



we are

omne

with a shared vision

Together, we advance with a unified strategy that harmonizes performance, innovation, and sustainability.

45.5%
of the EBITDA comes from Proximity and Health

34.7%
of the Group's revenue is generated by Coca-Cola FEMSA

10.5 million
active users of Spin by OXXO





Business Strategy

We are one, driven by a shared vision

We move forward as one under a strategy that balances **performance, innovation, and sustainability.**

Think in Decades, Act in Days

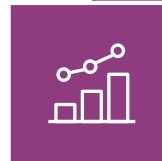
In 2023 we introduced a long-term plan designed to enhance value creation by following a comprehensive strategic review of our business. In 2024, we made important progress on this roadmap, reinforcing the changes established throughout the previous year. We advanced key strategic actions to strengthen our position, consolidate business plans, and move toward a more agile and efficient organization aligned with our long-term objectives.

2025 was a year focused on consolidation and key transitions. We maintained our discipline while closing the processes needed to fully deliver on the strategy's ambitions. Going forward, our focus will evolve towards "thinking in decades while acting in days", meaning that we will continue to position FEMSA for long-term resilience and growth through highly responsive decision-making that will encourage a swift execution of adaptable, operative strategies.

OUR WHATS

SOLID AND CONTINUOUS GROWTH:

To continue our unquestionable track record of value creation by driving growth at all levels.



BEING DIGITAL:

Capitalize on digital and data to drive products, services, and operations to better serve our customers' needs.



BALANCING OUR RISK/RETURN PROFILE:

Achieve the desired risk-return trade-off profile by expanding our geographic exposure to key markets.



CUSTOMERS AND CONSUMERS:

Our customers and consumers are at the center of everything we do: we simplify their lives through seamless, relevant, and personalized experiences.

OUR HOWS

ROOTED SUSTAINABILITY:

To be the most sustainable, equitable, diverse, and inclusive organization, setting an example for the communities where we operate.



ENHANCE OUR TALENT AND CULTURE:

To serve as a platform for growth for our people by developing our talent and strengthening our culture to excel in a more global, digital, and engaged world.



PROACTIVE ENGAGEMENT WITH OUR AUDIENCES:

Continue to effectively communicate who we are and what we do, as well as having a more proactive approach.





Value Creation Model

Business Activities

During 2025, our three business verticals complemented each other to drive unique, value-creating synergies aligned with our business strategy's priorities: **Solid and continuous growth, Being digital, and Balancing our risk/return profile.**



FEMSA
Proximity & Health

We reach our customers and consumers, meeting their needs through constant interactions and a wide reach.

33,377
Proximity & Health retail locations.



Coca-Cola
FEMSA

We produce, market, sell, and distribute Coca-Cola trademark beverages, generating economic value and promoting a sustainable future.

4.15 billion
unit cases sold by Coca-Cola FEMSA through

2.1 million
points of sale.



spin

We evolve the financial and digital ecosystem through data and analytics to transform the lives of millions of people, becoming an engine of inclusion in Mexico.

10.5 million
active Spin by OXXO¹ users and

28.1 million
active Spin Premia² loyalty program users.

RESULTS

Ps. \$291.7 billion
in total revenues and

Ps. \$42.9 billion
in operating income.

¹ Any user with a cash balance or that has carried out any transaction in the last 56 days.
² Any user who has made at least one transaction with Spin Premia in the last 90 days.



Fundación FEMSA

Guided by a vision of improving quality of life, in 2025 we strengthened Fundación FEMSA's strategy around three key pillars: early childhood development, water security and circular economy. Through collaborative programs and innovative initiatives, we worked to create environments that foster well-being, promote sustainable practices, and expand access to cultural experiences, building connections that drive social impact across Latin America.

Early Childhood



This year, we launched “The Good Start Challenge”, which aims to build and deepen the wellbeing of parents and caregivers from pregnancy through the first five years of parenthood. The Good Start Challenge was initiated by Van Leer Foundation with the support of FEMSA, Fundação Maria Cecilia Souto Vidigal, and LEGO Foundation.

Our mission:

We believe it is possible to create opportunities to build a better future in Latin America. We foster transformative collaborations and invest in structural solutions that improve people's lives.

