



Calidra, the only lime
with quality certification
in Mexico

ANNUAL SUSTAINABILITY REPORT

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Scope

Welcome to our Sustainability Report 2022!

As we do every year, we present to our main stakeholders and all interested parties our environmental, social and economic performance in the six countries where **Grupo Calidra** operates.

For the second year in a row, the content of the report is structured according to **GRI** standards.

As a socially responsible company, we are aware that this exercise helps us to identify and address our opportunities, as well as to highlight our strengths aligning us to the Sustainable Development Goals that make us a competitive and sustainable company globally today.



Message from the Chief Executive Officer



Jorge Bautista Pérez Salazar

CEO of Grupo Calidra



I am pleased to present to our stakeholders and to society at large our **2022 Sustainability Report**, in which we reaffirm our commitment to them. This year, we continued to work on environmental stewardship, safety in our operations, the well-being and health of our employees, and social responsibility to the communities in which we operate.

We reinforce our commitment by reporting to the Sustainability Committee, which is composed of shareholders and an independent Board of Directors with expertise in ESG (environmental, social and governance) issues.

Recognizing that this is a challenge due to the nature of the lime manufacturing process, and as stated in our **MISSION "to be a sustainable company"**, we have committed to achieving carbon neutrality by 2050.

Year 2022 was a period of learning that led us to a safety culture focused on preventing incidents. We continue the excellent work of our team in implementing the 14 pillars of the ASP (Process Safety Management System). This year we closed with the lowest accident rate in our company's history; however, the severity of the incidents that occurred increased compared to last year, so we must ensure the well-being of everyone at Calidra. We will continue to work towards the goal of **ZERO incidents**.

Throughout 2022, we remained vigilant, monitoring the pandemic and applying our COVID protocols in a timely manner, with our employees and their families as our priority. It was the year with the highest number of infections of the pandemic, but with lower severity and shorter recovery time.

We diffused and began to work with the Social Investment Model, where each plant developed a 2023 Social Plan to work with neighboring communities through volunteer work, reforestation, sports events, cleaning and education.

I would like to take this opportunity to officially announce the first edition of the Sustainability Award: "**Roberto Amorós Award**", which recognizes our best plants in 10 criteria related to sustainability issues such as regulatory compliance, safety, health, innovation and community relations. Results will be published in the second half of 2023.

I am grateful to the Shareholders' Meeting and to all our partners who trust us to do more and better for society and the environment; and I thank you for the passion of the entire Calidra team, who work hard every day to build a sustainable future for future generations.





01

ALWAYS WITH ETHICS AND TRANSPARENCY

Who are we?



Values and principles

Types of lime and its benefits

General lime manufacturing process

Our products

Ready mixes

Warranty and quality

Corporate governance

Ethics and compliance

Sustainability strategy

Who are we?

Values and principles

Grupo Calidra has been a leader in the lime industry since it was founded in 1908. With the help of internal strategies and the efforts of our employees, we have grown with the commitment to offer products of excellent quality that serve all the industries in which we operate.

Calidra is focused on the training of professionals and the development of their skills, as well as the performance of their functions and continuous professional training. As a result, each of our employees understands that a service attitude is essential to meeting the expectations of the company and its customers.



Mission

To be a globally competitive and sustainable company that meets the reasonable needs and expectations of our customers, employees, shareholders and society in an exemplary manner.

Vision

To be the most competitive producer of lime, ready-mix and carbonates in the world and the largest in the Americas.

Philosophy

We are guided by integrity, ethics and honesty in every aspect of our business. We also believe in constant renewal, discipline and accountability for our commitments, qualities that are present in all of our employees.

Values



Integrity and honesty



Responsibility



Discipline



Respect



Austerity, simplicity and moderation

What is **lime**?

Calcium hydroxide, also known as **lime**, is a versatile chemical due to its wide range of applications in various industries and in everyday use.

Types of lime

01 **HYDRATED LIME**
(quick lime or calcium hydroxide).
Construction and Chemical Industries.

02 **DOLOMITE LIME**
(Calcium and magnesium oxide).
Steel and glass industry.

03 **LIVE LIME**
(High purity calcium oxide).
Chemical, Steel and Mining Industry.

Benefits of **Calidra lime**



Versatility in the processes.



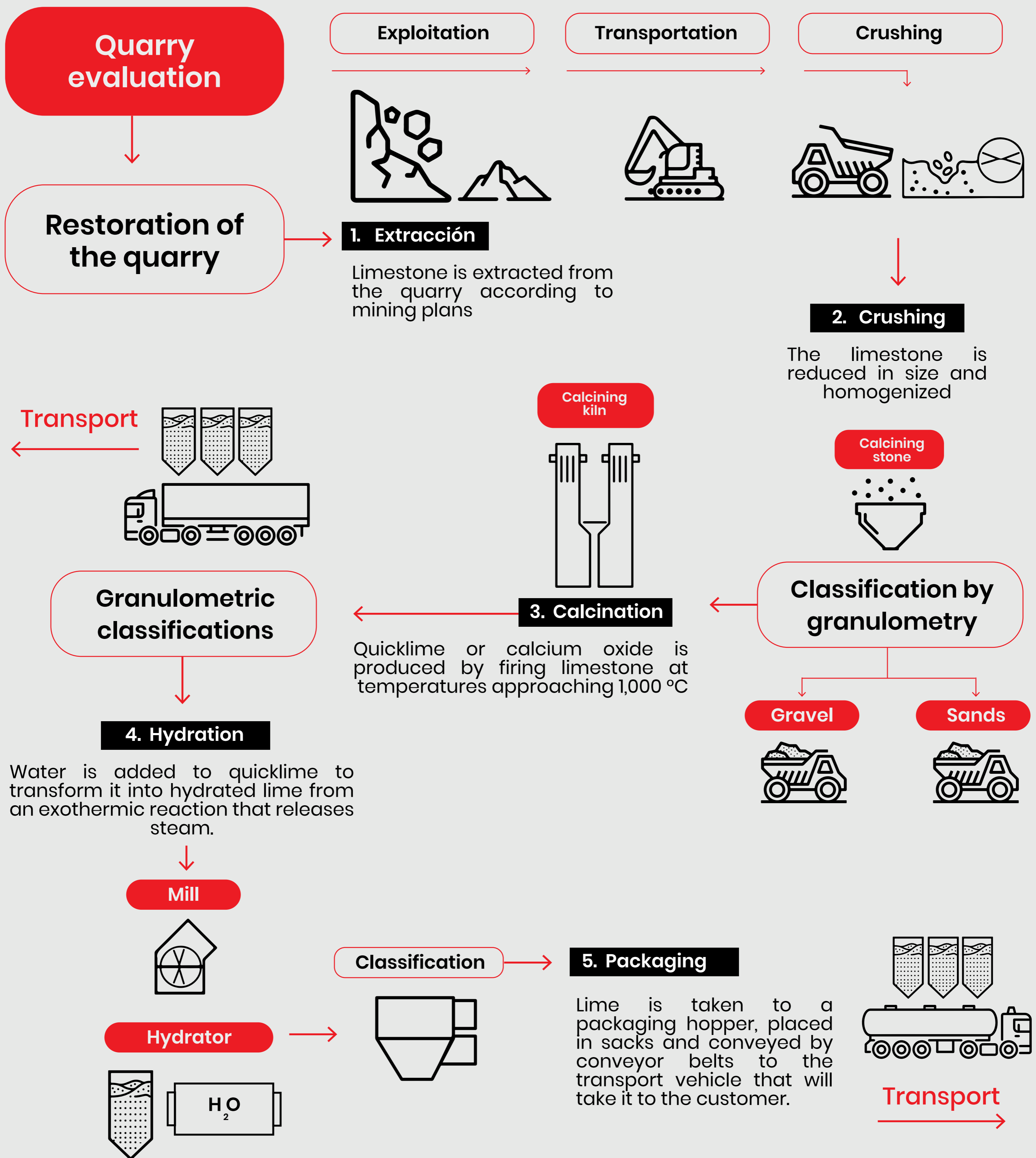
Reduce waste generation.



