

GRI INDEX

GRI	CONTENTS	2013	2014	REPORTED
1.1	Statement from the Chairman of the Board and the President.	<p>See Letter from the Chairman of the Board and the President, page 5.</p> <p>IMPORTANCE OF SUSTAINABILITY FOR ALFA 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 nearby communities, as well as operating in harmony with nature.</p> <p>STRATEGIC PRIORITIES AND KEY ISSUES</p> <p><u>Employees</u></p> <ul style="list-style-type: none"> • To offer a healthy, safe and inclusive workplace. • To offer opportunities for personal and professional growth. <p><u>Community</u></p> <ul style="list-style-type: none"> • To operate in safe facilities. • To support development of the community, particularly on education. • To offer healthier, more nutritious food products. <p><u>Environment</u></p> <ul style="list-style-type: none"> • To reduce the carbon and water footprints of its operation. • To reduce and reuse its waste. <p>BROADER TRENDS</p> <p><u>México</u></p> <ul style="list-style-type: none"> • The possibility of stricter environmental legislation in the future (such as taxes on fossil fuels). • A possible reduction in water availability in some regions. <p><u>World</u></p> <ul style="list-style-type: none"> • The effect of climate change (colder winters, draughts, floods, hurricanes, etc.). • A possible reduction in water availability in some regions. <p>MAIN EVENTS, ACCOMPLISHMENTS AND CHALLENGES</p> <p><u>Events</u></p> <ul style="list-style-type: none"> • The North American economy continued recovering. • The economic situation in Europe started to show signs of recovery. • Mexico experienced moderate economic growth, albeit less than had been expected. • Energy reforms in Mexico were approved. <p><u>ALFA's Markets</u></p> <ul style="list-style-type: none"> • Price volatility in petrochemicals caused by polyester overcapacity in Asia (Alpek).. • Oil prices fell sharply during the last trimester of 2014, thus reducing the price of petrochemical raw materials (Alpek and Newpek). • Food consumption in Mexico is still weak (Sigma Alimentos). • The automotive industry in the United States continued recovering (Nemak). <p><u>Accomplishments (ALFA)</u></p> <ul style="list-style-type: none"> • Favorable financial results in all of Alfa's businesses except Alpek in spite of a challenging economic environment. • Alpek started its energy cogeneration plant in Veracruz, Mexico; modernized its caprolactam plant; and reached an agreement with BASF to acquire its expandable polystyrene business activities. • Nemak started expanding its manufacturing and machining capacity, established a Product Development Center in Poland, and started building a new plant in Mexico. • Sigma Alimentos finished its acquisition of a 62% stake in Campofrío, a leading company in cold cuts in Europe, and acquired Fábrica Juris, a meat processing company in Ecuador. • Alestra began operating a Data Center in Querétaro which is considered the most advanced and sustainable in Latin America, and acquired the company S&C Constructores de Sistemas. • Newpek expanded its activities to other regions of the United States, and accelerated its preparations to participate in the opening of the Mexican hydrocarbons market to private investment. 	Fully	

Challenges

- A fire destroyed one of the main cold meats plants in Spain
- Alpek's financial results continued to be unfavorable.
- The investment in stocks from Pacific Rubiales Energy resulted in a significant loss of capital.

Social Responsibility

- Health, safety and development programs for employees were expanded.
- ALFA Fundación tripled the capacity of its extracurricular talent centers.
- Energy consumption, water consumption, and CO₂ emissions decreased.

FAILURES

- Two employee fatalities in work-related activities.
- The injury rate increased.

STRATEGY

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.

OBJECTIVES

Short term

- To continue to strengthen the leadership of its businesses through better efficiency.
- To maintain good financial health.
- To continue developing products and services with more added value.
- To eliminate employee fatalities.
- To continue to reduce the frequency and graveness of workplace and industrial accidents.
- To continue to reduce CO₂ emissions.
- To continue to optimize water consumption in its operations.

Medium term (3-5 years)

- 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.

See Letter from the Chairman of the Board and the President, page 5..

1.2 DESCRIPTION OF KEY IMPACTS, RISKS, AND OPPORTUNITIES.

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
To reduce contaminating emissions (to the air, ground and water).	Community, environment
To improve water management and reduce waste.	Community, environment
Main opportunities	Stakeholder
Reinforcement of safety equipment and programs.	Employees, community
To explore cleaner and/or renewable energy sources.	Community, environment
Boosting recycling and reusing in its processes.	Community, environment, employees
To continue supporting education programs.	Community
Contributing to the development of its communities.	Community

Fully

ALFA's initiatives to achieve a sustainable operation are established through the identification and evaluation of short, medium and long term challenges and opportunities, which turn into action priorities inside and outside the organization. In order to do this, ALFA implements several programs that allow it to reach the expected results, which have assigned performance indicators to periodically measure their advance. An example of such measuring is this report, which allows ALFA and its stakeholders to know what advances have been made in every area. Likewise, ALFA's Sustainability Committee has the goal of verifying that the actions taken are aligned to meet the fulfillment of the priorities described as follows:

COMPANY'S PRIORITIES

Investments on occupational health and safety programs.

- Security equipment investment.
- Preventive health programs.
- Training and development programs.

Energy efficiency project and emissions reduction.

- Investing in projects for the use of cleaner energies.
- Water consumption optimization.
- To start building a second energy cogeneration plant.

Recycling and reusing waste programs.

- Aluminum recycling.
- Supporting waste reduction program (Zero Waste).

Education support.

- ALFA Fundación – Continuing the development of Extracurricular Centers.

RISKS AND OPPORTUNITIES IN THE NEXT THREE TO FIVE YEARS AND THEIR IMPACT ON ALFA'S COMPANIES

- Volatility in raw materials prices and product margins.
- Difficulties to obtain financing and/or increased interest rates.
- Stricter environmental regulation.

OPPORTUNITIES

- Improving operational efficiency
- Growth through mergers and acquisitions in relevant markets.
- Adding value to products and services.
- Beginning new business ventures where ALFA's expertise and capabilities can be leveraged.

STRATEGIES TO ADDRESS SUCH RISKS IN A THREE TO FIVE YEAR SPAN

- Growth in current or related businesses.
- Hedging contracts, global sourcing.
- Energy efficiency projects, raw material and feedstock recycling.
- Innovation and development of value-added products and services, creation of new technologies.
- Maintaining an adequate financial health.

INTERNAL GOVERNANCE MECHANISMS TO ADDRESS THESE RISKS

- Constant review of business strategy and, when appropriate, its adaptation to any new circumstances.
- Risk Management Committee.
- Policies issuing and reviewing.
- Greater impulse in the energy, innovation, sustainability and human resources areas.
- To improve stakeholder dialog.

2.1	Name of the organization.	ALFA, S.A.B. de C.V.	Fully
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2.2	Primary brands, products, and/or services.	<p>BUSINESS GROUPS AND PRODUCTS</p> <table border="1"> <thead> <tr> <th>Group</th> <th>Main products and services</th> <th>Brands</th> </tr> </thead> <tbody> <tr> <td>Alpek</td> <td>Polyester products (PTA, PET and fibers), Polypropylene, Polystyrene foam, Caprolactam, Urethans and Glycols.</td> <td>Laser, Melinar, Delcron, Dacron, Styropor, Hydrotec, Profax, Valtec, Terza, Luxor.</td> </tr> <tr> <td>Nemak</td> <td>Aluminum heads and blocks for gasoline and diesel engines; aluminum parts for the powertrain and structural parts.</td> <td>Nemak.</td> </tr> </tbody> </table>	Group	Main products and services	Brands	Alpek	Polyester products (PTA, PET and fibers), Polypropylene, Polystyrene foam, Caprolactam, Urethans and Glycols.	Laser, Melinar, Delcron, Dacron, Styropor, Hydrotec, Profax, Valtec, Terza, Luxor.	Nemak	Aluminum heads and blocks for gasoline and diesel engines; aluminum parts for the powertrain and structural parts.	Nemak.	Fully
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Newpek	Exploration and exploitation of natural gas and hydrocarbon deposits.	NA.											
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%; Nemak 92.5%; Sigma Alimentos 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> <p>Poliolos (ALFA 51%, BASF 49%) Indelpro (ALFA 51% Basell 49%) Terza (ALFA 51%, Shaw Industries 49%) Nemak (ALFA 92.5% Ford 7.5%) Temex (ALFA 91.5% y BP 8.5%)</p>	Fully									
2.4	Organization's headquarters.		Ave. Gómez Morín 1111 sur, Col. Carrizalejo, San Pedro Garza García, N.L. México. 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.		Canada, Mexico, United States, Belgium, Argentina, Germany, Netherlands, Austria, Brazil, China, Ecuador, Slovakia, Spain, France, Hungary, India, Italy, Poland, Czech Republic, Costa Rica, El Salvador, Peru, Portugal, Dominican Republic (24 countries).	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 laws on 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 data-bbox="495 1606 673 1648">Geographical zone</th> <th data-bbox="673 1606 933 1648">Industry sectors</th> <th data-bbox="933 1606 1307 1648">Costumers types</th> </tr> </thead> <tbody> <tr> <td data-bbox="495 1648 673 1942">North, Central and South America, Europe and Asia.</td> <td data-bbox="673 1648 933 1942">Food and beverages, automotive, packaging, textile, construction, telecommunications, energy.</td> <td data-bbox="933 1648 1307 1942"> -Producers of packaging for food, beverages, and electronics. Construction companies. Nylon manufacturers. - Automotive manufacture and assembly companies. - Retail, supermarkets and convenience stores. -Corporate information and telecommunications market. </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.	-Producers of packaging for food, beverages, and electronics. Construction companies. Nylon manufacturers. - Automotive manufacture and assembly companies. - Retail, supermarkets and convenience stores. -Corporate information and telecommunications market.	Fully			
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2.8	Scale of the reporting organization.		Employees	70,453	Fully
			Total operations	118	
			Revenue	U.S. \$17,200 million	
			Total capitalization in terms of debt and equity	U.S. \$ 15 million	
			Total products and services rendered	35 (main)	
			Total assets	U.S. \$15,773 million	
2.9	Significant changes during the reporting period regarding size, structure, or ownership.		ALFA acquired several businesses, as detailed in the following lines: <ul style="list-style-type: none"> - Alpek acquired CabelmaPET, a recycled PET resins producer located in Argentina. It also started an electric energy and vapor cogeneration plant in Veracruz, Mexico. - Nemak built a Product Development Center in Poland. - Sigma Alimentos acquired a 62% stake in Campofrío Food Group, a cold meats producing company with a wide presence in Europe. It also acquired 100% of Fábrica Juris, a meat producing company that operates in Ecuador. - Alestra acquired 100% of S&C Constructores de Sistemas, an information technologies company. 	Fully	
2.10.	Awards received in the reporting period.		See pages 57 and 58.	Fully	
3.1	Reporting period for information provided.		ALFA's social responsibility activities from January 1st to December 31st, 2014.	Fully	
3.2	Date of most recent previous report (if any).		Published on February 28th, 2013. Reports activities from January 1st to December 31st, 2013.	Fully	
3.3	Reporting cycle.		Annual.	Fully	
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 59.	Fully	
3.6	Boundary of the report (countries, divisions, subsidiaries, leased facilities, JV, suppliers).		See About This Report, page 59.	Fully	
3.7	State any specific limitations on the scope of the report.		See About This Report, page 59.	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 59.	Fully	
3.9	Data measurement techniques and the bases of calculations for the Indicators and other information in thereport.		See About This Report, page 59.	Fully	

