

Coca-Cola FEMSA, S.A.B. de C.V. **Proposed Board of Directors 2018**

Series A Directors

José Antonio Fernández Carbajal

Chairman

Born: February 1954
First elected: 1993, as director; 2001 as Chairman
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 Fundación FEMSA A.C., Instituto Tecnológico y de Estudios Superiores de Monterrey (ITESM) and the US Mexico Foundation. Member of the board of directors of Heineken Holding N.V., and vice-chairman of the supervisory board, chairman of the America's committee and member of the preparatory committee and selection and appointment committee of Heineken, N.V. Member of the boards of directors of Industrias Peñoles, S.A.B. de C.V., Grupo Televisa, S.A.B. de C.V., and Co-Chairman of the advisory board of Woodrow Wilson Center, Mexico Institute.
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 31st, 2013. As of January 1st, 2014, he was appointed Executive Chairman of the board of directors of FEMSA.
Education: Holds an Industrial Engineering degree and a Master in Business Administration from ITESM.
Alternate director: Eva María Garza Lagüera Gonda

Javier Gerardo Astaburuaga Sanjines

Director

Born: July 1959
First elected: 2006
Principal occupation: Vice-President of Corporate Development of Fomento Económico Mexicano, S.A.B. de C.V.
Other directorships: Member of the board of directors of Heineken N.V. and FEMSA. Member of the audit committee of Heineken N.V., finance and investments committee of ITESM and of the investments committee of Grupo Acosta Verde.
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 Chief Financial Officer and for two years, he served as FEMSA Cerveza's Director of Sales for the north region of Mexico, prior to his current position and 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.
Education: Holds a Certified Public Accountant degree from Instituto Tecnológico y de Estudios Superiores de Monterrey and is licensed as a Certified Public Accountant, or CPA.
Alternate director: Mariana Garza Lagüera Gonda

José Luis Cutrale

Director

Born: September 1946
First elected: 2004
Principal occupation: Chairman of the board of directors of Sucocitrico Cutrale, Ltda.
Other directorships: Member of the board of directors of Cutrale North America, Inc., Cutrale Citrus Juice USA, Inc., and Citrus Products, Inc. and Chiquita Brands International and member of the Brazilian American Chamber of Commerce.
Business experience: Founding partner of Sucocitrico Cutrale and member of the Brazilian American Chamber of Commerce.
Education: Holds a degree in Business Administration.
Alternate director: José Luis Cutrale, Jr.

Luis A. Nicolau Gutiérrez*Director*

Born: June 1961
First elected: 2016
Principal occupation: Partner at Ritch, Mueller, Heather y Nicolau, S.C., law firm; member of the firm's executive committee.
Other directorships: Member of the boards of directors of Morgan Stanley, Casa de Bolsa, S.A. de C.V., Grupo Financiero Credit Suisse, S.A. de C.V., UBS Asesores México, S.A. de C.V., Grupo Posadas, S.A.B. de C.V., Ignia's public fund (Fideicomiso Ignia), Pizzas del Valle de México, S.A. de C.V. (Shakey's Pizza Mexico) and Club de Golf Bosques de Santa Fe. Member of the investment committee of Ignia Fund and Dila Capital (private equity fund) and in independent member of the supervisory board (comité de vigilancia) of Bolsa Mexicana de Valores, S.A.B. de C.V. (Mexican Stock Exchange).
Education: Holds a Law degree from Escuela Libre de Derecho and a Master in Laws from Columbia University.

Ricardo Guajardo Touché*Director*

Born: May 1948
First elected: 1993
Principal occupation: Chairman of the board of directors of Solfi, S.A. de C.V.
Other directorships: Member of the board of directors of Fomento Económico Mexicano, S.A.B. de C.V., Grupo Valores Operativos Monterrey, S.A.P.I. de C.V., El Puerto de Liverpool, 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 Financiero BBVA Bancomer, Grupo Aeroportuario del Sureste, S.A. de C.V., Grupo Bimbo, S.A.B. de C.V., Grupo Coppel, S.A. de C.V., Instituto Tecnológico y de Estudios Superiores de Monterrey (ITESM) and Vitro, S.A.B. de C.V.
Business experience: Has held senior executive positions at FEMSA, Grupo AXA, S.A. de C.V. and Valores de Monterrey, S.A.B. de C.V.
Education: Holds an Electrical Engineering degree from ITESM and the University of Wisconsin and a Masters degree from the University of California at Berkeley.
Alternate director: Daniel Alberto Rodríguez Cofré

