

Building on our  
**Strengths**

**FEMSA**



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 area.

# Leading consumer company in Latin America



## 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

- +11,000 OXXO stores

**+ 180,000 employees and associates**

**2<sup>nd</sup> Largest investor in Heineken**

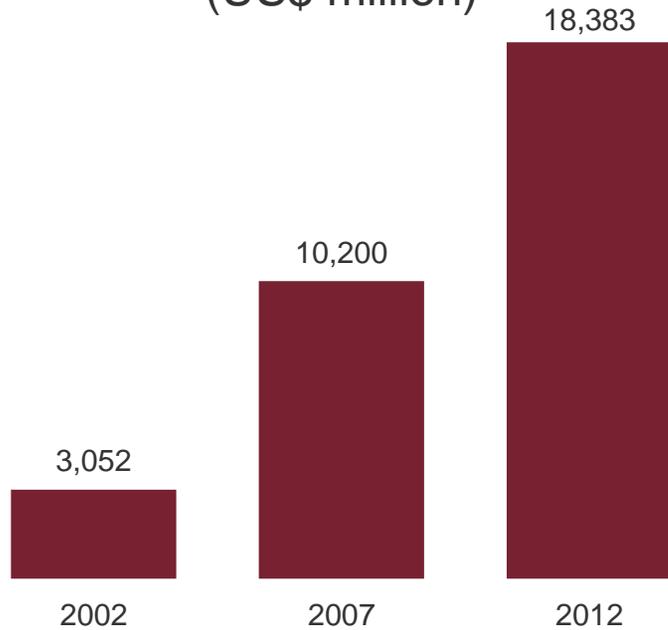


Note: OXXO stores as of June 30, 2013.

# Delivering consistent double-digit growth



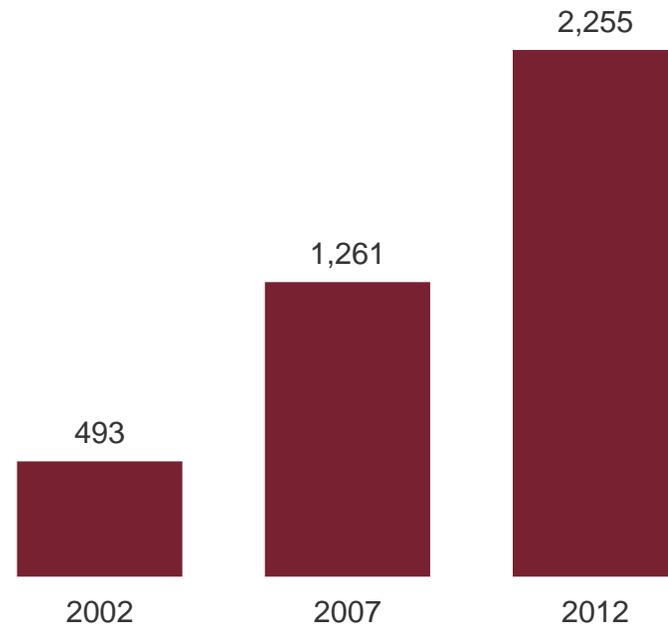
### Total Revenue (US\$ million)



CAGR 02-12: 20%

CAGR 07-12: 13%

### EBIT (US\$ million)

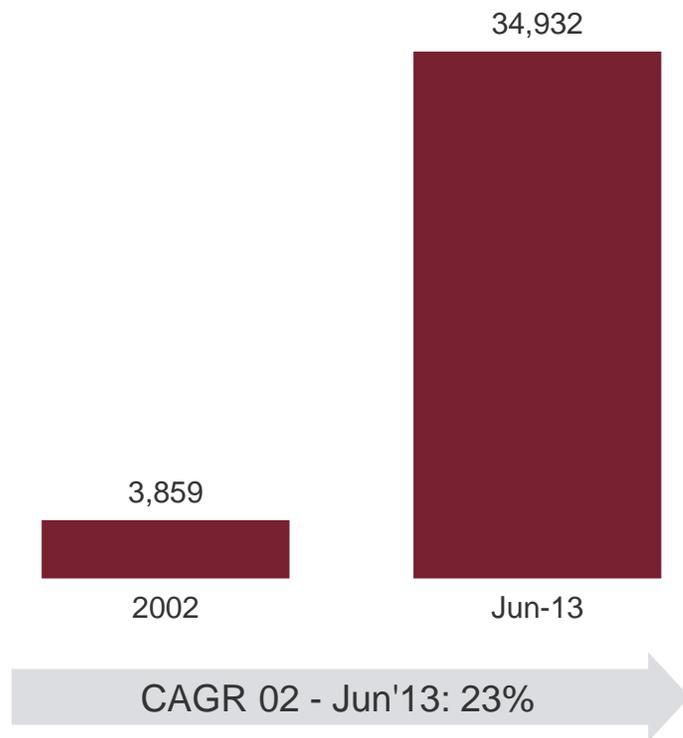


CAGR 02-12: 16%

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)



