

Biographies of Grupo Financiero Banorte's (GFNorte) Proprietary Members and Secretary of the Board of Directors.



Carlos Hank González
Chairman Proprietary Member

He joined GFNorte's Board in November 2014.

He holds a Bachelor's Degree in Business Management with specialization in Finance from Universidad Iberoamericana.

Currently he is Chairman of GFNorte's Board of Directors, position he has held since January 1st, 2015. In Gruma, global leader in corn flour and tortilla production with operations in more than 100 countries, Carlos Hank Gonzalez has played a key role since December 2012, when he became Vice President of the Board of Directors and joined the Executive Committee to design a healthy and responsible financial strategy

that generated value for the company.

In 1997, he was appointed as CEO of Interacciones Casa de Bolsa, in 1999 as CEO of Banco Interacciones and in 2000 as CEO of Grupo Financiero Interacciones (GFI). At the beginning of 2003, he was designated as Deputy CEO of Grupo Financiero Banorte (GFNorte) and by the end of the year, he returned to GFI as CEO to continue transforming it into a highly profitable financial group, specialized in state and municipal financing. He led a successful public offering in 2013 that consolidated GFI as a public company, achieving increasing liquidity of its shares in the stock market. Additionally, he was appointed CEO of Grupo Industrial Hermes in 2008, a group founded in 1978, with different business lines in infrastructure, energy, automotive, transportation and, since 2013, in tourism.



Juan Antonio González Moreno
Proprietary Member

He joined GFNorte's Board in April 2004.

He graduated in Business Management from Universidad Regiomontana and holds an MBA from San Diego University.

He is Chairman of the Board of Directors and CEO of Gruma and Gimsa.

He was Managing Director of Gruma Asia and Oceania and Senior Vice President of Special Projects at Gruma Corporation. Chairman of the Board of Directors and CEO of CarAmigo U.S.A., and Vice President of the Central and Eastern Regions of Mission

Foods. Sales President and Vice President of Azteca Milling.



David Juan Villarreal Montemayor
Proprietary Member

He joined GFNorte's Board in October 1993.

He is a Mechanical and Electrical Engineer from Instituto Tecnológico y de Estudios Superiores de Monterrey (ITESM), holds a Master's Degree in Science in Automatic Control from the same Institution and participated in the Advanced Management program from Instituto Panamericano de Alta Dirección (IPADE).

He is Chief Executive Officer and major shareholder of Artefactos Laminados, S.A. de C.V. Currently, he is Chairman of the Board and Deputy Managing Director of Inmobiliaria Montevis, S.A. de C.V. and Inmobiliaria Monyor S.A. de C.V. He is a regional Advisor of Banco Nacional de México, S.A. (Banamex) and a Financial

Advisor and Business Developer for SISMEX, Sistemas Mexicanos S.A. de C.V. Furthermore, he was Deputy Manager of Operations in Artefactos Laminados from 1972 to 1990.



José Marcos Ramírez Miguel
Proprietary Member

He joined GFNorte's Board in July 2011.

He holds a Bachelor's Degree in Actuarial Science from Universidad Anahuac, a Postgraduate Degree in Finance from Instituto Tecnológico Autónomo de México (ITAM) and an MBA from E.S.A.D.E. in Barcelona.

He is Chief Executive Officer of GFNorte and Banco Mercantil del Norte, S.A. since November 2014.

He held positions as Banorte's Chief Corporate Officer and Managing Director of Wholesale Banking. His professional experience is essentially in the banking industry. He began as interdisciplinary consultant at Peat Marwick México, and subsequently entered to the Financial Engineering Area at Operadora de Bolsa. In 1989, he founded Finventia where he held an important role in the issuance of the first private Eurobond after the Mexican debt restructuring. He also worked at Banque Nationale de Paris and Banque Indosuez México as trader in the Mexican market. From 1993 to 1999 he was with Nacional Financiera, S.N.C. in the Development Banking area where he held various management positions. Later on, he worked at Grupo Financiero Santander for 11 years where he served CFO, Managing Director of Wholesale Banking, Managing Director of Santander Brokerage and Executive Vice President of the Group. Furthermore, in 2007, he was appointed Chairman of Asociación Mexicana de Intermediarios Bursátiles.



