



Environmental Management System





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To consult the Annexes, please see the following link:

<http://www.arcacontal.com/responsabilidad-social/cultura-y-gesti%C3%B3n-ambiental.aspx1>

1. Introduction

Arca Continental is a company dedicated to the production, distribution, and sale of beverage brands owned by the Coca-Cola Company, as well as snacks under the brands of Bokados in Mexico, Inalecsa in Ecuador, and Wise in the United States. With a distinguished career of over 85 years, Arca Continental is the second largest Coca-Cola bottling company in Latin America and one of the most important in the world.

At Arca Continental, we are committed to the pursuit of environmental excellence as a priority in the daily operation of our business. Environmental management is a guiding principle in our determination to be good corporate citizens; it is a component of our business strategy to have operational efficiency, reduce costs, and generate lasting value responsibility. We conduct our business in ways that protect and preserve the environment to which we are committed by integrating management principles in our decisions and business processes. Currently, we have systems to ensure that we follow the law, and we minimize environmental risks wherever we operate, an example of this is the Environmental Management System based on ISO 14000. Additionally, we have values of good environmental practice and innovation that allow us to be a leader in areas where we can have more influence.

Our company, like every social corporation, is part of a global community which is registered at every one of the places where our operations are located.

It is our responsibility, as global citizens, to respect absolute compliance with all environmental, human and natural regulations, and laws that lead to the preservation of balance between a business system and the community to which we belong.

This Handbook aims to establish and describe the guidelines of the Environmental Management System (EMS) of Arca Continental, based on the requirements of ISO 14001:2004 as well as those required by the Environmental Management System of Coca-Cola (Environmental Management System), and Operational Requirements of Coca-Cola (KORE).

KORE ensures that sustainability is built into all aspects of the administration of our daily operations, which can be viewed within the concept of the Arca Continental (CIMA) Integral Quality and Improvement System of which KORE forms a part of. The CIMA System is the management model that integrates and aligns all company initiatives whose purpose is to increase the operational efficiency and total customer and consumer satisfaction to ensure the competitive sustainability of the business.

Competitive sustainability is a vital driving force of the CIMA System, which is supported by a substantial and important flow of Business Initiatives, product of the permanent work of Strategic Planning, implemented and efficiently operated by our Human Capital, integrally motivated and fully-trained, it allows us to achieve long term competitive sustainability in our business, which can be appreciated through the Arca Continental/Coca-Cola Model, Quality and Environmental Sustainability, in which the Strategic Objectives that the organization is planning to complete by the year 2015 are shown, and which are developed through investments in Human Capital, Infrastructure, and Innovation in Management Systems.



The successful development of our long term business 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 to improve the business arising from the orientation to the Client and Consumer by our Arca Continental Vision and Mission.

Our commitment to care for the environment and natural resources is shared with our interest groups, and this is daily team work alongside our employees, customers, and suppliers. We must strive to reduce the environmental impact of our business operations and meet our short and long term goals for future generations. With an investment of over 114 million pesos in environmental projects, only in 2012, we undersigned the commitment to act sustainably in all our processes.

2. General Requirements

The Senior Management of Arca Continental establishes, documents, implements, and maintains an Environmental Management System based on the requirements of ISO 14001 and the KORE requirements for environmental matters, which established the universal standards of operation on environmental issues that all bottling companies of Coca-Cola products should meet.

Therefore the Organization ensures that the Environmental Management System is documented, which:

- ✓ Identifies the necessary processes and their application for the proper development of the CIMA System in the Process Diagram, in which the processes of Value Chain, Quality Processes, and Support Processes are displayed.
- ✓ Determine the environmental impacts throughout the organization according to what is established in requirement 3.2.1.
- ✓ Ensures the availability of resources and information to support the operation and monitoring of the process according to requirement 4.
- ✓ Determines operational controls for significant Environmental Impacts as described in requirement 5.1.
- ✓ Defines methods for monitoring, measurement, and analysis of the processes and the operational control of the identified environmental impacts according to what is established in requirements 6.1, 6.2, 6.3, 6.4, and 6.5.
- ✓ Defines the means to implement actions and achieve planned results ensuring continuous improvement of the identified processes, according to what is established in requirement 6.6.

2.1 Scope

Senior Management of Arca Continental defines the following scope:

The Environmental Management System applies from the reception of raw materials, during the production process of soft drinks, the storage of finished products, and to the distribution of products (loading of routes and transportation of freight), and the Fountain operation for all Plants and Beverage Distribution Centers, and Other Complementary Businesses in Mexico, Argentina, Ecuador, and the United States.



2.2 Documentation Requirements

Arca Continental establishes and maintains the documentation required for the proper development of the Environmental Management System on paper or electronic means for the purpose of:

- a) To describe the key elements of the environmental management system and how their interaction has been documented in the Process Diagram;
- b) To provide necessary documentation to comply with the requirements of the Environmental Management System; and
- c) To demonstrate compliance with environmental laws and regulations as well as the requirements of the company and those established by Coca Cola of Mexico.

The documentation of the Environmental Management System includes:

- ✓ Policy and Objectives of Environmental Management System formally documented in requirements 3.1 and 3.2.3, respectively;
- ✓ The description of the Scope of the Environmental Management System documented in
- ✓ The Environmental Management System Manual;
- ✓ The procedures, where the general activities for the compliance of the requirements are defined and which are referenced in each requirement.
- ✓ The documents required by the ISO 14001 standard as well as those that the organization requires to ensure the planning, operation, and control of processes related with the Significant Environmental Aspects, according to what is established in requirement 2.3.
- ✓ The Environmental Records necessary to demonstrate the correct operation of the process according to what is established in requirement 2.4.



In order to provide documentation that meets the needs and expectations of shareholders, we take the following into account:

- Contractual requirements of customers and other shareholders;
- Relevant legal and regulatory requirements;

All of the documentation of the Environmental Management System is located according to the process to which it belongs in the DocSystem data base, through which it is available for the staff for consultation.

