Sustainability Report 2014
Many things have changed and evolved in Softtek throughout our history, but one thing has stayed the same, and is responsible for making us what we are now: Our passion for what we do!

Market conditions have certainly changed, and so have the demands and needs of our clients, our services and even our delivery methods. Nevertheless, that “something” that moves us that encourages us, has not only remained with us all this time, but has touched every place we’ve done business and everyone that works with us.

It is clear that this organization is truly shaped by its people.

This is why we focus our culture on the human element, because we as associates can transcend through the value that we generate for our clients and for all other stakeholders, including ourselves. And at Softtek, social responsibility is the way and sustainability is the goal that we want to reach.

The 2014 Sustainability report is more than mere evidence of this statement; for me, as it should be for you, it is an opportunity and invitation to decide how far we are willing to go.

I hope you enjoy it as much as I do.

Blanca Treviño
02. Corporate Social Responsibility Strategy

Management model

For Softtek, Corporate Social Responsibility (CSR) is a value-creating process through which we continually try to reach a balance between our profitability, environment and people.

This means that when we reach a decision, we look not only at the business factors, but also take into consideration the potential repercussions for people inside and outside of the organization, as well as any impact on the environment, the communities where we operate, and in general, all of our stakeholders.

Our principles adhere to the standards set by ISO 26000 and the ILO (International Labor Organization), among others.

The exchange of knowledge and collaboration with other companies and social organizations is a very important component of our CSR management model to operate on the global level.

At Softtek, Social Responsibility is constantly evolving.
03. Profitability

Softtek Profile

Softtek is a global provider of technology solutions and services that help clients get ahead in the digital age through: decreasing creation time for business solutions; eliminating complexity in information technology platforms; offering proven solutions with improved design and engineering; and generating predictable results for high-profile corporations.
Softtek Profile

SOFTTEK IN NUMBERS

1982
- Softtek is founded in Monterrey, Mexico.

1985
- 6 partners join the founder.

1988
- More than 100 associates.

1994
- Brazil
  - Softtek opens its first office in Brazil, in a region that as of year 2012, is Softtek’s 2nd largest market.

1996
- More than 1,000 associates.

1997
- Near Shore
  - Pioneer Near Shore® services, beginning work with U.S. clients.
  - International operations begin in Venezuela & Argentina.

1998
- GDC MTY
  - Softtek opens its 1st Global Delivery Center in Latin America; Mexican President Ernesto Zedillo speaks at inauguration in Monterrey.
  - International operations begin in Colombia.

2000
- CEO
  - Blanca Treviño is appointed as President & CEO.
  - CMMI Level 3 certified.

2003
- GE DDEMESIS
  - Softtek acquires GE Ddemesis, global development center in Mexico City.

2004
- GDC DF
  - Softtek opens a GDC in Mexico City.

1. Softtek is founded in Monterrey, Mexico.

2. 6 partners join the founder.

3. More than 100 associates.

4. Brazil
   - Softtek opens its first office in Brazil, in a region that as of year 2012, is Softtek’s 2nd largest market.

5. More than 1,000 associates.

6. Near Shore
   - Pioneer Near Shore® services, beginning work with U.S. clients.
   - International operations begin in Venezuela & Argentina.

7. GDC MTY
   - Softtek opens its 1st Global Delivery Center in Latin America; Mexican President Ernesto Zedillo speaks at inauguration in Monterrey.
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8. CEO
   - Blanca Treviño is appointed as President & CEO.
   - CMMI Level 3 certified.

9. GE DDEMESIS
   - Softtek acquires GE Ddemesis, global development center in Mexico City.

10. GDC DF
    - Softtek opens a GDC in Mexico City.

* GDC = Global Delivery Center
More than 9,000 associates

Global Delivery Centers:
- Argentina: La Plata and Buenos Aires
- USA: St. Louis
- Brazil: São Paulo and Fortaleza
- China: Wuxi and Beijing
- India: Bangalore

North America:
- Canada, USA and Mexico.

South America:
- Argentina, Brazil, Colombia, Uruguay, Chile, Venezuela, Paraguay, Peru.

Europe:
- Spain, United Kingdom, Netherlands.

Central America:
- Costa Rica, Puerto Rico

Asia:
- China and India.

30 OFFICES

Corporate Offices: Monterrey

GDC BRAZIL
Softtek opens a GDC in Fortaleza, Brazil.

For second year in a row Softtek is included in Gartner Magic Quadrant for SAP AMS providers.

SYSTECH
Softtek acquires new GDC in Fortaleza, Brazil.

A new GDC is opened in India.

IAOP’S
Softtek is the highest ranking Latin American company on IAOP’s 2010 Global Outsourcing 100 List®.

30 YEARS
Softtek celebrates its 30th anniversary in December.

Softtek acquires SAP Specialist, SCAL.

Near Shore
President & CEO of Softtek is the first woman inducted into IAOP Outsourcing Hall of Fame.

3 Softtek executives selected among Nearshore Industry’s most powerful voices (Nearshore Power 50 List).

3d year in a row.
Service portfolio addresses three areas of focus

- **Digital**: Agile Development, Analytics, Software Product Development, Information Security, Internet of Things
- **Outsourcing**: Application Management Services (AMS), Application Modernization, DevOps, ERP Management Services, Infrastructure Management
- **Technology**: SAP, Microsoft, HP, Oracle, RSA
- **Solutions**: GRC Monitoring, Financial Crime Prevention, Global Procurement as a Service, M&A IT Acceleration, Cloud-Based Industry Solutions
## Profitability

