




Sustainability Report

ACTIONS WITH COMMITMENT



2011

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Letter from the OMA Board Chairman



Dear Readers [1.1]

Sustainability is one of the values on which OMA's working culture is based, helping it transform operations into balanced activities in the economic, social and environmental fields with positive effects for its stakeholders.

OMA has created a business structure of social commitment that fosters the welfare and satisfaction of its employees and their families, as well as clients, shareholders and economic partners. This is achieved through the development of airports with quality facilities and services based on respect for human rights, the mitigation of environmental impact, ensuring quality of life at work and a balanced use of resources in order to keep them available for future generations.

In 2011 objective measures were taken to consolidate the leadership of OMA through major accomplishments in the field of corporate, social and environmental government, and recognition has been obtained from international organizations entrusted with the task of certifying these processes.



This set of actions and recognitions translates into the accreditation afforded by being one of the listed companies that comprise the Sustainable Index of the Mexican Stock Market. This is cause to be proud and reveals a solid commitment to carry on innovating and taking more and better steps, aligning operations and processes under a comprehensive management system in the field of sustainability.

The OMA's Board of Directors will carry on taking steps for the company to implement in line with the Sustainability drive and goals that are set every year.

OMA is a company committed to ethics and transparency, which is why the Sustainability Report was audited for the second year running by the firm PricewaterhouseCoopers S.C. This demonstrates that the information contained in the report complies with the requirements of the Global Reporting Initiative guide, allowing timely identification of strengths and opportunities for improvement.

You can find out about the steps taken by OMA in 2011 in this Third Sustainability Report, which shows that the company not only sets targets, but also meets them and is committed to improving on a day-to-day basis.

Lastly, I would like to thank all members of staff at OMA, because it is thanks to their support and dedication to a Culture of Sustainability in their work that these achievements have been possible.

Thanks for accompanying us in this experience.

A handwritten signature in blue ink, appearing to read 'JL Guerrero', is displayed on a light yellow rectangular background.

Dr. José Luis Guerrero Álvarez
OMA Board Chairman

Letter from the CEO



Dear Readers [1.1]

As an airport group, OMA has implemented a number of sustainability-based programs and, following its incorporation as a public company in 2006, consolidated a strategy of sustainability in which each step planned and executed generates a high return on investments by looking after social and environmental resources.

OMA's strategic plan is based on four driving forces: Differentiation, Innovation, Diversification and Customer Service. These aspects are used to plan the development of airport, commercial and real estate projects, in order to dispose of efficient and safe facilities that comply with the highest international standards in quality, health and safety, the environment and social responsibility.

Results obtained in the field of sustainability in 2010 regarding corporate, social and environmental government have won us some important recognitions. One of the most notable has involved our becoming one of the listed companies that comprise the Sustainable Consumer Price Index of the Mexican Stock Market.

In 2011 we received the Socially Responsible Company Distinctive Award in the field of



corporate social responsibility for the fourth year running, and are one of the companies affiliated to the World Pact promoted by the United Nations.

In the field of health and safety, we obtained OHSAS 18001 Certification, thanks to our system for mitigating health and safety risks faced by our personnel, contractors and workers from other companies involved in the day-to-day running of airports.

In the field of the environment, we obtained ISO 14001 Certification, which confirms our compliance and consistency with our environmental policies.

Thanks to these accomplishments OMA has become the first airport group in Mexico to consolidate a comprehensive management system with ISO 14001 and OHSAS 18001 certification in the Multi-site Scheme which, along with ISO 9001 certification, consolidate our standing as a company committed to the environment, concerned for the health and safety of its employees and which consistently renders services that satisfy our clients' needs.

One example of the improvements we have made in the field of quality and customer service is the Airport of Mazatlán, which was recognized as the Best Airport in Latin America and the Caribbean in 2011, in the category of under two million passengers

a year, as part of the Airport Service Quality program implemented by the Airports International Council, thanks to its outstanding results in passenger satisfaction.

For the second year running, OMA obtained Certification from the Great Place to Work Institute of México, thereby confirming its efforts to maintain conditions for a positive work climate, which is reflected in the alignment with the strategic plan and high motivation levels of personnel.


These accreditations drive and commit us to carry on innovating in the field of sustainability, making the most of 2011 to reflect and implement more determined measures and improve with regard to the Customer Satisfaction Index, Reforestation, Occupational Health and Safety Indices, Backwardness in Education and Development in Human Capital, which is the cornerstone of OMA's Sustainability Policy.

Our commitments and challenges for 2012 include the creation of 6-Sigma improvement programs, reducing our water footprint and electricity consumption per passenger, obtaining Safe Company Certification and overcoming backwardness in elementary education at all our work centers, as well as making progress in obtaining better indicators.

This is how OMA undertakes to set continuous sustainable targets by establishing a business structure of social commitment with a clear idea of the importance of and respect for the environment, as well as helping foster socioeconomic development in regions where airports are located.

We would like to thank the board members, shareholders, directors and members of staff who made it possible for Grupo Aeroportuario Centro Norte (OMA) to achieve its goals in 2011, thereby confirming that we are a sustainable company.

Sincerely

A handwritten signature in black ink, appearing to read 'Porfirio', with a long horizontal flourish extending to the right.

Ing. Porfirio González Álvarez
CEO OMA

Memory Parameters



In keeping with the Sustainability Strategy and the commitment to keep our stakeholders informed of the organization's main developments regarding economic, social and environmental matters, we submit the Third Sustainability Report of Grupo Aeroportuario del Centro Norte (OMA). This yearly document sets out the results obtained between January and December 2011. [3.1, 3.2, 3.3]

This year we worked as a team to reinforce and finalize measures that support our Sustainability Policy, the results of which highlight the consistency of all our actions.

It is worth pointing out that OMA's Strategic Plan, together with the Sustainability Policy we have been working on over the last few years, provides a platform for efforts that align the whole organization in the same direction: our sustainable growth.

The Sustainability Committee (formerly called the ACSMAR Committee) is headed by the CEO and has nine members. Its purpose is to plan and define guidelines for providing the Sustainability Policy with specific follow-through.

The information set out in this document has been consolidated with documentation backed up in our Comprehensive Management System, as well as by exercises and interviews conducted with officers from different areas of the organization.



This report includes information of operations in Mexico by our 13 airports, but without considering information on Hotel NH in Terminal 2 of Mexico City International Airport (except for cases in which it is mentioned) or the operations of our commercial partners and suppliers. Future reports will assess the inclusion of information on Hotel NH in accordance with its importance and relevance. **[3.6, 3.7]**

The selection of important topics has been based on identifying, prioritizing and validating relevant data for our company, in accordance with the following guides:

- Global Reporting Initiative (GRI G3.1)
- Referencias del Suplemento Sectorial Aeroportuario GRI (Sustainability Reporting Guidelines & Airport Operators Sector Supplement)
- ISO 26000
- Principles of the United Nations Global Compact
- Strategic plan 2011-2015

This Report is automatically added to level B+ pursuant to GRI G3.1 guidelines and was reviewed by PricewaterhouseCoopers S.C. [3.13]

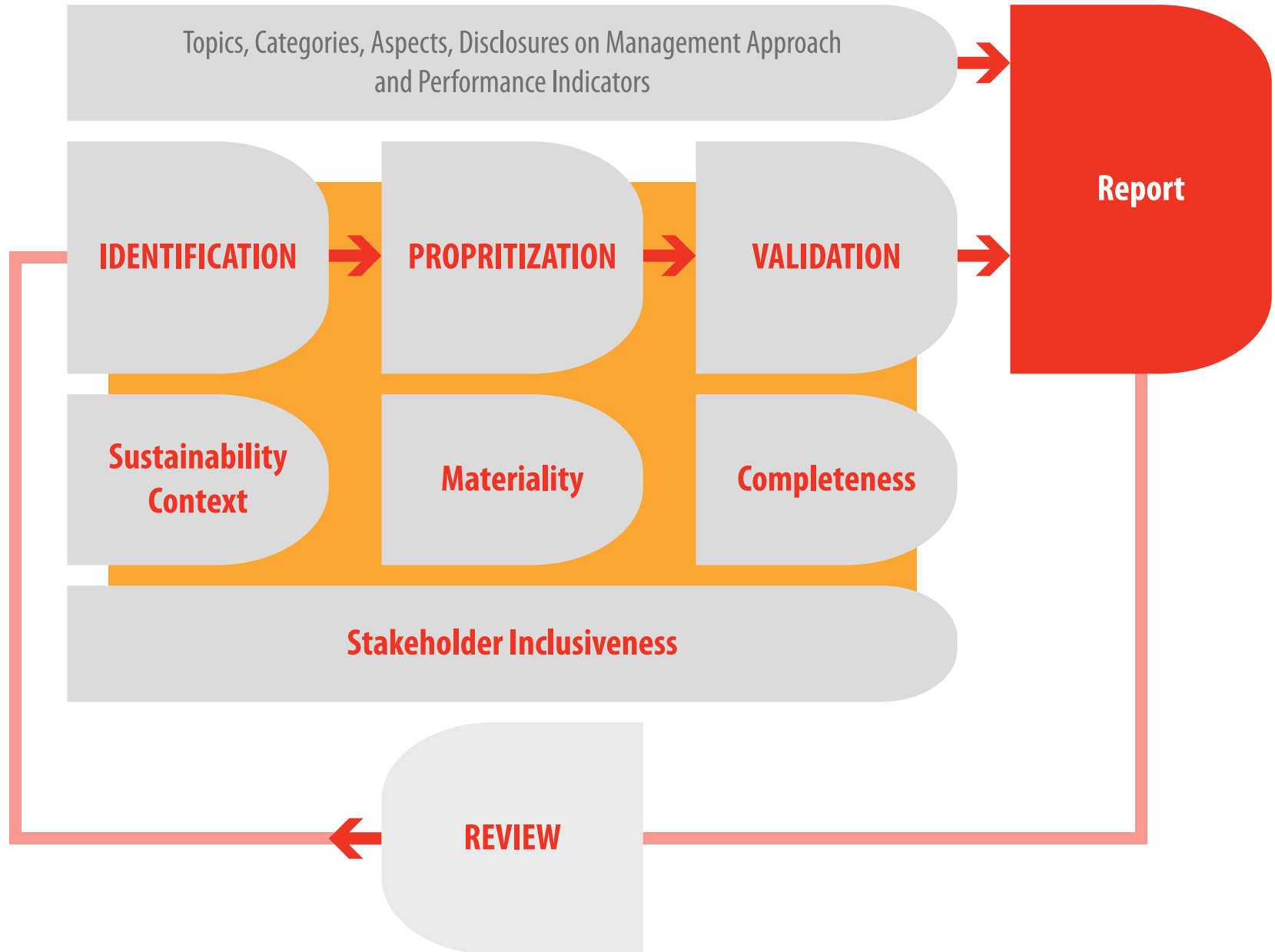
GRI Report Application Level

REPORT APPLICATION LEVEL						
Standard Disclosures	C	C+	B	B+	A	A+
Profile Disclosures	Report on: 1.1 2.1-2.10 3.1-3.8, 3.10-3.12 4.1-4.4, 4.14-4.15	Report Externally Assured	Report on all criteria listed for Level C plus: 1.2 3.9, 3.13 4.5-4.13, 4.16-4.17	Report Externally Assured	Same as requirement for Level B	Report Externally Assured
Disclosures on Management Approach in Accordance with the G3.1	Not Required		Management Approach Disclosures for each Indicator Category		Management Approach disclosed for each Indicator Category	
Performance Indicators G3.1 & Sector Supplement Performance Indicators	Report fully on a minimum of any 10 Performance Indicators, including at least one from each of: social, economic, and environment.		Report on a minimum of any 20 Performance Indicators, at least one from each of: economic, environment, human rights, labor, society, product responsibility.		Respond on each core G3.1 and Sector Supplement* indicator with due regard to the materiality Principle by either: a) reporting on the indicator or b) explaining the reason for its omission.	

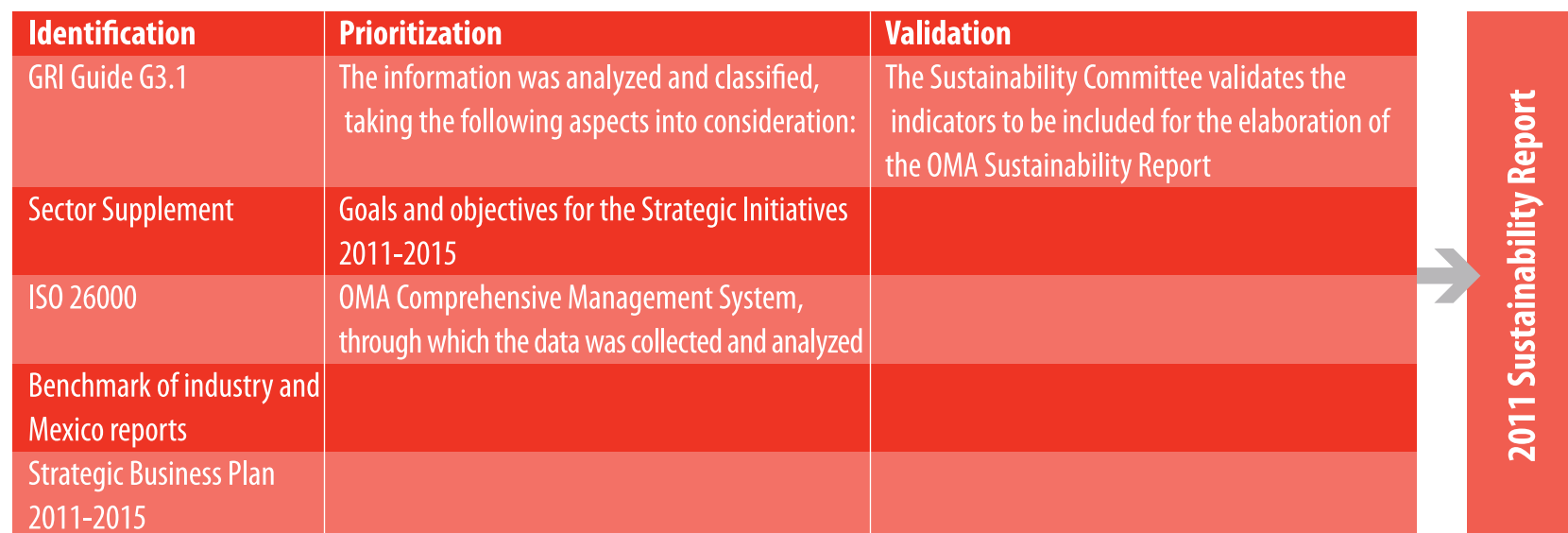
The importance or relevance of indicators was determined by assessing aspects that could have a real or potential impact on our operations, as well as topics of interest for our groups of influence. **[3.9]**

Process for defining report content **[3.5]**

In keeping with the GRI's Technical Protocol for applying Report content definition principles, at OMA we have carried out the corresponding process to define the content of the Sustainability Report.



Process to define the content of the OMA Report



With regard to the participation of stakeholders, in 2011 an opinion survey was conducted among passengers to identify key topics. The three topics our interest groups want to find out regarding OMA were:

- Airport Security.
- Commercial Offerings.
- Airports Facilities.

Contact information [3.4]

Sustainability Management

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Col. Valle Oriente

San Pedro Garza García, N.L.

CP 66269



1. Profile



OMA Culture



VISION [4.8]

To be Mexico's leading airport group in terms of value generation for the airport industry, its personnel and shareholders.

MISSION

To develop airports with world class facilities and services in terms of quality and security that satisfy the needs of our clients and drive our sustainable development.

The generation of economic and social value is one of our priorities. The values that govern our day-to-day operations are transformed into an organizational culture that portrays our convictions.

OMA VALUES



- **Ethics**, integrity in the conducting of our activities.



- **Collaboration**, encouraging and driving initiatives to foster teamwork.



- **Innovation**, implementation of new ideas that put forward solutions and promote continuous improvement.



- **Customer service**, exceeding expectations with a service-oriented approach.



- **Sustainability**, we orient our operations and take measures to the benefit of current and future generations.

**OMA, 11 years fostering
our growth**



Grupo Aeroportuario del Centro Norte, S.A.B de C.V. (“OMA”) is a group that comprises 13 airports administered and run in Mexico’s Center-North region, as well as OMA Carga and Hotel NH in Terminal 2 of Mexico City International Airport.

Our corporate offices are located in the city of San Pedro Garza García, Nuevo León, and takes care of to the needs of each of our companies in coordination with staff members working at each one. **[2.1, 2.4, 2.5, 2.6]**

At OMA we have eleven years’ experience in the domestic market and the quality of our work achieves levels of excellence with service, attention and good treatment for our visitors and passengers as our priorities.

[2.8]

Our 1,011 direct staff members and 1,043 indirect employees* who support our operations are highly committed to their work to guarantee continuous improvement in our activities, which is reflected in the service provided to the almost 12 million passengers who travel through our terminals each year.

*Indirect employees: workers hired through a third party as security guards, checking staff, parking lot cashiers and cleaning staff.

AWARDS AND RECOGNITIONS [2.10]



In the year 2011 Grupo Aeroportuario del Centro Norte joined the select group of 23 Mexican companies that comprise the Sustainability Index of the Mexican Stock Exchange. This development reinforced our company's commitment to the sustainable growth of our organization.

In order to draw up the first Sustainable Consumer Price Index, EIRIS (Empowering Responsible Investment) and Universidad Anáhuac del Sur analyzed the 70 most marketable Mexican listed companies that satisfied the assessment criteria in the fields of corporate government, the environment and social responsibility.



