



Sustainability Report 2014



MOVING FORWARD
creating
VALUE

Actions creating Value | Committed to Sustainability



2014 in numbers:

- » **\$263,449** million MXN in earnings (USD \$17,861 million)
- » **\$29,983** million MXN in EBIT (USD \$2,033 million)
- » **\$18,163** million MXN in CAPEX (USD \$1,231 million)
- » **10** countries with operations
- » **64** operating plants
- » **216,740** direct jobs¹
- » **1,132** new OXXO stores in Mexico and Colombia
- » **\$148,819.5** million MXN in payment to suppliers (USD \$10,089.4 million)
- » **\$1,082.3** million MXN invested in programs impacting Our People positively (USD \$73.3 million)
- » **\$762.1** million MXN invested in programs for Our Planet (USD \$51.7 million)
- » **\$355** million MXN invested in programs focused on Our Community (USD \$24 million)

¹ Philippines not included.

Actions creating Value

With more than 216,740 employees and operations in 10 countries, at FEMSA and our Business Units, we continue our commitment of creating economic, social and environmental value simultaneously in the communities around us. This philosophy is integrated in the way we work since our foundation 125 years ago, always adhered to the values that distinguish us and with a responsible operation with our people, our planet, and with our communities.

In the first part of this Report, we present some outstanding results of our key programs and relevant data in each of the Pillars integrating the Sustainability Strategic Framework, and key advances in FEMSA Foundation, as well as the challenges and approach in which we will continue working during 2015.

In the second section, we exhibit an abstract of our performance and impact on sustainability matters, in accordance with the indicator guidelines for *Global Reporting Initiative G4* (GRI G4).

Visit the [online version](http://www.sustainabilityreport.femsa.com) of the Sustainability Report at:
www.sustainabilityreport.femsa.com

In which you can also find the digital version of the [Global Reporting Initiative Report \(GRI G4\)](#), verified by Deloitte Mexico.



We have clear objectives: We are focused in achieving our goals and fulfilling our challenges, step by step.



10

Our People

Develop and Transcend

14

Our Planet

Protection and Care

18

Our Community

Construction and Transformation



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QR Code this is a quick access to our online report.

Message from the Executive Chairman of the Board and from the Chief Executive Officer of FEMSA



José Antonio Fernández Carbajal

Executive Chairman of the Board of Directors of FEMSA (LEFT)

Carlos Salazar Lomelín

Chief Executive Officer of FEMSA (RIGHT)

Dear friends:

Proud for leading the efforts that FEMSA carries out since 125 years ago to generate economic, social, and environmental value simultaneously, we present to you the FEMSA 2014 Sustainability Report. You will find here the advances and achievements we obtained during the year. Thanks to the engagement and effort of all of us who comprise FEMSA, we continue moving forward steadily in the pathway toward sustainability.

The notion of “accountability” and “sustainability” is not a fad; it has been the guiding principle in our history as a Mexican company with social purpose, and it will continue being in the future. We are convinced that corporate sustainability and transparency are competitiveness sources and progress in the long term.

As a transparency exercise, a large number of actions, programs and initiatives, as well as their results, are portrayed here, ordered under the

Results

The complete version of the Report according to the GRI G4 indicators can be found in digital format at:
www.sustainabilityreport.femsa.com

Sustainability Strategic Framework of the company and in the three Pillars conforming it: **Our People, Our Planet and Our Community**. Likewise, the important advances in **FEMSA Foundation** are shown here.

2014 was a consolidation year for us, strengthening the pathway forward, capitalizing our learnings, and integrating processes to continue growing and maintaining the positive impact in the communities in the countries where we have operations.

This year we carried out a review and validation of the Sustainability Strategy, which strengthened the plans for risk awareness, and the definition of concrete actions from each Business Unit managing them. Along with this review, we continued a dialogue process with directors, experts, and employees to validate the topics for the Strategy approach, which were defined in 2012.

The results of our effort in 2014 are presented in this document according to the guidelines of the **Global Reporting Initiative G4** (GRI G4), in exhaustive compliance and with the verification of Deloitte Mexico. In this printed edition, we present some of the relevant results; the complete version of the Report according to GRI G4 indicators can be found in digital format at www.sustainabilityreport.femsa.com.

For the ninth consecutive year, as signatories of the principles of the United Nations Global Compact, we present in this report our Communication in Progress.

All the programs and initiatives we developed would not be a reality without the talent and engagement of **Our People**. In 2014, we invested \$1,082.3 million MXN (USD \$73.3 million) in activities for our employees and their families. We incorporated best practices in the safety culture through the Occupational

“ This year we invested \$355 million MXN (USD \$24 million) in programs that benefit communities in the following areas: Healthy Lifestyles, Community Development, and Sustainable Procurement. ”



Participants of School Brigade's program of Coca-Cola FEMSA Philippines.

Health and Safety Administration System (SASSO), as well as in the FEMSA Social Development programs.

A great challenge during this year, and toward 2015, has been the work in talent management. In a company where the vision includes doubling the value of the business every five years, the definition of the practices that constitute our work culture, as well as the profile of our leaders is key in order to achieve this goal and be able to maintain and increase the talent base that distinguishes FEMSA from other companies.

In **Our Planet**, we invested in 2014 \$ 762.1 million MXN (USD \$51.7 million) in environmental programs and technologies, as well as a large number of operational efficiencies, which translate into better resource management.

This year, we were able to maintain the index for water treatment in Coca-Cola FEMSA in 100%, while with some other savings and water consumption reduction initiatives, the results achieved were also encouraging.

We endorse our participation in national and international initiatives promoting the use of clean and renewable energy such as: *Top 10 Energy Saving Challenge* from the *World Wildlife Fund (WWF)*, *Sustainable Energy*

for All, *Green Growth Action Alliance*, *Carbon Disclosure Project (CDP)* and the *GEI Mexico Program*, amongst others. In 2014, 7 plants joined the effort of recycling 100% of the waste generated, and we recovered and recycled 14 thousand tons of plastic in ptm®.

We are a company with social purpose committed with **Our Community**. This year we invested \$355 million MXN (USD \$24 million) in programs that benefit communities in the following areas: Healthy Lifestyles, Community Development, and Sustainable Procurement.

FEMSA Foundation operates since 2008 as a social investment instrument for communities in Latin America through projects focused on Sustainable Development of Water Resources and Quality of Life. Through alliances, such as the **Latin American Alliance of Water Funds**, and through the **Water Center for Latin America and the Caribbean**, in 2014 we continued with projects for protection, preservation, and recovery of water basins in Latin America and the education in hygiene, sanitation, and water preservation practices. Likewise, it continues its work strengthening its initiatives for nutritional education and quality of life in different communities with excellent results.

It has been a challenge, on one hand, defining the punctual needs of the communities we can satisfy, and on the other, determining the scope of our own capabilities and initiatives. We seek to address them, as well, with the best allies, consistently and measure the impact of these projects to generate greater benefits on the long term.

Actions say more than words and this report shows a huge number of concrete decisions and actions from all of us who are FEMSA. Our results are supported on planning, execution, measurement, and continuous improvement of all our activities.

However, we are aware there is still very much to do. We need to continue evolving in our way of doing things and constantly assess our performance, as well as making a greater effort in our daily work to achieve more and better results. Thus, through this report we invite our allies to continue advancing with a spirit of collaboration so that, together, we can be more efficient in each of the economic, social, and environmental projects in which we participate.

We thank you for the opportunity to present how we work, why we do it, and particularly, in what areas we are **moving forward creating value**, together and with a steady pace. It is an honor having shared one more year of work with you. We hope this report may be of interest. |

José Antonio Fernández Carbajal

Executive Chairman of the Board of Directors of FEMSA

Carlos Salazar Lomelín

Chief Executive Officer of FEMSA

FEMSA Profile



It is the largest public Coca-Cola beverage bottler in the world, distributing more than 3.2 billion unit boxes a year. It operates in Argentina, Brazil, Colombia, Costa Rica, Philippines, Guatemala, Mexico, Nicaragua, Panama and Venezuela. With more than 200 brands, Coca-Cola FEMSA distributes its products through 2.9 million points of sale, serving 351 million consumers daily.



In retail, it operates different small format chain stores. Through its OXXO stores, Doña Tota, Bara, Farmacias Yza, and Farmacias Moderna, it serves more than 10 million clients every day. The OXXO store chain has 12,853 stores, out of which 1,132 opened during 2014. By the end of this same year, FEMSA Comercio announced the acquisition of Farmacias Farmacón, with more than 200 drugstores in the states of Sinaloa, Baja California, and Baja California Sur, in Mexico. This operation is expected to close during the first quarter of 2015.



With **125** years of history and leadership, we are nowadays a leader company with operations in **10 countries**: Argentina, Brazil, Colombia, Costa Rica, Philippines, Guatemala, Mexico, Nicaragua, Panama, and Venezuela.

Through **Coca-Cola FEMSA**, **FEMSA Comercio**, **FEMSA Strategic Businesses** and an important investment in **Heineken**, we registered earnings for **\$ 263,449 million MXN (USD \$17,861 million)**, in 2014, we operated **64 bottling plants** and **345 distribution centers**. We offer more than **200 brands** of beverages and products, and have **12,853 OXXO stores** in Mexico and Colombia, where we served **351 million people** during 2014.

The sustained growth of the company has been strengthened along our history, based on a work philosophy stemming from the fundamental principle of respect to human dignity above any economic consideration.



Comprised by FEMSA Logística, Imbera and ptm®. It offers its services to Coca-Cola FEMSA and FEMSA Comercio, as well as to external clients.



It provides top quality logistics management service to FEMSA's affiliates and clients in the open markets of Mexico, Brazil, Colombia, Costa Rica, Nicaragua, Panama and Peru.



It is the second-largest commercial cooler manufacturer in the world; it exports its products to 45 different nations. It has three production facilities, in Mexico, Brazil and Colombia; and alliances with manufacturers in Argentina, Turkey and Pakistan; as well as sales offices in eight countries and maintenance services in nine.



It provides solutions and develops projects for customized plastic transformation for each client, serving industries such as food and beverage, automotive and retail. It is one of the largest plastic recycling companies in Mexico with two production facilities. In 2014 it recovered and recycled more than 14,000 tons of plastic.

Operational Overview

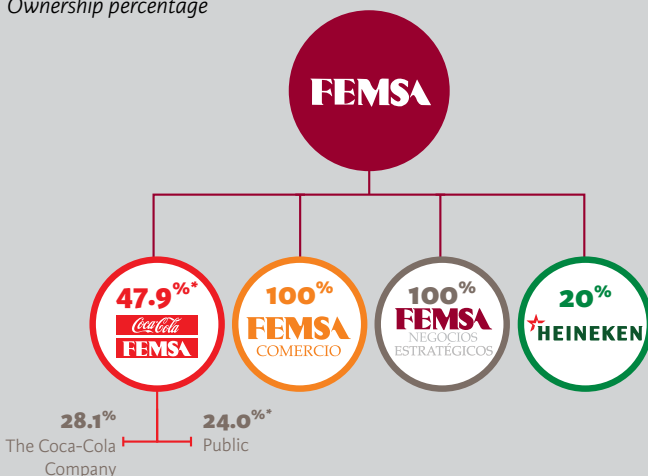


Note: It only includes core business information.

1. Includes external distributors.
2. Includes brand extensions.
3. Includes Guatemala, Nicaragua, Costa Rica and Panama.
4. Private label brands.
5. Millions of clients per day based on the number of daily transactions.
6. Includes third-party and centralized services headcount.
7. Includes all personnel of businesses with operations in the country.
8. Information for FEMSA Comercio in Mexico and Colombia.

