

# Fomento Económico Mexicano, S.A.B. de C.V.

## Proposed Board of Directors 2021

### Series B Directors

**José Antonio Vicente  
Fernández Carbajal**  
*Executive Chairman of the  
Board*

Born: February 1954  
First elected (Chairman of the board): 2001  
(Director) 1984  
Principal occupation: Executive Chairman of the board of directors of Fomento Económico Mexicano, S.A.B. de C.V. ("FEMSA")  
Other directorships: Chairman of the board of directors of Coca-Cola FEMSA, S.A.B. de C.V. ("Coca-Cola FEMSA"), Fundación FEMSA A.C. and Instituto Tecnológico y de Estudios Superiores de Monterrey (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 Industrias Peñoles, S.A.B. de C.V. ("Peñoles"), and member of the board of trustees of the Massachusetts Institute of Technology Corporation.  
Business experience: Joined the strategic planning department of FEMSA in 1988, after which he held managerial positions at FEMSA Cerveza's commercial division and OXXO. He was appointed Deputy Chief Executive Officer of FEMSA in 1991, and Chief Executive Officer in 1995, a position he held until December 31, 2013. As of January 1, 2014, he was appointed Executive Chairman of the board of directors of FEMSA.  
Education: Holds a degree in Industrial Engineering and a Master's in Business Administration ("MBA") from ITESM.  
Alternate director: Federico Reyes García

**Javier Gerardo Astaburuaga Sanjines**  
*Director*

Born: July 1959  
First elected: 2006  
Principal occupation: Independent Consultant  
Other directorships: Alternate member of the board of directors of Coca-Cola FEMSA and the supervisory board of Heineken N.V. Member of the audit committee of Heineken N.V., the finance and investment committee of ITESM, and member of the board of directors and of the audit committee of Grupo Acosta Verde, S.A.B. de C.V.  
Business Experience: Joined FEMSA as a financial information analyst and later acquired experience in corporate development, administration and finance, 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 until 2003, when he was appointed FEMSA Cerveza's Co-Chief Executive Officer. He held the position of Chief Financial and Corporate Officer of FEMSA from 2006 to 2015 and the position of Vice-President of Corporate Development of FEMSA until 2020.  
Education: Holds an accounting degree from ITESM and is licensed as a certified public accountant.

**Mariana Garza Lagüera  
Gonda**  
*Director*

Born: April 1970  
First elected: 1998  
Principal occupation: Private investor  
Other directorships: Member of the board of directors of ITESM, Museo de Historia Mexicana, Patronato Hospital Metropolitano Monterrey, A.C., Inmobiliaria Valmex, S.A. de C.V., Desarrollo Inmobiliario la Sierrita, S.A. de C.V., Refrigeración York, S.A. de C.V., Peñitas, S.A. de C.V., Controladora Pentafem, S.A.P.I. de C.V. and Monte Serena, S.A. de C.V.  
Education: Holds an industrial engineering degree from ITESM and a Master of International Management from the Thunderbird American Graduate School of International Management.

**Bárbara Garza  
Lagüera Gonda**  
*Director*

Born: December 1959  
First elected: 1998  
Principal occupation: Private investor and president of the acquisitions committee of Colección FEMSA.

	Other directorships:	Member of the board of directors of ITESM Campus Mexico City, Banco Santander México, S.A., Institución de Banca Múltiple, Solfi, S.A. de C.V. ("Solfi"), Inmobiliaria Valmex, S.A. de C.V., Desarrollo Inmobiliario la Sierrita, S.A. de C.V., Refrigeración York, S.A. de C.V., Peñitas, S.A. de C.V., Controladora Pentafem, S.A.P.I. de C.V. and BECL, S.A. de C.V. Member of the board of trustees of Fondo para la Paz, The International Council of the Museum of Modern Art, the Museum of Contemporary Art and Franz Mayer Museum.
	Education:	Holds a business administration degree from ITESM.
	Alternate director:	Paulina Garza Lagüera Gonda
<b>José Fernando Calderón Rojas</b> <i>Director</i>	Born:	July 1954
	First elected:	1984
	Principal occupation:	Chief Executive Officer and chairman of the board of directors of Franca Servicios, S.A. de C.V., Servicios Administrativos de Monterrey, S.A. de C.V., Regio Franca, S.A. de C.V., and Franca Industrias, S.A. de C.V.
	Other directorships:	Member of the board of directors of Alfa, S.A.B. de C.V. ("Alfa") and ITESM. Member of the regional consulting board of BBVA Bancomer, S.A. ("BBVA"), and member of the audit committee of Alfa. Member of Fundación UANL, A.C., and founder of Centro Integral Down, A.C. President of Patronato del Museo del Obispado, A.C. and member of the external advisory board of Facultad de Derecho y Criminología of Universidad Autónoma de Nuevo León ("UANL").
	Education:	Holds a law degree from UANL, completed specialization studies in tax at UANL and various courses in business administration by ITESM.
	Alternate director:	Francisco José Calderón Rojas
<b>Alfonso Garza Garza</b> <i>Director</i>	Born:	July 1962
	First elected:	2001
	Principal occupation:	Chief Executive Officer of Strategic Businesses of FEMSA
	Other directorships:	Member of the board of directors of ITESM, Grupo Nutec, S.A. de C.V. and American School Foundation of Monterrey, A.C. Chairman of Fondo de Agua Metropolitano de Monterrey, A.C. and vice-chairman of the executive commission of Confederación Patronal de la República Mexicana, S.P.
	Business experience:	Has experience in several FEMSA business units and departments, including domestic sales, 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
<b>Bertha Paula Michel González</b> <i>Director</i>	Born:	December 1964
	First elected:	2020
	Principal occupation:	Professor at Universidad Autónoma de México (UNAM)
	Other directorships:	Member of the board of directors of El Puerto de Liverpool, S.A.B. de C.V. ("Liverpool") and Liceo Franco Mexicano, A.C., Círculo Francés de México, A.C. and ITESM Zona Metropolitana.
	Education:	Holds a basic biomedical research bachelor and master's degree and a biotechnology doctorate degree from UNAM.
	Alternate director:	Maximino José Michel González
<b>Alberto Bailleres González</b> <i>Director</i>	Born:	August 1931
	First elected:	1989
	Principal occupation:	Chairman of the board of directors of the following companies which are part of Grupo BAL: Peñoles, Grupo Nacional Provincial, S.A.B. de C.V. ("GNP"), Fresnillo Plc, Grupo Palacio de Hierro, S.A.B. de C.V. ("Palacio de Hierro"), Grupo Profuturo S.A.B. de C.V., Controladora Petrobal, S.A. de C.V., Energía Bal, S.A. de C.V., Energía Eléctrica Bal, S.A. de C.V. and Tane, S.A. de C.V. Chairman of the governance board of Instituto Tecnológico Autónomo de México ("ITAM") and founding member of Fundación Alberto Bailleres, A.C.
	Other directorships:	Member of the board of directors of Grupo Kuo, S.A.B. de C.V., Dine, S.A.B. de C.V., Grupo Televisa, S.A.B. de C.V. ("Televisa"), and member of the Consejo Mexicano de Negocios.
	Education:	Holds an economics degree and an Honorary Doctorate from ITAM.
	Alternate director:	Alejandro Bailleres Gual

