

GRI INDEX

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1.1	Statement from Chairman of the Board and the President.		<p>See Letter from the Chairman of the Board and the President, page 1.</p> <p>IMPORTANCE OF SUSTAINABILITY</p> <p>For ALFA, operating under a sustainable development outline is fundamental to its viability and long-term business growth. In addition to creating economic value, ALFA promotes the development and well being of its employees and communities, as well as operating in harmony with nature.</p> <p>STRATEGIC PRIORITIES AND KEY ISSUES</p> <p>ALFA meets international standards that consider social responsibility, such as the United Nations Global Compact and the Global Reporting Initiative. This has allowed it to align its business objectives and performance indicators with internationally accepted and proved standards, as well as to set long term social responsibility goals and commitments.</p> <p>Employees</p> <ul style="list-style-type: none"> • To offer a healthy, safe and inclusive workplace. • To offer opportunities for personal and professional growth. <p>Community</p> <ul style="list-style-type: none"> • To operate in safe facilities. • To support development of the community, particularly encouraging education. • To provide nutritious and healthy food products. <p>Environment</p> <ul style="list-style-type: none"> • To reduce carbon and water footprints of its manufacturing operations. • Waste reduction. <p>BROADER TRENDS</p> <p>Mexico</p> <ul style="list-style-type: none"> • The possibility of stricter environmental legislation in the future (such as taxes on fossil fuels). • A possible significant reduction in water availability. <p>World</p> <ul style="list-style-type: none"> • Climate change processes (colder winters, draughts, floods, hurricanes, etc.). • Compliance with international standars on environmental, health and nutrition issues, and so forth. <p>MAIN EVENTS, ACCOMPLISHMENTS AND CHALLENGES</p> <p>Events</p> <ul style="list-style-type: none"> • The economic situation in Europe continued to cause diminished growth, though it started to recede. • Slow recovery trend in the United States economy. • Lesser economic growth in Mexico. • Approving of structural reforms in Mexico on subjects such as education, telecommunications, finance, energy, and others. <p>ALFA's Markets</p> <ul style="list-style-type: none"> • Price volatility in petrochemicals caused by polyester overcapacity in Asia – Alpek. • Slight reduction in food demand in Mexico – Sigma. • The automotive industry in the United States continued its recovering - Nemak. <p>Accomplishments (ALFA)</p> <ul style="list-style-type: none"> • Favorable financial results in spite of a challenging economic environment, with the exception of Alpek. • Nemak, Sigma, Alestra and Newpek set unprecedented records on revenues and EBITDA. • Alpek continued building an energy cogeneration plant in Mexico. • Nemak started operating a plant in China. • Sigma strengthened its position in the institutional and dairy markets and initiated an acquisition process of a company in Europe. • Alestra built a Data Center in Queretaro, the most advanced and sustainable in Latin America. • Newpek expanded its activities to other regions in the United States. 	Fully

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			<p>Social Responsibility</p> <ul style="list-style-type: none"> • ALFA Fundación started its Educational Project. • Reduced number and severity of workplace accidents. • More companies joined the Waste Reduction Program. • Continued advances in responsible water management. • More companies published sustainability reports under GRI guidelines. <p>Challenges</p> <ul style="list-style-type: none"> • The decease of an employee in a workplace accident. • Alpek's financial results below estimates. <p>STRATEGY</p> <p>ALFA aims to capitalize on its strengths to capture growth opportunities in existing and related businesses, through organic growth or acquisitions, with the goal to create value to its stakeholders.</p> <p>OBJECTIVES</p> <p>Short term</p> <ul style="list-style-type: none"> • To continue to strengthen its businesses leadership through greater efficiency. • To maintain a healthy financial condition. • To continue developing value added products and services. • To continue reducing the frequency and severity of workplace and industrial accidents. • To continue improving energy efficiency in its operations. • To continue optimizing water consumption in its operations. <p>Mid term (3-5 years)</p> <ul style="list-style-type: none"> • To continue participating in markets where a leadership position can be reached and maintained. • To increase cost-competitiveness based on human talent and cutting-edge technology. 																											
1.2	Description of key impacts, risks, and opportunities.		<p>See Letter from the Chairman of the Board and the President, page 1.</p> <table border="1"> <thead> <tr> <th data-bbox="716 1125 1105 1150">MOST SIGNIFICANT IMPACTS</th> <th data-bbox="1105 1125 1425 1150">STAKEHOLDER</th> </tr> </thead> <tbody> <tr> <td data-bbox="716 1157 1105 1182">Industrial and workplace accidents.</td> <td data-bbox="1105 1157 1425 1182">Employees, community</td> </tr> <tr> <td data-bbox="716 1188 1105 1213">Polluting emissions (air, ground and water).</td> <td data-bbox="1105 1188 1425 1213">Community, environment</td> </tr> <tr> <td data-bbox="716 1220 1105 1245">Water consumption.</td> <td data-bbox="1105 1220 1425 1245">Community, environment</td> </tr> <tr> <th data-bbox="716 1251 1105 1276">MAIN CHALLENGES</th> <th data-bbox="1105 1251 1425 1276">STAKEHOLDER</th> </tr> <tr> <td data-bbox="716 1283 1105 1308">To eliminate industrial and workplace accidents.</td> <td data-bbox="1105 1283 1425 1308">Employees, community</td> </tr> <tr> <td data-bbox="716 1314 1105 1339">Emissions reduction.</td> <td data-bbox="1105 1314 1425 1339">Community, environment</td> </tr> <tr> <td data-bbox="716 1346 1105 1371">Water management improvement.</td> <td data-bbox="1105 1346 1425 1371">Community, environment</td> </tr> <tr> <th data-bbox="716 1377 1105 1402">MAIN OPPORTUNITIES</th> <th data-bbox="1105 1377 1425 1402">STAKEHOLDER</th> </tr> <tr> <td data-bbox="716 1409 1105 1434">Reinforcement of safety equipment and programs.</td> <td data-bbox="1105 1409 1425 1434">Employees, community</td> </tr> <tr> <td data-bbox="716 1440 1105 1465">Explore cleaner and/or renewable energy sources.</td> <td data-bbox="1105 1440 1425 1465">Community, environment</td> </tr> <tr> <td data-bbox="716 1472 1105 1526">Reducing non-renewable raw material consumption; boosting recycling and reuse materials in processes.</td> <td data-bbox="1105 1472 1425 1526">Community, environment</td> </tr> <tr> <td data-bbox="716 1533 1105 1558">Continue support to education programs.</td> <td data-bbox="1105 1533 1425 1558">Employees, community</td> </tr> </tbody> </table> <p>ALFA's initiatives to achieve a sustainable operation are established by identifying and evaluation of challenges and opportunities, which turn into priorities within the organization. In order to do this, ALFA implements several programs to reach the expected results, with assigned performance indicators to measure progress periodically. Programs depend on area type and/or interest group to which it is directed. An example of such measuring is this report, which allows ALFA to know the progress in every topic. Likewise, ALFA's Sustainability Committee has the goal of verifying that the actions taken are aligned to meet the fulfillment of the priorities described next.</p> <p>COMPANY'S PRIORITIES</p> <p>Investments on occupational security and health programs</p> <ul style="list-style-type: none"> • Security equipment investing. • Preventive health programs. • Training and development programs. 	MOST SIGNIFICANT IMPACTS	STAKEHOLDER	Industrial and workplace accidents.	Employees, community	Polluting emissions (air, ground and water).	Community, environment	Water consumption.	Community, environment	MAIN CHALLENGES	STAKEHOLDER	To eliminate industrial and workplace accidents.	Employees, community	Emissions reduction.	Community, environment	Water management improvement.	Community, environment	MAIN OPPORTUNITIES	STAKEHOLDER	Reinforcement of safety equipment and programs.	Employees, community	Explore cleaner and/or renewable energy sources.	Community, environment	Reducing non-renewable raw material consumption; boosting recycling and reuse materials in processes.	Community, environment	Continue support to education programs.	Employees, community	Fully
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			<p>Energy efficiency project and emission reduction.</p> <ul style="list-style-type: none"> Investing in projects for the use of cleaner energies. Water consumption optimization. To start the building of a second energy cogeneration plant. <p>Recycling and reusing waste programs.</p> <ul style="list-style-type: none"> Aluminum and PET recycling. Supporting waste reduction programs. Promoting an environmental care culture. <p>Education and environmental support.</p> <ul style="list-style-type: none"> ALFA Fundación – Development of its Educational Project. <p>RISKS AND OPPORTUNITIES IN THE NEXT 3-5 YEARS AND THEIR IMPACT ON ALFA'S COMPANIES</p> <ul style="list-style-type: none"> Less availability and/or cost increase on raw materials and goods. Difficulty to obtain financing and/or increased interest rates. Stricter environmental regulations. <p>OPPORTUNITIES</p> <ul style="list-style-type: none"> Growth through mergers and acquisitions in relevant markets. Add value to products and services. Enter new business ventures where ALFA's expertise and capabilities can be capitalized. <p>STRATEGIES TO ADDRESS SUCH RISKS IN A 3-5 YEAR SPAN</p> <ul style="list-style-type: none"> Growth in current or related businesses. Hedge contracts, negotiation to transfer cost increases to the market, global sourcing. Energy efficiency projects, raw material and feedstock recycling. Innovation/added value products and services development. <p>INTERNAL GOVERNANCE MECHANISMS TO ADDRESS SUCH RISKS</p> <ul style="list-style-type: none"> Constant review of business strategy and, when appropriate, adapt it to the new circumstances. Risk Management Committee. Policies issuing and reviewing. Greater impulse in the energy, innovation, sustainability and human resources areas. To improve dialog with stakeholders. 																			
2.1	Name of the organization.		ALFA, S.A.B. de C.V.	Fully																		
2.2	Primary brands, products, and/or services.		<p>BUSINESS GROUPS AND PRODUCTS</p> <table border="1"> <thead> <tr> <th data-bbox="686 1129 743 1161">Group</th> <th data-bbox="743 1129 1149 1161">Main products and services</th> <th data-bbox="1149 1129 1393 1161">Brands</th> </tr> </thead> <tbody> <tr> <td data-bbox="686 1171 743 1203">Alpek</td> <td data-bbox="743 1171 1149 1203">Polyester chain (PTA, PET and fibers), Polypropylene, Polystyrene foam, Caprolactam, Urethans and Glycols.</td> <td data-bbox="1149 1171 1393 1203">Laser, Melinar, Delcron, Dacron, Styropor, Hydrotec, Profax, Valtec.</td> </tr> <tr> <td data-bbox="686 1255 743 1287">Nemak</td> <td data-bbox="743 1255 1149 1287">Aluminum heads and blocks for gas and diesel engines; transmission parts.</td> <td data-bbox="1149 1255 1393 1287">Nemak.</td> </tr> <tr> <td data-bbox="686 1318 743 1350">Sigma</td> <td data-bbox="743 1318 1149 1350">Processed meats (ham, sausages, mortadella, bacon); dairy products (cheeses and yogurt); prepared meals.</td> <td data-bbox="1149 1318 1393 1350">FUD, San Rafael, Chimex, Iberomex, Tangamanga, San Antonio, Zar, Chen, Braedt, La Villita, Chalet, Yoplait, Guten, Sosúa, Checo, Norteñita, Bar-S, Zar. In 2013, Sigma incorporates the brands from Corporación Empresas Monteverde, S.A., and Comercial Norteamericana, S.A. de C.V.</td> </tr> <tr> <td data-bbox="686 1549 743 1581">Alestra</td> <td data-bbox="743 1549 1149 1581">Communications and IT services.</td> <td data-bbox="1149 1549 1393 1581">Alestra.</td> </tr> <tr> <td data-bbox="686 1591 743 1623">Newpek</td> <td data-bbox="743 1591 1149 1623">Exploration and exploitation of natural gas and hydro-carbon deposits.</td> <td data-bbox="1149 1591 1393 1623"></td> </tr> </tbody> </table> <p>ALFA's companies hire transportation services for distribution of their products, with the exception of Sigma, which has its own transportation fleet, and Alestra, which provides telecommunication services and doesn't require distribution.</p>	Group	Main products and services	Brands	Alpek	Polyester chain (PTA, PET and fibers), Polypropylene, Polystyrene foam, Caprolactam, Urethans and Glycols.	Laser, Melinar, Delcron, Dacron, Styropor, Hydrotec, Profax, Valtec.	Nemak	Aluminum heads and blocks for gas and diesel engines; transmission parts.	Nemak.	Sigma	Processed meats (ham, sausages, mortadella, bacon); dairy products (cheeses and yogurt); prepared meals.	FUD, San Rafael, Chimex, Iberomex, Tangamanga, San Antonio, Zar, Chen, Braedt, La Villita, Chalet, Yoplait, Guten, Sosúa, Checo, Norteñita, Bar-S, Zar. In 2013, Sigma incorporates the brands from Corporación Empresas Monteverde, S.A., and Comercial Norteamericana, S.A. de C.V.	Alestra	Communications and IT services.	Alestra.	Newpek	Exploration and exploitation of natural gas and hydro-carbon deposits.		Fully
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2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.		<p>Percentage of ALFA's ownership in its businesses: Alpek 83%; Nematik 92.5%; Sigma 100%; Alestra 100%; Newpek 100%. In addition, it has four corporate support areas: Development, Legal and Institutional Relations, Finance and Human Capital.</p> <p>JOINT VENTURES:</p> <table border="1"> <tr> <td>Poliolos (ALFA 51%, BASF 49%)</td> </tr> <tr> <td>Nematik (ALFA 92.5% Ford 7.5%)</td> </tr> <tr> <td>Indelpro (ALFA 51% Basell 49%)</td> </tr> <tr> <td>Temex (ALFA 91.5% y BP 8.5%)</td> </tr> <tr> <td>Terza (ALFA 51%, Shaw Industries 49%)</td> </tr> </table>	Poliolos (ALFA 51%, BASF 49%)	Nematik (ALFA 92.5% Ford 7.5%)	Indelpro (ALFA 51% Basell 49%)	Temex (ALFA 91.5% y BP 8.5%)	Terza (ALFA 51%, Shaw Industries 49%)	Fully							
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2.4	Organization's headquarters.		Ave. Gómez Morán 1111 sur, Col. Carrizalejo, San Pedro Garza García, N.L. Mexico. C.P. 66254.	Fully												
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.		Mexico, Argentina, United States, Germany, Austria, Brazil, Canada, China, Slovakia, Spain, Hungary, India, Poland, Czech Republic, Costa Rica, El Salvador, Peru, Dominican Republic (18 countries total).	Fully												
2.6	Nature of ownership and legal form..		ALFA, S.A.B. de C.V. is a stock limited company with variable capital, whose regulations comply with Mexico's lawson Mercantile Corporations and the Stock Market.	Fully												
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).		<p>ALFA's products serve mainly the food and beverage, automotive, packaging, textile, construction, furniture, telecommunications and energy sectors. Their main markets are located in Mexico, United States, Germany and Brazil.</p> <p>MARKET PRESENCE</p> <table border="1"> <thead> <tr> <th>Geographical zone</th> <th>Industry sectors</th> <th>Costumers types</th> </tr> </thead> <tbody> <tr> <td>North, Central and South America, Europe and Asia.</td> <td>Food and beverages, automotive, packaging, textile, construction, telecommunications, energy.</td> <td> <ul style="list-style-type: none"> • Food and beverage bottles, containers and packaging manufacturers; construction companies and contractors; nylon manufacturers. • Automotive manufacturers. • Retail, supermarkets and convenience stores. • Information and telecommunications market for the corporate sector. </td> </tr> </tbody> </table>	Geographical zone	Industry sectors	Costumers types	North, Central and South America, Europe and Asia.	Food and beverages, automotive, packaging, textile, construction, telecommunications, energy.	<ul style="list-style-type: none"> • Food and beverage bottles, containers and packaging manufacturers; construction companies and contractors; nylon manufacturers. • Automotive manufacturers. • Retail, supermarkets and convenience stores. • Information and telecommunications market for the corporate sector. 	Fully						
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2.8	Scale of the reporting organization.		<table border="1"> <tr> <td>Employees</td> <td>61,085</td> </tr> <tr> <td>Total operations</td> <td>91</td> </tr> <tr> <td>Revenue</td> <td>U.S. \$15,870 millions</td> </tr> <tr> <td>Total capitalization in terms of debt and equity</td> <td>U.S. \$ 12,644 millions</td> </tr> <tr> <td>Total products and services rendered</td> <td>35 (main)</td> </tr> <tr> <td>Total assets</td> <td>U.S. \$12,648 millions</td> </tr> </table>	Employees	61,085	Total operations	91	Revenue	U.S. \$15,870 millions	Total capitalization in terms of debt and equity	U.S. \$ 12,644 millions	Total products and services rendered	35 (main)	Total assets	U.S. \$12,648 millions	Fully
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2.9	Significant changes during the reporting period regarding size, structure, or ownership.		<ul style="list-style-type: none"> • Alpek closed its operations in one of its polyester plants in Cape Fear, North Carolina, USA, and participated in two important negotiations: one with Grupo M&G, to build a new complex in Corpus Christi, Texas, in which they will secure a supply of 400,000 tonnes per year of PTA and PET, and signed a coinvestment agreement with United Petrochemical Company, a subsidiary of Sistema JSFC, for the building of a PTA/PET plant with IntegRex® technology in Russia. In addition, it moved forward in the building of its energy cogeneration plant in Veracruz, Mexico. • Nematik expanded its presence in Asia by starting up operations in a plant in Chongqing, China. • Sigma acquired Corporación Empresas Monteverde, S.A., in Costa Rica; Comercial Norteamericana, S.A. de C.V. and Servi-distribuciones, S.A. de C.V., in Mexico; and bought 47% of Campofrío Food Group, S.A.'s capital in Spain. • Alestra opened the Sperto Center in Mexico City and built a Data Center in Querétaro, which is 100% self-sustainable. • Newpek increased its operations in Kansas, Oklahoma and Colorado in the United States. 	Fully												
2.10	Awards received in the reporting period.		See pages 44 and 45.	Fully												
3.1	Reporting period for information provided.		ALFA's social responsibility activities from January 1st to December 31st, 2013.	Fully												
3.2	Date of most recent previous report (if any).		Published on February 29th, 2013. Reports activities from January 1st to December 31st, 2012.	Fully												
3.3	Reporting cycle.		Annual.	Fully												

