



Touching people,
enriching moments



DELIVERING ACTIONS THAT MARK CHANGE

SOCIAL RESPONSIBILITY REPORT 2011

Social Responsibility



Touching people,
enriching moments

OUR MISSION

To promote and support a culture of social responsibility, and to encourage our brands and Stakeholders to participate in high-impact social programs in: **Responsible Consumption, Quality of Life, Community Support, and the Environment.**



OUR VISION

To actively contribute to the **economic, labor, social and environmental** improvement of the places where we operate, providing moments to enrich the lives of our consumers, employees and communities.

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Mark Change”
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Delivering Actions that Mark Change

For all of us who are part of Alsea, Social Responsibility means providing good moments in life, not only to our clients, but also to the people who are part of our company, including: our own people, shareholders, providers and the communities in which we operate, and always seeking to create the lowest impact possible on the environment.



From our beginnings, we decided to integrate this attitude into our business model, understanding that in an organization that wants to convert itself into a long-term project, this must transcend just providing excellent financial results.

That is why we are proud to deliver you our seventh Social Responsibility Report, in which we share our activities, progress and challenges.

For several years we have positioned Social Responsibility as one of our five strategic areas, representing a fundamental value that is inherent to our business, which, along with the other four areas (Clients, Employees, Synergy and Focus on Results), comprise a commitment that encompasses our entire organization and that is reflected in our daily activities.

We are aware of the responsibility that we have as a company, not only to generate results that exceed the expectations of our clients, shareholders and investors, but we also understand the commitment we have to the communities in the cities and countries where we operate, meeting their needs through actions that ensure our sustainability.

In Alsea's trajectory as a socially responsible company, the year 2011 is truly special, because it was a year in which we strengthened our Social Responsibility structure, with the goal of successfully exceeding the expectations of all of our interest groups.

Today, therefore, in addition to having a Social Responsibility Committee, we added four Strategic Commissions to our management team, which are in charge of preparing, carrying out and evaluating our Social Responsibility plan.

This structure allowed us to deliver positive actions that definitively mark change in the following areas: Promotion of Responsible Consumption, Quality of Life and Corporate Ethics, Support for Communities, and Preservation and Care of the Environment.

In fact, affirming Alsea's commitment to sustainability and to responsible corporate practices, this year we joined the United Nations Global Compact, which is the most important initiative for Corporate Social Responsibility, through which we reaffirm and promote human rights, labor standards, environmental protection, and the fight against corruption, such that our operations benefit societies worldwide.

Some actions delivered during 2011 that marked change were:

- The creation of 1,085 new sources of employment, and the promotion of nearly 3,000 employees, including 48% women and 52% men.
- The start of our greatest initiative in the area of energy savings, which consists of changing out traditional lighting for LED technology in more than 500 establishments. With an investment of more than 60 million pesos, with this project and with

the installation of automated light controllers and switches for energy savings and control, in 2012 a minimum of 10% savings over what we currently consume is expected.

- Benefit to more than 100,000 people through Fundación Alsea A.C. and the various "Support the Community" programs of our brands and business units in Mexico and Latin America.

- Commemoration of the first Starbucks Race as part of the activities of the brand's 40th anniversary. Nearly 5,000 runners participated with the tagline "We celebrate good living." This race sought to celebrate life with an ecological component, as with every registration Starbucks planted a tree as part of the reforestation program in Mexico City.

All of these activities, plus multiple collective and individual activities, contributed to the formation of an overall plan governed by one common objective: "to be recognized by our clients and employees as a Socially Responsible Company".

We are aware that this is a dynamic and ongoing process. Therefore, we will continue directing our actions toward continuing to be a solid and profitable company, but also toward strengthening our position as a catalyst in economic, labor, social and environmental improvement in Mexico and Latin America, with responsible corporate behavior.

Respectfully,

Alberto Torrado
Chairman of the Board of Directors and
President of Fundación Alsea A.C.

Fabián Gosselin
Chief Executive Officer

Organizational Profile

STRATEGIC PLANNING

Alsa is the leading operator of Quick Service Restaurants, Cafeterias and Casual Dining establishments in Latin America, operating brands with proven success such as Domino's Pizza, Starbucks, Burger King, Chili's, California Pizza Kitchen, P.F. Chang's and Pei Wei.

With 1,283 units in Mexico, Argentina, Chile and Colombia, and more than 23,000 employees, operation of the brands is supported by its Shared Services Center, which includes the supply chain, real estate and development services, and administrative, financial, human resource development and technology services, among others.



MISSION

To have a team that is committed to exceeding our clients' expectations. "Touching people, enriching moments"

PRINCIPLES



THE CLIENT COMES FIRST

Serve our clients with respect and with a passion for excellent service.

RESPECT AND LOYALTY TO OUR PARTNERS AND TO THE COMPANY

Create a unified working environment that is connected to the operation, respectful, and unbiased.

PERSONAL EXCELLENCE AND COMMITMENT

Always act honestly, precisely and fairly, without putting personal interests first.

FOCUS ON RESULTS

Always make strategic decisions that are for the good of the Company in order to improve results.

STRATEGIC AREAS



CLIENTS

Exceed our clients' expectations with an unequalled experience in product service and image.

PEOPLE

Encourage the personal and professional development of our employees.

SYNERGY

Ensure the highest synergy of our critical mass in collaboration with our strategic partners.

RESULTS

Ensure the Company's profitable and sustained growth.

SOCIAL RESPONSIBILITY

Be recognized by our clients and employees as a socially responsible company.