<b>Francisco Javier Fernández Carbajal</b> <i>Director</i>	Born: April 1955 First elected: 2004 Principal occupation: Chief Executive Officer of Servicios Administrativos Contry, S.A. de C.V. Other directorships: Member of the board of directors of Visa, Inc., Alfa and Cemex, S.A.B. de C.V. and alternate member of the board of directors of Peñoles. Education: Holds a mechanical and electrical engineering degree from ITESM and an MBA from Harvard University Business School.
<b>Ricardo Guajardo Touché</b> <i>Director</i>	Born: May 1948 First elected: 1988 Principal occupation: Chairman of the board of directors of Solfi Other directorships: Member of the board of directors of Coca-Cola FEMSA, Alfa, Grupo Financiero BBVA Bancomer, S.A. de C.V., BBVA Grupo Aeroportuario del Sureste, S.A. de C.V., Grupo Bimbo, S.A.B. de C.V., Coppel, ITESM and Vitro. Honorary member of the board of directors of Liverpool. 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.
<b>Eva María Garza Lagüera Gonda</b> <i>Director</i>	Born: April 1958 First elected: 1999 Principal occupation: Private investor Other directorships: Member of the board of directors of Instituto Tecnológico y de Estudios Superiores de Monterrey (ITESM), Patronato Premio Eugenio Garza Sada, Inmobiliaria Valmex, S.A. de C.V., Inversiones Bursátiles Industriales, S.A. de C.V., Desarrollo Inmobiliario la Sierrita, S.A. de C.V., Refrigeración York, S.A. de C.V., Peñitas, S.A. de C.V., and Controladora Pentafem, S.A.P.I. de C.V. Education: Holds a communications administration degree from ITESM. Alternate director: José Antonio Fernández Garza Lagüera
<b>Luis Alberto Moreno Mejía</b> <i>Director</i>	Born: May 1953 First elected: 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.
<b>Miguel Eduardo Padilla Silva</b> <i>Director</i>	Born: January 1955 First elected: 2014 Principal occupation: Chief Executive Officer of FEMSA Other directorships: Member of the board of directors of Coca-Cola FEMSA, Grupo Lamosa, S.A.B. de C.V., Universidad Tec Milenio and Grupo Coppel, S.A. de C.V. ("Coppel") Business experience: Held the positions of Planning and Control Officer of FEMSA from 1997 to 1999 and Chief Executive Officer of the Strategic Procurement Business Division of FEMSA from 2000 to 2003. He held the position of Chief Executive Officer of FEMSA Comercio from 2004 to 2016 and prior to his current position, he held the position of Chief Financial and Corporate Officer of FEMSA from 2016 to 2018.

#### **Series D Directors**

<b>Ricardo E. Saldívar Escajadillo</b> <i>Director</i>	Born: November 1952 First elected: 2006 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 IPADE. Alternate: Francisco Zambrano Rodríguez
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**Alfonso González****Migoya***Director*

Born: January 1945  
First elected: 2006  
Principal occupation: Business consultant and 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 Nemak, 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 ITESM and an MBA from the Stanford University Graduate School of Business.  
Alternate: Enrique F. Senior Hernández

**Victor Alberto  
Tiburcio Celorio***Director*

Born: February 1951  
First elected: 2018  
Principal occupation: Independent consultant  
Other directorships: Member of the board of directors and member of the audit committee of Coca-Cola FEMSA, Palacio de Hierro, Grupo Financiero Scotiabank Inverlat, Profuturo Afore, S.A. de C.V., Grupo Nacional Provincial 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 (IBERO) and a Master's degree in Business Administration from ITAM.

**Michael Larson***Director*

Born: October 1959  
First elected: 2006  
Principal occupation: Chief Investment Officer for William H. Gates III  
Other directorships: Member of the board of directors of Republic Services, Inc. and 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.

**Robert Edwin Denham***Director*

Born: August 1945  
First elected: 2001  
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 an MA in Government from Harvard University.

**Secretary (non-member):** Carlos Eduardo Aldrete Ancira**Alternate secretary (non-member):** Alejandro Gil Ortiz