

**BOARD OF DIRECTORS AND
INTERNAL MANAGEMENT BODIES**

BOARD OF DIRECTORS

<u>NAME</u>	<u>POSITION</u>	<u>CATEGORY</u>
Alberto Torrado Martínez	Chairman	Related Proprietary
Cosme Alberto Torrado Martínez	Vocal	Related Proprietary
Armando Torrado Martínez	Vocal	Related Proprietary
Federico Tejado Bárcena	Vocal	Related Proprietary
Fabián Gerardo Gosselín Castro	Vocal	Related Proprietary
Diego Gaxiola Cuevas	Vocal	Related Proprietary
Carlos Enrique Piedrahita Arocha	Vocal	Independent
Julio Gutiérrez Mercadillo	Vocal	Independent
Raúl Méndez Segura	Vocal	Independent
Iván Moguel Kuri	Vocal	Independent
Leon Kraig Eskenazi	Vocal	Independent
Steven J. Quamme	Vocal	Independent Proprietary

SECRETARY

(Non Member of the Board)

Xavier Mangino Dueñas

AUDIT COMMITTEE

<u>NAME</u>	<u>POSITION</u>
Iván Moguel Kuri	President
Julio Gutiérrez Mercadillo	Member
Raúl Méndez Segura	Member

CORPORATE PRACTICE COMMITTEE

<u>NAME</u>	<u>POSITION</u>
Julio Gutiérrez Mercadillo	President
Carlos Enrique Piedrahita Arocha	Member
Leon Kraig Eskenazi	Member
Cosme Alberto Torrado Martínez,	Member

NOMINATIONS AND COMPENSATIONS COMMITTEE

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

The biographical information of the members of the Board of Directors is displayed in the following text:

Alberto Torrado Martínez Proprietary related and currently Chairman of the Board of Directors	<p>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.</p> <p>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.</p>
Cosme Alberto Torrado Martínez Member of the Board of Directors Delegate Counselor for Latin America.	<p>Was appointed as Delegate Counselor of Latin America on December 2007.</p> <p>In 1990 Mr. Torrado founded Operadora DP, S.A. de C.V. (a 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. At the same time, Cosme Alberto Torrado Martínez serves as Substitute Counselor of Bolsa Mexicana de Valores, S.A. de C.V. since April 28th, 2004.</p>
Armando Torrado Martínez Member of the Board of Directors CEO of Casual Dining Alsea	<p>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.</p> <p>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.</p> <p>On the present day, he serves as CEO of Casual Dining Alsea.</p>
Fabián Gerardo Gosselin Castro Member of the Board of Directors CEO de Alsea	<p>Was elected as Related Proprietary Counselor by the Ordinary General Meeting of Shareholders held April 28th, 2006.</p> <p>Mr. Gosselin has served as Alsea's CEO and ratified as Alsea's CEO by the Ordinary General Meeting of Shareholders held on April 2011.</p>
Federico Tejado Bárcena Member of the Board of Directors CEO de Starbucks México	<p>Was elected as Related Proprietary Counselor by the Ordinary General Meeting of Shareholders held on April 26th, 1999 and has been ratified continuously by the subsequent Meetings.</p> <p>Mr. Tejado has served as Director of Domino's Pizza Brasil and Mexico, Sells Director of Sabritas, S.A. de C.V.</p>

Since October 2010 he was appointed CEO of Starbucks México.

Diego Gaxiola
Chief Financial Officer

Born in Mexico City in 1971, Diego has a degree from Universidad Iberoamericana – Newport University, and a Master's Degree in Finance from Universidad Anáhuac.

He has acted as the Chief Financial Officer, and since 2012 he has been the Company's Director of Administration and Finance.

He has been part of Alsea's management team since 2005.

León Kraig Eskenazi
Independent
Director y Socio de IGNIA
PARTNERS, LLC.

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.

Julio Gutiérrez Mercadillo
Independent
Presidente y Fundador de
Grupo Metis.

Was elected as an Independent Counselor by the Ordinary and Extraordinary General Meeting of Shareholders held on April 15th, 2011 and has been ratified continuously by the subsequent Meetings.

Julio Gutiérrez Mercadillo served as president of Starbucks for Europa, Middle East and Africa, before that, he served as CEO of Wal Mart in Argentina, Grupo Martí, Sport City and Krups-Moulinex.

Raúl Méndez Segura
Independent
Presidente de Grupo Metis

Was elected as an Independent Counselor by the Ordinary and Extraordinary General Meeting of Shareholders held on April 15th, 2011 and has been ratified continuously by the subsequent Meetings.

Raúl Méndez Segura has 18 years of experiencia as director general as Managing Director in a variety of companies such as Booz-Allen & Hamilton de México, Ixe Banco, Invex Consumer Banking, Green River de México and Universidad Tecnológica de México (Unitec).

Iván Moguel Kuri
Independent
Socio Director de Chévez,
Ruíz, Zamarripa y Cía., S.C

Was elected as an Independent Counselor by the Ordinary and Extraordinary General Meeting of Shareholders held on April 15th, 2011 and has been ratified continuously by the subsequent Meetings.

Iván Moguel Kuri is Partner of Chévez, Ruíz, Zamarripa y Cía., S.C., a firm of tax advisors and consultants, and he has been a member since 1982. Mr. Moguel was promoted to partner on January 1st, 1993. Since 2007 he serves as Managing Partner of the consultancy area of the Firm.

Carlos Enrique Piedrahita
Arocha
Independent

Businessman Professor at Universidad EAFIT en Medellín, Colombia, also an Economist from Keele University (England) and a Finance Master's Degree from London School of Economics.

During 14 years, until March 2014, the date on which he retired, Mr. Piedrahita held the presidency of Grupo Nutresa SA. Before that, he served as President of Corporación Financiera Nacional and Suramericana (Corfinsura), he was also the Financial Vicepresident of Grupo Sura and Vicepresident de Banca Personal de Bancolombia

Steven J. Quamme
Cartica Capital

Mr. Quamme earned his B.A. from Northwestern University and his J.D. from Northwestern University School of Law and is the Co-founder of Cartica

Management, LLC, an investment firm focused exclusively on the emerging markets, with assets under management of approximately \$2.5 billion.

Prior to forming Cartica, he was a co-founder of Breedon Capital Management, the manager of a \$1.0 billion private investment fund. From 2000-2005, Mr. Quamme was the founder and co-CEO of Milestone Merchant Partners. From 1993 to 1996, he was founder and CEO of Mayfair Partners and Mayfair Bagels, important franchisees of major U.S. restaurant brands.

Xavier Mangino Dueñas
Secretario (Non member of
the Board of Directors)
Partner in, Díaz de Rivera y
Mangino, S.C.

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

Xavier Mangino Dueñas, is a Founding Partner of Díaz de Rivera y Mangino, S.C., professor of the subject Commercial Law I at Universidad Panamericana.