598

Mexico 576
Colombia 22



207

Mexico 107
Argentina 58
Colombia 10
Chile 32



423

Mexico 337
Argentina 50
Chile 36



33

Mexico 33



12

Mexico 12



9

Mexico 9



1

Mexico 1

All data and figures are as of December 2011

2.2	2.3
2.4	2.5
2.6	2.7
2.8	2.9

Alsa has **1,283*** units, which has made it the largest multi-brand portfolio operator in Latin America, with:



More than **202 million** clients served

A successful **Business Model** is behind Alsa's growth:

Distribution:



Production:

- Production of dough for the Domino's Pizza units in Mexico
- Production of sandwiches and bread for Starbucks Mexico

Shared Services:

- Finance and Accounting
- Technology and Systems
- Legal
- Human Resources
- Internal Audit
- Strategic Planning
- Development
- Administration and Management

* Including 36 Associated Starbucks Chile Units

Corporate Governance



We believe that a sustainable business must exhibit exemplary corporate ethics, and be accountable in a timely and exact manner. To do this, at Alsea we have high-level Corporate Governance comprised of individuals of vast experience and skills, which is a key element in our long-term sustainable business strategy, as it promotes efficient and effective management of resources, creating a healthy environment of internal control, and supporting the creation of value for our shareholders and stakeholders.

All of its actions are undertaken according to the highest standards of ethics and legality, according to Alsea's Code of Conduct.

Board of Directors 2011

CHAIRMAN

Alberto Torrado Martínez
CHAIRMAN OF THE BOARD OF DIRECTORS

SHAREHOLDER BOARD AND STAFF MEMBERS

Alberto Torrado Martínez
CHAIRMAN OF THE BOARD OF DIRECTORS

Cosme Torrado Martínez
APPOINTED DIRECTOR, LATIN AMERICA

Armando Torrado Martínez
MANAGING DIRECTOR, CASUAL DINING

Fabián Gerardo Gosselin Castro
CHIEF EXECUTIVE OFFICER

Federico Tejado Bárcena
MANAGING DIRECTOR, STARBUCKS MEXICO

INDEPENDENT BOARD MEMBERS

Salvador Alva Gómez
DEAN, TECNOLÓGICO DE MONTERREY SYSTEM

Marcelo Rivero Garza
CHAIRMAN, BRAIN STRATEGIC INSIGHT

Julio Gutiérrez Mercadillo
FOUNDER AND CHAIRMAN, GRUPO METIS

Raúl Méndez Segura
CHAIRMAN, GRUPO GREEN RIVER

Iván Moguel Kuri
PARTNER, CHEVEZ, RUIZ, ZAMARRIPA Y CIA., S.C.

SECRETARY

Xavier Mangino Dueñas
PARTNER DÍAZ DE RIVERA Y MANGINO S.C.

AUDIT COMMITTEE

Iván Moguel Kuri
CHAIRMAN

Julio Gutiérrez Mercadillo
MEMBER

Raúl Méndez Segura
MEMBER

Elizabeth Garrido López
SECRETARY

CORPORATE GOVERNANCE COMMITTEE

Julio Gutiérrez Mercadillo
CHAIRMAN

Marcelo Rivero Garza
MEMBER

Salvador Alva Gómez
MEMBER

Elizabeth Garrido López
SECRETARY

Social Responsibility Management

During 2011, we strengthened our Social Responsibility Management by professionalizing our structure, which today is comprised of a Social Responsibility Committee whose members are the highest executives at Alsea, headed by our Chief Executive Officer and four Strategic Commissions.

The Social Responsibility Committee is committed to identifying the expectations and needs of our various stakeholders, defining our Social Responsibility strategy, and approving and supervising compliance with the Commissions' programs and initiatives.

This year we added four Social Responsibility Strategic Commissions to our management, which are made up of true agents of change in the following areas:

- **Responsible Consumption**
- **Quality of Life**
- **Community Support**
- **Environment**

The members of these commissions, along with a support team, ensure the implementation, compliance and assessment of the objectives of the Social Responsibility Plan.



THE IMPORTANCE OF DIALOGUE WITH ALSEA'S STAKEHOLDERS

Correct dialogue with our stakeholders is a pillar for strengthening our Social Responsibility Management; that is why we recognize the importance of correctly identifying and connecting with them, which allows us to:

- ✓ Hear about, understand and meet their needs, expectations and concerns in a timely manner.
- ✓ Create the mechanisms that ensure that communication and discussion with our interest groups are accessible and efficient.
- ✓ Build relationships based on trust, responsibility and transparency.
- ✓ Establish new action plans according to their expectations, demands and needs, from a perspective of co-responsibility.



OUR AREAS




Responsible
Consumption




Quality of
Life




Community
Support




Environment

Responsible Consumption

We offer our consumers products with the best-quality ingredients that not only meet a need, but in addition, the social, environmental and economic implications of their life cycle are positive.



Responsible Consumption

HEALTH AND SAFETY OF OUR CONSUMERS

Through several processes and controls at our Distribution Centers and at the Bread-Making Plant, we ensure the excellence of our products. We continuously evaluate the phases of their life cycles through physical, chemical and microbiological testing. We also evaluate their impacts on the health and safety of our consumers.

We comply with Official Mexican Standard NOM-127 to ensure the quality of the water, and we have TIF certification to ensure the quality of our meat products. We also require that our providers have quality certificates that show their compliance with the specific rules regarding every raw material.

Inside our four Distribution Centers and our Bread-Making Plant we use cleaning chemicals that are certified for the food industry due to their residual effects.

We have a control program for pesticides and heavy metals in water at our Distribution Centers. We request those same reports in our providers' quality certificates, and we randomly analyze them.



One of our goals for 2013 is to implement standard ISO 22000 in order to ensure improved food safety throughout our entire supply chain.

In 2011, we did not report a single incident arising from failure to comply with legal standards or internal controls, impacts on products and health and safety services during their life cycle.

We did not have any labeling breaches at our Distribution Center; the products that we manufacture are not for direct consumption. As distributors of finished products, the responsibility of labeling falls to our providers, which must comply with the standards through contracts that establish quality agreements and letters of guarantee with Aalsea.

