



SUSTAINABILITY REPORT 2017

Sigma

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ABOUT THIS REPORT

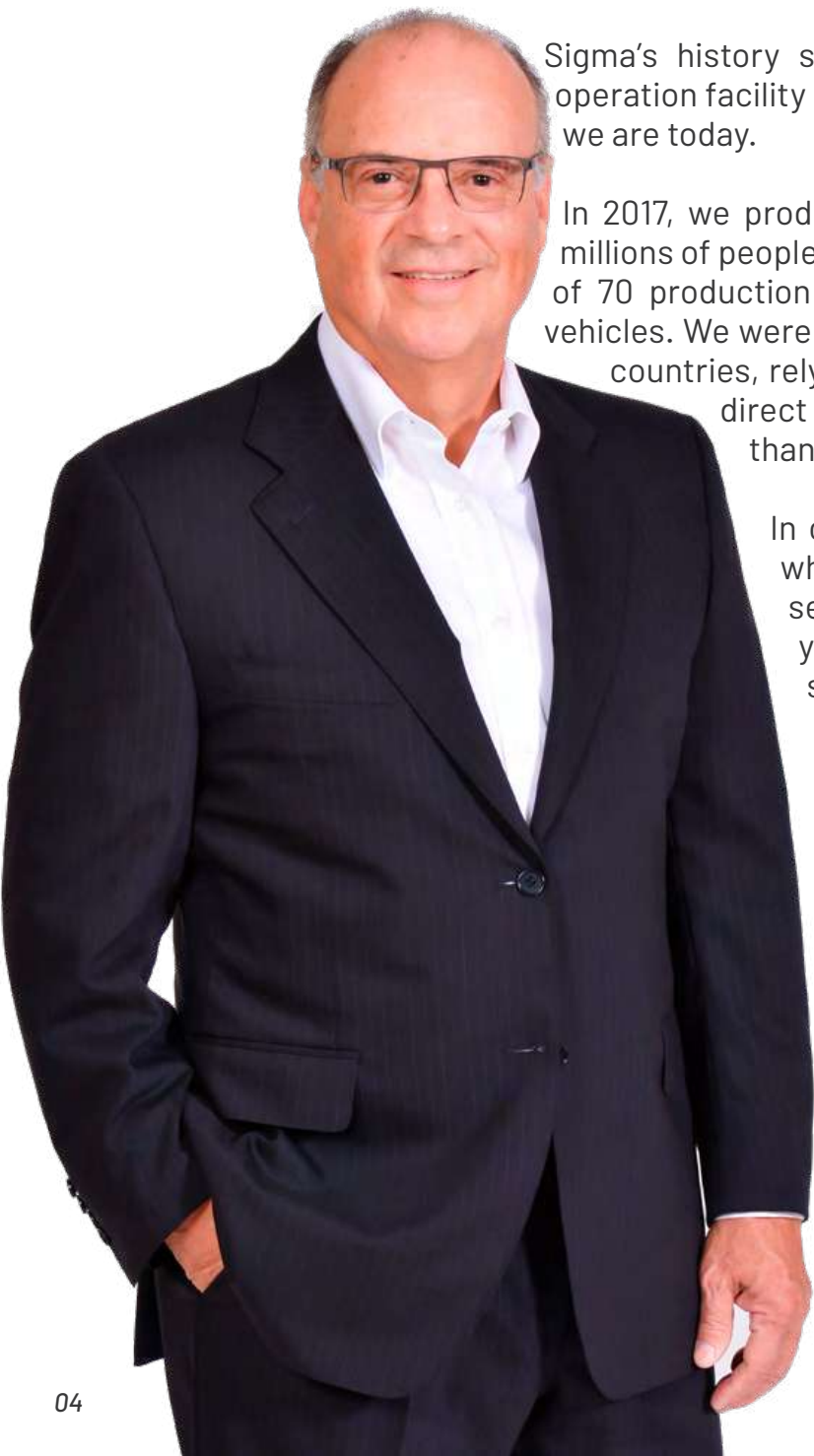
Our 2017 Sustainability Report comprises the economic, social and environmental achievements, challenges and performance of all our organizational units.

A relevant change during this period to report is the acquisition of the businesses Otto Kunz in Peru and Caroli in Romania.

The data collected to create this document has been subjected to an internal audit process. For more information on our initiatives, please download the complete 2017 Sustainability Report, which is based on the Global Reporting Initiative Standards, "In Accordance" - Core option.

For questions or suggestions, please contact us at sustainability@sigma-alimentos.com

MESSAGE FROM OUR CEO



Sigma's history started in 1980 when Alfa acquired the first operation facility in Mexico. Since then, we have grown into what we are today.

In 2017, we produced and sold over 1.7 million tons of food to millions of people thanks to an efficient infrastructure consisting of 70 production facilities, 208 distribution centers and 7,900 vehicles. We were able to reach 640,000 points of sale in over 110 countries, relying on a passionate team of more than 45,000 direct employees and collaborating closely with more than 3,000 suppliers.

In our broad products portfolio, 11 of our brands, which include #1 brands in many of our markets, sell more than US \$100 million each. In the last 7 years, we have grown organically and through several acquisitions, extended our footprint into the European market and increased the presence we previously had in Mexico, the U.S., South and Central America.

We are proud to recognize the effort of thousands of employees, clients, suppliers and stakeholders, and the preference of millions of consumers; thanks to you we have become the successful company we are today. It is both our responsibility and our commitment to make a positive impact in the lives of millions of people in the countries where we have presence every day.

The work we did in 2017, follows up the efforts we have done in sustainability since we incorporated this strategy into our company in 2009. This has resulted precisely in a positive impact for the planet, society and our value chain.

Last year we faced one of the biggest natural disasters in our history, the Mexico City earthquake. Our employees came together as a family, gathering more than 19,000 tools and medical equipment, which we sent to the Red Cross, and voluntarily donated time and money for relief efforts. In addition, through our internal Hand in Hand program, we were able to aid more than 100 employees who suffered material losses. Furthermore, we actively contributed to the communities around us by donating more than 2,900 tons of food while also leading social work campaigns.

We celebrate global diversity through a team made up by approximately 40% women and 60% men, out of 45,000 employees from 60 different nationalities, in the 18 countries where we have operations. We invested more than US \$12.4 million in initiatives that improve our people's wellbeing, promoting work-life balance and fostering employees' personal and professional development by providing scholarships, coaching and courses.

We seek to be more efficient and reduce our environmental footprint year by year; therefore, one of our specific goals is to continuously decrease our CO₂ emissions. Starting January 2017, 76 of our production sites and distribution centers use green energy from a wind power facility, allowing us to avoid the emission of 68,800 tons CO₂. With our efforts, this year in our Mexico plants we managed to supply 81% of our electricity with cleaner energy including cogeneration and wind power. This achievement motivates us to keep contributing to our planet even further.