Recognitions received in 2011 on a corporate level include the following:

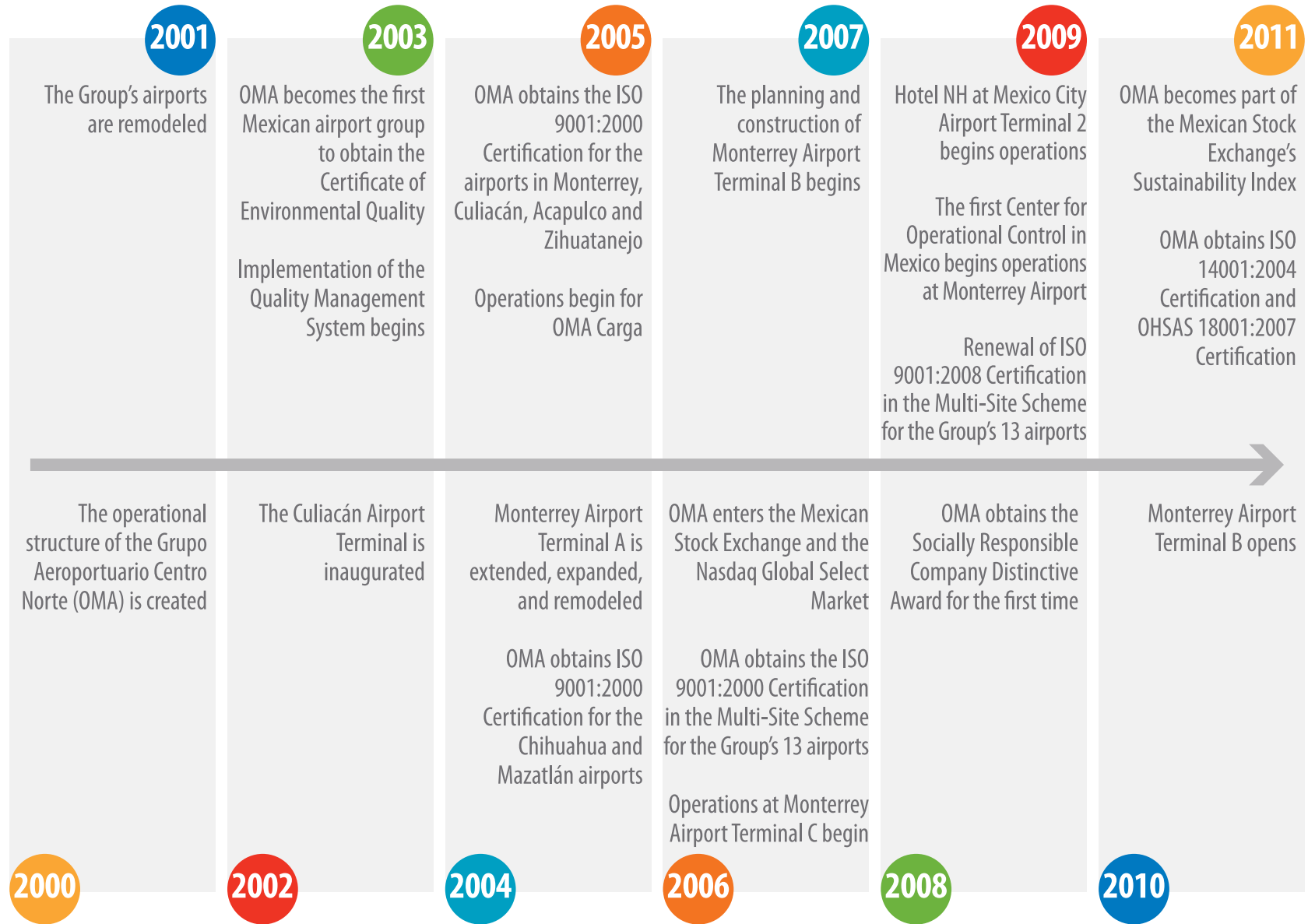
OMA Awards and Recognitions 2011

Recognition	Certifying Body
BMV Sustainable IPC	Mexican Stock Exchange
BMV Sustainable Business	Mexican Stock Exchange
GESOC-IPADE Index of Transparency in Corporate Sustainability	Gestión Social y Cooperación, A. C. (GESOC) and the Center for Institutional Governability (CEGI in Spanish) of the IPADE
ISO 9001:2008 Recertification	Lloyd's Register Quality Assurance
ISO 14001:2004 Certification	Lloyd's Register Quality Assurance
OHSAS 18001:2007 Certification	Lloyd's Register Quality Assurance
Socially Responsible Company	Mexican Center for Philanthropy (CEMEFI in Spanish)
Great Place to Work	Great Place to Work Institute of Mexico
Great Place to Work Northeast Region 2011	Great Place to Work Institute of Mexico
PROFEPA Certificate of Environmental Quality	Federal Environmental Protection Agency (PROFEPA in Spanish)
Addiction-free Company	Premeditest
Investor Relations Website and Best Financial Website in Mexico	World Finance

2011 Awards and Recognitions by Airport

Airport	Recognition	Certifying Body
Mazatlán	3rd place in the Medium-sized Businesses category of the Annual Energy-saving Competition	The Federal Electricity Commission, the Ministry of Energy and the Fund for the Conservation of Electricity
	2011 Business Innovation Award	The Government of the State of Sinaloa
	2011 National Incentives Award	The Ministry of Tourism (Sectur in Spanish), the Council for the Promotion of Tourism in Mexico (CPTM in Spanish), SITE Mexico and the Fidalex Group
	Best Regional Airport in Latin America and the Caribbean in the “Less than 2 Million Passengers per Year” category of the Airport Service Quality program	Airports Council International
Monterrey	1st Cardioprotected Airport in Mexico	Exaris®, Cardioprotection Program
	2nd place in the National Anti-Fire Competition (obtained by the CREI)	Pemex Refinery
San Luis Potosí	Certificate for a Self-Management System for Occupational Health and Safety	STPS Advisory Board for the Development of the Municipality of San Luis Potosí

OMA Timeline



STRATEGIC PARTNERS

OMA has had a Mexican Government license since 1998. During this time, the company has been consolidating its shares structure, which currently consists of two strategic partners, through the company Servicios de Tecnología Aeroportuaria S.A. de C.V. (SETA):

AEROINVEST

100% subsidiary of Empresas ICA, Mexico's biggest construction and engineering company, which was incorporated in 1947 and has operations in Mexico, Central America and Europe. ICA is the direct and indirect owner of 54% of OMA's stock.





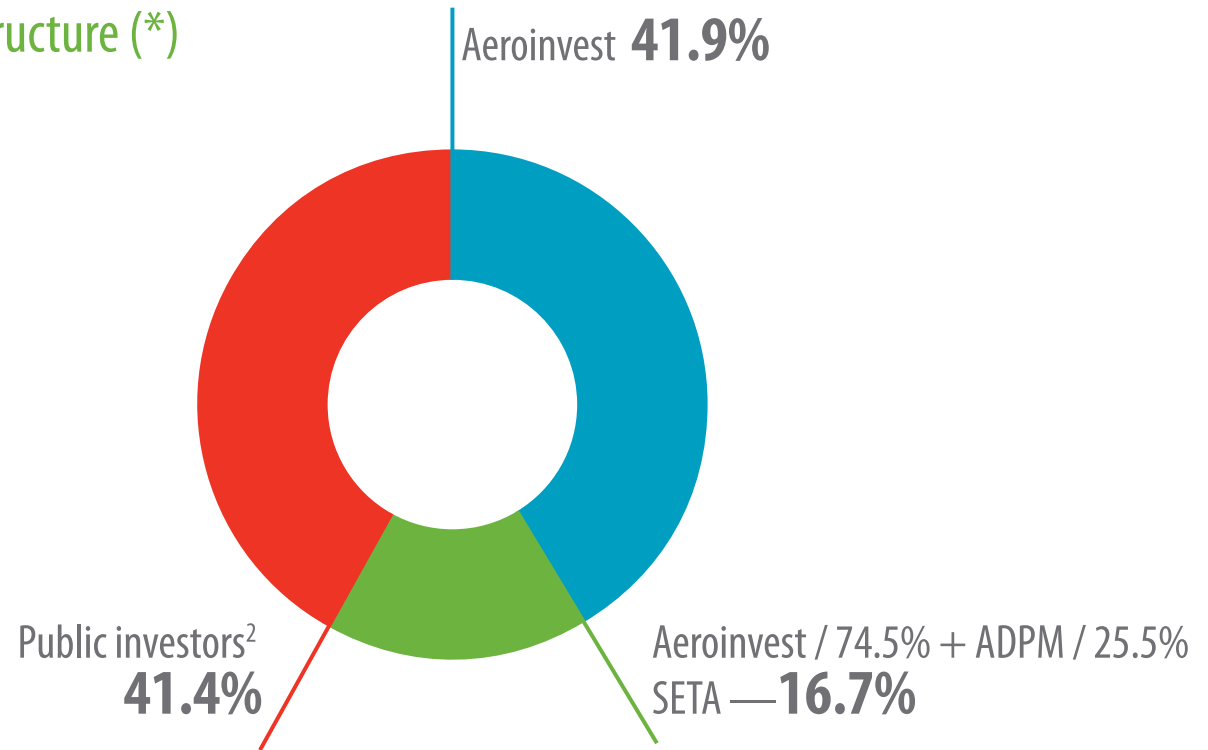
ADPM

Aéroports de Paris Management (ADPM) is an affiliate of Aéroports de Paris specializing in equity interest management and the running of airports all over the world. Aéroports de Paris is Europe's second biggest operations group and runs the Paris Charles de Gaulle, Paris-Orly and Paris-Le Bourget airports. Aéroports de Paris Management – through SETA – holds 4.2% of OMA's shares.

[2.3]

It should be noted that no information on the management indicators of our strategic partners is included.

End-of-year OMA Share Structure (*)



(*) Includes 818,000 rebought shares

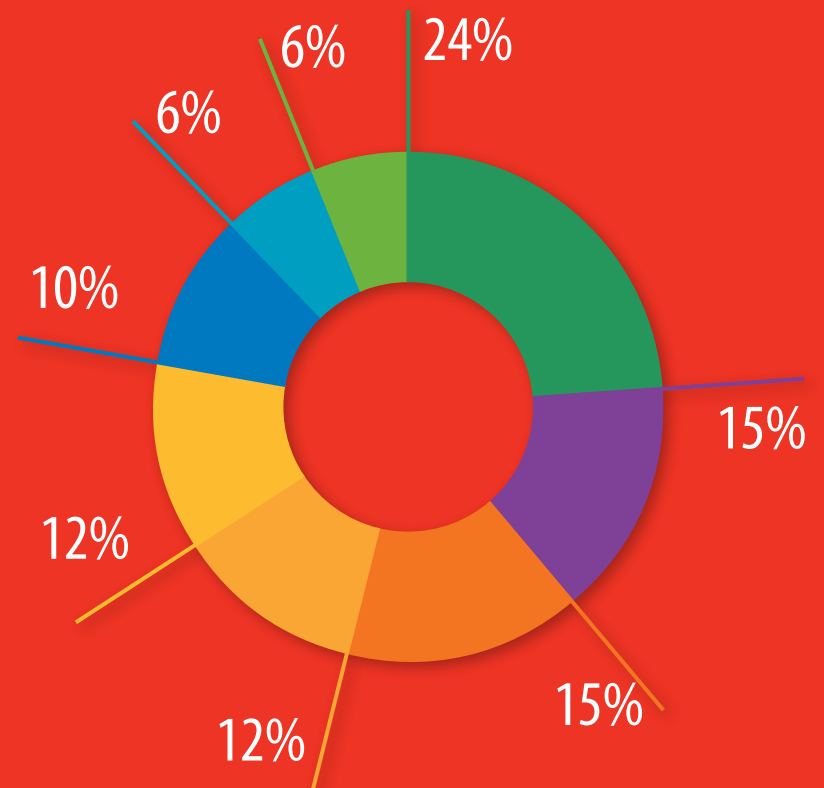
OMA facilities



The operations of our business are directly influenced by the development of our facilities. In 2011, thanks to our awareness of the positive impact of investment in this field on OMA's growth, we invested 584.5 million pesos in projects in line with our Development Master Program 2011-2015, and 30.9 million pesos in other areas.

Investment in Infrastructure 2011 Development Master Plan

- Safety
- Acquisition of land in airports
- Rehabilitation of runways, platforms and taxiways
- Works in terminal buildings
- Equipping of terminals
- Acquisition of equipment for the CREI
- Signaling in airports
- Electro-mechanical works, parking lots and perimeter pathways



2011 Investment in our Development Master Program by Airport

Percentage of Total Investment	Projects	Airports
24%	Safety	MTY, TAM, SLP
15%	Acquisition of land in airports	MTY, CUL
15%	Rehabilitation of runways, platforms and taxiways	CUL, MTY, DGO, REX, ZCL
12%	Works in terminal buildings	MTY, SLP, CUU, ACA
12%	Equipping of terminals	MTY
10%	Acquisition of equipment for the CREI	DGO, REX, TAM, TRC, MTY
6%	Signaling in airports	MTY, ACA, CUL, ZCL, CUU, TRC, DGO
6%	Electro-mechanical works, parking lots and perimeter pathways	General

Other Investments in Infrastructure

Total Investment (millions of pesos)	Projects
21.2	Construction and furnishing of new corporate offices
2.3	Resistance studies for pavements, obtaining the profile index and friction coefficient for the runways
1.6	Acquisition of automated equipment for parking lots
1.2	Remodeling the old corporate offices for the Cargo City project
4.6	Other investments

Our 13 Airports [2.7, 2.8]

Abbreviation	Airport	Surface area in Km ²
ACA	Acapulco	4.487
CJS	Ciudad Juárez	3.811
CUL	Culiacán	2.943
CUU	Chihuahua	9.214
DGO	Durango	5.522
MTY	Monterrey	8.210
MZT	Mazatlán	4.584
REX	Reynosa	4.180
SLP	San Luis Potosí	5.198
TAM	Tampico	3.917
TRC	Torreón	3.641
ZCL	Zacatecas	2.164
ZIH	Zihuatanejo	5.586



Services and Diversification



[2.2, 3.8] Our services are subject to strict standards and procedures – both internal and external – with the aim of ensuring their effectiveness.

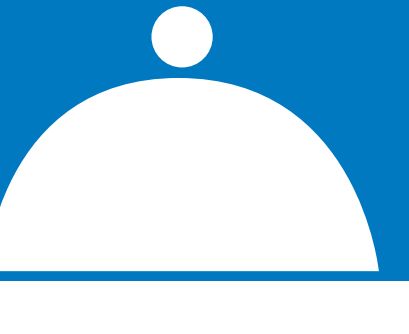
Through them we offer a broad range of options for users to travel from one place to another, enjoy the facilities at each of our airports and send goods and commercial shipments via OMA Carga.

The client's experience is crucial for us and we are therefore constantly performing service assessments and are open to any observations and suggestions from users in connection with these services.

As part of our commercial strategy, we provide our personnel with constant training so they can offer the attention each user and interest group deserves.

In 2011, 212 new business spaces were opened in the store, restaurant and services area (hotel, car rental, time share, ATMs, telephone booths, massage chairs), and 37 stores belonging to the commercial partner Aeroboutiques were refurbished.

In compliance with the Airports Act, the services offered at airports fall into three major groups: Airport Services, Complementary Services and Commercial Services.



SERVICES

AIRPORT SERVICES

- **Landing** and take-off.
- **Parking** on platform, boarding, disembarking, extended or overnight stay of aircraft.
 - Long and short term parking facilities
 - Premium Parking Facilities (TB)
- **Mechanical** Boarders, telescopic corridors and aerocars.
- **Airport Usage Rate** (TUA – acronym as given in Spanish), which includes the use of terminal building facilities such as free access zones, restricted access zones, areas and rooms for checks and baggage delivery, last wait, roadways, signaling, flight arrival/departure information systems, flight information screens, access for handicapped people and attention desks.



- **Leasing** of hangars, workshops, warehouses, stores, premises and vital facilities for airline and complementary service provider operations, as well as counters and areas for air and land transportation ticket sales.
- **Parking** facilities for automobiles and public land transportation service vehicles.
- **Sanitary Services**, emergency healthcare services and ambulances.
- **Water treatment**, garbage collection and incineration of organic products from international flights.
- **Security** and surveillance, passenger and carry on baggage.
- **CREI** (acronym as given in Spanish): Rescue and Fire-Fighting Team.
- **Rights of way** for land transportation services for the public and service providers.
- **Conservation**, maintenance and cleaning services.

COMPLEMENTARY SERVICES

- Ramp
- Traffic
- Dispatch
- Fuel supplies
- Vehicle haulage with tow-trucks
- Removal of unused aircraft
- Security and vigilance of aircraft, baggage, freight and mail
- Maintenance and repair of aircraft and ground support equipment
- CREI, breake cooling and washing of asphalt following fuel and lubricant spillages



COMMERCIAL SERVICES

Maintaining dynamic, updated and differentiated commercial offerings is a challenge we face day to day, because our consumers buy experiences, not products.

As part of our commercial and marketing initiatives in 2011, we devised the PREMIUM 2012 strategy in which we developed a new parking facility product. This year we obtained more than 25,000 fans on Facebook thanks to the development of special social media events and implemented alternative advertising projects generating greater visual impact and better quotes for advertising spaces.

Our commercial accomplishments mean new services, new commercial spaces and restaurants, as well as different loyalty campaigns based on airport offerings.

We understand and listen to our clients, their behavior, preferences and expectations, and this has allowed us to identify an innovative service that differentiates us from among airport groups: OMA MÓVIL.



OMA MÓVIL is an opportunity to be present in the day-to-day lives of our passengers through mobile devices. The purpose of this tool is to provide our passengers with relevant information. Our portal has a help desk with information on flights, reservations, fares and promotions.

Visit us on OMAMOVIL.COM

- ATMs
- Ticket sales
- Direct telephone lines for car rental
- Wireless internet and public telephone services
- Massage chairs
- Bank branches
- Bureaus de change
- Telephone booths
- Hostelry
- Tourist information
- Car rental
- Business center
- Time share

- Shoe shine
- Vending machines
- Suitcase packing and wrapping

OMA Plaza: 278 commercial premises (152 offering varied products and 126 selling food)

- Handcrafts and souvenirs
- Duty Paid
- Book and magazines
- Lottery
- Gifts
- Gastronomy
- Prestigious brand boutiques
- Fashion and accessories
- 126 spaces for restaurants, bars, snacks, cafes and food and drink vending machines

Advertising in airports. For companies wishing to advertise their products and/or services at our facilities, we offer:

- Digital advertising
- Fixed advertising
- Alternative advertising
- Showrooms
- Temporary exhibitions
- Podiums
- Seasonal decor
- BTL (below the line) activities

DIVERSIFICATION [3.8]

As part of our Diversification Strategy, in 2011 we completed a series of expansion projects.

In the last quarter of 2011 operations were launched by the first business in the Strip Mall of Monterrey International Airport, where we have now commercialized 64% of the spaces on the ground floor of this shopping mall.

As part of these drives, work was completed on the adapting of the Cargo City Project building, which is set to launch operations in February 2012. This project is a unique concept in Mexico that will provide equipped offices for customs brokers, as well as a point of last delivery and inbound and outbound courier and freight operations for the clients of freight companies in Monterrey.

As part of our projects scheduled for completion in 2012, we will have a gas station and the first multi-use industrial park in Monterrey. We have also started studying and approaching companies to build a hotel between terminals A and B of Monterrey Airport, and are making similar efforts in five other airports of the group where we hope to launch operations in 2012.



OMA CARGA

[2.7]

The logistics business expanded in 2011 improving connectivity, service and solutions for our partners and clients, as well as promoting value added services in our bonded warehouses.

Our airports in Chihuahua and Monterrey have bonded warehouses where handling and storage services are rendered for the transportation of commercial goods, allowing foreign trade connections to be established. We also have five customs sections at the airports of Chihuahua, Ciudad Juárez, Monterrey, Reynosa and San Luis Potosí.

These airports have customs offices, parking facilities for freight zone support, stores, taxiways, platforms for planes and offices for freight companies.



In 2011 OMA Carga handled 15.1 million tons of freight and moved 88.59 million tons of total freight (domestic and international) in all our airports. [A03]

Total income of OMA Carga was up 18% compared with 2010. Imports handled grew 26% in terms of income and 17% in terms of volume.

Total Freight Transported 2011

Freight (tons) 2011	Incoming	Outgoing	Total
Cargo Flights	31,547	35,990	67,537
Commercial Flights	8,353	5,365	13,718
General Aviation Flights	2,925	4,419	7,344
Total Freight GACN	42,825	45,774	88,599

Export operations declined in 2011 due to the closing of air operations at one of our freight operators, DB Schenker, which left the freight airline business and performs freight reissue models only.

In the last quarter of 2011, DHL received its new bonded warehouse, which allows it to improve logistical options for end clients. In the same period, work began at Internal Customs of Nuevo León, outside the airport, as part of the handling license for fiscal premises.

During the course of 2011 we maximized our available resources and achieved an increase in EBITDA, which rose from 56% in 2010 to 60% in 2011.

In 2012, our attention will be centered on security, quality, customer service and operational processes in order to lay down the foundations for sustained growth.



