



**FOMENTO ECONÓMICO MEXICANO, S.A.B. DE C.V.
PROPOSED BOARD OF DIRECTORS AND COMMITTEES
FOR FISCAL YEAR 2011**

BOARD OF DIRECTORS

SERIE "B"

MEMBERS:

José Antonio Fernández Carbajal
Eva María Garza Lagüera Gonda
Paulina Garza Lagüera Gonda
José Calderón Rojas
Consuelo Garza de Garza
Max Michel Suberville
Alberto Bailleres González
Francisco Javier Fernández Carbajal
Ricardo Guajardo Touché
Alfredo Livas Cantú
Mariana Garza Lagüera Gonda
José Manuel Canal Hernando

ALTERNATES:

Federico Reyes García
Barbara Garza Lagüera Gonda
Othon Páez Garza
Francisco José Calderón Rojas
Alfonso Garza Garza
Max Michel González
Arturo Fernández Pérez
Javier Astaburuaga Sanjines
Alfonso González Migoya
Sergio Deschamps Ebergenyi
Juan Guichard Michel
Ricardo Saldívar Escajadillo

SERIE "D"

MEMBERS:

Armando Garza Sada
Alexis E. Rovzar de la Torre
Helmut Paul
Michael Larson
Robert E. Denham

ALTERNATES:

Enrique F. Senior Hernández
Francisco Zambrano Rodríguez
Moisés Naim

CHAIRMAN OF THE BOARD: José Antonio Fernández Carbajal

SECRETARY: Carlos Eduardo Aldrete Ancira

Alternate Secretary: Arnulfo Eduardo Treviño Garza



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COMMITTEES

AUDIT COMMITTEE:

Alexis E. Rovzar de la Torre (*Chairman*)

José Manuel Canal Hernando (*Finance expert*)

Alfonso González Migoya

Francisco Zambrano Rodríguez

José González Ornelas (*Secretary, Not a member*)

CORPORATE PRACTICES COMMITTEE

Helmut Paul (*Chairman*)

Robert E. Denham

Ricardo Saldívar Escajadillo

Alfonso Garza Garza (*Secretary, Not a member*)

Members of the Audit and Corporate Practices committees are independent members of the Board of Directors.

FINANCE COMMITTEE:

Ricardo Guajardo Touché (*Chairman*)

Federico Reyes García

Robert E. Denham

Alfredo Livas Cantú

Francisco Javier Fernández Carbajal

Javier Astaburuaga Sanjines (*Secretary, Not a member*)