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3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement.		In this report, Sigma Alimentos is named thus, whereas it was named only Sigma in reports from previous years. This is done with the sole purpose of using a more precise language.	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 59.	Fully
3.12	Table of the Standard Disclosures in the report.		Ver págs. 14-56	Fully
3.13	Policy and current practice with regard to seeking external assurance for the report.		This report has not been externally verified.	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. All Board members are male, of Mexican nationality, and of ages ranging from 45 to 70 years old. No other diversity indicators exist in the Board.</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, INCLUDING:</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 achieve an attractive investment return. • To offer a competitive business portfolio in attractive industries and with sustained growth potential in the long term. • The adherence of ALFA to the corporate governance guidelines. • That an appropriate and constant communication exists between shareholders and other stakeholders. • Full 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

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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
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 page 7.</p> <p>HOW ARE THESE CONCEPTS FILTERED INTO EVERY LEVEL OF THE COMPANY?</p> <p>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, 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.</p> <p>HOW HAS THE IMPLEMENTATION OF THIS PHILOSOPHY IMPACTED ON THE ECONOMIC, ENVIRONMENT AND SOCIAL PERFORMANCE?</p> <p>ALFA's growth is based on the adherence to this philosophy. The decisions and actions that ALFA has taken are based on the ethical criteria established in these declarations.</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. • In the environmental area, a greater effort to become a responsible business has been done. Waste and emission reduction programs, as well as water care programs, have resulted in more favorable outcomes in comparison to previous years. • Socially, ALFA's engagement with the community has been strengthened remarkably. ALFA Fundación's Extracurricular Talent Center has tripled its capacity to support the development of middle-school age low-income youths. • In work-related issues, ALFA continued the allingning of its actions, programs and benefits towards the wellbeing and health of its employees, the increasing of investment in security inside its plants, and continuous training for skill development. Investment in these actions increased a 6% in comparison to 2013. 	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.</p> <p>Revisions are bimonthly and occur six times per year. 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?</p> <p>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), building of synergies, 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.		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.	Fully

GRI	CONTENTS	2013	2014	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 as much as possible.</p> <p>1. IDENTIFIED RISKS</p> <p><u>Work-related</u></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 is regarded as a potential risk. <p><u>Environmental</u></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. This is a risk due to the nature of the raw materials, processes and products involved in ALFA's operations. • 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><u>Community-related</u></p> <ul style="list-style-type: none"> • Possibility of a community 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 Alimentos, 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><u>Economical</u></p> <ul style="list-style-type: none"> • Economic volatility of international markets. • Cyclic nature of certain businesses. • Lesser availability of raw materials and feedstock like water or energy, which could increase their costs. • Changes in the regulations of countries in which ALFA operates. <p>2. MEASURES TAKEN BY THE COMPANY TO PREVENT SUCH RISKS</p> <p><u>Work-related</u></p> <ul style="list-style-type: none"> • Noticeable boost and constant improvement on investments and programs on industrial 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><u>Environmental</u></p> <ul style="list-style-type: none"> • Investing in the best cutting edge technology available to reduce or eliminate emissions through the use of cleaner energies (natural gas based energy cogeneration plant and the construction of a second cogeneration plant in the near future). • Investments to promote final product recycling (promoting PET and aluminum recycling; buying a PET recycling plant in Argentina). • Complying with regulations set by authorities, suppliers and the industry. • 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. • Advancing and supporting suppliers to achieve a better commitment in environmental and human rights related topics. <p><u>Community-related</u></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 support for education. • Participating in community interest initiatives and events (i.e. school improvement, Food Banks, organizations that support handicapped people, and so forth). • Identifying operational risks for the communities and implementing effective actions to mitigate them. • Contributing to the well-being of nearby communities. 	Fully	

		Economic																																																																																																									
		<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. 																																																																																																									
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	<table border="1"> <thead> <tr> <th>Business group</th> <th>Type</th> <th>Program or Initiative</th> <th>Supporting institution</th> <th>Date of association</th> <th>2014 results</th> </tr> </thead> <tbody> <tr> <td rowspan="8">Nemak</td> <td>Environmental</td> <td>Earth Day.</td> <td>US Environmental Protection Agency</td> <td>April 2014</td> <td>Cleaning the plants' surroundings.</td> </tr> <tr> <td>Mexico</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Environmental</td> <td>Picobello-Aktion.</td> <td>EVS (Organization for waste management)</td> <td>2004; active participation since 2008</td> <td>Cleaning the plants' surroundings.</td> </tr> <tr> <td>Germany</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Environmental</td> <td>Reusing industrial waters.</td> <td>PROFEPA (Federal Attorney's Office for Environmental Protection)</td> <td>2013</td> <td>Reusing 300 m3 of water per day.</td> </tr> <tr> <td>Mexico</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Environmental</td> <td>Community cleaning.</td> <td>CLAM (Local Committee for Mutual Support)</td> <td>2011</td> <td>Training in evacuation related topics.</td> </tr> <tr> <td>Mexico</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Community</td> <td>Training Lives to Save Lives.</td> <td>Saga Charitable Trust</td> <td>-</td> <td>Registering people as organ donors.</td> </tr> <tr> <td>India</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Community</td> <td>Lange Nacht der Industrie.</td> <td>Federal government</td> <td>2008; active participation since 2011</td> <td>Contact and recruitment of potential candidates.</td> </tr> <tr> <td>Germany</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td rowspan="4">Alpek</td> <td>Community</td> <td>Simulation exercises and drills, annual talks in schools, Security Week</td> <td>AISTAC, Indelpro</td> <td>Annual</td> <td>Four events (Altamira Plant, Mexico).</td> </tr> <tr> <td>Mexico</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Community</td> <td>Earth Day</td> <td>US Environmental Protection Agency</td> <td>Annual</td> <td>Celebrating Earth Day in schools. Total participation of approximately 5,000 students.</td> </tr> <tr> <td>United States</td> <td>Adopt a Highway.</td> <td>PalmettoPride</td> <td>March 2014</td> <td>Maintenance of roads two times per year.</td> </tr> <tr> <td>Environmental</td> <td>TerraCycle.</td> <td>TerraCycle</td> <td>February 2014</td> <td>Participation in the first Recycling Campaign in the PET Plant.</td> </tr> <tr> <td>Mexico</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>				Business group	Type	Program or Initiative	Supporting institution	Date of association	2014 results	Nemak	Environmental	Earth Day.	US Environmental Protection Agency	April 2014	Cleaning the plants' surroundings.	Mexico					Environmental	Picobello-Aktion.	EVS (Organization for waste management)	2004; active participation since 2008	Cleaning the plants' surroundings.	Germany					Environmental	Reusing industrial waters.	PROFEPA (Federal Attorney's Office for Environmental Protection)	2013	Reusing 300 m3 of water per day.	Mexico					Environmental	Community cleaning.	CLAM (Local Committee for Mutual Support)	2011	Training in evacuation related topics.	Mexico					Community	Training Lives to Save Lives.	Saga Charitable Trust	-	Registering people as organ donors.	India						Community	Lange Nacht der Industrie.	Federal government	2008; active participation since 2011	Contact and recruitment of potential candidates.	Germany						Alpek	Community	Simulation exercises and drills, annual talks in schools, Security Week	AISTAC, Indelpro	Annual	Four events (Altamira Plant, Mexico).	Mexico					Community	Earth Day	US Environmental Protection Agency	Annual	Celebrating Earth Day in schools. Total participation of approximately 5,000 students.	United States	Adopt a Highway.	PalmettoPride	March 2014	Maintenance of roads two times per year.	Environmental	TerraCycle.	TerraCycle	February 2014	Participation in the first Recycling Campaign in the PET Plant.	Mexico						Fully
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	Environmental	Program for the improvement of air quality in Salamanca.	Secretariat for the Environment and Natural Resources, Guanajuato's State Ecology Institute.	2013	Elimination of 90% of mists in the Óleum plant.
					Elimination of 90% of mists in the Hidroxilamine plant.
					100% compliance in the installation of a particle collector in the Granuled Sulphate plant.
Mexico					
Alpek	Environmental	Industria Limpia (National Environmental Auditing Program).	PROFEPA (Federal Attorney's Office for Environmental Protection).	September 2011	Better environmental development in legal and operational matters.
	Mexico				
	Environmental	SCEEP (South Carolina Environmental Excellence Program).	DHEC (Department of Health and Environmental Control).	2011	
United States	Participating in CAPCA.	CAPCA (Carolinas Air Pollution Control Association).	NA	Meetings in a forum discussing air pollution control, information exchanges, and involvement of interested groups such as government agencies, regulated industries, environmental consulting firms, etc.	
Sigma Alimentos	Community	Equality of opportunities in social and occupational inclusion for persons with disabilities.	Movimiento Congruencia.	2004	A Sigma Alimentos executive chairs this association that supports persons with disabilities.
	Mexico				
	Community	Teletón.	Fundación Teletón.	1999	\$5,830,800 donation by FUD, \$453,329 by small distributors and \$1,242,531 by employees. (In millions of Mexican pesos.)
	Mexico				
	Economic	Competitiveness Center	CAINTRA (Chamber for the Processing Industry in Nuevo León).	NA	51 suppliers benefited.
Mexico					
Economic	Development of clients that are owners of convenience stores.	UNICEM (University of Enterprising Commerce).	NA	Pilot program for the development through training for owners of 40 convenience stores.	
Mexico					

	Community	Citizenship.	Red Sumarse	2011	Rebuilding the social fabric and building the civic capacity of three communities in Nuevo León, benefiting over 14,000 persons.
	Mexico				
	Community	White Christmas.	ALFA Corporate and Retos: Instituto de Atención Integral al Discapacitado	2014	Support for 70 persons with disabilities and related talks to ALFA employees.
	Mexico				
	Community	Promoting citizens conscious of the benefits involved in living in and supporting a culture of legality.	Hagámoslo Bien	2014	Campaign to promote a culture of legality in ALFA.
	Mexico				
	Comunidad	Apoyo a proyectos culturales.	CONARTE (Consejo para la Cultura y las Artes de Nuevo León)	2012	
	México				
Alfa Corporativo	Economic	Luis G. Sada Award.	COPARMEX (Mexican Employer's Association) Young Commission).	2013	Award grants to SMEs recognizing their corporate social responsibility practices.
	Mexico				
	Economic	Skill and competence development programs.	Formación y Desarrollo Continuo, S.A. de C.V.	2010	
	Mexico				
	Economic	Administering employees related to Movimiento Congruencia.	Servicios de Administración y Reclutamiento, S.C.	2009	
	Mexico				
	Environmental	Sponsoring for the Food and Wine 2014 events.	Pronatura Noreste, A.C.	2013	
	Mexico				
	Environmental	National Ecology and Sustainability Council. Environmental Megatendencias.	National Chamber of Producers of Metallic Containers	2014	
	Mexico				