We continue investing in our products, through R&D dedicated facilities and a team of more than 200 specialists, in addition to alliances with educational and governmental institutions to generate scientific knowledge and anticipate long-term market trends. In the last few years, we have improved the nutritional profile of more than 410 of our products, guaranteeing the preference of our consumers through high-quality, safe, tasty, healthy and innovative food.

We aim to increase our positive impact on the environment, communities and stakeholders. We are convinced that our business growth is directly linked to a sustainable development across our value chain.

I hope you enjoy our 2017 sustainability Report which includes information from all our organizational units.

Mario H. Páez
CEO Sigma

SIGMA AT A GLANCE

1.7 million tons
of food sold

11 Brands
Sales > US \$100 million

We are a global company dedicated to bringing local favorite foods to communities everywhere. In over 110 countries, we offer quality branded products at a range of price points and across diverse categories.

Our Mission

Earn your preference for our brands with the best food products.

Our Values

Respect and Empathy

Innovation and Entrepreneurial Spirit

Passion for the Consumer

Commitment to Results

Integrity

% SALES
By Region

MEX
41%

USA
16%

LATAM
7%

EUROPE
36%

Operations in

18 Countries

Mexico, US, Spain, France, Italy, Belgium, Netherlands, Portugal, Germany, Romania, Costa Rica, Guatemala, Nicaragua, Honduras, El Salvador, Peru, Ecuador and Dominican Republic

70
Manufacturing
Facilities

+640,000
Points of Sale

208
Distribution
Centers

+45,000
Employees

CAGR '13-'17
12%
Net Sales

OUR HISTORY

- Mergers and acquisitions
- Commercial agreements
- Organic growth



Started exporting to the U.S.



Started exporting to Guatemala



Divested in slaughterhouse



Entered the pizza market



Started distributing in Central America



Products in Mexico



SUSTAINABILITY FOCUS

We are a value-driven organization that promotes sustainability throughout our long-term strategy. Our work model is based on four pillars and applies to all our organizational units.

We are organized into local and global committees, which are multidisciplinary teams that work together to promote guidelines and execute local projects. Our strategy helps us achieve results while encouraging a culture based on leadership, diversity and life quality.

MATERIAL TOPICS

This report includes our material topics which resulted from our latest Materiality Analysis done in 2016.

- Food quality and safety
- Healthy and nutritious food
- Occupational health and safety
- Organizational culture and work environment
- Compliance
- Water
- Air emissions
- Waste
- Value chain management
- Energy
- Economic performance and value creation
- Customer satisfaction and consumer choices

Health & Nutrition

We promote healthy lifestyles through our innovative and high-quality products, supported by strong brands.

OUR 4 PILLARS



Shared Value

We create economic value through our strategic practices, and share it to promote the development and strengthening of our value chain.



Wellbeing

We strive to establish conditions that motivate people and make it easier for them to adopt habits that improve their quality of life.



Environment

We focus on reducing our environmental impact by using natural resources more efficiently.

OUR 2017 ACHIEVEMENTS



27% carbon footprint reduction in one of our stirred yogurt containers in Mexico

+100,000 m³ of water saved in Mexico

+134 livestock societies benefited through our Fomento Lechero Program

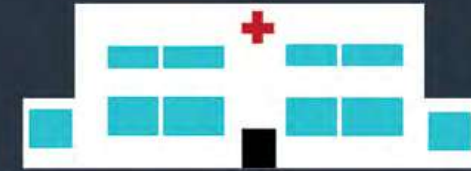


21 projects fostering best practices and collaboration among plants in our Stage 1 Benchmarking Program

+400 Health and Safety programs held

70 production facilities

208 distribution centers



Reduction in:

54% of lost-time days in Portugal

10% of accident rate in Italy

7% of accident rate in Mexico

6% of injury rate in Belgium



1.7 million tons of food sold in **110** countries where we are present



69 scholarships granted in renowned universities

29 scientific notes published and

8 events held through our Nutrition Institute



3 plants in Europe in the Zero-Waste Program



+200 scientists researching, developing and improving products

+55.4 million tons of sugar and

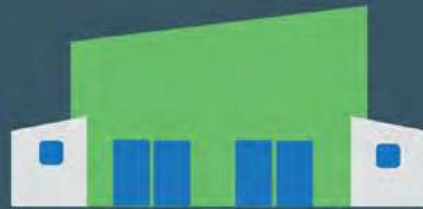
+295,000 kilograms of sodium reduced since 2010



Participation in

110 local and global associations, including

FReSH (Food Reform from the World Business Council for Sustainable Development)



Vegalia
our first vegetarian brand

FUD Cuida-t + line
new products with reduced fat and sodium



+640,000 points of sale

+31,000 visits with personalized attention and

+22,000 new generation refrigerators for our Excellent Clients



+36,000 employees in training programs

+5,500 employees in Human Development Training programs



+177,000 people benefited through

250 institutions and community programs

+2,900 tons of food donated



Environment



Wellbeing



Health & Nutrition



Shared Value



SHARED VALUE

We create economic value through our strategic practices and share it to promote the development and strengthening of our value chain.

We develop opportunities and strengthen a value creation cycle across our value chain to foster sustainable development around us.



US\$43.7 million
Invested in sustainability programs



1.7 million
Tons of food sold in 2017



+640,000
Points of sale



110 Local and international associations in which we participate



+31,000 Visits through our Excellent Client Program, providing personalized service and attention



70
Production facilities



Operations in
18 countries
and presence in
110 countries

HOW WE GROW

As part of our strategy we team up with our stakeholders to generate projects that allow continuous improvement and help contribute to a sustainable value chain. This way, together we create a virtuous cycle, transforming, generating growth and economic opportunities for all.

- We work every day to achieve operational excellence by monitoring and assessing our capabilities and replicating successful projects and initiatives.

- We operate safely and sustainably in the communities where we are present, and actively collaborate with associations and NGOs.

- We establish long-term mutually beneficial relationships and exchange best practices with our suppliers and clients.

- We promote efficient communication with our employees through corporate reports, a transparency mailbox, employee surveys, assistance programs, and internal newsletters and magazines.

INVESTING IN COMMUNITY AND PHILANTHROPY

- Developing small and medium suppliers to increase local economies
 - Allocating resources to improve the infrastructure of communities where we operate
- Aiding victims who have been affected by natural disasters

CREATING AND EXPANDING VALUE

- Ensuring business continuity through long-term strategies
 - Creating economic growth opportunities for our suppliers and clients
- Participating actively in national and international associations to promote positive impact and influence change

STRIVING FOR OPERATIONAL EXCELLENCE

- Improving efficiency across our value chain by monitoring and assessing our capabilities
- Promoting and exchanging best practices through our organizational units and our value chain



OPTIMIZING OUR OPERATIONS

We developed and installed an in-line automated system to obtain real time and higher quality information, useful for making better decisions in one of our biggest facilities.