More **performance** and use reduction compared to other

General manufacturing process of lime

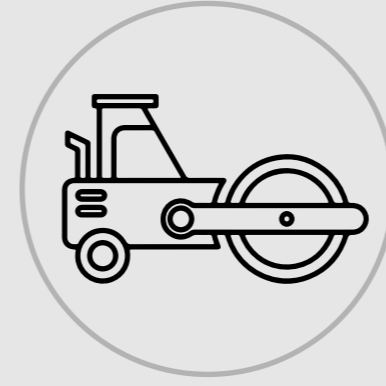
WELL-DONE lime is produced like this:



Our products



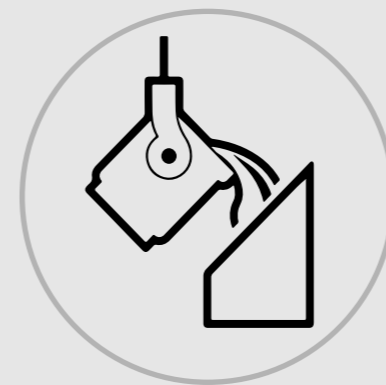
Construction



Stabilization



Agriculture and Food



Iron and Steel Industry



Mining



Chemistry and Environment



Leader in the lime industry,

with high quality products that meet the needs of different industries.



Ready-mixes

We have a division specialized in ready mixes for construction. This solution reduces construction time, improves building quality, eliminates waste and simplifies inventory and supply logistics.

Ready-Mixes contribute to the standards of "**Lean Construction**" with its business model and reduces the seven wastes that make up this methodology, ensuring the reduction of:

- Overproduction
- Overprocessing
- Waiting
- Transportation
- Motion
- Inventory
- Defects

The products of Ready-Mixes:



Warranty and Quality

The efficiency of our processes and state-of-the-art technology have allowed us to consolidate our commitment to our customers, to the environment and to the creation of products with all the benefits of lime.

The way we work in our plants and the certified quality distinguish our products. These are the certifications that some of our plants have according to the needs of our customers:



ONNCCE, certified quality.

ISO 9001 certification.

ISO 14001 certification.

ISO 45001 certification.

ISO 22000 and HACCP certification.

Kosher Pareve Certification.

NSF 60 certification.

Regulatory compliance and FDA registration.

Compliance with Mexican Official Standards.

Certificates of the Clean Industry and Safe Company PASST programs.

We comply with international certifications such as Food Drug Administration (FDA) and Food Chemical Codex, International Criminal Police Organization (INTERPOL), United States Environmental Protection Agency (EPA) as well as timely attention to customer suggestions and non-conformities.

In addition, we are conducting satisfaction surveys in Mexico for construction and industrial customers to improve their experience with the **CASC** (Customer Service and Assistance Center), sales representatives, contact and order tracking. The Net Promoter Score (NPS) is a tool that measures the loyalty of a company's customers based on the recommendations they could make to their acquaintances. We are proud to have a high number of promoters among our customers.

At Calidra, we comply with all applicable local regulations and even benchmark ourselves against international standards, following all applicable national and international laws.

The total number of incidents of non-compliance with regulations or voluntary codes related to the health and safety impacts of products and services is explained in the following table:



INCIDENT EVALUATION

2021

ZERO CASES

of non-compliance with regulations resulting in fines or sanctions

ZERO CASES

of non-compliance with regulations resulting in warnings

ZERO CASES

of non-compliance with voluntary codes (internal)

2022

ZERO CASES

of non-compliance with regulations resulting in fines or sanctions

ZERO CASES

of non-compliance with regulations resulting in warnings

ZERO CASES

of non-compliance with voluntary codes (internal)



Corporate Governance

Calidra is a company that values the contributions of all individuals who serve on our boards and committees.

Therefore, Calidra operates with **7 Boards of Directors** depending on the country, allowing for specific feedback and direction for each region in which it operates. The Boards of Directors are: Calidra Group, Calidra Mexico, Calhidra de Sonora, Calidra Peru, Incal Honduras, Calidra Colombia, Calidra Chile and Argentina.

The Boards are composed of shareholders and independent directors who contribute their experience and knowledge to the proper management of the Company.

In addition, at Group level, there are **4 Committees**:

Audit Committee: These are the companies that oversee the correct implementation of accounting standards and legislation in each country.

Remuneration, Talent, Recruitment and Selection Committee: Promotes gender diversity among our employees and monitors occupational safety, fair compensation and training programs.

Projects Committee: Promotes the profitability of the projects and their compliance with the environmental and safety standards necessary to operate within the applicable regulations and Grupo Calidra standards.

Sustainability Committee: It ensures our social responsibility, environmental commitment and the sustainability of the company.

01

02

03

04

Digital innovation and information security.

Calidra will continue to work on the modernization and digital transformation agenda in order to improve decision making with timely and quality information, in addition to leveraging digital solutions to improve our employees' efficiency, our customers' experience and to strengthen our service offer in the market. In 2022, the implementation of the company's new transactional system (**ERP**) with a Dynamics 365 cloud solution began, a multi-year project called **Evolution Project**, which will benefit the 6 countries where Calidra operates and is expected to be completed in the first half of 2024.

An important component of the Evolution Project is the development of an innovative data architecture that meets the needs of the company, for which the latest technology solutions from **Azure - Synapse** were selected. In addition, the corporate IT team successfully deployed Azure enterprise cloud environments to support growth in business applications, business intelligence, and software development.

Finally, in 2022, the company initiated a program to strengthen its information security capabilities by adopting part of the management model contained in the **ISO 27000** standard. As a result, **an information security best practices awareness program was launched through webinars and educational materials, with 250 employees participating.**



Ethics and Compliance



During 2022, our activities were governed by our Code of Ethics and the internal policies established by the General Management.

Our Code of Ethics is a valuable guide to avoiding conflicts of interest and corruption. It also establishes policies for the timely handling of complaints of illegal or unethical conduct that may affect the Company and its employees.

To ensure that all employees understand our Code of Ethics, training sessions are held to communicate the channels established for filing complaints.

The Office of the Internal Auditor conducts timely reviews of compliance with internal policies and guidelines in all areas of the Company, in accordance with the provisions of the Code of Ethics.

These measures were effective in preventing us from filing any corruption-related complaints.



TOTAL CONFIRMED CORRUPTION CASES

2022

EIGHTEEN CONFIRMED CASES

where an employee has been terminated or disciplinary action has been taken.

ZERO CONFIRMED CASES

where contracts with business partners were not renewed due to corruption-related violations

ZERO CONFIRMED CASES

in pending or completed legal proceedings for unfair competition and violations of monopolistic practices and free competition laws



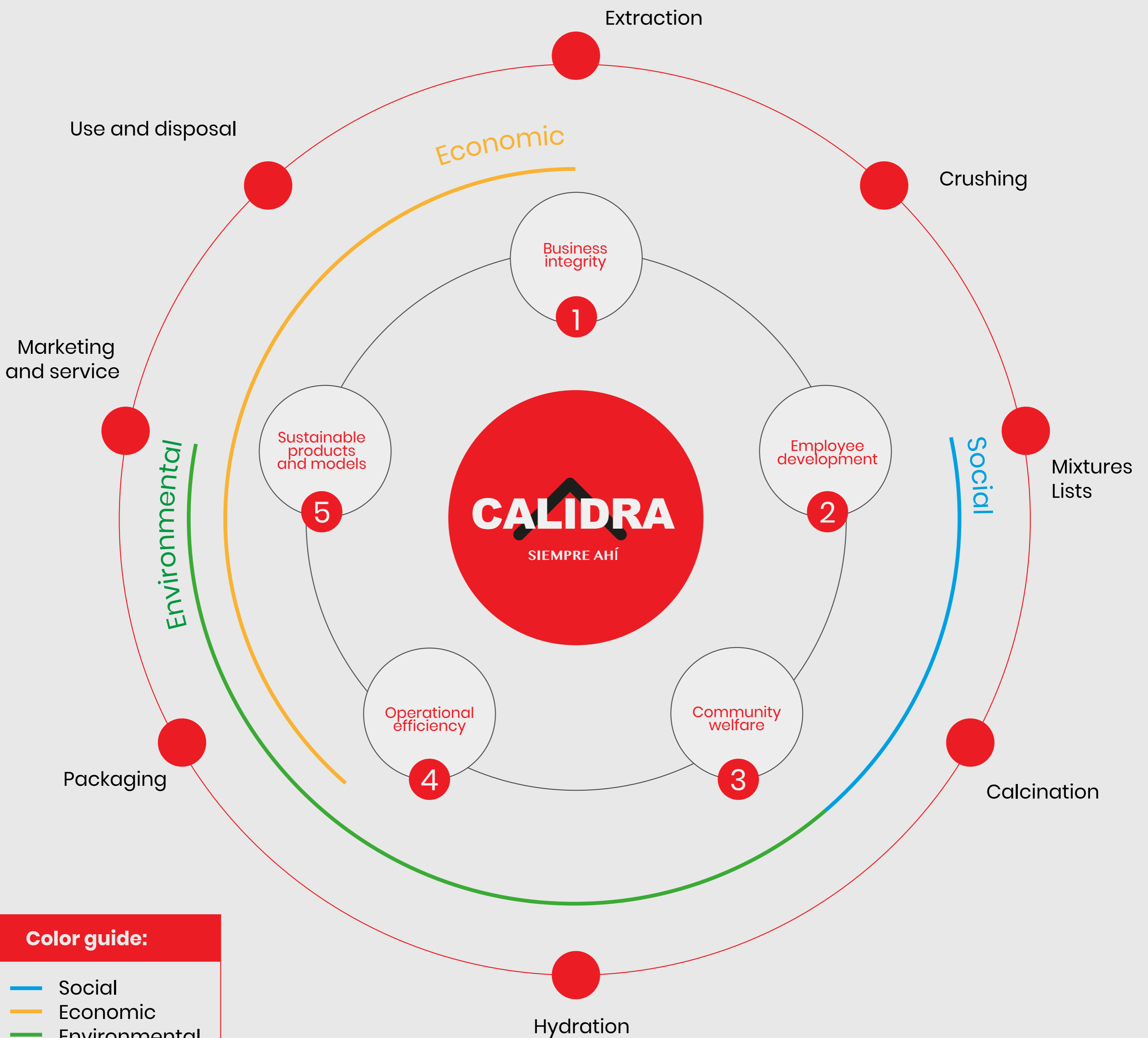
To learn more about our **Calidra Honesty Line**, scan our QR code or visit the following page:

