



Commitment with Value

2016 Sustainability Report





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2016 Highlights

\$14,197 million pesos, TV Azteca net sales

Over 20,000 hours of internally-produced content in 2016

TV Azteca reaches approximately **28 million Mexican households**

6,011 TV Azteca employees

\$201 million pesos in donations made by TV Azteca

Juguetón, the largest toy drive initiative in the world, generated around **16 million smiles** from children of low-income families

"Limpiemos Nuestro México" collected **40,000 tons of trash** with the participation of 7 million volunteers

25% of energy consumed by TV Azteca derives from **renewable sources**

The initiative *"Un Nuevo Bosque"* managed to plant **3 million trees in 3 thousand hectares** with the participation of more than 100,000 volunteers



About TV Azteca

G4-3, G4-5, G4-6, G4-8

TV Azteca, S.A.B. de C.V., is one of the two main producers of content for Spanish language television worldwide. Operating in five countries –Mexico, Guatemala, Honduras, Peru and the United States–, it offers quality entertainment in the categories of entertainment, news, sports and *telenovelas*.

G4-4, G4-8

In 2016 TV Azteca operated three television networks:

Azteca Trece,
a women-oriented channel.



For more information about
Azteca Trece go to:
www.aztecatrece.com

Azteca 7,
focused on medium and high-
income young audiences.



For more information about
Azteca 7 go to:
www.azteca7.com

Proyecto 40,
general interest programming
focused on culture and news.



PROYECTO 40

For more information about
Proyecto 40 go to:
www.proyecto40.com

G4-9



Forums
18 conventional
and 2 virtual



More than 300 local
stations

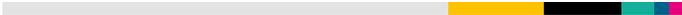


458 digital
broadcasts



Alliances

TV Azteca has close to 60 strategic alliances with partners whose value offer is the development of differentiated and winning content for the market, in order to acquire content; some of these are:



Buena Vista

In 1998, TV Azteca signed an exclusive licensing contracts with Buena Vista International, Inc., a subsidiary of The Walt Disney Company. Renewed in 2013, the contract, which licenses TV Azteca to broadcast Buena Vista content in the channels it operates, remained in force in 2016.



Fox

In 2009, TV Azteca signed an exclusive licensing contract with Twentieth Century Fox International Television, Inc. (Fox), which allows TV Azteca to broadcast a variety of Fox content including movies and TV series in the channels it operates. The contract, renewed in 2015, continued in force in 2016.



Sony

In addition, in 2009, TV Azteca signed an exclusive licensing agreement with CPT Holdings, Inc. (Sony). This agreement makes it possible for the Company to broadcast a variety of Sony content including movies and TV series in the channels it operates. The contract, renewed in 2014, continued in force in 2016.

Subsidiaries

G4-13, G4-23

Operating in Latin America and the United States, TV Azteca, has several subsidiaries that allow it to focus contents on the tastes, expectations and reality of the audiences of each country; these subsidiaries are:

Azteca America

Azteca International Corporation (AIC), namely, Azteca America, offers high-quality Spanish-language contents for a significant part of the Hispanic population in the United States, estimated at more than 50 million people.



For more information about Azteca America go to: aztecaamerica.com

Azteca Comunicaciones Perú

In 2014, the *Ministerio de Transportes y Comunicación* of Peru assigned TV Azteca the project for the interconnection of 23 regions, 180 cities and 136 municipalities through the management of 13,500 kilometers of a fiber optic network which was successfully completed in 2016.



For more information about Azteca Comunicaciones Perú go to: aztecomunicaciones.com

TV Azteca Guatemala and TV Azteca Honduras

In 2008, TV Azteca arrived in Guatemala through an Alliance with *Latitud* TV and ever since has brought entertainment and news options to thousands of Guatemalan households.



For more information about TV Azteca Guatemala and TV Azteca Honduras go to: azteca.com.gt and azteca.com.hn

In 2013, TV Azteca obtained a license to provide a 15-year nationwide digital-channel broadcast service in Honduras.



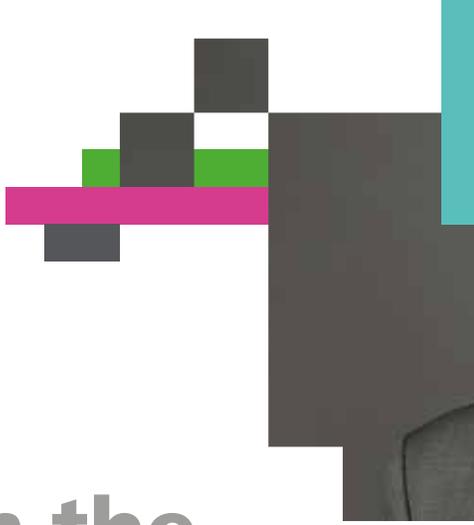
For more information
about soccer teams go to:
fuerzamonarca.com
atlasfc.com.mx

Soccer teams

In 1996, TV Azteca acquired a majority participation in Monarcas Morelia, a professional Mexican first division soccer team that has reached the final round of the Mexican championship league in 20 out of 32 tournaments. The team obtained its first league championship in the 2000 Winter tournament season; in addition, it obtained the *Superliga* Championship in 2010. In 2016, Monarcas Morelia carried out social activities against breast and prostate cancer, and participated in the "Tren Navideño".

Furthermore, in 2013 TV Azteca acquired the Atlas, F.C. soccer team of Guadalajara, which celebrated 100 years of its foundation in 2016, and has always been at the forefront of Mexican soccer. Moreover, 2016 was the year in which the Atlas junior teams obtained the U-20 and U-15 championships. It should be noted that Atlas F.C. has consolidated its "Fieles a la Causa" campaign, making a positive social impact by supporting diverse institutions that promote the fight against breast cancer.





Message from the Chief Executive Officer

G4-DMA Economic performance

G4-1, G4-2

TV Azteca, a company of Grupo Salinas, is aware of the need to ensure that future generations inherit a better world that will allow for their growth and development. Therefore, it has initiated transformation processes in which value creation and prosperity are inclusive.

To move forward in that direction, in 2016 the solid process of reinvention to place TV Azteca at the forefront of television companies drove on; this reinvention had to go beyond television and its contents.

TV Azteca started out by considering the need for a cultural change that would restore its creative voice for making better television; a living television, attentive to the needs and tastes of its audience. A television for the great Mexican public.

Understanding that the global television market has changed, this great transformation implied opening up. Collaboration has increasingly become the ideal way of working; therefore, looking outwardly, independent producers were invited to join forces with TV Azteca; co-productions were started, strategic alliances were developed and closed work schemes were abandoned.

Thus, TV Azteca developed more agile and audacious entertainment formats and higher-quality news offerings; this allowed the company to strengthen even more its solid position in the Mexican media market.

With this innovative programming, TV Azteca captivated millions; this, in turn translated into an increase of one percentage point of audience participation in a full day; to 31% in the year, up from 30% in 2015. This growth was driven by an increase of three percentage points in audience participation during prime time; to 34% in 2016 with respect to 31% in the previous year.

Production of up-to-date content was compatible with strict budget controls, better production efficiency and flexible alternatives for content generation, among which co-productions stand out for allowing sharing costs among producers.

This world-class content became an unparalleled platform to reach the audiences sought by our advertisers and boosted our sales in the year by 10%. The increased revenue, together with a solid production efficiency, resulted in a strong expansion of 46% in EBITDA and a growth that more than doubled the operating profit.

To the creation of economic value, TV Azteca added the generation of social value through important advances in the well-being of its employees and development of initiatives that promote the capacities of society to improve its conditions.

Through Fundación Azteca -which reached 19 years of achievements in 2016- TV Azteca supported important initiatives such as Esperanza Azteca, a program that since 2009 has promoted values such as discipline, excellence and teamwork through music, and Plantel Azteca, which provided quality *secundaria* and *bachillerato* middle-school programs for 2,100 low-income students, all of them with scholarships granted for academic performance.

TV Azteca creates inclusive prosperity; thus, its firm goal for 2017 is to strengthen -even more- solid wealth generation, improve the quality of life of the communities in which it is present, and with resolve and determination, foster environmental preservation.

On the other hand, Juguetón –the largest toy drive in the world- received and distributed in the year over 16 million gifts for needy children on the *Día de Reyes*. Throughout its 21 editions, the Juguetón has distributed around 188 million toys, bringing joy and smiles to an ever-growing number of families.

Furthermore, TV Azteca, along with other companies of Grupo Salinas, developed processes that optimize the efficiency of the resources used in its everyday activities by using environmentally-friendly energy. Consumption of renewable energy of the Group –mainly aeolian- is approximately 93 gigawatts-hour (GWh) per year, which represents 36% of all company consumption, a rate that is meant to be gradually increased.

On the environmental front, this year TV Azteca promoted Un Nuevo Bosque, a reforestation program which managed to plant three million trees in three thousand hectares with the participation of around 100,000 volunteers.

The eighth edition of Limpiemos Nuestro México, the largest clean-up movement in Mexico, brought together more than seven million volunteers to collect and separate 40,000 tons of trash nationwide. Since 2009, 228,000 tons of trash have been collected by millions of volunteers of this campaign.

TV Azteca creates inclusive prosperity; thus, its firm goal for 2017 is to strengthen -even more- solid wealth generation, improve the quality of life of the communities in which it is present, and with resolve and determination, foster environmental preservation.

The reinvention of TV Azteca is underway; together we are strong and strong we are the future.

Benjamín Salinas Sada
CEO

Sustainability Corporate

Sustainability Model

In 2016, TV Azteca continued to reinforce its strategy for creation of value – economic, so social and environmental- and of inclusive prosperity for its stakeholders. With this, the company consolidated its sustainability model, a valuable tool for business management and regulatory compliance.



TV Azteca shares value with its stakeholders

Based on the list of stakeholders updated in 2015, in 2016 TV Azteca consolidated its Sustainability Model by strengthening communication with them in order to increase the generation of economic, social and environmental value.

G4-24, G4-25, G4-26, G4-27

Some of the main expectations identified through its diverse channels are:

Stakeholders	Contact means	Frequency	Expectations	2016 Responses
Employees	<ul style="list-style-type: none"> • Internal websites • Honestel • Ideas • Cuéntanos mailbox • Internal magazines • Social networks • Surveys • Internal screens • Notice boards • Printed communication • Wallpaper and screen protectors • <i>Correo Familia Socios</i> • Cellphone messages • Acrylics 	Continuous	Provide employees with a favorable work environment, recognize their work and provide comprehensive development initiatives that will allow for personal and professional development.	<ul style="list-style-type: none"> • Consolidation of the Well-being Department whose role is to take care of improved working conditions for employees. • Construction of the TV Azteca Corporate Incubator whose objective is the establishment of an adequate space for teamwork and generation of innovative ideas.
Audiences	<ul style="list-style-type: none"> • Television channels • Websites • Social networks • Email: contacto@tvazteca.com • Audience Advocates from the <i>Cámara Nacional de la Industria de Radio y Televisión (CIRT)</i> 	Continuous	Offer innovative content according to the characteristics of each of the different audience segments, institutional values and the rights of the TV company's audience.	<ul style="list-style-type: none"> • Self-regulation code • Ethics Committee • Programs of a social nature such as <i>A quien corresponda</i> and <i>Lo que llamamos las mujeres</i>
Clients	<ul style="list-style-type: none"> • Meetings • Visits to forums and studios • Client surveys • Online Customer Service 	Continuous	Programming of interest to the audiences that constitute the target market of the advertisers, consistent with company values.	74% of the advertisers and 100% of the agencies which have a relationship with TV Azteca were surveyed regarding satisfaction with services and customer care.

Stakeholders	Contact means	Frequency	Expectations	2016 Responses
Authorities	<ul style="list-style-type: none"> • Meetings • Email • Investor Relations website 	Continuous	<ul style="list-style-type: none"> • Compliance with applicable regulation • Cooperation with authorities 	<ul style="list-style-type: none"> • Information distribution and meetings with Authorities • No fines or significant sanctions were reported by the authorities
Competitors	<ul style="list-style-type: none"> • Television channels • Websites • Social networks • Email: contacto@tvazteca.com 	Continuous	Competition under applicable regulations	Communication with industry participants.
Community	<ul style="list-style-type: none"> • Social initiatives • Social networks • Websites • Email: contacto@tvazteca.com 	Continuous	Generate economic, social and environmental value in the communities where the company operates.	<ul style="list-style-type: none"> • Job creation • Environmental respect and care • Development of social programs that foster liberty, equal opportunity and leadership to contribute to a better future
Investors	<ul style="list-style-type: none"> • Shareholders' Meeting • Corporate Brochure • Financial reports • Investor website • Press releases • Reports to authorities and Mexican Stock Exchange • Meetings with investors 	<ul style="list-style-type: none"> • Quarterly • Annually • Continuously • Periodically 	Receive timely and clear information about the financial situation and the expectations of the company.	Produce information on time and in an appropriate format to communicate the risks and perspectives of the Company.
Civil Society Organizations (CSO)	Fundación Azteca: <ul style="list-style-type: none"> • Phone: (55) 1720-4900 • Email: fundacionazteca@gruposalinas.com.mx • Website: http://fundacionazteca.org 	Continuous	Support and promote the causes that organizations lead in favor of social community development.	Investment of more than \$155 million pesos for programs supported by Fundación Azteca in 2016.
Suppliers	<ul style="list-style-type: none"> • Meetings • Website: https://proveedores.gruposalinas.com 	Continuous	Consolidation of long-term and mutual-benefit commercial relations.	<ul style="list-style-type: none"> • Tenders • Technical and financial evaluation • "Círculo de proveedores" certification • Random supplier audits • Department feedback
Opinion leaders	<ul style="list-style-type: none"> • Press releases • Press conferences • Blogs 	Continuous	Diffusion of information on operation, social and environmental results of the company and its majority shareholder.	Permanent management of communiqués and events.



Economic Value



Financial Results

G4-9, G4-EC1

	2015	2016	2016 vs 2015 variation
Net Sales	\$12,859	\$14,197	10%
Costs	\$8,720	\$8,988	3%
Sales and administration expenses	\$1,605	\$1,520	(5%)
Operating Income	\$596	\$913	53%
Total assets	\$36,680	\$37,564	2%
Total liabilities	\$28,165	\$31,900	13%
Stockholders' equity	\$8,515	\$5,664	(33%)
Advertising advancements	\$6,859	\$7,669	12%
Capital investment	\$1,306	\$790	(40%)
Taxes and duties	\$716	\$944	32%

Note. Figures are shown in millions of pesos.

