



## Fomento Económico Mexicano, S.A.B. de C.V. Proposed Board of Directors 2023

### Series B Directors

<b>José Antonio Vicente Fernández Carbajal</b> <i>Executive Chairman of the Board</i>	Year of Birth:	1954
	Appointed to the Board:	1984 as board member. 2001 as Chairman of the Board.
	Principal occupation:	Executive Chairman of the board of directors of Fomento Económico Mexicano, S.A.B. de C.V. ("FEMSA").
	FEMSA Committees:	Chairman of the Operation and Strategy Committee.
	Public Companies Directorships:	Executive Chairman of the board of directors of FEMSA and Chairman of the board of directors of Coca-Cola FEMSA, S.A.B. de C.V. ("Coca-Cola FEMSA"). Member of the board of directors of Industrias Peñoles, S.A.B. de C.V. ("Peñoles").
	Other Directorships:	Chairman of the board of directors of Fundación FEMSA, A.C. ("Fundación FEMSA") and member of the boards of directors of Massachusetts Institute of Technology ("MIT") and of Instituto Tecnológico y de Estudios Superiores de Monterrey ("ITESM").
	Past business experience:	He was Chief Executive Officer of FEMSA from 1995 to 2013, and held various positions in FEMSA including Deputy Chief Executive Officer and Chief Operating Officer from 1991 to 1995. He held the position of Commercial Vicepresident of Cervecería Cuauhtémoc Moctezuma, S.A. de C.V. from 1991 to 1993, Chief Executive Officer of Cadena Comercial Oxxo, S.A. de C.V. from 1989 to 1991 and Strategic Planning Manager of Grupo VISA, S.A. de C.V. from 1988 to 1989.
	Education:	Holds a degree in Industrial Engineering and a Master's degree in Business Administration ("MBA") from ITESM.
	Alternate director:	Francisco Javier Fernández Carbajal

<b>Eva María Garza Lagüera Gonda</b> <i>Director</i>	Year of Birth:	1958
	Appointed to the Board:	1999
	Principal occupation:	Private investor.
	Public Companies Directorships:	Member of the board of directors of FEMSA.
	Other directorships:	Member of the boards of directors of ITESM, Patronato Premio Eugenio Garza Sada, Inmobiliaria Valmex, S.A. de C.V. ("Valmex"), Desarrollo Inmobiliario la Sierrita, S.A. de C.V. ("Desarrollo Inmobiliario la Sierrita"), Refrigeración York, S.A. de C.V. ("Refrigeración York"), and Peñitas, S.A. de C.V. ("Peñitas").
	Past business experience:	Founder of Alternativas Pacíficas, A.C. and held the position of Chairwoman of the board of directors of said association.
	Education:	Holds a Communications degree from ITESM.
	Alternate director:	José Antonio Fernández Garza Lagüera.

**Paulina Garza Lagüera Gonda**  
*Director*

Year of Birth: 1972  
Appointed to the Board: 2004  
Principal occupation: Private investor.  
Public Companies Directorships: Member of the board of directors of FEMSA.  
Education: Holds a Business Administration degree from ITESM.  
Alternate director: Mariana Garza Lagüera Gonda

**Francisco José Calderon Rojas**  
*Director*

Year of Birth: 1966  
Appointed to the Board: N.A.  
Principal occupation: President of Grupo Franca Industrias, S.A. de C.V.  
Public Companies Directorships: Member of the boards of directors of FEMSA and Alpek, S.A.B. de C.V.  
Other directorships: Member of Cruz Roja Mexicana (Monterrey), Universidad de Monterrey (UEM), and the Chamber of Real Estate Owners of Nuevo León (*Cámara de Propietarios de Bienes Raíces de Nuevo León - CAPROBI*).  
Past business experience: He was alternate member of the board of directors of BBVA México, S.A., Institución de Banca Múltiple, Grupo Financiero BBVA México.  
Education: Holds a degree in Economics from ITESM and an MBA from the University of California, L.A. (UCLA).  
Alternate director: Diego Eugenio Calderon Rojas