Paulina Garza Lagüera Gonda*Director*

Born: March 1972
First elected: 2009
Business experience: Private investor
Other directorships: Member of the board of directors of Fomento Económico Mexicano, S.A.B. de C.V., 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., y Controladora Pentafem, S.A.P.I. de C.V.
Education: Holds a business administration degree from ITESM.
Alternate director: Alfonso Garza Garza

Federico Reyes García*Director*

Born: September 1945
First elected: 1992
Principal occupation: Independent Consultant
Business experience: At FEMSA, he held the position of Executive Vice-President of Corporate Development from 1992 to 1993, and Chief Financial Officer from 1999 until 2006 and Corporate Development Officer until 2015.
Other directorships: Alternate member of the board of directors of Fomento Económico Mexicano, S.A.B. de C.V., and member of the board of directors of Fundación FEMSA and Tec Salud.
Education: Holds a Business and Finance degree from Instituto Tecnológico y de Estudios Superiores de Monterrey.
Alternate director: Alejandro Bailleres Gual

Eduardo Padilla Silva*Director*

Born: January 1955
Principal occupation: Chief Executive Officer of Fomento Económico Mexicano, S.A.B. de C.V.

Other directorships: Member of the board of directors of Grupo Lamosa, S.A.B. de C.V., Club Industrial, A.C., Universidad Tec Milenio and Grupo Coppel, S.A. de C.V., and member of the board of directors of FEMSA.

Business experience: Was Chief Financial and Corporate Officer of FEMSA from 2016 to 2018 and Chief Executive Officer of FEMSA Comercio, S.A. de C.V. from 2004 to 2016. Also, he 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 had a 20-year career in Alfa, S.A.B. de C.V., and held a position in Terza, S.A. de C.V. as Chief Executive Officer.

Education: Holds a mechanical engineering degree from Instituto Tecnológico y de Estudios Superiores de Monterrey, a Master's in Business Administration degree from Cornell University and a master's degree from Instituto Panamericano de Alta Dirección de Empresas.

Alternate director: Francisco José Calderón Rojas

Alfonso González Migoya

Director

Born: January 1945

First elected: 2006

Principal occupation: Chairman of the board of directors of Controladora Vuela Compañía de Aviación, S.A.B. de C.V. (Volaris) and managing partner of Acumen Empresarial, S.A. de C.V.

Other directorships: Member of the board of directors of Fomento Económico Mexicano, S.A.B. de C.V., Nemark, S.A.B. de C.V., Bolsa Mexicana de Valores, S.A.B. de C.V., Banregio Grupo Financiero, S.A., Cuprum, S.A. de C.V., Berel, S.A. de C.V., Servicios Corporativos JAVER, S.A.P.I de C.V., and Instituto Tecnológico y de Estudios Superiores de Monterrey (ITESM).

Business experience: Served as Corporate Director of Alfa, S.A.B. de C.V. from 1995 to 2005 and as Chairman of the board of directors and Chief Executive Officer of Grupo Industrial Saltillo, S.A.B. de C.V. from 2009 to 2014.

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

Alternate director: Ernesto Cruz Velázquez de León

Daniel Servitje Montull

Director

Born: April 1959

First elected: 1998

Principal occupation: Chief Executive Officer and Chairman of the board of directors of Grupo Bimbo, S.A.B. de C.V. (Bimbo)

Other directorships: Member of the boards of directors of Grupo Financiero Banamex, S.A. de C.V., Instituto Mexicano para la Competitividad, A.C., The Consumer Goods Forum, Latin America Conservation Council (The Nature Conservancy), and Energía Cinco Estrellas, S.A. de C.V., member of Stanford GSB Advisory Council and Wal-Mart Mexico Advisory Board of Suppliers. Chairman of the board of directors of Corporación Aura Solar, S.A.P.I. de C.V., Servicios Comerciales de Energía, S.A. de C.V., CAS Holding Corp., and Aura Solar II Corp.

Business experience: Served as Vice President of Bimbo.

Education: Holds a Business Administration degree from Universidad Iberoamericana and a Master in Business Administration from the Stanford Graduate School of Business.

