

# WINNING FORMULA



ARCACONTINENTAL



## ABOUT THIS REPORT

[G4-28, G4-29, G4-30, G4-32]

The Social Responsibility and Sustainability Report represents a great communication tool for Arca Continental. Through it we make public our achievements and contributions to sustainable development. This document is published every year and its last edition was published in 2012.

The report describes the values and principles that guide our actions, as well as those subjects which are essential for our business and for our interest groups, the plans and programs through which we manage those subjects, and the commitments and achievements that result from all of them at the end of the period from January 1st to December 31st of 2013.

The information published relates to all Arca Continental business divisions. Regarding some environmental and work place related subjects we refer only to our beverage business in Mexico, Ecuador and Argentina.

Our report is prepared following the guidelines specified by the Global Reporting Initiative (GRI) and the indicators included in the supplement for the processed foods sector. This year, at the recommendation of our CEO's office and our Executive Sustainability Committee, we decided to also apply the new G4 guide fulfilling the "compliance" criterion in the guide and choosing the "essential" option. This exercise allowed us to identify those sustainability subjects that are most important to our business and interest groups.

We also incorporated the indicators proposed by the Mexican Stock Exchange (BMV) in the Sustainability Index and those actions allowing us to fulfill the principles of the UN Global Compact.

This report is structured as follows:

- A. OUR COMPANY:** Here we describe who we are, what we do and how we do it. We explain the foundations of our organization and we present the messages from the Chairman of the Board of Directors and the CEO, as well as our model for Corporate Social Responsibility.
- B. SUSTAINABLE APPROACH:** We present our strategy for sustainability and the areas we are taking action in. We also identify our interest groups and deal with topics such as communication channels, materiality matrix results and other subjects related to ethical compliance and Corporate Governance.
- C. OUR PERFORMANCE:** We describe the main actions, programs and best practices that were undertaken during 2013, as well as the most important challenges we face as a Company.

[G4-31]

WE INVITE ALL OF OUR READERS TO PROVIDE US THEIR FEEDBACK ON THIS REPORT BY FILLING OUT A SURVEY AVAILABLE ON OUR WEBSITE: [www.arcacontal.com](http://www.arcacontal.com) AND THROUGH THE QR CODE, OR BY GETTING DIRECTLY IN TOUCH WITH GUILLERMO GARZA, DIRECTOR OF CORPORATE COMMUNICATION AND SOCIAL RESPONSIBILITY OR WITH ROSARIO AGUILAR, HEAD OF SOCIAL RESPONSIBILITY AT: [rs@arcacontal.com](mailto:rs@arcacontal.com).



### CONTENTS

|  |    |
|--|----|
| MATERIALITY  | 1  |
| <b>OUR COMPANY</b>                                 |    |
| MISSION, VISION AND VALUES                         | 2  |
| MAIN ACHIEVEMENTS                                  | 3  |
| MESSAGE FROM THE CHAIRMAN OF THE BOARD AND THE CEO | 4  |
| COMPANY PROFILE                                    | 6  |
| <b>SUSTAINABILITY STRATEGY</b>                     |    |
| STRATEGIC PRIORITIES                               | 10 |
| COMMUNICATION WITH INTEREST GROUPS                 | 12 |
| CORPORATE GOVERNANCE                               | 14 |
| RISK MANAGEMENT                                    | 18 |
| ETHICS AND COMPLIANCE                              | 19 |
| <b>OUR PERFORMANCE</b>                             |    |
| <b>INDIVIDUAL WELLBEING</b>                        |    |
| PROMOTING HEALTHY AND ACTIVE LIFESTYLES            | 22 |
| RESPONSIBLE MARKETING                              | 24 |
| <b>SOCIAL WELLBEING</b>                            |    |
| WORK PLACE   | 28 |
| EMPOWERING WOMEN                                   | 36 |
| CONTRIBUTIONS TO THE COMMUNITY                     | 38 |
| VALUE CHAIN  | 42 |
| ALLIANCES WITH SOCIETY                             | 45 |
| <b>ENVIRONMENTAL WELLBEING</b>                     |    |
| WATER  | 49 |
| CARBON FOOTPRINT                                   | 52 |
| WASTE AND RECYCLING                                | 56 |
| PACKAGING  | 57 |
| FINANCIAL PERFORMANCE                              | 58 |
| ACKNOWLEDGEMENTS                                   | 59 |
| GLOBAL COMPACT AND GRI INDEX                       | 60 |
| LETTER OF VERIFICATION                             | 64 |
| GLOSSARY   | 65 |

# Materiality

[G4-18, G4-19]

FOR THE PURPOSES OF THIS REPORT, WE DEFINE MATERIALITY ANALYSIS AS AN EXERCISE ALLOWING US TO IDENTIFY, PRIORITIZE, ANALYZE AND FINALLY VALIDATE THOSE MATTERS THAT ARE THE MOST IMPORTANT FOR OUR BUSINESS, OUR STAKEHOLDERS, THE INDUSTRY AND THE CONTEXTS OF SUSTAINABILITY OF EACH OF THE MARKETS THAT WE OPERATE IN.

FOR THE DEVELOPMENT OF THIS ANALYSIS WE TOOK INTO CONSIDERATION:

- An analysis of public issues
- A review of the current business strategy and the strategy for the year 2020.
- Relations with the methodological standards on sustainability that have been implemented in the Company.
- A review of the dialog we have had with our stakeholders.
- An analysis of the communication we have had with stakeholders through permanent communication channels such as: work environment surveys, Transparency Mailbox, Customer Service phone numbers, Board of Directors and Sustainability and Human Capital Committee meetings and surveys sent to suppliers, among others.
- An evaluation of impacts of our value chain.
- Sector benchmarking versus other leading companies in the industry.
- The Sustainability context of the markets that we operate in and that we wish to enter.
- A review of an audience perception study.
- Interviews with executives and key staff members.
- Public opinion, as well as opinion leaders and NGO's, etc.

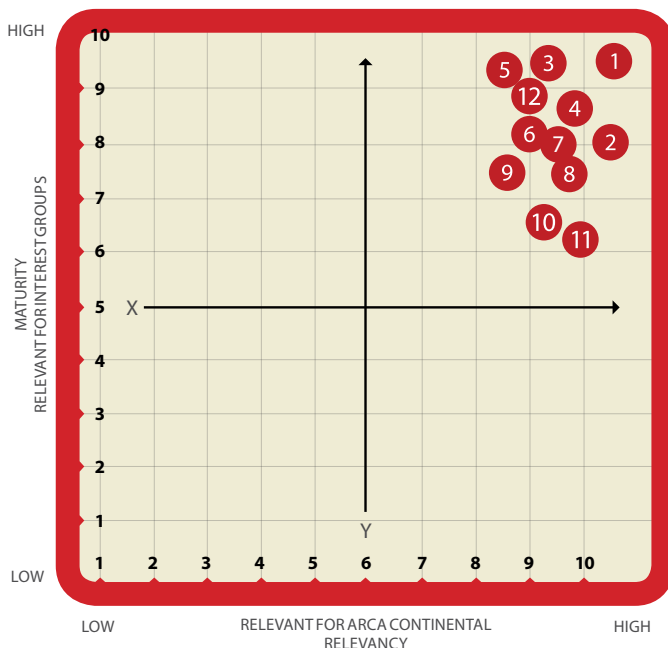
In order to identify material issues, we classified subjects in groups according to the pillars of our sustainability strategy and we identified areas of responsibility. To establish each subject's priority, we held interviews with our stakeholders at an internal and external level in order to assess their knowledge of the subject, its significance according to each of them, the subject's level of risk, their perception of the subject's maturity, the subject's impact on the Company and its contribution to the Company's sustainable performance. We also took into consideration interests and concerns expressed by our stakeholders through our permanent communication channels.

The next step was to do a qualitative and quantitative analysis to determine minimum and maximum risk, maturity level and minimum or maximum value generation for our stakeholders. As a result of this stage a grade was given to each subject, which allowed us to draw a materiality matrix where the y axis shows the subjects that are relevant and significant for our stakeholders and the x axis shows the subjects which are relevant and significant for Arca Continental.

During this whole processes we received the support of an external bureau that specializes in these matters, as well as the supervision of an external auditor. We also requested the Global Reporting Initiative (GRI) to validate this exercise in transparency and critical matters prioritization.

[DE G4-17 A G4-27]

For further details about materiality of our Social Responsibility and Sustainability Report [CLICK HERE](#).



1. WATER FOOTPRINT
2. CARBON FOOTPRINT
3. BEST PLACE TO WORK
4. RESPONSIBLE MARKETING
5. HEALTH AND NUTRITION
6. SUSTAINABLE DEVELOPMENT OF THE COMMUNITY
7. SAFE OPERATIONS
8. ENVIRONMENTALLY FRIENDLY PRODUCTS
9. HUMAN RIGHTS
10. PACKAGING
11. RECYCLING
12. RESPONSIBLE SUPPLYING

# Our Company

[G4-56]

## VISION

To lead in food and beverage consumption for every occasion in all the markets in which we participate, focusing on profitability and sustainability.

## MISSION

To generate maximum value for our customers, associates, communities and stockholders, meeting our consumers' expectations at all times with excellence in products and services.

## OUR VALUES

### FOCUS ON CUSTOMER SERVICE

We are committed to meeting the needs of our customers and consumers, driven by our constant desire to satisfy and surpass their expectations with world-class service.

### INTEGRITY BASED ON RESPECT

Our commitment to integrity is unwavering. As a result, what we do is consistent with what we think and say. We take care of the assets and resources of the Company, its associates and the community. We value and endorse diversity in all our working relationships to better serve our customers and consumers.

### COMPREHENSIVE ASSOCIATE DEVELOPMENT

We strive to foster an atmosphere of motivation, productivity and recognition, which drives us toward success. We support our associates professional aspirations and personal goals, and encourage them to actively participate in their own growth and development plans. At Arca Continental, opportunities for growth and development are a direct outcome of our strong business performance.

### SUSTAINABILITY AND SOCIAL RESPONSIBILITY

We are totally convinced that we play a role in changing our environment. Consequently, in our daily activities we assume the commitment of "meeting the needs of the present without compromising the ability of future generations to meet their own needs," guided by a form of Corporate Governance that leads us on a permanent quest to achieve a better quality of life for everyone.

# Main Achievements

|  | 2012      | 2013      |
|--|-----------|-----------|
| <b>ECONOMIC</b>  |           |           |
| NET SALES (MX. PS. MILLIONS)   | 56,269    | 60,359    |
| EBITDA (MX. PS. MILLIONS)  | 11,322    | 12,845    |
| DIRECT ECONOMIC VALUE GENERATED (MX. PS. MILLIONS)   | 56,429    | 60,604    |
| ECONOMIC VALUE DISTRIBUTED (MX. PS. MILLIONS)*   | 44,404    | 49,672    |
| ECONOMIC VALUE RETAINED (MX. PS. MILLIONS)   | 12,025    | 10,932    |
| <b>INDIVIDUAL WELLBEING</b>  |           |           |
| PERCENTAGE OF LOW OR ZERO-CALORIE BEVERAGES  | 37        | 43        |
| NUMBER OF EVENTS PROMOTING HEALTHY AND ACTIVE LIFESTYLES [G4-PR3]                                    | 1,900     | 2,100     |
| NUMBER OF PEOPLE DIRECTY BENEFITTED BY PHYSICAL ACTIVITY AND/OR NUTRITION AWARENESS EVENTS           | 1,110,000 | 1,275,000 |
| NUTRITIONAL INFORMATION IN OUR NR PRESENTATIONS [G4-PR3]   | 100%      | 100%      |
| COMPLIANCE OF ALL BUSINESS UNITS IN AVOIDING ADVERTISING OR COMMUNICATION AIMED AT CHILDREN UNDER 12 | 100%      | 100%      |
| <b>SOCIAL WELLBEING</b>  |           |           |
| TRAINED WOMEN  | 2,632     | 4,705     |
| NUMBER OF PARTICIPANTS IN ANNUAL VOLUNTEER DAY   | 6,000     | 7,000     |
| INVESTMENT IN SOCIAL PROGRAMS (MX. PS. MILLIONS)   | 58.6      | 59.2      |
| MAN-HOURS INVESTED IN VOLUNTEERING BY ASSOCIATES AND THEIR FAMILIES                                  | 24,000    | 31,000    |
| NUMBER OF TRAINING COURSES PROVIDED FOR ASSOCIATES   | 9,915     | 10,822    |
| WASTED TIME INCIDENCE RATE (PERCENTAGE)  | 3.4       | 2.7       |
| <b>ENVIRONMENTAL WELLBEING</b>   |           |           |
| <b>WATER</b>   |           |           |
| WATER USAGE RATE (WATER L/BEVERAGE L)  | 1.77      | 1.71      |
| REUSED WATER PERCENTAGE  | 10.6%     | 10.8%     |
| WATER SAVING (M <sup>3</sup> )   | 635,974   | 400,196   |
| <b>CARBON FOOTPRINT</b>  |           |           |
| ENERGY REDUCTION IN MANUFACTURING PROCESSES (MEGAJOULES)   | 54,997    | 40,648    |
| ELECTRIC POWER USED FROM RENEWABLE SOURCES (GWH) [G4-EN6]  | 34.1      | 42.7      |
| EMISSION REDUCTIONS IN MANUFACTURING PROCESSES (CO <sub>2</sub> TONS)                                | 8,613**   | 5,159     |
| <b>PACKAGING</b>   |           |           |
| RECYCLED PET RESIN PERCENTAGE (BEVERAGES MEXICO)   | 7.6       | 18.1      |
| RECYCLED PET RESIN CONSUMPTION (TONS) (BEVERAGES MEXICO)   | 5,954     | 13,700    |
| <b>WASTE AND RECYCLING</b>   |           |           |
| RECYCLED WASTE PERCENTAGE  | 81.75     | 83.8      |

\*ECONOMIC VALUE DISTRIBUTED=SALES COST-SALARIES AND SOCIAL BENEFITS-TAXES  
-DIVIDENDS-INTERESTS-INVESTMENTS IN COMMUNITY-OTHER EXPENSES.  
\*\*RECALCULATED BY FACTOR ADJUSTMENT.

# Message from the Chairman of the Board and the CEO

[G4-1]



FRANCISCO GARZA EGLOFF CHIEF EXECUTIVE OFFICER

MANUEL L. BARRAGÁN MORALES CHAIRMAN OF THE BOARD OF DIRECTORS

AT ARCA CONTINENTAL WE ARE COMMITTED TO THE COMMUNITY'S SUSTAINABLE DEVELOPMENT AS PART OF A LONG-TERM BUSINESS VISION BUILT ON THREE STRATEGIC AXES: THE INDIVIDUAL'S INTEGRAL WELLBEING, SOCIETY'S POSITIVE PROGRESS, AND THE IMPROVEMENT OF THE ENVIRONMENT.

We are pleased to inform that 2013 was a very important year for our Company regarding our Social Responsibility and Sustainability strategies. 2013 was a year in which we registered significant progress towards the consolidation of our institutional management, as well as towards the integration and standardization of policies, processes and best practices throughout the organization.

In order to strengthen the inclusion of sustainability and social responsibility in all of our business decisions in the territories where we are present, we created the Arca Continental Sustainability Committee.

The Committee is integrated by functional teams for each of the subjects in the three strategic axes, each of them operated by an executive specialising in the area. In turn, functional teams report their progress to the Executive Committee supported by a general coordinator.

This group is lead and supervised at an strategic level by the CEO's office, with the support and feedback of the Human Capital and Sustainability Committee of the Board of Directors.

This framework has allowed us to identify those processes that generate the most positive results and are replicable as well as to identify and align actions with regards to sustainability and social responsibility on the basis of a solid corporate strategy. It also enables us to define a common set of metrics, indicators and objectives for the execution and following-up of plans at an areas level, and to develop a shared data base which is validated for adequate diffusion.

Our integral vision involves all of the Company's activities and takes into consideration the expectations and needs of staff members, consumers, customers, suppliers, members of the community, investors, shareholders, opinion leaders, academic experts, Coca-Cola Mexico, Civil Society Organizations and government authorities, all within an on-going dialogue process focusing on the creation of shared value.

A fundamental part of this on-going dialogue with society and our groups of interest is this 2013 Social Responsibility and Sustainability Report, which has been made according to the guidelines established by the most recent version (G4) of the Global Reporting Initiative (GRI).

Among our main achievements regarding individual wellbeing, in addition to offering a wide portfolio of alternatives for hydration and nutrition with the highest quality and safety standards, during 2013 Arca Continental continued to promote healthy and active lifestyles.

We have also actively participated with full conviction in the integral solution of the health challenges faced by society. We continue to invest and work along with diverse institutions towards promoting sporting activities and physical exercise throughout the country.

Over 1.3 million people were directly benefitted by 2,100 sporting events organized and/or sponsored by our Company. One of these events was the Coca-Cola Cup, and another was the Powerade Marathon, one of the most acknowledged sporting events in the North of Mexico. We have also sponsored and supported sporting events in Ecuador and Argentina.

**2,100 events**  
TO PROMOTE  
PHYSICAL ACTIVITY

**18 million**  
TREES PLANTED IN 5 YEARS

We also took part in initiatives to promote physical activity such as "Schools in Motion", "Health for Learning" and "Ponte al 100" in Mexico, "Com'on, let's play" in Argentina, and "Happiness is movement" in Ecuador, among others.

We have also promoted our staff members' integral wellbeing by providing them with training programs as well as programs on occupational health, development at work and organizational climate, all of them focusing on creating the Best Place to Work.

With regards to community development, in addition to our operation's economic impact on it, the formal compliance with the corresponding law, and the punctual payment of our fiscal obligations, we support the economic development of the markets in which we participate by promoting the value chain by acquiring 98% of our purchases from local suppliers.

We also seek to generate shared value through projects which are specifically aimed to strengthen the productivity and profitability of our retail customers of the Traditional Off-Premise Channel with programs such as XXI Century and Mobile Classroom, among others, which provide incentives, training and specific support as well as a constant investment in the points of sale.

Thanks to the enthusiastic participation of our staff members, we widened the scope of our institutional Volunteering program, VOLAR, to our territories in western Mexico and Ecuador, thus improving in all aspects.

In our 2013 Annual Volunteer Day we successfully gathered 7,000 staff members, including their families and other members of the communities. Together, they provided 31,000 man-hours in order to rehabilitate 14 schools and 15 public parks, clean 28 km of riverbanks and beaches (18 tons of garbage collected), and reforest specific areas of our territories.

We also reinforced our women support programs as part of the "5by20" initiative of the Coca-Cola Company. We participated in projects that empowered 4,705 women through training and incentives for the development of micro-enterprises.

Regarding the environment, thanks to the continuous improvement attitude of our staff members, in 2013 we had fundamental improvements in the main indicators for sustainability, particularly those related to water and carbon footprint, as well as in waste management.

Our effort to manage water, our main raw material, in a responsible way, should be highlighted. Using cutting edge

technology has allowed us to reduce consumption by 1.77 to 1.71 liters of liquid per liter of beverage, calculated in a consolidated way at the Company level. Mexico stands out regarding this aspect of sustainability, with a rate of 1.6 l of water per liter of beverage, and particularly our Hermosillo Plant, which achieved international recognition by reaching a rate of 1.38 liters.

With regards to our strategy for sustainable packaging, in 2013 we concluded the expansion project of PetStar, a Company we jointly lead with Coca-Cola Mexico and a group of bottling companies, which duplicated its capacity to become the largest Food-Grade Recycled PET Plant in the World.

In addition, we keep working on projects focusing on achieving our goal to give back to nature 100% of the water used in our processes. One of those projects is the National Reforestation and Water Stewardship Program, through which, along with the Coca-Cola Foundation and Pronatura, in the last five years we have planted 18 million trees throughout 17 thousand hectares of the territories we operate in, thus allowing for the replenishment of important watersheds.

These and other efforts were acknowledged this year by the Mexican Center for Philanthropy, which honored us with a distinction as a Socially Responsible Company for the eleventh year in a row. In addition, we succeeded to remaining part of the Sustainable Index of the Mexican Stock Exchange for the third consecutive year.

These and many other achievements during 2013 confirm Arca Continental's total commitment to be an agent for positive change in the communities we are part of by promoting the improvement of our environment, the integral wellbeing of our associates and society as a whole.

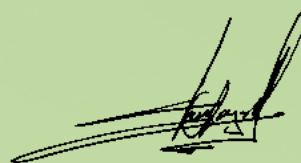
In accordance with the values of our organizational culture and our way of doing business, we shall continue to support initiatives and make proactive efforts to collaborate in a co-responsible way with other institutions, the authorities and the community in actions to achieve the sustainable development of our society.

We would like to invite our readers to take part in our dialogue and provide us with their feedback regarding the strategies and programs described in this report.