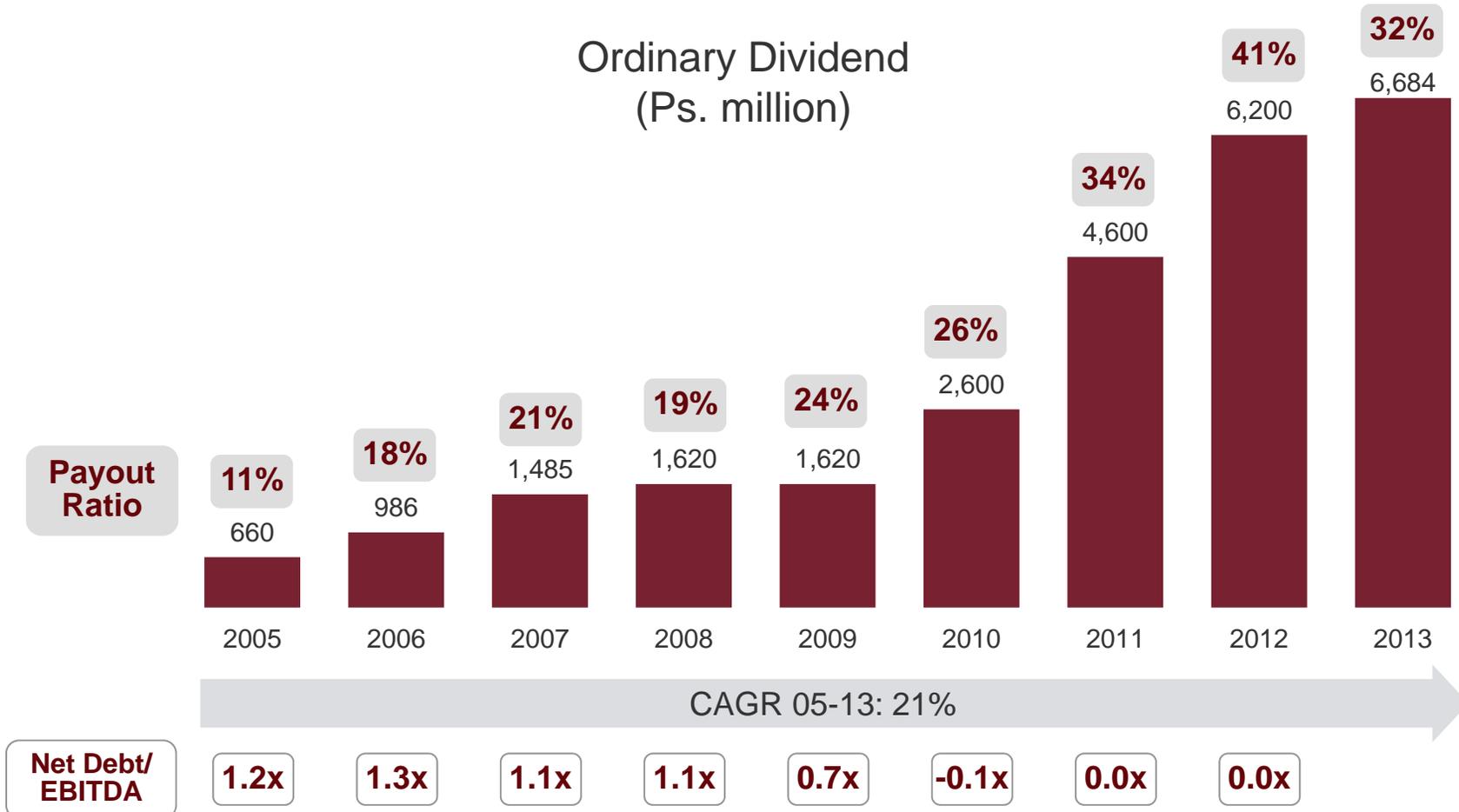
- Consistently strengthening our competitive position
- Ability to operate in a rapidly changing economic environment
- Strong brand portfolio and exceptional operational capabilities

Source: Bloomberg, as of June 30, 2013.

# 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").



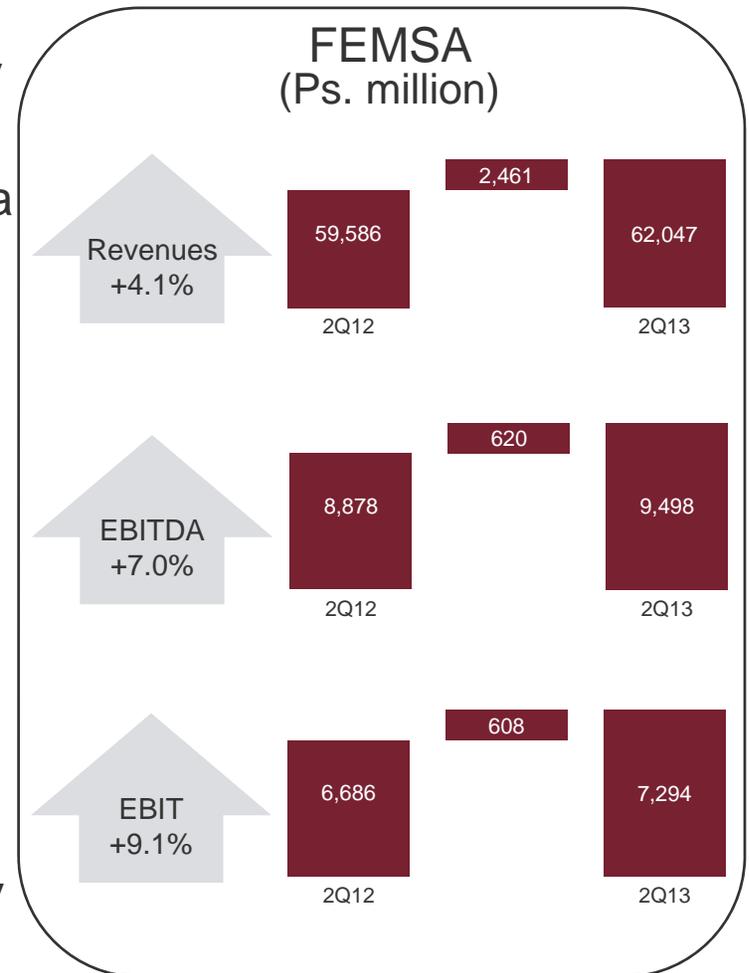
Total revenues remained stable, mainly as a result of mid single-digit revenue growth in our Mexico & Central America Division which compensated for a mid-single-digit contraction in our South America Division.



Achieved total revenues growth of 11.7% and income from operations growth of 6.7% driven by net new store openings in the last twelve months.