At Aalsea we exceed our clients' expectations: they come first, therefore all of our brands have a program that measures the level of service of our stores, which is intended to monitor the critical variables regarding client satisfaction. We have also implemented the means to maintain communication and to listen to our clients using several types of media, both analog and digital (customer service center, web, complaint box, social networks, suggestion box in our stores), and in this way we can handle **100% of the suggestions** that might arise, which allow us to recognize our employees when they exceed clients' expectations.

In 2011 we received a total of **304,574 surveys** from all of our brands, of which the average level of satisfaction of our consumers is 81%.

All comments, praise, suggestions, complaints, etc. are analyzed and evaluated each month, since they completely impact the operation, and they are fully taken into account for continuous improvement of the brand, to thus turn the visits of each and every one of our consumers into an unequalled experience.



We take care of the health and safety of our consumers



ADVERTISING AND RESPONSIBLE COMMUNICATION

The Alsea brands follow ethical guidelines in advertising. Domino's Pizza and Burger King adhere to the code for Self-Regulation of Advertising of Foods and Non-Alcoholic Beverages toward children (Publicidad de Alimentos y Bebidas no alcohólicas - PABI Code), which ensures advertising that is committed to promoting healthy lifestyles and to reflecting our commitment to protect the consumer.

All of our brands earmark a minimum of **2.25%** of their annual annual budget to marketing socially beneficial campaigns.

Our brands did not have any incidents regarding failure to comply with regulations in marketing communications, including advertising, promotion and sponsorship. We have the support of creative agencies and a team of attorneys to advise in communications.

This year we did not record any complaints regarding poor management of privacy of personal information of our consumers, since as a preventative measure we develop the legal protection necessary to be able to administer the information that is requested of our consumers.

DEVELOPMENT OF OUR WAREHOUSE

We continue to strengthen the economy of our country by developing our providers; although our brands are foreign in origin,

94% of our providers are domestic, and **70%** of our ingredients come from these providers.

Some examples of how we have been advancing in this area are:

In the case of Starbucks in 2007, 80% of the products were imported. Now consumption of imported products is 35%, and the goal for the next three years is to reduce consumption of imports to just 20%.

Another example is the case of our Chili's brand, which in 2007 imported 70% of its ingredients. Currently that number is just 26%, and we are working on reaching 20% in the next three years.

Delivering Responsible Consumption

RELATIONSHIP WITH OUR PROVIDERS

To ensure that our providers act responsibly and according to our Code of Conduct, our Purchasing Policies states that: "Every Alsea provider must comply 100% with Federal Labor Law requirements, including, but not limited to, payment of overtime, agreement not to hire children; and compliance with Safety and Hygiene rules and all federal, state and municipal environmental standards that are required; any breach will be reason for termination of the business relationship by Alsea, without any liability whatsoever for Alsea."

Since December 2011, every provider that enters into a commercial agreement with Alsea must sign the list of Rights and Obligations of the Provider as received and accepted.

Although today there is no audit to verify these matters, gradually more active participation will occur in this area.

Starting in October 2011, a letter of Social Responsibility was included in the Purchasing Policies, through which the providers agree to comply with laws, rules and regulations regarding:

- ✓ Human Rights
- ✓ Rights, safety and health of workers
- ✓ Civil protection law
- ✓ Federal, state and municipal rules
- ✓ Anti-Corruption

With this action we spread the concept of Social Responsibility to our providers, and we affirmed their commitment to follow our principles and method of operating, as we have successfully managed to do through the C.A.F.E. PRACTICES purchasing program,

which is a private program developed by Starbucks Coffee in 2003, and whose business concept is Social Corporate Responsibility through Multi-Sector Alliances.

Undertaking coffee negotiations through the program means not only selling excellent-quality coffee, but doing so sustainably, where value is added by involvement and measurement based on its social, environmental and economic benefits.

To be able to form part of this program, coffee growers must mainly comply with:

- Quality of the main product, which is 'coffee'
- They must comply with social criteria, such as the following:

- Not using child labor
- Establishing a maximum number of working hours
- Discussing the matter of overtime
- Developing actions in matters of occupational health
- Establishing freedom of association
- Having medical care

- They must comply with coffee cultivation criteria, such as:

- Preserving the soil
- Managing shade
- Crop productivity
- Integral management of plagues and diseases
- Management of sanitation planning

- They must comply with environmental criteria, such as:

- Treating waste water
- Not expanding the agricultural frontier in order to prevent deforestation
- Management and conservation of basins with buffer zones
- Creating forests for primary reserves with notarized contracts

After having gotten deeply into the operating methods in selling coffee through the C.A.F.E. PRACTICES program, we can understand the importance and impact that multi-sector alliances and the Corporate Social Responsibility have on businesses today, not only for the economic progress of a sector, but also in favor of the environment, health, and the society that comprises it.



Coffee grower beneficiary from C.A.F.E. PRACTICES program

Quality of Life

At Alsea, we strive for work to be a social activity that satisfies our employees and gives them a sense of pride, allowing them to create a balance between their personal and work lives.



Quality of Life

At the end of 2011, we had **23,212** workers committed to exceeding our clients' expectations.

For Alsea, its brands and strategic partners, the most important achievement is to enrich the lives of our clients. We know that in order for you to choose us, we have to have satisfied employees who are proud to work with our Organization; that is why we offer every employee an excellent working opportunity that promotes their personal and professional development.

- ✓ Create working environment of unity, respect, and no preferences.
- ✓ Always act honestly and fairly, without putting personal interests first.
- ✓ Encourage a high-performing entrepreneurial culture.