Corporate Structure

Ownership percentage



Mexico	FEMSA Comercio	Coca-Cola FEMSA
Headcount ^{6,7}	170,109	
Manufacturing facilities	–	17
Stores ⁸	12,853	–
Distribution centers	16	144
Distribution routes ¹	–	3,242
Brands	28 ⁴	100 ²
Clients	>9 ^{5,8}	849,725
Investment, millions of MXN	\$9,428	
Investment, usd \$ million	\$639	
Wastewater treatment facilities	17	

Colombia	FEMSA Comercio	Coca-Cola FEMSA
Headcount ^{6,7}	6,370	
Manufacturing facilities	–	7
Stores ⁸	12,853	–
Distribution centers	–	25
Distribution routes ¹	–	947
Brands ²	–	18
Clients	>9 ^{5,8}	413,200
Investment, millions of MXN	\$2,512	
Investment, usd \$ million	\$171	
Wastewater treatment facilities	6	

Central America ³	Coca-Cola FEMSA
Headcount ^{6,7}	6,367
Manufacturing facilities	5
Distribution centers	32
Distribution routes ¹	340
Brands ²	33
Clients	105,658
Investment, millions of MXN	\$812
Investment, usd \$ million	\$55
Wastewater treatment facilities	4

Venezuela	Coca-Cola FEMSA
Headcount ^{6,7}	7,768
Manufacturing facilities	4
Distribution centers	33
Distribution routes ¹	710
Brands ²	14
Clients	181,605
Investment, millions of MXN	\$1,169
Investment, usd \$ million	\$79
Wastewater treatment facilities	4

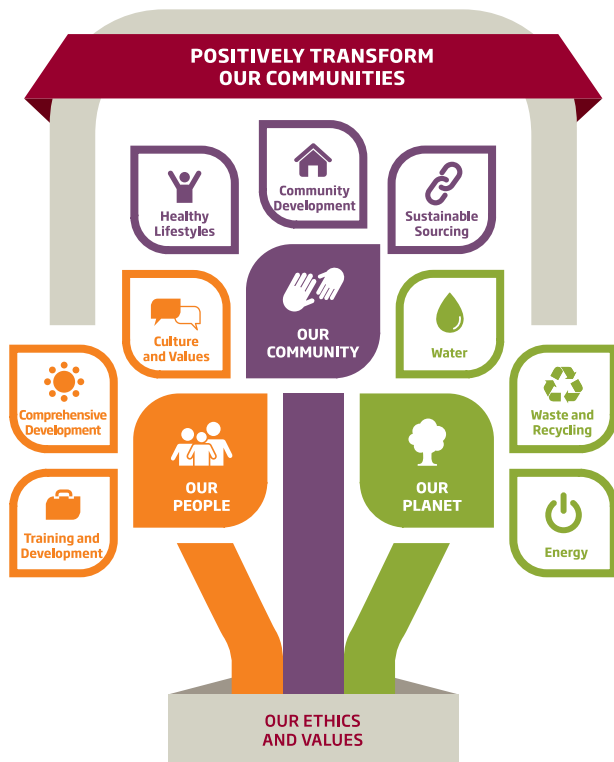
Argentina	Coca-Cola FEMSA
Headcount ^{6,7}	2,873
Manufacturing facilities	2
Distribution centers	4
Distribution routes ¹	349
Brands ²	20
Clients	71,900
Investment, millions of MXN	\$726
Investment, usd \$ million	\$49
Wastewater treatment facilities	2

Brazil	Coca-Cola FEMSA
Headcount ^{6,7}	23,093
Manufacturing facilities	10
Distribution centers	37
Distribution routes ¹	2,473
Brands ²	49
Clients	329,764
Investment, millions of MXN	\$3,407
Investment, usd \$ million	\$231
Wastewater treatment facilities	7

Philippines	Coca-Cola FEMSA
Headcount	14,103
Manufacturing facilities	19
Distribution centers	54
Brands ²	18
Clients	853,242
Wastewater treatment facilities	20

FEMSA Sustainability Strategy

To ensure a long-term vision of FEMSA, and align our sustainability performance to the Mission, Vision and Objectives of the business, we work guided by the FEMSA Sustainability Strategy.



To this end, in 2012 we updated this Strategy under which we order our economic, social and environmental efforts in all our Business Units, and measure the progress and achievements of our goals.

FEMSA Sustainability Strategy is represented by the shape of a tree where the Core Foundation is Our Ethics and Values, while its three Pillars are: Our People, Our Planet, and Our Community. Each Pillar has *three action areas*, represented by the leaves of a tree with focus topics branching out, in which concrete actions are performed.

Our Ethics and Values: we strive to adhere to the highest standards in business ethics and corporate governance.

Our People: promoting our employees integral development.

Our Planet: minimizing the environmental impact of our operations.

Our Community: contributing in the generation of sustainable communities.

Progress in the implementation of FEMSA Sustainability Strategy during 2014:

- During the first quarter in 2014, the General Direction reviewed and validated the Strategy, incorporating a greater focus on risk mitigation. As part of this exercise, concrete actions were defined in which each Business Unit has worked with the purpose of strengthening the plans for risk attention and opportunities the environment brings.
- New long-term goals were defined in the Business Units to strengthen the efforts in sustainability matters. Thus, under the FEMSA Sustainability Strategy umbrella, and based on its priorities and business characteristics, each one of them builds and carries out action plans to meet their own goals.
- We advanced in the development of the Sustainability Information System, which will enable managing and consolidating information from all our Business Units, with the purpose of improving the detail and traceability level of the information we share with our stakeholders, as well as identifying improvement opportunities within and giving follow-up to the goals established.
- In Coca-Cola FEMSA we started the pilot test of an Assessment Platform of our operations, through which we are seeking to ensure that our management systems and standards used, contribute to the objective and goal achievement of FEMSA Sustainability Strategy. This will enable us to identify opportunity areas and work in an action plan to address them.

Stages of the implementation process of FEMSA's Sustainability Strategy

1 Build	2 Implement	3 Integrate	4 Monitor
2012	2013-2014		Continuous
Internal Diagnosis	Long-term objectives	Strategic planning	Continuous improvement
Strategic Vision	Operational definitions	Investment plans	Updating of priorities
Dialogue with Stakeholders	Analysis of opportunity areas	Sustainable sourcing	Follow-up manual
Best practices analysis	Metrics, baselines, and goals	Risk management platform	Monitoring, report and verification
Analysis of priorities (Materiality)	Strategic Lines		
Communication plan	Action plans		

- Finalized
- Periodic
- In progress
- In design/Re-design

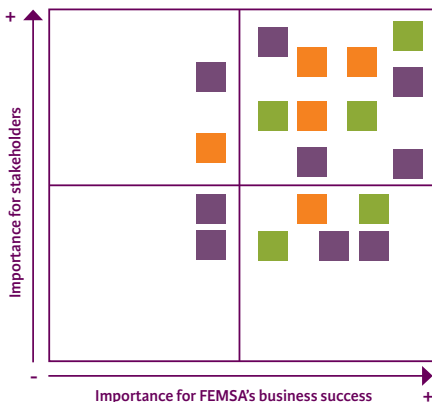
Next steps

- Formalize long-term goals pending during the 2014 process, due to the lack of information or alignment to business plans.
- Deploy the Sustainability Information System, which will allow to consolidate information from all the Business Units, and facilitate the management of FEMSA's Sustainability Strategy.
- Integrate and promote Sustainability among the FEMSA Culture to involve more employees.
- Continue strengthening FEMSA's Sustainability Strategy within the processes of Strategic Planning and Auditing.

Materiality

One the key objectives in developing the Sustainability Strategy has been the definition of the focus topics. This is relevant since it allows us to concentrate our efforts and resources toward those issues with greater impact in our operations, enabling operational efficiency and ensuring sustainability of our businesses in the future. This has enabled us to taking care of the focus topics of each Business Unit.

Like every year, there were dialogue sessions with stakeholders, looking for their opinions about our actions and programs. In 2014, for the first time, suppliers participated in this sessions.



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Focus Topics where we generate a larger positive impact

Culture and Values	Culture and Values
	Safety and health in the workplace
Training and Development	Compensation
	Training and development
Comprehensive Development	Comprehensive development
Water	Water management
Energy	Energy usage
	Transportation and logistics environmental impact
Waste and Recycling	Packaging and recycling
	Waste
Healthy Lifestyles	Nutrition and physical activity
	Marketing and responsible communication
	Sustainable products / services offering
Community Development	Local environmental impact
	Environmental safety
	Social well-being in communities
	Supplier development
Sustainable Sourcing	Suppliers' environmental impact
	Suppliers' labor rights and working conditions

Creation of Value FEMSA

At FEMSA we are focused on achieving that all our processes and projects contribute to the creation of economic, social and environmental value, simultaneously. With the following results of our Business Units, we illustrate the way in which we collaborate in the positive transformation of our communities.

Learn about some of our Actions creating Value:

Coca-Cola FEMSA

We have **64** facilities in 10 countries, through which we reach **351** million consumers.



100% of our waste water is treated by Coca-Cola FEMSA.



With the **Let's Play** program, **123,398** students were benefited through the training of 1,277 teachers in 212 schools¹.

¹ Includes Colombia, Costa Rica, Guatemala and Nicaragua.



We have invested **USD \$26.0** million in Occupational Health and Safety programs.

FEMSA Comercio

12,853

OXXO stores in Mexico and Colombia.



11,662 volunteers performed **234** community activities in Mexico.



USD \$ 6.7 million were collected through donations from our clients to support 224 institutions in Mexico, with OXXO **Pro-Rounding up** Program.

Our Intelligent System for Automation and Energy Control is installed in **78%** of our OXXO stores, which lets us reduce electric energy consumption by 12%.

216,740
employees



We invested more than
USD \$1.15 million
in FEMSA's corporate building in Monterrey, Mexico, which has the first insulated façade (in an existing building) in Latin America, capable of generating energy.

16,200

children and youth and more than 10,400 parents, teachers and tutors were benefited through our
Coordinates for Life
program in the school cycle 2013-2014.



FEMSA Logística was recognized by the ANTP Mexico for promoting the best practices in risk prevention and
road safety.



FEMSA Logística takes the lead of the Sustainable Mobility Workgroup, which has the objective of defining the use of
clean technologies
and alternate fuels that should be incorporated to the fleet.



At FEMSA Logística we have one of the smallest accident indexes by
million
of Km travelled, due to the Prevention System for Transportation Road Risks.



At Imbera we work with our
Supply Chain
regarding Sustainability and Culture of lawfulness matters.



Imbera is the second largest producer
of commercial refrigerators in the world.

At ptm® we are
leaders in the production of plastic crates for beverages in Latin America.



+14,000
tons

of plastic were recovered and recycled by ptm® in 2014.

85%

reduction in energy consumption in our Imbera refrigeration equipments, during the last 10 years.



Promoting our employees' integral development

We know that in order to achieve prosperity on the long term and meet our objective of creating economic, social and environmental value, we must devote efforts to the professional and personal development of our employees. We want our workplace to keep them motivated and committed to our objectives.

\$1,082.3

million MXN

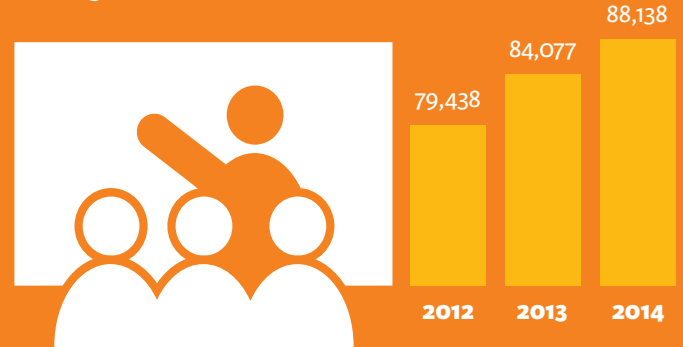
(USD\$ 73.3 million) were invested in Culture and Values, Training and Development and Comprehensive Development for our employees and our families.

\$384.2

million MXN

(USD \$26.0 million) invested in the Occupational Health and Safety Administration System (SASSO) to promote a safe working environment.

Training



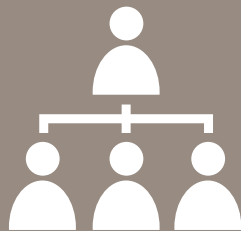
Trained **employees** through the FEMSA University in the last three years.



We seek that our employees remain in constant development and training.

Challenges

- Determining the characteristics that make FEMSA's work culture, in order to translate them into specific practices applicable to the whole company and thus maintain our culture alive, hand-in-hand with the business growth.
- Defining the elements that identify the executive leadership at FEMSA, to institutionalize them in order to achieve their permanence and replicability in the talent of the future generation leaders.
- Identifying and making visible the employees' talent from all the Business Units in FEMSA, to potentiate it through its professional growth.



Approach 2015

- » Hand-in-hand with the management team, supported by a thorough analysis with information obtained through surveys, employees' focus groups, and interviews, we will **define the organization's priorities** regarding Culture.
- » We will institutionalize successful practices we have identified as an integral part of our work culture and we will work in the detected improvement areas.
- » We will work in the attributes and **key** elements that distinguish and those that we want our work culture to be distinguish for; in order to permeate them into all the company.
- » Always taking care of the work culture which characterizes us, we will strive to meet our **talent management** processes with dynamism and practicality.
- » As part of the FEMSA **Vision** of duplicating its value every five years, we will design mechanisms that allow us to better identify, manage, and develop the existing talent in all the Business Units, as well as the one that we will incorporate through our growing process.



To promote a culture of innovation, leadership, entrepreneurship and ethics that responds to the needs of growth and global competitiveness.

