



ARCACONTINENTAL

CIMA

**System of Integral Quality and
Improvement**

Arca Continental

Arca Continental's Integral Quality and Improvement System



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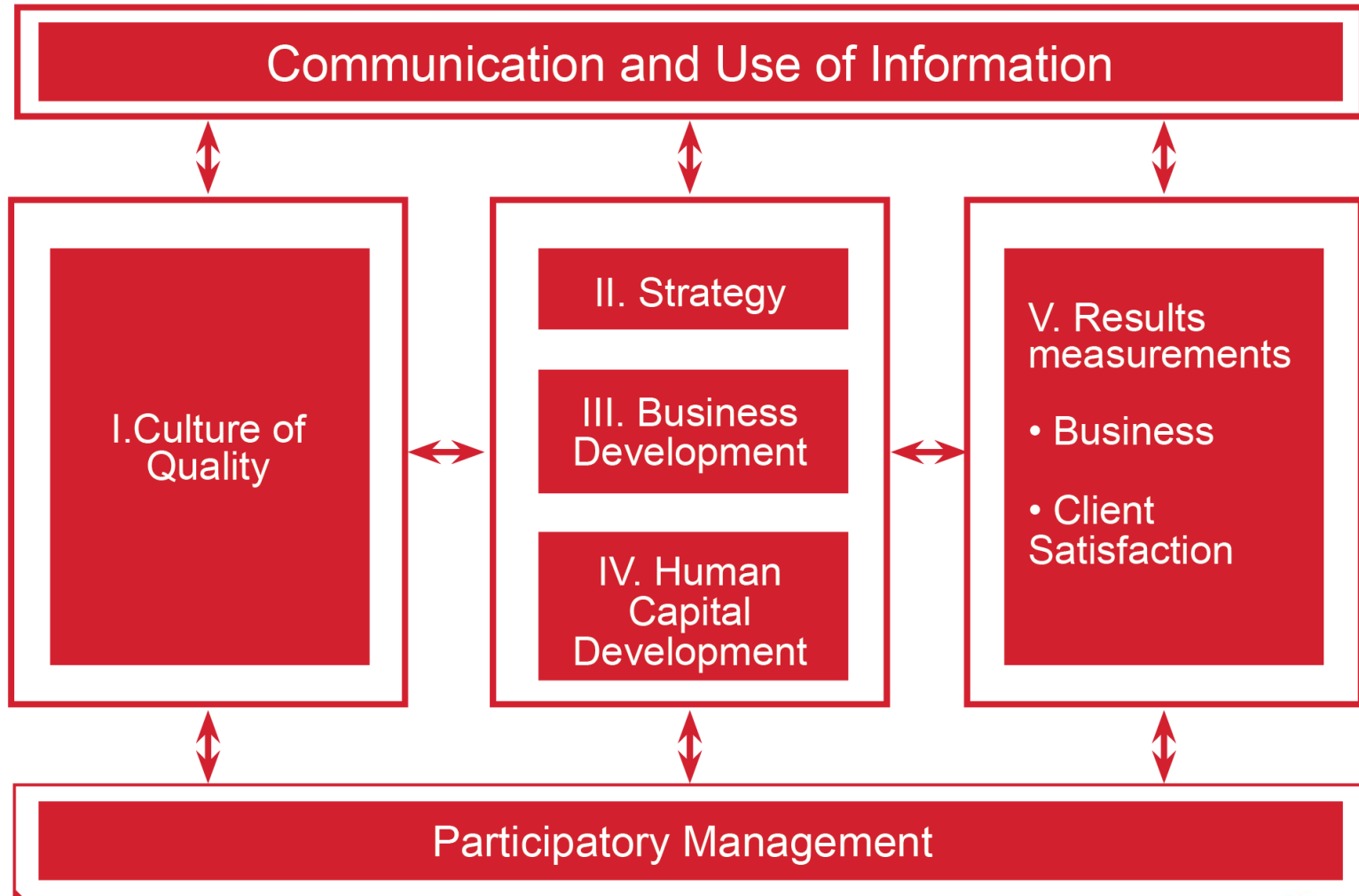
Arca Continental's Integral Quality and Improvement System



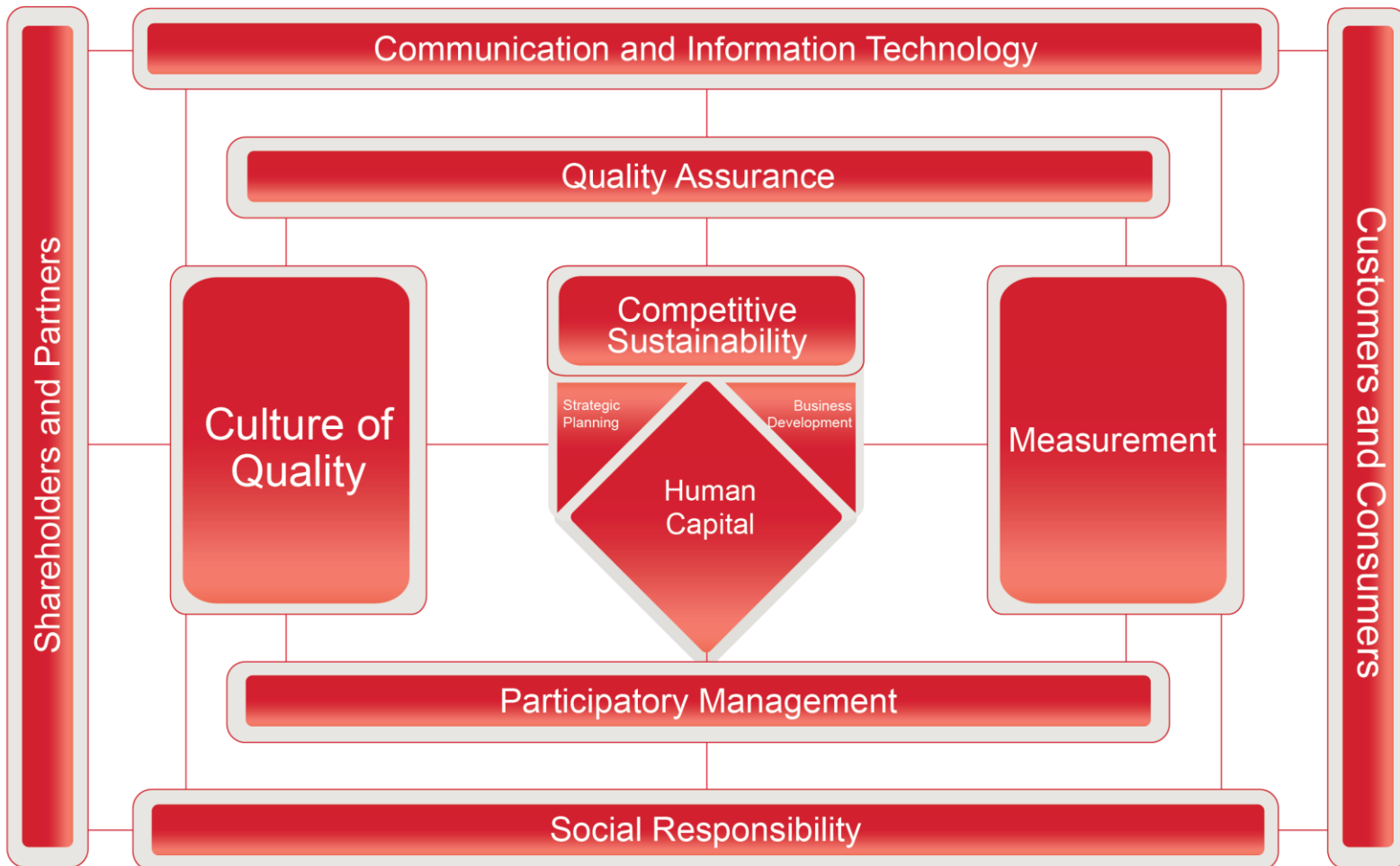
◆ CIMA's Concept and purpose

The INTEGRAL QUALITY AND IMPROVEMENT SYSTEM of ARCA CONTINENTAL is the management model that integrates and aligns all company initiatives for the purpose of increasing operational efficiency and total customer and consumer satisfaction to ensure sustainable competitive business.

Arca Continental's Integral Quality and Improvement System



Arca Continental's Integral Quality and Improvement System



Shareholders and Partners



The Board of Directors represents all shareholders of Arca Continental and of the founding families as well as institutional investors participating through the Mexican Stock Exchange. They provide the inspiration and guidance on how to conduct the company, establishing vision, a code of ethics, and in general, the whole culture of quality. The commitment of all the members of the organization is to materialize these guidelines in strategies, programs, and concrete actions focused on the creation of value and the sustainability of the company at long term.

Shareholders, is defined by this system as those interest groups with whom the company interacts, with those with whom they must maintain an institutional relationship of respect that is mutually beneficial and in accordance with the ethical principles defined by the shareholders.