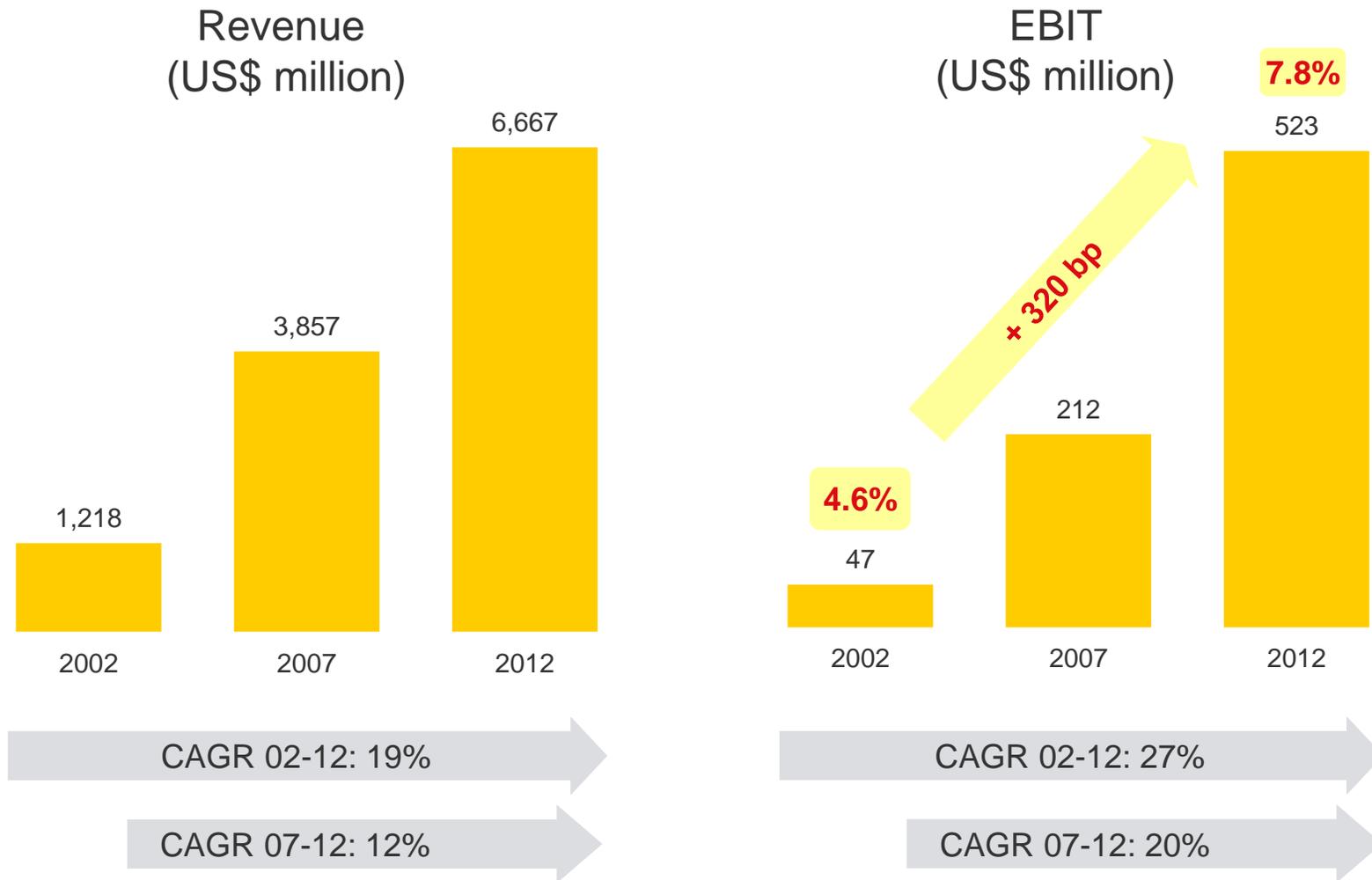
We include our 20% participation in Heineken's net income using the equity method.



**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



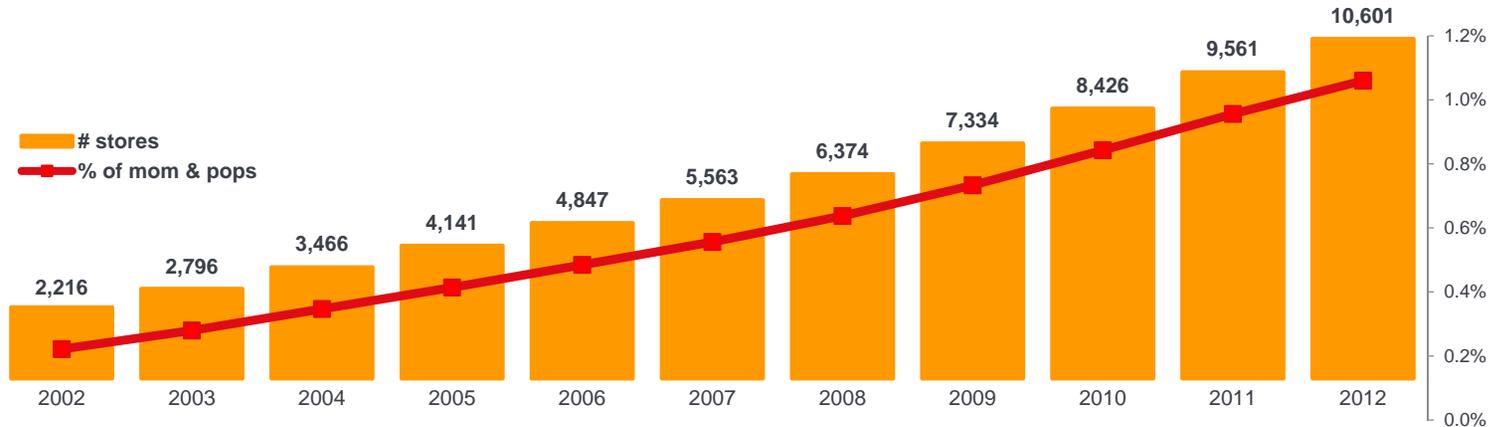
- **Third largest retailer** in terms of Revenues in Mexico
- We are the **benchmark for SSS and Sales per sq. meter** in Mexico
- **Profitability in line** with leading benchmark in Mexico
- We open a new store **every 8 hours** on average
- Every day, close to **8 million** people buy at an OXXO Store



The largest store chain in the Americas...