We continued our Public Spaces Platform, where we consolidated the LAPIS program (for Child-Friendly Spaces) to transform parks, plazas, museums, and schoolyards into safe and stimulating environments in Latin America. In 2025, we inaugurated 33 new LAPIS, conditioning more than 18,788 square meters of public space, directly benefiting 91,335 children, 156,571 primary caregivers, and 431 education professionals.

We also launched the Barrios LAPIS pilot, which integrates educational and family interventions within the same communities, and where we work with different partners from the public, private, and academic sectors. Business Units from the Proximity and Health Divisions and Coca-Cola FEMSA have joined these efforts.

[Learn more about this initiative here.](#)

With the support of Difusión y Fomento Cultural AC, we inaugurated two LAPIS with an art and culture focus, integrating creativity as part of learning, and we incorporated furniture made from circular materials and certified wood, promoting nature-based solutions.



Other initiatives:

EDUCATION AND RECREATION:

This year, we trained 776 educational agents through various programs in Mexico, Peru, Chile, Ecuador, Argentina and Panama, benefiting 105,396 children (from 0 to 6 years old). We also inaugurated a children's space at Universum (Science Museum of the Universidad Nacional Autónoma de México), bringing science closer to early childhood and fostering curiosity from the earliest years.

FAMILY SUPPORT:

We presented a report on family-friendly practices in the private sector, promoting more equitable and family-compatible work environments. We reached more than 54 million people

through a mass media campaign as part of *Colectivo Primera Infancia* (Early Childhood Collective), with the aim of highlighting the importance of this stage of life and reminding parents and primary caregivers of the power of every moment they share with their children.

ENVIRONMENTAL EDUCATION:

We brought environmental education to families through the “Ruta 5Rs” exhibition at *Papalote Museo del Niño* in Cuernavaca, featuring interactive experiences designed and built with 80% recycled materials, inspiring children to adopt sustainable habits from an early age.



Water Security

This year marked the launch of a new stage of the *Lazos de Agua Program*, accompanied by the design of projects and work plans in Mexico, Colombia, Ecuador, among others. We strengthened collaborations with Fundación Gonzalo Río Arronte to expand actions and territorial reach in Mexico, and with Fundación Argos for initiatives in Colombia. Over its first six years, the *Lazos de Agua Program* has transformed water security in Latin America, reaching more than 235,000 people across 412 rural and peri-urban communities in Colombia, Guatemala, Mexico, Nicaragua, among others.

In 2025, the Program launched in four countries to deepen impact and scale solutions and has driven significant progress: over the last six years, access to safe water rose from 5% to 62%, payment of water tariffs increased from 47% to 85% to ensure system sustainability, and handwashing adoption improved from 29% to 62%, strengthening hygiene practices.

Additionally, nearly 3,000 community change agents have been trained, empowering local leaders to promote healthy behaviors and foster long-term resilience.

As part of *Lazos de Agua*, the art exhibition *Voces que fluyen y forman la ola* brought together artists from across Latin America to promote sustainable water management and women's leadership. We recognize art as a tool for social change, directly reflecting the goals of our *Lazos de Agua* program to link creativity with sustainability and gender equity.

Our commitment to Water Security takes shape through long-term initiatives such as the Latin American Water Funds Partnership, which we have supported since 2011 to promote the creation and strengthening of these mechanisms in territories facing water stress risk.

At the local level, during 2025, in collaboration with the Monterrey Metropolitan Water Fund (FAMM), we designed a project that will begin implementation in 2026 to reduce potable water waste in households by addressing non-revenue water in the supply network. This pilot project



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Lazos de Agua launched in four countries.

3,000 community change agents trained, promoting healthy practices and local leadership.

will be carried out in a district of San Nicolás de los Garza, Nuevo León, where smart meters capable of detecting leaks in real time will be installed, enabling timely repairs and the estimated recovery of at least 300,000 cubic meters of water per year, equivalent to the annual consumption of approximately 8,200 people based on the WHO's recommended minimum standard. Its goal is to validate the effectiveness of the model and lay the groundwork for its replication in other cities across Mexico and Latin America through Water Funds.

At the same time, in Guanajuato, we continued to promote Cauce Bajío, the region's water fund, through initiatives focused on efficient water use and the adoption of low-impact agricultural practices among local producers, as well as urban reforestation with native species, encouraging community participation and strengthening the territory's environmental resilience.

