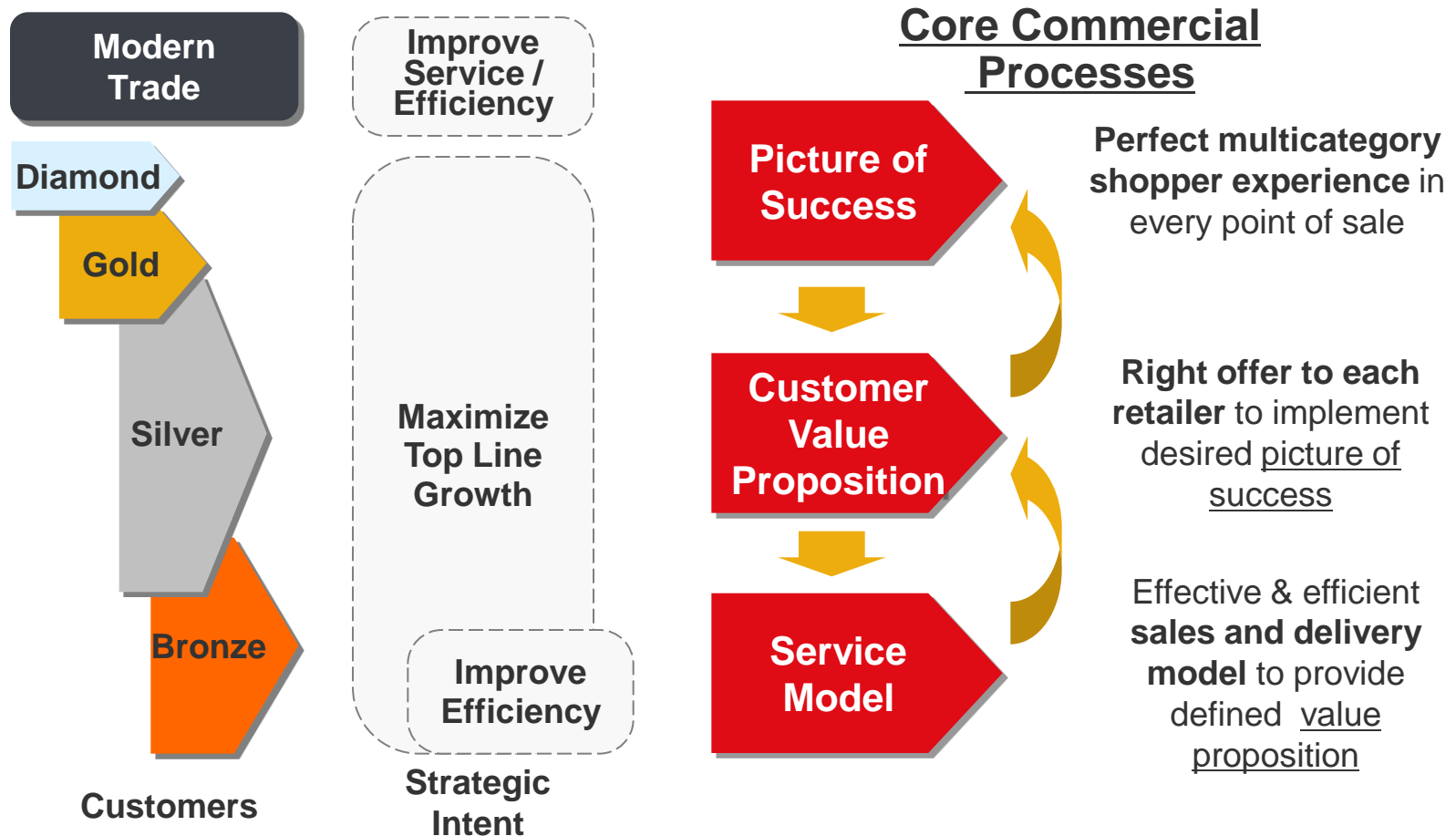
■ Sparkling ■ Still ■ Water ■ Bulk Water

(1) KOF Figures: LTM 1Q2012.
(2) KOF Figures reflect December 2011.

Segmentation is one of our core capabilities



As the complexity of our business has increased, we have evolved from a volume driven model to a value based segmentation approach to capture the industry's value potential and reach the full operating potential of our commercial models and processes