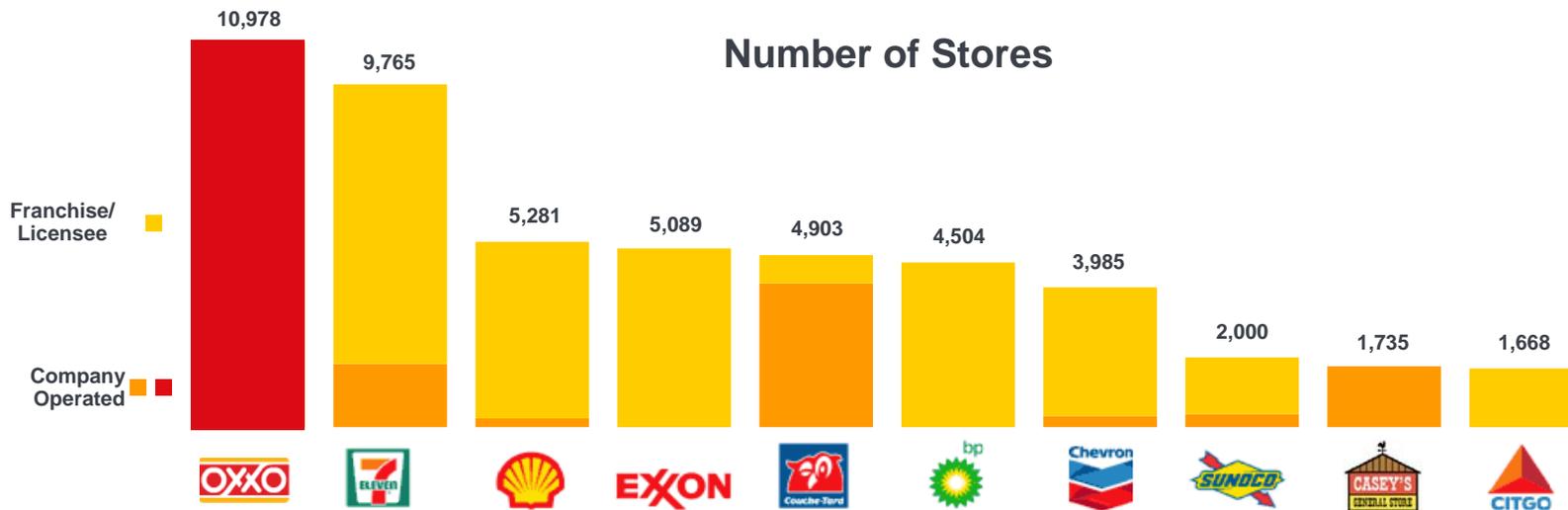


### OXXO Stores as a Percentage of Mom & Pops



CAGR 02-12: 17%

### Number of Stores

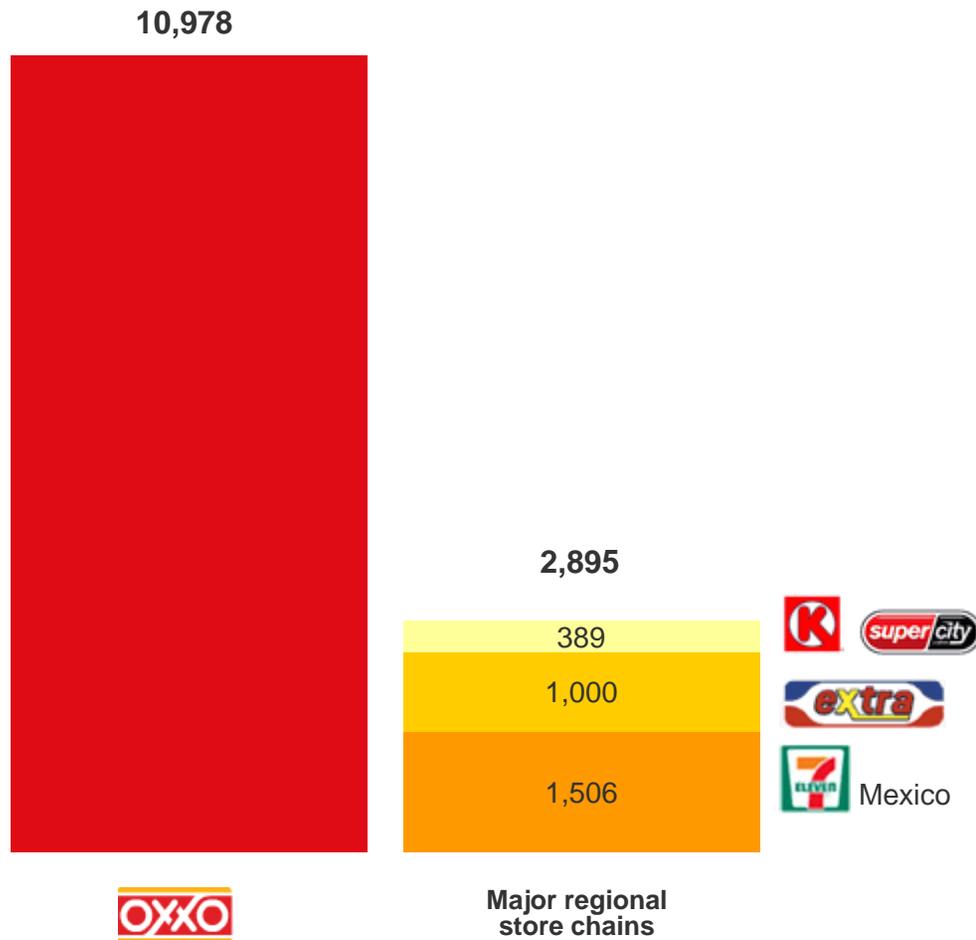


Note: Alimentation Couche-Tard includes US and Canada Operations. 7 Eleven includes US, Canada and Mexico Operations. OXXO stores as of June 2013.  
 Source: CSNews "Top 100 US Convenience Store Companies", Published June 2013. Mom & pops: Company information .

...and Mexico's leading store chain



### Number of Stores



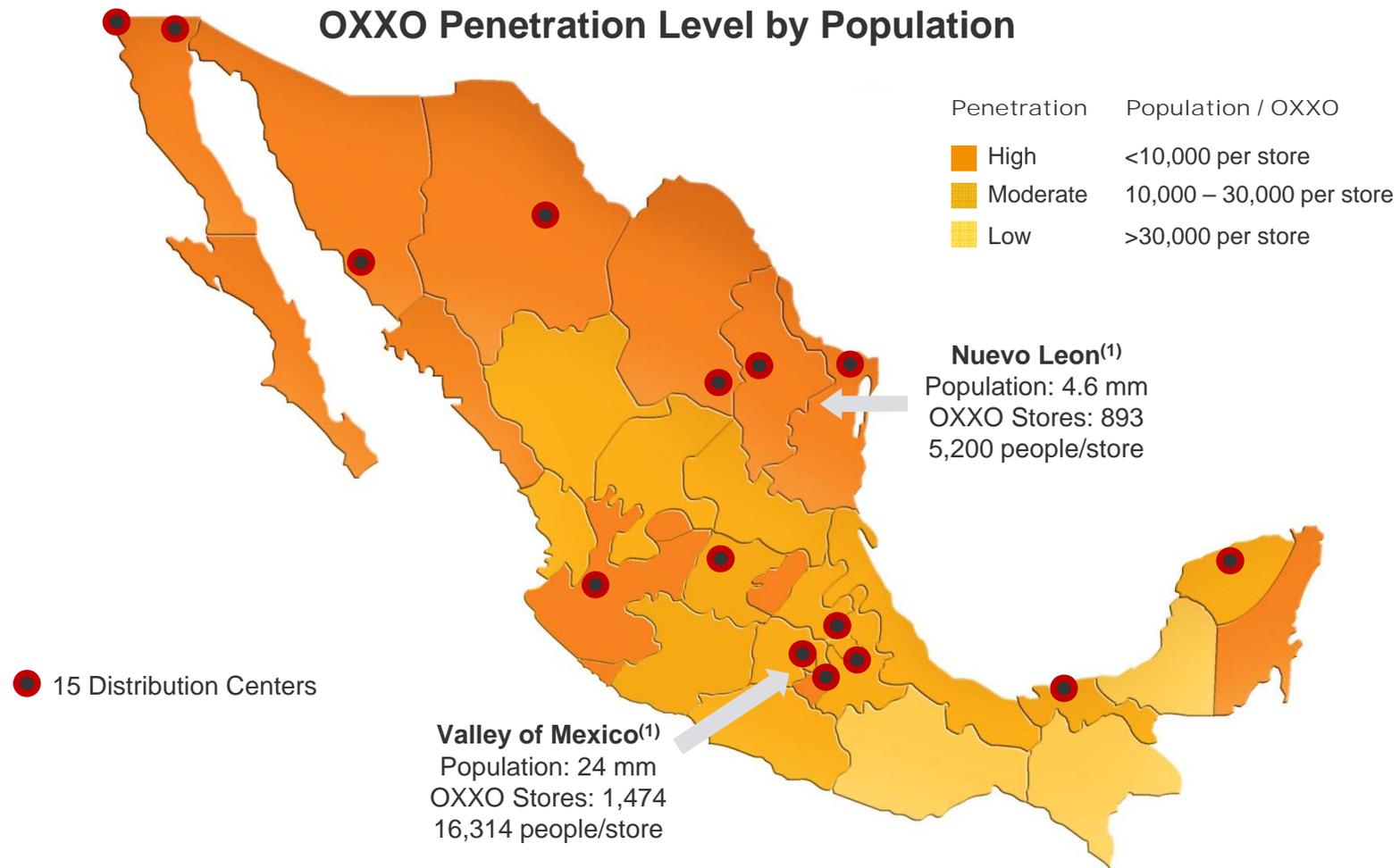
- An effective and rapidly growing sales channel for several categories in Mexico driving an important portion of their growth
- The only truly national store chain with over eight million transactions per day and surpassing three billion transactions in 2012