Customers and Consumers



The reason for the company's daily activity is to be always close to our customers and consumers; providing moments of joy; accompanying them with a comprehensive and innovative portfolio of products and excellent service that exceeds their expectations and strengthens their preference towards the brands that are sold by our company.

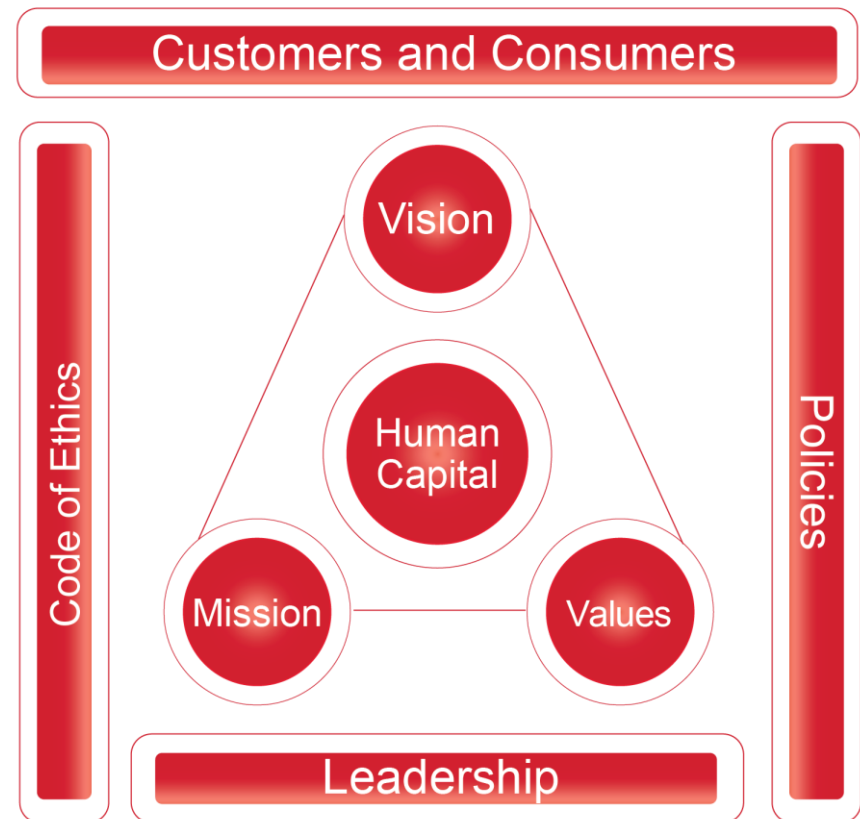
To maintain an ongoing dialogue of value with them that emphasizes the accurate identification of their needs in the different market segments is the essential principle for maintaining an attractive and profitable portfolio of products that consistently increases the competitiveness of the company.

Culture of Quality



The module of Culture of Quality is fundamental for upholding the philosophy of the company.

In order to achieve the full satisfaction of their customers and consumers, this model integrates the vision, mission, and values of Arca with a leadership focused on Human Capital and with strict adherence to the organization's policies and the code of ethics.



◆ VISION

It is to be the leaders in the market in a profitable and sustainable manner at every occasion where beverages and food are consumed.

Culture of Quality



◆ MISSION

It is to generate the maximum value for our customers, employees, communities, and shareholders by always satisfying the expectations of our consumers with excellence.

◆ **VALUES OF ARCA CONTINENTAL**

- ◆ Orientation and dedication to customer service
- ◆ Integrity based on respect and fairness
- ◆ Integral development of human capital
- ◆ Sustainability and social responsibility

Culture of Quality: Values of Arca Continental



◆ Focused on our customer and dedication to service

We are committed to meeting the needs of our customers and consumers, driven by vocation and a lifelong desire to meet and exceed their expectations by offering excellent service.

Culture of Quality: Values of Arca Continental



◆ Integrity supported by respect and fairness

We maintain an ongoing commitment to the truth. We act as a consequence of being congruent to what we do, think, and say. We preserve the assets of the company, the employees, and the community. We recognize and accept diversity as a characteristic of our times.

Culture of Quality: Values of Arca Continental



◆ Integral Development of Human Capital

We encourage an environment of high motivation, productivity, and recognition which drives us towards success. We support career aspirations and personal goals, encouraging each person to decide by their actions how much they wish to grow. The opportunities for growth and development are a direct consequence of our results.

Culture of Quality: Values of Arca Continental



◆ Sustainability and Social Responsibility

We are profoundly convinced of that the role which we play in the transformation of our environment. It is a daily task, and we assume the commitment to satisfy the current needs without compromising future generations, and this is regulated by a Corporate Government that lends orientation in the continuous quest for a better quality of life for all.

Culture of Quality: Values of Arca Continental



◆ ENVIRONMENTAL POLICY

The respect and care for our community life is the lifeblood of our business at long term; which is why at **ARCA CONTINENTAL**:

We are committed to the care and improvement of our environment, complying with current legislation and other requirements to which the organization is committed in matters of ecology and environmental sustainability as well as to achieve the rational and efficient use of natural resources.

For this, we all work together, being aware and socially responsible, continuously improving and innovating the operation, and making the necessary investments to do so, thus contributing to the fulfillment of our mission.

Culture of Quality: Values of Arca Continental



◆ SAFETY POLICY

Preservation of the company's capital, especially human capital, is a prerequisite for value creation; which is why at **ARCA CONTINENTAL**:

We are committed to providing a safe and healthy working environment as well as to strictly comply with applicable laws and other requirements to which the organization is committed to in respect to occupational safety and health with the finality of avoiding danger to persons, property, and the products of the company.

To do this, we all work with the full conviction of the importance of caring and taking care of ourselves; to have the best infrastructure and the most appropriate equipment; to establish conditions that allow us to ensure continuous improvement and innovation in all processes, thereby contributing to the welfare of our personnel, their families, and our community.

Culture of Quality: Values of Arca Continental



◆ POLICY FOR QUALITY

Quality goes beyond what we see, test, or measure; it is shown in each of our actions; this is why at ARCA CONTINENTAL:

We are committed to our customers and consumers to execute all the productive, commercial, administrative, and human processes of the company with the highest standards of quality and safety for food and beverage by meeting all the statutory and regulatory requirements to ensure the satisfaction of their expectations about our products and services.

To achieve this, we work tirelessly and with teamwork, reinforcing our quality assurance process, continually improving our services, facilities, and production processes; developing and training human capital, as well as the daily performance, which is necessarily responsible and focused on:

Our Clients and Consumers

A decorative graphic at the bottom right of the slide, consisting of several overlapping, curved, ribbon-like shapes in shades of red and brown.

Culture of Quality: Values of Arca Continental



◆ CODE OF ETHICS

The reason for this code is to provide a clear and comprehensive understanding of how the organization expects all employees to conduct themselves in any place and circumstance in which they operate.

This Code of Ethics is generally applicable to the entire organization: the members of the board, officers, and employees of the company.

The Code is an aid to guide the actions to whom it is directed; however, it is impossible to cover all real situations that arise in our day to day by consulting the existing policies of the different business areas.

Violations to this Code of Ethics will result in corrective disciplinary measure which can vary depending on the circumstances and may include, by itself or in combination with, reprimands, suspensions, or loss of employment.

For questions about its content, contact your immediate supervisor or the Human Capital and Quality Management.

Culture of Quality: Values of Arca Continental



◆ CODE OF ETHICS

The Code of Ethics is a guide based on our institutional values which points out standards of behavior in respect to:

- ✓ General Behavior
- ✓ Clients and Consumers
- ✓ Personnel
- ✓ Shareholders
- ✓ Competition
- ✓ Business Integrity
- ✓ Suppliers
- ✓ Conflict of Interest
- ✓ Compliance to Laws
- ✓ Public Activities
- ✓ Community
- ✓ Financial Records
- ✓ Use of Business Assets
- ✓ Protection of Information

It also points out the obligation to make sure that this code is distributed, is complied with, and implemented by everyone within our respective areas of responsibility throughout the organization.

Culture of Quality: Values of Arca Continental



◆ CODE OF QUALITY

At Arca Continental, we share a Code of Ethics that demands high performance, congruency in our actions and commitment to reach a high level of institutional development and professionalism in our organization and community in general.

The Code of Ethics contains principles that seek the firm intention to apply the highest standards regarding:

General

We are committed to conducting our activities with a high sense of honesty, integrity, transparency, and strict respect for human rights and the legitimate interests of all persons and organizations with whom we interact.

Behavior

Customers

and

Consumers

We are committed to meeting and serving the expectations of our customers. Our behavior must always be honest and respectful, promoting the development of our company and that of our customers.

Culture of Quality: Values of Arca Continental



◆ CODE OF ETHICS

Personnel

We are committed to creating and maintaining a creative work environment and which develops trust, respect, and fair treatment for our personnel, acting without any discrimination for reasons of age, sex, nationality, political affiliation, religious beliefs, and traditions.

