

Fomento Económico Mexicano, S.A.B. de C.V. **Proposed Audit Committee 2021**

Víctor Alberto Tiburcio Celorio

*Chairman and
Financial Expert*

Born: February 1951

First elected to
Committee: 2018
Principal occupation: Independent consultant
Other directorships: Member of the board of directors and member of the audit committee of Coca-Cola FEMSA, S.A.B. de C.V. ("Coca-Cola FEMSA"), Grupo Palacio de Hierro S.A.B. de C.V., Grupo Financiero Scotiabank Inverlat, Profuturo Afore, S.A. de C.V., Grupo Nacional Providencial S.A.B., and Fresnillo, Plc.; investor and member of the board of directors of TankRoom S.A.P.I. de C.V.
Education: Holds a public accountant degree from the Universidad Iberoamericana and an MBA from Instituto Tecnológico Autónomo de México.

Alfonso González Migoya

Born: January 1945

First elected to
Committee: 2006
Principal
occupation: Managing partner of Acumen Empresarial, S.A. de C.V.
Other directorships: Chairman of the board of directors of Invercap Holdings, S.A.P.I. de C.V., and member of the board of directors of Coca-Cola FEMSA., Controladora Vuela Compañía de Aviación, S.A.B. de C.V., Grupo Cuprum, S.A.P.I. de C.V., and Pinturas Berel, S.A. de C.V. Member of the board of directors and member of the audit and corporate practices committees of Nematik, S.A.B. de C.V., Bolsa Mexicana de Valores, S.A.B. de C.V., Regional, S.A.B. de C.V. and Servicios Corporativos JAVER, S.A.B. de C.V.
Education: Holds a Mechanical Engineering degree from Instituto Tecnológico y de Estudios Superiores de Monterrey ("ITESM") and an MBA from the Stanford University Graduate School of Business.

Francisco Zambrano Rodríguez

Born: January 1953

First elected to
Committee: 2006
Principal
occupation: Managing Partner of FORTE Estate Planning, S.C.
Other directorships: Co-Chief Executive Officer and member of the board of directors of Desarrollo de Fondos Inmobiliarios, S.A. de C.V., Desarrollo Inmobiliario y de Valores, S.A. de C.V., Corporativo Zeta DIVASA, S.A.P.I. de C.V. and IPFC Inmuebles, S.A.P.I. de C.V.
Education: Holds a Chemical Engineering degree from ITESM and an MBA from The University of Texas at Austin.

Technical secretary (non-member of the committee): Gerardo Estrada Attolini

Fomento Económico Mexicano, S.A.B. de C.V. **Proposed Corporate Practices Committee 2021**

Ricardo E. Saldívar Escajadillo

Chairman

Born: November 1952
First elected to Committee: 2011
Principal occupation: Private Investor
Other directorships: Member of the board of directors of Axtel, S.A.B. de C.V., Instituto Tecnológico y de Estudios Superiores de Monterrey ("ITESM"), Universidad Tec Milenio and Grupo AIEn.
Education: Holds a mechanical and industrial engineering degree from ITESM, a master's degree in Systems Engineering from Georgia Tech Institute and executive studies from the Instituto Panamericano de Alta Dirección de Empresa.

Robert Edwin Denham

Born: August 1945
First elected to Committee: 2011
Principal occupation: Partner at Munger, Tolles & Olson LLP
Other directorships: Member of the board of directors of New York Times Co., Oaktree Capital Group, LLC and Chevron Corp.
Education: Magna cum laude graduate from the University of Texas, holds a JD from Harvard Law School and a MA in Government from Harvard University.

Ricardo Guajardo Touché

Born: May 1948
First elected to Committee: 2017
Principal occupation: Chairman of the board of directors of Solfi, S.A. de C.V.
Other directorships: Member of the board of directors of Coca-Cola FEMSA, S.A.B. de C.V., Alfa, S.A.B. de C.V., Grupo Financiero BBVA Bancomer, S.A. de C.V., BBVA Bancomer, S.A., Institución de Banca Múltiple, Grupo Aeroportuario del Sureste, S.A. de C.V., Grupo Bimbo, S.A.B. de C.V., ITESM and Vitro, S.A.B. de C.V. Honorary member of the board of directors of El Puerto de Liverpool, S.A.B. de C.V.
Education: Holds an electrical engineering degree from ITESM and the University of Wisconsin and a master's degree from the University of California at Berkeley.

Luis Alberto Moreno Mejía

Born: May 1953
First elected to Committee: 2021
Principal occupation: Managing Director at Allen & Co. LLC
Professional experience: Served as Chairman of Inter-American Development Bank from 2015 to 2020. He was Colombia's ambassador to the United States of America from 1998 to 2005 and was Minister of Economic Development of Colombia from 1992 to 1994.
Education: Holds a business administration and economics degree from Florida Atlantic University, an MBA from Thunderbird School of Global Management and an honoris causa doctorate from Universidad Nacional Mayor de San Marcos.