Sincerely,



MANUEL L. BARRAGÁN MORALES  
CHAIRMAN OF THE BOARD OF DIRECTORS



FRANCISCO GARZA EGLOFF  
CHIEF EXECUTIVE OFFICER

# Company Profile

[G4-3, G4-4, G4-6, G4-8, G4-9]

ARCA CONTINENTAL IS A MEXICAN COMPANY HEADQUARTERED IN MONTERREY, MEXICO. IT IS THE SECOND LARGEST COCA-COLA BOTTLER IN LATIN AMERICA AND ONE OF THE MOST IMPORTANT IN THE WORLD

We are a Company dedicated to the production, distribution and sale of beverages of the brands belonging to the Coca-Cola Company, as well as of snacks under the brands of Bokados in Mexico, Inalecsa in Ecuador and Wise in the U.S. With an outstanding history spanning more than 85 years, Arca Continental is the second largest Coca-Cola Bottler in Latin American and one of the largest in the world. Within its Coca-Cola franchise, our Company serves a population of over 54 million people in Northern and Western Mexico, Ecuador and northern Argentina. Arca Continental is listed on the Mexican Stock Exchange under the ticker symbol "AC".



THE COCA-COLA COMPANY IS OUR MAIN STRATEGIC PARTNER. IF YOU WANT TO KNOW MORE ABOUT THE MOST FAMOUS COMMERCIAL BRAND IN THE WORLD, VISIT: <http://www.coca-colacompany.com/>

IF YOU WANT TO LEARN MORE ABOUT OUR BRANDS AND PRESENTATIONS VISIT OUR WEBSITE: <http://www.arcacontal.com>

## BRANDS AND PRODUCTS

WE PRODUCE, DISTRIBUTE AND SELL A WIDE PORTFOLIO OF HIGH-QUALITY PRODUCTS TO SATISFY THE VARIOUS FOOD AND HYDRATION NEEDS AND PREFERENCES OF OUR CUSTOMERS AND CONSUMERS.

|       |               |                    |        |
|-------|---------------|--------------------|--------|
| SODAS | WATER         | LOW AND NO CALORIE | SPORTS |
| TEAS  | MINERAL WATER | VITAMIN ADDED      | JUICES |
| MILK  | BAKED GOODS   | SNACKS AND CANDY   | COFFEE |





FIGURES EXPRESSED IN MX. PS. MILLIONS

## CAPITALIZATION PS. 131,560 MILLIONS

UP TO 31ST DECEMBER 2013



**39,273**  
ASSOCIATES



**USA**  
2 SNACK PLANTS  
1 SALSAS PLANT  
9 DISTRIBUTION CENTERS  
90,000 POINTS OF SALE

### ARCA CONTINENTAL NORTH AMERICA

**1,059.4 MILLION UNIT CASES**  
**\$46,206 NET SALES**  
(MX. PS. MILLIONS)

**MEXICO**  
20 BOTTLING PLANTS  
3 SNACK PLANTS  
116 BEVERAGE DISTRIBUTION CENTERS  
41 DISTRIBUTION CENTERS  
401,000 POINTS OF SALE

**ECUADOR**  
3 BOTTLING PLANTS  
2 SNACK PLANTS  
32 BEVERAGE DISTRIBUTION CENTERS  
16 SNACK DISTRIBUTION CENTERS  
215,200 POINTS OF SALE

### ARCA CONTINENTAL SOUTH AMERICA

**289.4 MILLION UNIT CASES**  
**\$14,153 NET SALES**  
(MX. PS. MILLIONS)

**ARGENTINA**  
3 BOTTLING PLANTS  
25 BEVERAGE DISTRIBUTION CENTERS  
90,000 POINTS OF SALE

[G4-13]

By the end of 2013 an agreement was made to acquire a majority stake of Holding Tornicorp, a transaction we expect will soon be completed.

Tornicorp is Ecuador's leading Company in the value added dairy markets under the emblematic brand Toni. They are also the leading Company in the ice-cream market with the brand Topsy, and in the market for plastic containers aimed at the industrial and mass consumption market.

By 2012, dairy products had already entered our portfolio with Santa Clara, through our joint investment with Coca-Cola Mexico in Jugos Del Valle, and now we expect to enter the dairy industry in the Ecuadorian market in order to broaden the alternatives offered to consumers there and to innovate in a fast growing category in that region.

[G4-23]

In addition, in 2013 we announced the purchase of a 25% stake of Bebidas Refrescantes de Nogales in Sonora.



# Sustainability Strategy

[G4-14]

Sustainability is a fundamental aspect of our organizational culture which is in line with our business strategy and our firm COMMITMENT to continue our contribution to the economic, social and environmental development of the communities we operate in.

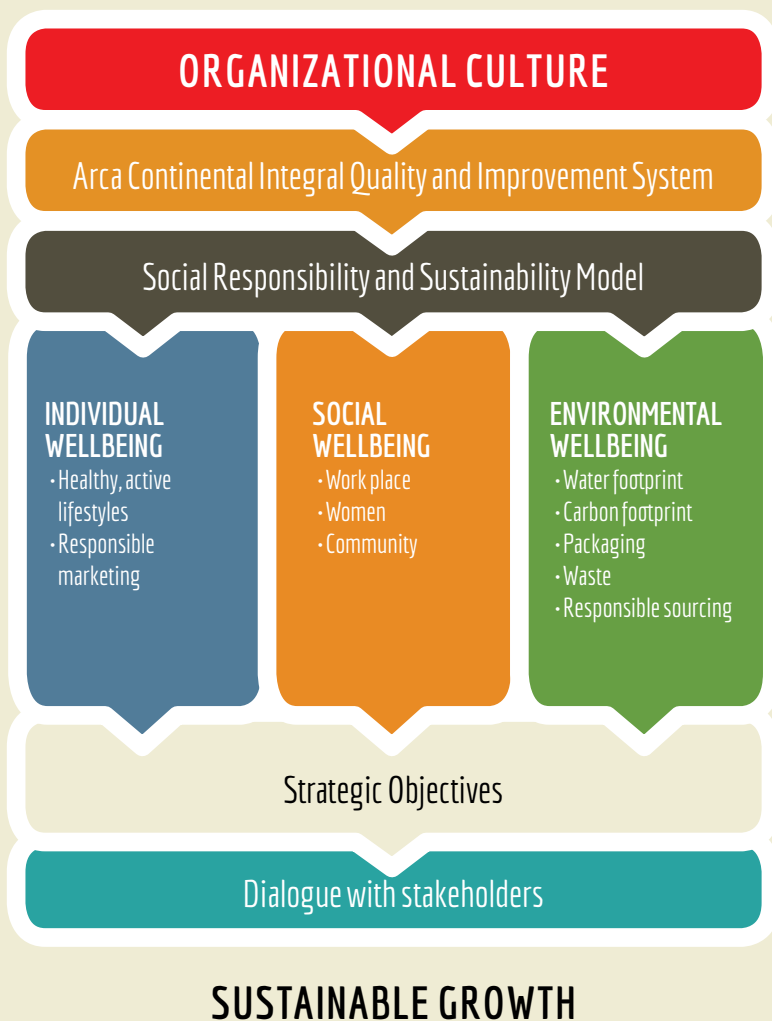
We have a sustainability model that allows us to graphically identify those subjects which are the most relevant for our business and stakeholders. In 2013 we updated and strengthened our model by grouping those matters which are the most important for our business in three strategic pillars linked to the Arca Continental Integral Quality and Improvement System and to our actions regarding Social Responsibility and Sustainability.

This model has allowed us to identify strategic priorities so that the responsible areas are able to define clear goals and objectives for each pillar. With this purpose, work committees were formed for each priority in order to create proposals, reevaluate on-going programs and determine continuous improvement and measurement indicators for each project.

We also created an integral control table that will allow us to follow up on those subjects to which we can continue to apply the formula and identify appropriate actions to improve and create value.

Now our challenge is to design a strategy to communicate this adaptation to all operations, work on each business unit and fulfill our aim to be the leaders in the market for each product category, as well as maintaining financial growth and continuing to be the most reliable and preferred beverage associate, the best place to work while managing time, people, and economic resources more efficiently to become the most respected company when it comes to taking care of the environment and preserving natural resources.

WE HAVE FORMALIZED OUR ACTIONS TO FAVOR SUSTAINABLE DEVELOPMENT WITH THE OBJECTIVE OF ADVANCING WITH SURE STEPS BASED ON OUR BUSINESS STRATEGY, AND GENERATE VALUE FOR THE COMPANY AND OUR STAKEHOLDERS.





# Strategic Priorities

[G4-14]

## INTEGRAL WELLBEING

### INDIVIDUAL WELLBEING

TO PROMOTE PEOPLE'S WELLBEING BY OFFERING HIGH QUALITY BEVERAGES AND FOODS, AS WELL AS TO PROMOTE PHYSICAL ACTIVITY AND A HEALTHY LIFESTYLE BY PROVIDING THE NECESSARY INFORMATION TO TAKE APPROPRIATE CONSUMPTION DECISIONS.

### SOCIAL WELLBEING

TO ENCOURAGE THE PERSONAL DEVELOPMENT OF OUR ASSOCIATES AND OUR COMMUNITY BY OBTAINING CERTIFICATION AS ONE OF THE BEST PLACES TO WORK AND BY MAKING A POSITIVE DIFFERENCE IN OUR CONTRIBUTION TO THE DEVELOPMENT OF THE COMMUNITY.

### ENVIRONMENTAL WELLBEING

TO UNDERTAKE ACTIONS THAT ALLOWS US TO REDUCE DIRECT AND INDIRECT IMPACT OF OUR BUSINESS ACTIVITIES ON THE ENVIRONMENT.

THE INDIVIDUAL, THE COMMUNITY AND THE PLANET ARE PART OF OUR VISION ON HOW TO WORK TOGETHER TO CREATE SHARED VALUE AND HAVE A POSITIVE EFFECT ON THE CONSUMERS AND THE COMMUNITIES WE SERVE.

OUR GOAL IS TO BE THE LEADING COMPANY IN THE BEVERAGE AND FOOD MARKETS IN WHICH WE PARTICIPATE IN A SUSTAINABLE AND PROFITABLE WAY. IN ORDER TO ACHIEVE THAT GOAL, WE HAVE ESTABLISHED AN INTEGRAL WELLBEING STRATEGY THAT CONTRIBUTES TO REINFORCING OUR SUSTAINABILITY AS A COMPANY AND AS A SYSTEM.



### HEALTHY AND ACTIVE LIFE STYLE

- Integral wellbeing programs for our associates.
- To support community programs for physical activity and healthy habits.
- To widen and strengthen our portfolio depending on each person's needs and lifestyles.

### RESPONSIBLE MARKETING

- To fulfill responsible marketing policies.
- To increase availability of individual-sized presentations and low or no-calorie alternatives in all markets.
- To provide consumers with clear and transparent information that allows them to manage their consumption.



### WORK PLACE

- To be the best place to work in.
- Development and training as key elements to propel our staff members' talents.
- To promote creativity and innovation to generate new projects (AP and EO)
- A healthy and safe working environment
- To spread, respect and fulfill Human Rights.

### WOMEN DEVELOPMENT

- To contribute to the integral development of women.
- To increase the percentage of female roles in leading positions in the Company.
- To promote training programs.

### COMMUNITY

- To implement and support social and environmental initiatives that favor society.
- To create alliances and build relations to support the community's development.
- To propel physical activity and healthy-life style programs for the community.



### WATER FOOTPRINT

- To improve our use of water to make it more efficient.
- To replace and treat the water we use for our products.
- To take part in research and protection programs to protect watersheds.
- To protect biodiversity.

### CARBON FOOTPRINT

- To use renewable energy sources.
- To reduce our carbon emissions into the atmosphere.
- To implement new technologies to reduce energy consumption.
- To optimise carbon emission reduction and distribution chains.

### PACKAGING

- To integrate recycled material in our PET containers.
- To take part in recycling our various packaging materials.
- To innovate the design of our containers in order to reduce their impact on the environment.

### WASTE

- To recycle waste generated from our processes.
- To implement actions to recover PET bottles after consumption.

### RESPONSIBLE SUPPLYING

- To reduce our carbon footprint throughout our value chain.
- To respect and fulfill Human Rights.
- To promote and secure fulfillment of ethical behavior.

## PARTICIPATION WITH STAKEHOLDERS

[G4-24, G4-25, G4-26, G4-27]

OUR INVOLVEMENT WITH OUR STAKEHOLDERS IS A KEY EXERCISE THAT ALLOWS US TO KNOW THEIR EXPECTATIONS AND NEEDS, TO DESIGN AND TO DEVELOP SPECIFIC ACTIONS TO CREATE SHARED VALUE.

Our various initiatives are strongly related to our commitment to contribute to the wellbeing and development of our collaborators, consumers, customers, shareholders, suppliers, community and other stakeholders.

We understand a stakeholders as an individual or organized group of individuals that can have an influence on the growth and development of our Company and society. We also consider a stakeholders to be one whose agenda includes shared interest with us. Dialogue and joint work with these key audiences have been on-going during the last few years.

We have established permanent communication channels that allow us to maintain close contact with our stakeholders in order to keep up with their perceptions and expectations.

## COMMUNICATION WITH STAKEHOLDERS

|                        | CONSUMERS   | CLIENTS   | SUPPLIERS  | ACADEMY AND OPINION LEADERS   |
|------------------------|---|---|--|---|
| COMMUNICATION CHANNELS | <ul style="list-style-type: none"> <li>• 01800 PHONE LINE</li> <li>• SERVICE QUALITY AND SATISFACTION SURVEYS</li> </ul>  | <ul style="list-style-type: none"> <li>• 24-HOUR 01800 PHONE LINE</li> <li>• MEETINGS</li> <li>• SERVICE QUALITY AND SATISFACTION SURVEYS</li> </ul>  | <ul style="list-style-type: none"> <li>• SPECIALIZED SECTION IN OUR WEBSITE</li> <li>• TRANSPARENCY LETTER BOX</li> <li>• FEEDBACK FROM AUDITS AND EVALUATIONS</li> <li>• ANNUAL REPORTS</li> </ul>                  | <ul style="list-style-type: none"> <li>• WEBSITE</li> <li>• DISCUSSION FORUMS AND CONVENTIONS</li> <li>• TRANSPARENCY MAILBOX</li> <li>• MEETINGS</li> <li>• REPORTS</li> </ul>   |
| FREQUENCY              | DAILY/ANNUAL  | DAILY/ANNUAL  | DAILY/MONTHLY  | MONTHLY/ANNUAL  |
| EXPECTATIONS           | <ul style="list-style-type: none"> <li>• PRODUCT QUALITY AND SAFETY</li> <li>• TRUTHFUL, CLEAR AND USEFUL INFORMATION ABOUT THE PRODUCTS CHARACTERISTICS ON THE LABELS</li> </ul> | <ul style="list-style-type: none"> <li>• PRODUCT QUALITY AND SAFETY</li> <li>• CUSTOMER DEVELOPMENT</li> <li>• TRAINING</li> <li>• GOOD PRACTICE EXCHANGE</li> <li>• ETHICAL NEGOTIATION PRACTICES</li> </ul>   | <ul style="list-style-type: none"> <li>• SUPPLIER DEVELOPMENT</li> <li>• ETHICAL NEGOTIATION PRACTICES</li> <li>• ENVIRONMENTAL CARE AND PROTECTION</li> <li>• SHARING OF SOCIAL RESPONSIBILITY PRACTICES</li> </ul> | <ul style="list-style-type: none"> <li>• MARKETING AND ADVERTISING</li> <li>• PRODUCT RESEARCH AND DEVELOPMENT</li> <li>• INFORMATION ON THE COMPANY'S ACTIVITIES AND PRODUCTS</li> </ul>   |
| INITIATIVES            | <ul style="list-style-type: none"> <li>• LABEL EXPANSION</li> <li>• DAILY NUTRITION GUIDELINES ON LABELS</li> </ul>   | <ul style="list-style-type: none"> <li>• DISTINGUISHED MEMBER AND LOYAL FRIEND PROGRAM</li> <li>• SERVICE MODEL (RTM)</li> <li>• PORTFOLIO EXPANSION</li> <li>• ADVERTISING REGULATION AND LAW COMPLIANCE</li> <li>• RETAILER TRAINING AND SUPPORT</li> </ul> | <ul style="list-style-type: none"> <li>• APPLYING RULING PRINCIPLES OF COCA-COLA SUPPLIERS</li> <li>• QUALITY AUDITS</li> </ul>  | <ul style="list-style-type: none"> <li>• PROMOTING ACTIVE AND HEALTHY LIFE STYLES</li> <li>• DAILY NUTRITION GUIDELINES ON LABELS</li> <li>• ADHERENCE TO PABJ CODE</li> <li>• LAW AND REGULATIONS FULFILLMENT</li> <li>• BEVERAGES FOR HEALTH AND WELLBEING INSTITUTE</li> </ul> |

| COMMUNICATION CHANNELS  | ASSOCIATES AND THEIR FAMILIES  | OSC'S   | COMMUNITY   | AUTHORITIES AND GOVERNMENT   | INVESTORS AND SHAREHOLDERS   | COCA-COLA MEXICO  |
|---|--|---|---|--|--|---|
| <ul style="list-style-type: none"> <li>- SPECIALIZED SECTION ON WEBPAGE</li> <li>- TRANSPARENCY MAILBOX</li> <li>- ANNUAL REPORT</li> <li>- PRESS CONFERENCES</li> <li>- 01800 PHONE LINE</li> <li>- ONE ON ONE INTERVIEWS</li> </ul> | <ul style="list-style-type: none"> <li>- ORGANIZATIONAL ENVIRONMENT SURVEYS</li> <li>- INTERNAL INFORMATION WEBSITE</li> <li>- INFORMATION CHARTS</li> <li>- BIMONTHLY MAGAZINE</li> <li>- TRANSPARENCY LETTER BOX</li> <li>- SAFETY AND HYGIENE COMMITTEE</li> <li>- REPORT TO ASSOCIATES</li> <li>- EQAP'</li> </ul>   | <ul style="list-style-type: none"> <li>- MEETINGS</li> <li>- E-MAIL: RS@ARCACONTAL.COM</li> <li>- SOCIAL RESPONSIBILITY REPORT</li> <li>- WEBSITE</li> </ul>  | <ul style="list-style-type: none"> <li>- MEETINGS</li> <li>- COMMUNITY OPINION STUDIES</li> <li>- 01800 PHONE LINE</li> <li>- WEBSITE</li> </ul>  | <ul style="list-style-type: none"> <li>- MEETINGS</li> <li>- ANNUAL REPORT</li> <li>- WEBSITE</li> </ul>   | <ul style="list-style-type: none"> <li>- QUARTERLY CONFERENCES AND REPORTS</li> <li>- ANNUAL SHAREHOLDERS AND SUSTAINABILITY REPORT</li> <li>- ANNUAL SHAREHOLDERS ASSEMBLY</li> <li>- WEBSITE</li> <li>- BOARD MEETINGS</li> </ul>  | <ul style="list-style-type: none"> <li>- PERIODIC MEETINGS</li> <li>- E-MAIL</li> <li>- WORKSHOPS</li> <li>- SOCIAL RESPONSIBILITY REPORT</li> </ul>  |
| MONTHLY/<br>QUARTERLY   | DAILY/QUARTERLY/<br>ANNUAL   | MONTHLY/<br>QUARTERLY   | ON-GOING  | MONTHLY/<br>QUARTERLY  | DAILY/MONTHLY/<br>QUARTERLY/ANNUAL   | DAILY/MONTHLY/<br>QUARTERLY/ANNUAL  |
| <ul style="list-style-type: none"> <li>- RESPONSIBLE MARKETING AND ADVERTISEMENT</li> <li>- TRUTHFUL AND TIMELY INFORMATION</li> </ul>  | <ul style="list-style-type: none"> <li>- HUMAN AND LABOR DEVELOPMENT AND TRAINING</li> <li>- COMPETITIVE SALARIES AND BENEFITS</li> <li>- RESPECTING RIGHTS AND LIBERTIES</li> <li>- APPLYING CODE OF ETHICS</li> <li>- HEALTH AND SAFETY IN THE WORK PLACE</li> </ul>   | <ul style="list-style-type: none"> <li>- ACTIVE PARTICIPATION AND SUPPORT FOR PROMOTED CAUSES</li> <li>- FEEDBACK</li> </ul>  | <ul style="list-style-type: none"> <li>- INVESTMENTS IN EDUCATIONAL, HEALTH, AND SPORTING PROJECTS FOR THE COMMUNITY</li> <li>- RESPONSIBLE INTERACTION</li> <li>- ENVIRONMENTAL CARE AND EFFICIENT USE OF NATURAL RESOURCES</li> </ul>   | <ul style="list-style-type: none"> <li>- COMPLIANCE WITH APPLICABLE LAWS, REGULATIONS AND STANDARDS</li> <li>- TAKING PART IN THE CREATION OF LAWS AND STANDARDS</li> <li>- TIMELY PAYMENT OF TAXES AND CONTRIBUTIONS</li> <li>- RESPONSIBLE PERFORMANCE</li> <li>- JOB CREATION AND INVESTMENT</li> </ul> | <ul style="list-style-type: none"> <li>- PROFITABILITY, GROWTH, VALUE GENERATION AND DIVIDEND PAYMENT</li> <li>- CONSTANT COMMUNICATION WITH TRUTHFUL INFORMATION</li> <li>- SUSTAINABILITY</li> <li>- ETHICAL CORPORATE GOVERNANCE</li> <li>- TRANSPARENCY AND ACCOUNTABILITY</li> </ul>  | <ul style="list-style-type: none"> <li>- COMPLIANCE WITH PRODUCT QUALITY, CLIENT SUPPORT, AND CHAIN OF VALUE STANDARDS</li> <li>- FULFILLING THE GOALS OF THE LIVING POSITIVELY SUSTAINABILITY PLATFORM</li> </ul>  |
| <ul style="list-style-type: none"> <li>- INTERVIEWS</li> <li>- WEBSITE AND PRESS RELEASES</li> <li>- ADHERENCE TO PABI CODE</li> <li>- ANNUAL REPORTS</li> </ul>  | <ul style="list-style-type: none"> <li>- COCA-COLA OCCUPATIONAL HEALTH AND SAFETY SYSTEM</li> <li>- TRAINING PROGRAM, ALLIANCES WITH INEA, E-LEARNING AND ARCA CONTINENTAL MASTER'S DEGREE</li> <li>- ANNUAL SURVEYS ON ORGANIZATIONAL CLIMATE</li> <li>- ANNUAL PERFORMANCE EVALUATION FOR MID AND HIGH-LEVEL POSITIONS</li> <li>- INCIDENT MANAGEMENT AND CRISIS RESOLUTION SYSTEM</li> <li>- "EL MOVIMIENTO AC+"</li> </ul> | <ul style="list-style-type: none"> <li>- DONATIONS COMMITTEE</li> <li>- STRATEGIC ALLIANCES FOR COLLABORATION</li> <li>- ASOCIACIÓN PRO SUPERACIÓN PERSONAL, A.C. (PRO SELF-IMPROVEMENT ASSOCIATION)</li> <li>- CEMEFI</li> <li>- SUMARSEN NETWORK</li> </ul> | <ul style="list-style-type: none"> <li>- MOVING SCHOOLS</li> <li>- COCA-COLA CUP</li> <li>- POWERADE MARATHON</li> <li>- MINI-MARATHON</li> <li>- ECOCE</li> <li>- VOLUNTEERING PROGRAM</li> <li>- ECO-CLUBS</li> <li>- COCA-COLA MISSION VISITING PROGRAM</li> <li>- MOVEMENT IS HAPPINESS</li> <li>- DALE, JUGUEMOS (COM'ON, LET'S PLAY)</li> </ul> | <ul style="list-style-type: none"> <li>- COMPLIANCE WITH THE LAW AND REGULATIONS</li> <li>- CONSTANT INVESTMENT AND JOB CREATION</li> <li>- PARTICIPATION IN ASSOCIATIONS AND CHAMBERS</li> <li>- CONSTANT DIALOGUE WITH THE AUTHORITIES</li> </ul>  | <ul style="list-style-type: none"> <li>- CORPORATE GOVERNANCE STRUCTURE</li> <li>- CODE OF ETHICS</li> <li>- CORPORATE AIMAGE AND REPUTATION AND RISK IDENTIFICATION COMMITTEE</li> <li>- ACTIONS TO PROMOTE SUSTAINABILITY</li> <li>- CONSTANT COMMUNICATION WITH SHAREHOLDERS</li> </ul> | <ul style="list-style-type: none"> <li>- FULFILLING SUSTAINABLE GOALS</li> <li>- TAKING ACTIVE PART IN THE INDUSTRY'S SUSTAINABILITY COMMITTEE</li> <li>- TAKING PART IN ALL CORPORATE PROGRAMS</li> <li>- COCA-COLA CUP</li> <li>- WATERSHEDS CLEANING AND REFORESTATION CAMPAIGNS</li> <li>- PROMOTING ACTIVE AND HEALTHY LIFESTYLES</li> <li>- EFFICIENT USE OF NATURAL RESOURCES</li> </ul> |