Note: Latest number of stores published on company filings of peers. OXXO information as of June 2013.

# Horizontal growth: That's the easy part

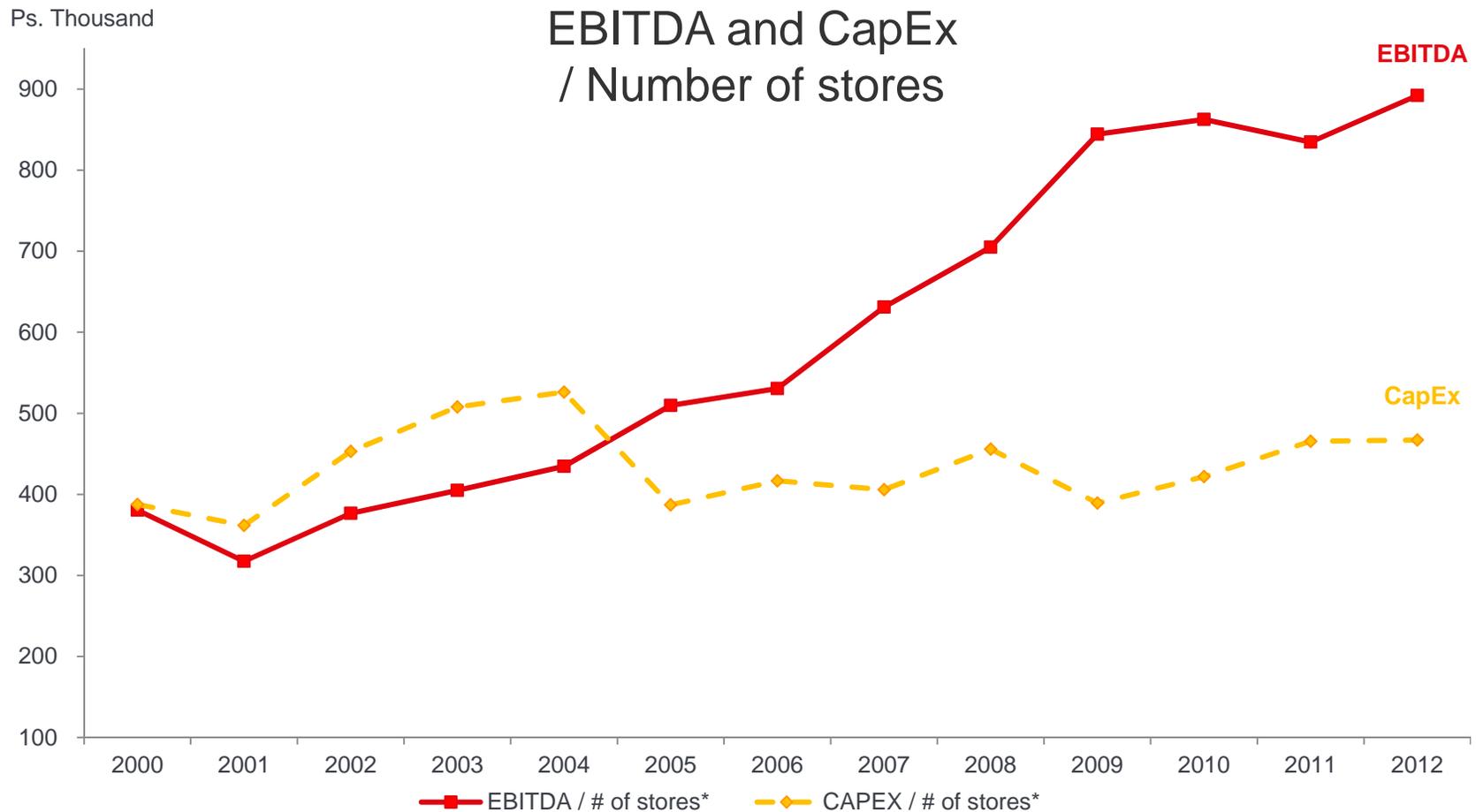


## 11,015 stores and counting



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

# 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

**FEMSA**  
COMERCIO

- 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



# 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



come más +  
con menos

## Category Development - Services



# Opening

new horizons



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



~**3.09** Bn Unit Cases<sup>(1)</sup>

US\$ **11.38** Bn in Revenues<sup>(1)</sup>

US\$ **2.18** Bn in EBITDA<sup>(1)</sup>

**19.2%** EBITDA margin<sup>(1)</sup>

more than **317** Mn consumers

Close to **2.7** Mn points of sale

Almost **100,000** employees

(1) KOF Figures: LTM 2Q13. They do not include Philippines.