Economic value generated		Economic value distributed		Economic value withheld	
2015	2016	2015	2016	2015	2016
\$12,859	\$14,197	\$10,325	\$10,508	\$2,534	\$3,689
Variation: 10%		Variation: 2%		Variation: 46%	

Note. Figures are shown in millions of pesos.

Over 3,000 hours
of programming sold
in 2016.

Reinvention

G4-13

For the company, 2016 was a year for reinventing itself in the face of market challenges. This reinvention consists of a reorganization that will allow the company to position itself at the forefront of the television industry and satisfy the tastes of an increasingly demanding and well-informed audience. The new model implies the following:

- The creation of *Azteca Trece* (13) and *Azteca Siete* (7) –both under new leadership.
- The development and promotion of talent for the creation of an increase in original productions, innovative formats and co-production of successful shows that respond to the specific needs of audiences.
- The offer of better contents for open television to guarantee the company's financial efficiency.
- A culture change in order to make TV Azteca the best place to work, encouraging teamwork and creativity.

2016 was a year of solid investment in new productions.

“TV Azteca will once again be the voice all want to hear and the screen all want to see” — Benjamín Salinas Sada.

At a steady pace, TV Azteca is on the path towards consolidation of its position through a strategy that includes new high-quality and current content.

Responsible Management

G4-44

TV Azteca fosters inclusive prosperity; therefore, a leadership committed to sustainability and creation of value is essential.

The team guiding TV Azteca has the necessary experience and expertise to maintain the company at the forefront and face the challenges arising in the media industry, which is in constant change. At the same time, TV Azteca bases all of its actions on the best corporate governance practices, in compliance with current laws and regulations, and internal codes.



Board of Directors

G4-34

In order to establish general strategies to run the Company and the moral entities it controls, as well as to oversee their actions in accordance to their relevance to the financial, administrative and legal situation of the company, TV Azteca is governed by a Board of Directors.

The Board appoints, selects and dismisses the Company Chief Executive Officer and approves relevant transactions and removes or appoints key personnel.

In addition, it submits the reports required by the Mexican Securities Law (LMV) and the General Corporation and Partnership Law (LGSM) to the General Shareholders' Meeting and monitors the principal risks to which the Company and the corporate entities which it controls are exposed to.

G4-37, G4-49, G4-50

Communication with the Board of Directors is carried out through different channels, such as the website for Grupo Salinas –the group of companies to which TV Azteca belongs–, the Socios Azteca website, e-mail, Honestel, the Company Hotline, internal magazines and social networks.

G4-36, G4-38, G4-39

Position	Name	Member since	Age
Chairman of the Board	Ricardo B. Salinas Pliego ⁽¹⁾	1993	61
Member	Pedro Padilla Longoria ⁽¹⁾	1993	51
Member	Guillermo Salinas Pliego ⁽¹⁾	1998	57
Member	Mario San Román Flores ⁽¹⁾	2004	58
Member	Luis Jorge Echarte Fernández ⁽¹⁾	1999	72
Member	Joaquín Arrangoiz Orvañanos ⁽¹⁾	1998	60
Member	Francisco X. Borrego Hinojosa Linage ⁽¹⁾	2004	52
Member	Francisco Javier Murguía Díaz ⁽²⁾	2004	77
Member	Sergio Manuel Gutiérrez ⁽²⁾	2000	65
Member	Ignacio Cobián Villegas ⁽²⁾	2006	62
Member	José Ignacio Sánchez Conde ⁽²⁾	2010	64

Notes.

Alternate members regardless of Board: Carlos Díaz Alonso and Rodrigo Fernández Capdevielle.

⁽¹⁾ Related member

⁽²⁾ Independent member

For more information about the Board of Directors of TV Azteca and its members, go to: www.irtvazteca.com/les/consejo-de-administracion

G4-35, G4-43

In order to delegate authority to senior executives of the company regarding diverse issues, regular meetings are held with them. In addition, reports and memoranda are sent to them based on the objectives and goals established by the Board of Directors.

The Board of Directors has eleven members, of which four are independent members (36%):

Selection Process

G4-40

All members of the Board of Directors serve for at least one-year and are elected by the Shareholders of the company at each Shareholders' Meeting. Based on the Corporate Bylaws of TV Azteca, the maximum number of members is 21, of which 25% must be independent.

Series A

Holders of Series "A" Shares shall have the right to elect at least 60% of the Board of Directors membership.

Series D-A/Series D-L

Each holder of at least 10% of the share capital of TV Azteca with limited voting rights, will have the right to elect one of the members of the Board of Directors.

Audit Committee

G4-34, G4-38

The Audit Committee supports the Board of Directors in the making of decisions. It consists of at least three independent members, who are appointed by the Board of Directors in accordance to the Corporate By Laws of TV Azteca and the Stock Market Law. It is responsible for informing the Board of Directors of significant irregularities detected as a result of its functions and for remitting to the TV Azteca Legal Director any legal proceeding which has been begun against the employees of TV Azteca.

It also gives opinions on the transactions that should be approved by the Board of Directors, if these have a value equal or greater than 5% of the consolidated assets of TV Azteca, based on the figures corresponding to the immediately preceding quarter, and also proposes the appointment of independent experts in cases where it is considered convenient.

G4-51

Furthermore, the committee must review the financial statements and internal control systems, as well as the independence of the external auditors and of the entity itself; it must ensure that the Company's Chief Executive Officer complies with the determinations agreed upon at the Shareholder's Meetings, and recommend to the Board of Directors the appointment, remuneration and retention of an accounting firm and furthermore supervise its activities.

Name	Member type	Member since	Age
Francisco Javier Murguía Díaz	Independent	2004	77
Sergio Manuel Gutiérrez Mugerza	Independent	2000	65
Ignacio Cobián Villegas	Independent	2006	62

In 2016, TV Azteca had Mr. Sergio Gutiérrez Mugerza –Independent member– as financial expert in support of the Committee's functions.



Management Team

Currently, the management team consists of members who in a unique way combine experience and talent in the achievement of the company's goals.

Since 2015, Benjamín Salinas Sada has been the company's strategic guide acting as Chief Executive Officer.

Name	Position
Benjamín Salinas Sada	Chief Executive Officer
Manuel Abud	Chief Executive Officer of Azteca America
Esteban Galíndez Aguirre	Chief Financial Officer
Carlos Díaz Alonso	General Sales Director
Rafael Rodríguez Sánchez	Legal Director
Joaquín Arrangoiz Orvañanos	Sales Co-Director

Remuneration of Important Board Members and Directors

G4-51, G4-52

In 2016, the total amount established as variable remuneration of Board members (including the Chairman of the Board), important corporate executives and related individuals for services rendered, was approximately \$647 million pesos. This amount was determined considering the achievements of the company in its daily operation and the events carried out to improve its profitability, as well as compliance with savings -present and future- related to the financial cost of the resources of TV Azteca. Variable compensation was authorized by the Audit Committee and the Board of Directors.

Conflict of Interests

G4-41

TV Azteca understands conflict of interest as any effect, occurrence or situation of a personal nature which in any sense interferes with the pursuit of the Company's best interest in an objective way.

Also considered as conflict of interest are any undue personal benefits received by the relevant directors or executives as a result of their position in the Company.

In the event that any of the directors or executives have a conflict of interest, they must withdraw from decision making in the conflict situation, and immediately notify their superior in the hierarchy in order for the latter to take the decision most beneficial to the Company's interest.

Risk Management

G4-14

In order to guarantee the permanence and success of the business, TV Azteca has established a comprehensive risk management scheme which includes wide coverage of the eventualities and contingencies which could impact on the continuity of its operations. The scheme covers human, technological, material and financial resources.

G4-45

To prevent risk materializing, Corporate Governance of TV Azteca is backed up by its Internal Control Department and a strict security and information backup system.

The model that safeguards the **integrity of TV Azteca** is based on three types of risks:

- Financial
- Legal
- Operational

G4-46, G4-47

The function of the Board of Directors in terms of risk management is to monitor the risks that society and the moral individuals it controls are exposed to. Risks are identified on the basis of the information presented by the Audit Committee, the CEO and the external auditors; as well as by the accounting systems, internal control and audit, records, and files or information supplied by the selfsame Audit Committee.

Ethics and Integrity

TV Azteca is convinced that it generates value for its stakeholders with operations based on the values that support its everyday work. Accordingly, measures are implemented to guide the internal and external conduct of the company by the content it broadcasts.

G4-42

The Board of Directors and the General Direction play an important role in permeating the mission, vision, purpose and values of the business, holding meetings that address diverse issues and contributing ideas about them, as well as creating and updating policies and strategies that must be complied with by all areas of the company in order to convey to employees the importance of respecting and living the company's values.

Values

G4-56



Commitment with Value

For more information about the Code of Ethics of TV Azteca, go to: www.irtvazteca.com/es/codigo-de-etica

Code of Ethics

G4-DMA Economic performance

G4-56

In 1997, TV Azteca issued its Code of Ethics in order to shape the control system which currently unifies and expedites the responsibility of the company and its employees regarding the regulation of contents and the preservation of the constitutional right of Mexicans to freedom of expression and information.

The mission of the Code of Ethics is promoting honesty among its advisors, executives and the companies and individuals who supply services to TV Azteca, including ethical handling of conflict of interest; fostering the report of clear, complete, fair, precise, timely and comprehensible information to the Comisión Nacional Bancaria y de Valores (CNBV), the Mexican Stock Exchange (BMV) and the Secretaría de Hacienda y Crédito Público (SHCP), and other authorities; as well as ensuring compliance with current laws applicable to the operations of the company.

To convey the values and the Code of Ethics to its employees, TV Azteca imparts training sessions; this process, together with induction into the values of the medium, ensures the necessary conditions and capacities to guide the program contents and the professional activities of the employees with ethical conviction.

Approximately **80% of the employees of Grupo Salinas** received training on ethics issues, for a total of 14,853 hours of training.

Fight against Corruption

In accordance to its Code of Ethics, TV Azteca has implemented mechanisms for responding and making decisions that follow the philosophy of the company regarding incidents of corruption; these constitute a guide of principles and values for advisors, executives and employees in general.

Moreover, in order to guarantee the legality of the resources received by TV Azteca, the company has established a policy for licit income.

Honesty

G4-57, G4-58

TV Azteca firmly believes that honesty is the basis of relationships of trust and respect, and that it is an essential factor for teamwork and credibility.

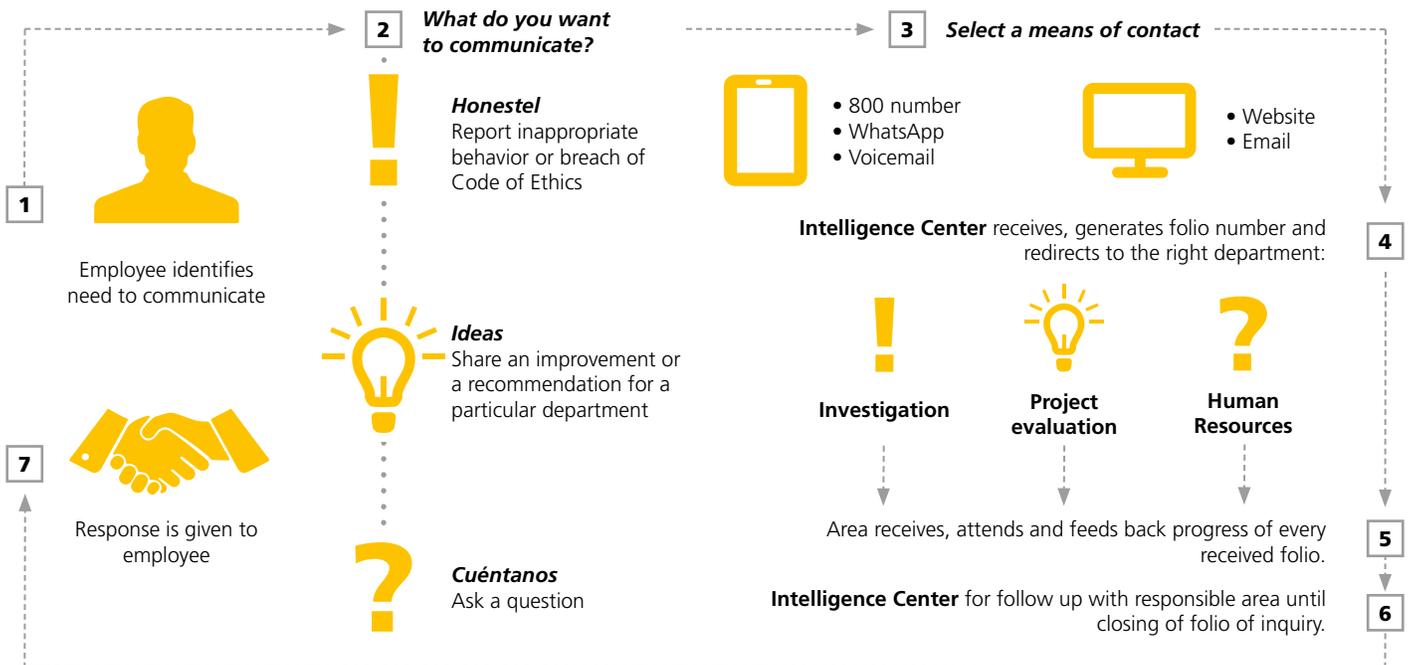
Therefore, it has designed internal communication tools that foster honesty in everyday operations and allow monitoring of compliance with the precepts of its Code of Ethics. The channels available are the following:

- **Honestel.** Complaint hot line. Makes it possible to lodge complaints and grievances of any nature with confidentiality.

- **Ideas.** Technological consultation media. Set up with the purpose of contributing positively to ethical behavior among employees and the improvement of the work environment.

- **Cuéntanos.** Internal channel for listening and dialogue by which employees are at liberty to share any subject or event.