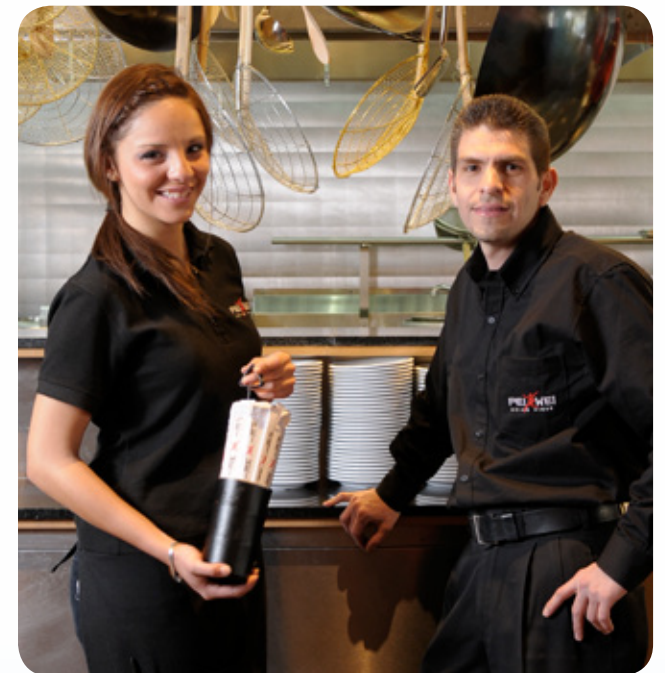
We created **1,085** new jobs

The average age of our employees is 27 years old, and our workforce is comprised of 37% women and 63% men. The average turnover is 84.7%.

HEADCOUNT BY BRAND

	Alsea Mexico Administrative Operating	17,080 1,355 15,725		Alsea Latinamerica Administrative Operating	6,132 280 5,852
	Domino's Administrative Operating	6,445 167 6,278		Domino's Colombia Administrative Operating	380 59 321
	Starbucks Administrative Operating	4,343 167 4,176		Starbucks Argentina Administrative Operating	944 36 908
	Burger King Administrative Operating	2,449 72 2,377		Burger King Argentina Administrative Operating	3,491 102 3,389
	Chili's Administrative Operating	1,558 29 1,529		Burger King Chile Administrative Operating	1,119 75 1,044
	CPK Administrative Operating	547 9 538		Burger King Colombia Administrative Operating	198 8 190
	P.F. CHANG'S Administrative Operating	584 9 575			
	DIA Administrative Operating	709 457 252			
	SIA	445			

In 2011, we opened **79** stores with an investment of **1,100** million pesos



Delivering Quality of Life 

POLICY OF PERSONNEL RELATIONSHIPS

At Alsea and at each brand that is a part of Alsea, we are governed by applicable laws, rules and regulations in force in the countries in which we operate. These rules regulate the relationships we have with our employees, providers, clients and the authorities.

Approximately **80%** of our employees are covered by a Collective Bargaining Agreement, and of that 80%, 100% is affiliated with several unions. In our relationships with labor associations we seek for the objectives to be common and complementary, not antagonistic, in order to promote the well-being of our employees.

The minimum hiring age at all our business units follows what is stipulated in the laws of each country in which we operate, therefore we do not exploit child labor.

Payment is the same for workers who work a full day, and those who work reduced hours.

EQUALITY OF OPPORTUNITIES

We provide the same opportunities to all employees, taking their commitment into consideration.

We understand very clearly that equality in employment is only possible if dignified and respectful treatment is shown at all hierarchical levels of the company; therefore we do not engage in any type of discrimination due to reasons of age, color, disability, civil status, race, religion, sex or sexual orientation at the time a job opportunity arises.

Therefore, to date we have not had any type of discrimination-related incident.

A large part of our employees who come through our

operating doors have not had prior labor experience. What is important to us is their potential for development, and their ability to comply with the skills required.

Of the **1,085** new sources of employment created, more than **65%** were for a "first job"

The same salary table is used for operating positions; there are no salary differences between men and women working in the same position.

We are proud to have Starbucks included for the 5th consecutive year, by the Great Place to Work Institute as one of the 15th Best Places to Work in Mexico.

In addition we get the recognition for "Gender Equity", having more than **50%** of women in management positions.

We are an inclusive company. We know that minorities have a right to the same opportunities and chances at personal, work and economic development, which is why we also incorporate people with disabilities and older adults into our operations. At year-end we had:

124 workers with disabilities and **51** older adults



DEVELOPMENT AND TRAINING

At Alsea we have a Human Capital Model which, through different activities, ensures that we create a culture of high performance. We strive to have the "best people" who will contribute to achieving the strategic objectives of the business and who have the potential to respond to the company's future challenges.

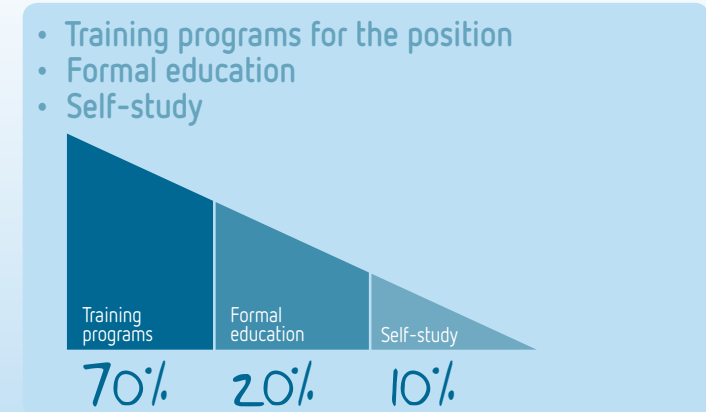
That is why we use a model of skills as our foundation. This skills are:

- Integrity and Responsibility
- Focus on the Client
- Focus on Results
- Leadership
- Teamwork
- Communication

We identify and evaluate the technical and management abilities and leadership skills required by the business through the Alsea Leadership model, which includes:

- Evaluation of Performance
- Evaluation of Potential
- Evaluation of Leadership 360°
- Organizational Climate Survey

We define individual plans that allow us to develop leadership skills, using the following learning resources:



Delivering Quality of Life

We offer support to our staff with scholarship programs to study for Teaching Certificates, Masters Degrees, Highschool, which allows us to increase the feeling of belonging and commitment to the organization.