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	Asociación	Empresa	Does it participate in governance bodies?	Does it provide funds beyond regular contributions?	Does it participate in it for strategic reasons?
Germany	Allgemeiner Arbeitgeberverband Harz e.V.	Nemak	No	No	Yes
	DJH Hauptverband e.V.	Nemak	No	No	No
	IHK Dillingen	Nemak	No	No	Yes
	IHK Magdeburg	Nemak	No	No	Yes
	VDA Verband der Automobilindustrie e.V.	Nemak	No	No	Yes
	Verband der Metall- und Elektroindustrie Sachsen-Anhalt e.V.	Nemak	No	No	Yes
Argentina	ACIA	Dak Americas	No	No	Yes
	CAIRPLAS	Dak Americas	Sí	No	Yes
	CCE	Nemak	No	No	Yes
	CIMCC	Nemak	No	No	Sí
	CCAM	Dak Americas	No	No	Sí
	CERA	Dak Americas	No	No	Sí
	CICAZ	Dak Americas	Yes	No	No
	CIPETAR	Dak Americas	Yes	No	Yes
	CIQyP	Dak Americas	No	No	Yes
	CIRA	Dak Americas	No	No	Yes
	Comité Zonal de Higiene y Seguridad de Campana - Zárate	Dak Americas	No	No	Yes
	IAE	Dak Americas	No	No	Yes
	IPA	Dak Americas	No	No	Yes
UET	Dak Americas	No	No	Yes	
UIZ	Dak Americas	Yes	No	Yes	

Fully

Austria	Asociación de Desarrollo para la Universidad de Ciencias Aplicadas de Alta Austria en Wels	Nemak	No	No	Yes
	Bdguss Bundesverband der Deutschen Gießereiindustrie	Nemak	No	No	Yes
	Cámara Económica de Austria	Nemak	Yes	No	No
	IV	Nemak	No	No	Yes
	ÖGI Österreichisches Gießerei Institut	Nemak	No	No	Yes
	VÖG Verein Österreichischer Gießereifachleute	Nemak	No	No	Yes
Brazil	ABIFA Agência Brasileira de Promoção de Exportações e Investimentos	Nemak	Yes	No	Yes
	Amcham Brasil	Nemak	No	No	No
	CEMPRE	Dak Americas	No	No	Yes
	FIEMG Federação das Indústrias do Estado de Minas Gerais	Nemak	Yes	No	Yes
	Sindipeças	Nemak	No	No	Yes
Canada	American Foundry Society	Nemak	Yes	No	Yes
	Canada Foundry Society	Nemak	Yes	No	Yes
China	Chongqing Foundry Association	Nemak	No	No	Yes
	Nanjing Foundry Association	Nemak	No	No	Yes
Slovakia	Automotive Industry Association	Nemak	No	No	No
	Intech Association	Nemak	No	No	No
	Slovak Association for Maintenance	Nemak	No	No	No
	Slovak Centrum of Productivity	Nemak	No	No	No
	Slovak Society for Quality	Nemak	No	No	No
Spain	ACICAE	Nemak	No	No	Yes
	CEBEK	Nemak	No	No	Yes
	FVEM	Nemak	Yes	No	Yes

Mexico	AERIMAC	Nemak	Yes	No	Yes
	AISTAC	Indelpro	Yes	No	Yes
		Petrotemex	Yes	Yes	No
	ANIQ	Indelpro	Yes	No	Yes
		Polioles	No	No	Yes
		Univex	No	No	Yes
		AKRA Polyester	No	No	Yes
		Petrotemex	Yes	No	No
	ANTP	Sigma Alimentos	No	No	Yes
	Asociación Mexicana de Bancos de Alimentos	Sigma Alimentos	No	Yes	Yes
	ANETIF	Sigma Alimentos	No	No	Yes
	Asociación Nacional de Importaciones y Exportaciones de la República Mexicana A.C.	Petrotemex	No	No	No
	CAINTRA	Alestra	No	No	Yes
		Alfa Corporativo	Yes	No	Yes
		Terza	Yes	No	Yes
	Cámara Árabe Mexicana de la Industria y Comercio	Petrotemex	No	No	Yes
	Cámara Nacional de Fabricantes de Envases Metálicos	Alfa Corporativo	No	No	No
	CANACINTRA	Sigma Alimentos	No	No	Yes
		Nemak	No	No	Yes
		Nemak	No	No	Yes
	CANIETI	Alestra	Yes	No	Yes
	CANILEC	Sigma Alimentos	No	No	Yes
	CCE	Alfa Corporativo	Yes	No	Yes
	CIDIAC	Nemak	Yes	No	Yes
CLAM	Nemak	Yes	No	Yes	
CLAUT	Nemak	Yes	Yes	Yes	
Cluster Agroalimentario de A.C. de N.L.	Sigma Alimentos	No	No	Yes	
CMC	Sigma Alimentos	No	No	Yes	
CNA	Sigma Alimentos	No	No	Yes	

	COFOCALEC	Sigma Alimentos	No	No	Yes
	COMCE NORESTE, A.C.	Petrotemex	No	No	No
	CONCAMIN	Alfa Corporativo	Yes	No	Sí
		Sigma Alimentos	No	No	Yes
	COPARMEX	Alfa Corporativo	Yes	Yes	Yes
		Nemak	Yes	No	Yes
		Nemak	No	No	Yes
	ERIAC	Alestra	Yes	No	Yes
	Federación Autónoma del Sindicalismo Independiente en México	Alfa Corporativo	No	No	Yes
	GFSI	Sigma Alimentos	Yes	No	Yes
	IMEF	Alfa Corporativo	No	No	Yes
	IRPAC CAINTRA	Nemak	Yes	No	Yes
	Servicios de Administración y Reclutamiento, S.C.	Alfa Corporativo	Yes	No	Yes
Poland	Silesian Union of Private Employers	Nemak	No	No	Yes

During 2014, Sigma Alimentos, Nemak, Petrootemex and DAK Americas made larger contributions than the required minimum in some 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.

ALFA's companies are part of the governing bodies in 37% of the chambers and associations in which they participate, and take part in individual projects related to their specific operations.

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 7. Fully
 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.

4.16 Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group. See Table 4.17. Fully
 All of ALFA's companies maintain an open and constant dialogue with their stakeholders. The criterion is that all stakeholders are important and deserve to be heard 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 2014, AKRA Polyester increased the communication of environmental topics inside the company because of their implementation of ISO 14001/2004 Nemak Slovakia recruited talent in local universities. Nemak Monterrey started generating joint projects with its suppliers to share safety practices. All of this happened in response to the concerns of their stakeholders.

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>Shareholders</td> <td>-Results meetings -E-mail -Direct phone lines -Board meetings -Bulletins -Plant visits</td> <td>-Quarterly, annual -Continuous -Continuous -Bimonthly -Continuous -Periodic</td> <td>Attractive investment return; competitive business portfolio in attractive industries with growth potential; adherence to corporate governance practices; organizational climate.</td> <td>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; Communications and Industrial Relations Departments.</td> </tr> <tr> <td>Clients and consumers</td> <td>-Visits to plants -E-mail -Satisfaction surveys -01 800 lines -Fairs and special events -Focus groups -Social media (Facebook, Twitter and LinkedIn) -Webpage (chat) -Sperto Center (Alestra) -Tech expos -Safety training -Press releases</td> <td>-Continuous -Continuous -Periodic -Continuous -Continuous -Continuous -Periodic -Continuous -Continuous -Workdays -1-2 times per year</td> <td>More efficient and innovative products at a fair price. Doubts regarding service, and information and handling of products. Security and process-associated preventive tasks. Quality of services and products.</td> <td>Development of added value products and services; raw material optimization; investment in research for product improvement; effective response and guidance; investigating and solving root problems that may be the cause of complaints.</td> </tr> <tr> <td>Employees and their families</td> <td>-Organizational climate surveys -Transparency mailbox -Meetings -Ethics Committee -Training -Human Resources -Communication forums -Intranet -Bulletins -Letters to the director</td> <td>-Periodic -Continuous -Continuous -Continuous -Continuous -Annual -Continuous -Continuous -Continuous</td> <td>Safe workplace conditions. Competitive wages and benefits. Growth opportunities/ career plans. Life balance. Idea contributions to process innovation. Monitoring best practices Business results Project development</td> <td>Safety programs; benefit programs and wage reviews; education and training programs; family development programs; implementation of benefits such as flex-time, courses and talks for family members, scholarships for employees' children; approving innovation ideas; heeding suggested improvements; publicly available financial reports; project valuation and budget adjustments.</td> </tr> </tbody> </table>	Audience	Relevant Media	Frequency	Concerns	Response	Shareholders	-Results meetings -E-mail -Direct phone lines -Board meetings -Bulletins -Plant visits	-Quarterly, annual -Continuous -Continuous -Bimonthly -Continuous -Periodic	Attractive investment return; competitive business portfolio in attractive industries with growth potential; adherence to corporate governance practices; organizational climate.	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Communities	<ul style="list-style-type: none"> -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 	<ul style="list-style-type: none"> -Bimonthly -Periodic -Continuous -Continuous-Continuous -1 to 2 times per year -Periodic 	<ul style="list-style-type: none"> Less polluting emissions. Industrial safety. Sustainable/biodegradable products. 	<ul style="list-style-type: none"> Emission reduction programs; investing in safer equipment and technologies; forming alliances with other companies to create strategies in favor of the community.
Suppliers	<ul style="list-style-type: none"> -Suppliers portal -Meetings -Acquisitions department surveys -Audits -E-mail 	<ul style="list-style-type: none"> -Continuous -Continuous -Periodic -Periodic -Continuous 	<ul style="list-style-type: none"> Development support 	<ul style="list-style-type: none"> Suppliers' Development Program; suppliers certification; training through courses and talks.
Educational institutions	<ul style="list-style-type: none"> -Plant visits -School talks -Employment fairs -Open door days 	<ul style="list-style-type: none"> Periodic 	<ul style="list-style-type: none"> Promotion of employment opportunities, recruiting potential candidates, cooperating in projects. 	<ul style="list-style-type: none"> Alliances with universities and schools of nearby communities to advance the development of youths; generating joint projects; internship programs; research agreements.