The process for identifying and accessing the legal and other requirements to which the organization is registered to, which are related with environmental and security aspects, loss prevention activities, and products or services are described in each production center in the Procedure for Receiving and Distribution of External Documents. (KEY-P-DOC).

The Senior Management of Arca Continental designates the Head of Ecology as responsible for ensuring the updating of legal requirements related to environmental issues, for which, in addition to receiving a weekly report of the legal update, shall verify the Legismex page every six months to ensure the previous and shall check the state and local agencies for any rule or law that may have changed during that time.

2.3 Control of Documents

Arca Continental has the Document Control procedure (P-KEY-DOC) at each production center, which has the necessary controls to ensure that:

- ✓ The preparation, review, and approval of the documents are performed before they are issued;
- ✓ That the changes made are shown in the documents and that the updating of the current review status is made;
- ✓ The current documentation is available at points of use;
- ✓ The documents are legible and identifiable.
- ✓ The identification and distribution control of external documents is determined by the organization as needed for the planning and operation of the Environmental Management System (when required).
- ✓ The prevention of the unintended use of obsolete documents.

2.4 Control of Records

Arca Continental establishes and maintains the procedure for the Control of Records (P-KEY-DOC) at each production center, in which the controls needed for the identification, storage, retention time, protection, retrieval, maintenance, disposal, and traceability of the environmental records are established so that they provide said evidence.

The records that are required to provide evidence for the compliance with the of ISO 14001: 2004 Norm requirements and of the Environmental Management System of Coca-Cola (Environmental Management System) - KORE are defined at each production center in the List of Control of Records (P-KEY-DOC).



3. Management Responsibility

Arca Continental is committed to comply with environmental laws and regulations and inclusively work constantly to improve the environmental impact of their activities to develop the business on a sustainable basis as well as to participate with other organizations in promoting environmental stewardship, increase awareness of environmental issues, and promote good practices in this matter. The company, as an integral part of society, is committed to behave like a good citizen and fulfill its social responsibility in the communities in which it operates.

The Senior Management of Arca Continental, at a corporate level, is called the Quality Control Board and is the one that provides evidence of their participation and commitment with the development and implementation of the Environmental Management System as well as the continuous improvement of its effectiveness through monitoring and taking opportune actions by:

- ✓ The establishment of the Environmental Policy that is applicable to all bottling plants of the Arca Continental Group and to communicate the importance of preserving and protecting the environment through the same to the organization and comply with legal and regulatory requirements (see requirements 3.1 and 3.2.2).
- ✓ Ensure that the Environmental Objectives and Goals are established according to what is established in requirement 3.2.3;
- ✓ The carrying out of the review of the Environmental Management System according to what is established in requirement 3.4;
- ✓ Ensure the availability of the necessary resources for the establishment, implementation, maintenance, and improvement of the Environmental Management System according to that described in requirement 4.
- ✓ Establish and review the performance measures of the processes throughout the organization according to what is established in the requirements described in 6.1, 6.2, 6.3, 6.4, and 6.5.

The senior management of Arca Continental defines and establishes the vision, mission, and values as a means to ensure that the personnel understand the reason for the Organization.

VISION:

To be leaders during all the drinking and food occasions in the markets where we participate in a profitable and sustainable manner.

MISSION:

Generate the maximum value for our customers, employees, communities, and shareholders by satisfying the expectations of our consumers with excellence at all times.

VALUES:

• Customer Orientation and Vocation to Service

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

• Integrity Supported by Respect and Fairness

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



• **Integral Development of Human Capital**

We foster an environment of high motivation, productivity, and recognition, which drives us to success. We support career aspirations and personal goals by 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.

• **Sustainability and Social Responsibility**

We are deeply convinced of the role we play in transforming our environment. In daily life, we are committed to meeting current needs without compromising future generations, governed by a Corporate Governance that leads us to the continuous search for a better quality of life for all.

3.1 Environmental Policy

The Senior Management of Arca Continental establishes the following environmental policy:

The respect and care for our community life is the lifeblood of our business at long term; this is why at Arca Continental: We are committed to the care and improvement of our environment, complying with the applicable laws and other requirements that the organization promotes in ecology and in matters of environmental sustainability, as well as to ensure the rational and efficient use of natural resources.

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

In the same manner, the Quality Control Board ensures that this policy:

- ✓ Els the appropriate Board for Arca Continental's purpose, considering that its fundamental foundation is the mission and vision of the company.
- ✓ That it is appropriate to the nature and magnitude of its environmental aspects (water consumption, waste waters, energy, air emissions, biodiversity, and wastes) of its activities, products, or services according to what is established in requirement 3.2.1.
- ✓ It includes a commitment to meet the requirements of the Environmental Management System;
- ✓ It includes a commitment for the continual improvement of the system according to what is established in the requirement described in 6.6;
- ✓ It is committed to comply with environmental legal requirements as established by Coca-Cola, which informs all its bottling plants through circular, MX-C-EM-00173 Environmental Legal Compliance, corporate performance requirements (KORE), and other requirements that the organization endorses related to its environmental aspects according to what is established in the requirement described in 5.1.
- ✓ It provides a framework for setting and reviewing environmental objectives and goals, which are documented in requirement 3.2.3.
- ✓ It includes a commitment to report to applicable local and federal entities in respect to the environmental performance of the organization according to what is established in requirement 6.1.



- ✓ It is communicated in the training rooms, by the delivery of leaflets, AP blackboards, in the induction of new employees, to ensure the implementation and maintenance at all levels of the organization; the MAC Continental Ark Questionnaire (F-KEY-DOC) is applied at each production facility.
- ✓ It is reviewed at least once a year during Senior Management meetings in order to keep it current according to what is established in requirement 3.4.
- ✓ It is available for internal and external consultation on the website and the VIA.7 portal.

3.2 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 to improve the business that arises from the orientation to the Client and Consumer of our Arca Continental Vision and Mission, as described in the CIMA System.

3.2.1 Environmental Aspects

The environmental aspects and impacts are key factors in the decision making process during the design and development of new products, equipment, packaging, processes, and facilities.

