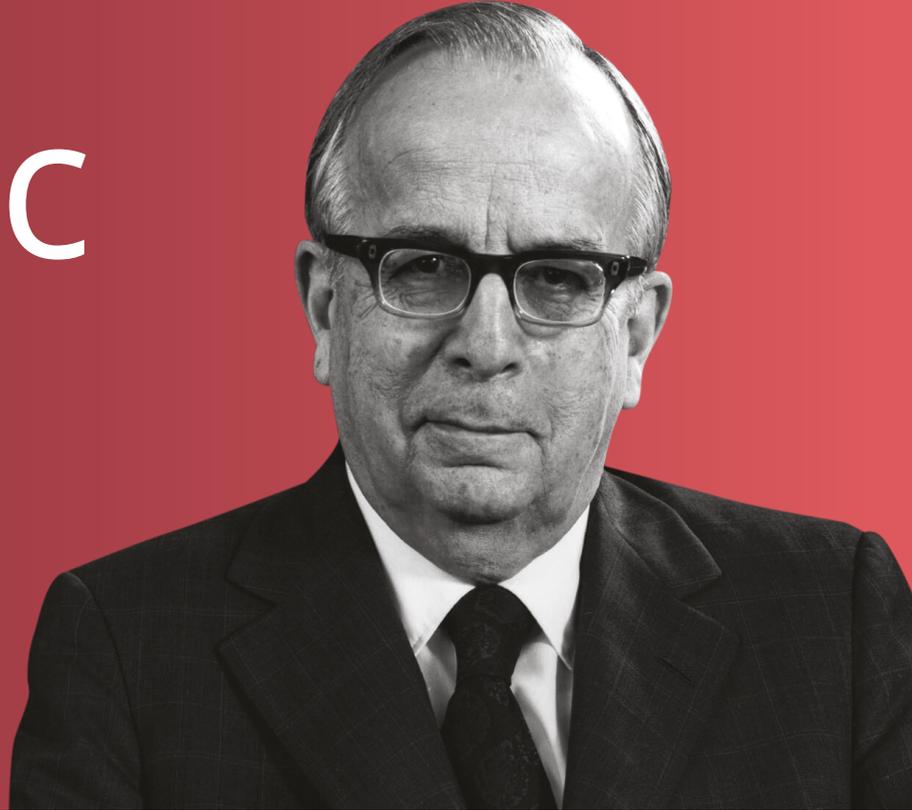


Cuauhtémoc Ideology

A group of personal principles and concepts written under the supervision of Don Eugenio Garza Sada, who made sure that all of this colleagues and employees were familiar with and practiced them. These principles represent the essence of the values that are today the bedrock of FEMSA's Culture, and we want to share them with everyone who, like Don Eugenio, seeks to leave a mark on this world by generating economic and social value.



I. Recognize the merit in others

For the role they may have played in the success of the company and mention it in a spontaneous, timely and public manner. To usurp that credit, to attribute to oneself the merit that belongs to those who work through their own self-motivation, would be an ignoble act, it would impede a source of affection and incapacitate them from the proper behavior of a leader.

II. Control your temper

One should have the ability to resolve any problem or situation peacefully and reasonably, regardless of how irritating the provocations to tolerate may be. Anyone who is not capable of controlling their own impulses and expressions, cannot act as an executive of a company. A true leader abdicates the right to rage.

III. Never mock others

Do not make fun of anyone or anything. Avoid jokes that hurt or those with double meanings. Keep in mind that the wound caused by sarcasm never heals.

IV. Be polite

Not overly ceremonious, but attentive so that others find your company enjoyable.

V. Be tolerant

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

VI. Be punctual

Anyone who cannot keep their appointments, will soon become a hindrance.

VII. If you are vain, conceal it

As if it were the most intimate secret. A good leader cannot exhibit arrogance or self-complacency. How many times the failures of well-known people confirm the adage of, *"pride precedes the fall"*. When one begins to say that other employees are incompetent, or that clients are cheap, mean or foolish, you will have begun to get into trouble.

VIII. Do not alter the truth

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

IX. Let others speak

Especially collaborators, until they get to the bottom of the problem, even if you have to listen to them patiently for an hour. One would do a poor role as a leader, if you dominate the conversation instead of limiting oneself to steering it.

X. Express yourself concisely

With clarity and completeness, especially when giving instructions. A good dictionary at hand is never a hindrance.

XI. Clean up your vocabulary

Eliminate interjections. Vulgar words and slang weaken expression and create misunderstandings. Great parliamentarians never needed a single vulgar expression to verbally demolish their enemies.

XII. Make sure to 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 organization.

XIII. Recognize the tremendous value of the manual laborer

Whose productivity makes the managerial position possible and affirms the future of both.

XIV. Think more about the interests of the business than your own.

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

XV. Analyze over and above inspiration or intuition

This should be the antecedent to act.

“
Respect for human dignity
is above any economic
consideration.”

Don Eugenio Garza Sada

Don Eugenio was a man committed to his ideals, who preached by example and lived according to his convictions. His ideas have shaped our reality and generated undeniable value for society, in the form of numerous companies and institutions, among them FEMSA and the Tecnológico de Monterrey.

His simplicity, human quality, congruence and courage are values embodied in the thought and feelings of all of us who make up FEMSA.

Following his example and working for a better community is the best way we have of remembering him. Almost 50 years after his death, his legacy and memory are stronger than ever.

XVI. Be dedicated to your work

It benefits the individual, the company and the entire society. In this it resembles a priesthood.

XVII. Be modest

If one does not understand that the worth of a person has nothing to do with, the size of their car or home, or the number of friends or clubs they belong to, or their luxuries, and the sign on their office door; and if these things mean more than work well and quietly accomplished, and the knowledge and spiritual refinement to acquire them, then what is needed is a change of attitude or employment.