# Corporate Governance

[G4-34]

OUR SOLID CORPORATE GOVERNANCE PRACTICES ENSURE THAT THE COMPANY PERFORMS OPTIMALLY, MEETS ITS OBJECTIVES, AND ADDRESSES ITS STAKEHOLDERS' EXPECTATIONS IN THE BEST POSSIBLE WAY.

The Corporate Governance of Arca Continental is guided by the Company's own Code of Ethics and by the Code of Better Business Practices of the Mexican Stock Exchange. It draws on the Company's own experience and the solid practices of different corporate cultures which have enriched the daily work of our Company. This amalgam has resulted in a solid and efficient governance culture.

Our Board of Directors is appointed by the General Ordinary Shareholders' Meeting and is made up of 20 directors and their respective alternates. A quarter of our directors are independent and are chosen on the basis of factors such as experience, results, integrity, honesty, and concurrence with the Company's values and philosophy.

Our directors have wide experience and skills in a variety of areas, including economics, finance, business, the environment, logistics, distribution, and marketing. The Board of Directors is assisted in its functions by the following Committees:

- **Executive**
- **Audit**
- **Corporate Practices**
- **Human Capital and Sustainability**
- **Planning and Finance**

The Audit and Corporate Practices Committees are made up entirely of independent board members. The functions of the different committees are as follows:





## CORPORATE PRACTICES COMMITTEE

- a) To express an opinion to the Board of Directors on matters falling within their competence, in accordance with the applicable legislation.
- b) To request the opinion of independent experts, when deemed necessary for the proper performance of their duties or if so required by applicable legislation or general provisions.
- c) To convene Shareholders' Meetings and ensure that matters they deem relevant are included in the agenda of said Meetings.
- d) To support the Board of Directors in drawing up the reports referred to in Article 28 (twenty-eight), Section IV, Subsections d) and e) of the Mexican Stock Market Law (Ley del Mercado de Valores).
- e) To perform any other activities stipulated in applicable legislation or the Company bylaws.

## AUDIT COMMITTEE

- a) To express an opinion to the Board of Directors on matters falling within their competence, in accordance with the applicable legislation.
- b) To evaluate the performance of the firm that provides external auditing services and analyze the rulings, opinions, and reports drawn up and signed by the external auditor. To this end, the committee may request the presence of the aforementioned auditor when necessary, notwithstanding the fact that the committee must meet with the external auditor at least once a year.
- c) To discuss the Company's financial statements with those responsible for preparing and reviewing them and to recommend whether or not the Board of Directors should approve them.
- d) To inform the Board of Directors of the status of the system of internal control and audits of the Company itself and any entities it controls, including any irregularities that may be detected.
- e) To draw up the opinion referred to in Article 28 (twenty-eight), Section IV, Subsection c) of the Mexican Stock Market Law, based on the external auditor's report, among other factors, and to submit it to the consideration of the Board of Directors for subsequent presentation at the Shareholders' Meeting.
- f) To support the Board of Directors in drawing up the reports referred to in Article 28 (twenty-eight), Section IV, Subsections d) and e) of the Mexican Stock Market Law.
- g) To oversee that the operations referred to in Articles 28 (twenty-eight), Section III, and 47 (forty-seven) of the Mexican Stock Market Law are conducted in compliance with the provisions stipulated therein and the policies derived therefrom.
- h) To request the opinion of independent experts if deemed necessary for the proper performance of their duties or when so required by the applicable legislation or general provisions.
- i) To require the relevant directors and other employees of the Company or of the entities it controls to submit reports regarding financial information and any other type of information they deem necessary for the execution of their functions.
- j) To investigate any possible violations of which they may be aware regarding operations, operating guidelines and policies, the system of internal control and audits, and the accounting records, either of the Company itself or of the entities that it controls. To this end, the committee must examine the documentation, records and any other supporting evidence, to the degree and extent deemed necessary for conducting said oversight.
- k) To receive observations made by shareholders, board members, relevant directors, employees, and in general any third party regarding the matters referred to in the previous subsection and to perform any actions deemed appropriate with regard to said observations.
- l) To request periodic meetings with relevant directors, as well as the submission of any type of information related to the internal control and audits of the Company or of the entities it controls.
- m) To inform the Board of Directors of any major irregularities detected in relation to the performance of its duties and, where appropriate, to inform it of the corrective actions adopted or to propose those to be taken.
- n) To convene Shareholders' Meetings and ensure that all matters deemed relevant be included on the agenda of said Meetings.
- o) To oversee the compliance of the Chief Executive Officer with the resolutions of the Shareholders' Meetings and of the Company's Board of Directors, in accordance, if applicable, with the instructions given by the Shareholders' Meeting or the aforementioned Board of Directors.
- p) To oversee the creation of mechanisms and internal controls that will make it possible to verify whether the actions and operations of the company and of the entities that it controls comply with applicable standards and also to implement methodologies to enable compliance therewith to be monitored.
- q) To carry out all other activities stipulated in the Mexican Stock Market Law or the Company bylaws, in accordance with the functions assigned to the committee in the aforementioned law.

## PLANNING AND FINANCE COMMITTEE

- a) To evaluate and, if applicable, to suggest the investment policies proposed for the Company by the CEO and subsequently to submit them to the Board of Directors for approval.
- b) To evaluate and, if applicable, to suggest the financing policies (capital or debt) of the Company and its subsidiaries as proposed by the CEO and subsequently to submit them to the Board of Directors for approval.
- c) To evaluate and, if applicable, to propose the Company's dividend policies.
- d) To evaluate and, if applicable, to suggest the general guidelines for determining the Company's strategic planning.
- e) To express an opinion on the premises of the annual budget and to propose said premises to the Board of Directors for approval.
- f) To follow up on the application of both the budget and the strategic plan.
- g) To identify the possible risk factors to which the Company is subject and to evaluate the policies for managing them.
- h) To analyze and to submit to the Board of Directors for its authorization any proposals related to the following matters: (i) reforms or addenda to the company bylaws; (ii) the issue, placement, or amortization of Company shares; (iii) mergers and other joint ventures that involve the Company or its subsidiaries; and (iv) investments by the Company or its subsidiaries that go beyond the limits of the CEO's authorization.
- i) To carry out any other action entrusted to the committee by the Board of Directors.

As of January 1, 2005, Arca Continental adopted the policy of not conducting transactions with related parties who form part of its control group, with the exception of those cases that are considered strictly necessary for strategic purposes and/or that may have a significant effect on results and operations. In order to conduct such transactions, the CEO must request the authorization of the Chairman and Deputy Chairman of the Board of Directors, convened as the Executive Committee, and must explain the aspects that make said transaction necessary, as well as its bases and timeframe. In such cases, the transaction in question must also be presented to the Audit and Corporate Practices Committees for approval.

Moreover, Arca Continental has a Risk Committees Coordination whose purpose is to maintain the continuity of the business and its sustainability, ensuring that any potential operating, financial, and sustainability risks be duly monitored and attended to by specific areas of the Company. This Coordination submits periodic reports to the Audit and Corporate Practices Committees.



# HUMAN CAPITAL AND SUSTAINABILITY COMMITTEE

## Human Capital Functions

- a) To evaluate and submit to the Board of Directors the guidelines ensuring that the Company has adequate compensation and human resource policies.
- b) To propose to the Board of Directors the criteria for selecting the Company's CEO and senior officers.
- c) To submit recommendations to the Board of Directors on the criteria for the evaluation of the Company's CEO and senior officers.
- d) To periodically review the executives' compensation plans and to make recommendations on the structure and amount of remuneration for the Company's senior executives.
- e) To ensure that the hiring conditions for senior executives and severance payments comply with the guidelines of the Board of Directors.
- f) To periodically inform the Board of Directors about the committee's activities.
- g) To perform any other function that the Board of Directors may entrust to the committee.

## Sustainability Functions

The sustainability of the Company with regard to economic, social, and environmental actions is supervised by the Board of Directors.

Among the principal achievements in this area in 2012 was the strengthening of the governance and management of Sustainability and Social Responsibility in the Company, through the expansion of the scope of the Compensation Committee of the Board of Directors, which was restructured as the Human Capital and Sustainability Committee. This has permitted, among other things, an improved integration of the Company's business strategy with its sustainable development objectives.

- a) To review the sustainability and social responsibility programs in light of the Company's business strategies and objectives.
- b) To periodically review the sustainability and social responsibility strategy of the Company.
- c) To provide feedback to management regarding the contents of the Company's Annual Social Responsibility and Sustainability Report.
- d) To evaluate the effectiveness of communications existing among the various sustainability and social programs and activities.
- e) To draw up and propose to the Board of Directors any amendments deemed necessary to the policies to be followed in the areas of sustainability and social responsibility.
- f) To follow up on the main sustainability and social responsibility indicators in order to evaluate, monitor, and improve performance.

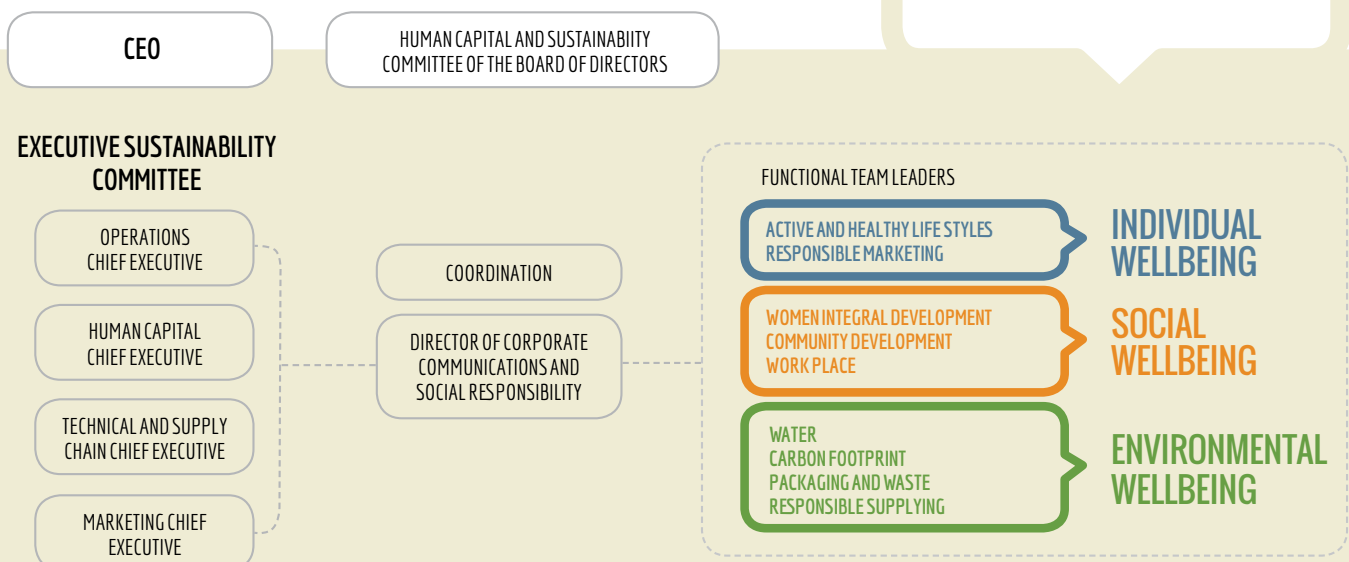
TO LEARN MORE ABOUT OUR CORPORATE GOVERNANCE VISIT:  
<http://www.arcaontal.com/inversionistas/gobierno-corporativo.aspx>



## MANAGING SUSTAINABILITY

At Arca Continental all collaborators contribute to achieve our sustainability goals. Our commitment to improving individual wellbeing, support the sustainable development of the communities and protecting the environment is closely related to the values of the Company reflected in our established processes and organizational structures.

In order to display these decisions at the operating level, in 2013 an Executive Sustainability Committee was created. It is formed by functional teams for each strategic topic, each of them with a coordinator. This committee has the mission to bring into alignment all of the organization's policies, objectives, metrics and good practices regarding sustainability and corporate responsibility, as well as to generate and implement an annual plan identifying goals that must be achieved to fulfill our 2020 Vision.



# RISK MANAGEMENT

[G4-14]

IDENTIFYING AND MANAGING RISKS IN AN ADEQUATE WAY IS A STRATEGIC TOPIC THAT ALLOWS ARCA CONTINENTAL TO OPERATE EFFICIENTLY BY PREVENTING AND CONTROLLING ANY UNEXPECTED EVENT OF AN ETHICAL, ECONOMIC, SOCIAL OR ENVIRONMENTAL NATURE.

## RISK CONTROL

WE HAVE AN ORGANIZATIONAL STRUCTURE AND PROCEDURES THAT ALLOW US TO IDENTIFY, EVALUATE, PRIORITIZE AND CONTROL THE RISKS WE ARE EXPOSED TO AND MAKE DECISIONS REGARDING THEIR PREVENTION, MANAGEMENT AND CONTROL.

At the Board of Directors level, risk management is the responsibility of the Audit and Corporate Practice Committee, the Company's CEO and a Risk Committee with the purpose of giving continuity to the business and its sustainability.

Committee Coordination is in charge of identifying potential operational, reputational, financial, and safety risks. It verifies all risks are dealt with by a responsible member of the staff, and it watches over the fulfillment of the established handling procedure. This Coordination presents periodic reports to the Audit and Corporate Practices Committees.

To this date, we have various programs that enable us to evaluate and control risks, for example: good manufacturing practices, safety and environmental management systems, incident management and crisis resolution programs, suppliers audits, facilities' safety and legal compliance.

IF YOU WANT TO LEARN MORE ABOUT OUR IDENTIFIED BUSINESS UNIT-RELATED RISKS, CONSULT OUR ANNUAL MEXICAN STOCK EXCHANGE REPORT, PAGES 22 TO 29. THIS REPORT CAN BE FOUND ONLINE AT:  
[http://www.arcacontal.com/media/136301/reporte\\_anual\\_bmv\\_ac\\_2012.pdf](http://www.arcacontal.com/media/136301/reporte_anual_bmv_ac_2012.pdf)



ETHICS RULES OUR BEHAVIOR TOWARD OUR STAKEHOLDERS AND IS A FUNDAMENTAL PART OF OUR PERFORMANCE IN ALL THE AREAS WE OPERATE IN.

## ETHICS AND COMPLIANCE

[G4-56]

Our Code of Ethics is well known by the entire Company's staff. It responds to the global conditions of our business, respecting the perspective of our customers, our associates, our competition, the authorities and other groups of interest.

Knowledge of our Code of Ethics is spread through various communication channels among namely an internal newsletter, information charts, internet sites and workshops.

Our Code of Ethics is based on the respect owed to the Company's values and the fulfillment of the laws and regulations in force in all the countries we operate in. Among its objectives we can highlight processes and controls to avoid corruption and support and promote fair trade, transparency, and healthy relationships between our collaborators and all people who are in touch with our Company.

Other guidelines that define our actions are established in our Corporate Code of Conduct, which describes how our collaborators should behave as representatives of The Coca-Cola Company, and defines our responsibilities and the norms we should follow to act with integrity within and outside the Company, as well as regarding interest conflicts, respectful competition, and law compliance.

The Code of Ethics and its enforcement is the responsibility of the Audit Committee, which receives support for this purpose from the Corporate Responsibility and Communication Committee

and is supervised by the Board of Directors. There is an Ethics and Compliance Committee for each of our Business Units, formed by the corresponding Area or Executive Management Board.

The Company takes all reports on potential code violations into consideration. In order to report any behaviors that are contrary to those desired by the Company, there is a Transparency Mailbox available 24 hours a day which can be accessed by phone or through our website at <http://www.arcacontal.com/nuestra-compañia/buzón-de-transparencia.aspx>.

During the investigations of any code violations, the Committee commits itself to maintaining the confidentiality of the whole process, and decisions are made on the disciplinary measures to be applied according to the case, going from verbal or written reprehension to day-suspensions with no pay, suspensions of bonus incentives or even final dismissal from the job position. In every case, the staff member under investigation has the opportunity to be heard by the appropriate Committee before any final decision.

In 2014, we will establish a work team mandated to promote knowledge and compliance of the Code of Ethics, as well as to train our collaborators and suppliers to apply it to their labor activities, provide advice in cases of doubt, and encourage the denouncing of any failure to comply.



IN ORDER TO REPORT ANY BEHAVIORS THAT ARE CONTRARY TO THOSE DESIRED BY THE COMPANY, THERE IS A TRANSPARENCY MAILBOX AVAILABLE 24 HOURS A DAY WHICH CAN BE ACCESSED BY PHONE OR THROUGH OUR WEBSITE AT :

<http://www.arcacontal.com/nuestra-compañia/buzón-de-transparencia.aspx>



# INDIVIDUAL WELLBEING

WE FOCUS ON CREATING GREATER AWARENESS AND UNDERTAKING ACTIONS AIMED TO IMPROVING PEOPLE'S WELLBEING. TO ACHIEVE THIS, WE PROMOTE VARIOUS SPORTING ACTIVITIES, WE SPREAD EDUCATIONAL INFORMATION ON ADEQUATE NUTRITION AND HYDRATION, AND WE SPONSOR VARIOUS SPORTING EVENTS PROMOTING ACTIVE AND HEALTHY LIFESTYLES.

Active Life  
Styles

Healthy  
Habits

Individual  
Wellbeing

Responsible  
Marketing





# Promoting Active and Healthy Life-styles

[G4-SO1, FP4]

WE ARE AN IMPORTANT DRIVING FORCE OF SPORTS. WE PROMOTE ACTIVE, HEALTHY LIFESTYLES BY SUPPORTING PHYSICAL ACTIVITY AND NUTRITIONAL EDUCATION.



## HEALTH FOR LEARNING (“SALUD PARA APRENDER”)

Through this program in the state of Nuevo León, the headquarters of our Company, we promoted alliances with the public and private sectors to impulse integral health among the schools population, specifically, among children between 6 and 12 years of age.

This year we have continued to spread educational material related to food and beverage consumption. We also take part in the summer camp “Healthy Vacation” involving parents and children to measure their weight and height and to provide them with a medical and nutritional diagnosis in order to help them identify bad consumption and physical activity habits.