| STRONG POSITION IN THE MARKET | • Strong presence throughout Latin America.  
|                              | • Leader in Nearshore services for North America.  
|                              | • Recognized by leading industry analysts. |
| DIGITAL SOLUTIONS AS LEVER OF GROWTH | • Continued strengthening of the portfolio of cloud, mobile and analytical.  
|                                   | • Increasing the portfolio of horizontal solutions and specific industries.  
|                                   | • Robust capabilities for agile business solutions. |
| STRATEGIC VISION FOR THE ORGANIZATION | • Pioneer in providing global services from Latin America.  
|                                       | • Building capacity to compete globally.  
|                                       | • Ecosystem of partnerships that sustain growth. |
| PROVEN ABILITY FOR COMPLETION | • Global customer base, diversified and recurring class.  
|                                | • Sustained competitiveness for process maturity scale and global delivery models.  
|                                | • Outstanding customer experience |
| GLOBAL PROPOSITION VALUEA | • Combination of local and remote service delivery.  
|                          | • Full global delivery model.  
|                          | • Experience creates certainty. |
| FINANCIAL POSITION | • Exceptional financial path.  
|                    | • Model recurring and stable revenue (92% of income comes from repeat customers).  
|                    | • Operational excellence keeps rising margins.  
|                    | • Geographically diversified revenues. |
Right-Value Model

Our focus has six key components that we consider essential for success in relationships with our customers, projects or engagement. These six components are:

- **Right Culture**
  We believe in establishing an environment value that is focused on the results and efficiency, as well as a culture that reward oriented behavior to action.

- **Right Size**
  We need to have the correct number of people with the right mix of abilities.

  In Softek we not believe in simply re-assign or re-locate people first choice. First of all, We identify business objectives client, and then formed a team with the optimal size and the right mix skill regardless if through re-assignment or relocation.

- **Right Quality**
  We believe that quality should be evaluated in regarding business performance.

  Our assurance metrics ensure that quality monitoring is conducted by level of service, processes, Lean Six Sigma and according to the final result.

- **Right Execution**
  Outsourcing contracts offer typically savings in initial costs, however, over time they tend impact in the scope, so the cost increases.

  Our approach optimizes the results and it ensures operational stability throughout the life cycle of the contract.
The labor arbitration is an important tool for reducing costs but, often a recipe for failure.

We believe that the allocation of equipment must be determined by the performance, regulation, mitigating factors and geopolitical risk, not only by the workplace.

Our onsite capabilities, onshore, Nearshore and offshore allow us to offer the best allocation option.

Good governance requires identification of key performance indicators for each business by design principles Six Sigma (DFSS), an effective strategy change management and a series of processes enabling performance predictability according to the guidelines of Six Sigma, CMMI or ITIL.

Softtek automates processes and metrics using dashboards that provide data relevant on measuring performance business and continuous improvement.
Recent relevant events

ENABLING SOFTTEK’S FAST GROWTH AND INDUSTRY LEADERSHIP IN THE AMERICAS THROUGH INNOVATION

- Mobile CoE in China
- Double GDC capacity in Aguascalientes, Mexico
- Systech acquisition
- New GDC in Bangalore and CoE in India
- Several SAP RDS and Cloud Certifications
- Record addition of new client logos
- Added 3x the capacity in Guadalajara, Mexico
- Positioned in Gartner’s MQ for SAP AMS
- Opened new Delivery Center in Fortaleza, Brazil
- Only LatAm company included in Gartner’s MQ for SAP AMS twice
- Launched Global Procurement as a Service
- Positioned in Gartner’s MQ for SAP AMS
- Most globalized IT company in Mexico - CNN
Client Satisfaction Program

The NPS or Net Promoter Score is a tool created to measure the satisfaction level of our clients. It is widely used around the world by both B2C (Business to Consumer) or B2B (Business to Business) corporations, which is the case for Softtek.

It is the process of conducting surveys, implemented as a measuring tool (we cannot improve what we cannot measure). It is a base for the implementation of improvements at the project, account, or service level, which results in an increase in the number of accounts and improved retention of clients.

In addition, it helps by documenting the results and actions that result from it.

1,945 surveys were made in 13 countries where Softtek does business.

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<td>GRAND TOTAL</td>
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<td>364</td>
<td>61</td>
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</tr>
</tbody>
</table>

↑ = PROMOTORS  ↓ = DETRACTORS  = PASSIVE
Softtek has maintained a positive NPS trend during the last couple of years.

- In 3 years Softtek went from a 33 NPS score to 42.
- From 2013 to 2014, all markets improved the client satisfaction level by up to 12 points (Global Accounts).
- The practices that had the most important NPS improvements were ITIS, AMS, and Development; ITIS improved by 26 points.
The Shareholders Meeting is the highest body in the corporation and among its powers, has the authority to appoint the members of the Board of Directors and the members of the Auditing and Corporate Practices Committee. The Shareholders Meeting is held at least once a year. In 2014, the Shareholders Meeting appointed and ratified our Chief Executive Officer, Blanca Trevino, as President of the Board of Directors. She is one of the most experienced individuals in our business, in the information technology industry, and is responsible for the successful growth of Softtek since 2000. The members of the Board of Directors are the following individuals:

**Blanca Avelina Treviño de Vega**  
**PRESIDENT AND CEO**

President of the Board of Directors and Chief Executive Officer (CEO), she holds a Bachelor of Science in Computer Systems Administration by the Instituto Tecnologico de Monterrey. She has more than 29 years of experience in Softtek and more than 36 years in the information technology industry.

**Roberto Neftali Montelongo Romero**  
**DIRECTOR AND COO**

Member of the Board of Directors and Chief Operating Officer (COO), he holds an Electronic Systems Engineering Degree by the Instituto Tecnologico de Monterrey. He has more than 28 years of experience in Softtek and more than 36 years of experience in the information technology industry.

**Fernando Hugo Vega García**  
**DIRECTOR AND CSSO**

Member of the Board of Directors and Chief Shares Services Officer (CSSO), he holds a Bachelor of Computer Sciences degree by the School of Mathematics of the Universidad Autonoma de Nuevo Leon. He has more than 29 years of experience in Softtek and more than 36 years of experience in the information technology industry.

