

INTEGRATION OF THE BOARD OF DIRECTORS

BOARD OF DIRECTORS

<u>NAME</u>	<u>POSITION</u>	<u>CATEGORY</u>
Alberto Torrado Martínez	Presidente	Related Proprietary
Cosme Alberto Torrado Martínez	Vocal	Related Proprietary
Armando Torrado Martínez	Vocal	Related Proprietary
Federico Tejado Bárcena	Vocal	Independent Proprietary
Fabián Gerardo Gosselín Castro	Vocal	Independent Proprietary
Leon Kraig Eskenazi	Vocal	Independent
Carlos Vicente Salazar Lomelín	Vocal	Independent
Alfredo Sanchez Torrado	Vocal	Independent
Luiz Carlos Ferezin	Vocal	Independent
Leticia Mariana Jauregui Casanueva	Vocal	Independent
Christine Marguerite Kenna	Vocal	Independent
Gabriela Maria Garza San Miguel	Vocal	Independent

PROPIETARY SECRETARY

(without being a member of the Board)

Xavier Mangino Dueñas

ALTERNATE SECRETARY

(without being a member of the Board)

Elena Ibarrola Morlet

CHIEF EXECUTIVE OFFICER

Armando Torrado Martínez

AUDIT COMMITTEE

<u>NAME</u>	<u>POSITION</u>
Alfredo Sanchez Torrado	President
Luiz Carlos Ferezin	Member
Federico Tejado Bárcena	Member
Christine Marguerite Kenna	Member
Elizabeth Estrella Garrido López	Secretario (without being member)

CORPORATE PRACTICES COMMITTEE

<u>NAME</u>	<u>POSITION</u>
Leon Kraig Eskenazi	President
Cosme Alberto Torrado Martínez	Member
Gabriela Maria Garza San Miguel	Member
Fabián Gerardo Gosselín Castro	Member
Leticia Mariana Jauregui Casanueva	Member
Elizabeth Estrella Garrido López	Secretary (without being member)

NOMINATION AND COMPENSATION COMMITTEE

<u>NAME</u>	<u>POSITION</u>
Alberto Torrado Martínez	Member
Cosme Alberto Torrado Martínez	Member
Armando Torrado Martínez	Member
Xavier Mangino Dueñas	Member

Alberto Torrado Martínez

Elected as Managing Director of Alsea by the Ordinary General Meeting of Shareholders held on April 30th, 2004 and was ratified continuously until the General Meeting of Shareholders held on December 3rd, 2007, during which, he was appointed CEO.

Related Proprietary Member and currently the Chairman of the Board of Directors

Alberto Torrado Martínez served as Corporate Director of Distribution since 1998 to May 2001; during 2002, Mr. Torrado served as Chairman of the Board of Directors of Alsea until May 2004. Later, on December 2007, Mr. Torrado was appointed CEO and Chairman of the Board by the General Meeting of Shareholders. He served as Managing Director of Alsea until 2010. On the present day, Mr. Torrado serves as Chairman of the Board.

Cosme Alberto Torrado Martínez

Was appointed as Delegate Counselor of Latin America in December 2007.

Related Proprietary

In 1990 Mr. Torrado founded Operadora DP, S.A. de C.V. (a

Member of the Board of Directors

business dedicated to sell the franchises of Domino's Pizza), he has served as Alsea's CEO since 1997 until May 2004, when he was appointed Chairman of the Board. Cosme Alberto Torrado Martínez served as Substitute Counselor of Bolsa Mexicana de Valores, S.A. de C.V. from April 24, 2004.

Armando Torrado Martínez

Was elected as Related Proprietary Counselor by the General Meeting of Shareholders held on May 21st, 1997 and has been ratified continuously by the subsequent Meetings.

Related Proprietary Member of the Board of Directors

Founding Partner of Operadora DP in 1990 and DIA in 1992. Corporate Director of the Domino's Pizza system since 1997 to 2004. He studied Alta Dirección Empresarial at IPADE.

He was elected Related Equity Member by the Ordinary General Shareholders' Meeting held on April 26, 1999 and has been continuously ratified by subsequent ones.

Federico Tejado Bárcena

Was elected as Related Proprietary Member by the Ordinary General Meeting of Shareholders held on April 26th, 1999 and has been ratified continuously by the subsequent Meetings.

Independent Proprietary Member of the Board of Directors

Mr. Tejado has served as Director of Domino's Pizza Brasil and Mexico, Sells Director of Sabritas, S.A. de C.V. and even held the position of Director of Alsea México.

To date, Federico Tejado no longer holds any position within the Company and only participates as an Independent member of the board of directors.

León Kraig Eskenazi

Independent Member of the Board of Directors

Was elected as an Independent Counselor by the Ordinary and Extraordinary General Meeting of Shareholders held on April 11th, 2012.

Partner and Director of IGNIA Partners and Fondo de Capital privado para Latinoamérica. He has served as Managing Director of several transnational companies such as: Mars Petcare, General Mills and Mars México.

**Fabián Gerardo
Gosselin Castro**

Was elected as Related Proprietary Member by the Ordinary General Meeting of Shareholders held April 28th, 2006.

**Independent Proprietary
Member of the Board of
Directors**

Carlos Vicente Salazar

He was President of the Nuevo León Council for Strategic Planning.

**Independent Member of
the Board of Directors**

He was President of the Siglo XXI Commission, Monterrey. He was Chairman of the EGADE Business School corporate advisory board.

Luiz Carlos Ferezin

**Independent Member of
the Board of Directors**

He worked with Accenture for more than 30 years and was the leader of various initiatives. His main area of specialization and experience with clients focused on the Business Unit for Mass Consumption, Retail and Natural Resources. He was President of the Council of the Mexican Association of the Information Technology Industry, was a member of the Council of the Mexico Business Summit and chaired the Council of the NGO Impulsa-Junio chievement Member of the Council of Nacional Monte de Piedad, IOS Offices and the Center ABC doctor.

**Alfredo Sanchez
Torrado**

He has collaborated for more than 15 years in Chevez, Ruiz, Zamarripa
Member of IMEF, CCPM, IMCP

**Independent Member of
the Board of Directors**

**Leticia Mariana Jauregui
Casanueva**

Recognized as one of the most powerful women in Mexico by Forbes and with more than 15 years of experience, Leticia is an expert in innovation as well as a serial entrepreneur.

**Independent Member of
the Board of Directors**

She holds a Master of Science in Agricultural and Natural Resource Economics and a Master of Science in Community Development, both awarded by the University of California.

**Christine Marguerite
Kenna**

Is an innovative technology investor with more than 22 years experience identifying key trends, managing complex fundraising and M&A transactions, and driving corporate strategies within international environments. Christine is a Partner at IGNIA Venture Capital, having previously held leadership roles at Google, EF Education First, EY Parthenon.

**Independent Member of
the Board of Directors**

**Gabriela Maria Garza
San Miguel**

Is the Director of a Family Office and advises executives on strategy issues. She is co-author of the first and second edition of the Women Matter MX studies and is an expert on gender diversity and inclusion issues. Gabriela was a consultant with McKinsey & Company.

**Independent Member of
the Board of Directors**