GRI	CONTENTS	2013	2014	REPORTED																																							
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>2013</th> <th>2014</th> </tr> </thead> <tbody> <tr> <td>Revenue</td> <td>U.S. \$15,870 million</td> <td>U.S. \$17,224 million</td> </tr> <tr> <td>Total Assets</td> <td>U.S. \$12,648 million</td> <td>U.S. \$15,773 million</td> </tr> <tr> <td>Capital investments</td> <td>U.S. \$1,550 million</td> <td>U.S. \$1,426 million</td> </tr> <tr> <td>Taxes paid (payment to governments)</td> <td>U.S. \$346 million</td> <td>U.S. \$341 million</td> </tr> <tr> <td>Dividends paid</td> <td>U.S. \$274 milliones</td> <td>No dividends paid during 2014. One dividend was paid in advance in december 2013.</td> </tr> <tr> <td>Payment to suppliers</td> <td>U.S. \$47 million</td> <td>\$116 million</td> </tr> <tr> <td>Direct economic value generated</td> <td>U.S. \$15,898 million</td> <td>U.S. \$17,251 million</td> </tr> <tr> <td>Economic value retained</td> <td>U.S. \$76 million</td> <td>U.S. \$328 million</td> </tr> <tr> <td>Direct Jobs</td> <td>61,085</td> <td>70,453</td> </tr> <tr> <td>Operating costs</td> <td>U.S. \$13,012 million</td> <td>U.S. \$14,100 million</td> </tr> <tr> <td>Payments to employees</td> <td>U.S. \$1,618 million</td> <td>U.S. \$1,851 million</td> </tr> <tr> <td>Payments to suppliers of capital</td> <td>U.S. \$2,548 million</td> <td>U.S. \$2,010 million</td> </tr> </tbody> </table>		2013	2014	Revenue	U.S. \$15,870 million	U.S. \$17,224 million	Total Assets	U.S. \$12,648 million	U.S. \$15,773 million	Capital investments	U.S. \$1,550 million	U.S. \$1,426 million	Taxes paid (payment to governments)	U.S. \$346 million	U.S. \$341 million	Dividends paid	U.S. \$274 milliones	No dividends paid during 2014. One dividend was paid in advance in december 2013.	Payment to suppliers	U.S. \$47 million	\$116 million	Direct economic value generated	U.S. \$15,898 million	U.S. \$17,251 million	Economic value retained	U.S. \$76 million	U.S. \$328 million	Direct Jobs	61,085	70,453	Operating costs	U.S. \$13,012 million	U.S. \$14,100 million	Payments to employees	U.S. \$1,618 million	U.S. \$1,851 million	Payments to suppliers of capital	U.S. \$2,548 million	U.S. \$2,010 million	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 5..</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 them, 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>	Fully																																							
EC3	Coverage of the organization's defined benefit plan obligations.		<p>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 covered equally by the company and the employee (50-50%)</p>	Fully																																							
EC4	Significant financial assistance received from government.		<p>In 2014, the company did not receive significant financial aid from governments, except for tax incentives destined to technology development projects.</p>	Fully																																							
EC5	Range of ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation.	3.1 to 1.	<p>ALFA's standard entry level salary, compared to Mexico's minimum wage in 2014, 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 72.7% of ALFA's workforce (49,874 employees). There is no difference in minimum salaries based on the employees' gender.</p>	Fully																																							

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EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	65% of suppliers are local, with each operation's proportion of local suppliers varying within 10% and 95%.	<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. The proportion of spending on locally-based suppliers fluctuated between 10% and 90% in 2014, depending on the company, with a global average of 59%.</p> <table border="1"> <thead> <tr> <th colspan="2">% of local suppliers</th> </tr> </thead> <tbody> <tr> <td>Mexico</td> <td>66%</td> </tr> <tr> <td>United States</td> <td>84%</td> </tr> <tr> <td>Europe</td> <td>55%</td> </tr> </tbody> </table> <p>Asia y Sudamérica no se consideran regiones significativas.</p>	% of local suppliers		Mexico	66%	United States	84%	Europe	55%	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.	96% of executive and managerial positions.	<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.</p> <p>By the end of 2014, 96% of ALFA's executive and managerial positions were held by local staff members.</p> <table border="1"> <thead> <tr> <th colspan="2">% local prsonnel</th> </tr> </thead> <tbody> <tr> <td>Mexico</td> <td>99%</td> </tr> <tr> <td>United States</td> <td>95%</td> </tr> <tr> <td>Europe</td> <td>95%</td> </tr> </tbody> </table> <p>Asia y Sudamérica no se consideran regiones significativas.</p>	% local prsonnel		Mexico	99%	United States	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 organizes activities for its community, whether by volunteering, disaster support, and/or cash and in kind donations. In the specific case of infrastructure for public benefit, over 10 plants worldwide supported educational institutions with donations like furniture, construction materials for sport areas, and green space restoration, amongst others, benefitting over 17,500 persons. The estimated amount of cash investments made by the companies is U.S. \$98,000.</p>	Fully								
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 the clients, which will therefore yield more earnings for them. -Investments in education by ALFA Fundación and its Center for Extraacademic Talent result in development opportunities for low-income youths, thus promoting value generation and social mobility. -Investment agreements that create jobs, like the building of an energy cogeneration plant in Veracruz. -Sigma Alimentos' program to equip convenience stores that sell its products with over 8,300 high efficiency refrigerators. -Univex donated to its nearby community the harvest resulting from the fields where it tests its fertilizers for them to sell and obtain an economic benefit. -Nemak developed the implementation of the QRQC (Quick Response Quality Control) methodology with its machining suppliers, which improved their quality performance, contributing to their productivity. <p>By the end of 2014, the economic impacts of these activities have not been quantified.</p>	Fully								

EN	Environmental																																																																																																											
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. Alpek has three integrated plants (Columbia, Pearl River and Temex-Cosoleacaque) that produce PTA (terephthalic acid) and PET. In turn, the PTA Altamira plant in Tamaulipas provides Akra Poliester with PTA for the production of polyester fiber.</p> <table border="1"> <thead> <tr> <th>Raw materials</th> <th>Tonnes</th> <th>m³</th> <th>Pieces</th> <th>Renewable (Yes / No)</th> </tr> </thead> <tbody> <tr> <td rowspan="5">Nemak</td> <td>Aluminum</td> <td>969,775</td> <td></td> <td>No</td> </tr> <tr> <td>Sand</td> <td>176,318</td> <td></td> <td>No</td> </tr> <tr> <td>Purified terephthalic acid</td> <td>9,150</td> <td></td> <td>No</td> </tr> <tr> <td>Sulfuric acid</td> <td>5,555</td> <td></td> <td>No</td> </tr> <tr> <td>Metal scrap</td> <td>42,405</td> <td></td> <td>No</td> </tr> <tr> <td rowspan="9">Alpek</td> <td>Terephthalic Acid</td> <td>1,450,000</td> <td></td> <td>No</td> </tr> <tr> <td>Paraxylene</td> <td>998,000</td> <td></td> <td>No</td> </tr> <tr> <td>Mono ethylene glycol</td> <td>582,000</td> <td></td> <td>No</td> </tr> <tr> <td>Propylene</td> <td>447,000</td> <td></td> <td>No</td> </tr> <tr> <td>Acetic acid</td> <td>61,000</td> <td></td> <td>No</td> </tr> <tr> <td>Ammonia</td> <td>106,000</td> <td></td> <td>No</td> </tr> <tr> <td>Sulfur</td> <td>77,000</td> <td></td> <td>No</td> </tr> <tr> <td>Paraxylene</td> <td>997,831</td> <td></td> <td>No</td> </tr> <tr> <td>Styrene monomer</td> <td>138,843</td> <td></td> <td>No</td> </tr> <tr> <td rowspan="10">Sigma Alimentos</td> <td>Fresh milk</td> <td></td> <td>235,309</td> <td>*Yes</td> </tr> <tr> <td>Powdered skim milk</td> <td>8,288</td> <td>960</td> <td>Yes</td> </tr> <tr> <td>Vegetable fat</td> <td>20,992</td> <td>1,440</td> <td>*Yes</td> </tr> <tr> <td>Chicken paste</td> <td>12,661</td> <td></td> <td>*Yes</td> </tr> <tr> <td>Turkey meat</td> <td>1,214</td> <td></td> <td>*Yes</td> </tr> <tr> <td>Pork meat</td> <td>245</td> <td></td> <td>*Yes</td> </tr> <tr> <td>Pork leg</td> <td>960</td> <td></td> <td>*Yes</td> </tr> <tr> <td>Poultry paste</td> <td>1,440</td> <td></td> <td>*Yes</td> </tr> <tr> <td>Fresh chicken paste</td> <td>1,505</td> <td></td> <td>*Yes</td> </tr> <tr> <td>Beef cuts 80/20</td> <td>840</td> <td></td> <td>*Yes</td> </tr> </tbody> </table>	Raw materials	Tonnes	m ³	Pieces	Renewable (Yes / No)	Nemak	Aluminum	969,775		No	Sand	176,318		No	Purified terephthalic acid	9,150		No	Sulfuric acid	5,555		No	Metal scrap	42,405		No	Alpek	Terephthalic Acid	1,450,000		No	Paraxylene	998,000		No	Mono ethylene glycol	582,000		No	Propylene	447,000		No	Acetic acid	61,000		No	Ammonia	106,000		No	Sulfur	77,000		No	Paraxylene	997,831		No	Styrene monomer	138,843		No	Sigma Alimentos	Fresh milk		235,309	*Yes	Powdered skim milk	8,288	960	Yes	Vegetable fat	20,992	1,440	*Yes	Chicken paste	12,661		*Yes	Turkey meat	1,214		*Yes	Pork meat	245		*Yes	Pork leg	960		*Yes	Poultry paste	1,440		*Yes	Fresh chicken paste	1,505		*Yes	Beef cuts 80/20	840		*Yes	Fully
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Auxiliary materials		Tonnes	m ³	Pieces	Renewable Yes / No
Nemak	Aluminum welding	50,310			No
	Oils	261,040	34,325		No
	Steel cylinders			17,595,872	No
	Resins	2,088			In some cases
Alpek	Acetic Acid	61,000			No
	Liquid nitrogen	5,816	83,173		No
	Gaseous nitrogen		15,466,074		No
Sigma Alimentos	Salt	472			Yes
	Polyethylene	31			No
	Wrapping film			3,500	No
Packaging materials		Tonnes	m ³	Pieces	Renewable Yes / No
Nemak	Cardboard	12,157			*Yes
	Plastic	6,063			No
	Paper	71,973			*Yes
	Palelts	5,169		54,860	*Yes
Alpek	Plastic	322			No
	Sacks			5,533,960	ND
	Super sacks			197,406	ND
	Pallets	110			*Yes
Sigma Alimentos	Boxes			16,036,375.00	ND
	Cardboard boxes			90,094.00	*Yes
	Containers			32,106,625	No
	Labels			2,578,490	ND
	Film			4,250	No
	Plastic Film			101,598,027	No
	Cellulose casings			2470544	No

*Whenever sustainability criteria are used to produce this material.