We focus on the overall development of our employees, which motivates them to fortify their talent and to be ready for growth opportunities that are presented to them in the Company.

In the last year, we invested more than **320,000** hours of development training in **15,230** employees in Mexico and Latin America.

One hundred percent of our employees receive performance evaluations, which results in continuous feedback to meet business goals and to improve our output.

In 2011, more than **2,862** employees received some type of promotion, of which **1,306** are women, and **1,570** are men.

Human Resources participates by promoting personal and professional development of the "Employees" strategic area, and to sustain the growth of the Organization we have created a Human Capital Model that is based on the following six pillars:

1. A leadership profile, whose source is the profile of success of our employees, and which promotes organizational effectiveness.

2. A unique culture that unites us and distinguishes us from others, based on the foundation of:

"Touching people, enriching moments."

3. Advanced processes of attracting talent and incorporating innovative processes that allow us to have the best people.

4. Compensation and recognition programs that drive the high performance and permanence of our employees.

5. Career opportunities, which allow us to strengthen organizational capacities and that contribute to the professional development of our employees.

6. Quality of life and work, through the delivery of flexible options to our employees.

QUALITY OF LIFE PROGRAMS AND ACTIONS

The package of payments and benefits that we provide to our employees (non-unionized and unionized) is regulated by our Compensations and Personnel Administration Policy, and by the different Collective Bargaining Agreements. In both cases we comply with Article 84 of the Federal Labor Law.

As part of our hiring profile for operating personnel, we try to place people who are hired in a unit that is close to their house and/or school, and there is a quality of life relocation program. Last year more than 100 employees were transferred.

IN ALSEA I READ AND I WILL ENCOURAGE SOMEONE ELSE TO READ.

This was done with the knowledge that reading is fundamental for human development and for the education of our country. At Alsea, we carried out

our first book-donation campaign, with the objective of encouraging reading among our employees and their families.

With that campaign we collected more than **600** books, which can now be read by employees at our seven reading points installed in the corporate offices in Mexico City.



The writer Benito Taibo, during the event "In Alsea I read and I will encourage someone else to read"

WEIGHT CHALLENGE

At Alsea we care about the health of our employees, so we developed the "Weight Challenge" initiative to encourage participants to decrease their weight, size, body mass and waist size through a nine-week program, by including a healthy diet in their daily lives with the advice of nutrition experts.

- In Guadalajara, Monterrey and the Federal District, **2,06** employees participated.
- The results were: Loss of **646.4** kilograms and **1,119** centimeters of waist.

HEALTH CITY

We sought to create awareness about the importance of taking care of one's health and providing information on preventing different diseases. To do this we put on the "Health City" event, where we performed more than **2,800 tests** including:

- Somatometry
- Blood pressure
- Blood tests

Informational capsules were provided on nutrition:

- Dentistry
- Ophthalmology
- Dermatology
- Breast exams

We registered a total of **284 participants** at this event, including employees and their families.

COMMUNICATION WITH EMPLOYEES

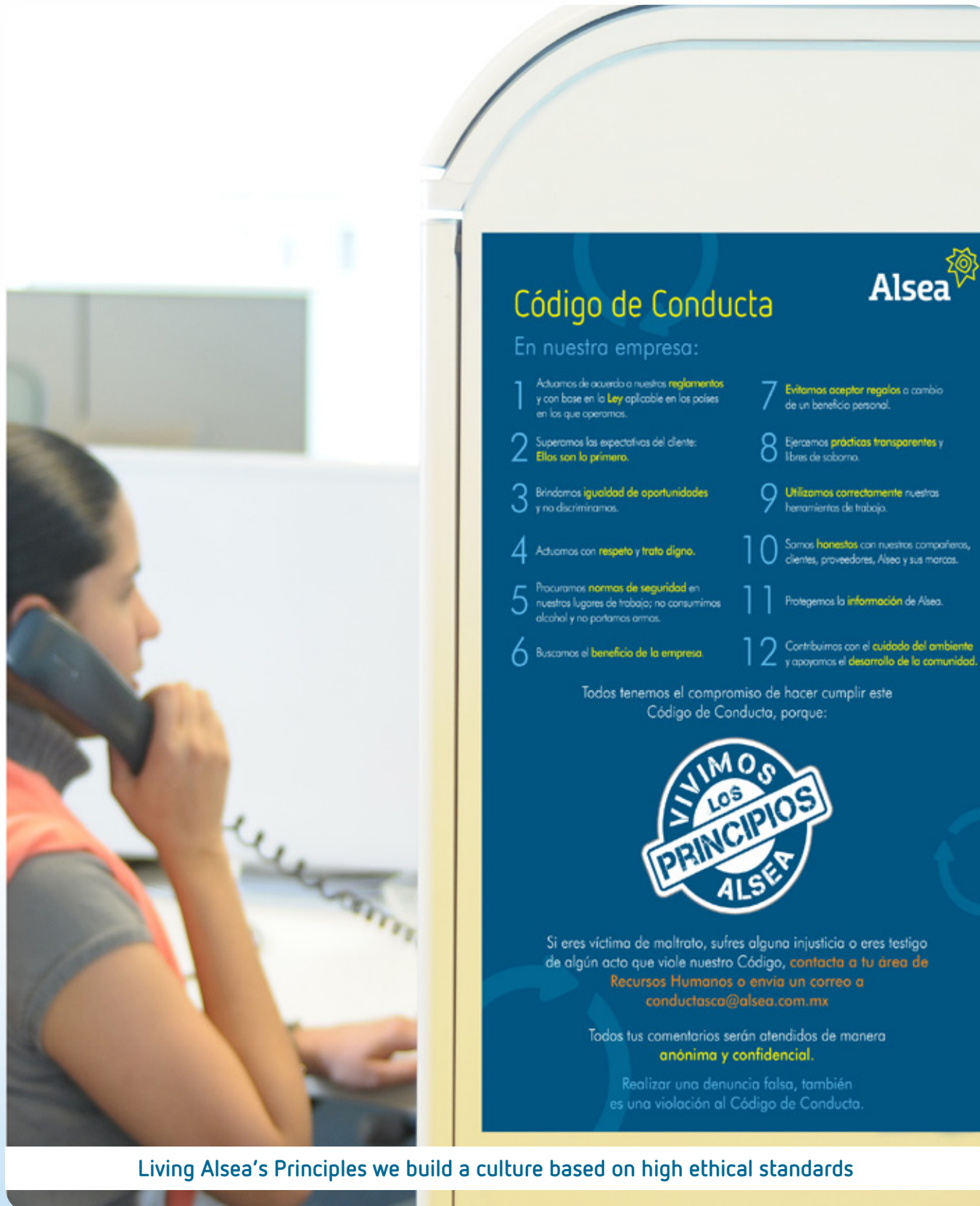
Internal communication is the basis of Alsea's corporate culture. Through it, we distribute our Mission, Principles and Strategic Areas in order to guide employees toward exceeding clients' expectations. This area is supported by several means that facilitate communication toward the different organizational levels in order to provide information to employees at the proper time, to provide spaces where they can be heard, to follow up on and to find answers to their questions and suggestions.