The planning of the Environmental Management System at Arca Continental is developed through Process Diagrams, which allow us to visualize the interaction between them and thus identify the environmental aspects of activities, products, or services that can be controlled and the ones where it is expected to have influence for the purpose of determining those aspects that have or can have significant impacts on the environment.

The Senior Management of Arca Continental through the Head of Ecology and the Environment has documented the process for the identification of Significant Environmental Impacts (P-KEY-DOC) which is used to identify the environmental aspects, define their importance, and determine the mechanisms established to ensure effective planning, operation, and control of the processes related to significant aspects of each business unit.

The purpose of identifying environmental aspects is to integrate a comprehensive inventory of activities, used materials, services rendered, and the elements that are likely to impact the environment.

For the implementation of the points mentioned in this document, BP-RQ-185 Sustainability of Water Resources should be referred to and comply with the requirements mentioned in the same, which determine how to ensure that water sources are managed at the same level as other ingredients to protect product quality and ensure the sustainability and continuity of water supply to the manufacturing operations of the Coca-Cola system to support current and future production.

The impact of an aspect can be prevented through the implementation of operational controls, such as secondary containment, maintenance, and the inspection of the equipment, alarms and automatic shutdowns, personnel training and other means according to those described in requirements 4.2. However, if these are removed or are not maintained, the aspect could cause an environmental impact.



In identification of the environmental aspects, the only ones that are relevant are those in which the organization has control or significant influence. There is no point in identifying issues on which the operating unit has no control or influence since the Environmental Management System cannot do anything about them.

This procedure is carried out for an initial assessment and for an annual reassessment of operational activities; whenever there is a change of process where an environmental aspect is involved.

The identification of environmental and evaluation aspects of significant impact are documented in the Environmental Aspects Matrix formats against Process (F-KEY-DOC) and Evaluation of Environmental Aspects Matrix (F-KEY-DOC), respectively, both in normal and abnormal operating conditions (accidents, emergencies, and spills) for all the processes of each plant with the objective of establishing operating standards for controlling the identified impacts.

3.2.2. Legal and Other Requirements

The Senior Management of Arca Continental through the Environmental Sustainability Management at a corporate level and the Head of Ecology and the Environment at a plant level ensure that they are established in the organization, that they are documented on the DocSystem data base, and communicated to involved personnel, as described in the Communication Matrix. The legal requirements to which the organization subscribes are related to the environmental aspects of its activities, products, or services.

Production Management together with the Head of Ecology and the Environment of each plant are responsible for ensuring that the environmental legal requirements are implemented and maintained. The review of the compliance to these requirements is carried out through the implementation of the Legal Compliance Checklist applicable to each plant according to what is described in the MX-C-EM-00173 Environmental Legal Compliance.

3.2.3 Objectives, Goals, and Programss

The Senior Management of Arca Continental at a corporate level establishes the business, strategic, and directional objectives for each process commencing from the business plan according to what is described in the CIMA System.

The goals, objectives, and environmental programs are measurable and coherent with the environmental policy by taking as reference the environmental commitments for the prevention of pollution, the compliance with applicable legal requirements, other requirements of the organization, and continuous improvement. The objectives, programs, and indicators related to each environmental aspect are defined in the Environmental Objectives Matrix.

The review of the environmental objectives and goals takes into account the compliance with the municipal, state, and federal legal requirements which are applicable to each plant as well as the notifications for violations and the payment of fines for the non-compliance of these.

The objectives, goals, and programs are communicated and distributed to all personnel through various means according to what is described in the Communication Matrix so that the personnel contributes to its achievement, and it is the responsibility of the Head of Ecology and the Environment to perform this function, as well as to assess the objectives in defined periods and to report the results of the inspection carried out by management in accordance to what is established in requirement 3.4.

Furthermore, Arca Continental has a Participative Management System that allows the deployment of the objectives from the



general objectives of each plant to the indicators of the teams, and with this achieves the monitoring and improvement of the results in the general objectives of the company in these three levels:

IMPROVEMENT TEAM.- Made up by area managers and the teams coordinator. In this team, we have the key factors (overall business objectives).

LIAISON AND CONTROL TEAM.- Made up by area managers that are responsible for linking the results between the overall business objectives and indicators in the equipment.

PROCESS TEAMS.- Made up by the people in manufacturing who have specific indicators for Productivity, Quality, Environment, and Persons and where the continuous improvement begins since they are the ones that at the end help us improve the results through their indicators.

In the Arca Continental business model for proactive involvement of Human Capital, it is acknowledged as the only road to follow in order to add the commitment and to achieve the involvement of all personnel, at all levels, in order to achieve the business objectives of the organization.

3.3 Responsibility, Authority, and Communication

3.3.1 Responsibility and Authority

Senior Management of Arca Continental through the Director of Human Capital at a Corporate level, the Area Managers of Human Capital, and the Heads of Human Capital of each plant ensure that the responsibilities and the format for personnel authorities are defined as established in each Job Description (F-KEY-DOC) operating unit for each of the positions that make up the organization according to the organizational structure. (KEY G-DOC).

In the same manner, the new personnel members shall receive the induction to the Organization by the Training Coordinator and shall be instructed on the specific functions and responsibilities of the position by their immediate supervisor in order that the person is aware of the importance of the development of these activities.

On the other hand, the Head of Ecology and the Environment is also responsible for communicating:

- a) The importance of complying with the environmental policy and procedures and with the requirements of the Environmental Management System;
- b) The important environmental impacts, real or potential of their work activities, and the benefits gained by the improvement of the personnel's performance;
- c) The importance of their roles and responsibilities in achieving compliance with the environmental policies and procedures as well as the requirements of the Environmental Management System including the requirements for preparedness and response in case of an emergency.
- d) The potential consequences of a deviation from the operating procedures.



The Senior Management of Arca Continental designates the Director of Quality and Environmental Sustainability to define the roles, responsibilities, and powers within the organization that are necessary for:

- a) To ensure that they establish, implement, and maintain the requirements of the Environmental Management System.
- b) To report the performance of the Environmental Management System to the Senior Management for its review and as a basis for improvement for the Environmental Management System in accordance to what is established in requirement 3.4.