**Doris María Luisa Seedorf Fernandez**  
**DIRECTOR AND EUROPE CEO**

Member of the Board of Directors and Chief Executive Officer of the Softtek’s Europe, Middle East and African Market (EMEA), she holds a Bachelor of Computer Sciences by the School of Mathematics of the Universidad Autonoma de Nuevo Leon. She has more than 29 years of experience in Softtek and more than 36 years in the information technology industry.

**Heriberto Murillo Tamayo**  
**DIRECTOR AND CFO**

Member of the Board of Directors and Chief Financial Officer, he holds a Public Accountant and Auditor Degree by the Tecnologico de Monterrey and MBA from the University of Michigan. He has more than 8 years of experience in Softtek and more than 25 years of experience in finance.

**Horacio de Jesus Flores Gomez**  
**ALTERNATE DIRECTOR**

Non-executive Alternate Member of the Board of Directors, he holds a degree in Computer Systems Engineering by the Instituto Tecnologico de Monterrey. He has more than 38 years of experience in the information technology industry.

**Angel Eduardo Guerrero García**  
**ALTERNATE DIRECTOR AND CSO**

Alternate Member of the Board of Directors and Global Chief Sales Officer for Softtek (CSO), he holds a degree in Electronic Systems Engineering from the Instituto Tecnologico de Monterrey. He has more than 28 years of experience in Softtek and more than 36 years in the information technology industry.

**Eduardo Arizpe Fematt**  
**SECRETARY, NON MEMBER OF THE BOARD OF DIRECTORS**

Non-member and non-executive secretary for the Board of Directors, he holds a Law degree from Universidad Regionamontana. He has more than 35 years of experience in corporate law.

**Marla Carolina Martinez Carlos**  
**ALTERNATE SECRETARY, NON MEMBER OF THE BOARD OF DIRECTORS**

Alternate Secretary, Nonmember of the of the Board of Directors and Global Manager of the Softtek’s Legal Department, Lawyer by Universidad de Monterrey and International Investment Law and Trade Law, LLM. She has more than 4 years of experience in Softtek and more than 10 years of experience in corporate law.
The Board of Directors is currently evaluating several candidates with outstanding morals and integrity, extensive knowledge of the information technology industry, entrepreneurship and finances in order to select and submit them for consideration by the Shareholders Meeting to fill at least 3 vacancies of Independent Members in the Board of Directors.

The Board of Directors is in charge of the execution and supervision of the decisions taken by the Shareholders Meeting, as well as supervising the administration, performance and general strategies of the business.

The Board of Directors meets at least three times a year. One of the most important meetings of the Board of Directors is related to the revision and authorization of the consolidated audited financial statements for the applicable fiscal year, which is normally held on the first quarter of every fiscal year in order to submit such statements to the Annual Shareholders Meeting, in compliance with the Board of Director’s obligations to report accountant and financial business performance. The last meeting of the Board of Directors is held the last quarter of each year to authorize next years’ investment plans and financial forecasts for the following 5 years. The compensation for the directors and executives is determined by the Auditing and Corporate Practices Committee jointly with the President of the Board of Directors. Currently, the members of the Board of Directors do not receive compensation as members of the board.

For the performance of its duties, the Board of Directors relies on the Auditing and Corporate Practices Committee. Such Committee evaluates the internal control system in order to report to the Board of Directors the situations and results of the internal audit of the efficiency of the internal controls within Softtek. The Committee will report the Board of Directors in great detail about the findings, risks and other events detected as well as follow up on the appropriate preventive and corrective measures; provided, that such Committee will later notify the CEO, who will instruct each department leader to diligently implement corrective plans to mitigate risks.

Additionally, potential conflicts of interests are submitted to the attention of the Auditing and Corporate Practices Committee, who will review reviewing and authorize such issues.
In 2015, the Board of Directors will present a proposal to the Shareholders Meeting for the incorporation of an Ethics and Sustainability Committee, which will report to the Board of Directors.

The purpose of this Committee will be to ensure the compliance of the Code of Ethics and the administration of sustainability and social responsibility policies and initiatives of the organization.

It should be noted the such Committee shall have the powers necessary to implement the corrective actions required by any non-compliance of the Code of Ethics and shall also present and execute social responsibility and sustainability initiatives and plans so they may be submitted for authorization by the Board of Directors.
Operating Committees

In the execution of its authority, the Board of Directors is assisted by several committees that supervises specific business areas. The Operating Committees that report to the Board of Directors are the following:

**Executive Committee**

- Blanca Treviño de Vega
- Roberto N. Montelongo Romero
- Heriberto Murillo Tamayo
- Fernando Hugo Vega García
- Angel Eduardo Guerrero García
- Francisco Javier Ángeles Lara
- Benigno César López Santiago
- Marcos Jiménez Baez
- Carlos Antonio Funes Garay
- Mauro Gabriel Mattioda
- Miguel Ángel Saldivar Álvarez
- Luis Ignacio Revilla Muñoz
- Alejandro Camino Cortés

**Security Committee**

- Blanca Treviño de Vega
- Heriberto Murillo Tamayo
- Roberto N. Montelongo Romero
- Fernando Hugo Vega García
- Benigno César López Santiago

**Investment and Risk Committee**

- Blanca Treviño de Vega
- Roberto N. Montelongo Romero
- Heriberto Murillo Tamayo

Each Market CEO submits its annual and quarterly forecast to receive feedback and enhancement from the Executive Committee’s members.

Among its responsibilities is the evaluation of annual and five-year plans of each market as well as the results of the business strategies in order to share experiences, receive feedback and make appropriate modifications.

Jaime Gonzalez, Information Security Officer, directly reports to this committee.

The scope of this committee is to design and order the implementation of the policies, mechanisms and systems necessary to ensure the information security of the company and its clients. The members of the security committee are listed above.