GRI	CONTENTS	2013	2014	REPORTED																
EN2	Percentage of materials used that are recycled input materials.	Nemak recycled 528,525 tonnes of aluminum, 10,903 tonnes of scrap, and 111,216 tonnes of silica sand. Alpek recycled 49,000 tonnes of PET, 6,917 tonnes of PTA and 20.63 tonnes of liquid styrene.	<p>This aspect applies only to Alpek and Nemak.</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>Nemak</td> <td>Aluminum/scrap</td> <td>83%</td> <td>804,913</td> </tr> <tr> <td></td> <td>Sand</td> <td>76%</td> <td>134,001</td> </tr> <tr> <td>Alpek</td> <td>Liquid styrene</td> <td>83%</td> <td>115,238</td> </tr> </tbody> </table>	Company	Material	Percentage vs total	Tonnes	Nemak	Aluminum/scrap	83%	804,913		Sand	76%	134,001	Alpek	Liquid styrene	83%	115,238	Fully
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EN3	Direct energy consumption by primary energy source.	34.15 x10 ⁶ GJ. 90% of which was natural gas.	<p>In 2014, ALFA consumed approximately 32.2 x10⁶ GJ of direct energy from non-renewable sources, of which 91% was natural gas, the cleanest fossil fuel. There was a 6% reduction in energy consumption in comparison to 2013</p> <table border="1"> <thead> <tr> <th>Energy consumption</th> <th>Direct consumption (GJ)</th> </tr> </thead> <tbody> <tr> <td>Coal</td> <td>1.0 x 10⁶ GJ (~3%)</td> </tr> <tr> <td>Natural gas</td> <td>29.3 x 10⁶ GJ (~91%)</td> </tr> <tr> <td>Fuel oil</td> <td>0.42 x 10⁶ GJ (~1%)</td> </tr> <tr> <td>Diesel</td> <td>0.89 x 10⁶ GJ (~3%)</td> </tr> <tr> <td>LPG</td> <td>0.21 x 10⁶ GJ (~1%)</td> </tr> <tr> <td>Others</td> <td>0.35 x 10⁶ GJ (~1%)</td> </tr> <tr> <td>Total</td> <td>32.2 x 10⁶ GJ</td> </tr> </tbody> </table>	Energy consumption	Direct consumption (GJ)	Coal	1.0 x 10 ⁶ GJ (~3%)	Natural gas	29.3 x 10 ⁶ GJ (~91%)	Fuel oil	0.42 x 10 ⁶ GJ (~1%)	Diesel	0.89 x 10 ⁶ GJ (~3%)	LPG	0.21 x 10 ⁶ GJ (~1%)	Others	0.35 x 10 ⁶ GJ (~1%)	Total	32.2 x 10 ⁶ GJ	Fully
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EN4	Indirect energy consumption by primary source.	17.4 X10 ⁶ GJ	<p>In the following table, indirect energy consumption during 2014 is summarized.</p> <table border="1"> <thead> <tr> <th>Indirect energy consumption</th> <th>GJ</th> </tr> </thead> <tbody> <tr> <td>Vapor</td> <td>5.48 x 10⁶ GJ</td> </tr> <tr> <td>Electricity</td> <td>9.1 x 10⁶ GJ</td> </tr> <tr> <td>Total</td> <td>14.58 x 10⁶ GJ</td> </tr> </tbody> </table> <p>Respecto a 2013, el consumo se redujo en 16%.</p> <p>The following information includes fuel consumption by Sigma Alimentos' 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>~0.86 x 10⁶ GJ</td> </tr> <tr> <td>Gasoline</td> <td>~0.17 x 10⁶ GJ</td> </tr> <tr> <td>LPG</td> <td>~0.05 x 10⁶ GJ</td> </tr> <tr> <td>Total</td> <td>~1.08 x 10⁶ GJ</td> </tr> </tbody> </table>	Indirect energy consumption	GJ	Vapor	5.48 x 10 ⁶ GJ	Electricity	9.1 x 10 ⁶ GJ	Total	14.58 x 10 ⁶ GJ	Diesel	~0.86 x 10 ⁶ GJ	Gasoline	~0.17 x 10 ⁶ GJ	LPG	~0.05 x 10 ⁶ GJ	Total	~1.08 x 10 ⁶ GJ	Fully
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EN5	Energy saved due to conservation and efficiency improvements.	4.92 x10 ⁶ GJ (period 07-13). In 2013, total energy savings were of 220,000 GJ.	Total energy savings due to the initiatives carried out with this objective in 2014 were 997,376 GJ, more than three times the amount saved in 2013. 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. As an example, in 2014 Nematik Poland's plant improved its heating system, installing heat flow diffusers in specific areas of the air ducts. This resulted in savings of 2,000 GJ during the year. Furthermore, Nematik Spain started implementing the Energy Monitoring, Management and Control Plan, which resulted in a 2% reduction in energy consumption.	Fully																			
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.		<p>See aspect EN5.</p> <p>The objective of offering energy efficient products and services applies only to Nematik and Sigma Alimentos. The former produces aluminum parts for gasoline and diesel engines. As an example, in 2014, Nematik's plants in Tennessee and Monterrey worked to reduce the weight of the automotive parts they produce. The Tennessee plant measured a reduction of 33.28 GJ of energy consumption in one engine with said lower weight parts.</p> <p>For its part, Alestra offers cloud hosting services in its data centers, which enables clients to stop investing in the cooling equipment necessary for some computing systems.</p> <p>Its important to mention that, periodically, a significant number of ALFA's businesses engage in activities devoted to developing their suppliers, and these include talks on environmental care, including the use of renewable and non renewable energy sources.</p> <p>As of the end of 2014, the energy savings resulting from these initiatives has not been quantified.</p>	Fully																			
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.		<p>For external initiatives see aspect EN6.</p> <p>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.</p> <p>As an example, AKRA Polyester sells dope dyed yarns, which reduce the product's energy requirements by eliminating the need for clients to separately dye the yarns. Furthermore, Sigma Alimentos equipped convenience stores with 8,327 high-efficiency refrigerators. These refrigerators are the less energy consuming ones on the market, being 47% more efficient than conventional refrigerators.</p> <p>As of the end of 2014, energy savings as a result of these initiatives has not been quantified.</p>	Fully																			
EN8	Total water withdrawal by source.		<table border="1"> <thead> <tr> <th>Water withdrawal by source</th> <th>2013 m³</th> <th>2014 m³</th> </tr> </thead> <tbody> <tr> <td>Public utilities</td> <td>8'613,436</td> <td>7'207,786.59</td> </tr> <tr> <td>Wells</td> <td>5'298,555</td> <td>3'788,356.00</td> </tr> <tr> <td>Rivers or lakes</td> <td>95'399,264</td> <td>91'632,795.00</td> </tr> <tr> <td>From third parties</td> <td>9'613,579</td> <td>5'032,012.25</td> </tr> <tr> <td>Total</td> <td>119'047,309</td> <td>107'660,956.84</td> </tr> </tbody> </table>	Water withdrawal by source	2013 m ³	2014 m ³	Public utilities	8'613,436	7'207,786.59	Wells	5'298,555	3'788,356.00	Rivers or lakes	95'399,264	91'632,795.00	From third parties	9'613,579	5'032,012.25	Total	119'047,309	107'660,956.84	Fully	
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EN9	Water sources significantly affected by withdrawal of water.		In 2014, 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.		<p>47% of ALFA's plants carried out water treatment and reuse processes in 2014.</p> <table border="1"> <thead> <tr> <th rowspan="2"></th> <th colspan="2">Volumen m³</th> <th colspan="2">Percentage vs Consumption</th> </tr> <tr> <th>2013</th> <th>2014</th> <th>2013</th> <th>2014</th> </tr> </thead> <tbody> <tr> <td>Treated Water</td> <td>18'563,842</td> <td>12'362,245</td> <td>16%</td> <td>11%</td> </tr> <tr> <td>Water reused in processes</td> <td>1'390,769</td> <td>3'456,472</td> <td>2%</td> <td>3%</td> </tr> </tbody> </table>		Volumen m ³		Percentage vs Consumption		2013	2014	2013	2014	Treated Water	18'563,842	12'362,245	16%	11%	Water reused in processes	1'390,769	3'456,472	2%	3%	Fully
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GRI	CONTENTS	2013	2014	REPORTED
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	Information on the Nemak Dillingen plant in Germany and the Nemak Saltillo plant in Mexico had not been included.	<p>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 m² 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 Wilmington, NC and 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.</p> <p>In addition, DAK Americas plant in Columbia, United States, is located near the Congaree National Park (24km away), which is a conservation area of 10,539 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 declaration approved in the 16th Annual Assembly of UNESCO's International Coordination Council in Paris, France.</p> <p>Furthermore, 3.5 km west of the Nemak Dillingen plant in Germany there is a natural reserve, two kilometers north there is a Flora and Fauna Habitat, and a bird sanctuary is located 200 meters west.</p> <p>The Nemak Saltillo plant carries out conservation efforts in a 1.5 hectare tree nursery.</p> <p>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.</p>	Fully
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.		Some of the raw materials used in ALFA's processes could have a negative impact on biodiversity in case of spills, so strict internal controls are applied. Products elaborated with PET, polystyrene, and polypropylene could have a negative impact if not properly disposed. To minimize this, ALFA continued to work in association with Shaw Industries in the United States in PET recycling, and acquired a company in Argentina dedicated to PET recycling with a total capacity of 16,000 tonnes per year, CabelmaPET, S.A. Moreover, permanent campaigns are held to raise awareness on product recycling and final disposal as well as environmental care. In 2014, there were no significant impacts that directly affected a high biodiversity area by ALFA's companies.	Fully
EN13	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas. Habitats protected or restored.		Every ALFA facility that is located in this kind of area (see aspect EN11) 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. Nemak'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.	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 PET and aluminum). -Optimizing the use of raw materials -Waste disposal programs. -Water treatment plants. -Water efficiency programs. <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.</p> <p>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

GRI	CONTENTS	2013	2014	REPORTED												
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>2013</th> <th>2014</th> </tr> </thead> <tbody> <tr> <td>Direct</td> <td>2,205,266</td> <td>2,162,963</td> </tr> <tr> <td>Indirect</td> <td>2,021,431</td> <td>1,532,451</td> </tr> <tr> <td>Total</td> <td>4,226,697</td> <td>3,695,414</td> </tr> </tbody> </table> <p>There was a 12.5% reduction in emissions vis-a-vis 2013.</p> <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 Alimentos' 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	2013	2014	Direct	2,205,266	2,162,963	Indirect	2,021,431	1,532,451	Total	4,226,697	3,695,414	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												
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.		<p>ALFA implements permanent strategies for the reduction of greenhouse gases. The most important project developed as of 2014 is the energy cogeneration plant in Cosoleacaque, Veracruz, which started working towards the end of 2014 and will prevent the emission of 200,000 tonnes of CO₂ per year, which is equivalent to retiring 43,000 cars from the streets in the same period. Furthermore, another energy cogeneration plant was approved, this time in Altamira, Tamaulipas, as well as a propylene storage sphere, a raw material for the production of polypropylene. This last project will bring about two important benefits:</p> <ul style="list-style-type: none"> -Stability in propylene stock, and therefore less waste. -Reduction in emissions from the supplier by maximizing the usage of this raw material. <p>There were other initiatives in this area, such as the utilization of natural gas for steam production, programs to eliminate leaks, heat recovery systems, boiler carburization, and others.</p> <p>The total reduction in emissions resulting from these actions has not been quantified, however, there have been quantified savings of 87,193 tonnes of CO₂.</p>	Fully												

GRI	CONTENTS	2013	2014	REPORTED																								
EN19	Emissions of ozone-depleting substances by weight.		No other ozone-depleting substances were detected.	Fully																								
EN20	NO, SO, and other significant air emissions by type and weight.		<p>The following information comes from the PET plant in Cosoleacaque, Veracruz, which generates NOx emissions due to the use of a chimney.</p> <table border="1"> <thead> <tr> <th>Total NOx emissions (tonnes of CO₂ equivalent)</th> <th>Measuring factor</th> </tr> </thead> <tbody> <tr> <td>224</td> <td>Direct measuring</td> </tr> </tbody> </table> <p>Sigma Alimentos 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 is not identified in any other of ALFA's operations.</p>	Total NOx emissions (tonnes of CO ₂ equivalent)	Measuring factor	224	Direct measuring	Fully																				
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EN21	Total water discharge by quality and destination.	109,675,591 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 water treatment facilities inside ALFA operations (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>2013</th> <th>2014</th> </tr> </thead> <tbody> <tr> <td>Public sewage</td> <td>2'009,480</td> <td>1'777,636</td> </tr> <tr> <td>Rivers or lakes</td> <td>101'273,521</td> <td>91'190,263</td> </tr> <tr> <td>Oceans</td> <td>4'461,300</td> <td>10'080,018</td> </tr> <tr> <td>Other</td> <td>1'931,290</td> <td>503,514</td> </tr> <tr> <td>Total</td> <td>109'675,591</td> <td>103'551,431</td> </tr> </tbody> </table>	Discharge volume (m ³)	2013	2014	Public sewage	2'009,480	1'777,636	Rivers or lakes	101'273,521	91'190,263	Oceans	4'461,300	10'080,018	Other	1'931,290	503,514	Total	109'675,591	103'551,431	Fully						
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Waste quantified in different units.