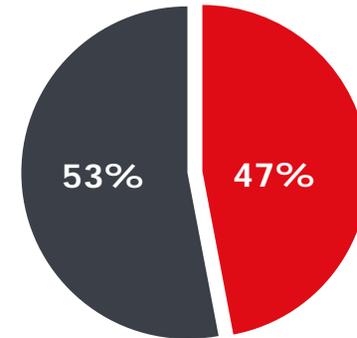
...while building on a solid track record of growth



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

### Revenues

FY 2004  
(US\$ 4,176 Mn)



LTM 2Q13  
(US\$ 11,381 Mn)

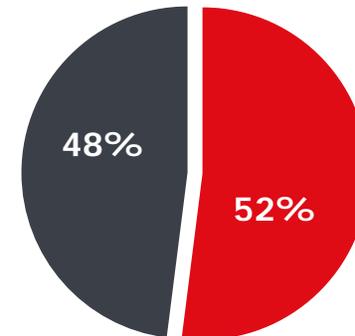
■ South America division

■ Mexico and Central America division

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

### EBITDA

FY 2004  
(US\$ 889 Mn)



LTM 2Q13  
(US\$ 2,188 Mn)

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

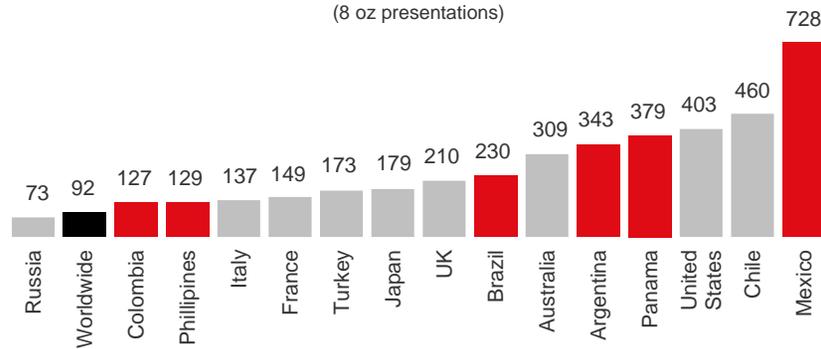
# Strategic partner to the Coca-Cola System



Within its industry, KOF has presence in some of the most important markets and has pursued relevant opportunities in every category to contribute to the system’s future growth

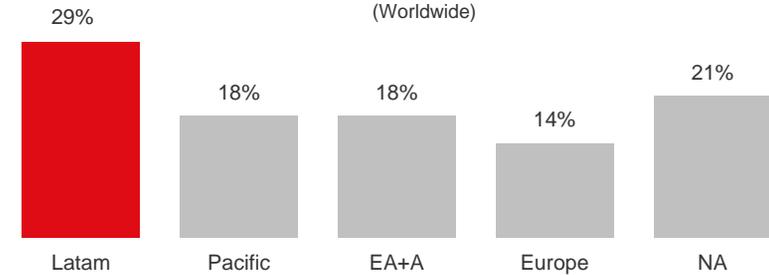
**Per Capita Consumption of KO Products**

(8 oz presentations)



**KO Volume**

(Worldwide)



In July 2012, through Jugos del Valle, KOF’s joint venture with The Coca-Cola Company, KOF incorporated Santa Clara, a relevant player in the milk, ice cream and value-added dairy categories in Mexico. Through this transaction KOF can employ the considerable knowledge they have acquired from Estrella Azul to continue building on the strong brand equity of Santa Clara.



*“... 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.”*

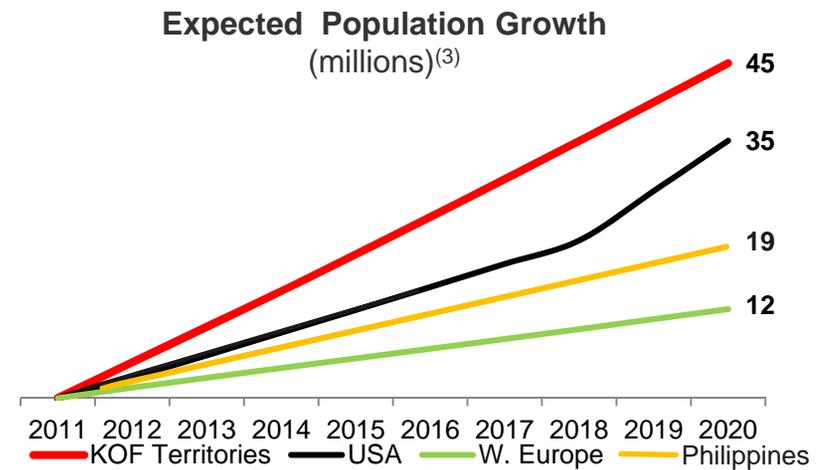
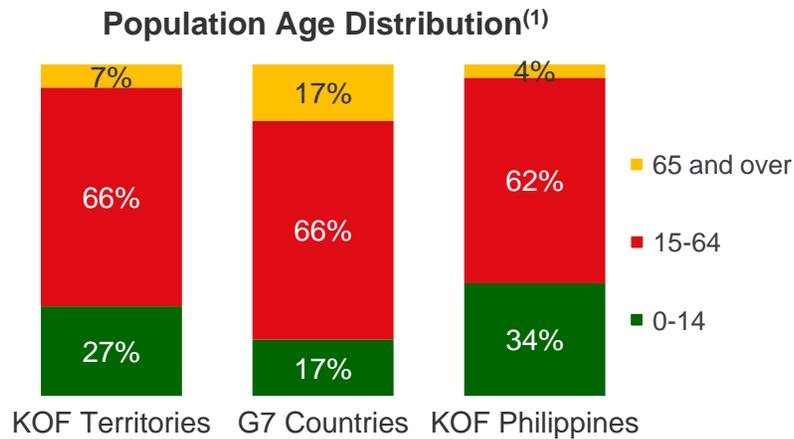
Muhtar Kent,  
The Coca-Cola Company –  
President and CEO

Source: The Coca-Cola Company annual report 2012.

# Dynamic and attractive socioeconomic profile



## KOF's territories will enjoy an attractive demographic profile going forward



### Social Mobility in Brazil (millions)

	2003	2008	2014e
Population	175	189	200
C-class	66	93	113

### GDP per capita in KOF territories (by 2015)<sup>(2)</sup>

**~US\$11,200**

Sources: CIA - The World Factbook, World Population Prospects. 2012, World Economic Outlook Database, October 2010 Population Growth forecasts for 2020 and GDP per capita improvement forecast for 2015. (1) G7: Canada, France, Germany, Italy, Japan, United Kingdom and United States of America. (2) Weighted Average per population served by country. (3) Western Europe: Austria, Belgium, Denmark, Finland, France, Germany, Greece, Iceland, Ireland, Italy, Luxembourg, Netherlands, Norway, Portugal, Spain, Sweden, Switzerland and United Kingdom.

