

BANORTE AFFIRMS COMMITMENT TO CORPORATE GOVERNANCE, CONTINUITY OF STRATEGY AND MANAGEMENT TEAM AT THE GFNORTE INVESTOR DAY 2014 HELD IN NEW YORK CITY

- The event was led by Guillermo Ortiz, Chairman of GFNorte's Board of Directors, Carlos Hank, Appointed Chairman, and Marcos Ramírez, CEO.
- Carlos Hank announced he would propose that the position on the Board of Directors that Guillermo Ortiz will vacate be taken by an Independent Member with a business background thus increasing the level of independent members to 73%.
- The managing team reaffirmed that there will not be a merger or integration with Interacciones or any other financial institution.
- The meeting was attended by more than 100 financial experts of whom 60% were investors and 40% were analysts.

New York, N.Y., USA., December 1st, 2014. Grupo Financiero Banorte held its annual investor ("GFNorte Investor Day" 2014) this Monday December 1, an event that was led by Guillermo Ortiz Martínez, Chairman of the Board of Directors, Carlos Hank González, Appointed Chairman, and Marcos Ramírez, GFNorte's CEO.

During the annual meeting with Mexican and foreign investors and analysts, Banorte's management team for the first time presented the results of the bank's Transformation Program, which was launched over a year ago. Management also addressed the Group's performance expectations for 2015.

While offering his welcoming remarks, Carlos Hank González, appointed Chairman of the Board, said: "I am convinced that the best for Banorte is yet to come: a stage of solid, profitable and sustainable growth, with a greater ROE. We want to be the best bank in Mexico, serving Mexican families and their businesses. Today Banorte is well positioned to begin a new chapter of growth". He later stated: "My goal is to make Grupo Financiero Banorte an international benchmark of good corporate governance. I am convinced that this is an essential element of the strategy that aims to create tremendous value for shareholders". During the Q&A session, he expressed his commitment to propose that the position that Guillermo Ortiz will vacate as of January 1 2015, be taken by an Independent Member, whereupon the percentage of independent members would rise to 73%.

Moreover, regarding last year's work, Guillermo Ortiz Martínez, stated: "the team has worked hard and major efforts have been conducted. The good news is that the results have begun to materialize. We have achieved concrete results and, looking forward, I am confident that these will strengthen the Bank's position in the years to come."

Stressing the important challenges that the institution has drawn during the 2014, Marcos Ramírez Miguel assured that he would work firmly to make Banorte the best financial institution in Mexico and thus generate value for customers, employees and shareholders.

Marcos Ramírez was very clear on that he will continue working with the same management team and with the same transformation strategy to achieve the objectives set.

In response to questions about possible mergers, the management team reiterated that Banorte's growth will be organic to avoid distractions and will focus on achieving the institution's transformation to a

customer-focused business model. The management team emphatically rejected any possibility of merger, integration or association with Interacciones or any other financial institution.

Mr. Ramirez continued, "A year ago when I was before you I presented my "20/20 Vision" in which I discussed the possibility of closing the gap with our main competitors and becoming the second largest bank in Mexico by the year 2020."

To achieve this, "Banorte will follow three strategies to continue with our plans, focusing on migrating the business model to one focused completely on the client" summarizing steps needed to achieve the following goals:

- 1) To make customer relationships even more effective and profitable;
- 2) To increase the pervasiveness of products by customer through cross-selling initiatives based on new technology gains;
- 3) To strengthen the current relationship model with the Corporate, Business, Government and Transactional banking clients.

Additional topics addressed during the meeting included the use of proceeds from the Global Public Offering carried out in 2013, the acquisition of the remaining percentages of the Insurance and Annuities companies and results from different business areas that were benefiting from the Group's Transformation Project.

Speakers across the day included: Rafael Arana, COO; Ursula Wilhelm, Head of Investor Relations and Financial Intelligence; Gabriel Casillas, Managing Director of Economic Analysis; Mayra Hernandez, Director of Social Responsibility; Fernando Solís Soberón, Managing Director Long Term Savings; Carlos Martínez, Managing Director of Retail Banking; Manuel Romo, Managing Director of Products, and Ignacio Aldonza, Managing Director of Technology and Operations.

Under the theme "*Transforming the business, creating value*", each of the Managing Directors presented progress from their respective areas and the contribution those areas represent in increasing Grupo Financiero Banorte's value with its shareholders, customers and employees. Additionally, they provided a preview of plans aimed at maintaining the same growth path for the Group in 2015.

In addition, Gabriel Casillas delivered remarks addressing the current economic situation in Mexico, its challenges and opportunities for next year. Mayra Hernández shared plans in Social Responsibility for Banorte with the audience.

Beyond that, the event provided updated information on the long-term savings business, the institution's transformation initiatives to gain share and grow, and closed with details on the Group's financial performance.

The meeting was attended by more than 100 financial experts of which 60% were investors and 40% were analysts.