2014 – Type of waste	Pieces or liters (pcs o lts)	Treatment or disposal method (composting, reuse, recycling, incineration, landfill, etc.)
Wood, paper, cardboard	1'148,124 pcs	Internal and external recycling, landfill, confinement.
Aluminum, metal	214,779 pcs	Confinement, recycling, reuse.
Sludges (dangerous)	662,000 lts	Confinement.
Oils (non-dangerous)	215,755 lts	Recycling, disposing.
Oils (dangerous)	25,543 lts	Alternative fuels, confinement.

Treatment methods are determined based on the type of residue and established regulations for its correct disposal. ALFA maintains a punctual registry of the residues it generates and their final destination. There is an important difference between the amount of generated waste in 2013 and 2014 thanks to the results of the Zero Waste program put in place by several of ALFA's plants.

It is important to mention that more than 60 types of residues are generated by ALFA's companies. In the previous table only the most significant are shown.

EN23 Total number and volume of significant spills. No significant residue spills were registered in or by ALFA's companies during 2014. Fully

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. 1,446.75 tonnes and 10,462 m³. Residues with these characteristics are paint, solvents, oils and/or oily emulsions, grease, impregnated solids, and fueloil, and pertain only to one group of business. These residues are not significant. ALFA does not transport residues internationally. Fully

Tonnes	m ³
2,442	6,764

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. There were no significant impacts caused by water discharges and/or runoffs in 2014. Fully

GRI	CONTENTS	2013	2014	REPORTED																					
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.		See page 13, and aspects EN2, EN5, EN6, EN7, EN10, EN11, EN13, EN14, EN18, EN21, EN22, EN23.	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 Alimentos is the only company that uses packaging materials for its products and as of the end of December 2014 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, polypropylene, and polystyrene foam). 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 2014, 48,567tonnes of this material were recycled. Furthermore, in 2014 it acquired the company CabelmaPET, S.A. in Argentina, which has a PET recycling capability of 16,000 tonnes per year.	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.		<p>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.</p> <p>Sigma Alimentos, which has a transportation fleet of its own, carries out actions such as training on appropriate vehicle driving, searching and using alternative fuels, and owning repair shops for unit maintainance, to reduce its environmental impact. Also, programs such as the Administrative Management Model, an initiative that improves the efficiency of vehicles equipped with diesel engines, have been implemented.</p> <p>This impact is not considered significant as it represents a very small percentage of ALFA's total emissions.</p> <p>By the end of 2014, environmental impacts of the transportation of ALFA's workforce to their workplace are not quantified because they are not considered material for ALFA's operations.</p>	Fully																					
EN30	Total environmental protection expenditures and investments by type.		<table border="1"> <thead> <tr> <th></th> <th>Investment in 2013 (in U.S.\$)</th> <th>Investment in 2014 (in U.S.\$)</th> </tr> </thead> <tbody> <tr> <td>Waste disposal</td> <td>\$5,202,773</td> <td>\$11,549,337</td> </tr> <tr> <td>Emission treatment</td> <td>\$11,149,044</td> <td>\$13,753,078</td> </tr> <tr> <td>Remediation costs</td> <td>\$23,288</td> <td>\$1,350,630</td> </tr> <tr> <td>Prevention costs</td> <td>\$837,566</td> <td>\$5,887,067</td> </tr> <tr> <td>Environmental management costs</td> <td>\$5,997,190</td> <td>\$8,197,961</td> </tr> <tr> <td>Total</td> <td>\$23,452,862</td> <td>\$41,213,471</td> </tr> </tbody> </table>		Investment in 2013 (in U.S.\$)	Investment in 2014 (in U.S.\$)	Waste disposal	\$5,202,773	\$11,549,337	Emission treatment	\$11,149,044	\$13,753,078	Remediation costs	\$23,288	\$1,350,630	Prevention costs	\$837,566	\$5,887,067	Environmental management costs	\$5,997,190	\$8,197,961	Total	\$23,452,862	\$41,213,471	Fully
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LA1	Total workforce by employment type, employment contract, and region, broken down by gender.		<p>1. Total workforce: 70,453</p> <p>2. Number of employees by employment type</p> <table border="1"> <thead> <tr> <th></th> <th>Number</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Unionized</td> <td>32,598</td> <td>47%</td> </tr> <tr> <td>Employees</td> <td>35,970</td> <td>53%</td> </tr> </tbody> </table> <p>3. Number of employees by gender</p> <table border="1"> <thead> <tr> <th>Gender</th> <th>Number</th> <th>Percentage vs total</th> </tr> </thead> <tbody> <tr> <td>Women</td> <td>14,661</td> <td>22%</td> </tr> <tr> <td>Men</td> <td>53,907</td> <td>78%</td> </tr> </tbody> </table> <p>Approximately 14,074 (96%) women and 31,266 (58%) men of ALFA's workforce are in America. The rest of the employees are distributed throughout Europe and Asia.</p> <p>4. Number of employees by employment contract</p> <table border="1"> <thead> <tr> <th>Employment contract</th> <th>Number</th> <th>Percentage vs total</th> </tr> </thead> <tbody> <tr> <td>Permanent</td> <td>66,061</td> <td>94.3%</td> </tr> <tr> <td>Temporary</td> <td>2,487</td> <td>3.5%</td> </tr> <tr> <td>By fees</td> <td>1,152</td> <td>2%</td> </tr> </tbody> </table> <p>By the end of 2014 the breakdown of workforce information does not take into account age groups as it is not an aspect considered material for ALFA's operations.</p>		Number	Percentage	Unionized	32,598	47%	Employees	35,970	53%	Gender	Number	Percentage vs total	Women	14,661	22%	Men	53,907	78%	Employment contract	Number	Percentage vs total	Permanent	66,061	94.3%	Temporary	2,487	3.5%	By fees	1,152	2%	Fully
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By fees	1,152	2%																																
LA2	Total number and rate of new employee hires and employee turnover by age group, gender, and region	3,711 unionized employees ceased to work in ALFA's companies in 2013 (1.17% monthly average rotation). 6,066 non-unionized employees ceased their activities in ALFA in 2013 (1.58% monthly average rotation).	5,076 unionized employees and 6,949 non-unionized employees ceased to work at ALFA in 2014 (1.3% monthly average rotation for unionized employees, and 1.61% monthly average rotation for non-unionized employees).	Partial																														
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 Alimentos' 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.	55%	53% or 14,431 unionized workers. This datum concerns only operations in Mexico, where most of the unionized personnel are located. Workers in other countries have different types of contracts.	Fully																														

GRI	CONTENTS	2013	2014	REPORTED																		
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.	Fully																		
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.		<table border="1"> <thead> <tr> <th></th> <th>2013</th> <th>2014</th> </tr> </thead> <tbody> <tr> <td>Lost days rate (Lost days for every million labor/hour)</td> <td>173.40</td> <td>201.87</td> </tr> <tr> <td>Frequency rate (Number of incapacitating accidents for every million labor/hour)</td> <td>7.79</td> <td>9.10</td> </tr> <tr> <td>Number of accidents</td> <td>1,383</td> <td>1,566</td> </tr> <tr> <td>Number of lost days per accident</td> <td>20,871</td> <td>24,808</td> </tr> <tr> <td>Work-related fatalities</td> <td>1</td> <td>2</td> </tr> </tbody> </table> <p>Only information from America is presented as it is the most significant of ALFA's operations and holds over 80% of all personnel. By the end of 2014 information is not disclosed by gender for it is not considered material for ALFA's operations.</p>		2013	2014	Lost days rate (Lost days for every million labor/hour)	173.40	201.87	Frequency rate (Number of incapacitating accidents for every million labor/hour)	7.79	9.10	Number of accidents	1,383	1,566	Number of lost days per accident	20,871	24,808	Work-related fatalities	1	2	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 2014, U.S. \$20.9 million were invested in 164 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. In the 2014 Sustainability Week event, health related talks were given. Moreover, over 30% of plants carry out programs or actions in favor of the health of their nearby communities.</p> <p>There are operations that could pose a health threat to the employees, a risk reported in around 27% of ALFA's plants in 2014. 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>Vacunar es prevenir (to vaccinate is to prevent)</td> <td>Know your numbers</td> <td>Coworking with the Red Cross</td> <td>Nutrition program for marginalized persons</td> </tr> </tbody> </table>	Employees	Employees and their families	Employees and the community	Community, employees and their families	Community	Periodic medical check-ups	Vacunar es prevenir (to vaccinate is to prevent)	Know your numbers	Coworking with the Red Cross	Nutrition program for marginalized persons	Fully								
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Vaccination programs	PAE (telephonic attention and assistance)	Safety, Security and Environmental Management Week	First aid training	Talks about first aid, safety at home, etc.
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	Campaña Estar Bien Contigo (Being Well with Yourself campaign)
Drug-free workplace	CAVIDA y ORIENTA			Blood donation program in Nemark Chennai
Integral Health Program	Diabetes detection and control			Donating medicines to the National System for Integral Family Development (DIF) in Altamira, Tamaulipas
Program for Health Assistance in the Workplace				Donations to hospitals specialized in treating cancer
DAK Health Rewards				Free medical appointments in the plant's medical office (Univex)
				Donating medical supplies and medicines for a retirement home

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 take part. 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

LA10 Average hours of training per year per employee by gender and by employee category.

In 2013, an average of 27 hours of training per employee was given.