21 Efficiency projects fostering best practices and collaboration among plants in our Stage 1 Benchmarking Program.

GIVING BACK TO OUR COMMUNITIES

In 2017, we supported the victims of Mexico City's earthquake and hurricane Harvey through in-kind donations and volunteers participated with time and money for relief efforts.

+19,000 Tools and medical equipment donated through the Red Cross.

+25,000 Hours of volunteering for children at risk of social exclusion within the campaign "Donors of Time" by the Red Cross and International Cooperation organizations in Europe.

WORKING TOGETHER, CREATING ALLIANCES

+134

Livestock clusters in Mexico supported through our Fomento Lechero Program, providing them with technical training to meet quality standards, improve efficiency, increase production and drive sustainable growth.

We actively participate in

110 local and international associations, anticipating market trends and collaborating to create value, ensuring a voice in the industrial and scientific fields.

This year we launched Phase I of a global initiative that will allow us to assess our supplier's sustainability performance and identify best practices and opportunities.

HEALTH & NUTRITION

We promote healthy lifestyles through our innovative and high-quality products, supported by strong brands.

Our products are part of the nutritional intake of millions of people. Therefore, we focus on offering high-quality, safe, nutritious and tasty food. We also make sure that our brand portfolio is accessible and diverse, making it affordable to every type of consumer in different local regions.



+200 R&D specialists
2 R&D centers



GFSI, USDA, TIF

Among other quality certifications in our plants



100%

Of our meat suppliers in Mexico, Europe and the US certified by internal standards



29 Scientific notes published

8 Scientific events held by the Sigma Alimentos Nutrition Institute (INSA)



+US\$20.2 million

Invested in R&D of products, processes and technology platforms



Since 2010:

+410 Products with improved nutritional profiles

HOW WE CREATE

Committed to the health of our consumers, we continuously work to design, manufacture and distribute food with improved nutritional profiles that also reflect their preference, ensuring quality and food safety. In addition, we promote the adoption of healthier lifestyles, and strive to create scientific knowledge that helps our consumers make more informed decisions.

In 2017, we invested more than US\$20.2 million across all organizational units, in Health and Nutrition initiatives:

- We enhance the nutritional profile of our products, by reducing the sodium, sugar and fat content, and by increasing their protein percentage.
- We implement the strictest standards and incorporate international methodologies to ensure food quality and safety.
- We constantly innovate new products that satisfy the changing necessities and preferences of our consumers.
- We make sure to provide complete and relevant nutritional information to educate our stakeholders.

PROMOTING HEALTHY LIFESTYLES

- Providing complete, clear and transparent nutritional information through ethical and responsible marketing
- Complying and sometimes exceeding with applicable local regulations in every country where we offer our products
- Using our network of brands, advertising, Nutrition Institute and media, to drive consumers to healthier behaviors

CREATING HEALTHIER, MORE NUTRITIOUS PRODUCTS

- Striving to reduce the amount of ingredients in our products, such as sugar, sodium and fat content
- Improving products through innovation and design
- Researching and developing a variety of healthier options for different types of consumers

BOOSTING SCIENTIFIC KNOWLEDGE

- Investigating and communicating public health information related to food and nutrition
- Being a relevant player in consumer and food industry related topics
- Making nutritional information available to all audiences through our Nutrition Institute (INSA)

GUARANTEEING FOOD QUALITY AND SAFETY

- Implementing rigorous quality-control systems, including on-site lab analysis for raw materials, finished products, packaging and shelf life
- Incorporating international methodologies, such as TPM, to seek zero breakdowns, zero stops, zero defects and zero accidents
- Standardizing and continuously improving through internal inspections and external certifications



CERTIFIED QUALITY STANDARDS

We operate using the strictest standards; our commitment is to guarantee the quality and safety of our products.

100% Of our meat suppliers in Mexico, Europe and the US are certified by internal standards.

GFSI, USDA, TIF

Global Food Safety Initiative, United States Department of Agriculture and Tipo Inspección Federal are part of our local and international certifications in our plants.

STRONG NETWORK FOR SCIENCE-BASED ACTION

+200

Experts work at specialized facilities to develop new processes, formulas and ingredients, improving the functionality and nutritional profile of our products, as well as our operational performance.

We actively participate in **FReSH** (Food Reform for Sustainability and Health), a project from the World Business Council for Sustainable Development aimed to accelerate transformational change in global food systems, producing responsibly within planetary boundaries.

29

Published papers and 8 events as part of our Sigma Alimentos Nutrition Institute (INSA), creating and sharing science-based content, such as infographics, dietary guidelines, videos and booklets.

HEALTHIER OPTIONS

+410

Of our products, since 2010, with improved nutritional profiles, enabling us to offer a greater variety of healthy options to those who prefer them.

PRODUCT INNOVATION FOR ALL

Vegalia/Lé Végétarien is a range of tasty 100% meat-free products: slices and hot dogs. Our first vegetarian brand offers our consumers products based on egg white, with no lactose or gluten. Additionally, it contains V-Label certification which promotes transparency and clarity.

Our new **FUD Cuidate+** line is an ideal alternative for those who want to take care of their health, by reducing the fat and sodium consumption without compromising flavor.

We launched **Yoplait Greek** yogurt with low fat, 0% added sugars, preservatives, food coloring and flavor, and containing 2 times more protein.

WELLBEING

We strive to establish conditions that motivate people and make it easier for them to adopt habits that improve their life quality.

The people we work with are our most important element. Promoting and investing in their wellbeing is how we bring our corporate culture to life, acknowledging our commitment towards society.



+US\$12.4 million
Invested in wellbeing programs



+45,000 Employees from
+60 Nationalities



+US\$2.6 million Invested in training
69 Scholarships granted to employees
+36,000 Employees benefited



+177,000 People benefited in the countries
where we operate through
250 Institutions and community programs



+2,900
Tons of food donated



+US\$1.9 million
Invested in family development and
recreational programs positively impacting
+20,400 people



90 Schools supported through volunteering
programs and professional internships

HOW WE CARE

We believe that enabling conditions that help individuals develop in a personal and professional way is a key factor to improve their quality of life.

Our four-dimensional model establishes guidelines to promote initiatives for our employees and their families into making decisions that lead to an integral wellbeing.

As a result, in 2017, we invested more than US\$12.4 million in initiatives that helped our:

- Employees achieve a work-life balance, improve their health, boost their talent, obtain better results, and increase their productivity and efficiency.
- Families strengthen through family-oriented programs such as recreational events, holiday celebrations and scholarships for our employees' children.
- Communities grow through volunteering efforts, parks and school's infrastructure, reforestation campaigns and food donation.