HOTEL NH

The NH Hotel in Terminal 2 of Mexico City International Airport ended 2011 with total revenue of 142 million pesos and an annual average occupancy rate of 83% in its second year of operations.

2. Corporate Government



[4.1]

One of the factors behind our organization's solidity is our Corporate Government structure, which has enabled us to guarantee coordination and the success of our business strategies because this internal body is responsible for supervising each of our operations.

It comprises a Board of Directors, the Managerial Team and different Support Committees to guarantee the running of operations, our ethical practices and the control of risks that may be faced by the organization and/or the industry.



**Board of Directors, Support
Committees and Managerial
Team of OMA**



BOARD OF DIRECTORS

Eleven members – five of whom are independent – comprise the Board of Directors, which is the body responsible for making strategic decisions and defining the Group's general guidelines.

The most important duties of the Board of Directors are: **[4.9]**

- Defining strategies for running the business and monitoring their correct implementation
- Approving the business plan and annual budget
- Proposing capital stock increases in OMA or any of its subsidiaries
- Approving the five-year Master Development Program and any of its modifications

The CEO is responsible for managing, running and executing the Company's business and the corporations it controls, while the Board of Directors monitors the management, running and executing of the Company's business and the corporations it controls, considering the relevance of the latter in the financial, administrative and legal situation of the former through committees it creates to perform activities relating to company practices, audits and any other duties it deems convenient, each within the scope of their respective competencies.

The Board of Directors also ensures compliance with business strategy, assesses potential risks and monitors timely compliance with the regulations, certifications and codes of conduct that govern us. **[4.9]**

The Board of Directors ensures supervision of the economic, environmental and social performance of OMA, as well as compliance with internationally agreed standards through the Board Manual, the Committee's Regulations, the Code of Ethics and Conduct in Business and our Sustainability Policy. **[4.9]**

During the Ordinary General Shareholders' Meeting held on April 14, 2011, the Board of Directors was modified as follows: [4.3]

Board Member	Position
José Luis Guerrero Álvarez	Chairman/ Equity Advisor
Diego Quintana Kawage	Equity Advisor
Sergio Fernando Montaña León	Equity Advisor
Luis Fernando Zárate Rocha (*)	Equity Advisor – Director named by the SETA
Alonso Quintana Kawage (*)	Equity Advisor – Director named by the SETA
Jean Marie Chevallier (*)	Equity Advisor – Director named by the SETA
Jacques Follain (*)	Alternate
Luis Guillermo Zazueta Domínguez (**)	Independent Advisor
Alberto Felipe Mulás Alonso (**)	Independent Advisor
Salvador Alva Gómez	Independent Advisor
Cristina Gil White (**)	Independent Advisor
Fernando Flores Pérez (**)	Independent Advisor
Alfredo Domínguez Sánchez	Secretary of the Board of Directors (does not form part of the Board)

* Members designated by shareholders of the “BB” series of shares.

** Independent advisors are those people who are not connected to the Company's managerial team.

Note: the CEO of OMA is not a member of the Board of Directors; the Chairman of the Board does not fulfill any administrative duties at OMA. [4.2]

The guidelines set forth in the Board Manual are followed to determine the make-up of the Board of Directors. Furthermore, anyone applying as an Independent Board member must sign the Board statement. Anyone standing for the post of Committee Chairman must qualify in the Financial Expert Criteria set forth by the SOX (Sarbanes-Oxley Law). In the case of Board members, only professionals with past experience are chosen, as set forth in the LMV (Stock Market Act – acronym as given in Spanish). **[4.7]**

The Investor Relations department is the internal office in charge of ensuring communication between our supreme governing body and our stakeholders: committees, managerial team, employees and all the participants in national and international stock markets to ensure transparency in the steps taken by the company.

As part of this two-way communication, before the Shareholders' Meeting is held all the members are convened and provided with information so they are in a position to make observations and provide any indications they deem necessary.

Some of the mechanisms used to foster communication with our stakeholders are telephone conferences with investors, along with monthly and quarterly reports published on our website and which are also submitted to the BMV (Mexican Stock Market), CNBV and NASDAQ. We also have policies for preparing and publishing relevant company events. **[4.4]**

In order to ensure transparency in our business, we have a Comprehensive Retribution Policy (fixed and variable) for the CEO and Directors, which is reviewed by the Support Committee and the Board of Directors each year and in which the amounts that comprise said compensations are set. They are also disclosed in the annual report. **[4.5]**

In order to assess the performance of the supreme governing body, in 2012 an anonymous self-evaluation procedure will be performed on the Board of Directors. This process will be entrusted to an external supplier to ensure independence, confidentiality and autonomy. As of the current date, the questionnaire has already been drawn up and will be submitted to the Committee for consideration in February 2012 and the Board in March of the same year. **[4.10]**

SUPPORT COMMITTEES

The Ordinary General Shareholders' Meeting approved that a single committee would attend Board of Directors meetings. The Board of Directors appoints the members of the Special Committee whose duties include Audits, Corporate Practices, Finance and Planning, and is comprised exclusively by Independent Board Members. The Shareholders' Meeting appoints the Chairman of this committee.

In the field of Audits, in order to ensure compliance with corporate, accounting, financial information and internal control policies, pursuant to the terms set forth by the Law, the Special Committee has the following duties and responsibilities:

- selection and nomination of external auditor, as well as issuance of an opinion on their possible removal;
- supervising the work of the external auditor and analyzing the reports he or she prepares;
- discussing and supervising the preparation of financial statements;
- submitting to the Board of Directors a report on the efficiency of the internal control systems;



- requesting reports from the corresponding directors when the committee deems this necessary, and providing assistance to the Board of Directors to prepare reports featuring accounting and informational guidelines and which are used mainly to draw up financial statements and draft the report on operations and activities in which the Board of Directors has participated pursuant to the provisions of the Stock Market Act;
- informing the Board of Directors of any irregularities they become aware of;
- receiving and analyzing comments and observations put forward by shareholders, board members, relevant directors and external auditors, and taking any measures that, in its opinion, is appropriate in connection with such observations;
- convening Shareholders' Meetings;
- supervising implementation by the CEO of resolutions taking by shareholders and board members, and
- preparing and submitting to the Board of Directors an annual report on its activities.

In the field of Corporate Practices, in order to reduce the potential risk of carrying out operations under conditions that could put OMA at a disadvantage, or privilege a given group of persons or shareholders, the Special Committee has the following duties and responsibilities:

- issuing opinions to the Board of Directors on matters of its competency;
- requesting the opinion of independent experts, when they deem this convenient;
- convening the Shareholders' Meeting, and
- helping the Board of Directors to prepare annual reports and comply with information submittal obligations.

In the field of Finance and Planning, in order to assess long-term strategic planning, investment policies and financing, as well as to identify any risks that could be faced by the company, the Special Committee has the following duties and responsibilities:

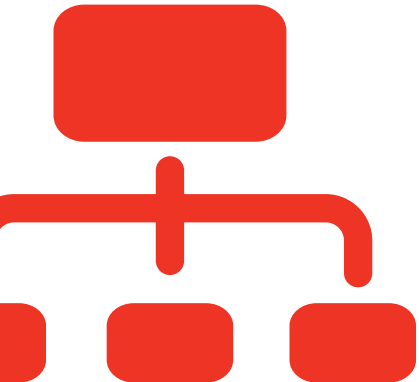
- analyzing and proposing general guidelines for determining the Strategic Plan and following it through;

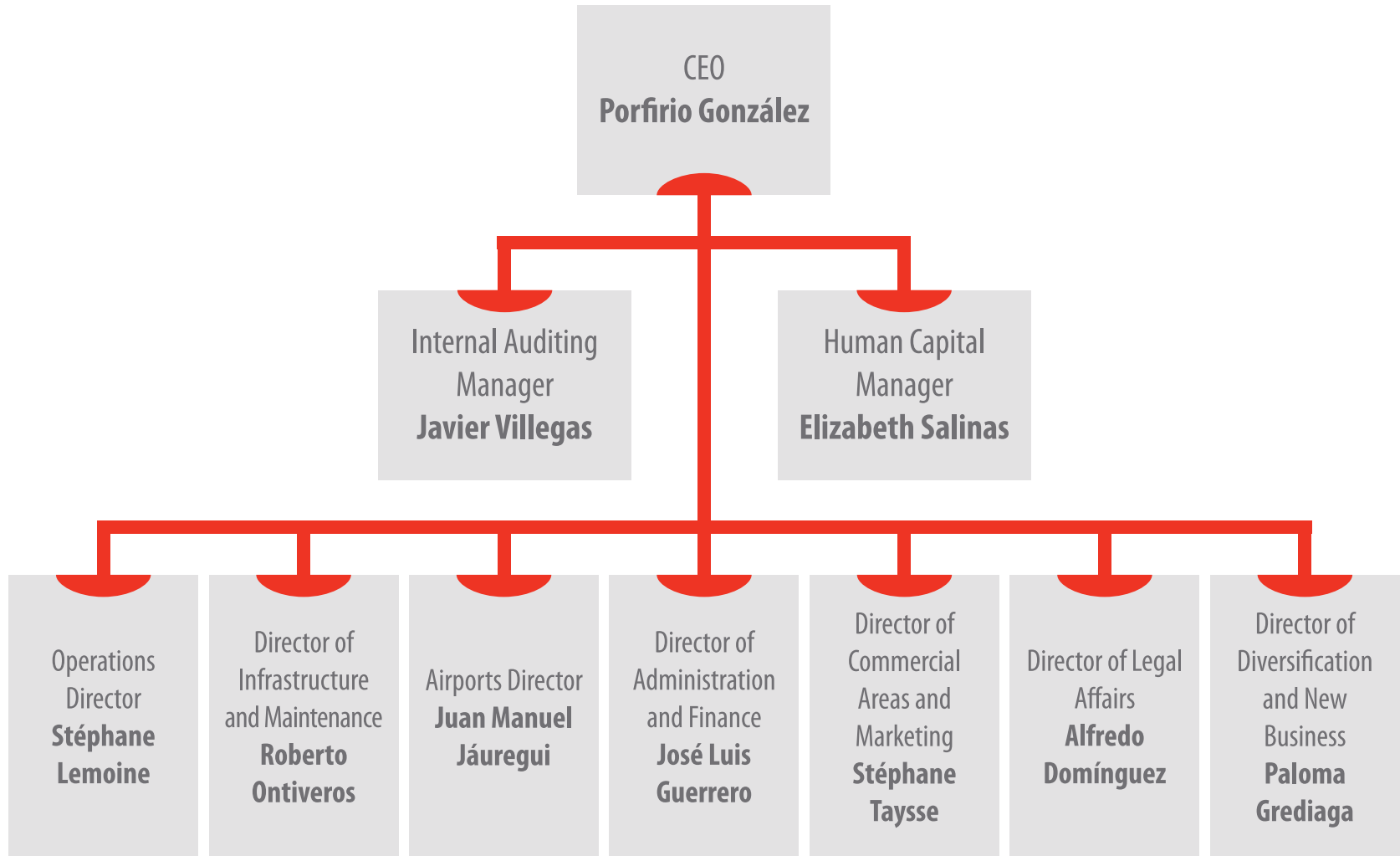
- evaluating and issuing an opinion on the investment and financing policies proposed by the General Management and ensuring their consistency with the Strategic Plan;
- issuing an opinion on the premises of the annual budget and providing follow-through on its implementation, as well as the control system;
- analyzing and evaluating any risk factors that the company could face, as well as mechanisms for controlling and preventing them;
- assessing and reviewing financial projections to make sure they are in line with the Strategic Plan.

MANAGERIAL TEAM [2.3]

The Organizational Structure of Grupo Aeroportuario del Centro Norte consists of a CEO and seven Area Directors, subordinate to whom are managers, airport administrators, deputy managers, along with administrative personnel, area heads, coordinators and ops staff.

One of the main changes undergone by the organizational structure during 2011 was the creation of the Diversification and New Business Department. [2.9]





Risk Management



[1.2, 4.9 , 4.11]

Since 2010, and as part of our Strategic Plan, the Risk Management Committee was created with the main undertaking of appropriately detecting and managing any potential risks we may be exposed to and thereby setting forth key strategies to enable us to avoid, reduce or mitigate them in order to ensure the long-term continuity of our business.

The Committee has the following duties:

- Directing and coordinating risk management activities.
- Reporting to the Executive Committee.
- Following through and reviewing the risk management process.
- Reviewing and approving risk management policies.

[3.9]

The Risk Management Committee consists of six Directors and four managers of OMA, who follow a certain methodology to identify and classify risks. This methodology considers the assessment of the following risks:

1. Compliance-related risks
2. Operational risks
3. Financial risks
4. Environmental / Market risks
5. Strategic risks

As part of this analysis, 84 potential risks were identified of which 95% were mitigated in 2011.

One example of this was the actions taken to activate the Emergency Plan during storms, which was coordinated jointly with Civil Protection at each location we operate in.

The goal for 2012 is to draw up a risk inventory for each airport, develop plans of action to prevent and mitigate them, as well as formulate plans to deal with environmental contingencies and damage repair.

Ethics in Business



Robert Frost
The Road Not Taken

Two roads diverged in a yellow wood,
And sorry I could not travel both,
And so one I traveled, and one I left
To another day.
That first one was grassy and wanted wear,
Though as for that the passing there
Had worn them really about the same,
And both that morning equally lay
In leaves no step had trodden back.
Oh, I kept the first for another day,
Yet knowing how way leads to way,
I doubted if I should ever come back.
I shall be telling this with a sigh
Somewhere down the road
Two roads diverged in a yellow wood,
And sorry I could not travel both,
And so one I traveled, and one I left
To another day.

[4.8]

One of our main goals is to implement the values and philosophy of OMA in each of our day-to-day activities. We are convinced that an organization that is consistent with its day-to-day actions will enjoy long-term stability and growth.

To this end, at OMA we have a code of ethics that we put into practice and disseminate among our employees and stakeholders. In 2011, 100% of our administrative personnel and 90% of our ops personnel received training on ethics and anti-corruption measures. [S03]

This document also sets forth procedures to avoid conflicts of interest of the supreme governing body. Our Code of Ethics and Conduct specifies that Board Members must abstain from voting on any matters on which there could be a conflict of interests. Furthermore, Independent Board Members sign a letter to the Board of Directors stating that they are not subject to any of the circumstances set forth in the Stock Market Act (LMV) for avoiding conflicts of interest. [4.6]



As part of the drive to disseminate this topic, the Fotonovela Ética (Ethics Photo Story) of OMA, published on the internal communications network (intranet), covers different values using a didactic format and with the voluntary participation of company personnel. In 2011 the Fotonovelas OMA covered the topics of loyalty and consistency.

The Code of Ethics and Conduct in Business governs us in matters relating to ethics, bribes and corruption in the duties of our personnel, be it inside or outside the company. Such document can be consulted by our personnel on our internal communications network (intranet) and is open to all our stakeholders on the OMA website.

The document covers the following matters:

- Compliance with laws
- Factors that give rise to conflicts of interest
- Use of the position and relations for one's own benefit
- Abuse of privileged information
- Safeguarding of confidential information and patents
- Fair treatment for employees, clients and suppliers

- Restrictions on competitiveness
- Austerity and efficient handling of resources
- Bribing of public servants
- Disclosure of relevant information for complying with the guidelines of a public institution
- Discrimination and harassment at the workplace
- Compliance and regulations with regard to health and safety at the workplace

To consult the complete document, please visit the website:

<http://www.oma.aero/es/somos/gobierno-corporativo>

REPORTING SYSTEM

In order to ensure correct implementation of our Code of Ethics and Conduct in Business, at OMA we have an anonymous reporting system coordinated with the support of an independent company to guarantee the correct channeling of reports, thereby avoiding conflicts of interest.

All our personnel have a toll-free Direct Number at their disposal that they can use freely in an anonymous and confidential manner and without fear of reprisals, ensuring at all times completely confidential and professional treatment.

The Direct Number is: 001 877 495 3315, available 24 hours a day, 365 days a year.

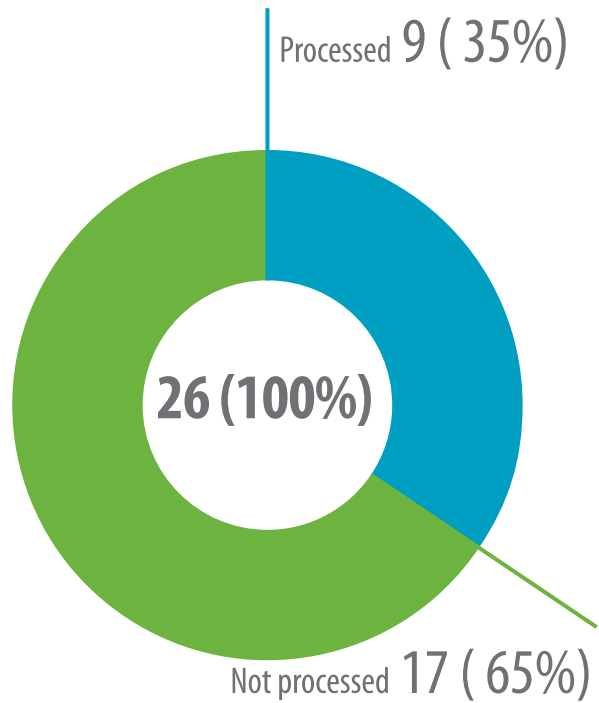


A total of 26 reports were received in 2011, one hundred percent of which were investigated. Of these reports, nine were processed (34.6%) and 17 (65.4%) were not because investigations revealed that they did not breach the Code of Ethics and Conduct.

During this period no reports were made in connection with incidents or violations of the rights of indigenous communities.