Community projects

These efforts are complemented by projects that directly address community needs. In 2025, we promoted 15 initiatives that strengthen access to water and benefit more than 14,000 people, integrating capabilities to deliver structural solutions in areas such as access to safe drinking water, watershed restoration, sustainable water management, and climate change adaptation. Within this framework, we developed solutions tailored to specific challenges. In collaboration with Fundación Coca-Cola in Mexico City, we supported programs such as Escuelas con Agua, which combine rainwater harvesting with community education processes.





Comunidad Nit added 29 new allies in 2025.

Circular Economy

In 2025, Fundación FEMSA strengthened its commitment to circular economy through community-based projects and educational initiatives that promote responsible waste management and sustainable practices.

Comunidad Nit, our circular economy program in Oaxaca, marked a significant milestone this year by collecting 40 tonnes of recyclable material and adding 29 new allies to its network, including local businesses and small collectors. Within this platform, Composteña, a social enterprise to transform organic waste into fertile soil along the Oaxacan coast, achieved remarkable growth, managing 53 tonnes of organic waste and incorporating 23 new partners, among them restaurants, hotels, and households in Puerto Escondido. Today, Comunidad Nit operates through four Nit Nambii *Puntos Limpios* initiative, engaging 65 establishments and 7 small-scale collectors, reflecting a growing community interest in recycling and composting practices.

In Tulum, Quintana Roo, the *Puntos Limpios* initiative reinforced its role as a local sustainability hub, collecting 12 tonnes of recyclable material by December and expanding participation among residents and businesses. These efforts were complemented by awareness activities such as the sensitization festival in Oaxaca and the strengthening of a biodigester project in Querétaro, designed to process organic waste from slaughterhouses and promote community composting solutions.

In Colombia, we introduced Reci-Chat, an innovative microlearning program developed with Biz Nation, and the support of OXXO, Cruz Verde, and Coca-Cola FEMSA, which engaged more than 8,000 young Colombians through short, dynamic WhatsApp capsules on recycling and waste management at home.

Through these initiatives, we continue to foster a culture of circularity, empowering communities and future generations to reduce, reuse, and recycle for a more sustainable planet.





FEMSA Collection and FEMSA Biennial

Through exhibitions and collaborative programs, we continued to strengthen cultural dialogue and broaden access to art, creating spaces where diverse narratives converge and communities engage in meaningful reflection.

This year marked a milestone for the FEMSA Biennial, which returned to its birthplace in Monterrey to celebrate its 30th anniversary with the retrospective exhibition “30 Years in the World of Art. A Review of the FEMSA Biennial”, curated by Daniel Garza Usabiaga. Featuring more than 80 works by 54 artists at the *Centro de las Artes de CONARTE*, the exhibition explored the evolution of this initiative from its origins as a painting and sculpture contest to its current role as an itinerant curatorial platform. With a robust public program and guided tours, the Biennial attracted over 111,602 visitors, consolidating its position as a space for reflection and cultural exchange.

More than a catalog or memoir, our FEMSA Biennial publication was conceived during the development of the Biennial event as another instance for artistic practices and processes. It brought together texts and collaborations by Amaranta Caballero, Pamela Desjardins, Isis Yépez, Christian Gómez, Marisol Guerrero, Vania Macías,

Eduardo Thomas (in collaboration with *Desplazamientos* participants), Abril Zales, Gilberto López Elías “San Gil” and Gloria Pérez (in collaboration with independent projects from Guanajuato and León).

We are committed to generating spaces for connection, reflection, and dialogue through art. Our FEMSA Collection constitutes the starting point for the development of proposals and content focused on the sharing, research and historicization of various artistic manifestations. This allows for diverse approaches to modern and contemporary Latin American art, promoting critical thinking, creativity, and community participation.

We continued to activate our own FEMSA Collection through exhibitions that fostered dialogue and new perspectives. At the *Sala México Moderno del Museo de Historia Mexicana*, we engaged in dialogue through the installation *Mil novecientos cincuenta y cuatro*, by Mauricio Gattás. *Conocer el mundo con la boca sin que te piquen las espinas*, at *Casa del Lago UNAM*, invited us to explore food as a means of connection between body, territory and identity, intertwining different visual languages to address rituals and knowledge surrounding food: healing practices, the transmission of knowledge and the construction of memory. The exhibition consisted of 12 pieces from the FEMSA Collection, 29 from other collections and one commissioned piece.

[Learn more about our exhibitions here.](#)

