

2021 Integrated Report



Content of the Report



Letter from the Chairman



Juan Molins
Chairman

Dear shareholders,

2021 was a year of enormous challenges for the world in general and for the cement sector and Cementos Molins in particular.

On the one hand, 2021 was marked by the consequences of the pandemic, which chiefly had an impact on public health, but also on the economy and throughout society as a whole. On the other, the world economy was characterised by a shortage of supply and high inflation, and, in combating these challenges, Cementos Molins showed itself to be a stable company with a highly committed workforce.

There were several acquisitions during the year, with investment totalling over €230 million, which will enhance the long-term positioning of Cementos Molins on the international stage.

All in all, we managed to record net profits amounting to €105 million, 12% more than in 2020. Income and the EBITDA also remained at high levels, at €968 million and €242 million respectively, up 25% and 18%.

Finally, I would like to thank our employees for their commitment in addressing the daily challenges that arise and contributing to the success of Cementos Molins. And I would also like to thank our customers and suppliers and, of course, our shareholders, for the trust they place in our company.

Kind regards,

Juan Molins
Chairman

Letter from the Chief Executive Officer



Julio Rodríguez
Chief Executive Officer

Dear stakeholders,

I am pleased to present our first Integrated Report, reflecting our desire to report our financial and non-financial information in a single bloc. We are thus complying with the guidelines laid down by the International Integrated Reporting Council. In this report we summarise our view of the factors regarded as key for Cementos Molins, the main events from a financial and operational standpoint and our company's ability to manage opportunities and risks. Finally, we convey our contribution in the form of value creation.

2021 was an important year in the life of Cementos Molins, given that we reinforced our international presence and developed new businesses with the important acquisitions that we made. This is the case of ESCOFET, a benchmark in architectural concrete and urban space, as is the purchase of a white cement terminal in the port of Alicante to develop this new business in Spain. Another important milestone in terms of acquisitions in 2021 was the purchase of CALUCEM. With the integration of this company, Cementos Molins has become the world's second-largest producer of calcium aluminate cement, a global market with excellent long-term development prospects. We have also consolidated our position in the Catalan concrete and aggregates market with the acquisition of the HeidelbergCement business, and we ended the year with the significant incorporation of Pretersa Prenavisa. By doing so, we have consolidated our position in the Spanish concrete prefab market and created excellent potential for the development of synergies and value creation.

Another key development has been the reinforcement of our commitment to sustainability. In 2021, we defined our 2030 roadmap and conveyed it to society, setting out our precise objectives in the five pillars of sustainability: health and safety, climate change and energy, environment and nature, the circular economy and social responsibility. In addition, we have once again renewed Cementos Molins' commitment to the United Nations Global Compact and its ten principles.

I also think it is important to highlight that in 2021 a novation of the sustainable syndicated financing was signed, with a new cap

of €300 million and an extension over a period of two years. This financing, which was the first sustainable syndicated financing of a Spanish company in the cement sector, is linked to sustainability goals, particularly the reduction of CO₂ emissions, one of the critical objectives of our roadmap.

In terms of initiatives related to our human resources, we have enhanced our internal communication and developed activities geared towards a continuous improvement in training. Moreover, there has been a major drive towards the digitalisation of our processes and we have completely refurbished our offices to improve our systems and user experience and achieve maximum energy efficiency.

The health and safety of our employees is one of our key aims year after year, as we strive to achieve our strategic and unwavering goal of zero accidents. In 2021, the overall accident rate was 3.12, an improvement on the target we set for the year.

This year we also sought to take a big step forward in our undertaking to achieve carbon-neutral concrete by 2050 and therefore, for the first time, we are reporting our climate change governance actions in the Carbon Disclosure Project formats.

In terms of our social contribution, just as occurs every year, numerous social initiatives were conducted as part of our Corporate Social Responsibility programme, with a positive impact on the communities in which we operate and society in general.

Finally, I would like to thank all our stakeholders for the trust they place in us year after year. Their efforts and their commitment to our company constitute an invaluable asset for Cementos Molins.

Kind regards,

Julio Rodríguez
CEO



Executive summary

A workforce of more than 6,300 people developing and sharing common values in 12 countries across 4 continents

With more than 90 years' experience, Cementos Molins is continuing to grow... Spain, Mexico, Argentina, Bangladesh, Uruguay, Tunisia, Colombia, Bolivia, Turkey, Croatia, Germany and India ...developing a strategy based on five pillars



Sustainability



Operational efficiency



Digitalisation



People



Geographical development

Main products and solutions

Manufacture of products and the development of innovative and sustainable solutions for the construction sector.



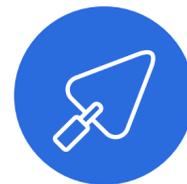
Cement



Aggregates



Concrete



Mortars



Precast



Urban Elements



Paving



Waste recovery



**Carrying out of the activity
In 12 countries**



**150 Production
facilities**



**Net profit of
€105 million**

COMPANY PERFORMANCE



ECONOMIC PERFORMANCE

2021 Variation (%)

Revenue (millions €) ¹	968	25%
EBITDA (millions €) ¹	242	18%



HEALTH AND SAFETY

2021 Variation (%)

Number of fatal accidents ²	1	-
Frequency rate ³	3.12	26%



CIRCULAR ECONOMY

2021 Variation (%)

Waste		
Total waste generation (t)	141,908	-8.9%
Percentage of waste reused, recycled and recovered	85.2	+2%
Water		
Percentage of water reused compared to total	6.1	-2%



CLIMATE CHANGE AND ENERGY

2021 Variation (%)

Environmental spend (millions €)	4.6	-62%
Environmental investments (millions €)	3	+99%
Carbon intensity		
Global energy substitution rate ⁴	9.4%	+9%
GHG emissions: Kg CO ₂ /t Cementitious product ⁵	577	-3%

COMPANY PERFORMANCE

 ENVIRONMENT AND NATURE	2021	Variation (%)
Air quality		
NOx emissions (g/tck)	1,841	-27%
SOx emissions (g/tck)	109	+148%
Particulates (g/tck)	127	+25%

 SOCIAL IMPACT	2021	Variation (%)
Staff		
Number of workers	5,417	+7.6%
Percentage of women in workforce	11.4%	+4%
Percentage of workforce covered by a collective agreement	65.4%	-5%
Suppliers		
Number of suppliers assessed according to environmental, social and good governance aspects	608	+45%
Percentage of local purchases	85.8%	+4%
Commitment with local communities		
Contributions made (€)	1,395,318€	-33%

1 Proportionality criterion.

2 Including our workers and external workers.

3 This indicator represents the company's accident rate for direct and Indirect employees. It is calculated by dividing the number of accidents of direct and Indirect employees

involving lost workdays by the number of hours worked in the year, multiplied by one million.

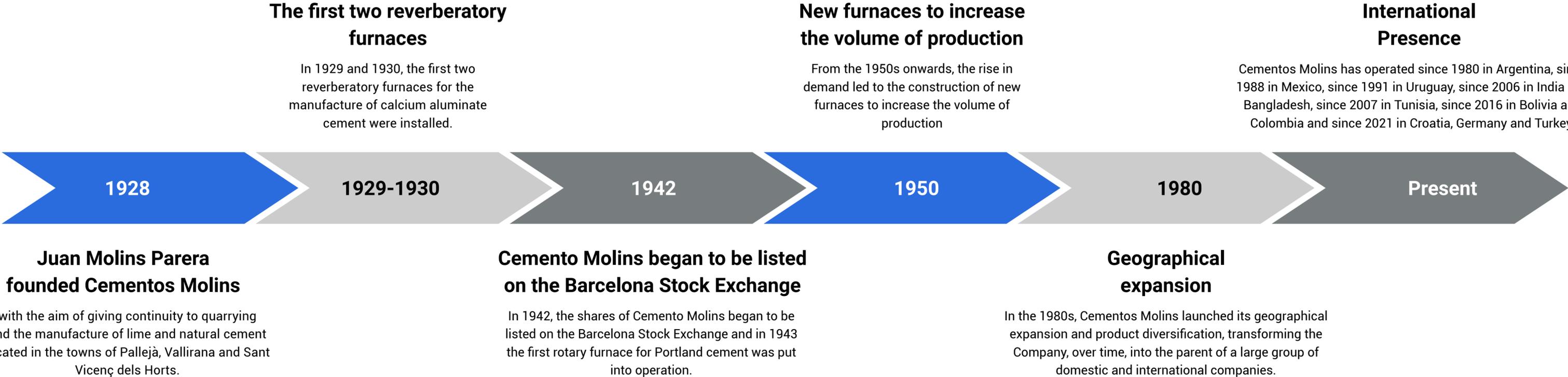
4 This indicator measures the percentage of energy from renewable and alternative sources in relation to the organisation's total fuel consumption.

5 This ratio is calculated on the basis of the Scope 1 net CO2 emissions of the cement activity.

1. The foundations of an expanding Group



Throughout more than 90 years of activity, Cementos Molins has evolved from a small family-run company with two reverberatory furnaces into a leading group offering innovative and sustainable solutions to the construction sector. It has done so with an integrated business model that includes the segments related to cement, concrete, aggregates, concrete, aggregates, mortars, precast, urban landscaping and architectural facades, as well as waste recovery. Cementos Molins operates in 12 countries.





1.1. Company profile

Since its foundation in 1928, Cementos Molins for more than 90 years has been creating products and developed innovative and sustainable solutions for the construction sector. It contributes in this way to the development of society, the quality of life of people and the protection of the environment. Its long history has been made possible by a team of more than 6,300¹ employees distributed across twelve countries on four continents, who work each day with passion, respect and integrity.

The development of Cementos Molins is aligned with the strategy of profitable and sustainable growth based on five pillars: sustainability, operational efficiency, geographical development, digitalisation and people.



Cementos Molins

Contributes to the development of society and the protection of the environment through its range of innovative and sustainable products and solutions.

¹ Includes the CALUCEM and PRETERSA recruitments that took place in late 2021.

1.1.1. Group structure

Cementos Molins operates in twelve countries. In Spain it conducts its activity through separate companies for each line of business: Cementos Molins Industrial (Portland cement, white cement and calcium aluminate cement), PROMSA (concrete, aggregates, mortars and waste recovery), PROPAMSA (special mortars), PRECON and PRETERSA PRENAVISA (concrete precast) and ESCOFET (urban elements and architectural facades).

The international activity is carried out through companies in each country (Mexico, Argentina, Uruguay, Bolivia, Colombia, Tunisia, Bangladesh and India) encompassing several lines of business (cement, concrete, aggregates, mortars and by-products). The calcium aluminate cement business is an exception, as the operations in several countries (Germany, Croatia and Turkey) are channelled through CALUCEM.

Although its origins lie in cement, Cementos Molins has been involved in the manufacture, marketing and distribution of concrete and aggregates since 1987. Furthermore, the Group offers a comprehensive approach through its various companies, covering everything from prior consultancy to the completion of the works project. Its businesses are geared towards product excellence and quality and customer service. The line of organic materials based on recycling and waste recovery contributes to the increased sustainability in the sector by minimising the consumption of natural resources.

1.1.2. Vision, Mission, Values

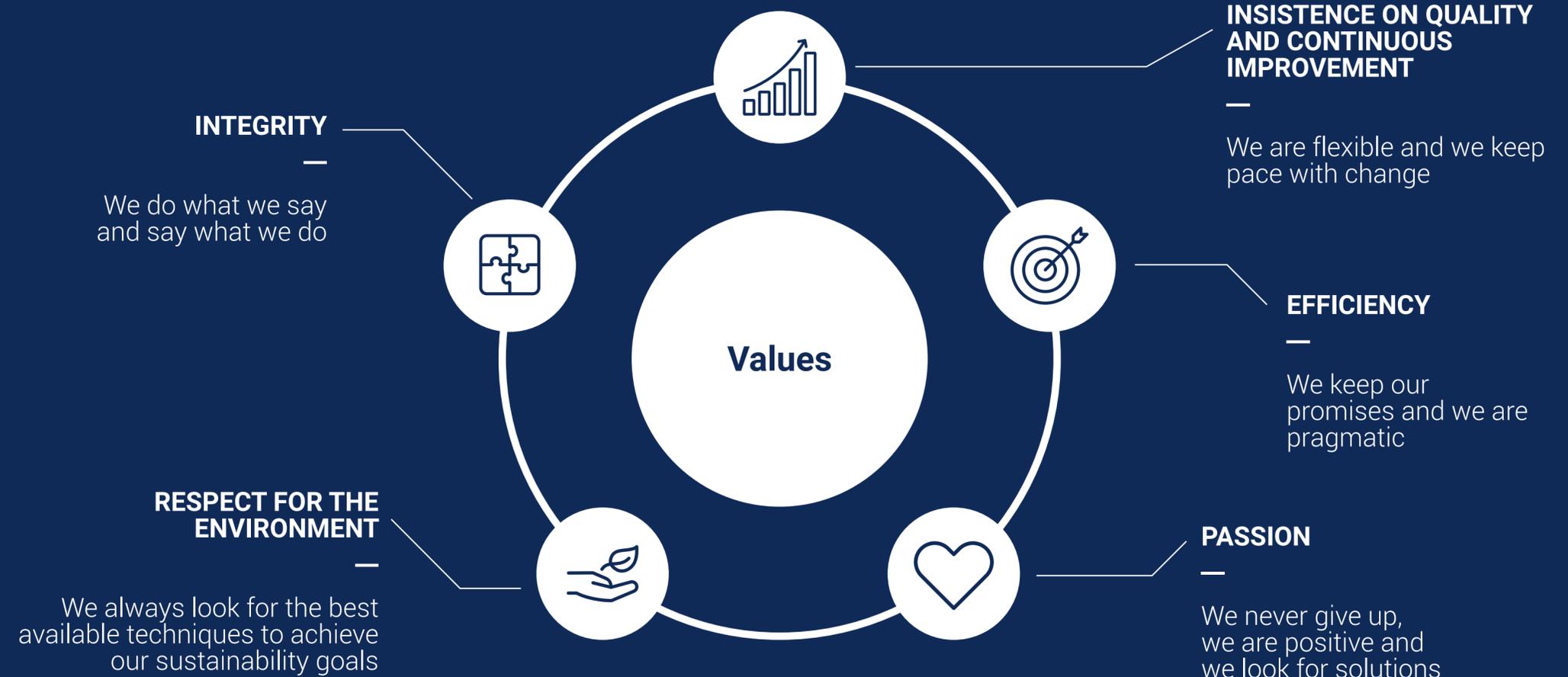
The activity of Cementos Molins focuses on the manufacture of products and the development of innovative and sustainable solutions for the construction sector. It thus contributes to the development of society, the quality of life of people and the protection of the environment. The Cementos Molins workforce strives every day with passion, respect and integrity to achieve these goals, which are closely aligned with the company's Vision, Mission and Values.

Mission

To be a respected and attractive international family-run company in the global cement industry, creating value for all its stakeholders and seeking, above all else, customer satisfaction.

Vision

To promote the development of society and the quality of life of people by creating innovative and sustainable solutions in the construction sector.

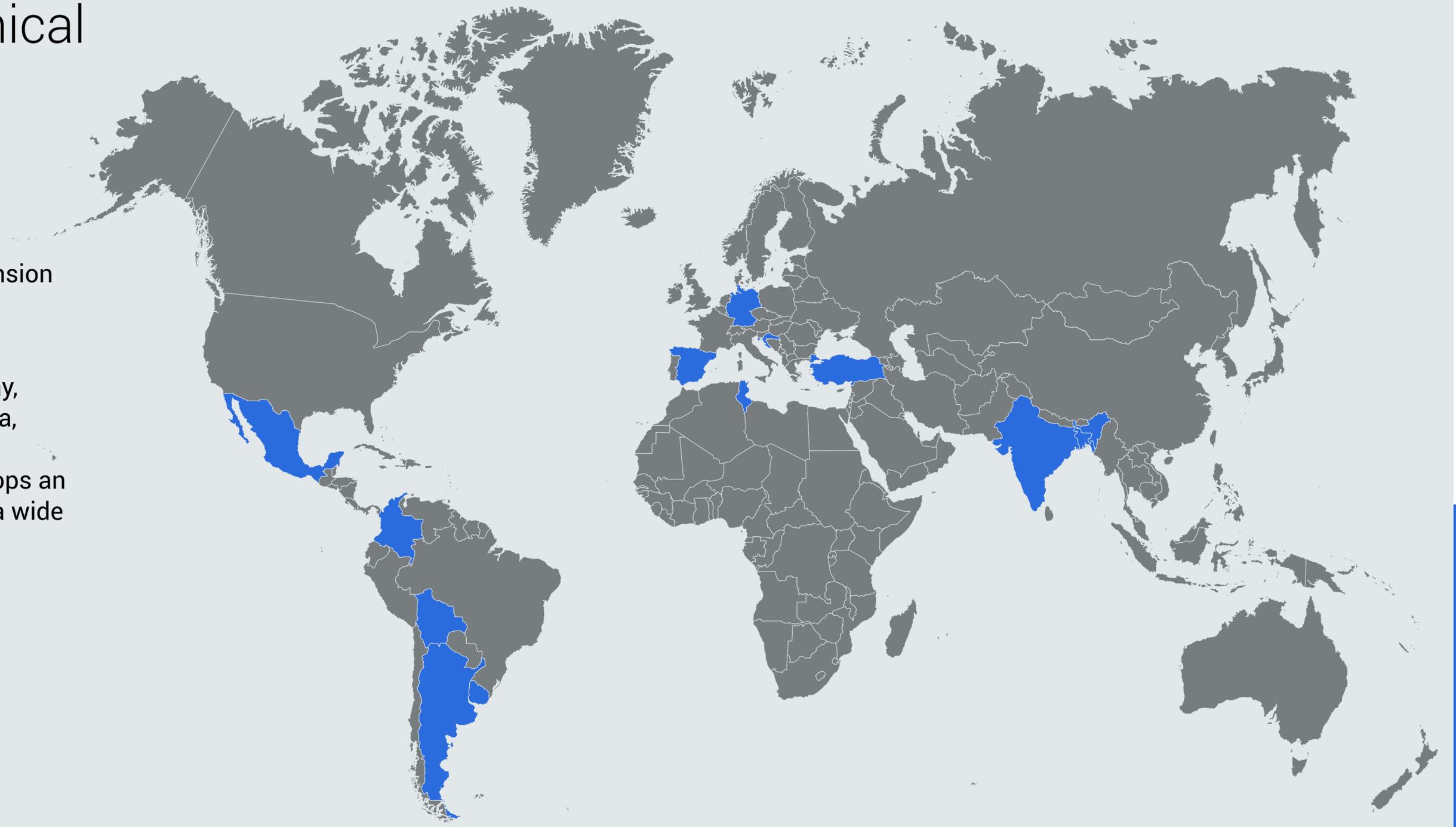


To do what it sets out to do. To keep pace with change, seeking continuous improvement.
To be recognised for its integrity, insistence on quality, efficiency, passion and respect.

1.1.3. Geographical presence

In the 1980s, Cementos Molins embarked on geographical expansion and product diversification.

The Group currently operates in Spain, Argentina, Mexico, Uruguay, Bangladesh, India, Tunisia, Bolivia, Colombia, Croatia, Germany and Turkey. The company also develops an integrated business model with a wide range of products.



Spain

Cementos Molins Industrial
Promsa
Propamsa
Precon
Escofet
Pretersa Prenavisa



Cement



Precast



Concrete



Aggregates



Urban Elements



Mortars



Waste recovery

PRODUCTION FACILITIES

- 1 Cement factory
- 1 White Cement Terminal
- 21 Concrete
- 9 Extraction/Aggregates
- 7 Mortars
- 13 Precast
- 1 Urban Elements
- 7 Environment



Annual production capacity (millions of tonnes)

1.6



Direct workforce (workforce as at 31 December)

1,541



Turnover (percentage, proportional distribution)

312M (32%)



EBITDA (millions of euros, proportionality criterion)

46



CO₂ emissions (millions of tonnes, cement activity, Scope 1)

0.83



Argentina

Cementos Avellaneda



Cement



Concrete



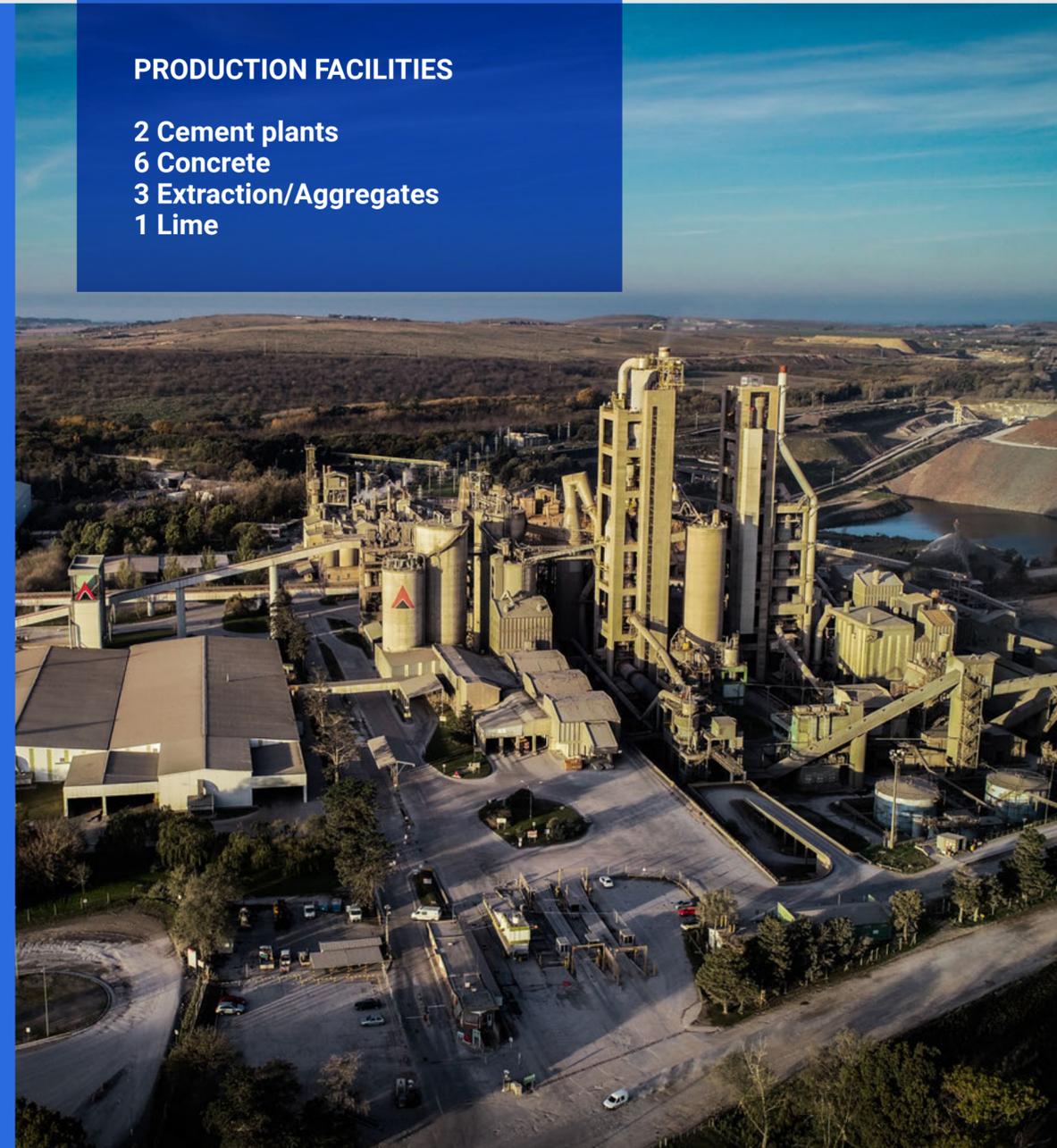
Aggregates



Lime

PRODUCTION FACILITIES

- 2 Cement plants
- 6 Concrete
- 3 Extraction/Aggregates
- 1 Lime



Annual production capacity (millions of tonnes)

3.7



Direct workforce (workforce as at 31 December)

807



Turnover (percentage, proportional distribution)

192M (20%)



EBITDA (millions of euros, proportionality criterion)

63



CO₂ emissions (millions of tonnes, cement activity, Scope 1)

1.67

Mexico

Corporación Moctezuma



Cement



Concrete



Mortars



Urban Elements



Paving

PRODUCTION FACILITIES

3 Cement plants
31 Concrete
13 Extraction/Aggregates
1 Urban Elements



Annual production capacity (millions of tonnes)

8.3



Direct workforce (workforce as at 31 December)

1,376



Turnover (percentage, proportional distribution)

220M (23%)



EBITDA (millions of euros, proportionality criterion)

94



CO₂ emissions (millions of tonnes, cement activity, Scope 1)

4.56

Bangladesh India



LafargeHolcim Bangladesh



Cement



Waste recovery



Aggregates

PRODUCTION FACILITIES

- 1 Cement factory
- 3 Cement mills
- 1 Extraction/Aggregates



Annual production capacity (millions of tonnes)

3.2



Direct workforce (workforce as at 31 December)

668



Turnover (percentage, proportional distribution)

60M (6%)



EBITDA (millions of euros, proportionality criterion)

16



CO₂ emissions (millions of tonnes, cement activity, Scope 1)

1.03

Uruguay

Cementos Artigas



Cement



Mortars



Paving



Concrete

PRODUCTION FACILITIES

- 1 Cement factory
- 1 Cement mill
- 5 Concrete
- 1 Extraction/Aggregates
- 1 Mortars



Annual production capacity (millions of tonnes)

0.6



Direct workforce (workforce as at 31 December)

198



Turnover (percentage, proportional distribution)

42M (4%)



EBITDA (millions of euros, proportionality criterion)

11



CO₂ emissions (millions of tonnes, cement activity, Scope 1)

0.42

Tunisia

Sotacib
Sotacib Kairouan



PRODUCTION FACILITIES

2 Cement plants
5 Extraction/Aggregates



 **Annual production capacity**
(millions of tonnes)
2

 **Direct workforce**
(workforce as at 31 December)
424

 **Turnover**
(percentage, proportional distribution)
63M (7%)

 **EBITDA**
(millions of euros, proportionality criterion)
12

 **CO₂ emissions**
(millions of tonnes, cement activity, Scope 1)
1.30

Bolivia

Itacamba Cemento



Cement



Aggregates

PRODUCTION FACILITIES

1 Cement factory
3 Extraction/Aggregates



 **Annual production capacity**
(millions of tonnes)
1

 **Direct workforce**
(workforce as at 31 December)
215

 **Turnover**
(percentage, proportional distribution)
24M (2%)

 **EBITDA**
(millions of euros, proportionality criterion)
5

 **CO₂ emissions**
(millions of tonnes, cement activity, Scope 1)
0.47

Colombia

Ecoldecem (Alion)



Cement

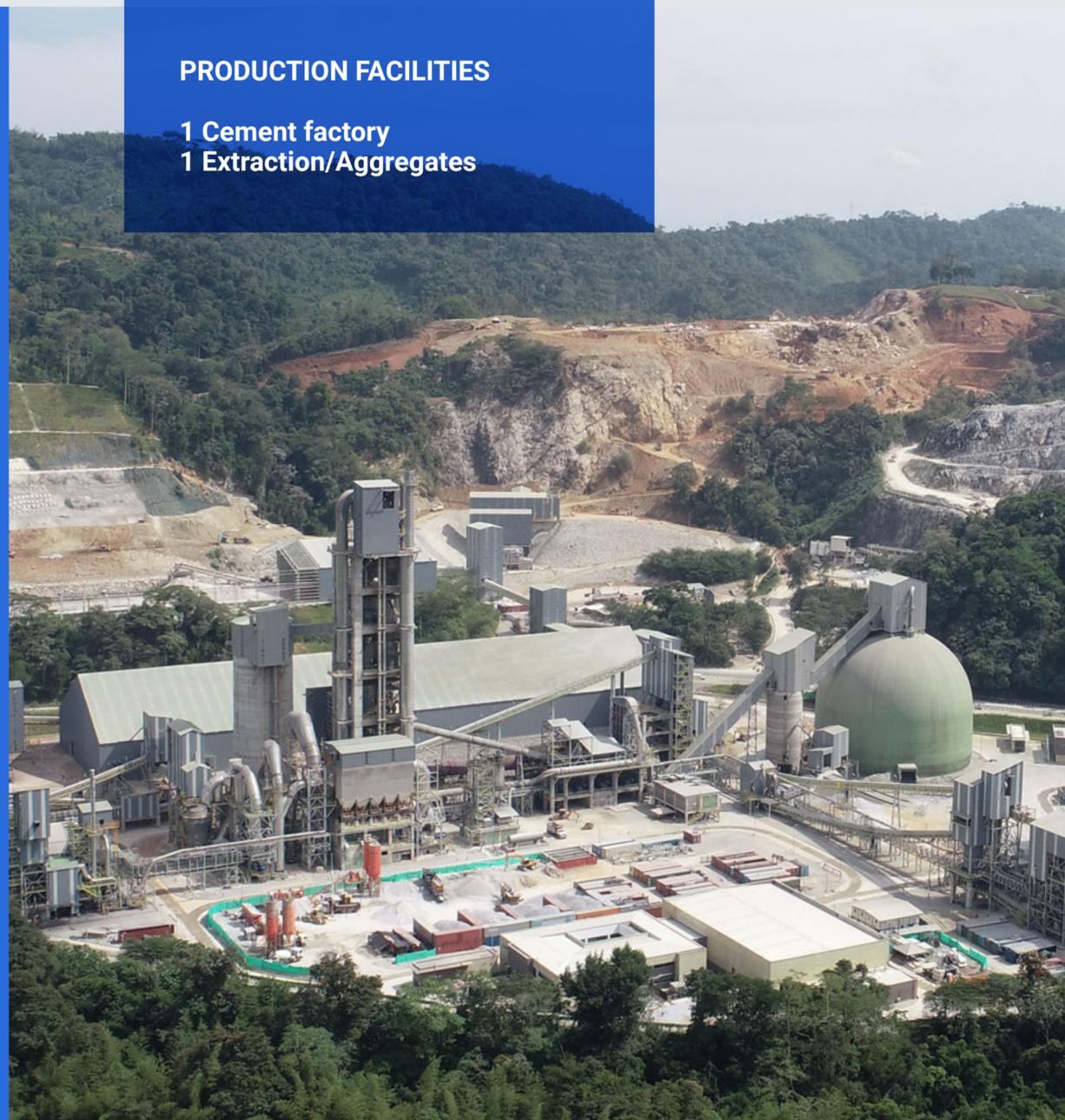


Concrete



PRODUCTION FACILITIES

- 1 Cement factory
- 1 Extraction/Aggregates



Annual production capacity (millions of tonnes)

1.3



Direct workforce (workforce as at 31 December)

187



Turnover (percentage, proportional distribution)

44M (5%)



EBITDA (millions of euros, proportionality criterion)

14



CO₂ emissions (millions of tonnes, cement activity, Scope 1)

0.74

Croatia

Calucem



CALUCEM has a research centre and commercial headquarters for EMEA in Germany and a bauxite quarry at Turkey

PRODUCTION FACILITIES

1 Cement factory



1.1.4. Main milestones

Reinforcement of the business in Spain with the acquisition of Escofet 1886, a company specialising in the design and industrialisation of urban elements and architectural concrete.

In order to improve the shareholders' remuneration, approval of one final dividend for 2020 totalling €0.14 per share and another totalling €0.28 per share on account of the 2021 results.

Cementos Molins becomes the world's second-largest producer of calcium aluminate cement (CAC) following the purchase of CALUCEM. The acquisition drives the growth of Cementos Molins in offering innovative solutions to the construction sector.

Signing of a novation of the sustainable syndicated financing of Cementos Molins: the financing is now capped at €300 million and extended over a period of two years.

Purchase of a white cement installation from the ÇIMSA group in Alicante. This has a storage capacity of 10,000 tonnes, which will allow Cementos Molins to supply a volume of white cement amounting to more than 50,000 tonnes per year.



New records in the consumption of alternative fuels at the different Cementos Molins plants. Cementos Molins Industrial (Spain) manages to ensure that 57% of the heat consumed at the plant's furnace is provided by these types of alternative fuels.

A 12% increase in the net profit in 2021, rising to €105 million.

Approval of the state tax incentives for the project for the transformation and integration of the operations in Uruguay, leading to a major increase in cost efficiency and a significant improvement in the sustainability goals.

Consolidation of its leadership in the concrete market in Catalonia with an agreement to purchase the HeidelbergCement business. The operation, aligned with the strategy of profitable and sustainable growth, includes the acquisition of two concrete plants and two quarries in the Barcelona area.

Purchase of PRETERSA PRENAVISA (Spain), a leading concrete prefab company, through its Precon subsidiary.

Development of the aggregates business operations in Bangladesh following their start-up in late 2020.

Definition of the Cementos Molins sustainability-related 2030 Roadmap, with its objectives set for 2030.

1.2. Business model

1.2.1. Main environmental factors

The 2021 financial year, just like 2020, was unavoidably marked by the global COVID-19 pandemic, which had a considerable impact on all areas, especially health, but also the economy, society and the environment.

Within this context, the Cementos Molins business model has displayed great resilience in the face of the global situation generated by the pandemic and its effects. The crisis caused by COVID-19 initially had an impact, albeit a limited one, on a large number of the facilities, which reduced or occasionally halted their activity. This state of affairs had a negative impact on the results, chiefly in the second quarter of 2020. From then onwards, there was a rapid recovery in the markets and the results, which were even higher than those before the pandemic. This trend continued throughout 2021.

In addition to the direct and visible effects of the pandemic, the supply chains of the large companies have been affected, due to the side effects of COVID-19 and other effects that could not be foreseen. As a result, Cementos Molins has also had to cope with disruptions in its supply chain, caused by higher raw material and freight costs, a lack of carriers and a shortage of sea containers, among other factors. The company's management has been exemplary in that, despite

the difficulties encountered, the services provided by the different companies have not been affected and this global gridlock has been overcome.

The results obtained by Cementos Molins in this period demonstrate the strength of a sustainable business model that ensures the company's long-term continuity, generates value and satisfies the stakeholders' expectations. In 2021, Cementos Molins worked on the definition of a roadmap with its gaze placed on the 2030-2050 horizon, which underpins the sustainability pillar of the Cementos Molins Strategic Plan. This roadmap is aligned with each of the subsidiaries and investees, all of which are focused on the 2030 goals and the fundamental pillars of the sector established by the GCCA (Global Cement and Concrete Association) in its Sustainability Charter: health and safety, climate change and energy, social responsibility, environment and nature and the circular economy. Cementos Molins has thus set out to integrate the circular economy into its business model with the development of new organic materials to improve its processes linked to air quality and biodiversity protection and develop community support programmes.



The main factors with an impact on the business model of Cementos Molins are:

- Socio-economic impacts resulting from the COVID-19 pandemic.
- The new wave of sustainability and climate change regulations.
- Political difficulties and cultural differences resulting from the geographical diversification of the business.
- Difficulties in the global supply chains.



Committed to a
Better World

1.2.2. Key elements of the business model

Cementos Molins is committed to business diversification as a strategy to achieve resilience in addressing the different macroeconomic and sectoral changes. It is therefore committed to geographical expansion so as to achieve a significant international presence and the Group's continued growth. As a result, it has been able to withstand the difficulties encountered on the international scene with better results than those in the pre-pandemic period. Geographical and product diversification facilitates the overlapping of different economic cycles and offsets the lower use of production capacity in some markets at certain times.

Cementos Molins adjusts its business model to the risks and opportunities that arise in the market. The Group therefore constantly analyses the global risks facing the company and translates them into opportunities for growth. The main risks facing Cementos Molins are divided into groups related to strategy, finance, corporate governance, operations and compliance.

The resources available to Cementos Molins are essential for the course of its activity. In total, 150 facilities in the 12 countries in which it operates, through 15 main brands. Its financial resources, the result of good management year after year, have enabled it to assemble a skilled and trained workforce and invest in natural resources to support its activity and in research and development to further its progress in innovation. These resources facilitate the development of its eight main product lines: cement, aggregates, concrete, mortars, prefabricated products, urban elements and architectural facades, paving and waste recovery.

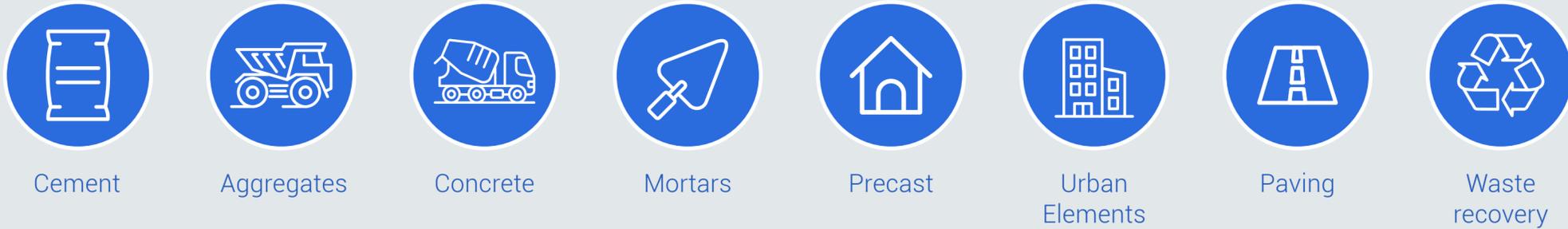
Main products

With an integrated business model, Cementos Molins offers wide ranges of grey cement, white cement, calcium aluminate cement, aggregates, concrete, mortars, concrete precast, urban landscaping and architectural facades, as well as waste recovery.

At the beginning of this new decade, focused on the sustainable global development of the world's economic activity and the fight against climate change, Cementos Molins has completed the

formalisation of its Strategic Plan with objectives for 2030. This plan is based on profitable and sustainable growth and is divided into five fundamental pillars: sustainability, operational efficiency, geographical development, digitalisation and people.

Finally, the success of the strategy is reflected in value creation for the environment and its stakeholders, including the personnel, suppliers, customers, local community and shareholders.



Generation of value for the environment and its stakeholders

MAIN ENVIRONMENTAL FACTORS
 COVID-19 **pandemic impacts**
Regulation in terms of sustainability
 and climate change
Problems in the global supply chain

MAIN INPUTS
Facilities and equipment (diversification of supply and efficiency in the operations)
Financial resources (different lines of financing)
Human resources
 (international talent, key competences)
R&D&I (investment in efficiency and digitalisation)

SUSTAINABLE COMMITMENT
Competitiveness and sustainable economic
 profitability in the long term
Minimisation of the environmental impact
Maximisation of the value generated
 for the stakeholders
Development of local communities



MAIN IMPACTS
 Consumption of raw materials
 Generation of greenhouse gas emissions resulting from fuel consumption and the manufacturing processes

STRATEGIC PRIORITIES

- Sustainability** (minimisation of the environmental impact)
- Operational efficiency** (productivity and profitability)
- Geographical development** (consolidation of existing markets and development of new ones)
- Digitalisation** (use of digital platforms, automation and artificial intelligence)
- People** (development of international talent and key competences and zero accidents objective)

VALUE CREATION FOR THE STAKEHOLDERS

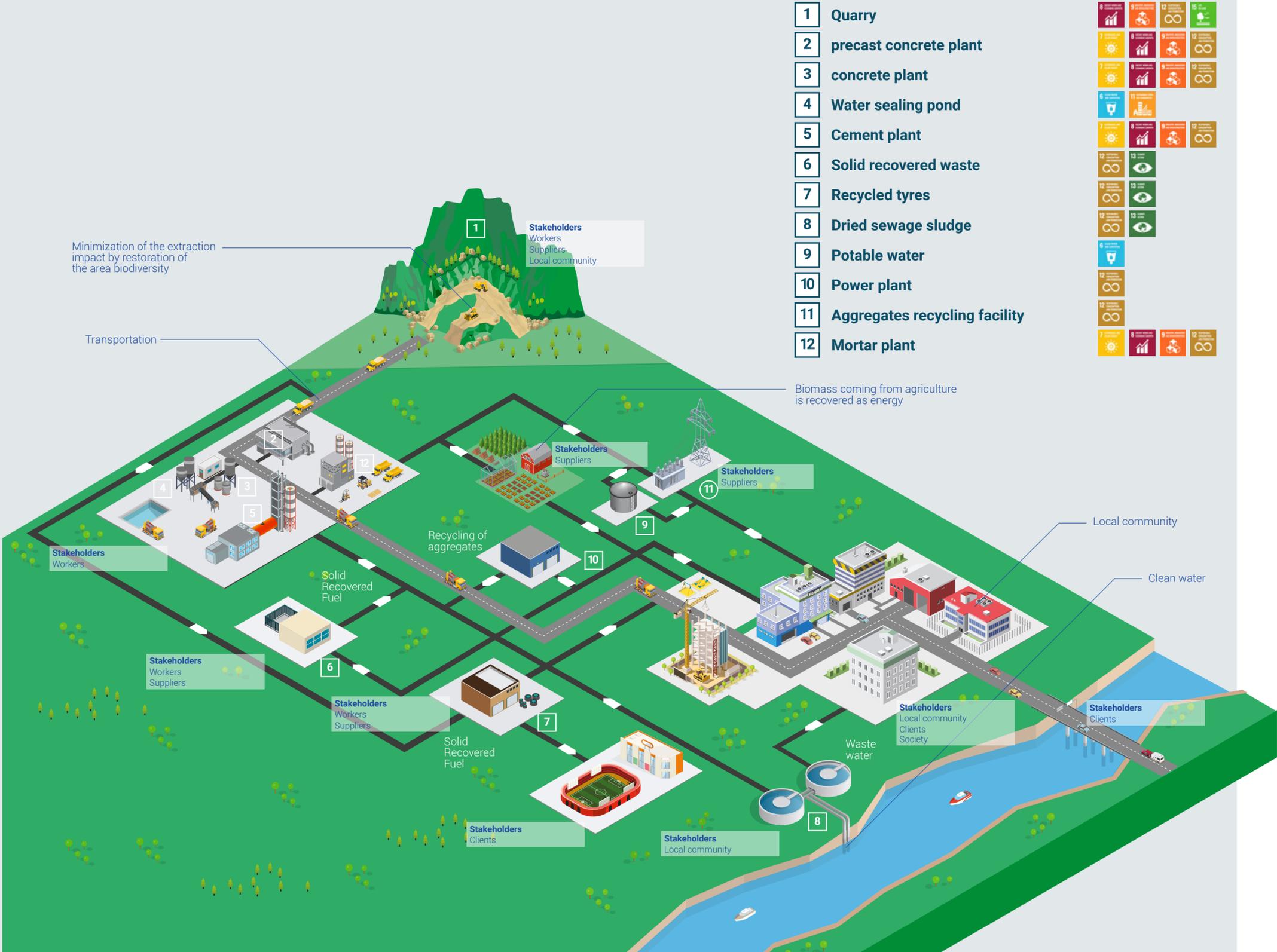
- Shareholders** (operating and financial results, share performance and remuneration)
- Human team** (development, equality, human rights and health and safety)
- Customers** (customer service, complaints and claims management)
- Suppliers** (communication and assessment)
- Local community** (social action)

1.2.3. Contribution to sustainability throughout the value chain

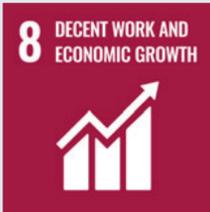
Cementos Molins defines its strategy with the aim of achieving profitable and sustainable growth. Embracing new businesses and implementing measures to sustain the Group's structure is essential for its continuity. Therefore, among its strategic pillars, sustainability, operational efficiency and geographical development are the three levers upon which its vision of growth is based. People and digitalisation underpin these three pillars, without which the business's continuity would not be possible. The human capital is the driving force behind the company, which is why the human resources department implements measures to enhance the Group's values and corporate culture. As a player in a sector with a significant impact on climate change, Cementos Molins invests in innovation and digitalisation so as to move towards a more efficient production model with less and less impact on the environment.