BECOMING CHANGE AGENTS IN THE COMMUNITY

- Interacting with our local communities and organizations to have a positive influence in society
- Helping people in need through in-kind donations and volunteering
- Supporting families through development programs and recreational events

ACHIEVING EXCELLENT PERSONAL RELATIONS

- Encouraging diversity in our workplace and creating an inclusive culture
- Enabling open communication to strengthen collaboration and productivity
- Providing work flexibility options that fit every employee's lifestyle

DEVELOPING A SENSE OF PURPOSE IN LIFE

- Promoting talent development through specialized trainings focused on the current needs of our employees
- Providing education on human rights, change management capabilities, leadership, financial awareness and planning, among others



PROMOTING HEALTHY HABITS

- Facilitating occupational safety practices
- Improving healthy habits through institutionalized programs
- Offering emotional, medical and nutritional support

SUPPORTING OUR COMMUNITIES

We actively participate in the communities where we operate:

+177,000

People benefited through our community and disaster assistance programs in alliance with **+250 institutions**.

+100

Employees supported through our Hand in Hand program, which compensates those who suffer material damages caused by natural disasters.

+2,900

Tons of food donated to associations that work for people in need, and **1 million meals** committed to children through the Summer Meals program and the **No Kid Hungry** association in the US.

PROMOTING DIVERSITY AND INCLUSION

We acknowledge the importance of the diversity of opinions and the inclusion of everyone's styles and ideas in the creation of value. We promote gender equality and make sure everyone has the same opportunities to develop within our organization.

+60

different nationalities make up our community, our employees' diverse backgrounds allow us to have a global vision.

40%

women in our task force.

2

Major Town Halls with the Executive Committee to promote an open communication culture.

ENCOURAGING HEALTH AND SAFETY

We reinforced our safety programs:

+US\$7.6 million

Invested in safety, health and nutrition through **+550 programs**.

Reduction in:

54%

Of lost-time days in Portugal

10%

Of accident rate in Italy

7%

Of accident rate in Mexico

6%

Of injury rate in Belgium

112,000 kms

Achieved in Mexico, Spain and Italy from running, biking and other sports through our Balance Club and our eHealth Challenge, promoting exercise among our employees.

FOSTERING PROFESSIONAL GROWTH

We ensure that our employees have access to programs that strengthen their professional and personal skills, and help them achieve work-life balance.

+US\$2.6 million

Benefiting **+36,000 people** through courses and 69 scholarships from renowned universities.

+5,500

Employees participated in Human Training Programs, resulting in **+129,000 hours** of self-improvement training with the support of **+600 volunteer** colleagues.

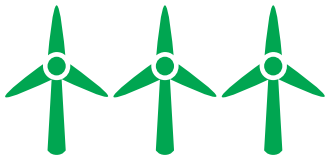
ENVIRONMENT

We focus on reducing our environmental impact by using natural resources more efficiently.

The protection and conservation of the environment are key elements in our performance as a company. We focus on implementing best practices to reduce our consumptions and increase our operating efficiency.



US\$10.9 million
Invested in environmental programs



76 Working sites started using wind power



Zero-Waste Program
Implemented in 3 Europe facilities



+79,000 tons of CO₂e
Avoided by using cleaner energy among



+22,000
New generation refrigerators installed in client facilities in Mexico



27% Reduction of the carbon footprint in one of our stirred yogurt containers in Mexico

HOW WE SAVE

We promote sustainable practices related to water, energy and other utilities as well as packaging and waste disposal. We also work every day to optimize our operations, become more efficient, and find new and innovative solutions to reduce our environmental footprint.

In 2017, we invested more than US\$10.9 million in ecological projects and technology development, fostering a green responsible culture.

- We conduct periodic technical assessments in our facilities, establish operational guidelines and measure water, electricity, fuel, waste and other performance KPIs to identify and replicate best practices across all our organizational units.
- We ensure distribution efficiency by constantly improving our delivery routes and vehicle management practices, while decreasing our fuel consumptions.
- We seek to optimize our packaging through research and development by using new components and minimizing the materials used, increasing the package functionality while maintaining the quality and safety of our products.

MITIGATING CLIMATE CHANGE

- Reducing our CO₂ emissions
- Ensuring energy efficiency throughout our value chain
- Switching to cleaner energy and fuel sources
- Optimizing our distribution network, decreasing our fuel consumption

PROMOTING WATER STEWARDSHIP

- Improving water efficiency consumption and conservation
- Complying with legal standards for use and disposal
- Treating and properly discharging our wastewater, reusing it when possible

REDUCING WASTE

- Guaranteeing responsible waste handling, internally and by third parties
- Innovating our packaging with new materials to reduce environmental impact
- Recovering value from our waste, either by recycling, reprocessing or energy conversion



INVESTING IN CLEANER ENERGIES

76 Sites in Mexico started receiving electricity from a wind power facility; avoiding the emission of more than 68,800 tons of CO₂e.

+79,000

Tons of CO₂e avoided by using wind power and more efficient generation systems, instead of the national alternatives.

IMPROVING ENERGY EFFICIENCY IN OUR VALUE CHAIN

+22,000

New generation refrigerators were placed in our clients' stores, ensuring a more efficient performance and lower energy usage, allowing us to decrease the environmental impact throughout our value chain. Since 2014, more than 43,000 of these refrigerators have been installed.

4%

More efficient distribution through a pilot dynamic routing system, reducing the kilometers traveled in our distribution fleet and decreasing fuel consumption. This project will also allow us to maximize unit's usage, comply with client's delivery specifications and optimize routes in real time.

For the fourth consecutive year, we received the **"Excellent Environmental Performance"** recognition; as an award for clean transportation in the distribution of our products and the use of cleaner fuels in Mexico.

REDUCING WASTE GENERATED

Up to 27%

Reduction of the carbon footprint in our stirred yogurt containers, by adding new materials to our packages in Mexico.

Zero-Waste

Project implemented in 3 European plants, managing to recycle 100% of their solid waste. Our goal is to keep integrating facilities next year and soon to replicate this project through our operations.

ENSURING WATER STEWARDSHIP

+US\$1.5 million

Invested in our Atitalaquia water treatment facility, to renovate the infrastructure and increase its capacity.

+100,000 m³

Of water saved in Mexico due to water efficiency projects.

STAKEHOLDER ENGAGEMENT

We keep our stakeholders informed, and we listen to them through our communication channels.

Stakeholders	Commitments	Communication channels
Shareholders	Create superior value for the long term.	ALFA shareholders meeting, corporate reports, website, social networks, transparency mailbox.
Employees	Attract the best talent and promote their wellbeing, growth and motivation.	Corporate reports, transparency mailbox, employee survey, employee assistance program, website, newsletter, internal magazine.
Consumers	Captivate them with superior experiences and an innovative and nutritious offer.	Contact centers, focus groups, satisfaction survey, website and social networks.
Customers	Exceed their expectations with value proposals.	Contact centers, Excellent Customers program, satisfaction survey, website and sales force.
Suppliers	Establish long-term, collaborative and mutually beneficial relationships.	Evaluation and training programs, contact centers, website and social networks.
Community	Ensure safe and sustainable operations and participate in their development.	Website, social networks, transparency mailbox and contact centers.
Authorities	Comply with applicable regulations and establish partnerships for sustainable development.	Associations, chambers, and meetings.
Associations and NGOs	Collaborate effectively to create scientific and industrial groups.	Industry forums, meetings, participating in committees, social networks and website.