All tools have various points of contact and are available 24 hours a day, 365 days a week. The following graphic shows the client care process and the feedback/response cycle to a request:

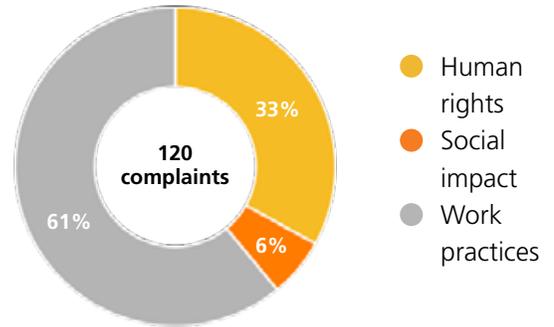
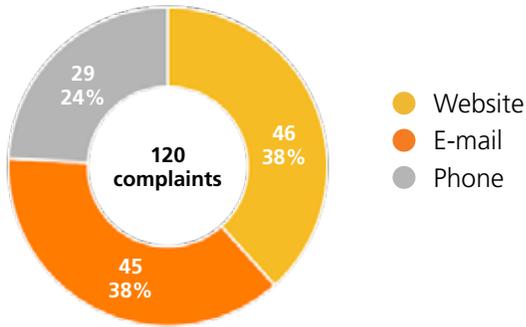


In 2016, 120 complaints were received through Honestel; 91 investigations were conducted, of which 55% proceeded.

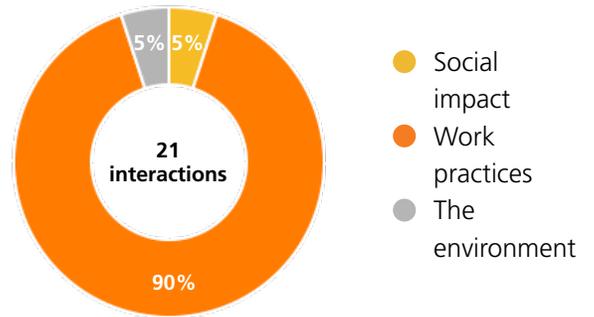
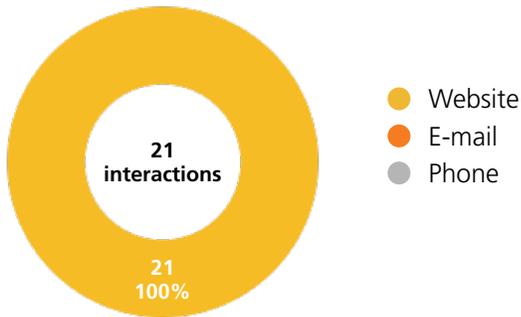
Contact Means

Addressed Issues

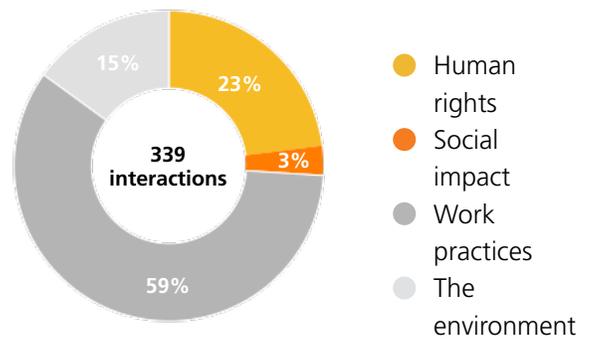
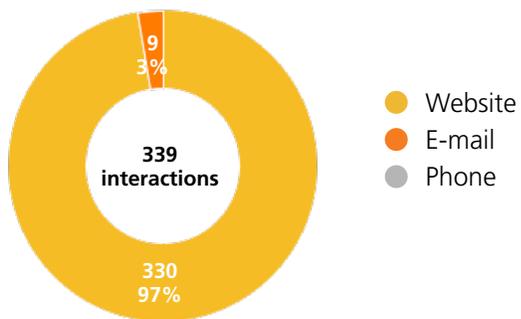
Honestel



Ideas



Cuéntanos



Program: *A Quien Corresponda*

G4-DMA Audience interaction

G4-56 (com. MSS), G4-57, G4-58, M6

The show is the platform that TV Azteca offers audiences as a communication vehicle for their active participation in situations of social impact; it promotes justice and ethical conduct and has been hosted by Jorge Garralda for more than 26 years.

It has several channels through which viewers can send complaints or requests:

- Phone
- E-mail
- Postal mail
- Social networks
- Attention booth
- Website

M5, M6

In 2016, over **17,000 inquiries were received** through the contact media of *A Quien Corresponda*.

Depending on the case, received complaints or inquiries were channeled to 180 institutions, foundations, civil associations, private entities or law firms with whom agreements exist for legal advice.

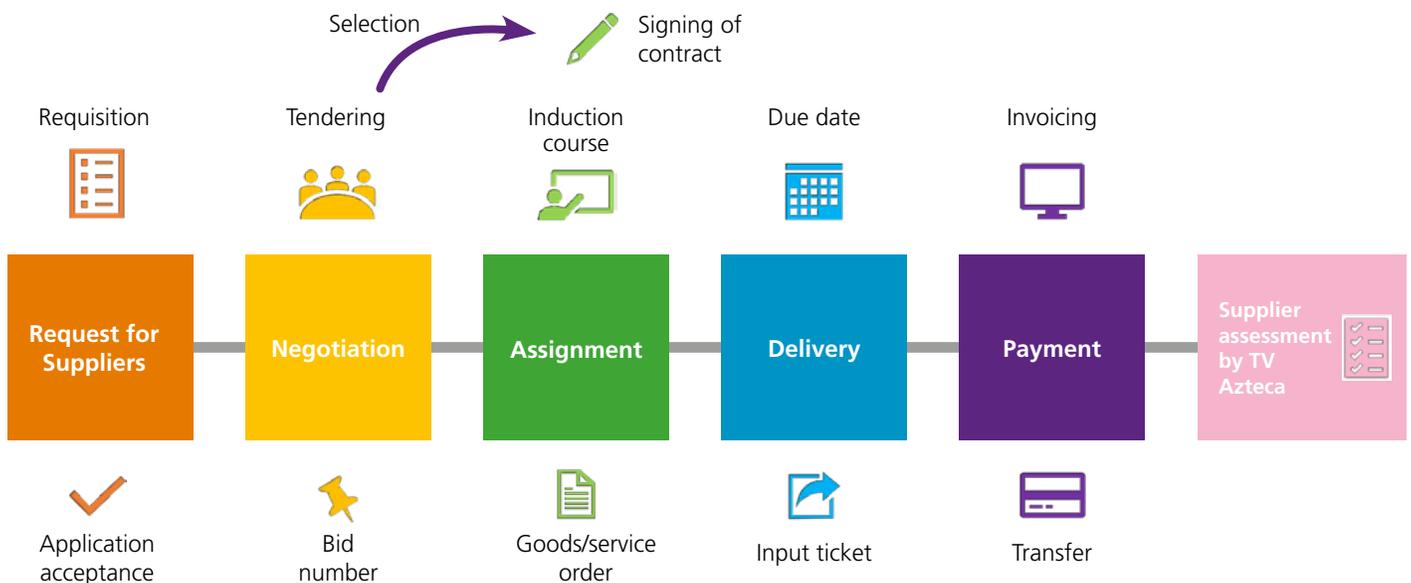


Sustainable Supply Chain

TV Azteca's commitment to generation of value drives its conviction that its responsibility for a sustainable supply chain is the path towards inclusive prosperity.

Thus, it has established procedures for selecting suppliers, ensuring their compliance with the company's policies, and maintaining relations of mutual trust and benefit.

TV Azteca's process for procurement of goods and services is shown below:





Between the phases of negotiation and assignment there is a process of selection of suppliers to determine whether potential suppliers comply with the requirements of the requisition as well as with labor, environmental or social regulations. This is done in order to avoid risks to the operations and reputation of TV Azteca.

As part of the Assignment phase, and in order to support suppliers in their own generation of value, the procurement department of TV Azteca imparts an induction course to acquaint suppliers with the execution of the process, the way to carry out the formalities or paperwork, and the points of improvement expected by TV Azteca.

G4-12

400 of Grupo Salinas' suppliers received the induction course in 2016.

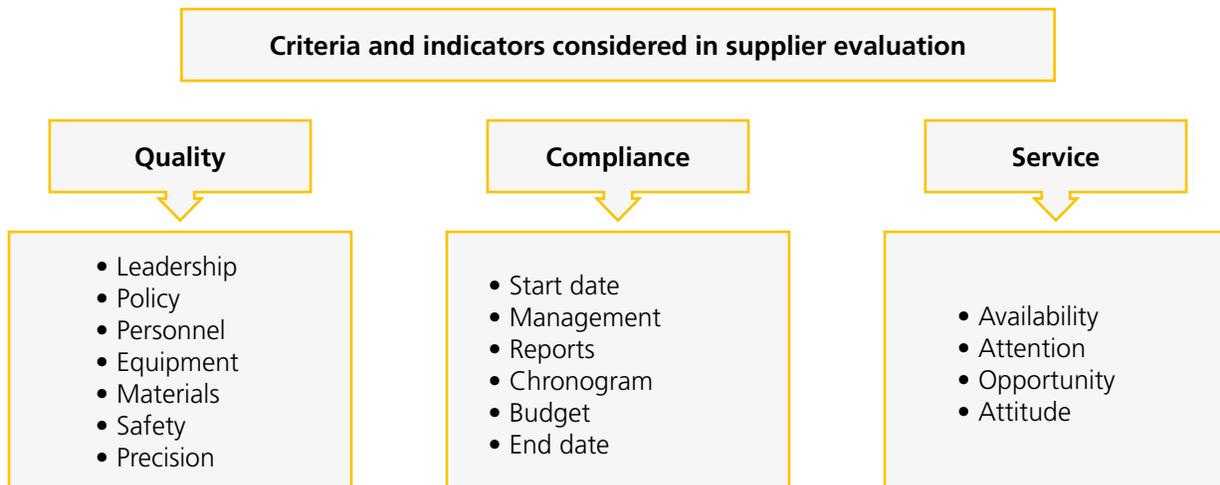
TV Azteca has **1,269 suppliers**, of which 3% are new.

99.8% of payments to suppliers by TV Azteca is made to domestic suppliers.

Supplier Evaluation

Once the assigned supplier work is ended, TV Azteca carries out an evaluation to determine if required quality and delivery time are complied with or if improvements are necessary.

This process is carried out once a year and starts with the collection of progress documentation from project leaders and work is given a grade. If the work gets a passing grade, the supplier becomes a candidate for further assignments; if the grade is failing, the supplier is deactivated and given feedback for performance improvement. If further ahead the supplier is able to demonstrate the implementation of corrective actions, it may be considered for future assignments.



If suppliers fall into non-compliance, TV Azteca applies the penalizations established in the contract, assigns fewer orders until level of service is improved, issues recommendations, and, in case suppliers do not better their execution, informs them of contract termination.

"Certificación Círculo" Certification

G4-DMA Freedom of association and collective bargaining,
Child labor, Forced or compulsory labor

In addition to the evaluation of services rendered by suppliers, TV Azteca demonstrates its commitment to sustainability by certifying its "Círculo de Proveedores" Certification. The certification consists of an analysis of products and services on the basis of the following criteria:



In 2016, **28% of Grupo Salinas' suppliers complied with the social and environmental commitment criterion**, while the rest is currently undergoing certification.

In addition, in order to reinforce its social and environmental commitment, TV Azteca established an energy savings policy and entered into a collaboration agreement with the *Asociación de Normalización y Certificación del Sector de Eléctrico*, to ensure that the energy equipment of its suppliers is the most efficient in the market.

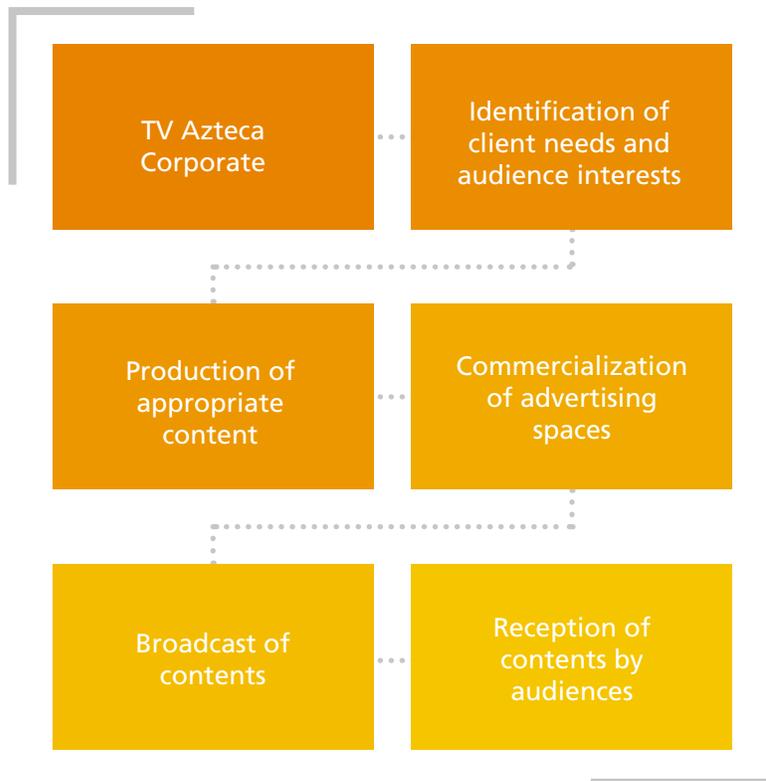
It should be noted that thus far, TV Azteca has not identified any suppliers who negatively impact the environment, work practices, human rights or the communities.



Generation of Value for Clients and Audiences

Clients and audiences play a most important role for the company as TV Azteca has grown alongside them and has therefore assumed a firm commitment to their progress, well-being and growth.

For this reason, the company implemented a process by which it attends and guarantees sustained generation of value for both groups:



TV Azteca believes that its main added value and factor for maintaining and increasing the popularity of its content, is the diverse mix of quality programming and the offer of different platforms aimed at its audiences and commercial partners.

Clients

G4-DMA Marketing communications

TV Azteca's clients are agencies and commercial partners, namely, the advertisers that buy advertising spaces during the broadcast of contents and whose satisfaction is essential for providing them with high-quality service.

G4-DMA Product and service labeling (a/b)

For this reason, in 2015 TV Azteca established a methodology that measures client satisfaction and loyalty based on their own recommendations: the Net Promoters Score (NPS).

The NPS is calculated on a scale of 1 to 10, placing clients in three categories: Detractors, clients who are unsatisfied with the service; Passives, clients who are satisfied but who will not recommend the service, and Promoters, clients who recommend the company.

In the category of services, **80% of surveyed clients** recommend TV Azteca.

G4-PR5

Thus, in 2016 a survey was carried out to determine the NPS for TV Azteca; 15 clients were asked to give their opinion about the *Sistema Azteca en Línea*, and the Products and Services offered by the company; 33% of the clients recommend TV Azteca in the three categories.