According to the information published by the State Government of Nuevo León, thanks to the participation of one million students and their families, 48 thousand members of school staff and 2 thousand school vending stands, from 2010 to 2012 we succeeded in reducing overweight and obesity percentage from 32.54% to 30.14% among the state’s public schools’ student population.

## SCHOOLS IN MOTION (“ESCUELAS EN MOVIMIENTO”)

“Schools in motion” is a program that promotes active life styles through the creation of sports-appropriate spaces in public schools, so that children and young people have a place to play and exercise. Up until now, 70 thousand children have benefited from this program

## PONTE AL 100

We promote exercise and balanced nutrition among our associates. With the support of the National Sports Commission (CONADE), the Coca-Cola Foundation and the Motion is Health Foundation (Fundación Movimiento es Salud, A.C.) we work to provide our collaborators with a personalized exercise and nutrition program named “Ponte al 100”, and we encourage them to take responsibility for their decisions by means of advice on health and nutrition topics, internal and external sporting events, active recesses, benefits in private sports centers and other incentives.

## POWERADE MARATHON

IN 2013 WE SUCCESSFULLY HELD THE EIGHT POWERADE MARATHON, AN EVENT WIDELY ACKNOWLEDGED AS ONE OF THE MAJOR PROMOTERS OF SPORTS AND HEALTHY LIFESTYLES IN THE CITY OF MONTERREY, NUEVO LEON.

ONCE AGAIN WE BROKE OUR REGISTRATION RECORD WITH 12% MORE PARTICIPANTS, REACHING 4 THOUSAND RUNNERS IN THE MAIN EVENT AND 1,300 MORE IN THE MINI-MARATHON (4.2KM).

WE REINFORCE OUR COMMITMENT TO BRING THE BENEFITS OF HEALTHY LIVING TO THE ENTIRE POPULATION THROUGH OUR VALUE SUBSCRIPTIONS, A CONCEPT FOCUSED ON RAISING FUNDS FOR SIX LOCAL CHARITY INSTITUTIONS. IN 2013 WE SUCCEEDED TO REACH 628 MX. PS. MILLIONS, 21% MORE THAN THE PREVIOUS YEAR.







[FP4]

## COM'ON, LET'S PLAY ("¡DALE, JUGUEMOS!")

In Argentina, we seek to promote physical activities in the territories we serve by providing schools with sports materials and training teachers on subjects related to nutrition and physical education. Since its foundation in 2008, 530,000 children and 13,590 teachers from 1,396 public schools around the country have taken part of this program.

## MOVEMENT IS HAPPINESS

During the campaign "Happiness is movement, movement is happiness", various activities took place in the Ecuadorian cities of Quito, Guayaquil, Cuenca and Ambato, with the purpose of communicating the importance of movement in our daily lives and the happiness that physical activity provides. We sought to create awareness amongst consumers about the benefits of a healthy and active life-style. We reached over 46,600 people during 4 months of 2013.

## JOIN TO PLAY

In 2013, we joined the initiative "Join to Play", a program developed by The Coca-Cola Company in Ecuador to promote physical activity and proper nutrition amongst children during their first school years. At the end of the year, more than 2,700 students had benefited from this program.

## FANTA DANCE

This Argentinian initiative seeks to encourage healthy recreation and wellbeing through dancing. To this day over 1,200 children have been benefitted by it. During the contest, people are invited to recycle bottle caps for the benefit of the Garrahan Pediatrics Hospital.

Like other programs developed by Arca Continental in Argentina, this one was declared as a program of educational interest by the Ministry of Education.

**+1.3 million**  
PEOPLE ACTIVATED

## COCA-COLA CUP

CONSIDERED THE MOST IMPORTANT TOURNAMENT AT A JUNIOR HIGH-SCHOOL LEVEL IN MEXICO, THE COCA-COLA CUP CONTINUED TO ACTIVATE THOUSANDS OF YOUNGSTERS AROUND MEXICO, ECUADOR AND ARGENTINA, ALSO PROMOTING FAIR COMPETITION AND TEAM WORK. IN 2013, MORE THAN 2,600 TEAMS COMING FROM ALL THE TERRITORIES WE SERVE IN MEXICO PARTICIPATED IN THE TOURNAMENT, REPRESENTING 57% OF THE TOTAL PARTICIPATING TEAMS.



## NUMBER OF SPORTING EVENTS ORGANIZED AND SPONSORED



# Responsible Marketing

[G4-SO1, FP4]

OUR PACKAGING AND LABELS ARE DESIGNED TO INCLUDE INFORMATION RELEVANT FOR THE CONSUMERS TO MAKE AN INFORMED DECISION ON THEIR CONSUMPTION OF OUR PRODUCTS.

## RESPONSIBLE ADVERTISING

Our Company has always held a commitment to market its products in a responsible way. Before the authorities demanded it, we established the policy to not direct advertising messages or marketing information to children under 12 in any communication media or on our products. We fulfilled by 100% our commitment to not assign any economic resource to communications or advertising aimed at children under 12.

## PABI CODE

In compliance with the guidelines of the World Health Organization (WHO), and to demonstrate our commitment to children's health, at Arca Continental we have adopted the Food and Non-alcoholic Beverages Advertising Self-regulation Code (PABI Code in Spanish), always seeking to promote healthy lifestyles.

## POLICY FOR SALES AT SCHOOLS

We also guarantee the fulfillment of our policy for sales at schools, respecting the parents' and/or guardians' right to decide on their children consumption. We do not offer our products in a proactive way nor do we develop marketing plans for classrooms.

TO LEARN MORE ABOUT SPECIFIC GUIDELINES FOR ADVERTISING VISIT :  
[http://www.promocion.salud.gob.mx/dgps/descargas1/programas/codigo\\_pabi.pdf](http://www.promocion.salud.gob.mx/dgps/descargas1/programas/codigo_pabi.pdf)





WWW.EQUILIBRATE.ORG.MX

## HEALTH EDUCATION

AS PART OF OUR EFFORTS TOWARDS RESPONSIBLE MARKETING, TOGETHER WITH OUR PARTNERS IN THE BOTTLING AND CONSUMPTION INDUSTRIES IN MEXICO, WE TOOK PART IN CAMPAIGNS PROMOTING A BALANCED DIET, EXERCISE, AND INFORMED DECISIONS ON THE BASIS OF LABEL INFORMATION. SOME EXAMPLES OF THESE CAMPAIGNS ARE "KNOW YOURSELF, BE IN BALANCE, GET IN MOTION" BY ANPRAC, AND "CHECK AND CHOOSE", BY CONMEXICO.



WWW.CHECAYELIGE.MX

[G4-PR3]

## PRODUCT LABELLING

At Arca Continental we are loyal to our commitment to our consumers, and to maximize their wellbeing we display our products' nutritional information clearly and with transparency, as an ideal tool to protect our consumers' health and contribute to their capability to make informed decisions in all areas we operate in.

This is why our product labels include Daily Nutrition Guides, simple guides showing the contents of calories, sugar, fat and sodium of each beverage. They also include the recommended consumption percentages of these ingredients on the basis of a daily 2,000 calories diet.

## OPTIONS FOR ALL LIFE STYLES

At Arca Continental we honor our promises to satisfy our consumers' needs and preferences according to their life styles and consumption preferences.

Nowadays we are promoting beverage and snack presentations with a smaller amount of contents in order to reduce calorie intake and looking after our consumers' needs.

### ONE 355 ML PORTION PROVIDES:



## WIDE PRODUCT PORTFOLIO

OUR PORTFOLIO INCLUDES BRANDS PROPERTY OF THE COCA-COLA COMPANY SUCH AS WATER, FLAVOURED WATER, TEA, JUICE, ENERGY DRINKS, ISOTONIC BEVERAGES, ENRICHED BEVERAGES, COFFEE AND SODA DRINKS, AS WELL AS LOW OR NO CALORIE ALTERNATIVES.

REGARDING SNACKS, WE OFFER A VARIETY OF PRESENTATIONS, SALSAS AND SWEETS PRODUCED BY BOKADOS IN MEXICO, WISE IN THE US AND INALECSA IN ECUADOR.

# SOCIAL WELLBEING

WITH THE PURPOSE OF INTEGRATING THOSE CHALLENGES FACED BY THE COMMUNITY, WE IMPLEMENT PROJECTS THAT CONTRIBUTE TO ITS SUSTAINABLE DEVELOPMENT AND IMPROVE THEIR PERSONAL AND COMMUNITY QUALITY OF LIFE. IN ORDER TO ACHIEVE THIS, WE GENERATE DIRECT AND INDIRECT EMPLOYMENT, INCENTIVES FOR WOMEN EMPOWERING, VOLUNTEERING ACTION AND WE SUPPORT A VARIETY OF SPECIALIZED LOCAL ORGANIZATIONS.



Work Place

Women's Development

Social Wellbeing

Value Chain

Contribution to Community



Coca-Cola

Voluntaria

  
ARCACONTINENTAL

# Work Place

OUR ASSOCIATES DRIVE THE COMPANY'S SUCCESS AND SUSTAINABILITY WITH THEIR TALENT, PARTICIPATION AND DEDICATION. WE SEEK TO OFFER THEM THE BEST PLACE TO WORK IN A SAFE, INCLUSIVE ENVIRONMENT THAT ALLOWS THEM TO DEVELOP AS HUMAN BEINGS AND PROFESSIONALS.

## AGREATPLACETOWORK

The Great Place to Work (GPTW) model is a methodology that guides us in creating better work centers by evaluating working environment in terms of respect, impartiality, credibility, pride and comraderie.

We have implemented this model in all of our operations and, in 2012, IPASA was considered amongst the Best Companies to Work in Mexico. During 2013, Arca Continental and Bebidas Mundiales were certified as Great Places to Work in the category for companies with over 5,000 Associates. Other plants that are now Great Places to Work are those in the Central Area, Tamaulipas, South Pacific, North, Chihuahua, Coahuila and Nuevo Leon.





The associates of Arca Continental are the motor of our success and the ones responsible for the Company's good results. This is why we aim to create a work environment where they can achieve integral development. Our corporate philosophy considers the collaborator to be the main value of the Company. Since inception, we are committed to their integral wellbeing by offering them better opportunities for professional development and a healthy, respectful work environment.

It is clear to us that our actions regarding life quality at the Company must be based on a strong attachment to human rights and the continuous search for success and integral growth in order to improve organizational efficiency and productivity.

AS A FUNDAMENTAL INDIVIDUAL GUARANTEE, WE RESPECT OUR ASSOCIATES' RIGHT OF ASSOCIATION BY PROMOTING CO-RESPONSIBLE PARTICIPATION OF UNIONS AND WORK ORGANIZATIONS.

OUR HUMAN CAPITAL

[G4-10, LA1]

39,273

ASSOCIATES



31,590    2,265    4,491    927

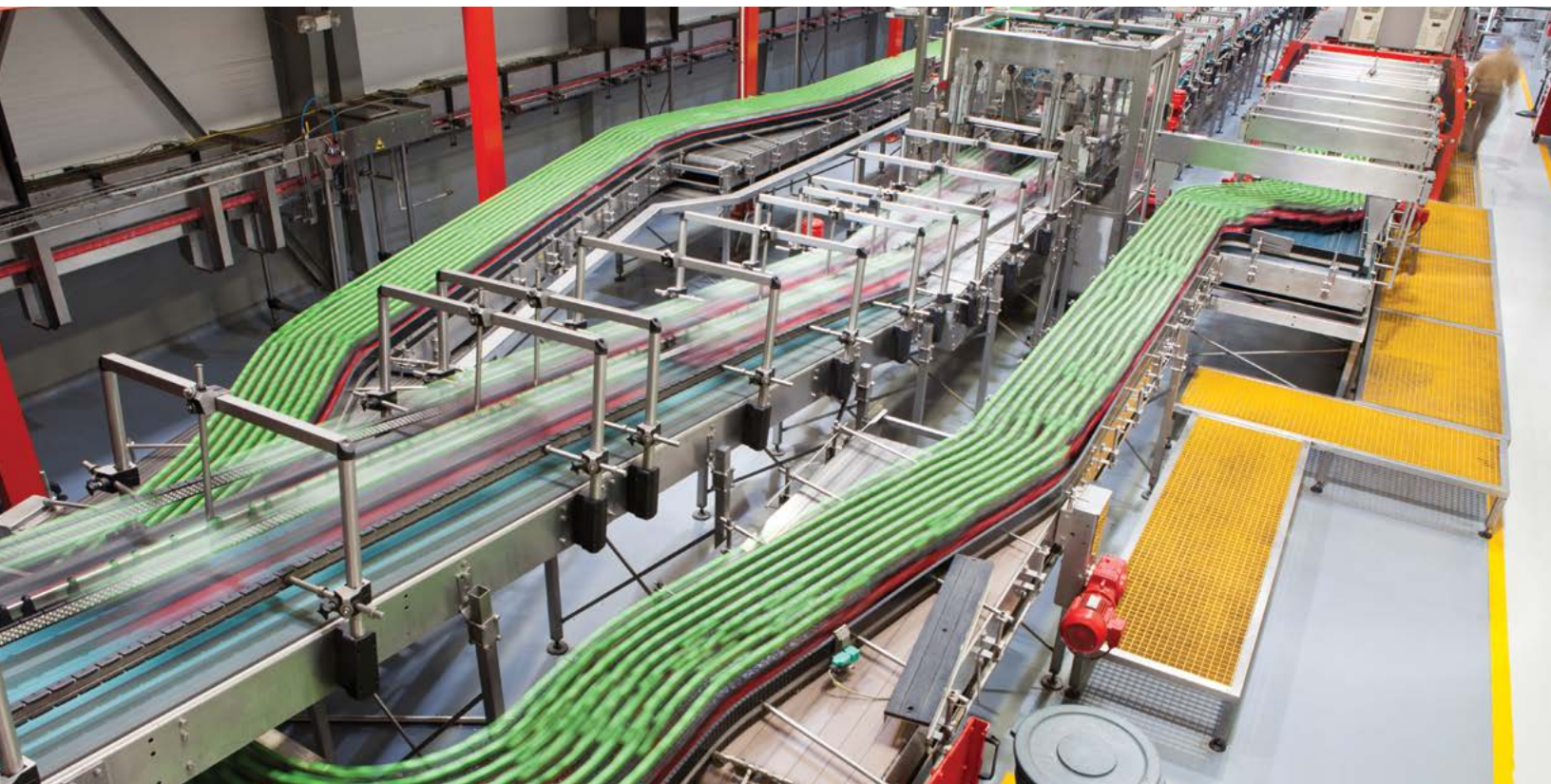
9.32%

ROTATION (BEVERAGES MEXICO)

35.6 years

WEIGHTED AVERAGE AGE OF EMPLOYEES





WE PROMOTE THE DEVELOPMENT OF HUMAN CAPITAL, AS WELL AS AN IDEOLOGY OF EXCELLENCE AND CONTINUOUS IMPROVEMENT THROUGH PROGRAMS THAT ENCOURAGE ASSOCIATES' PARTICIPATION IN PROJECTS FOR INNOVATION.

[G4-LA10]

## PARTICIPATORY MANAGEMENT AND OPERATIONAL EXCELLENCE

The Participatory Management and Operational Excellence programs consist of creating and training work teams formed by collaborators in order to design and/or propose innovative practices and processes to improve and monitor results. At the beginning of each year teams are formed in each plant and, after receiving training, they define clear goals and deadlines. At the end of the year, awards are given to the initiatives, the teams, and the achievements obtained at a plant and global level.

There are six subjects for which these teams determine goals, objectives and fulfillment measuring tools: productivity, cost and expense controls, quality, safety, environmental indicators and personal development indicators.

In 2013, these practices were replicated in Ecuador and Argentina, as well as in the milk company Santa Clara and some distributions centers. Publishing each plant's goals as well as of the practices implemented and the progress achieved in each of them in the Company's inner communication media also proved quite positive, as it allowed us to carry out a comparative performance analysis and to identify the best practices in order to replicate them later on.

In 2014 we will continue to spread Operational Excellence in order to cover all of our plants in Mexico and start operations in Ecuador and Argentina.



IN 2013, OUR PLANT IN CULIACÁN BECAME THE FIRST OPERATION OF THE COCA-COLA SYSTEM IN THE WORLD TO BE CERTIFIED AS BENCHMARK CENTER FOR OPERATIONAL EXCELLENCE. THIS ACHIEVEMENT MAKES US VERY PROUD AND IT REPRESENTS A GREAT COMMITMENT TO KEEP ON INNOVATING IN THE INDUSTRIES WE PARTICIPATE IN.



# 10,822 training courses given

[G4-LA10]

## TRAINING AND DEVELOPMENT

Challenges for the future demand innovation and foreseeing the organization's needs. This is why our training programs are aimed at the constant updating of knowledge and the development of capabilities that constitute a key factor for our people's competitiveness and growth.

At the executive level, the Arca Continental Master's Degree continues to provide our associates with key competences for the business and providing them with knowledge on the following subjects: focusing on quality, team work, customer-oriented service, supply chain, project management, human capital development, corporate ethics and responsibility, among others. At the end of 2013, 22 third-generation associates finished their studies, and for 2014 we foresee 50 executives to form our 4th and 5th generation.

We also maintained our scholarship program for collaborators that wish to do a Master's Degree or specialize in some areas as part of their professional development.

Our training programs are enriched through the e-learning platform, allowing associates in other parts of Latin America to have access to our training offer and the exchange of experiences that in this period reported 3,798 active users that received the benefits of a 10.5 hour program.

"Educate" is another professional development program that allows our collaborators in Ecuador to earn their high school degree.

MANAGING HUMAN CAPITAL AS A COMPETITIVE ADVANTAGE FOR THE COMPANY INSPIRES THE CREATION OF A STRATEGIC PLAN FOR TRAINING AND TALENT DEVELOPMENT THAT TAKES INTO CONSIDERATION THE CURRENT AND FUTURE REQUIREMENTS OF THE COMPANY AS WELL AS THE NEEDS AND EXPECTATIONS OF OUR COLLABORATORS.



[G4-LA9]

| WORK CATEGORY                                     | NUMBER OF TRAINED EMPLOYEES | NUMBER OF TRAINING HOURS PROVIDED |
|---|-----------------------------|-----------------------------------|
| OPERATIONAL STAFF (PRODUCTION/DISTRIBUTION/SALES) | 21,209                      | 431,590                           |
| MANAGEMENT STAFF                                  | 10,998                      | 375,071                           |
| MANAGER/ASSITANT DIRECTORS                        | 185                         | 6,046.5                           |
| OTHER LEVELS                                      | 224                         | 4,060                             |

IN 2013, 816,000 TRAINING HOURS WERE PROVIDED TO BENEFIT 32,616 COLLABORATORS IN MEXICO, ECUADOR AND ARGENTINA.

# 17 plants

CERTIFIED IN OHSAS 18001

WE SEEK TO OFFER OUR ASSOCIATES A SAFE AND A HEALTHY WORK ENVIRONMENT. BY 2013, 17 OF OUR PLANTS HAVE BEEN CERTIFIED ACCORDING TO THE OCCUPATIONAL HEALTH AND SAFETY ADVISORY SERVICES STANDARD 18001.

[G4-LA11]

## STAFF EVALUATION

We apply multiple instruments to measure our collaborators performance and evaluate their competencies. On the basis of their results, we design training programs, promotions, and career plans.

In addition, we carry out an evaluation to measure the fulfillment of objectives established at a personal level and at Company level, in order to determine opportunity areas and establish actions to contribute to achieving those objectives.

## HEALTHY AND SAFE OPERATIONS

To create a good work place implies keeping our working centers safe and healthy. We have a management system that complies with the regulations of each country we operate in and allows us to identify, reduce and control risks for the health and safety of our collaborators.

Our operations apply OHSAS standard 18001, and in 2013 17 of our plants were certified. This and other methods, such as the Occupational Health and Security System and the Incident Management and Crisis Resolution system, enable us to develop training plans and an organizational structure dedicated to this subject un each plant and distribution center.

We have several training programs on prevention and control of risks associated to serious illnesses and those health topics which are relevant for our operations. With regards to the subject of health we have made recommendations to promote healthy habits and stressing the importance of a balanced diet, adequate hydration, and physical activity.

Regarding occupational health, we organize various campaigns on preventive medicine, visual and auditory acuity, tetanus, and vaccination against tetanus, influenza and hepatitis. We offer physical check-ups and lectures on prevention of diseases such as diabetes, obesity, cancer and heart disease.

## SAFETY

LOST TIME INCIDENT RATIO (LTIR)



IN EACH OF OUR WORK CENTERS THERE IS A MIXED SAFETY AND HEALTH COMMISSION FORMED BY 50% UNION STAFF AND 50% NON-UNION STAFF. TOGETHER, THEY TAKE PART IN THE DEVELOPMENT OF OCCUPATIONAL HEALTH AND SAFETY PROGRAMS.





WE SUPPORT OUR COLLABORATORS' INTEGRAL WELLBEING WITH TRAINING, WORK DEVELOPMENT AND HEALTH PLANS, AS WELL AS WITH TRANSPARENT SALARY POLICIES AND BENEFITS ABOVE THOSE ESTABLISHED BY THE CURRENT REGULATION, WHICH RESULTS IN REMUNERATION HIGH ABOVE THE AVERAGE IN THE INDUSTRY.