Everardo Elizondo Almaguer
Proprietary Independent Member

He joined GFNorte's Board in April 2010.

He graduated in Economics from the University of Nuevo León and holds a Master's Degree and Ph.D. in Economics, both from the University of Wisconsin-Madison.

He is Professor of International Finance at EGADE, Business School, ITESM.

He was Director of Economic Studies at Grupo Industrial Alfa (Alfa Group). He founded the Consulting Agency Index, Economía Aplicada S.A. and was Deputy Governor of the Mexican Central Bank (Banco de México). He founded and was

the first Director of the Graduate School of the Faculty of Economics at the University of Nuevo Leon.



Carmen Patricia Armendáriz Guerra
Proprietary Independent Member

She joined GFNorte's Board in April 2009.

She is an Actuary from Universidad Nacional Autonoma de Mexico (UNAM), holds a Master's Degree in Economics from the same institution and a Ph.D. in Economics from Columbia University in New York.

She is Managing Director at Financiera Sustentable, entity dedicated to finance micro companies and is Partner - Director and Founder of Valores Financieros, company dedicated to advise banking systems. She was advisor to the Secretary of the Minister of Finance and Public Credit (Secretaria de Hacienda y Crédito Público), position in which she coordinated the negotiation of financial services of the North American Free Trade Agreement (NAFTA), later on she was Vice President of Supervision at the National Banking and Securities Commission (Comisión Nacional Bancaria y de Valores), and Associated Director of the Bank for International Settlements, in charge of analyzing the impact of Basel II in emerging markets. She was advisor to GFNorte's Chairman Emeritus, Roberto Gonzalez Barrera, and Director of Special Projects at the same Institution.

She has been international advisor in banking crises, Economics professor at Instituto Tecnológico Autónomo de México (ITAM) and author of several academic and specialized publications in Banking and Macroeconomics.



Héctor Federico Reyes-Retana y Dahl
Proprietary Independent Member

He joined GFNorte's Board in July 2011.

He is an Industrial Engineer from Universidad Iberoamericana and holds an MBA from Cornell University, New York.

He is an independent Advisor and Consultant. Currently he is Member of the Board of Banco del Ahorro Nacional (Bansefi).

He has held various positions in the public sector, in the Ministry of Economy (Secretaria de Economía) he founded the organism "ProMexico, Inversión y Comercio"; also, was the CEO of Banco Nacional de Comercio Exterior, S.N.C (Bancomext), CEO of Banca Confía and Director of International Operations of Banco de México (Banxico). In the private sector, he was CEO of Grupo

Financiero Mifel and Banca Mifel.

Furthermore, he held positions as Vice President of the Mexican Banking Association (Asociación de Bancos de México) and Vice President of the Mexican Bankers Association (Asociación de Banqueros de México), among others.



Eduardo Livas Cantú
Proprietary Independent Member

He joined GFNorte's Board in April 1999.

He holds a Bachelor's Degree in Law from the Universidad Autonoma de Nuevo Leon (UANL) and has a Ph.D. in Economics from the University of Austin, Texas.

Currently he is member of the Executive Committee of Gruma.

He was Chief Operating Officer of Gimsa (1975-1978) and Managing Director of Central America (1978-1982). He was CEO of Gruma Corp. (U.S.A. division from 1982 to 1994) and Chief Corporate Officer of Gimsa and Gruma (1994-1999). Additionally he served as adviser (1999-2014).



Alfredo Elías Ayub
Proprietary Independent Member

He joined GFNorte's Board in April 2012.

He is a Civil Engineer from Universidad Anahuac and holds an MBA from Harvard Business School.