# Mexico highlights



**New Territories + Yoli:**  
 + 524 Mn UC  
 + US\$ 1,267 Mn Revenues  
 + US\$ 279 Mn EBITDA

**1,761** Mn Unit Cases<sup>(1)</sup>

**~436** Mn Unit Cases of returnables<sup>(1)</sup>

**18** Plants

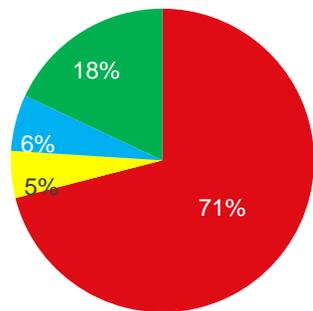
**143** Distribution Centers

more than **920** M points of sale

more than **68** Mn consumers

**56%** KOF population coverage

## Diversified portfolio



■ Sparkling ■ Still ■ Water ■ Bulk Water

## Population Age Distribution



## Mix by Package <sup>(2)</sup>

33.7%      66.3%



Returnable    Non-Returnable

## Mix by Size <sup>(2)</sup>

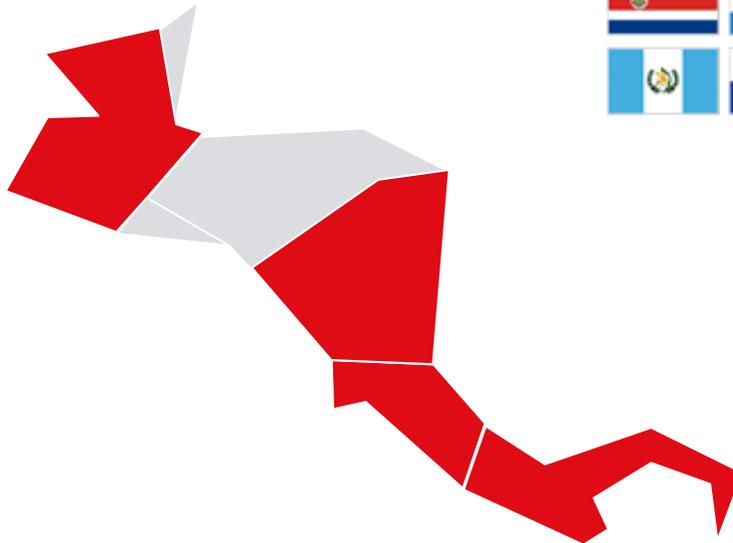
33.8%      66.2%



Singleserve    Multiserve

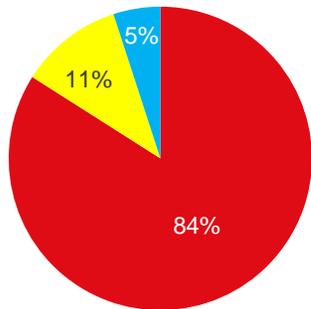
(1) KOF Figures: LTM2Q13.  
 (2) KOF Figures: Full Year 2012.

# Central America highlights



**153** Mn Unit Cases<sup>(1)</sup>  
 ~**44** Mn Unit Cases of returnables<sup>(1)</sup>  
**5** Plants  
**26** Distribution Centers  
 more than **103** M points of sale  
 more than **19.5** Mn consumers  
**69%** KOF population coverage

### Diversified portfolio



■ Sparkling   ■ Still   ■ Water

### Population Age Distribution



### Mix by Package <sup>(2)</sup>

33.6%      66.4%



Returnable   Non-Returnable

### Mix by Size <sup>(2)</sup>

43.9%      56.1%



Singleserve

Multiserve

(1) KOF Figures: LTM2Q13.  
 (2) KOF Figures: Full Year 2012.

# Colombia highlights



**265** Mn Unit Cases<sup>(1)</sup>

~**76** Mn Unit Cases of returnables<sup>(1)</sup>

**6** Plants

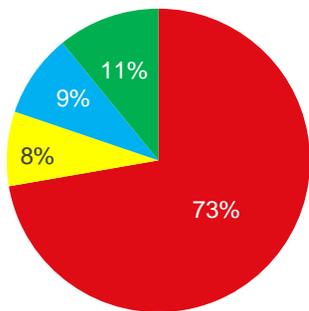
**32** Distribution Centers

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

more than **47** Mn consumers

**100%** KOF population coverage

## Diversified portfolio



■ Sparkling ■ Still ■ Water ■ Bulk Water

## Population Age Distribution



## Mix by Package <sup>(2)</sup>

40.4%      59.6%



Returnable    Non-Returnable

## Mix by Size <sup>(2)</sup>

37.1%      62.9%



Single-serve    Multi-serve

(1) KOF Figures: LTM2Q13.  
 (2) KOF Figures: Full Year 2012.

# Venezuela highlights



**218** Mn Unit Cases<sup>(1)</sup>

~**13** Mn Unit Cases of returnables<sup>(1)</sup>

**4** Plants

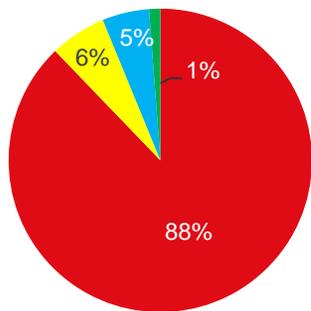
**33** Distribution Centers

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

more than **30**Mn consumers

**100%** KOF population coverage

Diversified portfolio



■ Sparkling ■ Still ■ Water ■ Bulk Water

Population Age Distribution



Mix by Package <sup>(2)</sup>

7.5%      92.5%



Returnable    Non-Returnable

Mix by Size <sup>(2)</sup>

20.1%      79.9%



Singleserve    Multiserve

(1) KOF Figures: LTM2Q13.  
 (2) KOF Figures: Full Year 2012.