To do this, during 2011 we issued **41** editions of the weekly bulletin "**5 Minutes**", 12 editions of informational tables for operations, more than 80 messages on digital screens, and three communication campaigns directed to 100% of the employees.

Our commitment is to enrich employees' lives, which is something we do in our day to day by showing the Company's interest in them and by making them participants in the main events that Alsea and its brands experience.

Comunicación






Código de Conducta

En nuestra empresa:

1 Actuamos de acuerdo a nuestros reglamentos y con base en la Ley aplicable en los países en los que operamos.	7 Evitamos aceptar regalos a cambio de un beneficio personal.
2 Superamos las expectativas del cliente: Ellos son lo primero.	8 Ejercemos prácticas transparentes y libres de soborno.
3 Brindamos igualdad de oportunidades y no discriminamos.	9 Utilizamos correctamente nuestras herramientas de trabajo.
4 Actuamos con respeto y trato digno.	10 Somos honestos con nuestros compañeros, clientes, proveedores, Asea y sus marcas.
5 Procuramos normas de seguridad en nuestros lugares de trabajo; no consumimos alcohol y no portamos armas.	11 Protegemos la información de Asea.
6 Buscamos el beneficio de la empresa.	12 Contribuimos con el cuidado del ambiente y apoyamos el desarrollo de la comunidad.

Todos tenemos el compromiso de hacer cumplir este Código de Conducta, porque:



Si eres víctima de maltrato, sufres alguna injusticia o eres testigo de algún acto que viole nuestro Código, **contacta a tu área de Recursos Humanos** o envía un correo a conductasca@alsea.com.mx

Todos tus comentarios serán atendidos de manera **anónima y confidencial.**

Realizar una denuncia falsa, también es una violación al Código de Conducta.

Living Asea's Principles we build a culture based on high ethical standards

RENEWAL OF OUR CODE OF CONDUCT

Together we make Asea the best place to work!

In 2011, we renewed our Code of Conduct, which is a document that contains behavioral norms that are in line with our Strategic Plan, which together create a healthy environment so that we can work better together.

We are certain that by "Living Asea's Principles", we will build a culture based on high ethical standards, thus strengthening our working environment.

All Asea employees are committed to encouraging a culture that is built on respect and loyalty. At each of our brands, our actions are based on ethical principles.

Our Code of Conduct allows us to:

- Reinforce our culture
- Live together healthily
- Promote equal opportunities
- Make Asea a safe and reliable place to work

Our commitment is to train 100% of our employees in the Code of Conduct during the first quarter of 2012.

OCCUPATIONAL HEALTH AND SAFETY

Each work center reflects the importance that we assign to the safety and dignity of our employees. Above all, we are concerned with the physical and mental integrity of each person. We believe that accidents can be prevented, therefore we dedicate all of our efforts to preventing accidents through training.

Each of our brands has a Mixed Safety and Hygiene Commission. All of our operational employees receive ongoing education in matters related to occupational safety, health, hygiene and emergencies.

We also constantly analyze safety and identification of risks to implement the necessary measures that guarantee that our employees and clients are provided with the best safety.



Community Support

We support the growth and well-being of the communities where we operate, with strategies for participation that bring us closer to those communities and that help us to better understand their needs.



Community Support

COMMUNITY WORK

In 2011, our employees volunteered **12,528 hours** of their time to participate in activities to support their communities, such as planting trees, and cleaning and remodeling schools, among other activities.

This year Starbucks México was recognized for the community work done in Vallarta, within the framework of its annual convention. The municipality recognized the work of **450 partners** who repaired the facilities of the primary school Nezahualcōyotl, directly benefiting 260 students and teachers.

With this type of activity, we reaffirm our commitment to the communities where we operate.

DONATIONS IN KIND

During 2011, Domino's Pizza donated a total of 450 large pizzas and 2,220 personal pizzas to help **4,000 people** in the communities where it operates.

We sent more than **14,123 pieces of bread** from our bread-making factory to vulnerable population in Mexico City.

TOY DRIVE

During our annual toy drive, between all of our brands and business units, we were able to deliver



43,325 presents to needy children in the poorest municipalities of the country, with support from the National System for Integral Family Development (DIF) and other non-profit organizations.