Currently he is Chairman of the Board of Promociones Metropolis, S.A. de C.V. and member of the Board of Iberdrola USA and Rotoplas. Formerly he served as CEO of the Mexican Federal Electricity Commission (Comision Federal de Electricidad), CFE, CEO of Airports and Auxiliary Services (Aeropuertos y Servicios Auxiliares, ASA) and held various positions within the Ministry of Energy and Mining (Secretaria de Energia, Minas e Industria Paraestatal).

He was member of the Alumni Council at Harvard Business School, Nacional Financiera, Multibanco Mercantil de Mexico and Banco Internacional. Furthermore, he was Chairman of the Board of the Mexican Institute of Electric Research (Instituto Mexicano de Investigaciones Electricas) and of the Mexico Foundation at Harvard.



Adrián Sada Cueva
Proprietary Independent Member

He joined GFNorte's Board in April 2013.

He holds a Bachelor's Degree in Business Management from Instituto Tecnológico y de Estudios Superiores de Monterrey (ITESM) and holds an MBA from Stanford Business School.

He is Executive Manager Director of Vitro since March 2013 and is a member of the Board of Directors of Vitro, S.A.B. de C.V. since 2010, as well as Comegua, Club Industrial de Monterrey, Universidad de Monterrey, Camara de la Industria de Transformacion (CAINTRA) and GFNorte's Northern Regional Board. He was Director of Vitro Cristalglass (Spain), Managing Director of Vitro Automotive, Director of Internal Restructure, Director of Administration and Finance and Managing Director of the Containers Business in Vitro.



Alejandro Burillo Azcárraga
Proprietary Independent Member

He joined GFNorte's Board in April 2013.

He is Chairman of the Board of Directors of Grupo Pegaso, which has presence in the technology, telecom, media, real estate, sports, culture and philanthropy, agribusiness, tourism, services and aeronautics sectors. He has participated as strategic partner in different companies and financial institutions such as: Ixe Banco, Laredo National Bank, Telefonica Movistar, Atlante Football Club, among others. He has also been independent member of the Board of Directors of Grupo Financiero BBVA Bancomer, S.A.



José Antonio Chedraui Eguía
Proprietary Independent Member

He joined GFNorte's Board in April 2015.

He holds a Bachelor's Degree in Accounting and Finance from Universidad Anahuac.

Currently, he is CEO of Grupo Comercial Chedraui, Formerly, he was Commercial Director and then CEO of Comercial Las Galas. Furthermore, he participates in the organizations Fundación Chedraui, Young Presidents' Organization and Mexico Nuevo.



Alfonso de Angoitia Noriega
Proprietary Independent Member

He joined GFNorte's Board in April 2015.

He holds a Bachelor's Degree in Law from Universidad Nacional Autónoma de México (UNAM).

Currently holds the position of Executive Vice President and Chairman of the Finance Committee at Grupo Televisa, S.A.B. de C.V. He has served on the Board and Executive Committee of the company since 1997. He is also member of the Board of Directors of Cablevision, S.A. de C.V., Innova, S. de R.L. de C.V. (Sky), Cablemas Telecomunicaciones, S.A. de C.V., Operbes, S.A. de C.V. (Bestel), International Television, Inc. de C.V., Grupo Axo, S.A.P.I. de C.V. and The Americas Society. Furthermore, he is Chairman of the Board of Kardias Foundation and member of the UNAM Foundation and the Mexican Health Foundation.

Prior joining Grupo Televisa, he co-founded the Law firm Mijares, Angoitia, Cortes y Fuentes, S.C. He served as Executive Vice President of Administration and Finance from 1999 to 2003 and was member of the Boards of Grupo Modelo, S.A.B. de C.V. from 2005 to 2013 and The American School Foundation from 2001 to 2010.



Olga María del Carmen Sánchez Cordero
Proprietary Independent Member

She joined GFNorte's Board in April 2016.