A)

Average hours of training per person broken down by employee category and gender.				Average hours of training per employee: 28 hours
Contract Type		Gender		
Unionized	Employee	Men	Women	
28	26	29	22	

B)

Total hours of training broken down by employee category and gender				Total hours of training: 1,885,845
Contract type		Gender		
Unionized	Employee	Men	Women	
912,744	935,220	1,563,303	322,542	

Fully

GRI	CONTENTS	2013	2014	REPORTED						
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	In 2013, approximately 40% of ALFA's plants had implemented one of these programs.	In addition to benefits like savings funds and/or retirement plans, approximately 70% 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: <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.	83% of ALFA's companies' workforce received performance evaluations during 2013.	97% of ALFA's companies' workforce received performance evaluations during 2014. <table border="1"> <thead> <tr> <th>Total Percentage</th> <th>Percentage of men</th> <th>Percentage of women</th> </tr> </thead> <tbody> <tr> <td>44% (31,000 employees)</td> <td>89% (32,013)</td> <td>58% (8,503)</td> </tr> </tbody> </table>	Total Percentage	Percentage of men	Percentage of women	44% (31,000 employees)	89% (32,013)	58% (8,503)	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.		With operations in 24 countries, ALFA's workforce encompasses a great diversity of nationalities, races, religions and cultures, a characteristic that enhances its work environment. The most significant diversity indicator is gender. In 2014, 22% of ALFA's workforce consisted of women, with a total of 14,661 female employees. Also, 295 handicapped individuals worked at ALFA in 2014, 26 of which were hired in 2014. There are no further breakdowns into gender and age as this is not considered material for ALFA's operations. <p>There are no female members in ALFA's Board of Directors.</p> <p>For data on distribution by age and gender, see aspect LA1.</p> <p>For data on diversity in ALFA's Board of Directors, 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.		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.	Fully						
LA15	Return to work and retention rates after parental leave, by gender.		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 are no retention rates for taking the parental leave permit.	Partial						

GRI	CONTENTS	2013	2014	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.		100% of the six contracts and/or investment agreements celebrated in 2014.	Fully
HR2	Percentage of significant suppliers, contractors, and other business partners that have undergone human rights screening, and actions taken.		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. In 2014, 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.		In 2014, no specific 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 2014 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. 47% of all personell works under a collective labor agreement. This situation is monitored by the Human Resources Committee of every company.	Fully

GRI	CONTENTS	2013	2014	REPORTED
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 2014, 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 is located in zones populated by indigenous people. Even so, it is important to highlight that thanks to human rights abiding practices, in 2014 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.		100% of the 6 total operations were subject to assessments of their impact in the community and human rights reviews.	Fully

GRI	CONTENTS	2013	2014	REPORTED
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 2014.	Fully
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</p> <p>Some examples are:</p> <ul style="list-style-type: none"> - Community Advisory Panels (DAK Americas, U.S.) - School-Company Plan CAINTRA (Alestra) - Neighboring company program (Alestra) - Environmental talks in schools - Annual Community Engagement Program (NEMAK Mexico) - Job fairs - Volunteering (all of ALFA's plants) - Agreements with universities (all of ALFA's plants) - Gansos Community and Healthy School programs, (Sigma Alimentos) 	Fully
S02	Percentage and total number of business units analyzed for risks related to corruption.		100% of ALFA's operations. Alpek with 17 plants in 3 countries, Nemak with 34 plants in 14 countries, Sigma Alimentos with 67 plants in 13 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, 70,453 employees. Best practices in evading corruption are important for all of the employees and the correct functioning of the company.	Fully
S04	Actions taken in response to incidents of corruption.		<p>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 2014, there were 361 incidents related to the non-compliance of ALFA's policies and values. 100% of them were investigated. As a result, 97 persons were separated from the company. None of these cases implicated activities of ALFA's employees involved with governmental authorities.</p> <p>During 2014, there were no contracts with commercial partners that were canceled or not renewed due to reasons attributable to the non-compliance of ALFA's policies and values. There were also no cases in which ALFA was reported on topics related with corruption.</p>	Fully
S05	Public policy positions and participation in public policy development and lobbying.		<p>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.</p> <p>Themes 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.</p>	Fully

GRI	CONTENTS	2013	2014	REPORTED																
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 2014 there were no sanctions based on these grounds	Fully																
S08	Monetary value of significant fines and total number of nonmonetary sanctions for non-compliance with laws and regulations.		In 2014 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 alleviate this risk, the strictest controls and necessary measures are observed. See aspect S010.	Fully																
S010	Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities.		<table border="1"> <thead> <tr> <th>Plant</th> <th>Risk type</th> <th>Mitigation actions</th> <th>Grade</th> </tr> </thead> <tbody> <tr> <td>AKRA Polyester</td> <td>Leakage of chlorine gas, thermal oil or methanol, and methanol explosion.</td> <td>-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, dowtherm and methanol instalations. -Execution of practical exercises for the attention of chlorine leaks. -Attention to any opportunities for improvement.</td> <td>Potential</td> </tr> <tr> <td>Indelpro</td> <td>Emission of hydrocarbons or combustion gases.</td> <td>Preventive facility maintenance, instrumented safety system and vent control program.</td> <td>Potential</td> </tr> <tr> <td>DAK Americas</td> <td>Chemical emissions to the atmosphere. Leakage, spills, or failures in the system may result in the emission of toxic gases or contaminated materials.</td> <td>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.</td> <td>Potential</td> </tr> </tbody> </table>	Plant	Risk type	Mitigation actions	Grade	AKRA Polyester	Leakage of chlorine gas, thermal oil or methanol, and methanol explosion.	-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, dowtherm and methanol instalations. -Execution of practical exercises for the attention of chlorine leaks. -Attention to any opportunities for improvement.	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.	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	Fully
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GRI	CONTENT	2013	2014	REPORTED
			<p>Poliolles</p> <p>Risk of emission of dangerous materials.</p> <p>Fires or explosions as a result of using flammable materials.</p>	<p>Potential</p> <p>-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. -Responsible Care Management system (SAMI).</p>
			<p>Univex</p> <p>Ammonia or cyclohexane leakage.</p>	<p>Potential</p> <p>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.</p>
			<p>Nemak Mexico</p> <p>Atmospheric emissions, fires caused by natural gas, explosions.</p>	<p>Potential</p> <p>1. 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.</p> <p>2. A strategic alliance with the Mutual Help Committee on the western regions.</p> <p>3. Crisis Management Committee.</p> <p>4. A specialized supplier with Pemex to supervise these connections and to comply with CRE's (Energy Regulatory Commission) regulations. Also, an emergency and crisis control committee ensure the continuity of operations.</p>
			<p>Nemak Global</p> <p>Atmospheric emissions, spills.</p>	<p>Potential</p> <p>Installation of new equipment, infrastructure optimization, joint work with government and regulatory agencies to mitigate risks, community training on safety, equipment maintainance.</p>
			<p>Sigma Alimentos</p> <p>-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>Potential</p> <p>A Risk Mangement Sysyem, structured in 4 Committees (Safety, Health and Environment, Assets Protection, and Product and Labor), with the objective of preventing and minimizing the impact of any incident on people, the environment, Sigma Alimento's reputation, and Sigma Alimentos's assets.</p> <p>Additionally, there are:</p> <p>-A customer attention line (01-800) to report risks. -An Alert Center to report accidents. -Internal protection and emergency plans in communities where the support to nearby communitities during an emergency is considered</p>

GRI	CONTENTS	2013	2014	REPORTED																																																																
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 criterion is always present: to offer products and services that do not have any 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 Alimentos 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 2014 Alpek acquired CabelmaPET, S.A. in Argentina, a company dedicated to PET recycling with a total capacity of 16,000 annual tonnes. Also, ALFA's businesses participate in several parts of their products life-cycle as follows:</p> <table border="1"> <thead> <tr> <th></th> <th>DAK</th> <th>Indelpro</th> <th>Polioles</th> <th>Univex</th> <th>AKRA Polyester</th> <th>Nemak</th> <th>Sigma Alimentos</th> </tr> </thead> <tbody> <tr> <td>Product development</td> <td>Yes</td> <td>Yes</td> <td>Yes</td> <td>Yes</td> <td>No</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>Yes</td> <td>Yes</td> <td>No</td> <td>Yes</td> <td>No</td> <td>No</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>Yes</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>ND</td> <td>Yes</td> <td>Yes</td> <td>Yes</td> <td>Yes</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>100%</td> <td>90%</td> <td>100%</td> </tr> </tbody> </table> <p>Actions such as these help reduce ALFA's environmental impact.</p>		DAK	Indelpro	Polioles	Univex	AKRA Polyester	Nemak	Sigma Alimentos	Product development	Yes	Yes	Yes	Yes	No	Yes	Yes	Manufacturing	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Marketing and promotion	Yes	Yes	No	Yes	No	No	Yes	Storage, distribution and supply	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Purchase and service	Yes	Yes	Yes	Yes	No	Yes	Yes	Disposal, reuse or recycling	Yes	ND	Yes	Yes	Yes	Yes	No	Percentage of products to which this evaluation is applied	100%	100%	100%	100%	100%	90%	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 2014.	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 rowspan="2"></th> <th colspan="4">Do the products' labels contain the following information</th> </tr> <tr> <th>DAK Americas</th> <th>Polioles</th> <th>Sigma Alimentos</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>No</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>No</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> </tbody> </table>		Do the products' labels contain the following information				DAK Americas	Polioles	Sigma Alimentos	Terza	Origin of the components of the product or service	Yes	No	No	Yes	Content (if there are substances that may have environmental or social impact)	Yes	No	No	No	Safe product usage	Yes	Yes	Yes	No	Disposal of the product and its environmental and social impact	Yes	Yes	Yes	No	Fully																																			
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Disposal of the product and its environmental and social impact	Yes	Yes	Yes	No																																																																

GRI	CONTENTS	2013	2014	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.		<p>During 2014, the following incidents occurred in Sigma Alimentos.</p> <table border="1"> <tr> <td>Incidents of non-compliance with regulations that resulted in a sanction</td> <td>Yes, one</td> </tr> <tr> <td>Incidents of non-compliance with regulations that resulted in a warning</td> <td>Yes, one</td> </tr> <tr> <td>Incidents of non-compliance with voluntary codes</td> <td>Yes</td> </tr> </table>	Incidents of non-compliance with regulations that resulted in a sanction	Yes, one	Incidents of non-compliance with regulations that resulted in a warning	Yes, one	Incidents of non-compliance with voluntary codes	Yes	Fully			
Incidents of non-compliance with regulations that resulted in a sanction	Yes, one												
Incidents of non-compliance with regulations that resulted in a warning	Yes, one												
Incidents of non-compliance with voluntary codes	Yes												
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	In 2013, the average satisfaction result measured through the companies was 90%.	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 2014, measured through surveys that produce statistical results was 92.74%.	Fully									
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.		<p>This indicator applies only to Sigma Alimentos and Alestra.</p> <table border="1"> <thead> <tr> <th></th> <th>Alestra</th> <th>Sigma Alimentos</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. Compliance with every requirement of every applicable law and regulation.</td> </tr> <tr> <td>Frequency in which compliancy is reviewed.</td> <td>Constantly.</td> <td>Constantly.</td> </tr> </tbody> </table>		Alestra	Sigma Alimentos	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. Compliance with every requirement of every applicable law and regulation.	Frequency in which compliancy is reviewed.	Constantly.	Constantly.	Fully
	Alestra	Sigma Alimentos											
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. Compliance with every requirement of every applicable law and regulation.											
Frequency in which compliancy is reviewed.	Constantly.	Constantly.											
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 2014.	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 2014.	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 2014.	Fully									