FEMSA Values

- Respect and comprehensive development of employees
- Integrity and austerity
- Passion for customer service
- Creation of social value

2014



“Culture and values are conveyed through daily practices and behaviors; when they are internalized we make them evident at all times and in every interaction.”

FEMSA Mission

“Create economic and social value through business companies and institutions”.

We deployed the FEMSA values that were updated in 2013, which respond to the current needs of our work culture.



To be the best place to work as a result of our focus on strengthening our employees' capabilities to respond to present and future challenges.



19.85

average hours of training for our employees during 2014.



Developing and retaining talent is a priority.

FEMSA Logística has the Integral Safety System, and seeks to obtain the ISO 39000, reiterating its commitment to road safety, maintaining its leadership as one of the safest companies in the industry.

\$28 million MXN

(USD \$ 1.89 million) invested in FEMSA University, through which 6,350 educational resources were offered to all Business Units.



To support our employees and their families so they are able to improve their quality of life and transcend in their community.



Employees participating in the FEMSA Volunteer Network.

FEMSA Social Development: it is our objective for our employees and their families to transcend, and for them to have an appropriate balance between work and family and participate in the communities where they live.



Alfredo Jacobo, Organizational Development Director at FEMSA

The **Organizational Climate Diagnose**, due to its design and anonymity, provides in our employees the security and confidence to express the degree of satisfaction in their job, their commitment towards the company, and the level of enabling received to develop its maximum potential.

- All workplaces should apply this evaluation at least every **two years**, in order to identify opportunity areas and make action plans to address them.
- In 2014, **78,513 employees**, participated in the survey, representing **89.14%** of coverage, which shows a high degree of confidence in the system, being of voluntary participation.
- In general, our employees are satisfied with their work. This is demonstrated by the level of commitment they have for the company, which is higher than the average of the World-Class companies.¹
- We have the **technology** needed so that each workcenter can, regardless of its location, view and work virtually with its results.

¹ Source: Hay Group.

Through the **Occupational Health and Safety Administration System (SASSO)**, we incorporated best practices in the culture of safety in all our Business Units. In 2014 we decreased the accident rate index by **11.41%**, and days lost to accidents by **7.52%**.



Employment opportunities to people with disabilities.

We support the **integration of individuals with disabilities and senior citizens** in our workforce in all our Business Units.



initiatives available through FEMSA Social Development for the benefit of our employees and their families.

“ Society demands more and more social wellness that goes beyond strictly economic matters, emphasizing elements such as labor inclusion, balance between work and personal life, as well as a the comprehensive development of the employee and his search for transcendence. ”

— **Eulalio Cerda**

Social Development Director at FEMSA

51,820

employees and their relatives participated in the FEMSA Volunteer Network in 814 different initiatives.

To this end, we offer activities available covering seven dimensions:

- Values
- Educational
- Economic
- Labor
- Health
- Social
- Family



OUR
PLANET

Minimizing the environmental impact of our operations

Contributing to the planet care is part of our business philosophy. We face great environmental challenges, thus we work with dedication to improve our operational efficiency, as well as creating new initiatives and alliances to contribute to minimize impact from our activities. These has meant an organized and continuous effort, besides having a collaboration spirit, where we have learned and incorporated improvements in the three action areas in this Pillar: Water, Energy, and Waste and Recycling.

\$762.1

million MXP

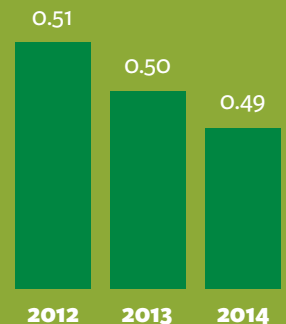
(USD\$ 51.7 million) invested to continue improving the environmental and operational performance in our Business Units.

100%

is the **water treatment** index at Coca-Cola FEMSA.



Fuel Efficiency in fleet managed by FEMSA Logística in Mexico.



Savings in liters of fuel/km traveled.



We seek to minimize the impact of our operations.

Challenges

- Incorporate in our management and processes a systematic vision regarding our impact and the opportunities derived from it in order to minimize it.
- To continue strengthening our internal strategies in regards to water management, as well as continue replicating the mechanisms we have designed to positively impact the water basins of the places where we operate.
- Achieving our commitment of covering 85% of our power energy needs for our operations in Mexico through renewable energy sources.



Approach 2015

- » Identify the environmental topics with the greatest relevance for FEMSA and its Business Units, through the **EP&L methodology (Environmental Profit and Loss)**, which will measure the business risk through the application of natural capital valuations for key environmental impacts in FEMSA.
- » Implement actions that allow us to **minimize our environmental impact**, derived from the baseline analysis (EP&L) that will enable us to quantify our environmental performance and translate into financial indicators.
- » The wind power projects **Dominica II** and **Ventika II**, which are currently under construction, will provide wind power to **4,567** work centers of FEMSA Comercio and Coca-Cola FEMSA.



To optimize water consumption of our operations and improve watersheds conditions in which we operate.

36,960 m³

in water saved with the implementation of the Water Recovery System, which reuses the water used in bottle washing and peripherals in the Coca-Cola FEMSA plant in Itabirito, Brazil.



Wastewater treatment plant in Mexico.



To achieve energy sustainability for our operations.



78% of our OXXO stores and **87.5%** of our Distribution Centers in Mexico have implemented the Intelligent System for Automation and Energy Control, which seeks the efficient use of energy through friendly technologies.

“ We implemented the C+Verde (B Greener) project among employees as a way to promote renewable energy savings. This initiative shows our corporate vocation focusing efforts beyond our operations. In 2014, 24.3 MWh of clean energy were generated at our employees’ homes participating in this program, representing a decrease of 12.1 tons of CO₂e. ”

— **Víctor Treviño**
Energy and Environment Director at FEMSA



To optimize operational waste management and reduce the impact of waste from our products and services.



Coca-Cola FEMSA's Zero Waste Facility, in Colombia.

7 plants

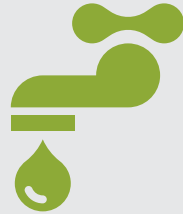
of Coca-Cola FEMSA in Mexico joined the effort to be a Zero Waste Facility in 2014, being currently a total of 8 plants.

The purpose of this is to improve alternatives for waste management that enable us an appropriate disposal and valorization. During the year, our Zero Waste Facilities recycled 27,000 tons of waste.

18.7%

of FEMSA Comercio's distribution centers improved the infrastructure in the Basket Washing process, enabling to reduce water consumption by 60% per year.

In **FEMSA Logística** we customized the maintenance workshops' infrastructure, where vehicle washing operation takes place, with water recycle equipment technology and traps for solids, greases and oils, preventing them from getting to the sewage systems.



Vehicle in OXXO's distribution route.



Employees at Imbera facility in Querétaro, Mexico.



50,600

tons of CO₂e were reduced by the use of refrigerants friendlier to the environment.

National and international initiatives

We participate to promote the optimization of energy usage, renewable energies and the voluntary disclosure regarding emissions:

- Top 10 Energy Saving Challenge, promoted by The Coca-Cola Company and World Wildlife Fund (WWF)
- Sustainable Energy for All
- Green Growth Action Alliance
- Carbon Disclosure Project (CDP)
- GEI Mexico Program



46%

of FEMSA Comercio offices have been enabled in the Integral Waste Management System.



Recycling line at ptm[®] facility, in Querétaro, Mexico.

+14,000

tons of plastic were recovered and recycled by ptm[®].





Contributing in the generation of sustainable communities

To learn from and connect with the communities where we operate, in order to find joint routes to strengthen them and support their development, is a priority in FEMSA. Through different initiatives and alliances that address different needs, we collaborate to contribute in the achievement of sustained benefits in our environment.

\$355

million MXN

(USD \$24 million) were invested in programs that benefit the communities.

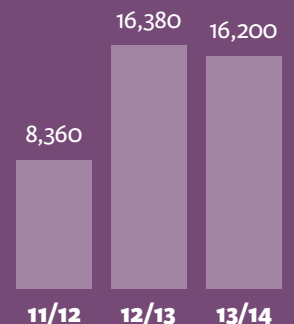
16,200

children and youth

benefited in the school cycle 2013-2014.



Coordinates for Life



Children and youth benefited in the last three school cycles by this program.



580 thousand

people participated and benefited through programs promoting **healthy lifestyles.**



Medical attention activities through Citizen's Plaza in Brazil.

Challenges

- Evaluating the specific needs of the communities where we get involved to address them consistently and achieve positive results and impact on the long-term.
- Measure the impact of our operations and the effectiveness of our initiatives, which seek to satisfy needs in the communities.
- Establishing alliances with organizations with high operating standards, in order to identify solutions for community needs, working together in places where we have operations, and benefit them with self-sufficient and sustainable projects.
- Identifying which are our internal capabilities that may respond to challenges in the social environment through specific programs and initiatives.
- Being able to achieve through our social programs, that the people participating develop the skills and abilities needed, in order for them to take control of their development and that of their communities in a sustainable manner.



Approach 2015

- » Finding the converging points between our operations and the community.
- » **Developing in our employees** more and better networking skills, and enable them to effectively support our communities in accordance to their own reality.
- » Continue working so that FEMSA's Sustainability Strategy and our **Information System** provide the necessary tools and data to accurately and timely manage the actions carried out.
- » We will continue working in bonding with our suppliers to improve our operational efficiency, reducing our environmental impact, and finding synergies that assist in creating economic, social and environmental value together, through **Sustainable Procurement Plans** for each Business Unit.



Healthy Lifestyles

To promote active lifestyles and adequate nutritional balance in our communities.

12,136

children ages 5 thru 15 participated in 80 Caimaneras for baseball and soccer in Coca-Cola FEMSA Venezuela, strengthening their participation in sport activities.



Participants of the Caimaneras soccer program in Venezuela.



Community Development

To contribute with economic, social, and environmental well-being in the communities where we operate.

In partnership with **12 organizations**, we strengthened FEMSA's Entrepreneurship Platform in Mexico.

Through the **Edison Polygon** program in Mexico, **Villa Zavaleta** in Argentina, and **Citizens' Plaza** in Brazil we carried out local alliances to improve the environment of the communities close to our operations.

OXXO PRO-Round Up

Program collected **\$100.2 million MXN** (USD \$6.7 million) donated by our customers, channeling resources to 224 civil society associations in Mexico. This program is a means so our clients contribute to strengthen local organizations and support different social causes.



Sustainable Sourcing

To contribute to the improvement of labor, social and environmental performance of our suppliers and enable the integration of local, small, and medium companies to our supply chain.



We work in collaboration for the Value Chain development.

Value Chain Development

It started in 2012 and seeks to identify and strengthen sustainability actions among our suppliers of equipment in FEMSA Comercio. By the end of 2014, it closed with **92.1%** of progress.



With **Your Best Move** program 70,000 students benefited and 200 physical education teachers were trained in the states of Nuevo León and Puebla, in Mexico.

123,398

children and youths practiced physical activity through the **Let's Play** program, which also trained **1,277** physical education teachers in schools in **4** countries.



Let's play program promotes physical activity.

\$13.8

million MXN (USD \$941.9 thousand) were donated in groceries and non-controlled medications through the **Pro-Foods** program in FEMSA Comercio.



FEMSA Collection was exhibited in Canada and Philippines.

FEMSA Cultural Programs

FEMSA promotes art through initiatives such as **FEMSA Collection** and **Bienal Monterrey FEMSA**. In 2014, FEMSA Collection presented **7** exhibitions in Mexico and **2** internationally, while the 11th edition of the Biennial Monterrey FEMSA had a participation of **3,487** works registered, from **1,255** artists.



Coca-Cola FEMSA promotes plastic recycling in schools through **Planet Mission Palmares** program, **Kids Saving the Planet**, and **I Recycle**, which together collected **3,492 tons**.

In **2014**

the **Guideline Principles** for FEMSA Suppliers were defined, through which the minimum requirements for sustainability that our suppliers must meet are described.

“ At FEMSA, we consider our suppliers as key allies, which is why we are aware that the collaboration and alignment of mutual objectives is fundamental to guarantee a sustainable supply chain. The Guideline Principles for FEMSA define the basic expectations of our collaboration. ”

— **Adrián Inguanzo**
Procurement Manager at FEMSA

In order to launch this initiative, we carried out a process where suppliers from our Business Units were categorized, taking into account environmental, labor and social factors. This will help us prioritize the efforts to contribute to improve their performance.

FUNDACIÓN
FEMSA

Building legacies for Latin America

It is a social investment instrument that aims at improving water usage and conservation and nutritional education at the communities. To achieve these, we multiply the benefits we provide by making alliances with the best organizations and encouraging community participation, to accomplish true sustainability of our projects.