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3.4	Contact point for questions.		Enrique Flores R. - ALFA Vicepresident of Corporate Communications - eflores@alfa.com.mx - Ph. (52) 81 8748-1207.	Fully
3.5	Process for defining report content.		See About This Report, page 45.	Fully
3.6	Boundary of the report (countries, divisions, subsidiaries, leased facilities, JV, suppliers).		See About This Report, page 45.	Fully
3.7	State any specific limitations on the scope of the report.		See About This Report, page 45.	Fully
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.		See About This Report, page 45.	Fully
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report.		See About This Report, page 45.	Fully
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement.		See About This Report, page 45.	Fully
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.		See About This Report, page 45.	Fully
3.12	Table of the Standard Disclosures in the report.		See pages 14-42.	Fully
3.13	Policy and current practice with regard to seeking external assurance for the report.		This Report has been externally verified by Universidad Anáhuac. Attached to this document is the Letter of Verification. Moreover, attached as well is the Letter of Verification by GRI (GRI Check), which validates the present document with an A+ level.	Fully
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.		<p>The Board of Directors comprises 11 proprietary members who do not have alternates. Each member was chosen based on their academic background, professionalism, business records and consistency with ALFA's values. 100% of Board members are male, of Mexican nationality, and on an age range from 45 to 70 years old. Average age is 55. No other diversity indicators are shown.</p> <p>In order to correctly perform its duties, three committees assist the Board of Directors: a) Audit, b) Corporate Practices, and c) Planning and Finance. Each committee is headed by an independent board member and meets from four to six times a year to discuss relevant matters. All board members participate in at least one of these committees. The Audit and the Corporate Practices committees are formed by independent members only. The three committees follow up on topics related to the company's social and environmental performance.</p> <p>The Audit Committee examines and makes recommendations to the Board on matters such as the external auditor selection and their fees, coordination with the company's internal audit department and the analysis of accounting policies, among others. ALFA has internal control systems with general guidelines. These are submitted to the Audit Committee for its opinion. Moreover, the external auditor validates the effectiveness of the internal control system and issues the corresponding reports.</p> <p>The Corporate Practices Committee makes recommendations to the Board in such matters as employment terms and severance payments for senior executives and compensation policies, among others.</p> <p>The Planning and Finance Committee evaluates all matters related to its particular area and issues recommendations to the Board on matters such as feasibility of investment, the company's strategic positioning, alignment of investment and financing policies, and review of investment projects.</p> <p>The Human Capital and Audit department, as well as the Audit and Corporate Practices committees of the Board of Directors are responsible for monitoring the members of the Board's ethical performance. Salary compensation for directors is set by comparing standards of companies similar in size and the industrial field in which they operate.</p>	Fully
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.		The Chairman of the Board does not hold an executive position in the company. He is responsible of convening, preparing the agenda and presiding all meetings. Furthermore, he is responsible for the Board's correct operation and organizing annual assessments.	Fully

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4.3	Number and gender of members of the highest governance body that are independent and/or non-executive members.		The Board of Directors consists of 11 members, 9 of which are independent. There are no alternate members.	Fully
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.		<p>COMMUNICATION CHANNELS BETWEEN THE BOARD OF DIRECTORS AND SHAREHOLDERS</p> <ul style="list-style-type: none"> • The Communications Department provides information and ongoing attention to shareholders through diverse forums, in addition to conveying their concerns to the Board of Directors. • Shareholders meetings. • The Transparency Mailbox, which offers free access to shareholders and other audiences. <p>SHAREHOLDERS' MOST RELEVANT CONCERNS (OCCUPATIONAL, ECONOMIC, ENVIRONMENTAL AND SOCIAL)</p> <ul style="list-style-type: none"> • To have a competitive business portfolio in attractive industries and sustained growth potential in the long term. • To achieve an attractive investment return. The adherence of ALFA to the corporate governance guidelines. • That an appropriate and constant communication exists between shareholders and other stakeholders. • Fully compliance of ALFA's obligations to pertinent authorities. <p>PROCESSES TO LEARN ABOUT LABOR RELATIONS' STATUS</p> <ul style="list-style-type: none"> • Daily interaction between boss and subordinates. • Daily interaction with Unions. • Organizational climate studies. <p>CORPORATE COMMITTEES OR OTHER EMPLOYEE REPRESENTATIVE BODIES IN A POSITION TO CONVEY CONCERNS AND/OR SUGGESTIONS</p> <p>In addition to Unions, associations of employees exist to channel concerns and suggestions through their companies' Human Resources departments and the Transparency Mailbox.</p> <p>EMPLOYEES' MOST RELEVANT CONCERNS (OCCUPATIONAL, ECONOMIC, ENVIRONMENTAL AND SOCIAL)</p> <ul style="list-style-type: none"> • To be offered with professional growth opportunities. • To be rewarded with a competitive wage in relation to their duties. • To work in an inclusive and participative organizational climate company. • To work under evermore increasing health and safety conditions. 	Fully
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives in relation to the organization's performance in economic, social and environmental terms.		The Board members and senior executives' compensation is set by comparing standards of companies similar in size and the industrial sector in which they operate. In the particular case of executives and managers, a portion of their monetary compensation is variable and linked to their performance in their respective area, as well as their achievements of previously set goals and the company's results. These guidelines are established with the objective of generating economic value through a sustainable development, promoting the development of communities, and operating in harmony with nature. Employees are expected to meet these responsibilities, objectives and results under said perspective.	Fully
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.		ALFA holds a Conflict of Interests policy for the Board members and the rest of its employees. This policy states that responsibilities and duties of the members of the ALFA Board of Directors are governed under the Mexican Stock Market Law (LMV, acronym in Spanish), under the applicable dispositions in Mexico to stock issuers, and taking into account the Mexican Stock Exchange Code of Professional Ethics, the Code of Better Corporate Practices and the internal regulations of the Mexican Stock Exchange, as well as ALFA's Code of Ethics. In accordance with the aforementioned LMV, members of the Board have a duty of due diligence and thus should always act in good faith to society's best interest. They should also maintain confidentiality in regard to the company's information or public affairs, as well as to keep from participating or be present during deliberation and voting on issues that might pose a conflict of interest. By ordinance, those members of the ALFA Board of Directors who might have a conflict of interests in deciding over any matter are compelled to inform the Chairman and the rest of the Board, as well as to keep from participating in the discussions and from exercising their vote on board meetings. Regarding employees, ALFA's policies state that they must avoid any situation in which their interests might differ from those of the company. All employees who might have interests or relations with current or potential clients and suppliers must immediately inform their superior.	Fully
4.7	Process for determining the composition, qualifications and expertise of the members of the highest governance body and its committees.		Members of the Board of Directors are elected based on their professionalism, business record, leadership, experience and compliance with ALFA's code of values. No distinctions are made based on diversity characteristics, such as gender, race, nationality, or personal beliefs.	Fully

GRI	CONTENTS	2012	2013	REPORTED
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.		<p>See pages 4 and 5.</p> <p>How are these concepts infiltrated into every level of the company? There are several methods by which ALFA infiltrates the Mission, Vision, Values and ALFA's Code of Ethics throughout the entire staff, such as induction programs, communication campaigns, Intranet and Internet sites, and planning and results meetings, among others. ALFA's Code of Ethics meets international standards, like the ones established by the Global Compact of the United Nations and it's implemented equally an all operations at a global scale.</p> <p>How has the implementation of this philosophy impacted on the economic, environment and social performance?</p> <ul style="list-style-type: none"> • Economically, ALFA's long term strategy is consistent to its Mission and Vision: to achieve a solid leadership position in the markets it participates internationally, as well as to constantly innovate on its companies processes to increase competitiveness through a more efficient use of resources. • As far as environmental care, a greater effort in the matter stands out, which has resulted in concrete actions during 2013 such as the creation of the ALFA Water Commission. Its goal is facing the challenge of water scarcity in the near future by conducting research on alternatives for the preservation of this resource. • Socially, ALFA's engagement with the community has remarkably strengthened through results like the started up of the Extracurricular Talent Center of ALFA Fundación, created to contribute to the development of talented youth in junior high school age living in marginalized areas of Monterrey, Mexico, so they are able to continue their studies up until they obtain a college degree, thus fostering social mobility. • In work-related issues, ALFA continued the alligning of its actions, programs and benefits towards the wellbeing and health of its employees, the improvement in safety inside its plants, and continuous training for skill development. An important proof of the progress in the reaching of this goal is the reduction of over 30% in accidents frequency and severity indexes compared to 2012. 	Fully
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.		<p>The Board of Directors follows procedures consistent with those set by the corporate governance standards established in Mexico's Stock Exchange Law (LMV) and the Code for Better Corporate Practices. Moreover, the Board relies on the Audit, Corporate Practices and Planning and Finance committees to review the strategy, management and results of the company, including environmental and social issues. Revisions are bimonthly and occur five times per year, with the exception of summer months. It is important to highlight that the guidelines established in ALFA's Code of Ethics and the 10 Principles of the United Nations Global Compact are considered in every decision-making process and action taken by the members of the Board.</p> <p>How are the risks and opportunities assessed? Assessment is based on complying with ALFA's business strategy criteria and investment policies: affairs related to current operations, competitive position reinforcement, attractive markets (profitability and growth), synergies generation, and insuring the supply chain competitiveness.</p>	Fully
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.		<p>There are several board members' evaluation methods that measure different aspects: from attendance at Board and their particular committee meetings, to their involvement in strategic decision-making processes and the effectiveness of the decisions taken.</p>	Fully

GRI	CONTENTS	2012	2013	REPORTED
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.		<p>Through various dialogue and engagement processes with stakeholders (see Table 4.17), as well as the implementation of impact assessments, ALFA identifies areas that represent risks for and from its operations. The analysis of the obtained results allows the company to create and/or adjust its management strategy towards generating new actions that mitigate such risks however much is possible.</p> <p>IDENTIFIED RISKS</p> <p>Work-related</p> <ul style="list-style-type: none"> • Workplace accidents. Due to the nature of their operations, some of ALFA's companies handle raw materials, products and carry out processes that could pose the risk of an accident. • Strikes. Despite Human Resources programs and a zero-strikes or serious conflict record, this should always be regarded as a potential risk. <p>Environmental</p> <ul style="list-style-type: none"> • Emissions, spills or discharges that could potentially pollute air, land and water due to the nature of feedstock, products and processes, including their handling and transportation. • Lack of natural resources. The increasing scarcity of natural resources like water or fossil fuels for energy generation is a real, present risk for the continuous operation of ALFA's businesses. • Product life-cycle. Some of ALFA's products like PET, polypropylene or polystyrene foam could pose a risk to the ecosystem if handled incorrectly. <p>Community-related</p> <ul style="list-style-type: none"> • Possibility of a neighborhood rejecting the operations of a plant because of the risk of emissions, explosions, traffic congestion, reduced quality of life, etc. • Product life-cycle: for Sigma, the sale of a food product in inadequate conditions for human consumption, being the causes directly attributable to the organization or not, could pose a risk for the health of the consumer. <p>Economical</p> <ul style="list-style-type: none"> • Economic volatility in international markets. • Cyclic nature of certain businesses. • Lesser availability of raw materials and feedstock like water or energy, which increases their costs. • Changes in the regulations of countries in which ALFA operates. <p>MEASURES TAKEN BY THE COMPANY TO PREVENT SUCH RISKS</p> <p>Work-related</p> <ul style="list-style-type: none"> • Noticeable boost and constant improvement on investments and programs on safety matters. • Work relations programs, including training, integral development of workers and their families, company-family bonding, competitive wages and benefits, as well as promoting an inclusive and participative, healthy work environment. <p>Environmental</p> <ul style="list-style-type: none"> • Investing in the best technology available to reduce or eliminate emissions through the use of cleaner energies (natural gas based energy cogeneration plant). • Investments to promote final product recycling (promoting PET recycling). • Complying with regulations set by authorities, suppliers and industry sectors. • Promoting an environmental culture, in and outside the company, including the creation of commissions to propose and implement specific action points to strengthen environmental strategy. • Creating alliances with other companies to coordinate actions in favor of the environment. <p>Community-related</p> <ul style="list-style-type: none"> • Promoting the company's proactive involvement in programs that benefit the community. • Supporting communities through volunteering work in case of natural disasters and other contingency situations. • Boosting ALFA Fundación education support. • Participating in community interest initiatives and events (i.e. school improvement, Food Banks, institutions that support handicapped people, and so forth). • Identifying operational risks for the communities and implementing effective actions to mitigate them. <p>Economical</p> <ul style="list-style-type: none"> • Constant revision and update of the company's business strategy. • Searching for substitute feedstock and raw materials, recycling alternatives, and/or self-sufficiency. • Boost and investment on innovation and technological development. 	Fully