[HR4, HR9]

Of the nine reports processed, seven were made anonymously, while the other two were made in person. As a result, six members of staff were dismissed from the organization and three others penalized. **[S04]**

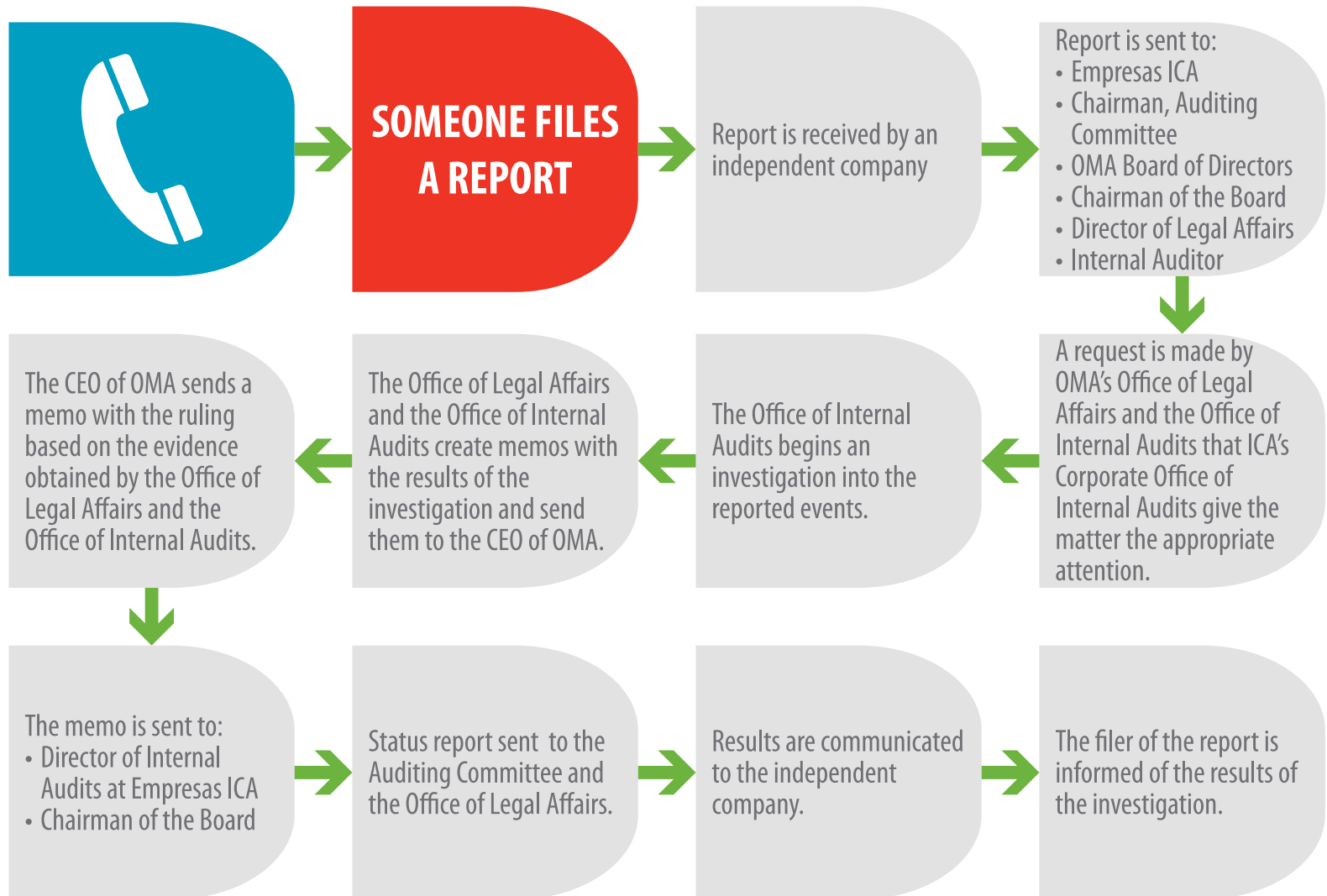


Total Reports Received 2011

The grounds for the reports that were processed for noncompliance with regulations on discrimination and harassment were as follows: **[HR4]**

Type of Report	Number	Percentage
Damage to work environment	5	56%
Abuse of power	1	11%
Sexual harassment	1	11%
Physical violence	1	11%
Creation of hostile work environment	1	11%
Total	9	100%

Path taken by reports from their reception to their resolution



The direct report can be received by any of the following departments: Legal Affairs, Human Capital, or through the person's direct superior. The report is routed to the Office of Internal Audits for follow-up.

Human Rights





APOYAMOS
EL PACTO MUNDIAL

[4.12]

In keeping with our values, in 2009 we joined the United Nations Global Compact. In this major international drive in the field of Human Rights, the companies that form part of it voluntarily decided to adopt the ten universal principles put forward by the UN.

Our Sustainability Report responds to the Global Compact request regarding Communication on Progress (COP).

The UN Global Compact's principles

HUMAN RIGHTS

1. Businesses should support and respect the protection of internationally proclaimed human rights; and
2. Make sure that they are not complicit in human rights abuses.

LABOUR

3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
4. The elimination of all forms of forced and compulsory labour;
5. The effective abolition of child labour; and
6. The elimination of discrimination in respect of employment and occupation.

ENVIRONMENT

7. Businesses should support a precautionary approach to environmental challenges;
8. Undertake initiatives to promote greater environmental responsibility; and
9. Encourage the development and diffusion of environmentally friendly technologies.

ANTI-CORRUPTION

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

3. Sustainability

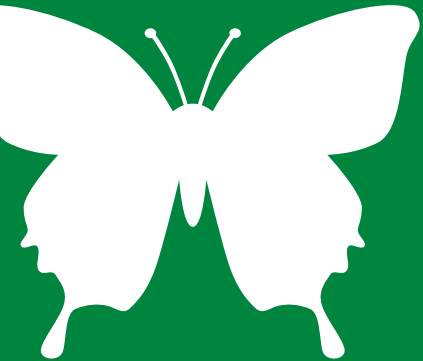


[3.9, 4.11]

At OMA sustainability is the cornerstone of our strategy. Based on our belief that the global environment we operate in requires that we attend to all the different aspects of our business, in recent years we have officially incorporated the OMA Sustainability Policy in all our operations.

In order to guarantee its validity, in 2011 a review was performed to allow us to ensure, both medium and long term, the presence of our business on the market. The Sustainability Policy is aligned with OMA Strategy and Values, and through the Comprehensive Management System we are coordinating sustainable measures at our 13 airports.

This control platform enables us to review, control and follow through on measures for improvement, documents, activities and indicators of sustainable measures at all our operation centers.



[5.1]

Objective	KPI	Weight	Target	Actual	%
P7 Increase customer satisfaction	Customer satisfaction index	90.00%	90.00%	89.13%	89.13%
	Percentage of suggestions or complaints resolved/addressed	10.00%	100.00%	100.00%	10.00%
					99.13%
P8 Contribute to community development	Socially Responsible Company Distinctive Award	75.00%	2.44	2.50	75.00%
	SR events/activities carried out	20.00%	84.00	126.00	20.00%
	Percentage of educational delay	5.00%	2.00%	2.48%	3.80%
					98.80%
P9 Encourage care for the environment	ISO 14001 Certification	75.00%	100.00%	100.00%	75.00%
	Environmental/carbon footprint produced	20.00%	26,785.00	28,102	19%
	Reforestation program	5.00%	10,400.00	994.00	0.48%
				94.48%	
P10 Encourage a safe and healthy work environment	Frequency index	70.00%	0.35	0.49	50.00%
	Accident rate index	20.00%	2.60	6.89	0.00%
	Accident seriousness index	10.00%	7.50	13.98	1.36%
				51.36%	

The Sustainability Committee, formerly called the ACSMAR Committee, is chaired by our CEO and is responsible for defining actions derived from the implementation of our Sustainability Policy.

SUSTAINABILITY POLICY

This policy is based on contributing to the welfare and satisfaction of our personnel and their families, clients, shareholders and economic partners, through the development of airports with quality facilities and services based on respect for human rights, mitigation of the environmental impact of our operations, caring for quality of life at work and a balanced use of economic, social and environmental resources, so they are available to future generations. It also involves working on the socioeconomic development of communities near our airports.

Our committed goals are: [4.17]

CORPORATE GOVERNMENT

- I. Setting forth economic, corporate, environmental and social performance in line with the OMA Code of Ethics, the adoption of improved practices and compliance with applicable national and international standards.
- II. Effectively controlling any risks for which the company is directly responsible.
- III. Promoting a culture against corruption.
- IV. Submitting accounts to interested parties on a regular and transparent basis.

ENVIRONMENT

- I. Systematically creating a preventive approach that helps care for the environment in all our activities.
- II. Promoting the values and disseminating environmental best practices to the interested parties.
- III. Setting targets for preventing environmental contamination.
- IV. Encouraging re-usage, recovery and recycling of materials.
- V. Mitigating the environmental impact of our operations with regard to water, air, soil, biodiversity, noise, residues and energy.

VI. Taking actions to conserve biodiversity in the regions where we are present.

SOCIAL ASPECTS

- I. Respecting universally recognized basic human rights.
- II. Operating within a framework of Social Responsibility.
- III. Promoting social equality among our stakeholders.
- IV. Respecting diversity and promoting equal opportunities.
- V. Promoting the inclusion at work of people with disabilities.
- VI. Fostering a working atmosphere that helps improve the quality of life of personnel.
- VII. Setting targets to prevent risks at work and allow us to achieve the goal of zero accidents at work and zero occupational illnesses.
- VIII. Encouraging individual and collective efficiency and promoting and developing the competencies of staff members.
- IX. Training our staff members on the principles of Quality, Health and Safety, the Environment and Social Responsibility in order to face up to the challenges of our business and our community.

ECONOMIC ASPECTS

Clients:

- I. Satisfying the needs of our clients in a timely manner and with innovation, quality and efficiency.
- II. Continuously improving the efficiency and effectiveness of our processes.
- III. Cooperating with airlines, service providers and commercial partners by getting involved in projects to improve quality of service.
- IV. Using marketing tools and complying with the ethical principles of respect for consumers, the community and the environment.

Suppliers:

- I. Establishing fair commercial relations with suppliers.
- II. Implementing the OMA Code of Ethics and ensuring it is complied with in acquisitions.
- III. Getting suppliers and commercial partners involved in complying with standards relating to quality, corporate government, the environment and social matters.

Neighboring Community:

- I. Working for the socioeconomic development of the communities neighboring our operations.

OMA Comprehensive Management Model Sustainability



4. Economic Aspects



BOARDING PASS

AMERICAN AIRLINES

7H

PREMIUM
SEAT/SUITE

7H NO

828 715A

AMERICAN AIRLINES

At OMA we are working to generate value for our investors and the communities where we have operations in order to effectively portray ourselves as an attractive company to invest and work in.

There are a number of mechanisms for monitoring the Group's financial performance, the main ones being the following: [3.9]

1. Annual budget: This includes the budget of Group companies and is reviewed on a monthly basis. In addition, quarterly projections are made to monitor any possible non-alignment with the original plan.
2. Strategic Planning: Based on quarterly reviews used to inform the Strategic Planning Committee of any possible deviations so that a mitigation plan can be drawn up to address them. As part of the Strategic Plan, KPI (Key Performance Indicators) are set for each strategic initiative of each of the Group's companies, which include financial indicators for each one.
3. Risk Management Committee: Its mission is to detect any possible risks and dangers relating to the business and draw up mitigation plans for them.



For further information on our economic performance, please consult our Annual Report on our website www.oma.aero

In 2011 we successfully issued stock certificates in the Mexican market.

On July 15, 2011, OMA became Mexico's first Airport Group to issue Stock Certificates. The issue was for 1,300 million pesos at a rate of TIE (28 days) plus 70 base points over five years. Such issue substantially reduced the company's cost of financing and also helped finance capital investments committed to in the Master Development Program for the 13 airports and strategic investments. The issue by OMA obtained mxAA+ rating from Standard & Poor's and AA+(mex) rating from Fitch Ratings.

At OMA we are committed to security, and the Baggage Check System based on state-of-the-art technology positions OMA's airports on the same level as the leading airports in the world in this field. Investment in equipment using state-of-the-art technology has helped us increase security at our airports.

This project required an investment of more than 600 million pesos, some of which we financed with the support of UPS Capital Business Credit, an affiliate of UPS (NYSE: UPS) and the backing of Export-Import Bank (Ex-Im Bank) with the contracting of a ten-year line of credit for USD\$23 million at the LIBOR rate (3M) plus 1.25 percent.

Revenue, EBITDA and Net Profits of Grupo Aeroportuario del Centro Norte in 2011.

In 2011 we migrated the calculation and presentation of financial information to IFRS international standards, and all the financial information presented below is therefore shown pursuant to these parameters.

	2010	2011
Income	2,574	2,790
UAFIDA	870	1,084
Net Profit	660	616

	2010	2011
UAFIDA Margin	33.78%	38.87%
Net Profit Margin	25.62%	22.08%

Note: The figures presented in our 2010 Sustainability Report were adjusted to the IFRS standards, resulting in a numerical difference.

[EC1], [2.8]

	Item	2010		2011	
			Amount		Amount
Direct economic value generated	Income		2,574		2,790
Distributed economic value	Operational costs		1,854		1,870
	Salaries and social benefits for employees	\$357		\$416	
	Investment in the community	\$8		\$1	
	Payments to government (gross income tax rate)	\$20		\$16	
	Accrued and deferred taxes		70		182
	Payments to fund providers		-9		121
	Economic value withheld	Economic value generated minus distributed economic value		659	

Amounts in millions of pesos

Note: The information presented for tax year 2010 did not include accrued and deferred taxes and payments to fund providers, since the information shown was until the operating profit; as a result of this and the adoption of the IFRS standards, the figures for 2010 and 2011 are shown comparatively [3.10]

At OMA we do not receive funds from the Federal Government for the running of any of our airports **[EC4]**

In 2011 we worked together with 27 airlines through which we connected our almost 12 million passengers with 168 destinations: 99 domestic and 69 international. **[2.8]**

The foregoing operations brought about a 1.6% increase in terminal passengers compared with 2010. Terminal passengers include passengers from the three types of aviation (commercial, non regular commercial and general) and exclude passengers in transit. **[A01]**

Terminal Passengers	2010	2011
Domestic	9,660,159	9,988,332
International	1,927,529	1,784,252
Total	11,587,688	11,772,584

Passengers	Domestic	International	Total
Arrivals	5,073,263	814,654	5,887,917
Departures	4,915,069	969,598	5,884,667
Total passengers	9,988,332	1,784,252	11,772,584

Number of operations realized: [2.8]

Number of Operations Realized	2010	2011
Domestic	300,515	292,301
International	44,312	43,701
Total	344,827	336,002

Total number of passengers by type of use of the airport [A01]

Passengers 2011	Origin and destination	Transfer	In transit	Total
Domestic	9,946,296	42,036	174,808	10,163,140
International	1,777,824	6,428	24,252	1,808,504
Total passengers*	11,724,120	48,464	199,060	11,971,644

* Total passengers: This includes passengers from the three types of aviation (commercial, charter and general aviation).



5. Social Dimension



Social Responsibility



“Social Responsibility is a determined commitment to the welfare of employees, their families, the communities where we operate, our clients and economic partners, as well as looking after the environment”.

We have committed the OMA personnel team to our interest groups and to society, and are constantly striving to provide value for our stakeholders.

We have developed a Social Responsibility Model under which we organize our actions and structure efforts so that our programs can provide real benefits.

[3.9]

Social responsibility objectives for 2011 were as follow:

Number of events realized 126 vs. our goal of 2.

Percentage of staff with education backwardness: 2.49% vs. our goal of 2%.

Even though five fewer people completed their elementary and/or middle school studies in 2011, we did not achieve the goal of reducing the proportion of personnel with incomplete education to 2%. The goal for 2012 is for everyone employed at our work centers to have completed elementary school.



In 2011 we obtained recognition, for the fourth year in a row, as a Socially Responsible Company issued by the CEMEFI

OMA FRAME OF REFERENCE

Frame of Reference / Social Responsibility

EMPLOYEES AND FAMILY

Actions aimed at our **employees and their families** with the goal of encouraging their development, promoting concern for health and guaranteeing their level of education.

COMMUNITY

Actions aimed at **communities** where we have a presence, supporting education and community development programs

USERS AND ECONOMIC PARTNERS

Actions aimed at **users and economic partners** with the goal of guaranteeing safety and improving quality of life.

THE ENVIRONMENT

Actions aimed at contributing to **improving the environment** everywhere we have a presence.

STAKEHOLDERS

An analysis carried out by the Sustainability Committee identified stakeholders with a direct or indirect relationship with OMA. This process was performed together with all the group's departments. An impact vs. dependence* matrix was drawn up for this study in order to gauge the importance and relevance of each stakeholders. [3.9]

Stakeholders Matrix

		Type of Influence of Stakeholders			
		No Influence	Low Influence	Some Influence	High Influence
Degree of Independence of Stakeholders	High Dependence				✓
	Low Dependence				

*Reference: AccountAbility, United Nations Environment Programme, Stakeholder Research Associates Canada Inc.

Ninety-one entities with which we are in constant interaction were identified. These entities fall into nine major groups that represent our stakeholders. [4.14, 4.15, 4.16]

Stakeholders	Definition	Methods of Communication	Frequency
Staff	direct 1,011 people – unionized and not – who work in our 13 airports and our corporate offices	Intranet	Permanent
		Internal Publication Notams	Bi-monthly
		Announcements	Permanent
		Bulletin Boards	Permanent
		Internet	Permanent
		Working environment survey	Two per year
		Code of Ethics hotline	Permanent
Stock Market	Regulatory Institutions, Stock Exchange, Corporate Government, Investors, Analysts and Financial Consultants	Annual Report	Annual
		Website	Permanent
		Investor Relations Area	Permanent
		Bulletins	Permanent
		E-mail	Permanent
Clients	Passengers, Economic Partners, Airlines and Contractors	Information screens and desks	Permanent
		E-mail	Permanent
		Website	Permanent
		Local Operations and Hours Committee	Monthly
		Suggestions box	Permanent
		Passenger satisfaction survey	Annual
		Telephone line	Permanent
Social networks	Permanent		

Stakeholders	Definition	Methods of Communication	Frequency
Providers	Companies that facilitate their services for the maintenance and functioning of our facilities	E-mail	Permanent
		Announcements	Permanent
Service providers	Companies that help us with the operation of the business with complementary services	Local Operations and Hours Committee	Permanent
		Contracts	Permanent
Government	Officials from the three levels of government: federal, state and municipal	Advisory Boards	Annual
Nearby Communities	Neighbors, the community in general	Website	Permanent
		E-mail	Permanent
		Advisory Boards	Annual
Media	TV, radio, press and users of internet pages	E-mail	Permanent
		Website	Permanent
		Announcements	Permanent
Organizations of civil society	Organizations of civil society, primarily those related to health, safety and the environment	E-mail	Permanent
		Website	Permanent

As part of our relationship with stakeholders, we maintain ties with a number of national and international associations and organizations in which we perform an active role in projects or committees. **[4.13]**

Entity
UN Global Compact
Congruence Movement
ACILAC Airports Council International Latin America and the Caribbean
American Society for Quality
Technical Committee of ISO Standard 26000
ALADA Latin American Association of Aeronautical Law Mexico Chapter

Entity	Airport
Asociación de Empresas e Industrias Limpias del Estado de Guerrero, A.C.	Acapulco
AMEAC Association of Assembly Plants and Exporters of Chihuahua	Chihuahua
Committee of Customs Facilitation	
AAA Association of Customs Agents	
Members of the Board of Tourism Development of the Municipality of Culiacán	Culiacán
Mutual Business Assistance Group of Culiacán	
National Chamber of Commerce, Culiacán Section	
Employers' Confederation of the Mexican Republic, Culiacán Section	
Board of Directors of CANACO	Mazatlán
Traffic Committee of the Hotel Association	
Permanent participation with Civil Defense of the Town of Mazatlán	
Mutual Assistance Committee	
Chamber of Commerce in Reynosa	Reynosa
Chamber of Commerce in McAllen	
CANACO San Luis Potosí	San Luis Potosí
CRIT ALTAMIRA	Tampico
CANACO Tampico	
Hotel Association	
ESR Laguna Network Movement	Torreón

SOCIAL RESPONSIBILITY ACTIONS

Sustainability Fair

In November 2011 the third Sustainability Fair was held in all the Group's airports. This event lasts a week and its purpose is to promote awareness and the participation of all our personnel and their families in the field of sustainability through activities such as conferences, competitions, guided trips, visits to civil associations, healthcare and the prevention of illness, sports activities and community participation, among other things. More than 2,000 participants attended.

During the Sustainability Fair, the third photography, drawing and collage competition was held. The work presented must demonstrate creativity and sensitivity regarding the steps we need to take in order to improve our environment. More than 120 items of work were received. There were two winners in each category, and staff members and their families were invited to take part.

OMA Women

The aim of this program is to promote the complete overall development of our female members of staff, as well as create a bond with the wives of our male members of staff in order to strengthen family ties.

In 2011 a number of conferences were given on women's welfare covering topics such as nutrition, communication, health and breast cancer.