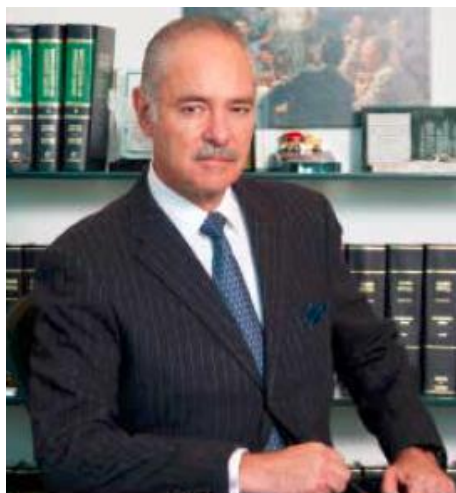
Es Licenciada en Derecho por la Universidad Nacional Autónoma de México (UNAM) con posgrado en Política Social y Administración por el University College of Swansea en Gran Bretaña. Es Doctora Honoris Causa por la Universidad Autónoma de Morelos y por la Universidad Autónoma de Nuevo León.

Es Notaria Pública 182 de la Ciudad de México y del Patrimonio Inmueble de la Ciudad de México. Es miembro de International Women's Forum, International Federation of University Women e International Association of Women Judges. Asimismo, es miembro de la Barra Mexicana, Colegio de Abogados, A.C., del Colegio de Notarios del D.F., A.C. y de la Asociación Nacional del Notariado

Mexicano A.C. Es Consejera de Fundación UNAM y miembro numerario número uno del Grupo de los 100 del Centro de Innovación, Desarrollo e Investigación Jurídica para Latinoamérica.

Fue designada Ministra de la Suprema Corte de Justicia de la Nación (1995-2015) y Magistrada Numeraria del Tribunal Superior de Justicia del Distrito Federal (1993 a enero de 1995).

Catedrática en la UNAM y autora de varias publicaciones. Fungió como Directora del Seminario de Sociología General y Jurídica de la Facultad de Derecho de la UNAM (1980-1984).



Thomas Stanley Heather Rodríguez
Proprietary Independent Member

He joined GFNorte's Board in April 2016.

He holds a Bachelor's Degree in Law from Escuela Libre de Derecho and a Masters Degree from University of Texas at Austin- "Master of Comparative Jurisprudence- Financial Law". Moreover, he has several Postgraduate degrees from Universidad Panamericana and New York University.

Currently, he is partner at Ritch Mueller, Heather and Nicolau, S.C. and specializes in external funding, restructurings and securities offerings. He is Legal Advisor of the Consejo Coordinador Empresarial (CCE) and is permanent member of the Committee for drafting the CCE's Code of Best Corporate Practices. He has served as Judge of the International Court of Arbitration and as Conciliator in the Federal Institute of Insolvency

Specialists (IFECOM). Representative of the International Insolvency Institute at the United Nations Commission on International Trade Law (UNCITRAL) and member of the Barra Mexicana, Colegio de Abogados, A.C. Previously, he co-founded Heather & Heather, S.C. - from 2010 until its merger in 2013 to form Ritch Mueller, Heather and Nicolau, S.C. - and White & Case, LLP, in the Mexico City offices from 2005 to 2009.

He is member of the Board of Directors and of the Audit and Corporate Practices Committee (CAPS) of Grupo Bimbo, S.A.B. de C.V.; Independent member and Chairman of the CAPS at Gruma, S.A.B. de C.V. and Grupo Industrial Maseca, S.A.B. de C.V. He was Independent member of Grupo Modelo S.A.B. de C.V. (1997-2005), GSF Telecom Holdings, S.A.P.I. (2012-2014) and Nikko Hotels (until 2013). He also was independent member of Grupo Financiero Scotiabank and subsidiaries (2001-2016).

He is Professor at Escuela Libre de Derecho and Universidad Iberoamericana, invited speaker at University of California at Los Angeles (UCLA) and Columbia University, and author of several publications.



Héctor Ávila Flores
Secretary

He has been Secretary of GFNorte's Board of Directors since April 2011. He holds a Bachelor's Degree in Law from Universidad La Salle, with a specialization in Finance Law from Instituto Tecnológico Autónomo de México (ITAM).

Currently, is GFNorte's Deputy Managing Director of Legal and has more than 13 years' experience in the Mexican financial system.