GRI	CONTENTS	2012	2013				REPORTED		
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.		BUSINESS GROUP	TYPE	PROGRAM OR INITIATIVE	SPONSORING INSTITUTION	ASSOCIATION DATE	2013 RESULTS	Fully
		ALFA	Environmental	To develop a water culture, improving water filtering and to reduce flooding.	Fondo de Agua Metropolitano de Monterrey	2013	It will benefit four million people, thanks to the maintenance given to the watersheds that provide the city with water.		
		ALFA	Community	Citizenship.	Red Sumarse	2011	814 people benefited in three communities in Nuevo Leon, Mexico		
		ALFA	Community	Work opportunities for handicapped individuals.	Movimiento Congruencia	2005	83 handicapped individuals were hired.		
		ALFA	Economic	Luis G. Sada Award.	COPARMEX Jóven	2013	SMEs recognized for their corporate social responsibility practices.		
		NEMAK	Environmental	Alianza Verde Automotriz.	SEMARNAT	March 2012	The creation of ecoefficiency and sustainability initiatives in the automotive industry.		
		NEMAK	Environmental	PLAC (Environmental Leadership for Competitiveness).	SEMARNAT	Beginning of 2013	Reduction of 1,215 GJ per year, 48,000 ton CO ₂ equivalent and 6 tons of waste.		
		NEMAK	Community	Sports and Culture Center San José.	Fundación Educativa San José	January 2012	Inauguration of 3,000 m ² of infrastructure to support the community of García, Nuevo León, in cultural and sports formation.		
		NEMAK	Economic	PLAC (Environmental Leadership for Competitiveness).	SEMARNAT	2013	Savings of U.S. \$ 2'045,000 by making processes more efficient.		
		DAK AMERICAS	Environmental	Cape Fear River Program.	University of North Carolina Wilmington Center for Marine Science	2001	Monitors river quality to determine the industry's impact.		
		DAK AMERICAS	Community	Annual bicycle fund by J.J. / Angel Tree.	Hancock County Foster Program	2013	Donation of christmas gifts and bicycles for 50 children.		
		DAK AMERICAS	Community	Reherseals.	AISTAC, PROFEPA	October 2013	Approving emergency response program and training the nearby community.		
SIGMA	Community	Movimiento Congruencia.	Network of businesses across Mexico.	2005	Instituting the organization as a Civil Association. Reelection of ALFA as the Chairman of the Executive Council.				
SIGMA	Economic	Supply chain.	NAFINSA	2001.	Supporting 50 SMEs.				

4.13

Memberships in associations (such as industry associations) and/or national/international advocacy organizations, and how the organization participates in them (as governance bodies, projects or committees, providers of substantive funds, for strategic reasons).

COUNTRY	ASSOCIATION	BUSINESS	DOES IT PARTICIPATE IN GOVERNING BODIES?
Mexico	Alianza Verde Automotriz	Nemak	Yes
	Asociación de Ejecutivos de Relaciones Industriales de Monclova (AERIMAC)	Nemak	No
	Asociación de Industriales del Sur de Tamaulipas, A.C. (AISTAC)	Petrotemex Indelpro	Yes
	Asociación Mexicana de Bancos de Alimentos (AMBA)	Sigma	No
	Asociación Mexicana de Internet, A.C. (AMIPCI)	Alestra	Yes
	Asociación Nacional de Establecimientos TIF, A.C. (ANETIF)	Sigma	Yes
	Asociación Nacional de Importaciones y Exportaciones de la República Mexicana, A.C.	Petrotemex	No
	Asociación Nacional de la Industria Química (ANIQ)	Petrotemex Indelpro Polioles Univex Akra Polyester	Yes
	Asociación Nacional de Transporte Privado (ANTP)	Sigma	Yes
	Asociación Técnica de Compensaciones (ATECO)	Nemak	Yes
	Cámara Árabe Mexicana de la Industria y Comercio	Petrotemex	No
	Cámara de la Industria de Transformación de Nuevo León (CAINTRA)	ALFA	Yes
	Cámara Nacional de Industriales de la Leche (CANILEC)	Sigma	Yes
	Cámara Nacional de la Industria de la Transformación (CANACINTRA)	Indelpro Nemak	No
	Cámara Nacional de la Industria Electrónica de Telecomunicaciones y Tecnologías de la Información (CANIETI)	Alestra	Yes
	Centro para la Integración y Desarrollo de la Industria Automotriz de Coahuila (CIDIAC)	Nemak	Yes
	Cluster Automotriz (CLAUT)	Nemak	Yes
	Confederación de Cámaras Industriales (CONCAMIN)	ALFA	Yes
	Confederación Patronal de la República Mexicana (COPARMEX)	ALFA	Yes
	Consejo Empresarial Mexicano de Comercio Exterior, Inversión y Tecnología (COMECE)	ALFA	Yes
	Consejo Mexicano de la Industria de Productos de Consumo (CONMEXICO)	Sigma	Yes
	Consejo para el Fomento de la Calidad de la Leche y sus Derivados (COFOCALEC)	Sigma	Yes
	Cruz Roja Mexicana	Nemak	No
	Ejecutivos de Relaciones Industriales, A.C. (ERIAN)	Alestra	No
	Industriales Regiomontanos del Poniente, A.C. (IRPAC)	ALFA	Yes
	Instituto de Contadores Públicos de Nuevo León, A.C.	Alestra	No
	Patronato de Bomberos y Protección Civil	Nemak	No
	Cluster Agroalimentario de A.C. de N.L.	Sigma	Yes
U.S.A.	Global Food Safety Initiative	Sigma	Yes
	American Fiber Manufacturers Association (AFMA)	Dak Americas	Yes
	American Foundry Society	Nemak	Yes
	Association of the Nonwoven Fabrics Industry (INDA)	Dak Americas	Yes
	Barren County Chamber of Commerce	Nemak	No
	Carolinas Air Pollution Control Association (CAPCA)	Dak Americas	Yes
	Manufacturers and Chemical Industry Council of North Carolina	Dak Americas	No

Fully

			Mississippi Manufacturers Association	Dak Americas	No
			National Associate for PET Containers Resources	Dak Americas	Yes
			National Council of Textile Organizations (NCTO)	Dak Americas	Yes
			National Right-to-Work Legal Foundation Employers' Association	Dak Americas	No
			North Carolina Manufacturers Alliance (NCMA)	Dak Americas	Yes
			Sheboygan Chamber of Commerce	Nemak	No
			South Carolina Manufacturers Alliance (SCMA)	Dak Americas	Yes
			Sylacauga Chamber of Commerce	Nemak	Yes
			Tennessee Chamber of Commerce	Nemak	No
			The PET Resin Association	Dak Americas	Yes
		Germany	Association for operational Foundry Research (Austrian Foundry Research Institute (ÖGI))	Nemak	Yes
			Austrian Economic Chamber (specific field: foundry industry)	Nemak	Yes
			Bdguss (Bundesverband der Deutschen Gießereiindustrie)	Nemak	No
			Development association for FH Wels	Nemak	No
			IHK Dillingen (Cámara Nacional de Comercio)	Nemak	No
			IV (Federation of Austrian Industries)	Nemak	No
			VÖG (Verein Österreichischer Gießereifachleute)	Nemak	No
		Hungary	Association of the Hungarian Automotive Industry	Nemak	No
			Association of Hungarian Foundries	Nemak	No
		China	Association of China Casting	Nemak	No
		Argentina	Asociación Argentina de Componentes	Nemak	No
			Cámara de Comercio Exterior	Nemak	No
			Cámara de Industriales Metalúrgicos	Nemak	No
			Cámara de la Industria del PET (CIPETAR)	Dak Americas	Yes
			Comité Industrial de Conservación Ambiental Campana-Zarate (CICAZ)	Dak Americas	Yes
			Unión Industrial de Zarate (UIZ)	Dak Americas	Yes
		Poland	Silesian Union of Private Employers	Nemak	No
		Slovakia	Automotive Industry Association	Nemak	No
			Slovak Association for Maintenance	Nemak	No
			Slovak Society for Quality	Nemak	No
			Slovak Centrum of Productivity	Nemak	No
		Brazil	Asociación Brasileña de la Fundición (ABIFA)	Nemak	Yes
			Consejo Nacional de Autoregulamiento Publicitario (CONAR)	Sigma	Yes
			Instituto Sindipecas de Educación Corporativa	Nemak	No
		Canada	Canadian Foundry Society	Nemak	No
			Asociación para la Investigación Operacional de Fundidoras (ÖGI)	Nemak	Yes
		Spain	Cluster de Automoción del país Vasco	Nemak	No
			Federación Vizcaína de empresas del metal	Nemak	Yes
			<p>During 2013, some of ALFA's companies, such as Nemak Monterrey or Dak Americas in the United States contributed with a higher wage than the usual, with the associations and/or chambers in which they participate. Every company participates in these with the objective of forming strategic alliances with other entities with shared interests.</p> <p>ALFA's companies are part of the governing bodies in nearly 50% of the chambers and associations, and participate in individual projects related to their specific operations.</p>		

GRI	CONTENTS	2012	2013					REPORTED																																																																								
4.14	List of stakeholder groups engaged by the organization.		Shareholders, clients, employees, community and suppliers.					Fully																																																																								
4.15	Basis for identification and selection of stakeholders with whom to engage.		See page 5. Selection criteria are based on the direct or indirect impacts the company may have on specific groups. Once identified, the level of impact is rated and involvement strategies are created according to the characteristics of each group. ALFA executes said strategies with its five stakeholder groups.					Fully																																																																								
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.		The vast majority of ALFA's companies maintain an open and constant dialogue with their stakeholders. The criteria are that all stakeholders are important and deserve respect and attention in a timely manner. The relationship with them is always carried in a professional, ethical and transparent way. Frequency of contact depends on the audience and its particular situation. The company, however, keeps an open door policy for all its stakeholders. For example, in 2013 AKRA Polyester started having periodic talks with its contractors about security topics regarding their plants. It is indispensable that all contractors assist these talks so they can work in the company. Alestra inaugurated a Sperto Center in Mexico City, which offers clients an interactive approach to current technological tendencies, with the guidance of highly trained personnel. This experimental forum allows visitors visualize how the daily processes of their businesses could be empowered by Alestra's technology. See Table 4.17.					Fully																																																																								
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.		<table border="1"> <thead> <tr> <th>AUDIENCE</th> <th>RELEVANT MEDIA</th> <th>FREQUENCY</th> <th>CONCERNS</th> <th>RESPONSE</th> </tr> </thead> <tbody> <tr> <td rowspan="5">Shareholders</td> <td>Results meetings.</td> <td>Quarterly, annual</td> <td>Attractive investment return.</td> <td rowspan="5">Investing in businesses with potential growth and profitability. Competitiveness boost. Compliance with the Mexican Stock Exchange Law (LMV) and the Code for Better Corporate Practices. 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GRI	CONTENTS	2012	2013	REPORTED
			<p>Communities</p> <p>Discussion panels and perception surveys. Neighborly visits and dialogue. E-mail. Website. Sports and recreation events in plants. School talks. Emergency drills. GIREL Group (Industrial Crisis Response Group at Lerma, formed by 7 companies). Notices.</p> <p>Bianual</p> <p>Periodic</p> <p>Continuous</p> <p>Continuous</p> <p>Periodic</p> <p>Periodic</p> <p>Continuous</p> <p>Continuous</p> <p>Less polluting emissions. Industrial safety. Sustainable/biodegradable products.</p> <p>Emission reduction programs. Investing in safer equipment and technologies. Forming alliances with other companies to create strategies in favor of the community.</p>	
			<p>Suppliers</p> <p>Suppliers portal. Meetings. Acquisitions department surveys. Audits. E-mail.</p> <p>Continuous</p> <p>Continuous</p> <p>Periodic</p> <p>Periodic</p> <p>Continuous</p> <p>Development support.</p> <p>Suppliers' Development Program. Suppliers certification. Training through courses and talks.</p>	