Since 2018 Cementos Molins has been a member of the GCCA (Global Cement and Concrete Association), in which cement-producing groups from all over the world share their good practices and establish common objectives to improve the sector's social and environmental impact. In 2020, the company joined the United Nations Global Compact, through which the company reaffirms its commitment to the Sustainable Development Goals (SDGs). The Group has identified its direct contribution to these SDGs at each stage of the value chain and the associated targets and it has defined the priority stakeholders in the countries in which it operates.

During each phase, Cementos Molins interacts with the different stakeholders, creating value and contributing to the sustainable development goals.



Value creation in keeping with the Sustainable Development Goals

SDGs	Initiatives	SDGs	Initiatives	SDGs	Initiatives
	<p>Clean water and sanitation: Cementos Molins seeks to contribute to the care for underwater life by applying measures such as water treatment and reuse to its wastewater discharge.</p>		<p>Industry, innovation and infrastructure: Closely linked to the activity of Cementos Molins, the final product is regarded as a raw material for the construction of large infrastructure elements. The Group conducts its industrial activity by investing in innovation to increase operational efficiency and seek more sustainable product alternatives.</p>		<p>Climate action: In its awareness of the climate impact stemming from its activity, Cementos Molins is aligned with the sector's objective of achieving net zero emissions by 2050.</p>
	<p>Affordable and non-polluting energy: Cementos Molins is committed to the development of clean energies by investing in solar parks for photovoltaic energy consumption at its plants.</p>		<p>Sustainable cities and communities: Cementos Molins contributes to the development of local communities by supporting local suppliers and workers to activate the economy. It also carries out social action projects in the countries in which it operates.</p>		<p>Life of terrestrial ecosystems: Taking into account the environmental impact of the extraction of raw materials on fauna and flora and the landscape, Cementos Molins is aligned with the objective of ensuring the conservation and sustainable use of ecosystems.</p>
	<p>Decent work and economic growth: One of the strategic pillars is "people", whereby measures are implemented to foster talent and employment opportunities for promotion within the company and to guarantee health and safety in the course of the business.</p>		<p>Responsible production and consumption: During the course of its activity, Cementos Molins advocates a circular economy model that allows the reuse of waste and reduces the consumption of natural raw materials.</p>		<p>Partnerships to achieve objectives: Cementos Molins encourages public-private partnerships to assess the mid-term impacts of the use of cement and by-products during the final stage of the value chain.</p>

1.2.4. Commitment to sustainable development in the corporate model

Cementos Molins is a leader in innovative and sustainable building solutions for the construction sector in the countries in which it operates. Aware of the environmental impact generated by industrial activities, the Group is firmly committed to sustainability and the fight against climate change. Following the incorporation of sustainability as one of its fundamental strategic pillars, Cementos Molins is aligned with the aim of achieving carbon-emission neutrality in the manufacture of concrete by 2050, as established by the sector on a global scale. Through its corporate social responsibility and sustainability policy, Cementos Molins defines four basic principles in social, economic and environmental terms:

Committed to the fight against climate change, in addition to belonging to the organisations listed in the previous section, in 2021 Cementos Molins became a new GOLD member of the Company and Climate Foundation, a sustainable benchmark for Spanish companies in this field, with the aim of enhancing its sustainability strategy. This is a great opportunity for the Group to join forces in the fight against climate change, in line with its strategy of establishing partnerships with all the social agents.

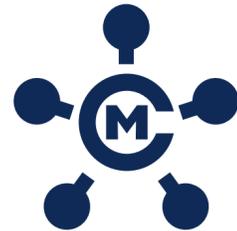
In its awareness of the potential impact of its activity on the planet, Cementos Molins is firmly committed to respecting the community and the environment by means of a business model based on sustainability, value generation and meeting the stakeholders' expectations.

The Board of Directors and the Cementos Molins Sustainability Committee are responsible for the sustainable management of the business, which is contextualised within the different policies and associations the Group is involved in. In addition, the Sustainability Committee, together with the competent areas of all the companies, has been responsible for drawing up the strategy and defining the goals and commitments and a detailed roadmap for the strategic sustainability pillar.

With the creation of the Sustainability Barometer in 2015, Cementos Molins placed sustainability at the heart of the company's growth. Since then, Cementos Molins has conditioned the variable remuneration of the management team to the achievement of the sustainability objectives set in the Barometer. This is an environmental and social performance monitoring tool. The aim is to assess the progress made and identify the margins for improvements in terms of sustainability. Historically, it focused on five key non-financial indicators linked to the pillars of the GCCA (Global Cement and Concrete Association). The Barometer is now aligned with the mid-term objectives set out in the 2030 Roadmap.



To minimise the environmental impact of all the Group's activities



To maximise the creation of shared value for the company's stakeholders



To secure the company's long-term sustainable economic profitability



To promote the development and improvement of quality of the local communities in which it operates and society in general



Cementos Molins contributes to the development of society and the protection of the environment by offering innovative and sustainable products and solutions.





1.2.5. Contribution to sustainability under the European taxonomy regulation

Context and scope

The EU's taxonomy is the new European Union regulation defined with the aim of increasing sustainable investments and implementing the European Green Deal. This agreement consists of a strategy for sustainable economic growth with a climate neutrality goal set for 2050. In particular, the taxonomy regulation is expected to contribute to creating certainty for investors, protect private investors from "greenwashing" and help companies to plan the transition by providing precise and common definitions of the economic activities that are regarded as environmentally sustainable.

Through the GCCA, the cement industry has worked on a sustainability roadmap, pledging to supply the market with carbon-neutral concrete by 2050. This objective will be achieved by acting throughout the supply chain.

The vertical integration of the businesses (cement, concrete, special mortars, precast and the environment) of Cementos Molins facilitates its work to achieve decarbonisation. Throughout this year, the 2030 Roadmap has been drawn up, endorsing its commitment to neutrality by 2050.

Cementos Molins has striven to calculate the contribution of its operations to the activities defined as sustainable under this regulation. In particular, the regulations applicable to the information reported in this section include: Regulation (EU) 2020/852 on the establishment of a framework for facilitating sustainable investments, Delegated Regulation (EU) 2021/2139, setting out the technical selection criteria for determining the conditions under which an economic activity is deemed to make a substantial contribution to climate change mitigation or adaptation, and Delegated Regulation (EU) 2021/2178, which specifies the

content and presentation of the information to be disclosed by companies subject to this regulation. Pursuant to Article 8 of Regulation (EU) 2020/852, non-financial companies to which the European taxonomy applies must disclose, taking into account the information specified in Annex I of Delegated Regulation (EU) 2021/2178, the following information:

- > Eligibility percentage of turnover.
- > Eligibility percentage of investments in fixed assets (Capex).
- > Eligibility percentage of operational expenditure (Opex).
- > Information to accompany the key performance indicators.

In its application of the Regulation, Cementos Molins has taken into account the activity of Cementos Molins S.A. and all the companies that consolidate it at a Group level, except for CALUCEM and PRETERSA, as they were newly incorporated at the end of the year. As with the reporting of the non-financial information, 100% of the activity of all the companies has been taken into account for the calculation of the above-mentioned KPIs, regardless of the legal integration criterion followed in the annual accounts.

Calculation methodology and results

Since its beginnings, Cementos Molins has operated in the cement business. Over the years it has extended its activity towards an integrated business model that incorporates the following activities and products: aggregates, concrete, mortars, prefabricated products, urban elements, paving and waste recovery.

After analysing the contribution of its activities to climate change mitigation and adaptation, the sources of income of Cementos Molins are related to the following activities envisaged by the European taxonomy:

Activities of the taxonomy		Activities of Cementos Molins
3.7 Cement manufacture	Main	It incorporates the activities of Cementos Molins Industrial, Corporación Moctezuma, Cementos Avellaneda, Cementos Artigas, Ecoldecem, Itacamba, LafargeHolcim Bangladesh and Sotacib Kairouan.
5.9 Recovery of non-hazardous waste materials	Secondary	Promsa Medio Ambiente: waste recovery, generating high-quality fuel for industry, which is thus re-incorporated into the production chain.
6.13 Personal mobility infrastructure	Secondary	Civil works by Precon: construction of roads, motorways, bridges and tunnels and other infrastructures intended for pedestrians and bicycles.
6.14 Rail transport infrastructure	Secondary	Railway activity by Precon: manufacture of products for their installation on railway, underground and tram tracks, together with the design of special applications for the above tracks.
6.15 Infrastructure permitting road transport and low-carbon public transport	Secondary	Civil works by Precon: Construction of the infrastructure required for road transport.
7.1 Construction of new buildings	Secondary	Civil, building and residential work by Precon: prefabricated solutions for industrialised buildings, execution of civil work structures.
7.2 Refurbishment of existing buildings	Secondary	Propamsa: cladding of facades and thermal insulation.

The values of the accounting lines of each Group company have been used for the calculation of the KPIs of the European taxonomy referred to above. In the case of firms whose activity does not unequivocally match that of the company, the value has been accessed through the information contained in the company's management accounts, in which the analytical and cost centre breakdowns can be identified. The management data are subject to controls emanating from the ICFR (Internal Control over Financial Reporting) systems. This, in turn, is the information used by the Group to manage and direct its businesses. The calculation takes into account the data of each individual company, integrating the eligible activities and businesses whose values match the company's legal accounting.

In view of its commitment to produce carbon-neutral concrete by 2050, Cementos Molins includes concrete as a voluntary activity. Thus, an overview is provided of its entire value chain.

Below appears a brief description of the items included in the calculation of each of the three KPIs:

> Sales: calculated by dividing the total income derived from the potentially eligible activities and businesses highlighted in the table above, divided by the total income of all the Cementos Molins companies.

> Capex: calculated by identifying the investments directly related to the conducting of the potentially eligible activities and businesses in accordance with the table above and dividing this amount between the total Capex of Cementos Molins.

> Opex: the denominator is calculated as the total of the operational costs corresponding to the repair and maintenance accounts, R&D expenses and leases. Its numerator covers only the costs of the repairs, maintenance and leases intended for the eligible activities and businesses.

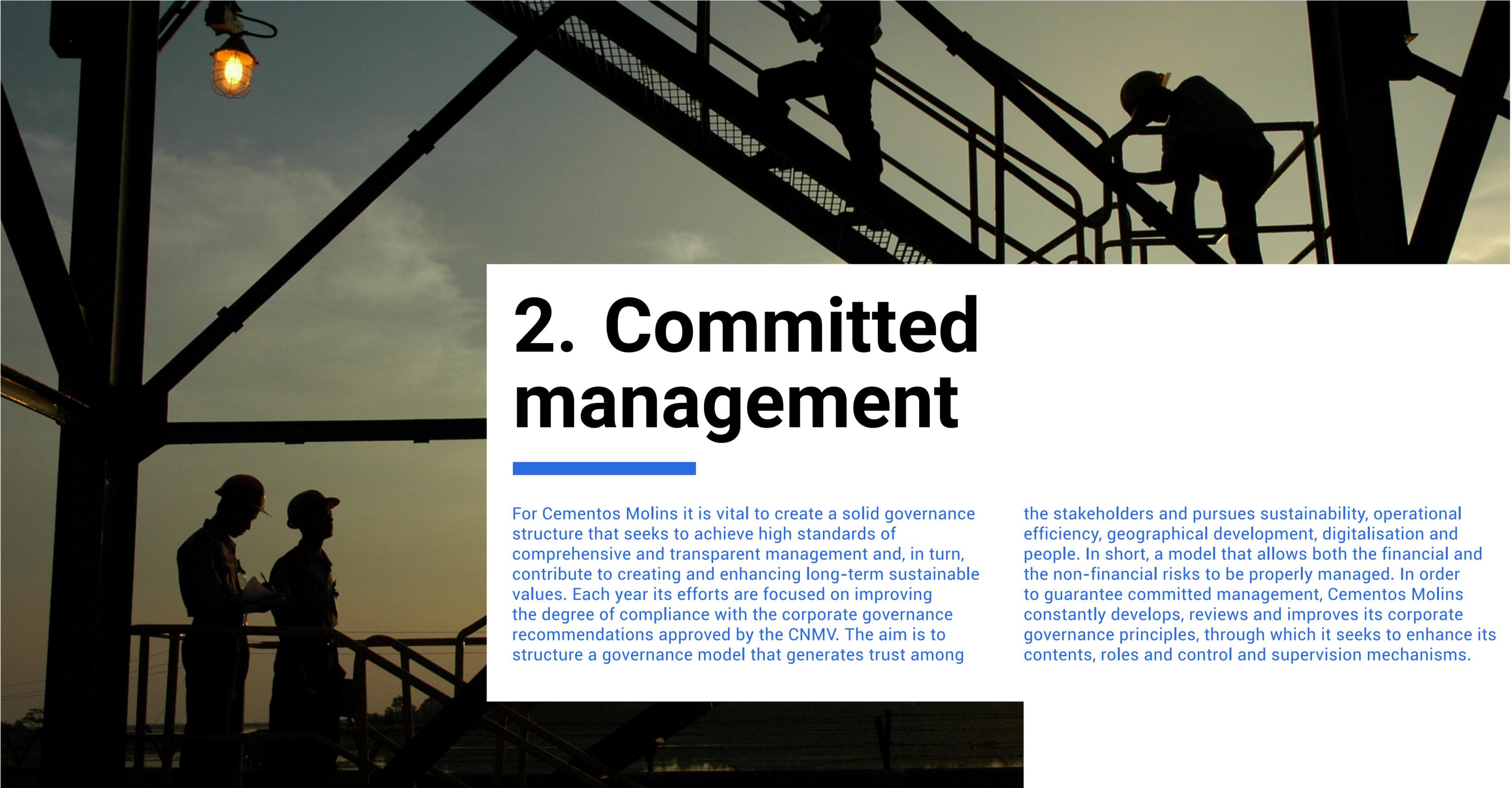
Finally, the results of the eligibility KPIs under the activities defined as sustainable by the European taxonomy are submitted.

	Global	Europe
Sales		
Main activity	78.1%	26.8%
Secondary activities	7.0%	38.2%
TOTAL	85.1%	65.0 %
Capex		
Main activity	61.7%	13.1%
Secondary activities	4.6%	16.2%
TOTAL	66.3%	29.3%
Opex		
Main activity	81.2%	56.6%
Secondary activities	7.5%	25.3%
TOTAL	88.6%	81.8%

In addition, the voluntary reporting of other activities related to concrete manufacturing is included below

	Global	Europe
Sales		
Concrete	9.5%	14.0%
Capex		
Concrete	10.0%	2.8%
Opex		
Concrete	9.7%	8.3%





2. Committed management

For Cementos Molins it is vital to create a solid governance structure that seeks to achieve high standards of comprehensive and transparent management and, in turn, contribute to creating and enhancing long-term sustainable values. Each year its efforts are focused on improving the degree of compliance with the corporate governance recommendations approved by the CNMV. The aim is to structure a governance model that generates trust among

the stakeholders and pursues sustainability, operational efficiency, geographical development, digitalisation and people. In short, a model that allows both the financial and the non-financial risks to be properly managed. In order to guarantee committed management, Cementos Molins constantly develops, reviews and improves its corporate governance principles, through which it seeks to enhance its contents, roles and control and supervision mechanisms.

2.1. Governance structure

Cementos Molins, in its commitment to comprehensive and transparent business management, has developed a corporate governance system aligned with the best practices and international recommendations. Applying the highest standards of corporate governance guarantees the generation of sustainable value, transparency and a bolstering of the trust that underpins its relations with the different stakeholders. The company follows the recommendations set out in the Unified Good Governance Code of Listed Companies approved by the CNMV, aimed at promoting investor confidence. To this effect, the best European and international practices in matters of corporate governance are regularly reviewed and gradually integrated into the internal management processes.

The governance structure is developed and implemented through various bodies. For this purpose, a distinction is made between the ordinary management functions, which are entrusted to the Executive Committee, and the supervisory and control functions, which are carried out by the Board of Directors. Moreover, the General Meeting of Shareholders is the Company's highest decision-making body and the shareholders' right to intervene in its essential decisions is articulated through it.

At Cementos Molins, all the bodies with responsibilities assigned in application of the corporate governance system are committed to the Group's financial and non-financial performance. They are therefore actively involved in the operational and strategic decisions.



The Strategic Plan and the 2030 Roadmap have been drawn up by the development and sustainability department in collaboration with the subsidiaries and investees, involving the directors responsible for the different geographical areas to ensure the viability and coherence of the plan. The Strategic Plan and the Roadmap have been duly approved by the Board of Directors.



Governing bodies



General Meeting of Shareholders
This is the company's highest decision-making body. It stipulates the shareholders' right to intervene in the decision-making, establishing the principles of its organisation and functioning and the rules governing its legal and statutory activity.



Board of Directors
The Board of Directors is the highest corporate governance body and it must ensure the pursuit of the corporate interest, deemed to be the consequence of a profitable and sustainable business in the long term. It is responsible for overseeing the company's strategy, developing the Corporate Governance Policies, controlling the managing bodies and liaising with the shareholders.



Executive Committee
The main mission of the Executive Committee, led by the Chief Executive Officer, is to manage the different areas of the company in order to fulfil the strategic, financial and non-financial objectives set by the Board of Directors, ensuring the sustainable development of the business and its long-term continuity.



Remuneration and Appointments Committee
Responsible for proposing the Remuneration Policy for the directors and senior management to the Board and reporting on the directors' appointments.



Audit and Compliance Committee
Responsible for supporting the Board in the regular drawing up of the regulated information and external controls, as well as the monitoring of the control systems and the financial and non-financial risks and information.

2.1.1. Board of Directors

The aim of the Board of Directors and its committees is to ensure the development of a business model based on sustainability that generates value and allows the expectations of the different stakeholders to be met, promoting integrity and business ethics in the course of its activities.

In order to meet the objectives, it is regarded as essential for the Board of Directors of Cementos Molins to perform its functions with a unity of purpose but also an independence of criteria. The principles of transparency, equality and diversity are thus ensured, constantly prioritising social interest based on sustainability in order to generate long-term value.

Powers of the Board of Directors

The Board of Directors is responsible for overseeing the company's strategy, developing corporate governance policies, controlling the managing bodies and liaising with the shareholders.

The Board of Directors must meet at least eight times a year. In order for a meeting to be validly constituted, it must be attended by half plus one of the directors who are present or represented.



Meetings in 2021



Percentage of attendance

Non-delegable powers of the Board of Directors

The following powers, among others, are reserved for the Board of Directors:

- Its organisation and functioning.
- The supervision of the effective functioning of the committees it has set up, as well as the performance of the delegated bodies and the wdirectors it has appointed.
- The determination of the Company's general policies and strategies.
- The formulation and submission of the annual accounts, the management report and the relevant documentation to the General Meeting of Shareholders.
- Approval of the financial information that the Company must regularly publish due to its status as a listed company.
- The drawing up of any report or proposal required of the Board of Directors by law that cannot or must not be delegated.
- Decisions regarding director remuneration, in accordance with the law and the Articles of Association.
- The calling of the General Meeting of Shareholders and the drawing up of the agenda and proposed resolutions.
- The definition of the policy on shares and holdings.
- Approval of the strategic and business plan, the annual management objectives and budget, the investment and financing policy, the corporate social responsibility policy and the dividend policy.
- The determination of the risk management and control policy, including the tax risks, and supervision of the internal information and control systems.
- The determination of the Company's corporate governance policy under criteria of responsibility, competence and local management for each of the companies comprising the Group.
- Approval of the annual corporate governance report.
- The issuance of series of debentures, delivery notes, bonds and other similar securities.
- The granting of partnerships with non-profit organisations.



Structure of the Board of Directors

The Regulations of the Board of Directors lay down the principles applicable to its composition. The Board of Directors is currently made up of 13 directors, the composition of which seeks diversity in terms of knowledge, experience and gender. Nearly 40% of these directors are women. Furthermore, around 40% of the directors are independent, set against 60% of proprietary directors, and there is only one executive director. With regard to the composition of the Remuneration and Appointments Committee and the Audit and Compliance Committee, both are made up of a majority of independent directors.

It should be highlighted that in 2021 the General Meeting agreed to the appointment of three new members of the Board of Directors. Beatriz Molins Domingo has been appointed as a Proprietary Director, Jean-Carlos Angulo has been appointed as an Independent Director and Roser Ràfols Vives has been re-elected as a Proprietary Director. Eusebio Diaz-Morera, Francisco-Javier Fernández Bescós and the mercantile entities Noumea, S.A. and Foro Familiar Molins, S.L. have ceased to be members of the Board of Directors.



Selection and evaluation of the members of the Board of Directors

The selection process for the directors is the tool to ensure the diversity of the management body and its smooth functioning. The appointments or re-election of the directors will be approved by the Board of Directors, following a proposal made by the Remuneration and Appointments Committee in the case of the independent directors or a proposal by the Board of Directors following a report submitted by the above committee in the case of the other directors. In both cases, the proposal must be accompanied by a report demonstrating suitability for the position issued by the Board of Directors. The appointments and re-elections to positions are for a maximum period of four years.

As indicators of diversity, the body is made up of directors who possess knowledge, skills and experience with a positive influence on its operational effectiveness and its ability to promote the social interest. Furthermore, the directors are renowned professionals with the experience, credentials and knowledge appropriate for the exercise of their functions.

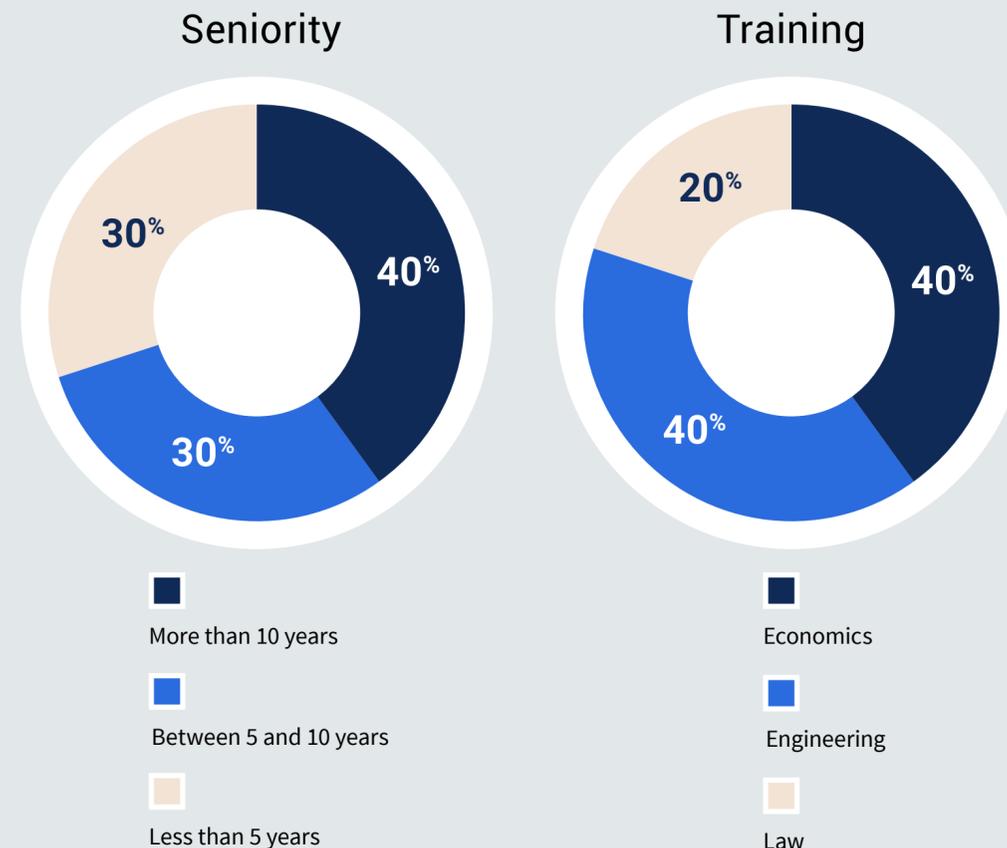
The Board of Directors carries out a self-assessment of its functioning on an annual basis. In order to carry out the self-assessment of the Board, the Remuneration and Appointments Committee commissions an external consultant to conduct a self-assessment questionnaire for the directors. The external consultant uses the data obtained from the questionnaires and personalised interviews to issue a report with his/her conclusions.

Accordingly, in 2021 the Board of Directors performed the annual self-assessment of its functioning and that of its committees, in accordance with the provisions of commercial legislation and its own regulations.



The Board of Directors must ensure that the procedures for the selection of its members favour diversity in terms of gender, experience and knowledge, do not suffer from implicit biases that could entail discrimination and, in particular, facilitate the selection of female directors.

Diversity indicators



The aspects assessed included:

- The quality and efficiency of the functioning of the Board.
- The functioning and composition of its committees.
- The diversity in the composition and competences of the Board.
- The performance of the Chairman of the Board and the chief executive of the Company.
- The performance and contribution of each director, paying particular attention to the members of the different board committees.

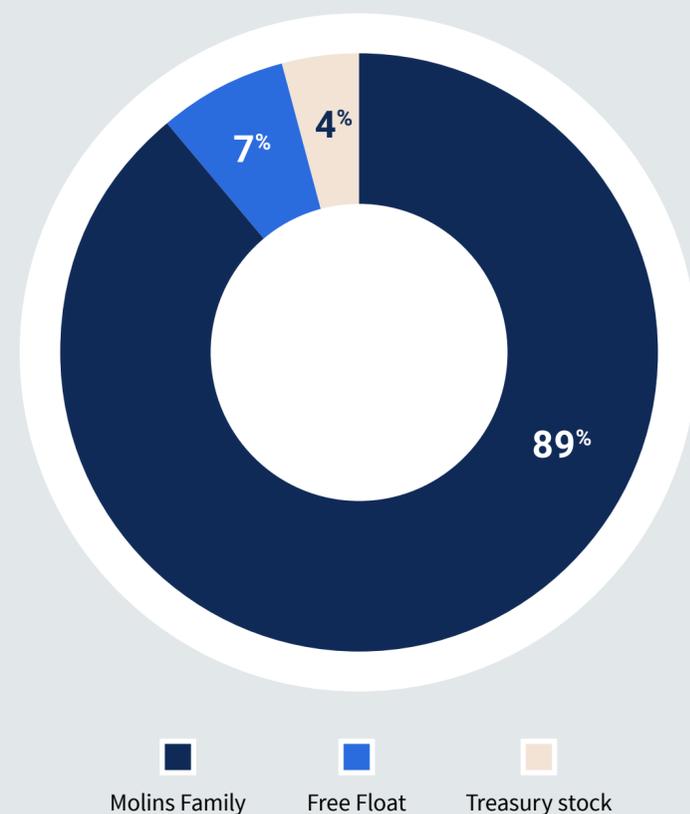
2.1.2. General Meeting of Shareholders

The General Meeting of Shareholders is the sovereign body of the Company.

The Regulations of the General Meeting of Shareholders establish, among other formal aspects, the powers of the Meetings, the types of meetings and the requirements for calling them.

The share capital of Cementos Molins, S.A. is divided into a single series of ordinary shares, each with the right to one vote.

Social capital



Powers attributed to the General Meeting of Shareholders

The following powers, among others, are attributed to the General Meeting of Shareholders:

Approval of the annual accounts, the proposal for the allocation of the profits and the social management.

The appointments and removals of directors, liquidators and auditors, as well as the exercise of corporate action against any of them relating to liability.

Amendments of the Articles of Association.

Approval of the remuneration policy.

Increases and reductions of the share capital.

The approval of operations involving a structural modification of the Company.

The matters within the competence of the General Meeting of Shareholders will be decided by a simple majority, with the exceptions provided for by law or in the Articles of Association. The meetings

are ordinary or extraordinary in nature and are called by the Board of Directors. The ordinary meetings must necessarily be held within the first six months of the year.

The last Ordinary General Meeting was held on 30 June 2021 and the following resolutions, among others, were adopted:



- Examination and approval of the individual and consolidated annual accounts, the management report and the statement of non-financial information for 2020.
- The approval of the management of the Board of Directors, its committees and the Chief Executive Officer, its members and matters relating to their remuneration (policies, annual report, amounts).
- Amendments of the Articles of Association and the regulations of the General Meeting of Shareholders.
- The delegation of powers for the formalisation and execution of all resolutions adopted at the meeting.

2.1.3. Delegated committees of the Board of Directors

The main functions of the Remuneration and Appointments Committee include proposing to the Board of Directors the remuneration policy for directors and general managers and those who perform senior management functions reporting directly to the Board of Directors, as well as executive committees and managing directors.

The Remuneration and Appointments Committee is made up of four directors, three of whom are independent directors. The members of the Remuneration and Appointments Committee and its chairperson will be appointed by the Board of Directors and they should be designated upon the basis of the knowledge, skills and experience appropriate to the functions they are to perform. The committee currently consists of four directors, three of whom are independent directors.

The Audit and Compliance Committee is made up of five directors, four of whom are independent. The members and their chairperson will be elected by the Board of Directors.

In keeping with the procedure established for the assessment of the Board of Directors, the functioning of the committees will be assessed on an annual basis.



Meetings of the Remuneration and Appointments Committee



Meetings of the Audit and Compliance Committee



2.1.4. Executive Committee

The Executive Committee is made up of highly experienced professionals who lead each of the areas responsible for the daily management of the company's business activities.

Julio Rodríguez Izquierdo
Chief Executive Officer

Jorge Bonnin
Chief Financial Officer

Ignacio M. Machimbarrena
Industrial Technical Director

Eva González Andreu
Human Resources Director

Carlos Martínez Ferrer
Business Development and Sustainability Director

Jaime Prieto Vizoso
Business Director for Argentina, Uruguay and Bolivia

Marcos Cela Rey
Business Director for Bangladesh, Tunisia and Colombia

Salvador Fernández Capo
Business Director for Spain and Mexico

Yuri Bouwhuis
CAC Business Director

Yuri Bouwhuis has been a member of the Executive Committee since November 2021

2.2. Ethics and compliance

Cementos Molins aims to develop a business model based on sustainability, generating value and enabling it to meet the expectations of the different stakeholders. The above is based on a good corporate governance structure which, aligned with the company's values, promotes integrity and business ethics in the course of its activities.

To this effect, there is an integrated structure consisting of a series of codes and procedures that regulate the company's activity:



- Code of ethics.
- Regulations of the Ethics and Compliance Committee.
- Internal rules of conduct in the field of the securities market.
- Internal rules for the processing of insider information.
- Regulations of the shareholders' electronic forum.
- Procedures relating to the ICFR (Internal Control over Financial Reporting) system.

In addition, Cementos Molins has an ethics channel (EthicsPoint) managed by an independent third party that guarantees the strictest confidentiality of the messages received via the channel. The Ethics Channel is open to the company's members and stakeholders via the company's corporate website and also via the Intranet for its members. It is operational electronically and via phone calls that are answered 24 hours a day, 365 days a year.

A total of 56 complaints have been received in 2021 via the ethics channels of the Group's different companies (compared with 49 in 2020) and remedial and follow-up actions have been taken.





During 2021 training was provided to employees in matters of the ethical code and its channels, anti-corruption, fraud prevention, conflicts of interest, money laundering, confidentiality and information security.

The number of hours spent on training in ethics, the prevention of corruption, conflicts of interest, cybersecurity and data protection amounted to 3,079 for a total of 1,770 employees. In 2020, 1,493 hours of training were provided to 660 employees.

The code of ethics constitutes the fundamental pillar upon which good corporate governance policies are based, including the compliance system. The main purpose of the code of ethics is to establish the fundamental values and principles that govern the actions related to the professional performance of the Cementos Molins Group. It

reflects the principle of due diligence while demonstrating the alignment of all the company's professionals with the Group's values, rules and standards.

The code of ethics applies to all the members and, in general, any person providing services or acting on behalf of any of the companies that make up Cementos Molins, regardless of their hierarchical level, position, relationship and geographical or functional location. All the Group's professionals must abide by the established conduct guidelines:

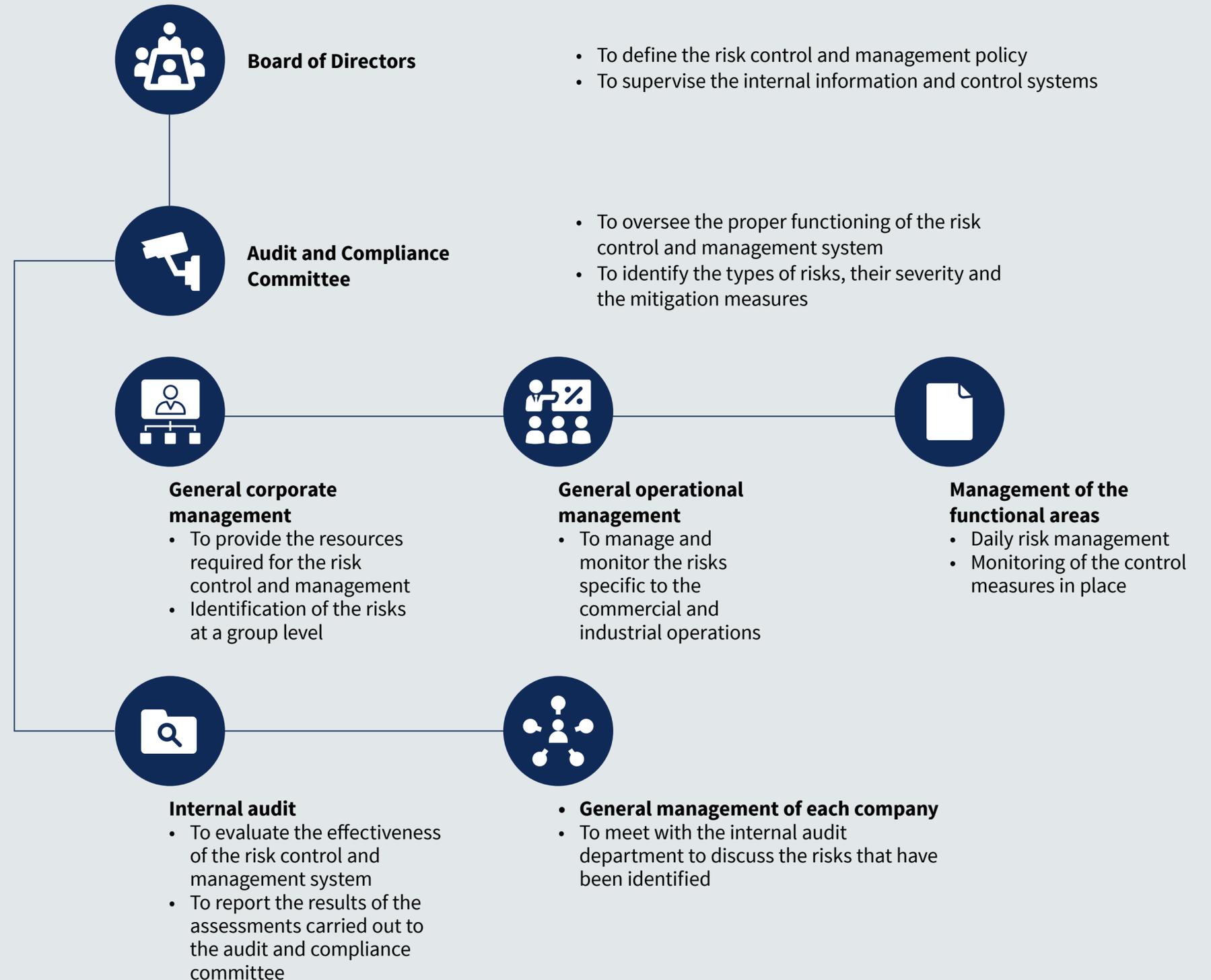


2.3. Risk management

2.3.1. Organisational structure and responsibilities

Cementos Molins focuses all its resources on addressing the corporate risks that affect its activity. It therefore ensures that the different bodies responsible for the identification, management and monitoring of the risks follow the same procedure. The aim is to keep the different risk scenarios updated and to take them into account in the performance and decision-making.

The following diagram shows the risk management model at Cementos Molins, identifying the flow of information between the different bodies and their main responsibilities in the area.



2.3.2. Phases of the risk management system

Cementos Molins has designed a control and management system to identify and appropriately manage risks. This system is applied in the following phases:



1

Drawing up of the risk inventory

Based on its knowledge of the group, the supervision activities carried out and the business objectives that have been established, the internal audit department of Cementos Molins draws up a risk inventory. These risks lie within the corporate and operational sphere of each business and include environmental, social and governance risks.

2

Identification

By means of the risk inventory the general management, the area managers and internal audit identify the risks to which the Group's companies are exposed.

3

Valuation

Upon identifying the risks to which the group companies and Cementos Molins are exposed, an assessment is conducted to identify the most relevant risks (Top Risks). The assessment is determined upon the basis of the likelihood of occurrence, the potential impact and the number of businesses and/or areas in which the risk may materialise.

4

Risk map

Following the selection of the most significant risks, the Group's risk maps, the corporate risk map and the operational risk map for each of the subsidiaries are drawn up. These indicators reflect the importance of each of the risks to the businesses. They are reviewed each year and a full assessment is carried out every 3 years.

5

Control

Following the preparation of the risk map and its assessment, the management of each of the companies, internal audit and the functional areas determine the necessary measures and define the controls to mitigate the risks that have been identified. The internal control system is defined and assessed by internal audit during this stage.

6

Monitoring

The risk maps and the control measures that are identified constitute the basis for the annual internal audit plan. Once a year, the Annual Corporate Governance Report outlines the scope of the risk management model and reports on the risks that have materialised during the year, as well as the status of the risk control and management system.



2.3.3. Identification of potential risks

Cementos Molins continuously reviews the risks that threaten its activity with the aim of developing mitigation plans to manage them, reduce the likelihood of any impact and capitalise on the opportunities that stem from investigating them.

Strategic risks

These stem from both internal and external factors and affect the long-term objectives.

Corporate governance risks

These arise as a result of non-compliance with the standards of the Capital Companies Act and the Good Corporate Governance Recommendations.

Financial risks

These arise due to an inability to finance the business obligations or because the information provided to third parties (financial statements) is not reliable and complete.

Operational risks

These derive from the company's activities.

Compliance risks

These occur as a result of non-compliance with the internal and external regulations.

For Cementos Molins opportunities stem from risks and they are articulated in the development of the Group's strategic pillars.