3.3.2 Communication

Arca Continental provides the means and channels of internal and external communication related to their environmental aspects in order to ensure that the information that is required to comply with the requirements of the Environmental Management System flow properly. These mechanisms are documented in the Communication Matrix.

3.4 Management Review

The Senior Management of Arca Continental has defined that the review of the Environmental Management System is made on a monthly basis by the Improvement Team of each plant and quarterly by the Area Management according to the procedure of the (P-KEY-DOC) Management Review in which the information presented in the review has also been defined with the recording of the results, including decisions, commitments, and actions related to ensuring the control of environmental impacts, improving the efficiency of the system and its processes, compliance with legal and regulatory requirements, resource requirements, and other environmental elements related to the Environmental Management System of each plant.

Amongst the topics to be reviewed at the meetings, are the following:

- ✓ Results of Internal and External Audits, and evaluations for the compliance with legal requirements and other requirements that the organization promotes;
- ✓ Communication from external interested parties, including complaints;
- ✓ Process performance through the indicators for processes, including compliance with the Environmental Objectives and Goals;
- ✓ Status of corrective and preventive actions, including claims from customers and interested parties.
- ✓ Follow up to the commitments made in previous reviews;
- ✓ Relevant changes to the Environmental Management System, which can be in respect to the process, system (documentation), policy objectives, including the evolution of the legal and other requirements related to environmental aspects;
- ✓ Suggestions for improvement.



The results of the management review are recorded in the Minutes of the Agenda (DOC KEY-F); the Head of Ecology and the Environment is responsible for monitoring the compliance and implementation of the agreements, decisions, and actions and to inform the Improvement Team.

4 Resources

Senior Management of Arca Continental through the Director of Quality and Environmental Sustainability assigns, exercises, and approves the resources for the needs that ensure compliance to the requirements of the Environmental Management System, the continuity at short, medium, and long term, through the development of the Environmental Investment Plans, which include Training, Infrastructure, Process Technology, equipment, and systems to achieve compliance with the Quality and Sustainability Model of Arca Continental/Coca-Cola.

This identification of resources arises through the detection for training needs, according to what is established in requirement 4.1, results from the reviews of the Area mentioned in requirement 3.4, work meetings and/or the fulfillment of the objectives as well as the present and future market requirements

4.1 Training, Awareness, and Competence

Human Capital is the central part of our business system at Arca Continental. The invaluable wealth of mankind, its enormous capacity to store experiences, to interact with ideas and concepts, his creative ability, his mental and spiritual potentialities make it 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 systems of Arca Continental in a technological, ecological, and social environment are the fundamental support to achieve the competitive sustainability of our business.

Based on these needs, the Operational Director for Human Capital and Quality of Arca Continental, through the Area Management of Human Capital and the Head of Human Capital of each plant ensure that the personnel that carries out the activities that affect the compliance with the requirements of the Environmental Management System is competent, that is, that they have the necessary skills, and for that they have the Training procedure (P-KEY-DOC), in which they have established the activities to follow in case the training or training activities have not been effective.

At each of the Arca Continental plants, the Head of Human Capital defines the training required by position in the Facet Matrix, taking into account the topics that are related to the Environment, Health and Safety at Work, Quality and Productivity, depending on the activities that they perform within the organization.

The organization has the Recruitment and Personnel Selection procedures (KEY-P-DOC) to select the personnel to fill a vacancy in the organization.

4.2 Infrastructure and Work Environment

The Director of Quality and Environmental Sustainability at a Corporate level in coordination with the Production Management of each plant determine, provide, and maintain the necessary infrastructure for the effective use of resources and minimize the environmental impacts to achieve compliance with the requirements of the Environmental Management System.



Amongst the activities for the maintenance of the infrastructure are the following: Buildings (Administrative Offices), Plant (Operating Divisions), Water Treatment Plant, Motor Workshop, Warehouse for Raw Materials, Finished Product Warehouse, Hazardous Waste Warehouse, Medical Service, Laboratory, Bathrooms, and Dining Room are kept in good condition through the implementation of the Building and Exterior Area Maintenance Programs(P-KEY-DOC), being the responsibility of the Coordinator for Maintenance and Conservation of Buildings to ensure compliance.

In the same manner, Arca Continental designates the Automotive Maintenance Coordinator as the one responsible for ensuring the compliance of the Fleet Management Program, which includes the implementation of the planned maintenance routines in order to achieve an efficient management of the transportation system so it is safe for our drivers, the public, our products, as well as to reduce the environmental effects of the operation by controlling emissions to the atmosphere that the transportation units might leak.

At each plant of Arca Continental (Bebidas Mexico) there is a system called SAP, which carries out the planning and scheduling of the planned and unplanned maintenance of the equipment involved in the production process. In this system, all the information is gathered from the maintenance work that has been done, and then such information is used to produce computer records per equipment, as well as for the analysis of the maintenance costs for equipment, lines or areas, analysis of labor per equipment and team work.

This system has a database that contains the list of devices per production line, as well as its priority code, inspection booklets, lubrication, and preventive actions per team, as well as a list of the repair parts that are in stock for each piece of equipment.

The Senior Management of Arca Continental appoints the Head of Department of Equipment Maintenance as the one responsible to ensure the compliance of the Maintenance Program of the Process Equipment (P-KEY-DOC) in order to ensure the proper functioning of processing equipment and thus obtain greater efficiency as well as to properly supply air, steam, and cooling to the production processes.

Amongst the plans included in the SAP system are the preventive maintenance programs, which are developed according to what it is established in the Preventive Maintenance Procedure (P-KEY-DOC), which considers the execution of the inspection and preventive maintenance plans for all the equipment involved in the bottling process. Also, within the preventive maintenance, there are condition-based maintenance programs (CBM) which are performed through regular inspections of the condition of the equipment, looking for changes in the conditions that indicate the need for planned maintenance before a failure occurs, through the use of the human senses, according to what is established in the Condition Based Maintenance Program (P-KEY-DOC).