OMA Good Neighbor

This program allows each of our airports to hold events and/or make donations to their neighboring communities. In 2011 we carried out 35 liaison activities with communities living in the vicinity of our airports.

We launched the Volunteer program in which we adopted eight schools from communities near our airports and carried out paintwork and maintenance work. We also invited members of staff and their relatives to participate.

In order to professionalize this program, we have developed a Community Liaison Diagnostic to identify the main needs of the area so that airports can channel all their efforts to help communities where we are present more effectively. In 2012 the aim is to complete all the diagnostics at all airports.



Extension of practices to suppliers

In order to pool efforts to provide service of excellence, we have trained staff members from the Security and Cleaning companies in OMA Culture (Mission, Vision, Values), Sustainability Policy, Customer Service, Social Responsibility, Code of Ethics, the Environment and Occupational Health and Safety.

Practices at Work



TRAINING

In 2011 at Corporate we implemented a procedure for informing each of our staff members of their Individual Training Plan (PIC – acronym as given in Spanish), which is scheduled for implementation at airports in 2012. The main areas of training in this plan were the Ninth International Diploma in Airport Engineering and Certification, a Diploma in Statistical Quality and Six Sigma Black Belt, the first top-level workshop in Latin America in Airport certification and the Seminar by Aéroports de París.



TRAINING

Total Man-hours of Training	
2010	69,834
2011	70,820

In 2011, a total of 70,820 man-hours of training were imparted to OMA staff members.

Average hours: Total hours of training divided by the total number of staff members.

Training	Average hours per staff member
2009	43
2010	70
2011	70

Employee Category Training 2011 [LA10]

Type of Contract	Number of Employees	Total Training Hours per Contract	Average Hours per Employee	Amount Invested per Employee
Administrative	431	25,867	60	\$6,129.45
Union	580	44,953	77	\$1,288.89

Note: The training indicator will be broken down as from the next report.

In 2011, an investment of \$1,913,056 pesos was assigned to 304 grants for our employees, spouses and children.

Breakdown of Grants by Grade Level 2011	
Elementary School	153
Junior High	26
High School	38
Bachelor's	74
Master's	13
Total	304

Note: A special grant for education is included at the elementary level.

BACKWARDNESS IN EDUCATION

In line with our commitment to education and our belief that this is a critical factor in the development of our country, since 2009 we have been participating in the program promoted by the Instituto Nacional para la Educación de los Adultos (National Institute for Adult Education or INEA), recognized as a Company Free of Backwardness in Education. The airports of Tampico and Reynosa obtained this certification in 2009 and 2010, respectively.

The goal in 2012 will be to eradicate backwardness in education at the elementary level in all airports.



OMA, Company Free of Backwardness in Education

Airport	2009	2010	2011
Acapulco	3	3	3
Cd. Juárez	6	4	2
Culiacán	3	3	3
Chihuahua	1	0	0
Durango	2	2	1
Mazatlán	1	1	0
Monterrey	13	13	12
Reynosa	2	0	0
San Luis Potosí	1	1	1
Tampico	0	0	0
Torreón	0	0	0
Zacatecas	2	2	2
Zihuatanejo	1	1	1
Corporate	0	0	0
Total	35	30	25

GREAT PLACE TO WORK 2011



For the first time ever, Great Place to Work Institute of Mexico® (GPTW) granted its Ranking de Mejores Empresas para Trabajar® (Best Companies to Work Ranking) in Mexico, in the category of 500 to 5,000 Staff Members and Multinational Companies, as well as recognition in the Northeast and Northwest Regional Ranking.

The ranking put us in 85th place out of the 100 companies that comprise this group.

STAFF BENEFITS

Our staff members enjoy additional benefits to the ones required by law in our country.
[LA3]

Work benefits greater than the ones set forth by law.

Vacations	20 days (all employees)
Vacation Bonus	80% (airport administrative personnel and operational personnel), 75% (corporate personnel)
Year-end bonus	46 days (corporate personnel), 47 days (airport administrative personnel and operational personnel)
Life insurance	We offer this benefit to all our staff. The members of the Rescue and Fire-fighting Corps have a double policy
Savings fund	13% of perceived income with a legal limit
Family Support Fund	Up to 13% of perceived income less the savings fund
Special permits	We give 3 paid days off, in addition to \$5,000 pesos, for the deaths of direct relatives We provide 5 additional vacation days for marriages
Cafeteria	We have an employee cafeteria at each airport and corporate personnel is provided with restaurant vouchers

At OMA there are no differences in salary based on age or gender. Salaries are set in accordance with ability and performance, as well as by employee category, airport category and length of service at the company. Our direct staff members featuring among the lower salary levels earn more than the minimum salary of each region where we have operations. **[LA14]**

The minimum salary for each geographic zone*, compared with the standard salary at each airport, is given in the table below. **[EC5]**

Percentage difference of minimum salary from the OMA table vs. minimum salary in each economic zone.

Geographic Zone*	Airport	Minimum Salary by Economic Zone	Proportion of Minimum Salary, OMA Pay Scale
A	ACA, CJS, REX	\$1,896	388%
B	MTY, TAM	\$1,842	365%
C	CUU, CUL, DGO, MZT, SLP, TRC, ZCL, ZIH	\$1,797	375%

*Geographic zones are classified in accordance with zones defined by the Ministry of Finance and Public Credit, through the National Minimum Salaries Commission by way of a resolution published in the Official Gazette of the Federation.

OMA INNOVA

At OMA we encourage the constant participation of our work team. We understand Innovation as a process in which ideas and knowledge are transformed into new or improved services that generate value for our clients, users and passengers.

OMA Innova is a forum for putting forward ideas in different categories:

- Savings
- Income Generation
- Operating Efficiency
- Sustainability
- Communications / Branding
- Working Climate

	Stage	Ideas	Participants	Selected Ideas	Implemented
2010	Stage 1	269	98	10	7
	Stage 2	88	44	11	3
	Total	357	142	21	10

	Stage	Ideas	Participants	Selected Ideas	Implemented
2011	Stage 3	99	50	11	To Be Implemented
	Stage 4	132	87	8	To Be Implemented
	Total	231	137	19	To Be Implemented

OMA TEAM

Our workforce comprises 1,011 direct members of staff distributed between corporate and our 13 airports. **[LA1]**

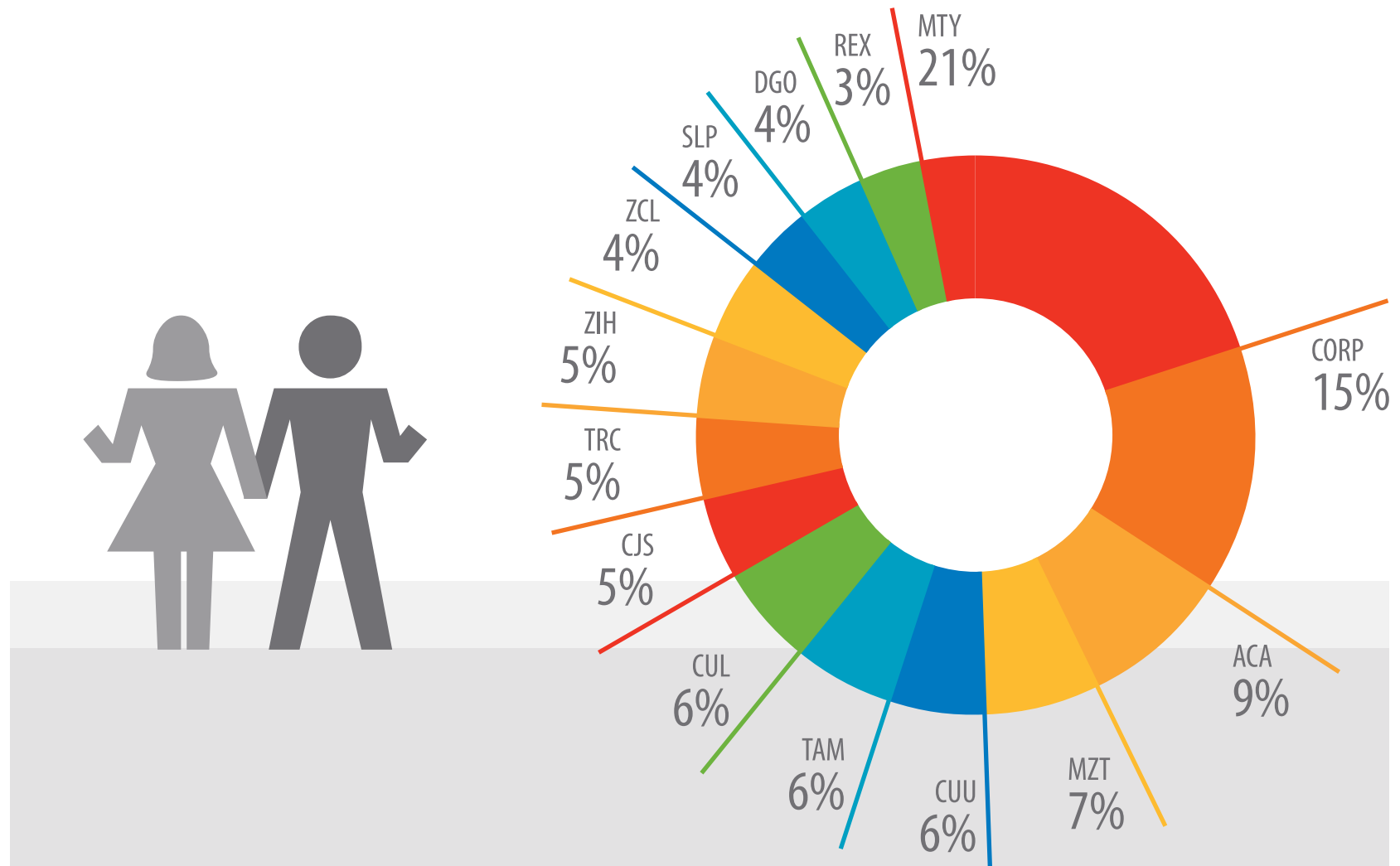
38% of our direct employees receive annual performance assessments. In 2011, 98% of them were assessed, which in real figures means 379 members of staff, of which 242 are men and 137 are women.

The assessment process is carried out early on in the year. In 2011 it was conducted based on performance information from 2010. **[LA12]**

[LA1]

Region/Type of Position	CORP	ACA	CJS	CUL	CUU	DGO	MTY	MZT	REX	SLP	TAM	TRC	ZCL	ZIH	Total
Administration	142	16	9	12	12	6	53	12	7	8	10	9	7	12	315
Operations	11	20	11	7	12	5	49	11	4	5	12	7	5	5	164
Services and Security	0	6	4	6	2	0	31	10	1	1	2	3	2	2	70
Maintenance	0	17	6	8	9	6	49	15	5	5	13	7	7	12	159
CREI	0	30	22	23	23	22	24	22	17	23	22	23	22	15	288
Freight	0	0	0	0	5	0	10	0	0	0	0	0	0	0	15
Total	153	89	52	56	63	39	216	70	34	42	59	49	43	46	1,011

Distribution of employees at each airport

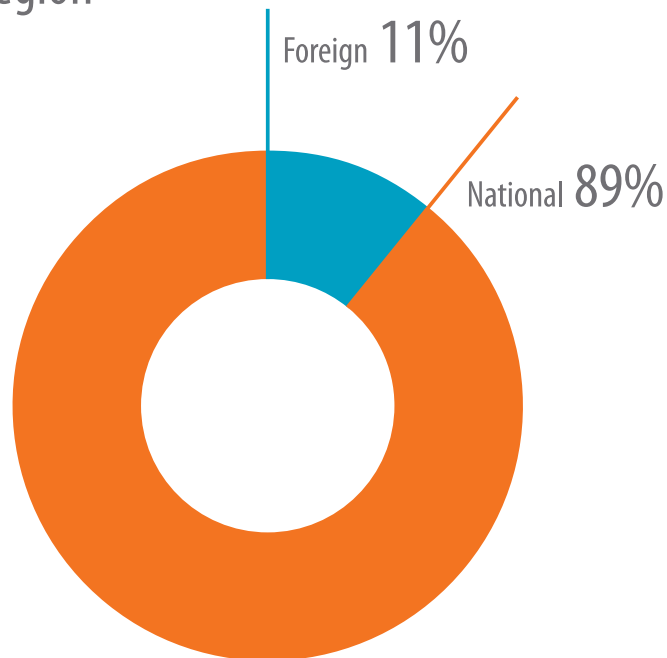


PROPORTION OF DIRECTORS PER REGION

[EC7]

Our top-level management team – Directors, Airport Administrators and Managers – comprises 38 members of staff, 40% of whom are originally from the regions where we have operations.

Proportion of Directors per Region



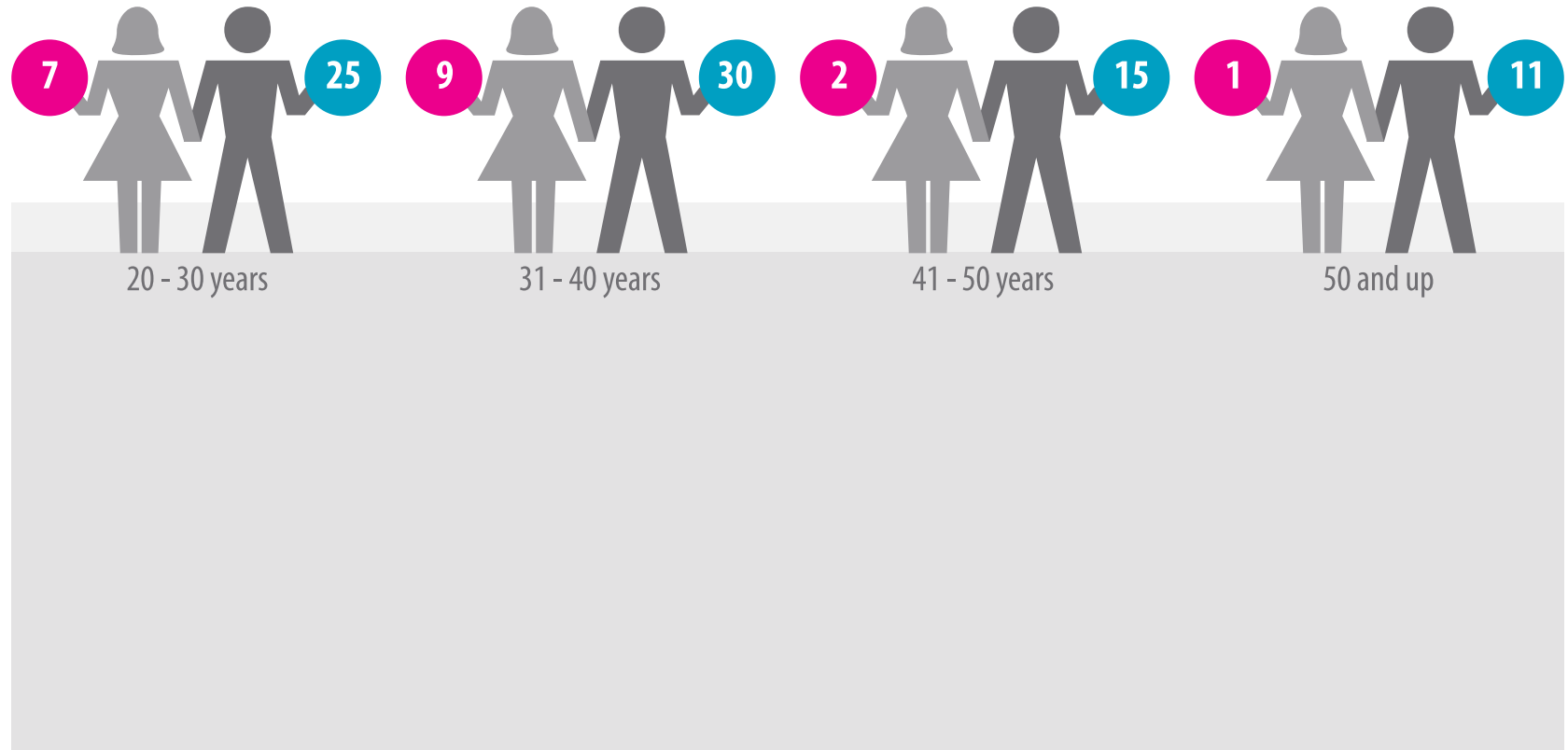
Cultural and gender diversity among our employees enables us with multiple perspectives throughout our operation. This is the main reason at OMA we are totally against discrimination.

Our recruitment process and personal development programs are based in competitive selection. Vacancies are posted internally to offer growth opportunities to all our personnel who have preference in application and evaluation.

Percentage of men and women in OMA

OMA Personnel	2010		2011	
	No. Employees	Percentage	No. Employees	Percentage
Female	187	19%	194	19%
Male	809	81%	817	81%
Annual turnover	8.9%		6.7%	

Percentage of Employee Distribution by age and gender [LA1]



[LA2] Turnover indicators

2010	Union	Administrative	Total
FT annual average	568	420	988
Departures	32	56	88
	5.6%	13.3%	8.9%

2011	Union	Administrative	Total
FT annual average	576	422	998
Departures	24	43	67
	4.2%	10.2%	6.7%

[3.9]

FT= Workforce

Staff Departures = Dismissals and Voluntary Resignation

Turnover index = Staff Departures / Average FT

Average Monthly FT = Initial FT + Final FT / 2

Average Yearly FT = Sum of all Average Monthly FT

Turnover for each work center

	ACA	CJS	CUL	CUU	MTY	MZT	REX	SAC	SLP	TAM	TRC	ZIH	General total
Dismissed	13	2			11		2	4	2		3	2	39
End of contract	1			2		1		2		1	1		8
Voluntary departure	2	1		1	7	3		7	2		2	3	28
Transfer		2	1	1	2			3					9
General Total	16	5	1	4	20	4	2	16	4	1	6	5	84

Turnover by Gender

	M	W	General total
Dismissed	29	10	39
End of contract	4	4	8
Voluntary departure	19	9	28
Transfer	8	1	9
General Total	60	24	84

Turnover by Age

	20-30	31-40	41-50	51 and over	General total
Dismissed	12	13	2	12	39
End of contract	5			3	8
Voluntary departure	9	8		11	28
Transfer	2	3	1	3	9
General Total	28	24	3	29	84

Occupational Health and Safety



Occupational health and safety is a priority for OMA. Protecting the physical wellbeing of all our direct and indirect members of staff, as well as the health of our passengers, suppliers and clients, is part of our day-to-day duties.

[3.9]

Our Health and Safety program is centered on measures intended to mitigate risks to the health and safety of employees and their families, as well as clients, suppliers, commercial partners and other people who go to our work centers.

The initiatives of the Strategic Plan for the period 2012-2016 in the field of Health and Safety include the following:



STPS SAFE COMPANY CERTIFICATION

Safe Company certification is a program coordinated by the Ministry of Labor and Social Development based primarily on achieving regulatory compliance.

All 13 of OMA's airports are currently part of this program. The Airport of San Luis Potosí obtained Level III Safe Company Certification in 2010, and OMA's target is for all our 13 airports to obtain certification in this program by the end of 2012.

ADDICTION-FREE COMPANY CERTIFICATE

In our drive to prevent addiction-related risks, each year we award the Addiction-Free Company certificate, which is based on performing anti-doping examinations on staff members and implementing corrective measures to remedy positive cases. With these steps OMA implements its zero tolerance policy with regard to the consumption of illegal drugs: cocaine, marihuana, amphetamines, methamphetamines and benzodiazepines.