In addition, TV Azteca has set for itself the goal of extending audience reach in different channels of distribution, benefitting clients by maximizing their return on investment and building up the value of their brand.



Audiences

G4-DMA Indirect economic impacts, Cultural rights (MSS), Local communities, Customer health and safety, Content creation (MSS), Content dissemination (MSS), Product and service labeling

G4-EC7

Using its own solid infrastructure, as well as that of third parties, TV Azteca reaches more than 89 million Mexicans every month, that is, approximately 28 million households. In this way TV Azteca reinvents itself and fulfills its responsibility and commitment of providing audiences with a great variety of relevant contents

which reflect current reality.

M2, M3, M4

To ensure that the values of the company prevail in its contents, TV Azteca created the Ethics Committee for content in 1997, a collegiate body chaired by Jorge Garralda, which together with the Self-regulation Code of Ethics acts as a control system for complying with the responsibility of the company and employees, and carries out responsible content management and preserves the right to free expression and information.

G4-SO1, G4-PR1

In this way, the Ethics Committee for contents evaluates programming content to guarantee respect for values, language, culture, diversity and the ideology of audiences regardless of their social condition or geographical location. Moreover, it recommends pertinent improvements to align contents with the philosophy of the company and local regulations.

Additionally, there is a department for Onscreen Auditing which together with the members of the committee, monitors programming broadcast by TV Azteca 24 hours a day and issues reports vouching for contents and compliance with established audience time slots according to content, and makes recommendations to implement the necessary improvements.



Premise:
“TV Azteca is an **invitee to the home** of viewers”.

<p>Individual report</p>	<p>Report on <i>telenovela</i> and TV Special scripts</p>	<p>Report of the Ethics Committee for contents</p>	<p>Special reports</p>
<ul style="list-style-type: none"> • Evaluation of on-air assigned programming. 	<ul style="list-style-type: none"> • Carried out before taping. 	<ul style="list-style-type: none"> • Reports non-compliance and breach of the Code of Ethics. 	<ul style="list-style-type: none"> • After three violations of the Code of Ethics, a report is sent to the CEO.

The Code of Ethics for self-regulation **is based on the guidelines for content rating** of the *Dirección General de Radio, Televisión y Cinematografía* (RTC).

G4-DMA Compliance
G4-PR3

TV Azteca complies with all communications regulations, such as those issued by the *Instituto Federal de Telecomunicaciones* (IFT) and the *Comisión Federal para la Protección contra Riesgos Sanitarios* (COFEPRIS). In addition, its contents are in line with the rating criteria issued by the *Dirección General de Radio, Televisión y Cinematografía* (RTC), which are presented at the beginning of programs by a bumper that informs of the program’s rating and the audience it is aimed at. Complementing this practice, news anchors and show hosts issue a warning in case contents are not suitable for sensitive audiences.

Together with COFEPRIS, **TV Azteca led the implementation of legislation** for the current industry standard **for Content Rating.**

TV Azteca was recognized within the National Journalism Award in the categories for Documentary, Debate, Divuligation of Science and Technology.

Audience Satisfaction

G4-DMA Content dissemination, Audience interaction

In the creation of contents it is necessary to consider preferences, opinions expressed in communication channels in presence of a CIRT Audience Advocate, as well as the life style of audiences, in order to identify improvement opportunities and create contents that surpass audience expectations. Accordingly, and in order to provide the best offer for its audiences, the company dedicates part of its investments to the research and development of current entertainment contents. The process established by TV Azteca consists of two stages, each one of them with different phases:





TV Azteca México

@azteca

Inicio

Información



Me gusta Seguir Compartir

Más información

TV Azteca guarantees the strategies that are necessary to keep offering to the public the mix of programming it is expecting, contributing to the fulfillment of its business objectives by offering this variable as an added value for clients.

The successful content translated into a one percent growth in audience share in a full day; to 31% in 2016, from 30% in 2015. The increment was driven by an increase of three percent points in audience share during prime time; to 34% in 2016, from 31% the previous year, which boosted presence in Mexican households and impacted more than 100 million individuals through open TV broadcasts.

Recognizing the dynamics of current reality, where digital platforms are most relevant to content consumption, TV Azteca has established a solid strategy that has allowed increasing its scope, reaching close to 3,100 million playbacks in all of them – the TV Azteca website, Facebook, YouTube, Twitter and Instagram.

M6

Followers in social networks:

- **Facebook: 40,083,404, 9% increase** with respect to 2015
- **Twitter: 9,071,239, 20% more** than previous year
- **Instagram: 1,692,515**

4,589,008 YouTube subscribers; an increase of 88% with respect to the previous year.

Industry Participation

G4-16

Committed to ethical performance of its operations in all countries in which it is present, TV Azteca has joined diverse associations whose objective is to foster integrity and healthy corporate competition.

Mexico

- Cámara de la Industria de Radio y Televisión (CIRT), association that in turn belongs to the Sistema de Información Empresarial Mexicano (SIEM)
- A Favor de lo Mejor
- Asociación Mexicana de Internet (AMIPCI)
- Sociedad de Autores y Compositores de México, S.G.C. de I.P. (SACM) y Editores Mexicanos de Música, A.C. (EMMAC). Both of these are part of the Coalición por el Acceso Legal a la Cultura, A.C.
- Comité de Emisoras de la Bolsa Mexicana de Valores

The United States

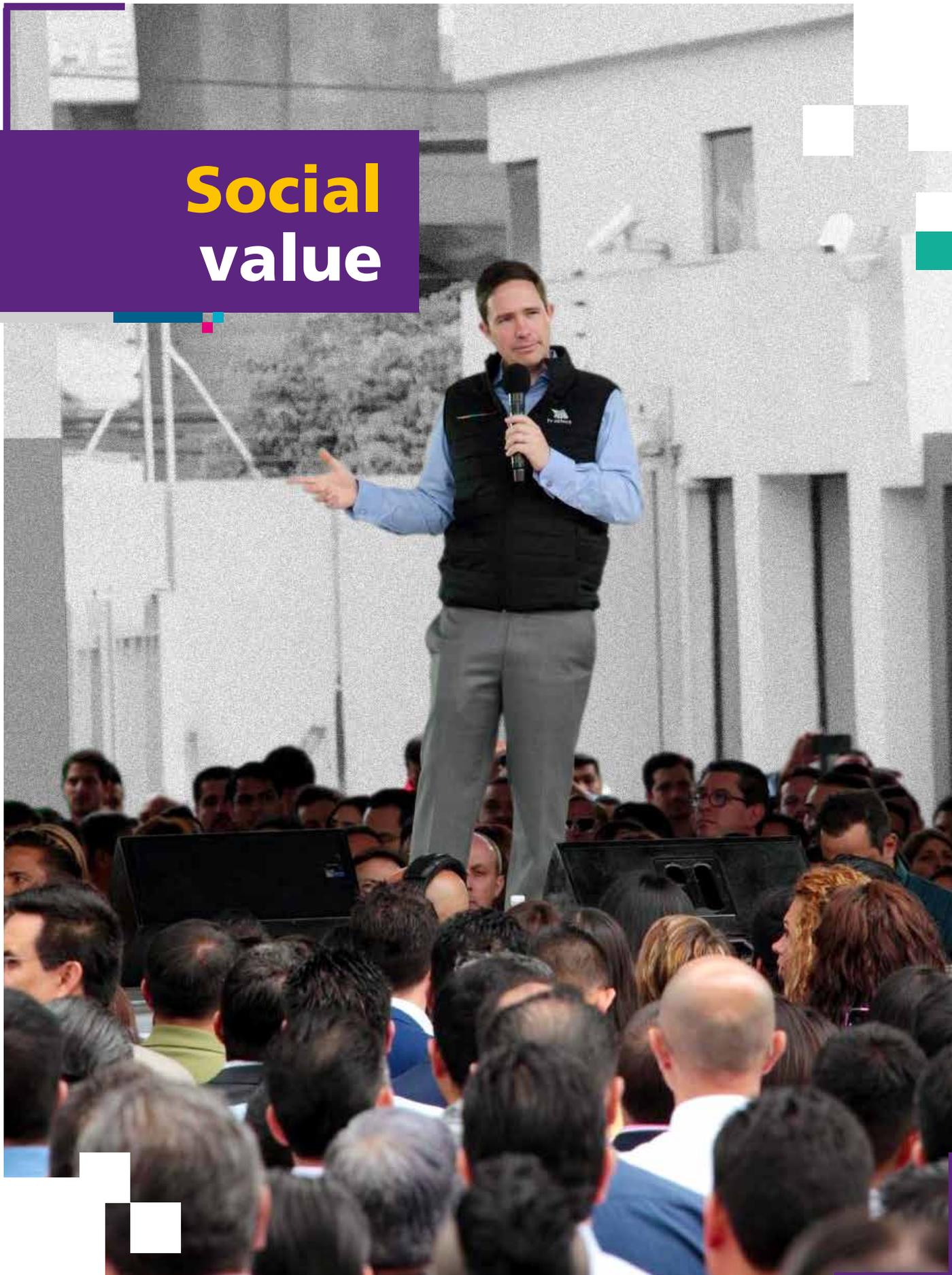
- North American Broadcasters Association (NABA)
- Advanced Television Systems Committee (ATSC)
- Media Rating Council (MRC)

Peru

- Asociación Peruana de Recursos Humanos (APERHU)



Social value



Talent

Talent Attraction

G4-13

TV Azteca's objective is to offer high-quality contents, therefore it must attract the best talent and establish the necessary actions to provide them with excellent working conditions; this is done on the basis of four dimensions of human capital: Talent attraction, Development, Recognition and Culture.

In order to attract the best talent, the company has a job bank which is published in the corporate website and headhunts in social networks.

G4-DMA Diversity and equal opportunity, Equal remuneration for women and men, Non-discrimination

In 2016, TV Azteca reinforced its commitment to the quality of life of its employees, gender equality, non-discrimination, and equal opportunity by aligning its talent management with the Great Place to Work methodology, with the goal of becoming one of the best places to work in the medium-term.

G4-9, G4-10, G4-LA12

6,011
TV Azteca
employees



34% **66%**

26
TV Azteca **Senior**
Executives



12% **88%**

4,489 fixed-term
employees; 1,527 women
and 2,962 men.

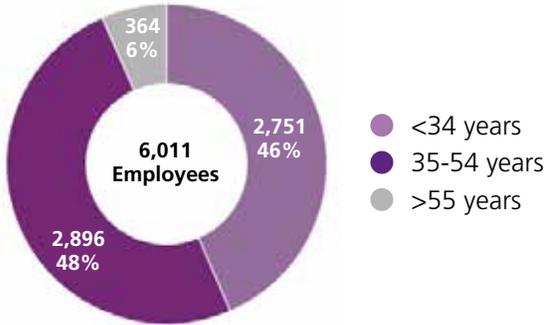
1,832 temporary
employees; 536 women
and 1,296 men.

G4-11

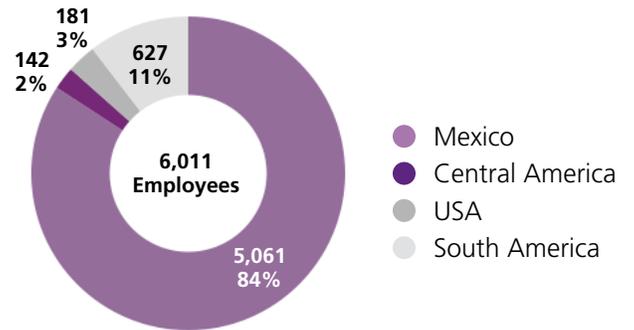
1,522 subcontracted
employees.

16% of employees
are unionized.

**Tv Azteca
Employees by age range**



**Tv Azteca
Employees by country**



Due to the nature of the business, part of the hiring is done on a temporary basis since it depends on the start and end of productions. In 2016, 375 employees were hired temporarily; of these, 185 finished out their year projects.

32% turnover rate in 2016.



Training and Development

G4-DMA Training and education

As part of TV Azteca's reinvention, comprehensive development of employees is essential to its consolidation as the TV network with the best content offer. When they join the company, employees receive an induction course on the philosophy of the company as well as a basic run-through of the functions to be performed.

In addition, the company has developed a Trainee Program, also named *Semillero de Talento*; it consists of the following:

1. **Talent attraction**, through a selection process.

2. **Training on:**

- Common core induction into the mission, vision and values of TV Azteca; the business model; contribution; audience; programming; production and distribution.
- Specialization on four areas: News, *Azteca Educación*, Technical and Regional Areas.

3. After a planned rotation of 10 trainees where **they develop a career plan at the Center for Talent Development**, their plan is channeled to three divisions:

- Production, as executive producer, associate producer, production coordinator, production assistant, editor or edition assistant.
- Talent, as host, chief of information, section host, reporter or writer.
- Operations, as switcher, mobile cameraman, cameraman, videotape operator, character generator operator, audio engineer, audio operator, boom man or audio assistant.

Today:
125 trainees have graduated from the general training phase.
86% of them continue in TV Azteca and 60% in News.

Thus, the model is based on the instructor's expertise, which is shared in courses and talks in which the instructor demonstrates -in field visits and workshops- how to actually do the work. It is also based on having trainees receive actual field training and getting feedback by the instructor, and finally, on the trainee obtaining technical certification.

381 participants in seminars and technical courses.

Average of **eight hours of technical training** per year per employee.

6,789 hours of training focused on productions, of which 96% were on-site and 4% on-line.

Performance Review

G4-DMA Training and education
G4-LA11

A performance evaluation is done every year to verify results and achievement of objectives. At the end of the process, feedback sessions are carried out as part of the continuous improvement process.

1,339 evaluated employees, 24% of total; 461 women and 878 men.

Quality of Life

TV Azteca is focused on contributing to a better quality of life for its employees. Therefore, in accordance to the position they hold and the countries in which the company is present, employees have access to social security, *Infonavit*, vacations, end-of-year bonus, vacation bonus, and in compliance with the law, a retirement savings plans (Afore), among other collective-bargain benefits.

G4-LA10

Such is the support of TV Azteca for its employees that it does not end when they voluntarily retire, as the company provides them with advice and mentoring along their pension process. In the case of union employees, when the contract is terminated due to dismissal, they receive additional aid based on the collective bargain agreement.