Predictive Maintenance Programs are also being carried out which are applicable to all critical equipment that is involved in the bottling process according to what is established in the Predictive Maintenance Procedure (P-KEY-DOC) in order to predict when it is expected that a failure or breakdown occurs through the use of instrumentation and/or statistical tools.

At all the plants belonging to Arca Continental, the execution of corrective maintenance is also carried out in order to repair unscheduled faults or breakdowns to the equipment involved in the bottling process according to what has been established in the Corrective Maintenance Procedure (P-key-DOC).

At Arca Continental, we are committed to creating and maintaining an atmosphere of reactive work and developing trust, respect, and fair treatment for our personnel, acting without any discrimination for reasons of age, sex, nationality, and respecting their political affiliation, beliefs, and religious traditions.

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

So by assessing the work environment of the Head of Human Capital of each plant, ensures the application of the annual survey GPW (Great Place to Work) where issues such as trust between managers and collaborators, the relationship between



employees and their job and the company, and the relationship between employees are analyzed, evaluating the credibility, respect, fairness, pride, and camaraderie.

5 Environmental Management System

5.1 Design and Development Planning

At Arca Continental, once the environmental aspects are identified and the significant environmental impacts are determined, the reference documentation for these is reviewed to determine if the system needs improvements, for example improvements to the controls, specific training, improvement in maintenance, or changes in the process.

Such recommendations will be focused on mitigating the environmental aspects and will be reflected in the relevant documents according to the provisions of the Environmental (P-KEY-DOC) Program.

Taking into account that the insignificant environmental aspects can become meaningful and significant, and that the aspects may cause an environmental impact, if not adequately controlled, Arca Continental provides the necessary control mechanisms.

Because it is very difficult to explain in this document the mechanisms established, it is necessary to consult the data base established in the DocSystem established in the Macro-Process of Ecology, Management for Ecological Processes, Residual Water Treatment, Waste and Hazardous Materials to know about the documentation where the identified operational controls are established to achieve mitigation of significant environmental impacts.

Senior management of Arca Continental designates the Director of Quality and Environmental Sustainability as the one responsible for planning and controlling the design of innovative environmental initiatives in process or implemented in the operations on the matters of Water, Energy, Waste, Packaging, and Construction in order to ensure compliance to all environmental regulations and Company requirements and minimize environmental impacts.

The guidelines for carrying out this process are documented in the Program for Design and Development (P-KEY-DOC), which aims to establish guidelines for our company to plan and control the design, modification, and product development, equipment, packaging, processes, plants, and offices to ensure compliance with all environmental regulations and Company requirements and minimize environmental impacts.

Design and development planning include the following principles:

- ✓ Incorporate innovative environmental design principles to maximize an overall environmental benefit;
- ✓ Review capital projects to establish their potential environmental impacts and take action to address the problems that were identified;
- ✓ Promote the efficient use of resources (eg: Energy, water, raw materials);
- ✓ Assign responsibility and accountability for design and development.
- ✓ At suitable stages, systematic inspections of design and development will be carried out to assess the capacity of the results to meet the requirements. The participants in said reviews will include representatives from all the functions related to design and development stages that are subject to inspection.
- ✓ The Management of Production, Logistics and Sales of each plant are responsible for managing the interfaces between different groups involved in design and development to ensure effective communication and a clear assignment of responsibility.

In the same manner, during the planning for the design and development of the Operational.

Requirements Coca-Cola (KORE), in which the minimum necessary control measures are established with respect to:

- ✓ **ES-RQ-130 EOSH.** Performance Measurement Requirements for Environment, Safety, and Occupational Health (EOSH).
- ✓ **ES-RQ-125.** Energy Efficiency Requirements.
- ✓ **ES-RQ-200.** Requirements for Ozone Protection - Reduction of the risk of environmental impact caused by substances that deplete the ozone layer and greenhouse gases.
- ✓ **ES-RQ-225.** Requirements for the Quality of Wastewaters; Reduce the risk of adverse effects on fish or aquatic biota resulting from the discharging of wastewater.
- ✓ **ES-RQ-220.** Requirements for Waste Management - Minimize environmental impact and protect the safety and health of workers at risk from the wastes generated by our operations. (30 - 34).

In the Quality and Sustainability Continental / Ark Coca-Cola Model, planning, implementation, and maturity initiatives are outlined that Arca Continental is planning to consolidate in 2015, and considering the care and preservation of the environment, the continual development of sustainable technologies and optimizing our processes continue to be our long-term commitment.

These being initiatives in the planning stages for their importance and expected impact, they are considered strategic for future business results. Initiatives in the implementation stages are those strategic initiatives that are already approved and are being implemented, and initiatives stages of maturity are those successful practices already in place and thanks to their contribution to the results, they are considered as a competitive business advantage.

Amongst the initiatives undertaken by Arca Continental, are the following: To care for water at all our plants that promote the care of this resource through the Water Administration Program, which is part of the strategic plan of the company.

The three topics that make up this strategy are:

- Reduce water consumption in the production of our beverages
- Recycle water and promote savings and efficiencies
- Reuse wastewater and discharge water to meet our environmental policy which exceeds the standards established for this matter.

Since 2007 and in partnership with Coca-Cola of Mexico and the World Wildlife Fund (WWF), we launched the project denominated Vulnerability Protection of the Water Source (SVA) in our territories. This project, together with the Plan for the Protection of Water Supply identifies the impacts of our water supplies so that we may take preventive measures to mitigate these impacts so as to not deplete the resource and pollute the source.

Our program for the rational use of water is run by committees dedicated to saving water and whose main focus is to guide all processes at our plants toward the reduction in the consumption of the resource for the production of our beverages. The program considers the implementation of new technologies to reduce their use in production processes such as washing



bottles with ionized air, the construction of wastewater treatment plants, the inclusion of tertiary systems, and the inclusion of reverse osmosis.

