



Building a better future

GROSS TOTAL COMPENSATION PAID IN 2021 TO EACH MEMBER OF THE BOARD OF DIRECTORS THAT IS BEING NOMINATED TO BE APPOINTED TO THE BOARD OF DIRECTORS AT THE ORDINARY GENERAL SHAREHOLDERS MEETING ON MARCH 24, 2022

For the year ended December 31, 2021, the gross total compensation, in Mexican Pesos, paid to each of the following persons for attendance to meetings of the Board of Directors, the Audit Committee, the Corporate Practices and Finance Committee, and the Sustainability Committee, as applicable, during 2021, was as follows:

DIRECTOR (IN ALPHABETICAL ORDER)	GROSS TOTAL COMPENSATION IN MEXICAN PESOS
Armando Garza Sada	Ps \$2,654,500 ¹
Armando J. García Segovia	Ps \$2,658,000 ²
David Martínez Guzmán	Ps \$2,226,000 ³
Everardo Elizondo Almaguer	Ps \$2,762,500 ⁴
Fernando Á. González Olivieri	Ps \$2,226,000 ⁵
Francisco Javier Fernández Carbajal	Ps \$3,623,000 ⁶
Gabriel Jaramillo Sanint	Ps \$2,226,000 ⁷
Isabel María Aguilera Navarro	Ps \$2,226,000 ⁸
Marcelo Zambrano Lozano	Ps \$2,658,000 ⁹
Ramiro Gerardo Villarreal Morales	Ps \$2,226,000 ¹⁰
Rodolfo Manuel García Muriel	Ps \$3,191,000 ¹¹
Rogelio Zambrano Lozano	Ps \$2,226,000 ¹²
TOTAL	Ps \$30,903,000¹³

¹ Equivalent to approximately USD\$131,151.19 based on the exchange rate of Ps\$20.24 to US\$1.00 published in the Mexican Official Journal (*Diario Oficial de la Federación*) on February 24, 2022.

² Equivalent to approximately USD\$131,324.11 based on the exchange rate of Ps\$20.24 to US\$1.00 published in the Mexican Official Journal (*Diario Oficial de la Federación*) on February 24, 2022.

³ Equivalent to approximately USD\$109,980.24 based on the exchange rate of Ps\$20.24 to US\$1.00 published in the Mexican Official Journal (*Diario Oficial de la Federación*) on February 24, 2022.

⁴ Equivalent to approximately USD\$136,487.15 based on the exchange rate of Ps\$20.24 to US\$1.00 published in the Mexican Official Journal (*Diario Oficial de la Federación*) on February 24, 2022.

⁵ Equivalent to approximately USD\$109,980.24 based on the exchange rate of Ps\$20.24 to US\$1.00 published in the Mexican Official Journal (*Diario Oficial de la Federación*) on February 24, 2022.

⁶ Equivalent to approximately USD\$179,001.98 based on the exchange rate of Ps\$20.24 to US\$1.00 published in the Mexican Official Journal (*Diario Oficial de la Federación*) on February 24, 2022.

⁷ Equivalent to approximately USD\$109,980.24 based on the exchange rate of Ps\$20.24 to US\$1.00 published in the Mexican Official Journal (*Diario Oficial de la Federación*) on February 24, 2022.

⁸ Equivalent to approximately USD\$109,980.24 based on the exchange rate of Ps\$20.24 to US\$1.00 published in the Mexican Official Journal (*Diario Oficial de la Federación*) on February 24, 2022.

⁹ Equivalent to approximately USD\$131,324.11 based on the exchange rate of Ps\$20.24 to US\$1.00 published in the Mexican Official Journal (*Diario Oficial de la Federación*) on February 24, 2022.

¹⁰ Equivalent to approximately USD\$109,980.24 based on the exchange rate of Ps\$20.24 to US\$1.00 published in the Mexican Official Journal (*Diario Oficial de la Federación*) on February 24, 2022.

¹¹ Equivalent to approximately USD\$157,658.10 based on the exchange rate of Ps\$20.24 to US\$1.00 published in the Mexican Official Journal (*Diario Oficial de la Federación*) on February 24, 2022.

¹² Equivalent to approximately USD\$109,980.24 based on the exchange rate of Ps\$20.24 to US\$1.00 published in the Mexican Official Journal (*Diario Oficial de la Federación*) on February 24, 2022.

¹³ Equivalent to approximately USD\$1,526,828.06 based on the exchange rate of Ps\$20.24 to US\$1.00 published in the Mexican Official Journal (*Diario Oficial de la Federación*) on February 24, 2022.

¹ This is an unofficial translation for informational purposes only. The documents available in Spanish are the official documents that will be presented during the Ordinary General Shareholders Meeting on March 24, 2022.