In addition, TV Azteca has a department of Well-being, Internal Communication and Organizational Culture, which generates and promotes initiatives that foster life balance, well-being and a good work environment. Some of these initiatives include good workplace practices, celebrations, fairs, bazaars and special sales in which employees have access to benefits such as new work spaces, food products, courses and medicines at preferential prices. Some of the more important initiatives are:

In December 2016, **TV Azteca inaugurated the Incubator** in order to foster creativity and strengthen employee quality of life.

- **Incubator.** In December 2016, TV Azteca inaugurated one of its most ambitious internal projects: the Incubator. It consists of a space for creativity and exchange of ideas to generate new ways of working, contribute to the improvement of employee quality of life and reinforce teamwork and companionship.



Around **\$40 million pesos invested** in the construction of the Incubator.

- **Lactarium** Its main objective is to provide a comfortable and private space for female employees of the Ajusco Corporate offices, who once finished their maternity leave, return to work; 25 female employees used the Lactarium in 2016.

It should be noted that in 2016, 10 female employees, exercised their right to maternity leave and three of them returned to their activities and kept their job for a year after their return.



- **Women's Day.** This is an initiative that took place at the Ajusco, Tlalpan and Locales facilities, during which 100 employees participated in activities and conferences addressing the importance of women, in order to achieve a society of equal opportunity.
- **Summer Course.** It takes place at the facilities of TV Azteca at an affordable price for employees, and enables them to be close to their children during their summer vacations while offering the employees facilities to carry out their work; 100 children participated in 2016.
- **Employee recognition.** In 2016 TV Azteca recognized and celebrated 115 of its employees who reached 20 years of service for the company by offering a breakfast for them and their families. The distinction awarded was a 1kg silver coin, presented by the CEO, Benjamín Salinas together with some Executives.

The Corporate Well-being Area of Grupo Salinas –TV Azteca and Grupo Elektra– not only establishes but also spreads the initiatives that contribute to the quality of life of its employees, promoting a work-family balance, physical activity and healthy life styles among other activities fundamental for development. Some of these activities are:

Activity	Program	Objective and achievements
Health	Kilotón	Team tournament whose objective is to help employees lose weight and adopt healthy lifestyles. 100 Grupo Salinas employees managed to reach 20% of their set program goal, for a total combined weight loss of one ton
	Health Week	Fosters internal and external balance among employees and the improvement of healthy habits allowing for more labor productivity and achievement of goals. 600 participating TV Azteca employees
	Mastographies	Campaign for protection and care of female employees through specialized issues, offering mastographies for breast cancer prevention. 200 female employees of TV Azteca were benefitted
	Nutrition	Promotes a healthy lifestyle among employees, reducing the risk of eating habit-related illnesses and fostering follow up and constant health check-ups through attention focused on their needs and goals. 599 TV Azteca employees were benefitted
Lifeline	Uno más en la Familia	Program for mentoring employees who will become parents during the period of gestation, generating solid bonds with them and their families and fostering the values of TV Azteca. 1,200 Grupo Salinas employees registered
	Mamá apantallante	The goal of this program is to motivate female employees who are mothers by acknowledging their efforts and performance and recognizing them as women and professionals, thus promoting family values. Approximately 11,000 female employees recognized by Grupo Salinas
	Papá es un campeón	Recognizes employees who are fathers and who distinguish themselves for their efforts, dedication and perseverance, highlighting the importance of family as one of essential values of the company. Approximately 1,200 employees were recognized by TV Azteca in the year
Family integration	Pequeños Monstruitos	Campaign to celebrate the children of employees of the corporate offices of Grupo Salinas in April, promoting family well-being, sense of belonging, and company pride. 300 participating children at Grupo Salinas
	Club Pequeños Socios	Its objective is to create an emotional bond between the children of employees and the company and motivate pride for their parents. Children activities are organized the last Friday of every month in support of parents whose children have days off from school. 210 children whose parents work at TV Azteca Corporate offices are club members

Activity	Program	Objective and achievements
Sports	Socios Corredores	Encourages the adoption of healthy lifestyles by providing a club where employees can practice sports, relax and carry out healthy activities. 2,300 participating Grupo Salinas employees
	Tournaments	Promotes practice of physical exercise, discipline and effort as well as the values of TV Azteca with bowling and soccer tournaments. 100 employees of TV Azteca participated in the bowling tournament and 220 in soccer
	Clases Activate	Promotes discipline and teamwork in addition to strengthening companionship. 22 TV Azteca employees on average participate in zumba, yoga and kickboxing classes
	Insanity	Promotes exercise and physical fitness on video once a year for 60 days. It consists of varied exercise and movement routines which increase in intensity by intervals. 60 employees of TV Azteca participate in the activity
Culture	Reading Club	Foster Reading among employees and their families to broaden their knowledge. 1,382 requested books requested by Grupo Salinas employees
	Universo Socio	Promotes basic study habits, reading, music, and art for acquisition of new competences. In 2016, it included museum visits and exhibitions of diverse subjects. 33,280 participating Grupo Salinas employees
	Socios en Armonía	Encourages the desire for knowledge and promotes employee interaction contributing to personal and professional balance through the acquisition of new competences. 31,000 participating Grupo Salinas employees

Health and occupational safety

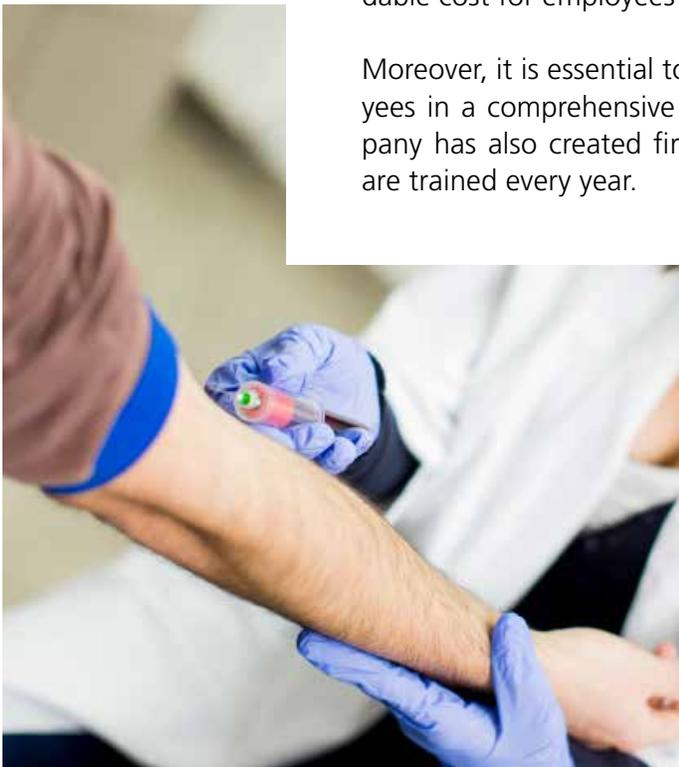
In addition to the programs driven by the corporate areas for Well-being, Internal Communication and Organizational Culture, TV Azteca has put in place measures to foster employee health such as semester health drives that offer preventive health services aimed at employees and their families. The results of this initiative in 2016 were the following:

- 300 uric acid tests
- 300 cholesterol tests
- 500 glucose tests
- 30 liver ultrasounds
- 30 prostate ultrasounds
- 200 triglyceride tests
- 200 tetanus shots
- 60 spirometries



In addition, the company organized monthly health drives that offered varicose vein detection, densitometries, glucose, cholesterol and prostatic antigen tests; influenza, tetanus, and rubella vaccines; as well as free health certificates for children of employees and vaccination against the Human Papilloma virus at an affordable cost for employees and their families.

Moreover, it is essential to ensure the safety of employees in a comprehensive manner, therefore the company has also created fire and first aid brigades that are trained every year.



Committment with the communities

TV Azteca's reinvention is reflected in its commitment with social progress. As an agent of change, it contributes to the well-being and comprehensive development of society through the contents it broadcasts or by its association with Fundación Azteca and other organizations.



For more information about Fundación Azteca go to: www.fundacionazteca.org

Fundación Azteca

G4-DMA Local communities (a/b)
G4-15

Since 1997, Fundación Azteca has promoted social change and environmental awareness inside and outside Grupo Salinas. The foundation is a non-profit organization that carries out actions in Mexico, Guatemala, El Salvador, Peru and the United States.

Through the Foundation TV Azteca realizes its aspiration and responsibility with the communities and the environment, transparently supporting real causes.

Fundación Azteca identifies urgent problems and social needs and links them to organizations and individuals willing to improve the quality of life of thousands of persons.

More than \$155 million pesos,
the amount assigned by TV Azteca
to Fundación Azteca programs.

In order to guarantee the legitimacy and transparency of the donations it receives, every month the Foundation reports donations in excess of \$215,000 to the *Servicio de Administración Tributaria (SAT)*, in accordance to the *Ley Federal para la Prevención e Identificación de Operaciones con Recursos de Procedencia Ilícita*.

The actions of Fundación Azteca are divided into four categories, in accordance to the cause they support: Education and Culture, Health, Social Development and the Environment.



Education and Culture

Plantel Azteca

Education is the most powerful means to improve quality of life; thus, Fundación Azteca grants Plantel Azteca scholarships to young people from low-income families, enabling them to access quality education, technical excellence, values and technological tools.

Achievements
in 2016:

Since 1997 we have contributed to the education of excellent young Mexicans **awarding scholarships to approximately 2,100 students every year.**

Generación Bicentenario Scholarships

Within the framework of the activities to celebrate the Bicentennial of Mexico's Independence, in 2010 Fundación Azteca –alongside other organizations and institutions– provided monthly economic aid for the most brilliant children in the country to last throughout their education, as well as scholarships for post-graduate studies at the best Mexican or foreign educational institutions with the support of the *Consejo Nacional de Ciencia y Tecnología* (CONACYT). Today, this support continues.



Commitment with Value



Collaborative Learning Model

In collaboration with the *Secretaría de Educación del Estado de Puebla*, *Fundación Aprendizaje Colaborativo* and the *Centro de Estudios Educativos*, Fundación Azteca is carrying out the project "*Escuela Nueva para el Mejoramiento de la Calidad de la Educación Básica en Puebla, México*", to adapt the pedagogical model and show that its application improves education quality.

Achievements in 2016:

210 benefitted schools in Puebla: Multi-degree, Basic, Indigenous, *Telesecundarias* and Full Organization.

24,993 students benefitted and 773 participating teachers.

México de 10

This program was created in 2016 in order to support graduates of Plantel Azteca who study at any of the five ally universities: the *Instituto Tecnológico Autónomo de México (ITAM)*, the *Instituto Tecnológico de Estudios Superiores de Monterrey (ITESM)*, the *Centro de Investigación y Docencia Económicas (CIDE)*, the *Universidad Panamericana (UP)* and the *Universidad Iberoamericana (IBERO)*. Aid is granted through scholarships for food, transportation and school material.



Achievements in 2016:

20 university students of excellence were granted scholarships for needs such as transportation, food and school materials.

Orquesta Sinfónica Esperanza Azteca

The orchestra was founded as a social and musical program seeking to improve the quality of life of girls, boys and teenagers from low-income families, as well as that of their families and communities, through music, while they learn important values, such as discipline, excellence and teamwork.

Today, Esperanza Azteca **educates more than 17,000 children** and teenagers from low-income families through music.

Achievements in 2016:

87 symphony orchestras and children and teenager choirs: 84 in Mexico, one in the United States and two in El Salvador.

518 concerts with the participation of all the orchestras in Mexico.



Participation of orchestras and choirs at the **concerts by cellists Yo Yo Ma, and Carlos Prieto,** and the concert that took place on occasion of the **visit of Pope Francis to Mexico.**

Master class
by conductor
Valery Gergiev.



Robótica

This initiative promotes interest for science and technology and multiple skills through local and international Robotics contests and championships.

Health

Parteras profesionales

This program trains women for three years and teaches them to assist childbirths at remote communities where public health services are not available; it contributes to reduce infant-mother mortality.



Social development

Red social and Donativo Hormiga

The program provides in-kind assistance to civil associations for equipping their facilities in support of their social labor. The program places them in contact with individuals and associations who may assist them and creates valuable synergies.

Achievements in 2016:

From the start of this initiative, **\$20 million pesos** have been raised.





1,500 items were delivered with a value of **\$2.7 million pesos** to **100 social aid organizations** in 2016.

Benefitted institutions in 12 states in the country: Mexico City, Coahuila, State of Mexico, Guanajuato, Hidalgo, Morelos, Nuevo Leon, Oaxaca, Quintana Roo, Baja California, Veracruz and Yucatan.



Meeting of the NGOs of Red Social Azteca, with the participation of 200 organizations.

Bancomunidad Azteca

The purpose of this initiative is to contribute to the fight to overcome poverty by granting micro-credits to groups of women living in unfavorable conditions. Through the *Centro de Desarrollo Comunitario Centéotl*, a non-profit organization working in favor of marginalized social groups in the state of Oaxaca since 1990, Fundación Azteca has granted \$15 million pesos in micro-credits to support close to 4,600 low-income women in the state, enabling them to start businesses which will allow the improvement of their quality of life and that of their family.