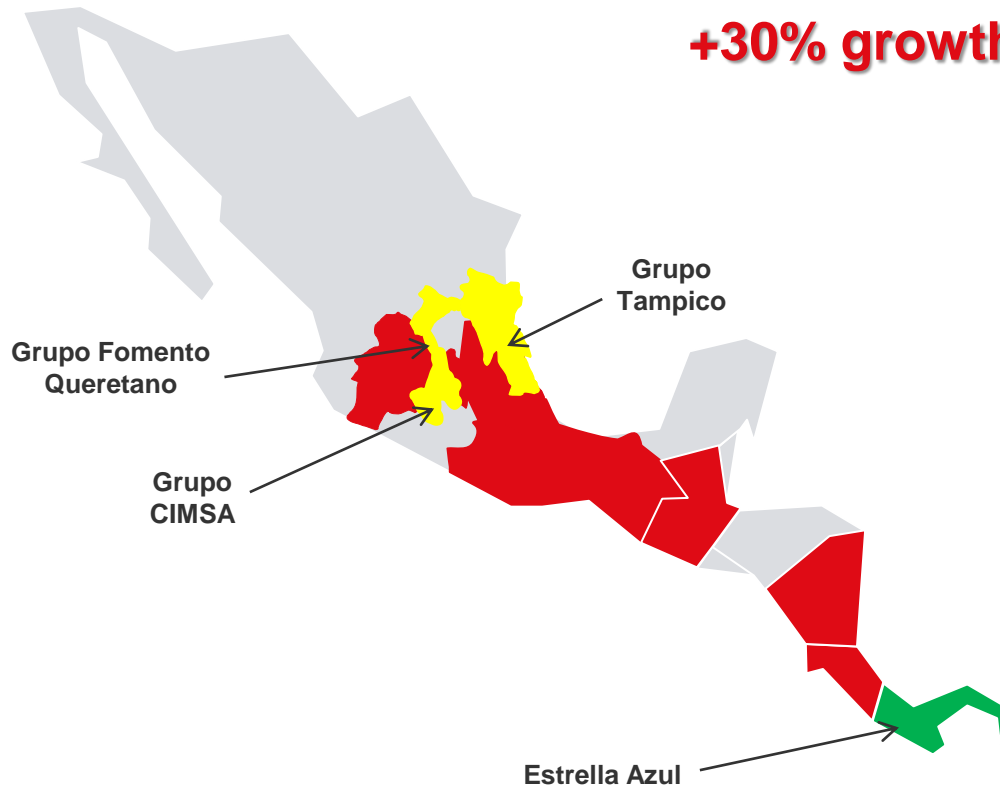


Expanding our footprint in Mexico, while entering other relevant NAB categories



KOF invested more than Ps. 28,000 million in mergers and acquisitions during 2011, to consolidate its leadership position in Mexico and Latin America, while entering the milk and value-added dairy products category with a leading position in Juices and Milk in Panama.

+30% growth from Mexican mergers



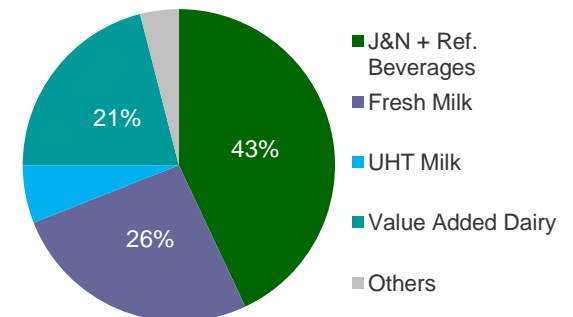
More than **425** Mn Unit Cases

Us. **950** Mn in Revenues

Us. **215** Mn in EBITDA

more than Us. **62** Mn in net synergies

Estrella Azul 2010 Revenue Breakdown



Note: Grupo Tampico, Grupo CIMSA y Fomento Queretano's Beverage Divisions figures are 2011 estimates.

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

EBITDA reconciliation by division



In US\$ million

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Consolidated FEMSA ⁽¹⁾											
Income from Operations	896	910	1,078	1,232	1,467	1,610	1,793	1,640	2,069	1,819	1,928
Depreciation	212	194	232	298	338	375	399	359	429	309	330
Amortization	192	198	232	280	314	346	355	291	343	166	176
EBITDA	1,300	1,303	1,542	1,810	2,119	2,332	2,547	2,290	2,841	2,295	2,434
Coca-Cola FEMSA											
Income from Operations	415	426	597	690	817	876	1,049	990	1,213	1,379	1,444
Depreciation	71	50	86	111	123	139	151	183	215	213	234
Amortization	53	44	59	97	115	117	123	65	84	106	113
EBITDA	539	519	742	898	1,055	1,131	1,322	1,237	1,512	1,698	1,792
FEMSA Comercio											
Income from Operations	31	47	62	82	118	149	212	222	341	420	450
Depreciation	8	9	12	19	30	38	50	48	63	80	84
Amortization	9	9	12	21	26	34	39	34	39	49	51
EBITDA	48	64	85	122	175	221	301	304	443	549	585
Fx Rate (Pesos per US\$)	9.16	10.43	11.24	11.15	10.63	10.80	10.92	13.83	13.06	12.38	13.95

(1) FEMSA Consolidated figures from 2001-2009 include FEMSA Cerveza.
 Note: Figures in nominal Mexican pesos converted to US dollars using EOP exchange rate.