Risk event	Risk associated with...	Mitigation actions	Strategic pillar
Strategic risks			
Environment	<ul style="list-style-type: none"> Reduction of CO₂ emissions and energy consumption implicit in its activity, as well as the circular economy by minimising the consumption of materials, water and waste generated. Potential environmental and air quality incidents, as well as the restoration of quarries and biodiversity management. Greater demands resulting from compliance with the applicable regulations, entailing increasing efforts in terms of maintenance and the modernisation of the facilities, as well as process innovation. 	<ul style="list-style-type: none"> Promotion and incorporation of alternative fuel sources to reduce the carbon footprint. Development of innovation processes for the implementation of new products and technologies. Use of indicators in relation to emissions and the circular economy that form part of the sustainability barometer to determine the variable remuneration of the workforce. Sustainability-linked financing, with interest linked to carbon emission assessments. Adherence to the UN Global Compact. 	 <p>Sustainability</p>
Country risk	<ul style="list-style-type: none"> Evolution of the economic situation, geopolitical conditions and social stability of the respective countries with operations. Degree of internationalisation involving a level of exposure to the evolution of the main macroeconomic variables of each country (exchange rate, inflation and interest rate). 	<ul style="list-style-type: none"> Monitoring and follow-up of each country's strategy and potential scenarios to anticipate risks and opportunities. Implementation and compliance with the defined financial strategy. An integrated business model that is resilient in the event of an economic downturn. Operational efficiency plans. 	 <p>Geographical development</p>
Digitalisation	<ul style="list-style-type: none"> Digitalisation and adaptability to new technologies, potential disruption by emerging technologies, flexibility and speed of internal adaptation of processes and systems in accordance with business and customer needs. 	<ul style="list-style-type: none"> Integration of artificial intelligence measures into the production processes. Consolidation of digital platforms. Development of mass automation measures in back office processes 	 <p>Digitalisation</p>
Mergers and acquisitions	<ul style="list-style-type: none"> To ensure the successful integration of acquisitions. To ensure the profitability of new investments (profit forecasts and liquidity generation). 	<ul style="list-style-type: none"> Ongoing analysis and assessment of potential opportunities in brands and pre-established businesses. Due diligence processes with the advice of third-party specialists. A successful track record of acquisitions and integrations. Implementation and compliance with the governance model. Monitoring of new operational investments and tracking of the activity in each country. 	 <p>Geographical development</p>

Risk event	Risk associated with...	Mitigation actions	Strategic pillar
Corporate governance risks			
Fraud and corruption in business	<ul style="list-style-type: none"> Exposure to the risk of fraud and corruption in business, given the geographical dispersion of the countries in which the Group operates. 	<ul style="list-style-type: none"> Crime prevention and anti-fraud policy that encompasses the organisation's crime prevention model. Annual evaluation system and monitoring of controls. Ethics channel managed by an independent organisation to guarantee the strictest confidentiality of the messages received through this channel. International transposition of the Corporate Governance model. 	Not applicable
Compliance as a listed group	<ul style="list-style-type: none"> Regulation and compliance as a listed group 	<ul style="list-style-type: none"> Compliance with the regulations of the Capital Companies Act and recommendations of the Code of Good Governance (CNMV). Annual Corporate Governance Report. 	Not applicable
Brand and reputation	<ul style="list-style-type: none"> Potential negative impacts on the company's reputation arising from situations or events that fail to meet the stakeholders' expectations. 	<ul style="list-style-type: none"> Crime prevention and anti-fraud policy that encompasses the organisation's compliance system. System for the annual evaluation and monitoring of the compliance system controls. Ethics channel managed by an independent organisation to guarantee the strictest confidentiality of the messages received through this channel. Compliance with the regulations of the Capital Companies Act and recommendations of the Code of Good Governance (CNMV). Annual Corporate Governance Report. Specific crisis management protocol focused on reputational crises currently being drawn up. 	 <p>Operational efficiency</p>
Financial risks			
Market-related	<ul style="list-style-type: none"> Maintenance of cost efficiency. Derived from economic changes and cyclical activity in the construction sector that may affect the demand for the products. 	<ul style="list-style-type: none"> Operational efficiency plans. Continuous cost reduction projects through new technologies, processes and products, seeking cost efficiency. An integrated business model that is resilient in the event of an economic downturn. Macroeconomic monitoring and follow-up, strategy and positioning review, etc. 	Not applicable

Risk event	Risk associated with...	Mitigation actions	Strategic pillar
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Financial	<ul style="list-style-type: none"> • Planning of financial needs. • Cash flow generation and liquidity. • Imbalance of the debt versus cash generation and compliance with covenants. • Return on current investments. 	<ul style="list-style-type: none"> • Signing of credit lines to guarantee liquidity. • Optimisation of the financing structure: syndicated signature linked to sustainability (CO2 reductions). • Establishment of a subsidiary financing policy to achieve an optimal balance between equity and debt in keeping with the capital market. • Issuance of a delivery note programme on the Alternative Fixed Income Market. • Optimisation of the rolling fund. • Monitoring of operational investments and the activity in each country. 	Not applicable
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Operational risks

Operations: supply chain and external suppliers	<ul style="list-style-type: none"> • Possibility of depletion or difficulties in accessing strategic resources for the performance of the activity. • Increased prices of raw materials, fuels, electricity, etc. 	<ul style="list-style-type: none"> • Establishment of long-term relationships with suppliers to secure supplies and negotiate prices. • Analysis of the Group's internal capabilities to seek synergies and develop good practices. • Contingency plans to secure the plants' operations. • Incorporation and promotion of renewable energies. • Increased use of alternative fuels. • Cost efficiency plans. 	 Sustainability  Operational efficiency
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Systems: cybersecurity	<ul style="list-style-type: none"> • Business continuity plan • Cybersecurity. 	<ul style="list-style-type: none"> • IT Security Master Plan within the framework of the corporate IT security policy. • Implementation of a cybersecurity office. • Implementation of an ISMS (Information Security Management System). • Contingency plans to secure the continuity of the plants' operations. 	 Operational efficiency
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Risk event	Risk associated with...	Mitigation actions	Strategic pillar
HR: talent management	<ul style="list-style-type: none"> Adaptation of the human capital structure to accommodate expansion needs and adapt future growth to the market tools and new trends. Limited or delayed efforts to develop the Cementos Molins business, as well as the execution of its Strategic Plan. 	<ul style="list-style-type: none"> Individual development plans and international mobility. Long-term development of key competences. Implementation of short-, medium- and long-term succession plans. 	 People  Operational efficiency
Health and safety	<ul style="list-style-type: none"> •Non-compliance with health and safety regulations and instructions. •Security at the facilities. 	<ul style="list-style-type: none"> Indicator monitoring and tracking: the Frequency Index (FI) forms part of the Sustainability Barometer used to set the variable remuneration. Emergency plans and risk assessment. Occupational health and safety management systems. Security protocols and corporate policies. Implementation of a tool for occupational safety management. 	 People
Derived from the COVID-19 pandemic	<ul style="list-style-type: none"> To ensure the health and safety of the employees. To ensure the continuity of the customer service. Continuous adaptation in the operational control of the business. 	<ul style="list-style-type: none"> Implementation of the teleworking model starting from the first day of the economic and health crisis arising from the COVID-19 pandemic throughout the business, whenever its application was possible. Implementation of measures consisting of the prioritisation of investments, a highly significant reduction of operating and general costs, optimisation of the working capital in line with the level of activity and maintenance of the financial strength. 	 Operational efficiency
Compliance risk			
Fiscal	<ul style="list-style-type: none"> Legislative and regulatory changes in fiscal matters. 	<ul style="list-style-type: none"> Corporate tax policy. Support from external specialists so as to learn more about tax developments, analysis and the resulting implications. 	 Operational efficiency
Compliance: licences and permits	<ul style="list-style-type: none"> Derived from the fulfilment of the regulatory requirements and standards applicable to obtaining them and ensuring their validity. 	<ul style="list-style-type: none"> Supervision and monitoring of regulatory changes and the applicable legislation. Annual evaluation and monitoring of controls. 	 Operational efficiency



3. A profitable and sustainable strategy

Cementos Molins seeks to guarantee its long-term competitiveness and economic profitability while minimising its environmental impact, maximising the creation of shared value for its stakeholders and promoting sustainable development. For this reason, the company has created a Strategic Plan with the aim of respecting the natural and social environment.



3.1. Strategic Plan

The aim of Cementos Molins is to promote the development of society and the quality of life of people by means of innovative and sustainable solutions in the construction sector, prioritising respect for the environment around it. Its Strategic Plan is therefore designed to make sustainability a basic pillar of growth and to guarantee its social and environmental commitment in the course of its activity.

In order to remain a respected and attractive company in the global market while continuing to create value for its stakeholders, Cementos Molins has a dual vision for the development of its activity. Firstly, it considers corporate objectives such as profitable growth, CO₂ reductions, innovation and the quality and safety of its business. Secondly, it promotes the values and the social commitment of its stakeholders in order to generate new opportunities and create a better world.



The Cementos Molins Strategic Plan seeks to maintain the EBITDA growth within an average range of between 4% and 6% each year over the next three years. The aim is to maintain its economic growth and market presence while continuing to generate a positive impact on the environment.

The sustainability of concrete lies at the heart of its Strategic Plan, as its properties make it a key element in limiting the impact and combating the effects of climate change, enabling sustainable and resilient buildings and communities to be developed around the world.

The processing of materials and their production accounts for 30% of emissions in the construction sector. Steel and concrete are the main emitters, while the remaining 70% is emitted throughout the lifetime of the building.

The Cementos Molins Strategic Plan is based on five strategic lines in order to contribute to reducing the impact of the sector:



Geographical development

- To consolidate the existing markets
- To invest in the non-organic development of new markets
- To achieve vertical integration of the core business focused on the 8 main products of Cementos Molins
- To expand vertically by integrating the value chain
- Five acquisitions: Escofet, Calucem, Heidelberg Cement Catalonia plants, Pretersa Prensavis and a white cement facility in Alicante.

Sustainability

- To invest in new products and processes with a low environmental impact
- To accelerate the development of alternative fuels
- Increased use of alternative fuels
- Creation of an R&D&I

Operational efficiency

- To reduce the logistics costs
- To achieve purchase productivity targets
- To reduce electricity consumption and increase renewable energy generation at plants
- To improve thermal consumption (kcal per kg Ck)
- To reduce the clinker factor during the operations

Digitalisation

- To integrate artificial intelligence measures into the production processes to optimise furnace consumption and reduce CO₂ emissions
- To consolidate the digital platforms in the countries to improve the customer service and simplify the touchpoints, the points providing access to the different features of the platforms
- To develop massive automation measures in the back office processes
- To improve the CMI facilities by means of a predictive system
- Implementation of an artificial vision system in the quarries
- B2B platform PROMSA customer space
- Internal digitalisation

People

- To develop international talent by means of individual development and international mobility plans
- To develop long-term core competencies by means of a competence matrix analysis and the company's cultural evolution plans
- To achieve zero accidents
- Refurbishment of the building in Sant Vicenç dels Horts

3.2. 2030 Roadmap

The definition of the Cementos Molins Strategic Plan makes sustainability a fundamental pillar of growth. In order to monitor its sustainable performance and measure the progress of its strategic pillar, the Sustainability Barometer tool, which has been operational since 2015 and had a direct impact on the variable remuneration of the workforce, was reformulated in 2021. Specifically, Cementos Molins has introduced a change with the aim of optimising the traceability of the data of the indicators making up this index. Until

this year, the Barometer indicator was represented by a figure from 0 to 10 by means of the application of functions and the weighting of the different indicators that comprised it. This year the results of the Barometer indicators are directly displayed in comparison with the objective set for the year. These indicators are chosen from the 2030 Roadmap, selecting those on which efforts are intended to be focused that year. The 2021 Barometer consists of four main indicators, as listed in the table below.

Sustainability Barometer Indicators	Result in 2021	Objective set for 2021	2020
Group employee satisfaction index	61.1%	60.80%	59.20%
Frequency index of accidents with sick leave involving direct and Indirect workers at the Group's factories	3.02	3.15	2.26
Emission factor (net kg CO ₂ /t cementitious)	576	585	592
Energy substitution by means of alternative fuels	9.47%	10.1%	8.8%

The Barometer indicators refer to Portland cement (CO₂ emission factor) and do not include Escofet.





In 2019, in keeping with its desire to benefit the climate, Cementos Molins developed the competences of the strategy and sustainability areas to define new sustainable growth targets and report its performance publicly. In 2021, focusing on the strategic sustainability pillar and based on the objectives established by the GCCA (Global Cement and Concrete Association), Cementos Molins developed its 2030 Roadmap to contribute to the sector's objectives by setting its own goals. To this effect, the Group based its work on a trend analysis that highlights the need for action in a number of areas. The definition of the strategic approach of this roadmap focuses on moving closer to the Sustainable Development Goals (SDGs) and the global climate ambitions.

Cementos Molins, with a major representation in the concrete sector in some of the markets in which it operates, follows the roadmap of the above-mentioned GCCA to achieve the objectives set for the market: the commitment to Net Zero Concrete by 2050 and the global goal of ensuring that the net emissions associated with concrete in 2030 fall by 25% with respect to 2020. Specifically, the GCCA roadmap identifies the following initiatives: increasing clinker substitution, reducing fossil fuels and increasing the use of alternative fuels; improving efficiency in the design of concrete projects, as well as their use during construction; investing in technology and innovation; using CCUS (carbon capture, use and storage) technology; and, finally, developing the required infrastructure.

As a result, the sustainability roadmap is based on the following levers and objectives:

Main levers	Measures to complete it
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HEALTH AND SAFETY

The main objective of Cementos Molins is for all the people who work for the Group and at the Group's facilities to return home safe and sound at the end of the day. The H&S departments work in alignment to achieve the goals defined each year and for 2030.

Objectives set:

- Zero accidents
- Zero fatalities

Prioritising health and safety at all levels so that good practices take root in all the fields, countries and professionals, reinforcing:

- The culture of leadership in safety.
- The identification and correction of unsafe conducts.
- The reporting and analysis of all accidents and incidents.
- Monitoring of proactive indicators.
- The linking of these objectives to the variable remuneration.



CLIMATE CHANGE AND ENERGY

It is essential to develop a strategy that contributes, together with the other social actors, to mitigating and adapting to climate change. Cementos Molins is committed to reducing its dependence on fossil fuels in the clinkerisation process and in the manufacture of its products and advocating energy generation solutions based on renewable sources.

Objectives set:

- A 20% reduction in net CO2 emissions (Scopes 1 and 2)
- <500 net kg net CO2/tonne cementitious material
- To obtain 55% of electricity consumption from renewable energy sources

Acting on emissions throughout the value chain:

- Substituting 40% of fossil fuels with alternative fuels.
- Achieving maximum energy efficiency.
- Investing in the generation of renewable electricity.
- Committing to the substitution of clinker in the cement by producing cement products with a smaller environmental footprint.



Main levers

Measures to complete it



ENVIRONMENT AND NATURE

According to the 2021 World Economic Forum Global Risks Report, loss of biodiversity and environmental damage caused by humans are two of the main risks facing humanity in terms of likelihood and impact. Cementos Molins acts wherever it generates the greatest impact: water consumption, biodiversity and atmospheric emissions.

Objectives set:

- Reduction of channelled emissions of PM (-47%) to 50 gPM/t clinker, Nox (-43%) to 1,400 gNox/t clinker and Sox (-10%) to 32gSOx/t clinker by 2030.
- To have water management and biodiversity programmes in place in all the sensitive areas.

The minimisation of the environmental impact is achieved by means of the refinement and addition of tools focused on:

- Analytical monitoring of alternative fuels.
- Continuous measurement of emissions at the factories and emission reduction techniques.
- Water reduction and efficient consumption plans.
- Recovery and conservation of biodiversity by means of specific reforestation and restoration programmes.



CIRCULAR ECONOMY

The aim of Cementos Molins is to obtain materials that remain within the economy for as long as possible, in order to minimise the generation of waste and to full use any that cannot be prevented.

Objectives set:

- An energy substitution rate of 40%.
- Reduction of the clinker/cement fraction by up to 68%.

They act in parallel on different fronts:

- Prioritising alternative fuels.
- Decreasing the clinker/cement factor and facilitating the use of new additions.
- Boosting the waste heat recovery processes.
- Reducing waste generation and promoting reuse and recycling.
- Incorporating recycled materials into our products and processes.



Main levers

Measures to complete it



SOCIAL RESPONSIBILITY

With more than 6,000 professionals, Cementos Molins forms a great team in which equal opportunities, non-discrimination, transparency and fairness prevail.

Together they seek to create value in the environment and strive to generate well-being and wealth throughout the value chain. To this effect, they make an effort to care for their workers, all the stakeholders and the development of the communities in which they operate.

Objectives set:

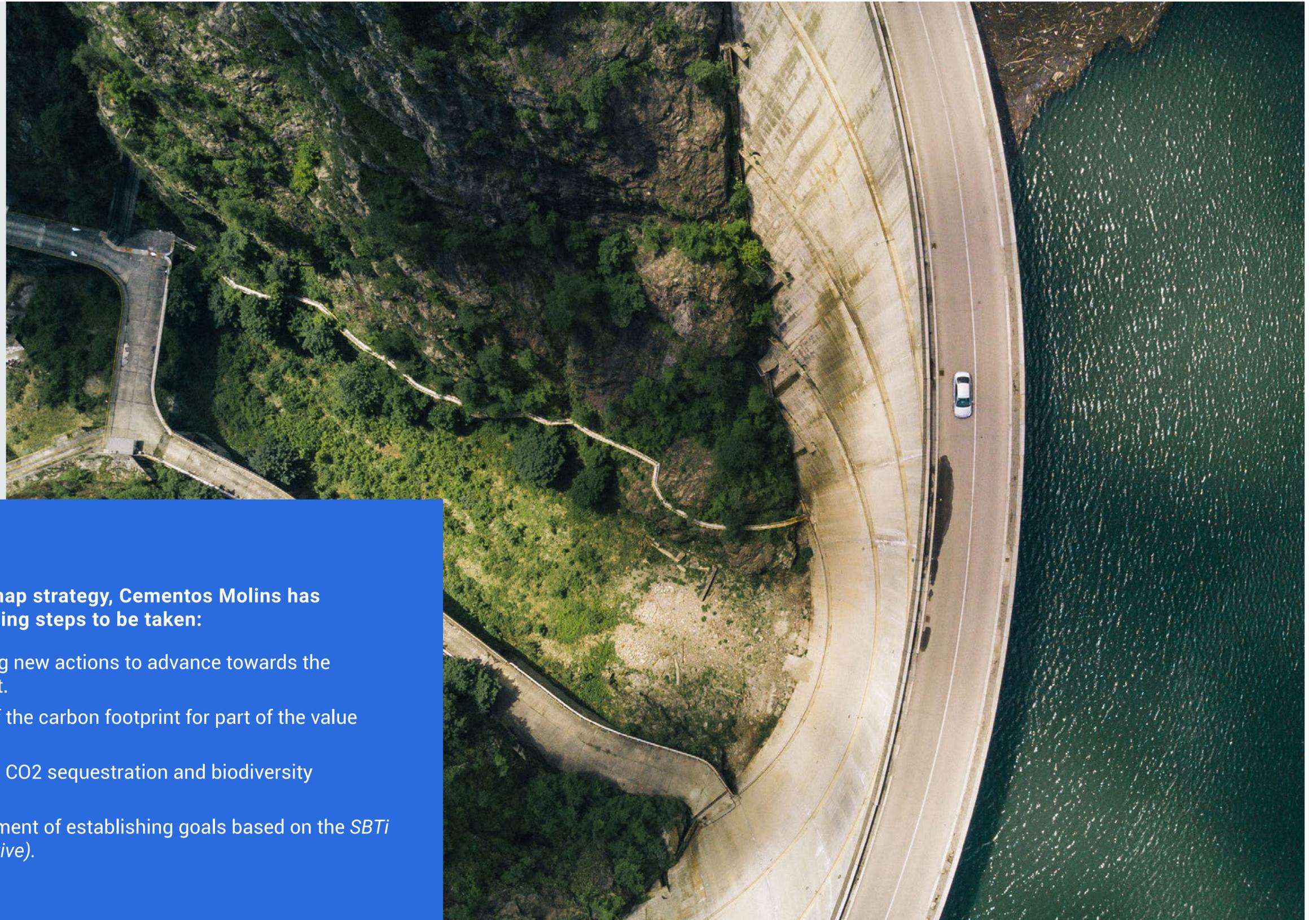
- To maximise the creation of shared value by establishing formal plans with the community in all its operations.
- To reach a figure of 23% of women in management positions.

To achieve the above, Cementos Molins focuses on:

- Corporate volunteering programmes for the workforce.
- Partnerships with different social agents.
- Measurements and action plans for employee satisfaction and engagement.
- Purchases and procurement of local services.



With the aim of increasing the scope of the 2030 Roadmap, Cementos Molins has drawn up a communication plan that conveys the strategy and image of an international and modern company committed to sustainability and created a specific sustainability microsite that includes success stories, interviews and graphic material, such as explanatory infographics. Furthermore, Cementos Molins has gone a step further in disclosing its performance in terms of sustainability and climate change and in 2021 it took part in the Carbon Disclosure Project (CDP) questionnaire for the first time. In this questionnaire, the company reports on its performance in areas such as the fight against climate change and the management and governance of the related risks, achieving a score that enables it to position itself in the market.



Together with the 2030 Roadmap strategy, Cementos Molins has established a list of the following steps to be taken:



- Developing and implementing new actions to advance towards the objectives that have been set.
- Determining the “Scope 3” of the carbon footprint for part of the value chain.
- Researching and investing in CO2 sequestration and biodiversity measures.
- Moving towards the commitment of establishing goals based on the *SBTi* (*Science Based Targets initiative*).



4. The value created in 2021

In order to create value, Cementos Molins regards its commitment to the environment in which it carries out its activity as fundamental, with the aim of guaranteeing a long-term sustainable performance. Due to the impact generated by its activity, it focuses its priorities on developing environmental management models, as well as others related to energy and climate change, emissions and pollution, the circular economy and biodiversity. In addition, it allocates resources to R&D in order to develop systems that reduce its environmental impact.

To this effect, Cementos Molins aligns these priorities with the interests of its stakeholders, who are considered to be one of the organisation's most valuable assets. The relationships with them meet the needs of the company and ensure equality and transparency.



Key performance indicators in relation to the environment

Greenhouse gas emissions (kg CO ₂ /tn cementitious materials)	577
Fuel consumption (GJ)	48,095,794
Electricity consumption (GWh)	1,654,086,131
Percentage of reused, recycled and recovered waste	85.4%
Percentage of reused water	6,1%
Protected/restored natural habitats (hectares)	1,048

Key performance indicators in the relationship with the stakeholders

People in the workforce	5,417
Percentage of women	11.4%
Average hours of training per person	29
Products certified upon the basis of quality and safety standards	184
Accident frequency index	3.12

4.1 Relationship with the stakeholders

Workforce

They constitute the group of workers that make it possible to carry out the activity.

Shareholders

They provide the capital required to develop the business, facilitating geographical expansion and the acquisition of new companies.

Customers

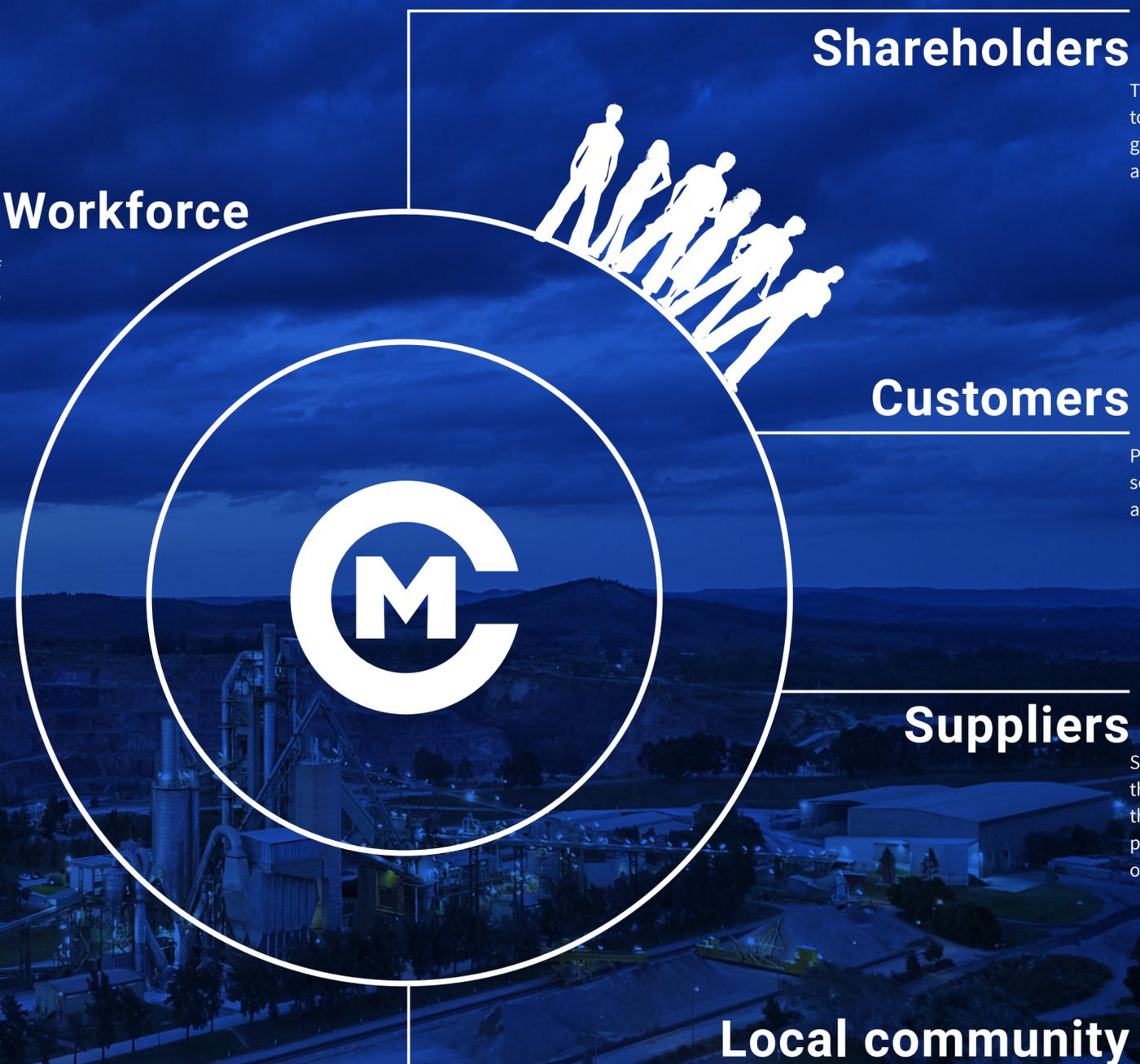
People at whom the product and service developed by the company is aimed.

Suppliers

Suppliers of services and materials; these contribute to the manufacture of the products and cooperate with the personnel in the course of the activity of Cementos Molins.

Local community

The people living in the towns in which the Group operates; these are the first people to be impacted by the direct effects of the activity of Cementos Molins.





4.1.1. Shareholders

The creation of value for the shareholder is the starting point for assessing the performance of Cementos Molins.

Cementos Molins actively participates in the management of the companies in which it holds an interest, either jointly with another shareholder or by means of significant participation in their decision-making bodies.

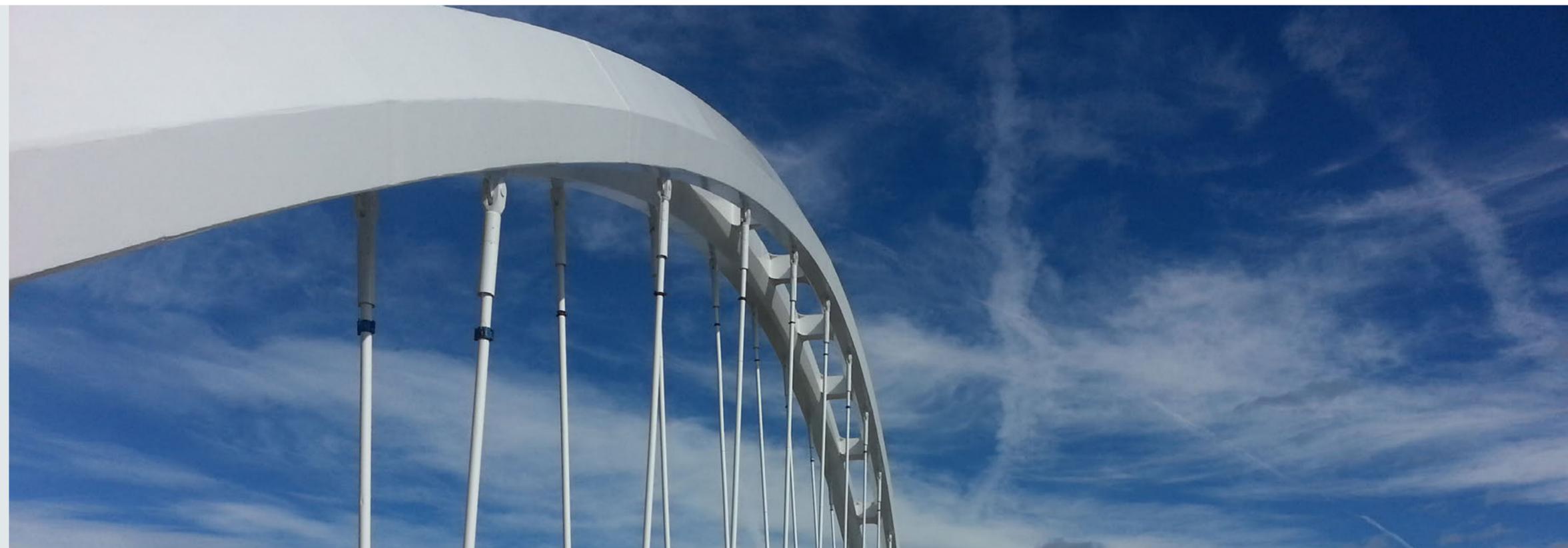
In line with the guidelines and recommendations of the ESMA (European Securities and Markets Authority), the aim of which is to promote the usefulness and transparency of the Alternative Per-

formance Measures included in the regulated information and any other data submitted by listed companies, the information on the economic and financial performance included in this section is based on the application of the proportionality criterion in the form of integration of its investees. For this purpose, the final percentage of participation held in each and every one of them is applied. Cementos Molins thus considers that the management of the business and the way in which the results are analysed for decision-making purposes are adequately reflected.

Financial performance of Cementos Molins

2021 was another year of major challenges and, in turn, great achievements. The gradual improvement of the economy contributed to increased activity in all the countries. However, the performance varied between the first and second halves of the year. During the first half, the sharp growth of activity witnessed in the third and fourth quarters of 2020 continued, but there was a slowdown in activity in the second half. Moreover, although the situation resulting from COVID-19 gradually improved due to the increased vaccination rates, the appearance of new waves led to the application of new temporary lockdown measures. These measures had an impact on activity, particularly during the fourth quarter of the year, due to the Omicron variant. This has meant that the recovery of activity has occurred at different speeds in each region/country, depending on the impact of the pandemic. In addition, in the second half of the year there was unprecedentedly high global inflation in terms of energy, raw materials and transport costs.

Despite this complex context, 2021 was characterised by healthy growth in all the Group's countries and businesses, exceeding the pre-pandemic levels with record results and reflecting the firm commitment of the Cementos Molins team.



The results used by the Group for management purposes as at 31 December 2021 are as follows, in millions of euros:

Proportional Criterion in €M	12M 2021	12M 2020	% var.	% LFL ¹
Sales	968	775	+25%	+27%
EBITDA	242	205	+18%	+22%
EBITDA margin	25.0%	26.5%	-1.5	
EBIT	181	148	+23%	+29%
Net profit	105	93	+12%	+28%
Profit per share (€)	1.58	1.41	+12%	
Net Financial Debt	177	74	+141%	-150%

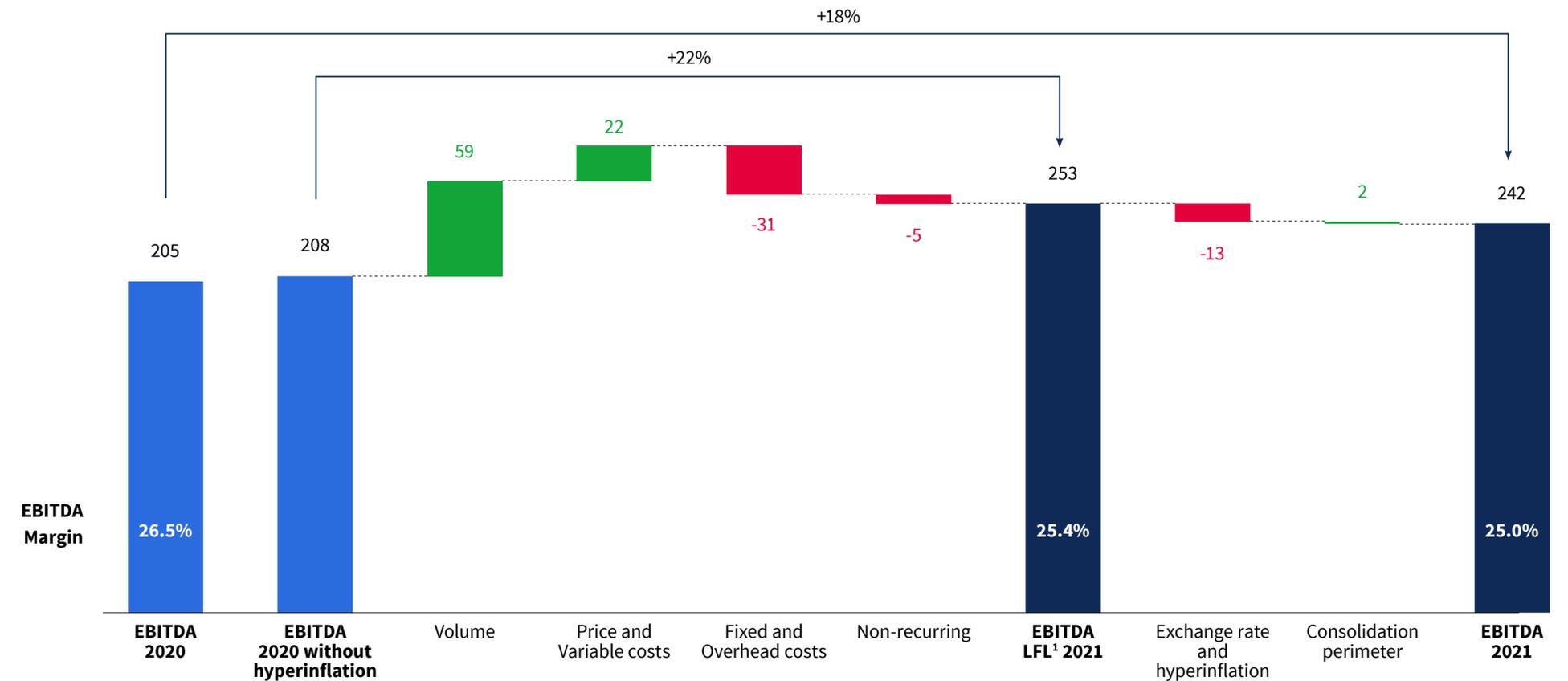
¹ Like-for-like: constant exchange rates, no hyperinflation effect in Argentina and an identical scope of consolidation.

The gradual improvement of the economy contributed to increased activity in all the countries, with double-digit growth in the global volumes of cement and concrete. The volume of Portland cement sales was up 18% in 2021 compared to 2020, with all the markets recording growth. A total volume of 7.1 million tonnes of Portland cement was delivered, with a slowdown in the second half of the year and, in particular, in the final quarter. North Africa and South America are among the fastest-growing regions. In Colombia, more than one million tonnes of cement were supplied to customers throughout the country in its second year of operations.

In the concrete business, the sales volume in 2021 amounted to 1.4 million cubic metres, a figure 13% higher than that recorded in the previous year, with growth in all the markets, especially in Argentina. As in the cement business, the quarterly growth was slower in the second half of the year, with a decline in activity in the fourth quarter.

The income of Cementos Molins amounted to €968 million at the end of 2021, constituting an increase of 25% compared to the same period of the previous year, with volume increases in all the countries and price increases in local currency, chiefly in South America, Mexico, North Africa and Asia. On a like-for-like basis, eliminating exchange rate, hyperinflation and perimeter effects, sales increased by 27% set against 2020.

The EBITDA reached a record figure of €242 million in 2021, 18% more than in the previous year. This sharp rise in profits totalling €37 million is supported by the volume (+€59 million), mix management and selling price increases and the positive contribution of the operational efficiency plans. On the negative side, we should highlight the unprecedentedly high increases in energy, raw material and logistical costs in the second half of the year. The negative impact of the rise in inflation above prices (-€9 million), together with the higher non-recurring costs (-€5 million), the negative net impact of the currency devaluation and hyperinflation in Argentina (-€10 million) and the positive contribution of acquisitions (+€2 million), account for the year-on-year variation in results.



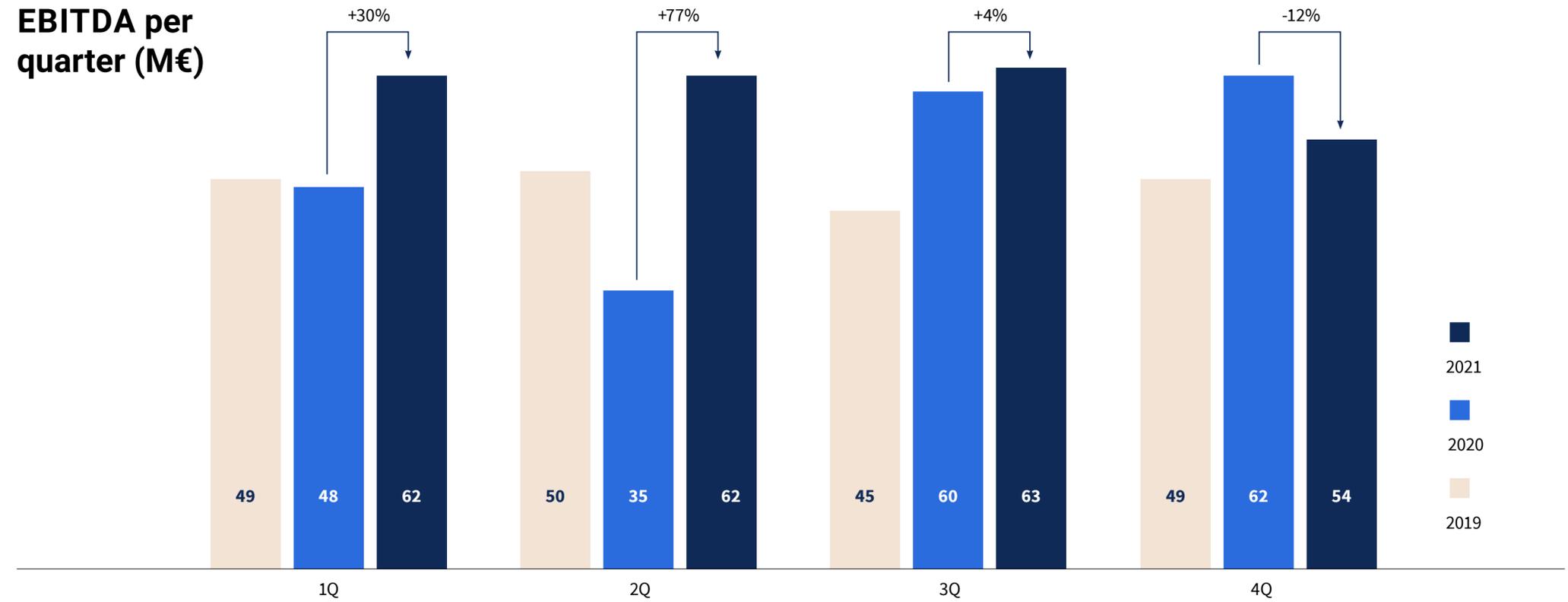
¹ Like-for-like: constant exchange rates, no hyperinflation effect in Argentina and an identical scope of consolidation.



