



Fomento Económico Mexicano, S.A.B. de C.V. **Proposed Audit Committee 2023**

Víctor Alberto Tiburcio Celorio <i>Chairman and Financial Expert</i>	Year of Birth:	1951
	Principal occupation:	Independent consultant.
	Public Companies Directorships:	Member of the boards of directors of Fomento Económico Mexicano, S.A.B. de C.V. ("FEMSA"), Coca-Cola FEMSA, S.A.B. de C.V. ("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.

Alfonso González Migoya	Year of Birth:	1945
	Principal occupation:	Business consultant.
	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 Instituto Tecnológico y de Estudios Superiores de Monterrey ("ITESM") and an MBA from the Stanford University Graduate School of Business.

Francisco Zambrano Rodríguez	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").
	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.



Fomento Económico Mexicano, S.A.B. de C.V. **Proposed Operation and Strategy Committee 2023**

José Antonio Vicente Fernández Carbajal <i>Chairman</i>	Year of Birth:	1954
	Principal occupation:	Executive Chairman of the board of directors of FEMSA.
	Public Companies Directorships:	Executive Chairman of the board of directors of FEMSA and Chairman of the board of directors of 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 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.

Ricardo E. Saldívar Escajadillo	Year of Birth:	1952
	Principal occupation:	Private investor.
	Public Companies Directorships:	Member of the boards of directors of FEMSA and Axtel, S.A.B. de C.V. and 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.

Enrique F. Senior Hernández	Year of Birth:	1943
	Principal occupation:	Managing Director of Allen & Company, LLC ("Allen & Company").
	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.

FEMSA

Michael Larson

Year of Birth: 1959
Principal occupation: Chief Investment Officer for William H. Gates III.

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.

Daniel Alegre

Year of Birth: 1968
Principal occupation: Chief Executive Officer of Yuga Labs, Inc. (incoming, April 1, 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.

Javier Gerardo Astaburuaga Sanjines

Year of Birth: 1959
Principal occupation: Independent consultant.

Public Companies Directorships: Alternate member of the boards of directors of Coca-Cola FEMSA and FEMSA, and member of the board of directors of Grupo Acosta Verde, S.A.B. de C.V.

Past business experience: Vice-President of Corporate Development of FEMSA until 2020, he held the position of Chief Financial and Corporate Officer of FEMSA from 2006 to 2015. In 2003 he was appointed FEMSA Cerveza's Co-Chief Executive Officer. He held various senior positions at FEMSA Cerveza between 1993 and 2001 including the Chief Financial Officer position and for two years, he served as FEMSA Cerveza's Director of Sales for the north region of Mexico. Joined FEMSA as a financial information analyst and later acquired experience in corporate development, administration and finance.

Education: Holds an Accounting degree from ITESM and is licensed as a Certified Public Accountant.

Francisco Javier Fernández Carbajal

Year of Birth: 1955
Principal occupation: Chief Executive Officer of Servicios Administrativos Contry, S.A. de C.V.

Public Companies Directorships: Member of the boards of directors of VISA, Inc., Alfa, S.A.B. de C.V. and Cemex, S.A.B. de C.V.

Past business experience: He held senior executive positions at BBVA México S.A., Institución de Banca Múltiple, Grupo Financiero BBVA México, he was Chief Executive Officer of the Corporate Development Division of BBVA from July 2000 to January 2002, President from October 1999 to July 2000, and as Chief Financial Officer from October 1995 to October 1999.

Education: Holds a Mechanical and Electrical Engineering degree from ITESM and an MBA from Harvard University Business School.

FEMSA

**José Antonio Fernandez
Garza Lagüera**

Year of Birth: 1982

Principal occupation: Head for Digital Division at FEMSA.

Public Companies Directorships: None

Past business experience: Head of Strategic Planning for OXXO México and previously he was head of Coca-Cola FEMSA's Central American division. He was Chief Executive Officer at Plásticos Técnicos Mexicanos, S.A. de C.V. (FEMSA's plastic division) and held the positions of head of sales and operations at Heineken Mexico, in Mexico City.

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

Ricardo Guajardo Touché

Year of Birth: 1948

Principal occupation: Independent consultant.

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

Other Directorships: Member of the board of directors of BBVA México S.A., Institución de Banca Múltiple, Grupo Financiero BBVA México.

Past business experience: He was Chairman of the board of directors of Solfi, S.A. de C.V., from 2006 to 2020 and member of the board of directors and Chief Executive Officer of Grupo Valores Monterrey from 2006 to 2017. Chairman and Chief Executive Officer of Grupo Financiero BBVA Bancomer from 1991 to 2000 and Chairman from 2000 to 2004.

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.

Michael Kahn

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.

Gibu Thomas

Year of Birth: 1971

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

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.



Fomento Económico Mexicano, S.A.B. de C.V.
Proposed Corporate Practices and Nominations Committee 2023

Ricardo E. Saldívar
Escajadillo
Chairman

Year of Birth: 1952

Principal occupation: Private investor.

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.

Jaime A. El Koury

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.

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.

Ricardo Guajardo Touché

Year of Birth: 1948

Principal occupation: Independent consultant.

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

Other Directorships: Member of the board of directors of BBVA México S.A., Institución de Banca Múltiple, Grupo Financiero BBVA México.

Past business experience: He was Chairman of the board of directors of Solfi, S.A. de C.V., from 2006 to 2020 and member of the board of directors and Chief Executive Officer of Grupo Valores Monterrey from 2006 to 2017. Chairman and Chief Executive Officer of Grupo Financiero BBVA Bancomer from 1991 to 2000 and Chairman from 2000 to 2004.

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.