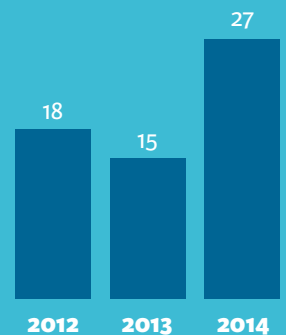
USD\$ 3.1 million

invested for the next three years, by the Inter-American Development Bank, FEMSA Foundation and *Tecnológico de Monterrey*, to support the Water Center for Latin America & the Caribbean.

+214,000

people have benefited from water preservation and sustainable usage programs, nutritional education and training, and applied research.

Number of supported projects



Number of **Projects** for Sustainable Development for Water Resources and Quality of Life, supported in the last three years.



People benefited through Agua para la Vida (Water for Life) program in Nicaragua.



Challenges

- To effectively involve the inhabitants of the communities that we benefit, in order to take care of their own development and well-being, now and in the future.
- To build relationships with more and better partners that ensure fulfilling results.
- To keep innovating and thus, to stay ahead in trends regarding social investment in water and nutritional education.



Approach 2015

- » Continue supporting research to build capabilities that can provide benefits and solutions to **water supply problems** in Latin America.
- » Support applied research projects, promoting the study of nutrigenomics, in relation to food and its properties, genetics, and prevention of illnesses related to malnutrition.
- » Provide better **infrastructure** in the access to **safe water supply**, sharing hygiene and sanitation practices.
- » Through a collaboration between the **Latin American Alliance of Water Funds**, The Coca-Cola Company, and its bottlers, support the goal of returning 100% of the water used in operations in the Latin Center area.
- » Continue promoting projects for protection, preservation, and recovery of **water basins** in Latin America, establishing sustainable local conservation institutions.
- » Continue with nutritional education projects in schools and communities in Latin America, focused on children, their mothers, and babysitters.

Sustainable Development of Water Resources

We invest in projects focused on the conservation and sustainable use of water. We strive to learn and share best practices in regional platforms to help ensure water's availability, quality and good management, primarily in Latin America.

34,000

people have benefited from improved water sources.

17

water funds were created in 6 countries in Latin America through the Latin American Alliance for Water Funds.



Water Bonds Program, in Guatemala.

Quality of Life

We have committed our work to nutritional education because we believe that personal food choices, based on adequate knowledge, can have an exponential positive impact on society.

“Everything we are learning here, for instance the **nutrition tips**, we take home, for example, in the way we prepare food.”

— **Francisca Hernández Mata**
Inhabitant of Xalapa, Mexico.
Beneficiary of the Nutrition Education through Food Banks.

+3,400

nutritional nourishment workshops given to children, teenagers and adults.



Polígono Edison Sano provides workshops in nutrition.

Water Bonds

Through this program, resources are invested in infrastructure and promotion of hygiene habits in 5 countries in Latin America.



3 million

liters of water were provided in 6 communities through our Water Purifying Vehicle during contingencies in Brazil, Colombia, Philippines and Mexico.



“I can tell that my behavior has changed gradually, due to the **training** I have received. The topics regarding hand-washing, purifying water, and waste management have helped me a lot.”

— **Jemacel V. Amandi**

*Inhabitant of Marabut, Philippines.
Beneficiary with the Response Plan to Yolanda Typhoon.*

340

managers and professionals in water topics were trained, through projects of the Water for Latin America and the Caribbean Center.



3,900

mothers benefited through the alliance with the Food Bank in Mexico, with which we support 8 Banks in 5 states in this country.



Eating as a Family

Program that took a mobile kitchen to 5 communities of Saltillo, in Mexico, offering nutritional foods and counseling in nutrition topics to close to 100 women.

Through the **Healthy and Active** program, we provide workshops for kids, parents, and teachers in 36 schools of southern Mexico.

Appendix

Abstract of the Global Reporting Initiative Report G4 2014

The following is an abstract of results reported in the Sustainability Indicators' Report, according to the guidelines of the Global Reporting Initiative G4 (GRI G4), in exhaustive compliance and with the verification of Deloitte Mexico.

The structure of the document and information of our actions is presented based on the 3 Pillars of FEMSA's Sustainability Strategic Framework: Our People, Our Planet and Our Community.

The full document can be reviewed in digital format at:

<http://www.sustainabilityreport.femsa.com>



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Our Planet	34
Our Community	38

Corporate Governance



For more information regarding our corporate governance practices, as well as our minority shareholders' participation and right of voting, please review: <http://ir.femsa.com/governance.cfm>

Board of Directors

G4-34-40, G4-43-44, G4-46, G4-49-50 and G4-LA12

The Board of Directors leads our corporate governance system and is who, at the same time, approves the designation and nomination of the General Director of the company. The Board of Directors in FEMSA is integrated by 17 proprietary members (13 men and 4 women) and 17 alternate members. According to the criteria of independence set by the Mexican Stock Exchange Law, 41% of the proprietary members are considered independent¹.

The Board meets quarterly and has extraordinary meetings when deemed required. The board members are elected by the general shareholders' meeting and their position lasts for one year, with the possibility to be reelected in their position if so determined by the general shareholders' meeting. José Antonio Fernández Carbajal holds the position of Executive Chairman of the Board of Directors and Carlos Salazar Lomelín as General Director of FEMSA.

Integration of the Board of Directors

The Board of Directors has three committees assisting in the performance of its duties. The committees are comprised by board members responsible for analyzing business issues according to their competency area and are supported by a high level executive from FEMSA who performs the role of technical secretary, without being a committee member.

- **Audit Committee:** it is in charge of reviewing accuracy and integrity of the financial information; naming, hiring and overseeing the external auditor of the company; and identifying and giving follow-up to contingencies and legal procedures.
- **Planning and Finance Committee:** it assesses investment policies and financing proposals from the General Director, risk factors to which the company is exposed, and its administrative policies.
- **Corporate Practices Committee:** it is in charge of anticipating or reducing risks in operations that can affect the company value; approves policies in regard to the use of company assets or transactions with related parties; it approves the compensation scheme for directors and key executives and evaluates their performance.

The concerns of shareholders and investors in regards to the company are addressed to the Board of Directors, received in electronic or physical format and channeled through FEMSA's Investors Relations area.

Within FEMSA's executive team, the Director for Corporate Affairs is responsible for communicating the challenges and opportunities related to sustainability to the highest levels in the organization and ensuring that FEMSA and its Business Units have the processes and plans to contribute to the sustainability of the company in the long term, generating social value and mitigating risks.

Policies, processes and tools for information and control

G4-41, G4-49-50, G4-56-58, G4-LA16, G4-HR1, G4-HR3, G4-HR12, G4-SO3 and G4-SO5 / PM I, II, IV, V and X

We align to different policies, processes and tools that enable us to unify our performance in all the Business Units. The documents guiding the behavior of our employees and operations in FEMSA are:

- Business Code of Ethics
- Corporate Policies Manual
- Risk Management Manual
- Internal Control Manual

¹ Valid information as of February 12th, 2015

Stakeholders

	Whistle-Blower System	1-800 Line	Mail/ Web page	DICOVES*	Community Studies	Dialogue Meetings	Forum Participation	Area responsible for attention	Key interest topics identified
Employees and their families	■	■	■	■		■	■	Human Resources and Social Development	Business philosophy, sense of ownership, comprehensive development, and work conditions.
Community	■	■	■		■	■	■	Human Resources, Corporate Communications and Sustainability	Strategy and impact of sustainability programs, product portfolio, job opportunities, donations, sponsorships, and safety in our work centers.
Clients and Consumers	■	■	■			■	■	Commercial	Requests for miscellaneous information, OXXO stores operation, product portfolio of the Business Units, job opportunities, donations, technical support, and sales.
Suppliers	■	■	■			■	■	Sourcing	Presentation of service proposal, invoicing, delivery dates and payment.
Shareholders and Investors	■		■			■	■	Investor Relations	Status of Business Units including macro-economic atmosphere, consumption patterns and financial results; company strategy and investment plans.
Authorities, unions and business associations	■		■		■	■	■	Regulatory Affairs, Institutional Relations, Labor Relations, and Sustainability	Status of Business Units including macro-economic atmosphere, consumption patterns and financial results; company strategy and investment plans.
Civil society organizations	■		■		■	■	■	Corporate Communication, FEMSA Foundation and Sustainability	Proposals for joint work in community development, healthy lifestyles and environmental initiatives to achieve a greater impact, donations, in-kind support, among others.
Media	■		■		■	■	■	Corporate Communication	Business strategy, operations results, sustainability programs, and institutional positioning in juncture topics, financial results and legislation changes, among others.
Educational Institutions	■		■			■	■	Human Resources, Social Development, Corporate Communications and Sustainability	Proposals for joint work, donations, sponsorships, among others.

■ Permanent ■ Biennial ■ Variable

*Organizational Work Environment Diagnosis

Inter-sectorial Alliances

G4-15-16

In FEMSA we build alliances and synergies which help us optimize processes and multiply the impact of our actions. Through joining efforts with organizations from different disciplines, we have complemented our initiatives and operations, generating better results that benefit our stakeholders.

Our participation in alliances and initiatives is carried out in several ways, either through economic or in kind participation, memberships, joint work, operation or participation in governance bodies.

As part of these alliances, we have subscribed our commitment with the **United Nations Global Compact**, since 2005, through which we are committed to respect the 10 principles established by this organization related to human rights, work conditions, environment, and fight against corruption.

We participate in Confederations, Chambers and Associations in the different countries where we have operations.

Some of the associations in which we participate

Country	Name of the Association
Argentina	Association of Coca-Cola Bottlers in Argentina (AFACC) Chamber of Non-Alcoholic Beverage Industry in Argentina
Brazil	Associação Brasileira das Indústrias de Bebidas Frias (ABIR) Associação Brasileira de Anunciantes (ABA) Associação dos Fabricantes Brasileiros de Coca Cola (AFBCC) Associação Brasileira de Refrigeração e ar condicionado (ABRAVA)
Colombia	National Businessmen Association in Colombia (ANDI) Business Corporation in the North of Cauca (CENCAUCA)
Costa Rica	Chamber of Food Industry in Costa Rica (CACIA) Union of Chambers and Private Business Associations from Costa Rica (UCCAEP)
Mexico	Chamber for Industrial Manufacturing in Nuevo León (CAINTRA) National Association of Private Transportation (ANTP) Confederation of Industrial Chambers (CONCAMIN) Committee of Private Sector Studies for Sustainable Development (CESPEDES) Mexican Fund for Nature Conservation (FMCN) Business Coordinating Council (CCE) National Association for Soft Drink and Carbonated Beverages (ANPRAC) Mexican Center for Philanthropy (CEMEFI) Chamber of Commerce for the Processing Industry (CANACINTRA) Mexican Confederation of Employers (COPARMEX) National Association of Supermarkets and Department Stores (ANTAD) National Chamber of Commerce (CANACO) Association of Coca-Cola Bottlers (ASCOCA) Global Institute for Sustainability (IGS) National Consulting Committee for Land Transportation Normalization (CCNN-TT)
Venezuela	National Association for Refreshing Beverages (ANBER) Chamber for Food Industry in Venezuela (CAVIDEA)
Costa Rica, Guatemala, Nicaragua and Panama	American Chamber (AMCHAM)
International	The World Economic Forum (WEF) Corporate Eco Forum (CEF) World Environment Center (WEC) Sustainable Energy for All (SE4All) Clinton Global Initiative (CGI) The Aspen Network of Development Entrepreneurs (ANDE) National Private Truck Council (NPTC)

Our People

G4-DMA, G4-10, G4-EC6, G4-LA1 and G4-LA12

In the Pillar of Our People, we work in three *action areas* which drive us into continuing to build a better place to work. These three areas are Culture and Values, Training and Development, and Comprehensive Development.

In 2014 we invested \$1,082.3 million MXN (USD \$73.3million) in programs that positively impact our employees and their families.



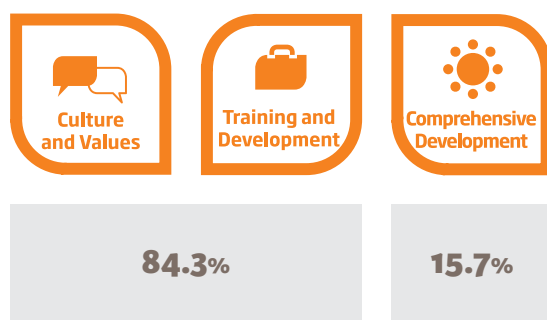
In order to learn about the 17 principles in the Cuauhtémoc Ideology, review:

<http://bit.ly/1ALRPGg>

In order to learn our Business Code of Ethics where we underline the behavior and demeanor expected in the organization, review:

<http://bit.ly/1av5lsM>

Investment in Our People divided by action area



Number of employees

216,740 employees in 9 of the 10 countries where we operate.