### “CLIMB”

In Ecuador we implemented “Climb”, a program that stimulates our associates' professional growth and development, and prepares them for potential promotions and succession plans. In 2013, 259 promotions were achieved and various career plans were established in different areas.

### YOUR HEALTH WEIGHS MORE

During 2013 in Quito, Ecuador, we launched this pilot program that seeks to promote an active and healthy lifestyle among our personnel by providing weight control advice, diet plans, and physical activity options, and by helping to fight chronic degenerative illnesses. So far we have succeeded to create a diet plan for 26 collaborators, and more than 230 are benefitting from racing, dance therapy, and active recesses.



[G4-LA2]

### BENEFITS AND COMPENSATION

Our Integral Compensations System seeks to balance our responsibilities with the needs of the market and the individual in order to develop work relationships that are fair and competitive, thus achieving our workers best performance and the fulfillment of our objectives.

The benefits we offer our collaborators are high above those established by the law, and they are competitive in the market. We provide Christmas and vacation bonuses, paid vacations, holidays, groceries bonus, savings fund, incapacity allowance, good performance and productivity bonuses, seniority acknowledgment, savings plan and defined contribution, as well as life and health insurance and some other benefits that are granted for support at work.

In addition, each employee is entitled to maternity and paternity leaves, and leaves for child care in situations of illness. In some work areas, flexible working schedules are available in order to achieve balance between the workers' personal and professional lives.

[G4-EC3]

Regarding pension plans, we have a program called “Savings and Investment Plan”, consisting in contributions made by the worker and matched by the Company. These contributions go from 1% to 6%, depending on the worker's salary and seniority.

## ASSOCIATES' QUALITY OF LIFE

During 2013 we supported programs aimed at promoting the integral development of our collaborators and their families.



### HEALTH AND PHYSICAL ACTIVITY

To promote healthy living and physical activity, several events take place at our work facilities. Some of them are "Health Weeks" and "Safety Week", which include vaccination campaigns, medical check-ups and more than 634 sporting tournaments. We also have programs aimed to improve our collaborators' nutrition habits such as "Get rid of that weight", "Lose to Win" and "Ponte al 100". We also organize more than 600 sporting tournaments for our personnel.



### ENVIRONMENT AND NATURAL DISASTERS

In order to communicate our efforts regarding environmental care, in addition to promote practice actions for the preservation of our planet among our collaborators, we carry out events such as Sustainability Day, which includes reforestation and recycling activities, as well as activities to create environmental and resource preservation awareness. We also join global initiatives such as the Hour of the Planet and the World Tree Day, among others. Regarding natural disasters, we provided help to the victims of the communities affected by storms Ingrid and Manuel in Sinaloa.



### CULTURE

We also organize cultural and recreational activities for our collaborators and their families, such as our Summer Camps and Handcraft Workshops.



### EDUCATION

We support those members of our staff who want to grow and finish their High School studies through economic aid or integrating them into Adult Education programs. We also acknowledge the effort of our collaborators' children with high school performance scholarships and programs like "Honorary Bottle Top".

## DIVERSITY AND EQUAL OPPORTUNITIES

We aim to have a positive attitude towards diversity in a work environment based on equal opportunities regardless of gender, nationality, age, origin, religion, or sexual orientation.

Our philosophy is to acknowledge our associates' talents and capabilities in order to create a work environment that allows them to make progress in their lives and contribute to the Company's development.

Supporting women empowerment is one of our priorities. In the territories we operate in, we promote and provide equal opportunities for women to be able to occupy key positions in the Company and our workforce.

## INTEGRATION OF PEOPLE WITH DISABILITY

We favor diversity and equal opportunities, as founding partners of the "Congruence Movement", an organization that promotes disabled people's social and work integration within various companies.

In 2013 we carried out a pilot program to incorporate collaborators with a moving disability into our Call Center in Mexico. The program has enabled us to evaluate our facilities' accessibility and to modify them therefore. We have also worked on the development of a recruiting process by defining position profiles and parameters for capabilities' evaluation. With the support of a specialized organization, lectures to increase awareness were provided for 180 collaborators. On the basis of our work in this area so far, we believe our challenge for the years to follow shall be to continue to incorporate disabled people into our Call Center.

[G4-10, G4-11]

## FREEDOM OF ASSOCIATION

At Arca Continental we respect the associates' right to freedom of association and collective negotiation. Nowadays, 56.1% of our 39,273 collaborators belong to a Union, either as permanent or temporary employees.



|                     | MEXICO | ARGENTINA | ECUADOR | USA    |
|---------------------|--------|-----------|---------|--------|
| %PER COUNTRY        | 61.71% | 78.50%    | 4.10%   | 64.40% |
| TOTAL UNION MEMBERS | 19,496 | 1,780     | 188     | 597    |
| TOTAL ASSOCIATES    | 31,590 | 2,265     | 4,491   | 927    |



WE OFFER OUR COLLABORATORS AN ENVIRONMENT OF STRICT RESPECT TO INDIVIDUAL RIGHTS, ACCORDING TO THE PRINCIPLES OF THE UNIVERSAL HUMAN RIGHT DECLARATION, THE DECLARATION OF THE INTERNATIONAL LABOR ORGANIZATION ON FUNDAMENTAL PRINCIPLES AND RIGHTS AT WORK AND THE UN'S GLOBAL COMPACT.

[G4-HR12]

## HUMAN RIGHTS

We carry out our operations under ethic and business standards that respect people's human, civil, political, economic, social, and cultural rights. We offer our collaborators and other stakeholders an environment of mutual respect, free of all ways of harassment or discrimination.

These and other principles are based on the guidelines established by the Coca-Cola Company in the Work Place Policy Rights, which in turn is based on the Universal Declaration of Human Rights, the Declaration of the International Labour Organization on Fundamental Rights and Principles at Work and the UN's Global Compact. With this policy the Company commits to promote open and including work places, as well as to value and motivate all associates to respect the following precepts:

- Respect freedom of association and collective negotiation
- Prohibit any kind of forced work.
- Prohibit any kind of child labor.
- Eradicate of labor discrimination and encouragement of equal opportunities.
- Comply with the laws that regulate salary, working schedules, extra hours and benefits.
- Provide a safe and healthy work environment.
- Maintain safety in the work place, ensuring the absence of violence, harassment or intimidation.
- Maintain a friendly relationship with the communities in the territories we operate in and establish communication with them.

Collaborators, providers and other partners of our business are encouraged to pose any doubt, issue or situation related to ethic, behaviors or human rights subjects, with the certainty that there shall be no retaliations for denouncing any violations to the Code of Ethics or their human rights. The communication means to present any complain are available 24 hours a day, all throughout the year.

The Audit department is in charge of the distribution of complaints received. Complaints are sent by them to the corresponding areas to be attended to. The Audit department then receives response from each are involved in the shape of a report developed on the case. In 2013, we received close to 400 requests for attention coming from Mexico, Ecuador and Argentina.



ARCA CONTINENTAL WELCOMES QUESTIONS AND CONCERNS THROUGH DIFFERENT MEDIA, ALL AVAILABLE IN BOTH SPANISH AND ENGLISH. WE RELY ON SPECIALIZED MEDIA SUCH AS OUR TRANSPARENCY MAILBOX, OUR FREE PHONE LINE (01800 0002722 IN MEXICO, 0-800 444 1262 IN ARGENTINA AND 02 297 3801 IN ECUADOR) AND OUR E-MAIL: [buzondetransparencia@arcacontal.com](mailto:buzondetransparencia@arcacontal.com)



# Empowering Women

[G4-S01]

CONSIDERING THE ESSENTIAL ROLE WOMEN PLAY IN OUR COMMUNITIES, WE SHARE THE COCA-COLA COMPANY'S GOAL, EXPRESSED IN THEIR 2020 VISION TO EMPOWER 5 MILLION WOMEN AROUND THE WORLD THROUGH VARIOUS PROGRAMS.

## POWER MEXICO

This program seeks to empower women and improve their lifestyle by training them to develop technical abilities that allow them to start, manage and make their business grow.

We have two training programs: "My Business" and "My First Job".

"My Business" is an 80-hour workshop in which women who own grocery stores are instructed on subjects such as management, display, new products, and customer service.

"My First Job" is aimed at young who, due to diverse circumstances have had no access to proper education or employment. Through this program, they receive training in order to start their own business or improve their possibilities to get a dignified job.

At the end of 2013, 16 groups were formed for "My Business" workshops, and 11 for "My First Job". More than 500 people receive training, out of which approximately 400 were women.

## MOBILE CLASSROOM AND CENTURY XXI

In our constant search for ways of adding value for our customers and support modernization and competitiveness of retail trade in the traditional channel, we developed the initiatives "Mobile Classroom" and "Century XXI". In addition to investing in their commercial venues, these programs offer free-of-charge training to small grocery shops owners. In 2013, the program benefited 5,865 retailers, 3,208 of which were women.

# 4,705

WOMEN WERE SUPPORTED AND TRAINED TO START THEIR OWN BUSINESSES THROUGH POWER MEXICO, SIGLO XXI AND MOBILE CLASSROOM.





WITH THE PROJECT "CENTURY XXI" WE HELPED MORE THAN 1,100 WOMEN TO EXPAND THEIR POTENTIAL REGARDING SHELF DISPLAY PRESENTATION, PROMOTIONAL MATERIAL, PAINTING, TRAINING AND TOOLS TO INCREASE CONSUMER TRAFFIC IN THE BUSINESS.

**+21%**

RETAIL BUSINESS WOMEN SUPPORTED BY MOBILE CLASSROOM



**ANSPAC ARCA CONTINENTAL**  
HUMAN DEVELOPMENT AND INTEGRAL TRAINING FOR WOMEN

**26**  
YEARS OF EXPERIENCE

**1,350**  
PARTICIPANTS IN 2013

**28**  
WORK GROUPS



**ANSPAC**

Through the National Association for Self-Improvement (ANSPAC), we promote values and virtues among our associates' mothers, wives and daughters to help their integral development and contribute to family union. With the same purpose, we offer various workshops and courses to provide them with tools to face problems in a positive manner, skills to propel their creativity and abilities to improve their household economy. At the end of 2013, we had 28 ANSPAC units that benefit 1,350 women in Mexico and Ecuador.



# Contribution to Community

[G4-S01]

WITH A CLEAR CONVICTION THAT OUR BUSINESS'S SUSTAINABILITY IS IN DIRECT RELATION WITH THE WELLBEING OF THE SOCIETY WE SERVE, WE CONTINUE TO DISPLAY VARIOUS PROGRAMS AIMED TO PROMOTE THE INTEGRAL DEVELOPMENT OF OUR NEIGHBOURING COMMUNITIES, ALWAYS MAKING SURE WE INCORPORATE IN THESE ACTIONS OUR COLLABORATORS AND THE COMMUNITY ITSELF WITH AN ATTITUDE OF CO-RESPONSIBILITY AND SHARED VALUE.



## “VOLAR” VOLUNTEER PROGRAM

With the purpose of optimize our associates' inherent generosity, years ago we created the “VOLAR” Program, which offers them the opportunity to make donations matched by the Company, and to decide through local committees which project or institution they want to dedicate the raised funds. In 2013 we formalized the “VOLAR” Committees in all our Beverage operations in Western Mexico and Ecuador.

## ANNUAL VOLUNTEER DAY

More than 7 thousand collaborators along with their families and other members of the community, gave their time and effort to clean, paint, reforest and rehabilitate 14 schools and 15 public parks, as well as to clean 28 km of beaches and riverbanks, collecting 18 tons of garbage.





## A ROOF FOR MY COUNTRY

IN ECUADOR, VOLUNTEERS FROM THE COMMUNITIES OF CALDERON AND QUITO SUR, REBUILT A HOUSE TO BENEFIT THE LOCAL COMMUNITY.



**7,000** volunteers  
15% INCREASED PARTICIPATION VERSUS 2012

## OTHER VOLUNTEERING ACTIONS

- **Reforestation in Guayaquil:** 325 trees planted in the Cerro Blanco forest.
- **Reforestation in Papallacta:** 1,680 trees planted in different areas of Papallacta.
- **Operation Smile:** an initiative seeking to help children with palate malformations and cleft lip by supporting them on their recuperation processes and administrative issues. The Company makes an annual financial donation, and it provides products, pajamas and blankets for the children. Operation Smile has been working for 15 years in 39 Ecuadorian cities, and through it more than 10,000 surgeries had been carried out.
- **School rehabilitation:** rehabilitation activities in the Metropolitan Educational Unit.

**31,000**  
man-hours

INVESTED IN VOLUNTEERING



## CHRISTMAS WITH MEANING

On Christmas Eve, we bring joy to children from low-income communities. In 2013, 3,500 collaborators and their families took part in donating more than 12,000 toys, bringing happiness to more than 12,000 children and increasing donations by 20% compared with the previous year.

AN ESSENTIAL PART OF THE COMPANY'S SUSTAINED GROWTH DURING THE LAST DECADE, OUR POLICIES AND GOOD PRACTICES REGARDING SOCIAL RESPONSIBILITY AND SUSTAINABILITY, SUCH AS VOLUNTEERING, HAVE EXPANDED TO THE TERRITORIES THE COMPANY OPERATES IN, THUS PROMOTING CULTURAL IDENTITY AMONG OUR COLLABORATORS FOR THE BENEFIT OF THE COMMUNITIES.

## CLEANING BODIES OF WATER

To honor our commitment to contribute to the conservation of this part of Common Heritage of Mankind, in 2013, among with the Coca-Cola Foundation Ecuador and the Galapagos Island Foundation, we collected over 6 tons of solid waste and we initiated the underwater cleaning of approximately 20 km of coast.

Another cleaning effort was carried out by our collaborators at the Salta plant, in Argentina. Together with the municipality of Coronel Moldes, they cleaned the Cabra Corral dam, collecting 20 tons of garbage that were polluting the water.

## LEARNING TO ENDEAVOR WITH THE ENVIRONMENT

For the past 6 years, along with the Junior Achievement and the Coca-Cola Foundation Ecuador, we have worked with children between the ages of 6 and 12 to create awareness among them about the importance of looking after the environment and promote responsible attitudes to look after natural resources. Our corporate volunteer program supports this project and, up to date, these are its main achievements:



### LEARNING TO ENDEAVOUR WITH THE ENVIRONMENT

|                         | 2008  | 2009                        | 2010  | 2011                               | 2012             | 2013      | TOTAL                                      |
|-------------------------|-------|-----------------------------|---|------------------------------------|------------------|-----------|--|
| STUDENTS                | 344   | 1,047                       | 1,218                                       | 2,631                              | 2,124            | 2,003     | 9,367                                      |
| SCHOOLS                 | 2     | 10                          | 11  | 23                                 | 18               | 14        | 78   |
| VOLUNTEERS INVOLVED     | 16    | 65                          | 72  | 90                                 | 81               | 14        | 78   |
| MAN HOURS INVESTED      | 140   | 675                         | 750   | 1,823                              | 2,050            | 2,744     | 8,182                                      |
| ENVIRONMENTAL FESTIVALS | 0     | 0                           | 0   | 2                                  | 2                | 1         | 5  |
| IMPLEMENTED PROJECTS    | 2     | 10                          | 11  | 23                                 | 55               | 52        | 153  |
| CITIES                  | Quito | Quito, Guayaquil and Cuenca | Quito, Guayaquil, Santo Domingo, and Cuenca | Quito, Guayaquil and Santo Domingo | Quito and Cuenca | Guayaquil | Quito, Guayaquil, Cuenca and Santo Domingo |

## ANNUAL SUSTAINABILITY DAY

In order to communicate to our collaborators and their families the Company's progress regarding our sustainability strategy, as well as to promote an environmental culture, in 2013 we once again held our Annual Sustainability Day.

Through family events and recreational and educational activities, we promoted personal and household actions people can take to protect the environment and improve their quality of life.



## HUMAN VALUES IN DEPTH

Twenty-five years after its foundation, our program "Human Values in Depth" continues to promote human development among our collaborators and their families by spreading knowledge and putting values into practice.

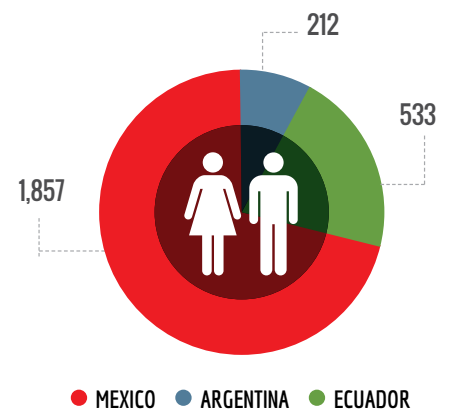
This program has been replicated in all our plants and in 2013 we provided 94 courses that benefitted 2,602 collaborators. In Mexico, there was an outstanding 90% of staff participation in our Reynosa, Monclova and Lincoln plants. For the first time, there was also participation in Argentina, in the cities of Salta, Corrientes, Tucuman, Misiones, Catamarca and Posadas, as well as in the Mexican cities of Zacatecas, Fresnillo, Rio Grande, Valparaiso, Durango, Rio Verde and San Luis Potosi.

## SUMARSE NETWORK

We place our trust on the sustainable development of the communities we operate in. In the State of Nuevo Leon in Mexico, along with other companies in the area we formed a joint network to promote the reconstruction of the social fabric and the regeneration of civic capabilities in order to create more opportunities for the development of three communities in the state of Nuevo Leon: La Ermita in Santa Catarina, el Realito in Guadalupe and Capellanía in García.

With the operational support of Civil Society Organizations, this work model has allowed us to produce a diagnosis to understand the situation of the communities, their needs, interests and level of participation of their members, as well as to define objectives, activities and programs that allow us to strengthen its social growth and development. At the end of 2013, 58 groups of neighbors were formed, 59 participatory projects were carried out and 182 activities took place to benefit more than 1,400 people.

### PARTICIPATION IN THE HUMAN VALUES IN DEPTH PROGRAM



# Value Chain

[G4-12]

WE ARE AWARE OF THE IMPORTANCE OUR VALUE CHAIN HAS FOR THE SUCCESS OF OUR SUSTAINABILITY STRATEGY, AND THIS IS WHY WE DESIGN CO-RESPONSIBILITY PLANS WITH OUR SUPPLIERS THAT ALLOW US TO INCORPORATE SUSTAINABLE DEVELOPMENT PRACTICES FOR THE BENEFIT OF THE COMMUNITY.

THE VALUE CHAIN IS AN ESSENTIAL ELEMENT OF ALL SUSTAINABILITY INITIATIVES. WE SUPPORT THE DEVELOPMENT OF OUR SUPPLIERS AS RELEVANT PARTNERS OF THE BUSINESS.



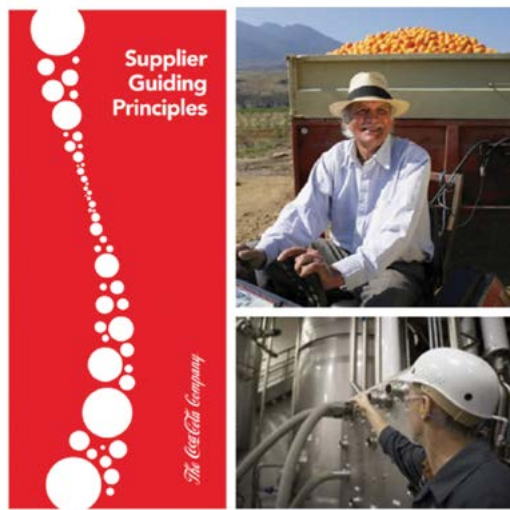
Both national and foreign suppliers provide the raw materials we use in the soda drinks production process. According to its contract as a bottling Company, Arca Continental is obliged to purchase certain supplies and materials from suppliers that have been previously authorized by the Coca-Cola Company.

The main raw materials used to produce soda drinks are syrups and concentrates, sweeteners (sugar and high corn fructose syrup), water, carbonic gas, glass and plastic bottles (in returnable and non-returnable presentations), bottle caps, labels and other packaging materials. In 2013, concentrated syrup and sweeteners represented approximately 51% of the total production costs. With regards to raw materials used in the snack production process, we can mention vegetable oil, corn flour, wheat flour and pork pellets, peanuts and polypropylene FOR PACKAGING.

# 33,000

REGISTERED SUPPLIERS

Derechos para el lugar de trabajo (Global)  
**Principios Rectores para Proveedores**  
Guía de implementación



DERECHOS DE AUTOR © 2008 - THE COCA-COLA COMPANY  
Classified - Internal use

98%

OF OUR MATERIALS ARE PURCHASED  
FROM LOCAL SUPPLIERS.

[G4-LA15, G4-EN32]

## RULING PRINCIPLES FOR OUR SUPPLIERS

In order to maintain our supplies chain in line with our principles and values, we make our Code of Ethics Known to our suppliers and we apply our Guide of Ruling Principles for Coca-Cola Suppliers to them. These actions confirm our commitment to the development of relationships based on integrity, respect for human rights, freedom of association, and to the prohibition of forced and child labor, abuse of workers and discrimination, as well as to promoting a safe and healthy work place, protecting the environment and being in compliance with the current regulation in the subject.

These principles rule our hiring and relations with the wide variety of suppliers that support our business development. In addition to this, at least once a year suppliers are audited and evaluated on quality, safety and prevention of labor and environmental risks, as well as on other operational aspects of their service.