OMA HEALTH PROGRAM

The aim of this program is to prevent risks derived from general illness. In the first six months of 2012 we are scheduled to start taking specific measures to help control the main pathologies detected in medical examinations in 2011: overweight and obesity, decreasing visual acuity and hypoacusis. The program will be ongoing on a permanent basis and, each year, changes will be made to its strategy in accordance with the results obtained.

CIVIL PROTECTION FAMILY PLAN

This initiative seeks to reaffirm our commitment to the safety of our employees and their families. During the course of 2012 we will be running campaigns aimed at our employees and their families in the fields of first aid and the use of fire extinguishers.

Training in Health and Safety

In order to safeguard the physical integrity of our employees, we have identified potential work-related risks and hazards. As a result of this, we have devised strategies to prevent accidents at work. The measures taken include training in health and safety as an ongoing activity at our organization.

Training in Occupational Health and Safety [LA8]

Program	Aimed at
Slipping, Falling and Tripping	All employees
Risk awareness and control	All employees
Risk communication	All employees
Contractor safety	Contractors and Maintenance Personnel
Electrical emergencies	Maintenance Personnel
Danger take care of your life	Maintenance Personnel
Fire safety	All employees
Heat fatigue	Maintenance Personnel
First aid	All employees
Personal protection equipment	All employees
Civil defense family plan	All employees
Ergonomics	Office Personnel
Alcohol and drug abuse	All employees

Addiction-Free Company

In 2011 we approved Drug and Addiction-Free Company Certification awarded by Premeditest* in order to detect consumption of five illegal drugs: cocaine, marihuana, amphetamines, methamphetamines and benzodiazepines.

This drive reinforces measures intended to cut down the risks of illness and accidents at work that could be caused by the consumption of illicit substances.

The aim of this initiative is also to protect the safety of our organization's passengers and clients.

OMA has set forth a policy of zero tolerance towards the consumption of illegal drugs for all its employees.

* Premeditest: company approved by the Ministry of Health and the Federal Ministry of Public Security, the Ministry of Communications and Transportation, the Ministry of National Defense, the Ministry of Labor and Social Development and the Ministry of Public Security of the Federal District.

In 2011 we had 1,287,692 man-hours without accidents.

Our permanent goal: to achieve zero accidents at work in all our facilities.

Work-Related Accidents

	2009	2010	2011
Number of Accidents	5	4	11
Work days lost	31	131	312
Fatalities	0	0	0

Note: health and safety indicators include security and cleaning staff (subcontracted) at all our facilities. [3.10, 3.11]

Total work-related accidents at each airport (SC)

Airport	MTY	TAM	CJS	ZCL	CORP	ACA	CUL	CUU	DGO	MZT	REX	SLP	TRC	ZIH	SC
2009	4	0	0	0	0	0	0	0	0	0	0	0	1	0	ND
2010	2	0	0	1	0	1	0	0	0	0	0	0	0	0	ND
2011*	5	2	1	1	0	0	0	0	0	0	0	0	0	0	2

Total number of days lost due to work-related accidents at each airport

Airport	MTY	TAM	CJS	ZCL	CORP	ACA	CUL	CUU	DGO	MZT	REX	SLP	TRC	ZIH	SC
2009	24	0	0	0	0	0	0	0	0	0	0	0	7	0	ND
2010	18	0	0	110	0	3	0	0	0	0	0	0	0	0	ND
2011	125	52	66	28	0	0	0	0	0	0	0	0	0	0	41

SC=Subcontractors

Occupational illness rates, days lost and number of work-related fatalities for each region.

[LA7]

2011																
Work center	ACA	CJS	CUL	CUU	DGO	MZT	MTY	REX	SLP	TAM	TRC	ZCL	ZIH	CORP	SC	TOTAL
Work-related accidents	0	1	0	0	0	0	5	0	0	2	0	1	0	0	2	11
Days lost due to work-related accidents	0	66	0	0	0	0	125	0	0	52	0	28	0	0	41	312
Commuting accidents	0	0	0	0	0	0	2	0	0	0	0	0	0	0	0	2
Occupational illnesses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cases of general illnesses	34	5	12	16	4	5	29	7	5	37	5	2	5	0	0	166
Days lost due to gen. illnesses	188	35	50	196	18	56	553	66	85	251	89	90	17	0	0	1,694
Fatalities	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

SC=Subcontractors

The nine work-related accidents registered at OMA were caused by:

Site	Description	Injury	Gender
Monterrey	When he was installing a switch on an electrical panel he passed a screwdriver by some electrified bars, which caused a short circuit.	First degree burn	Male
	He says that when he was getting off the transportation vehicle, he took two steps and bent his right ankle	Sprain	Male
	He was jogging on the field and slipped on his left foot. He fell, with his weight on his left shoulder. The ground was wet (from the rain).	Fracture	Male
	As I was unloading material from unit M-01, I slipped and I tried used my right forearm to break my fall, hurting that arm.	Cut	Male
	As he was walking toward a platform he sprained his right foot.	Sprain	Male
Cd. Juárez	A member of the CREI overexerted himself while practicing a movement using the stairs.	Torn muscle	Male
Tampico	A maintenance worker was walking through a construction area and stepped on a board with nails. One of the nails entered his foot.	Puncture wound	Male
	Accident occurred at the CREI's facilities at the Tampico Airport. At the end of a firefighter's shift, as he went from the bathroom to the bed, he tripped over an open locker.	Cut	Male
Zacatecas	While performing his firefighter's field practice and conditioning, he was carrying a drum that weighed approximately 16 kg when he stopped and said that his knee hurt. He stopped and sat down in the CREI's lounge. At approximately 8:15pm he went to the hospital and called the human capital coordinator at 11:25pm to inform him that he was in the emergency room.	Distended ligament	Male

[LA7]

OBJECTIVE	INDICATOR	Actual	Actual
		Achievement 2010	Achievement 2011
Mitigate Work-related Risks	Frequency Index	0.38	0.49
	Seriousness Index	12.52	13.98
	Accident Rate Index	4.79	6.89

The indices for calculating accidents, seriousness and accident rates are calculated using formulae based on the corporate procedures of the company's management system and national legislation that comply with International Labor Organization (ILO) recommendations. [3.9]

FREQUENCY INDEX (FI)	SERIOUSNESS INDEX (SI)	ACCIDENT RATE INDEX (AI)
$FI = n \times 200.000 / HHT$	$SI = n \times 200.000 / HHT$	$AI = FI \times SI$
n = Work-related risks (accidents + occupational illnesses)	n = # of days lost due to accidents and/or occupational illnesses	Frequency Index multiplied by the Seriousness Index
HHT = Man-hours worked by all employees during a given period of time	HHT = Man-hours worked by all employees during a given period of time	

Note: For 2011 include subcontractors in the index calculation. [3.10, 3.11]

Risks detected

One of the main risks to the health of our employees that we have identified is hearing affectations due to exposure to noise, specifically in the positions of Ops Officer in the runway area.

In order to mitigate this risk, stringent controls have been implemented including the supplying of appropriate personal protection equipment to cut down the risks staff members are exposed to.

In 2011, during Sustainability Fair, medical test and health conferences were done for our employees and their families. That same year we also provided follow-through on the OMA Health Program that allows us to find out about the health of our employees and take measures to protect their overall wellbeing.

In 2011 the operations of our organization caused zero occupational illnesses and zero fatalities.

Health and Safety Commissions [LA6]

We have set up health and safety commissions at our work centers representing 100% of our members of staff. The creation of these commissions accounts for 10% of our total workforce. The number of participants in the commission varies among airports and such commissions are aligned with the regulations currently in force.

The make-up and activities of these commissions are defined in accordance with:

- The Mexican Official Standard NOM-019-STPS.
- OMA health and safety regulations.
- The procedure set forth by the company.

Members of the Health and Safety Commissions

General Commission	CEO
	Secretary General of the National Union
	Health and Safety Coordinator
	National Union's Secretary of Labor and Conflicts
	Work Relations Coordinator
Local Commissions (by airport)	Chairman of the Union's National Vigilance Board
	Airport Administrator
	Human Capital Coordinator
	Union Representative
	Representatives of administrative and operations personnel

Agreements with Unions and employee participation [LA9]

The General and Local Health and Safety Commissions are internal bodies comprising members of staff from all hierarchical levels. Their job is to monitor programs and progress made in the field of occupational health and safety at all our operations centers.

Communication and agreements with our unionized employees, who account for 57% of our members of staff, are covered in the following fields in which they take part.

- Collective Work Agreement
- Internal Work Regulations
- Internal Health and Safety Regulations
- Sustainability Fair for staff members and their families
- Safety procedures
- CREI Program of Excellence
- OMA Grants Program
- General and Local Health and Safety Commissions
- Participation in Great Place to Work surveys

Talks with the Sindicato Nacional de Trabajadores de la Industria Aeroportuaria y Servicios Similares y Conexos de la República Mexicana (National Union of Workers in the Airport Industry and Similar and Related Services of Mexico) in connection with Occupational Health and Safety contemplate the following agreements:

- Personal protection equipment.
- Joint health and safety committees.
- Training and education.
- Communication mechanisms.
- The right to refuse to do dangerous work.
- Compliance with standards and laws.
- Periodic inspections.
- Agreements or structures for resolving problems.
- Commitments on result targets or on the levels of practice to be implemented.
- Participation of worker representatives in audits, inspections and investigations into accidents with regard to health and safety.

[LA4]

OMA Unionized and Non- Unionized Staff

Staff	2010		2011	
	No. Employees	Percentage	No. Employees	Percentage
Unionized	580	58%	580	57%
Non-Unionized	416	42%	431	43%
Total	996	100%	1011	100%

OHSAS 18001 Certification

In 2011 we obtained OHSAS 18001:2007 Certification in a multi-site scheme for our 13 airports, which sets forth a system for mitigating health and safety risks to our staff members and other people involved in day-to-day operations.

To find out about our certificates, please visit our website:

www.oma.aero/es/somos/sustentabilidad/seguridad-salud-ocupacional.htm



Quality and Customer Service



The quality of the services we offer all our clients at destinations where we operate is of crucial importance for the success of our business.

[3.9]

The initiatives of the Strategic Plan for the period 2012-2016 in the field of Quality and Customer Service cover the following areas:

- ASQ (Airport Service Quality) Survey Program, whose purpose is to evaluate airports with international passengers and a volume of around 400,000 passengers a year. The aim is to improve the quality of the services offered and position the airports as leaders in Latin America. In 2012 we will register six of our airports in this program, and the goal for 2013 will be to register eight airports.
- The Customer Service program, which seeks to implement customer liaison mechanisms, is intended to offer services at the right time and place and guarantee satisfaction. It will be deployed in the period 2012-2013.



- The 6-sigma Project, which contemplates the implementation of 6-sigma methodology to improve processes in order to reduce or eradicate defects or failures in the rendering of services to clients. This program was launched in 2011 and will complete implementation in 2012.
- Supplier and commercial partner quality development program, which seeks to develop suppliers and key economic partners so that they have ISO 9001:2008 certification and can make a positive contribution to our processes. This program is scheduled to start in 2012 and conclude in 2016.
- Indicator Platform, whose aim is to implement an electronic platform to manage OMA Comprehensive Management System indicators. This project will be launched in 2012.

Airline Satisfaction Survey

For the first time ever, in 2011 airline satisfaction surveys were formulated to evaluate the service we provide to companies operating at our airports and identify key areas in order to provide a service of excellence to clients and passengers.

Reports on the results of this survey will be drawn up and implemented in 2012. Three different questionnaires were prepared: Corporate, Airport Managers or Station Leads, and Pilots of airline aircraft. The following fields will be assessed in these surveys:

- Interaction between OMA and the interviewee's company.
- Administrative processes.
- Services at terminals for airline staff.
- Services for their passengers.
- Services for air operations.



Customer Satisfaction Index [PR5]

[3.9]

In order to find out about the views and suggestions of our clients, since 2003 we have been conducting annual passenger satisfaction surveys at all our airports. In 2011 a sample of 6,000 passengers was taken, thereby ensuring a reliability level of 95% and a margin of error of 5% in the results provided by the survey.

These parameters are set by contemplating trends and fluctuations in the number of passengers and a scale of possible answers that can be obtained.

As a result of the information generated by this study, we can formulate plans of action to improve and make the most of areas of opportunity identified by passengers and clients.

In 2011 the Customer Satisfaction Index rose from 89.00% to 89.13%

The questionnaires applied have evolved over time but have the same priority categories that respond to our clients' needs, so that the topics evaluated have the validity and comparability the analysis requires:

- Roads leading to airports.
- Parking facilities.
- Airlines.
- Public areas in airports.
- Departure lounges.
- Passengers and carry-on inspection points.
- Services.
- Stores.
- Restaurants and bars.

	ACA	CJS	CUL	CUU	DGO	MTY- TA	MTY- TB	MTY- TC	MZT	REX	SLP	TAM	TRC	ZCL	ZIH
2011	83.56	93.00	91.88	87.60	84.69	89.80	91.50	85.90	88.90	88.44	82.50	83.25	88.20	89.13	91.63
Historical average	75.37	78.69	84.19	79.48	76.94	81.98	91.50	85.23	79.19	74.03	79.08	75.09	77.48	82.75	80.10

Communication with clients

In addition to satisfaction surveys – and as part of our drive to maintain an active relationship with our clients – we use the following means of communication:

- Screens and information desks.
- E-mail / Info@oma.aero / sustainability@oma.aero
- Website.
- Local Operations and Hours Committee.
- Telephone line.
- E-mail: sugerencias@oma.aero and suggestions@oma.aero
- Suggestion Box system: We have suggestion boxes at all our airports so that users can give us feedback on the services we offer at air terminals.

Furthermore, in 2011 we installed, as a pilot test, the first three electronic suggestion boxes in the Airport of Acapulco, for passengers and users to provide us with their observations which were then recorded in an information system accessed by staff members in charge of the Airport and Corporate.

In 2012, forty suggestion boxes were installed in the other airports and in OMA Carga, with the intention of increasing the efficiency of user feedback procedures as well as to encourage the sending of suggestions and observations on services rendered at our air terminals.

It should be noted that at OMA we have a Personal Data Protection Policy under which we administer such information in a confidential manner and do not disclose any contact data provided to us by passengers and users. **[PR8]**

Of the total number of suggestions obtained from users in 2011, none refers to the question of privacy and the disclosing of personal data.

Measures for improvement

As a result of the feedback provided by our clients and passengers, a number of measures for improvement have been taken, including the opening of long-stay parking facilities and Inter-terminal Transportation (Monterrey), customer service training for members of staff (Mazatlán and Culiacán), interactive presentation of information on restrictions regarding liquids, aerosols and gels (Chihuahua), and enhancements to air conditioning equipment (Acapulco and San Luis Potosí).

The number of restaurants and stores was increased and areas for commercial premises were refurbished in several airports.

We have identified areas of opportunity in our services and facilities, the main ones being:

- Power sockets for recharging electronic devices, such as cellular phones or laptops. In 2012, forty-five electricity towers will be installed in the 13 airports.
- The replacing of seating in departure lounges with more comfortable seats.

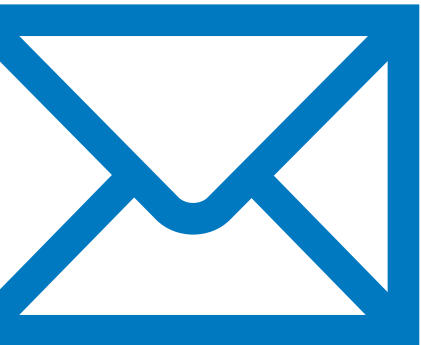
Suggestions Box

In 2011 the total number of feedbacks received through suggestions boxes and booths at all the airports rose to 1,136, which is 74% up on 2010.

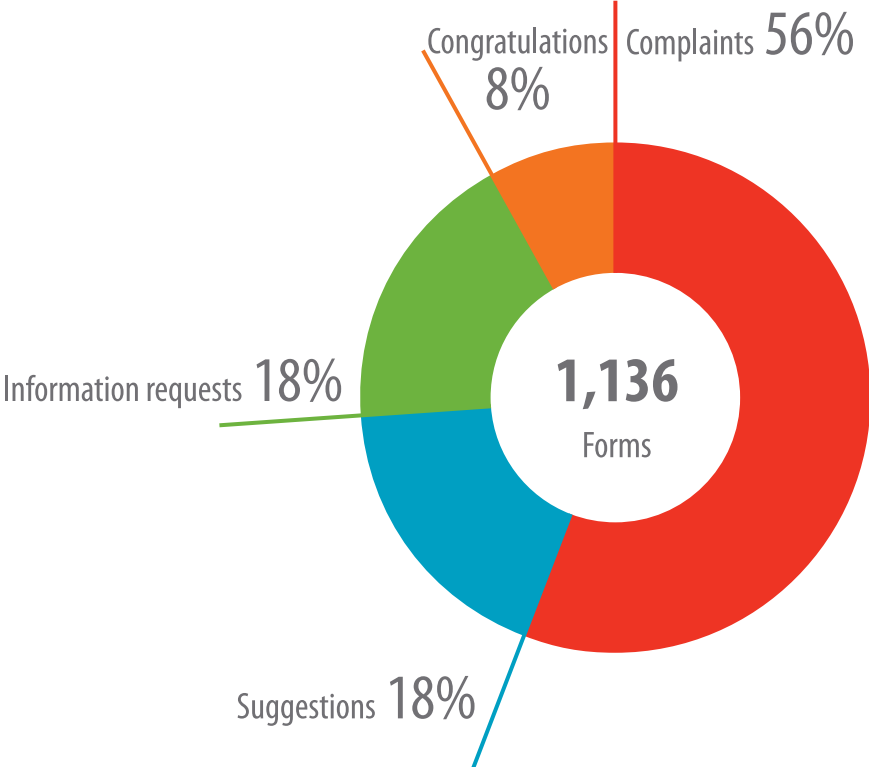
It should be noted that the proportion of complaints and suggestions received was lower in 2011. The proportion of complaints that year fell from 62% to 56%, and suggestions dropped from 21% to 18%.

At the same time, requests for information and congratulatory messages were up. The proportion of requests for information increased from 12% to 18%, while congratulatory messages rose from 5% to 8%.

OMA replies to 100% of feedbacks in which users provide us with their contact details, and all the observations received are sent to the corresponding departments for follow-through and resolution.



Suggestions Box



ASQ (Airport Service Quality) Surveys



The International Airport of Mazatlán was identified as the Best Regional Airport in Latin America and the Caribbean in 2011 by the Airports Council International (ACI).

The ACI is an agency that represents the interests of airports before governments and international organizations on a worldwide level. It also formulates standards, practices and policies, as well as providing information and training to increase the quality of operations and airport administration. It has 580 members running 1,650 airports in 179 countries and territories.

Since its creation in 2006, the ACI's Airport Service Quality recognition (ASQ Award) has become the most important benchmark in the world for passenger satisfaction. It is based on a program of surveys conducted at airports affiliated to this organization.

ASQ Surveys use the same questionnaires and the same evaluation methodology, which makes it possible to compare passenger satisfaction findings on an international level in terms of airport type and size.

In 2011 the airports of Mazatlán, Culiacán and Monterrey participated in this program. The Airport of Mazatlán obtained an average general satisfaction assessment of 4.01, on a scale from 1 to 5 in which 5 is the highest assessment.

The airports of Culiacán and Monterrey obtained scores of 3.84 and 3.75, respectively.