Employees per region or country

Country/Region	Employees
Argentina	2,873
Brazil	23,093
Central America	6,367
Colombia	6,370
Mexico	170,109
Venezuela	7,768
Others*	160
Total	216,740

* Does not include employees from the Philippines.

Employees by age group and gender

	18-34			35-44			45+			Total		
	2012	2013	2014	2012	2013	2014	2012	2013	2014	2012	2013	2014
Women	29,755	39,687	41,423	19,716	15,380	15,385	6,436	7,579	9,064	55,907	62,646	65,872
Men	65,696	82,331	90,148	37,122	30,887	33,618	14,226	15,675	18,420	117,044	128,893	142,186
N/A ¹										9,309	17,693	8,682
Total	95,451	122,018	131,571	56,838	46,267	49,003	20,662	23,254	27,484	182,260	209,232	216,740

¹ Information on some providers of external services to Coca-Cola FEMSA is not available.

Culture and values

G4-56

Fostering a culture of innovation, leadership, entrepreneurship, and ethics that meets the needs of growth and global competitiveness.

Mission

- Create economic and social value through companies and institutions.

Vision

- We satisfy the consumer of goods and services with excellence.
- We double the value of our businesses every 5 years.
- We have market diversification that privileges a high growth potential.
- We are leaders in the markets where we operate.
- We positively transform the communities where we participate.
- We are the best place to work.

Values

- Respect and comprehensive development of employees
- Integrity and austerity
- Passion for customer service
- Creation of social value

Cuauhtémoc Ideology

FEMSA is governed by a group of personal principles and concepts inherited by Don Eugenio Garza Sada, who based his life philosophy on a transcendental phrase: *“Respect to human dignity is above any economic consideration”*. His ideas have been captured in 17 principles that represent the essence of the values which are nowadays a fundamental part of FEMSA Culture and integrate what we know as the Cuauhtémoc Ideology.

Training and Development

G4-LA9, G4-HR7 and G4-SO4

To be the best place to work based on our emphasis on strengthening the capacity of our staff to meet current and future challenges.

In 2014 we invested \$630.2 million MXN (USD \$14.2 million) in face-to-face and online training.

FEMSA University has the objective of identifying, developing, and maintaining the organizational capabilities within the company. Through online and face-to-face courses it provides tools to strengthen leadership competencies and technical knowledge. In 2014, we trained 88,138 employees through 6,350 educational resources.

FEMSA University

Year	Investment ¹	Number of employees trained
2012	31.6	79,438
2013	14.9	84,077
2014	28.0	88,138

¹ Million Mexican pesos.

Face-to-Face training by topic and employee category

- Safety
- Health
- Human Rights
- Ethics and corruption
- Culture of Lawfulness
- Sustainability
- Languages
- Technical knowledge
- Other

Comprehensive Talent Management

G4-LA11

In order to respond to the accelerated and sustainable growth of FEMSA and ensure that the company has the necessary talent to meet the Business Strategy we continue implementing the Comprehensive Talent Management model.

The objectives of the Comprehensive Talent Management model are:

- Ensuring the necessary talent to achieve the Business Strategy.
- Building organizational capabilities to promote the development of the company.
- Attracting, evaluating, developing, and retaining talent through a comprehensive model.
- Integrating talent management as part of the culture of the company.

The processes and programs that intervene in the Comprehensive Talent Management model are being implemented in the Business Units, and some of these processes are supported by unified technological platforms.

FEMSA Diversity Model

G4-LA6 and G4-LA13

Since 2011 we have worked in the planning and development of the **FEMSA Diversity Model** as an additional effort to build a diverse and inclusive organization. This model considers six aspects: equality and gender, people with disabilities, ethnicity, age, sexual orientation, and socio-cultural integration.

Occupational Health and Safety

G4-LA-7

With the purpose of ensuring compliance of safety guidelines and promote a safe work environment, the **Occupational Health and Safety Administration System (SASSO)** started operating in all Business Units in 2006.

Through SASSO we carry out a continuous effort to identify, assess, eliminate, and control work risk factors and general illnesses. We integrate the best international practices on safety culture, and incorporate our own indicators from the industries where we participate. Likewise, we adhere to different international standards related with health and safety in the job, such as the International Labor Organization (ILO).

Compensation and Benefits

G4-52, G4-EC3, G4-EC5, G4-LA2 and G4-HR4 / PM III

Work compensation for our employees is based on competitive figures for the industries and locations where we participate. Regardless of the work agreement they have, employees receive benefits and incentives established by the law and according to performance.

Compensation of top executives is estimated based on two factors:

- Assessment of the Performance Management System.
- Added Economic Value of the company (AEV).

Execution and implementation elements of Comprehensive Talent Management during 2014

Process	Description	Status
Training and Development	<ul style="list-style-type: none"> Through FEMSA University there have been training and development processes carried out with the current methodologies and tools. 	<ul style="list-style-type: none"> We trained 88,138 employees through 6,350 educational resources.
	<ul style="list-style-type: none"> Synergies and strategic alliances were carried out with global and prestigious universities such as Wharton School of the University of Pennsylvania and Thunderbird School of Global Management for the creation of Executive Development Programs. 	<ul style="list-style-type: none"> 347 Strategic and Tactical Leaders attended the workshops held during 2014
	<ul style="list-style-type: none"> The Identification of Training and Development Needs was carried out during the first semester of 2014 to identify the most common development priorities by contribution level. 	<ul style="list-style-type: none"> 4,552 Identifications of Training and Development Needs were carried out.
	<ul style="list-style-type: none"> Employees were advised to continue focusing their performance and professional development through the Development Agenda, which is 70% based on learning through critical actions, 20% through coaching or mentoring, and 10% theoretical training. 	<ul style="list-style-type: none"> There were more than 26,500 Development Agendas managed.
	<ul style="list-style-type: none"> We have also deepened in the transactional process transference to the Shared Services Center through the HR Line, as well as unified the training processes and development of the Business Units. 	<ul style="list-style-type: none"> With the new scheme for attention, support, and operation of the HR Line, the operational load of the Business Unit Administrator is expected to decrease at least in 40%.
Human Resources Planning	<ul style="list-style-type: none"> Talent planning: anticipates the organization's talent needs to implement its Business Strategy. This is achieved through: <ul style="list-style-type: none"> Identification of the business growth scenarios for the next three years. Analysis of the impact of supply and demand regarding the growth scenarios around talent. Design of HR strategies that allow the availability of the required talent for each growth scenario. Succession management: identifies, evaluates and develops the necessary talent to effectively replace the key positions that guarantee the implementation of the Business Strategy. Career management: administers the professional growth of the employees, combining their personal interests with the needs of the organization. 	<p>During 2014</p> <ul style="list-style-type: none"> Succession management: 100% of the talent and key positions among Strategic and Tactical leaders were mapped under the 9-BOX methodology. Career management: Career routes for key positions and definition of career plans for corporate key talents were updated.
Talent Platform	<p>The Talent Platform was implemented to support the Comprehensive Talent Management processes with the modules:</p> <ul style="list-style-type: none"> Critical Factors and Performance: We continued using the TOPS methodology through which staggered goals performance is administered, managed and followed-up to assess the critical factors identified to ensure the implementation of the Business Strategy. Employee profile: This module offers FEMSA a more complete vision of the qualities and talents of all its employees, by providing an electronic file which supports the Development, Succession and Personnel Administration processes. Additionally, the module has general information of the employee such as personal and family data, which is also interconnected with other personnel management systems. Succession module: This module has functionalities that will enable the HR planner to visualize and manage talent in the organization. Other benefits are the possibility to search for talent and obtain talent indicators, visibility and assigning of successors or replacements, as well as the automatic generation of talent information. It has a visualization functionality which will be deployed during 2015. 	<ul style="list-style-type: none"> Service was provided to more than 15,500 users in FEMSA and its Business Units with more than 90% compliance. Service was provided to more than 30,000 users in FEMSA and its Business Units. It was implemented during 2014 in Coca-Cola FEMSA, FEMSA Logística, Shared Services Center, Imbera, ptm® and FEMSA Headquarters. During 2014 provided service to 117 users in Human Resources.
RH Line as support to Talent Platform	<p>As a result of the strategy to increase the scope of the services provided by the HR Line to support the processes of the Comprehensive Talent Management Model, first level support was broadened to include the provision of service to process administrators and users of the new platform. To this end, the HR Line team was trained. The same strategy was adopted in Brazil, with a similar service carried out by the "RH com você" team</p>	<p>HR Line and "RH com você" broadened their services providing comprehensive support to more than 50,000 users of the Talent Platform in 9 countries.</p>
Talent attraction	<p>We have a new unified web based mechanism for talent attraction where the vacant positions from all the Business Units are generated and published. Approximately 1 million candidates a year are evaluated through this platform as part of talent attraction.</p>	<p>The web based mechanism provided service to more than 800 recruiters at FEMSA.</p>

Comprehensive Development

To support our employees and their families, so they are able to improve their quality of life and transcend in their community.

Social Development for FEMSA is a commitment based in the origin, principles,

and values we assume as a business, with the purpose of generating economic and social value through our actions. Social Development functions as a strategic partner of the businesses and is the driver for hundreds of individuals who define their commitment by promoting institutional programs in all the Business Units.

Some benefits granted to our employees:

Business Unit	Benefit	Description and results
FEMSA	<ul style="list-style-type: none"> Flex-time, home office, and reduced schedules. 	<ul style="list-style-type: none"> 292 employees from corporate offices benefited.
Coca-Cola FEMSA	<ul style="list-style-type: none"> Flex-time, home office, and reduced schedules. 	<ul style="list-style-type: none"> 1,244 employees benefited
FEMSA Comercio	<ul style="list-style-type: none"> Scholarships Life insurance 	<ul style="list-style-type: none"> Employees and their families were benefited
FEMSA Logística	<ul style="list-style-type: none"> Recognition to excellent worker 	<ul style="list-style-type: none"> Recognitions based on productivity and seniority indicators.
Imbera-ptm®	<ul style="list-style-type: none"> Educational scholarships Recognition for Academic Excellence 	<ul style="list-style-type: none"> Employees and their families. Recognitions for good school performance.

Social Development Programs

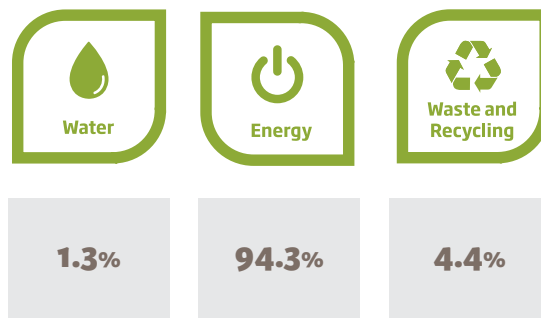
Dimension	Approach	Program	Objective	Impact
Values	Culture of Values	Recognition for value practicing.	Distinguish employees who stand out for practicing the universal and FEMSA's values.	Initiatives: 255 Employees: 53,754 Relatives: 4,284
Family	Family integration	Environment and family strengthening	Strengthen the family concept and promote fraternity among employees, family, and company.	Initiatives: 1,086 Employees: 78,334 Relatives: 54,121
Social	Civic engagement among employees and families	FEMSA Volunteer Network	Promote and drive social engagement through volunteer activities.	Initiatives: 814 Employees: 17,896 Relatives: 33,924
		Workplace integration for people with disabilities	Adapt spaces and identify positions and functions to integrate people with disabilities.	Initiatives: 178 Employees: 5,481 Relatives: 2,323
Health	Healthy lifestyles	Nutritional education	Promote and support healthy nutritional habits.	Initiatives: 1,524 Employees: 53,754 Relatives: 4,284
		Healthy activation	Promote healthy lifestyles and a work-life balance.	
Economic	Creation of family patrimony	Financial education	Promote the culture of personal finances, savings, retirement savings, and healthy credit.	Initiatives: 348 Employees: 78,157 Relatives: 8,670
		Service agreements	Economic support to employees through agreements with different businesses.	
Educational	Educational development: education and culture	Formal education	Increase the levels of formal education.	Initiatives: 316 Employees: 5,852 Relatives: 5,660
		Reading promotion	Arrangement of reading spaces, reading promotion campaigns and reading circles.	
Labor	Work harmony	Work-life balance	Promote an appropriate balance between work and personal time.	Initiatives: 2113 Employees: 120,804 Relatives: 8,719

Our Planet

G4-DMA, G4-EN27, G4-EN31, G4-LT3 and G4-LT8 / GC VI, VIII and IX

We know that our operation is interdependent with the environment, thus we align environmental management to our Sustainability Strategy in a pro-active way. To achieve the challenges we have established in this pillar, in 2014 we invested \$762.1 million MXN (USD \$51.7 million) with positive impact in each action area.