We are committed to providing safe and healthy work conditions for our personnel, and at the same time, develop and improve their skills, abilities and capabilities.

Shareholders

We are committed to the adoption of the best practices for the governance of the company and to fully comply with the legal and statutory provisions which govern it. We are committed to periodically provide reliable and relevant information on our activities, operations, and financial position in accordance with applicable regulations. We are committed to care and increase the value of the shareholders' equity and safeguard its assets.

Competition

The Company believes that competition in the market is valuable for society as a whole and supports regulations so that it is fair and adequate. The company and its employees will behave in compliance with the principles of fair competition and all applicable laws.

Culture of Quality: Values of Arca Continental



◆ CODE OF ETHICS

Business Integrity

All of us who provide services to the company are committed to not give or receive, directly or indirectly, bribes or other improper advantages of a financial nature, commercial or any other type. No one should offer, give, or receive any gift or payment which may be considered a bribe and should reject any offer or solicitation of bribery and report this immediately to the administration of the company.

Suppliers

The company is committed to develop mutually beneficial business relationships with its suppliers which are based on competitive quality, prices, and services. An honest and integral relationship is the basis of this.

Conflict of interest

The employee shall abstain from any negotiations with customers, suppliers, or service providers which may be a conflict of interest, preventing the performance of their duties and obligations in an integrated and objective manner. As a general rule, our employees should not have any related business and in the extreme case that this is so, this must be made known to the administration and to refrain from conducting said business directly.

Culture of Quality: Values of Arca Continental



◆ CODE OF ETHICS

Compliance with Laws

The company and its employees must comply with laws and regulations that are applicable to the performance of their activities.

Community

The company is committed to comply with environmental laws and regulations and even work to continuously improve the environmental impact of their activities and to develop the business on a sustainable basis and to participate with other organizations in promoting environmental care, increase knowledge of environmental issues, and disseminate good practice in this area. The company as an integral part of society is committed to conduct itself as a good citizen and fulfill its social responsibility in the communities in which it operates.

Using Business Assets

The assets of the company are for business use and not for the personal benefit of those who work in the company. Amongst the assets of the company include work time and the product of their work, the vehicle, computer and company software, as well as company information, names and trademarks. Policies and common sense should prevail, the case is to recognize that theft or deliberate misuse of company assets is a violation of the Code of Ethics, in addition to the classification of the crime by corresponding applicable law.

Culture of Quality: Values of Arca Continental



◆ CODE OF ETHICS

Public activities

The company is committed to defend and promote its legitimate business interests and engage with the government and other institutions in the development of laws and regulations that respect their legitimate interests.

Financial Records

The financial records of the entire company, including attendance, sales records, and expense reports must be accurate, timely, and be in accordance with applicable law and company policies. These records are the basis for managing the business operations and meet its obligations to shareholders, employees, customers, suppliers, and regulatory authorities.

Protection of Information

It is your obligation to protect non-public company information. You should not share this information with anyone outside the company, unless required as part of the responsibility for your work.

The non-public information is any information that has not been disclosed or made available to the general public and includes elements such as negotiations of shares or securities, financial or technical data, plans for acquisitions or divestments, marketing campaigns, new products, personal information about employees, major contracts, expansion plans, financing transactions, major management changes, and other corporate events.

Culture of Quality: Values of Arca Continental



◆ CODE OF ETHICS

Diffusion and Compliance

The company is committed to ensuring that the principles set out in this code of ethics will be duly communicated to, understood, and observed by all employees and officers. The company will provide the form and manner for employees to report any non-compliance to these principles so that those who report these do not suffer consequences for doing so. The board of administrators is committed to the administrators of the company to make sure that they are not adversely affected in the event that any losses or damages incur resulting from adherence to the principles of this code of ethics.

Administration of the Code

Directors or corresponding CEO's should review and approve in writing any circumstances that require a special permit in accordance with this code. The company must maintain copies of these approvals and make them available to auditors and investigators when required.

Waivers to any provision of this Code for officers (directors and general managers) or advisors must be approved by the Board of Directors or its designated committee and will be opportunely disclosed to the extent required by law or regulations.

Culture of Quality: Values of Arca Continental



◆ CODE OF ETHICS

Code

Administration

(continued)

Responsibility for the administration of the Code, investigating violations, and determining corrective and disciplinary actions rests with the Corporate Officers of Administration and Finance together with the Department of Human Resources. Holders of these positions will periodically inform of any code violations and corrective actions will be taken to the Auditing Committee of the Board.

The company strives to impose disciplinary actions for each violation that are appropriate to the nature and particular acts. Violations to this code are not the sole basis for disciplinary action. The company has additional policies and procedures governing the conduct of its personnel.

All new employees must sign an acknowledgment form in which they confirm that they have read the Code and understand its provisions. However, failure to read the code or sign an acknowledgment form does not exempt an employee from complying with the terms of this code.

Culture of Quality: Values of Arca Continental



◆ CODE OF ETHICS

Your Responsibilities

- ✓ It is your responsibility to read and understand the Code of Ethics of the company because you must comply with the same, both in form and content and the lack of knowledge of the code does not exempt you from complying with its requirements.
- ✓ Comply with the law wherever you are and in every circumstance.
- ✓ Never perform acts that may damage the reputation of the company.
- ✓ You can ask for advice on any doubts you have in the implementation of the Code of Ethics by calling the toll free number: 01800-000-2722 or send an e-mail to the following address www.arcacontal.com; always remember that you are responsible for your own actions.
- ✓ All employees are required to report violations or suspected violations of the Code. This includes situations where a co-worker, regardless of rank, will ask you to violate this code. In no case shall any retaliation be made for making a report, and every effort will be made to maintain confidentiality.
- ✓ You may report any violation of the code of ethics through the Transparency Mailbox Company www.arcacontal.com by addressing a letter to the Director General at Av. Jeronimo 813 Pte. Col. Jeronimo CP Monterrey NL 64640 or by calling the toll-free number: 01800-000-2722

Culture of Quality: Values of Arca Continental



◆ CODE OF ETHICS

Your Responsibilities (continued)

- ✓ All employees must cooperate with any investigation conducted on violations of the Code, bound to be truthful, and provide the necessary information during its course.
- ✓ Managers have important responsibilities in respect to the code of ethics. They should know how to understand it in detail and to seek advice when in doubt as to its content.
- ✓ They must report suspicions of code violations. If a manager has knowledge that an employee performs or is contemplating making a prohibited action and does nothing to prevent it or report it, the manager will be responsible for such violation together with the employee.
- ✓ Remember that you are responsible for your own actions.
- ✓ In conclusion, the importance of the message is: Act with honesty and integrity at all times, and when in doubt, do not risk any situation, seek guidance.
- ✓ This Code of Ethics is not an expressed or implied work agreement and does not create any contractual rights between Arca Continental SAB de CV and its workers.
- ✓ All employees must understand that this Code does not modify the employment relationship, whether at will or governed by a contract. Arca Continental S.A.B. de CV reserves the right to modify, alter, or terminate this Code at any time and for any reason.

◆ LEADERSHIP

Leadership means getting cooperation, consensus, and commitment from the team to achieve the company's goals. It means getting people to accept your authority in making critical decisions. Leadership is achieved through knowledge, inspiration, example, and sound judgment.

ESSENTIAL CHARACTERISTICS OF LEADERSHIP

- Acting and leading according to the rules and philosophy of the organization
- Lead and motivate through objectives
- Teach by example
- Promote initiative and improvement
- Communicate with others
- Recognize achievements and give feedback on areas of opportunity
- Attend to public social responsibilities.

Culture of Quality: Leadership



Personal Traits of a Leader

The main principle of a successful leadership is totally and entirely due to the efforts and teamwork of people assigned under your responsibility, therefore:

- He is a fervent believer in the richness and potential of Human Capital
- He is completely ethical and always thinks and acts positively
- He is proactive; inspires, and brings vision, ideals, and guides others
- He radiates and provides security and trust throughout the organization
- He builds credibility towards him, obtaining the loyalty of his subordinates
- He is prudent when facing great problems and resolves these opportunely, with effectiveness and determination
- He builds and connects work teams, but always respects and recognizes individuals
- He is constantly learning and continuously trains with his team.

◆ POLICIES

The manual on guidelines that contains the policies of Arca Continental is a guide to make decisions. These were elaborated with the purpose of promoting consistency, continuity, and understanding within the company as well as adherence to the purposes and values of the organization.

- Decrease the time to understand and decide on matters that are handled in the same
- Promote a uniform interpretation
- Facilitate consistency in decision making
- Promote adherence to that established

In the application of these policies, common sense and taking into account that which is most beneficial to the company must prevail, however, anytime against that established by the same, you will acquire a personal responsibility for its justification.

