



Don Eugenio Garza Sada

Today, 34 years after his passing, time magnifies his legacy and heightens the memory of this great leader.

He lived preaching by example, based on his convictions and on a total commitment to his ideals. His actions transcended and generated value for society through the creation of durable corporations and institutions, such as FEMSA and Monterrey Tec, to name a few.

His philosophy of life can be summarized in a single phrase: *"The respect for human dignity is above any financial consideration"*.

His modesty, humanitarianism, sensibility, drive and values, are a living example that is still current on the thoughts and feelings of all of us who collaborate at FEMSA.

We are sure that the best way of remembering him is by following his example and striving for a better Mexico, just as he lived.

FEMSA

Beverage Leader in Latin America

ACTIONS
• creating •
VALUE

CUAUHTEMOC IDEOLOGY

I. RECOGNIZE THE MERIT OF OTHERS

Due to the role they may have played in the success of the Corporation and mention it in a spontaneous, timely and public manner. To take credit for that, to attribute to oneself the merit that belongs to those who work through their own self-motivation, would be an ignoble act, it would cut off a source of affection and would not allow the executive to behave as he should.

II. TEMPERAMENT CONTROL

One should have the ability to peacefully and reasonably resolve any problem or situation, regardless of how irritating the provocations may be that must be tolerated. He who is not capable of controlling his own impulses and expressions, cannot act as a leader of a corporation. The true executive abdicates the right to get mad.

III. NEVER MOCK OTHERS

Do not make fun of anyone or anything. Avoid jokes that hurt or those with double meanings. Keep in mind the damage that sarcasm causes; it never heals.

IV. BE POLITE

Don't be overly ceremonious, but do make sure that others find being together an enjoyable event.

V. BE TOLERANT

Of the diversities that may be found in race, color, manners, education or in the discrepancies of others.

VI. BE PUNCTUAL

He, who cannot meet his appointments, will soon become a bother.

VII. IF YOU ARE VAIN, YOU MUST CONTROL IT

As if it were the most intimate secret. An executive cannot show arrogance or self-complacency. Often the failures of famous men confirm the adage: "pride precedes the fall". When one begins to say that other employees are incompetent, or that clients are misers and foolish, you will have begun to get into trouble.

VIII. DO NOT ALTER THE TRUTH

What one affirms should be done with thought; and what is promised, must be delivered. Half-truths may hide mistakes, but only for a short time. A lie works as a boomerang

IX. LET OTHERS SPEAK

Especially collaborators, until they reach the true crux of the problem, even if you have to listen to them patiently for an hour. You would make a poor director, if you dominate the conversation instead of limiting yourself to listening.

X. EXPRESS YOURSELF CONCISELY

With clarity and completeness, especially when giving instructions. It is always good to have a dictionary close by.

XI. CLEAN UP YOUR VOCABULARY

Eliminate interjections. Vulgar voices and familiar shouting weaken expressions and create misunderstandings. Great parliamentarians never used a single vulgar expression to verbally destroy their enemies.

XII. MAKE SURE YOU ENJOY YOUR WORK

It is very legitimate to have hobbies and interests in other things, but if going to work becomes a sacrifice, what you need is a vacation or employment at another corporation.

XIII. RECOGNIZE THE ENORMOUS VALUE OF THE MANUAL LABORER

Whose productivity makes the management position possible and ensures the future of both.

XIV. THINK OF THE BENEFIT OF THE BUSINESS MORE THAN YOUR OWN

It is a good tactic. Fidelity to the firm promotes self-benefit.

XV. ANALYSIS OVER AND ABOVE INSPIRATION OR INTUITION

This should be the prerequisite of action.

XVI. DEDICATION TO WORK

It benefits the individual, the firm and the entire society. In this it is similar to priesthood.

XVII. BE MODEST

It needs to be understood that it has nothing to do with the worth of the person, the size of the car or home, or the number of friends or clubs that one belongs to, luxuries, or the sign on the office door; and if these things mean more than work well and quality done, and the knowledge and spiritual refinement to acquire them, then what is needed is a change of attitude or employment.

The "Cuahtemoc Ideology" is a group of personal principles and concepts written under his supervision. Mr. Eugenio Garza Sada made sure that all his friends and collaborators knew them and followed them.

These principles represent the essence of the values that today are a fundamental part of the FEMSA Culture. On this special occasion we wish to share with all those who want to transcend, as Mr. Eugenio did, generating value.



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