This Committee is responsible for evaluating and authorizing projects and investment initiatives. Additionally, the Market CEOs submit its quarterly results and this committee will take the necessary measures to ensure due performance of the business. The members of the investment and risk committee are listed above.
All Softtek Shareholders might bring to the attention of the President of the Board of Directors any issues that they consider to be relevant to be included in the agenda of the Shareholders Meeting. However, such issues might or might not be included in such agenda, under corporate law.

On the other hand, all Softtek collaborator or employee may present their concerns and suggestions through the several human capital representatives.

Within the organization, the caution principle is applied to each of the matters that affect the business, wellbeing and quality of life of the collaborators of the organization. For example, there are financial policies, such as the approval of projects or derivative policies intended for limiting financial risks to which a company may be exposed.

On the other hand, there is the "Disaster Recovery Plan" which is intended to give continuity to the business during unforeseen circumstances or force majeure events (for example, the implementation of vaccination campaigns for influenza epidemics).

In addition, there is a "Security Awareness" conference held once a year in all of our branches with the purpose of displaying the accident and disaster prevention policies, as well as maintaining information security and personal safety of our collaborators.

The shared services area evaluates and determines the compensation of the collaborators and employees on a fair-market basis, complying with all the benefits specified by law. There are also special compensations for outstanding performance derived from a 360° evaluation implemented on a yearly basis. It also designs and establishes training plans for professional and personal development of each collaborator and employee.

The company has fulfilled all of its obligations with its suppliers, financial institutions, local governments, tax authorities, social security, and labor organizations, among others.

In the history of the company, no dividends have been delivered, since its profits have been reinvested to sustain its dynamic growth.
Softtek assigns 70% of its economic value directly to its associates.

Our groups of interest:

- Associates
- Investors
- Competitors
- Government
- Civil Groups and Organizations
- Clients
- Suppliers
At Softtek, we see talent as the capacity of people to develop their full potential to create a tangible value.

When you belong to the ‘industry of knowledge’, it will seem logic to declare that our greatest asset is the talent of our people; however, it is important to keep in mind that behind all that technology there is always a person or group of people that make it possible.

To us, Talent Engagement is not just another area of the company; it is a philosophy to achieve that ‘match’ between what we are as an organization, and what other people are looking for.

This means making Softtek a place in which we all want to work and where no one wants to leave. It is the relentless search among everyone towards challenges, opportunities and growth.

It means raising awareness that our daily work affects not only our customers, but also the customers of our customers. It means sharing a purpose of why we do things. It means generating a sense of meaning and belonging. It means providing spaces to give back to the community what we receive from it. It means stimulating that talent to continue its development.

From my experience, I can say that after 15 years I feel that I am a leader in Softtek’s history. I am proud to turn back and say ‘I did this,’ ‘I was there,’ and ‘I was part of that change, of that evolution.’ This means I left a mark, I went beyond... That is how I want each person to feel in their own journey at Softtek.

**Luis Revilla**

VOP Human Capital
**People**

### Infographics

**Softtek Global**

- **Headcount**: 8,080 *
- **Years at Softtek**: 2.9
- **Median Age**: 31
- **Average Salary**: 86%
- **Billable Staff**: 14%

#### Gender

- **Female**: 29.5%
- **Male**: 70.5%

#### Age

- **Baby Boomers**: 4.3%
- **Generation X**: 31.7%
- **Millennials**: 64.0%

**Corporate**

- **Headcount**: 69
- **Years at Softtek**: 8.0
- **Median Age**: 35
- **Average Salary**: 0%
- **Billable Staff**: 100%

#### Gender

- **Female**: 42%
- **Male**: 58%

#### Age

- **Baby Boomers**: 11.6%
- **Generation X**: 40.6%
- **Millennials**: 47.8%

### Argentina

- **Headcount**: 584
- **Years at Softtek**: 2.5
- **Median Age**: 32
- **Billable Staff**: 87%
- **Staff**: 13%

#### Gender

- **Female**: 28.1%
- **Male**: 71.9%

### Brazil

- **Headcount**: 828
- **Years at Softtek**: 3.5
- **Median Age**: 33
- **Billable Staff**: 85.9%
- **Staff**: 14.1%

#### Gender

- **Female**: 39.3%
- **Male**: 60.7%

### Canada

- **Headcount**: 12
- **Years at Softtek**: 2.1
- **Median Age**: 43.7
- **Billable Staff**: 91.7%
- **Staff**: 8.3%

#### Gender

- **Female**: 8.3%
- **Male**: 91.7%

*Subcontractors are not included / **Values are US dollars, the Average Salary is per Month*
### People

#### Chile

- **Headcount**: 34.9
- **Years at Softtek**: 0.9
- **Mean Age**: 3.775
- **Median Age**: 85.4%
- **Average Salary**: 14.6%
- **Gender**: 31.7% Female, 68.3% Male
- **Baby Boomer**: 4.9%
- **Generation X**: 34.1%
- **Millenials**: 61%

#### China

- **Headcount**: 223
- **Years at Softtek**: 0.0
- **Mean Age**: 1.337
- **Median Age**: 83%
- **Billable Staff**: 17%
- **Gender**: 32.3% Female, 67.7% Male
- **Baby Boomer**: 0%
- **Generation X**: 8.5%
- **Millenials**: 91.5%

#### Colombia

- **Headcount**: 167
- **Years at Softtek**: 2.7
- **Mean Age**: 3.223
- **Median Age**: 83.2%
- **Billable Staff**: 16.8%
- **Gender**: 44.9% Female, 55.1% Male
- **Baby Boomer**: 16.2%
- **Generation X**: 47.3%

#### Costa Rica

- **Headcount**: 68
- **Years at Softtek**: 0.8
- **Mean Age**: 2.175
- **Median Age**: 91.2%
- **Billable Staff**: 8.8%
- **Gender**: 8.8% Female, 91.2% Male
- **Baby Boomer**: 1.5%
- **Generation X**: 23.5%
- **Millenials**: 75%