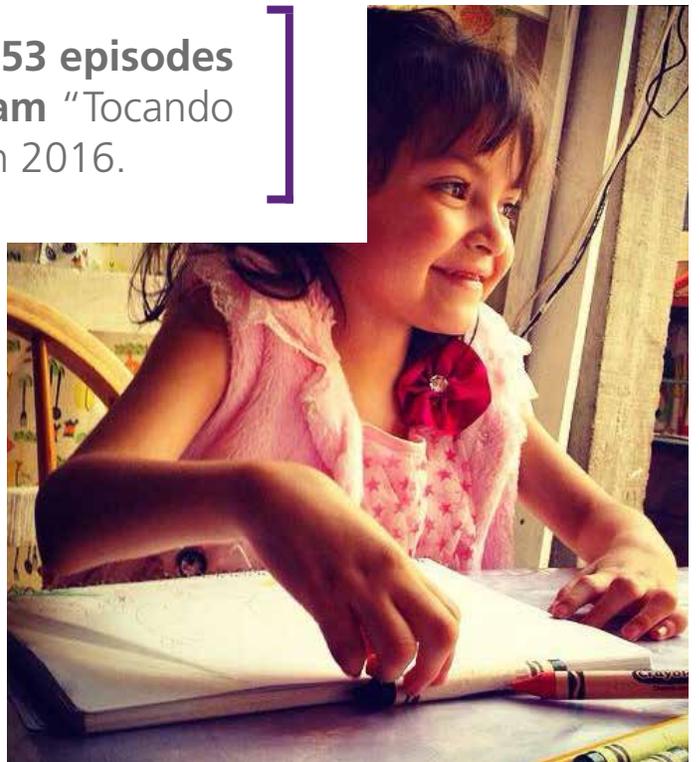
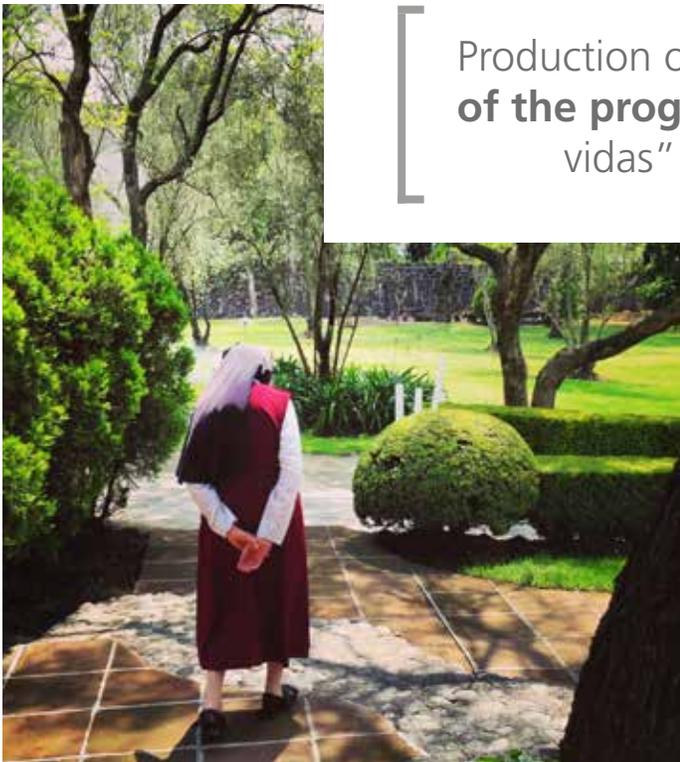
Tocando vidas

Through the voice of great personalities this program presents positive life-changing stories which give hope for a better future. Hosted by Esteban Moctezuma, the program shows that everyone has something important to give.

For more information about "Tocando vidas" watch the video at:
www.youtube.com/playlist?list=PLW9rtYA005xiGMCI-CWh-F1x3xe3DLMPNz

Achievements in 2016:

Production of **53 episodes of the program "Tocando vidas"** in 2016.



The environment

Limpiemos Nuestro México

This is the largest trash collection drive in Mexico; it takes place with the support of and in alliance with different companies, institutions, governments and millions of volunteers from civil society in order to generate a cultural change in society and reduce water and soil pollution.

Achievements in 2016:

More than seven million volunteers collected approximately **40,000 tons** of waste in four hours.



Start of the movement in **El Salvador, Peru, Guatemala and China.**

Presentation of the official ball to be used in the final round games of the 2016 Mexican Professional First and Second Division Soccer League.



Participation of the mega-brigades "Torreón Orgullosamente Limpio" and "Carmen Orgullosamente Limpia".

Start of the mega-brigade "Desierto de los Leones Orgullosamente Limpio".

¡Que Viva La Selva Lacandona!

This program raises awareness -especially children's- of the importance of the conservation of protected natural areas. In addition, complementary initiatives such as the drawing contest *¡Que viva la Selva Lacandona!* and productive projects to stop illegal logging, burning and destruction of the ecosystem, also take place.



Achievements in 2016:

40,000 entered drawings.

32 contest winners travelled to the *Selva Lacandona*.

Photo Expo on the *Bosque de Chapultepec* gates and railing to raise awareness about the importance of preserving the *Selva Lacandona*.



Movimiento Azteca

This initiative brings together the four pillars on which Fundación Azteca bases its actions as it supports causes in favor of education and culture, health, the environment and social development. The campaign, broadcast jointly with TV Azteca, stresses social and environmental co-responsibility, and calls on society to contribute to different organizations.

In 94 *Movimientos Azteca* 330 organizations and 1.5 million persons have been aided.

Achievements
in 2016:

Around \$135 million pesos raised and donated to different organizations such as OSEA, Renapred, Fundación IMSS and the Cruz Roja Mexicana.



Promotion of healthy lifestyles

G4-DMA Local communities

For TV Azteca, fostering sports activities is essential for promoting healthy competition and encourage healthy habits. Thus, through local affiliates, TV Azteca organizes activities such as races, tournaments and competitions with the participation of men, women and children nationwide.

Some of initiatives developed in 2016 were the following:

- *Liga Azteca* 2016, in Morelos
- *Gran Visoreo*, in Culiacan, Sinaloa
- *Carreras Azteca Pintate Mazatún* and *Pintate con Azteca Carrera Neón*, both 5 kilometers races, in Mazatlan, Sinaloa
- *Carrera Azteca* and *Torneo de Golf*, in Guadalajara, Jalisco
- *Azteca Mayan Race*, in Merida, Yucatan
- *Carrera Comics*, in Veracruz
- *The Ultimate WOD**, in Guerrero

*WOD: Workout Of the Day.

Moreover, in order to raise the awareness of a larger number of people about illness-prevention, through its local affiliates, TV Azteca organized different health-related events and conferences.

The events that took place in 2016 were *Semana Autorregulate*, the *Semana de la Salud* and the campaign against breast cancer.



Close to **40,000** race participants.



Approximately **20,000 participants** in the *Liga de Fútbol Azteca*.



Around **200 participants in the Golf Tournament** organized by local TV Azteca affiliates.



More than **20,000 attendees to health-related events** organized by local TV Azteca affiliates.

The value of education

TV Azteca firmly believes in the value of education for development and well-being. For this reason, it strives to take exhibitions and conferences to different states in the country in order to inform participants, present young people with its educational offer, and provide vocational orientation to help them make the best decision regarding their future.

In 2016 **TV Azteca organized *Expo Vocación*** in states such as Morelos, Chihuahua, Yucatan and Guerrero.

Additionally, the company has its *Centro de Formación Profesional Media 13*, which imparts workshops on hosting, production, communication, journalism and television in states such as Guerrero, Veracruz, Jalisco, Chihuahua and Sinaloa.



20,000 beneficiaries of educational events organized by local TV Azteca affiliates.

For more information about "Juguetón" go to: www.azteca7.com/jugueton

Juguetón

G4-15

This is the largest toy drive in the world. Started 21 years ago with the help of volunteers, companies, government institutions, civil society, among other groups, it collects toys to be delivered on January 6 (Day of Kings) to children from low-income families, orphanages, children homes, indigenous communities, hospitals, day care centers, community kitchens, prisons and one-day care minor centers.

11,000
participating
volunteers



More than 16 million collected toys with an approximate value of \$500 million pesos in 2016.

Donations

G4-DMA Media literacy
G4-EC7 (com. MSS), M7

For more information about
"A Quien Corresponda" go to:
www.azteca7.com/a-quien-corresponda

Social values are promoted through different TV Azteca contents, whether by informing the population of what is happening in real time, talent development, inclusion, or by providing solutions to specific social problems and prompting reflection.

G4-15

The program *A Quien Corresponda* has an area that is dedicated to donations that receives approximately 100 applications every week.

4,400 cases were received in 2016; 3,200 were solved and received donations in kind and assistance services from hospitals and organizations.

These are only some of the tens of companies and donation programs carried out by *A Quien Corresponda*.

Around **eight million pesos in donations** of medicines were received in 2016.

124 hearing aids were delivered worth approximately \$1,861,000 pesos.

190 wheel chairs were donated worth approximately \$517,000 pesos.

58 prostheses were delivered worth approximately \$1,450,000 pesos.

Visits to nursing homes, rest homes and shelters to deliver donations, part of the campaigns "*Amor a mamá*" and "*Adopta un abuelito*".

163 mini laptops donated by Elektra Stores and delivered to associations, foundations and TV viewers.

Medical drive, with **40 prostate cancer-prevention studies**.

For more information about "Un Nuevo Bosque" go to: www.gruposalinas.com.mx/es/un-nuevo-bosque

Un Nuevo Bosque

G4-15

Ecological drive started in 2002 by which Grupo Salinas and TV Azteca reassert their commitment with environmental value generation. In 2016 it was carried out in coordination with the *Comisión Nacional Forestal* (CONAFOR) and the *Secretaría de Medio Ambiente y Recursos Naturales* (SEMARNAT).

Participation of approximately **100,000** volunteers in Mexico.



Planting of **more than 3,000,000** trees for the reforestation of around 3,000 hectares.

In addition to its commitment with environmental protection, TV Azteca permanently collaborates with this initiative by informing society of the relevance of environmental issues, encouraging its participation in this event through diffusion on all of its platforms.

For more information about
"Fieles a la causa" go to:
www.atlasfc.com.mx/news/43

Fieles a la causa

G4-15

The Atlas F.C. soccer team has adopted TV Azteca's philosophy regarding social responsibility, thus, for third consecutive year, it organized the campaign "Fieles a la causa". With it, it joined the Red Cross of Guadalajara and the Zapopan DIF in the prevention and fight against breast cancer through the donation of mastographies.



Monarcas contra el cáncer de mama y próstata

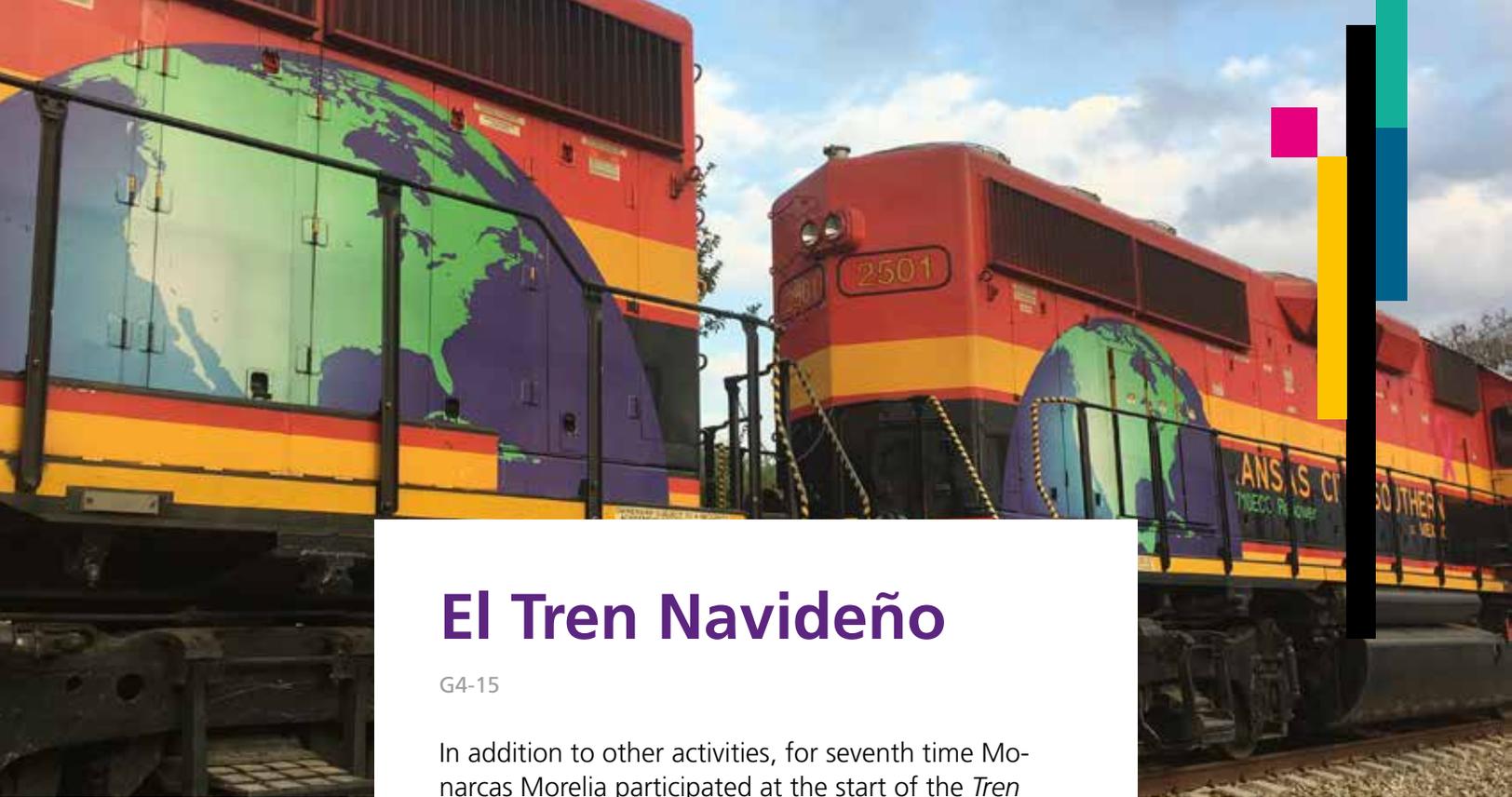
G4-15

Monarcas Morelia is a team with values that lives the passion of its fans and one that is concerned about the welfare of Mexican society; for this reason, in October 2016, during the month of breast and prostate cancer awareness, it joined again in the fight against these diseases.

In support for this campaign, the team carried out activities such as the following:

- Use of a pink jersey in local matches against Cruz Azul and Necaxa.
- Participation, together with *Súper Monarca* –the team's mascot– in diverse events.
- Social visit of players to breast cancer patients and survivors.
- Raising awareness about the importance of early detection of cancer by broadcasting spots over the P.A. system of the Morelos Stadium during matches.
- Visit of some players to the Oncology Hospital to liven up patients.
- Pink and Blue image on social networks and the teams website.
- Providing mastographies for women.
- Difussion of survivor's stories over the teams digital media, in order to encourage those women who could still be in the fight.
- The Morelos Stadium "dressed up" in pink.





El Tren Navideño

G4-15

In addition to other activities, for seventh time Mornarcas Morelia participated at the start of the *Tren Navideño* initiative in Monterrey, Nuevo León. This initiative is organized and led by Kansas City Southern de México, and consists of an annual train ride along which joy and happiness are taken to children of low-income families.