GRACIAS MÉXICO

Fundación Alsea A. C. and the brands got together – as the name of the campaign indicates – to thank Mexico for its preference and loyalty toward our brands, through a collection campaign with clients and employees that allowed us to generate financial resources equal to **29,550 meals** delivered to minors who live in conditions of extreme poverty, through Comedor Santa María A.C., an institution that every day provides meals to 3,000 children in conditions of extreme poverty.

ALL CHILDREN SHOULD EAT LIKE KINGS!



In order to support communities in extreme poverty, at Burger King we held the campaign "All children should eat like kings." Thanks to contributions from our clients and the commitment of our employees, we were able to give the organization World Vision Mexico the resources necessary to build 87 farms and 87 patio gardens, which benefited **1,218 people** in the states of Guerrero, Veracruz and San Luis Potosí.

With these types of activities we strengthen our brands' culture of Social Responsibility, and we affirm Alsea's commitment to Mexico's well-being.



Delivering Community Support 



THE MISSION OF FUNDACIÓN ALSEA, A.C.

Our mission is to be a vehicle of Social Responsibility that strives for food security in vulnerable communities, and that promotes human development by supporting initiatives that encourage education.

PURPOSE

To support sustainable programs and activities in a way that is not by giving aid or by being paternalistic, but rather by favoring nutrition and education in Mexico.

Thanks to our employees and to the founding partners, we continue to successfully support the following programs and institutions:

FONDO PARA LA PAZ I.A.P.

In an alliance with Fondo para la Paz, Fundación Aseaa A.C. has developed an institutional project which, in 2011, had a positive impact on 12 communities in the

state of Oaxaca, directly benefiting **4,000 people** by work performed in three areas:

- **Nutrition and access to basic services**

We helped 385 people get more access to food by building patio gardens and farms, and training them in techniques for bio-intensive crops, which allows them

to produce 100% more food in comparison with classic techniques used for crops.

Today 930 people have water, after building 186 storage systems for this vital liquid. These systems allow this population to have water for human consumption the entire year, as prior to this installation they only had this vital liquid for eight months out of the year.

These systems also allow limiting reproduction of the mosquitoes that carry dengue, as they are closed systems. Previously the people used vats where the water stagnated and was ripe for reproduction of the mosquitoes that transmit this and other gastrointestinal illnesses.

We provided nutritional monitoring for 350 children younger than five years old, which allows us to estimate that infant malnutrition dropped between 5% and 10% on average, compared with the results from last year.

An iron supplement was delivered to the nearly 100 children diagnosed with anemia. This micro mineral helps form hemoglobin and red blood cells, and it is also involved in an organism's enzymatic activity, which is why low iron in children up to five years of age has irreversible effects on their physical and intellectual development.

- **Environment**

We worked to design and implement a trash management plan in the community of Las Delicias, where training was provided to more than 150 people in separation, reuse and recycling of solid waste.

Five hectares of land were reforested in the municipalities of San Juan Lachao and Las Delicias, which included planting 5,000 trees with the help of 80 children from local schools. The purpose of this reforestation is to help recharge the water table, to restore the soil for agriculture, and to protect the flora and fauna that depend on the forest.



Communities in Oaxaca supported by Fundación Aseaa A.C.



• Social Capital

One hundred and twenty-one people were trained and active in planning, execution and follow-up of projects. These structures are what make projects and the dynamics of development in favor of the communities sustainable over time.

Similarly, part of the donation was used to build a transportation hut, which benefited 900 people in the communities of Cañada de Guadalupe, and San José Pie del Cerro.

THE ALSEA GENERATION

The increasingly solid alliance between Federación Mano Amiga A.C. and Fundación Alsea A.C. has turned the dreams of 136 students into reality, transforming their lives through a top-rate educational model with high values, to which they have access at the Mano Amiga Chalco School.

For the eighth consecutive year, Fundación Alsea A.C. has provided support to Mano Amigo Chalco, which is in one of the communities with the lowest educational rates in Mexico.

During the 2010-2011 school year, it provided support through a scholarship program for 69 sixth-grade students in elementary school, and for 67 ninth-grade students in high school.

Worthy of mention regarding this Generation is that 100% of the graduating class concluded the school year with exceptional grades.

During 2011, we had our first "Vocation Day." The event gathered 500 students from high school and preparatory school to hear the stories of success of seven of the most important employees from Alsea's different brands.

The purpose of this day was for the students to see themselves reflected in and to be inspired by these cases of success, putting all of their effort into continuing their education. Note that the majority of the young people who participated in the chats are the first in their family to have the chance to continue their middle- and upper-level studies.

Thanks to these initiatives, 130 families in the community of Valle de Chalco Solidaridad benefited directly, and 475 people benefited indirectly.

PATRONATO PRO ZONA MAZAHUA

Thanks to Alsea's help, assurance that there will be food on the table has improved in the Mazahua families in the locations of Borje, San Antonio La Cienega, and San Jerónimo de los Dolores in the municipality of San Felipe del Progreso, in the state of Mexico. Those families are also eating a better diet, as they now have a better option in access to food, and they are increasing their family income with the sale of the excess food and savings in purchasing eggs, chicken meat and vegetables.

Alsea currently supports the maintenance of 19 greenhouses and 10 chicken houses, which on average benefit 53 families in the community.



Students of the Alsea Generation

Enriching our communities is essential for our brands and for our business model. That is why, in 2011, through Fundación Alsea A. C. and the various programs to support the communities where our business units are located, we provided benefits to more than **100,000 people** in Mexico and Latin America.



Environment

We are committed to the environment and to the efficient use of natural resources. We support activities that minimize the environmental impacts caused by our operations.