Global Associations

110 Associations: Global Level	
Food Industry49	
GR	German Meat Industry Federation (BVDF)
BE	Agency for Innovation and Entrepreneurship (VLAIO)
*	Belgian Association of Meat Science and Technology (BAMST)
*	Belgian Food Industry Federation (FEVIA)
*	Belgian Federation of Meat Products (FENAVIAN)
*	Flanders Food, Platform for Innovation in the Food Industry
US	* North American Meat Institute (NAMI)
*	The Consumer Goods Forum
SP	Asociación Interprofesional del Porcino de Capa Blanca (INTERPORC)
*	Asociación Multisectorial de Empresas de Alimentación y Bebidas
	Asociación Nacional de Industrias de la Carne de España (ANICE)
*	DEPORCIL
*	Fundación Alimentum
	Fundación Española de la Nutrición (FEN)
EU	Liaison Center for the Meat Processing Industry in the European Union (CLITRAVI)
	FoodDrinkEurope
FR	French Meat Industry Federation (ICT)
*	French Food Industries Association (ANIA)
	USRICT
NL	Dutch Food Industry Federation (FNLI)
*	Dutch Meat Products Association (VNV)
INT	Food Reform for Sustainability and Health (FReSH) program of the World Business Council for Sustainable Development (WBCSD)
**	Global Food Safety Initiative (GFSI)
IT	Industrial Meat and Salami Association (ASSICA)
	Mortadella Bologna Consortium
	Parma Industry Association
	Parma Quality Institute
*	Prosciutto di Parma Consortium
*	Prosciutto di S. Daniele Consortium
*	(UNICEB)
MX	Asociación Mexicana de Bancos de Alimentos (AMBA)
**	Asociación Nacional de Establecimientos TIF (ANETIF)
	Cluster Agroalimentario de Nuevo León, A.C.
**	Cámara Nacional de Industriales de la Leche (CANILEC)
**	Consejo Mexicano de la Carne
	Consejo Nacional Agropecuario
PO	** Portuguese Meat Industry Association (APIC)
LATAM	Asociación de la Industria Cárnica del Salvador (ASICARNE)
	Asociación Salvadoreña de Porcicultores (ASPORC)
**	Cámara Costarricense de Embutidores y Procesadores de Carne
*	Cámara Nacional de los Productores de Leche de Costa Rica
**	Asociación de Fabricantes de Embutidos de República Dominicana
	Junta Agroempresarial
	Asociación Nacional de Fabricantes de Alimentos y Bebidas, Ecuador
	Asociación de Porcicultores de Ecuador
	Asociación de Fabricantes de Alimentos Balanceados de Ecuador
	Comité Consultivo de la Carne de Ecuador
	Agrocalidad de Ecuador
General Industry31	
EU	European Agency for Safety and Health at Work (EU-OSHA)
MX	Asociación Nacional de Transporte Privado (ANTP)
	Cadenas Productivas de NAFINSA Monterrey
**	Cámara Nacional de la Industria de la Transformación
**	Consejo Mexicano de la Industria de Productos de Consumo
**	Confederación de Cámaras Industriales
LATAM	Sociedad Nacional de Industrias de Perú
	Cámara de Comercio Peruana - Alemana
	Asociación Peruana de Empresas de Consumo Masivo
	Asociación Salvadoreña de Industriales (ASI)
	Cámara de Comercio e Industria del Salvador
	Cámara Americana de Comercio del Salvador
	Cámara de Comercio Salvadoreña Mexicana (CASALMEX)

Cámara de la Industria Alimentaria de Costa Rica (CACIA)	
Instituto Nacional de Normalización de Ecuador	
Cámara de la Industria y Comercio de Costa Rica-México (CICOMEX)	
American Chamber of Commerce in Costa Rica (AMCHAM)	
Asociación de Industrias Región Norte de República Dominicana	
Cámara de Comercio y Producción de Santiago, DR	
Cámara de Comercio Dominicó-Mexicano	
Cámara Americana de Comercio en RD	
Asociación de Industria de la República Dominicana	
Agencia Nacional de Regulación, Control y Vigilancia Sanitaria, Ecuador	
Cámara Binacional de Comercio Ecuador-México	
Cámara de Comercio de Latacunga	
Cámara Empresarial Mexicana Nicaragüense (CAMEXNIC)	
Asociación de Distribuidores de Productos de Consumo de Nicaragua	
Cámara de Comercio Industrias de Tegucigalpa, Honduras (CCIT)	
Cámara de Industrias y Producción Quito	
Cámara de la Pequeña y Mediana Empresa de Pichincha	
Cámara de Industriales y Empresarios de Cotopaxi	
Research and Education16	
BE	+ De Liège University
	+ Ghent University
US	+ Massachusetts Institute of Technology Industrial Liaison Program
	Oklahoma State University
SP	+ Alimentación y Ciencia (ALICIA)
	+ Instituto de Investigación y Tecnología Agroalimentaria (IRTA)
	+ Universidad de Burgos
EU	+ Danish Meat Research Institute
NL	+ Maastricht University
MX	+ Centro de Competitividad en CAINTRA
*	Centro de Ingeniería y Desarrollo Industrial (CIDESI)
	+ Cluster Biotecnológico del Estado de Nuevo León, A.C.
	+ Consejo Nacional de Ciencia y Tecnología (CONACYT)
	+ Instituto Politécnico Nacional (IPN)
	+ Instituto Tecnológico de Estudios Superiores de Monterrey
	+ Universidad Autónoma de Nuevo León (UANL)
Responsible Marketing9	
GR	*** Brand Association in Germany (Markenverband)
SP	* PROMARCA
	** Asociación Española de Anunciantes (AEA)
IT	Industry and Enterprise Association (Unindustria)
	Italian Advertising Association (AITA)
	Unione Parmense degli Industriali
MX	** Consejo de Autorregulación y Ética Publicitaria
PO	Portuguese Advertising Association (APAN)
	Portuguese Brand Products Companies Associations (Centromarca)
Human Resources6	
US	Organizational Development Network
FR	** OPCA of Food Industries, Agricultural Cooperation and Food Retail
BE	Fevia (Belgian Food Industry Federation)
MX	Unión Social de Empresarios de México (USEM)
	Asociación Mexicana en Dirección de Recursos Humanos
	Movimiento Congruencia
Region abbreviations	
GR- Germany, BE- Belgium, US- United States, EU- Europe, SP- Spain, FR- France, NL- Netherlands INT-International, IT- Italy, MX- Mexico, PO- Portugal, LATAM-Latin America	
Symbols indicate level of participation:	
*=Member of the Board **=Vice Chairman of the Board ***=Chairman of the Board += Research Agreement No symbol= Member of the Association	

GRI INDEX -Core option

Universal Standards	Answer/Omission	Page
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GRI 102 General Disclosures 2017