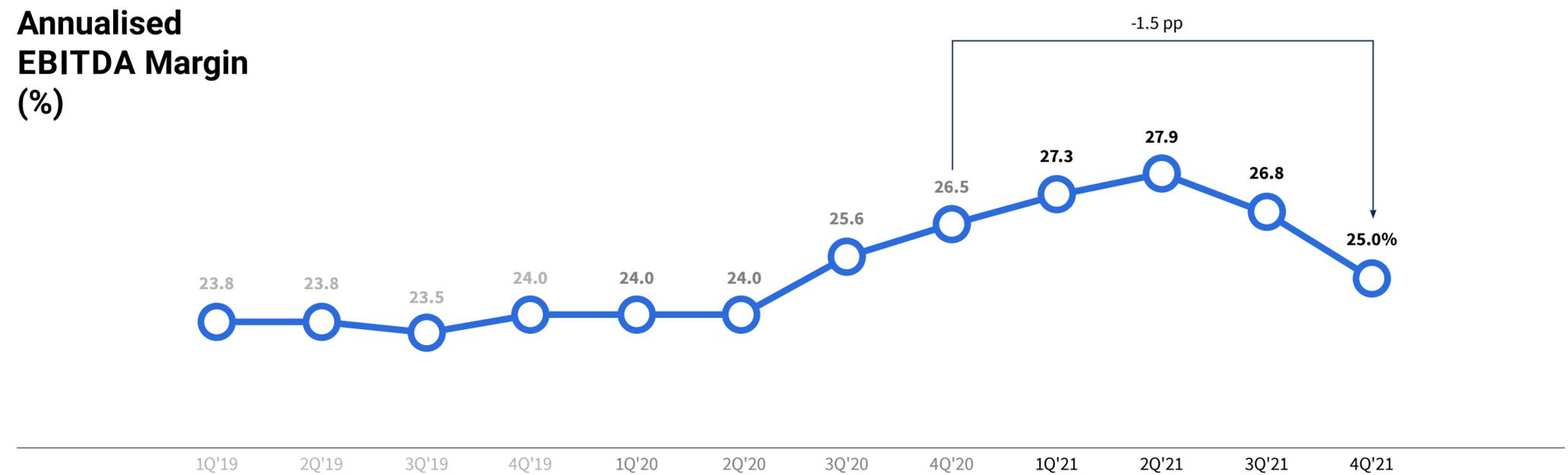
The overall increase in energy, raw material and logistical costs led to an erosion of the EBITDA margin on sales in the third and fourth quarters of the year. The annual EBITDA margin stood at 25.0%, only 1.5 percentage points less than in 2020.



EBITDA per quarter (M€)



Annualised EBITDA Margin (%)



Business development by regions (proportional criteria)

	Sales				EBITDA			
	2021	2020	% var.	% LFL ¹	2021	2020	% var.	% LFL ¹
Europe	322	281	15%	10%	46	48	-5%	-7%
Mexico	220	191	15%	13%	94	88	7%	4%
South America	302	201	50%	65%	93	62	49%	65%
Asia and North Africa	123	102	21%	25%	32	23	38%	42%
Corporate and Others	-	-	-	-	-15	-14	-	-
Non-recurring	-	-	-	-	-8	-2	-	-
Total	968	775	25%	27%	242	205	18%	22%

¹ Like-for-like: constant exchange rates, no hyperinflation effect in Argentina and an identical scope of consolidation.

Europe

In Spain the economic recovery led to a rise in the GDP estimated at over 4%, a figure that does not offset the decline recorded in the previous year, entailing lower growth in biannual terms than in other European countries. In terms of inflation, the annual rate in December rose by 6.5%, the highest figure in 29 years, chiefly due to the higher electricity prices.

The market began to recover in 2021 after a 2020 affected by the standstill of activities. Private initiative constituted the pillar of growth, while the pace of activity in public works remained low. Within this context, Portland cement consumption in Spain increased by 11% compared to 2020, recording a volume of 14.9 million tonnes. This market improvement exceeded the consumption recorded in 2019 by 1.4%. In Catalonia consumption stood at 2.2 million tonnes, constituting an increase of 8.2% with respect to 2020, with building as the main lever of the recovery. However, cement consumption fell by 3.1% compared to the level registered in 2019.

The sales of Cementos Molins in Europe amounted to €322 million. In Spain, whose integrated business model includes Portland cement, white cement, calcium aluminate cement, concrete, aggregates, mortars, concrete precast, urban landscaping and waste recovery, sales increased by 11% compared to 2020 due to the increased activity in all the businesses. It is worth mentioning the gradual recovery of concrete activity in Catalonia, despite the low number of public tenders, as well as the increase in SATE (exterior thermal insulation) solutions and special mortars from the Betec range. Similarly noteworthy is the

high activity of concrete precast in the industrialised building sector and the development of the supply of prefabricated facades for the residential sector. Sales of white cement have been incorporated from the middle of the year following the acquisition of a white cement facility in Spain. Similarly, sales of calcium aluminate cement include the last two months of the year of CALUCEM, the world's second-largest producer of this type of cement, with growth focused on the construction chemicals sector.

The recurring EBITDA in Europe totalled €46 million, constituting a fall of 5% with respect to the previous year. This reduction is due to the significant impact of the higher electricity, fuel, steel, resin and freight prices in the second half of the year, partly mitigated by the positive contribution of the new efficiency and cost reduction plans. This led to an erosion of the margins in the third and fourth quarters of the year, with the annual EBITDA margin standing at 14%.





Mexico

The economy recovered in Mexico in 2021, mainly due to increased foreign trade, especially with the United States, although it remains far below the pre-pandemic level. The inflation rate has risen to over 7%, an unprecedented figure in the last 20 years. The Mexican peso, which fluctuated throughout the year, ended it with a 3% depreciation against the dollar.

Construction activity grew during the year, driven by self-construction as a result of a record number of remittances, as well as the development of large infrastructure public works. This led to a sharp increase in the volume of bagged cement in the first half of the year due to the positive performance of self-construction, with a slowdown in growth during the second half of the year. Activity in the concrete business has remained below that recorded before the pandemic due to the stagnation of private construction.

Within this context, sales in 2021 have totalled €220 million (proportional criterion), a figure representing an increase of 15% compared to 2020, due to the sharp rise in volume and the improved sales prices. In comparable exchange rate terms, the increase stands at 13%.

The recurrent EBITDA increased by 7% to €94 million (proportional criterion). These are excellent results, driven by the volume growth, sales price management and operational efficiency, despite the higher energy and freight costs. Although the cost inflation led to a deterioration of the margins in the second half of the year, the annual EBITDA margin totalled 43%.



South America

In South America, the economies of the countries in which Cementos Molins operates have recovered due to the lower impact of the pandemic, favoured by the rise in the vaccination rates. Inflation remained fairly stable, with the exception of Argentina, which recorded levels above 50%, despite the government's efforts to contain it. Meanwhile, inflation in Colombia rose to 5.6%, a rate four percentage points higher than that registered in 2020. With regard to the exchange rate, it should be noted that the Colombian peso fell by 16% against the US dollar and the Argentine peso fell by 22% against the US dollar. This percentage is much lower than the country's inflation rate, although the peso in the parallel markets fell by over 40% ('blue chip swap' 40%), ending 2021 with an exchange rate gap close to 100% (compared to around 65% in 2020).

There was significant growth in cement activity in 2021; all the markets recorded double-digit growth rates (Argentina 23%, Uruguay 13%, Bolivia 19% and Colombia 16%), driven by the upturn in the residential sector and the continued rise in bagged cement, especially in Argentina. There was also a gradual recovery of the concrete market.

Sales in 2021 amounted to €302 million, 50% more than in 2020, with increases in all the countries. In comparable exchange rate and hyperinflation terms in Argentina, the increase stands at 65%. The growth in each of the countries is not homogeneous. The 73% increase in sales in Argentina compared to 2020 is noteworthy, due to the increase in activity and the price management. In Uruguay, sales increased by 9% and we should men-

tion the supplies and services for the construction of UPM's new paper mill, the main project under construction in the country. The increase in sales in Bolivia was 19%, due to the recovery of activity, although it still remains below the levels of 2019, with the largest increase in the province of Santa Cruz. In Colombia, sales have continued to grow in the second year of operations, with a 37% increase compared to 2020. Deliveries have been made to customers throughout the country and the planned objectives have been fulfilled. Excellent customer satisfaction was also maintained, as well as the perception of the high quality of all our products.

The recurring EBITDA in 2021 grew by 49%, reaching €93 million, despite the devaluation of the currencies. The volume growth, the sales price management and the operational efficiency and cost reduction plans have offset the sharp increase in energy costs and the negative effect of the currency depreciations. On a like-for-like basis at constant exchange rates and without hyperinflation in Argentina, the recurring EBITDA increased by 65%. The main increase in results occurred in Argentina, due to the growth in volume and the sales price management, which have partly offset the annual inflation (during the second half of the year the Government agreed on a price control system with the aim of slowing inflation, which involves price regularisations during certain periods). In Uruguay the recurring EBITDA fell slightly, due to the global inflation of costs and the erosion of the sales prices within the context of the increased cement capacity in the country. In Bolivia and Colombia, the respective improvements in the recurring EBITDA came to 50% and 41%. The main reasons are the increases in volume and the positive contribution of the efficiency plans to the operations.

North Africa and Asia

The pandemic penalised the economy in Bangladesh, partly due to the low vaccination rates. Inflation remained at around 6%, while the exchange rate of the Bangladeshi taka remained stable. In Tunisia, the economy was further affected by the environment of political uncertainty and instability. The rate of inflation stood at 6%, with a depreciation of the Tunisian dinar in line with it.

Bangladesh's activity increased within the context of the significant impact of the pandemic. The cement market grew by 17%, although it underwent a slight slowdown in the fourth quarter. In Tunisia, the upturn in activity was moderate; the domestic Portland cement market recorded annual growth of just 2%. This is due to the mid-year downturn caused by the political uncertainty in the country and the limited availability of steel.

Total sales amounted to €123 million, a figure representing an increase of 21% compared to 2020. In Bangladesh, sales rose by 23% due to the growth in volume, the sales price management to address the increased costs of raw materials and the contribution of the new aggregates business. The latter began its operations in January 2021, albeit with operational discontinuity during the fourth quarter due to legal disputes with the authorities. Sales in Tunisia rose by 20%, driven by the increase in white cement, both in the local market and in exports, and the sharp increase in Portland cement exports to Libya.

The results of Bangladesh and Tunisia display a significant improvement within a context of uncertainty, with the recurring EBITDA totalling €32 million in 2021, a figure 38% higher than in 2020. Bangladesh's recurring EBITDA increased by 48% thanks to its operational efficiency, the sales price management and the contribution of the aggregates business. In Tunisia, the recurring EBITDA increased by 26%, due to the operational efficiency plans and the cost reductions, despite the sharp increase in the cost of fuel and export freights.



Non-recurring costs and income

Non-recurring costs and income totalled €8 million in 2021. They were mainly related to restructuring plans, inventory impairment, special litigations and acquisitions. The increase with respect to 2020 was chiefly due to the services provided in relation to the growth opportunities.

Net financial debt

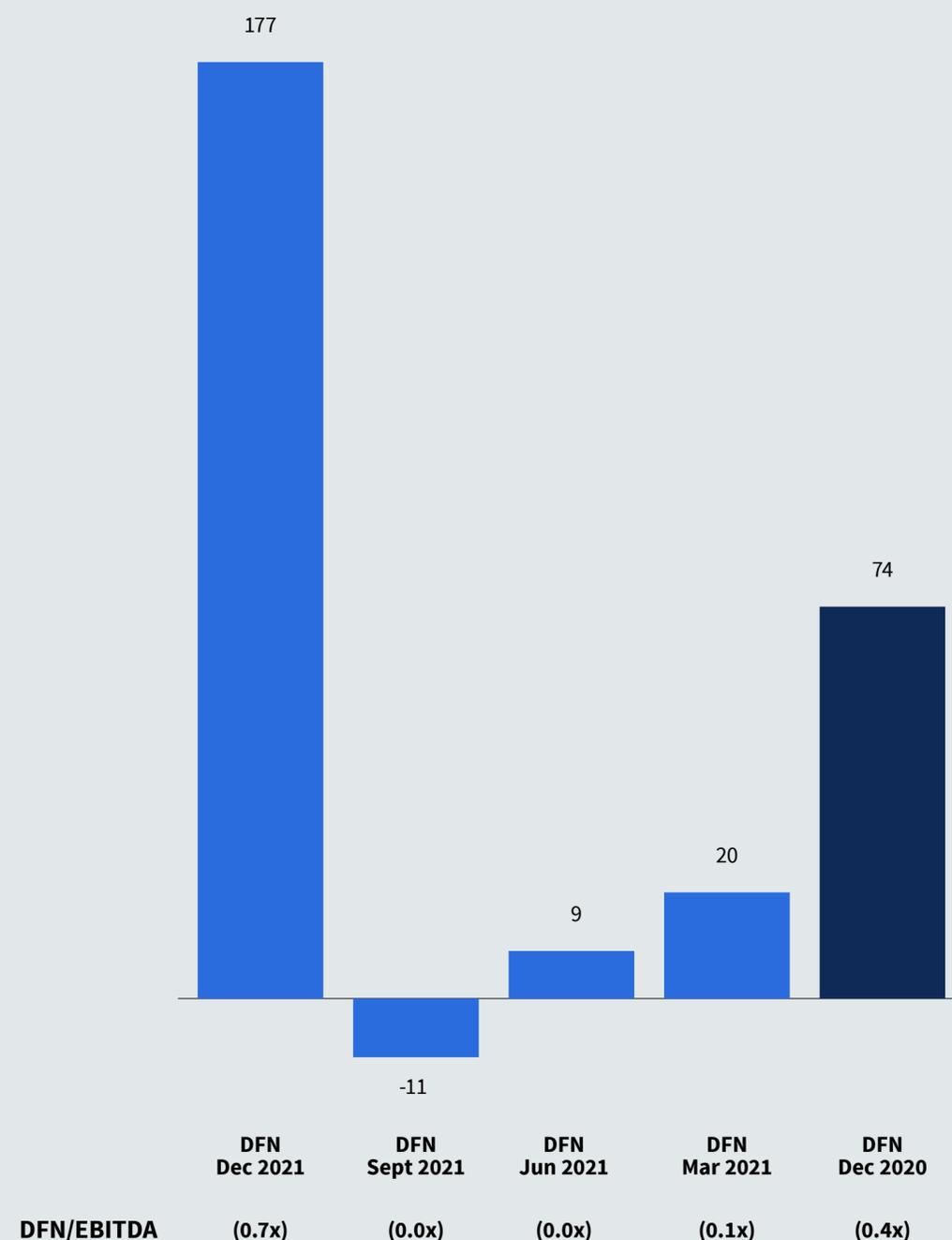
2021 was once again a year of high liquidity generation, with a cash conversion rate of 68%. The free cash flow totalled €164 million, which have mainly been used to pay for growth investments and distribute dividends. The net financial debt increased to €177 million as at 31 December 2021 due to the acquisitions made and the net financial debt/EBITDA multiple remains at a comfortable ratio of only 0.7x.

As at 31 December 2021, 55% of the debt was denominated in euros and 57% of the cash was denominated in dollars and euros. Similarly, the Group had financing lines amounting to €642 million, 40% of which was available for use. Moreover, 64% of the lines drawn down have a maturity starting in 2026.

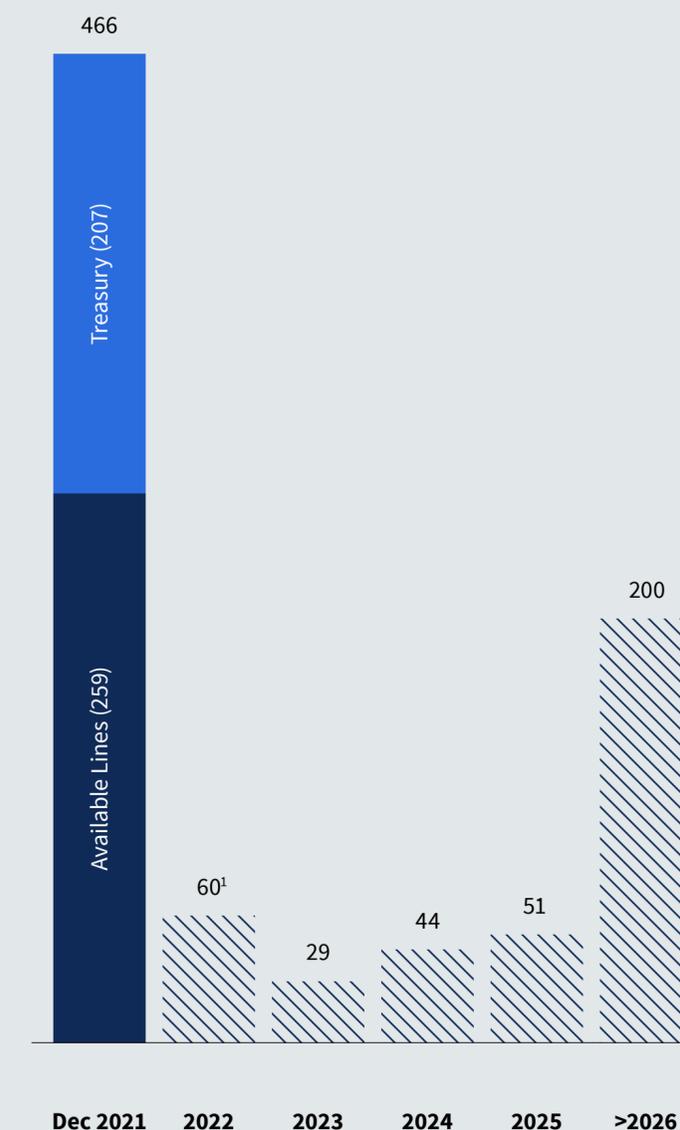
The novation of the sustainable syndicated financing in the parent company was completed at the end of December 2021, extending the maturity by two years to 2026. Similarly, the amount increased to €300 million (a term-loan of €75 million and a revolving-credit-facility of €225 million), with all the other conditions remaining unchanged.

This solid financial situation is a major lever for the implementation of the Strategic Plan and the 2030 sustainability roadmap.

Net financial Debt (M€)



Liquidity margin with a balanced debt maturity profile (M€)



Debt Maturities

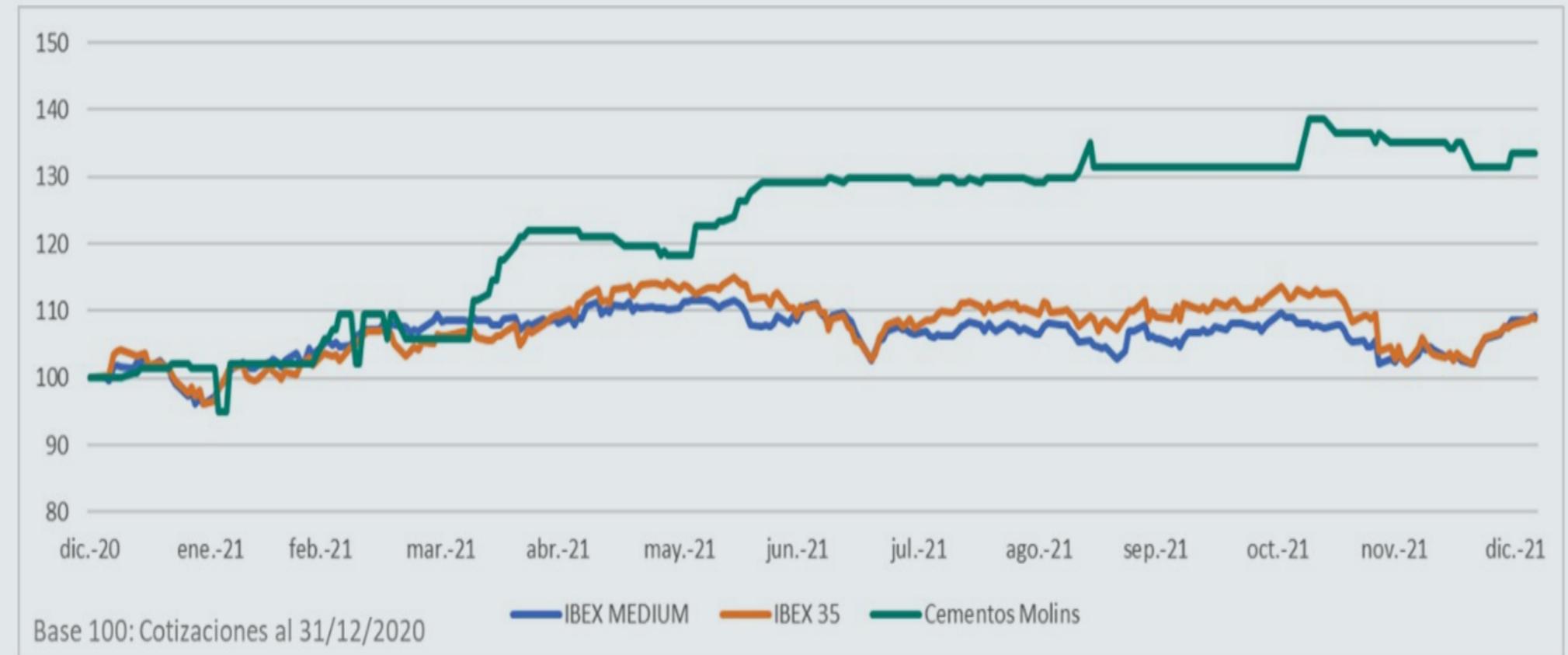
¹ Includes maturities of short-term promissory note issuances.

Evolution of shares

Cementos Molins S.A. has been listed on the Barcelona continuous market since 1942. The Company closed 2021 with a capitalisation totalling €1,210 million, an increase of 34% compared to 2020 and 22% compared to 2019 (pre-pandemic). The shares performed well during the year, reaching a high of €19.00 and ending the year at €18.30. This represents an annual increase of 34%. Similarly, the annual volume of traded shares amounted to 468,000 shares, 185% more than in 2020.



	2021	2020
Initial quote	13.70	15.00
Annual high	19.00	15.00
Annual low	13.00	12.60
Closing price	18.30	13.70



Investor relations

Attracting investors is important for the company's growth strategy and its strategic pillar for geographical development. Cementos Molins therefore publishes all the information required to ascertain the financial status of the company and the performance indicators that any investor needs to know on its corporate website. In particular, its website includes everything related to the Meeting of Shareholders, its performance and its main decisions and an evolutionary analysis of its shares on the stock exchange, with values updated in real time. A recapitulation of the values of the dividends distributed in recent years is also available, as well as all the documents related to the Group's regular financial statements and results disclosures.

Due to the international health difficulties, Cementos Molins has opted, for the second year in a row, for remote attendance, delegation and voting at its Ordinary General Meeting of Shareholders, publishing the rules and regulations on remote delegation and voting at the Ordinary General Meeting of Shareholders held in 2021 on its website.

Cementos Molins has always been committed to rewarding its shareholders and thus repaying the trust placed in the Group. Within this context, on the initiative of the Board of Directors, the General Meeting of Shareholders held in June 2021 approved an increase in the pay-out to 30% in 2020 and a new dividend policy applicable to 2021 and subsequent years which establishes a pay-out within a range between 30% and 40%. Furthermore, 50% of the dividend will be paid on account in December of the current year and the remaining 50% in July of the following year. This new dividend policy forms part of the desire of Cementos Molins to improve its shareholders' remuneration. A complementary dividend of €0.14 per share was distributed for the 2020 financial year in July 2021 and an interim dividend of €0.28 per share on the 2021 results was paid out in December 2021.



4.1.2. Workforce

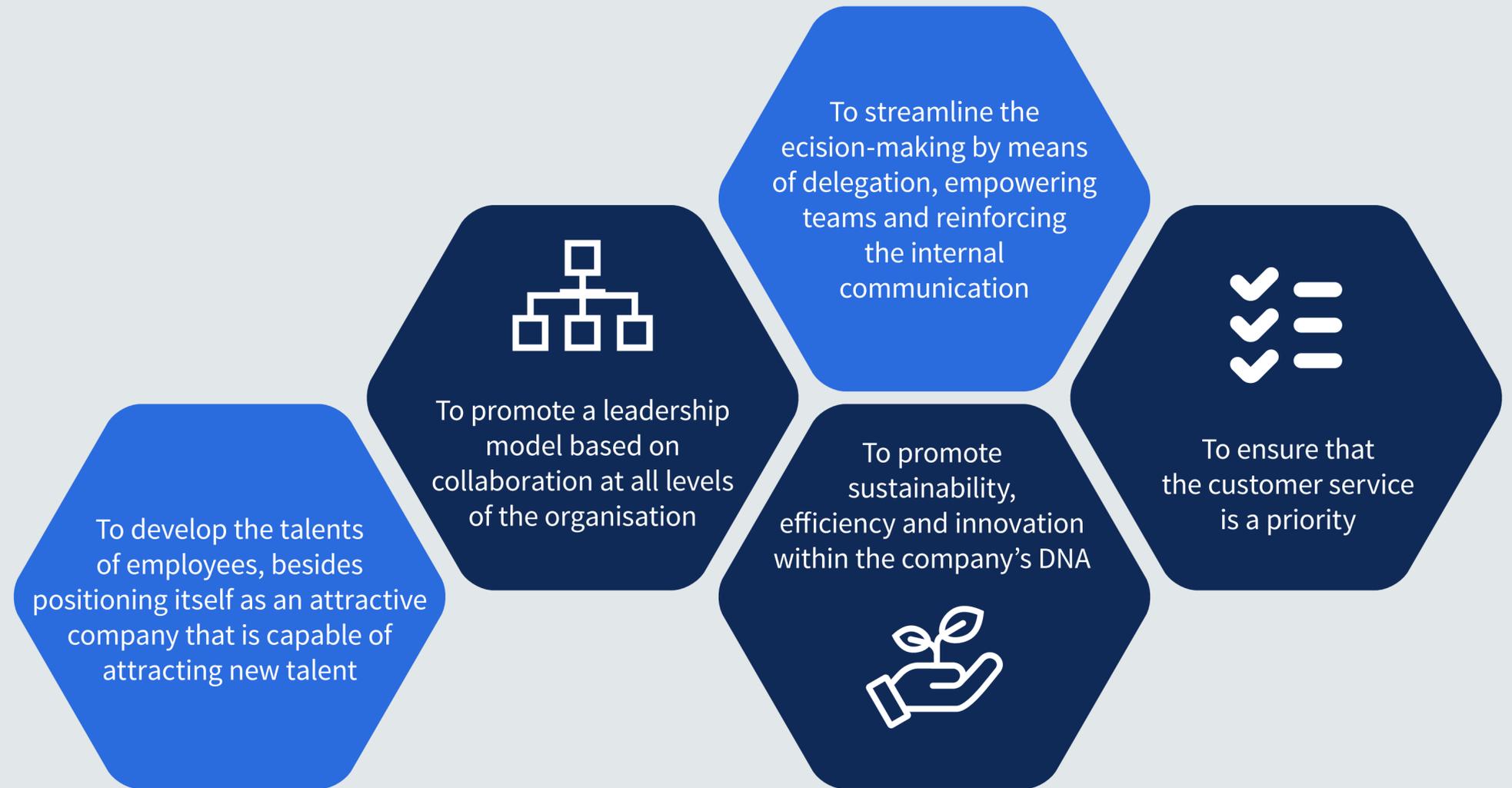
The people who make up Cementos Molins constitute a key part of the business and a priority for the company. In this regard, one of the main strategic objectives of Cementos Molins is to reinforce its development in order to respond to the Group's challenges.



In keeping with the company's Strategic Plan, the development of international talent, the identification of key long-term competences and the consolidation of digitalisation are the main lines of growth for the workforce.

Cementos Molins promotes balanced and fair labour relations in order to meet the needs of the company and guarantee high-quality and stable employment. In line with the guidelines of its human resources policy, it is committed to ensuring equality, non-discrimination, respect for rights, regulatory compliance, transparency and fairness.

The workforce forms the basis upon which the strategy of Cementos Molins is developed. Its efforts are focused on driving initiatives linked to growth, learning, teamwork and the streamlining of the entire workforce. The global CONECTA project has been launched in Spain for this purpose. This is a cultural evolution project undertaken by Cementos Molins in 2020; it is a challenging, ambitious and long-term project with the following objectives:



The initiatives that fall under the CONECTA umbrella in 2021 include the refurbishment of the office building in Sant Vicenç dels Horts, transforming it into a space that allows for more flexible, innovative, streamlined, efficient and sustainable work. The offices have been eliminated to enhance team cohesion/alignment, foster synergies at any level and in any area of the company and dynamise internal communication. The new architecture has created an environment that provides flexibility for the people who work at the Sant Vicenç dels Horts offices, with new tools to facilitate collaborative work and enhance the digital transformation of Cementos Molins. One example of this transformation has been the elimination of filing cabinets and

documentation in line with a paperless system, an objective shared by the company and its employees, in order to jointly achieve a reduction of the carbon footprint.

Moreover, new spaces have been created to enhance the well-being of the employees and improve their experience, as well as that of our customers: more ergonomic workstations (larger desks with double screens), more natural light, different rooms adapted to the typology of each meeting (formal, informal, innovation, video conferences, concentration spaces, phone booths, coffee corners etc.). In addition, training has been promoted to adapt the workforce to the new digital tools for collaborative work.

With the aim of caring for the people that make up Cementos Molins, initiatives have been implemented in 2021 to promote the well-being and improve the quality of life of the workforce and their families. For example, ALION (Colombia) has developed a strategy focused on carrying out activities that promote health, education, recreation, sport and a good working environment.

By the end of 2021 the workforce had risen to 5,417 people, 7.1% more than in 2020, with proportions of 88.6% of men and 11.4% of women in the working environment. The average equivalent workforce reached 4,960 people. In compliance with the General Disability Law, Cementos Molins recruited 16 people with disabilities in 2021 and alternative measures were applied when it was not possible to recruit them.

Cementos Molins complies with the provisions of the core conventions of the International Labour Organisation concerning respect for freedom of association and the right to collective bargaining. During 2021 the percentage of the workforce covered by collective bargaining agreements was 65.4%, an increase of 1.7% compared to 2020. This figure includes 67.7% of the men and 48.1% of the women. The countries with 100% of their workforce covered by collective

bargaining agreements are Uruguay and Tunisia, while the countries with the lowest coverage are Bolivia, Bangladesh and Colombia.

The recruitment levels have increased compared to last year. 1,028 new people have been recruited, including 6 in executive positions, 140 managers and specialists and 882 employees. Conversely, 155 people have been dismissed, 252 have accepted voluntary redundancy, 347 have completed their contracts and 44 have retired.



The satisfaction of the employees of Cementos Molins is an essential element for the Group. For the fifth consecutive year, Itacamba (Bolivia) has been included among the best companies to work for in Bolivia, according to the Great Place to Work Institute. Communication and horizontal leadership have been key to maintaining the trust and commitment of its team and thus achieving the distinction.

It should be emphasised that, in the wake of the pandemic, Cementos Molins has made great efforts to enhance its internal communication with the aim of creating strong relationships and maintaining the workforce's engagement. To foster this communication, the Intranet has been redesigned to make the news and applications more accessible. In addition, the town halls, sessions during which the CEO shares the results, projects and business news, have been reinforced. The above has resulted in more dynamic meetings with a greater impact.

Training

Cementos Molins is firmly committed to the development and learning of its workforce. Through training courses and career and succession plans, it seeks to enhance their competences and capabilities in line with the international growth context of its Strategic Plan. Performance assessments are carried out in this regard, focusing on individual development and the company's professional outreach, together with training plans on strategic themes and competences, as well as development plans for the managers and employees.

During 2021, a total of 3,130 employees were linked to a performance assessment, involving 57.8% of the workforce. Thanks to the development of the accessible training portal last year, Cementos Molins offered a series of courses in different formats, such as videos and online courses and in-person courses. The topics covered in the training enable the workforce to further develop competences and skills in strategy-related topics such as change management, innovation and communication.



There was training in the new form of working by means of information and awareness-raising sessions to encourage the elimination of paper use. The above is reinforced by training in the use of IT tools for document management and collaborative work. There was also training in cybersecurity.

Designed for directors and managers within the framework of the cultural evolution, the Challenge leadership training project was launched and will continue in 2022.

In particular, a training programme has been developed in ALION (Colombia) that seeks to structure a leadership school with the ALION seal and its cultural foundations. Following its launch in 2021, 41 leaders from different areas have benefited from the first training module called Lead the Team. This partnership is an example of the importance that Cementos Molins attaches to instilling a common culture and DNA in its workforce. It therefore also worked on onboarding campaigns in 2021 to welcome the new recruits. The objective was to compile all the information on the company, including the cultural and sustainability-related aspects that are integrated into the work, in order to train the new people to join the team.

During 2021, the average training time reached almost 30 hours per employee, a figure higher than last year. A total of 3,938 employees (72.71% of the workforce) received 114,377 hours of training, with an investment totalling €1,300,000.

Cementos Molins also reaches agreements and collaborates with educational centres to offer training and work opportunities for recent graduates. One success story is the case of the dual training programme to which companies located in Spain have adhered for a number of years. This programme enables students to complement their academic training by putting into practice what they have learnt at one of the company's work centres. The aims are to provide more opportunities for students to find jobs, add value to their academic record in preparation for the employment world, encourage them to further their development (through access to new professions or university studies) and reduce the unemployment rate.

Due to our geographical dispersion, as well as the diversity of our activities and the jobs we offer in our organisation, we can cover a wide range of centres and students with these types of internships. As a result, we signed agreements with 25 centres in 2021, investing a total of 30,011 hours.

Equality and work-life balance

Diversity and equal opportunities represent an essential element of the culture at Cementos Molins, one which is reflected in its multi-cultural workforce. Through the principles of action defined in its policy on equal conditions and work-life balance, a culture of equal opportunities and treatment is promoted, as well as the balancing

of personal and professional lives. The average salary gap between women and men is 104.8%.

In 2021, we began the development of the Equality Plan (Royal Decree 901/2020) with the aim of planning the various activities and

implementing it at the Group's different companies in Spain. The prior diagnosis was one of our first steps to ensure proper compliance with the legislation. Three phases are outlined in this action plan: phase I for negotiating the diagnosis and the Equality Plan, phase II for drawing up the Equality Plan and phase III for designing, approving

In 2021, a new measure was promoted to make its work more flexible and promote a work-life balance, in addition to those already in place at Cementos Molins (flexible starting and finishing times, Friday afternoons off, intensive working hours in August and social benefits):



This new measure stipulates the option of working for one day a week with flexible (remote) working hours in the case of jobs and workplaces where this is possible.



and registering the Equality Plan. The first companies are expected to adhere to the Plan starting in 2022.

Over the years Cementos Molins has implemented different measures aimed at making its work more flexible and facilitating the work-life balance of its employees. Some examples are flexible starting/finishing times (between 8:00 a.m. and 9:30 a.m.), reduced working hours on Fridays and intensive working hours in summer. In addition, throughout most of 2020 and 2021 we provided the necessary working tools for all the employees whose jobs allow them to work remotely, in order to facilitate the family balance required at that time and to ensure their well-being.

This is why in Spain, in 2021, within the framework of the cultural evolution project, we have made moves to further enhance

the flexibility of our teams. Thus, with the aim of promoting management geared towards agility and efficiency, besides fostering and facilitating a better work-life balance and co-responsibility, we have added the option of one flexible working day a week in the case of the jobs and work centres where this is possible. Every employee is free to plan this flexible working day together with his/her manager as appropriate.

Furthermore, Cementos Molins ensures that, regardless of the way in which the working day is provided (in-person or flexibly), the rest time between working days is properly observed, as well as the right to digital disconnection, in order to guarantee respect for the balancing of work and family life outside the working day.

In terms of the balancing of personal and professional lives, 109 employees have taken parental leave in 2021, of whom 20 are women and 89 are men, a lower figure than in 2020. The rate of return to work at the end of the parental leave is 85.4% for men and 95% for women. Moreover, 6,839 people received social benefits in 2021.

In relation to the values and culture of Cementos Molins, a series of initiatives are carried out to promote equality within its workforce. To foster the inclusion of women, Corporación Moctezuma in Mexico launched the 'Casco Rosa' (or 'Pink Helmet') initiative in 2020. This initiative is related to the working woman's day and acknowledges the essential work of women in the construction industry sector in the country, thus breaking down stereotypes. In 2021, this initiative focused on discussing the work experiences of female employees within the company during video conferences with members of the management team.

In 2021, Cementos Molins conducted a series of surveys among its employees in order to identify areas for improvement and define new work measures. The results have demonstrated an increase in engagement. Although there are differences between the operations, in global terms they report positive results in terms of our health and safety management, sustainability focus and actions and diversity and inclusion as an internal policy, as well as our management during the pandemic.



Health and safety

The sustainability roadmap of Cementos Molins identifies the health and safety of its workforce as one of its priorities. The goal is to record zero accidents at the factories and offices.

The health and safety policy of Cementos Molins defines the principles for creating a safe and healthy working environment in all the subsidiaries and investees that make up the Group and eliminating accidents at work. All the Cementos Molins compa-

nies, together with the corporate coordination of the Occupational Health and Safety department, have designed an occupational hazard prevention management system and protocols with the aim of eliminating all kinds of accidents.



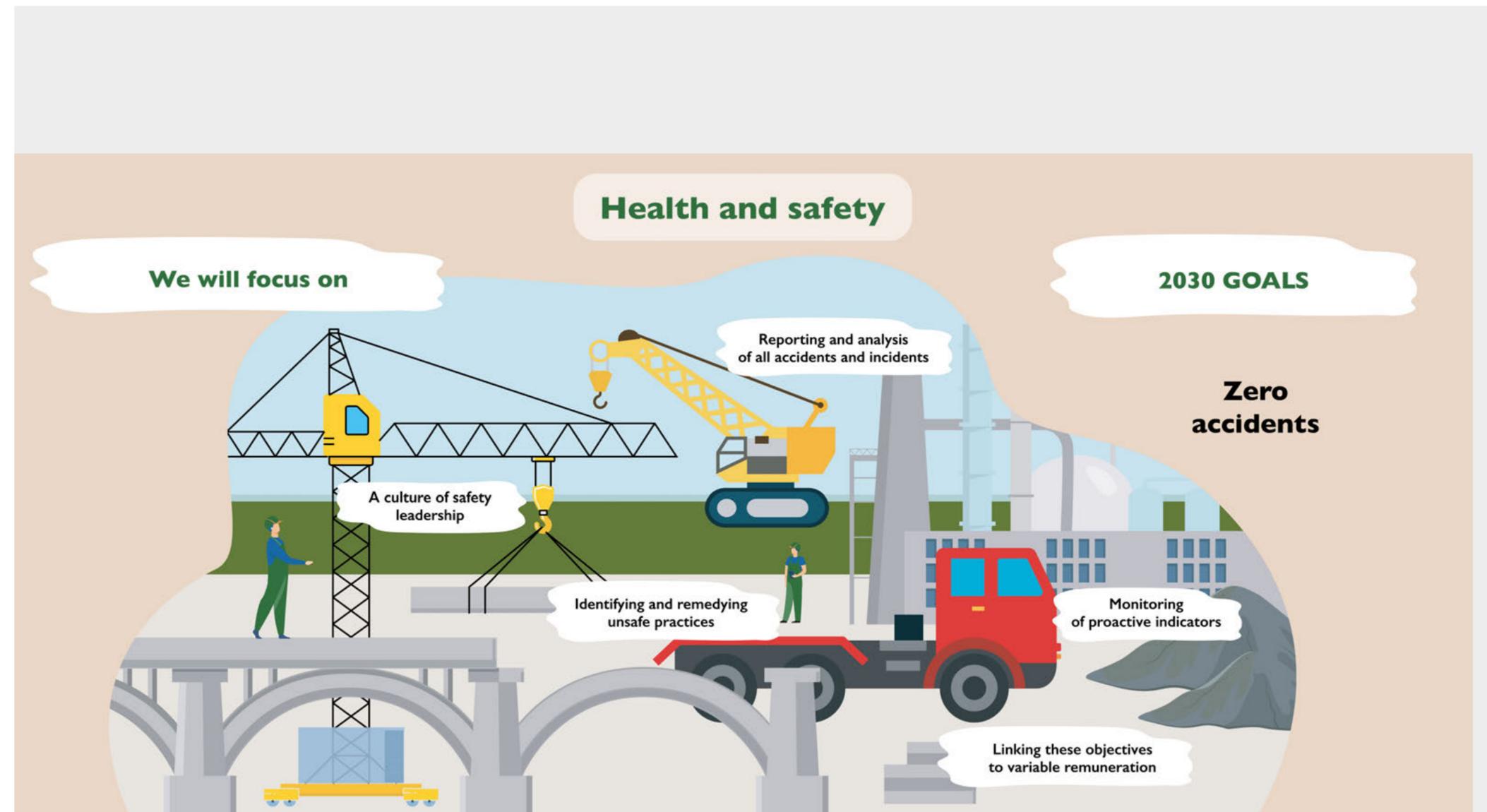
In order to fulfil the objectives set out in the roadmap and contribute to the commitments of the sector, Cementos Molins defines certain principles of action that determine how to act in the workplace in the safest possible manner. The aim is to eliminate accidents at work and occupational illnesses.

Safety as a fundamental value is everyone's responsibility.

All accidents can and must be prevented.

The chain of command is responsible for preventing accidents.

Occupational Risk Prevention is a condition of employment.



Cementos Molins uses health and safety monitoring indicators that condition the objectives and remuneration of the management personnel. The management team is involved in enhancing the safety and accident prevention culture through work supervision and constant communication with the employees. This increases the personnel's awareness of the potential and actual risks and facilitates the reporting and analysis of accidents and incidents.