#### India

- **Headcount**: 241
- **Years at Softtek**: 1.2
- **Mean Age**: 1.084
- **Median Age**: 82.6%
- **Billable Staff**: 17.4%
- **Gender**: 15.8% Female, 84.2% Male
- **Baby Boomer**: 0%
- **Generation X**: 19.1%
- **Millenials**: 80.9%

#### Mexico

- **Headcount**: 2,293
- **Years at Softtek**: 2.7
- **Mean Age**: 2.154
- **Median Age**: 86.9%
- **Billable Staff**: 13.1%
- **Gender**: 32.2% Female, 67.8% Male
- **Baby Boomer**: 6%
- **Generation X**: 31.1%
- **Millenials**: 62.9%

#### Mexico (US MKT)

- **Headcount**: 3,067
- **Years at Softtek**: 3.2
- **Mean Age**: 1.753
- **Median Age**: 99.4%
- **Billable Staff**: 10.6%
- **Gender**: 26.1% Female, 73.9% Male
- **Baby Boomer**: 1.6%
- **Generation X**: 24.4%
- **Millenials**: 73.9%

#### Spain

- **Headcount**: 173
- **Years at Softtek**: 0.0
- **Mean Age**: 2.496
- **Median Age**: 88.4%
- **Billable Staff**: 11.6%
- **Gender**: 31.8% Female, 68.2% Male
- **Baby Boomer**: 1.7%
- **Generation X**: 48%
- **Millenials**: 50.3%

#### USA

- **Headcount**: 314
- **Years at Softtek**: 3.9
- **Mean Age**: 7.263
- **Median Age**: 67.5%
- **Billable Staff**: 32.5%
- **Gender**: 20.7% Female, 79.3% Male
- **Baby Boomer**: 12.4%
- **Generation X**: 52.5%
- **Millenials**: 35%
Distribution by Level

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<td>10.3%</td>
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<td>33.4%</td>
<td>9.7%</td>
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<tr>
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<td>0%</td>
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<td>27.4%</td>
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<tr>
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<tr>
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<td>37.9%</td>
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<tr>
<td>USA</td>
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<td>9.9%</td>
<td>26.9%</td>
<td>23.6%</td>
<td>34.4%</td>
</tr>
</tbody>
</table>

SOFTTEK GLOBAL

- **Trainee**: 5.8%
- **Beginner**: 12.8%
- **Junior**: 18.3%
- **Proficient**: 25.4%
- **Senior**: 24.9%
- **Expert**: 12.8%
## Distribution of People by Activity

### SOFTTEK GLOBAL

<table>
<thead>
<tr>
<th>Country</th>
<th>HC AMS</th>
<th>HC APD</th>
<th>HC BPO</th>
<th>HC ERP</th>
<th>HC IM</th>
<th>HC ITIS</th>
<th>HC QA</th>
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</thead>
<tbody>
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<td>33.8%</td>
<td>1.4%</td>
<td>25%</td>
<td>0.2%</td>
<td>0.8%</td>
<td>0.6%</td>
<td>0%</td>
</tr>
<tr>
<td>Brazil</td>
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<td>6.5%</td>
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<td>10.3%</td>
<td>1.1%</td>
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<tr>
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<tr>
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<tr>
<td>China</td>
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<td>46.5%</td>
<td>4.9%</td>
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<td>0%</td>
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<td>0%</td>
<td>59.7%</td>
<td>1.6%</td>
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<tr>
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<td>1.5%</td>
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<td>0.3%</td>
</tr>
<tr>
<td>Mexico (US MKT)</td>
<td>28.7%</td>
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<td>6%</td>
<td>3.7%</td>
<td>0.2%</td>
<td>22.6%</td>
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<td>7.8%</td>
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<td>0%</td>
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<td>9.9%</td>
<td>1.4%</td>
<td>10.8%</td>
<td>0%</td>
<td>34.4%</td>
<td>4.7%</td>
<td>0%</td>
</tr>
</tbody>
</table>
Work Environment Survey

We are convinced that, given the right environment, talented and self-determined people create amazing things.

The Engagement Index survey provides us with information about our work environment, and also with what we consider our strengths and areas of opportunity; it has also provided us the visibility to carry out the necessary actions to build the environment we want to work in.

High levels of engagement relate to high productivity levels, which positively impact both the people and the organization’s success taken as a whole.

We are convinced that, given the right environment, talented and self-determined people create amazing things.

Generally speaking, and in accordance with our own opinions, our work environment has been positioned in a Neutral category, at 74.5%. We are close to becoming a High Performance Company.

To achieve our goal, we will implement initiatives related to our facilities, growth opportunities, and recognition programs, among others.

This survey was conducted in Argentina, Brazil, Colombia, Costa Rica, Spain, India, Mexico and the United States.
6 DIMENSIONS

Shape the Engagement Index:

- **78%**
  - Organizational Practices
  - DIVERSITY AND INCLUSION

- **77%**
  - Work
  - DAILY ACTIVITIES

- **77%**
  - People
  - TEAM LEADERSHIP, INTEGRATION AND COMMUNICATION SKILLS

- **74%**
  - Quality of Life
  - WORK-LIFE BALANCE, FACILITIES

- **72%**
  - Opportunities
  - CAREER, TRAINING AND DEVELOPMENT

- **67%**
  - Total Compensation Package
  - SALARY AND BENEFITS
Performance Management

The purpose of Process Management is to identify and acknowledge the accomplishments achieved during the year, follow up on the process and evaluate the goals achieved.

Performance Management is a process geared towards the evolution of associates, which enables a proper form of following up and provides the leader with visibility into the team’s productivity, which translates into growth and development for everyone.

2014 results

The Performance Management process supports the engagement that in one of its definitions includes three areas:

- **AUTONOMY**
  
  To know the purpose of the activities each person performs independently.

- **PURPOSE**
  
  To establish a clear goal of where everything is going, and what is expected from each person, from the leader to the associate.