## VALUE CHAIN DEVELOPMENT

To support small and medium-sized businesses that provide us with products and services and in order to extend our corporate responsibility philosophy to our value chain, in 2013 we granted scholarships to three of our suppliers to attend a Corporate Social Responsibility program organized by the Mexican Entrepreneurs Association (Unión Social de Empresarios de México A.C.) in Nuevo León, with the main objective to achieve highly productive Companies that generate added economic value while being fair and humane.

THE VALUE CHAIN IS VITAL FOR OUR BUSINESS'S PROFITABLE GROWTH AND FOR THE ACHIEVEMENT OF THE COMPANY'S SUSTAINABILITY AND CORPORATE RESPONSIBILITY GOALS. BECAUSE OF THIS, WE DO OUR BEST TO CREATE SOLID, CO-RESPONSIBLE AND MUTUALLY BENEFICIAL RELATIONSHIPS THAT GENERATE SHARED VALUE AND PROMOTE CONTINUOUS IMPROVEMENT.

2,400 million

DOLLARS IN PURCHASES TO SUPPLIERS IN MEXICO, ARGENTINA, ECUADOR AND COMPLEMENTARY BUSINESSES.

IN ACCORDANCE WITH OUR COMMITMENT TO BECOMING THE BEST COMMERCIAL PARTNER OF OUR CUSTOMERS, WE SEEK TO SERVICE THEIR NEEDS WITH EXCELLENCE TO CONTINUOUSLY SURPASS THEIR EXPECTATIONS, THUS CREATING SHARED VALUE IN THE SPIRIT OF COLLABORATION AND MUTUAL BENEFIT.



[G4-PR5]

## CUSTOMER SERVICE

We are aware that our customers' satisfaction reinforces our brands' value. For this reason we maintain constant dialogue with them, in order to solve and tend to their needs.

In addition to tend to the petitions of our beverage customers, our Contact Center Arca Continental (DIGA) also provided in 2013 customer service for our Bokados customers. We reinforced our response level for any customer requirement, establishing that no more than 24 hours must pass before we solve or deal with the received request. This allowed us to respond to 98% of the received complaints in less than 24 hours.

[G4-EN16]

## COLD FRONT PROGRAM

Another outstanding program is "Cold Front", which was designed to offer consumers cold beverages available on demand. In order to achieve this purpose we provided small retailers new refrigeration equipment. Up to date, 100% of our refrigerators in Mexico (381,000) are CFC gases-free. 77% of them have energy-saving technologies, which results in lower costs and higher profitability for retail businesses.

100%

OF OUR COOLERS IN MEXICO  
ARE CFC FREE

## ROUTE TO MARKET

This methodology allows us to get to know, evaluate and improve our service models and distribution systems in order to tend to the diverse dynamics our market presents. In turn, recognize the different service needs of each type of customer allows us to optimize our distribution routes and, consequently, to reduce costs and pollutant emissions, while increasing our client's level of satisfaction.



# Alliances with Society

AT ARCA CONTINENTAL WE SUPPORT ALL INITIATIVES THAT CONTRIBUTE TO OUR SECTOR'S HEALTHY DEVELOPMENT. WE TAKE PART IN WORK MEETINGS ORGANIZED BY VARIOUS SECTORIAL ORGANIZATIONS, AND WE SHARE OUR EXPERIENCES AND BEST PRACTICES THROUGH OUR PARTICIPATION IN CONFERENCES AND EVENTES RELATED TO RESPONSIBLE BUSINESS DEVELOPMENT.

## SOME OF THE ORGANIZATIONS AND INSTITUTIONS WE ARE PART OF

| INSTITUTION   | PARTICIPATION  |
|---|--|
| NATIONAL SODA DRINKS AND BEVERAGES PRODUCERS ASSOCIATION (ANPRA)                | Executive Committee and Board  |
| MEXICAN ASSOCIATION OF COCA-COLA BOTTLING COMPANIES (ASCOCA)                    | PAC and Lobbying Committee   |
| NATIONAL FARMING COUNCIL  | Board of Directors   |
| NATIONAL CHAMBER OF TRANSFORMATION INDUSTRIES IN THE SNACKS SECTOR (CANACINTRA) | 1st Vice-president of Branch 106 of Snacks   |
| NATIONAL CHAMBER OF TRANSFORMATION INDUSTRIES (CANACITRA)                       | Board of Directors of the Food Sector  |
| INDUSTRIAL CHAMBERS CONFEDERATION OF THE MEXICAN UNITED STATES (CONCAMIN)       | Legislative Link Committee, Vice-president of the CONCAMIN Link Commission and Business Organizations. |
| CHAMBER OF TRANSFORMATION INDUSTRIES OF NUEVO LEÓN (CAINTRA)                    | Board of Directors and Council   |
| THE COCA-COLA SYSTEM DEVELOPMENT CENTER   | Management Council   |
| ECOCE, A.C.   |  |
| ARGENTINIAN INSTITUTE FOR CORPORATE RESPONSIBILITY                              | <b>FOUNDING MEMBER</b>   |
| SUSTAINABLE NORTH   | Golden Member  |
| MEXICAN CENTER FOR PHILANTROPY (CEMEFI)   | Active Member  |
| MEXICAN ENTREPRENEURS SOCIETY   | We follow the Corporate Responsibility Decalogue and we participate in the RSE self-diagnosis.         |
| TECHNICAL ASSOCIATIONS OF COMPENSATIONS   | Allies in the Corporate Responsibility promotion   |
| METROPOLITAN WATER FUND OF MONTERREY  | ACTIVE MEMBER  |
| CHAMBER OF INDUSTRIES AND PRODUCTION  | ACTIVE MEMBER  |
| CHAMBER OF INDUSTRIES OF GUAYAQUIL  | ACTIVE MEMBER  |
| CHAMBER OF AMERICAN-ECUADORIAN TRADE  | ACTIVE MEMBER  |
| BINATIONAL CHAMBER OF COMMERCE  | ACTIVE MEMBER  |
| ECUADORIAN-AMERICAN CHAMBER OF COMMERCE   | ACTIVE MEMBER  |



EMBAJADOR | ARCACONTINENTAL

EMBAJADOR | ARCACONTINENTAL

Día A





# ENVIRONMENTAL WELLBEING

AT ARCA CONTINENTAL WE ARE AWARE OF OUR RESPONSIBILITIES TOWARDS THE PLANET AND WE WORK HARD AND CONSTANTLY TO ESTABLISH ACTIONS THAT ENABLE US TO REDUCE OUR IMPACT ON OUR ENVIRONMENT.

# Environment

WE MAKE CONSTANT PROGRESS TOWARDS CLEAR GOALS IN TERMS ON ENVIRONMENTAL SUSTAINABILITY AS A KEY FACTOR OF OUR COMPANY'S DAILY OPERATIONS BY INCORPORATING VALIDATED INDICATORS AND CRITERIA REGARDING THE IMPACT OF EACH PHASE OF THE PROCESS ON THE ENVIRONMENT AND SPECIFIC, REALISTIC GOALS FOR EACH BUSINESS UNIT.

## ENVIRONMENTAL POLICY

COMMITTED TO THE CARE AND IMPROVEMENT OF THE ENVIRONMENT, WE ABIDE BY EXISTING LAWS AND OTHER REQUIREMENTS ACKNOWLEDGED BY THE ORGANIZATION IN THE AREA OF ENVIRONMENTAL SUSTAINABILITY, THUS ENSURING OUR RATIONAL AND EFFICIENT USE OF NATURAL RESOURCES.

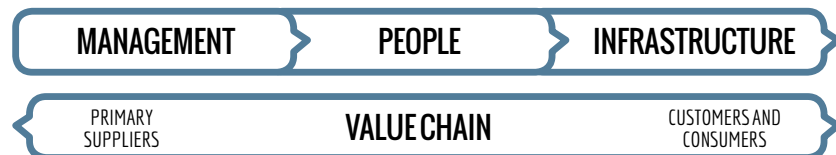
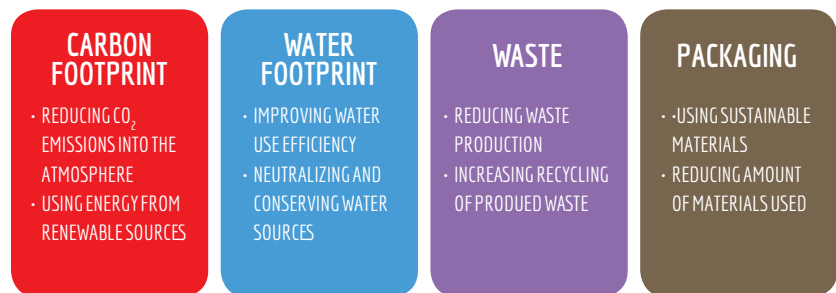


## ENVIRONMENTAL MANAGEMENT

Arca Continental's Environmental Management System is based on ISO standard 14001:2004, as well as on Coca-Cola's environmental requirements and specifications (KORE). The purpose of the system is to ensure the incorporation of sustainability into our business's decisions and processes, as well as to continuously evaluate performance in order to enable on-going improvement achievement of established goals.

Our vision on this subject is to become the most respected Company in terms of environmental care and natural resources conservation within the territories we operate in. To achieve this, we have defined a strategy that seeks to apply our management system to all our operations, to get our entire value chain and collaborators involved, to provide infrastructure, and to redirect and, in some cases, modify our processes when necessary.

By means of an inner revision, and by identifying tendencies, best practices in the industry and taking into consideration local regulations and our stakeholders' expectations, we have been able to define some commitments and to establish goals for the areas of water, carbon footprint, packaging and waste.



**215 million**  
PESOS INVESTED IN ENVIRONMENTAL PROJECTS DURING 2013



WATER DOES NOT ONLY REPRESENT A STRATEGIC COMPONENT OF OUR PRODUCTS, BUT IT IS ALSO ONE OF THE MOST IMPORTANT NATURAL RESOURCES FOR THE PLANET AND HUMANKIND. PRESERVING THIS VALUABLE RESOURCE FOR ALL COMMUNITIES IS OF GREAT IMPORTANCE TO ARCA CONTINENTAL.

In addition to using water as an ingredient, it is also indispensable for other manufacturing processes that guarantee our products' constant quality, such as the cleaning of bottles, equipment and tanks.

As part of the Coca-Cola System, we are committed to the objectives of their 2020 Vision, which are framed within two great efforts towards the protection of water resources:

1. **Improve water use efficiency.**
2. **Neutralizing and conserving water sources.**

[G4-EN8]

## REDUCING WATER CONSUMPTION

In the last few years we have greatly succeeded in reducing our water consumption needs regarding beverage production. Our achievements are the result of our collaborators' awareness, commitment and teamwork, as they have implemented diverse water saving programs through our Operational Excellence and Participatory Management programs, and they have applied new technologies and replicated best practices.

### Among the best practices implemented we can mention:

- Water use optimization in washing machines
- Water recovery from carbon and sand filter retro-washing
- Water recovery from rinsing machines.
- Recuperation of cooling water for pumps.
- Dry lubrication of conveyors.
- Implementation of diverse programs for leak control.
- Creation of water saving committees.
- Optimization of water use for sanitation.
- Installation of water silos to reduce garden watering.
- Constant training and updating of environmental tendencies and natural resources management.

### WATER CONSUMPTION AGAINST PRODUCTION

| YEAR | M <sup>3</sup> USED WATER | M <sup>3</sup> BEVERAGE |
|------|---------------------------|-------------------------|
| 2010 | 13,075,264                | 6,670,769               |
| 2011 | 13,343,083                | 7,197,837               |
| 2012 | 13,041,012                | 7,377,959               |
| 2013 | 12,647,741                | 7,381,877               |

**NEUTRALIZE: RETURNING TO THE ENVIRONMENT TREATED WATER THAT WAS USED FOR OUR PROCESSES AND RESUPPLY WATER USED WITHIN OUR PRODUCTS.**

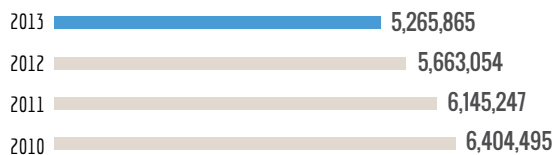


AT ARCA CONTINENTAL WE USE WATER RESPONSIBLY. THIS MEANS IN ADDITION TO REDUCING CONSUMPTION WE MAKE SURE ALL THE WATER USED IN THE PROCESS IS TREATED AND RETURNED TO THE ENVIRONMENT AT A LEVEL SUITABLE FOR AQUATIC LIFE. TO FULFILL THIS TASK, AND COMPLY WITH DISCHARGE STANDARDS TWO NEW INDUSTRIAL WATER TREATMENT PLANTS WERE BUILT: ONE OF THEM IN THE SAN AGUSTÍN BOTTLING OPERATION (TORREÓN, MEXICO) AND THE OTHER ONE IN SALTA (ARGENTINA). ALSO AT THE GUADALUPE PLANT, IN MEXICO, AN UPDATE WAS MADE TO THE WATER TREATING PLANT AND THE EFFLUENT SYSTEM WAS RE-ENGINEERED, IN ORDER TO RECOVER WATER FROM REACTOR TANKS AND FROM WATER TREATMENT FILTERS.



[G4-EN10]

### INDUSTRIAL WATER DISCHARGE (M<sup>3</sup>)

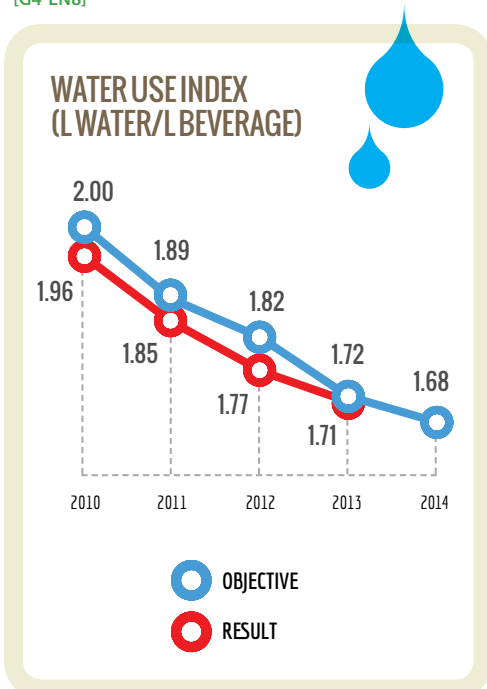


In 2013 we continued to treat 100% of the water used in our processes, thus contributing to environmental care.



### WE NOW USE LESS WATER PER LITER OF BEVERAGE PRODUCED:

[G4-EN8]



### WATER SOURCES CONSERVATION

In order to protect water we work closely with expert environmentalists and technicians specialised in hydrology for the development of studies on water vulnerability. These studies have as a purpose to analyse every watershed and well in all our production centers, to evaluate the impact, identify risks and define projects that allow us to ensure the vital liquid for the needs of the community and the business.

We made alliances with different organizations and institutions to develop water conservation projects such as the "Water Source Vulnerability Project" (SVA) together with Coca-Cola México and the World Wildlife Fund, in order to maintain the health of rivers, lakes and groundwater resources.

Working together with the Coca-Cola Company, we continue to spread our National Reforestation and Water Collection Program, under the coordination of Pronatura, and achieving a total of almost 18 million trees planted in over 5 years in 17,000 hectares of the territories we operate in. Thus, we contribute to conservation and viability outside these watersheds. Among this reforestation campaigns, the additional rescue of 87 hectares of natural protected areas in the Nevado de Colima is outstanding, as 44,400 endangered plant species were thus saved.

We are also a founding Company of the Metropolitan Water Fund in Monterrey, an initiative that gathers the efforts of various companies and organizations in order to protect the area's water resources with the use of high tech tools and solutions based on scientific studies.

WE PROTECT THE ECOSYSTEMS' BIODIVERSITY WITH CAMPAIGNS FOR REFORESTATION, WATERSHEDS PROTECTION AND CLEANING OF WATER BODIES.

## WATERSHED CONSERVATION

Along with the Latin American alliance for Water Funds, The Nature Conservancy and Coca-Cola, we started a project to finance sustainable management activities for Ecuador's watersheds. In September 2013 we started the first stage of the project "Strengthening Financial Mechanisms for Conservation and Participation in Supplying Watersheds Management", consisting in preparing the information and purchasing basic equipment to analyze the information on water funds priorities (precipitation, topography, water sources) and carrying out field trips to select areas (use of land, hazards, feasibility).

## PRESERVING PROTECTIVE AREAS

Arca Continental, along with the Coca-Cola Foundation Ecuador and Care International, carried out the Project "Adaptation to Rapid Glacier Retreat Impact in the Tropical Andes" (PRAA) which contributes to the preservation of the main water suppliers for Quito and favors the protection of the Antisana Ecological Reservoir by producing organic forest orchards.

The project recovered 150 hectares of moorland and has benefitted 163 families in the micro watershed of Papallacta. Also, 20 out of the 100 productive units (organic orchards) are certified for clean production.



## WATER COLLECTION POTS

Many families face the difficult situation of lack of water, and their communities do not have the necessary infrastructure to allow them to enjoy use of water in their daily lives.

In this context, the National Program for Reforestation and Water Collection carries out the necessary technical studies to adapt rainwater collection pots in the communities we operate in. In 2013 3 collecting pots were installed in the communities of Santiago Bayacora, in the state of Durango, El Naranjo, in Santa Fe and Monte Caldera in San Luis Potosí, to benefit more than 7,500 people.

# Carbon footprint

[G4-EN19]

WE CONTINUE TO INTEGRATE INTO OUR OPERATIONAL STRATEGY, ELEMENTS THAT ALLOW US TO CONTRIBUTE TO REDUCING GREENHOUSE GAS EMISSIONS AND PROTECTING THE ENVIRONMENT.



Climate change is a current challenge that does not only involve the Companies, but also one that demands a universal strategy and position in which countries, governments, organizations, industries and individuals must make an effort to progressively reduce our greenhouse gas emissions and assume responsibilities in the face of this phenomenon.

At Arca Continental we have implemented various actions aimed at reducing our carbon footprints through the incorporation of greater energy benefit practices and the use of alternative fuels, among others, which, in addition, represent greater productivity and best results for our business.

Since we are interested in maintaining this philosophy in the face of climatic change, in 2013 we defined two very punctual goals to be fulfilled by 2020:

- 1. To reduce our carbon footprint throughout our value chain by 25%.**
- 2. To get 50% of our energy from renewable sources.**

AS PART OF OUR COMMITMENT TOWARDS PREVENTION AND EFFICIENT USE OF NATURAL RESOURCES, WE PROVIDE CONTINUOUS TRAINING ON ENVIRONMENTAL SUBJECTS FOR OUR COLLABORATORS AND STRATEGIC SUPPLIERS.

[G4-EN16, G4-EN19, G4-EN32]

## REDUCING OUR CARBON PRINT IN THE VALUE CHAIN

In order to achieve this goal, we must focus our efforts towards reducing greenhouse gas emissions throughout our value chain. This implies not just mitigating the environmental effect of all our production processes, but also reducing it from our packaging materials, distribution fleet, refrigeration equipment and ingredient supply for all our operations.

In 2013, along with Coca-Cola Mexico the first stage of our plan to measure our carbon print was designed and put into practice with our suppliers. Awareness sessions on carbon footprint were given to our main suppliers, including training on the methodology to measure greenhouse gas emissions.

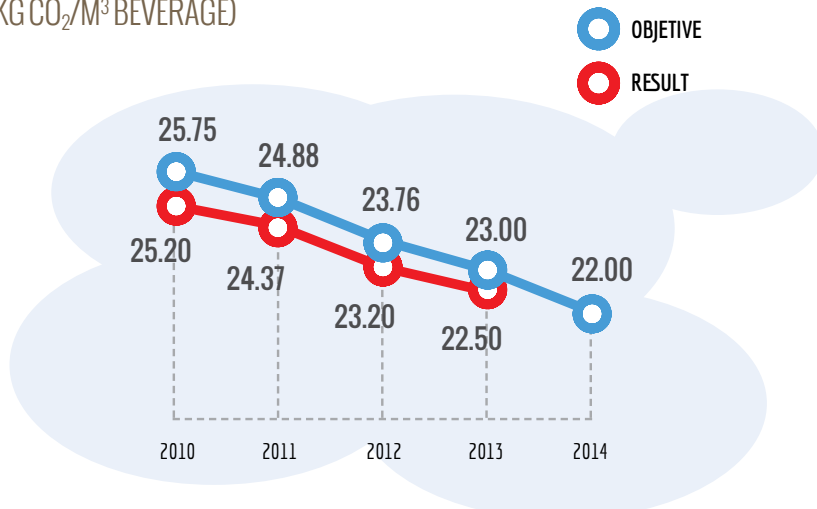
Inside our Company we work with our main PET containers suppliers to establish a shared environmental management system that shall allow us to measure the main impacts and gather valuable information on risks and opportunities, as well as to establish on-going improvement plans.



WITH CLIMATE CHANGE PREVENTION IN MIND, WE WORK ON THE DEVELOPMENT OF NEW TECHNOLOGIES FOCUSED ON REDUCING OUR GREENHOUSE GAS EMISSIONS.