<https://lineadehonestidadcalidra.ethicsglobal.com/>

Sustainability strategy

At Calidra, we want sustainability to be transversal, which is why we use the following model, developed from a Materiality Study.

Calidra Sustainability Model



Color guide:















- Social
- Economic
- Environmental

1	2	3	4	5

In 2022, the **Sustainable Development Department** reported semi-annually to the Sustainability Committee, reviewing issues related to the sustainability model and following the **ESG Guidelines**. We also adhere to the **United Nations (UN) Global Pact**. An initiative voluntarily signed by more than 19,000 organizations in 160 countries. As a leader in innovation and technology in the lime industry, we take responsibility for working on the 10 principles that touch 4 axes: Human Rights, Labor Standards, Environment and Anti-Corruption. In addition, we are committed to taking action to accelerate progress toward the 17 UN Sustainable Development Goals at our plants and facilities in the six countries where we operate.

Lines of Action by Focus and their Relation to the Sustainable Development Goals (SDGs).

The Sustainability Model has a contribution to the following **SDGs** through different initiatives.

FOCUS	LINES OF ACTION	(SDGs).
1 Business Integrity: Safeguard company assets and stakeholder trust by promoting ethical practices and a culture of compliance. Strengthen internal decision-making and integration of ESG criteria.	1.1 Corporate governance organization 1.2 Ethical culture and compliance 1.3 Supply chain management 1.4 Risk management	 
2 Employee development: Empower the talent of our people with training and career development opportunities. Provide safe workspaces and conditions and promote respect and diversity in teams.	2.1 Safeguarding health and safety 2.2 Career opportunities 2.3 Diversity	  
3 Community welfare: Ensure the health and safety of surrounding communities by addressing the potential impacts of the company's activities. Participate as a good neighbor in addressing key needs through collaboration and social investment.	3.1 Social investment and development 3.2 Prevention and mitigation of impacts on the environment	  
4 Operational efficiency: Organize processes and incorporate technologies that enable more efficient use of energy, reduce emissions, and manage other environmental aspects. Strive to maximize the use of resources.	4.1 Integration of environmental management 4.2 Energy management 4.3 Circularity in the operation	   
5 Sustainable products: Facilitate access to environmentally responsible solutions that help customers reduce their environmental footprint through the use of lime and its derivatives. Ensure optimal user shopping experience and service.	5.1 Sustainable use of lime 5.2 Development of product lines 5.3 Quality	 

Responsible Supply Chain

We recognize the importance of assessing the environmental and social impacts of our entire supply chain. **We emphasize that we have not identified any suppliers with significant potential and actual negative impacts and therefore do not require remediation.**

Throughout 2022, procurement team members learned the best practices needed to integrate social and environmental considerations into our current supplier and contractor selection criteria.



HEALTH AND SAFETY

At Calidra, we are committed to the safety and well-being of our suppliers, so we began monitoring the speed limits of the carriers that provide services to us. In addition, we continue to work on safety, with a particular focus on reducing the number of incidents at supplier or contractor sites.

ENVIRONMENT

In 2022, **Coupa's logistics optimization system and analytics** were implemented to select the best evaluated routes and freight origins, reducing fuel consumption and waste generation.

COMMUNITY

A **Loading Program** was created to avoid the high volume of traffic around the loading sites, reducing inconvenience to the community.

CUSTOMERS

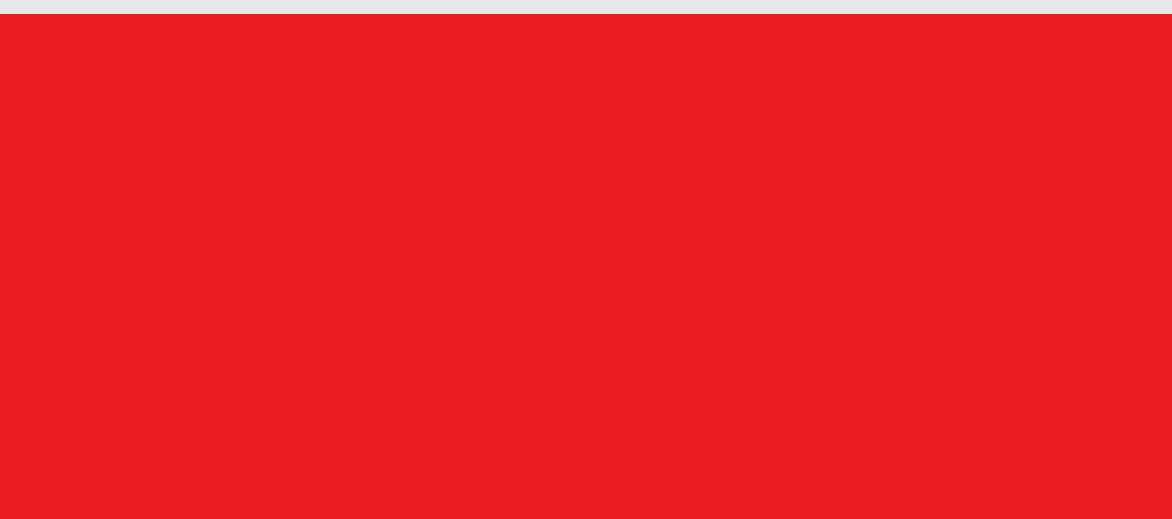
Twenty-four CEDIS were optimized to maximize storage space, which increased product turnover, minimized bag breakage, and eliminated congested areas in production facilities, thereby improving customer service and satisfaction.



02

**ALWAYS
THE BEST TEAM**

Calidra Talent



Development and training

UNIVCAL

Calidra Talent

At Calidra, we have a people centered culture and believe that every employee is important to the success of the company.



EFFECTIVE TEAMS

"Effective Teams" is a methodology developed within Calidra through the experience of the plants and best practices for teamwork, fostering a culture of collaboration and active participation of all members of the organization and focused on achieving the objectives of each process and ultimately the mission and vision of Calidra.

In the search for healthy competitiveness and sustainability of our value chain, the methodology provides different tools that teams can adopt to improve their effectiveness (both productive and human).