The "Program for the Rational Use of Water" is intended to guide all processes in our plants to reduce water consumption through the implementation of new technologies in production processes, such as washing bottles with ionized air systems, inclusion of tertiary systems, and including the membrane bioreactor system.

Another effort in respect to this issue is the constant training that promotes a culture of the saving and rational use of water amongst the collaborators. To date, 100% of the production personnel have been trained in matters related to the environment and use of water.

At Arca Continental, we are committed to protect and mitigate the impacts to watersheds that supply our territories so we set up the Bottling System with Pronatura AC and Coca-Cola of Mexico.

Our business will continue to grow, but we cannot say the same for our emissions so we are committed to reducing the year to year energy consumption and emissions to the environment.

In matters of energy, efforts are focused on various initiatives to reduce, replace, and innovate.

Through our programs and energy efficiency audits, we perform the necessary actions for the rational and efficient use of energy in all our production plants, distribution centers, and our distribution chain.

As part of efforts to reduce energy consumption in production processes, we conducted a monitoring and diagnosis of energy consumption and the emissions generated. We also have the "Winter Energy Saving Program" which has been designed for the purpose of reducing energy consumption during the winter months which consists of adjusting the number of shifts, reducing these from three to two. Other initiatives and innovations that have allowed the reduction of energy consumption and emissions are the innovated capacity of our trucks, which reduces the number of trips required for longer product transfers, the use of electric forklifts at our warehouses and plants, and the installation of high efficiency motors in production plants.

The monitoring of fuel performance indicators allows us to detect areas of opportunity and become more efficient in the use of oils; an example is the configuration of "Fully" and the "Drop and Hook" which are focused on the reduction and optimization of product shipments to the distribution centers, as well as the monitoring and diagnosis system for electrical installations at all our plants and offices.

We are committed to the expansion of our production and distribution, and use new technologies to reduce energy consumption by replacing motors, pumps, lighting, for those using renewable sources of energy in their operation.

Actions focused on the care and efficient use of energy:

Key Activities:

- Integration programs Energy Savings
- Operation focused on reducing energy consumption during times of peak demand (cost of energy)
- Investing in energy saving technology
- Implementation of monitoring and tracking systems

Better Practices:

- Energy Conservation Committee / Demand Control Strategy
- Energy Efficiency Course
- Diagnosis / energy balance (load profile for equipment)
- Plan to reduce energy consumption



- Replacement Program for old motors and AC's
- Reengineering cooling systems and compressed air
- Change to efficient lighting

Technology has been developed which reduces energy consumption has been developed together with our suppliers for our refrigerators, and therefore, the emissions of greenhouse gases into the atmosphere.

100% of our refrigerators on the market are free of CFC's and have energy saving devices.

As part of the awareness and efficient management of energy use, committees were formed at our four production plants, whose main functions are:

- Organize and conduct periodic inspections of the use of energy
- Integrate energy efficiency initiatives to the processes of production and operation
- Recognize plant personnel to achieve objectives for optimization and savings

Our responsibility does not end with the quality of the production of food and beverages. The nature of our packaging materials, and the information printed on the tags, form part of a responsible strategy covering all aspects of our performance and products.

A company like ours, with the size and volume of transactions, as well as the production levels that we handle generates a significant volume of waste, which, classified and managed responsibly, avoid a negative impact on the areas surrounding the production facilities.

At Arca Continental, a constant concern we have is to manage waste in the best way to prevent damage to the environment so that through the reuse and recycling of various materials used in the production process, we have achieved a significant reduction in waste, respecting the regulations, and we are committed to finding alternatives that generate more reductions.

5.2 Planning for the Manufacturing of our Product

The reason for the daily activity of the company is always to be 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 for the brands sold by the company.

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

We are committed to meet and serve the market with products and services of the highest quality, covering the needs and expectations of our customers. Our treatment should always be honest and respectful, seeking the development of our company and of our customers.

It is for these reasons that Arca Continental's planning for the manufacturing of our product is supported in meeting our customer expectations, as well as the control of the environmental impacts of each of the processes that make up the Environmental Management System, by which the processes that make up the Environmental Management System are identified, which are identified in the Matrix Environmental Issues against Process (P-KEY-DOC) and the Matrix Evaluation of

Environmental Aspects (P-KEY-DOC), thus ensuring that the planning for the manufacturing of the product is consistent with the requirements of the Environmental Management System.

Product planning includes the following aspects:

- a) The requirements specified by our clients, including product specifications, requirements for delivery activities, and those posterior to the same once the product is delivered.
- b) The requirements not stated by the customer but necessary for product manufacturing.
- c) Statutory and regulatory requirements related to the product as well as any additional requirements determined by the organization to manufacture the product.
- d) The goals, objectives, and environmental requirements required by our customers.
- e) Innovation of our processes as well as provide the necessary resources to carry out the process.
- f) The establishing of programs and environmental controls to control the environmental impacts identified in the operation.
- g) The generation of records needed to provide evidence that the manufacturing processes of the product meet the requirements.

Arca Continental is committed to developing business relationships with its suppliers that are mutually beneficial and based on quality, competitive prices and services. Honest and integral dealings are the conditions for the basis of this relationship. We understand sustainability as an ample process of value; so we look to our suppliers to integrate the principles of social responsibility and contribute to its development.

So to achieve this goal, Arca Continental establishes the purchasing process in the Procurement Procedure (P-KEY-DOC), in which the type and extent of control exercised towards the providers is established depending on the impact of purchased supplies on the environment and the quality of the product delivered to the customer.

5.3 Control of monitoring and measuring equipment

Each plant of Arca Continental develops the process for the calibration equipment procedure (P-KEY-DOC), which establishes guidelines to ensure that the results of the measurements of environmental indicators are valid, as well as that the necessary tools to monitor the compliance with the requirements for the product are still in good condition so that they cannot generate any risk of environmental impacts (eg spillages due to the level gauges in the tanks).

6 Measurements, Analysis, and Improvement

The measurement of the results and the progress of the projects and business initiatives allow monitoring and validate whether they are achieving the expected results.

