

## Responsible Management Balance Sheet

Financial Capital	2021	2020	2019	(1)
Revenue (M€)	1,037	1,251	1,493	✓
Payment to Public Administrations (€k)	84,469	130,577	155,457	✓
Significant financial support received from governments (€k)	802.5	165.5	268	✓
Natural Capital	2021	2020	2019	(1)
<b>Material</b>				
Steel (Kg)	14,889,392	29,001,555	71,680,622	✓
Wood (Kg)	5,668,654	18,132,394	11,561,806	✓
Cement (Kg)	1,365,094	1,167,640	6,223,113	✓
Concrete (Kg)	58,409,707	443,585,526	630,025,264	✓
<b>Energy</b>				
Energy consumption (GJ) (primary, electrical, thermal) <sup>(2)</sup>	13,043,067	32,790,926	29,999,874	✓
Energy consumption intensity (GJ) / Sales (€k)	12.58	26.2	20.1	✓
<b>Emissions</b>				
Direct emissions (t CO2eq)	516,458	1,346,195	1,125,206	✓
Direct emissions from biomass (t CO2eq)	345,527	1,082,979	1,211,686	✓
Indirect emissions (tCO2eq)	204,844	225,622	236,236	✓
GHG emissions intensity (tCO2eq) / Sales (€k)	1.0	2.1	1.7	✓
Other atmospheric emissions:				
CO (t)	650	1,724	1,621	✓
NOx (t)	1,020	2,657	2,410	✓
SOx (t)	63	153	149	✓
PM (t)	601	1,631	1,644	✓
COV (t)	48	128	122	✓
<b>Water withdrawal</b>				
Desalinated water produced (m3)	114,347,495	116,471,390	119,954,889	✓
Seawater withdrawal (m3)	295,238,713	283,125,187	296,601,351	✓
Water withdrawn from other sources (m3)	1,572,353	5,446,430	6,446,170	✓
<b>Waste</b>				
Waste (t)	28,077	29,200	84,803	✓
Human capital	2021	2020	2019	(1)
Job creation (%)	-0.02	-18.87	4.28	✓
Total voluntary turnover (%) <sup>(3)</sup>	12	6.03	5	✓
<b>Female staff members</b>				
In senior management positions (%)	6.02	10.89	11.94	✓
In middle management positions (%)	15.17	18.84	19.62	✓
<b>Work-Related Accident Rate</b>				
Frequency rate IFG <sup>(4)</sup>	7.22	9.17	8.77	✓
Frequency rate IFCB <sup>(4)</sup>	0.09	0.10	0.06	✓
No. of fatal accidents	1	1	1	✓
Occupational illnesses, per gender	-	-	-	✓
<b>Training</b>				
No. of hours of training, per employee	8.53	30.92	30.24	✓
Social and relationship capital	2021	2020	2019	(1)
<b>Suppliers</b>				
Purchases to local suppliers (%)	73.5	70.3	77.5	✓
Compliance	2021	2020	2019	(1)
Analyses conducted to meet FCPA compliance	273	349	400	✓

(1) KPIs audited by an independent external auditor.

(2) 4.4 % of the electricity used comes from renewable energy sources

(3) Calculation of turnover excludes interns and operators.

(4) Rates refer to own employees and the number of accidents with and without sick leave are included.