1. Organizational profile

102-1	Name of the organization	Sigma Alimentos, S.A. de C.V.												
102-2	Activities, brands, products and services	Sigma is a global food company established in 1980. We produce, market and distribute highly recognized brand foods in Mexico, United States, Central America, South America and Europe. Sigma at a Glance		06										
102-3	Location of headquarters	Carrizalejo HQ: Ave. Gomez Morin #1111 Col. Carrizalejo. San Pedro Garza García. NL Mexico CP 66254												
102-4	Location of operations	Sigma at a Glance		06										
102-5	Ownership and legal form	Sigma Alimentos, S.A. de C.V., is a global food company that belongs to Grupo Alfa.												
102-6	Markets served	Modern, traditional and foodservice.												
102-7	Scale of the organization	<table><tr><td>Total number of employees</td><td>45,400</td></tr><tr><td>Number of operations</td><td>70 production facilities, 208 distribution centers and +640,000 points of sale.</td></tr><tr><td>Net sales</td><td>US \$6.1 billion</td></tr><tr><td>Total capitalization broken down in terms of debt and equity</td><td>Confidentiality constraints: Sigma does not publish this information due to internal use restrictions.</td></tr><tr><td>Quantity of products or services provided</td><td>More than 100 brands and 1.7 million tons of food sold.</td></tr></table>		Total number of employees	45,400	Number of operations	70 production facilities, 208 distribution centers and +640,000 points of sale.	Net sales	US \$6.1 billion	Total capitalization broken down in terms of debt and equity	Confidentiality constraints: Sigma does not publish this information due to internal use restrictions.	Quantity of products or services provided	More than 100 brands and 1.7 million tons of food sold.	
Total number of employees	45,400													
Number of operations	70 production facilities, 208 distribution centers and +640,000 points of sale.													
Net sales	US \$6.1 billion													
Total capitalization broken down in terms of debt and equity	Confidentiality constraints: Sigma does not publish this information due to internal use restrictions.													
Quantity of products or services provided	More than 100 brands and 1.7 million tons of food sold.													

102-8

Information on employees and other workers

	Men	Women	Total		
Permanent	27,360	17,488	44,848		
Temporary	331	221	552		
Total	27,691	17,709	45,400		

	Mexico	LATAM	Europe	US	Total
Permanent	27,637	6,310	8,059	2,842	44,848
Temporary	488	64	-	-	552
Total	28,125	6,374	8,059	2,842	45,400

	Men	Women	Total	
Full-time	27,293	17,690	44,983	
Part-time	398	19	417	
Total	27,691	17,709	45,400	

A vast portion of the organization’s activities are performed by Sigma’s employees, being non-employed only those who work in the organization due to outsourcing. At Sigma, there are no significant variations in the number of employees by employment contracts, neither by gender nor by region. The previous data was obtained through the company’s headcount system.

Universal Standards	Answer/Omission	Page
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102-9	Supply chain	Sigma at a Glance With our Global Supply policy we assess and select suppliers, taking into account quality standards. Our goal is to establish long-term, collaborative and mutually beneficial relationships, encouraging development in our suppliers. We achieve this through communication with our direct suppliers.	06
102-10	Significant changes to the organization and its supply chain	Two new businesses were acquired: Caroli in Romania and Supemsa in Peru.	
102-11	Precautionary Principle	As part of ALFA, Sigma applies the Precautionary Principle.	
102-12	External initiatives	Global Associations	39
102-13	Membership of associations	Global Associations	39
2. Strategy			
102-14	Statement from senior decisionmaker	We aim to increase our positive impact in the environment, communities and stakeholders. We are convinced that our business growth is directly linked to a sustainable development across our value chain. Message from our CEO	04
3. Ethics and integrity			
102-16	Values, principles, standards and norms of behavior	Sigma at a Glance	06
4. Governance			
102-18	Governance structure	Sigma Alimentos, S.A. de C.V., is a global food company member of Alfa Group. Link to: www.alfa.com.mx / sigma-alimentos.com	
5. Stakeholder engagement			
102-40	List of stakeholders	Shareholders, employees, consumers, customers, suppliers, community, authorities, associations and NGOs Stakeholder Engagement	38
102-41	Collective bargaining agreements	20% of Sigma Mexico’s employees and 4% of LATAM’s are covered by collective bargaining agreements. Given confidentiality constraints, the corresponding percentages for USA and Europe are not available.	
102-42	Identifying and selecting stakeholders	Stakeholders are identified and selected through different assessment processes, relying on the materiality analysis.	
102-43	Approach to stakeholder engagement	We have open communication channels that serve a double purpose: They help us keep our stakeholders informed and they allow us to listen to their opinions concerning economic, social and environmental issues. Stakeholder Engagement	38
102-44	Key topics and concerns raised	Shared Value	14
6. Reporting Practice			
102-45	Entities included in the consolidated financial statements	All of our organizational units are included in our financial reports.	
102-46	Defining the report’s content and its topics	We carried out a materiality analysis taking into account stakeholders in our business. Additionally, we also studied the relevance for Sigma in these matters, by conducting surveys in all our organizational units.	
102-47	List of material topics	Sustainability Focus	10

Universal Standards	Answer/Omission	Page
102-48 Restatement of information	This is Sigma’s Second Global Report. 2015 is the base year, but most comparisons are against 2016, unless mentioned specifically.	
102-49 Changes in reporting	For the Environment dimension, the values reported cannot be compared directly with the 2016 Sustainability Report, given that this year we are accounting for more plants than in the previous one where we didn’t have information.	
102-50 Reporting period	January 1st to December 31st 2017	
102-51 Date of most recent report	2016	
102-52 Reporting cycle	Annual	
102-53 Contact point for questions regarding the report	For questions, comments, or suggestions please contact us at: sustainability@sigma-alimentos.com	
102-54 Claims of reporting in accordance with the GRI Standards	About this Report	03
102-56 External assurance	There’s no external assurance process	

MATERIAL TOPICS

1. Food quality and safety		
GRI 103	ManagementApproach2017	
103-1	Explanation of the material topic and its Boundary	We operate under a Global Quality Policy, in which we mention that we are committed to guarantee the best food products for our clients and consumers, through an excellent execution, ensuring quality and safety, efficient operations, sustainable practices and engaged people.
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
		Health and Nutrition
		20
GRI 416	Customer Health and Safety 2017	

2. Healthy and nutritious food		
GRI 103	<i>ManagementApproach2017</i>	
103-1	Explanation of the material topic and its Boundary	We operate under a Global Sustainability Policy with the aim of promoting a healthier diet and lifestyle throughout our brands by offering innovative, safe and high quality products that are the preference of our consumers.
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
	Health and Nutrition	20