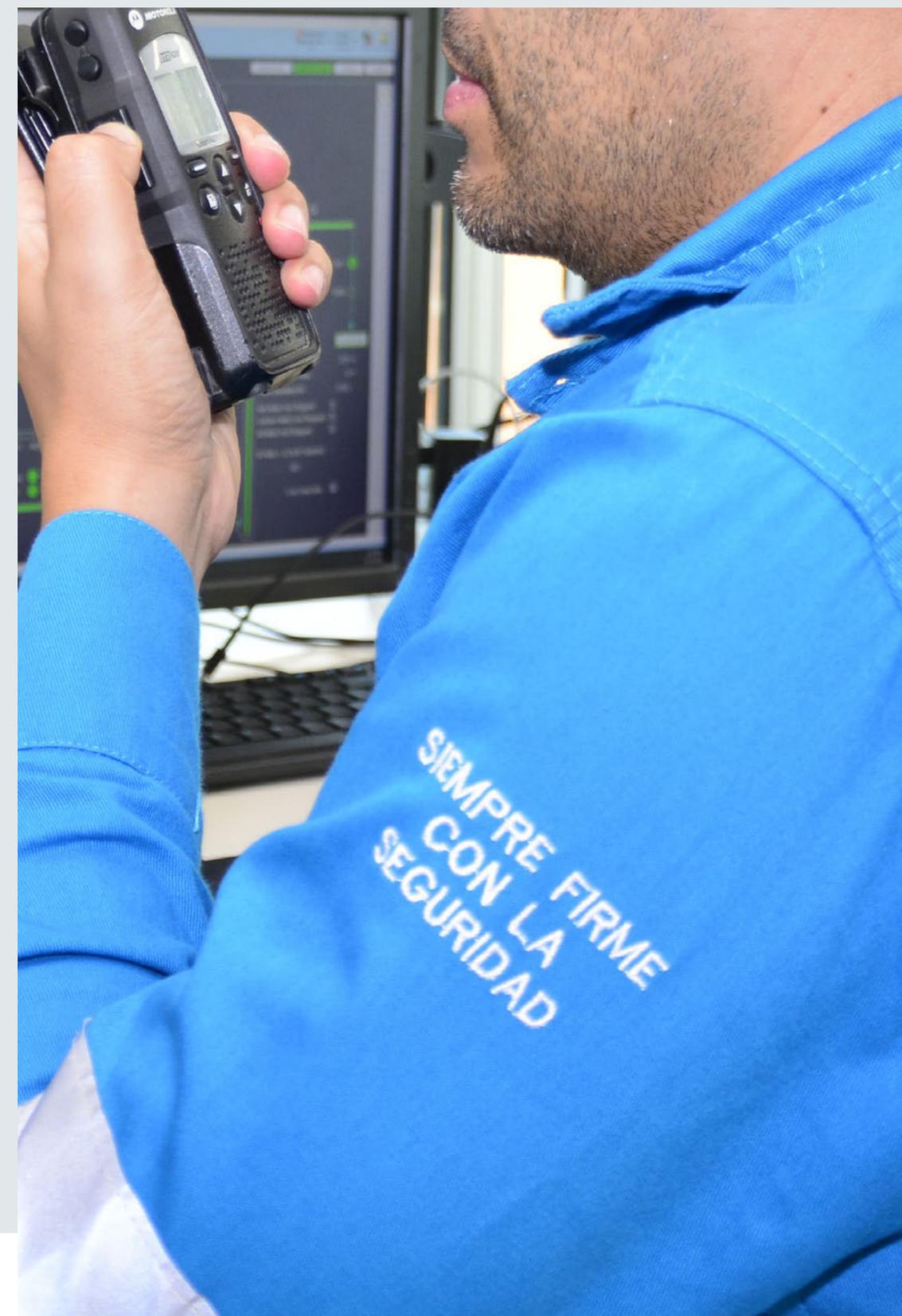
In 2021, a total of 226 accidents were recorded, of which 154 involved direct employees and 72 affected Indirect employees. Most of the accidents occurred in Spain and Mexico. The total number of working days lost by Cementos Molins employees came to 5,376.37. However, the number of high-severity accidents in Spain stood at 5. And one fatality was unfortunately recorded in Mexico. Overall, the incidence and frequency rates of the direct workforce have increased with respect to 2020: in 2021 the fatality ratio was 0.1 while the ratio of high-severity accidents was 0.5. There were no occupational illnesses in 2021.

Given that health and safety is one of the strategic pillars of Cementos Molins, the company focuses its efforts on promoting practices to protect the integrity of the workforce throughout the course of its activity. For example, at LafargeHolcim Bangladesh a new machinery guard has been designed to prevent injuries caused by the roof fans at the point where cement is loaded onto the lorries. PROMSA (Spain) has added two vehicles to its fleet of concrete mixers that are equipped with a camera system with interior display screens instead of rear-view mirrors. Corporación Moctezuma (Mexico) is continuing with the development of its safety culture transformation project with a focus on risk prevention and mitigation in its cement, concrete and product distribution operations. In terms of road safety, accidents during the cement and raw materials distribution process in the second half of 2021 fell by 40% compared to the first half of the year.

Due to the consequences of the COVID-19 pandemic, Cementos Molins has implemented a series of health and safety measures in its subsidiaries and investees to ensure the well-being of its workforce. One example of the above is the focus on health and safety at the Colombian subsidiary, which achieved 100% vaccination coverage with a full set of injections for its workforce and contractors. Meanwhile, at Itacamba Cementos in Bolivia, 100% of the employees have been vaccinated. In addition, at the SOTACIB factories in Tunisia, the vaccinations of the workforce have exceeded the country's average and there has been active participation if the community's development through donations of face masks, hydroalcoholic gel and five oxygen concentrators.

Finally, Cementos Artigas in Uruguay and Cementos Avellaneda in Argentina have carried out three significant projects: the godparent programme, the SafeStar programme and the Safety Week. The first programme is based on the safety policy, safety objectives and the importance and coherence of safety as a value. The programme consists of the directors attending the safety tours of the different operational areas on a quarterly basis and then liaising with the plant/business unit heads and management. The aims are to promote the sustainable development of safety improvements and enable the management teams to participate and be perceived as drivers of this safety improvement process.

The SafeStar programme seeks to convey the importance of the human factor in safety, based on personal experiences calling for reflection and complemented with the basic concepts of the methodology. Finally, the Safety Week consists of safety-related activities in which all the families of the workforce take part in order to raise the awareness of the latter's members in a recreational manner.





4.1.3. Customers

For Cementos Molins the quality of the service provided and its customer service are important aspects of its activity. Therefore, in 2017 the Group defined its quality policy, in which it set out its quality commitments towards its customers, seeking the continuous improvement of its services and products and the absolute satisfaction of the interested parties.

Its customer service is articulated through different communication mechanisms, thanks to which it has managed to provide a high-quality and personalised service. In 2021, the Spanish companies have once again continued to develop digital services to offer a solution suited to their customers' needs, and further progress was made with the Customer Space and Digital Delivery Note projects. The Customer Space platform allows customers to access information on deliveries, delivery notes, consumption, invoices, etc. and meets the digital expectations of customers in terms of speed of access to information. Generally speaking, the point of connection with the customer starts with the process for registration in the system, followed by the application of rates, prices and billing, as well as any further management of the conditions that is carried out in collaboration with the other departments.

We should highlight the success of the D2R platform at LafargeHolcim Bangladesh, with more than 1,700 active stores. This platform consists of a new direct sales system for the retail channels, which has led to improved margins and closer proximity to customers in the most remote areas of the country.

One of the company's main objectives is to achieve internal and external customer satisfaction. The Cementos Molins subsidiaries and investees are therefore working on developing digital platforms to improve the customer experience. In addition to the examples mentioned above, other projects carried out in 2021 include the progress made on the platforms of Cementos Avellaneda (Argentina), Cementos Artigas (Uruguay), Itacamba (Bolivia), Alion (Colombia) and Corporación Moctezuma from Mexico.

In 2021, Itacamba Cemento (Bolivia) presented the new Cemento Camba brand campaign to reflect the brand's values and showcase its strong links with its customers and society. The campaign, which is publicised throughout the country, features real people, customers and the company's business partners telling real stories. They all demonstrate the brand's links to their daily lives and the consumers' desire for a better future for their families.

The different Cementos Molins companies have communication channels via which customers can send messages regarding the quality of the products and these are passed on to the Group's internal services for their management. In most cases these channels are located in the communication section of the different companies' websites. In 2021, a total of 620 messages were received via these channels, 485 of which related to product quality. In 2020, 569 messages concerning product quality were dealt with out of a total of 649 messages that were received.

Pursuant to the current legislation, 291 products are subject to specific labelling and information requirements and 184 products were certified in 2021 upon the basis of quality and safety standards. Four new facilities were also been certified under the ISO 9001 standard. A total of 85 facilities are currently certified under this quality seal.



The degree of customer satisfaction is gauged through customer satisfaction surveys, which are conducted every two years in the Group's countries, except in Bangladesh, which does not have these surveys yet. None of these surveys have been conducted in 2021. According to those conducted in 2020, the overall customer satisfaction index was 4.3 out of 5, with 4.4 in Spain, 4.3 in Argentina, 4.6 in Uruguay, 4.1 in Tunisia and 3.7 in Bolivia.

4.1.4. Suppliers

The purchasing policy of Cementos Molins establishes relations with its suppliers. To select them and to enter into contracts priority is given to long-term relationships, contracts with local suppliers and the analysis of environmental, social and good governance aspects.

2021 was a complex year in the supply chain as a result of the shortages of raw materials and energy, leading to significant price increases on the international stage. This was identified as an operational risk (supply chain and external suppliers). Thanks to the work of the Cementos Molins purchasing, procurement and operations teams and the strategy of having several suppliers for critical products, it has been possible to keep the operations running and prevent shortages. However, the impact on costs has been significant. The Group's commitment to working with suppliers on a long-term basis and encouraging purchases from local suppliers has also helped it to be resilient in the face of the difficulties that have arisen.

Furthermore, progress has been made at the different Cementos Molins companies in supplier management based on the application of good practices. In Argentina, Cementos Avellaneda has completed the process of publicising the new purchasing policy and procurement procedure initiated in 2020. In Colombia, the ALION brand company has reviewed its supplier management policy and procedures and training has been carried out to ensure compliance with the provisions of these documents. In Spain, PROMSA has certified its manufacturing plants with the quality concrete accreditation in order to protect the overall quality of the concrete. Furthermore, control of the production at the concrete plants is ensured throughout the manufacturing process.

As for the monitoring systems, if necessary, Cementos Molins out-sources specific audits to comply with the internal requirements of the purchasing policy. In Spain, historically, the Cementos Molins code of ethics complemented the policy, requiring suppliers to sign and comply with it. Going one step further, a new supplier code of ethics was approved in Spain in 2021, which the suppliers of all the companies in Spain are requested to adhere to via the new SAP ARIBA platform.



Cementos Molins carries out regular evaluations of each of the companies with the aim of identifying non-compliance in the area of human rights. If any non-compliance is detected, the Group proposes a set of measures to correct it.





4.1.5. Local community

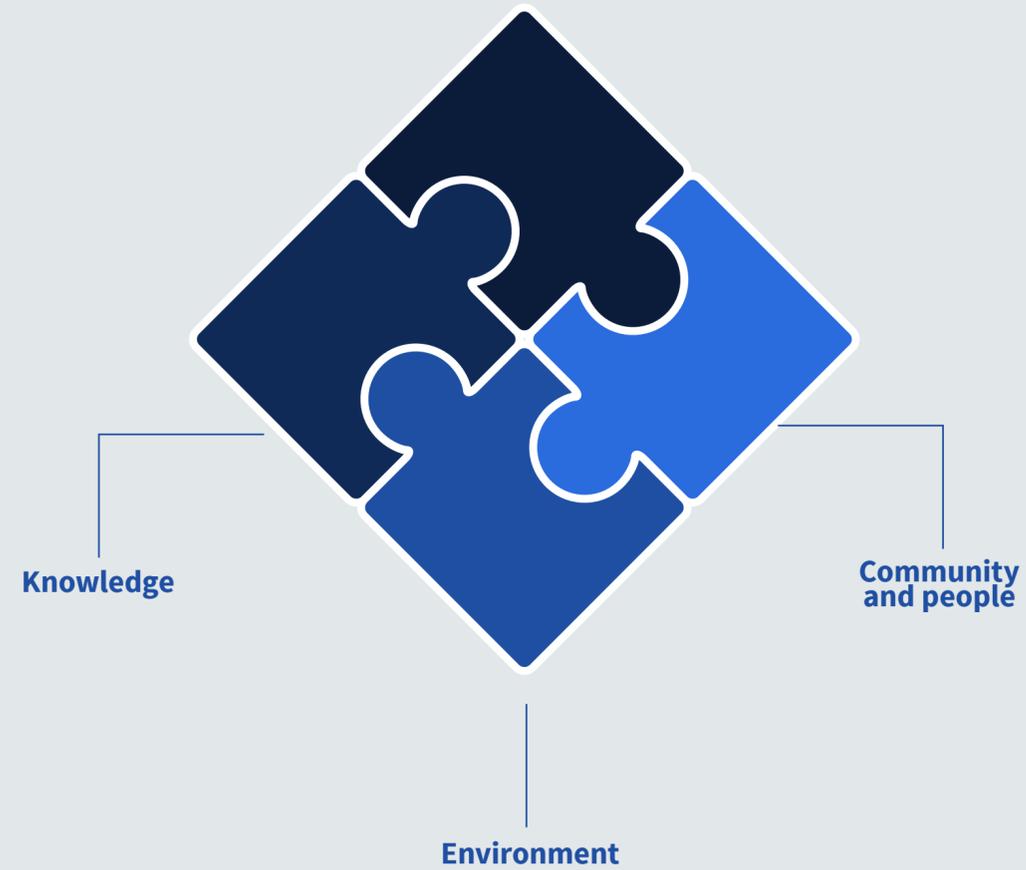
In relation to the main levers of the 2030 Roadmap, Cementos Molins implements its Corporate Social Responsibility (CSR) programme with the purpose of increasing its positive social impact through community and volunteering plans, as well as forums for dialogue with the communities and employees. In February the Board of Directors approved the 2021 CSR Programme, which defines the priority areas of work, as well as the budget distribution for each of them.

Furthermore, with the approval of the 2030 Roadmap, the CSR objectives are defined as one of the pillars of sustainability. These objectives seek to establish plans with the communities, promote the presence of women in the company's management positions, encourage the participation of employees in corporate volunteering projects and increase the satisfaction of the workforce



Local contribution areas

The priority work areas in the CSR programme through which Cementos Molins develops its relationship with the local community are the community and people, the natural environment and knowledge.



Contributing to the community and people's well-being:

The main goal focuses on generating levers for demographic, social and economic support in the local communities around the factories.

The company aims to position itself as a lever for structuring the economies and societies of the local communities in which it operates, thus achieving more sustainable socio-economic development. This purpose is based on education, infrastructure promotion and socio-economic assistance for families affected by crisis situations.

Since 2019, agreements relating to plans with the community have been

in place in Spain with the town councils of Sant Vicenç dels Horts and Sitges. In both cases, the aim is to promote projects and activities of common interest within the municipality. Further agreements are due to be signed with Pallejà, Vallirana and La Palma de Cervelló.

In Colombia, ALION has developed a community awareness-raising project specifically aimed at the educational institution of the La Danta school, in order to guide the teachers and directors towards an individual reflection on what the role of the social educator and his/her impact on the community should be. ALION's social area

has also promoted a community volunteering initiative with the aim of mobilising communities by improving their collective infrastructure for social, cultural, sporting and recreational use in their areas of influence.

In Spain, Cementos Molins Industrial has given the UPC 80% of the cement used for practical work in the laboratories of the educational institution in recent years. This project combines theory, knowledge and university studies. With its experience, Cementos Molins Industrial contributes to facilitating new advances in fields such as environmental protection and the use of alternative fuels, besides enabling students to come into contact with the product.

For the start of the new 2021-2022 academic year, SOTACIB (Tunisia) distributed school material to three schools in Feriana.

In Puerto Quijarro, as part of the Social Responsibility Programme of Itacamba Cemento (Bolivia), around a hundred people divided into four groups will benefit from free courses in operating computers, computer and network maintenance and Excel financial spreadsheets. The participants who complete the programmes will obtain a certificate endorsed by the Ministry of Education that will open up opportunities in the labour market for them.

This year, the involvement and participation of about twenty professionals from Cementos Molins Industrial (Spain) contributed to the success of the #SumaKMporelAlzheimer campaign organised by the Ana Ribot Foundation. The aim of this initiative was to raise funds for research and treatment of the disease, with the aim of helping to improve the quality of life of people who suffer from it and their carers. The contribution of Cementos Molins Industrial (Spain) is reflected in a total of 2,054,160 kilometres of walking, running and cycling. It also covered the registration fees of its participants.



Contributing to the environment

Cementos Molins is committed to managing and carrying out its industrial activities in a sustainable manner. For this purpose, it integrates environmental conservation into its daily operations, with the aim of seeking long-term benefits for the natural capital and raising awareness among younger generations with regard to the benefits of caring for the environment. This set of actions takes the form of three main lines:



Protecting the natural capital



Strengthening forest and aquatic ecosystems

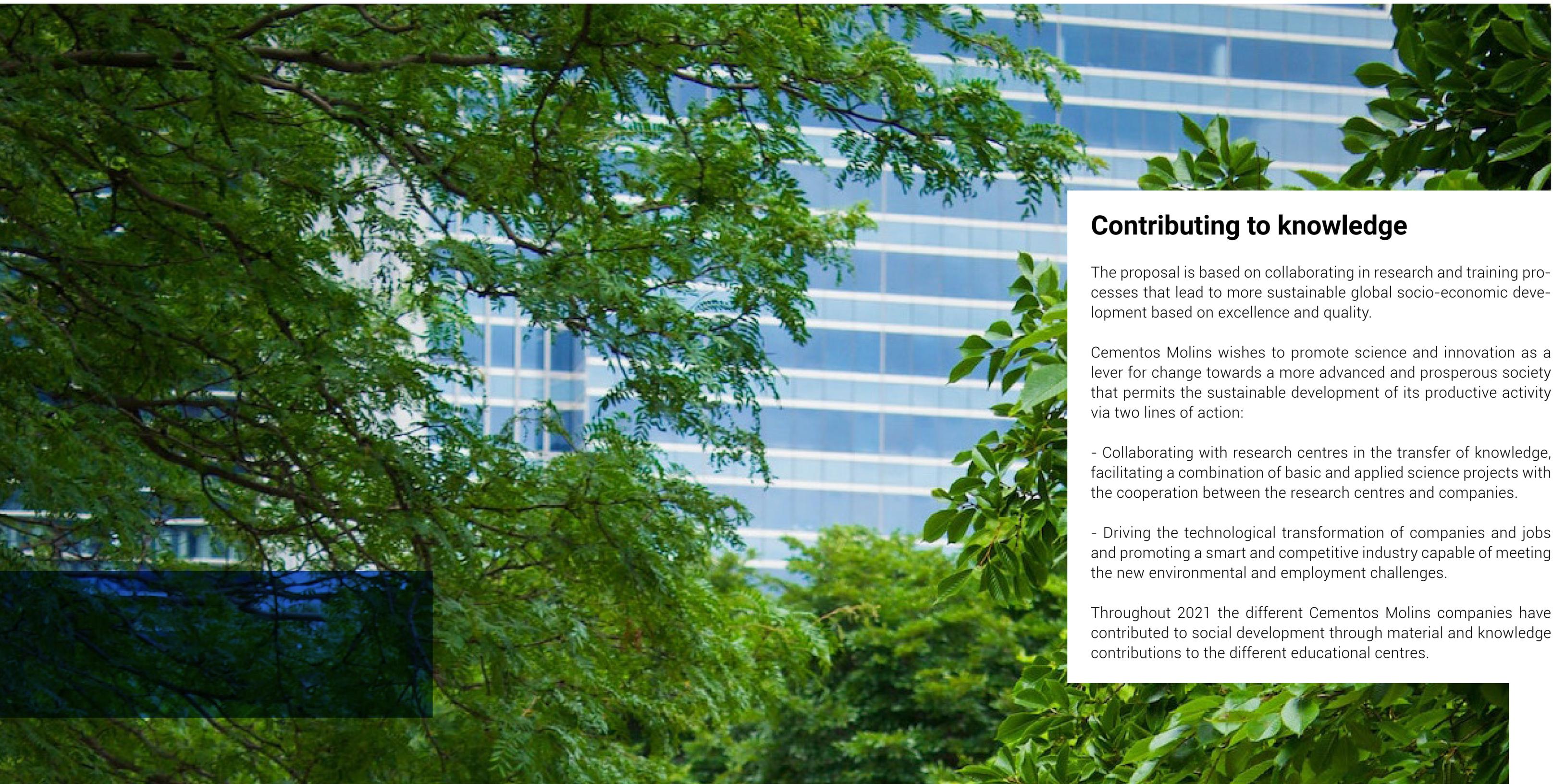


Environmental education

During the exploitation of its sites, Cementos Avellaneda (Argentina) carries out a palaeontological project that complies with the provisions of the legislation on the Protection of Archaeological and Palaeontological Heritage. In fact, it was the first cement company to declare the palaeontological findings in its quarries. The preservation of the archaeological and palaeontological heritage also contributes to the realisation of scientific studies and the responsible exploitation of the quarries.

With the purpose of promoting the conservation of natural environments, ALION (Colombia) made a donation of trees for agro-forestry plots in San Francisco. During the third quarter of 2021, 1,000 trees of native and endemic species were delivered in order to contribute to the conservation of the fauna and flora in the area.





Contributing to knowledge

The proposal is based on collaborating in research and training processes that lead to more sustainable global socio-economic development based on excellence and quality.

Cementos Molins wishes to promote science and innovation as a lever for change towards a more advanced and prosperous society that permits the sustainable development of its productive activity via two lines of action:

- Collaborating with research centres in the transfer of knowledge, facilitating a combination of basic and applied science projects with the cooperation between the research centres and companies.
- Driving the technological transformation of companies and jobs and promoting a smart and competitive industry capable of meeting the new environmental and employment challenges.

Throughout 2021 the different Cementos Molins companies have contributed to social development through material and knowledge contributions to the different educational centres.



Human rights

The policy of respect for human rights defines the principles of action and compliance of Cementos Molins in aspects such as respect for diversity, non-discrimination, the fight against forced and child labour, harassment in the workplace, safety and its commitment to the suppliers in all the places in which it operates and in all its actions. This policy is complemented by the organisation's code of ethics. The Board of Directors of Cementos Molins is responsible for approving the policy of respect for human rights. The scope of application extends to all Cementos Molins companies, both at home and abroad. In addition to the policy, a whistle-blowing channel is available to the Group's employees for reporting any situation involving the violation of these rights.



Cementos Molins carries out regular evaluations of each of the companies with the aim of identifying non-compliance in the area of human rights. In the event that any non-compliance is detected, the Group proposes a set of measures to correct it.

4.2. Relationship with the environment

4.2.1. The Group's environmental management

Environmental management model

In order to materialise its commitments to the environment and sustainability, Cementos Molins has an Environmental Management System certified in accordance with the international ISO 14001 standard, which is applied at a total of 43 facilities.

Aware of the impact of the construction industry on the environment, Cementos Molins is committed to protecting the environment, the health and safety of its employees and customers, local communities and society in general and reducing the impact of its activity.

Similarly, each year Cementos Molins makes investments in environmental matters that focus on the valorisation of resources, the prevention and control of emissions and the restoration of spaces. A total of €3 million were invested in 2021, almost twice as much as in 2020.



General corporate social responsibility and sustainability policy

This shapes the fundamental framework for setting the specific objectives of the Group's activities. Cementos Molins develops a business focused on sustainability, respect for the environment, product quality, work and effort that generates value and enables it to meet the expectations of its stakeholders while, in turn, aligning itself with the Group's mission, vision and values, code of ethics and occupational risk prevention, environmental and quality policies.



Environmental policy

This defines the environmental management mechanisms appropriate to the context of the organisation and the environment, taking into account the main risks and opportunities for the analysis of the impacts stemming from the business activity. It also ensures compliance with the applicable legal requirements, it establishes a framework of action to minimise the environmental impact and atmospheric pollution, it incorporates circular economy criteria into the waste management, it establishes biodiversity protection plans and it promotes environmental training and awareness.

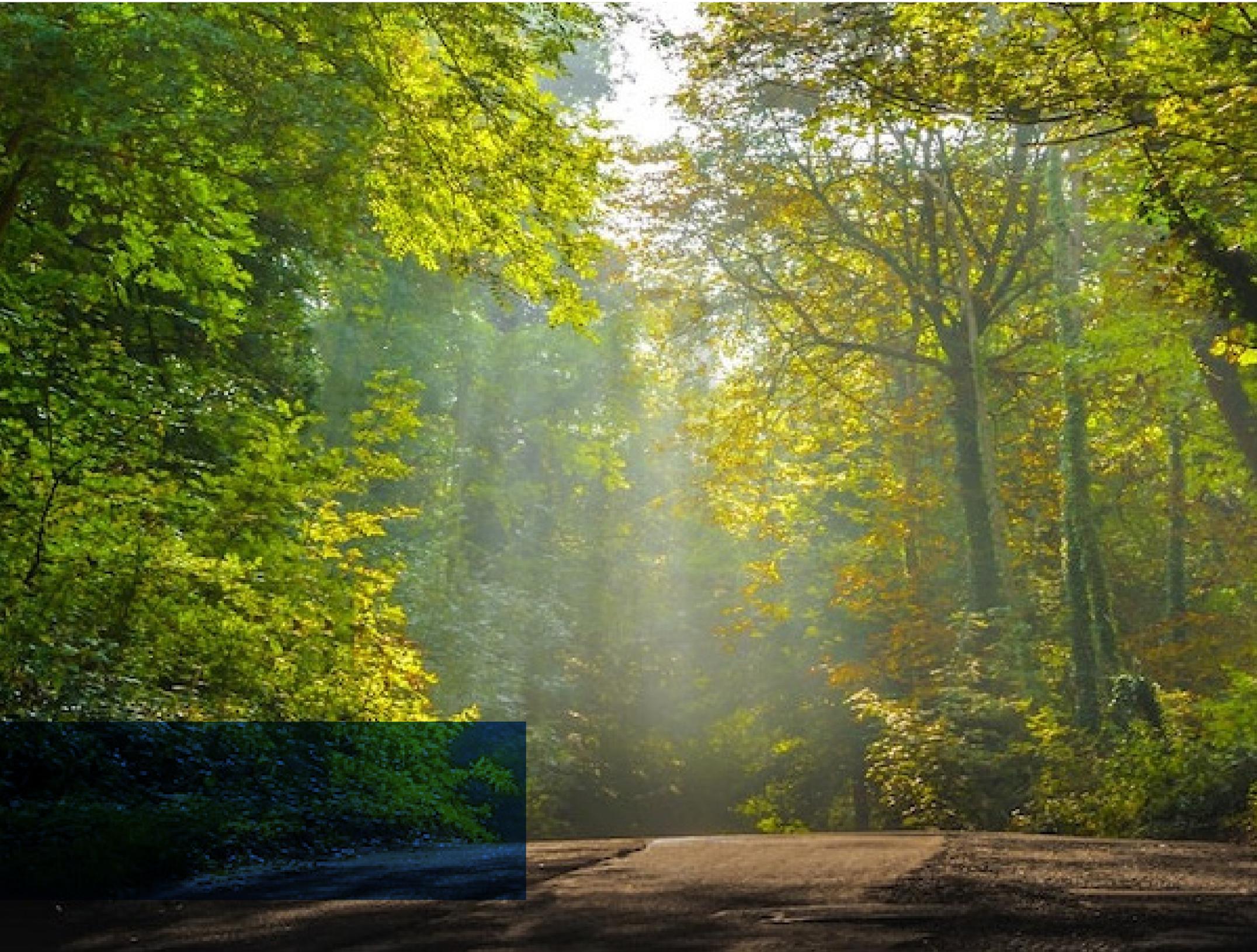
Environmental impact assessment

Cementos Molins analyses the environmental impact of its activities with the aim of minimising it throughout the value chain. The production of cement and by-products such as mortar, concrete and precast includes four main stages, resulting in impacts on the territories where the activity takes place. The main environmental impacts related to the process stage of the value chain are displayed below.

<p>Extraction of raw materials</p>	<p>Environmental impacts on the surrounding flora and fauna as a result of the quarrying are identified, as well as the use of explosives and fuel to extract the raw materials. An impact is also generated on the local communities due to noise and emissions of dust and greenhouse gases.</p>
<p>Production of cement and by-products</p>	<p>During the second phase, the use of natural resources, energy and water is required to transform the raw material into cement. As a result, greenhouse gases and other atmospheric emissions are emitted.</p>
<p>Storage and distribution</p>	<p>As a result of the transport of the products, the environmental impact stems from atmospheric and greenhouse gas emissions. Similarly, negative impacts on the local communities due to noise and congestion are also caused during this stage.</p>
<p>Use by the construction sector and citizens</p>	<p>The different environmental impacts depend on each situation and are discussed in the mid-term with the Group's customers.</p>

The assessment of the impacts enables Cementos Molins to identify the aspects upon which it should focus its efforts. The Group applies the precautionary principle with the aim of minimising the risks before the impact occurs. Committed to sustainable development, it implements measures to mitigate its negative impacts, reversing them and contributing positively to the sustainable development goals defined by the UN.





In this regard, its strategy identifies two main pillars upon which the Group defines its undertaking to reduce its impact and improve the efficiency of its processes: investing in energy efficiency measures and reducing greenhouse gas emissions. These measures are essential for meeting its commitments and helping to improve its production processes while reducing consumption. The above brings a dual benefit for the carrying out of the activity and its environmental impact. In addition, the company invests in R&D to develop its strategic digitalisation pillar, with the conviction that new techniques such as artificial intelligence can introduce improvements into the production processes and thus contribute to the Group's commitment to profitable and sustainable growth.



The new strategy of Cementos Molins seeks to achieve profitable and sustainable growth. The pillars of sustainability, operational efficiency and digitalisation are crucial in its interaction with the environment. These three pillars drive the integration of operational and energy efficiency techniques to reduce consumption and emissions while minimising any environmental impacts. In turn, these pillars contribute to the mitigation of the strategic, operational and compliance risks faced by the Group.

4.2.2. Energy and climate change

The activity of Cementos Molins generates greenhouse gas (GHG) emissions that contribute to climate change. Dealing with the new regulations and international pressure for the development of mitigation and adaptation measures constitutes one of the biggest challenges facing the sector. For this reason, Cementos Molins continuously works on initiatives to minimise energy consumption and reduce the GHG emissions associated with the process. Cement production emits gases, especially during the clinker manufacturing process. This is an intermediate product in cement production which is created by combining limestone with other materials in furnaces at very high temperatures. During this process, fuels are used that decarbonise the limestone, a reaction that emits GHGs.



Energy efficiency



Cementos Molins invests in the development of new, less polluting and more energy-efficient technologies and in the construction of cement plants with state-of-the-art facilities.

In Spain, Cementos Molins Industrial will work on the implementation of an Energy Management System in accordance with the ISO 50001 standard. This initiative forms part of the processes for the continuous improvement of its operations in the field of energy efficiency. It is one of the actions of the cement industry that forms part of the Roadmap for the reduction of greenhouse gas emissions.

In keeping with its strategic priorities, Cementos Molins seeks to reduce the emissions generated during the clinker and cement production processes and increase the proportion of electricity from renewable sources. Other examples of the materialisation of these measures are listed below:

PRECON in Spain seeks efficiency and continuous improvement in the management of energy, raw materials, water, waste and emissions, with specific actions for each of them. In the area of energy, the lighting has been changed to LED, with 60% savings in terms of consumption and a 35% increase in lumens. Frequency regulators have also been installed in the lifting equipment, leading to a 40% improvement in safety, maintenance and consumption reduction. In addition, a project is being carried out to implement a photovoltaic installation for self-consumption on the surfaces of the facilities.

In Uruguay, Cementos Artigas received a mention in the National Energy Efficiency Award for its project for the recovery of energy from end-of-life tyres. This award recognises companies and institutions that carry out energy efficiency actions and display a commitment to sustainable management. It also once again received recognition from DERES ODS, which acknowledges best business practices that contribute to the Sustainable Development Goals. On this occasion, the recognition is due to the "Energy R-Evolution" project, through which it has improved the energy efficiency of the overall cement production process.

In Argentina, investment in the installation of renewable energies at the plants is increasing. Firstly, the San Luis plant achieved an improvement in its electrical efficiency and the construction of a 20 MW photovoltaic park was approved. This will supply 40% of the electricity consumption. Secondly, a tender process for the construction of a 25 MW wind farm is underway at the Olavarría plant.

In Bolivia, Itacamba is launching the recovery of the waste generated at its factory, eliminating the environmental impact of the external waste management and reducing the consumption of fossil fuels.

In Bangladesh, Cementos Molins has opened the electrical connection that connects the quarry to the public grid, allowing it to avoid the need for diesel generators and achieve estimated annual savings of US\$1 million.

In Colombia, an analysis of the industrial needs for the next three years was presented:

- Evaluation of the debottlenecking at the plant.
- Launch of the alternative fuel co-processing project



Climate change

As a member of the GCCA (Global Cement and Concrete Association), Cementos Molins is aligned with the global emission reduction goals of achieving carbon-neutral concrete by 2050. One of the levers of the sustainability Roadmap defines the greenhouse gas emission reduction targets.



For this reason, the Group seeks to develop new cements and concretes that replace raw materials with low-carbon materials, with the aim of reducing the carbon intensity of the product and its consequent carbon footprint. By designing more sustainable cement and concrete and maximising their lifespan, the energy efficiency of buildings and infrastructure will be improved and the associated GHGs will be reduced.

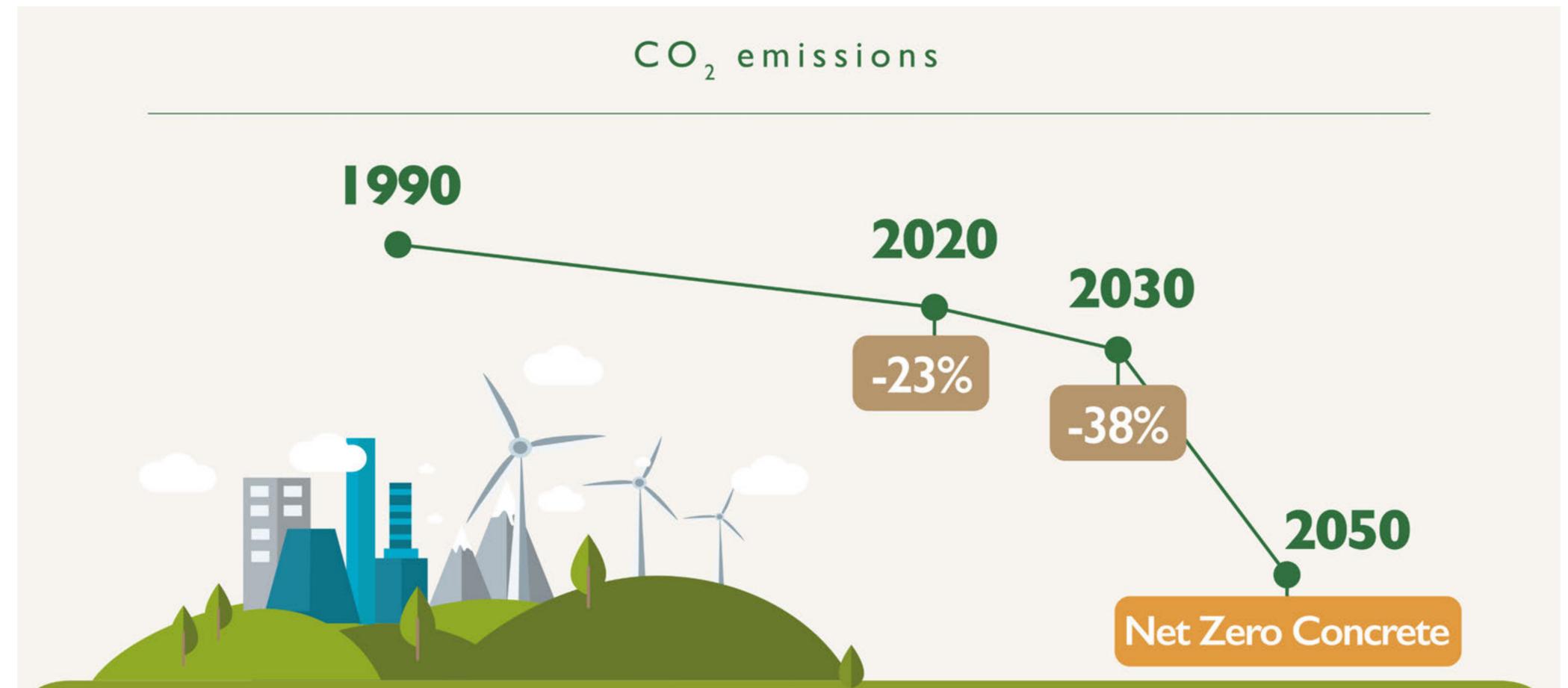
Cementos Molins uses alternative fuels that replace fossil fuels with others derived from waste, especially biomass. It should be recalled that energy recovery is regarded by the European Union as one of the Best Available Techniques (BAT) for cement furnaces and its practice is recommended. In fact, in the countries at the forefront of environmental protection, the substitution of fossil fuels reaches levels close to 80% (Austria) and above 70% (Germany) of the total thermal energy consumed. In this regard, in Spain, the Sant Vicenç dels Horts plant has achieved a new record in the use of alternative fuels; in June 2021, 57% of the heat consumed by the plant's single furnace was provided by alternative fuels. In addition, the Tunisian subsidiaries have witnessed a consistent increase in the use of alternative fuels, which now lies at around 13%. Similarly, in

Bangladesh, the installation of alternative fuels has been completed, which will lead to a considerable increase in the percentage of the substitution of alternative fuels in 2022. In parallel, a programme has been set up to access the supply of such fuels, by means of which it is expected to start in 2022 with an integration of 100 tonnes of different materials each day.

The fuels from non-renewable sources are, in order of consumption, natural gas, diesel, oil, fuel, petroleum coke, coal and anthracite, petrol and liquefied petroleum gas. Moreover, the non-renewable fuels most used in 2021 have been wood and clean sawdust, as well as agricultural waste, charcoal and other types of biomass. Cementos Molins is committed to the use of fuels from alternative sources such as solid recovered fuels, end-of-life tyres, glycerine, liquid industrial waste and various alternative fuels.

In addition to the use of alternative fuels as a measure to reduce its carbon footprint, Cementos Molins companies are also developing other noteworthy initiatives. One example of the above is PROMSA (Spain), which reduced the carbon footprint of all its concretes and mortars by 16% thanks to the use of the new CEM II/A-L 42.5 N, a cement produced and marketed by Cementos Molins Industrial (Spain).

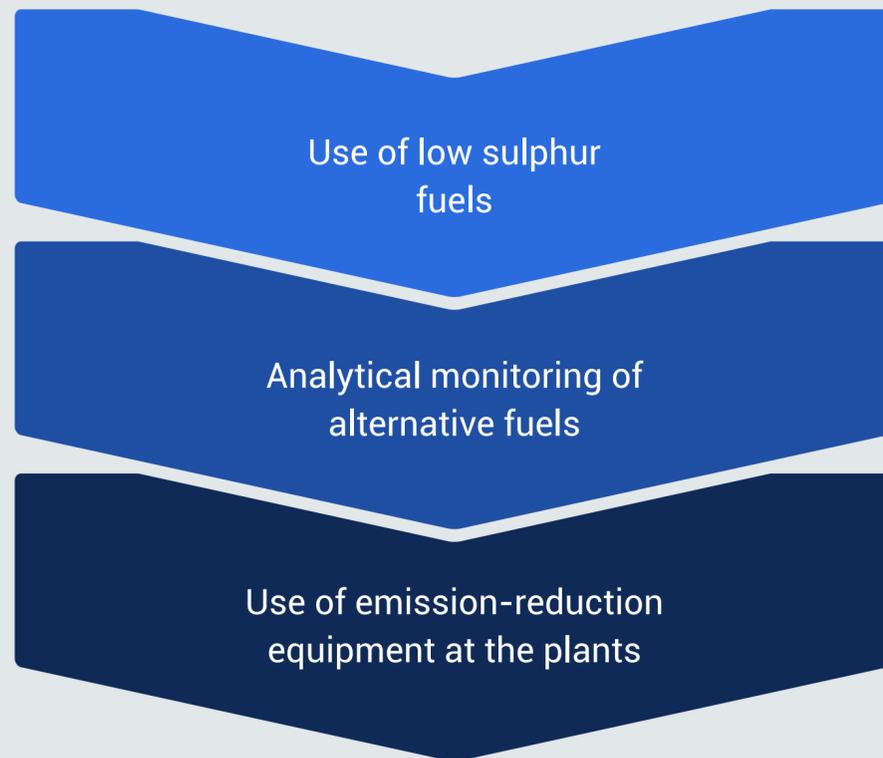
In total, Scope 1 CO₂ emissions due to the activity of Cementos Molins in 2021 totalled 11,020,695 tonnes, 11.2% more than in the previous year. The net emissions related to the production of cementitious products have fallen by 3% with respect to 2020, with 577 kg of CO₂ per cementitious tonne.