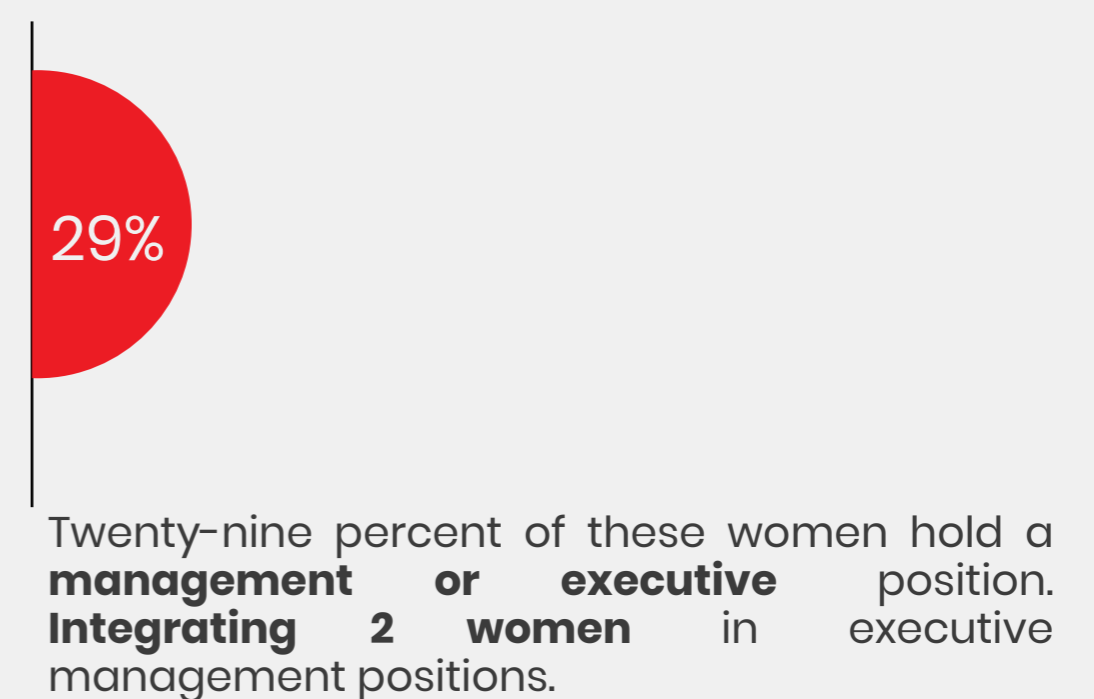
The main objectives are: Teamwork, effective communication, conflict management, customer service, leadership, effective delegation, decision making, problem solving and effective meetings. This provides them with the keys to move from a team in formation to a mature team that operates autonomously and with a focus on continuous improvement

OUR TEAM

Calidra's workforce is composed as follows:

WORKFORCE	Under 30 years		Between 30 and 50 years		More than 50 years		TOTAL	
	M	H	M	H	M	H	M	H
Executive management	0	0	1	7	1	11	2	18
Management	0	0	8	69	3	23	11	92
Coordinator	20	27	54	183	1	25	75	235
Administrative	61	51	87	234	15	30	163	315
Operative	31	381	50	979	2	220	83	1,580
TOTAL	112	459	200	1,472	22	309	334	2,240

In 2022 we highlighted:



In 2022, the following were integrated

479

new collaborators at Calidra.

NEW HIRES	Under 30 years		Between 30 and 50 years		More than 50 years		TOTAL	
	M	H	M	H	M	H	M	H
Job category								
Management	0	0	0	1	0	1	0	2
Coordinator	9	10	7	24	0	0	16	34
Administrative	35	20	27	53	1	0	63	73
Operative	18	152	7	109	0	5	25	266
TOTAL	62	182	41	187	1	6	104	375

28%

Twenty-eight percent of our **new hires were women.**

In addition, the **Turnover** was as follows:

TURNOVER	Under 30 years		Between 30 and 50 years		More than 50 years		TOTAL	
	M	H	M	H	M	H	M	H
Job category								
Executive management	0	0	0	0	0	1	0	1
Management	0	0	1	5	0	2	1	7
Coordinator	5	2	16	34	2	6	23	42
Administrative	11	16	24	45	1	0	36	61
Operative	12	108	13	139	0	15	25	262
TOTAL	28	126	54	223	3	24	84	374

Training and Development

In a world where the only constant is change, it is essential to support the development of all our employees.

In accordance with our philosophy focused on the training of professionals and the development of their skills, a training plan was developed in 2022 with **the objective of providing our personnel with better and more knowledge, tools and attitudes to interact in the work environment.**

Some of the programs carried out in 2022 are:

DEVELOPING PROFESSIONALS ("Profesionistas en Desarrollo")

This development program focuses on the new generation of graduates; it promotes recruitment and retention of talent that allows the growth of leaders with Calidra values and the growth of the organization.

Coaching facilitates the integration of the employee and the development of his or her potential. This is done through an onboarding program where they learn 100% of the organization's processes. Then through training, mentoring and tutoring as they develop in a position, and finally by developing an improvement project for the work area to which they have been assigned.

Through practice and guidance, the individual will be prepared for future key positions; in addition, the program will help promote Calidra as an employer brand in today's marketplace in all countries where it is present.



CALIDRA MENTORING

For Calidra, mentoring is a learning process involving an experienced person, called the Mentor, and a person who is willing to learn from a **Calidra Mentor**, called the Mentoree, because of his or her recent career in the company.

The Mentor, having more experience and background, can collaborate in the personal and professional development of the mentoree. The relationship between the two is one of mutual trust and learning. The objectives are: **accelerate the learning of Mentorees, consolidate Calidra's culture and vision over time and continuously develop leaders in the organization.**



"To teach is to learn twice." Joseph Joubert

SALES ACADEMY

This program is designed for sales professionals to develop sales skills such as effective prospecting, powerful presentations, objection handling, negotiation and closing at the highest level.



102 employees



2,447 man-hours



Venues: Guadalajara, San Luis Potosí, Querétaro, Puebla

Person-Centered Leader Tools Workshop: SUSTAINABLE DEVELOPMENT TEAM

This program is designed to provide tools that support the development of leadership skills based on the principle of Our Person-Centered Culture, which seeks the well-being of employees and the profitability of the business, as well as to raise awareness of the negative impact of a lack of values on both the work culture and the business results.



31 employees



372 man-hours



August - November



ICAMI GERENCIAL

Objective: To enable managers to improve their performance in their daily activities based on the company's values, to prepare them for their development and to guide them in achieving the strategic objectives.

SCHOOL OF MANAGERS

The objective of the Plant Manager School is to develop them in a comprehensive manner so that they have the knowledge and skills to meet the needs and challenges of the organization, aware of their role and responsibility in achieving the company's objectives through the plants they manage. They will study 46 subjects in the following topics: **Operations, Sustainability, Community Relations, Administration and Finance, Customer Service, Legislation and Leadership** (Soft Skills).



31 employees



3,096 man-hours



March - September

TRAINING 2022

Collaborators Trained	Number of Attendees	Number of Hours	Hours/ Participant
Job category	Quantity	Hours	Hours
Executive management	29	354	12.21
Management	507	5,753	11.35
Coordinator	963	7,636	7.93
Administrative	1,697	5,908	3.48
Operative	4,511	12,556	2.78
TOTAL	7,707	32,207	7.55