# Brazil highlights



**482** Mn Unit Cases<sup>(1)</sup>

~**64** Mn Unit Cases of returnables<sup>(1)</sup>

**4** Plants

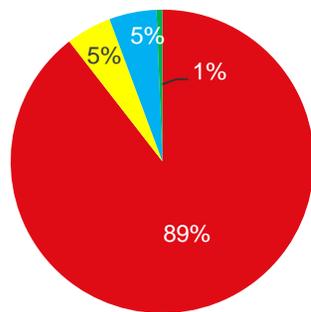
**28** Distribution Centers

more than **179,000** points of sale

more than **44.5**Mn consumers

**23%** KOF population coverage

Diversified portfolio



■ Sparkling ■ Still ■ Water ■ Bulk Water

Population Age Distribution



Mix by Package <sup>(2)</sup>

14.4%      85.6%



Returnable    Non-Returnable

Mix by Size <sup>(2)</sup>

27.5%      72.5%

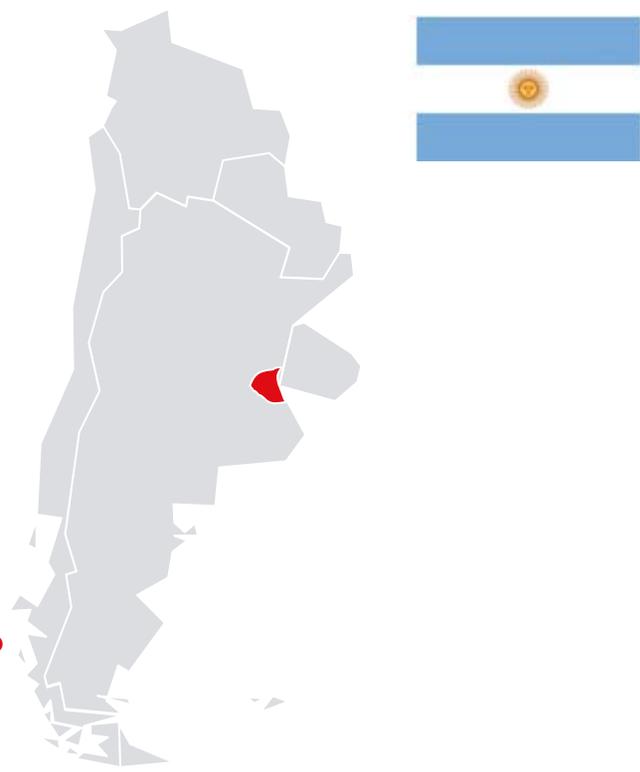


Singleserve

Multiserve

(1) KOF Figures: LTM2Q13.  
 (2) KOF Figures: Full Year 2012.

# Argentina highlights



**218** Mn Unit Cases<sup>(1)</sup>

~**51** Mn Unit Cases of returnables<sup>(1)</sup>

**2** Plants

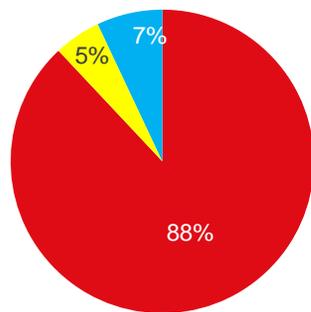
**4** Distribution Centers

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

more than **13** Mn consumers

**30%** KOF population coverage

Diversified portfolio



■ Sparkling ■ Still ■ Water

Population Age Distribution



Mix by Package <sup>(2)</sup>

28.9%      71.1%



Returnable    Non-Returnable

Mix by Size <sup>(2)</sup>

14.8%      85.2%



Singleserve    Multiserve

(1) KOF Figures: LTM2Q13.  
 (2) KOF Figures: Full Year 2012.

# Philippines highlights



US\$ **1.1** Bn in Revenues<sup>(1)</sup>

US\$ **100** Mn of EBITDA

**530** Mn Unit Cases<sup>(1)</sup>

**71%** Important mix of returnables

**23** Plants

close to **800** points of sale

more than **95** Mn consumers

**100%** KOF population coverage

## Strategic Framework

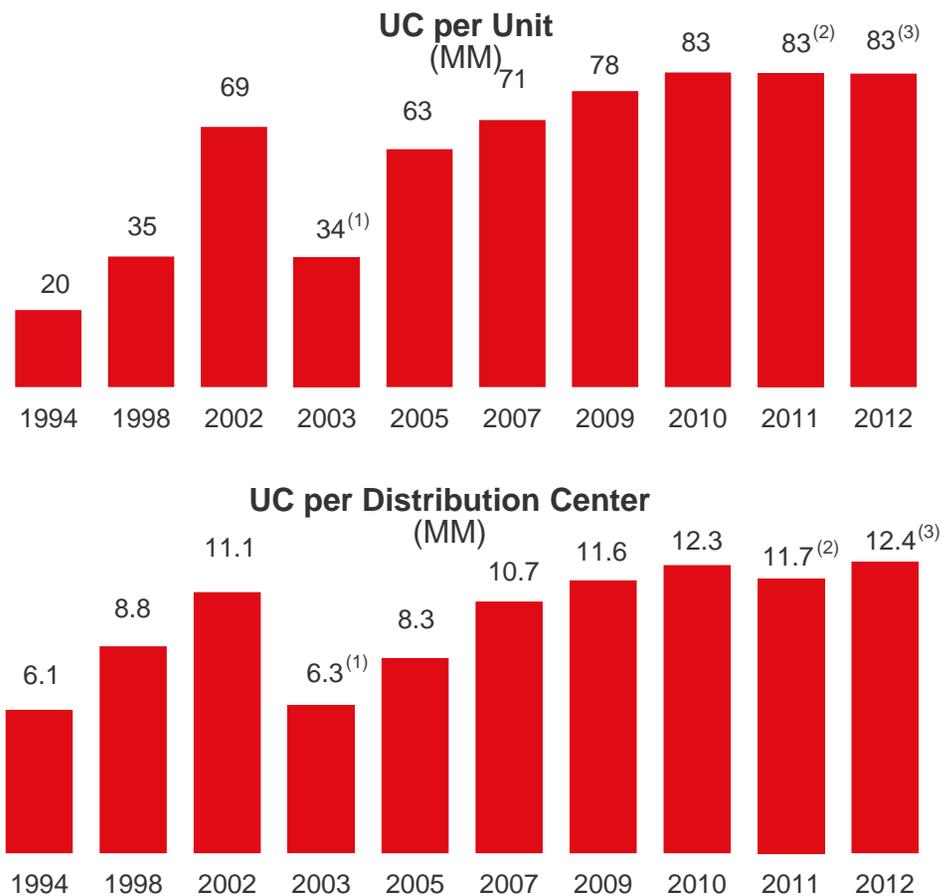


(1) CCBPI: Coca-Cola Bottling Philippines, Inc. estimated for 2012.

# We develop capabilities to reach our full operating potential



As the complexity of our business continues to increase, we constantly work towards increasing the efficiencies of our asset portfolio, while evolving from a volume driven commercial model to a value based segmentation approach to capture the industry's value potential.



(1) Acquisition of Panamerican Beverages.  
 (2) Mergers with Grupo Tampico and Grupo CIMSA.  
 (3) Mergers with Grupo Fomento Queretano.



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



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



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