

## **ADRIÁN LAJOUS VARGAS**

A) Professional background and biography.

Degree in Economics from the National Autonomous University of Mexico.

Master's degree in Economics from King's College, University of Cambridge.

Director of Industrial Investments, Mexico (1977-1980).

Managing Director of Energy and Secretary of the Energies Commission of Mexico (1980-1982).

Executive Coordinator of International Trade (1982-1988), Deputy Director of Planning and Production (1988-1994) and Managing Director (1994-1999) of Petróleos de México (PEMEX).

Special adviser to the President of Mexico on oil matters from January to November 2000.

Consultant at McKinsey & Company (2001-2011).

Senior consultant for the Energy Sector at Morgan Stanley.

B) Membership of other boards.

Trinity Industries, Petrométrica (President), Ternium, Oxford Institute for Energy Studies and Mario Molina Center (Non-Executive Director).

C) Indication of the director category to which he belongs, as applicable, indicating in the case of proprietary directors, the shareholder he represents or with whom he is related.

External independent director.

D) Date of first, and subsequent, appointments as Company director.

First appointment: 29-06-2016; latest appointment: 25-06-2020.

E) Company shares or share options held.

None.