- **MASTER**
  
  To identify high performance. To clarify what is expected from each person and to have visibility into the current performance and other areas of opportunity that will arise as a benefit for the organization and all of us who are part of it.

Closure:

5,679 PROCESSES
The Softtekiada is an annual event that unites Softtek associates from different countries where Softtek operates. Its main objective is to promote sports and offer a space to gather during the qualifiers for tournaments, featuring soccer, volleyball, basketball, swimming and track and field. In 2014, the location was Riviera Nayarit, Mexico.
Training

9,019
People were trained.

GLOBAL

HOURS
116,535
COURSES
29.49
AVERAGE OF HOURS PER PERSON

ARGENTINA

HOURS
21,797.5
COURSES
29.7
AVERAGE OF HOURS PER PERSON

BRAZIL

HOURS
20,456
COURSES
27.68
AVERAGE OF HOURS PER PERSON

CANADA

HOURS
116
COURSES
8.9
AVERAGE OF HOURS PER PERSON

CHINA

HOURS
2,824
COURSES
8.82
AVERAGE OF HOURS PER PERSON

COLOMBIA

HOURS
598.5
COURSES
8.67
AVERAGE OF HOURS PER PERSON

COSTA RICA

HOURS
2,069.4
COURSES
20.69
AVERAGE OF HOURS PER PERSON

SPAIN

HOURS
4,749.5
COURSES
24.10
AVERAGE OF HOURS PER PERSON

INDIA

HOURS
13,324
COURSES
44.7
AVERAGE OF HOURS PER PERSON

MEXICO

HOURS
195,074
COURSES
31.85
AVERAGE OF HOURS PER PERSON

USA

HOURS
4,076
COURSES
11.64
AVERAGE OF HOURS PER PERSON

CORPORATE

HOURS
944.5
COURSES
12.42
AVERAGE OF HOURS PER PERSON

WOMEN
MEN
PEOPLE

2522 (28%)
6,497

103 (32%)
217

202 (28%)
532

500

9 (9%)
91

63 (32%)
134

45 (15%)
253

1,724 (28%)
4,399

73 (21%)
277

32 (42%)
44

279

30 (43%)
39
### Distribution by Type of Training

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<th>COL</th>
<th>CORP</th>
<th>CR</th>
<th>SPA</th>
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<td>104</td>
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<td>4076</td>
<td>266,029.5</td>
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</table>

**Momentum Program**

314 People each month. → 5% Of Softtek’s total population.

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<th>JAN</th>
<th>FEB</th>
<th>MAR</th>
<th>APR</th>
<th>MAY</th>
<th>JUN</th>
<th>JUL</th>
<th>AUG</th>
<th>SEP</th>
<th>OCT</th>
<th>NOV</th>
<th>DEC</th>
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<td>6</td>
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<td>6</td>
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<td>5</td>
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<td>278</td>
<td>276</td>
<td>267</td>
<td>225</td>
<td>252</td>
<td>278</td>
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<td>0</td>
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<td>0</td>
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<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
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<td>351</td>
<td>385</td>
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<td>321</td>
<td>316</td>
<td>275</td>
<td>300</td>
<td>314</td>
</tr>
</tbody>
</table>

On average, each month we have 314 Trainees in the Momentum program, which represents 5% of Softtek’s total number of associates.
Our mission is to focus our efforts on actions that contribute to the sustainable development of the communities where we operate. We want to be consolidated as a global foundation, with a committee in each location where we have presence, to contribute to the social welfare and optimal balance between people and the environment.
During 2014, the renewal process that started in 2013 was concluded, with a change to the image and identity of the Foundation.

A website (fundacionsolidaria.org) was officially launched to promote the mission and vision but, above all, the different programs through which we perform activities for the benefit of the community and how associates and their families and friends can participate.

One of the programs, “Amigo Solidario”, with over 1,000 members in Mexico and Brazil, involves monthly donations for the support of different actions in each location.

The main challenge is to consolidate in the coming years a program to support the education and use of technology to cause a sustainable development of the communities where we operate.

### Table: Fundación Solidaria Program Activities

<table>
<thead>
<tr>
<th>Sector</th>
<th>Beneficiaries</th>
<th>Volunteers</th>
<th>Hours (Volunteers)</th>
<th>Solidaria Investment</th>
<th>Donation from Volunteers</th>
<th>Solidaria Donation</th>
<th>Softtek Donation to Solidaria</th>
<th>Total Investment</th>
</tr>
</thead>
<tbody>
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<td><strong>Education</strong></td>
<td>4,960</td>
<td>155</td>
<td>768</td>
<td>$19,458.76 USD</td>
<td>$1,303.70 USD</td>
<td>$104,168.00 MXN</td>
<td>$104,168.00 MXN</td>
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<tr>
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<td>87</td>
<td>114</td>
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<td></td>
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<td>$4,061.78 USD</td>
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<tr>
<td><strong>Housing, Clothing and Feeding</strong></td>
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<td>378</td>
<td>1,042</td>
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<td>$ 884.07 USD</td>
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<td>$690.00 USD</td>
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<td>$ 344.30 USD</td>
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<td>$1,382.67 USD</td>
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<tr>
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<td>932</td>
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<td>$ 5,360.74 USD</td>
<td>$ 6,034.22 USD</td>
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</tr>
<tr>
<td><strong>Total</strong></td>
<td>13,768</td>
<td>2,765</td>
<td>7,113</td>
<td>$60,773.11 USD</td>
<td>$ 7,892.81 USD</td>
<td>$ 8,106.89 USD</td>
<td>$60,773.11 USD</td>
<td>$60,773.11 USD</td>
</tr>
</tbody>
</table>
“Make a Difference Day”

