

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



Carlos Hank Gonzalez

Chairman Proprietary Member

Carlos Hank Gonzalez has developed a solid career for more than 20 years in strategic management positions in the private sector. Two key features have distinguished his career: clear, measurable and convincing results and the development of long-term institutionalization. He is 43 years old and is recognized as an entrepreneur, financier, proud Mexican and family man. He holds a Bachelor's Degree in Business Management with specialization in Finance from Universidad Iberoamericana.

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 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. Furthermore, 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 Chairman of the Board of Directors and joined the Executive Committee to design a healthy and responsible financial strategy that generated value for the company.

On October 7, 2014 he renounced as CEO of GFI and on November 20, 2014 GFNorte's Board of Directors, by unanimous agreement, designated him as Chairman of this government body, effective as of January 1, 2015.



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 Chairman of Special Projects at Gruma Corporation. Chairman of the Board of Directors and CEO of CarAmigo USA, Vice Chairman of the Central and Eastern Regions of MissionFoods. Sales Chairman and Vice Chairman of Azteca Milling.



David Villarreal Montemayor
Proprietary Member

He joined GFNorte's Board in October 1993. He is Electromechanical 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 IPADE.

He is CEO and major shareholder of Artefactos Laminados, S.A. de C.V. He is Chairman of the Board and Deputy Managing Director of Inmobiliaria Montevi, 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.



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 Post-graduate Degree in Finance from Instituto Tecnológico Autónomo de México (ITAM) and an MBA from E.S.A.D.E. in Barcelona, Spain.

He has been CEO of GFNorte and Banco Mercantil del Norte since November 2014, prior to this appointment he held positions as Managing Director of Wholesale Banking and Chief Corporate Officer. Prior joining GFNorte, he worked at Grupo Financiero Santander for 11 years where he held several positions such as CFO, Managing Director of Wholesale Banking, Managing Director of Santander Brokerage and Executive Vice Chairman of the Group. In 2007, he was appointed Chairman of Asociación Mexicana de Intermediarios Bursátiles. From 1993 to 1999 he was with Nacional Financiera, S.N.C. in the Development Banking area where he held various management positions. He also worked at Banque Nationale de Paris and Banque Indosuez México as trader in the Mexican market. In 1989, he founded Finventia where he held an important role in the issuance of the first private Eurobond after the Mexican debt restructuring. Furthermore, he was interdisciplinary consultant at Peat Marwick México, and subsequently entered to the Financial Engineering Area at Operadora de Bolsa.



Don Everardo Elizondo Almaguer

Proprietary Independent Member

He joined GFNorte's Board in April 2010. He graduated in Economics from the University of Nuevo Leon and holds a Master's Degree and Ph.D. in Economics, both from the University of Wisconsin-Madison.

He was Director of Economic Studies at Grupo Industrial Alfa (Alfa Group). He founded the Consulting Agency Index, Economia Aplicada S.A. and was Deputy Governor of the Mexican Central Bank. He founded and was the first Director of the Graduate School of the Faculty of Economics at the University of Nuevo Leon. He is Professor of International Finance at EGADE, Business School, ITESM. Furthermore, he is member of several companies' Boards of Directors.



Patricia Armendáriz Guerra

Proprietary Independent Member

She joined GFNorte's Board in April 2009. She holds a Bachelor's Degree in Actuarial Science 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 was advisor to the Minister of Finance and Public Credit, position in which she coordinated the negotiation of financial services of the North American Free Trade Agreement (NAFTA), later she was Vice Chairman of Supervision at the National Banking and Securities Commission, and Associated Director of the Bank for International Settlements, in charge of the analyzing the impact of Basel II in emerging markets. She was advisor to the Chairman Emeritus, Roberto Gonzalez Barrera, and Director of Special Projects at the same Institution.

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 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 Reyes-Retana y Dahl

Proprietary Independent Member

He joined GFNorte's Board in July 2011. He is 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 he founded the organism "ProMexico, Inversion y Comercio"; also, was the CEO of Banco Nacional de Comercio Exterior, S.N.C (Bancomext), CEO of Banca Confia and Director of International Operations of Banco de Mexico (Banxico). In the private sector, he was CEO of Grupo Financiero Mifel and Banca Mifel, and was Vice Chairman of the Mexican Banking Association (ABM), among others.



Juan Carlos Braniff Hierro

Proprietary Independent Member

He joined GFNorte's Board in July 2011. He is Chairman and CEO of Capital I, Fondos de Inversion Inmobiliaria. Member of the Board of Directors of Maxcom and Afore XXI Banorte. He was Vice Chairman of the Board of Directors at Grupo Financiero BBVA Bancomer, where he held several executive positions such as Chairman of the Board of Insurance, Annuities and Afore, also served as member of the Credit, Risk and Audit Committees. Furthermore, he was member of the Board of Directors and Committees of Fomento Economico Mexicano (FEMSA), Coca Cola Femsa (KOF), Aeromexico, Maizoro, Hoteles Presidente Intercontinental and El Paso Corp., among others.



Armando Garza Sada

Proprietary Independent Member

He joined GFNorte's Board in July 2011. He graduated from Massachusetts Institute of Technology (MIT) and holds an MBA from Stanford Business School.

Currently, he is Alfa's Chairman of the Board of Directors. He is member of the Board of: Banco de Mexico (Regional Board), Fomento Economico Mexicano (FEMSA), Frisa, Instituto Tecnológico y de Estudios Superiores de Monterrey (ITESM), Lamosa, Liverpool, Proeza, Stanford Business School and Stanford University.



Alfredo Elías Ayub

Proprietary Independent Member

He joined GFNorte's Board in April 2012. He is Civil Engineer from Universidad Anahuac and holds an MBA from Harvard Business School.

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



Adrián Sada Cueva

Proprietary Independent Member

He joined GFNorte's Board in April 2013. He graduated in Business 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 member of the Board of Directors of Vitro, S.A.B. de C.V. since 2010. 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. Additionally, he is Member of the Board of Directors of Comegua, Club Industrial de Monterrey, Universidad de Monterrey and Camara de la Industria de Transformacion (CAINTRA).



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.

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 the Universidad Autónoma de México (UNAM).

Currently holds the position of Executive Vice Chairman and Chairman of the Finance Committee at Grupo Televisa, S.A.B. He has served on the Board and Executive Committee of the company since 1997 and from 1999 to 2003 served as Executive Vice Chairman of Administration and Finance. Prior joining Grupo Televisa, he co-founded the Law firm Mijares, Angoitia, Cortes y Fuentes, S.C. 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 Axi, S.A.P.I. de C.V. and The Americas Society. He was a member of the Board of Grupo Modelo, S.A.B. de C.V. from 2005 to 2013 and The American School Foundation from 2001 to 2010. He is currently Chairman of the Board of Kardias Foundation and member of the UNAM Foundation and the Mexican Health Foundation.



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.