Investment in Our Planet by action area'



Water

G4-EN8-10, G4-EN22 and G4-EN26

To optimize water consumption of our operations and improve the health of watersheds where we operate.

One of the key projects in which we focused our efforts during 2014 for water care and optimization was the **Water Recovery System** implemented in the Coca-Cola FEMSA facilities in León, Villahermosa, San Juan del Río and Toluca in Mexico, and Itabirito in Brazil.

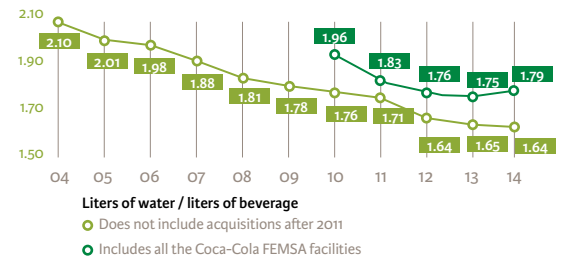
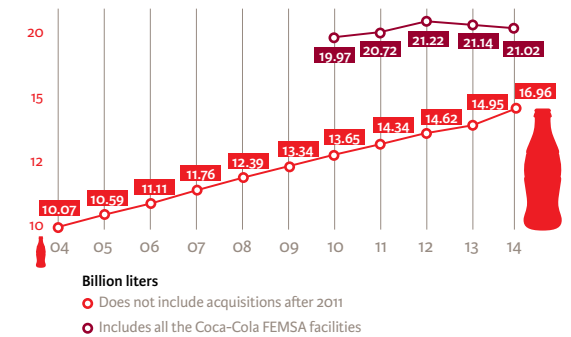
This system enables us to reuse the water used in bottle washing and in sand filters from water treatment for their use in general services using physical-chemical recovery processes such as ultrafiltration, inverse osmosis, filtration, among others. In Mexico facilities, we saved 395,057 m³ of water, equivalent to the minimum annual consumption of 72,156 people². In Itabirito facility, the System started operations in December 2014.

On the other hand, at FEMSA Comercio's distribution centers, processes have been implemented enabling to increase the operational performance and reduce water consumption.

² The operation and maintenance cost of our green technologies are not included in this figures.

In FEMSA Logística we adapted our maintenance workshops' infrastructure where the operation of vehicle washing is done with technology such as water recycling equipment, and solids, oil and grease traps that prevent contamination of water bodies.

Efficiency in use of water vs. beverage production in Coca-Cola FEMSA



Energy

DMA Energy, G4-EN3, G4-EN5-7, G4-EN15-19, G4-EN27, G4-EN30 and G4-LT4-6

To achieve energy sustainability of our operations.

Energy is an essential input for our operation, therefore we continuously seek to make our processes more efficient to decrease its consumption, at the same time neutralizing our environmental liabilities searching to be efficient with the lowest consumption of energy possible, and having this energy come from clean and renewable sources.

National and international initiatives related to Energy in which we participate

Initiative	Description	Business Units
World Wildlife Fund (WWF) and The Coca-Cola Company	The World Wildlife Fund (WWF) promotes, through the application of ten practices, energy efficiency and greenhouse gas emissions reduction. All our facilities are in the process of engagement to these ten practices. The facilities that already have the Top 10 certificate Energy Saving Challenge are: Toluca, Morelia, Reyes, and San Cristóbal in Mexico, Junidiaí and Mogi Das Cruzes in Brazil.	Coca-Cola FEMSA
Sustainable Energy for All	Promotes energy efficiency, the use of renewable energies, and ensures universal access to energy services. It is an initiative promoted by the United Nations Secretariat where governments, private sector, and civil society participate.	FEMSA
Green Growth Action Alliance	Alliance coordinated by the World Economic Forum promoting private sector investment in enterprises and technologies that assist in reducing greenhouse gas emissions. They identify key initiatives for green growth, design strategies and promote private investment.	FEMSA
Carbon Disclosure Project¹	International initiative that promotes measuring and reporting of Greenhouse Gas Emissions (GHG) in order to identify opportunities and risks around climate change.	FEMSA and Coca-Cola FEMSA
GEI Mexico Program	Public-private alliance coordinated by the Ministry of Environment and Natural Resources (SEMARNAT), which works in promoting capabilities for the development of GHG emission inventories and promotes its mitigation. This program plays a key role in the support of the new Climate Change General Law approved in Mexico.	FEMSA and its Business Units

¹ For more information of CDP, review: <http://www.cdp.net>

As part of our energy efficiency initiatives, FEMSA Comercio has an **Integral Energy Efficiency Program**. This program includes constant improvements in operations, optimization and equipment maintenance under specific criteria which contribute to energy efficiency linked to all the areas in the company, combining equipment, processes, and operation, in order to achieve the maximum optimization in the use of energy sources.

Some other energy efficiency efforts carried out in 2014 in our Business Units were:

In ptm® Mexico:

- Several initiatives were implemented for energy processes optimization, thereby 619.32 tons of CO₂e were avoided to be released to the environment.
- CO₂ emissions calculator from products, which measures the carbon footprint of our main products.

In Imbera Mexico and Colombia:

- Ecology options were implemented in refrigerant gases, such as CO₂, and in Colombia the use of gases with high potential for global warming in refrigeration equipment was eliminated. With these efficiencies, in Mexico 50, 600 tons of CO₂e were not emitted.

In Coca-Cola FEMSA Mexico:

- Bio-fuels are used in the Apizaco facility to generate the steam used in the bottling process, enabling us to save fuel. In 2014 we substituted the use of more than 175,000 liters of diesel.

Since 2007 we have carried out alliances and signed agreements to acquire electricity coming from renewable energy sources for our operations in Mexico. Since 2012 we receive energy from the Bii Nee Stipa Wind Farm and from Stipa Naya Wind Farm, both located in Oaxaca, Mexico. The energy generated by these sources is supplied to our Coca-Cola FEMSA operations.

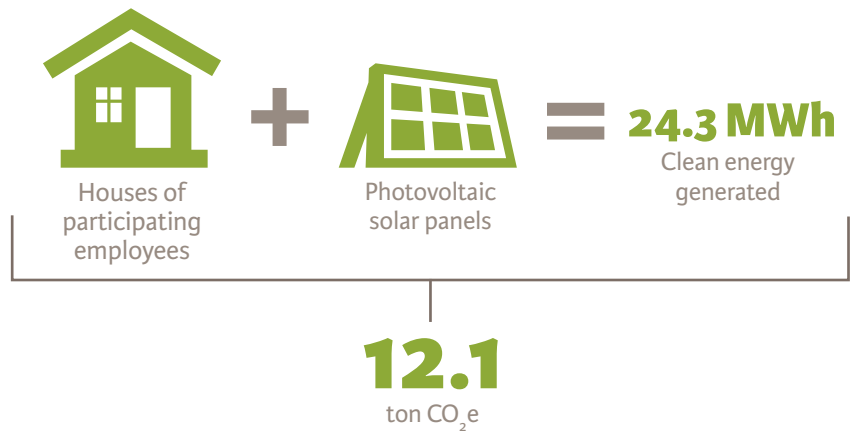
During 2014 we continued working in our objective of incorporating renewable energies in our operations. We signed two agreements for energy supply generated through wind technology:

1. Project Dominica II, of 100 MW, located in San Luis Potosí, Mexico, that will supply 193,617 MWh/year in 1,090 load points, including stores, facilities, and distribution centers in our OXXO operations and Coca-Cola FEMSA in Mexico. This wind farm is under construction.
2. Project Ventika II, of 126 MW, located in Nuevo León, Mexico that will supply 350,000 MWh/year in 3,477 load points of OXXO operations including stores and offices. This wind park is under construction.

During 2014 we also worked in taking advantage of the photovoltaic technology advances:

- We developed a project incorporating Building Integrated Photovoltaics technology in modernization of the façade of our corporate office building in Monterrey, Mexico.
- We started the **C+Verde** initiative, a pilot program that promotes the use of renewable energy among our collaborators.

C+Verde Initiative



FEMSA Sustainable Mobility Group, coordinated by FEMSA Logística, combines the effort of all the Business Units to define the clean technologies and alternate energies we must incorporate to the fleet. To consolidate a sustainable transportation and logistics operation on the long term, in 2014 the following initiatives have been carried out:

- Pilot testing for gasoline to LP gas conversion technology in vans and cars.
- Test in trucks with compressed natural gas engines.
- Test protocol to use natural gas in a mix with diesel.
- Review of electric vehicles for the operations of supervision and pre-sales.

Additionally, in the secondary distribution operation for FEMSA Comercio, we have specialized vehicles with a smaller dimension which, besides enabling us to supply OXXO stores, many of them located in the historical centers of the city, offer the following benefits:

- Lighten road congestion in zones where our stores are located.
- Issue a smaller amount of noise from vehicles.

CO₂ Total emissions Scope 1 (stationary) + Scope 2 of FEMSA and its Business Units
(1,207,727 ton CO₂e)



Includes emissions resulting from FEMSA's operations.

Waste and Recycling

G4-EN1-2, G4-EN23 and G4-EN28

To optimize operational waste management and reduce the impact of waste from our products and services.

To achieve integral, efficient, and responsible management of the waste we generate in our operations, we have established programs that enable us to strengthen the environmental culture and its management.

The **Waste Management Integral Plan** promoted by FEMSA Comercio, has the purpose of optimizing management of operational waste –in offices, Distribution Centers, stores and OXXO Gas– besides reducing impact of the by-products of our products and services. In 2014 we enabled 46% of the offices with a waste management plan and recycled more than 578.7 tons of waste through responsible disposal of more than 24,057 equipment and furniture.

In FEMSA Comercio Mexico we promote recycling through the use of uniforms containing 50% of its raw material of recycled PET which enabled us to recycle during 2014 approximately 1,800 kg of PET.

In Coca-Cola FEMSA, the **Zero Waste Facility** program establishes actions to improve environmental management of waste in the manufacturing operations of Coca-Cola FEMSA. In 2014, besides the recognition of Toluca Facility as the first facility in Mexico to achieve the Zero Waste goal, the facilities in Coatepec, Morelia, León, Cuautitlán, Reyes, Altamira, and Ojuelos in Mexico, joined this program and were able to achieve the goal of sending zero waste to landfills. During the year, more than 27,000 tons of waste generated in the eight facilities were recycled.

In **ptm**[®] optimization of packaging materials in products was carried out by substituting bags for a lower gauge. With this, in 2014 12.67 tons of CO₂e were not emitted.

Materials used, generated and valorized in tons

	2013	2014
Materials used ^{1,3}	282,400	312,259
Waste generated ¹	210,795	212,346
Valorized materials ²	282,400	309,906

¹ FEMSA and its Business Units

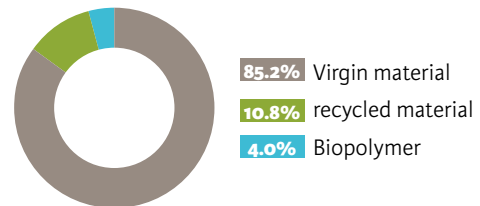
² Coca-Cola FEMSA and ptm[®]

³ This chart does not show the 100% of the materials used in our production processes.



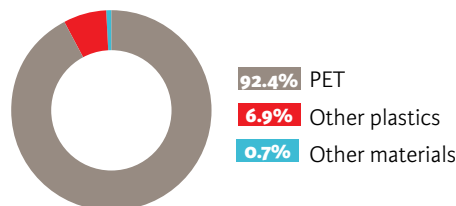
Valorized materials used in Coca-Cola FEMSA and ptm[®]

(309,906 tons)



Percentage of materials used' by FEMSA and its Business Units.

(312,259 tons)

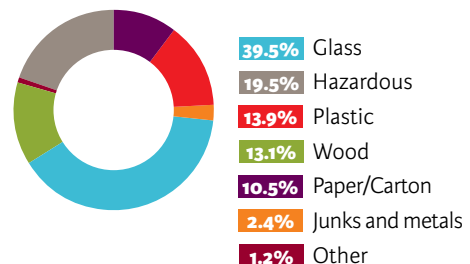


¹ This chart does not show the 100% of the materials used in our production processes.



Generated waste by FEMSA and its Business Units

(212,346 tons)



In 2014 we recycled 84.7% of the generated waste.

Our Community

G4-DMA and G4-EC7

In FEMSA and our Business Units we seek that our operations, besides generating economic value, provide environmental and social value that contribute to the positive transformation of the communities where we are present.