Environment

ENERGY

Achieving greater efficiency and reducing our energy consumption has become the main objective of our environmental policy; that is why, during the last months of 2011, in an alliance with Philips we began an unprecedented efficient lighting project.

This project consists of exchanging incandescent and compact fluorescent lighting for LED lighting at more than 500 of our establishments in Mexico.

These lighting systems will use the most advanced technology, which benefits our organization and our consumers, but particularly the environment.

At the close of 2011, the change had been made in more than 300 establishments, and we committed to finish this project during the first quarter of 2012.

With an investment of more than 60 million pesos, with this project and with the installation of automated light controllers and switches for energy savings and control, in 2012 a minimum of 10% savings over what we currently consume is expected.



Total consumption in 2011 in Kwh

111,448,656



Expected savings in 2012 in Kwh

11,267,600

We will save:
 11,267,600
 Kwh of energy,
 which means
 not emitting
 7,770
 Tons of CO² into the environment



In addition, each new store that we establish already has this technology installed.

WATER

We understand the value of water, which is why we drive initiatives to take care of this important natural resource by implementing actions whose objective is to reduce its consumption and waste, while we increase treatment of water so it can be reused.

Part of our environmental policy is that each new establishment must install dry urinals, saving 150,000 liters of water per year with each one. We have also worked to implement this same technology in all our establishments that did



not have it. In brands such as Chili's, we have achieved 100% installation.

At Starbucks we have water recovery tanks at five stores, which allowed us to save 433,333 m³ of water during 2011.

At our distribution center located in Mexico City, an investment of four million pesos was made to install a water treatment plant. One hundred percent of its water supply comes from a well and is transported by pipes.

In 2011, 40,130 m³ of water was consumed, and we recycled 5,338 m³, which was used to water gardens, and which represents 13% of the total volume supplied.

WASTE

We know the high impact that the waste from our products can have on the environment. That is why, in our environmental policy, we encourage the use of recyclable materials at all our brands.

Placemats, napkins, carry-out bags, pizza boxes and drink carriers are all made of recyclable material.

We also encourage our consumers and employees to actively participate in the correct separation and recycling of trash. At Starbucks, we implemented the Starcups campaign, whose objective was to create awareness, knowledge and participation of consumers in recycling waste; as well as to promote decreased use of disposable cups by inviting them to replace them with a thermos or ceramic cup and always awarding them with a special discount on the price of their drinks.



In this way we actively participate with actions that reduce our environmental impact and lead us toward a sustainable life.

This year we initiated a pilot test to recycle waxed and TetraPak cups, and we collected 19 tons of this type of material. For every ton of material recycled, we did not chop down 17 trees, we avoided consuming 26,500 liters of water, and we reduced trash in landfills by approximately three square meters.

By promoting the use of electronic documents, we managed to not use more than **1,442,000 pages.**

In Burger King Chile, for each piece of paper recycled, a contribution was made to the San José Foundation, which serves at-risk children and mothers.

Our employees have also acquired a strong commitment to caring for the environment, and during the year they met to preserve several green areas of the country.

In 2011, we sold recyclable articles for more than:

\$667,850 pesos

AIR

It is calculated that the Domino's Pizza delivery motorcycles emit 8,386 tons of CO2 every year. Therefore, as part of our environmental policy, **80%** of our vehicle fleet is no older than three years.

During 2011, we acquired 37 transport units with EPA04, which regulates the levels of nitrogen oxide emissions (Noxes) and hydrocarbon particles (PM).

REFORESTATION

On Sunday, April 10, nearly **5,000 runners** participated in the first Starbucks 5K and 10K race, which was put on as part of the activities of Starbucks Coffee's 40th anniversary.

With the tagline **"We celebrate good living,"** we sought to celebrate life with an ecological component, so with every registration Starbucks planted a tree as part of the reforestation program in Mexico City.



United Nations Global Compact Principles



HUMAN RIGHTS:

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights.

Principle 2: Make sure that they are not complicit in human rights abuses.

LABOR STANDARDS:

Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.

Principle 4: The elimination of all forms of forced and compulsory labour.

Principle 5: The effective abolition of child labour.

Principle 6: The elimination of discrimination in respect of employment and occupation.

ENVIRONMENT:

Principle 7: Businesses should support a precautionary approach to environmental challenges.

Principle 8: Undertake initiatives to promote greater environmental responsibility.

Principle 9: Encourage the development and diffusion of environmentally friendly technologies.

ANTICORRUPTION:

Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

Global Reporting Initiative Index (G3)



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EN13	Habitats protected or restored.	23	
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Labor Practices and Decent Work			
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LA2	Total number and rate of employee turnover by age group, gender, and region.	12	
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	13, 14	

Disclosure	Description	Page	Global Compact Principles	
Labor Practices and Decent Work				
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HR4	Total number of incidents of discrimination and actions taken.	13		
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S03	Percentage of employees trained in organization's anti-corruption policies and procedures.	16	
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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 outcomes.	8	
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PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	9	

The Millennium Development Goals		
With these actions Alsea contributes with the achievement of the following goals:		
Goal 1:	Eradicating extreme poverty and hunger.	
Goal 2:	Achieving universal primary education.	
Goal 3:	Promoting gender equality and empowering women.	
Goal 7:	Ensuring environmental sustainability.	
Goal 8:	Developing a global partnership for development.	

About this report

Alsea is presenting its seventh annual Social Responsibility Report, in which the actions undertaken during 2011 related to matters of sustainability are discussed. This year we decided to base the presentation of our performance on the guidelines of the Global Reporting Initiative (GRI), with a level of application of B: Self-Declared, which does not include outside verification. We are also committed to our operations and strategies being in line with the Millennium Development Goals and the principles of the United Nations Global Compact; that is why in this report we also present the initiatives in support of its 10 principles.

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Our previous reports can be consulted at:
www.alsea.com.mx





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