4.2.3. Emissions and pollution

In addition to greenhouse gas emissions, the activity of Cementos Molins emits other gases in its production processes. In total, nitrogen oxide (NOx) emissions have totalled 1,840.9 grams/tn clinker in 2021. Sulphur oxide (SOx) emissions have totalled 108 grams/tn clinker, while suspended particulate matter (PM) emissions have amounted to 128 grams/tn clinker.

Cementos Molins pursues the objective of monitoring and reducing channelled and diffuse emissions. The Group therefore sets out three main types of measures to achieve this objective:



In 2020, a water spraying system was installed at the PRONATUR plant of the Spanish PROMSA company which can confine a large part of the dust generated by processing non-hazardous waste as an alternative fuel. This technique can reduce the diffusion of dust emissions and protect the health of employees.

At the factories of PROPAMSA (Spain), diesel forklifts have been replaced by electric forklifts in order to improve the working conditions of the employees, reduce noise levels and eliminate smoke and particulate emissions from the working environment.

In addition, Cementos Molins Industrial (Spain) invested €200,000 in equipment and machinery for the Sant Vicenç dels Horts factory within the framework of the specific programme to reduce diffuse dust emissions. This involves the paving of roads, the installation of filters at some ancillary facilities and the introduction of a new sweeper with increased capacity.

During 2021 ALION (Colombia) installed an air emission silencer at the cement mill with the aim of mitigating noise emissions and their consequent impact on nearby communities. Similarly, in Argentina, Cementos Avellaneda has incorporated an anti-noise lining into the aggregates hopper. The falling of aggregates from the conveyor belt into the hoppers generated a high level of ambient noise, which repeatedly became a permanent impact. To prevent this impact, the area has been covered with shock absorption and soundproofing material.



The corporate social responsibility and sustainability policy of Cementos Molins emphasises the Group's commitment to reducing the environmental impact of all its activities, as well as developing and improving the quality of life of local communities and society in general.

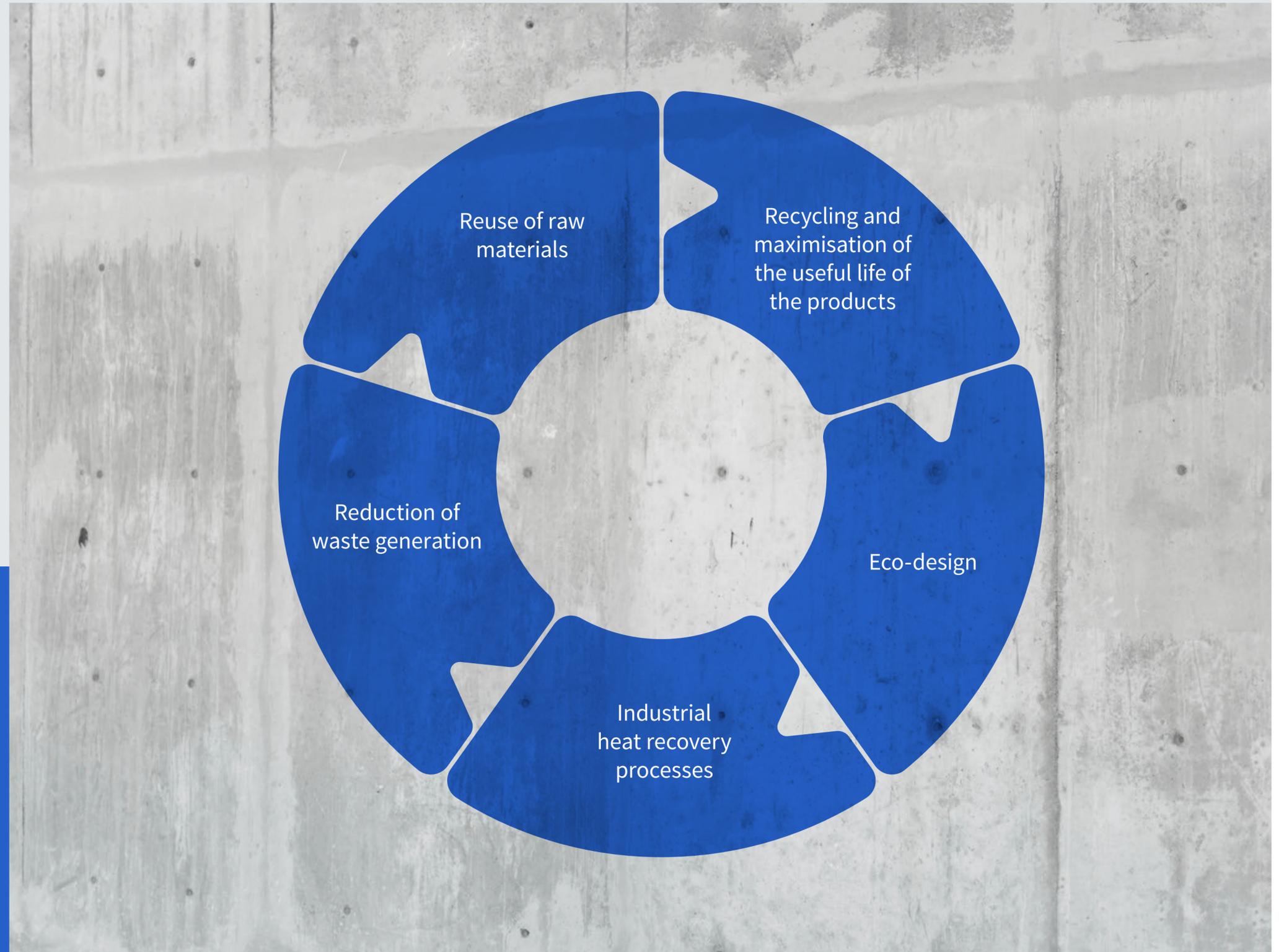


4.2.4. Circular Economy

The GCCA (Global Cement and Concrete Association) promotes cement and concrete as sustainable, durable and resilient building materials that will be able to meet the increasing demand for infrastructures required by the growing population. Cementos Molins abides by the principles of energy saving and optimisation of raw materials and water established in its environmental policy and its corporate social responsibility and sustainability policy. For this purpose, it integrates circularity into its business model and transforms waste into resources. This process is carried out through the use of alternative raw materials and fuels, water reuse, thermal energy recovery and the recycling of different types of materials, especially aggregates. One example of these processes is the sustainable use of resources by PRO-PAMSA (Spain), which began the certification process to enable different product families to obtain Environmental Product Declarations (EPD) in 2020. The EPD certification in 2021 covered a total of nine product families.



Cementos Molins seeks to increase the percentage of alternative fuels and alternative raw materials and promote waste heat recovery processes.



Circularity and waste management

In the course of the activity at different companies within the Group, Cementos Molins implements a set of circular economy measures to allow responsible consumption of raw materials and efficient waste management.



By means of a model based on eco-design, the products of PROMSA GREEN (Spain) are created using a recycling and recovery methodology that maximises the useful life of the raw materials. One example of the above is the use of recycled aggregates from construction and demolition waste (CDW). The self-levelling Prosilence mortar of PROMSA (Spain) which permits the integration of various materials has also been launched. This mortar contains recycled plastic in its formulation and it adapts perfectly to the needs of the spaces, providing homogeneity for the floor. Moreover, through recycling and recovery plants, PROMSA (Spain) is able to give value to products that would otherwise be sent to a landfill, thus maximising the useful life of these materials.



The project to dismantle three furnaces at the facilities in Sant Vicenç dels Horts (Barcelona) has illustrated the commitment and strategic commitment to sustainability, the environment and the circular economy of Cementos Molins. This project has resulted in the reuse of more than 48,000 tonnes of waste. They will be used as raw materials for the manufacture of cement in the new furnace at the factory, which is regarded as one of the most advanced in the sector in Europe. In addition, 35,000 tonnes of construction and concrete waste, 1,450 tonnes of refractory material, 10,000 tonnes of scrap metal and 1,500 tonnes of other waste have been recovered during the dismantling process.



Escofet (Spain) launched its new Air Collection furniture line at the ARCO 2021 fair. The Sit, Starfish and Stul seats are made of high-density polyethylene resins, based on a percentage of recycled material that varies in accordance with the colour.



At Cementos Artigas in Uruguay a new combustion chamber can increase the replacement rate of ELT (End-of-Life-Tyre) fuel. This chamber has the capacity to consume waste from other industries and use it as alternative fuels for its furnaces.



A project has been launched to reduce the use of paper in line with the CONECTA programme at the offices of Cementos Avellaneda (Argentina) The paper-saving alternative was considered for the Concrete Division, resulting in a halving of the number of printouts of concrete delivery notes. The basis of this project is a redesign of the delivery note format, allowing both copies to be printed on a single A4 sheet which is stamped to be cut at the time of the onsite delivery. This reduces the number of sheets by half.





In 2021, the consumption of raw materials by Cementos Molins exceeded 46 million tonnes, 16% more than the previous year. Consumption of renewable materials such as pallets, recycled materials such as steel waste, ash and slag and packaging such as plastics and sacks increased. Consumption of natural raw materials such as limestone, clay and aggregates and non-natural raw materials such as additives and cement remained constant.



In total, 85.4% of the waste generated by the Group's activities was recycled and reused in 2021, 1.8% more than in the previous year.

The amount of waste produced came to 141,411,022 kilos, 14% less than the previous year. Non-hazardous waste such as mixed industrial solid waste, vegetable prunings and other household environmental waste accounts for more than 99% of the total waste generated. The production of hazardous waste such as waste oils, oil filters, batteries, hydrocarbons, electrical waste and fluorescent lamps increased by 43% to 642,242 kilos. 80% of the waste was recycled and 5% was reused.



Water management

Water is an essential and scarce natural resource which is essential for the activity of Cementos Molins. In its awareness of the problems arising from water consumption and availability, the Group is aligned with the guidelines of the GCCA (Global Cement and Concrete Association) to ensure proper management of this resource. For this purpose, Cementos Molins promotes optimal water consumption at its facilities, as well as the introduction of sleeve filters, recirculation and the use of recycled water in the production of concrete.

As the main measures for efficient water use, ALION (Colombia) changed its water supply pipes with the aim of reducing consumption. In 2020, the specific consumption was 180 litres/tonne of cement due to failures in the supply system. To do so, the PVC pipes have been replaced by stainless steel pipes. As a result, the specific water consumption in 2021 was 62 litres/tonne of cement.

In Mexico, Corporación Moctezuma assigns the water used in the company to the closed-cycle cooling and the canteen and sanitary services. The wastewater is treated and reused for the irrigation of green areas. It thus contributes to global water security and that of their neighbouring communities.

For the reporting of water consumption Cementos Molins plans to use measurement tools and calculation methods in accordance with the guidelines of the GCCA (Global Cement and Concrete Association) in the mid-term. In 2021, a total of 1,863,140 cubic metres of wastewater were generated, 2.4% fewer than in the previous year. The water consumption this year totalled 3,699,685 cubic metres, 8.5% more than the figure for the previous year. The distribution according to the origin is as follows:

- Water from underground sources
- Water from surface sources
- Supply company



The Cementos Molins facilities have wastewater treatment plants that are reused on occasions for watering green spaces and the quarries from which the minerals are transported. These measures can not only maximise water reuse, but also reduce dust emissions.

4.2.5. Biodiversity

Biodiversity and ecosystems are among the material issues for Cementos Molins. Due to the nature of its activity, the company generates an impact on the biodiversity of the fauna and flora.

In accordance with its environmental and corporate social responsibility and sustainability policies, the company has designed a set of measures to reduce its impact on biodiversity, thus preserving the ecological environment in which it operates by means of reforestation and restoration plans:



- Restoration of the quarries' extraction areas.
- Preservation of the flora and fauna and the local heritage.
- Conservation of species by means of wildlife rescue plans in the quarries.
- Raising awareness of environmental care among the community.
- Reforestation of natural habitats by means of native tree nurseries.

The activity of Cementos Molins is sometimes conducted in protected areas where the flora and fauna must be preserved. In these areas there are specimens included on conservation lists such as the red list of the IUCN (International Union for Conservation of Nature). Given that a total of 17 species of flora and 105 species of fauna are on these lists, Cementos Molins has created a set of measures to preserve the biodiversity and the local environment. The Group's companies make protection and restoration-related efforts that go beyond those established by law in the countries in which they operate.

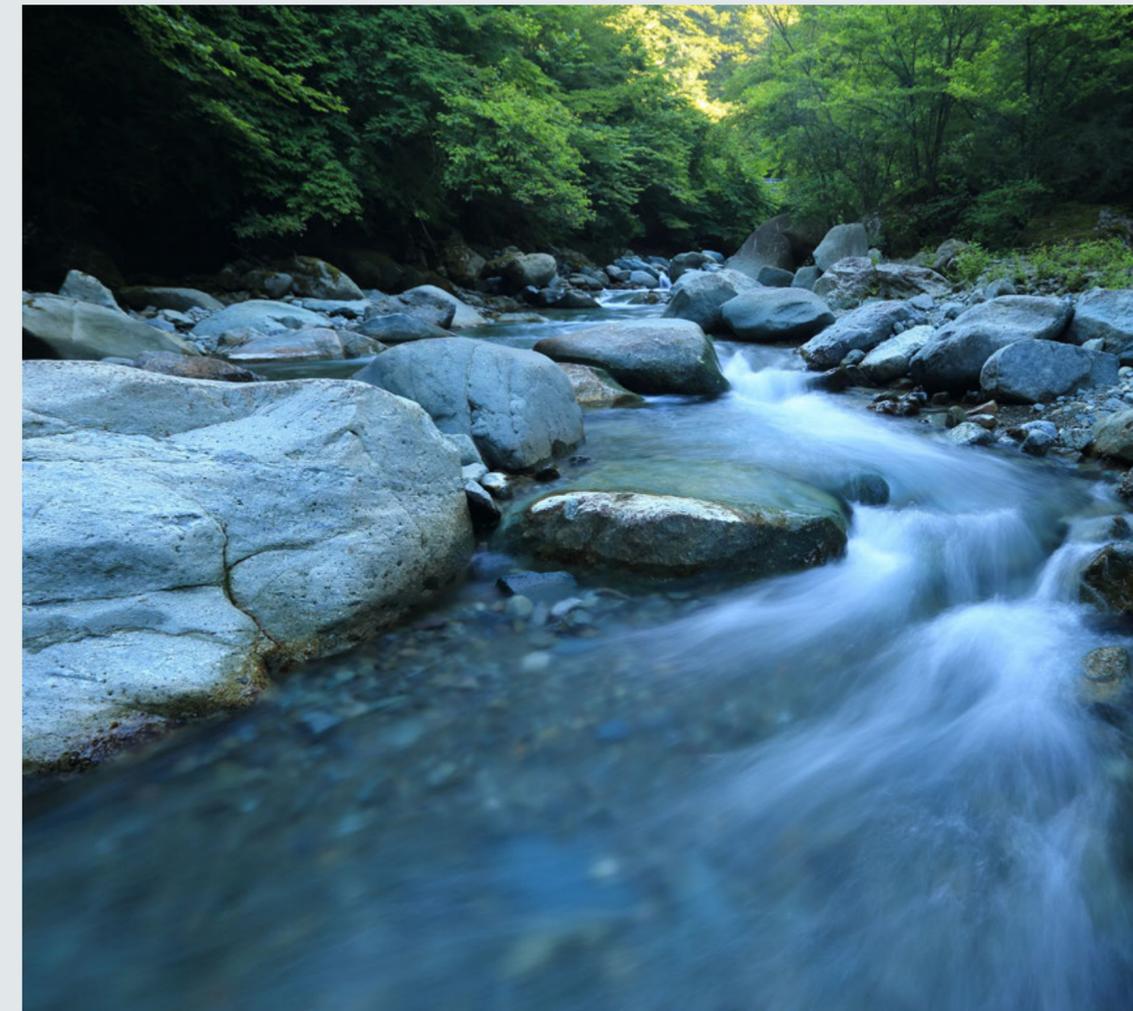
The good practices carried out by Cementos Molins for the preservation of biodiversity include the agreement for the preservation of natural spaces with the Consortium of Collserola Natural Park. The preservation of the natural spaces around the factory's facilities has led Cementos Molins Industrial (Spain) to sign a local initiative to request the closure of vehicle traffic on the road from Sant Feliu de Llobregat to Santa Creu d'Olorda. The agreement with the Collserola Park provides for the company to repair the section from the end of the factory to the old entrance to the quarry.

In Colombia, Itacamba, a community contribution project also helps to protect biodiversity. The project related to the production of wild bees seeks to generate income in the area and improve nutrition in the region. In addition, beekeeping increases the presence of bees in the locality, a factor which is essential for the development of agriculture and the preservation of the environment.

PROMSA (Spain), in partnership with the CREAM (Centre for Ecological Research and Forestry Applications), will restore the La Falconera quarry with an innovative type of soil, namely technosol, a combination of mineral and organic elements. This material will bring sustainability, versatility and efficiency to the restoration project while allowing the use of waste and surpluses resulting from the exploitation of the land to create substrates in keeping with the needs of the project. Furthermore, the integration of technosol into the restoration of parks

facilitates the recreation of environments such scrubland, forests and dry meadows. By identifying native animal and plant species it is possible to enhance their natural habitats. For this purpose, technosols are used to care for the specific needs of the different species.

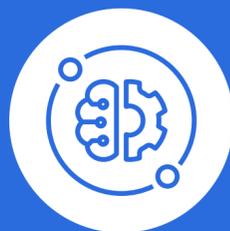
As for the Olavarría plant of Cementos Avellaneda (Argentina), it has developed a remediation and biodiversity master plan, developed by professional experts in specific areas of landscape remediation in mining areas and the preservation of diversity. The actions of this plan are aligned with the UN Sustainable Development Goals, chiefly SDG 13 Climate Action and SDG 15 Life of Terrestrial Ecosystems.



4.2.6. R&D

Within the framework of the UN Sustainable Development Goals, following the decarbonisation pact reached at COP21 in Paris, Cementos Molins carries out its R&D&I initiatives, including the optimisation of its production processes, the expansion of the catalogue with innovative products with a lower environmental impact, the improvement of the circular economy and the introduction of new digital techniques into its management and control.

At Cementos Molins the R&D&I activities are designed to promote sustainability, digitalisation and product quality throughout the value chain. Investing in R&D&I enables it to find digital alternatives to streamline the production processes, as well as operational alternatives that provide greater stability to the furnaces and improve the quality of the clinker which is produced.



The strategic pillars of Cementos Molins include digitalisation as a lever for the Group's profitable and sustainable growth. In this regard, the main initiatives carried out in the strategy are based on the introduction of artificial intelligence technologies into the production systems. The aim is to generate knowledge to develop the sector's production processes and thus contribute to the operational efficiency of the activity.

At the different Cementos Molins subsidiaries and investees the company continues to strive to develop innovations in the production process and its products:

<p>PROMSA (Spain)</p>	<ul style="list-style-type: none"> • Innovation in the manufacture of a new concrete with 16% fewer CO2 emissions compared to the use of the CEM 152.5 cement of Cementos Molins Industrial. This reduction in emissions is achieved thanks to the new type of CEM II/A-L 42.5 N cement (reduced water consumption and maximum efficiency of the natural resources, improved behaviour of the concrete at high temperatures, reduced concrete shrinkage and minimised emissions). • Launch of a new digital platform for management and customer relations.
<p>Cementos Avellaneda (Argentina)</p>	<ul style="list-style-type: none"> • Progress at the Olavarría plant with the clay calcination technique to generate bulk cement. • Continuous quality improvement in all the products at the San Luis plant with the incorporation of natural pozzolana into the bulk cement. • Strategic agreement with YPF for the supply of fuel to its factories over the next three years.
<p>LafargeHolcim (Bangladesh)</p>	<ul style="list-style-type: none"> • Launch of the new sustainable and cheaper Shokti cement, especially for high resistance and rapid construction. This can increase strength, guarantee faster adjustment times and use an optimal amount of water. This new cement reduces construction costs due to its rapid strength. • A progressive increase in the consumption of alternative fuels meaning the substitution percentage from 2022 onwards will increase considerably.
<p>SOTACIB (Tunisia)</p>	<ul style="list-style-type: none"> • Improving the quality of its products to increase exports and reduce production costs and the clinker factor by means of process optimisation and the use of new additives. • Success of the industrial trials for the introduction of olive pomace through the charcoal mill, leading to an increase in the use of charcoal without the need for investment.
<p>Corporación Moctezuma (Mexico)</p>	<ul style="list-style-type: none"> • Improving the performance of the furnaces with high sulphur petcoke by means of tests with specific additives. • Significant reductions in the clinker factor in the cements owing to the use of fluorspar, zeolite and additives. In some cements the reduction is approximately 6%. • Modification of the Cerritos plant to increase the use of alternative fuels.



About this report

In 2016 Cementos Molins published its first sustainability report, in addition to its management and annual accounts reports. True to its commitment to transparency and best reporting practices, in 2021 it drew up its first Integrated Annual Report with the purpose of offering a more comprehensive vision of the Group, providing the most relevant financial and non-financial information in accordance with the guidelines of the International Integrated Reporting Framework of the IIRC (International Integrated Reporting Council).

Scope

This Report includes, in general terms, the information for the financial year from 1 January to 31 December 2021. The scope of the financial information is based on the proportionality criterion in the form of integration of its investees, applying the final percentage of ownership of each and every one of them. The objective is to adequately reflect the economic and financial management of the businesses of Cementos Molins. The non-financial information included in this management report covers 100% of the turnover and represents the main activities and international subsidiaries/investees of Cementos Molins, as displayed in the table below. For the information corresponding to 2021, CALUCEM and PRETERSA PRENAVISA lie outside the scope of the non-financial information as they were incorporated only recently (the former in November 2021 and the latter in late December 2021), due to the need to ensure the quality of the information and its homogenisation with regard to the standards of Cementos Molins.

For further information on the Group's subsidiaries, please refer to the Annual Accounts, available on its website www.cemolins.es.



Main activity	Companies included
Cement	<p>Spain: Cementos Molins Industrial S.A.U (CMI). Argentina: Cementos Avellaneda, S.A. Mexico: Corporación Moctezuma S.A.B. de C.V., Cementos Portland Moctezuma, S.A. de C.V. Uruguay: Cementos Artigas, S.A. Bangladesh: LafargeHolcim Bangladesh LTD, Holcim Cement (Bangladesh) LTD . Tunisia: Société Tuniso Andalouse de Ciment Blanc, S.A. (SOTACIB), Sotacib Kairouan, S.A. Bolivia: Itacamba Cemento S.A. Colombia: Empresa Colombiana de Cementos SAS.</p>
Concrete and aggregate	<p>Spain: Promotora Mediterránea-2 S.A. (PROMSA), Promsa del Berguedà, S.L., Monso-Boneta, S.L., Promotora de formigons, S.A., Montaspre Serveis Ambientals, S.L., Tècniques ambientals de muntanya, S.L., Granulated Rubber Project S.L. Argentina: Cementos Avellaneda, S.A. Mexico: Corporación Moctezuma S.A.B. de C.V., Maquinaria y Canteras del Centro S.A. de C.V., CYM Infraestructura S.A.P.I. de C.V.</p>
Precast	<p>Spain: Prefabricaciones y contratas S.A.U. (PRECON), Catprecon S.L.</p>
Urban landscaping and architectural facades	<p>Spain: ESCOFET 1886 S.A.</p>
Mortars and other materials	<p>Spain: Propamsa S.A.U, Promotora Mediterránea-2 S.A. (PROMSA) Montaspre Serveis Ambientals, S.L., Tècniques ambientals de muntanya, S.L., Granulated Rubber Project S.L. Argentina: Cementos Avellaneda, S.A. Uruguay: Cementos Artigas, S.A.</p>
Corporation	<p>Spain: Cementos Molins, S.A., Cemolins Servicios Compartidos S.L.U.</p>

International standards

This report has been drawn up in accordance with the following guidelines:

- The International Integrated Reporting Framework of the IIRC (International Integrated Reporting Council), which sets out the guidelines and contents to be taken into account in the drawing up of integrated reports.
- The recommendations of the GCCA (Global Cement and Concrete Association), setting out the material issues for the sector regarding which companies should report information.
- A template management report in accordance with the Capital Companies Act.
- Law on non-financial information 11/2018.
- Sustainability Reporting Standards (SRS) framework of the Global Reporting Initiative (GRI) organisation for 2016 (except for the new standards published by the GRI).
- United Nations Sustainable Development Goals.
- Principles for the relationship with the Accountability stakeholders.

The quantitative performance indicators annex of the report specify the pages and coverage of the requirements and indicators. In the event of any omission of indicators, the reason for the omission is explained. Cementos Molins decided to draw up its report in accordance with the essential compliance option, reporting at least one indicator of the aspects regarded as relevant for the Group.

The selection of the relevant aspects was carried out upon the basis of the results of the materiality analysis performed, as explained below.



Materiality

In 2020, a materiality analysis was carried out to identify the most relevant issues for the company with a sectoral and geographical assessment. The analysis was conducted by following the template established by the GRI reporting standard.

This consultation has been carried out via an online survey and direct interviews for the stakeholders in Spain with a weighting of 50% and via an assessment of the company's managers for Cementos Molins subsidiaries with a weighting of the remaining 50%. The materiality matrix resulting from this analysis is displayed below. An update of the analysis is planned for next year to allow for a study of the variability of the material issues within the changing sustainability context in which we find ourselves.





Sectorial and geographical analysis

Firstly, the sectorial and geographical analysis stage consisted of identifying the relevant issues in the cement industry in accordance with the countries in which Cementos Molins operates, studying the general sustainability context of the country in keeping with the social, environmental, economic and political dimensions. Current issues in the cement industry and any Indirectly related to the cement industry were also discussed, based on publications, news and official documents. The list of relevant sustainability issues identified in the sectorial and geographical analysis was prioritised by means of stakeholder consultations. The list of groups consulted included the public administration, workforce, customers, supplier, partner and research companies, guilds and associations, the local community and neighbours. The aim was to ascertain the priorities of these groups, their assessment of the performance of Cementos Molins and their recommendations for sustainability-related communication and management.



Stakeholder consultations

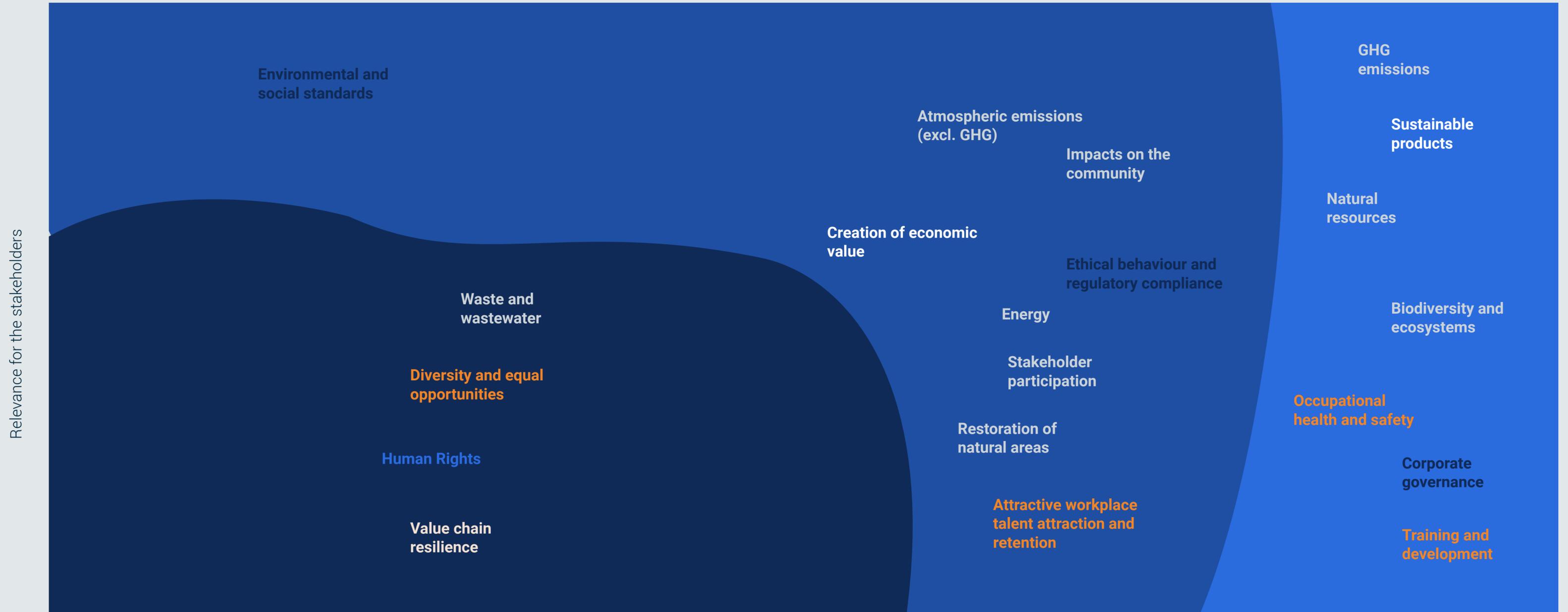
After this classification, the relevance of the economic, ecological and social impacts of the Cementos Molins Group was assessed and reviewed by the Sustainable Development managers and the directors of the different areas involved in Spain, as well as by the country managers. The results of the survey showed that the stakeholders have a positive perception of the sustainability management at Cementos Molins. Innovation towards sustainable products, environmental management and occupational safety are highlighted by the stakeholders as issues well managed by the Group. At the same time, the respondents mentioned areas for improvement for the Group, such as the restoration of natural areas, a reduction of greenhouse gas emissions and water management.



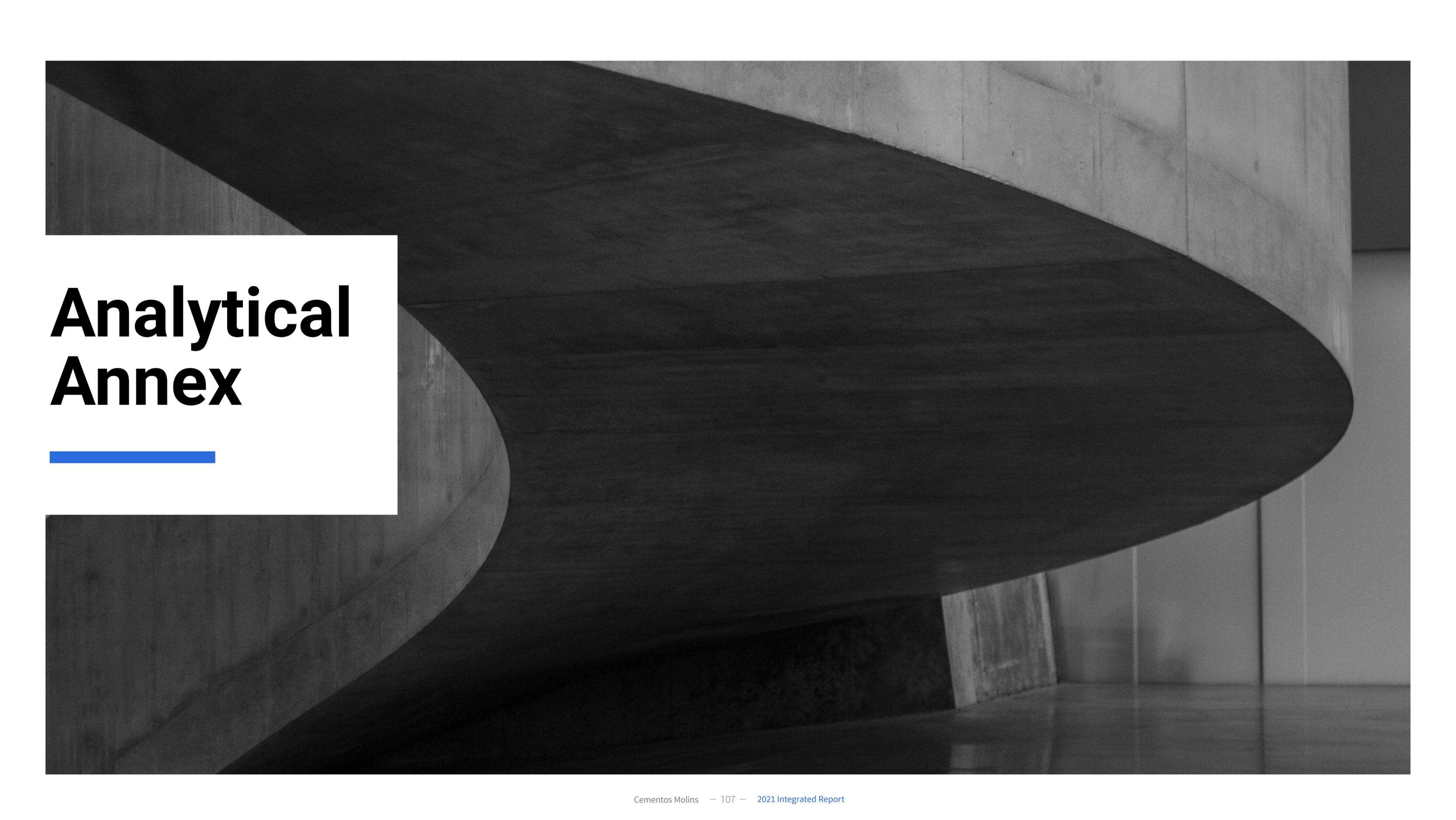
Assessment of the attention cycle

In the final phase of the materiality analysis the “attention cycle” of the relevant sustainability issues was considered, i.e., the identification of the issues that will be most relevant in the future. The environmental issues of water management and the energy sector, as well as the labour issue of attracting and retaining talent, are expected to gain importance in the mid and long terms. Due to its impact on 2020, the analysis of the “COVID factor” was included in the materiality analysis, particularly in terms of value chain resilience issues (community action in the event of health crises/emergencies, measures to prevent the spread of diseases among the workforce, etc.).

Materiality Matrix



Relevance of the sustainability impacts of the Cementos Molins Group



Analytical Annex



Management report

The Cementos Molins Group actively participates in the management of the companies in which it holds an interest, either jointly with another shareholder or by means of significant participation in their decision-making bodies.

The guidelines and recommendations of the ESMA (European Securities and Markets Authority) have been followed. These aim to promote the usefulness and transparency of the alternative per-

formance measures included in the regulated information and any other data submitted by listed companies. Accordingly, the information included in section "4.1.1. Shareholders" is based on the application of the proportionality criterion in the form of integration of its investees, applying the final percentage of ownership of each and every one of them.

Therefore, the following parameters are defined in the notes of the report as:

Income	Net turnover amount reported in the individual and consolidated financial statements of the various companies included within the scope of consolidation, multiplied by the percentage of ownership of each and every one of them.
EBITDA	Operating profit before amortisations and results due to impairment and the sale of the assets of the various companies included within the scope of consolidation, multiplied by the percentage of ownership of each and every one of them.
EBIT	Net profit before financial results and taxes (operating profit) of the various companies included within the scope of consolidation, multiplied by the percentage of ownership of each and every one of them.
Operating Cash Flow	Net cash flows obtained from ordinary activities, subtracting the financial expenses paid and adding the financial income received, of the various companies included within the scope of consolidation, multiplied by the percentage of ownership of each and every one of them.
Investments	Property, plant and equipment and intangible assets of the various companies included within the scope of consolidation, multiplied by the percentage of ownership of each and every one of them.
Net financial debt	Financial debt, subtracting any cash, temporary financial investments and long-term deposits of the various companies included within the scope of consolidation, multiplied by the percentage of ownership of each and every one of them. When there is a cash surplus, it is displayed with a negative symbol.
Volumes	Sold physical units of cement and concrete of the various companies included within the scope of consolidation (without eliminating internal sales), multiplied by the percentage of ownership of each and every one of them.
% comparable variation/% LFL	This includes the change that would have been recorded under the heading for the current period if the exchange rates had not changed (the same exchange rates as in the previous period) and the inflation adjustment in Argentina (IAS 29) had not been applied.

A reconciliation with the Group's financial statements in accordance with the International Financial Reporting Standards (EU-IFRS) is included below, applying the participation method for companies in which the Group has a holding of 50% or less.

CONDENSED CONSOLIDATED BALANCE SHEET (€M)								
ASSETS	31/12/2021				31/12/2020			
	Proportional Method	Adjustments for companies accounted for using the equity method	Adjustments for companies accounted for using the global integration method	Application of EU-IFRS	Proportional Method	Adjustments for companies accounted for using the equity method	Adjustments for companies accounted for using the global integration method	Application of EU-IFRS
Intangible Fixed Assets	165.4	(13.6)	0.7	152.5	67.6	(16.4)	0.8	52.0
Tangible Fixed Assets	775.7	(315.9)	175.0	634.8	697.7	(315.0)	145.6	528.3
Right-of-use assets	15.6	(2.2)	1.4	14.8	11.8	(2.9)	1.0	9.9
Financial Fixed Assets	7.4	(3.1)	2.2	6.5	18.3	(4.7)	12.4	26.0
Companies accounted for using the equity method	-	364.8	0.9	365.7	-	331.6	-	331.6
Goodwill	130.5	(29.5)	(0.9)	100.2	53.0	(28.1)	-	24.9
Other non-current assets	42.5	(8.3)	0.8	35.0	27.4	(8.3)	1.1	20.2
NON-CURRENT ASSETS	1,137.1	(7.8)	180.1	1,309.4	875.8	(43.8)	160.9	992.9
Stocks	154.8	(37.3)	30.0	147.5	94.6	(28.0)	20.0	86.6
Trade debtors and others	236.1	(62.4)	27.6	201.3	207.5	(66.2)	18.9	160.2
Short-term financial investments	21.8	(19.0)	2.6	5.4	19.9	(10.7)	0.2	9.4
Cash and cash equivalents	184.5	(98.8)	10.5	96.2	195.1	(68.9)	11.8	138.0
CURRENT ASSETS	597.2	(217.5)	70.7	450.4	517.1	(173.8)	50.9	394.2
TOTAL ASSETS	1,734.3	(225.3)	250.8	1,759.8	1,392.9	(217.6)	211.8	1,387.1
NET EQUITY AND LIABILITIES	31/12/2021				31/12/2020			
Equity attributable to the parent company	918.7	-	-	918.7	801.8	-	-	801.8
Minority shareholder equity	-	(0.1)	124.2	124.1	-	(0.1)	112.9	112.8
TOTAL NET EQUITY	918.7	(0.1)	124.2	1,042.8	801.8	(0.1)	112.9	914.6
Non-current financial liabilities	323.6	(96.7)	31.5	258.4	207.8	(105.7)	35.9	138.0
Other non-current liabilities	123.2	(16.0)	29.6	136.8	63.7	(16.3)	15.2	62.6
NON-CURRENT LIABILITIES	446.8	(112.7)	61.1	395.2	271.5	(122.0)	51.1	200.6
Current financial liabilities	59.6	(10.3)	9.7	59.0	92.1	(7.6)	8.6	93.1
Other current liabilities	309.2	(102.2)	55.8	262.8	227.5	(86.1)	37.4	178.8
CURRENT LIABILITIES	368.8	(112.5)	65.5	321.8	319.6	(93.7)	46.0	271.9
TOTAL NET EQUITY AND LIABILITIES	1,734.3	(225.3)	250.8	1,759.8	1,392.9	(217.6)	211.8	1,387.1

PROPORTIONAL RECONCILIATION - IFRS (€M)								
	12M 2021				12M 2020			
	Proportional Method	Adjustments for companies accounted for using the equity method	Adjustments for companies accounted for using the global integration method	Application of EU-IFRS	Proportional Method	Adjustments for companies accounted for using the equity method	Adjustments for companies accounted for using the global integration method	Application of EU-IFRS
Income	968	(392)	217	793	775	(331)	128	571
EBITDA	242	(139)	67	169	205	(125)	41	122
Amortisations	(64)	24	(17)	(57)	(58)	23	(13)	(47)
Results impairment/sales assets	4	1	2	7		(0)		
Operating result	181	(115)	52	119	148	(102)	28	75
Financial result	(30)	4	(7)	(33)	(20)	6	(8)	(22)
Result company equity method	-	84	-	84	-	71	-	71
Profit before tax	151	(27)	45	169	128	(25)	20	124
Taxes	(46)	27	(26)	(45)	(34)	25	(7)	(17)
Minority interest	-	-	(20)	(20)	-	-	(13)	(13)
Net consolidated result	105	-	-	105	93	-	-	93

Reconciliation of EBITDA and Recurring EBITDA by country						
	2021			2020		
	EBITDA Rec.	No Rec.	EBITDA	EBITDA Rec.	No Rec.	EBITDA
Europe	46	2	47	48	-	48
Mexico	94	-	94	88	-	88
South America	93	-	93	62	(1)	62
Asia and North Africa	32	(4)	28	23	-	23
Corporate and Others	(15)	(5)	(20)	(14)	(1)	(15)
Total	250	(8)	242	208	(2)	205

NFD								
	31/12/21				31/12/20			
	Proportional Method	Adjustments for companies accounted for using the equity method	Adjustments for companies accounted for using the global integration method	Application of EU-IFRS	Proportional Method	Adjustments for companies accounted for using the equity method	Adjustments for companies accounted for using the global integration method	Application of EU-IFRS
Financial liabilities	383	(107)	41	317	300	(113)	44	231
Current Financial Liabilities	60	(10)	10	59	92	(8)	9	93
Non-Current Financial Liabilities	324	(97)	32	258	208	(106)	36	138
Long-term deposits	(0)	0	-	(0)	(0)	0	-	-
Long-term loans to group companies	(0)	-	0	-	(11)	-	(11)	(21)
Short-term financial investments	(22)	19	(3)	(5)	(20)	11	(0)	(10)
Cash and cash equivalents	(184)	99	(10)	(96)	(195)	69	(12)	(138)
NET FINANCIAL DEBT	177	11	28	216	74	(34)	22	62

Tax information

Countries	Profit before tax (€M)		Local taxes paid (€M)		Public subsidies received (€M)	
	2020	2021	2020	2021	2020	2021
Argentina	52	90	5	22	-	-
Bangladesh	29	48	5	9	-	-
Bolivia	5	1	-	-	-	-
Mexico	242	259	69	85	-	-
Tunisia	(34)	4	-	-	0.2	0.1
Uruguay	19	16	2	1	-	-
Colombia	3	7	-	-	-	-
Spain	74	84	11	12	-	0.1

*The profit before tax in Spain includes €78 million of dividends received from investees abroad which have been taxed when generated in the corresponding country.