**Alfonso Garza Garza**  
*Director*

Year of Birth: 1962  
Appointed to the Board: 2016  
Principal occupation: Private investor.  
Public Companies Directorships: Member of the board of directors of FEMSA.  
Other directorships: Member of the boards of directors of ITESM, Fundación FEMSA, Grupo Nutec, S.A. de C.V., and Chairman of FAMM (Fondo Ambiental Metropolitano de Monterrey, A.C.), President of Talent and Culture Committee at ITESM and member of the Governance Committee.  
Past business experience: Until 2022 he was the Chief Executive Officer of FEMSA Negocios Estratégicos. He has experience in several FEMSA business units and departments, including domestic and international sales, procurement and marketing, mainly at FEMSA Cerveza and as Chief Executive Officer of FEMSA Empaques.  
Education: Holds an Industrial Engineering degree from ITESM and an MBA from Instituto Panamericano de Alta Dirección de Empresa ("IPADE").  
Alternate director: Juan Carlos Garza Garza

# FEMSA

**Bertha Paula Michel  
González**  
*Director*

Year of Birth: 1964

Appointed to the Board: 2020

Principal occupation: Professor at Universidad Nacional Autónoma de México (“UNAM”)

Public Companies Directorships: Member of the board of directors of FEMSA and alternate member of the Proprietary Board of El Puerto de Liverpool, S.A.B. de C.V.

Other directorships: Member of the boards of directors of Liceo Franco Mexicano, A.C., Círculo Francés de México, A.C. and ITESM (Zona Metropolitana).

Education: Holds a Basic Biomedical Research Bachelor’s and Master’s degrees and a Biotechnology doctorate degree from UNAM.

Alternate director: Maximino José Michel González

**Alejandro Baillères Gual**  
*Director*

Year of Birth: 1960

Appointed to the Board: N.A.

Principal occupation: Chairman of Grupo BAL, S.A. de C.V. (“Grupo BAL”)

Public Companies Directorships: Member of the boards of directors of FEMSA, Chairman of the board of directors of Peñoles, Grupo Nacional Provincial, S.A.B. de C.V. (“GNP”), Fresnillo plc (“Fresnillo”), Grupo Palacio de Hierro, S.A.B. de C.V. (“Palacio de Hierro”), and Grupo Profuturo, S.A.B. de C.V.

Other directorships: Chairman of the board of directors of Profuturo Pensiones, S.A. de C.V., Profuturo Afore, S.A. de C.V., Tane, S.A. de C.V., ElectroBal, S.A. de C.V., Member of the boards of directors of Valores Mexicanos Casa de Bolsa, S.A. de C.V., and Chair of Fundación Alberto Baillères, A.C. He is also Chairman of the board of trustees of Instituto Tecnológico Autónomo de México and Chairman of the board of directors of Asociación Mexicana de Cultura, A.C. and Centro Cultural Manuel Gómez Morin, A.C.

Past business experience: He held the positions of Adjunct Chairman, Executive VP and Corporate Director at Grupo BAL, as well as Chief Executive Officer of GNP.

Education: Executive Program from Stanford University.

Alternate director: Arturo Fernández Pérez

**Bárbara Garza Lagüera  
Gonda**  
*Director*

Year of Birth: 1959

Appointed to the Board: 1998

Principal occupation: Private Investor and Chairwoman of the acquisitions committee of *Colección FEMSA*.

Public Companies Directorships: Member of the board of directors of Fresnillo.

Other directorships: Member of the boards of directors of ITESM, member of the boards of directors de Promecap Acquisition Company, S.A. de C.V., Valmex, Desarrollo Inmobiliario la Sierrita, Refrigeración York, Peñitas, Controladora Pentafem, S.A.P.I. de C.V. y BECL, S.A. de C.V.; member of the boards of Fondo para la Paz IAP, the International Council of the Museum of Modern Art (MOMA) N.Y., Museo de Arte Contemporáneo, A.C. (MARCO) and Museo Franz Mayer.

Education: Holds a Business Administration degree from ITESM.

Alternate director: Javier Gerardo Astaburuaga Sanjines

# FEMSA

**Enrique F. Senior  
Hernández**  
*Independent Director*

Year of Birth: 1943  
Appointed to the Board: 2022

Principal occupation: Managing Director of Allen & Company, LLC (“Allen & Company”).