For more information about
Kybernus go to:
www.kybernus.org

Kybernus

G4-DMA Diversity and equal opportunity, Non-discrimination
G4-15

This is a Grupo Salinas program for the creation of social value which seeks to build a culture of leadership in Mexico that is based on values such as honesty, freedom, responsibility, justice, solidarity, tolerance and dialogue. The program is carried out in coordination with public, private and social organizations.

The purpose of the program is to establish a system for identification, formation and promotion of political and social leadership which must be committed to strengthening a liberal democracy in Mexico that is founded on respect for individual rights, human rights and equal opportunity for the people.

For more information about Caminos de la Libertad, go to: caminosdelalibertad.com

Caminos de la libertad

G4-15



This is an effort by Grupo Salinas to promote a correlation between freedom and dignity -the fundamental values- as well as a discussion and reflection on freedom.

Ciudad de las Ideas

G4-15

For more information about Ciudad de las Ideas, go to: ciudaddelasideas.com

With the theme Play the Game, Ciudad de las Ideas managed to bring together thousands of brilliant international minds at the City of Puebla to present leading-edge ideas to thousands of attendees.



Commitment with Value



Environmental Value



Environmental Management

G4-DMA Overall

Along with production and broadcast of programs that foster social participation in environmental care, TV Azteca –through the specialized area on energy and environment of Grupo Salinas- has established strategies to reduce the environmental impact of its operations on different fields.

G4-EN31

More than five million pesos invested on improvements **for environmental conservation.**

In this way, in addition to aiming its efforts towards environmental care, the company has dedicated part of its investment to research and development of energy efficiency processes; separation and final disposal of urban solid waste; measurement of greenhouse effect gas emissions (GEI); and education and training for environmental restoration.

Energy

In order to correctly manage its energy consumption, TV Azteca bases its operations on:

- The Energy Management System (SIGEN), which verifies agreement with billing by *Comisión Federal de Electricidad* (CFE).
- The Energy Savings Seal, an internal tool used by all Grupo Salinas companies to evaluate, validate and certify purchases of efficient lighting equipment, air conditioning and any other electrical equipment.

In addition, it complies with the guidelines set by the following standards:

- NOM-001-SEDE-2012, Electrical installation safety
- NOM-030 y 031-ENER-2012, Energy efficiency and minimum parameters for LED lighting.
- NOM-025-STPS-2008, Lighting conditions for work centers.
- NMX-AA-164-SCFI-2013, Minimum environmental criteria for sustainable buildings
- National Emissions Registry (RENE) of the General Law for Climate Change, due to the fact that most of its emissions derive from electrical energy.



Compliance with these standards guarantees employee safety, comfortable work centers and efficient use of electrical energy of all processes; in order to achieve this, in 2015 Grupo Salinas implemented its Energy Management System, a platform for comprehensive energy management whose objectives — based on the results of the period— are:

- Facilitate auditable data for information management
- Analyze trends, issue reports, generate alarms and automatize calculations
- Enable transparent traceability of information regarding consumption, self-supply and billing of energy for any period and business unit
- Function as a decision-making tool
- Detect potential savings in technological and operating projects

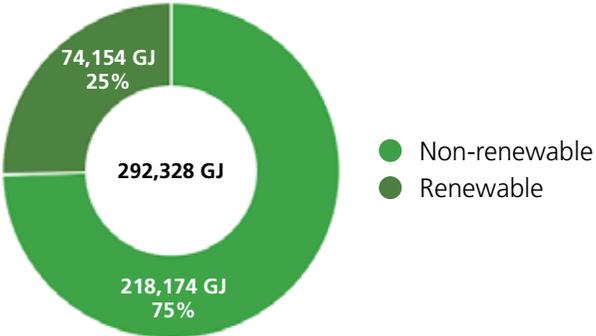
The methodology used to calculate the energy consumption of TV Azteca is the international protocol developed by the Efficiency Valuation Organization (EVO), whose objective is to measure and guarantee energy savings, reduce costs and systematize the process for measuring and verifying energy performance.



292,328 GJ of energy consumed in 2016.

25% of the energy consumed by TV Azteca derived from **renewable sources.**

Energy consumption



Notes:

- Distribution of non-renewable energy consumption by source is: 46 GWh of electrical energy; 1,678,976 liters of gasoline; 10,244 liters of diesel; 40,753 liters of LP gas; and 3,958 m³ natural gas.
- Distribution of renewable energy consumption by source is: 20.6 GWh of electricity, of which 20 GWh correspond to aeolian energy and 0.6 GWh to geothermal energy.

Accordingly, as part of the actions to save energy, TV Azteca has implemented different projects, such as the following:

- Conversion, adaptation and substitution of equipment by higher-efficiency types.
- Installation of high-efficiency equipment at new locations
- Fuel substitution, as renewable energy participation increases (aeolian, geothermal)
- Change of employee attitude, as policies for energy savings are reinforced at corporate offices and locations

822,222 kWh of electrical energy consumed per building in 2016.

73,266 GJ, reduction in electrical energy consumption in 2016.

Commitment with Value

Emissions

G4-DMA Emissions (a/b)

In compliance with the *Ley General de Cambio Climático*, every year TV Azteca elaborates its National Emissions Registry, by which the company reports its CO₂ and greenhouse effect gas emissions.

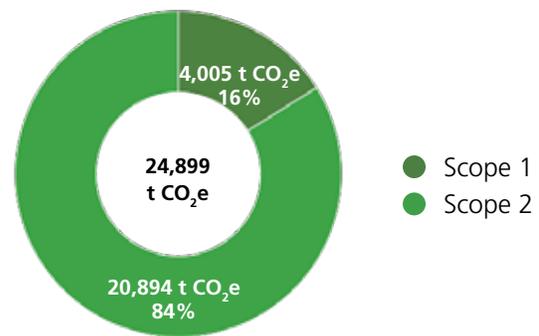
Its goal is to contribute to the achievement of Mexico's international commitment on the issue: reduce its emissions 30% by 2005, and 50% by 2050.

The National Emissions Registry, whose base line is 2014, has an operating focus that allows identification of the main sources of emissions and the establishment of programs for consumption reduction and mitigation of environmental impact. It represents the methodology used by TV Azteca to calculate emissions added to the indicators published by SEMARNAT as emission factors.

G4-EN15, G4-EN16, G4-EN21

In 2016, TV Azteca's emissions were as follows:

Greenhouse effect gas emissions



Notes.

- Direct emissions are made up of carbon dioxide (CO₂), methane (CH₄) and nitrogen oxide (N₂O).
- In 2016, TV Azteca released 3,852 tons CO₂e of biogenic carbon dioxide.

G4-EN18

307 tons CO₂e released per building in 2016 (scopes 1 and 2).

G4-EN19

TV Azteca **stopped the emission of 9,240 tons CO₂e** in 2016.





Water

Entering millions of households every day, TV Azteca is able to raise social awareness about the responsible use of natural resources such as water while doing the same with its employees on a daily basis.

In accordance to the environmental policy of TV Azteca, no water sources are affected, whether by overexploitation for consumption or by discharge of toxic substances.

73,408 m³ of water consumed by TV Azteca*

*Measurement of TV Azteca's water consumption is done considering real consumption at the five TV Azteca corporate, the calculation of operating days at stations (national network) and at TV Azteca local affiliates, and the number of employees and the number of buckets used for cleaning per day, to get the number of total cubic meters.



Waste

TV Azteca has a manual for classifying solid waste that is used for improving the company's management of the waste it generates. To achieve this, the company has established a permanent program at all corporate facilities for separation of waste into four groups: organic, inorganic, recyclable, and hazardous.

Waste removal is carried out by authorized external companies who carry out the collection, transportation and final disposal into landfills, and who at the end of the process, release a statement that gives evidence of a proper handling methodology.

In 2016, 1,300 kg of batteries were collected by a specialized company, guaranteeing that such waste does not contaminate soil or aquifers.

Close to a million kilograms of waste were generated by TV Azteca, of which **approximately 19,000 were sent out for recycling.**

14 tons of hazardous waste were generated whose disposal was carried out by external individuals or companies authorized for handling this type of waste.

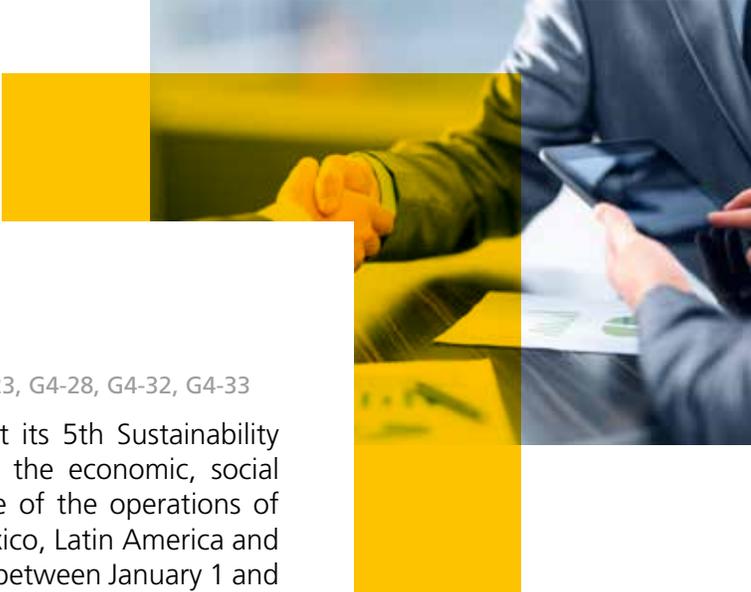
About this report

G4-3, G4-6, G4-7, G4-13, G4-17, G4-23, G4-28, G4-32, G4-33

TV Azteca is pleased to present its 5th Sustainability Report, showing the results of the economic, social and environmental performance of the operations of TV Azteca, S.A.B. de C.V. in Mexico, Latin America and the United States for the period between January 1 and December 31, 2016. Once again, we have followed the Global Reporting Initiative (GRI) Guide, G4 version, according to the 'in accordance' Core option, including the Media Sector Supplement (MSS). This report has not been verified independently.

The scope of the information corresponds to operations in Mexico, Guatemala, Honduras, Peru and the United States, whenever possible. In the case of environmental data, information corresponds to Mexico only.

Figures herein are reported in Mexican pesos (MXN/MN).



This communication, by being clear, balanced, comparable, precise, detailed and reliable, fully complies with the principles to determine the content and quality of the report:

Sustainability context

Throughout this document, description is made of how TV Azteca manages every one of the initiatives developed to benefit its employees, the communities and the environment in order to contribute to the achievement of sustainable development.

Materiality

For this exercise, the materiality study for TV Azteca was revised and updated to identify changes in the market or in the regulations in order to determine the aspects of greater relevance for the company and its stakeholders which are declared in this report.

Stakeholders inclusiveness

As part of its strategy, throughout 2016 TV Azteca permanently interacted with its stakeholders. In addition, and as an essential part of its Sustainability Report, the company established a permanent dialogue with them in order to know their opinions and expectations regarding relevant aspects identified by the materiality study, which were considered in the making of the document.

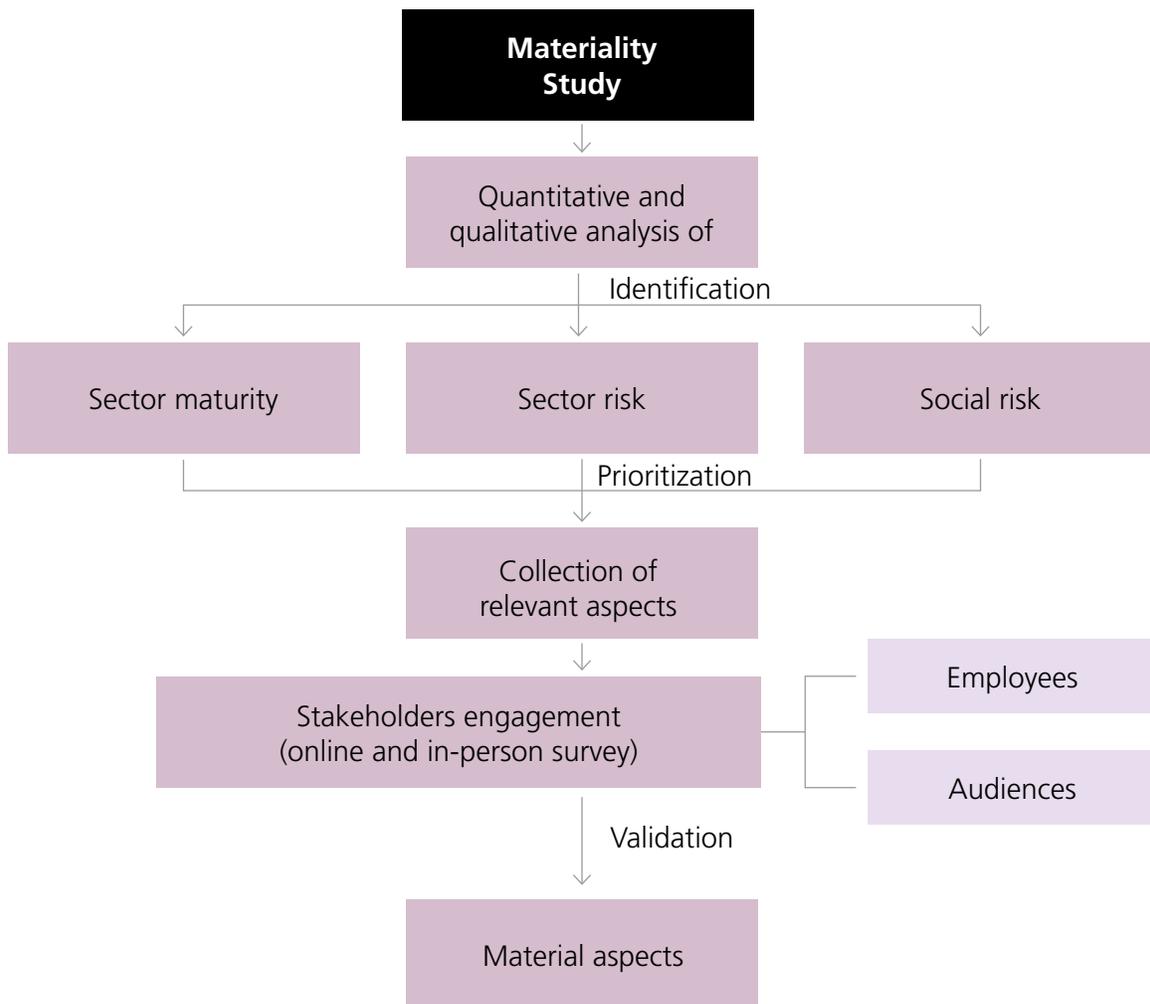
Completeness

The data contained herein reflects in a complete manner the performance of TV Azteca during 2016, and informs of significant impacts on material aspects and on those aspects that are relevant to the company or its stakeholders, the way to manage them and coverage of each one of them.