*No significant government subsidies were received at a consolidated level during 2021.

Health and safety

Workforce covered by a health and safety committee by country - 2021						
	Direct		Indirect		Total	
	2020	2021	2020	2021	2020	2021
Spain	1,010	1,046	57	221	1,067	1,267
Argentina	444	845	-	538	444	1,383
Mexico	1,088	1,300	1,153	1,272	2,240	2,572
Uruguay	209	253	-	196	209	449
Bangladesh	92	90	6	6	98	96
Tunisia	438	424	114	307	552	731
Bolivia	203	217	133	142	336	359
Colombia	171	187	757	305	928	492
Total	3,655	4,362	2,220	2,987	5,874	7,349

Total number of direct recordable accidents at work by country and gender - 2021								
	Management		Managers and specialists		Employees and operators		Total	
	Women	Men	Women	Men	Women	Men	Women	Men
Spain	-	-	1	-	3	113	4	113
Argentina	-	-	-	-	-	1	-	1
Mexico	-	-	-	1	2	28	2	29
Uruguay	-	-	-	-	-	-	-	-
Bangladesh	-	-	-	-	-	1	-	1
Tunisia	-	-	-	-	-	2	-	2
Bolivia	-	-	-	-	-	2	-	2
Colombia	-	-	-	-	-	-	-	-
Total	-	-	1	1	5	147	6	148

Total number of direct recordable accidents at work by country and gender - 2020								
	Management		Managers and specialists		Employees and operators		Total	
	Women	Men	Women	Men	Women	Men	Women	Men
Spain	-	-	-	3	-	72	-	75
Argentina	-	-	-	1	-	28	-	29
Mexico	-	-	-	2	3	13	3	15
Uruguay	-	-	-	1	-	3	-	4
Bangladesh	-	-	-	-	-	1	-	1
Tunisia	-	1	-	-	-	7	-	8
Bolivia	-	-	-	-	-	-	-	-
Colombia	-	-	-	-	-	-	-	-
Total	-	1	-	7	3	124	3	132

Total number of direct recordable accidents at work by country			
	2020	2021	Variation 2021
Spain	75	117	56.0%
Argentina	29	1	(96.6%)
Mexico	18	31	72.2%
Uruguay	4	-	(100.0%)
Bangladesh	1	1	-
Tunisia	8	2	(75.0%)
Bolivia	-	2	-
Colombia	-	-	-
Total	135	154	14.1%

Total number of indirect recordable accidents at work by country and gender - 2021								
	Management		Managers and specialists		Employees and operators		Total	
	Women	Men	Women	Men	Women	Men	Women	Men
Spain	-	-	-	-	1	27	1	27
Argentina	-	-	-	-	-	3	-	3
Mexico	-	-	-	-	3	21	3	21
Uruguay	-	-	-	-	-	3	-	3
Bangladesh	-	-	-	-	-	2	-	2
Tunisia	-	-	-	-	-	-	-	-
Bolivia	-	-	-	-	-	8	-	8
Colombia	-	-	-	-	-	4	-	4
Total	-	-	-	-	4	68	4	68

Total number of indirect recordable accidents at work by country and gender - 2020								
	Management		Managers and specialists		Employees and operators		Total	
	Women	Men	Women	Men	Women	Men	Women	Men
Spain	-	-	-	-	-	19	-	19
Argentina	-	-	-	-	-	18	-	18
Mexico	-	-	-	-	1	37	1	37
Uruguay	-	-	-	-	-	3	-	3
Bangladesh	-	-	-	-	-	5	-	5
Tunisia	-	-	-	-	-	-	-	-
Bolivia	-	-	-	-	-	1	-	1
Colombia	-	-	-	-	-	5	-	5
Otros	-	-	-	-	-	-	-	-
Total	-	-	-	-	1	88	1	88

Total number of indirect recordable accidents at work by country			
	2020	2021	Variation 2021
Spain	19	28	47.4%
Argentina	18	3	(83.3%)
Mexico	38	24	(36.8%)
Uruguay	3	3	-
Bangladesh	5	2	(60.0%)
Tunisia	-	-	-
Bolivia	1	8	700.0%
Colombia	5	4	(20.0%)
Total	89	72	(19.1%)

Accident rates. Direct workers*						
	Incidence index		Frequency index		Severity index	
	2020	2021	2020	2021	2020	2021
Total	5.4	7.2	2.6	3.9	0.2	0.3

*The consolidated frequency and severity indexes for direct workers are mostly represented by the male collective.

High-severity accidents. Direct and indirect workers				
	Direct		Indirect	
	2020	2021	2020	2021
Spain	1	3	-	2
Argentina	-	-	-	-
Mexico	-	3	-	-
Uruguay	-	-	-	-
Bangladesh	-	-	-	-
Tunisia	-	-	-	-
Bolivia	-	-	1	-
Colombia	-	-	-	-
Total	1	6	1	2

Number of days lost due to absenteeism*				
	Management positions	Managers and specialists	Employees and operators	Total
	Spain	104.0	9,714.0	21,972.5
Argentina	-	69.1	109.7	178.8
Mexico	-	-	4,901.4	4,901.4
Uruguay	-	-	4	4
Bangladesh	-	-	-	-
Tunisia	-	110	509	619
Bolivia	39	176	2,714	2,929
Colombia	120	1,380	1,088	2,588
Total	263.0	11,449.1	31,298.6	43,011

*The typical working day at Cementos Molins lasts eight hours.

Ratio of recordable accidents, fatalities and high-severity accidents. Direct and indirect workers - 2021						
	Recordable accident ratio		Ratio of deaths		High-severity accident ratio	
	Direct	Indirect	Direct	Indirect	Direct	Indirect
Spain	46.9	20.2	-	-	1.2	1.4
Argentina	0.6	-	-	-	-	-
Mexico	9.3	-	0.3	-	0.9	-
Uruguay	-	-	-	-	-	-
Bangladesh	0.7	0.4	-	-	-	-
Tunisia	2.0	-	-	-	-	-
Bolivia	3.6	22.4	-	-	-	-
Colombia	-	6.3	-	-	-	-
Total	13.5	8.8	0.1	-	0.5	0.2

* Most of the accidents recorded affect men

Ratio of recordable accidents, fatalities and high-severity accidents. Direct and indirect workers - 2020						
	Recordable accident ratio		Ratio of deaths		High-severity accident ratio	
	Direct	Indirect	Direct	Indirect	Direct	Indirect
Spain	33.67	14.35	-	0.76	0.45	-
Argentina	18.10	-	-	-	-	-
Mexico	6.50	12	-	-	-	-
Uruguay	9.31	-	-	-	-	-
Bangladesh	0.66	1.07	-	-	-	-
Tunisia	7.91	-	-	-	-	-
Bolivia	-	2.64	-	-	-	2.64
Colombia	-	3.40	-	-	-	-
Total	12.86	7.57	-	0.09	0.10	0.09

Climate change and energy

Total CO ₂ emissions (Scope 1) from the cement production activity by country (tonnes)				
	2020	2021	Variation 2020	Variation 2021
Spain	935,035	829,825	4.8%	(11.3%)
Argentina	1,299,985	1,671,420	(17.1%)	28.6%
Mexico	4,400,831	4,562,070	12.4%	3.7%
Uruguay	329,556	415,363	21.0%	26.0%
Bangladesh	859,298	1,033,919	(6.8%)	20.3%
Tunisia	1,004,320	1,295,313	20.1%	29.0%
Bolivia	405,032	468,449	(13.2%)	15.7%
Colombia	544,348	744,336	457.3%	36.7%
Total	9,778,405	11,020,695	9.0%	12.7%

Indirect emissions (Scope 2) caused by electricity				
	2020	2021	Variation 2020	Variation 2021
Spain	38,731	25,535	(32.1%)	(34.1%)
Argentina	111,045	96,219	-	(13.4%)
Mexico	276,517	295,372	9.3%	6.8%
Uruguay	7,725	2,672	15.3%	(65.4%)
Bangladesh	-	36,167	-	-
Tunisia	74,383	99,136	11.7%	33.3%
Bolivia	-	41,347	-	-
Colombia	8,897	14,559	553.0%	63.6%
Total	517,298	611,005	0.1%	18.1%

Fuel consumption by country (Gj)		
	2020	2021
Spain	4,383,085	4,021,674
Argentina	6,647,965	9,370,794
Mexico	16,305,833	17,346,082
Uruguay	1,587,291	2,026,509
Bangladesh	4,266,647	4,772,927
Tunisia	4,382,787	5,773,084
Bolivia	2,058,886	2,021,000
Colombia	1,936,889	2,763,723
Total	41,569,383	48,185,794

Fuel consumption by source (GJ)		
	2020	2021
Fuels from non-renewable source	37,172,860	42,805,357
Fuels from non-renewable sources (transport)	839,477	991,483
Fuels from renewable sources	1,624,004	2,229,091
Fuels from alternative sources	1,933,041	2,069,862

Fuel consumption by source and country (GJ) - 2021

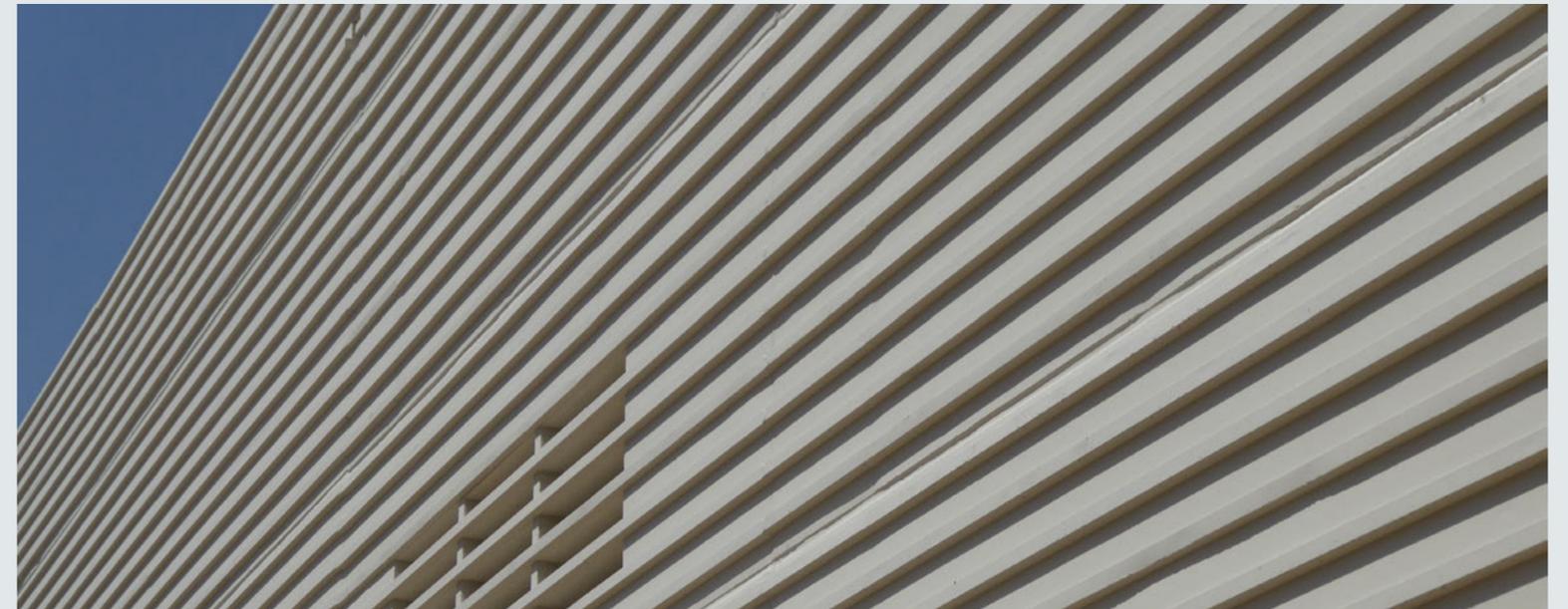
	Non-renewable fuels	Non-renewable fuels (transport)	Renewable fuels	Fuels from alternative sources
Spain	1,853,197	185,276	490,348	1,492,854
Argentina	7,834,366	225,894	1,066,552	243,983
Mexico	17,002,414	297,763	136	45,770
Uruguay	1,421,494	183,092	142,391	279,532
Bangladesh	4,709,939	55,263	-	7,724
Tunisia	5,200,351	43,069	529,664	-
Bolivia	2,019,874	1,126	-	-
Colombia	2,763,723	-	-	-
Total	42,805,357	991,483	2,229,091	2,069,863

Fuel consumption by source and country (GJ) - 2020

	Non-renewable fuels	Non-renewable fuels (transport)	Renewable fuels	Fuels from alternative sources
Spain	2,455,262	168,292	326,862	1,432,670
Argentina	5,505,999	152,823	787,759	201,384
Mexico	16,010,934	292,867	338	1,695
Uruguay	951,739	146,616	197,107	291,828
Bangladesh	4,216,245	44,938	-	5,464
Tunisia	4,037,728	33,120	311,939	-
Bolivia	2,058,065	821	-	-
Colombia	1,936,889	-	-	-
Total	37,172,860	839,477	1,624,004	1,933,041

Electricity consumption by country (kWh)

	2020	2021	Variation 2020	Variation 2021
Spain	135,843,597	134,731,401	(2.8%)	(0.8%)
Argentina	240,089,655	331,142,185	(13.5%)	37.9%
Mexico	549,498,390	599,387,108	9.0%	9.2%
Uruguay	52,141,370	59,642,112	15.9%	14.4%
Bangladesh	185,407,286	186,045,126	(7.4%)	0.3%
Tunisia	144,485,286	183,304,811	16.6%	26.9%
Bolivia	61,042,712	72,130,462	(12.1%)	18.2%
Colombia	68,433,385	87,702,926	488.6%	28.2%
Total	1,436,941,681	1,654,086,131	4.8%	15.0%



Circular economy

Consumption of materials by country (tonnes)*		
	2020	2021
Spain	5,996,161	6,540,266
Argentina	7,414,776	11,051,133
Mexico	13,282,627	14,711,999
Uruguay	1,224,242	1,549,203
Bangladesh	5,870,970	6,662,229
Tunisia	1,971,556	2,584,821
Bolivia	1,495,030	1,696,203
Colombia	1,907,637	1,770,296
Total	39,162,999	46,566,150

* The natural materials data for Mexico and Tunisia 2020 have been corrected for a criterion adjustment for clinker produced (it is not regarded as a natural raw material). The new criterion is aligned with the 2021 reporting.

Consumption of recycled materials by country (tonnes)		
	2020	2021
Spain	164,081	219,139
Argentina	67,638	121,916
Mexico	17,541	23,812
Uruguay	-	-
Bangladesh	77,136	89,204
Tunisia	1,521	3,105
Bolivia	-	-
Colombia	-	-
Total	327,918	457,175

Consumption of materials by country and type of material (tonnes) - 2021						
	Non-natural raw materials	Natural raw materials	Packaging	Renewable materials	Recycled materials	Total
Spain	1,222,497	5,093,545	1,754	3,331	219,139	6,540,266
Argentina	116,777	10,791,369	6,901	14,170	121,916	11,051,133
Mexico	1,599,762	13,075,220	13,205	-	23,812	14,711,999
Uruguay	104,652	1,442,742	1,809	-	-	1,549,203
Bangladesh	276,515	6,290,244	6,266	-	89,204	6,662,229
Tunisia	3,441	2,573,419	4,856	-	3,105	2,584,821
Bolivia	-	1,695,356	242	606	-	1,696,203
Colombia	4,691	1,761,098	-	4,507	-	1,770,296
Total	3,328,335	42,722,993	35,033	22,614	457,175	46,566,150

Consumption of materials by country and type of material (tonnes) - 2020						
	Non-natural raw materials	Natural raw materials	Packaging	Renewable materials	Recycled materials	Total
Spain	958,780	4,869,070	1,418	2,811	164,081	5,996,161
Argentina	68,821	7,263,611	5,266	9,391	67,638	7,414,776
Mexico	1,278,750	11,973,714	12,623	-	17,541	13,282,627
Uruguay	85,475	1,136,633	2,134	-	-	1,224,242
Bangladesh	259,512	5,528,997	5,325	-	77,136	5,870,970
Tunisia	1,521	1,964,742	3,772	-	1,521	1,971,556
Bolivia	-	1,483,820	29	11,181	-	1,495,030
Colombia	229	1,905,547	-	1,861	-	1,907,637
Total	2,653,088	36,126,183	30,566	25,245	327,918	39,162,999

* The natural materials data for Mexico and Tunisia 2020 have been corrected for a criterion adjustment for clinker produced (it is not regarded as a natural raw material). The new criterion is aligned with the 2021 reporting. It has also been corrected for Argentina due to a formulation issue

Water consumption by country and source - 2021				
	Water from surface sources	Water from underground sources	Supply company water	Reused water
Spain	12,143.40	339,871.20	61,151.20	40,478.80
Argentina	478,514	216,889	19,519	47,511.70
Mexico	-	958,907	175,850	110,629.90
Uruguay	19,891	38,551.20	8,419	114
Bangladesh	514,887.20	42,293.70	1,866	10,257.10
Tunisia	-	446,916	-	-
Bolivia	17,522	15,991	123.2	15,236
Colombia	69,267	-	-	-
Total	1,112,224.60	2,059,419.10	266,928.50	224,227.50

Water consumption by country and source - 2020				
	Water from surface sources	Water from underground sources	Supply company water	Reused water
Spain	10,185	281,506	53,382	35,140
Argentina	380,954	171,997	12,057	63,109
Mexico	-	829,359	191,537	99,804
Uruguay	27,792	25,211	7,329	4,980
Bangladesh	594,724	43,854	2,078	10,077
Tunisia	-	404,234	-	-
Bolivia	10,779	11,666	-	-
Colombia	137,099	-	-	-
Total	1,161,533	1,767,827	266,383	213,109

Water consumption by source (cubic metres)				
	2020	2021	Variation 2020	Variation 2021
Water from surface sources	1,161,533	1,112,225	(4.0%)	(4.2%)
Water from underground sources	1,767,827	2,059,419	9.4%	16.5%
Company water	266,383	266,929	(9.8%)	0.2%
Reused water	213,109	224,228	(4.2%)	5.2%
Total	3,408,853	3,662,800	1.9%	7.4%

Waste generated by country (tonnes)		
	2020	2021
Spain	80,107	81,873
Argentina	863	1,100
Mexico	60,653	53,868
Uruguay	3,402	3,042
Bangladesh	559	1,574
Tunisia	9,937	82
Bolivia	123	147
Colombia	134	222
Total	155,778	141,908

Waste generated (tonnes)		
	2020	2021
Hazardous waste generated	474	681
Non-hazardous waste generated	155,304	141,226

Waste treated by year and by country and treatment method (tonnes) - 2021											
	Reuse	Recycling	Recovery (including energy)	Incineration (mass combustion)	Deep well injection	Landfill	On-site storage	Destroyed by third parties	Composting	Others	Evaporation, physico-chemical and biological treatment
Spain	6,620	58,293	146	0	-	16,676	-	-	-	87	52
Argentina	109	470	100	8	-	376	-	-	3	35	-
Mexico	457	52,632	15	0	-	206	-	-	92	465	-
Uruguay	48	96	59	6	-	2,832	-	-	-	-	-
Bangladesh	-	1,574	-	-	-	-	-	-	-	-	-
Tunisia	-	44	-	-	-	-	38	-	-	-	-
Bolivia	5	22	89	11	-	-	-	-	12	8	-
Colombia	-	180	-	4	-	28	-	-	10	-	-
Total	7,240	113,312	407	30	-	20,117	38	-	117	595	52

Waste treated by year and by country and treatment method (tonnes) - 2020											
	Reuse	Recycling	Recovery (including energy)	Incineration (mass combustion)	Deep well injection	Landfill	On-site storage	Destroyed by third parties	Composting	Others	Evaporation, physico-chemical and biological treatment
Spain	12,658	54,550	113	-	-	12,541	-	-	110	117	18
Argentina	9,959	296	100	8	-	328	-	-	6	24	-
Mexico	585	59,693	41	6	-	252	-	17	68	10	-
Uruguay	105	66	105	4	-	3,122	-	-	-	0	-
Bangladesh	-	533	-	-	-	-	-	-	-	-	-
Tunisia	-	35	-	-	-	-	9,902	-	-	-	-
Bolivia	9	44	-	47	-	-	-	-	11	-	-
Colombia	-	73	-	17	-	6	-	-	-	-	-
Total	23,316	115,289	359	81	-	16,249	9,902	17	195	151	18

Wastewater generation by country (cubic metres)		
	2020	2021
Spain	20,149	37,849
Argentina	71,928	65,983
Mexico	72,430	100,395
Uruguay	146,000	2,675
Bangladesh	247	262
Tunisia	3,600	10,714
Bolivia	-	49,800
Colombia	18,662	18,662
Otros	-	-
Total	333,016	286,340

Wastewater generation by type of water (m3) - 2021			
	Fresh water	Other types of water	Total
Spain	37,849	-	37,849
Argentina	-	65,983	65,983
Mexico	-	100,395	100,395
Uruguay	-	2,675	2,675
Bangladesh	262	-	262
Tunisia	10,714	-	10,714
Bolivia	-	49,800	49,800
Colombia	-	18,662	18,662
Total	48,825	237,515	286,340



Wastewater generation by type of water (m3) - 2020			
	Fresh water	Other types of water	Total
Spain	20,149	-	20,149
Argentina	-	71,928	71,928
Mexico	-	72,430	72,430
Uruguay	-	146,000	146,000
Bangladesh	247	-	247
Tunisia	3,600	-	3,600
Bolivia	-	-	-
Colombia	-	18,662	18,662
Total	23,996	309,012	336,016

*The figure for Argentina for 2020 has been corrected to adapt it to the calculation criteria for 2021.

Environment and nature

Air quality. Total atmospheric emissions		
	2020	2021
NOx emissions	29,563,578	25,084,341
SOx emissions	481,662	1,482,447
Particulates (PM)	1,135,968	1,744,105

Air quality, NOx, SOx and PM emissions per country (kg) - 2020			
	NOx	SOx	PM
Spain	1,340,100	115,352	20,380
Argentina	3,130,323	40,748	131,676
Mexico	16,895,916	144,949	633,412
Uruguay	2,271,421	3,739	3,739
Bangladesh	981,528	8,068	261,180
Tunisia	3,871,605	147,367	58,642
Bolivia	564,290	1,605	19,679
Colombia	508,396	19,834	7,260
Total	29,563,578	481,662	1,135,968

Air quality. NOx, SOx and PM emissions per country (kg) - 2021			
	NOx	SOx	PM
Spain	1,461,096	131,234	20,508
Argentina	4,885,797	54,073	337,473
Mexico	12,079,273	1,063,324	805,323
Uruguay	1,197,225	5,680	4,544
Bangladesh	684,507	7,019	497,017
Tunisia	3,510,296	197,986	48,373
Bolivia	757,751	3,297	23,606
Colombia	508,396	19,834	7,260
Total	25,084,341	1,482,447	1,744,105

Environmental Management. Environmental expenditure by country (thousands of euros)				
	2020	2021	Variation 2020	Variation 2021
Spain	2,499	2,747	(13.9%)	9.9%
Argentina	314	515	(27.5%)	64.0%
Mexico	8,527	290	-	(96.6%)
Uruguay	198	206	(13.4%)	4.2%
Bangladesh	257	282	(11.4%)	9.9%
Tunisia	83	125	(13.7%)	49.8%
Bolivia	193	215	(34.4%)	11.2%
Colombia	247	193	134.7%	(22.0%)
Total	12,319	4,573	184.7%	(62.9%)

Environmental Management. Environmental investments by country (thousands of euros)				
	2020	2021	Variation 2020	Variation 2021
Spain	802	2,375	(15.0%)	196.0%
Argentina	82	312	35.0%	282.3%
Mexico	0	-	(100.0%)	(100.0%)
Uruguay	68	55	267.0%	(18.6%)
Bangladesh	-	-	-	-
Tunisia	277	50	250.0%	(81.8%)
Bolivia	-	40	(100.0%)	-
Colombia	285	172	(24.0%)	(39.6%)
Total	1,514	3,005	(88.0%)	98.5%

Environmental Management. Number of ISO 14001 certified facilities				
	2020	2021	Variation 2020	Variation 2021
Spain	12	14	-	16.7%
Argentina	15	17	(29.4%)	13.3%
Mexico	3	3	84.2%	-
Uruguay	4	4	25.0%	-
Bangladesh	5	5	(16.7%)	-
Tunisia	-	-	-	-
Bolivia	-	-	-	-
Colombia	-	-	-	-
Total	39	43	15.7%	10.3%

Biodiversity. Size of protected/restored natural habitats (Ha)				
	2020	2021	Variation 2020	Variation 2021
Spain	7	7	7.2%	-
Argentina	1	2	(61.8%)	228.6%
Mexico	-	-	-	-
Uruguay	1	1	-	-
Bangladesh	23	23	-	-
Tunisia	-	-	-	-
Bolivia	-	-	-	-
Colombia	1,400	1,014	-	(27.6%)
Total	1,432	1,048	(0.04%)	(26.8%)

Noise pollution. Number of noise measurements carried out				
	2020	2021	Variation 2020	Variation 2021
Spain	2	-	100.0%	(100.0%)
Argentina	14	92	40.0%	557.1%
Mexico	32	36	(3.0%)	12.5%
Uruguay	32	16	-	(50.0%)
Bangladesh	-	-	-	-
Tunisia	1	1	-	-
Bolivia	-	4	-	-
Colombia	8	8	300.0%	-
Total	89	157	14.1%	76.4%

Social impact

Direct workforce by professional category, type of contract and gender (Indicator 3.1.11) - 2021							
	Age range	Permanent contract			Temporary contract		
		Women	Men	Total	Women	Men	Total
Management Positions	Up to 30	-	-	-	-	-	-
	From 31 to 50	16	65	81	-	-	-
	Over 50	5	68	73	-	-	-
Middle Management	Up to 30	1	10	11	-	-	-
	From 31 to 50	52	386	438	-	3	3
	Over 50	20	172	192	-	-	-
Specialists	Up to 30	20	67	87	4	21	25
	From 31 to 50	100	515	615	-	13	13
	Over 50	15	148	163	-	1	1
Employees	Up to 30	51	76	127	5	6	11
	From 31 to 50	237	495	732	3	6	9
	Over 50	53	132	185	-	2	2
Operators	Up to 30	38	302	340	8	61	69
	From 31 to 50	50	1.492	1.542	4	138	142
	Over 50	9	508	517	-	39	39
Total (people)	Up to 30	110	455	565	17	88	105
	From 31 to 50	455	2.953	3.408	7	160	167
	Over 50	102	1.028	1.130	-	42	42

Direct workforce by professional category, type of contract and gender (Indicator 3.1.11) - 2020							
	Age range	Permanent contract			Temporary contract		
		Women	Men	Total	Women	Men	Total
Management Positions	Up to 30	-	-	-	-	-	-
	From 31 to 50	11	63	74	-	-	-
	Over 50	4	71	75	-	-	-
Middle Management	Up to 30	2	15	17	-	-	-
	From 31 to 50	51	364	415	-	1	1
	Over 50	13	162	175	1	-	1
Specialists	Up to 30	16	69	85	-	11	11
	From 31 to 50	94	535	629	4	10	14
	Over 50	13	158	171	-	1	1
Employees	Up to 30	39	76	115	7	3	10
	From 31 to 50	192	487	679	5	1	6
	Over 50	41	129	170	2	-	2
Operators	Up to 30	16	244	260	1	51	52
	From 31 to 50	30	1.418	1.448	3	119	122
	Over 50	6	443	449	1	52	53
Total (people)	Up to 30	73	404	477	8	65	73
	From 31 to 50	378	2.867	3.245	12	131	143
	Over 50	77	963	1.040	4	53	57

Workforce as at 31 December by contract, country and gender												
	Permanent contract						Temporary contract					
	Women		Men		Total		Women		Men		Total	
	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021
Spain	178	209	954	1,118	1,132	1,327	19	19	220	195	239	214
Argentina	58	60	731	723	789	783	-	1	16	23	16	24
Mexico	146	170	1,024	1,168	1,170	1,338	-	-	-	38	-	38
Uruguay	19	17	190	181	209	198	-	-	-	-	-	-
Bangladesh	19	21	652	647	671	668	-	-	2	-	2	-
Tunisia	24	24	404	385	428	409	-	-	10	15	10	15
Bolivia	39	42	165	172	204	214	-	1	1	1	1	2
Colombia	45	46	114	128	159	174	5	9	-	4	5	13
Total (people)	528	589	4,234	4,522	4,762	5,111	24	30	249	276	273	306

Indirect workforce as at 31 December by country and gender						
	Women		Men		Total	
	2020	2021	2020	2021	2020	2021
Spain	31	33	594	628	625	661
Argentina	-	36	-	438	-	474
Mexico	-	-	55	-	55	-
Uruguay	-	23	-	243	-	266
Bangladesh	4	9	919	920	923	929
Tunisia	19	15	281	247	300	262
Bolivia	15	14	137	128	152	142
Colombia	450	76	3,641	229	4,090	305
Total	519	206	5,627	2,833	6,145	3,039

Workforce as at 31 December by working day, country and gender												
	Full-time						Part-time					
	Women		Men		Total		Women		Men		Total	
	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021
Spain	152	185	1,161	1,295	1,313	1,480	45	43	13	18	58	61
Argentina	57	60	746	745	803	805	1	1	1	1	2	2
Mexico	146	170	1,024	1,206	1,170	1,376	-	-	-	-	-	-
Uruguay	19	17	190	181	209	198	-	-	-	-	-	-
Bangladesh	19	21	654	647	673	668	-	-	-	-	-	-
Tunisia	24	24	414	400	438	424	-	-	-	-	-	-
Bolivia	39	43	165	173	204	216	-	-	1	-	-	-
Colombia	50	55	114	132	164	187	-	-	-	-	-	-
Total (people)	506	575	4,468	4,779	4,974	5,354	46	44	-	19	61	63

Workforce as at 31 December by professional category, country and gender												
	Management positions Women		Managers and specialists Women		Employees and operators Women		Management positions Men		Managers and specialists Men		Employees and operators Men	
	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021
	Spain	6	10	93	107	98	111	46	47	348	354	780
Argentina	4	5	40	42	14	14	30	30	252	254	465	462
Mexico	-	1	11	11	135	158	15	13	42	43	967	1,150
Uruguay	1	1	12	10	6	6	4	6	84	81	102	94
Bangladesh	-	-	18	20	1	1	9	7	319	329	326	311
Tunisia	3	3	13	14	8	7	18	17	252	249	144	134
Bolivia	-	-	4	4	35	39	8	9	24	22	134	142
Colombia	1	1	3	39	46	15	4	4	5	72	105	56
Total (people)	15	21	194	247	343	351	134	133	1,326	1,404	3,023	3,261

*The annual average number of permanent and temporary part-time and full-time contracts by gender, age and professional classification has not been broken down, as there has been no significant variation with respect to the quantitative indicators as at 31/12/2021 reported in this report.

Percentage of workforce covered by a collective agreement by country

	2020	2021
 Spain	98.4%	98.4%
 Argentina	55.0%	55%
 Mexico	48.6%	48.6%
 Uruguay	100.0%	100%
 Bangladesh	33.8%	33.8%
 Tunisia	100.0%	100%
 Bolivia	0.0%	-
 Colombia	36.4%	36.4%

Persons covered by a collective agreement by country

	2020	2021
Spain	1,371	1,516
Argentina	444	444
Mexico	516	669
Uruguay	209	198
Bangladesh	240	226
Tunisia	438	424
Bolivia	-	-
Colombia	62	68
Total	3,280	3,545

The 2020 data for Bolivia have been adapted to the same criteria incorporated in 2021.

Average remuneration by professional category, gender and country - 2021*

	Management Positions		Middle Management		Specialists		Employees		Operators	
	W	M	W	M	W	M	W	M	W	M
Spain	98,015	184,372	52,331	61,091	34,513	43,694	28,099	31,621	25,904	28,081
Argentina	85,835	123,676	39,150	39,150	27,102	29,255	24,714	21,685	-	19,221
Mexico	97,720	156,928	53,192	54,646	-	-	15,263	16,726	4,516	5,656
Uruguay	82,197	144,187	59,342	55,927	38,159	41,723	25,866	18,709	-	35,072
Bangladesh	-	138,302	25,585	25,976	7,839	8,972	-	-	3,286	5,941
Tunisia	59,819	58,881	18,804	22,673	14,003	13,591	10,992	11,758	8,813	9,375
Bolivia	-	171,089	46,866	49,248	-	-	20,831	25,299	10,527	16,633
Colombia	144,056	188,202	17,341	21,971	66,470	66,729	7,776	9,289	-	-
Total (people)	85,432	144,855	34,912	41,610	27,279	23,366	19,755	17,691	15,651	16,693

*The calculation of the average salary is obtained from the total sum of the gross remuneration actually paid (an annualised fixed amount, including the variable part) in the particular category, divided by the number of employees in the same category to be reported. In cases in which countries have more than one composite company, the final country's remuneration has been adjusted in relation to the equivalent weighting of the same company within the country (in terms of the workforce). In the case of Spain, the average remuneration has not been reported in cases in which there is only one employee per professional category in order to guarantee the confidentiality of the data.

Average remuneration by professional category, gender and country - 2020

	Management Positions		Middle Management		Specialists		Employees		Operators	
	W	M	W	M	W	M	W	M	W	M
Spain	114,629	147,070	50,080	51,476	32,883	36,529	25,993	29,432	23,939	232,900
Argentina	70,520	105,467	35,326	35,326	23,961	27,596	22,822	18,875	-	18,299
Mexico	-	114,646	46,738	48,637	-	-	14,850	15,600	3,650	4,880
Uruguay	81,300	148,370	64,335	57,544	37,513	44,859	28,375	16,568	-	31,616
Bangladesh	-	140,767	25,420	26,163	7,098	8,399	-	-	2,923	5,531
Tunisia	47,144	41,750	14,332	17,254	10,464	10,117	8,384	8,574	6,895	6,644
Bolivia	-	152,064	42,998	46,927	55,782	-	19,847	22,292	11,780	17,301
Colombia	100,257	119,299	56,391	55,917	-	-	13,510	18,027	5,742	6,777
Total (people)	75,309	118,138	43,997	40,740	27,117	20,483	18,936	16,393	11,049	15,127

Ratio of women's remuneration in relation to men's*

	Management Positions		Middle Management		Specialists		Employees		Operators		Total	
	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021
Spain	78%	53%	97%	86%	90%	79%	88%	89%	103%	92%	99%	90%
Argentina	67%	69%	100%	100%	87%	93%	121%	114%	-	-	112%	118%
Mexico	-	0.6%	96%	97%	-	-	95%	91%	75%	80%	120%	126%
Uruguay	55%	57%	112%	106%	84%	91%	171%	138%	-	-	96%	92%
Bangladesh	-	-	97%	98%	85%	87%	-	-	53%	55%	109%	113%
Tunisia	113%	102%	83%	83%	103%	103%	98%	93%	104%	94%	129%	125%
Bolivia	-	-	92%	95%	-	-	89%	82%	68%	63%	73%	70%
Colombia	84%	77%	101%	79%	-	100%	75%	84%	85%	-	86%	80%

*The calculation of the salary gap is obtained by subtracting 100% from the percentage indicated in each country's salary category in the table below. The gap obtained is equivalent to the following formula (average annual male salary-average female salary/average annual male salary) * 100). In cases in which countries have more than one composite company, the final gap has been adjusted in relation to the equivalent weighting of the same company within the country (in terms of the workforce).

Average remuneration by age group

	Up to 30 years	From 31 to 50 years	Over 50 years
Spain	24,095	37,888	46,876
Argentina	20,512	26,727	40,489
Mexico	7,247	13,833	23,883
Uruguay	24,126	40,831	57,513
Bangladesh	5,534	11,751	16,835
Tunisia	12,527	14,980	19,847
Bolivia	14,311	30,599	51,625
Colombia	8,513	21,396	68,579
Total	17,564	23,285	39,167

Starting vs. local minimum salary*

	2020		2021	
	Women	Men	Women	Men
Spain	145%	144%	146%	125%
Argentina	331%	429%	442%	307%
Mexico	181%	181%	166%	166%
Uruguay	333%	418%	381%	323%
Bangladesh	215%	296%	344%	221%
Tunisia	379%	485%	543%	458%
Bolivia	105%	107%	148%	127%
Colombia	178%	178%	178%	178%

*The calculation of the salary gap is obtained by subtracting 100% from the percentage indicated in each professional category. The gap obtained is equivalent to the following formula (average annual male salary-average female salary/average annual male salary * 100).

Average director remuneration by gender 2021

The average remuneration of the directors for 2021, including the variable remuneration, allowances, indemnities, the payment to long-term savings systems and any other disaggregated payments, is reported in the Annual Report on the Remuneration of Directors of Listed Public Limited Companies of Cementos Molins, S.A.