Competitive Sustainability



This module is a vital driving force for CIMA: It is backed by an abundant and important flow of Business Initiatives, product of the permanent work of Strategic Planning, implemented and operated efficiently by our Human Capital, integrally motivated and trained that allows us to reach long term competitive sustainability for our business.



Competitive Sustainability



◆ STRATEGIC PLANNING

The successful development of our business at long term requires a systematic process of review, analysis, and exploration of different scenarios that arise as a result of the projection of future trends, as well as those strategies that we implement for the improvement of the business that could arise from the Customer and Consumer orientation of Arca Continental's Vision and Mission.



Competitive Sustainability: Strategic Planning



- **Long Term Business Plan (PNLP)**

It is the document that contains the analysis of the strategic position of the company regarding the different future scenarios and the definition of the strategy that the company has decided to implement to achieve competitive sustainability.

- **Long Term Investment Plan (PILP)**

This is the timetable and program of investments in machinery, equipment, and technology that the company must make to support business strategies contained in PNL P.

- **Annual Strategic Plan (PAE)**

This contains concrete and immediate strategies that the company should execute during the next year to carry out the overall business strategies.

Competitive Sustainability: Strategic Planning



- **Plan Annual Investments (PAI)**

This is the program and calendar that contains the investments made in machinery, equipment, and technology that the company must carry out to execute the Annual Strategic Plan.

- **Annual Budget (PA)** is the document that contains the income and expense amounts authorized to disburse for the execution of the fiscal period of the business.

- **Strategic and Operational Objectives**

These are the goals that each business and functional unit must reach to contribute to the achievement of annual business objectives.

- **Programs and Operation Programs**

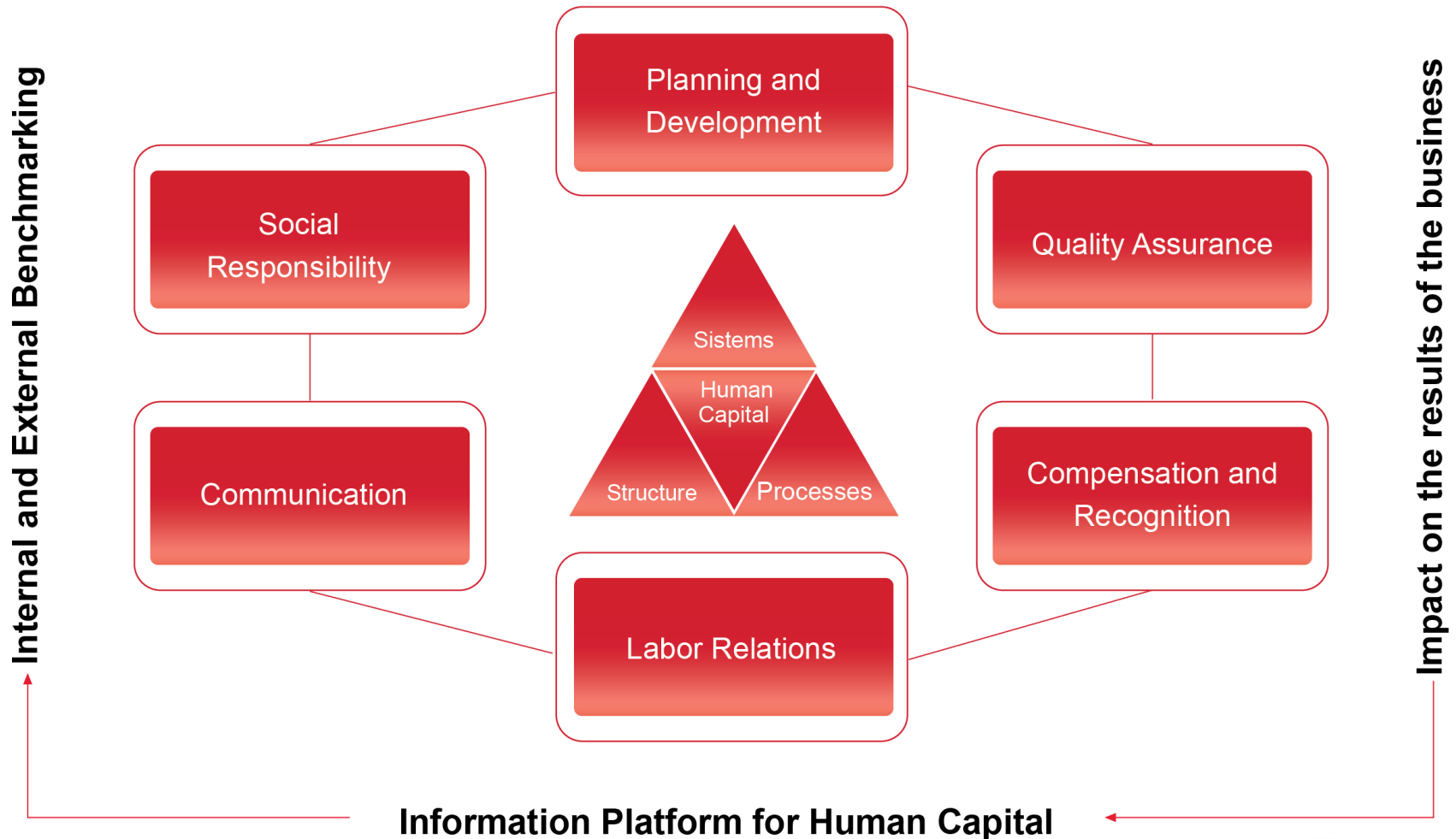
These are concrete actions and activities that each person or responsible unit must perform to achieve strategic and operational objectives.

◆ HUMAN CAPITAL

Human capital is the central and core part of Arca Continental's business system. The invaluable wealth of mankind, its enormous capacity to store experiences, interact with ideas and concepts, his creative ability, his mental and spiritual potentialities are undoubtedly the richest and most precious capital of our organization.

The development of these capabilities, aligned within the framework of the culture of quality and processes and the Arca Continental systems in the technological, ecological, and social environments are the fundamental support to achieve the competitive sustainability of our business.

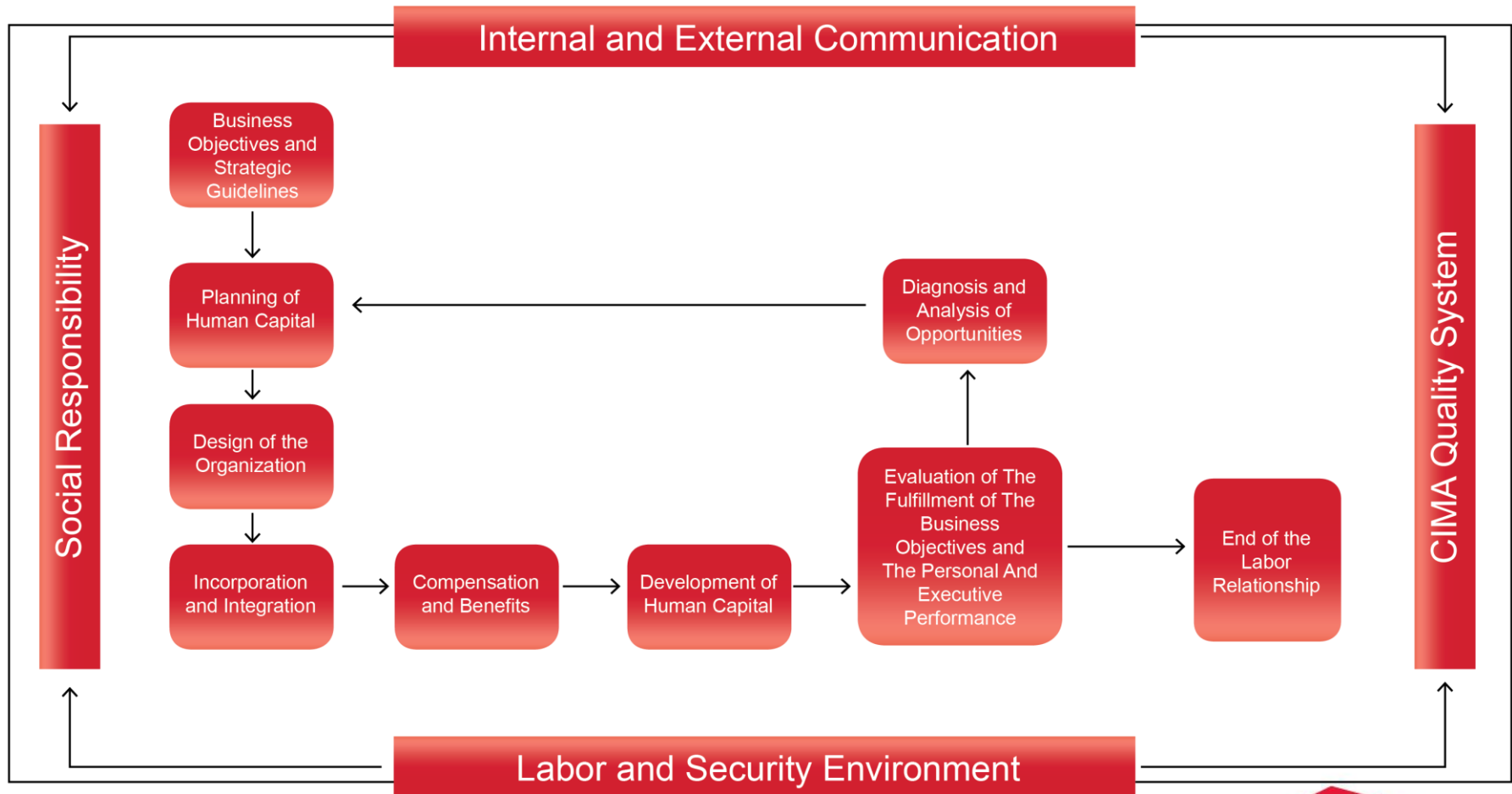
Competitive Sustainability: Human Capital



Competitive Sustainability



Functional Process of Human Capital and Quality



BUSINESS DEVELOPMENT

This module incorporates all innovation initiatives in the process or that have been implemented that are available to the company to withstand the competitive sustainability.