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



6.1 Measurement of Performance

Senior Management of Arca Continental through the Director of Quality and Environmental Sustainability, the Corporate Manager for Environmental Sustainability, and the Heads of Ecology and the Environment of each plant establish and maintain the Environmental Program (P-KEY-DOC) which describes the guidelines to carry out the monitoring, measurement, and analysis in a regular manner with the compliance to the regulatory requirements and the Environmental Management System, as well as the key characteristics of their operations and activities that can have an impact on the environment and public safety, for the purpose of:

- a) Ensure compliance to the Environmental Management System, through conducting Internal Audits.
- b) Continually improve the effectiveness of the Environmental Management System by taking improvement, preventive and corrective actions.

Coca Cola of Mexico through the Manager for Environmental Affairs developed forms such the Capture Sheet for environmental indicators and the Instructions Manual for filling out the environmental indicators and Checklists for environmental legal compliance (MX-C-EM-00173 Current V - Regional technical Bulletin No 173, Environmental Legal Compliance with its Annex), and lately the Form for Environmental Safety and indicators to be sent quarterly to Coca Cola of Mexico to measure the performance of each plant on environmental issues. These indicators include but are not limited to:

- ✓ **Use of Energy:** where the use of all types of energy which is consumed at the plant in relation to the drinking liters produced. The forms of energy include electric, diesel, fuel oil, gasoline, propane, natural gas, LP gas, coal and others. One should not consider the fuel used for plant vehicles because these form part of another indicator. The energy used at the plant will be converted to Mega Joules and will be reported as Mega Joules per liter of beverage produced.
- ✓ **Solid Waste:** The solid waste generated in all the processes at the plant, Hazardous Waste, Solid Wastes, and Recyclable Waste so that all wastes should be measured and will be reported as Grams of waste generated per liter of beverage produced.
- ✓ **Percentage of Recycling:** Both recyclable and non-recyclable wastes shall be measured in this way to obtain the indicator for recycling, which will be reported as % Recycled.
- ✓ **Water:** An area is included for the use of the totality of the water consumed in the plant, both in production processes and auxiliary processes, referring to liters of beverages. It is required to mention if the plant has wastewater treatment and this will be reported as liters of water consumed per Liter of Produced Beverage.
- ✓ **Environmental Legal Compliance:** Taking as a base the checklists for the verification of the environmental legal compliance (MX-C-EM-00173 Current V - Regional Technical Bulletin No 173, Environmental Legal Compliance with its Annex), the following will be carried out audits at least every semester and the indicator will be reported as a percentage of the legal compliance under the following headings:

- Environmental Risk
- Water
- Air
- Soil and Subsoil
- Solid Wastes
- Hazardous Wastes



- ✓ **Fleet Emissions:** Also consider also the emissions generated from Diesel, Gasoline, and compressed Natural Gas, using the factors that for this purpose were provided by Coca Cola as part of the Requirement for the Environmental Performance Measurement, reporting to Coca Cola of Mexico only the emissions from the vehicles for the distribution of our products not including, although the yield is calculated as an internal indicator. Report this in Kilograms or Total Tons of CO2.
- ✓ **Fuel Economy:** Considering the consumed liters of Diesel, Gasoline, and Compressed Natural Gas, related to the miles or minutes ran; this should be reported only to Coca Cola of Mexico only in respect to that used in the distribution of our products vehicles, not including forklifts, although the yield is calculated as an internal indicator. This should be reported in Kilometers per liter or in minutes per liter for the forklifts.

The results of the environmental indicators of each plant are reflected in the Environmental Performance Report, which is reviewed and discussed at the monthly and quarterly meetings in accordance with that described in requirement 3.4.

Senior management of Arca Continental designates the Head of Ecology at each plant as the one responsible for preparing the Annual Operation Certificate (AOC), for the State as well as Federal levels and submits it to the Agency for Environmental Protection and Natural Resources and the Secretary Environment and Natural Resources during the months of February and April, respectively, according to the Instructions Manual and the format for the Annual Operating Permit and the Manual for the installation and use of the program reporting the Annual Operating and Agreement for the establishment of the guidelines for reception of the Annual Operating and Single Environmental License through the corresponding electronic portal.

In the months of January of each year, the Head of Ecology and Environment goes to the beforementioned offices, to update the necessary information for the elaboration of this report, for in these last few years, the requirements, guidelines, programs, and reporting formats have been evolving.

The Annual Operating License sent to Federal and State authorities, the same as the reports sent to Coca-Cola of Mexico, contains information on the environment that allows Federal and State authorities to monitor the environmental performance of our bottling company and consolidate this information to develop the beforementioned inventories under the General Law of Ecological Balance and Environmental Protection.

The overall results of Arca Continental's environmental performance are shown in the Table of Results Indicators.

6.2 Internal Audit

At each Arca Continental plant, Internal Audits are conducted at planned intervals to determine whether the Environmental Management System:

- a) Is conforming to the planned provisions, to the established requirements of the Environmental Management System and the requirements of the ISO 14001;
- b) Is implementing and maintaining it in an effective manner.

Arca Continental has the Internal Audit Procedure (1) (P-KEY-DOC), in which the guidelines are described for carrying out this process, amongst which include:

- a) The designation of persons responsible for carrying out the auditing activities, including the required competence; ensuring the objectivity and impartiality of the auditing process using independent auditors who are not involved with the activity being audited;
- b) A documented auditing program that takes into account the results of previous audits and the status and importance of the area or element subjected to be audited;
- c) Defining the scope of audits, responsibilities, and requirements for planning and conducting the audits as well as reporting the results and maintain records generated by the audits;
- d) Research and establishment of corrective, preventive and / or improvement actions as applicable;
- e) The review of the audits' results by senior management and
- f) Maintenance of audit records.

Internal Audits Environmental Management System are conducted at defined intervals, according to the provisions of the Internal Audit Program (F-KEY-DOC), the scheduling of audits are performed in accordance to the following:

- To the state and the importance of processes and areas to be audited
- Importance of environmental operations
- Results of the risk assessment activities
- Results of the last internal audit performed

6.3 Monitoring and Measurement of Processes

Senior Management of Arca Continental through the Director of Quality and Environmental Sustainability, the Manager for Corporate Environmental Sustainability, and the Heads of Ecology and Environment of each plant apply different methods to monitor and measure processes (when applicable and / or when required) of the Environmental Management System.