Total number of new recruitments by country

	2020	2021
Spain	481	409
Argentina	28	63
Mexico	201	418
Uruguay	20	7
Bangladesh	20	50
Tunisia	10	20
Bolivia	6	30
Colombia	23	31
Total	789	1,028

Turnover ratio by country, professional category and gender - 2021

	Management Positions		Managers and specialists		Employees and operators		Total by gender	
	Women	Men	Women	Men	Women	Men	Women	Men
Spain	-	4.3%	8.4%	4.2%	11.7%	38.5%	9.6%	28%
Argentina	-	3.3%	7.1%	9.1%	-	7.1%	4.9%	7.6%
Mexico	-	30.8%	9.1%	18.6%	9.5%	16.0%	9.4%	16.3%
Uruguay	-	-	30.0%	9.9%	16.7%	4.3%	23.5%	6.6%
Bangladesh	-	14.3%	10.0%	13.4%	-	1.6%	9.5%	7.7%
Tunisia	-	29.4%	7.1%	6.8%	14.3%	9.0%	8.3%	8%
Bolivia	-	-	-	9.1%	10.3%	8.5%	9.3%	8.1%
Colombia	-	-	-	1.4%	26.7%	-	7.3%	9.1%

Turnover ratio by country, professional category and gender - 2020

	Management Positions		Managers and specialists		Employees and operators		Total by gender	
	Women	Men	Women	Men	Women	Men	Women	Men
Spain	-	-	4.3%	3.4%	10.2%	40.5%	7.1%	27.9%
Argentina	-	10%	7.5%	2%	-	2.6%	5.2%	2.7%
Mexico	-	6.7%	9.1%	16.7%	13.3%	8.5%	13%	8.8%
Uruguay	-	-	-	10.7%	16.7%	4.9%	5.3%	7.4%
Bangladesh	-	66.7%	16.7%	17.9%	-	4.6%	15.8%	11.9%
Tunisia	-	-	-	3.2%	-	2.8%	-	2.9%
Bolivia	-	-	-	-	2.9%	9%	2.6%	7.2%
Colombia	-	-	-	-	32.6%	-	38%	7.9%
Total	-	7.5%	7.7%	7.4%	13.1%	15.1%	10.9%	12.8%

New recruitments by country, professional category and gender - 2021								
	Management Positions		Managers and specialists		Employees and operators		Total	
	Women	Men	Women	Men	Women	Men	Women	Men
Spain	-	1	11	24	24	349	35	374
Argentina	1	-	5	23	-	34	6	57
Mexico	-	1	2	7	38	370	40	378
Uruguay	-	1	1	2	1	2	2	5
Bangladesh	-	-	4	42	-	4	4	46
Tunisia	-	2	1	17	-	-	1	19
Bolivia	-	-	-	-	8	22	8	22
Colombia	-	-	-	1	7	23	7	24
Total	1	5	24	116	78	804	103	925

New recruitments by country, professional category and gender - 2020								
	Management Positions		Managers and specialists		Employees and operators		Total	
	Women	Men	Women	Men	Women	Men	Women	Men
Spain	-	2	10	28	20	421	30	451
Argentina	-	-	5	12	-	11	5	23
Mexico	-	2	1	4	8	186	9	192
Uruguay	-	-	2	5	2	11	4	16
Bangladesh	-	2	1	16	-	1	1	19
Tunisia	-	-	1	9	-	-	1	9
Bolivia	-	-	-	1	2	3	2	4
Colombia	-	-	-	-	10	13	10	13
Total	-	6	20	75	42	646	62	727

Number of people dismissed - 2021								
	Management Positions		Managers and specialists		Employees and operators		Total	
	Women	Men	Women	Men	Women	Men	Women	Men
Spain	2	-	6	-	39	-	47	-
Argentina	1	-	4	-	5	-	10	-
Mexico	2	-	6	-	75	-	83	-
Uruguay	-	-	3	-	2	-	5	-
Bangladesh	-	-	6	-	1	-	7	-
Tunisia	-	-	1	-	-	-	1	-
Bolivia	-	-	-	-	-	-	-	-
Colombia	-	-	-	-	2	-	2	-
Total	5	-	26	-	124	-	155	-

Number of dismissals by age range - 2021								
	Up to 30 years		From 31 to 50		Over 50		Total	
	Women	Men	Women	Men	Women	Men	Women	Men
Spain	6	-	20	-	21	-	47	-
Argentina	2	-	7	-	1	-	10	-
Mexico	14	-	55	-	14	-	83	-
Uruguay	1	-	4	-	-	-	5	-
Bangladesh	-	-	6	-	1	-	7	-
Tunisia	-	-	1	-	-	-	1	-
Bolivia	-	-	-	-	-	-	-	-
Colombia	-	-	2	-	-	-	2	-
Total	23	-	95	-	37	-	155	-

Number of dismissals by country, professional category and gender - 2021								
	Management Positions		Managers and specialists		Employees and operators		Total	
	Women	Men	Women	Men	Women	Men	Women	Men
Spain	-	2	1	5	1	38	2	45
Argentina	-	1	1	3	-	5	1	9
Mexico	-	2	1	5	6	69	7	76
Uruguay	-	-	2	1	1	1	3	2
Bangladesh	-	-	-	6	-	1	-	7
Tunisia	-	-	-	1	-	-	-	1
Bolivia	-	-	-	-	-	-	-	-
Colombia	-	-	-	-	1	1	1	1
Total	-	5	5	21	9	115	14	141

Number of dismissals by country, professional category and gender - 2020								
	Management Positions		Managers and specialists		Employees and operators		Total	
	Women	Men	Women	Men	Women	Men	Women	Men
Spain	-	-	2	2	-	8	2	10
Argentina	-	1	-	1	-	-	-	2
Mexico	-	-	-	5	7	37	7	42
Uruguay	-	-	-	2	1	3	1	5
Bangladesh	-	5	1	26	-	7	1	38
Tunisia	-	-	-	2	-	1	-	3
Bolivia	-	-	-	-	-	-	-	-
Colombia	-	-	3	-	3	3	6	3
Total	-	6	6	38	11	59	17	103



Work-life balance and cohesion

People receiving social benefits by country - 2021

	Men	Women	Total
Spain	1,290	226	1,516
Argentina	746	61	807
Mexico	1,206	170	1,376
Uruguay	181	17	198
Bangladesh	989	921	1,910
Tunisia	403	226	629
Bolivia	173	43	216
Colombia	132	55	187
Total	5,120	1,719	6,839

People receiving social benefits by country - 2020

	Men	Women	Total
Spain	1,174	197	1,371
Argentina	747	58	805
Mexico	1,024	146	1,170
Uruguay	190	19	209
Bangladesh	980	906	1,886
Tunisia	414	24	438
Bolivia	166	39	205
Colombia	116	48	164
Total	4,811	1,437	6,248

Disabled people in the workforce by country

	2020	2021	Variation
Spain	15	15	-
Argentina	-	-	-
Mexico	-	-	-
Uruguay	-	-	-
Bangladesh	-	-	-
Tunisia	1	1	-
Bolivia	-	-	-
Colombia	-	-	-
Total	16	16	-

Number of people with disabilities in Spain according to GDL - 2021				
	Required	Direct	Alternatives	Total
CMI	4	2	4	6
Promsa	5	5	3	8
Propamsa	3	1	2	3
Precon	13	6	8	14
CMSA	1	1	1	2
CSC	-	-	-	-
Total	26	15	18	33

Number of people with disabilities in Spain according to GDL - 2020				
	Required	Direct	Alternatives	Total
CMI	4	2	4	6
Promsa	5	5	3	8
Propamsa	3	1	2	3
Precon	13	6	8	14
CMSA	1	1	1	2
CSC	-	-	-	-
Total	26	15	18	33

Number of people who have taken parental leave by professional category and gender - 2021								
	Management Positions		Managers and specialists		Employees and operators		Total by gender	
	M	W	M	W	M	W	M	W
Spain	-	-	7	3	19	2	26	5
Argentina	13	-	3	4	10	-	26	4
Mexico	-	-	-	-	11	4	11	4
Uruguay	-	-	1	-	2	-	3	-
Bangladesh	-	-	8	1	12	-	20	1
Tunisia	-	-	-	-	-	1	-	1
Bolivia	-	-	-	-	1	3	1	3
Colombia	-	-	-	-	2	2	2	2
Total	13	-	19	8	57	12	89	20

Number of people who have taken parental leave by professional category and gender - 2020								
	Management Positions		Managers and specialists		Employees and operators		Total by gender	
	M	W	M	W	M	W	M	W
Spain	-	-	7	7	21	1	28	8
Argentina	13	-	5	2	5	-	23	2
Mexico	-	-	-	1	6	2	6	3
Uruguay	1	-	1	1	3	-	5	1
Bangladesh	-	-	9	1	9	-	18	1
Tunisia	-	-	-	1	-	78	-	79
Bolivia	-	-	-	-	5	3	5	3
Colombia	-	-	-	-	3	2	3	2
Total	14	-	22	13	52	86	88	99

Rate of return of people who have taken parental leave after one year - 2021								
	Management Positions		Managers and specialists		Employees and operators		Total by gender	
	M	W	M	W	M	W	M	W
Spain	-	-	100%	66.7%	100%	150%	100%	100%
Argentina	-	-	100%	100%	100%	-	50%	100%
Mexico	-	-	-	-	100%	100%	100%	100%
Uruguay	-	-	100%	-	100%	-	100%	-
Bangladesh	-	-	100%	100%	100%	-	100%	100%
Tunisia	-	-	-	-	-	-	-	-
Bolivia	-	-	-	-	100%	100%	100%	100%
Colombia	-	-	-	-	50%	100%	50%	100%
Total	0.0%	-	100.0%	87.5%	98.2%	100.0%	84.3%	95.0%

Number of people subject to performance assessments - 2021								
	Management Positions		Managers and specialists		Employees and operators		Total by gender	
	M	W	M	W	M	W	M	W
Spain	45	10	204	69	10	24	259	103
Argentina	29	4	233	36	361	14	623	54
Mexico	13	1	42	10	462	132	517	143
Uruguay	5	-	58	8	95	5	158	13
Bangladesh	7	-	288	16	306	1	601	17
Tunisia	17	3	249	14	134	7	400	24
Bolivia	9	-	22	4	36	31	67	35
Colombia	4	1	72	39	-	-	76	40
Total	129	19	1,168	196	1,404	214	2,701	429

Rate of return of people who have taken parental leave after one year - 2020								
	Management Positions		Managers and specialists		Employees and operators		Total by gender	
	M	W	M	W	M	W	M	W
Spain	-	-	86%	86%	90%	100%	89%	88%
Argentina	23%	-	100%	100%	100%	-	57%	100%
Mexico	-	-	-	100%	100%	100%	100%	100%
Uruguay	100%	-	100%	100%	100%	-	100%	100%
Bangladesh	-	-	100%	100%	100%	-	100%	100%
Tunisia	-	-	-	-	-	-	-	-
Bolivia	-	-	-	-	100%	100%	100%	100%
Colombia	-	-	-	-	100%	100%	100%	100%
Total	29%	-	95%	85%	96%	9%	85%	19%

Number of people subject to performance assessments - 2020								
	Management Positions		Managers and specialists		Employees and operators		Total by gender	
	M	W	M	W	M	W	M	W
Spain	43	6	207	63	9	22	259	91
Argentina	28	3	246	41	388	14	662	58
Mexico	15	-	42	11	469	117	526	128
Uruguay	4	-	74	12	92	3	170	15
Bangladesh	7	-	292	17	326	1	625	18
Tunisia	18	3	252	13	144	8	414	24
Bolivia	9	-	24	4	133	34	166	38
Colombia	4	1	6	2	56	33	66	36
Total	128	13	1,143	163	1,617	232	2,888	408

Training and development at work

Average number of hours of training by country, professional category and gender - 2021								
	Management Positions		Managers and specialists		Employees and operators		Total by gender	
	M	W	M	W	M	W	M	W
Spain	44	21	18	30	9	16	14	23
Argentina	11	20	27	18	32	5	27	15
Mexico	25	14	29	25	34	31	34	30
Uruguay	13	-	39	32	47	37	40	33
Bangladesh	5	-	62	30	11	10	37	29
Tunisia	36	8	35	8	26	-	33	8
Bolivia	20	-	75	76	17	31	26	36
Colombia	32	38	46	59	65	48	63	48
Total	30	19	37	28	25	28	29	28

Number of people who have received training by professional category and gender - 2021								
	Management Positions		Managers and specialists		Employees and operators		Total by gender	
	M	W	M	W	M	W	M	W
Spain	43	7	333	102	570	98	946	207
Argentina	21	2	172	36	101	11	294	49
Mexico	6	1	33	7	994	120	1,033	128
Uruguay	2	-	36	5	12	1	50	6
Bangladesh	7	-	329	20	311	1	647	21
Tunisia	12	3	105	8	30	-	147	11
Bolivia	8	-	24	5	122	38	154	43
Colombia	4	1	7	2	134	54	145	57
Total	103	14	1,039	185	2,274	323	3,416	522

Average number of hours of training by country, professional category and gender - 2020								
	Management Positions		Managers and specialists		Employees and operators		Total by gender	
	M	W	M	W	M	W	M	W
Spain	39	34	25	31	12	19	19	26
Argentina	7	23	12	13	5	3	8	10
Mexico	18	-	16	15	16	12	16	12
Uruguay	5	-	7	14	3	74	5	33
Bangladesh	9	-	29	13	16	-	22	15
Tunisia	18	-	21	-	-	-	21	-
Bolivia	14	-	117	125	24	26	43	37
Colombia	-	-	-	-	1	1	1	1
Total	21	27	24	25	13	15	17	19

Number of people who have received training by professional category and gender - 2020								
	Management Positions		Managers and specialists		Employees and operators		Total by gender	
	M	W	M	W	M	W	M	W
Spain	43	6	327	92	374	78	744	176
Argentina	28	3	244	42	310	17	582	62
Mexico	14	-	42	10	814	135	870	145
Uruguay	4	1	51	10	56	5	111	16
Bangladesh	9	-	317	18	326	1	652	19
Tunisia	3	-	27	-	2	-	32	-
Bolivia	8	-	23	4	77	32	108	36
Colombia	2	1	4	2	76	31	82	34
Total	111	11	1,035	178	2,035	299	3,181	488

Total number of hours of training by professional category and gender - 2021								
	Management Positions		Managers and specialists		Employees and operators		Total by gender	
	M	W	M	W	M	W	M	W
Spain	1,907	146	5,873	3,105	5,174	1,526	12,954	4,776
Argentina	234	39	4,579	634	3,252	60	8,064	732
Mexico	150	14	944	174	33,788	3,695	34,881	3,883
Uruguay	26	-	1,395	159	561	37	1,982	196
Bangladesh	36	-	20,333	608	3,424	10	23,793	618
Tunisia	432	24	3,694	64	782	-	4,908	88
Bolivia	158	,	1,811	379	2,078	1,172	4,047	1,551
Colombia	127	38	326	119	8,692	2,607	9,144	2,763
Total	3,068	260	38,953	5,240	57,751	9,106	99,772	14,605

Number of hours of training in ethics and corruption prevention - 2021								
	Management Positions		Managers and specialists		Employees and operators		Total by gender	
	M	W	M	W	M	W	M	W
Spain	21	9	79	43	114	36	214	88
Argentina	-	-	11	5	11	-	22	5
Mexico	-	-	32	16	1,368	120	1,400	136
Uruguay	-	-	-	-	-	-	-	-
Bangladesh	-	-	-	-	-	-	-	-
Tunisia	64	24	216	56	-	-	280	80
Bolivia	3	-	15	2	48	16	66	18
Colombia	24	6	37	12	284	407	345	425
Total	112	39	390	134	1,825	579	2,326	752

Total number of hours of training by professional category and gender - 2020								
	Management Positions		Managers and specialists		Employees and operators		Total by gender	
	M	W	M	W	M	W	M	W
Spain	1,673	205	8,259	2,859	4,522	1,489	14,454	4,553
Argentina	191	69	3,039	532	1,671	47	4,900	648
Mexico	246	-	678	147	13,224	1,646	14,147	1,793
Uruguay	22	26	376	139	195	368	592	532
Bangladesh	83	-	9,215	239	5,189	48	14,487	287
Tunisia	54	-	556	-	48	-	658	-
Bolivia	113	-	2,685	500	1,813	842	4,611	1,342
Colombia	-	-	-	-	53	23	53	23
Total	2,381	299	24,807	4,416	26,714	4,463	53,902	9,178

Number of hours of training in ethics and corruption prevention - 2020								
	Management Positions		Managers and specialists		Employees and operators		Total by gender	
	M	W	M	W	M	W	M	W
Spain	83	12	461	148	47	144	591	304
Argentina	14	26	50	4	13	2	77	32
Mexico	12	-	15	6	1,048	-	1,075	6
Uruguay	2	-	9	2	7	1	18	3
Bangladesh	2	-	190	5	-	-	192	5
Tunisia	-	-	-	-	-	-	-	-
Bolivia	40	-	155	23	255	155	450	178
Colombia	-	-	-	-	-	-	-	-
Total	153	38	880	188	1,370	302	2,402	527

Total investment in training			
	2020	2021	Variation 2021
Spain	380,538	533,536	40.2%
Argentina	32,644	50,855	55.8%
Mexico	148,973	503,479	238.0%
Uruguay	14,295	12,301	(13.9%)
Bangladesh	14,672	57,961	295.0%
Tunisia	4,677	60,134	1,185.9%
Bolivia	55,224	58,689	6.3%
Colombia	9,701	54,061	457.2%
Total	660,725	1,331,015	101.4%

Número de horas de formación en seguridad y salud - 2021								
	Management Positions		Managers and specialists		Employees and operators		Total by gender	
	M	W	M	W	M	W	M	W
Spain	12	-	619	115	1,930	137	2,561	252
Argentina	32	-	671	53	2,095	6	2,797	59
Mexico	7	-	77	245	25,101	1,174	25,185	1,419
Uruguay	12	-	296	49	491	10	799	59
Bangladesh	18	-	1,718	102	2,142	5	3,878	107
Tunisia	-	-	1,064	-	820	-	1,884	-
Bolivia	49	-	140	25	533	177	723	202
Colombia	47	10	111	22	4,515	985	4,673	1,016
Total	176	10	4,696	611	37,627	2,493	42,499	3,113



Number of hours of health and safety training - 2020								
	Management Positions		Managers and specialists		Employees and operators		Total by gender	
	M	W	M	W	M	W	M	W
Spain	6	1	2,194	65	2,219	14	4,419	80
Argentina	57	2	795	113	1,061	8	1,913	123
Mexico	171	-	333	90	8,799	768	9,303	858
Uruguay	10	6	221	53	136	27	367	86
Bangladesh	117	-	6,683	396	5,183	14	11,983	410
Tunisia	-	-	254	-	18	-	272	-
Bolivia	86	-	509	190	794	378	1,389	568
Colombia	397	164	397	164	21,232	8,786	22,026	9,114
Total	844	173	11,386	1,071	39,442	9,995	51,672	11,239

Quality of service and customer relations

Overall degree of customer satisfaction by country and activity		
	2020	2021
Spain Cement	-	2.9
Spain Materials	4.7	4.1
Spain Precast	4.2	2.0
Argentina Cement	4.3	4.5
Argentina Concrete	-	-
Mexico	-	-
Uruguay Cement	4.6	4.5
Uruguay Concrete	-	-
Bangladesh	-	-
Tunisia	4.1	-
Bolivia	3.7	4.1

Number of ISO 9001 certified facilities			
	2020	2021	Variation 2021
Spain	22	23	5%
Argentina	12	15	25%
Mexico	35	35	-
Uruguay	5	5	-
Bangladesh	5	5	-
Tunisia	1	1	-
Bolivia	1	1	-
Colombia	-	-	-
Total	81	85	5%

Number of products certified upon the basis of quality and safety standards			
	2020	2021	Variation 2021
Spain	153	158	3%
Argentina	6	8	33%
Mexico	5	7	40%
Uruguay	2	2	-
Bangladesh	8	7	(13%)
Tunisia	-	-	-
Bolivia	2	2	-
Colombia	-	-	-
Total	176	184	0

Products subject to specific labelling and information requirements			
	2020	2021	Variation 2021
Spain	256	259	1%
Argentina	11	8	(27%)
Mexico	-	-	-
Uruguay	9	9	-
Bangladesh	7	7	-
Tunisia	6	6	-
Bolivia	2	2	-
Colombia	2	-	(100%)
Total	293	291	0.6%

Number of complaints received in relation to product quality			
	2020	2021	Variation 2021
Spain	312	314	1%
Argentina	61	77	26%
Mexico	32	41	28%
Uruguay	94	20	(79%)
Bangladesh	41	56	37%
Tunisia	-	1	100%
Bolivia	14	5	(64%)
Colombia	95	106	12%
Total	649	620	(4%)

Number of complaints dealt with in relation to product quality			
	2020	2021	Variation 2021
Spain	250	222	(11%)
Argentina	61	77	26%
Mexico	15	35	133%
Uruguay	94	20	(79%)
Bangladesh	41	21	(49%)
Tunisia	-	-	-
Bolivia	13	4	(69%)
Colombia	95	106	12%
Total	569	485	(15%)



Supplier relations and supply chain

Number of main suppliers by country			
	2020	2021	Variation 2021
Spain	372	392	5.4%
Argentina	90	85	(5.6%)
Mexico	1,270	53	(95.8%)
Uruguay	50	62	24%
Bangladesh	1,222	306	(75%)
Tunisia	37	43	16.2%
Bolivia	33	32	(3%)
Colombia	106	78	(26.4%)
Total	3,180	1,051	(66.9%)

Percentage of local purchases by country			
	2020	2021	Variation 2021
Spain	91.7%	91.9%	0.2%
Argentina	89.7%	93.6%	4.3%
Mexico	88.8%	90.5%	2%
Uruguay	85.3%	76.7%	(10.1%)
Bangladesh	65.5%	60.6%	(7.5%)
Tunisia	47.5%	53.9%	13.6%
Bolivia	74.4%	85.9%	15.6%
Colombia	97.0%	96.0%	(96.8%)
Total	82.7%	85.8%	(9.4%)

Number of suppliers that have adhered to the organisation's code of ethics during the year*			
	2020	2021	Variation 2021
Spain	11	96	772.7%
Argentina	20	46	130%
Mexico	237	216	(8.9%)
Uruguay	10	113	1030%
Bangladesh	1,079	1,139	5.6%
Tunisia	-	-	-
Bolivia	32	32	-
Colombia	106	608	473.6%
Total	1,495	2,250	50.5%

*In the case of Spain, a new Code of Ethics has been introduced, applicable only to suppliers, and the data reported in 2021 already form part of this new adherence. In the case of Colombia, the companies have opted to follow a new measurement criterion in which all the suppliers in the area adhering to the Code of Ethics have already been included (2021). In contrast, in the previous year, only adhered suppliers identified as "main" ones were presented for this indicator. Finally, the data for each country have been reported individually for each of the companies and in a consolidated manner together. Several of the suppliers may work at one or more companies at the same time.

Number of suppliers assessed in accordance with environmental, social and good governance factors			
	2020	2021	Variation 2021
Spain	83	86	3.6%
Argentina	135	183	35.6%
Mexico	-	-	-
Uruguay	117	114	(2.6%)
Bangladesh	-	119	-
Tunisia	-	-	-
Bolivia	28	28	-
Colombia	57	78	36.8%
Total	420	608	44.8%

The supplier management is directly related to the assessment of the suppliers themselves in these aspects. Both satisfactory and unsatisfactory suppliers have assessed in 2021.

Commitment to local communities and human rights

Distribution of the contributions made by country (euros)*			
	2020	2021	Variation 2021
Spain	650,019	669,737	3.0%
Argentina	17,346	54,697	215.3%
Mexico	276,117	193,120	(30.1%)
Uruguay	14,459	9,775	(32.4%)
Bangladesh	189,645	147,773	(22.1%)
Tunisia	19,359	151,938	684.8%
Bolivia	116,358	103,492	(11.1%)
Colombia	797,949	64,787	(91.9%)
Total	2,081,253	1,395,318	(32.9%)

*This table includes contributions to associations and non-profit organisations, among others.

Number of centres at which formal action plans with the local community have been carried out			
	2020	2021	Variation 2021
Spain	5	15	200%
Argentina	3	3	-
Mexico	3	3	-
Uruguay	2	2	-
Bangladesh	6	13	116.7%
Tunisia	5	5	-
Bolivia	1	1	-
Colombia	2	2	-
Total	27	44	63%

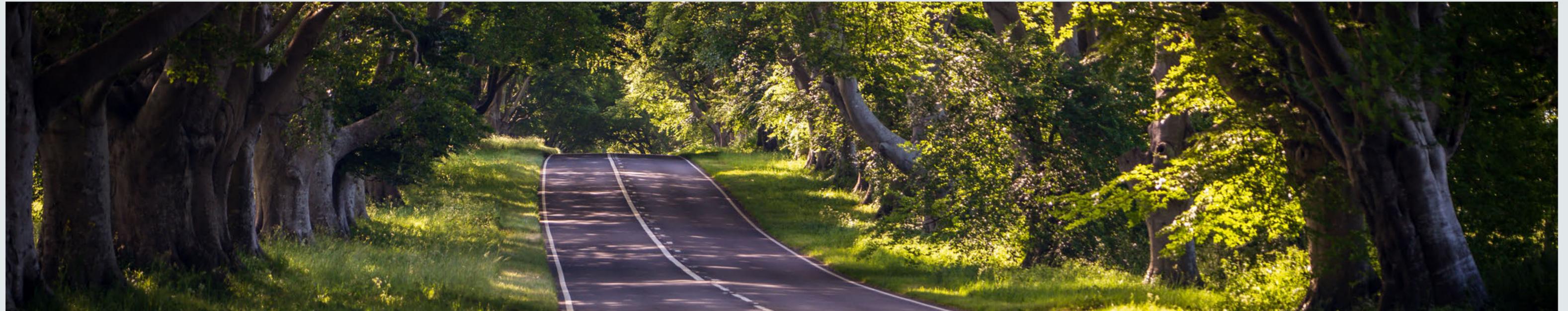


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Content of Law 11/2018 EINF

Relevant GRI standards and contents

Reference chapter

The consolidated statement of non-financial information will include the information required to understand:

- The performance,
- The results and the situation of the group, and,
- The impact of its activity in respect of, at least:
 - * environmental issues,
 - * social issues,
 - * respect for human rights,
 - * respect for the fight against corruption and bribery,
- as well as personnel issues, including measures taken, as appropriate, to promote the principle of equal treatment and opportunities for women and men, non-discrimination and the inclusion of people with disabilities and universal accessibility.

Description of the group's business model	<p>Brief description of the group's business model, including:</p> <ol style="list-style-type: none"> 1. its business environment, 2. its organisation and structure, 3. the markets in which it operates, 4. its objectives and strategies, 5. the main factors and trends that may affect its future evolution. 	<p>102-1 Name of the company 102-2 Activities, brands, products and services. 102-4 Location of the activities. 102- Markets served. 102-7 Size of the organisation. 102-14 Declaration by senior executive heads of the decision-making.</p>	<p>1. The foundations of an expanding group. 1.2. Business model. 2. Committed management. 3.1. Strategic Plan. 3.2. 2030 Roadmap. Letter from the Chairman and letter from the Chief Executive Officer.</p>
Policies	<p>A description of the policies applied by the group with respect to such issues, including</p> <ol style="list-style-type: none"> 1. the due diligence procedures applied for the identification, assessment, prevention and mitigation of significant risks and impacts. 2. the verification and control procedures, including the measures that have been taken. 	<p>103 Management approach of each area; it will be necessary to highlight their internal policies.</p>	<p>The whole report.</p>
Results of the KPI policies	<p>The results of these policies, including relevant non-financial key performance indicators, to allow:</p> <ol style="list-style-type: none"> 1. the monitoring and evaluation of the progress and 2. promotion of comparability across the companies and sectors, in accordance with the national, European and international frameworks of reference used for each subject. 	<p>103 Management approach for each area.</p>	<p>The whole report.</p>

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Content of Law 11/2018 EINF	Relevant GRI standards and contents	Reference chapter
<p>Risks to CO, PM and LG</p> <p>The main risks The main risks related to issues associated with the group's activities, including, whenever relevant and proportionate, its business relationships, products and services that may have an adverse effect on these areas, and * how the group manages these risks, * explaining the procedures used to identify and assess them in accordance with the relevant national, European and international frameworks for each issue. * Information on the impacts identified must be included, providing a breakdown of them, in particular concerning the main risks in the short, mid and long terms.</p>	102-15 Main impacts, risks and opportunities.	1.2.2 Key elements of the business model. 2.3. Risk management.
<p>KPIs</p> <p>Non-financial key performance indicators that are relevant to the specific business activity, meeting the criteria of comparability, materiality, relevance and reliability. * In order to facilitate the comparison of the information over time and between entities, non-financial key indicator standards that can be generally applied in compliance with the European Commission's guidelines in this area and the standards of the Global Reporting Initiative will be used and the national, European or international framework used for each issue will be mentioned in the report. * The non-financial key performance indicators should be applied to each of the sections of the statement of non-financial information. * These indicators must be useful, taking into account the specific circumstances, and consistent with the parameters used in its internal risk assessment and management procedures. * In any event, the information submitted must be accurate, comparable and verifiable.</p>	102-54 Declaration regarding the drawing up of the report in accordance with the selected GRI Standards.	The whole report.
Environmental issues		
<p>Global Environment</p> <p>1. Detailed information on the current and foreseeable effects of the company's activities on the environment and, as appropriate, health and safety and environmental assessment and certification procedures. 2. The resources dedicated to environmental risk prevention. 3. The application of the precautionary principle, the amount of provisions and guarantees for environmental risks.</p>	103 Management approach for each area. 102-11 Precautionary principle or approach. 308-1 New suppliers that have passed through evaluation and selection filters in accordance with the environmental criteria.	1.2.4. Commitment to sustainable development in the corporate model. 4.2.1. The Group's environmental management. Analytical annex.

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Content of Law 11/2018 EINF	Relevant GRI standards and contents	Reference chapter
Pollution Measures to prevent, reduce and remediate carbon emissions that seriously affect the environment, taking into account any form of activity-specific atmospheric pollution, including noise and light pollution.	103 Emissions management approach// biodiversity. 305-5 Reduction of GHG emissions. 305-7 Nitrogen oxides (NOX), sulphur oxides (SOX) and other significant air emissions.	3.2. 2030 Roadmap. 4.2.1. The Group's environmental management.
Circular economy and waste prevention and management Measures for prevention, recycling and reuse and other forms of waste recovery and disposal. Actions to combat food waste.	103 Effluent and waste management approach// Circular economy// Food waste. 301-2 Recycled inputs. 301-3 Reused products and packaging materials. 306-2 Wastes by type and method of disposal.	3.2. 2030 Roadmap. 4.2.1. The Group's environmental management. Analytical annex.
Sustainable use of resources Water consumption and the water supply in accordance with local constraints.	303-1 Water extraction by source. 303-3 Recycled and reused water.	Analytical annex. 4.2.4. Circular Economy.
Sustainable use of resources Consumption of raw materials and the measures taken to improve the efficiency of their use.	103-2 Material Management Approach. 301-1 Materials used by weight and volume. 301-2 Recycled inputs.	Analytical annex. 4.2.4. Circular Economy.
Sustainable use of resources Energy: Direct and indirect consumption; measures taken to improve energy efficiency; use of renewable energies.	103 Energy Management Approach. 302-1 Energy consumption within the organisation. 302-2 Energy consumption outside the organisation. 302-4 Reduction of energy consumption.	4.2.2. Energy and climate change. 4.2.3. Other emissions. Analytical Annex.
Climate change The significant elements of the greenhouse gas emissions generated as a result of the company's activities, including the use of the goods and services it produces;	103 Emission Management Approach. 305-1 Direct GHG emissions (Scope 1). 305-2 Indirect GHG emissions due to energy generation (Scope 2). 305-3 Other indirect GHG emissions (Scope 3). 305-5 Reduction of GHG emissions.	4.2.2. Energy and climate change. Analytical annex.
Climate change Measures taken to adapt to the consequences of Climate Change.	103 Emission Management Approach.	4.1.2 Workforce. 4.2. Relationship with the environment.
Climate change Voluntarily established mid and long-term reduction targets to reduce GHG emissions and means implemented for this purpose.	103 Emission Management Approach. 305-5 Reduction of GHG emissions	3.2. 2030 Roadmap. 4.2.2. Energy and climate change.
Biodiversity protection Measures taken to preserve or restore biodiversity.	103 Biodiversity Management Approach. 304-3 Protected and restored habitats.	4.2.5 Biodiversity. Analytical Annex
Biodiversity protection Impacts caused by activities and operations in protected areas	304-2 Significant impacts of activities, products and services on biodiversity.	4.2.5 Biodiversity.

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Content of Law 11/2018 EINF	Relevant GRI standards and contents	Reference chapter	
Social and personnel issues			
Employment	Total number and distribution of employees by gender, age, country and professional classification.	103 Employment Management Approach. 102-8 Information on employees and other workers. 405-1 Diversity in governing and employee bodies.	4.1.2. Workforce. Analytical annex.
	Total number and distribution of types of employment contracts.	102-8 Information on employees and other workers.	Analytical annex.
	Average annual number of permanent, temporary and part-time contracts by gender, age and professional classification.	GRI 102-8 Information on employees and other workers. 405-1 Diversity in governing and employee bodies.	Analytical annex.
	Number of dismissals by gender, age and professional classification.	401-1 New recruitments of employees and turnover of personnel.	Analytical annex.
	Average remuneration and its evolution broken down by gender, age and professional classification or equal value.	102-8 Information on employees and other workers.	Analytical annex.
	Salary Gap.	103 Employment + Diversity and Equal Opportunities. 405-2 Ratio of basic salary and remuneration of women compared to men.	4.1.2. Workforce. Analytical annex.
	The average remuneration of the directors and executives, including the variable remuneration, allowances, indemnities, the payment to long-term savings systems and any other payments broken down by gender.	103 Diversity and Equality Management Approach - giving average Director remuneration values by gender.	Mentioned in the Annual Director Remuneration Report.
	Implementation of work disengagement policies.	103 Employment Management Approach.	4.1.2. Workforce.
	Employees with disabilities.	405-1 Diversity of the governing bodies and workforce.	4.1.2. Workforce. Analytical annex.
	Work organisation	Organisation of working time.	103 Employment Management Approach.
Number of hours of absenteeism.		403-2 Types of accidents and frequency rates of accidents, occupational illnesses, lost days, absenteeism and the number of deaths due to occupational accidents and illnesses.	Analytical annex.
Measures designed to facilitate a work-life balance and encourage its co-responsible exercise by the two parents.		103 Employment Management Approach.	4.1.2. Workforce.
Health and safety	Health and safety conditions at work.	103 Occupational Health and Safety Management Approach.	3.2. 2030 Roadmap. 4.1.2. Workforce.
	Accidents at work (frequency and severity), broken down by gender.	403-2 Types of accidents and frequency rates of accidents, occupational illnesses, lost days, absenteeism and the number of deaths due to occupational accidents and illnesses.	4.1.2. Workforce. Analytical annex.
	Occupational illnesses (frequency and severity), broken down by gender.	403-3 Workers with a high incidence or high risk of illnesses related to their activity.	4.1.2. Workforce.

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Content of Law 11/2018 EINF	Relevant GRI standards and contents	Reference chapter	
Social relations	Organisation of social dialogue, including procedures for informing, consulting and negotiating with the personnel.	103 Worker-Company Relations Management Approach.	4.1.2. Workforce.
	Percentage of employees covered by a collective agreement by country.	GRI 102-41 Collective bargaining agreements.	4.1.2. Workforce.
	Review of collective agreements, particularly in the field of occupational health and safety.	403-1 Workers' representation on formal worker-company health and safety committees.	Analytical annex.
	Mechanisms and procedures that the company has in place to promote the involvement of workers in the management of the company in terms of information, consultation and participation.	103 Worker-Company Relations Management approach.	4.1.2. Workforce.
Training	Policies implemented in the field of training.	103 Training and Education Management approach.	4.1.2. Workforce.
	Total number of training hours per professional category.	404-1 Average annual training hours per employee.	4.1.2. Workforce. Analytical annex.
Accessibility	Universal accessibility for people with disabilities.	103 Diversity and Equality Management Approach	4.1.2. Workforce.
Equality	Measures taken to promote equal treatment and opportunities for men and women.	103 Diversity and Equality Management Approach for opportunities + non-discrimination	2.2. Ethics and compliance. 4.1.2. Workforce.
	Equality plans (Chapter III of Organic Law 3/2007, of 22 March, for the effective equality of women and men), measures adopted to promote employment, protocols against sexual and gender-based harassment, integration and universal accessibility for people with disabilities.	103 Diversity and Equality Management Approach for opportunities + non-discrimination.	4.1.2. Workforce.
	Policy against all forms of discrimination and, as appropriate, diversity management.	103 Diversity and Equality Management Approach for opportunities + non-discrimination.	2.2. Ethics and compliance. 4.1.2. Workforce.
Human Rights			
Human Rights	Implementation of human rights due diligence procedures.	103 Management Approach Assessment of human rights+ Freedom of association and collective bargaining+ Child labour+ Forced and compulsory labour.	2.2. Ethics and compliance.
	Prevention of risks of human rights abuses and, as appropriate, measures to mitigate, manage and remediate potential abuses committed.	102-16 Values, principles, standards and rules of conduct. 102-17 Advisory mechanisms and ethical concerns. 412-2 Training of employees in human rights policies and procedures.	
	Complaints due to cases of human rights violations.	406-1 Cases of discrimination and corrective actions undertaken.	2.2. Ethics and compliance.
	Promotion and enforcement of the provisions of the ILO core conventions relating to respect for freedom of association and the right to collective bargaining, the elimination of discrimination in employment and occupation, the elimination of forced and compulsory labour and the effective abolition of child labour.	103 Management Approach. 408-1 Operations and suppliers with a significant risk of cases of child labour. 409-1 Operations and suppliers with a significant risk of cases of forced or compulsory labour.	Analytical annex. 2.2. Ethics and compliance. 4.1.5. Local community.

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Content of Law 11/2018 EINF	Relevant GRI standards and contents	Reference chapter
Corruption and bribery		
Corruption and bribery		
Measures taken to prevent corruption and bribery.	103 Anti-Corruption Management Approach. 102-16 Values, principles, standards and rules of conduct. 102-17 Advisory mechanisms and ethical concerns. 205-2 Communication and training on anti-corruption policies and procedures.	2.2. Ethics and compliance.
Measures to combat money laundering.	205-2 Communication and training on anti-corruption policies and procedures.	2.2. Ethics and compliance.
Contributions to foundations and non-profit organisations.	413-1 Operations with local community participation, impact assessments and development programmes.	Analytical annex.
Society		
Impact of the company's activity on employment and local development.	103 Management Approach Local communities + indirect economic impacts. 203-1 Investments in infrastructure and supported services. 413-1 Operations with local community participation, impact assessments and development	4.1.5 Local community.
Impact of the company's activity on local populations and the territory.	203-1 Investments in infrastructure and supported services. 413-1 Operations with local community participation, impact assessments and development programmes.	4.1.5 Local community.
Company commitments to sustainable development		
Relations with local community actors and the forms of dialogue with them.	102-43 Approaches to stakeholder engagement. 413-1 Operations with local community participation, impact assessments and development programmes.	1.2.2. Key elements of the business model. 1.2.3. Contribution to sustainability throughout the value chain. 2.1. Governance structure. 4.1.2. Workforce. 4.1.3. Customers. 4.1.4 Suppliers. 4.1.5 Local community.
Association and sponsorship actions.	102-12 External initiatives. 102-13 Membership of associations.	Member of the GCCA (Global Cement and Concrete Association).
Outsourcing and suppliers		
<ul style="list-style-type: none"> The inclusion of social, gender equality and environmental issues in the purchasing policy. Consideration of social and environmental responsibility in the relations with suppliers and subcontractors. 	102-9 Supply chain. 103 Environmental assessment of suppliers + Social assessment of suppliers + acquisition practices. 308-1 Environmental assessment of suppliers. 414-1 Social assessment of suppliers.	4.1.3. Customers. 4.1.4. Suppliers. Analytical annex.
Supervision and audit systems and their results.	103 Management approach acquisition practices.	Analytical annex.

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Content of Law 11/2018 EINF	Relevant GRI standards and contents	Reference chapter
Consumers		
Consumer health and safety measures	103 Management Approach Customer Health and Safety + Marketing and Labelling + Customer Privacy.	4.1.3. Customers.
Complaint systems, complaints received and their resolution.	103 Management Approach Customer Health and Safety + Marketing and Labelling + Customer Privacy.	4.1.3. Customers. Analytical annex.
Tax information		
Benefits obtained by country.	103 Management approach economic performance.	
Taxes on profits paid.		Analytical annex.
Public subsidies received.	201-4 Financial assistance received from the Government.	

Taxonomy

Information required by virtue of EU Green Taxonomy Regulation (EU) 2020/852

References used

Reference chapter

Proportion of eligible and non-eligible economic activities in relation to the turnover.

Proportion of eligible and non-eligible economic activities in relation to investments in fixed assets (CapEx).

Proportion of eligible and non-eligible economic activities in relation to operating costs (OpEx).

Breakdown of qualitative information for the proper interpretation of the indicators listed above.

Regulation (EU) 2020/852 of the European Parliament and of the Council of 18 June 2020.

Delegated Regulation 2021/2139, of 4 June 2021.

Delegated Regulation 2021/2178, of 6 July 2021.

1.2.5. Contribution to sustainability under the European taxonomy regulation.

Global Compact equivalences and GRI and Reference chapter

Principles of the Global Compact	Equivalence with the GRI Content Index (G4)	Reference chapter
Human Rights		
Principle 1 - Businesses should support and respect the protection of internationally proclaimed fundamental human rights within their sphere of influence.	Human rights sub-category: all aspects. Society sub-category: local communities.	2.2. Ethics and Compliance 4.1.5. Local community
Principle 2 - Businesses must make sure that they are not complicit in human rights abuses.	Human rights sub-category: all aspects.	2.2. Ethics and compliance
Labour Standards		
Principle 3 - Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	G4-11 Labour practices and decent work sub-category: relationships between workers and management. Human Rights sub-category: freedom of association and collective bargaining.	2.2. Ethics and compliance
Principle 4 - Businesses should support the elimination of all forms of forced and compulsory labour.	Human rights sub-category: forced labour.	2.2. Ethics and compliance 4.1.5. Local Community
Principle 5 - Businesses should support the abolition of child labour.	Human rights sub-category: child labour.	2.2. Ethics and compliance 4.1.5. Local Community
Principle 6 - Businesses should support the elimination of discrimination in respect of employment and occupation.	G4-10 Labour practices and decent work sub-category: all aspects. Human rights sub-category: non-discrimination.	2.2. Ethics and compliance 4.1.2. Workforce
Environment		
Principle 7 - Businesses should support a precautionary approach to environmental challenges.	Environment category: all aspects.	4.2.1. The Group's environmental management.
Principle 8 - Businesses should undertake initiatives to promote greater environmental responsibility.	Environment category: all aspects.	1.2.4. Commitment to sustainable development in the corporate model. 4.2.1. The Group's environmental management.
Principle 9 - Businesses should encourage the development and diffusion of environmentally friendly technologies.	Environment category: all aspects.	1.2.4. Commitment to sustainable development in the corporate model. 4.2.1. The Group's environmental management.
Anti-corruption		
Principle 10 - Businesses should work against corruption in all its forms, including extortion and bribery.	Society sub-category: anti-corruption and public policy.	2.2. Ethics and compliance



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