[G4-EN6, G4-EN15, G4-EN19]

## GREENHOUSE GAS EMISSIONS INDEX-MANUFACTURING (KG CO<sub>2</sub>/M<sup>3</sup> BEVERAGE)



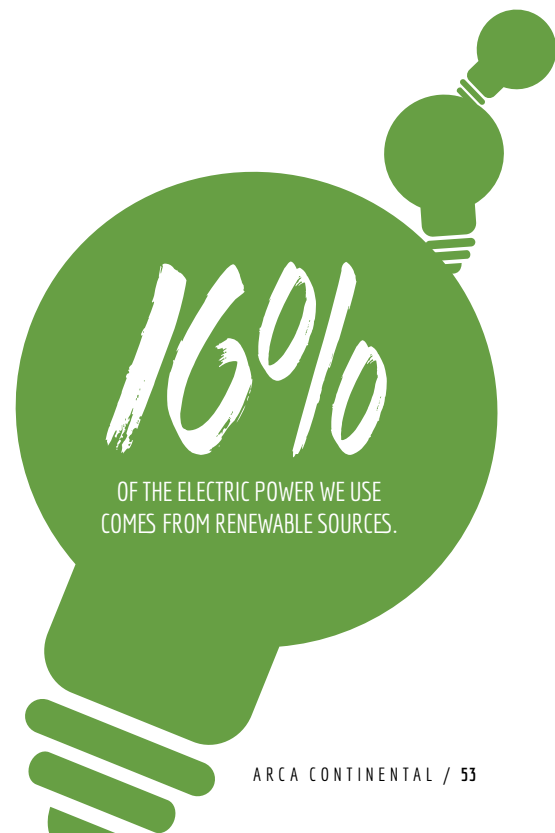
[G4-22] \* Conversion factors were adjusted and corrected for historical data.

[G4-EN4, G4-EN16, G4-EN19]

## USING RENEWABLE ENERGIES

Using renewable energies is a strategy to achieve our objectives regarding greenhouse gas emissions for the year 2020. Since 2011 we started integrating clean energy coming from biomass-based co-generation (sugar cane mash), which, in 2013, represented an electric energy volume of 42.7 GWh.

We also completed the negotiations to start Eolic power supply for 40 GWh yearly in our Mexican plants. This will prevent emissions of approximately 20,000 tons of CO<sub>2</sub> per year.





## GOOD ENERGY EFFICIENCY PRACTICES:

1. Implementing a program to inspect and repair compressed air leaks.
2. Implementing a program to inspect and repair all vapor leaks.
3. Implementing a program to inspect and repair all cold and hot plumbing isolations, including valves.
4. Reducing compressed air pressure to the acceptable minimum.
5. Eliminating compressed air blade use as much as the operations allow.
6. Convert the plant's lightening system to a high efficiency one.
7. Ensuring that the heating system, ventilation and air conditioning filters are cleaned at least once a year and that thermostats are functioning.
8. Ensure that there is at least 75% return of vapor condensation.
9. Ensuring that all control systems are programmed to reduce the amount of consumed energy.
10. Implementing a training/participation program for staff-members.

## BETTER MANUFACTURING PRACTICES

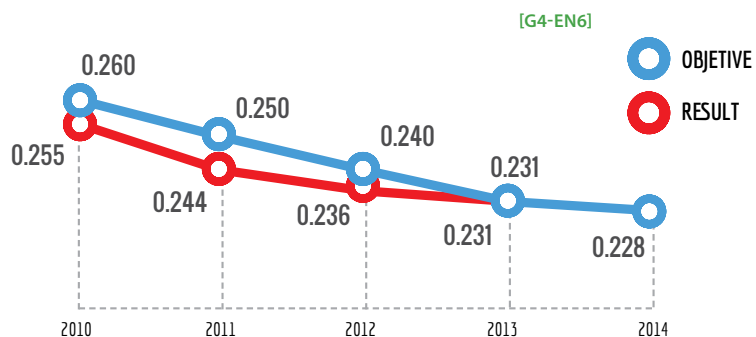
We have implemented optimization projects for our refrigeration systems in our plants in Insurgentes, Guadalupe, La Favorita, Zapopan, San Luis and Aguascalientes in order to improve performance and create consumption savings. These projects involve, among other activities, installing cooling towers in order to reduce the temperature of supply waters and reduce the charge for the refrigeration system.

We have also worked to implement good practices for energy saving in all our bottling plants, in line with the program "Top 10 Energy-Savings Challenge", developed and promoted around the world by the Coca-Cola Company and the World Wildlife Fund.

Our Insurgentes Plant was the first Mexican bottling plant to successfully complete the program and achieve this significant certification. Our Hermosillo Plant also completed the program during 2013.

## WE CONTINUE TO IMPROVE ENERGY EFFICIENCY IN OUR PROCESSES

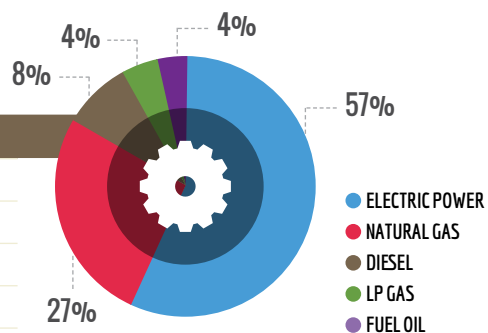
### ENERGY USE INDEX (MJ/L BEVERAGE)



## INNER ENERGY CONSUMPTION IN MANUFACTURING (MEGAJOULES)

[G4-EN3, G4-EN19]

| YEAR | ELECTRIC POWER | NATURAL GAS | DIESEL  | LP GAS | FUELOIL |
|------|----------------|-------------|---------|--------|---------|
| 2010 | 959,870        | 392,377     | 221,918 | 66,355 | 60,078  |
| 2011 | 1,016,901      | 436,024     | 167,759 | 77,092 | 66,506  |
| 2012 | 1,008,397      | 441,907     | 148,299 | 77,436 | 67,147  |
| 2013 | 970,028        | 453,683     | 143,316 | 73,693 | 62,746  |





[G4-EN4, G4-EN15, G4-EN19, G4-EN30]

## ENERGY EFFICIENCY IN DISTRIBUTION

More than 14,056 transport units are used every day in various beverage and snack production and distribution centers in the four countries we operate in. Our main concern is to use greener fuels, to lower our consumption, and as a result to reduce our CO<sub>2</sub> emissions.

In 2013, we launched our fuel management and control system, and we avoided unnecessary movements. We also performed preventive maintenance and we chose to divide units according to the distance they go across. All these actions allowed us to control and improve fuel efficiency by 3%.

As part of the ongoing improvement programs in production plants, we started a pilot program to use natural gas as fuel for the service lifts fleets in our Guadalupe Plant, thus achieving great environmental and economic benefits.

This practice has been so innovative that we have received petitions from leading companies of other sectors and from the Secretary of the Environment of the state of Nuevo Leon to learn about it and share it.

Our challenge is to continue to reduce emissions and to replicate this practice in our Insurgentes Plant next year.



[G4-EN4, G4-EN16, G4-EN19]

## ENERGY EFFICIENCY IN REFRIGERATION

REDUCING ENERGY CONSUMPTION IN REFRIGERATION PROCESSES AND USING GREEN COOLANTS ARE IMPORTANT COMPONENTS OF OUR ENVIRONMENT PROTECTION ACTIVITIES. IN 2013 WE INTRODUCED 6,000 REFRIGERATORS WITH CO<sub>2</sub> GAS TECHNOLOGY IN MEXICO. THIS TECHNOLOGY OFFERS GREATER REFRIGERATING POWER AND REDUCES OUR VALUE CHAIN EMISSIONS.

TODAY, WE HAVE 506,000 CFC GAS-FREE REFRIGERATORS IN ALL OUR TERRITORIES.



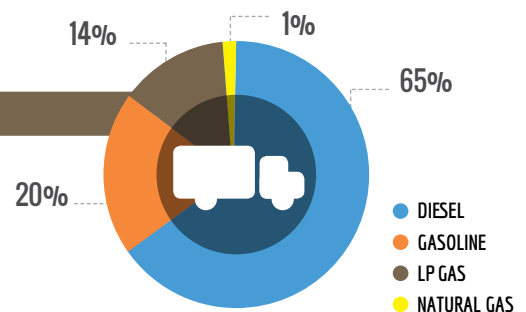
AT OUR GUADALUPE PLANT, CO<sub>2</sub> EMISSIONS FROM SERVICE LIFTS WERE REDUCED BY 30% WITH THE USE OF NATURAL GAS.

### INNER ENERGY CONSUMPTION IN FLEETS (MEGAJOULES)

[G4-EN4, G4-EN19, G4-EN30]

| YEAR | DIESEL    | GASOLINE | LP GAS  | NATURAL GAS |
|------|-----------|----------|---------|-------------|
| 2011 | 1,472,000 | 442,309  | 362,607 | 17,169      |
| 2012 | 1,463,496 | 453,312  | 346,343 | 8,003       |
| 2013 | 1,481,233 | 461,286  | 308,372 | 30,288      |

SOLO BEBIDAS MÉXICO



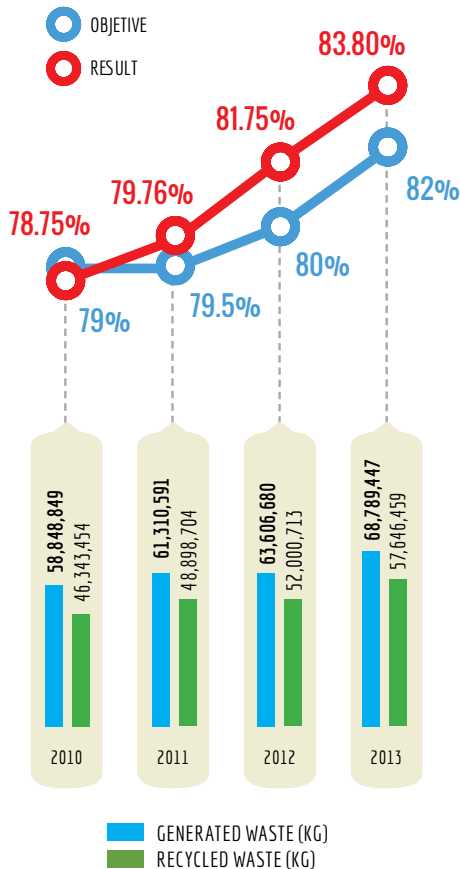
# Waste and Recycling

OUR GOAL IS TO SUCCEED IN RECYCLING 90% OF THE WASTE GENERATED BY OUR OPERATIONAL PROCESSES.

In 2013 we continued to implement our Plan for Integral Waste Management in all operations, including our distribution centers. We also increased our recycled waste index by 83%.

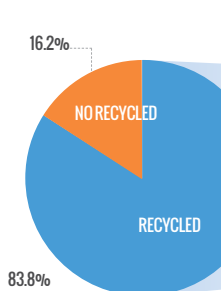
Additionally we continue to participate in ECOCE, an organization that promotes environmental education and container recovery through its programs for Educational, Institutional and Social collection, a key element to increase recovery rate in Mexico from 8% in 2002 to 60% in 2013.

## WASTE RECYCLING

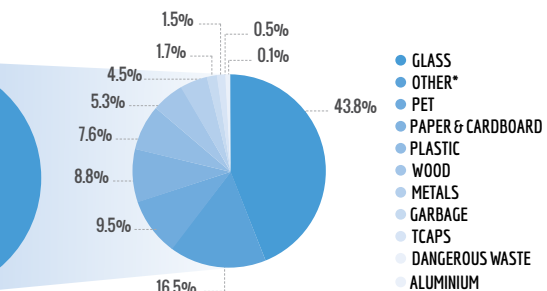


[G4-EN23]

WASTE GENERATED BY MANUFACTURING



RECYCLED WASTE BYTYPE



\* Mud, building materials, etc.

# Packaging

WE WORK TO DEVELOP SUSTAINABLE PACKAGING THAT IS NOT PERCEIVED AS WASTE, BUT AS A SOURCE OF VALUE FOR THE PRESERVATION OF THE ENVIRONMENT.

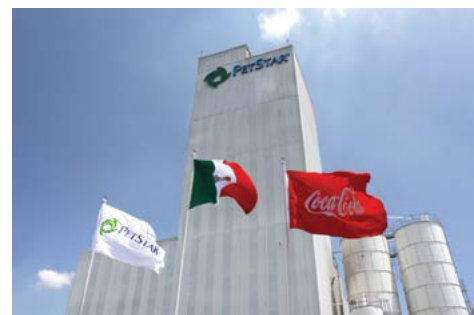
[G4-EN23]

As part of our strategy to incorporate more recycled materials and to reduce our use of raw materials in our packaging, we concluded the expansion of PetStar, the food-degree PET recycling plant that we lead together with Coca-Cola Mexico and a prestigious group of Mexican bottlers.

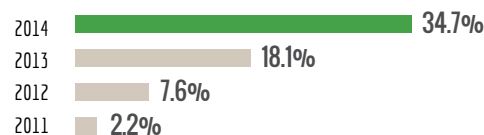
With its new capacity to process more than 60 million tons of PET per year, a totally integrated process from the collection of the material to its processing, and its high technology, PetStar became established in 2013 as the largest food degree PET recycling plant in the world, with a capacity to remove from the environment 3 thousand 100 million PET bottles.

During 2013, in our operations in Mexico, 13,700 tons of PCR were used in the making of non-returnable PET containers (NR PET), equivalent to 18.1% of the total consumption of resin in NR PET container (75,698 tons). By 2014, we expect to be using close to 25,000 tons of PCR, which would represent over 34% of the total consumption of resin in NR PET container.

We are also using materials made out of plants in our packaging. Bio Pet consumption in Mexico reached 805 tons, directed at the Ciel Plant Bottle Campaign for the NR 1 L presentation. In 2014 we are planning to extend this type of resin for other sustainability campaigns. In Argentina, 11% of the resin in Plant Bottle is used for the Coca-Cola 500ml and Coca-Cola Life presentations.



## PCR CONSUMPTION VS. TOTAL PET RESIN CONSUMPTION IN MEXICO



## PET RECYCLING IN ECUADOR: A SUCCESS STORY

We maintain the PET bottle collection practice in our various plants and agencies in Ecuador. In 2013, 12,214 tons were collected, thus reaching an approximate 67% of produced bottles both collected and recycled.

Under the concept of "helping the planet by recycling", the "Ecofest and Verdefest" event were developed in an alliance with diverse communication media. This was a PET collection contest between schools and universities in the cities of Quito and Guayaquil. 8 tons of PET bottles were collected. The earnings obtained were donated to the "Hermano Miguel" Foundation.



# Financial Performance

[G4-EC1]

## DIRECT ECONOMIC VALUE CREATED (DEV C)

|                    |        |
|--------------------|--------|
| Net sales          | 60,359 |
| Financial products | 198    |
| Asset sales        | 47     |
| Total DEV C        | 60,604 |

## DISTRIBUTED ECONOMIC VALUE (DEV D)

|                           |        |
|---------------------------|--------|
| Sales cost                | 31,344 |
| Salaries, social benefits | 9,386  |
| Others expenses           | 170    |
| Taxes                     | 2,775  |
| Dividends                 | 4,833  |
| Interests                 | 1,105  |
| Investment in community   | 59     |
| Total DEV D               | 49,672 |

## RETAINED ECONOMIC VALUE (REV E)

|             |        |
|-------------|--------|
| Total REV E | 10,932 |
|-------------|--------|

Decreed data, 2013. Amounts expressed in MX. PS. Millions.

IN 2013 WE APPLIED STRATEGIES TO STRENGTHEN OUR PRODUCTS COMPETITIVENESS AND AFFORDABILITY, SUCH AS MAINTAINING OUR PRICE INCREASE IN LINE WITH INFLATION TO SUPPORT THE CONSUMERS' ECONOMY AND MAINTAIN A PERMANENT INVESTMENT IN THE MARKET.

In 2013 our sales grew by 7.3%, and their value reached 60 thousand 359 MX. PS. Millions and a volume of 349 million unit boxes, in line with the previous year. Volume was affected by different factors in each territory and country, such a weak economic growth, a consumption drop or different adverse weather events.

A fundamental aspect of our performance is our market share which, thanks to a superior commercial execution, our constant investment in the market, our new service models and the effort of all our collaborators, has registered punctual improvements in various categories in all the territories we serve.

In the case of our complementary businesses, we advanced towards the incorporation of Wise, Inalecsa and Bokados with our cross-product sales particularly in Mexico with Wise, very successfully in Monterrey and Guadalajara, and with Topitos by Bokados and Tortolines by Inalecsa in the USA. The above positions us as a relevant player in the snack industry at the continental level.

## SUPPORTING SMALL BUSINESSES

Year after year we support small businesses with adequate equipment for product selling, advertising material and training programs that favor better management and growth of these micro businesses. This activity translates in important economic, social and environmental benefits.

FOR FURTHER INFORMATION VISIT:

<http://www.arcacontal.com/inversionistas/reportes-financieros.aspx>



39,273

DIRECT JOBS

1,570,000

INDIRECT JOBS

# Award and Certifications

[G4-16]

| AWARD OR CERTIFICATE   | AWARDED BY                   | CONSISTS OF   |
|--|------------------------------|---|
| IPC Sustainable Index  | Mexican Stock Exchange (BMV) | The incorporation of Arca Continental S.A.B. de C.V. into the IPC Sustainable Index for the third consecutive year.<br><br>The Sustainable Index includes companies listed at the BMV that have an outstanding performance in terms of Corporate Responsibility, Environmental Management and Corporate Governance. |
| Socially Responsible Company Distinction (ESR)                     | CEMEFI AND ALIARSE           | A distinction received for the eleventh consecutive year for displaying a group of standards and programs linked to the Company and related to ethics, life quality, links to the community and environmental care.   |
| Great Place to Work Certification (in the +5,000 workers category) | Great Place to Work Mexico.  | An award to Arca Continental and Bebidas Mundiales. Our plants in the Central Area, Tamaulipas, Pacífico Sur, Pacífico Norte, Chihuahua, Coahuila and Nuevo León are also certified.  |
| Excellence in Execution Cup  | The Coca-Cola Company        | By standout in Category Leadership actions in the LatinCenter Region  |
| Certification as a Benchmark Center of Operational Excellence      | The Coca-Cola Company        | Our Culiacán Plant in Mexico was awarded at a world level by the Coca-Cola Company for being the first plant to be certified as a Benchmark Center of Operational Excellence.   |
| Award to the "Best Management Team"                                | LatinFinance Magazine        | An award to Arca Continental, S.A.B. de C.V. for its financial strength and its good results regarding human capital  |

## HIGH QUALITY STANDARDS

AS PROVIDERS OF BEVERAGES FOR THE COCA-COLA COMPANY, WE ARE STRONGLY ORIENTED TOWARDS A HIGH QUALITY PHILOSOPHY. WE MAINTAIN STRICT HYGIENE, SAFETY AND QUALITY CONTROLS WITH INTERNATIONAL RECOGNITION. OUR INTEGRAL QUALITY AND ON-GOING IMPROVEMENT SYSTEM (CIMAC) ALLOWS US TO ENSURE EACH PHASE OF THE PRODUCTION PROCESS THROUGH QUALITY CONTROL TESTS THAT ENSURE OUR BEVERAGES AND SNACKS HAVE OPTIMAL HYGIENE AND QUALITY LEVELS. IN THE CASE OF BEVERAGES WE ARE CERTIFIED IN QUALITY MANAGEMENT UNDER ISO 9001 IN OUR 26 PLANTS. ALL OF THEM ALSO HAVE FOOD SAFETY CERTIFICATION FSSC 22000. OUR 23 PLANTS IN MEXICO AND ARGENTINA HAVE THE ENVIRONMENTAL MANAGEMENT CERTIFICATION ISO 14001, AND 17 OF THEM ARE CERTIFIED REGARDING OCCUPATIONAL SAFETY AND HEALTH ACCORDING TO STANDARD OHSAS 18001. IN THE CASE OF SNACKS, WE HAVE THE ISO 9001 CERTIFICATION IN OUR BOKADOS PLANTS. THE SANTA CATERINA BOKADOS PLANT ALSO HAS THE FOOD SAFETY CERTIFICATION FSSC 22000.