Initiatives in the
planning stage



Those initiatives in the planning stage of the project that because of their importance and expected impact are considered strategic for future business results.

Initiatives in the
implementing
stage



Those strategic initiatives that are already approved and are being implemented.

Initiatives in the
maturity stage



Those successful practices already implemented and thanks to their contribution to the results are considered as a competitive advantage of the business.

Competitive Sustainability



BUSINESS DEVELOPMENT

INITIATIVES IN THE PLANNING STAGE

| MARKETING | TECHNICAL | LOGISTICS | IT | PLANNING | MANAGEMENT | HUMAN CAPITAL |
|---|-------------------------------------|--|--|---|--|--|
| Universal Promoter | Recycling of PET Packaging | Optimizer Transport In Freight Costs | Upgraded Version of SAP-APO | New Business | COSO from the Module of Corporate Budgets | Commercial e-learning |
| Dynamic Presale | Renewal of ARCA Supply Chain | Renewal of ARCA Supply chain | Geocoding of Customers, Vending Machines and Refrigerators | New Territories and Franchises | COSO Module Sales | Concentration of Payrolls at CSC |
| Loyalty Plan "online" for Approaching Consumer | Using Recycled PET Resin | Innovation Operational Models | SAP Archiving | Integration of Global Suppliers of Arca Ecuador | Advanced Treasury | Centralized Incorporation of Monterrey Personnel (CSC) |
| Loyalty Plan in Food Channel | Management of Machinery Maintenance | Management of Buildings and Automotive Maintenance | Virtualization of the Data Servers Infrastructure | Monitoring and Savings Energy / OEE System | Quoting of Arca's Actions in the Madrid Stock Exchange | Recognition of Excellence for Bokados and Argentina |
| Centralization Corporate with / TCCEC and Budgets Control | | Innovation in the Use of Transportation Equipment | SAP Quality Module | | Certification of Six Sigma Processes | Implementation of SAP Talent Management |
| | | | SAP in Ecuador | | | Kiosks Plan |

Competitive Sustainability



BUSINESS DEVELOPMENT

| INITIATIVES IN THE IMPLEMENTATION STAGE | | | | | | |
|---|---|---|---|---|--|--|
| MARKETING | TECHNICAL | LOGISTICS | IT | PLANNING | MANAGEMENT | HUMAN CAPITAL |
| Service Models (RTM) | Energy Saving Strategy | Synergy Project (SAP-WMS) | Electronic Invoicing | Franchises in Ecuador | Fusion in SAP of Operating Companies | ISO's Certifications |
| Online HH's Orders | Automation of Syrups' Rooms | Tire and Fuel Control | Implementation of SAP-CH | Outsourcing Systems | Implementation of SAP-ERP Argentina NEA | Management by Competencies |
| Integral Flavors Plan | Short CAP | Implementation of SAP-Talent Management | Renewal of Contracts for the PET Bottles Supply | Change in the Distribution Company (DIJUVENOSA for PROCOBASA) | e-learning Evolution | |
| TV Sales | Lightening of Pet containers | Standardization of Storage Processes | Business Warehouse (BI) | Acquisition or Participation in Sugar Mills | Profitability Analysis at a Customer-Product-Channel Level | EKO-System |
| Duplication of the Cold Space | Workshops for the Best Operational Practices in Mexico and South America. | Integral Alignment of Logistics Strategic Indicators | Call Center for TV Sales | Renewal of CO2 Contracts, Outsourcing and Freight Costs | Conversion of Financial Statements to International Principles | Project "Puntas de Estrella" (Star Points) EQAPS |
| Development of Personal Packaging | Sustainable Buildings | Hoop & Droop | Automation of (HH) in Bokados | Dynamic Catalog of Suppliers | Administration of the 50-50 Model with Coca Cola | Installation of the Electronic Payroll Receipt |
| Arca Mobile Classroom | Total Productive Maintenance (MPT) | Integral Alignment of the Strategic Indicators of Logistics | Electronic Invoicing | | Creation of Shared Services Company: PROCESA | Personnel Development Model |
| Home Pathways | Hybrid CIP | Cross Docking | Re-launching of SAP Treasury | | Cash Management Project | SAP HR Argentina |

The purpose and usefulness of the measurement. (FOR WHAT)

Competitive Sustainability



BUSINESS DEVELOPMENT

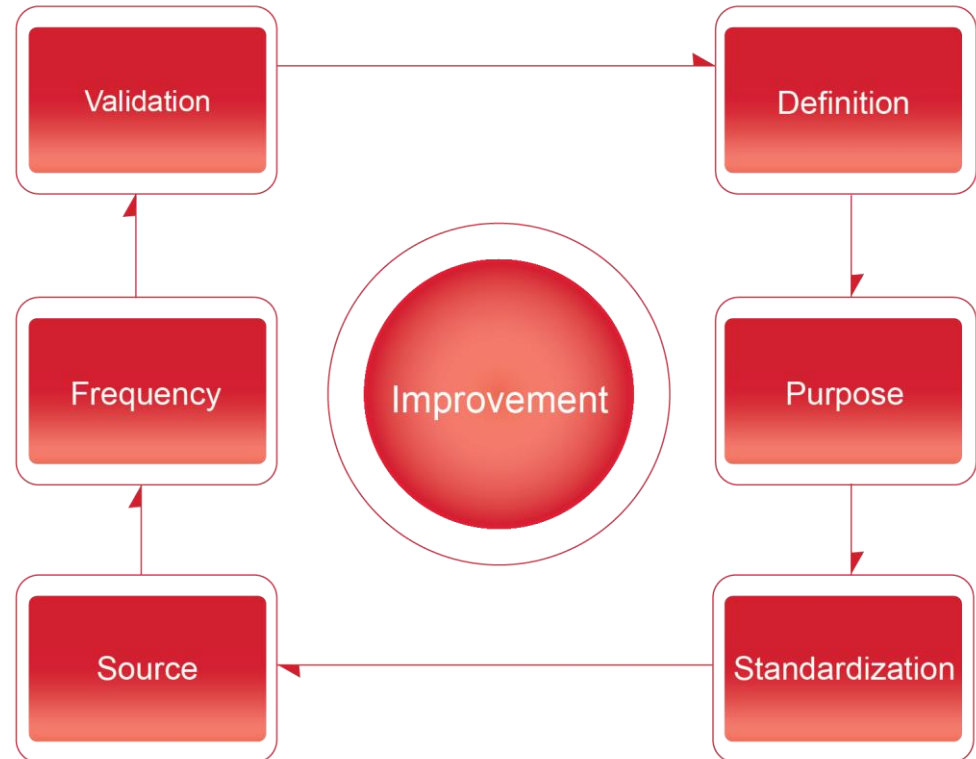
| INITIATIVES AT THE MATURITY STAGE | | | | | | |
|-----------------------------------|----------------------------------|---------------------------------------|---|--|---|--|
| MARKETING | TECHNICAL | LOGISTICS | IT | PLANNING | MANAGEMENT | HUMAN CAPITAL |
| Segmented Execution | Clean in Place (CIP) | Evolution Project (SAP-APO) | Module H to H with Banks | Franchises in Argentina | INTEGRA Project (SAP-ERP) | Administration Participation Teams |
| Automation Sales Force | Dry Cleaning of PET Packaging | Total Management of Product (TPM) | RED x FDE System | Shared Service Center (CSC) | Consolidation of Accounts Receivable and Payable at the CSC | HR SAP |
| Specialized Presale BE | Reuse of Washing Water | Dynamic Picking / Racks | Standardization of Commercial systems in the Argentina Division | Consolidation of Information of ARCA (CIA) | COSO Warehouses Module | VIA Intranet (ARCA's Information Window) |
| Photo / Film Success | Use of High Fructose | Dynamic Restructuring of Routes | SAP Sections | Bokados Purchase | COSO Vending Machines Module | Arca's Objectives System (SOA) |
| Intelli-route | Sugar Clarification | ARCA's Productivity Model | Automation of (HH) in the Mexico Div. | Purchase of Sections | Fusion of Corporate Names | VOLAR/ DAVA |
| Vending Machines System | Residual Water Treatment Systems | Outsourcing of Primary Transportation | ARCA's Integral Commercial System | Purchase of Azteca | SAP Argentina NOA | GPW |
| Incorporation of Jugos del Valle | Volumetric Filling | Cross-Dock and Drop & Hook Operations | | Water Purchase from Monterrey | Modernization of WEB Relations with Investors | Living Positively (L +) |
| Compensation by Execution | | Productivity Indicators System | | | | Recognition of Excellence |