EC ECONOMIC

EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.		<table border="1"> <thead> <tr> <th></th> <th>2012</th> <th>2013</th> </tr> </thead> <tbody> <tr> <td>Revenues</td> <td>U.S. \$15,152 millions</td> <td>U.S. \$15,870 millions</td> </tr> <tr> <td>Operating costs</td> <td>Not available</td> <td>U.S. \$13,012 millions</td> </tr> <tr> <td>Payments to employees</td> <td>Not available</td> <td>U.S. \$1,618 millions</td> </tr> <tr> <td>Payments to suppliers of capital (payment of loans IA213 page 42)</td> <td>Not available</td> <td>U.S. \$2,548 millions</td> </tr> <tr> <td>Paid taxes (payment to governments)</td> <td>U.S. \$ 119 millions</td> <td>U.S. \$346 millions</td> </tr> <tr> <td>Community investments</td> <td>Not available</td> <td>U.S. \$130,000</td> </tr> <tr> <td>Direct economic value generated</td> <td>U.S. \$15,196 millions</td> <td>U.S. \$15,898 millions</td> </tr> <tr> <td>Economic value retained</td> <td>U.S. \$408 millions</td> <td>U.S. \$76 millions</td> </tr> <tr> <td>Total assets</td> <td>U.S. \$11,827 millions</td> <td>U.S. \$12,648 millions</td> </tr> <tr> <td>Capital investments</td> <td>U.S. \$874 millions</td> <td>U.S. \$1,550 millions</td> </tr> <tr> <td>Paid dividends</td> <td>U.S. \$162 millions</td> <td>U.S. \$274 millions</td> </tr> <tr> <td>Direct Jobs</td> <td>59,847</td> <td>61,085</td> </tr> </tbody> </table>		2012	2013	Revenues	U.S. \$15,152 millions	U.S. \$15,870 millions	Operating costs	Not available	U.S. \$13,012 millions	Payments to employees	Not available	U.S. \$1,618 millions	Payments to suppliers of capital (payment of loans IA213 page 42)	Not available	U.S. \$2,548 millions	Paid taxes (payment to governments)	U.S. \$ 119 millions	U.S. \$346 millions	Community investments	Not available	U.S. \$130,000	Direct economic value generated	U.S. \$15,196 millions	U.S. \$15,898 millions	Economic value retained	U.S. \$408 millions	U.S. \$76 millions	Total assets	U.S. \$11,827 millions	U.S. \$12,648 millions	Capital investments	U.S. \$874 millions	U.S. \$1,550 millions	Paid dividends	U.S. \$162 millions	U.S. \$274 millions	Direct Jobs	59,847	61,085	Fully
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EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.		<p>See Statement from the Chairman of the Board and the President, page 1.</p> <p>Complement: Climate change is subject to the company's attention given the possible consequences it may have on the availability of feedstock and certain resources used by the it, like energy and water, or the impacts that natural events such as storms may have on product transportation. This represents increasing production costs, delays in product delivery, logistic problems, lack of control over inventory, amongst other issues. It also creates opportunities for processes improvement, such as the search for new technologies or investments, like an energy cogeneration plant that will provide economic and environmental benefits. In this regard, ALFA has implemented strategies that aim to reduce its carbon and water footprint through a more efficient and sustainable operation, contributing to minimize all kinds of impacts these might have.</p> <p>In every case, regulation-related risks are identified, as well as the amounts of investments carried out to comply with corresponding regulations or, depending on the case, the budget estimates of investment projects necessary to comply with them.</p>	Fully																																							
EC3	Coverage of the organization's defined benefit plan obligations.		Retirement plans, education support and medical assistance are available to all permanent employees. The retirement system consists of a fixed contribution plan provided by the company, ranging from 4% to 17% of the worker's salary and varies according to each country's labor laws. Resources and obligations to cover this benefit are 100% covered by the company.	Fully																																							
EC4	Significant financial assistance received from government.		In 2013, the company did not receive significant financial aid from governments, except for tax incentives destined to technology development projects.	Fully																																							

GRI	CONTENTS	2012	2013	REPORTED								
EC5	Range of ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation.	2.3 to 1.	ALFA's standard entry level salary, compared to Mexico's minimum wage in 2013 was 3.1 to 1. ALFA's employees in the United States who perceive the lowest salary receive 1.85 times over the minimum wage in the cities where the company operates. ALFA reports this information as these two countries represent 75% of ALFA's workforce (45,000 employees). There is no difference in minimum salaries based on the employees' gender.	Fully								
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.		<p>Depending on the type of raw material and equipment required to operate, as well as factors such as quality, price and service, ALFA's companies seek to acquire their supplies with local suppliers in the countries and communities in which they operate. The definition of 'local' varies by company and by type of raw material. Local suppliers may be those inside the immediate community, such as its small and medium businesses, or larger companies present in the community, ranging up to suppliers inside the country of operations</p> <p>Some companies operate supplier development programs targeted at small and medium businesses. Expense ratio of locally-based suppliers fluctuated between 10% and 95% in 2013, depending on the company, with a global average of 65%, 5% more when compared to 2012.</p> <p>Percentage on significant locations of operation.</p> <table border="1"> <thead> <tr> <th colspan="2">% locally-based suppliers</th> </tr> </thead> <tbody> <tr> <td>Mexico</td> <td>59%</td> </tr> <tr> <td>U.S.A.</td> <td>84%</td> </tr> <tr> <td>Europe</td> <td>54%</td> </tr> </tbody> </table> <p>Asia and Southamerica are not considered significant locations of operation.</p>	% locally-based suppliers		Mexico	59%	U.S.A.	84%	Europe	54%	Fully
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EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.		<p>ALFA hires local staff for the companies it establishes and maintains the workforce of those it acquires. Local personnel are hired in non-executive positions to develop their skills and provide training so they can move on to executive positions once they have the necessary abilities. This allows for greater engagement with local communities and contributes to their development. By the end of 2013, 96% of ALFA's executive and managerial positions were held by local staff members.</p> <p>Percentage on significant locations of operation.</p> <table border="1"> <thead> <tr> <th colspan="2">% local personal</th> </tr> </thead> <tbody> <tr> <td>Mexico</td> <td>99%</td> </tr> <tr> <td>U.S.A.</td> <td>95%</td> </tr> <tr> <td>Europe</td> <td>95%</td> </tr> </tbody> </table> <p>Asia and Southamerica are not considered significant locations of operation.</p>	% local personal		Mexico	99%	U.S.A.	95%	Europe	95%	Fully
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EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.		<p>ALFA undertakes activities for its community, whether by volunteering, disaster support, and/or cash and in kind donations. To determine the type of support to give out, and to which degree, ALFA implements needs assessments in the community to support, and keeps an open dialogue with it to receive specific inquiries. In 2013, in the specific case of infrastructure for public benefit, over 20 plants worldwide supported educational institutions with donations like furniture, construction materials for sport facilities, and recovery of green areas, amongst others, benefitting over 17,000 students. Nemark Alabama's donated resources for the recreational part Sylacagua, and Sigma donated over \$6 million pesos to the Teletón in Mexico, an institution that provides rehabilitation services to handicapped children. 86% of the families to which these children belong are from the country's most vulnerable population, and every year more than 30,000 children are attended. But the most important investment in this area was the ALFA Fundación Extracurricular Talent Center, which started operating in 2013, offering an educational model that tries to stimulate the development of talented students from impoverished areas of the city of Monterrey, Nuevo León. 200 students were benefited only in the first academic period. Cash investments by companies in this topic summed up to \$130,000 USD.</p>	Fully								

GRI	CONTENTS	2012	2013	REPORTED
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EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.		<p>ALFA's activities have indirect economic impacts. Some of the actions that have been identified as generating these impacts by producing an indirect economic spillover effect are:</p> <ul style="list-style-type: none"> • Hiring and buying services and raw materials that direct suppliers make in order to cover their requirements. • Investment in technologies to elaborate quality, low-cost products for clients, which will therefore yield more earnings for them. • Investment agreements that generate jobs and the building of an energy cogeneration plant in Veracruz; the building of a Nemark plant in Chongqing, China; and the building of the Data Center in Querétaro by Alestra, to mention some examples. • The commercialization of Sigma products in Mexico by over 440,000 storeowners and small merchants who obtain earnings from this activity. <p>Likewise, one of the motivations behind reformulating ALFA Fundación role in the community was developing a model that enables it to maximize its impact. By creating a platform through which economic resources are not destined only to cover immediate needs, but for long-term purposes, the positive social and economic impact, both directly and indirectly, are greatly increased.</p> <p>On the negative side, the closing of Alpek's plant in Cape Fear caused a reduction in the workforce.</p>	Fully
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EN	ENVIRONMENTAL			
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EN1	Materials used by weight or volume.	Petroleum products (paraxylene, ethylene, propylene, glycols) as well as aluminum scrap, meat and dairy products.	<p>The vast variety in raw materials used to manufacture products by ALFA's companies is due to the diversity of the companies themselves. In Alpek's case, there are three integrated plants (Columbia, Pearl River and Temex-Cosoleacaque) that produce PTA (terephthalic acid), which is a raw material for PET, also produced in these plants. PTA is also sold as a raw material to other companies that manufacture their own PET. In turn, the PTAL-Altamira plant in Tamaulipas provides Akra Polyester with PTA for the production of polyester fiber.</p> <table border="1"> <thead> <tr> <th>COMPANY</th> <th>MATERIAL</th> <th>TONNES</th> <th>LITERS</th> <th>RENOVABLE SÍ/NO</th> </tr> </thead> <tbody> <tr> <td rowspan="14">ALPEK</td> <td>Terephthalic Acid</td> <td>1'585,927</td> <td></td> <td>*No</td> </tr> <tr> <td>Ethylene glycol</td> <td>562,455</td> <td></td> <td>*No</td> </tr> <tr> <td>Mono ethylene glycol</td> <td>25,632</td> <td></td> <td>*No</td> </tr> <tr> <td>Propene</td> <td>411,737</td> <td></td> <td>*No</td> </tr> <tr> <td>Ethylene</td> <td>4,668</td> <td></td> <td>*No</td> </tr> <tr> <td>Propene Oxide</td> <td>25,742</td> <td></td> <td>*No</td> </tr> <tr> <td>Ethylene Oxide</td> <td>38,630</td> <td></td> <td>*No</td> </tr> <tr> <td>Styrene</td> <td>131,701</td> <td></td> <td>*No</td> </tr> <tr> <td>Pentane</td> <td>8,737</td> <td></td> <td>*No</td> </tr> <tr> <td>Polyester/PP Olefins</td> <td>1,500</td> <td></td> <td>*No</td> </tr> <tr> <td>BCF Polyester Nylon</td> <td>4,000</td> <td></td> <td>*No</td> </tr> <tr> <td>Sulphate</td> <td>78,716</td> <td></td> <td>*No</td> </tr> <tr> <td>Ammonia</td> <td>112,210</td> <td></td> <td>*No</td> </tr> <tr> <td>Paraxylene</td> <td>1'037,024</td> <td></td> <td>*No</td> </tr> <tr> <td>Acetic acid</td> <td>67,687</td> <td></td> <td>*No</td> </tr> <tr> <td rowspan="6">NEMAK</td> <td>Aluminum</td> <td>669,021</td> <td></td> <td>*No</td> </tr> <tr> <td>Silica sand</td> <td>156,643</td> <td></td> <td>*No</td> </tr> <tr> <td>Resins</td> <td>87,675</td> <td></td> <td>*No</td> </tr> <tr> <td>Scrap</td> <td>17,306</td> <td></td> <td>In some cases</td> </tr> <tr> <td>Soldering flux</td> <td>953</td> <td></td> <td>*No</td> </tr> <tr> <td>Alloy</td> <td>34,429</td> <td></td> <td>No</td> </tr> <tr> <td rowspan="5">SIGMA</td> <td>Die lubricant</td> <td></td> <td>647,154</td> <td>*No</td> </tr> <tr> <td>Poultry</td> <td>227,962</td> <td></td> <td>Yes</td> </tr> <tr> <td>Pork</td> <td>72,709</td> <td></td> <td>Yes</td> </tr> <tr> <td>Beef</td> <td>4,074</td> <td></td> <td>Yes</td> </tr> <tr> <td>Liquid cow milk</td> <td></td> <td></td> <td>332'340,000 Yes</td> </tr> <tr> <td></td> <td></td> <td>5'367,138</td> <td>332'987,154</td> <td></td> </tr> </tbody> </table> <p>*All of these raw materials are derivatives of petroleum, which is a fossil fuel.</p>	COMPANY	MATERIAL	TONNES	LITERS	RENOVABLE SÍ/NO	ALPEK	Terephthalic Acid	1'585,927		*No	Ethylene glycol	562,455		*No	Mono ethylene glycol	25,632		*No	Propene	411,737		*No	Ethylene	4,668		*No	Propene Oxide	25,742		*No	Ethylene Oxide	38,630		*No	Styrene	131,701		*No	Pentane	8,737		*No	Polyester/PP Olefins	1,500		*No	BCF Polyester Nylon	4,000		*No	Sulphate	78,716		*No	Ammonia	112,210		*No	Paraxylene	1'037,024		*No	Acetic acid	67,687		*No	NEMAK	Aluminum	669,021		*No	Silica sand	156,643		*No	Resins	87,675		*No	Scrap	17,306		In some cases	Soldering flux	953		*No	Alloy	34,429		No	SIGMA	Die lubricant		647,154	*No	Poultry	227,962		Yes	Pork	72,709		Yes	Beef	4,074		Yes	Liquid cow milk			332'340,000 Yes			5'367,138	332'987,154		Fully
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EN2	Percentage of materials used that are recycled input materials.	NEMAK Mexico used 483,000 tons of recycled aluminum and 470,250 tons of recycled sand in its processes. NEMAK Poland used 14,467 tons of recycled aluminum, steel and sand. NEMAK Tennessee recycled 250 tons of scrap metal. DAK America's Cape Fear and Columbia sites used 1,360 tons of recycled PTA in their processes. In total, ALFA's companies recycled 1,099,379 tonnes of various kinds of materials in 2012. Nematik stood out by using 483,000 tonnes of recycled aluminum. In addition, Clear Path Recycling (ALFA & Shaw Industries joint venture), recycled 54,432 tons of PET containers reuse in their processes.	<p>This aspect applies to Alpek and Nematik.</p> <table border="1"> <thead> <tr> <th>COMPANY</th> <th>MATERIAL</th> <th>PERCENTAGE VS TOTAL</th> <th>TONNES</th> </tr> </thead> <tbody> <tr> <td rowspan="3">Nematik</td> <td>Aluminum</td> <td>79%</td> <td>528,525.5</td> </tr> <tr> <td>Scrap metal</td> <td>63%</td> <td>10,903</td> </tr> <tr> <td>Silica sand</td> <td>71%</td> <td>111,216.5</td> </tr> <tr> <td rowspan="2">Alpek</td> <td>Liquid styrene</td> <td>80%</td> <td>20.63</td> </tr> <tr> <td>PTA</td> <td>100% (Columbia Plant, DAK Americas)</td> <td>6,917</td> </tr> </tbody> </table>	COMPANY	MATERIAL	PERCENTAGE VS TOTAL	TONNES	Nematik	Aluminum	79%	528,525.5	Scrap metal	63%	10,903	Silica sand	71%	111,216.5	Alpek	Liquid styrene	80%	20.63	PTA	100% (Columbia Plant, DAK Americas)	6,917	Fully
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EN3	Direct energy consumption by primary energy source.	32.9 x 10 ⁶ GJ 90% was natural gas.	<p>In 2013, ALFA consumed approximately 34.15 x 10⁶ GJ of direct energy from non-renewable sources, of which 90% was natural gas, the cleanest fuel of its kind.</p> <table border="1"> <thead> <tr> <th>ENERGY TYPE</th> <th>DIRECT CONSUMPTION (GJ)</th> </tr> </thead> <tbody> <tr> <td>Coal</td> <td>2.4 x 10⁶ GJ(-8%)</td> </tr> <tr> <td>Natural gas</td> <td>30.7 x 10⁶ GJ(-90%)</td> </tr> <tr> <td>Fuel oil</td> <td>0.38 x 10⁶ GJ(-1%)</td> </tr> <tr> <td>Diesel</td> <td>0.04 x 10⁶ GJ (-0%)</td> </tr> <tr> <td>LPG</td> <td>0.20 x 10⁶ GJ(-0%)</td> </tr> <tr> <td>Others</td> <td>0.43 x 10⁶ GJ(-1%)</td> </tr> <tr> <td>Total</td> <td>34.15 x 10⁶ GJ</td> </tr> </tbody> </table> <p>*Data pertains to 2013 consumption of energy, by type, for ALFA's operating plants. Not included are figures from Bar-S, Newpek, new acquisitions of JL French, steam originating from Eneretek, steam acquired by DAK Columbia, or steam acquired by Polioles Altamira. Neither included is fuel consumption by Sigma's transportation fleet, as that information is included in a posterous answer.</p>	ENERGY TYPE	DIRECT CONSUMPTION (GJ)	Coal	2.4 x 10 ⁶ GJ(-8%)	Natural gas	30.7 x 10 ⁶ GJ(-90%)	Fuel oil	0.38 x 10 ⁶ GJ(-1%)	Diesel	0.04 x 10 ⁶ GJ (-0%)	LPG	0.20 x 10 ⁶ GJ(-0%)	Others	0.43 x 10 ⁶ GJ(-1%)	Total	34.15 x 10 ⁶ GJ	Fully					
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EN4	Indirect energy consumption by primary source.	5.61 x 10 ⁶ GJ	<p>In the following table, indirect energy consumption during 2013 is summarized.</p> <table border="1"> <thead> <tr> <th>INDIRECT ENERGY TYPE</th> <th>GJ</th> </tr> </thead> <tbody> <tr> <td>Steam</td> <td>5.3 x 10⁶</td> </tr> <tr> <td>Electricity</td> <td>12.1 x 10⁶</td> </tr> <tr> <td>Total</td> <td>17.4 x 10⁶</td> </tr> </tbody> </table> <p>The following information includes fuel consumption by Sigma's transportation fleet in Mexico and the United States (fuel consumption in transport by other companies is not included):</p> <table border="1"> <tbody> <tr> <td>Diesel</td> <td>~0.88 x 10⁶ GJ</td> </tr> <tr> <td>Gasoline</td> <td>~0.18 x 10⁶ GJ</td> </tr> <tr> <td>LPG</td> <td>~0.10 x 10⁶ GJ</td> </tr> <tr> <td>Total</td> <td>~1.16 x 10⁶ GJ</td> </tr> </tbody> </table>	INDIRECT ENERGY TYPE	GJ	Steam	5.3 x 10 ⁶	Electricity	12.1 x 10 ⁶	Total	17.4 x 10 ⁶	Diesel	~0.88 x 10 ⁶ GJ	Gasoline	~0.18 x 10 ⁶ GJ	LPG	~0.10 x 10 ⁶ GJ	Total	~1.16 x 10 ⁶ GJ	Fully					
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EN5	Energy saved due to conservation and efficiency improvements.	4.7 x 10 ⁶ GJ (07-12 period).	<p>Total energy savings due to the initiatives carried out with this objective in the 2007-2013 period were 4.92 x 10⁶ GJ. In 2013, savings were of 220,000 GJ. Said initiatives include equipment renovation, investment in more efficient technologies, fuel use optimization, process improvement, and permanent actions held by personnel as part of the environmental culture ALFA's companies are committed to implement.</p> <p>In 2013, 90% of energy used by ALFA came from natural gas.</p>	Fully																					