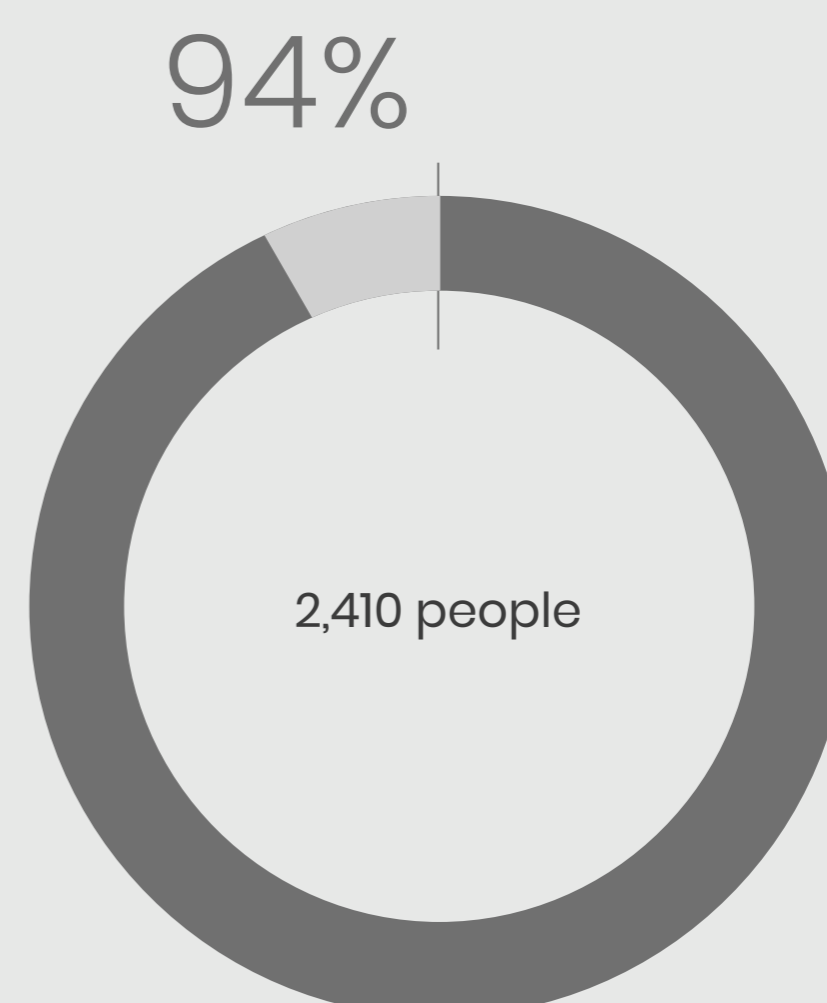
UNIVCAL

UNIVCAL is a **virtual learning platform** where Grupo Calidra employees have access to an extensive library of **61 e-learning courses** on different topics.



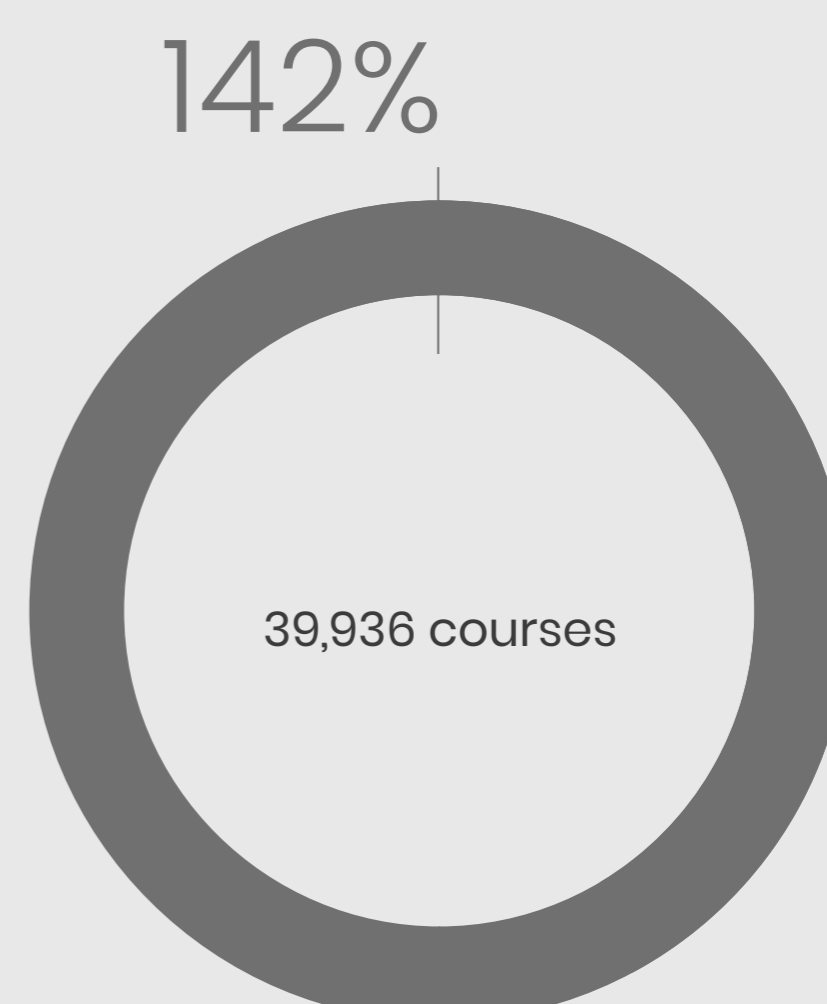
Persons who have completed the 6 mandatory courses

- Established goal
- Goal achieved



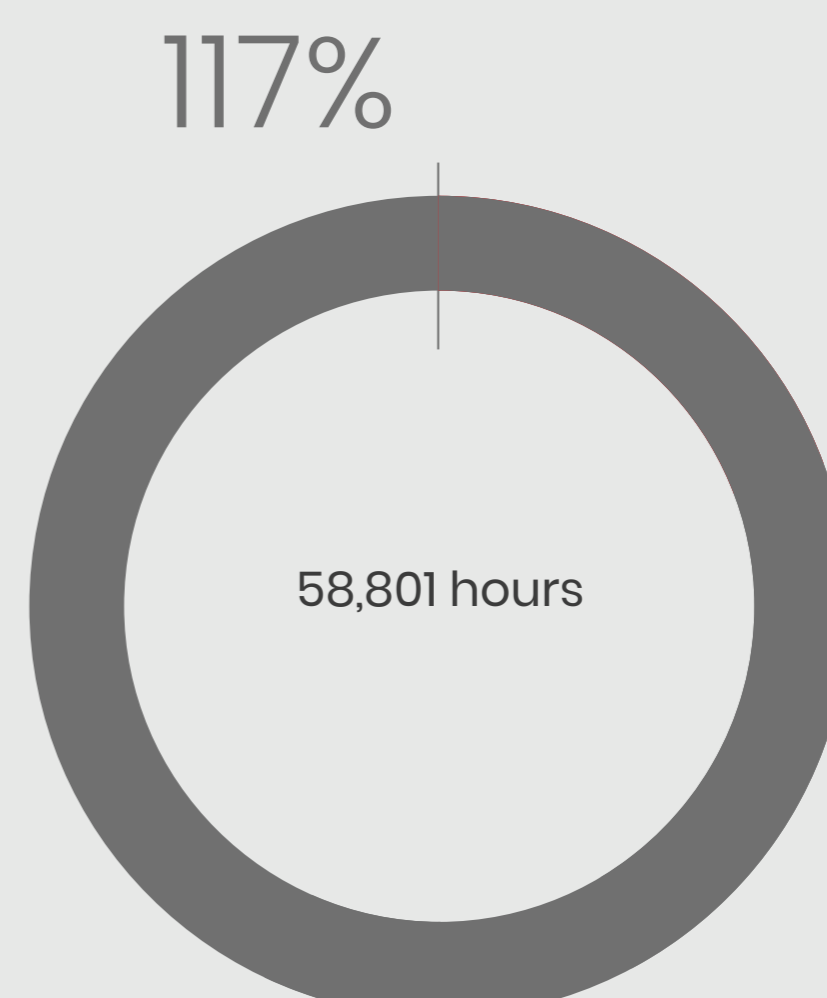
Courses held

- Established goal
- Goal achieved



Hours of Training

- Established goal
- Goal achieved



OTHER TRAINING PROGRAMS 2022

Name	Description	Type	No. of participants	No. of hours
Forklift Certification	Operational Technician Focused on: Plant Managers and Coordinators	External	48	124
Heavy equipment certification: Front End Loader and Mini Loader	Operational Technician Focused on: Plant Managers and Coordinators	External	18 and 11	167 and 55
Forklift Operation and Handling	Operational Technician Focused on: Plant Managers and Coordinators	External	85	718
Effective Teams	Human Development Focused on: Coordinators and Managers	External	148	350
Safety Leadership Workshop	Operational Technician Focused on: Plant Managers and Coordinators	Internal	35	210
Process Safety Management (ASP)	Operational Technician Focused on: Plant Managers and Coordinators	Internal	100	113
School of Plant Managers	Operational Technician Focused on: Plant Managers and Coordinators	Internal-External	28	3,928
Person-Centered Leader Tools Workshop	Human Development Focused on: Coordinators and Managers	External	39	1,332
Go-Fluent English Program	Human Development Focused on: Coordinators and Managers	External	31	496

The training of our personnel in safety, health and environmental protection is fundamental for Calidra. To achieve this, we implement training plans that respond to current and future challenges and needs.