Measurement

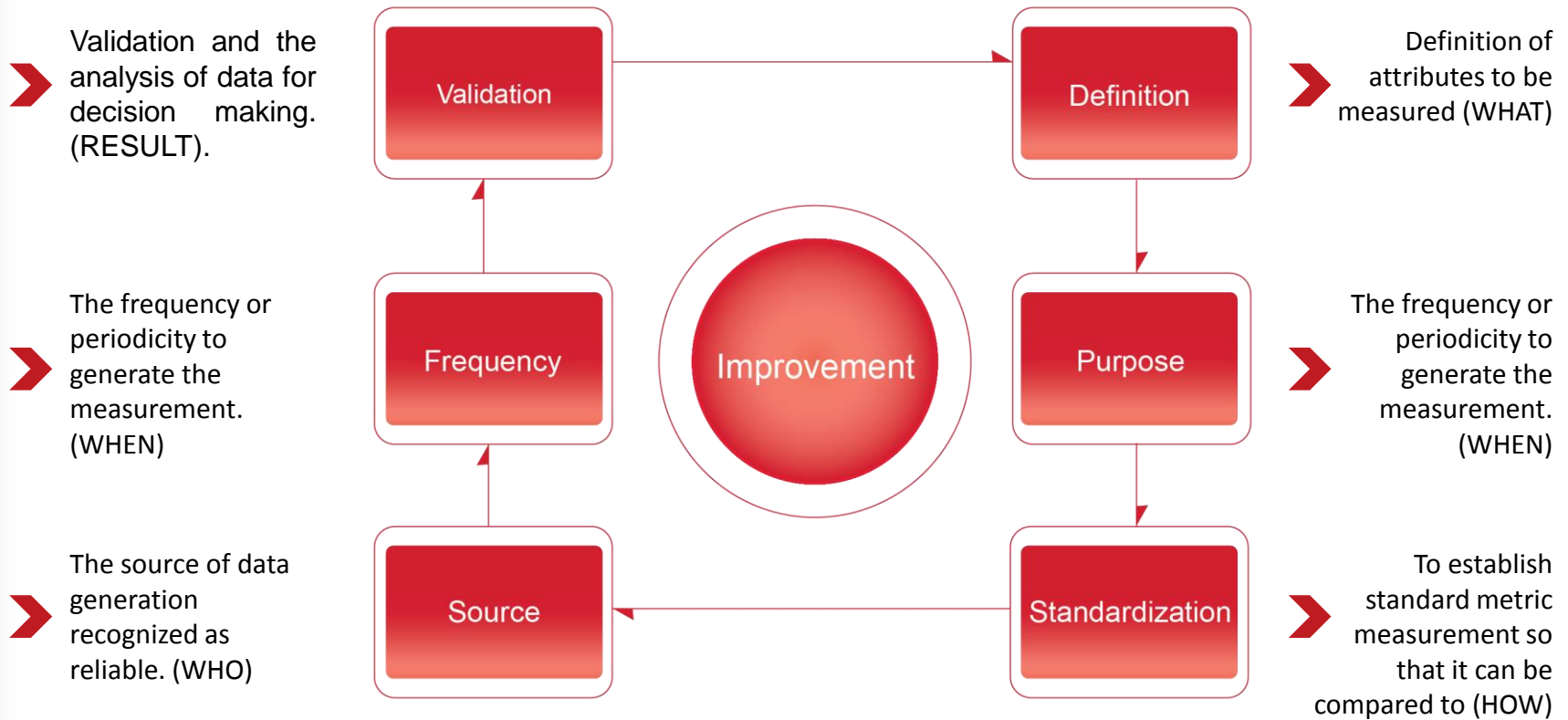


The process for the measurement of the results and progress of projects and business initiatives allows for the monitoring and validation to determine if the planned results are being achieved.

The main purpose of this process is to maintain control of the operation while achieving continuous improvement in all areas of business.