GRI	CONTENTS	2012	2013	REPORTED																		
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	In 2012, U.S \$20 million were invested in 314 energy efficiency programs, such as new technologies, fuel switching and better practices, among others. Such projects aim to reduce depletion of primary sources like natural gas, fueloil, coal, etc., as well as electricity and the indirect impact it carries. Projects' total energy savings amount to 4.7 x 10 ⁶ GJ a year, which is equivalent to retiring 424,000 cars from circulation in the same period. During the 2007-2012 period, U.S. \$78 million have been invested.	SEE EN5. The objective of offering energy efficient products and services applies mainly to Nemak and Sigma. The former produces aluminum parts for gasoline and diesel engines. In 2013, Nemak worked on initiatives to technologically improve the product in collaboration with its clients (engine manufacturers) in order to create more efficient and lighter products that mean less fuel consumption for the final user. These initiatives are still on a development phase, so quantifiable results are not yet available. Nemak also participates in Alianza Verde Automotriz, which is an external initiative where energy saving practices are shared with clients. In 2013 Sigma approved a program to renovate refrigeration appliances used by retail stores and make them more energy efficient. In this way, it contributes to the reduction of energy consumption by its distributors. It is important to mention that, periodically, a considerable number of ALFA's companies carry out involvement activities for the development of their suppliers, including environmental care talks, with topics such as efficient use of renewable and non-renewable energy sources.	Fully																		
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	All companies carried out programs to reduce indirect energy consumption. As an example, 100 videoconference and six telepresence rooms have been installed, reducing the energy consumption derived from transportation to attend live meetings.	FOR EXTERNAL INITIATIVES SEE ASPECT EN6. Internally, activities such as using energy-saving lighting, implementing videoconference systems, and energy-saving campaigns inside and outside the companies are carried out for the whole workforce and their families. Another example of reduction in energy consumption in an indirect manner are the activities of companies like Petromex, which uses external contractors for material transportation and works continually to make sure its loading and unloading processes and general logistics are as efficient as possible, with the aim of optimizing costs, time, and energy consumption in transportation. By the end of 2013, energy savings as a result of these initiatives were not quantified.	Fully																		
EN8	Total water withdrawal by source.		<table border="1"> <thead> <tr> <th>WATER WITHDRAWAL BY SOURCE</th> <th>2012 M³</th> <th>2013 M³</th> </tr> </thead> <tbody> <tr> <td>Public utilities</td> <td>3'217,900</td> <td>8'613,436</td> </tr> <tr> <td>Wells</td> <td>7'814,901</td> <td>5'298,555</td> </tr> <tr> <td>Rivers or lakes</td> <td>98'835,520</td> <td>95'399,264</td> </tr> <tr> <td>From third parties</td> <td>5'056,701</td> <td>9'613,579</td> </tr> <tr> <td>Total</td> <td>121'074,678</td> <td>119'047,309</td> </tr> </tbody> </table>	WATER WITHDRAWAL BY SOURCE	2012 M ³	2013 M ³	Public utilities	3'217,900	8'613,436	Wells	7'814,901	5'298,555	Rivers or lakes	98'835,520	95'399,264	From third parties	5'056,701	9'613,579	Total	121'074,678	119'047,309	Fully
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EN9	Water sources significantly affected by withdrawal of water.		In 2013, no significant damage to water sources derived from the company's consumption was registered.	Fully																		
EN10	Percentage and total volume of water recycled and reused.	Approximately 50% of water consumed in ALFA's companies is reused in their processes.	40% of ALFA's plants carried out water treatment and reuse processes in 2013. <table border="1"> <thead> <tr> <th></th> <th>VOLUME M³</th> <th>PERCENTAGE VS TOTAL CONSUMPTION</th> </tr> </thead> <tbody> <tr> <td>Treated water</td> <td>18'563,842</td> <td>16%</td> </tr> <tr> <td>Water reused in processes</td> <td>1'390,769</td> <td>2%</td> </tr> </tbody> </table> CORRIGENDUM: In 2012, due to a calculation error, the percentage of water reused in ALFA's processes was wrongly reported. The correct information is as follows: in 2012, 15% of water consumption by ALFA was treated in its treatment plants, and a fraction of this was reused in its processes.		VOLUME M ³	PERCENTAGE VS TOTAL CONSUMPTION	Treated water	18'563,842	16%	Water reused in processes	1'390,769	2%	Fully									
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EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	Nemak plant in Monterrey, Mexico, is located within a protected area known as Yuca Forest, as well as Wilmington and Charleston in the U.S. All three facilities carry out reforestation and care programs. In 2012, DAK Americas obtained habitat certification by CF Wildlife Habitat for the third year in a row. The Temex plants in Cosoleacaque, Mexico, as well as those in Wilmington, NC and Charleston, SC are located alongside diversity value areas. The first case is a rainforest whereas the other two are woodlands among rivers.	Nemak's plant in Monterrey, Mexico, is located within a protected area known as Yucca Forest (yucca plant is considered a protected species), and for that it carries out preservation programs in its almost 7,500 m ² of gardens. In this space there are 20 species and over 72,000 individuals, of which 578 are yucca plants. The Temex plants in Cosoleacaque, Mexico, as well as those in Charleston, SC, in the United States, are located alongside biodiversity value areas. In the first case it is a rainforest, whereas the other two are woodlands among rivers. In both plants, vegetation protection programs are carried out. In addition, DAK Americas plant in Columbia, NC, United States, is located near the Congaree National Park (24 km away), which is a conservation area of 10,549 hectares of swamp forests, freshwater lakes, and several tree species that form the last great sample of broadleaf trees. It is home to over 56 fish species and receives over 2,000 migrant birds per year, the largest registered amount in the United States. The Zárate plant, in Argentina, is 25 km away from the protected area Delta del Paraná, in which several kinds of forests, natural as well as anthropic, and several large swamp areas covered by scrubland. It has a total surface of approximately 90,000 hectares. In September of 2000 it was declared a Biosphere Reserve with a coordination approved in the 16th Annual Assembly of UNESCO's International Coordination Council in Paris, France. Every ALFA facility carries out care and protection activities in the green areas that are located inside or nearby their sites. In some cases, concrete conservation actions are implemented even when the zone is not a protected biodiversity area.	Fully																		

GRI	CONTENTS	2012	2013	REPORTED												
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	If not properly disposed of in waste deposits, containers and other PET, polystyrene and polypropylene manufactured products could pose a threat to nature reserves. In order to prevent such situations, ALFA, in association with Shaw Industries, has invested in a PET container recycling plant. Moreover, permanent campaigns are held to raise awareness on product recycling and final disposal as well as environmental care.	Some of the raw materials used in ALFA's processes could have a negative impact on biodiversity in case of spillings, so strict internal controls are applied. Moreover, permanent campaigns are held to raise awareness on product recycling and final disposal as well as environmental care. In 2013, there were no significant impacts that directly affected a high biodiversity area by ALFA's companies.	Fully												
EN13	Habitats protected or restored.	ALFA operations in Monterrey, Co-soleacaque and Altamira in Mexico, as well as those in Wilmington and Charleston in the U.S., located next to or in important biodiversity areas contributed actively in their protection and preservation, together with local authorities and institutions. Actions to be highlighted are the placing of bird shelters, reforestation and species transplant, and so forth. The Yucas primarily located in the NEMAK Monterrey plant are considered a protected species, and thus NEMAK keeps a preservation and maintenance program in their gardens, an area close to 5,000 m2.	Every ALFA facility that is located in this kind of area has conservation and care programs for their green areas, ranging from reforestation activities and the building of plant nurseries, to internal residue control and handling actions, among others. Nema's plant in Monterrey, Mexico, operates a continuous maintenance and preservation program of its over 7,500 m ² of green areas, where the yucca is protected, an endemic and protected species. DAK Americas received in 2012 for the third time the Wildlife Habitat at Work certification, given by the organization of the same name, which recognizes companies that go further than what standard regulations require and implement coordinated efforts between the company, the community, and its employees in favor of biodiversity at the workplace.	Fully												
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity.		<p>SEE ASPECTS EN2, EN5, EN6, EN7, EN10, EN11, EN13 AND EN14.</p> <p>The company operates permanent projects in:</p> <ul style="list-style-type: none"> • Emission reduction (the use of cleaner energies, dust covers, gas capture systems, etc.). • Materials recycling (mainly aluminum and PET). • Waste disposal programs. • Water treatment plants. <p>Biodiversity risks ALFA's products and operations may entail have been identified from the evaluation of required raw materials, to the product's lifecycle and manufacturing process. This is done through environmental impact assessments and the establishment of impact reduction goals that each company itself carries out according to the characteristics of its operations. Also, ALFA complies with the 100% of environmental legislations and regulations in every country in which it operates, a factor taken into account in the definition of biodiversity impact management strategies.</p>	Fully												
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.		Operations of ALFA's companies do not pose a threat to endangered species.	Fully												
EN16	Total direct and indirect greenhouse gas emissions by weight.		<table border="1"> <thead> <tr> <th>CO₂ TONNES</th> <th>2012</th> <th>2013</th> </tr> </thead> <tbody> <tr> <td>Direct</td> <td>2'356,623</td> <td>2'205,266</td> </tr> <tr> <td>Indirect</td> <td>1'691,347</td> <td>2'021,431</td> </tr> <tr> <td>Total</td> <td>4'047,970</td> <td>4'226,697</td> </tr> </tbody> </table> <p>These figures correspond to ALFA's total emissions for the period, excluding Bar-S, Newpek and J.L. French. Direct emissions cover the fuel usage in Sigma's plants and transportation fleet. Indirect emissions cover electricity usage, as well as Enertek, DAK Columbia and Polioles Altamira steam usage.</p> <p>The methodology used for measurement is based on "The GHG Protocol Corporate Standard" of the Greenhouse Gas Protocol Initiative.</p> <ul style="list-style-type: none"> • GHG emissions from stationary combustion 4.0 • GHG emissions from purchased electricity 4.0 • GHG emissions from transport or mobile sources 4.0 	CO ₂ TONNES	2012	2013	Direct	2'356,623	2'205,266	Indirect	1'691,347	2'021,431	Total	4'047,970	4'226,697	Fully
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EN17	Other relevant indirect greenhouse gas emissions by weight.		Other indirect greenhouse gas emissions are not relevant to ALFA's operations.	Fully												