Alternate director: Víctor Alberto Tiburcio Celorio

Enrique F. Senior Hernández

Director

Born: August 1943

First elected: 2004

Principal occupation: Managing Director of Allen & Company, LLC.

Other directorship: Member of the boards of directors of Fomento Económico Mexicano, S.A.B. de C.V., Grupo Televisa, S.A.B. de C.V., Cinemark USA, Inc. and Univision Communications, Inc.

Business experience: Among other clients, has provided financial advisory services to FEMSA and Coca-Cola FEMSA, S.A.B. de C.V.

Education: Holds a Bachelor's degree from Yale University, a law degree and Honorary Law Doctorate from Emerson College and a MBA from Harvard University Business School.

Alternate director: Herbert A. Allen III

Luis Rubio Freidberg*Director*

Born: August 1955
First elected: 2015
Principal occupation: President of Centro de Investigación para el Desarrollo, A.C. (CIDAC).
Other directorships: President of the board of directors of the organization México Evalúa. He is also a Member of the board of directors of Xanthus hedge fund, The India Fund-Asia Tigers, Transparencia Mexicana and Afore Banamex, S.A. de C.V. He participates in academic organizations, such as México Evalúa
Business experience: He is a contributing editor of the newspaper Reforma. In the 1970s he was Planning Director at Citibank in Mexico and served as an adviser to Mexico's Secretary of the Treasury.
Education: Holds a degree in Financial Administration, a multinational MBA and a master's degree and PhD in Political Science from Brandeis University,.
Alternate director: Jaime A. El Koury

John Anthony Santa María Otazúa*Director*

Born: August 1957
First elected: 2014
Principal occupation: Chief Executive Officer of Coca-Cola FEMSA, S.A.B. de C.V.
Business experience: Has served as Strategic Planning and Business Development Officer and Chief Operating Officer of Mexican operations of Coca-Cola FEMSA. Has served as Strategic Planning and Commercial Development Officer and Chief Operating Officer of Coca-Cola FEMSA's South America division. He also has experience in several areas of Coca-Cola FEMSA, namely development of new products and mergers and acquisitions. Has experience with different bottler companies in Mexico in areas such as Strategic Planning and General Management.
Other directorships: Member of the board of directors of Gentera, S.A.B. de C.V.
Education: Holds a Business Administration degree and a Master in Business Administration with a major in Finance from Southern Methodist University.
Alternate director: Héctor Treviño Gutiérrez

Series D Directors**Charles Brent Hastie***Director*

Born: July 1973
First elected: 2017
Principal occupation: Senior Vice President, Chief Financial and Supply Chain Officer for Coca-Cola North America
Other directorship: Member of the executive committee of Piedmont Coca-Cola Bottling Partnership.
Business experience: He first joined The Coca-Cola Company in 2006 and his previous leadership assignments included Chief Strategy Officer for Coca-Cola Refreshments; President, Active Lifestyle brands, where he was responsible for managing our glaceau business; Vice President, Commercial Leadership Still Beverages; and Vice President, Strategy and Planning, all for the North America Group.
Education: Holds a B.S. in Chemical Engineering from the Georgia Institute of Technology, graduating summa cum laude and received an M.B.A. with distinction from Harvard University.
Alternate director: Sunil Ghatnekar

José Octavio Reyes Lagunes*Director*

Born: March 1952
Principal occupation: Retired.
Other directorships: Member of the boards of directors and President of the resources committee of MasterCard Worldwide, and member of the board of directors and member of the sustainability committee of Coca-Cola Hellenic Bottling Co.
Business experience: He served as President of the Latin American Group of The Coca-Cola Company from 2002 to 2012. Prior to that, he began his career with The Coca-Cola Company in 1980 as Manager of Strategic Planning at Coca-Cola de México, was appointed Manager of the Sprite and Diet Coke brands at corporate headquarters in Atlanta in 1987, became Marketing Director for the Brazil Division in 1990, was named Marketing and Operations Vice President for the Mexico Division and became President for the Mexico Division in 1996.