AWARDS AND CERTIFICATIONS 2014

	AWARD/CERTIFICATION	GRANTED BY	COUNTRY
NEMAK ARGENTINA	ISO 14001 certification	Det Norske Veritas	Argentina
	Recognition for CSR success	Volkswagen	Argentina
NEMAK BRASIL	TS 16949 certification	Det Norske Veritas	Norway
	AVCD	Fire Department	Brazil
NEMAK CANADA	Green Star Energy Award	Enwin Utilities	Canada
	TS 16949 certification	BSI	Canada
	ISO 14001 certification		Canada
NEMAK CHENNAI	ISO 14001 certification	TUV SUD Asia Pacific	India
	ISO 18001 certification	TUV SUD Asia Pacific	India
	TS 16949 certification	TUV SUD Asia Pacific	India
NEMAK SPAIN	Recognition for support to professional development centers	CEBEK (Bizkaia Business Confederation)	Spain
NEMAK KENTUCKY (PLANT 1)	ISO 14001 recertification	Intertek	United States
NEMAK KENTUCKY (PLANTA 2)	ISO 14001 recertification	Intertek	United States
	TS 16949 re certification	Intertek	United States
NEMAK LINZ	INEO Award for excelent learning integration	Austria Economic Chamber	Austria
	Approval seal for operational health	Austria Health Fund	Austria
NEMAK MONCLOVA	ISO 14001 certification	Det Norske Veritas	United States
	TS 16949 certification	ABS Quality Evaluations	Mexico
	Clean Industry	PROFEPA (Federal Attorney's Office for Environmental Protection)	México
	CASCEM	CMCE	Mexico
	Recognition for participating in the Recolectrón 2014	Government of the State of Coahuila (Environmental Secretariat)	Mexico
NEMAK MONTERREY	ISO 14001 certification	ABS Quality Evaluations	Mexico
	TS 16949 certification	ABS Quality Evaluations	Mexico
	Clean Industry	PROFEPA (Federal Attorney's Office for Environmental Protection)	Mexico
	Award for Emissions Reduction 2014	Government of the State of Nuevo León	Mexico
NEMAK NANJING	ISO 14000/18000 certification	Beijing Zhongshuiyuanyu Certification Center	China
	Safety standard nivel 3	Safety Bureau	China
	TS 16949 certification	Det Norske Veritas	Norway
NEMAK POLONIA	ISO 14001 certification	Det Norske Veritas	Germany
	ISO 14001 certification	Det Norske Veritas	Poland
	OHSAS 18001:2007 recertification	Det Norske Veritas (DNV)	Poland
NEMAK SALTILLO	ISO 14001 certification	ABS Quality Evaluations	Mexico
	ISO TS 16949 certification	ABS Quality Evaluations	Mexico

NEMAK TENNESSEE	ISO 14001 recertification	TRC	United States
	Recertificación TS 16949	ISO/TS	United States
	Energy Excellence Award	Tennessee Chamber of Commerce and Industry	United States
	Solid Waste Management Award	Tennessee Chamber of Commerce and Industry	United States
NEMAK WISCONSIN	ISO 14001 recertification	Intertek	United States
INDELPRO	ISO 14001 certification	ABS Quality Evaluations, Inc	Mexico
	Clean Industry	PROFEPA (Federal Attorney's Office for Environmental Protection)	Mexico
	Certificate of Integral Responsibility	ANIQ (National Association for the Chemical Industry)	Mexico
	Recognition for publishing the First Guide for Environmental Culture	Municipal Government of Tampico	Mexico
	Appreciation for solidarity in attending the emergency in the Madero Refinery	Pemex - Francisco I. Madero Refinery	Mexico
	Voluntary Environmental Compliance	Government of the State of Tamaulipas	Mexico
PETROTEMEX	Clean Industry	PROFEPA (Federal Attorney's Office for Environmental Protection)	Mexico
	Safe Industry	Secretariat of Labor and Social Security	Mexico
	Integral Responsibility	ANIQ (National Association for the Chemical Industry)	Mexico
	ISO14001 certification	AENOR Mexico	Mexico
	AISTAC Award 2014	Industrial Association of Southern Tamaulipas	Mexico
	New Certified Company Scheme	Tax Administration System	Mexico
POLIOLES	Award for Integral Responsibility in Energy Efficiency	ANIQ (National Association for the Chemical Industry)	Mexico
TERZA	ISO 9001:2008 certification	Bulltek Registration Services (BRS)	Mexico
	CR - SC Manufacturer's Alliance Award	South Carolina Department of Employment and Workforce	United States
	CF Support 44 Year NC DOL Gold Award	North Carolina Department of Employment and Workforce	United States
DAK AMERICAS	DAK Cosoleacaque – five years without registered OSHA	DAK Americas	Mexico
	Certification for Climate Registry	Climate Registry	United States - Mexico
	Award for Zero Waste Operation 2014	Carolina Recycling Association	United States
	Three Years Award NCDOL	North Carolina Department of Employment and Workforce	United States
AKRA POLYESTER	Certification Oeko-Tex Standard 100	Hohenstein Textile Testing Institute	Alemania
	ISO 14001 (recommended for certification)	Bureau Veritas	France
SIGMA ALIMENTOS	Family Responsible Company: in 2014 15 plants were recertified for a three year period. There are 25 total operational sites with a currently valid certification.	Secretaría del Trabajo y Previsión Social	Mexico
	Honorific Mention in Incluye Award	Movimiento Congruencia	Mexico
	Clean Transport Certification	Secretariat of the Environment and Natural Resources (SEMARNAT)	Mexico

ABOUT THIS REPORT

GRI 3.5, 3.6, 3.7, 3.8, 3.9 y 3.11

This Report contains ALFA's sustainability activities conducted throughout the year 2014. It is the eleventh consecutive sustainability report published by the company, where its actions, challenges and results on sustainability are presented. It covers its five business groups: Alpek, Nemak, Sigma Alimentos, Alestra and Newpek and includes its operations in 24 countries.

The Report frequency is annual, the preceding having been published February 28th, 2014, with information corresponding to the year 2013. For the ninth year running, we express our adherence to the 10 Principles of the UN Global Compact. In 2014, we reported a total of 124 fully reported indicators. This should be taken into account when making comparisons with previous Reports.

Three criteria were used for content selection: first, consistency with the 2013 report; second, in accordance to the most relevant events of 2013 and third, based on the indicator's materiality of those industries ALFA serves and in reference to concerns expressed by our stakeholders through the multiple available communication channels. Moreover, for the definition of materiality several actions were carried out: interviews with key executives and project leaders of each company, analysis of results obtained through the channels for dialogue with our stakeholders and analysis of feedback regarding ALFA's previous Reports. All of this was done based in the documents published by Global Reporting Initiative, Guidance on Defining Report Content and Technical Protocol: Applying the Report Content Principles. The same GRI methodology was used, in its 3.1 version. This year, just like the previous one, ALFA applied for Level A.

This document is divided in two sections. The first section contains the message of the President of the Board of Directors and ALFA President, company profile, our sustainability strategy and a summary of each of our core lines: Our Employees, Our Communities and Our Environment, as well as the achievements of ALFA Foundation, closing with the most important awards on social responsibility received around the world during the reported year. The second section encloses information on the company's sustainability actions, grouped within the GRI Index and with comparability to 2013 (when applicable). The structure follows the aspects proposed by GRI. Some indicators are located in the first part, as specified in the index. This allows us to better identify the data comparability to the previous year's Report.

Measurement methods were based on those defined by GRI. To convert Mexican pesos to U.S. dollars in terms of income and expense items, the average exchange rate for the month in which the peso transactions were carried out was used. On the balance sheet, the exchange rate used was

\$13.08 Mexican pesos per dollar, which is the exchange rate for December 31st, 2014. This is consistent with the methodology used in our financial reports.

Finally, the Awards and Certifications table, the About this Report section and the 10 Principles of the United Nations Global Compact are included in this second part of the Report.

This time, we autodeclare this Report as Level A. For the preparation of this document we have worked with the consulting firm Ética y Estrategia Consultores S.C. There is no external validation or GRI check for this year's report.

PRINCIPLES OF THE UNITED NATIONS GLOBAL COMPACT

HUMAN RIGHTS

PRINCIPLE I (PM I)

To support and respect human rights protection.

PRINCIPLE II (PM II)

To not be an accomplice of rights abuse.

LABOR CONDITIONS

PRINCIPLES III (PM III)

To support the principles of freedom of association and the right to collective negotiation.

PRINCIPLES IV (PM IV)

To eliminate forced and obligatory labor.

PRINCIPLES V (PM V)

To abolish any way of child labor.

PRINCIPLES VI (PM VI)

To eliminate discrimination on employment and job positions matters.

ENVIRONMENT

PRINCIPLE VII (PM VII)

To support the preventive focus towards environmental challenges.

PRINCIPLE VIII (PM VIII)

To promote a greater environmental responsibility.

PRINCIPLE IX (PM IX)

To encourage development and spreading of environmental respectful technologies.

FIGHT AGAINST CORRUPTION

PRINCIPLE X (PM X)

To act against every form of corruption, including extortion and bribery.

KEY PROGRAMS AND RESULTS 2014

OUR EMPLOYEES

COMPANY	ACHIEVEMENT
Akra Polyester	97 scholarships granted for employee children.
Colombin Bel	30% reduction in the accident rate.
DAK Americas	U.S. \$14 million invested in employee health and wellness programs.
Indelpro	2.3 years without lost days due to accidents.
Nemak Tennessee	2,000,000 man-hours of work without lost days due to accidents.
Nemak Linz	A year without lost days due to accidents.
Poliolos	65 scholarships granted for employee's children.
Sigma	15 work centers were re-certified as Family-Responsible Company. The "Mano con Mano" fund supported 71 employees whose homes were damaged by hurricane Odile.
Terza	Supported 190 employees' children by giving them school supplies.

OUR COMMUNITY

COMPANY	ACHIEVEMENT
Alestra	90 students did internships at the company.
DAK Americas	3,500 students benefited by supporting 31 schools.
Nemak Canada	Donations to institutions like the Heart Defect Society and the Cancer Foundation.
Nemak Hungary	Helped soccer schools for children, including financial support for the construction of a sports field.
Nemak Kentucky	Thanksgiving Day meal for the homeless.
Nemak India	Supported 700 students in the community.
Nemak Mexico	4,400 students benefited from support to six schools.
Nemak Poland	Supported the Belsko-Biala Theater and the International Festival of Puppets in the community.
Nemak Wisconsin	20 employees participated in fundraising events for a diabetes prevention program.
Petrotemex	1,550 people benefited from community support actions.
Sigma	400 employees volunteered in activities to benefit their communities. 96 charitable institutions supported.

OUR ENVIRONMENT

COMPANY	ACHIEVEMENT
Alestra	The Querétaro Data Center certified at ICREA level 5, Green Seal.
Akra Polyester	80 metric tons of plastic, 1,334 metric tons of cardboard, 14,980 pallets and 6,988 sacks were recycled.
Colombin Bel	Participated in the reforestation program at the Sierra de Guadalupe.
DAK Americas (CR)	76,000 m ³ of water a year saved due to improved efficiency in molding processes.
Nemak Alabama	Water consumption reduced by 30,662 m ³ .
Nemak Canada	Reduced electricity consumption by 1,680 GJ, using an optimized lighting system.
Nemak Dillingen	Recycled 98% of the silica sand used in its processes.
Nemak Spain	7% reduction in water consumption.
Nemak Slovakia	Increased silica sand recycling from 20% to 60%.
Nemak Mexico	Collected 560 kg of aluminum through the "Dame Lata" recycling campaign.
Nemak Poland	Reduced energy consumption through 2,000 GJ, by improving its heating system. 50% reduction in water consumption by diluting mold lubricants for high-pressure machines.
Sigma	Built a new wastewater treatment plant. Replaced fuel oil with natural gas at four plants, reducing CO ₂ emissions.
Terza	20,000 m ³ of water savings a year due to improved efficiency. Recycled 2,400 metric tons of polyester.
Univex	Reduced CO ₂ emissions by 5,800 metric tons.