The airports of Acapulco, Mazatlán, Monterrey, Tampico, Torreón and Zihuatanejo will join the ASQ survey program in 2012.

Quality Management System

Through our Quality Management system we perform document reviews, approvals and updates, as well as provide follow-through on periodic, one-off or repeated duties and activities.

[3.9]

This system includes a total of 40 indicators and is supported by a commercial electronic platform called Masterweb[®].

The indicators evaluated include the following perspectives:

- Financial and market perspectives, specified to ensure airport profitability.
- Client perspective, which seeks to identify needs and satisfaction of different client and market segments that provide the airport with revenue.
- Internal perspective, which relates to the performance of relevant airport processes.
- Learning perspective, which relates to employee training and corporate culture approaches with regard to individual and global improvement at the company.



In 2011 our ISO 9001:2008 Quality Certification was approved for the seventh year running, with a record of zero nonconformities found in the external audit, according to the report issued by the firm Lloyd's Register Quality Assurance.

The Quality Management system applies to the rendering of terminal facility management services, including passenger baggage checks, cleaning and maintenance of the facilities, and parking operations.

The obtaining of Black Belt certification is scheduled for 2012, along with the obtaining of nine Green Belt certifications. This will strengthen the effectiveness of processes and enable us to increase revenue and, at the same time, cut down on costs by reducing variability in our processes.

Security at Airports



BN-SEN
P1

BN-HIGH
P2

MARCAR
P3

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SECURITY AT AIRPORTS

OMA has an undertaking with all its stakeholders to protect security in operations and facilities, complying with national and international standards to minimize any risks involving illicit interference, injuries and physical damage at the Group's airports.



Airport Security

AIRPORT SECURITY STANDARD PROGRAM

After the airport concession, we set about the task of standardizing our work in the field of security and thereby comply with national and international standards. In 2006 a project was devised to create to a Standardized Airport Security Program in order to ensure that all OMA airports have a uniform corporate policy in line with national and international standards.

This program can be divided into three main areas:

- Security Plan
- Contingency Plan
- Emergency Plan

The program will be completed in all our 13 airports in 2012. This will enable us to make sure all our security procedures are aligned and comply with national and international requirements.

CHECKED-IN BAGGAGE CONTROL PROJECT

In 2009 the Baggage Handling System (BHS) project was launched using state-of-the-art technology equipment to inspect checked-in baggage at each of our 13 airports.

This investment highlights OMA's determination to render services that comply with the highest standards in quality and security. The total cost of the project came to 500 million pesos. The portion that corresponds to each airport was included in the Development Master Program (PMD – acronym as given in Spanish).



INVESTMENT IN SECURITY

Our ever-present concern with stepping up security at all our airports has prompted us to invest in equipment and facilities to ensure that OMA complies with international civil aviation standards. In 2011 investments were made in the following areas:

1. Acquisition of Equipment: this began with the upgrading of checking equipment with a total investment of 202 million pesos.

- X-Rays.
- Walk-through metal detectors.
- Explosives detectors.

2. Works: investment in this area came to 21 million pesos in:

- Security posts.
- Reconfiguration of public and restricted areas.
- Local and central closed circuit TV.
- Automated access control (MTY).

Operational Security

PROGRAM TO CONTROL FAUNA THAT POSES RISKS TO AVIATION [A09]

As part of the Program to Control Fauna that Poses Risks to Aviation, Fauna Risk Diagnostic Studies, the Management Plan and Staff Training programs were drawn up for 11 of our airports, in addition to studies conducted in 2009 and 2010 covering all the Group's airports. [3.9]

At the airports of Ciudad Juárez and Mazatlán, steps were taken to implement the Management Plan at each airport, presenting Authorization procedure for the Handling, Control and Rectification of Problems Associated with Specimens or Populations that could become Detrimental with the environmental authorities in the states of Chihuahua and Sinaloa, respectively, where such authorizations were obtained. The document provides a detailed description of activities to be carried out for fauna management at airports in strict compliance with national environmental regulations.

The most notable measures included the gathering and relocation of three specimens of birds of prey and a river crocodile at the Airport of Mazatlán, in compliance with the authorization obtained by the Wildlife Department.

In support of Management Plan implementation, fauna control articles were acquired, including sound-based animal control devices, traps for mammals, herpetological pincers and hooks, as well as personal protection equipment.

In addition, Fauna Control Units were acquired for the airports of Reynosa, Torreón and Zacatecas. These units are notable for their process-oriented design and equipping, which feature modules for storing fauna, an area for moving cages with medium-sized mammals, high intensity lighting equipment and a megaphone system for including sound-based animal control devices.

In 2011 a fauna impact index of 0.1488 events per 10,000 operations was recorded on a Group level. [A09]

AERODROME CERTIFICATION

Progress was made in the implementation of the Operational Security Management System at all OMA airports. The aim is to identify hazards, as well as analyze and reduce risks related with operational security. This was announced through the extensive emission and dissemination of the Operational Security Policy aimed at all staff members, which sets out the company's undertakings to minimize the risk of aviation accidents and incidents. **[3.9]**

The Operational Security Management System was implemented in seven OMA airports (Acapulco, Culiacán, Monterrey, Mazatlán, San Luis Potosí, Zacatecas and Zihuatanejo) based on an Operational Security Risk Identification and Follow-Through tool devised by our strategic partner Aéroports de Paris Management.

This tool allows our staff members to efficiently manage operational security in the zone of movement by generating clear and complete information on the status of events, as well as easy-to-understand syntheses for following through on corrective and preventive action plans.

In addition, training was provided for Aerodrome Certification Coordination personnel as Internal Auditors in Operational Safety Management System Regulations (SMS: Safety Management System issued by the Mexican Civil Aviation Department (DGAC)), covering a total of 288 man/hours of training.

RESCUE AND FIRE/FIGHTING CORPS (C.R.E.I.)

In 2011 four fire-fighting units were acquired in order to provide rescue and fire-fighting services at the airports of Durango, Reynosa, Tampico and Torreón. Fire-fighting personnel at these airports were given the necessary training to operate these units.

A cistern was acquired for the airport of Monterrey to act like a supply tank for fire-extinguishing units, thereby avoiding the need to go back to HQ to resupply on water.

Furthermore, personal protection equipment, autonomous breathing equipment, recharging compressors and other rescue tools were acquired for different airports.

6. Environmental Aspects



The sustainable use of resources is a priority for OMA, and over the last few years we have reinforced strategies aimed at improving our processes, as well as cutting down on the consumption of resources we use in our business. [3.9]

Some of the environmental initiatives we have for the future are as follows:

1. **Urban Solid Waste Recycling Program (RSU)** – acronym as given in Spanish) with which we will implement procedures for recycling the urban solid waste of the company and cut down on the amount of waste generated and sent to sanitary deposits by the end of 2012.
2. **Perimeter Noise Level Monitoring Project** with which we will set forth a measuring process for airports in order to cut emissions of perimeter noise down to a minimum by the end of 2012.
3. **Water Saving Program** with which we will establish a set of facility adaptation activities and the dissemination of good consumption habits in order to optimize water usage at the 13 airports by the end of 2013.
4. **Energy Saving Program** with which we will promote good energy consumption practices in order to reduce the carbon footprint of OMA by the end of 2013.



One permanent undertaking at OMA is the devising of projects that enable us to help look after the environment in the places where we operate, as well as in society in general. In order to achieve this, we have a Corporate Environmental Protection Coordinator and eight ACSMAR (Quality Assurance, Security, Environment and Social Responsibility – acronym as given in Spanish) coordinators assigned at the 13 airports, who promote, at their respective locations, due care for the environment, as well as provide follow-through on the OMA Comprehensive Management System.

Our goal is not to generate any environmental liabilities as a result of our activities. To this end we have taken specific measures such as the use of our Comprehensive Management System which enables us to set, measure and provide follow-through on indicators intended to improve the yield of our resources.

In 2011 we obtained ISO 14001 International Environmental Management Standard certification. This accomplishment, which was obtained following arduous teamwork, confirms our commitment to working constantly to cut down on the consumption of natural resources, water and energy, as well as work on reducing emissions into the air and emissions of waste.

Our 13 airports are certified by the PROFEPA (Federal Environmental Protection Agency – acronym as given in Spanish) as part of the National Environmental Quality Program.



Environmental Performance Indicator Table

Indicator	2010	2011
Water Consumption (m ³)	599,174	556,212
Energy Consumption (Kwh/ GJ)	47,323,314 / 170,364	54,672,471 / 196,821
Generation of Hazardous Waste ⁽¹⁾ (Tons)	28.7	21.9
Generation of Non-Hazardous Waste (Tons)	2,465	2,128

(1) Reported data include waste generated by OMA Cargo Nomenclature / m³ – cubic meters / Kwh – Kilowatt Hour / GJ – Gigajoules / Tons – Tons

(2) Data for 2010 reveal discrepancies with regard to the information given in the Sustainability Report 2010, due to an adjustment to the spreadsheets of our Comprehensive Management System. **[3.10, 3.11]**

Environmental performance data were compiled by the 13 airports using quarterly indicators integrated into our MasterWeb virtual platform and reveal discrepancies with regard to the information given in the Sustainability Report 2010 thereby ensuring better accuracy for the information.

Water



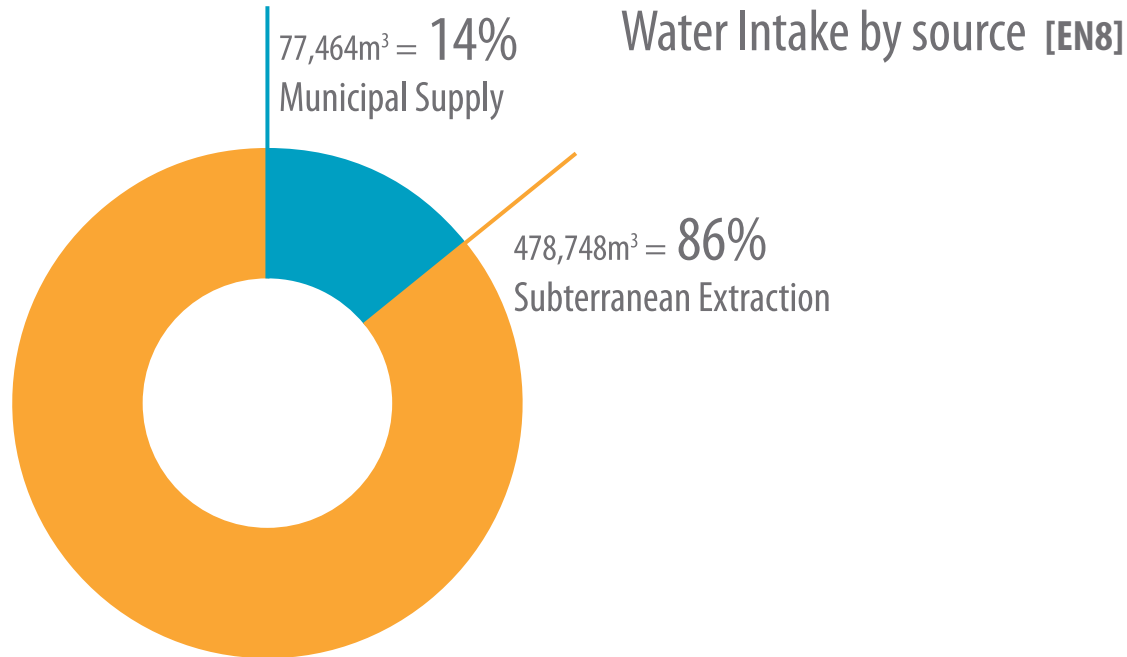
[EN8, EN10]

Water is a natural resource whose supply is becoming increasingly critical in Mexico and the rest of the planet. Driven by our concern for this state of affairs, at OMA we managed to save almost 38 million liters of drinking water in 2011 thanks to the adoption of practices to save and conserve water at our air terminals. Saving and treating water are priorities for OMA because, in addition to the financial savings involved, they help preserve our country's rivers and basins.

In order to use as little water as possible in our operations, in 2011 the company installed dry toilets and other devices with low water consumption at its airport terminals.

Nine of our 13 airports have underground wells for extracting water, four of which are supplied from the municipal system.





In order to bring water pollution discharges down to zero, we have plants for treating wastewater using biological systems and tertiary processes, such as filtering and chlorination at our 13 airports. We also have capacity for treating and reusing 501,422 m3 of water a year, which is equivalent to 90.15% of annual consumption at all our facilities. Treated water is used for watering our green areas, or is discharged into the soil after it has undergone this process. **[EN10]**

One challenge for OMA in 2012 will be to reuse water from the Airport of Monterrey at bathrooms in its terminals.

Energy



[EN3, EN4, EN5]

For OMA, the importance of using electricity wisely lies in its extensive contribution to improving the quality of service offered to our passengers, as well as its influence in achieving financial targets and its impact on environmental balance.

Global OMA Electricity Consumption (Kwh / GJ)

Airport	2010	2011
ACA	6,627,929 / 23,861	6,483,673 / 23,341
CJS	2,200,796 / 7,923	2,226,546 / 8,016
CUL	3,716,238 / 13,378	3,932,326 / 14,156
CUU	2,205,053 / 7,938	2,037,625 / 7,335
DGO	736,437 / 2,651	710,235 / 2,557
MTY	19,613,291 / 70,608	25,479,280 / 91,725
MZT	3,460,826 / 12,459	3,720,987 / 13,396
REX	1,011,004 / 3,640	1,014,830 / 3,653
SLP	917,353 / 3,302	895,052 / 3,222
TAM	1,966,669 / 7,080	2,148,378 / 7,734
TRC	1,694,230 / 6,099	1,716,456 / 6,179
ZCL	717,281 / 2,582	766,639 / 2,760
ZIH	2,456,208 / 8,842	2,691,020 / 9,688
SACN	-	849,424 / 3,058
OMA	47,323,314 / 170,364	54,672,471 / 196,821

As for global OMA consumption of electricity, in 2011 there was a 15.5% increase compared with the consumption level in 2010, equivalent to 26,457 GJ.

This corresponds to an increase in installed capacity with the launching of operations of the new Terminal B at the Airport of Monterrey in the last quarter of 2010.

The comparative yearly figures for the same terminals in 2011, at the other airports – not including Terminal B at the Airport of Monterrey –, reveal that a 19.4% saving in electricity consumption was obtained, equivalent to 33,170 GJ, compared with annual consumption in 2010.

The airports that stand out in this saving are the ones listed in the table below.

Airports that stand out for saving Electricity [EN5]

Airport	Energy 2010	Energy 2011	Savings
Chihuahua	7,938	7,335	603
Durango	2,651	2,557	94
San Luis Potosí	3,302	3,222	80
Acapulco	23,861	23,341	520

Figures in GJ – Gigajoules

As far as the use of fuel is concerned, there was a considerable reduction in the consumption of diesel and LP gas compared with 2010. In the case of diesel, we used 39,648 liters less as a result of the replacement of air conditioning equipment, given that the replaced equipment used diesel for its boilers.

At the same time, we cut LP gas consumption down by 55,502 liters, due to the fact that some of the group's airports have been installing solar heaters thereby helping reduce LP gas consumption.

In addition, gasoline consumption was up by 19,415 liters compared with 2010, because, as from the beginning of 2011, the Airport of Monterrey has been offering all its passengers and users free transportation services between its terminals between 05:00 hours and 24:00 hours.

OMA Direct Energy Consumption Table (liters) [EN3]

	Gasoline	Diesel	Propane
2010	202,753	190,076	162,525
2011	222,168	150,428	107,023

OMA Indirect Energy Consumption Table (Kwh / GJ) [EN4]

	Electricity
2010	47,323,314 / 170,364
2011	54,672,471 / 196,821

In order to improve our performance with regard to energy, investments were made to cut down consumption. The following amounts were spent:

\$ 1,800,000	MTY TB
\$ 1,054,000	MTY TC
\$ 428,000	DGO
\$ 508,000	ZCL
\$ 580,000	SLP

This spending paid for the installation of monitoring, automation and air conditioning equipment control devices, as well as temperature and humidity sensors.

Waste Management



[EN22]

The waste materials generated by OMA airports are sent to authorized suppliers for the corresponding treatment. These companies collect, quantify and confine them in accordance with the type of waste.

Hazardous waste is sent to a private firm authorized by the Ministry of the Environment and Natural Resources (SEMARNAT – acronym as given in Spanish) for final disposal without recycling, while non-hazardous waste is sent to a sanitary deposit.

Between 2010 and 2011, the total generation of Non-Hazardous Waste (RNP – acronym as given in Spanish) fell to 2,128 tons in 2011. The airports where RNP increased in 2011 were Culiacán (18.4%), followed by San Luis Potosi (1.33%), Zihuatanejo (1.49%) and Reynosa (1.02%). The main causes for this increase in waste production were: 1) These airports have freight handling and storage services, and 2) There was a considerable increase in the number of passengers because these were the airports with the highest levels of demand over this period of time. [EN22]

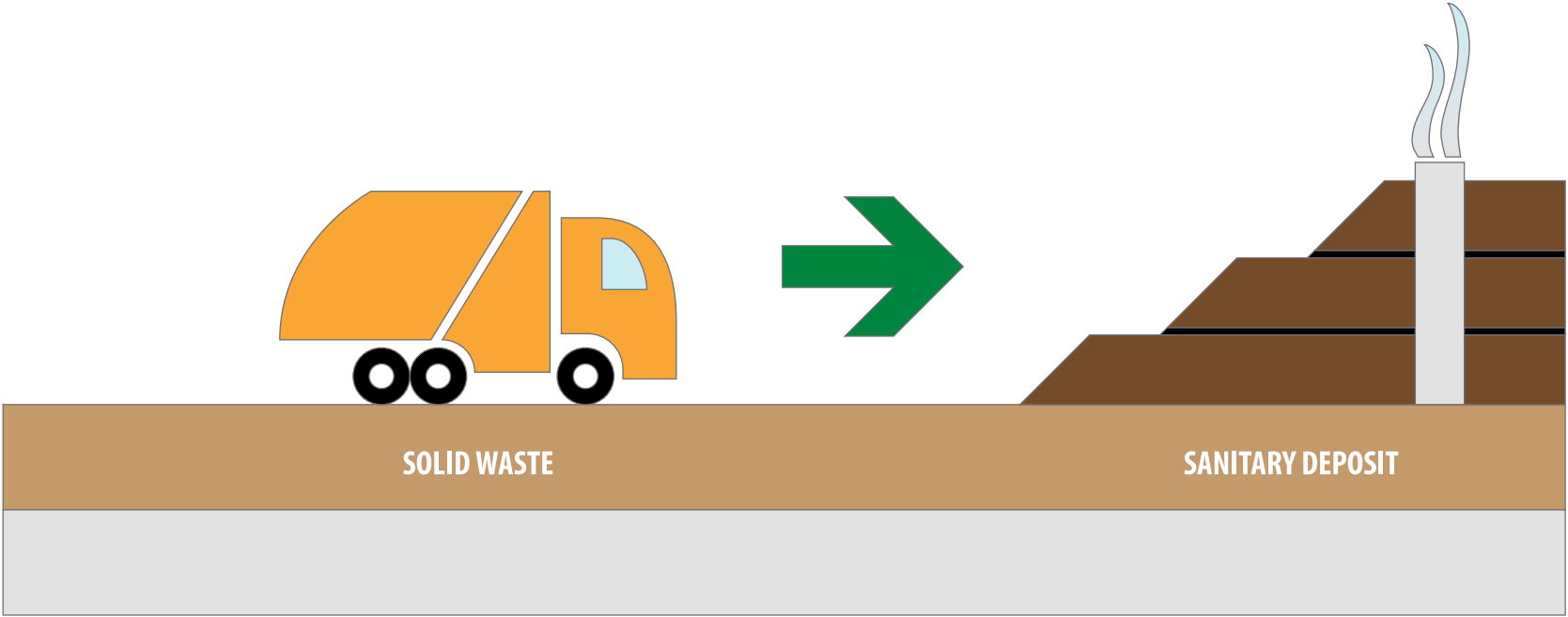
OMA Waste generation table

Airport	Hazardous Waste (Tons)		Non-Hazardous Waste (Tons)	
	2010	2011	2010	2011
MTY	3.1	9.6	851	690
ACA	15.7	2.3	86	74
ZCL	0.7	1.8	14	13
MZT	4.3	1.4	295	189
TAM	0.2	1.4	200	144
DGO	0.4	1.3	89	89
OMA CARGA MTY	-	1	-	-
ZIH	0.6	0.7	77	78
CUL	0.8	0.6	174	206
REX	0.8	0.6	196	198
SLP	0.6	0.3	75	76
CJS	0.5	0.2	204	203
CUU	0.2	0.1	121	102
TRC	0.2	0	82	66
OMA	28.7	21.9	2,465	2,128

(1) Data for 2010 reveal discrepancies with regard to the information given in the Sustainability Report 2010, due to an adjustment to the spreadsheets of our Comprehensive Management System. [3.10, 3.11]

In addition to the drop in the overall amount of non-hazardous waste, the amount of waste generated per passenger on a national level has also decreased. Between 2010 and 2011, the amount of waste generated per passenger was down by an average of 32 grams per passenger per year, reaching the figure of 181 grams per passenger in 2011. The make-up of non-hazardous waste depends on consumption levels and patterns, as well as on waste management handling and minimization practices. At OMA, just over half the waste is organic (waste from food, gardens and bathrooms).