Education: Holds a degree in Chemical Engineering from the Universidad Nacional Autónoma de México and a Master of Business Administration from the Instituto Tecnológico y de Estudios Superiores de Monterrey.
Alternate director: T. Robin Rodgers Moore

Charles H. McTier

Director

Born: January 1939
First elected: 1998
Principal occupation: Retired
Business experience: Has been associated with the Robert W. Woodruff Foundation for over forty years, serving as its President from 1988-2006 and served as a trustee from 2006 to 2015. Served on the board of directors of nine U.S. Coca-Cola bottling companies in the 1970s and 1980s.
Education: Holds a Bachelor's degree in Business Administration from Emory University.

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: Alternate member of the boards of directors of Fomento Económico Mexicano, S.A.B. de C.V.; member of the board of directors of ITESM and vice-chairman of the board of directors of ITESM Campus Mexico City, 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., Controladora Pentafem, S.A.P.I. de C.V., BECL, S.A. de C.V. and member of the Supervision Commission of the Fondo Nacional Cultural y Artes (FONCA).
Education: Holds a Business administration degree from ITESM.
Alternate Director: Maximino José Michel González

Brian Smith

Director

Born: December 1955
First elected: 2017
Principal occupation: President of The Coca-Cola Company Europe, Middle East and Africa Group.
Other directorships: Member of the board of directors of Evertec, Inc.
Business experience: Joined The Coca-Cola Company in 1997 as Latin America Group Manager for Mergers and Acquisitions until 2001. From July 2001 to July 2002 he worked as Executive Assistant to the Chief Operating Officer and Vice-Chairman of The Coca-Cola Company. From August 2002 to October 2008 he was President of the Brazil Division and from 2008 to 2012 he was President of the Mexico Division. Before his current position, he was Group President of Latin America from 2013 to 2016.
Education: Holds a MBA from the University of Chicago.

Series L Directors

Robert A. Fleishman Cahn

Director

Born: February 1962
First elected: 2012
Principal occupation: Chief Executive Officer of Grupo Tampico, S.A.P.I. de C.V.
Other directorships: Member of the boards of Instituto Cultural Tampico, A.C., Banco Nacional de México, S.A., BBVA Bancomer, S.A., Banco de México, Telefonos de México, S.A.B. de C.V. and Administración Portuaria Integral de Tampico, S.A. de C.V.
Education: Holds a degree in Business from University of Texas and an Executive Development Programme Certificate from Wharton School of University of Pennsylvania.
Alternate director: Herman Harris Fleishman Cahn

José Manuel Canal Hernando

Director

Born: February 1940
First elected: 2003
Principal occupation: Independent consultant

Business experience: Former managing partner at Arthur Andersen (Ruiz, Urquiza y Cía, S.C.) from 1981 to 1999, acted as statutory examiner of Fomento Económico Mexicano, S.A.B. de C.V. from 1984 to 2002, founder and chairman of the Mexican Accounting Standards Board.

Other directorships: Member of the boards of directors of Fomento Económico Mexicano, S.A.B. de C.V., Grupo Kuo, S.A.B. de C.V., Grupo Industrial Saltillo, S.A.B. de C.V., and Estafeta Mexicana, S.A. de C.V., member of the risk committee of Gentera, S.A.B. de C.V. and statutory examiner of Grupo BBVA Bancomer and Bank of America.

Education: Holds a Certified Public Accountant degree from Universidad Nacional Autónoma de México and is licensed as a CPA.

Francisco Zambrano Rodríguez

Director

Born: January 1953

First elected: 2003

Principal occupation: Chief Executive Officer of Grupo Verterrak, S.A.P.I. de C.V.

Business experience: Has extensive experience in investment banking and private investment services in Mexico.

Other directorships: Vice Chairman of the board of directors of Desarrollo Inmobiliario y de Valores, S.A. de C.V. and Chairman of the board of directors of Corporativo Zeta DIVASA, S.A. de C.V. Alternate Member of the board of directors of Fomento Económico Mexicano, S.A.B. de C.V., member of the supervisory board of Instituto Tecnológico y de Estudios Superiores de Monterrey (ITESM) and Desarrollo de Fondos Inmobiliarios, S.A. de C.V.

Education: Holds a Chemical Engineering degree from ITESM and a Master in Business Administration from The University of Texas at Austin.

Alternate director Sergio Deschamps Ebergényi

Secretary (non-member of the Board): Carlos Eduardo Aldrete Ancira

Alternate Secretary (non-member of the Board): Carlos Luis Díaz Sáenz