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EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.		<p>ALFA implements permanent strategies for the reduction of greenhouse gases. In 2013, ALFA's companies carried out activities such as change, renovation and optimization of equipment like furnaces and refrigeration systems. In Nema's case, the search and use of new technologies; in Sigma, the redesign of products to make lighter packages; in Alpek, energy efficiency programs that result in a lesser pollutant emission. The most important project developed between 2012 and 2013 is the energy cogeneration plant at Cosoleacaque, Veracruz, which will start up operations at the beginning of 2014 and will prevent the emission of 120,000 tonnes of CO₂ per year, the equivalent to retiring 25,263 cars from circulation in the same timeframe.</p> <p>It is important to take into account that the generation and/or reduction of emissions also depend on changes in production levels related to market demand. In 2013, the direct emission of 151,357 tonnes of CO₂ to the atmosphere was avoided.</p>	Fully																					
EN19	Emissions of ozone-depleting substances by weight.	Information was not available.	No other ozone-depleting substances were detected.	Fully																					
EN20	NO _x , SO _x , and other significant air emissions by type and weight.	Information was not available.	<p>The following information comes from the PET plant in Cosoleacaque, Veracruz, which generates NO_x emissions due to the use of a chimney. The conversion factor to CO₂ tonnes is as follows: VOC's=.66 tonnes (with Emission Factor according to AP 42).</p> <p>Sigma generates this kind of emissions due to the use of boiler chimneys. However, it doesn't have an evaluation of its weight in CO₂ tonnes.</p> <p>This kind of emissions are not identified in any other of ALFA's operations.</p> <table border="1"> <thead> <tr> <th>SUBSTANCE</th> <th>WEIGHT</th> </tr> </thead> <tbody> <tr> <td>NO_x (direct measuring)</td> <td>12.63 tonnes</td> </tr> <tr> <td>Methane (with Emission Factor according to AP-42)</td> <td>0.28 tonnes</td> </tr> </tbody> </table>	SUBSTANCE	WEIGHT	NO _x (direct measuring)	12.63 tonnes	Methane (with Emission Factor according to AP-42)	0.28 tonnes	Fully															
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EN21	Total water discharge by quality and destination.	102'596,170 m ³ .	<p>ALFA generates three kinds of wastewater: water from productive processes, water used for cooling, and water used by personnel. All of the water from productive processes discharged by ALFA companies is treated as required by environmental laws and regulations before being channeled to its destination, which depends on the type of residue to treat. This takes place in the facilities inside ALFA (which may have one or more water treatment plants), or through external suppliers that provide the service based on each kind of residue. This water is not reused by any external organization.</p> <table border="1"> <thead> <tr> <th>DISCHARGE VOLUME (M³)</th> <th>2012</th> <th>2013</th> </tr> </thead> <tbody> <tr> <td>Public sewage</td> <td>1'879,522</td> <td>2'009,480</td> </tr> <tr> <td>Rivers or lakes</td> <td>99'751,243</td> <td>101'273,521</td> </tr> <tr> <td>Sea</td> <td>NA</td> <td>4'461,300</td> </tr> <tr> <td>Other</td> <td>965,405</td> <td>1'931,290</td> </tr> <tr> <td>Total</td> <td>102'596,170</td> <td>109'675,591</td> </tr> </tbody> </table>	DISCHARGE VOLUME (M ³)	2012	2013	Public sewage	1'879,522	2'009,480	Rivers or lakes	99'751,243	101'273,521	Sea	NA	4'461,300	Other	965,405	1'931,290	Total	102'596,170	109'675,591	Fully			
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EN23	Total number and volume of significant spills.		No significant residue spills were registered in or by ALFA's companies during 2013.	Fully																					

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EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.	Information was not available.	Residues with these characteristics are paint, solvents, oils and/or oily emulsions, grease, impregnated solids, and fuel oil, and pertain only to one group of business. These residues are not significant. ALFA does not transport residues internationally. <table border="1"> <thead> <tr> <th>TONNES</th> <th>M³</th> </tr> </thead> <tbody> <tr> <td>1,446.75 ton – 0.5% vs total</td> <td>*10,462</td> </tr> </tbody> </table> <p>Since the amount is presented in m³ and the total weight of most significant residues is presented in tonnes, it is not possible to calculate the percentage vs total in tonnes.</p>	TONNES	M ³	1,446.75 ton – 0.5% vs total	*10,462	Fully										
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EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff.	Information was not available.	There were no significant impacts caused by water discharges and/or runoffs in 2013.	Fully														
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.		See pages 10-11, and aspects EN2, EN5, EN6, EN7, EN10, EN11, EN13, EN14, EN18, EN21, EN22, EN23. Complement: In 2013, Nematik Poland detected a risk of noise pollution. In response, it started a project for the elimination of strong noises in its operations.	Fully														
EN27	Percentage of products sold and their packaging materials that are reclaimed by category.		Most of ALFA's companies don't use packaging for its products, as they supply in bulk, using hopper cars or tankers. Some recycle and reuse the packaging of their raw materials, such as pallets and sacks. Sigma is the only company that uses packaging materials for its products and as of the end of december 2013 it does not count with a reclaim program for the packaging of the product that reaches the end of its life cycle. In the case of Alpek, even when its products do not require packaging, some of them are used as components for the manufacturing of packaging materials (PET). For this reason, Alpek supports initiatives for the reclaiming and recycling of PET in its Clear Path Recycling plant, a joint venture between ALFA and Shaw Industries. In 2013 approximately 49,000 tonnes of this material were recycled.	Fully														
EN28	Monetary value of significant fines and total number of nonmonetary sanctions for non-compliance with environmental laws and regulations.		No fines or sanctions were received for non-compliance with environmental regulations.	Fully														
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	Information was not available.	A large majority of ALFA's companies hire suppliers for the transportation of their products. Before choosing one, they make sure it complies at a 100% with the environmental, labor, and security requirements and regulations necessary for a responsible operation. Sigma, which has a transportation fleet of its own, emitted 72,751 tonnes CO ₂ in 2013. To minimize this impact, actions such as training on appropriate vehicle driving, searching and using alternative fuels, and owning repair shops for unit maintenance, are being carried out. This impact is not considered significant as it represents 1.7% of ALFA's total emissions. By the end of 2013, environmental impacts of the transportation of ALFA's workforce to their workplace are not quantified because they are not considered material for the operations.	Fully														
EN30	Total environmental protection expenditures and investments by type.	Information by category was not available. Total expenditure was U.S. \$26. 4 millions.	<table border="1"> <thead> <tr> <th></th> <th>INVESTMENT IN 2013 (U.S.\$)</th> </tr> </thead> <tbody> <tr> <td>Waste disposal</td> <td>\$5'202,773</td> </tr> <tr> <td>Emission treatment</td> <td>\$11'149,044</td> </tr> <tr> <td>Remediation costs</td> <td>\$23,288</td> </tr> <tr> <td>Prevention costs</td> <td>\$837,566</td> </tr> <tr> <td>Environmental management costs</td> <td>\$5'997,190</td> </tr> <tr> <td>Total</td> <td>\$23'452,862</td> </tr> </tbody> </table>		INVESTMENT IN 2013 (U.S.\$)	Waste disposal	\$5'202,773	Emission treatment	\$11'149,044	Remediation costs	\$23,288	Prevention costs	\$837,566	Environmental management costs	\$5'997,190	Total	\$23'452,862	Fully
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EUROPE	4,049	1,012																																																		
ASIA	851	213																																																		
EMPLOYMENT CONTRACT	NUMBER	PERCENTAGE VS TOTAL																																																		
PERMANENT	56,517	94%																																																		
TEMPORARY	1,512	3%																																																		
BY FEES	1,503	3%																																																		
LA2	Total number and rate of new employee hires and employee turnover by age group, gender, and region.	3,798 unionized employees ceased to work in ALFA's companies in 2012 (1.30% monthly average rotation), whereas 5,589 non-unionized employees ceased their activities in ALFA also (1.50% monthly average rotation).	<p>3,711 unionized employees and 6,066 non-unionized employees ceased to work at ALFA in 2013 (1.17% monthly average rotation for unionized employees, and 1.58% monthly average rotation for non-unionized employees).</p> <p>By the end of 2013, workforce data categorized by age groups, gender and region is only available for Sigma Mexico, ALFA's most significant operation, where over 80% of the company's female employees work. For other operations this information is not considered material.</p> <table border="1"> <thead> <tr> <th>AGE GROUP</th> <th>HIRES</th> <th>DOWNSIZE</th> </tr> </thead> <tbody> <tr> <td>18-34</td> <td>3,865</td> <td>2,854</td> </tr> <tr> <td>35-50</td> <td>1,435</td> <td>1,694</td> </tr> <tr> <td>51- AND UP</td> <td>85</td> <td>165</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th>GENDER</th> <th>HIRES</th> <th>DOWNSIZE</th> </tr> </thead> <tbody> <tr> <td>WOMEN</td> <td>2,034</td> <td>1,850</td> </tr> <tr> <td>MEN</td> <td>3,351</td> <td>2,863</td> </tr> </tbody> </table>	AGE GROUP	HIRES	DOWNSIZE	18-34	3,865	2,854	35-50	1,435	1,694	51- AND UP	85	165	GENDER	HIRES	DOWNSIZE	WOMEN	2,034	1,850	MEN	3,351	2,863	Fully																											
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LA3	Benefits provided to full-time employees that are not provided to temporary or parttime employees, by significant locations of operation.		Permanent employees are given a Christmas and vacation bonus, food vouchers, savings fund, years of service recognitions and a retirement system which consists in a fixed contribution plan provided by the company, ranging from 4% to 17% of the employee's salary. Temporary employees and part-time workers do not benefit from the retirement plan. In Sigma's case, benefits vary according to region and position, and not necessarily in relation to working time.	Fully																																																
LA4	Percentage of employees covered by collective bargaining agreements.	47%	55%	Fully																																																
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.		Minimum notice is general, two weeks in advance. This information is included in collective bargaining agreements.	Fully																																																

GRI	CONTENTS	2012	2013	REPORTED																																			
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.		100% of employees are represented in committees. These are formally established and have clear goals, strategies and plans of action, as well as monitoring and review of results. The amount of employees who engage in the committees varies by work center, with the areas of Human Resources, Unions, and Health and Safety always represented. Generally speaking, around 2% to 4% of the workforce participates in these committees.	Fully																																			
LA7	Rates of injury, occupational diseases, lost days and absenteeism, and number of work related fatalities by region and gender.		<p>A) ALFA's total rates:</p> <table border="1"> <thead> <tr> <th>REGION</th> <th>BY SICKNESS</th> <th>BY ACCIDENTS</th> <th>FREQUENCY INDEX</th> <th>LOST DAYS RATE</th> </tr> </thead> <tbody> <tr> <td>Global</td> <td>0.68</td> <td>0.05</td> <td>7.79</td> <td>173.40</td> </tr> <tr> <td>America</td> <td>1.58</td> <td>0.08</td> <td></td> <td></td> </tr> </tbody> </table> <p>Work-related fatalities 1 (man, ALFA's direct employee)</p> <p>Only information from America is presented as it is the most significant of ALFA's operations and holds over 80% of all personnel.</p> <p>B) Absenteeism rates in Sigma Mexico broken down by gender and region. This information is presented since it is the most significant of ALFA's operations and where 80% of the company's female employees work. Information from other operations is not reported as it is not considered material.</p> <table border="1"> <thead> <tr> <th></th> <th>BY SICKNESS</th> <th>BY ACCIDENTS</th> <th>FREQUENCY RATE</th> </tr> </thead> <tbody> <tr> <td>MEN</td> <td>0</td> <td>8.43</td> <td>46.80</td> </tr> <tr> <td>WOMEN</td> <td>0.009</td> <td>13.69</td> <td>50.23</td> </tr> <tr> <td>AMERICA</td> <td>0.005</td> <td>10.67</td> <td>48.39</td> </tr> </tbody> </table>	REGION	BY SICKNESS	BY ACCIDENTS	FREQUENCY INDEX	LOST DAYS RATE	Global	0.68	0.05	7.79	173.40	America	1.58	0.08				BY SICKNESS	BY ACCIDENTS	FREQUENCY RATE	MEN	0	8.43	46.80	WOMEN	0.009	13.69	50.23	AMERICA	0.005	10.67	48.39	Fully				
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LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.		<p>In 2013, U.S. \$16.6 million were invested in 175 programs and actions in favor of employees' health in 90% of operations. Going further than the health benefits defined by laws and regulations, these programs are directed also to the employees' families. Health topics are considered in all events, physical activity campaigns included. In most workcenters health services are available and campaigns for preventive healthcare and weight control, among others, are promoted. ALFA's central offices inaugurated the web portal Bienestar ALFA, which provides assistance and information to contribute to the wellbeing of employees and their families. This portal is also open for any other audiences. Furthermore, over 20% of plants carry out some kind of health program in benefit of their communities.</p> <p>There are operations that could pose a health threat to the employees' health, a risk reported in around 25% of ALFA's plants in 2013. These facilities apply the most strict safety and training controls for the position.</p> <p>Some of the programs implemented are:</p> <table border="1"> <thead> <tr> <th>EMPLOYEES</th> <th>EMPLOYEES AND THEIR FAMILIES</th> <th>EMPLOYEES AND THE COMMUNITY</th> <th>COMMUNITY, EMPLOYEES AND THEIR FAMILIES</th> <th>COMMUNITY</th> </tr> </thead> <tbody> <tr> <td>Periodic medical check-ups</td> <td>Vacunas prevenir (to vaccinate is to prevent)</td> <td>Know your numbers</td> <td>Coworking with the Red Cross</td> <td>SAFE program</td> </tr> <tr> <td>Vaccination programs</td> <td>PAE (telephone attention and assistance)</td> <td>Safety, Security and Environmental Management Week</td> <td>First aid training</td> <td>Healthy School program</td> </tr> <tr> <td>National Campaign to fight overweight and obesity</td> <td>Biweekly information bulletin about preventive measures for chronic and degenerative diseases</td> <td>Barren County Heart Walk</td> <td>Talks about health risks associated with obesity</td> <td>In collaboration with Alabama Food Solutions</td> </tr> <tr> <td>Drug-free workplace</td> <td>CAVIDA</td> <td></td> <td></td> <td>Be OK with Yourself</td> </tr> <tr> <td>Integral Health Program</td> <td>Diabetes detection and control</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Program for Health Assistance in the Workplace</td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	EMPLOYEES	EMPLOYEES AND THEIR FAMILIES	EMPLOYEES AND THE COMMUNITY	COMMUNITY, EMPLOYEES AND THEIR FAMILIES	COMMUNITY	Periodic medical check-ups	Vacunas prevenir (to vaccinate is to prevent)	Know your numbers	Coworking with the Red Cross	SAFE program	Vaccination programs	PAE (telephone attention and assistance)	Safety, Security and Environmental Management Week	First aid training	Healthy School program	National Campaign to fight overweight and obesity	Biweekly information bulletin about preventive measures for chronic and degenerative diseases	Barren County Heart Walk	Talks about health risks associated with obesity	In collaboration with Alabama Food Solutions	Drug-free workplace	CAVIDA			Be OK with Yourself	Integral Health Program	Diabetes detection and control				Program for Health Assistance in the Workplace					Fully
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LA9	Health and safety topics covered in formal agreements with trade unions.		Programs to reduce workplace accidents and occupational diseases are constantly developed with the support from the Safety, Health and Hygiene committees, in which a high percentage of employees participate. These committees are given all of the necessary equipment to carry out their activities in the safest possible way, and they are in constant training. More so, the plants have health units, specific programs for educating employees in health topics, and vaccination, nutrition and physical activity campaigns, contributing to their wellbeing. Internal employee guidelines cover these issues.	Fully																																			