In addition, our personnel has been trained through the Global Compact Academy, a United Nations network that aims to implement universal sustainability principles and take action to accelerate progress towards the Sustainable Development Goals.

The topics were: Gender equality, climate change, social responsibility, carbon footprint, among others. Training sessions were also held on sustainability in the supply chain, which Calidra's purchasing team attended.

148 h


Hours of training on sustainability topics



03

ALWAYS SAFE

Health and Safety



Achieving Zero Incidents

Regulatory compliance

Strengthening the safety culture

Safety indicators

Quality of life and well-being

The road to zero incidents

Employee safety is, and always will be, Calidra's priority. **The culture of safety and incident prevention** is lived daily and at all times. **Calidra** wants to make it a way of life for its employees and for everyone to live with the **commitment to act responsibly and with respect for the integrity of their own person and that of their colleagues.**



We are constantly working to achieve our commitment to zero incidents at our facilities.

Achieving this goal is a priority for Calidra.

PROCESS SAFETY MANAGEMENT SYSTEM

To prevent process-related incidents and injuries, our safety system is based on the safe design, maintenance and operation of our processes through the **ASP system.**

ASP considers 14 elements focused on technology, facilities and people.



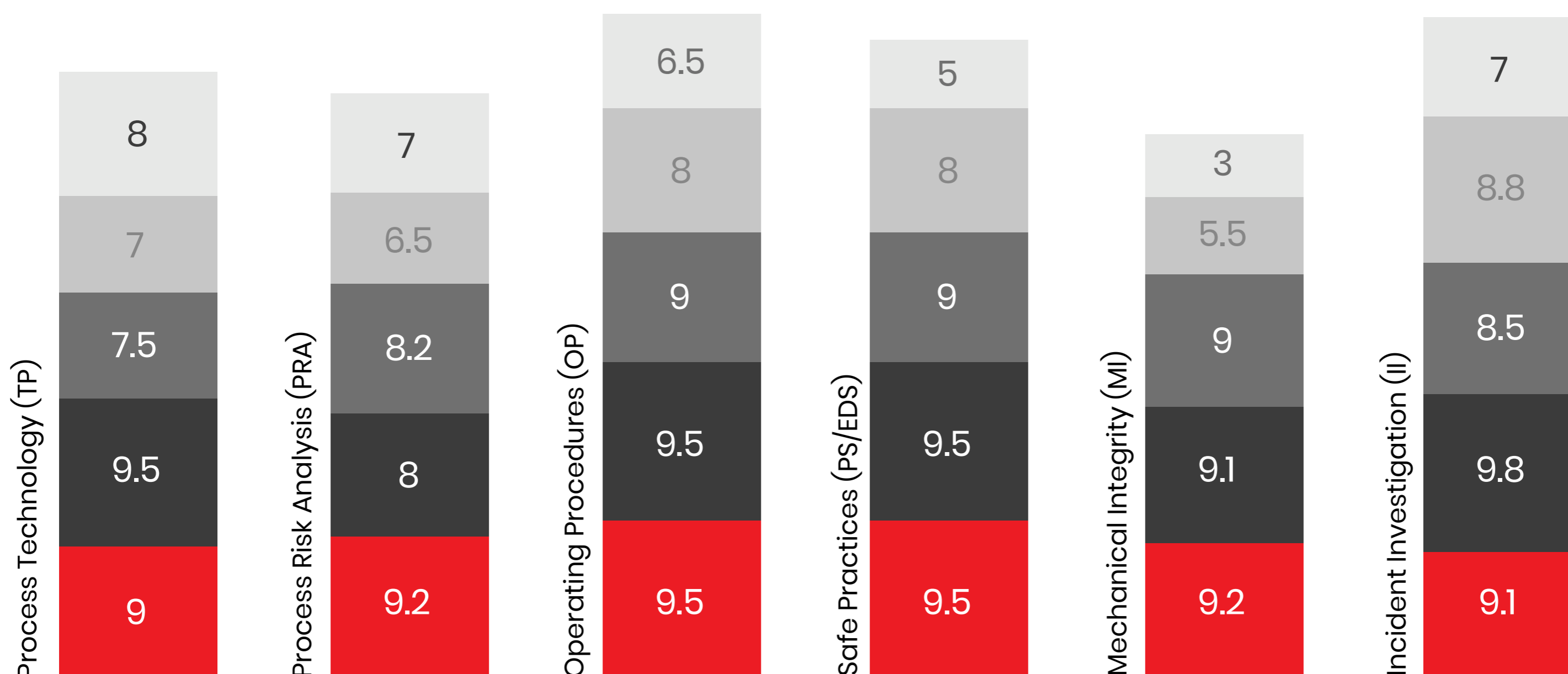
PROCESS SAFETY MANAGEMENT (ASP)



In 2022, we worked to consolidate **6 key elements** (process technology, process risk analysis, operating procedures, safe practices, mechanical integrity and incident investigation) in the Mexican plants and pushed to implement these elements in the plants in Honduras, Colombia, Peru, Argentina and Chile.

In August 2022, we began work on 4 more ASP elements: Training and Performance, Safety and Pre-Startup Review, Emergency Response Plans and Change Management. The goal for 2023 is to implement 100% of each of these elements.

Progress in the implementation of **6 key elements of ASP in Calidra plants:**



Compliance on a scale of 1 to 10

Regulatory compliance

Some of our facilities in Mexico are certified as Safe Companies by the Ministry of Labor and Social Prevention (STPS) through the Occupational Safety and Health Self-Management Program (PASST).

PLANTS IN PASST

	Calasa Turreon	Minorte Monterrey	San Luis Cal Quimca	Tecolotlán Jalisco	Zapotiltic Jalisco	Santa Cruz Jalisco
1st level						
2nd level	●					
3rd level		●	●	●	●	●

ISO 45001 CERTIFIED PLANTS

Acajete Puebla ✓	Apasco Apasco ✓
Progreso Hidalgo ✓	Callali Arequipa, Perú ✓
Padre Bueno Argentina ✓	La Laja Argentina ✓
Los Berros Argentina ✓	Novidado Chile ✓
Zapala Argentina ✓	

Strengthening the security culture



We promote a culture of prevention in each of our employees, which is lived through the leadership of Directors, Managers and the alignment at every Calidra site: **Combining talent with sustainability.**

We are looking for closer management in the field, the formation of more supportive teams, motivated and proactive employees, but above all citizens who, wherever they are, stand out by demonstrating their safety culture.

With this in mind, in 2022 we worked to develop the seven attributes to improve our safety culture. We started with some of them this year and the goal is to implement all 7 in the next few years.

Attributes for a safety culture



As part of our activities, in 2022 we conducted awareness campaigns with recreational activities to address the main risks derived from our operations:



CAMPAIGN "KEEP AN EYE ON YOUR HEALTH"

In this campaign we considered **4 dynamics** where we involved all the personnel:

- 1 Safety outreach to raise awareness of the major hazards to vision health.
- 2 Sight inspectors, where they acted as observers of the correct use of PPE.
- 3 Identify visual health hazards in the workplace.
- 4 Emergency management training.



In addition, powerful messages were disseminated to raise awareness of relevant eye care issues.

REINFORCEMENT "IF IT MOVES, I DON'T TOUCH IT"

This campaign, which we launched in 2020, was so successful that we decided to adopt the "If it moves, I don't touch it" logo as the 2022 safety symbol, which has been installed in strategic locations in the plants and CEDIS.

We believe that teamwork is fundamental to fostering culture in organizations. Through a dynamic we called "Rock, Paper, Scissors," the teams from each operational process competed against each other, reinforcing basic hand care concepts.



INCIDENT PREVENTION MESSAGES

With the **aim of encouraging all workers to avoid incidents** during the Christmas holiday season, at the end of November 2022, the **Sustainable Development team at each plant**, made up of doctors and coordinators, **produced videos with short messages aimed at workers, reinforcing the importance of staying safe and healthy.**

This message was disseminated through the media at each work center.



SUSTAINABLE DEVELOPMENT SONG

Integration and a sense of belonging are fundamental at Grupo Calidra, and as part of a creative initiative proposed by the Sustainable Development Department, the Occupational Health Coordinator, Dr. Ivan Alberto García Salcido, took on the task of composing a song that includes concepts related to the activities we carry out every day at Calidra's sites in the search for the safety and health of its employees.