The execution of projects and programs in Our Community Pillar, have a budget that enables us to advance according to the objectives of FEMSA's Sustainability Strategy. In 2014 we invested \$355 million MXN (USD \$24 million).

Investment in Our Community by action area breakdown



Healthy lifestyles

FP4

Promoting active lifestyles and an appropriate nutritional balance in our communities.

The health culture is a determining factor to contribute in the communities' quality of life. Promoting physical and mental balance is part of our commitment to promote the comprehensive well-being of our consumers. This is carried out supporting programs and activities that promote physical exercise and positive attitude.

Programs that promote the adoption of healthy lifestyles

Program (Business Unit)	Description	Results 2014
Your Best Move (FEMSA, Mexico)	Training physical education teachers with a methodology designed so children and youth improve their health and good performance in their classrooms through play and physical activity. Implemented in alliance with Centers for Comprehensive Education Soccer Planet and the Ministries of Education of Nuevo León and Puebla in Mexico.	During the school cycle 2013 - 2014: <ul style="list-style-type: none"> • 200 physical education teachers were trained and 70,000 students from 200 schools participated. • Two family sports tournaments and a soccer rally, in which 1,250 people participated.
Sign up to Play (Coca-Cola FEMSA Argentina and Central America)	Promotion of physical activity through didactic and technical training to professors, and donation of material and sports equipment. It was carried out in alliance with The Coca-Cola Company and the Ministries of Education in Argentina, Costa Rica, Guatemala, Nicaragua and Panama.	Training of 1,277 teachers benefiting 123,398 students from 212 ¹ schools.
One dish, One smile (Coca-Cola FEMSA Nicaragua)	Daily supplementary food is provided to children during the school year with the purpose of reducing malnutrition and promoting school retention. Implemented in Alliance with FEMSA Foundation, The Coca-Cola Company, Coca-Cola Foundation and the American Nicaraguan Foundation (ANF).	21,000 children in 55 school centers benefited through 48 dining rooms.
Caimaneras of baseball and soccer (Coca-Cola FEMSA Venezuela)	Baseball and soccer sports clinics taught to children from 5 thru 15 years old by professional athletes.	There were 12,136 children benefited in 80 clinics in the cities of Maracaibo, Bolívar, Valencia, Barquisimeto, Caracas and Barcelona.
21K OXXO (FEMSA Comercio Mexico)	Promotion of sports and healthy habits through this event that has been carried out for 24 years in Chihuahua, Mexico in alliance with the Municipality of Chihuahua, the Government of the state of Chihuahua and the Chihuahua Institute for Sports and Physical Culture and has extended to other states in the latest years.	More than 5,000 runners participated.
Pro-Alimentos (FEMSA Comercio Mexico)	Food rescue program to address the hunger problem in vulnerable populations. It is implemented in alliance with Food Bank Mexico (BAMX)	13.5 million MXN (USD \$ 941.9 thousand) in groceries and other products such as personal hygiene items were channeled. This is equivalent to support 630 families a month.

¹ Schools from Panama are not included

Community development

G4-SO1 / GC II and VIII

Contributing to the economic, social, and environmental well-being of the communities where we operate.

Through our programs we seek to adapt to the characteristics and singularities of the inhabitants in the communities where we are present so there may be a consistent and true benefit. Additionally, we seek to align the design of these programs to our strategy, thus achieving a shared benefit.

We work to develop or support social programs that cover the needs of our operations, and those of the communities where we operate. Being aware there are limitations to serve these needs, we focus our efforts in those actions and programs with the greatest positive impact in its inhabitants.

We have community development programs in 100% percent of the countries where we have operations.

Community Development Programs

Category	Program (Business Unit)	Description	Results 2014
Education, Art and Culture	Coordinates for Life (FEMSA and Coca-Cola FEMSA in Argentina, Colombia, Mexico and the Philippines)	<p>It is a set of programs to strengthen the development of decision making skills in children and youth and provides adults with resources for their work as educators.</p> <hr/> <p>Implemented in Nuevo León, Puebla, and Veracruz in Mexico; Argentina, Colombia and the Philippines, in alliance with organizations such as Save the Children, Grupo DEHYCO, Teach for The Philippines, Policía Nacional de Colombia, Grupo SAF, Fundación Convivir and the local Ministries of Education.</p>	<ul style="list-style-type: none"> • The participation of 16,200 children and youth was achieved, 1,100 educators and more than 9,300 attendees to the conferences during the school cycle 2013-2014. • The program started in the Philippines. • Graduation ceremonies were carried out with the attendance of 450 educators in the states of Nuevo León, Puebla and Veracruz in Mexico. • In Colombia, it was implemented in alliance with the Policía Nacional in Bogotá, Cali and Tocancipá.
	FEMSA Collection (FEMSA)	<p>Private art collection with more than 1,200 works of art, which makes it one of the most important in Latin America. Presented in different communities to contribute with the appreciation of art.</p>	<ul style="list-style-type: none"> • 7 exhibits in Puebla, Chetumal, Monterrey, and Toluca in Mexico, with 78,275 attendees. • International exhibits in Canada and the Philippines with a joint attendance of 24,900.
	Biennial Monterrey FEMSA (FEMSA, Mexico)	<p>It is the most important visual arts contest in the country that seeks to recognize, strengthen, stimulate and communicate the artistic creation in Mexico.</p>	<p>3,487 works registered from 1,255 participants and the attendance of 36,628 visitors in the Centro de las Artes, in Monterrey, Mexico.</p>
Culture of Lawfulness	Let's do it Correctly (FEMSA, Mexico)	<p>Initiative led by COPARMEX to promote a city driven by legality and respect to others.</p> <hr/> <p>Implemented in Monterrey, Mexico, in alliance with more than 150 companies and educational, religious, civil, sports, and cultural organizations.</p>	<p>FEMSA employees were trained in the topic of Culture of Lawfulness; good actions from leaders, employees, and community were promoted, and other organizations and companies were invited to engage and join forces in this initiative.</p>
	OXXO Good Neighbor, Community Actions (FEMSA Comercio, Mexico)	<p>Engages the employees with the neighboring communities of OXXO stores through programs and activities classified into environmental culture, recovery of public spaces, and health and sports promotion.</p> <hr/> <p>Implemented in the immediate communities around the OXXO stores in alliance with civil society organizations, local authorities and the private sector.</p>	<p>364 community actions were carried out.</p>
Local Development	Edison Polygon Trust (FEMSA Comercio, Mexico)	<p>Program implemented in the eight neighborhoods surrounding FEMSA Comercio Corporate offices in Monterrey, Mexico. Promotes local development through social programs that develop skills and abilities in the local community and infrastructure improvements in educational spaces.</p> <hr/> <p>Implemented in Monterrey, Mexico, in alliance with Cauce Ciudadano, A.C., CreeSer, A.B.P., Promoción de Paz, A.C., VETSA, A.C., Escuela de Artes Musicales, A.B.P., Museo de Arte Contemporáneo, (MARCO) A.C., Bosque Urbano México, Ser México, A.B.P., Save the Children, METAS, A.C. and IMIFAP, A.C.</p>	<p>4,000 neighbors served, 27 academic scholarships granted and 804 trees planted.</p>

Community Development Programs

Category	Program (Business Unit)	Description	Results 2014
Local Development	Great Río La Silla Park (FEMSA, Mexico)	The recovery of La Pastora public park in Nuevo León, Mexico. Seeks to improve the quality of life of the city offering green areas and sports spaces that promote family time.	151 outdoor lamps, 4 restroom modules, and 11 drinking fountains installed. An attendance of more than 236,200 people was registered.
	Bio-healthy Park (Coca-Cola FEMSA Colombia)	Joint work with municipalities to install parks which promote active and healthy lifestyles.	Support was given for the construction of the park in the community of El Manantial in the city of Tocancipá.
	Citizens' Plaza (Coca-Cola FEMSA Brazil)	Promotes support and counseling services related to health and environmental topics. Implemented in Sumaré, Jundiaí, Curitiba, Santos, Marília, Campo Grande, Belo Horizonte, Mogi das Cruzes and Porto Real, in alliance with civil society organizations, universities and educational and government institutions.	47,576 people benefited in nine Plazas.
	Time Bank (Coca-Cola FEMSA Colombia)	This program supports the reconstruction of social fabric in Colombia. Comprises having employees from Coca-Cola FEMSA participate as instructors and trainers for demobilized entrepreneurs who need counseling to start a business.	175 people supported in their process of demobilization.
	OXXO Rounding-Up program (FEMSA Comercio, Mexico)	Invitation to our clients to share their generosity rounding their ticket to the next peso, channeling these resources to institutions working in favor of the community. Implemented in Mexico in alliance with institutions supporting health, education and social welfare projects.	\$100.2 million MXN collected (USD \$6.7 million) to support 224 social welfare organizations.
	Eco-Schools (Coca-Cola FEMSA Nicaragua)	Practices for environmental care in schools with the purpose of promoting knowledge and appreciation for natural resources. Implemented in alliance with Fundenic SOS.	6 schools, 4,000 students and 156 teachers benefited.
	Environment	Palmares Planet Mission (Coca-Cola FEMSA Costa Rica)	PET collecting activities, cleaning of public spaces, classification processes and educational campaigns for recollection and recycling. Implemented in alliance with The Coca-Cola Company and Defensores de los Animales.
Children to the Rescue of the Planet (Coca-Cola FEMSA Costa Rica and Panama)		Training leader students, educators and parents in a lifestyle that cares and respects the environment.	1,662 tons of PET recovered with the participation of 4,500 people.
OXXO Award for Ecology (FEMSA Comercio, Mexico)		Program through which actions for environmental care linked to social causes are recognized. Implemented in Chihuahua, Ciudad Juárez and Monterrey, Mexico, in alliance with the Ministries of Education in these states.	955 schools and 184,000 students participated. In Nuevo León the 28th edition of the award was celebrated.
I Recycle (Coca-Cola FEMSA Mexico)		Contest promoting PET collection and recycling in schools. Implemented in the Estado de México and Tamaulipas, Mexico in alliance with the Ministries of Education from both states.	More than 400 tons of PET were recovered.

Entrepreneurship

G4-SO1

The **FEMSA Entrepreneurship Platform** is an initiative through which, besides the creation of social value, we seek to drive talent, innovation and generate makers who can impact the local economies. We see entrepreneurship as an efficient vehicle for achieving sustainability in the communities where we operate, through the generation of employment.

Programs and partnerships to promote entrepreneurship

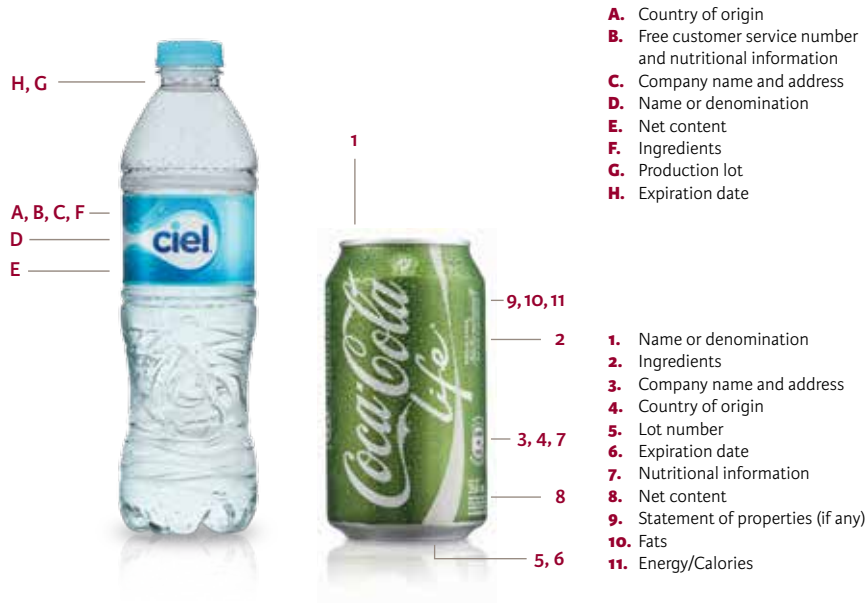
Organization	Description	Results 2014
ASHOKA	Civil Society Organization founded by Bill Drayton in 1980. It works under the vision that "We can all change the world" through the promotion of social entrepreneurship in different sectors of society. It seeks to spark in each individual and organization the potential to become change agents. Likewise, it supports social entrepreneur leaders (individuals who seek to solve social problems in an innovative manner) providing them economic resources, professional support, with an approach of high systemic impact and access to a global network of entrepreneurs. Ashoka has presence in 70 countries and more than 30 years experience.	Through the alliance with FEMSA, the program Youth with Value is implemented to promote young entrepreneurs between 14 and 24 years old so they become change agents through the development of social entrepreneurship projects. The alliance ASHOKA-FEMSA provides them entrepreneurship training, support, work networks, and a seed capital ranging from USD \$700 to \$1,300 for the development of their project. To date, more than 1,700 youth have been benefited, and have developed more than 430 entrepreneurship projects and social businesses which have been promoted since 2011 in Michoacán, Nuevo León and Veracruz in Mexico.
Cleantech Challenge Mexico	It is the most important contest for green technology companies in Mexico. Since its creation, it has sought to promote: <ul style="list-style-type: none"> • competitiveness and economic development in Mexico, • protection, licensing and commercialization of Mexican clean technology, and • the active participation of women in technology based entrepreneurship. 	There were 997 proposals received, out of which 250 were selected for the regional in Chihuahua, Guadalajara, Mérida, Monterrey, Oaxaca, Puebla, Querétaro, Tijuana, Villahermosa, and Mexico City.
Enactus	It is a global organization with presence in 36 countries dedicated to mobilizing university students so they transform the reality of the less privileged communities in the world in a sustainable manner.	In Mexico 70 universities from 21 states participate. They work in more than 100 projects and dedicate more than 140,000 working hours to their projects.
F*ckup Nights	It is a global movement that started in Mexico in 2012. Attendees may listen to 3 or 4 failure stories with the conviction that this is one of the best ways to strengthen the entrepreneurship culture.	F*ckup Nights is in 93 cities, in 33 countries in the world where 956 entrepreneurs have shared their failure story and more than 100,000 people have attended the events.