FEMSA Committees: Member of the Operation and Strategy Committee.

Public Companies Directorships: Member of the boards of directors of FEMSA, Coca-Cola FEMSA, and Grupo Televisa, S.A.B. de C.V.

Other Directorships: Member of the boards of directors of Cinemark USA, Inc. and Univision Communications, Inc.

Past business experience: He was Executive Vice President and Managing Director of Allen & Company since 1980, Vice President of Allen & Company from 1973 to 1980, and Corporate Finance Executive in White, Weld & Company from 1969 to 1973.

Education: Holds a BA in Architecture, BE in Electrical Engineering, BS in Industrial Administration from Yale University, an MBA from Harvard University Business School and an Honorary Doctorate of Law from Emerson College.

**Michael Larson**  
*Independent Director*

Year of Birth: 1959  
Appointed to the Board: 2011

Principal occupation: Chief Investment Officer for William H. Gates III.

FEMSA Committees: Member of the Operation and Strategy Committee.

Public Companies Directorships: Member of the boards of directors of FEMSA, Ecolab, Inc. and Republic Services, Inc.

Other Directorships: Member of the board of directors of the Western Asset Funds.

Education: Holds a Bachelor of Arts degree from Claremont McKenna College and an MBA from the University of Chicago.

Alternate director: Ricardo Guajardo Touché

## Series D Directors

**Ricardo E. Saldívar  
Escajadillo**  
*Independent Director*

Year of Birth: 1952  
Appointed to the Board: 2015

Principal occupation: Private investor.

FEMSA Committees: Chairman of the Corporate Practices and Nominations Committee and member of the Operation and Strategy Committee.

Public Companies Directorships: Member of the boards of directors of FEMSA and Axtel, S.A.B. de C.V., Grupo Industrial Saltillo, S.A.B. de C.V.

Other Directorships: Chairman of the board of directors of ITESM.

Past business experience: He was Chief Executive Officer and chairman of the board of directors of Home Depot México from 2001 to 2017.

Education: Holds a Mechanical and Industrial Engineering degree from ITESM, a Master’s degree in Systems Engineering from Georgia Tech Institute and a diploma in BA from IPADE.



**Alfonso González Migoya**  
*Independent Director*

Year of Birth: 1945

Appointed to the Board: 2017

Principal occupation: Business consultant.

FEMSA Committees: Member of the Audit Committee.

Public Companies Directorships: Member of the boards of directors of FEMSA, Coca-Cola FEMSA, Controladora Vuela Compañía de Aviación, S.A.B. de C.V., Regional, S.A.B. de C.V., and Servicios Corporativos JAVER, S.A.B. de C.V.

Other Directorships: Member of the boards of directors of Invercap Holdings, S.A.P.I. de C.V., Grupo Cuprum, S.A.P.I. de C.V. and Pinturas Berel, S.A. de C.V.

Past business experience: Held the position of Chief Executive Officer of Grupo Industrial Saltillo, S.A.B. de C.V. from 2009 to 2014, and Senior Vice President, Finance, Planning, Human Resources of Alfa, S.A.B. de C.V. from 1995 to 2005.

Education: Holds a degree in Mechanical Engineering from ITESM and an MBA from the Stanford University Graduate School of Business.

**Víctor Alberto  
Tiburcio Celorio**  
*Independent Director*

Year of Birth: 1951

Appointed to the Board: 2019

Principal occupation: Independent consultant.

FEMSA Committees: Chairman and Financial Expert of the Audit Committee.

Public Companies Directorships: Member of the boards of directors of FEMSA, Coca-Cola FEMSA, Palacio de Hierro, Fresnillo, and Grupo Nacional Provincial, S.A.B. de C.V.

Other Directorships: Member of the boards of directors of Profuturo Afore, S.A. de C.V., Scotiabank Inverlat, S.A., Institución de Banca Múltiple, Grupo Financiero Scotiabank Inverlat and TankRoom S.A.P.I. de C.V.

Past business experience: Chief Executive Officer of Mancera, S.C. (Ernst & Young Mexico) ("Mancera") from 2000 to 2013 and partner of Mancera from 1980 to 2000.