"It's you and it's me, SUSTAINABLE DEVELOPMENT"

...A hot meal awaits us
 And that's all we have to achieve **ZERO INCIDENTS**
safe processes is the key
And in sustainable development, together we hold the key.

SAFETY CHALLENGE

For the second time, we conducted the Safety Challenge at Calidra's facilities. This is an event in which employees from each plant formed multidisciplinary teams to carry out a series of practical exercises focused mainly on the performance of high-risk work as defined in the safety standards.



The objectives of the challenge are:

01

Knowing and practicing safety standards: learning by doing.

04

Develop safe work behaviors.

02

Encourage teamwork.

05

Promote integration within the plants.

03

Build a positive safety culture.



The opening and awards ceremonies were led by Directors and Managers who also participated in the event, playing the roles of observers and judges, reinforcing visible leadership and their commitment to safety.

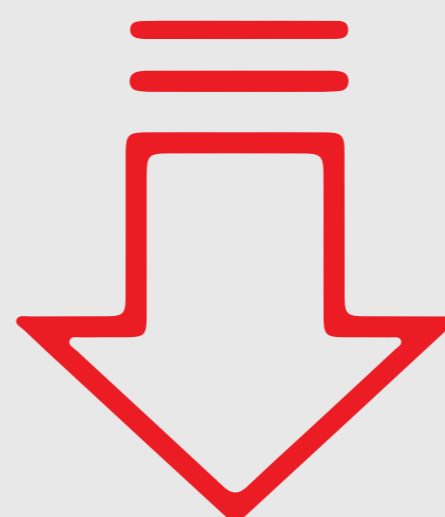
Safety indicators

We are convinced that everyone's efforts are reflected in the results. By the end of 2022, we achieved the best safety indicators in Calidra's history.

Compared to 2021, we were able to reduce:

18%

The accident rate



SAFETY INDICATORS	2020	2021	2022
Number of Lost Time incidents	40	29	24
Number of occupational diseases	0	0	1
Number of fatalities	1	0	0
Number of days lost due to injuries	706	674	800
Lost Time Index	1.29	0.91	0.75
Index of occupational diseases	0	0	0.04
Absenteeism rate	0.01	0.01	0.01
Average monthly number of employees in the year	2,442	2,504	2,574

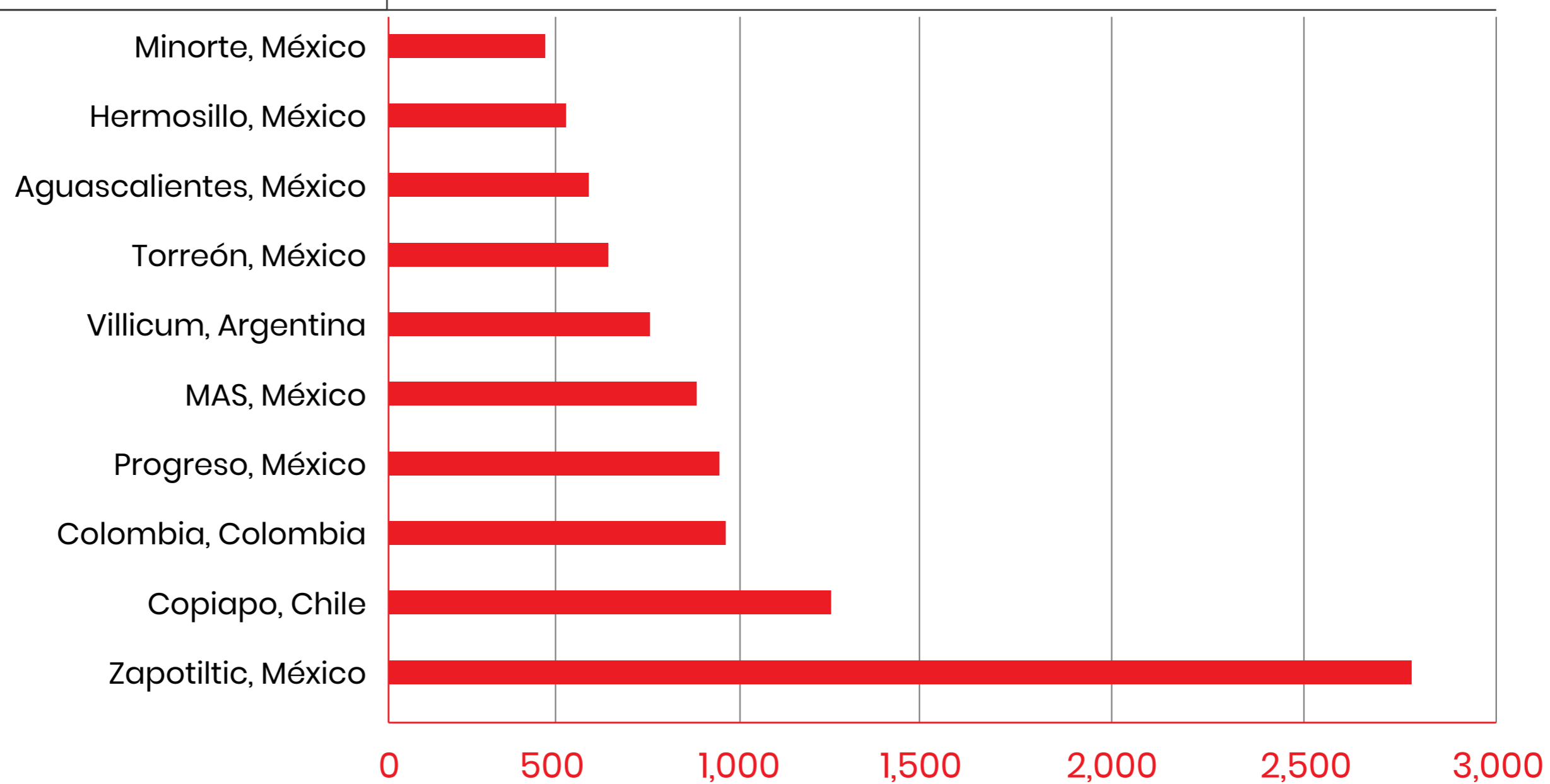
Our contractors are a fundamental part of advancing our commitment to **zero incidents**, so we seek to positively influence them to adhere to Calidra's safety standards.

CONTRACTOR SAFETY INDICATORS	2020	2021	2022
Number of Lost Time incidents	4	12	11
Number of fatalities	0	0	0
Number of days lost due to injuries	79	199	667
Average monthly number of employees in the year	ND	344	1,075

INCIDENTS

PLANTS WITH MORE THAN
1 year
 Without Lost Time Incidents

DAYS WITHOUT INCIDENT:



ORDER AND CLEANLINESS

Tidiness and cleanliness are part of our culture and maintaining them helps us reduce the risk of incidents. **Plants in Argentina and Chile were 81% compliant, almost 10% more than at the end of 2021.** This is reflected in the plants' appearance, which is becoming cleaner and tidier. **The 5'S philosophy is a living system, and it shows.**

Every Thursday, all plants in Chile and Argentina hold a "D-Day," in which people from each process participate and get down to work cleaning and tidying up their work area.

We have established methodologies for hazard identification and risk assessment in processes and routine and non-routine tasks. Calidra personnel are trained to perform these analyses and determine operational controls to prevent these risks from materializing.



Quality of life and well-being



HEALTH

The health program in Calidra's plants, CEDIS and offices is supervised by occupational physicians in order to maintain operational continuity and avoid the possibility of occupational and non-occupational diseases among employees.

The strategy has a preventive approach, prioritizing health promotion activities inside and outside the workplace to ensure that the working population remains healthy.

To implement the health plan in 2022, we worked on 3 programs: Occupational Health, Wellness and Together Against COVID-19.

Our commitment is to provide a healthy work environment for the people who make up Calidra. Our goal is to create a culture of personal self-care both inside and outside the workplace.