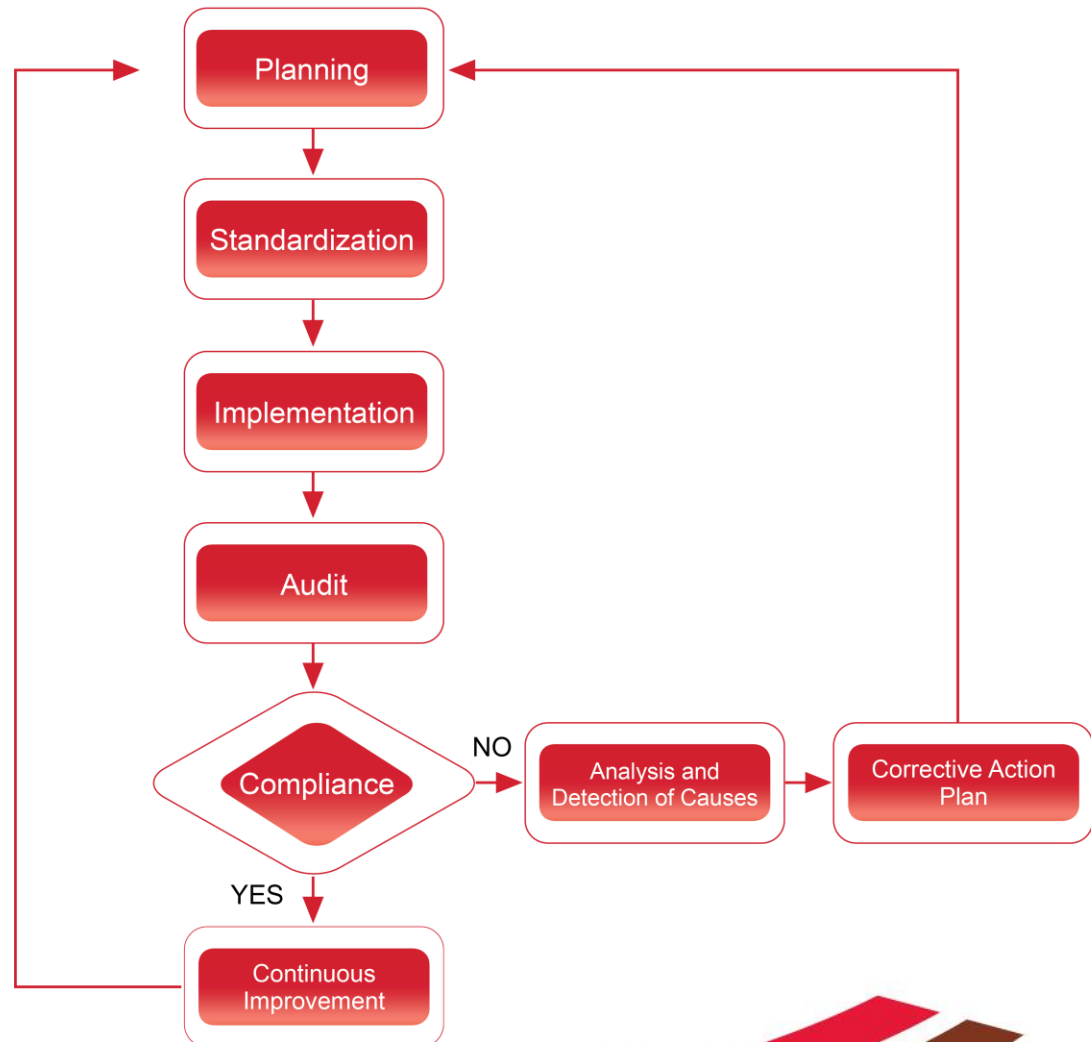
Measurement



Assurance of Quality



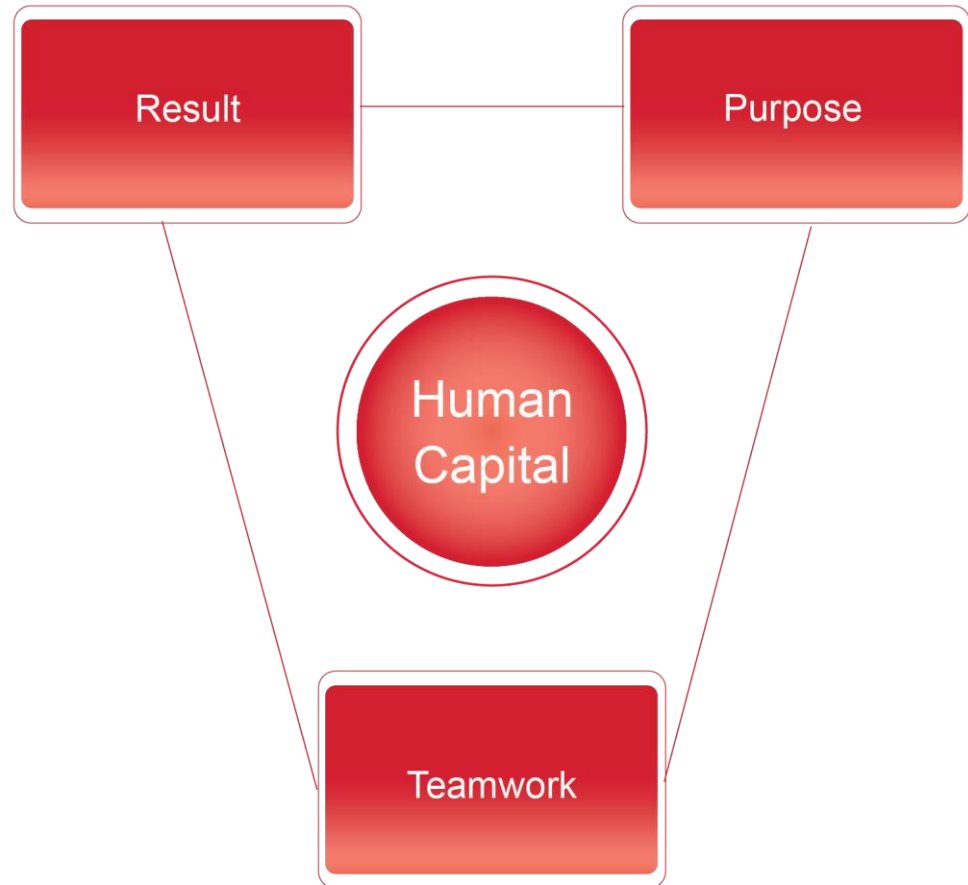
- The main purpose of this module is to ensure the continuous improvement in all areas of the business.
- This process starts with comprehensive integral planning in all areas of business, which are subjected to periodic audits to ensure the correct application of the rules, policies, and procedures.
- Any nonconformity that is detected after the analysis of causes will be the subject of a plan for corrective action that shall be carried out to obtain its full compliance.



Participative Management



In the business model of Embotelladoras Arca, the proactive involvement of human capital is recognized as the only way to follow in order to add commitment and ensure the involvement of all its personnel, at all levels, in order to achieve the business objectives of the organization.



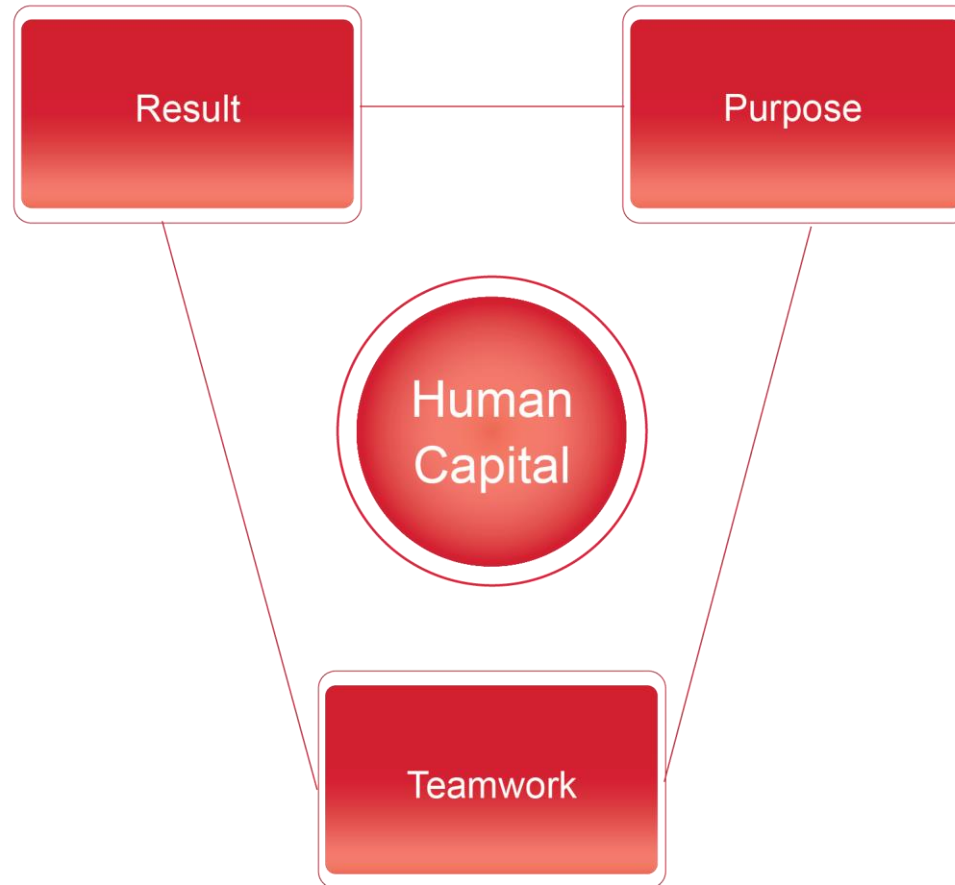
Participative Management



- ❖ Growth and Development of Human Capital

- ❖ Quality and Productivity at Work

- ❖ Decrease costs and time for implementing plans and projects



- ❖ Change Culture

- ❖ Involve all Human Capital in achieving the business results of the Company

- ❖ Through the standards of Participative Management Teams

Communication

This business model starts from the business strategy and is focused on supporting the objectives of the different areas of the organization through the definition of messages, strategies, and means to strengthen the desired positioning of the company to its various audiences, internal and external, in planned and crisis situations.



Communication



Definition of business principles, plans, and programs that are used to deploy the organization.

Evaluation of the results obtained to prove its effectiveness, need for improvement, or reinforcement.

Set of actions and specific tools for the realization and operation of the communication strategy.



Development of content items to be communicated

Establish the various direct and indirect groups for whom the message is directed.

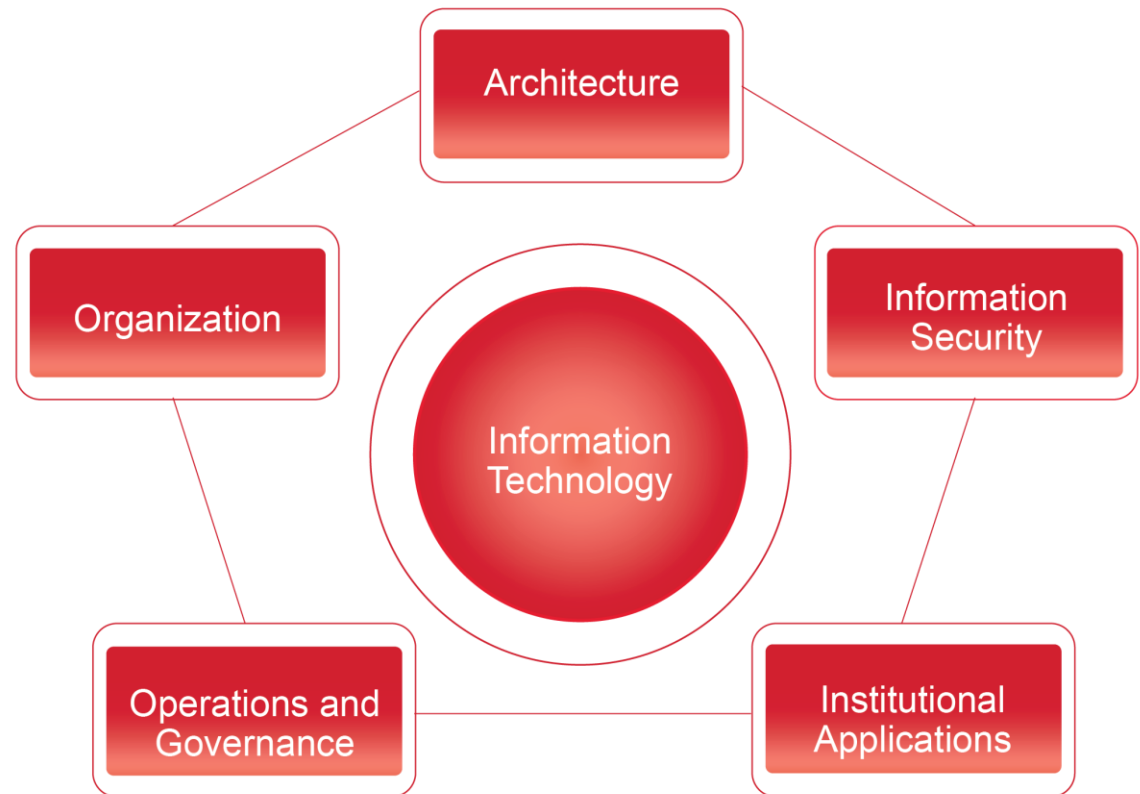
Detailed action plan strategies to follow for the fulfillment of the objectives.