Materiality

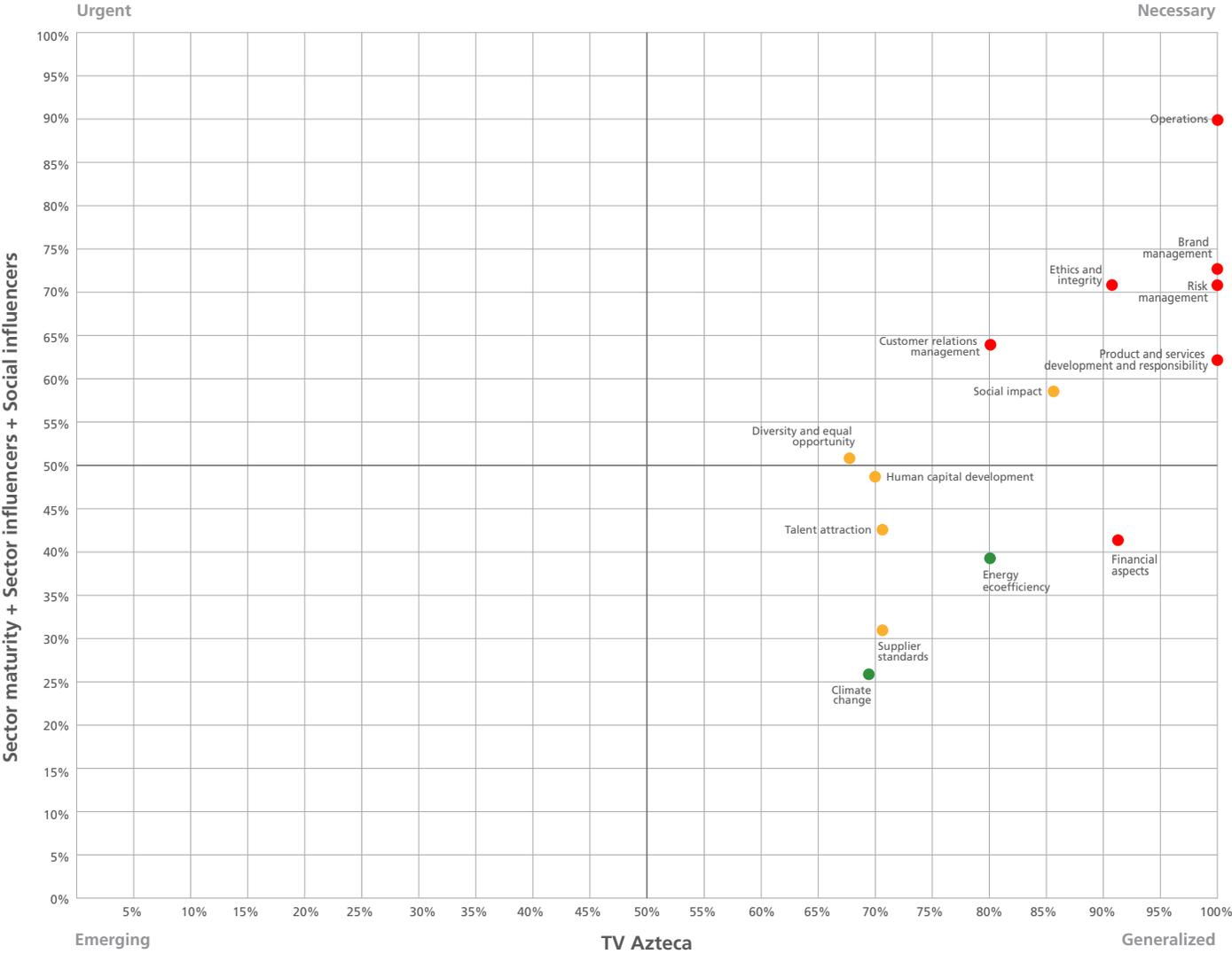
G4-18

As part of its process for continuous improvement, in 2016 TV Azteca, together with *milenio3genera* –a sustainability consultant- carried out the review and update of the materiality study to identify materials aspects of both the company and its stakeholders using the methodology below:



TV Azteca relevant aspects

G4-19



Stakeholder Engagement

G4-23, G4-26, G4-27

Relevant aspects were later presented to stakeholders through online and telephone surveys. The main results are shown below:

Employees	Dimension	Audiences
Financial aspects	Economic	Customer relations management
Diversity and equal opportunity Human capital development	Social	Social impact
Climate change and other environmental emissions	Environment	Energy ecoefficiency
Content development training	Communications media	High-quality content broadcasting

65% of surveyed audience members consider that broadcasting high-quality contents is essential to generate value for the viewers.

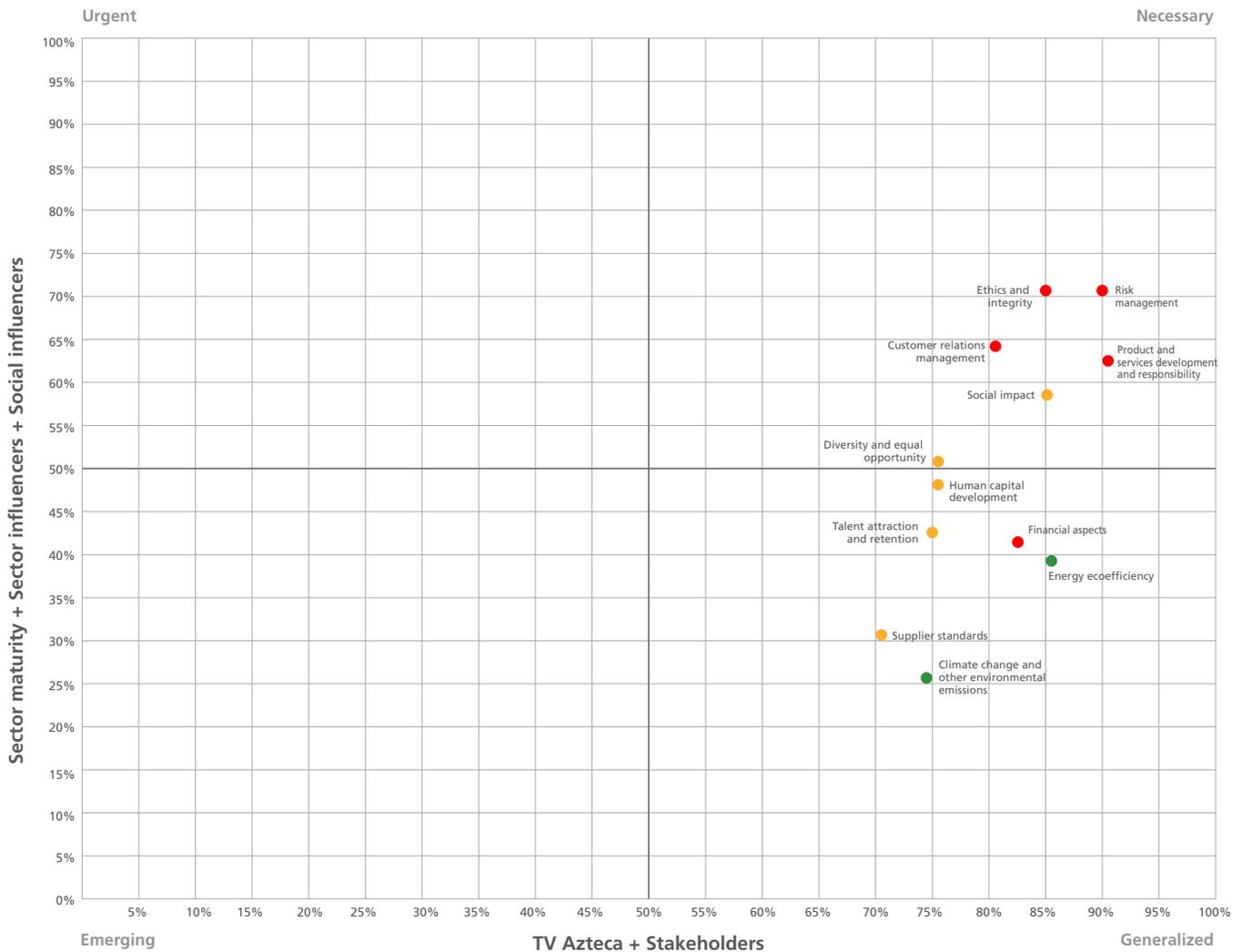
90% consider it most important for TV Azteca to promote healthy lifestyles among its audiences, since by reaching millions of households, its platform is most adequate.

Regarding product and service development and responsibility, surveyed audiences considered that informing on type of program content and target audience is essential for their decision on whether to watch the program or not and for their own protection.

TV Azteca material aspects

At the end of the stakeholders engagement, the correlation between the data and the results of sector maturity analysis and sector and social risks was identified, obtaining thus validation of stockholder material aspects.

At the end of the stakeholders engagement, the correlation between the data and the results of sector maturity analysis and sector and social risks was identified, obtaining thus validation of stockholder material aspects.



G4-19, G4-20, G4-21

Once validated the material aspects, they were revised and translated into aspects as established by the G4 GRI Guidelines; furthermore, coverage and boundaries were analyzed as shown in the table below:

Material aspect	GRI G4 Aspect	Coverage		Boundaries
Risk management	Strategy and analysis / Organizational profile / Economic performance	●	●	Employees, Clients, Authorities, Investors and Influencers
Ethics and integrity	Ethics and integrity	●	●	Employees, Clients, Audience, Authorities, Competitors, Community, Investors, CSO and Suppliers
Financial aspects*	Organizational profile / Economic performance/ Overall	●	●	Authorities, Competitors, Investors, Influencers and Suppliers
Product and services development and responsibility	Customer health and safety / Product and service labeling / Marketing communications / Compliance	●	●	Employees, Clients, Audience, Authorities, Competitors and Community
Customer relations management	Customer health and safety / Product and service labeling / Customer privacy	●	●	Employees, Clients and Authorities
Climate change and other emissions*	Emissions	●	●	Audience, Authorities, Influencers, Community and CSOs
Human capital development*	Training and education	●	●	Employees
Diversity and equal opportunity	Diversity and equal opportunity / Equal Remuneration for Women and Men / Non-discrimination / Freedom of association and collective bargaining / Child labor / Forced or compulsory labor	●	●	Employees, Clients, Audience, Authorities, Community, CSOs and Suppliers
Social impact	Local communities / Indirect economic impacts	●	●	Audience, Influencers, Community and CSOs

*Note. Issues concerning financial aspects, human capital development, as well as climate change and other emissions were not material in the study made; however, these aspects are important to TV Azteca due to the fact that it is a public company, its reinvention process and to the regulations on the matter; hence, they are reported herein.

- Material to TV Azteca
- Material inside TV Azteca
- Material outside de TV Azteca
- Material inside and outside TV Azteca

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G4-48	All areas participate in approving the Sustainability Report; the Sustainability area meanwhile carries out a permanent monitoring of the process.
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Category: Economic				
Material aspect: Economic performance				
G4-DMA	10-11, 24			
G4-EC1	16			
G4-EC4	TV Azteca does not, in any way, receive financial aid by the government.			
M1	TV Azteca is not, in any way, financed by non-government sources.			
Material aspect: Indirect economic impacts				
G4-DMA	34-35			
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G4-DMA	42-43			
G4-LA9	43	Average hours of training per employee on ethics issues.	Information is not available	Only information from Grupo Salinas exists, group of companies to which TV Azteca belongs. The number of hours for the Company itself is not available.
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DMA and Indicators	Page number or link	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
Material aspect: Diversity and equal opportunity				
G4-DMA	40, 68			
G4-LA12	40, 41			
Material aspect: Equal remuneration for women and men				
G4-DMA	40			
G4-LA13	55% difference in remuneration between men and women.			
Sub-category: Human rights				
Material aspect: Non-discrimination				
G4-DMA	40, 68			
G4-HR3	There were no discrimination cases in TV Azteca in 2016.			
Material aspect: Freedom of association and collective bargaining				
G4-DMA	31			
G4-HR4	TV Azteca has not identified operations and suppliers in which the right to exercise freedom of association and collective bargaining may be violated.			
Material aspect: Child labor				
G4-DMA	31			
G4-HR5	TV Azteca has not identified operations and suppliers as having significant risk for incidents of child labor, due to its prohibition in accordance with applicable regulations.			
Material aspect: Forced or compulsory labor				
G4-DMA	31			
G4-HR6	TV Azteca has not identified operations and suppliers as having significant risk for incidents of forced or compulsory labor, due to its prohibition in accordance with applicable regulations.			
Material aspect: Cultural rights				
G4-DMA	34-35			
Subcategory: Society				
Material aspect: Local communities				
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DMA and Indicators	Page number or link	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
Subcategory: Product responsibility				
Material aspect: Customer health and safety				
G4-DMA	34-35			
G4-PR1	34			
G4-PR2	There were no regulation non-compliances regarding health and safety product during the period covered by the report.			
Material aspect: Content creation				
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Material aspect: Product and service labeling				
G4-DMA	33-36			
G4-PR3	35			
G4-PR4	There were no regulation non-compliances regarding labeling of products and services during the period covered by the report.			
G4-PR5	33			
Material aspect: Marketing communications				
G4-DMA	33			
G4-PR6	TV Azteca does not sell products banned or in dispute.			
G4-PR7	There were no regulation non-compliances regarding aspects of marketing communications presented by TV Azteca.			

DMA and Indicators	Page number or link	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
Material aspect: Media literacy				
G4-DMA	65			
M7	65			
Material aspect: Customer privacy				
G4-DMA	TV Azteca has a privacy notice on the websites: www.tvazteca.com/politicas.html and http://www.irtvazteca.com/es/terminos-legales			
G4-PR8	TV Azteca received no complaints regarding violations of confidentiality and leaks of personal data in 2016.			
Material aspect: Compliance				
G4-DMA	35			
G4-PR9	There were no regulation non-compliances regarding supply, distribution or offer of products and services presented by TV Azteca.			

Contact

G4-31

For more detailed information about this report or aspects related to the sustainability of TV Azteca, contact:

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rvillarreal@gruposalinas.com.mx