<table>
<thead>
<tr>
<th>LOCATION</th>
<th>TREES</th>
<th>ADOPTION</th>
<th>VOLUNTEERS</th>
<th>HOURS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aguascalientes</td>
<td>1,000</td>
<td>0</td>
<td>25</td>
<td>75</td>
</tr>
<tr>
<td>Parque el Cedazo</td>
<td>600</td>
<td>200</td>
<td>308</td>
<td>1,320</td>
</tr>
<tr>
<td>Monterrey</td>
<td>300</td>
<td>100</td>
<td>210</td>
<td>630</td>
</tr>
<tr>
<td>Plaza Pública</td>
<td>150</td>
<td>150</td>
<td>150</td>
<td>150</td>
</tr>
<tr>
<td>San Luis Potosi</td>
<td>150</td>
<td>10</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Tangamanga II</td>
<td>1,388</td>
<td>0</td>
<td>91</td>
<td>273</td>
</tr>
<tr>
<td>Cd. de Mexico</td>
<td>195</td>
<td>48</td>
<td>80</td>
<td>400</td>
</tr>
<tr>
<td>Parque ecológico</td>
<td>6</td>
<td>12</td>
<td>12</td>
<td>12</td>
</tr>
<tr>
<td>Dallas, TX</td>
<td>20</td>
<td>18</td>
<td>18</td>
<td>18</td>
</tr>
<tr>
<td>Arboretum</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>St. Louis</td>
<td>20</td>
<td>18</td>
<td>18</td>
<td>18</td>
</tr>
<tr>
<td>Missouri Botanical Garden</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Cincinnati, OH</td>
<td>60</td>
<td>0</td>
<td>27</td>
<td>216</td>
</tr>
<tr>
<td>Tree adoption</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ottawa</td>
<td>25</td>
<td>110</td>
<td>110</td>
<td>260</td>
</tr>
<tr>
<td>Bogota</td>
<td>635</td>
<td></td>
<td>65</td>
<td></td>
</tr>
<tr>
<td>Parque Santa Inés</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rio de Janeiro</td>
<td>5</td>
<td>33</td>
<td>33</td>
<td>198</td>
</tr>
<tr>
<td>Oficinas de Softtek</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A Coruña</td>
<td>150</td>
<td>0</td>
<td>60</td>
<td>360</td>
</tr>
<tr>
<td>Ayuntamiento de Vedra</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Buenos Aires</td>
<td>4,538</td>
<td>634</td>
<td>1,217</td>
<td>3,940</td>
</tr>
</tbody>
</table>

Every time we speak of social responsibility, we openly acknowledge that Solidaria was born because of the passion of a group of people in Brazil and that, in time, expanded despite the geographic distances and language differences. Every day, more and more associates join Fundación Solidaria because they are convinced that there is always something that can be done for our environment and community. It is very important to state that this did not start as a business initiative, and that as each year more associates from all over the world join, the organization continues to carry on.

Solidaria evolved from a volunteer initiative to become an area with programs that cover all social responsibility topics.

In 2014, our Make a Difference Day was dedicated to our responsibility towards the environment. Our goal is to plant a tree for each one of our associates in every location across the globe.
Environment

ENVI RONMENTAL POLICY

We believe that in order to boost our goal to transcend, we must focus on sustainability of economic, social and natural capital. This is because our environmental policy is an important part of the commitment and contribution that we make for the preservation of nature in the long term.

As part of this declaration, we commit to a sustainable use of natural resources, including the use of energy, which can decrease and deter the environmental impact of our business.

We are an organization that works on environmental issues under a philosophy of open cooperation with local governments, organized civil society, knowledge academy and local communities.

As an IT services provider, we are aware that our operations can cause a series of impacts to the biodiversity in a direct or indirect form through our value chain.

This is the reason why we look for an optimal management of our environmental impacts, risks and opportunities to reduce the cost of business, improve the profitability of the shareholders, and protect, improve and create value to the environment.

SCOPE

This Environmental Policy has a global scope and includes Softtek operations in all the countries where we are present—including, but not limited to, the management of climate change, pollution, water, biodiversity and resource scarcity issues.

ENVIRONMENTAL COMPLIANCE

We are committed to complying, or even exceeding, the requirements from the environmental legislation in all areas where we operate.

MANAGEMENT OF OUR DIRECT ENVIRONMENTAL IMPACTS

We are committed to the management of our direct environmental impact through the following activities:

- To monitor, reduce and communicate our energy use, greenhouse gasses emissions, paper consumption, residues and water consumption.
- To start initiatives to recycle, pursuant current processes and regulations from each nation.
- To ensure the storage, transportation and final disposition of residues of our electric and electronic equipment's, fulfilling each local valid legal provision.
We apply sustainable management evaluations of the supply chain and our supply evaluation policy that involves sustainable business practices standards and commitment to continuous improvement with which our suppliers must comply.

Our goal is to work with our suppliers to positively influence their environmental performance, and to ensure that:

- They are aware of environmental, social and ethical problems, as well as the risks and opportunities of their operations and products.
- They operate pursuant to known international practices.
- They have management systems to deal with topics associated with their risks and opportunities.
- These systems offer an efficient performance management and continuous improvement.

We look to associates with suppliers that share our commitment with the best practices and continuous improvement. Likewise, we work with suppliers to reduce the environmental impact of the services and products that we use.

Our desire to limit the environmental impact of the business is reflected through our decision-making in regards to our business location.

We look to implement a policy to develop our activities in offices certified by environmental management standards in each area.

The environmental performance is one of our criteria used to select and adapt to new buildings.

Due to the aforementioned, we consider in the inclusion of efficient energy consumption management systems in our facilities, equipped with energy and water-saving technologies, which are located close to public transportation facilities.
This policy is reviewed every two years.