Information Technology



This model has the objective to function as a strategic competitive advantages generator supporting the improvement in productivity, profitability, and business growth through the use of Information Technology.

It is also focused on creating an organizational culture focused on continuous improvement, standardization, simplification, and the effective and institutional use of information aligned with the business strategy



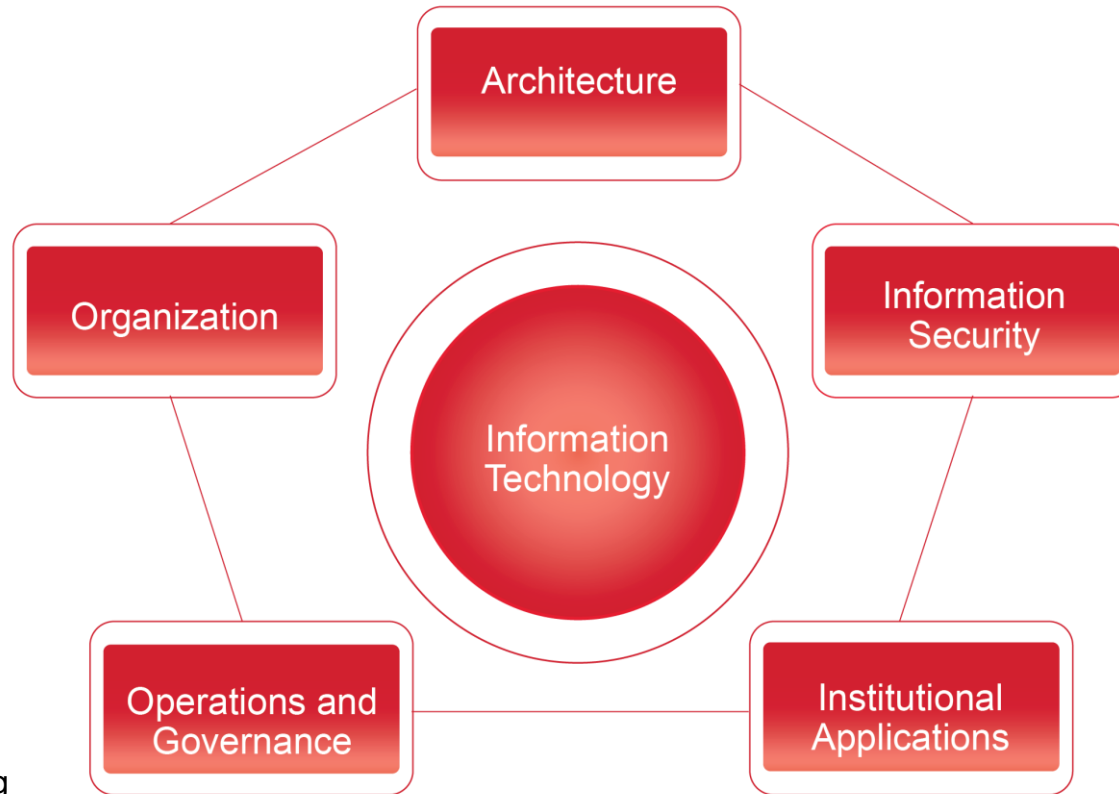
Information Technology



To define the information technology architecture, to achieve a balance between modernity, functionality, and profitability of technology assets.

Service-oriented organization with continuous improvement and standardization

To guarantee the continuity of the operation and performance of the IT infrastructure and applications, balancing the cost of operation and the investment are made.



To ensure the integrity, confidentiality, reliability, and availability of information

To promote the implementation of general information systems and automation of processes

Social responsibility



The Social Responsibility Model of Arca Continental establishes the operating scheme that allows the institutionalizing of all efforts, programs, and the development of the social management of the organization.

This model is based on long-term strategic planning as the basis to ensure that the different business units and each of the collaborators of Arca Continental share and direct their actions to the common goal of daily contributing to the welfare and growth of the communities in which they work.

Culture of Social Responsibility of Arca Continental



Culture of Social Responsibility of Arca Continental

I. Orientation

- Mission
- Objectives
- Identity
- Policies
- Guidelines
- Manuals

II. Frame (V +, GRI, PM)

- Ethics and Corporate Government
- Human Development and Quality of Life in the Company
- Care for the Environment
- Community and Economic Development

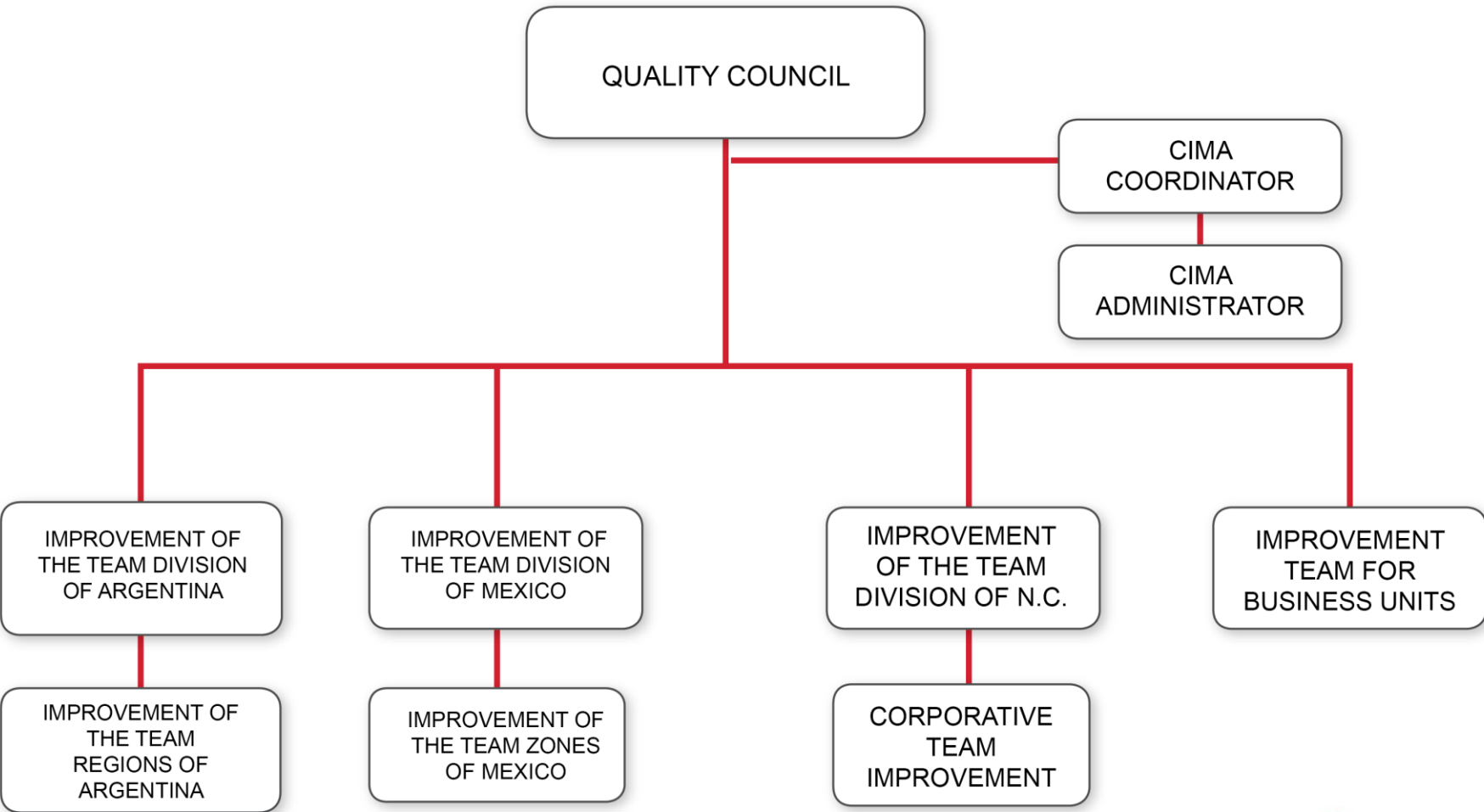
III. Operability

- General Programs
- Specific Programs
- Certifications
- Alliances

IV. Evaluation

- Measurement and Control Systems

Integration with Groups of Interest





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