Some of the methods include:

- a) Internal Auditing of the System.
- b) Setting goals and indicators.
- c) Reporting or application of verification checklists.
- d) Environmental Programs.
- e) Polls and any other method necessary for the monitoring and measurement of process methods.

The monitoring and measurement is focused at assessing the following:

- a) The environmental performance.
- b) The effectiveness of operational controls in the environment.
- c) Performance in relation to accidents, incidents, and emergencies with adverse affectations towards the environment.



Compliance with applicable legal requirements and other requirements established by the organization. These methods demonstrate the ability of the processes to achieve planned results, and on the contrary, corrective, preventive or improvement actions are generated (as required).

6.4 Preparedness and Emergency Response

Senior Management Arca Continental establishes and maintains Handbook for the Management of Incidents and Crisis Resolution (IMCR) (G-KEY-DOC), in which the necessary procedures are established for the following:

- a) Identify potential accidents, emergency situations, and the necessary controls to prevent their occurrence.
- b) Assess the risks for the business unit when using the accepted TCCC methodology.
- c) Develop and implement action plans to respond to accidents and emergency situations to prevent and mitigate environmental impacts that may be associated with them.
- d) Develop a staggering array matrix or a similar tool that clearly shows what individuals or functions need to be contacted in case of an incident.
- e) Identify an Incident Management Team (EMI) that is responsible for analyzing and communicating information, making decisions and coordinating actions.
- f) Designate each plant to an IMCR Leader.
- g) Identify the internal and external consultants, advisors, regulatory agencies and corresponding authorities who need to communicate with the business in the event of an incident.
- h) Periodically review and modify, whenever necessary, the procedures for preparation and emergency response, especially after accidents or emergency situations have occurred.
- i) Regularly evaluate such procedures.
- j) Handle incidents involving the public health and safety, the environment, natural disasters or those provoked by man or any situation that may cause extraordinary risks to public employees or a risk of losing significant assets or a significant interruption of business, and the publicity that can harm the image and brands of the products elaborated by Arca Continental.

6.5 Data Analysis

Senior Management of Arca Continental through the Director of Quality Control, the Manager of Corporate Environmental Sustainability, and the Heads of Ecology and the Environment of each plant and the personnel in the areas involved, determine, collect, and analyze the appropriate data to demonstrate the compliance and effectiveness of the Objectives, goals, indicators, and programs established in the Environmental Management System. The data analysis evaluates areas of opportunity to carry out and implement continuous improvement.



The analyzed data are obtained from the information generated by:

- Checklists for the verification of legal environmental compliance.
- Environmental Indicators.
- Report environmental performance.
- Results of Internal Audits for the Environmental Management System and / or any other tracking report for and / or measurement of the operation.

The analysis of the data provides information on:

- a) The compliance to the requirements of the process.
- b) The performance and compliance of the programs, controls, and criteria.

Depending on the results (changes and / or failures) of the magnitude of the problem or the complexity of the actions to follow, the corrective and preventive action (P-KEY-DOC) can be used.

The results of the indicators obtained this year in relation to water consumption, waste water, wastes, energy consumption, emissions of gases, and biodiversity present an improvement in respect to the data obtained last year, as a result of the monitoring of the implementation initiatives described in the Model for Quality and Sustainability of Arca Continental / Coca-Cola, which will be further developed until the established goal is met and exceeded.

6.6 Continuous Improvement

Arca Continental seeks to continually improve the effectiveness of the Environmental Management System, using:

- The Policy for Environmental Management System
- The Objectives and Goals of the Environmental Management System
- Programs of the Environmental Management System
- Results of Internal Audits
- Corrective, Preventive, and Improvement Actions
- The Inspection of the Environmental Management System by the CEO's department

Some of the aspects for which Arca Continental seeks continuous improvement are:

- ✓ To achieve the optimal use of company assets
- ✓ To prevent deviations and failures in processes and programs
- ✓ To facilitate achieving smooth work operations and compliance with legal requirements and other requirements set by the organization
- ✓ Control and reduce the environmental impacts that our operations may have by providing a better work environment for our employees
- ✓ Manage the service efficiently and consistently



6.6.1 Corrective Action

At Arca Continental, actions are determined and taken to eliminate the causes of the deviations and non-compliances for the purpose to correct them. Corrective actions are made adequate to the magnitude of potential breaches.

It has the corrective and preventive action (P-KEY-DOC) for:

- ✓ Reviewing non-conformities (including customer complaints);
- ✓ Evaluating the need to implement an action to ensure that non-compliance does not recur
- ✓ Determining, implementing, and monitoring the action required until its completion
- ✓ Recording and reporting the results of actions taken
- ✓ To review the effectiveness of actions taken
- ✓ Evaluate the IMCR procedures used to manage all serious incidents and crises, and the filling out of the form for the Evolution of Incidents in the system for the protection and management of incidents (APIM)
- ✓ The progress and results of the actions taken are part of the agenda for the Review on behalf of Management.

6.6.2 Preventive Action

At Arca Continental actions are determined and taken to eliminate the causes of potential non-conformities to prevent their occurrence. The preventive actions are appropriate for the magnitude of the potential risks.

The corrective and preventive action (P-KEY-DOC) is established to:

- a) Investigate and identify infringements that may occur
- b) Evaluate the need for action to prevent the occurrence of the nonconformity
- c) Determine and implement the necessary actions:
- d) Record and report the results of actions taken
- e) Review the effectiveness of the preventive action taken
- f) Evaluate the IMCR procedures used to manage all serious incidents and crises, and filling out of the form for the Evolution of the Incidents in the system for the protection of assets and incident management (APIM)

The progress and results of the actions taken are part of the agenda for the Review of Environmental Management System by Senior Management of Arca Continental.