The handling of non-hazardous waste spans from its generation, storage, transportation and treatment to its disposal in sanitary deposits.



Nonetheless, the Non–Hazardous Waste Management Plan that OMA has been preparing for 2012 will be the comprehensive management system for urban solid waste, and it is therefore scheduled to include a set of measures and procedures to assist the collection and disposal of consumer products that become urban solid waste when discarded. The main objectives of the Non–Hazardous Waste Management Plan include helping minimize the generation of waste, promoting shared responsibility among producers, distributors and sellers, performing separation at the source, separate collection of waste and encouraging reuse and recycling of solid waste, in order to cut down volumes and evaluate the waste currently sent for final disposal.

Air Emissions



Air emissions as a result of our operations are generated by two specific actions: the use of emergency plants located at electric substations and incinerators for organic waste produced by international flights.

In the case of emergency plants, air emissions are minimal because their use over the year is sporadic. They are activated only when the electricity supply from the CFE is cut or if there are failures due to weather conditions.

As for incinerators for the organic waste of OMA, we have controlled combustion incinerators that minimize impact on the environment, because they do not contaminate the soil or water, and the main products of incineration are gases that are easily reincorporated into nature, namely steam, carbon dioxide and air.



Biodiversity



[EN11, EN13]

In keeping with our Sustainability Policy, we comply with regulations to protect flora and fauna in each zone where we operate, and we work as a team to mitigate the impact of our organization on nature as far as possible.



FAUNA [EN15]

In 2011 eleven studies of fauna that posed a risk to aviation were conducted as part of our Fauna Control Program. These analyses are in addition to the studies performed in 2009 and 2010 covering all the airports of the Group. This program considers the handling of risky fauna at airports in strict compliance with the environmental regulations, as well as its biodiversity. **[3.9]**

The findings obtained from these studies revealed that in the regions where we have presence certain species were found to be endangered or endemic, pursuant to the Mexican Official Standard NOM-059-SEMARNAT-2010 “Environmental Protection – Wildlife flora and fauna species native to Mexico – Risk categories and specifications for their inclusion, exclusion or change - List of species at risk”.

A list of these identified species is given below: [EN15]

	Airport / Region	Scientific Name	Common name	Type
1	ACA, MTY, MZT, TAM	<i>Herpailurus yaguaroundi</i>	Jaguarundi	A
2	CJS	<i>Cophosaurus texanus</i>	Texas Earless Lizard	A
3	CUU	<i>Falco mexicanus</i>	Prairie Falcon	A
4	CUU, SLP	<i>Taxidea taxus</i>	American Badger	A
5	CUU	<i>Thamnophis eques</i>	Mexican Garter Snake	A
6	REX	<i>Gopherus berlandieri</i>	Texas Tortoise	A
7	MZT, TAM, ZIH	<i>Boa constrictor</i>	Boa Constrictor	A
8	ZCL	<i>Coluber flagellum</i>	Coachwhip	A
9	ZCL	<i>Coluber mentovarius</i>	Neotropical Whipsnake	A
10	ZCL	<i>Pituophis deppei</i>	Mexican Pine Snake	A
11	ZIH	<i>Coleonyx elegans</i>	Yucatán Banded Gecko	A
12	ZIH	<i>Ctenosaura pectinata</i>	Mexican Spiny-Tailed Iguana	A
13	ZIH	<i>Lampropeltis triangulum</i>	Milk Snake	A

Type A	Endangered Species
Type End	Endemic Species

	Airport / Region	Scientific Name	Common name	Type
14	ZIH	<i>Masticophis mentovarius</i>	Neotropical Whipsnake	A
15	ZIH	<i>Spilogale pygmaea</i>	Pygmy Spotted Skunk	A
16	ZIH	<i>Pelecanus occidentalis</i>	Pelican	A
17	CJS, TRC	<i>Anas platyrhynchos diazi</i>	Mexican Mallard	A, End
18	MTY	<i>Cairina moschata</i>	Muscovy Duck	A, End
19	MZT, ZIH	<i>Leptophis diplotropis</i>	Pacific Coast Parrot Snake	A, End
20	MZT	<i>Cyanocorax beecheii</i>	Purplish-backed Jay	A, End
21	MZT	<i>Tlalocohyla smithii</i>	Dwarf Mexican Tree Frog	End
22	MZT	<i>Ctenosaura macrolopha</i>	Sonora Black Iguana	End
23	MZT	<i>Thryothorus felix</i>	Happy Wren	End
24	ZIH	<i>Crotophaga sulcirostris</i>	Groove-billed Ani	End
25	ZIH	<i>Cyananthus latirostris</i>	Broad-billed hummingbird	End

Type A	Endangered Species
Type End	Endemic Species

Our commitment for the coming years is to promote the care and preservation of these species among our stakeholders.

FLORA [EN11, EN13]

OMA is committed to protecting the ecosystems that are home to a large variety of sea, land and air species at its airports. This is the case of the airports of Zihuatanejo and Acapulco, which have 6,000 m² of protected mangrove area.



In the case of Zihuatanejo, in 2011 we registered the “Vivero Aero-Zihuatanejo” Environmental Management Unit (UMA – acronym as given in Spanish) with the Federal Delegation of the SEMARNAT in the state of Guerrero, for the reproduction and reforestation of button mangrove (*Conocarpus Erectus*) on the terrain of the airport. In addition, building work was completed on the construction of the tree nursery on an area of 800 m², and we now have the operating manual. In 2012, we will start producing seedlings and budwoods to propagate the mangrove. In the case of Acapulco, the project design phase was completed for establishing an UMA on the terrain of the airport in collaboration with the Universidad Autónoma de Guerrero (Autonomous University of Guerrero). This project will be developed over the course of 2012.

Climate Change



[EN16]

At OMA we have implemented steps to measure and control our emissions of carbon dioxide and other greenhouse gases in the air, pursuant to the GEI Mexico Program coordinated with the Ministry of the Environment and Natural Resources (SEMARNAT) and the Private Sector Studies Commission for Sustainable Development (CESPEDES).

For the purposes of this report, measurements were taken from direct and indirect emissions with their standing of Scope 1 and Scope 2 produced by OMA during 2011.

Direct Sources

Scope	Fuel	Source of Emissions	Units	2010	2011	Variation	Gases Emitted
1	Gasoline	The Company's own utility vehicles	Liters	202,753	222,168	9.58	GHG
1	Diesel	Emergency electrical generators	Liters	190,076	150,428	-20.86	GHG
1	Propane	Hoists, incinerators, drainage siphons and CREI ovens	Liters	162,525	107,023	-34.15	GHG

The basis for calculating total GHG emissions for Direct Sources by each airport “p” of fuel type “i” in CO₂eq units and calculating total GHG emissions: **[3.9]**

Equation 1

$$Emissions_p = \sum_{p,i} Fuel\ Consumption_{p,i} \cdot FEC_i$$

Indirect Sources

Scope	Fuel	Source of Emissions	Units	2010	2011	Variation	Gases Emitted
2	CFE	Federal Electricity Supply	Kw-Hrs.	47,323,314	54,672,471	15.53	GEI

The basis for calculating total GEI emissions from indirect sources by each airport is based on the electricity emission factor used for estimating Scope 2 emissions (generated by the use of purchased electricity) and varies from one year to another depending on the mixture of fuels used to generate electricity purchased from the National Electricity Grid (SEN).

For the purposes of the emissions factors estimated in this document, and pursuant to the methodologies used to calculate them, only electricity delivered to the system shall be considered, in other words, it shall refer only to the surplus delivered to the CFE. The factor used for this calculation is given on the GEI México page as an average electricity emission factor for 2010 of 0.4946 tons CO₂eq/MWh

CO2 emissions (Ton CO2eq)

Airport	Indirect 2010	Direct 2010	Indirect 2011	Direct 2011
MTY	9,214	339	12,602	218
ACA	3,114	126	3,207	100
CUL	1,746	53	1,945	52
MZT	1,626	55	1,840	77
ZIH	1,154	43	1,331	37
CJS	1,034	98	1,101	53
TAM	924	57	1,063	52
CUU	1036	88	1008	100
TRC	796	54	849	38
REX	475	39	502	36
SLP	431	41	443	41
SACN	-	-	420	102
ZCL	337	56	379	58
DGO	346	50	351	97
OMA	22,233	1,099	27,041	1,061

(1) Data for 2010 reveal discrepancies with regard to the information given in the Sustainability Report 2010, due to an adjustment to the spreadsheets of our Comprehensive Management System. [3.10, 3.11]

(2) Ton CO2eq = Equivalent Tons of Carbon Dioxide

Global OMA emissions (Ton CO₂eq) [EN16]

Airports	2010	2011
MTY	9,553	12,820
ACA	3,240	3,307
CUL	1,799	1,997
MZT	1,681	1,917
ZIH	1,197	1,368
CJS	1,132	1,154
TAM	981	1,115
CUU	1,124	1,108
TRC	850	887
REX	514	538
SACN	-	522
SLP	472	484
DGO	396	449
ZCL	393	437
OMA	23,332	28,102

(1) Data for 2010 reveal discrepancies with regard to the information given in the Sustainability Report 2010, due to an adjustment to the spreadsheets of our Comprehensive Management System. [3.10, 3.11]

As for global emissions of OMA, in 2011 there was an increase of 20.44% compared to levels for the year 2010, equivalent to 4,770 Ton CO₂eq which corresponds to the same increase in installed capacity which went into operation at the new Terminal B of MTY in the last quarter of 2010.

In the comparative yearly figures for the same terminals in 2011, at the other airports – not including Terminal B at the Airport of Monterrey – a 19.2% decrease in emissions was obtained, equivalent to 4,483 Ton CO₂eq compared with 2010.

GRI Index



GRI INDICATOR INDEX [3.12]

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2.6	Nature of ownership and legal form.	33

2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries). Destinations that are connected to the airport or airports, both for passengers and cargo, with a breakdown by continent or region.	45, 58, 64
2.8	Scale of the reporting organization.	33, 45, 109, 110, 111
2.9	Significant changes during the reporting period regarding size, structure, or ownership.	76
2.10	Awards received in the reporting period.	34

Report Parameters

3.1	Reporting period for information provided.	17
3.2	Date of most recent previous report.	17
3.3	Reporting cycle.	17
3.4	Contact point for questions.	23
3.5	Process for defining report content.	20
3.6	Boundary of the report.	18
3.7	State any specific limitations on the scope or boundary of the report.	18
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	49, 57

3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report.	20, 81, 97, 106, 117, 119, 142, 146, 154, 163, 166, 175, 183, 185, 190, 217, 224
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods).	109, 151, 154, 192, 208, 226, 227
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	151, 154, 192, 208, 226, 227
3.12	Table identifying the location of the Standard Disclosures in the report.	231
3.13	Policy and current practice with regard to seeking external assurance for the report.	19

Governance, Commitments, and Engagement

4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	41
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	69
4.3	For organizations that have a unitary board structure, state the number and gender of members of the highest governance body that are independent and/or non-executive members.	69
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	71

4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives.	71
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	84
4.7	Process for determining the composition, qualifications and expertise of the members of the highest governance body and its committees, including any consideration of gender and other indicators of diversity.	70
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	28, 84
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	67, 68, 80
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	71
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	80, 97
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	93
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations.	122

4.14	List of stakeholder groups engaged by the organization.	120
4.15	Basis for identification and selection of stakeholders with whom to engage.	120
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	120
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	100
Management Approach and Performance Indicators		
5.1	The section on sustainability Performance Indicators is organized by economic, environmental, and social categories.	98

GRI INDICATORS - PERFORMANCE

ECONOMIC

Economic Performance Indicators

ECONOMIC PERFORMANCE

EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	109
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EC4	Significant financial assistance received from government.	110
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MARKET PRESENCE

EC5	Range of ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation.	135
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EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.	139
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A01	Total number of passengers annually, broken down by passengers on international and domestic flights and broken down by origin-and-destination and transfer, including transit passengers.	110, 111
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A03	Total amount of cargo tonnage.	59
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SOCIAL

Labor Practices & Decent Work

EMPLOYMENT

LA1	Total workforce by employment type, employment contract, and region broken down by gender.	137, 141
LA2	Total number and rate of new employee hires and employee turnover by age group, gender, and region.	142
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	134

LABOR / MANAGEMENT RELATIONS

LA4	Percentage of employees covered by collective bargaining agreements.	160
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OCCUPATIONAL HEALTH AND SAFETY

LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.	156
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region and gender.	152, 154
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	149
LA9	Health and safety topics covered in formal agreements with trade unions.	158

TRAINING AND EDUCATION

LA10 Average hours of training per year per employee by gender and by employee category. 130

Note: The response of this indicator is partial in accordance with GRI 3.1 criteria, but the aim is to report it in a complete manner in future reports.

LA12 Percentage of employees receiving regular performance and career development reviews by gender. 137

EQUAL REMUNERATION FOR WOMEN AND MEN

LA14 Ratio of basic salary of men to women by employee category. 135

Society Performance Indicators

CORRUPTION

S03 Percentage of employees trained in organization's anti-corruption policies and procedures. 84

S04 Actions taken in response to incidents of corruption. 88

Product Responsibility Performance Indicators

CUSTOMER HEALTH AND SAFETY

A09 Total annual number of wildlife strikes per 10,000 aircraft movements. 183, 184

PRODUCT AND SERVICE LABELLING

PR5	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	166
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CUSTOMER PRIVACY

PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	169
-----	--	-----

Human Rights Performance Indicators

NON-DISCRIMINATION

HR4	Total number of incidents of discrimination and corrective actions taken.	88, 89
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INDIGENOUS RIGHTS

HR9	Total number of incidents of violations involving rights of indigenous people and actions taken.	88
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ENVIRONMENTAL

Environment Performance Indicators

ENERGY

EN3	Direct energy consumption by primary energy source.	199, 203
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EN4	Indirect energy consumption by primary source.	199, 203
EN5	Energy saved due to conservation and efficiency improvements.	199, 201
WATER		
EN8	Total water withdrawal by source.	195
EN10	Percentage and total volume of water recycled and reused.	195, 196
BIODIVERSITY		
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	218
EN13	Habitats protected or restored.	218
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.	217, 218
EMISSIONS, EFFLUENTS AND WASTE		
EN16	Total direct and indirect greenhouse gas emissions by weight.	223, 227
EN22	Total weight of waste by type and disposal method.	207
EN27	Percentage of products sold and their packaging materials that are reclaimed by category.	NA



Report on Limited and Independent Assurance of 2011 Sustainability Report

To the Board of Directors of Grupo Aeroportuario del Centro Norte S.A.B. de C.V.

As per your request, we have conducted a limited and independent assurance of the contents of the 2011 Sustainability Report, which has been prepared by Grupo Aeroportuario del Centro Norte, S.A.B. de C.V. (OMA), which is responsible for the data collection and presentation of the information contained therein.

Our responsibility is to issue conclusions on the consistency and reasonability of the quantitative data, financial and non-financial information included in said report, based on the review work and the scope described in the following paragraphs. Our responsibility is also to indicate the areas of opportunity identified during the course of the review process.

It should be considered that the purpose of this assurance report is not to evaluate the OMA performance in terms of Sustainability.

Objectives and assurance criteria

Our work was conducted in accordance with the International Standard on Assurance Engagements ISAE 3000¹ established by

¹ ISAE 3000: *International Standard on Assurance Engagements, other than audits or reviews of historical financial information.*

the International Federation of Accountants, for the purpose of providing limited assurance.

The purpose of our work was to verify whether or not the information contained in the 2011 Sustainability Report was:

- Consistent with the supporting evidence presented by management, and
- Prepared in accordance with the sustainability reporting guidelines based on the Global Reporting Initiative (GRI) and the Airport Operators Sector Supplement version 3.1, also confirmed by the self-declaration made by OMA at the GRI Application level.

Work undertaken

We conducted our review at the Company's Corporate Office and the Monterrey Airport. Samples were examined on the qualitative and quantitative information contained in the 2011 Sustainability Report, through:



- conducting interviews with staff in charge of the qualitative and quantitative information,
- evaluating the systems' reliability and procedures related with the procurement, collection, processing and reporting of information,
- evaluating data included in the report, and verifying it was consistent with the supporting documents reviewed and supporting documentation was obtained from verifiable sources,
- reviewing of formulas, arithmetic and logical accuracy of the estimates,
- evaluating the consistency of the financial information included in the report with the audited financial statements at December 31, 2011.

Recommendations

The following suggestions have been included and expanded in a report for the Company's Corporate Office to be considered in future improvements on the Sustainability Report.

- Setting up continuous follow up on collection of indicators through the Integrated Management System and the MasterWeb repository for gathering and safeguarding information sources from each airport.
- Designing and/or updating the information, gathering tools to standardize the quantitative collection of indicators according to the GRI guidelines and its sector supplement in order to move forward as concerns GRI application Levels.
- Training key personnel in charge of information collection with regards to preparation of the sustainability report and GRI indicators.

Conclusions

Based on our procedures for limited assurance:

- nothing has come to our attention that would lead us to believe that the information contains material errors,
- nothing has come to our attention that would lead us to believe that the 2011 Sustainability Report was not prepared in accordance with the Global Reporting Initiative Guidelines and the Airport Operators Supplement version 3.1.
- nothing has come to our attention that would lead us to believe that the Sustainability Report read and table of contents were not consistent with the requirements of the G3.1 to reach the application level B +.

México, April 27th, 2012

Enrique Alejandro Bertran Sánchez
Partner
Sustainability Business Solutions
PricewaterhouseCoopers, S.C.

Our Recognitions:



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oma.aero