3. Economic/financial performance		
GRI 103 Management Approach 2017		
103-1	Explanation of the material topic and its Boundary	Our purpose is driven by the merge of our business goals and the wishes and interests of the communities in which we operate. At Sigma we set performance objectives per employee based on our financial guidance, measuring and monitoring them through the year, ensuring financial and individual goals are being accomplished annually. We are proud to share our growth and achievements, by quarterly publishing our financial results in our website http://www.sigma-alimentos.com/financial-information/ Shared Value
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
		14

4. Customer satisfaction and consumer choice		
GRI 103	<i>ManagementApproach2017</i>	
103-1	Explanation of the material topic and its Boundary	We operate under a Global Quality Policy, in which we establish guidelines and ensure our general model for customer and consumer service. Our value offer to consumers is to indulge them with superior experiences through nutritious, safe and innovative products, which can be found in different points of sale. We take the necessary measures to open communication channels that allow us to better understand their needs, concerns and suggestions and also to inform them of the benefits of our products, services and programs. Shared Value
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
		14

5. Organizational culture, work environment and labor relations		
GRI 103 ManagementApproach2017		
103-1	Explanation of the material topic and its Boundary	One of our strategic goals is to integrate all of our operations under the same culture. In order to achieve this, we have initiated a culture journey that will allow us to measure, design and live a common corporate culture that will enhance our business strategies. The journey consists of different phases aimed at measuring the actual culture, defining the desired culture, identifying gaps and designing key actions to reduce them. In addition, we operate under a Global Sustainability Policy: We ensure working conditions that promote a professional growth, engagement, work-life balance and active participation in communities. Wellbeing
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
		26
GRI 402 Labor/Management Relations 2017		
402-1	Minimum notice periods regarding operational changes	Sigma has a maximum of 15 days notice for employees and their representatives prior to the implementation of changes in salaries, benefits and organizational changes.

GRI 407	<i>Freedom of Association and Collective Bargaining 2017</i>	
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	There are no registered cases in which the operations and suppliers risk or deny the employee's freedom of association or collective bargaining. At Sigma, the employee is allowed to select his association or collective bargaining of choice as well as choosing its leader during the assemblies every 2 years.

6. Occupational health and safety

GRI 103 ManagementApproach2017		
103-1	Explanation of the material topic and its Boundary	We are responsible for providing working conditions that improve the life quality of our employees. At our operating sites, we promote physical and mental health, while working day in and out to reach our zero-accidents goal. We grant training courses on accident prevention, closely oversee our processes’ safety and equip our facilities with industrial safety technologies. We also have a staff of specialists who offer medical attention at our operation sites. Wellbeing
103-2	The management approach and its components	
103-3	Evaluation of the management approach	

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GRI 403 Occupational Health and Safety 2017

403-2	Types of injury and rates of injury, occupational diseases, lost days and absenteeism, and number of work-related fatalities	Confidentiality constraints: Sigma does not publish this information due to confidentiality restrictions.
403-3	Workers with high incidence or high risk of diseases related to their occupation	Our operations present no high incidence or high risk for our employees.

7. Compliance (business ethics, transparency, anti-competitive behaviour, anti-corruption)

GRI 103 ManagementApproach2017		
103-1	Explanation of the material topic and its Boundary	We are in compliance with the local and national regulations in each of the countries where we operate. We also have codes of ethics in all of our sites worldwide that promote principles of transparency, legality, avoiding conflicts of interest, responsible use of resources, information management, fair and honest competition, supplier relations and impartiality, among others.
103-2	The management approach and its components	
103-3	Evaluation of the management approach	

GRI 205 Anti-corruption 2017

205-1	Operations assessed for risks related to corruption	100% of the cases related to any type of corruption that are reported to a superior, Human Resources or delivered to the Transparency Mailbox have a follow up.
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GRI 206 Anti-competitive Behavior 2017

206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Confidentiality constraints: Sigma does not publish this information due to confidentiality restrictions.
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GRI 307 Environmental Compliance 2017

307-1	Non-compliance with environmental laws and regulations	Confidentiality constraints: Sigma does not publish this information due to confidentiality restrictions.
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GRI419 Socioeconomic Compliance 2017

419-1	Non-compliance with laws and regulations in the social and economic area	Confidentiality constraints: Sigma does not publish this information due to confidentiality restrictions.
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8. Water management, availability and efficiency

GRI 103 ManagementApproach2017		
103-1	Explanation of the material topic and its Boundary	Besides being an ingredient in our food products, we also use water it in the majority of our processes, from cleanup and sanitation, to steam generation and condensers. This is why we work nonstop to optimize water consumption and support its conservation. We place particular attention on this resource in each step of our production process, managing its use correctly in the following aspects: supply, eco-efficiency, treatment. Environment
103-2	The management approach and its components	
103-3	Evaluation of the management approach	

32

GRI 303 Water 2017

307-1 Water withdrawal by source

Source	m ³
Surface water (wetlands, rivers, lakes and oceans)	
Groundwater	2,094,946.75
Rainwater	
Third-party Supplier	326,499.89
Municipal water supply	6,068,928
Total	8,490,374

The present information was obtained from monthly reports of plants and from estimations where there was no exact information available. For comparison purposes, the plants reported exclude new acquisitions and plants where there is no information for 2016.

9. Water treatment and discharge

GRI 103 ManagementApproach2017		
103-1	Explanation of the material topic and its Boundary	We develop projects to ensure that our water complies with the required quality conditions for use, discharge, reuse or for other purposes. We measure the quality of the water we discharge and make sure it is within the applicable regulation. Environment
103-2	The management approach and its components	
103-3	Evaluation of the management approach	

32

GRI 306 Effluents and Waste 2017

306-5	Water bodies affected by water discharges and/or runoff	There were no registered water bodies affected by discharges and/or runoff, due to Sigma's activities.
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10. Energy management and efficiency

GRI 103 ManagementApproach2017		
103-1	Explanation of the material topic and its Boundary	We strive to improve our processes and equipment in order to achieve greater profitability with a lower consumption of fuels and electricity. Across our operations, we have developed performance indicators that help us to establish and comply with our short and long-term reduction and consumption goals. At our operational sites, we carry out periodic technical assessments to identify areas for improvement and establish action plans. Environment
103-2	The management approach and its components	
103-3	Evaluation of the management approach	

32

GRI 302 Energy 2017

306-5

Energy consumption within the organization

Total fuel consumption within the organization from non-renewable sources		
Diesel	1,105,162.05	Includes fuel from operating facilities as well as transport.
Fuel Oil H.V.	436,338.24	
Gasoline	125,699.99	
LP Gas	128,256.55	
Natural Gas	2,899,863.85	
Total fuel consumption within the organization from renewable sources		
Renewable sources	-	76 sites working with wind power
Energy consumed and sold		
Electricity consumption	2,387,534	Sigma does not report consuming heating, cooling or steam. Sigma does not sell electricity, heating, cooling or steam.
Heating consumption	-	
Cooling consumption	-	
Steam consumption	-	
Electricity sold	-	
Heating sold	-	
Cooling sold	-	
Steam sold		
Total energy consumption within the organization (GJ)		7,082,854.27

		The data was obtained directly from the operating facilities as well as our organizational units. The Greenhouse Gas Protocol was used as the source for the conversion factors needed throughout the previous calculations. For comparison purposes, the plants reported exclude new acquisitions and plants where there is no information for 2016.	
302-3	Energy intensity	Energy intensity ratio for the organization (GJ/ton of food)	3.937
		The energy intensity was calculated based on a the annual production and includes fuel and electric energy within the organization, both production and distribution of the products.	