Programs and partnerships to promote entrepreneurship

Organization	Description	Results 2014
Forum of Impact Investing in Latin America	Event organized by New Ventures which has been positioned as the most important gathering in the region seeking to strengthen the ecosystem of social and environmental entrepreneurship, and impact investing.	During the 2014 event, 370 participants of the impact investment ecosystem met to promote the strengthening of social and environmental entrepreneurship in the region in a dynamic, participatory and innovative way.
Global Social Business Summit (GSBS)	The GSBS is the most important forum regarding social business, where participants can learn from existing businesses around the world.	Mexico was the first country in the American continent to host this important international forum with more than 700 participants from more than 60 countries.
Impact HUB Monterrey	It is an entrepreneurship platform that supports sustainable development and innovation through a collaborative ecosystem.	Through the partnership with FEMSA, 8 startups were supported: Circula Vida, Dharma Mushrooms, ALYAX, Maka, FOPALA, Tu Porción, Cricket Food and IDASE.
INCmty	INCmty seeks to generate incentives that spark the development of new enterprises and the execution of innovating ideas through the creation of spaces where the experts, entrepreneurs and investors gather to guide the attendees in their entrepreneurship process through conferences and workshops.	The second edition of INCmty registered: <ul style="list-style-type: none"> • 8,194 attendees • 194 partner organizations • 425 activities • 64 launchings
RedEmprendia Spin 2014	It is the greatest gathering between Iberoamerican university entrepreneurship. It is an open gathering with the purpose of awakening, supporting and promoting entrepreneur talent and strengthen the contribution of the University to economic and social development of cities and countries.	In the first event in Mexico, there were more than 1,500 people participating linked to the investment world and enterprise, administration, entrepreneurship, and university.
SenseCamp Mexico by MakeSense	It is a festival dedicated to social entrepreneurship where innovating conversations, creative workshops, networking, and celebrations converge.	During the SenseCamp more than 300 people were mobilized: social entrepreneurs, support organizations for social entrepreneurship, enterprise leaders and international organizations, but mainly individuals from outside the ecosystem interested in learning more and engaging in the social entrepreneurship sector.
Startup Grind	It is a community in which founders and key people of the entrepreneurial ecosystem share their successes and experiences.	Startup Grind has built a community in Monterrey, Mexico, of more than 250 entrepreneurs.
The Pool	The Pool is an entrepreneur club which offers a collaborative workspace, a network of business training and networking, based on creativity, innovation and the generation of economic and social value.	Through the partnership with FEMSA, 9 startups were supported: C Guacamole, Korremania, Econduce, Kiwi, Nomad Republic, Aamba, Kangou, FitMates and Sporah.

Responsible Marketing and Communication

G4-PR1, G4-PR3-4 and G4-FP5-8



In FEMSA as well as in all our Business Units, we adhere to regulations and standards regarding labeling and information of the countries where we operate.

Our products offer all the information necessary to the consumer so they have the possibility to make responsible decisions. We meet the standards and codes in regards to our products and to ensure the protection of children we adhere to the following:

- Code for Self-Regulation of Food and Non-Alcoholic Beverages: applicable in Mexico, focused mainly on children audiences.
- Global Responsible Marketing Policy¹: practice promoted internationally by The Coca-Cola Company establishing there must not be any advertising purchased in the media in schedules where more than 35% of the target audience are children younger than 12 years, including radio, television, Internet, press, and mobiles.
- General guideline agreement for sales or distribution of foods and beverages in outlets for school consumption in basic education schools, in compliance to what is established for Mexico.
- FEMSA Comercio trains its OXXO personnel to comply with the norms regarding the sale of products subject to regulations.

¹ To access the Global Responsible Marketing Policy from The Coca-Cola Company visit <http://bit.ly/1D9FwVX>

Sustainable Sourcing

G4-12, G4-EC9, G4-HR5-6, G4-HR9-10, G4-EN32, G4-LA14
and G4-SO9 / GC I, II and V

To contribute with the improvement of labor, social and environmental performance of our suppliers and facilitating the integration of local, small and medium size companies into our supplier chain.

FEMSA and its Business Units have 55,095 suppliers, hence the Sustainable Sourcing initiative seeks to improve the labor, social and environmental performance of our existing suppliers and facilitate the integration of MISMEs to our supply chain. Based on this objective, we seek to define the most appropriate methodology to integrate the sustainability topic into the sourcing processes. We have established **FEMSA's Supplier Guiding Principles** which define the minimum expectations we have from our suppliers in regard to their sustainability management.

The process followed to implement the Sustainable Sourcing initiative is:



In the last quarter of 2014 a pilot test for this project started in Coca-Cola FEMSA for the assessment and generation of work plans with a sample of service and indirect product suppliers. Taking into consideration different characteristics of this group of suppliers, 30 companies were selected to implement a strategy named the 5C's of Sustainability (for its translation in Spanish): commitment, understanding, evaluation, control, and compliance.

FEMSA, in alliance with the Mexican Business Council and the Ministry of Economy through the Center for Competitiveness of Mexico in Monterrey, allowed FEMSA Comercio in 2012 to implement a pilot project for supplier development in Nuevo León with 9 suppliers.

Other guidelines followed during the search and selection of responsible suppliers in accordance to our values and Business Strategy are:

Coca-Cola FEMSA applies the Supplier Guiding Principles provided by The Coca-Cola Company which are a series of standards and policies for responsible sourcing to which we adhere in our operations and with which we assess key suppliers and contractors under international guidelines regarding the respect to Human Rights, forced labor and child labor, amongst others.

FEMSA Business Code of Ethics and commercial criteria of the organization, to which all the suppliers in our Business Units must align. They are evaluated based on compliance to quality, price, warranty, customer service, and geographic coverage.

FEMSA's Sourcing Committee integrated by representatives from the sourcing areas of all the Business Units that works in generating synergies and the definition of criteria for sourcing issues.

Percentage of national' suppliers

FEMSA	97%
OXXO	99.74% of the products sold are national.

¹ Supplier originally from the country where the purchase is made

About this Report

Measuring our economic, social, and environmental performance and informing the results is a constant and evolutionary process. Under this premise, we present, as every year, our FEMSA 2014 Sustainability Report, a document which captures the commitment to transparency, continuous improvement, and value generation for which we work in our organization.

The responsible operation and ethical practices have been constant since our foundation 125 years ago. However, for the past ten years we have formally presented our Sustainability Report where we communicate qualitative and quantitatively our economic, social, and environmental performance.

FEMSA's 2014 Sustainability Report covers the activities carried out during this year by FEMSA and its Business Units: Coca-Cola FEMSA, FEMSA Comercio and Strategic Businesses which includes FEMSA Logística, Imbera and ptm® in the ten countries where we are present: Argentina, Brazil, Colombia, Costa Rica, the Philippines, Guatemala, Mexico, Nicaragua, Panama, and Venezuela. This document was externally verified by Deloitte Mexico.

From 2008 to date, our Reports are aligned to the international guideline Global Reporting Initiative (GRI), migrating in the 2013 Report from version G3.1 to G4 with exhaustive compliance, which we maintain in this edition. Additionally, we included indicators corresponding to the Sector Supplement for Food Processing companies that apply to Coca-Cola FEMSA, and Transportation and Logistics for FEMSA Logística.

The current Report portrays the Profile of the company, the message of the Chief Executive Officer, of the Chairman of the Board of FEMSA, the Sustainability Strategy and a summary of the approach of each Area of the Sustainability Strategy, with its key results and challenges during this year, as well as a brief summary of the key results and challenges of FEMSA Foundation. There is also an abstract of the report of the performance indicators based on GRI version G4, verified by Deloitte Mexico. The full version is available at:

<http://www.sustainabilityreport.femsa.com>

We align our performance to the 10 Principles of the United Nations Global Compact, thus this Report also represents our Communication on Progress for 2014. The integration of these principles can be identified with the nomenclature GC along the document.

Heineken's performance is excluded from this report since FEMSA does not operate this Business Unit since 2010. Likewise, there are no operations reported of businesses acquired less than a year ago.

All the monetary figures are expressed in MXN, with the conversion to USD based on the exchange rate by noon on December 31, 2014 based on \$14.75 MXN per USD \$1.00.

If you wish to learn more about FEMSA's Sustainability Strategy, as well as the topics included in this Report, please review:

www.femsa.com/en/sustainability

For feedback regarding this document, please send your comments to: sostenibilidad@femsa.com.mx

Sustainability Recognitions 2014

FEMSA

Socially Responsible Company 2014 (CEMEFI, Mexico)
Award on Industry Ethics and Values (CONCAMIN, Mexico)

Coca-Cola FEMSA

Venezuela

V Annual Ecoefficiency and Clean Energy Award (Vitalis)

Argentina

Best practices in CSR 2014 (CEMEFI, Mexico)

Colombia

Recognition for Coordinates for Life (Policía Nacional)

Costa Rica

Distinction "Contribution to environmental preservation"
(Goicochea's Health Minister)

Brazil

Selo Ambiental (SENAI)

Mexico

Socially Responsible Company 2014 (CEMEFI, Mexico)
Clean Transportation Program (SEMARNAT, Mexico)
National Award for Road Safety (ANTP, Mexico)

FEMSA Comercio

Inclusive Company Distinction "Gilberto Rincón Gallardo"
(Department of Labor and Social Prevision, Mexico)

Socially Responsible Company 2014 (CEMEFI, Mexico)

Strategic Businesses

FEMSA Logística

National Award for Road Safety:
Company Category and Employee Category (ANTP, Mexico)

Best practices in CSR 2014 (CEMEFI, Mexico)

Socially Responsible Company 2014 (CEMEFI, Mexico)

Imbera

Socially Responsible Company 2014 (CEMEFI, Mexico)

Clean Industry (PROFEPA, Mexico)

Supplier of the year (The Coca-Cola Company, USA)

Suport for the United Nations Global Compact

Human Rights

Principle I

Support and respect the protection of human rights.

Principle II

Not being an accomplice in human rights abuse.

Labor conditions

Principle III

Uphold the freedom of association principles and the right to collective bargaining.

Principle IV

Eliminate forced and compulsory labor.

Principle V

Abolish any form of child labor.

Principle VI

Eliminate discrimination in employment and occupation matters.

Environment

Principle VII

Support a precautionary approach to environmental challenges.

Principle VIII

Promote greater environmental responsibility.

Principle IX

Encourage the development and communication of environmentally respectful technologies.

Fight against Corruption

Principle X

Work against corruption in all its forms, including extortion and bribery.

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G4-31

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Annual Reports



FEMSA
Annual Report 2014
www.annualreport.femsa.com



Coca-Cola FEMSA
Annual Report 2014
www.coca-colafemsa.com



FEMSA Foundation
Annual Report 2014
www.femsafoundation.org/report2014

Sustainability Reports



Coca-Cola FEMSA
Sustainability Report 2014
www.coca-colafemsa.com/sustainability.html



FEMSA Comercio
Sustainability Report 2014
www.oxxo.com/responsabilidad-social



FEMSA Logística
Sustainability Report 2014
<http://www.fl.com.mx/es/sostenibilidad/informe-sostenibilidad.htm>

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