<table>
<thead>
<tr>
<th>AWARENESS &amp; PROMOTION</th>
<th>We train our associates on environmental topics through the following activities:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Publication of regular communications and internal newsletters to increase their understanding on environmental matters.</td>
</tr>
<tr>
<td></td>
<td>• Develop products and supplies that help associates make environmental decisions out of the office.</td>
</tr>
<tr>
<td></td>
<td>• Create and manage work spaces that reflect our commitment with the care of our natural resources (eco-efficiency).</td>
</tr>
<tr>
<td></td>
<td>• Contribute, if necessary, to the development of public politics that improve our natural environment, while we generate economic benefits.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>GOVERNANCE AND REPORT PRESENTATION</th>
<th>The ultimate liability of our environment development lies in our CEO and Board of Directors.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Our management teams are responsible for managing the environmental impacts, risks and opportunities on a daily basis from the matters established by the Environmental Management Committee for our operational print, as well as risk committees and our Sustainability Committee.</td>
</tr>
<tr>
<td></td>
<td>We are committed to the continuous improvement of our environmental management system, which is developed in accordance with ISO 14001 standards, and supports our implementation of this policy.</td>
</tr>
<tr>
<td></td>
<td>We check our progress periodically, and publicly inform our environmental development over an annual basis and seek audit information by a third party.</td>
</tr>
</tbody>
</table>

| REVIEW OF THIS POLICY | This policy is reviewed every two years. |
# Energy Consumption

**IN YEAR 2014**

<table>
<thead>
<tr>
<th>FACILITY SOURCE DESCRIPTION</th>
<th>ACTIVITY DATA, ELECTRICITY HEAT, AND/OR STEAM (kWh)</th>
<th>CO2 EMISSION FACTOR (gm CO² / kWh)</th>
<th>INDIRECT CO2 EMISSIONS IN METRIC TONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>GDC Aguascalientes</td>
<td>1,053,234</td>
<td>499.90</td>
<td>526.51 Tn CO²</td>
</tr>
<tr>
<td>GDC Ensenada</td>
<td>326,480</td>
<td>499.90</td>
<td>163.21 Tn CO²</td>
</tr>
<tr>
<td>GDC Eugenia</td>
<td>501,067</td>
<td>499.90</td>
<td>250.48 Tn CO²</td>
</tr>
<tr>
<td>GDC Monterrey</td>
<td>1,216,759.00</td>
<td>499.90</td>
<td>608.26 Tn CO²</td>
</tr>
<tr>
<td>GDC Guadalajara</td>
<td>353,310.00</td>
<td>499.90</td>
<td>176.62 Tn CO²</td>
</tr>
</tbody>
</table>

**Sum of CO² emissions**

1,725.08 Tn* CO²

* Metric Tons
## Electric power

### 2014 consumption per person
1,504.95 kw / person

### AGUASCALIENTES

<table>
<thead>
<tr>
<th>Year</th>
<th>ANNUAL COST *</th>
<th>KWT **</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>2,256,995</td>
<td>1,315,440</td>
</tr>
<tr>
<td>2012</td>
<td>2,083,187</td>
<td>1,172,736</td>
</tr>
<tr>
<td>2013</td>
<td>1,916,467</td>
<td>1,050,480</td>
</tr>
<tr>
<td>2014</td>
<td>1,988,443</td>
<td>1,053,234</td>
</tr>
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</table>

### ENSENADA

<table>
<thead>
<tr>
<th>Year</th>
<th>ANNUAL COST</th>
<th>KWT</th>
</tr>
</thead>
<tbody>
<tr>
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<td>38,105</td>
<td>19,697</td>
</tr>
<tr>
<td>2012</td>
<td>572,557</td>
<td>302,480</td>
</tr>
<tr>
<td>2013</td>
<td>537,611</td>
<td>313,628</td>
</tr>
<tr>
<td>2014</td>
<td>670,554</td>
<td>326,480</td>
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</table>

### EUGENIA

<table>
<thead>
<tr>
<th>Year</th>
<th>ANNUAL COST</th>
<th>KWT</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>209,927</td>
<td>131,600</td>
</tr>
<tr>
<td>2013</td>
<td>1,084,459</td>
<td>473,540</td>
</tr>
<tr>
<td>2014</td>
<td>1,062,946</td>
<td>501,067</td>
</tr>
</tbody>
</table>

### MONTERREY

<table>
<thead>
<tr>
<th>Year</th>
<th>ANNUAL COST</th>
<th>KWT</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>3,654,711</td>
<td>1,555,037</td>
</tr>
<tr>
<td>2012</td>
<td>3,497,958</td>
<td>1,425,188</td>
</tr>
<tr>
<td>2013</td>
<td>3,030,708</td>
<td>1,216,759</td>
</tr>
<tr>
<td>2014</td>
<td>3,030,708</td>
<td>1,216,759</td>
</tr>
</tbody>
</table>

### GUADALAJARA

<table>
<thead>
<tr>
<th>Year</th>
<th>ANNUAL COST</th>
<th>KWT</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>443,664</td>
<td>353,310</td>
</tr>
</tbody>
</table>

---

* Figures in Mexican pesos / ** Total Kilowatts
The purpose of our sustainability report is to inform and reveal our company’s CSR information.

The information corresponds to the months of January to December 2014, and is defined by using Guide G3.1 of the Global Reporting Initiative (GRI) as a reference.

It includes indicators for Softtek operations that include corporate offices in the city of Monterrey, Mexico, and administrative and operative centers around the world.

Softtek reports its results annually, and they are published on our website and are made accessible to our associates and clients.

The information presented is determined in accordance with internal exercises over the relevant information for our business, as well as dialogues with associates and shareholders. Indicators are obtained from our internal information systems and records of our operations.

We performed a material analysis process to determine the indicators to report in 2014.

Actions we performed:

- Meetings with different areas of the company.
- Benchmark of industry reports in a national and international level.
- Recommendations and protocols of GRI guides.
- Communication with our shareholders.
- Internal documentation.
Fernando Nava Velázquez

Corporate Social Responsibility Manager
fernando.nava@softtek.com
Av. Constitución #3098, Piso 6
Col. Santa María Monterrey, NL

+52 (81) 1932 4400 Ext. 1028

Editorial Board
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