302-4	Reduction of energy consumption	Reductions of consumption in production facilities in the following fuels: Diesel, and LP Gas.	
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11. Value chain management - Suppliers

GRI 103 ManagementApproach2017			
103-1	Explanation of the material topic and its Boundary	It is very important for us to select and develop suppliers with whom we can work as a team in order to create sustainable, mutually beneficial, long-term relationships. We operate under a Global Supply Policy, with outlines the criteria for supplier selection. In addition, we have an internal Supplier Certification program through which we carry out technical assessments in order to find areas for improvement in safety, efficiency and profitability. Shared Value	14
103-2	The management approach and its components		
103-3	Evaluation of the management approach		

GRI 308 Supplier Environmental Assessment 2017

308-1	New suppliers that were screened using environmental criteria	We are currently working on incorporating environmental criteria in order to evaluate suppliers.	
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308-2	Negative environmental impacts in the supply chain and actions taken	Our suppliers are not currently screened using environmental criteria; it is however an aspect that is reviewed when looking for new suppliers, but it does not influence the decision to either carry on or end the business relationship. We are currently working on assessing our suppliers in environmental criteria.	
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GRI 414Supplier Social Assessment 2017

414-1	New suppliers that were screened using social criteria	We are currently working on incorporating social criteria in order to evaluate suppliers.	
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414-2	Negative social impacts in the supply chain and actions taken	Our suppliers are not currently screened using social criteria; it is however an aspect that is reviewed when looking for new suppliers, but it does not influence the decision to either carry on or end the business relationship. We are currently working on assessing our suppliers in social criteria.	
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12. Value chain management - Clients

GRI 103 ManagementApproach2017			
103-1	Explanation of the material topic and its Boundary	We are aware that exceeding customer and consumer expectations is essential to achieve commercial results that guarantee all the previous work of the productive chain. We take the necessary measures to open communication channels that allow us to better understand their needs, concerns and suggestions and also to inform them of the benefits of our products, services and programs. The evaluation is done through the communication channels, with the concerns and suggestions our customers raise. Shared Value	14
103-2	The management approach and its components		
103-3	Evaluation of the management approach		

13. Greenhouse gas and other emissions

GRI 103 ManagementApproach2017			
103-1	Explanation of the material topic and its Boundary	At Sigma, we are convinced that implementing initiatives that contribute to limiting greenhouse gas emissions is a shared responsibility. We focus on finding alternative sources of energy that help us minimize our carbon footprint. In this task, we have several options, including cogeneration of electricity, wind, biomass, solar power and ecological gases, as well as hybrid vehicles. By monitoring our emissions and adopting new technologies, we have been able to progressively mitigate CO2e emissions. Environment	32
103-2	The management approach and its components		
103-3	Evaluation of the management approach		

GRI 305 Emissions 2017

305-1	Direct (Scope 1) GHG emissions	Gross direct (Scope 1) GHG emissions (ton CO2e) = 296,790	
		The data was obtained directly from operating facilities and transport. The GHG Protocol was used as the source for the conversion factors needed throughout the previous calculations. For comparison purposes, the plants reported exclude new acquisitions and plants where there is no information for 2016.	

305-2	Energy indirect (Scope 2) GHG emissions	Gross indirect (Scope 2) GHG emissions (ton CO2e) = 197,587	
		The data was obtained directly from operating facilities as well as our organizational units worldwide. The GHG Protocol was used as the source for the conversion factors needed throughout the previous calculations. For comparison purposes, the plants reported exclude new acquisitions and plants where there is no information for 2016.	

305-4	GHG emissions intensity	GHG emission intensity ratio for the organization (GJ/tons of food)	0.275
		The GHG emission intensity was calculated based on a the annual production and includes all emissions within the organization, both production and distribution of the products, within direct and indirect energy emissions.	

305-5	Reduction of GHG emissions	This year, 76 of our operating sites received wind power and 2 consume energy from a cogeneration system. Thanks to our clean energy implementations we were able to avoid emitting 79,443 ton of CO2e. The emissions reduced are direct emissions that were avoided through clean energy implementations, comparing to the emissions the company would have had if it bought the energy from the national grid. We were able to reduce more than 20,800 tons of CO2e compared to 2016, even though our Global Emission Factor and our production increased 5% and 1% respectively.	
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14. Non-food waste reduction, recycling and handling

GRI 103ManagementApproach2017			
103-1	Explanation of the material topic and its Boundary	We believe an effective waste management strategy must have its main focus on minimizing waste from its origin, separating it at our facilities and maximizing recycling prior to final disposal. For more than 10 years, at Sigma we have invested in packaging research and innovation, working as a team with suppliers and renowned universities in several countries to develop dozens of patents and industrial designs. We evaluate the results of the waste reduction initiatives by comparing the amount of waste generated to previous years. Environment	32
103-2	The management approach and its components		
103-3	Evaluation of the management approach		

GRI 305 Effluents and Waste 2017

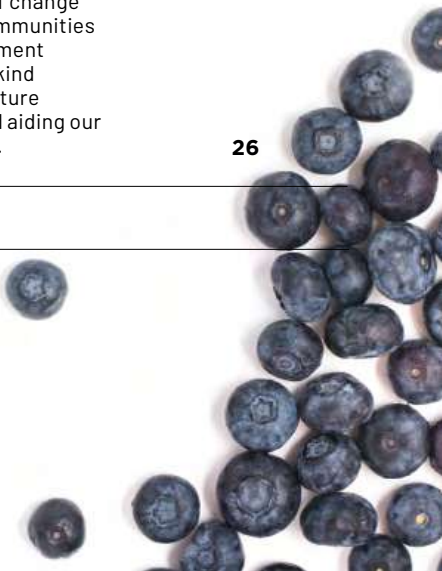
305-1	Significant spills	There are no registered significant spills	
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15. Local community engagement and volunteering

GRI 103ManagementApproach2017			
103-1	Explanation of the material topic and its Boundary	At Sigma, we train our employees to become agents of change who actively participate in the development of the communities at all our operating sites. We focus our social development efforts on carrying out community works, such as in-kind donations, reforestation, maintenance and infrastructure works at parks and schools, visits to foster homes and aiding our employees in case of natural disasters, to name a few. Wellbeing	26
103-2	The management approach and its components		
103-3	Evaluation of the management approach		

GRI 413Local Communities 2017

413-2	Operations with significant actual and potential negative impacts on local communities	None of our operations are known to have negative impacts on local communities.	
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