# GRI Content Index

[G4-32]

FOR "IN ACCORDANCE" – CORE

GENERAL STANDARD DISCLOSURES

| GENERAL STANDARD DISCLOSURES                      | DESCRIPTION   | PAGE / DIRECT ANSWER  | EXTERNAL ASSURANCE | PRINCIPLES GLOBAL COMPACT |
|---|---|---|--------------------|---------------------------|
| <b>STRATEGY AND ANALYSIS</b>                      |   |   |                    |                           |
| G4-1  | STATEMENT FROM CHAIRMAN OF THE BOARD AND THE CEO  | 4-5   | YES. PAGE 64       |                           |
| <b>ORGANIZATIONAL PROFILE</b>                     |   |   |                    |                           |
| G4-3  | NAME OF THE ORGANIZATION.   | INSIDE THE COVER BACK                                       | YES. PAGE 64       |                           |
| G4-4  | PRIMARY BRANDS, PRODUCTS, AND SERVICES  | 6-7   | YES. PAGE 64       |                           |
| G4-5  | LOCATION OF THE ORGANIZATION'S HEADQUARTERS.  | INSIDE THE COVER BACK                                       | YES. PAGE 64       |                           |
| G4-6  | COUNTRIES WHERE THE ORGANIZATION OPERATES AND SPECIFICALLY RELEVANT TO THE SUSTAINABILITY TOPICS. | 6-7   | YES. PAGE 64       |                           |
| G4-7  | NATURE OF OWNERSHIP AND LEGAL FORM.   | INSIDE THE COVER BACK                                       | YES. PAGE 64       |                           |
| G4-8  | MARKETS SERVED.   | 6-7   | YES. PAGE 64       |                           |
| G4-9  | SCALE OF THE ORGANIZATION.  | 6-7   | YES. PAGE 64       |                           |
| G4-10   | NUMBER OF EMPLOYEES BY EMPLOYMENT CONTRACT AND GENDER.  | 29,34   | YES. PAGE 64       |                           |
| G4-11   | EMPLOYEES COVERED BY COLLECTIVE BARGAINING AGREEMENTS.  | 34  | YES. PAGE 64       |                           |
| G4-12   | ORGANIZATION'S SUPPLY CHAIN.  | 42-43   | YES. PAGE 64       | PRINCIPLE 3               |
| G4-13   | SIGNIFICANT CHANGES DURING THE PERIOD.  | 7   | YES. PAGE 64       |                           |
| G4-14   | PRECAUTIONARY APPROACH OR PRINCIPLE IS ADDRESSED BY THE ORGANIZATION.                             | 8,18  | YES. PAGE 64       | PRINCIPLES 7,8,9          |
| G4-15   | CHARTERS AND PRINCIPLES TO WHICH THE ORGANIZATION SUBSCRIBES.                                     | TEN PRINCIPLES - UNITED NATIONS GLOBAL COMPACT              | YES. PAGE 64       |                           |
| G4-16   | MEMBERSHIPS OF ASSOCIATIONS.  | 59  | YES. PAGE 64       |                           |
| <b>IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES</b> |   |   |                    |                           |
| G4-17   | ENTITIES INCLUDED IN THE ORGANIZATION'S FINANCIAL STATEMENTS.                                     | VIEW MATERIALITY  | YES. PAGE 64       |                           |
| G4-18   | CONTENT PROCESS AND ASPECT BOUNDARIES.  | 1<br>VIEW MATERIALITY                                       | YES. PAGE 64       |                           |
| G4-19   | MATERIAL ASPECTS IDENTIFIED IN THE PROCESS FOR DEFINING REPORT CONTENT.                           | 1<br>VIEW MATERIALITY                                       | YES. PAGE 64       |                           |
| G4-20   | ASPECT BOUNDARY WITHIN THE ORGANIZATION.  | VIEW MATERIALITY  | YES. PAGE 64       |                           |
| G4-21   | ASPECT BOUNDARY OUTSIDE THE ORGANIZATION.   | VIEW MATERIALITY  | YES. PAGE 64       |                           |
| G4-22   | EFFECT OF RESTATEMENTS OF INFORMATION PROVIDED IN PREVIOUS REPORTS.                               | EMISSION CALCULATIONS WERE REPLACED BY NEW EMISSION FACTORS | YES. PAGE 64       |                           |
| G4-23   | SIGNIFICANT CHANGES FROM PREVIOUS REPORTING PERIODS.  | 7   | YES. PAGE 64       |                           |
| <b>STAKEHOLDER ENGAGEMENT</b>                     |   |   |                    |                           |
| G4-24   | STAKEHOLDER GROUPS.   | 12,13   | YES. PAGE 64       |                           |
| G4-25   | BASIS FOR IDENTIFICATION AND SELECTION OF STAKEHOLDERS.   | 12,13   | YES. PAGE 64       |                           |
| G4-26   | ORGANIZATION'S APPROACH TO STAKEHOLDER ENGAGEMENT.  | 10-13   | YES. PAGE 64       |                           |
| G4-27   | KEY TOPICS AND CONCERNS RAISED THROUGH STAKEHOLDER ENGAGEMENT.                                    | 10-13   | YES. PAGE 64       |                           |

| GENERAL STANDARD DISCLOSURES                | DESCRIPTION  | PAGE / DIRECT ANSWER | EXTERNAL ASSURANCE | PRINCIPLES GLOBAL COMPACT |
|---|--|----------------------|--------------------|---------------------------|
| <b>REPORT PROFILE</b>                       |  |                      |                    |                           |
| G4-28                                       | REPORTING PERIOD.  | INSIDE COVER         | YES. PAGE 64       |                           |
| G4-29                                       | DATE OF MOST RECENT PREVIOUS REPORT (IF ANY).                          | INSIDE COVER         | YES. PAGE 64       |                           |
| G4-30                                       | REPORTING CYCLE (SUCH AS ANNUAL, BIENNIAL).                            | INSIDE COVER         | YES. PAGE 64       |                           |
| G4-31                                       | CONTACT POINT FOR QUESTIONS REGARDING THE REPORT OR ITS CONTENTS.      | INSIDE COVER         | YES. PAGE 64       |                           |
| <b>GRI CONTENT INDEX</b>                    |  |                      |                    |                           |
| G4-32                                       | REPORT THE 'IN ACCORDANCE' OPTION THE ORGANIZATION HAS CHOSEN.         | INSIDE COVER 60      | YES. PAGE 64       |                           |
| <b>ASSURANCE</b>                            |  |                      |                    |                           |
| G4-33                                       | POLICY AND CURRENT PRACTICE WITH REGARD TO SEEKING EXTERNAL ASSURANCE. | 64                   | YES. PAGE 64       |                           |
| <b>GOVERNANCE</b>                           |  |                      |                    |                           |
| <b>GOVERNANCE STRUCTURE AND COMPOSITION</b> |  |                      |                    |                           |
| G4-34                                       | GOVERNANCE STRUCTURE OF THE ORGANIZATION.                              | 14-17                | YES. PAGE 64       | PRINCIPLE 10              |
| <b>ÉTICA E INTEGRIDAD</b>                   |  |                      |                    |                           |
| G4-56                                       | ORGANIZATION'S VALUES, PRINCIPLES, STANDARDS AND NORMS.                | 2, 19                | YES. PAGE 64       | PRINCIPLE 10              |

SPECIFIC STANDARD DISCLOSURES

| MATERIAL ASPECTS                         | MANAGEMENT APPROACH AND INDICATORS | PAGE / DIRECT ANSW  | NON-PUBLICATION  | EXTERNAL ASSURANCE | PRINCIPLES GLOBAL COMPACT |
|--|------------------------------------|---|--|--------------------|---------------------------|
| <b>ECONOMY</b>                           |                                    |   |  |                    |                           |
| <b>ECONOMIC PERFORMANCE</b>              |                                    |   |  |                    |                           |
|  | G4-EC1                             | DIRECT ECONOMIC VALUE GENERATED AND DISTRIBUTED (EVGD&D).   | 58   |                    | NO                        |
|  | G4-EC3                             | PLAN'S LIABILITIES BY THE ORGANIZATION'S GENERAL RESOURCES.   | 33   |                    | NO                        |
| <b>ENVIRONMENTAL</b>                     |                                    |   |  |                    |                           |
| <b>ENERGY</b>                            |                                    |   |  |                    |                           |
|  |                                    | DISCLOSURES ON MANAGEMENT APPROACH  | 10,11,48,52  |                    | NO                        |
|  | G4-EN3                             | CONSUMPTION FROM NON-RENEWABLE SOURCES.   | THE ENVIRONMENTAL ÁREA HAS AN INTERNAL PROGRAM THAT RECORDS AND STORES ALL ENVIRONMENTAL INDICATORS. CONSUMPTION ARE IN: PAGE 54 |                    | NO                        |
|  | G4-EN4                             | ENERGY CONSUMED OUTSIDE OF THE ORGANIZATION.  | 53,55  |                    | NO                        |
|  | G4-EN6                             | AMOUNT OF REDUCTIONS IN ENERGY CONSUMPTION.   | 3,53-54  |                    | NO                        |
| <b>WATER</b>                             |                                    |   |  |                    |                           |
|  |                                    | DISCLOSURES ON MANAGEMENT APPROACH  | 10,11,48,49  |                    | NO                        |
|  | G4-EN8                             | VOLUME OF WATER WITHDRAWN.  | 49,50<br>SOURCES ARE OWN WELLS   |                    | NO                        |
|  | G4-EN9                             | WATER SOURCES SIGNIFICANTLY AFFECTED BY WITHDRAWAL.   | NONE WATER SOURCES AFFECTED  |                    | NO                        |
|  | G4-EN10                            | WATER RECYCLED AND REUSED BY THE ORGANIZATION.  | 50   |                    | NO                        |
| <b>EMISSIONS</b>                         |                                    |   |  |                    |                           |
|  |                                    | DISCLOSURES ON MANAGEMENT APPROACH  | 10,11,48,52  |                    | NO                        |
|  | G4-EN15                            | (SCOPE 1) GHG EMISSIONS IN METRIC TONS OF CO2.  | 53,55  |                    | NO                        |
|  | G4-EN16                            | (SCOPE 2) GHG EMISSIONS IN METRIC TONS OF CO2.  | 53,55  |                    | NO                        |
|  | G4-EN19                            | GHG EMISSIONS REDUCTIONS.   | 52,53,55   |                    | NO                        |
| <b>EFFLUENTS AND WASTE</b>               |                                    |   |  |                    |                           |
|  |                                    | DISCLOSURES ON MANAGEMENT APPROACH  | 10,11,48,56  |                    | NO                        |
|  | G4-EN23                            | WEIGHT OF HAZARDOUS AND NON-HAZARDOUS WASTE.  | 56-57  |                    | NO                        |
|  | G4-EN24                            | NUMBER AND VOLUME OF RECORDED SIGNIFICANT SPILLS.   | NO- SPILLS   |                    | NO                        |
| <b>TRANSPORT</b>                         |                                    |   |  |                    |                           |
|  | G4-EN30                            | ENVIRONMENTAL IMPACTS OF TRANSPORTING PRODUCTS AND MATERIALS FOR THE ORGANIZATION'S OPERATIONS, TRANSPORTING MEMBERS. | 55   |                    | NO                        |
| <b>SUPPLIER ENVIRONMENTAL ASSESSMENT</b> |                                    |   |  |                    |                           |
|  |                                    | DISCLOSURES ON MANAGEMENT APPROACH  | 42,43,53   |                    | NO                        |
|  | G4-EN32                            | NEW SUPPLIERS SCREENED USING ENVIRONMENTAL CRITERIA.  | 43,53<br>100%  |                    | NO                        |
| <b>SOCIAL</b>                            |                                    |   |  |                    |                           |
| <b>LABOR PRACTICES AND DECENT WORK</b>   |                                    |   |  |                    |                           |
| <b>EMPLOYMENT</b>                        |                                    |   |  |                    |                           |
|  |                                    | DISCLOSURES ON MANAGEMENT APPROACH  | 10,11,29   |                    | NO                        |
|  | G4-LA1                             | NUMBER AND RATE OF NEW EMPLOYEE HIRES.  | 29   |                    | NO                        |
|  | G4-LA2                             | BENEFITS.   | 33   |                    | NO                        |
| <b>OCCUPATIONAL HEALTH AND SAFETY</b>    |                                    |   |  |                    |                           |
|  |                                    | DISCLOSURES ON MANAGEMENT APPROACH  | 10,11,29   |                    | NO                        |
|  | G4-LA5                             | HEALTH AND SAFETY COMMITTEE OPERATES WITHIN THE ORGANIZATION.   | 51%  |                    | NO                        |



| MATERIAL ASPECTS                               | MANAGEMENT APPROACH AND INDICATORS  | PAGE / DIRECT ANSW | NON-PUBLICATION | EXTERNAL ASSURANCE | PRINCIPLES GLOBAL COMPACT |
|--|---|--------------------|-----------------|--------------------|---------------------------|
| <b>TRAINING AND EDUCATION</b>                  |   |                    |                 |                    |                           |
| G4-LA9   | HOURS OF TRAINING THAT ORGANIZATION'S EMPLOYEES UNDERTAKEN.   | 31                 |                 | NO                 |                           |
| G4-LA10  | PROGRAMS IMPLEMENTED AND ASSISTANCE PROVIDED TO UPGRADE EMPLOYEE SKILLS.  | 31,32              |                 | NO                 |                           |
| G4-LA11  | EMPLOYEES BY GENDER AND EMPLOYEE CATEGORY WITH REGULAR PERFORMANCE AND CAREER DEVELOPMENT.  | 32<br>95%          |                 | NO                 | PRINCIPLES 1,2            |
| <b>SUPPLIER ASSESSMENT FOR LABOR PRACTICES</b> |   |                    |                 |                    |                           |
| G4-LA15  | SUPPLIERS SUBJECT TO IMPACT ASSESSMENTS.  | 43                 |                 | NO                 | PRINCIPLES 4,5,6          |
| <b>HUMAN RIGHTS</b>                            |   |                    |                 |                    |                           |
|  | DISCLOSURES ON MANAGEMENT APPROACH  | 10,11,35           |                 | NO                 |                           |
| <b>HUMAN RIGHTS GRIEVANCE MECHANISMS</b>       |   |                    |                 |                    |                           |
| G4-HR12  | GRIEVANCES ABOUT HUMAN RIGHTS IMPACTS FILED.  | 35                 |                 | NO                 |                           |
| <b>SOCIETY</b>                                 |   |                    |                 |                    |                           |
| <b>LOCAL COMMUNITIES</b>                       |   |                    |                 |                    |                           |
|  | DISCLOSURES ON MANAGEMENT APPROACH  | 10,11,38           |                 | NO                 |                           |
| G4-S01   | IMPACT ON COMMUNITIES.  | 22,23,36-41        |                 | YES. PAGE 64       |                           |
| <b>PRODUCT RESPONSIBILITY</b>                  |   |                    |                 |                    |                           |
| <b>CUSTOMER HEALTH AND SAFETY</b>              |   |                    |                 |                    |                           |
|  | DISCLOSURES ON MANAGEMENT APPROACH  | 10,11,24,25,59     |                 | NO                 |                           |
| G4-PR2   | REGULATIONS AND VOLUNTARY CODES ON HEALTH AND SAFETY.   | NO INCIDENTS       |                 | NO                 |                           |
| <b>PRODUCT AND SERVICE LABELING</b>            |   |                    |                 |                    |                           |
|  | DISCLOSURES ON MANAGEMENT APPROACH  | 10,11,24,25        |                 | NO                 |                           |
| G4-PR3   | PRODUCT INFORMATION.  | 3,25               |                 | NO                 |                           |
| G4-PR4   | "REGULATIONS AND VOLUNTARY CODES OF PRODUCT AND SERVICE ON LABELING."   | NO, NON-COMPLIANCE |                 | NO                 |                           |
| G4-PR5   | CUSTOMER SATISFACTION SURVEYS.  | 44                 |                 | NO                 |                           |
| <b>FOOD PROCESSING SECTOR SUPPLEMENT</b>       |   |                    |                 |                    |                           |
|  | DISCLOSURES ON MANAGEMENT APPROACH  | 10,11,24,25        |                 | NO                 |                           |
| FP1  | "PERCENTAGE OF PURCHASES VOLUME FROM SUPPLIERS COMPLIANT WITH COMPANY'S SOURCING POLICY."   | 100%               |                 | YES. PAGE 64       |                           |
| FP4  | PROGRAMS THAT PROMOTE HEALTHY LIFESTYLES, PREVENTION OF CHRONIC DISEASE, ACCESS TO HEALTHY, NUTRITIOUS AND AFFORDABLE FOOD; AND IMPROVEMENT IN COMMUNITY WELLNESS | 21-25              |                 | NO                 |                           |
| FP5  | "PERCENTAGE OF PRODUCTION VOLUME CERTIFIED BY INDEPENDENT THIRD PARTY, ACCORDING TO RECOGNIZED FOOD SAFETY INTERNATIONAL STANDARDS"                               | 0.10%              |                 | NO                 |                           |

# Verification Letter

[G4-33]



## Independent Verification Letter for Sustainability Report 2013, "Winning Formula", by Arca Continental.

### Scope

An independent and impartial revision has been made of Sustainability Report 2013 "Winning Formula" by Arca Continental.

Our work consisted in revising the contents of the report according to its coverage of performance indicators, the Company's materiality definition, and the report's compliance with the Global Reporting Initiative, GRI, version G4.

For the purpose of this verification, Redes Sociales took into consideration the independence ethical principles established by ISAE 3000, methodological references of standard AA1000AS, *The external assurance of sustainability reporting* by the GRI, as well as other standard guidelines Arca Continental took into consideration for the making of this report, and the principles established by the Global Compact.

### Summary of Activities

The following are the actions taken by Redes Sociales for the verification of this report:

- Access to evidences of how materiality was determined and indicators were selected for the development of contents.
- Analysis of information gathering and validation.
- Development of interviews with the members of staff who took part in the making of the report.
- Confirmation of coverage level of indicators included in the Report.
- Comparison with the 2012 Report regarding program follow-up, indicators increase and attention paid to previous recommendations.
- Confirmation of the number and conceptual reasonableness on the basis of a selection of performance indicators.



Information flow, data traceability and information completeness



Reasonableness of data

### Conclusions

- "Winning Formula" by Arca Continental covers the general and specific basic contents to be in "In accordance" - Core of the Guidelines for the Making of sustainability Reports of the Global Reporting Initiative, version G4.
- No evidence was found that the content of the revised indicators, as well as the data backing up the information on sustainable performance of Arca Continental, contains any errors or mistakes.
- The revision process shows that this Report communicates the selected indicators in a balanced and timely manner for verification.

### General Recommendations

On the basis of our work we would like to make the following general recommendations:

- Strengthening the coverage of indicators according to the measuring and presentation of results guidelines which are established in the standards subscribed by the Company.
- Consolidate the information gathering and validation processes in the business regions and units where material matters have an impact.

Mariana Martínez Valerio  
Redes Sociales en LT S.A. de C.V

### Declaration of independence, competence and responsibility of Redes Sociales

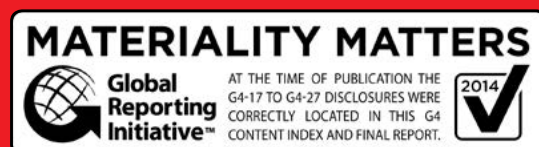
Staff Members of Redes Sociales have the necessary competence level to verify the fulfilment of standards used in the making of Sustainability reports. This enables them to issue a professional opinion on the reports produced by companies.

Redes Sociales's responsibility consisted on carrying out a limited revision of the report. In no case our verification declaration can be understood as an audit report, and hence no responsibility can be assumed on the inner management and control systems and processes information is obtained from. In addition, Arca Continental shall receive detailed observations and opportunity areas in a verification report for inner use of the Company.

The preparation of the report and its contents as well as its procedures and/or information gathering systems are the responsibility of Arca Continental.

## GLOSSARY

|                 |  |
|-----------------|--|
| PM              | PARTICIPATORY MANAGEMENT   |
| CFC             | CHLOROFLUOROCARBONS  |
| CO <sub>2</sub> | CARBON DIOXIDE   |
| EBITDA          | EARNING BEFORE INTEREST, TAXES, DEPRECIATION AND AMORTIZATION  |
| ECOCE           | COMPANY COMMITMENT AND ECOLOGY (ECOLOGÍA Y COMPROMISO EMPRESARIAL)   |
| EO              | OPERATIONAL EXCELLENCE. TECHNIQUES AND METHODOLOGIES THAT ALLOW US TO STANDARDIZE ON-GOING IMPROVEMENT GETTING ALL ASSOCIATES INVOLVED   |
| INALECSA        | INDUSTRIAS ALIMENTARIAS ECUATORIANAS, S.A.   |
| MCU             | MILLION BOXES PER UNIT. THE STANDARD UNIT IS EQUIVALENT TO 24 8OZ. PORTIONS  |
| NEUTRALIZE      | RETURNING TO THE ENVIRONMENT ALL TREATED WATER AFTER USED IN OUR PROCESSES AND REPLENISH USED WATER WITHIN OUR PRODUCTS.   |
| PCR             | POST CONSUMPTION RECYCLED RESIN  |
| PET             | POLIETILEN TEREFALATO  |
| PETSTAR         | PET RECYCLING PLANT. PETSTAR, S.A.P.I DE C.V.  |
| PROFEPA         | MEXICAN FEDERAL ATTORNEY'S GENERAL OFFICE FOR ENVIRONMENTAL PROTECTION   |
| RED SUMARSE     | A NETWORK OF COMPANIES IN NUEVO LEON THAT SEEK SOCIETY'S SUSTAINABLE DEVELOPMENT BY JOINING EFFORTS AND WILLS AND CARRYING OUT AND PROMOTING PROGRAMS OF HIGH SOCIAL IMPACT WORKING TOGETHER WITH ALL SECTORS OF THE COMMUNITY |
| BUSINESS UNIT   | DISTRIBUTION CENTER OR PLANT   |



FOR FURTHER INFORMATION ABOUT MATERIALITY, PLEASE CONSULT:  
<http://www.arcacontal.com/media/161628/ia2013acrsmaterialidad.pdf> 



EMPRESA  
SOCIALMENTE  
RESPONSABLE

[G4-7]

### ARCA CONTINENTAL, S.A.B. DE C.V.

Contact information for matters related to this report:

[G4-5]

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