GRI	CONTENTS	2012	2013	REPORTED																																										
LA10	Average hours of training per year per employee by gender and by employee category.	In 2012, an average of 27 hours of training per employee was equally given to men and women in 2,909 courses. This investment amounted to U.S. \$7.3 million.	<p>A)</p> <table border="1"> <thead> <tr> <th colspan="4">AVERAGE HOURS OF TRAINING PER PERSON BROKEN DOWN BY EMPLOYEE CATEGORY AND GENDER</th> <th>AVERAGE HOURS OF TRAINING PER EMPLOYEE</th> </tr> <tr> <th colspan="2">Unionized</th> <th colspan="2">Employee</th> <th></th> </tr> <tr> <th>Men</th> <th>Women</th> <th>Men</th> <th>Women</th> <th>27 hours</th> </tr> </thead> <tbody> <tr> <td>24</td> <td>18</td> <td>32</td> <td>30</td> <td></td> </tr> </tbody> </table> <p>B)</p> <table border="1"> <thead> <tr> <th colspan="4">TOTAL HOURS OF TRAINING BROKEN DOWN BY EMPLOYEE CATEGORY AND GENDER</th> </tr> <tr> <th colspan="2">Unionized</th> <th colspan="2">Employee</th> </tr> <tr> <th>Men</th> <th>Women</th> <th>Men</th> <th>Women</th> </tr> </thead> <tbody> <tr> <td>541,094</td> <td>22,546</td> <td>237,614</td> <td>31,868</td> </tr> </tbody> </table> <p>C)</p> <table border="1"> <thead> <tr> <th colspan="2">TOTAL HOURS OF TRAINING BROKEN DOWN BY GENDER</th> </tr> <tr> <th>Men</th> <th>Women</th> </tr> </thead> <tbody> <tr> <td>778,708</td> <td>54,414</td> </tr> </tbody> </table> <p>IMPORTANT: Data used in tables B and C do not contemplate information from Sigma Mexico nor the information from plants that represent less than 5% of ALFA's workforce, as by the end of 2013 they do not have the information broken down according to the requested criteria. Total hours of training for Sigma Mexico were 339,207 man-hours.</p> <p>By adding this additional information to the data in table C, the total hours of training is over 1'172,329 man-hours for ALFA in 2013.</p>	AVERAGE HOURS OF TRAINING PER PERSON BROKEN DOWN BY EMPLOYEE CATEGORY AND GENDER				AVERAGE HOURS OF TRAINING PER EMPLOYEE	Unionized		Employee			Men	Women	Men	Women	27 hours	24	18	32	30		TOTAL HOURS OF TRAINING BROKEN DOWN BY EMPLOYEE CATEGORY AND GENDER				Unionized		Employee		Men	Women	Men	Women	541,094	22,546	237,614	31,868	TOTAL HOURS OF TRAINING BROKEN DOWN BY GENDER		Men	Women	778,708	54,414	Fully
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LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.		<p>In addition to benefits like savings funds and/or retirement plans, approximately 40% of ALFA's plants implement some kind of program or specific action for the development of its workers that foster employability and assist workers in managing career endings. Some examples are:</p> <ul style="list-style-type: none"> • Employee Assistance Program (EAP). • Talks with external advisors about topics such as savings account, retirement plans, credit, IMSS, Infonavit. • Support for will writing and savings account. • Assisting in money management, in later employment possibilities and other necessary orientation. 	Fully																																										
LA12	Percentage of employees receiving regular performance and career development reviews, by gender.	76% of ALFA's companies' workforce received performance evaluations during 2012.	<p>83% of ALFA's companies' workforce received performance evaluations during 2013.</p> <table border="1"> <thead> <tr> <th>TOTAL PERCENTAGE</th> <th>PERCENTAGE OF MEN</th> <th>PERCENTAGE OF WOMEN</th> </tr> </thead> <tbody> <tr> <td>71% (42,268 employees)</td> <td>82% (34,660)</td> <td>69% (29,164)</td> </tr> </tbody> </table>	TOTAL PERCENTAGE	PERCENTAGE OF MEN	PERCENTAGE OF WOMEN	71% (42,268 employees)	82% (34,660)	69% (29,164)	Fully																																				
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LA13	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.		<p>With operations in 18 countries, ALFA's workforce encompasses a great diversity of nationalities, races, religions and cultures, a characteristic that enhances its work environment. As a result, the most significant diversity indicators are gender and handicapped people. In 2013, 22% of ALFA's workforce consisted of women, with a total of 13,049 female employees. Also, 197 handicapped individuals worked at ALFA in 2013.</p> <p>There are no female members in ALFA's Board of Directors.</p> <p>For data on age group and gender of the workforce, see aspect LA1.</p> <p>By the end of 2013 there is no data on the handicapped people by gender nor age group. It will be reported on 2014. For data on diversity inside the Board, see aspect 4.1.</p>	Fully																																										
LA14	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation.		<p>There is no base salary distinction for male and female personnel in the same job position. Compensation is determined based on knowledge, capability and expertise.</p>	Fully																																										
LA15	Return to work and retention rates after parental leave, by gender.	Information was not available.	<p>In ALFA, parental leave is granted to any men and women who request it according to what is established in current laws, this in addition to offering flexible working hours to women in the first months of life of the child. There is no retention rates for taking the parental leave permit.</p> <p>Following are the results from Sigma Mexico and ALFA Corporate operations, as more than 80% of ALFA's female employees are concentrated in these two, and parental leave permit was only required by women.</p> <table border="1"> <tbody> <tr> <td>Number of candidates for parental leave permit</td> <td>1,083</td> </tr> <tr> <td>Number of employees that took parental leave permit</td> <td>65</td> </tr> <tr> <td>Employees that went back to work after parental leave</td> <td>54</td> </tr> <tr> <td>Number of employees that worked for at least 12 months after the end of parental leave</td> <td>By the end of 2013, this information is not available since it is not considered material.</td> </tr> </tbody> </table>	Number of candidates for parental leave permit	1,083	Number of employees that took parental leave permit	65	Employees that went back to work after parental leave	54	Number of employees that worked for at least 12 months after the end of parental leave	By the end of 2013, this information is not available since it is not considered material.	Fully																																		
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GRI	CONTENTS	2012	2013	REPORTED
HR	HUMAN RIGHTS			
HR1	Percentage and total number of significant investment agreements and contracts that include clauses incorporating human rights concerns, or that have undergone human rights screening.	Information was not available.	100% of the 5 contracts and/or investment agreements celebrated in 2013.	Fully
HR2	Percentage of significant suppliers, contractors, and other business partners that have undergone human rights screening, and actions taken.	Information was not available.	100% of suppliers and contractors are investigated to make sure they commit no human rights violations and completely comply with laws and regulations on labor aspects. As an example, one of the precautionary measures performed, is to not seek for a business relationship with countries in which social conflicts that derive in human rights violations may exist. In 2013, there were no agreements rejected on the basis of human rights screening.	Fully
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	Information was not available.	In 2013, no training on the topic of human rights was executed. However, every individual that joins ALFA's companies goes through an induction process in which human rights topics are covered, and it's informed of ALFA's adherence to the Global Compact of the United Nations.	Fully
HR4	Total number of incidents of discrimination and corrective actions taken.		In 2013 there were no reports for incidents of discrimination in ALFA's companies.	Fully
HR5	Operations and significant suppliers identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights.		In ALFA, there is full freedom of association for employees, and they benefit from collective labor agreements or contracts. There is no risk of this right being violated. 55% of all personell works under a collective labor agreement. This situation is monitored by the Human Resources Committee of every company.	Fully
HR6	Operations and significant suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor.		ALFA fully complies with labor legislations in all countries in which it operates, as well as with the Global Compact of the United Nations, so there's no potential risk of child labor or actual child labor in the company's work centers.	Fully
HR7	Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor.		In 2013, no complaints were registered for practices contrary to the foresaid nor were complaints registered for forced labor. This is ensured through labor contracts. ALFA provides benefits such as flexible schedule, parental leaves beyond those covered by legislation, nursery rooms in their premises, and home office opportunities, which are proof of ALFA's disposition to support its employees to adapt to different working conditions. On a different note, ALFA's policy to maintain the workforce of those companies they acquire is an effort to be highlighted.	Fully
HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.		100% of ALFA's employees in security areas have been trained on issues covered by the Global Compact of the United Nations on Human Rights topics.	Fully
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken.		None of ALFA's business units or facilities are located in areas populated by indigenous people. Even so, it is important to highlight that thanks to human rights abiding practices, in 2013 there were no violations of indigenous people's rights with whom there might be community or work relations.	Fully
HR10	Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments.	Information was not available.	100% of operations were subject to assessments of their impact in the community and human rights reviews. (See aspect 2.2).	Fully
HR11	Number of grievances related to human rights filed, addressed, and resolved through formal grievance mechanisms.		No complaints on human rights violations were registered in any of ALFA's operations during 2013.	Fully

GRI	CONTENTS	2012	2013	REPORTED
S0	SOCIETY			
S01	Percentage of operations with implemented local community engagement, impact assessments, and development programs.		<p>100% of ALFA companies' operations conduct activities and programs focused on community engagement, from working in collaboration with governmental and non-governmental entities (Red Cross, Civil Protection, health institutions) to internally developed programs. In 2013, ALFA Fundación Extracurricular Talent Center started operations (see pages 12 and 13). Another example is the opening of the Sperto Center by Alestra in Mexico City, the second one in the country. This Center offers an open forum for the entrepreneurial community to get to know new technology information through hands-on experience and with the assistance of experts. In turn, Sigma executes volunteering activities that involve the communities they support, such as the construction of plant nurseries and compost facilities with the active participation of students and teachers.</p> <p>Other examples are:</p> <ul style="list-style-type: none"> • Community Advisory Panels • School-Company Plan CAINTRA • Neighboring company program • Environmental talks in schools • Annual Community Engagement Program • Job fairs • Volunteering • Agreements with universities • Gansos Community and Healthy School programs 	Fully
S02	Percentage and total number of business units analyzed for risks related to corruption.		100% of ALFA's operations. Alpek with 16 plants in 3 countries, Nemak with 34 plants in 14 countries, Sigma with 41 plants in 9 countries, Alestra in Mexico and Newpek in the United States.	Fully
S03	Percentage of employees trained in organization's anti-corruption policies and procedures.		100% of personnel, that is, 61,085 employees. The corruption subject and how to avoid it is of great importance for all.	Fully
S04	Actions taken in response to incidents of corruption.		Depending on the severity of the situation, actions taken can result in different sanctions that vary from a reprimand to the termination of contract of the employee. In 2013, there were 326 incidents related with the non-compliance of policies and values of ALFA. The 100% of said incidents were attended and investigated. As a result, 74 individuals were separated from the company. None of these cases implied activities of employees involved with government authorities. In the same period, there were no cases of contract cancellations or no renewations with commercial partners for non compliance with ALFA's policies or values. Neither were cases of corruption related sanctions for ALFA.	Fully
S05	Public policy positions and participation in public policy development and lobbying.		Through its participation in associations and chambers, ALFA helps to develop public policies on issues related to areas of its expertise within a legal framework and with the highest ethical standards. Subjects on which ALFA focuses are divided in two main aspects: those related to the type of industry of each company and those related to the total impact of the whole group. These include environmental, social and economic impact, and specific topics ranging from the fight against obesity, support to education, PET and plastic recycling to innovation in information technologies.	Fully
S06	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.		ALFA does not give this type of contributions.	Fully
S07	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.		In 2013 there were no sanctions based on these grounds.	Fully
S08	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.		In 2013 there were no sanctions based on these grounds.	Fully
S09	Operations with significant potential or actual negative impacts on local communities.		60% of ALFA companies' operations present a potential negative impact risk on their communities due to the processes they conduct. In order to reduce this risk, the strictest controls and necessary measures are observed. See S010 chart.	Fully

GRI	CONTENTS	2012	2013			REPORTED	
SO 10	Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities.		PLANT	RISK TYPE	MITIGATION ACTIONS	GRADE	Fully
			Akra Polyester	Leakage of chlorine gas, thermal oil or methanol, and methanol explosion.	<ul style="list-style-type: none"> Water sprays, control valves, and fire detection systems. Storing methanol in accordance with security measures. Trained emergency brigades. Participation in the Local Committee for Mutual Help (CLAMCAP) with neighboring companies. Implementation of the Internal Plan for Emergency Response. Periodic inspection programs for safety mechanisms in chlorine, dowerm and methanol instalations. Execution of practical exercises for the attention of chlorine leaks. 	Potential	
			Indelpro	Emission of hydrocarbons or combustion gases.	Preventive facility maintenance, instrumented safety system and vent control program.	Potential	
			DAK Americas	Chemical emissions to the atmosphere. Leakage, spills, or failures in the system may result in the emission of toxic gases or contaminated materials.	<ul style="list-style-type: none"> Constant on-off-failure control which ensures a prompt detection and shutdown in case of any incident. Similarly, there is in place a system to send emissions to a control mechanism, even during normal operation. Continuous audits, visual and technical monitoring, implementation of new processes. 	Potential	
			Polioles	Risk of emission of dangerous materials. Fires or explosions as a result of using flammable materials.	<ul style="list-style-type: none"> Process control system. Pressure relief devices on containers. Contingency response plans. Engaging in mutual help groups. Emergency brigade staff training. Fire-fighting water supply. Fire detection and alarm system. 	Potential	
			Univex	Ammonia or cyclohexane leakage.	Automatic electronic monitoring system for cyclohexane leaks, emergency brigade with the necessary equipment for contingency control. The company is a member of the mutual help group SAMI.	Potential	
			Nemak Mexico	Atmospheric emissions, fires caused by natural gas, explosions.	<ol style="list-style-type: none"> The Health, Safety and Environmental Management System cover procedures to prevent and respond to risks in addition to helping mitigate damages. System features include monitoring, operational controls, simulations and audits. A strategic alliance with the Mutual Help Committee on the western regions. Crisis Management Committee. A specialized supplier with Pemex to supervise these connections and to comply with CRE's (Energy Regulatory Commission) regulations. An emergency and crisis control committee ensure the continuity of operations. 	Potential	
			Nemak Global	Atmospheric emissions, spills.	Installation of new equipment, infrastructure optimization, joint work with government and regulatory agencies to mitigate risks, community training on safety, equipment maintainance.	Potential	
			Nemak Alabama	Polluting nearby river basin.	Inspecting the area twice per week, improving wastewater treatment.	Potential	