Technical secretary (non-member of the Committee): Raymundo Yutani Vela

Fomento Económico Mexicano, S.A.B. de C.V. **Proposed Strategy and Finance Committee 2021**

Ricardo Guajardo Touché

Chairman

Born: May 1948
First elected to Committee: 2003
Principal occupation: Chairman of the board of directors of Solfi, S.A. de C.V.
Other directorships: Member of the board of directors of Coca-Cola FEMSA, S.A.B. de C.V. ("Coca-Cola FEMSA"), Alfa, S.A.B. de C.V., Grupo Financiero BBVA Bancomer, S.A. de C.V., BBVA Bancomer, S.A., Institución de Banca Múltiple, Grupo Aeroportuario del Sureste, S.A. de C.V., Grupo Bimbo, S.A.B. de C.V., Instituto Tecnológico y de Estudios Superiores de Monterrey ("ITESM") and Vitro, S.A.B. de C.V. Honorary member of the board of directors of El Puerto de Liverpool, S.A.B. de C.V.
Education: Holds an electrical engineering degree from ITESM and the University of Wisconsin and a master's degree from the University of California at Berkeley.

Federico Reyes García

Born: September 1945
First elected to Committee: 2006
Principal occupation: Independent Consultant
Other directorships: Member of the board of directors of Coca-Cola FEMSA, Fundación FEMSA, A.C. ("Fundación FEMSA") and Tec Salud.
Education: Holds a degree in business and finance from ITESM.

Robert Edwin Denham

Born: August 1945
First elected to Committee: 2011
Principal occupation: Partner at Munger, Tolles & Olson LLP
Other directorships: Member of the board of directors of New York Times Company (Presiding Director), Oaktree Capital Group, LLC and Chevron Corp.
Education: Magna cum laude graduate from the University of Texas, holds a JD from Harvard Law School and a MA in Government from Harvard University.

Francisco Javier Fernández Carbajal

Born: April 1955
First elected to Committee: 2004
Other directorships: Member of the board of directors of Visa, Inc., Alfa, S.A.B. de C.V. and Cemex, S.A.B. de C.V. Alternate member of the board of directors of Industrias Peñoles, S.A.B. de C.V. ("Peñoles").
Education: Holds a Mechanical and Electrical Engineering degree from ITESM and an MBA from Harvard University Business School.

Enrique F. Senior Hernández

Born: August 1943
First elected to Committee: 2017
Principal occupation: Managing Director of Allen & Company, LLC.
Other directorships: Alternate member of the board of directors of Coca-Cola FEMSA. Member of the board of directors of Grupo Televisa, S.A.B. de C.V., Cinemark USA, Inc. and Univision Communications, Inc.
Education: Holds a law degree from Yale University, a law degree and Honorary Law Doctorate from Emerson College and an MBA from Harvard University Business School.

José Antonio Fernández Carbajal

Born: February 1954
First elected to
Committee: 2017
Principal occupation: Executive Chairman of the board of directors of Fomento Económico Mexicano, S.A.B. de C.V.
Other directorships: Chairman of the board of directors of Coca-Cola FEMSA, Fundación FEMSA and ITESM. Member of the board of directors of Heineken Holding N.V. and vice-chairman of the supervisory board of Heineken N.V. Chairman of the America's committee and member of the preparatory committee and selection and appointment committee of Heineken, N.V. Member of the board of directors of Peñoles, and member of the board of trustees of the Massachusetts Institute of Technology Corporation.
Education: Holds an industrial engineering degree and an MBA from ITESM.

Ricardo E. Saldívar Escajadillo

Born: November 1952
First elected to
Committee: 2017
Principal occupation: Private Investor
Other directorships: Member of the board of directors of Axtel S.A.B. de C.V., ITESM, Universidad Tec Milenio and Grupo AIEn.
Education: Holds a mechanical and industrial engineering degree from ITESM, a master's degree in systems engineering from Georgia Tech Institute and executive studies from the Instituto Panamericano de Alta Dirección de Empresa.

Javier Gerardo Astaburuaga Sanjines

Born: July 1959
First elected to
Committee: 2017
Principal Occupation: Independent Consultant
Other directorships: Member of the board of directors of Coca-Cola FEMSA and the supervisory board Heineken N.V. Member of the audit committee of Heineken N.V., finance and investment committee of ITESM and of the board of directors and the audit committee of Grupo Acosta Verde, S.A.B. de C.V.
Education: Holds an accounting degree from ITESM and is licensed as a certified public accountant.

Michael Larson

Born: October 1959
First elected to
Committee: 2010
Other directorships: Member of the board of directors of Republic Services, Inc., Ecolab, Inc. and eleven investment companies registered in two funds within the Western Asset / Management fund complex.
Education: Holds an MBA from the University of Chicago and a BA from Claremont McKenna College.

Technical secretary (non-member of the Committee): Eugenio Garza y Garza