Education: Holds a Public Accountant degree from Universidad Iberoamericana and an MBA from the Instituto Tecnológico Autónomo de México.

**Daniel Alegre**  
*Independent Director*

Year of Birth: 1968

Appointed to the Board: N.A.

Principal occupation: Chief Executive Officer of Yuga Labs, Inc. (incoming, April 1, 2023).

FEMSA Committees: Member of the Operation and Strategy Committee (*nominated for 2023*).

Public Companies Directorships: Member of the board of directors of Sleep Number Corporation.

Past business experience: President and Chief Operating Officer at Activision Blizzard, Inc. from 2020 to March 31, 2023. He held various senior positions at Alphabet, Inc. between 2004 to 2020, including President of Asia Pacific, Latin America as well as Retail, Shopping and Payments.

Education: Holds a Bachelor of Arts degree from Princeton University from the Woodrow Wilson School of Public and International Affairs, as well as dual MBA and J.D. degrees from Harvard Business School and Harvard Law School.



**Gibu Thomas**  
*Independent Director*

Year of Birth: 1971

Appointed to the Board: N.A.

Principal occupation: President ELC Online of The Estée Lauder Companies, Inc.

FEMSA Committees: Member of the Operation and Strategy Committee (*nominated for 2023*).

Public Companies Directorships: None

Past business experience: Senior Vice President, Head of Global E-commerce at PepsiCo, Inc. from 2015 to 2020. Senior Vice President, Mobile and Digital from 2011 to 2015 and Senior Vice President, Strategy, Global Ecommerce from 2010 to 2011 at Walmart, Inc.

Education: Holds a Bachelor of Technology degree in Computer Science from the College of Engineering, Trivandrum, India and an MBA from the Stanford University Graduate School of Business.

#### Series "D" Alternate Directors

**Michael Kahn**  
*Independent Alternate Director*

Year of Birth: 1981

Principal occupation: Partner at Valiant Capital Management.

Public Companies Directorships: None

Past business experience: Senior member of the Investment Committee of Valiant Capital Management. Analyst at Morgan Stanley from 2003 to 2005 and Associate at Silver Lake Partners from 2005 to 2007.

Education: Bachelor of Arts from Dartmouth College and holds an MBA from the Stanford University Graduate School of Business.

**Francisco Zambrano Rodríguez**  
*Independent Alternate Director*

Year of Birth: 1953

Principal occupation: Independent consultant and Co-Chief Executive Officer of Desarrollo Inmobiliario y de Valores, S.A. de C.V. ("Desarrollo Inmobiliario"), Corporativo Zeta DIVASA, S.A.P.I. de C.V. ("Corporativo Zeta DIVASA"), and IPFC Inmuebles, S.A.P.I. de C.V. ("IPFC Inmuebles").

FEMSA Committees: Member of the Audit Committee.

Public Companies Directorships: Member of the board of directors of Coca-Cola FEMSA.

Other Directorships: Member of the boards of directors of Desarrollo Inmobiliario, Corporativo Zeta DIVASA, and IPFC Inmuebles.

Past business experience: Has extensive experience in investment banking and private investment services, in real estate development and project management, real estate private investment funds and as estate planning consultant.

Education: Holds a degree in Chemical Engineering from ITESM and an MBA from The University of Texas at Austin.

# FEMSA

**Jaime A. El Koury**  
*Independent Alternate  
Director*

Year of Birth: 1953  
Principal occupation: General Counsel of the Financial Oversight and Management Board for Puerto Rico, a governmental entity created in 2016 under US federal statute.

FEMSA Committees: Member of the Corporate Practices and Nominations Committee.

Public Companies Directorships: Member of the board of directors of Grupo Bimbo, S.A.B. de C.V.

Past business Experience: Was a partner at Cleary Gottlieb Steen & Hamilton, LLP from 1986 to 2014.

Education: Holds a Bachelor of Arts degree in Economics from Yale University and a Law degree from Yale Law School.

## SECRETARIES NON-MEMBERS

Secretary (non-member): Alejandro Gil Ortiz  
Alternate Secretary (non member): Sergio Rodríguez Pérez