GRI	CONTENTS	2012	2013	REPORTED																																																																
			<p>Sigma Microbiotic, parasite-related, chemical or physical contamination. Consumers, clients or suppliers with problems specific to products. Diseases or damages to consumers. Pollution: environment, unpleasant smells, wastewater and atmospheric emissions. Fires. Leaks or emissions of dangerous materials.</p> <p>Likewise, in 2013 Nemark Poland detected a risk of noise contamination, so in response it started the design phase of silencing equipment for noise sources in its operations.</p>	Potential																																																																
PR PRODUCT RESPONSIBILITY																																																																				
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.		<p>In every stage of developing products and services, an important criteria is always present: to offer products and services that do not have impacts on the clients' health and safety. ALFA's companies constantly work to mitigate these impacts through efforts like the search and implementation of new technologies and the use of more sustainable raw materials. Sigma is directly involved in the development of some of its suppliers to assure quality and innocuousness of the raw materials with which it produces the food products it sells. This support includes training and offering the technology necessary to optimize their processes. Similarly, in 2013, improvements in packaging materials to reduce their environmental impacts were implemented. Alpek participates with a plant dedicated to packaging recycling, which in 2013 processed 49,000 tonnes, avoiding an environmental impact.</p> <table border="1"> <thead> <tr> <th></th> <th>AKRA POLYESTER</th> <th>DAK AMERICAS</th> <th>POLIOLES</th> <th>PETROTEMEX</th> <th>INDELPRO</th> <th>SIGMA</th> <th>TERZA</th> </tr> </thead> <tbody> <tr> <td>Product development</td> <td>NA</td> <td>Yes</td> <td>Yes</td> <td>Yes</td> <td>Yes</td> <td>Yes</td> <td>Yes</td> </tr> <tr> <td>Manufacturing</td> <td>Yes</td> <td>Yes</td> <td>Yes</td> <td>Yes</td> <td>Yes</td> <td>Yes</td> <td>Yes</td> </tr> <tr> <td>Marketing and promotion</td> <td>NA</td> <td>Yes</td> <td>No</td> <td>Yes</td> <td>No</td> <td>Yes</td> <td>Yes</td> </tr> <tr> <td>Storage, distribution and supply</td> <td>Yes</td> <td>Yes</td> <td>Yes</td> <td>Yes</td> <td>Yes</td> <td>Yes</td> <td>Yes</td> </tr> <tr> <td>Purchase and service</td> <td>NA</td> <td>Yes</td> <td>Yes</td> <td>Yes</td> <td>No</td> <td>Yes</td> <td>Yes</td> </tr> <tr> <td>Disposal, reuse or recycling</td> <td>Yes</td> <td>Yes</td> <td>Yes</td> <td>Yes</td> <td>Yes</td> <td>No</td> <td>No</td> </tr> <tr> <td>Percentage of products to which this evaluation is applied</td> <td>100%</td> <td>100%</td> <td>100%</td> <td>100%</td> <td>30%</td> <td>100%</td> <td>100%</td> </tr> </tbody> </table>		AKRA POLYESTER	DAK AMERICAS	POLIOLES	PETROTEMEX	INDELPRO	SIGMA	TERZA	Product development	NA	Yes	Yes	Yes	Yes	Yes	Yes	Manufacturing	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Marketing and promotion	NA	Yes	No	Yes	No	Yes	Yes	Storage, distribution and supply	Yes	Purchase and service	NA	Yes	Yes	Yes	No	Yes	Yes	Disposal, reuse or recycling	Yes	Yes	Yes	Yes	Yes	No	No	Percentage of products to which this evaluation is applied	100%	100%	100%	100%	30%	100%	100%	Fully						
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PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcome.		No fines or sanctions due to accidents of this nature were registered during 2013.	Fully																																																																
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.		<p>The following chart shows those ALFA's companies that label their products.</p> <table border="1"> <thead> <tr> <th></th> <th>DAK Americas</th> <th>Polioles</th> <th>Sigma</th> <th>Terza</th> </tr> </thead> <tbody> <tr> <td>Origin of the components of the product or service.</td> <td>Yes</td> <td>No</td> <td>Yes</td> <td>Yes</td> </tr> <tr> <td>Content (if there are substances that may have environmental or social impact).</td> <td>Yes</td> <td>No</td> <td>Yes</td> <td>No</td> </tr> <tr> <td>Safe product usage.</td> <td>Yes</td> <td>Yes</td> <td>Yes</td> <td>No</td> </tr> <tr> <td>Disposal of the product and its environmental and social impact.</td> <td>Yes</td> <td>Yes</td> <td>Yes</td> <td>No</td> </tr> <tr> <td>Other.</td> <td></td> <td>Yes</td> <td></td> <td>Yes</td> </tr> </tbody> </table> <p>From a total of the 35 most significant products and services, over 50% is subject to these evaluation procedures.</p>		DAK Americas	Polioles	Sigma	Terza	Origin of the components of the product or service.	Yes	No	Yes	Yes	Content (if there are substances that may have environmental or social impact).	Yes	No	Yes	No	Safe product usage.	Yes	Yes	Yes	No	Disposal of the product and its environmental and social impact.	Yes	Yes	Yes	No	Other.		Yes		Yes	Fully																																		
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GRI	CONTENTS	2012	2013	REPORTED									
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.		No fines or sanctions on the non-compliance with these regulations were registered in 2013.	Fully									
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	In 2012, the average satisfaction result measured through the companies was 84%.	All ALFA's companies have a system to measure client satisfaction, the most common being 1-800 numbers, e-mail, social media, live meetings, client visits and periodical satisfaction surveys. This enables companies to know their clients' worries and to give timely attention to their requirements. Some operations execute the measuring of these results at the beginning of the year following the one evaluated. *Average satisfaction evaluation result in 2013, measured through surveys that produce statistical results was 90%. *These results come from operations that applied surveys at the end of 2013, approximately 33% of total operations.	Fully									
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.		This indicator applies only to Sigma and Alestra. <table border="1"> <thead> <tr> <th></th> <th>ALESTRA</th> <th>SIGMA</th> </tr> </thead> <tbody> <tr> <td>Voluntary marketing codes or standards applied by the company.</td> <td>The Alestra Code of Ethics has a specific chapter on advertising and sales. The company commits to respecting its clients and be truthful in its advertising and pitching.</td> <td>PABI Code. Completion of every requirement of every law and regulation. Participation in the system Checa y elige (Check and choose), which suggests placing product information in the front part of the label so it can be more easily identified.</td> </tr> <tr> <td>Frequency in which compliance is reviewed.</td> <td>Constantly.</td> <td>Constantly.</td> </tr> </tbody> </table>		ALESTRA	SIGMA	Voluntary marketing codes or standards applied by the company.	The Alestra Code of Ethics has a specific chapter on advertising and sales. The company commits to respecting its clients and be truthful in its advertising and pitching.	PABI Code. Completion of every requirement of every law and regulation. Participation in the system Checa y elige (Check and choose), which suggests placing product information in the front part of the label so it can be more easily identified.	Frequency in which compliance is reviewed.	Constantly.	Constantly.	Fully
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PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.		No fines or sanctions for non-compliance with these regulations were registered in 2013.	Fully									
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.		No complaints caused by personal data leakage were registered during 2013.	Fully									
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.		No fines or sanctions for non-compliance with the regulations were registered in 2012.	Fully									

DISCLOSURES ON MANAGEMENT APPROACH

DMA	DESCRIPCIÓN	LEVEL OF REPORTING	LOCATION OF DISCLOSURE
EC	Disclosure in Management Approach EC	FULLY	
Aspects	Economic performance	Fully	p. 26-27 and 42
	Market presence	Fully	Inside front cover, p. 2, 8, 27-28 and 42
	Indirect economic impacts	Fully	p. 27 and 42
EN	Disclosure on Management Approach EN	FULLY	
Aspects	Materials	Fully	p. 28-29 and 42
	Energy	Fully	p. 10, 29-30 and 42
	Water	Fully	p. 10, 30 and 42
	Biodiversity	Fully	p. 30-31 and 42
	Emissions, effluents and waste	Fully	p. 10, 31-33 and 42
	Products and services	Fully	p. 10-11, 28-33 and 42
	Compliance	Fully	p. 33 and 42
	Transport	Fully	p. 33 and 42
	Overall	Fully	p. 33 and 42
LA	Disclosure on Management Approach LA	FULLY	
Aspects	Employment	Fully	p. 34, 36 and 42
	Labor/management relations	Fully	p. 34 and 42
	Occupational health and safety	Fully	p. 6-7, 35, and 42
	Training and education	Fully	p. 6, 36 and 42
	Diversity and equal opportunity	Fully	p. 6, 36 and 42
	Equal remuneration for women and men	Fully	p. 36 and 42
HR	Disclosure on Management Approach HR	FULLY	
Aspects	Investment and procurement practices	Fully	p. 37 and 42
	Non-discrimination	Fully	p. 37 and 42
	Freedom of association and collective bargaining	Fully	p. 37 and 42
	Child labor	Fully	p. 37 and 42
	Prevention of forced and compulsory labor	Fully	p. 37 and 42
	Security practices	Fully	p. 37 and 42
	Indigenous rights	Fully	p. 37 and 42
	Assessment	Fully	p. 16, 37 and 42
	Remediation	Fully	p. 38-39 and 42
SO	Disclosure on Management Approach SO	FULLY	
Aspects	Local communities	Fully	p. 8, 13-14, 38-40 and 42
	Corruption	Fully	p. 38 and 42
	Public policy	Fully	p. 38 and 42
	Anti-competitive behavior	Fully	p. 38 and 42
	Compliance	Fully	p. 38 and 42
PR	Disclosure in Management Approach PR	FULLY	
Aspects	Customer health and safety	Fully	p. 40 and 42
	Product and service labelling	Fully	p. 40-42
	Marketing communications	Fully	p. 41-42
	Customer privacy	Fully	p. 41-42
	Compliance	Fully	p. 41-42

CERTIFICATIONS, AWARDS AND RECOGNITIONS RECEIVED IN 2013

COMPANY	AWARD, CERTIFICATION, RECOGNITION	GRANTED BY	COUNTRY
Alestra	Environmental Quality Certification	PROFEPA	Mexico
Alfa Corporate	Recognition for safe destruction and contribution on the environmental wellbeing	Ecotrust	Mexico
Akra Polyester	Oeko-Tex Standard 100	Hohenstein Textile Testing Institute	Germany
DAK Americas	ISO 9001 Corporate Registration	International Organization for Standardization (ISO)	U.S.A.
	Cradle To Cradle® Silver Certification	McDonough Braungart Design Chemistry (MBDC)	U.S.A.
	Cooper River – Certificate of Appreciation for contributing to their occupational website O*NET	U.S. Department of Labor	U.S.A.
	Cape Fear (CF) Staple 1 Year NC DOL Silver Award	NC Department of Labor	U.S.A.
	CF Resins 7 Year NC DOL Gold Award	NC Department of Labor	U.S.A.
	CF Monomers 43 Year NC DOL Gold Award	NC Department of Labor	U.S.A.
	CF Power 43 Year NC DOL Gold Award	NC Department of Labor	U.S.A.
	CF Support 43 Year NC DOL Gold Award	NC Department of Labor	U.S.A.
	CF Support 2 Million Hours w/o OSHA Recordable	NC Department of Labor	U.S.A.
	DAK Cosoleacaque Certificate of Clean Industry	Federal Office of Environmental Protection	Mexico
	Safety Awards - Cooper River and Columbia Sites	SC Department of Labor	U.S.A.
	CF Wildlife Habitat Certification	Wildlife Habitat Council	U.S.A.
	Indelpro	Integral Responsibility Certificate	ANIQ
Voluntary Environmental Compliance		SEDUMA	Mexico
ISO 14001:2004 Recertification		ABS Quality Evaluations	Mexico
Nemak Argentina and Brazil	ISO TS 16949	Det Norske Veritas	Norway
Nemak Canada	ISO 9001-2008 Recertification	External audit firm	Canada
Nemak Slovakia	DIN EN ISO 50001:2011 Energy Management	Det Norske Veritas	Slovakia
Nemak Győr	Hungarian Business SUPERBRANDS	Brand Council	Hungary
Nemak Kentucky	2013 NADCA Safety Excellence Award	North American Die Casting Association	U.S.A.
	ISO 14001	Intertek	U.S.A.
	ISO TS 16949	Intertek	U.S.A.
Nemak Linz	Pegasus economy prize	OÖ Nachrichten	Austria
	INEO-award for excellent integration of apprenticeship	Austrian Economic Chambers	Austria
Nemak Mexico	ISO 14001	ABS Quality Evaluations	Mexico
	Clean Industry	PROFEPA	Mexico
	ISO TS16949	ABS Quality Evaluations	Mexico
	Environmental Leadership for Competitivity	PROFEPA	Mexico
	CTPAT (Customs Trade Partnership Against Terrorism)	Custom Border Protection USA	U.S.A.
	CASCEM	COMECE	Mexico
	EcoFest	SEMAC - Canancitra	Mexico
Nemak Poland	Employer friendly to the employees	Award under the auspices of the Polish President and Trade Union "Solidarity"	Poland
	Employer –Organizer of the Safe Job Environment Contest	National Labour Inspectorate	Poland
Nemak Tennessee	ISO 14001	ISO	U.S.A.
	ISO TS 16949	ISO-TS	U.S.A.

CERTIFICATIONS, AWARDS AND RECOGNITIONS RECEIVED IN 2013

COMPANY	AWARD, CERTIFICATION, RECOGNITION	GRANTED BY	COUNTRY
Nemak Wernigerode	BS OHSAS 18001:2007 A+G Schutz	Det Norske Veritas	Germany
	DIN EN ISO 14001:2004 Umweltschutz	Det Norske Veritas	Germany
	Betriebliches Gesundheitsmanagement	Bildungswerk der Wirtschaft Sachsen-Anhalt e.V.	Germany
	DIN EN ISO 50001:2011 Energy management	Det Norske Veritas	Germany
Nemak Wisconsin	ISO 14001	Intertek	U.S.A.
	TS 16949	Intertek	U.S.A.
Petrotemex	ISO 14000	AENOR	Mexico
	SARI	ANIQ	Mexico
	Clean Industry	PROFEPA	Mexico
	Safe Industry	STPS	Mexico
	Integral Responsibility	ANIQ	Mexico
	OSHA	National Safety Council	U.S.A.
Poliotes	Family Responsible Company	STPS	Mexico
	Environmental Leadership for Competitivity	PROFEPA	Mexico
	Clean Industry	SEMARNAT	Mexico
	Safe Industry	STPS	Mexico
	Annual Prize on Integral Responsibility	ANIQ	Mexico
	NECC Certificate	SAT	Mexico
	C-T-PAD Certificate	North American Customs	Mexico
Sigma	Environmental Leadership for Competitivity	STPS	Mexico
	Family Responsible Company (Recertification at Mexico corporate and Occidente, Nayar, San Antonio, Eugenia, Lagos de Moreno, Chihuahua, Sabinas, Celaya, Penjamo, Atitalaquia, Galicia sites)	PROFEPA	Mexico
Terza	Family Responsible Company	STPS	Mexico
	Safe Industry	STPS	Mexico
Univex	Recertification on Self Management Level 3	STPS	Mexico