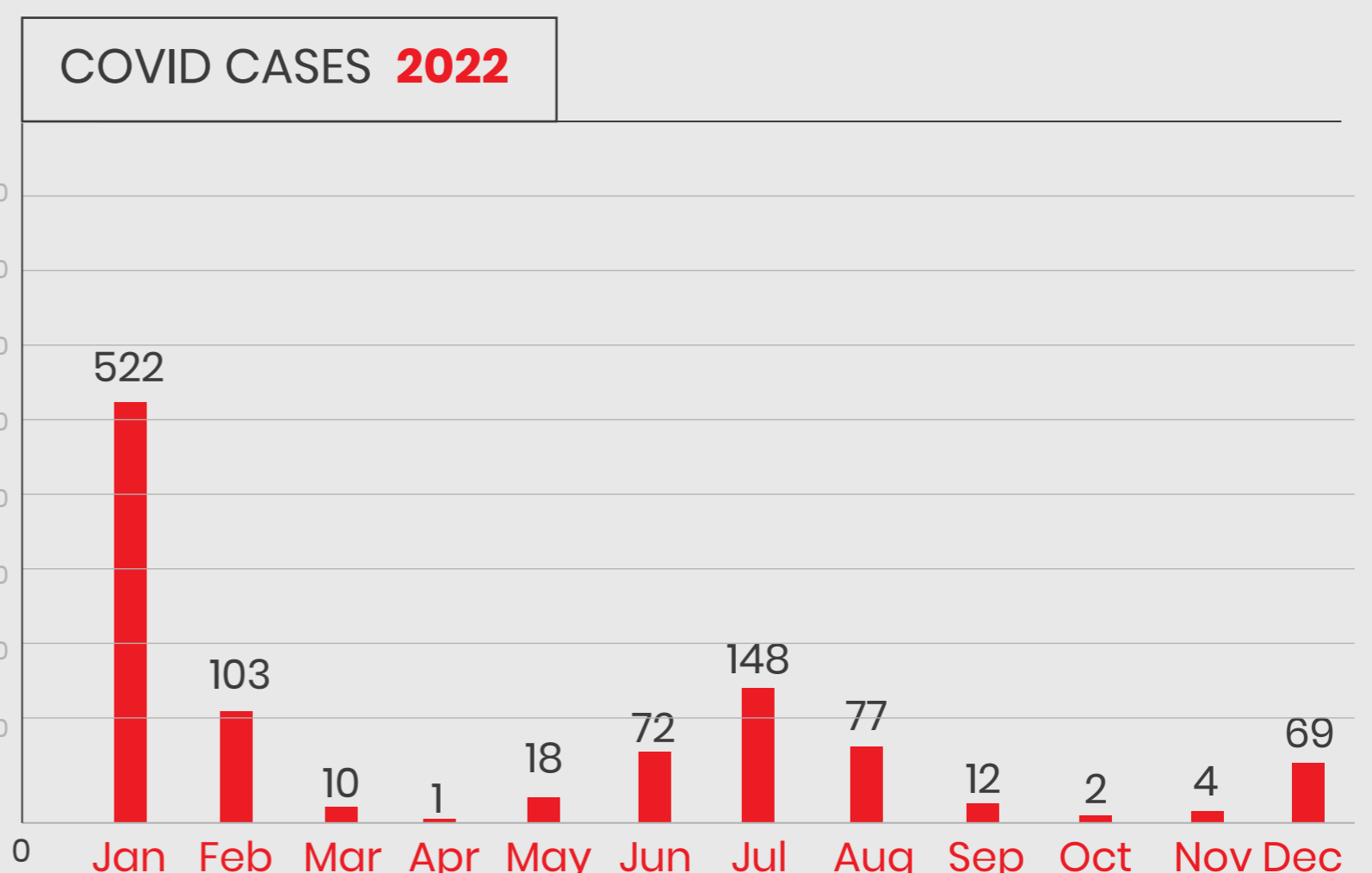
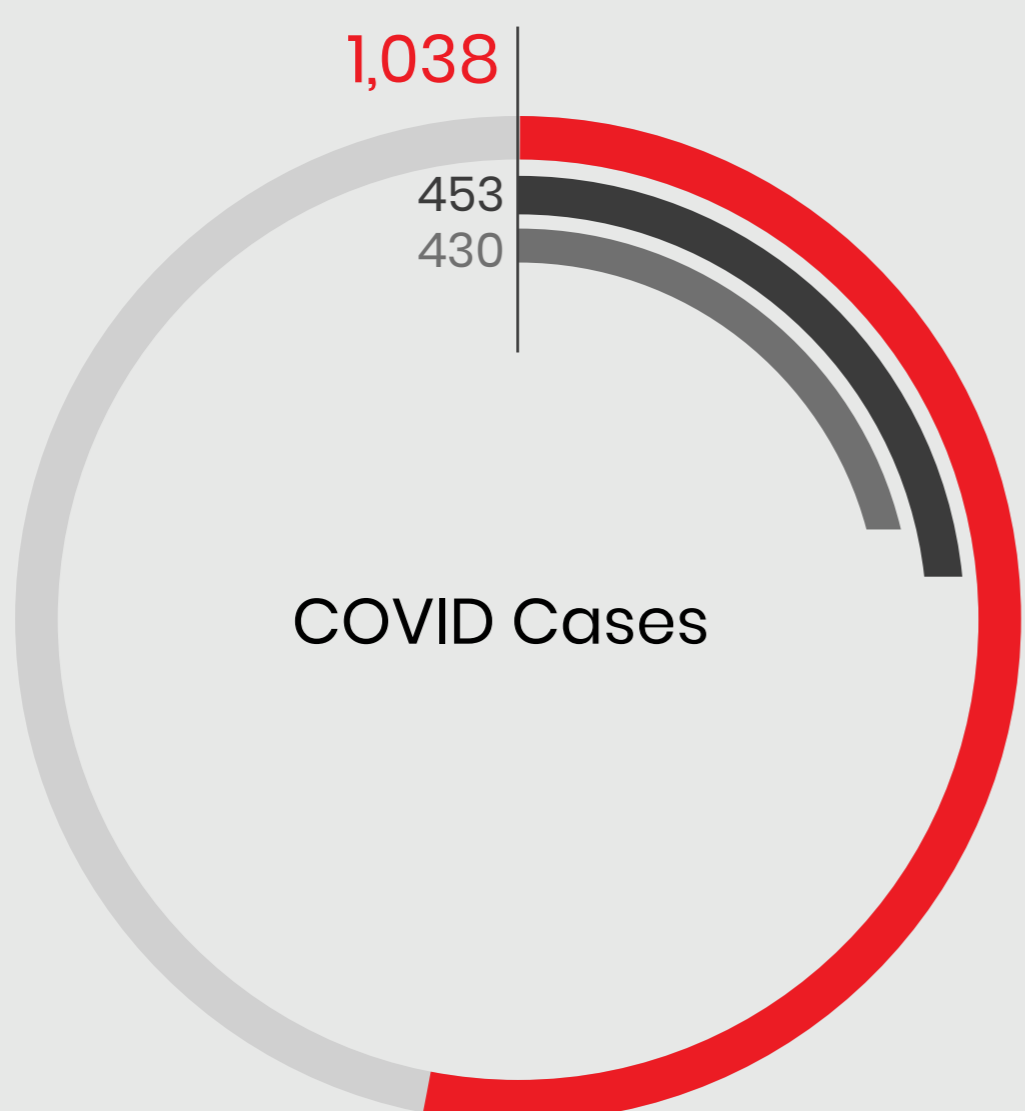
Throughout 2022, we regularly monitored the health of our employees with physical, laboratory and medical tests to identify potential health problems and to establish operational and administrative controls.

2022 was the year with the highest incidence of COVID-19 cases, with **54%** of the total cases occurring in Calidra since the beginning of the pandemic, most of them in January.

In 2022, **92%** of the positive cases recovered within 10 days of infection; **8%** required more days of rest before returning to work.

We reinforced the protocols to prevent an increase in contagions among our personnel, paying special attention to the promotion of biosecurity measures, healthy distance and hygiene as part of our **"Together against COVID"** program. In addition, we had the support of employees in administering the coronavirus vaccine by providing transportation from the plant to the vaccination sites.

2020 2021 2022



Quality of life and well-being

TOGETHER AGAINST COVID

The following were carried out:



WELLNESS

Since 2020, with the arrival of the **COVID-19** pandemic, workers vulnerable to present **SARS-CoV-2** complications were identified, so we decided to define a strategy to support those suffering from chronic degenerative diseases and those who presented health indicators that made them more vulnerable.

After conducting a physical and laboratory examination of all Calidra employees, we found that a percentage of the population was overweight or obese to some degree, **3%** had diabetes, **6%** had high blood pressure, **34%** reported hypercholesterolemia and **53%** reported hypertriglyceridemia.

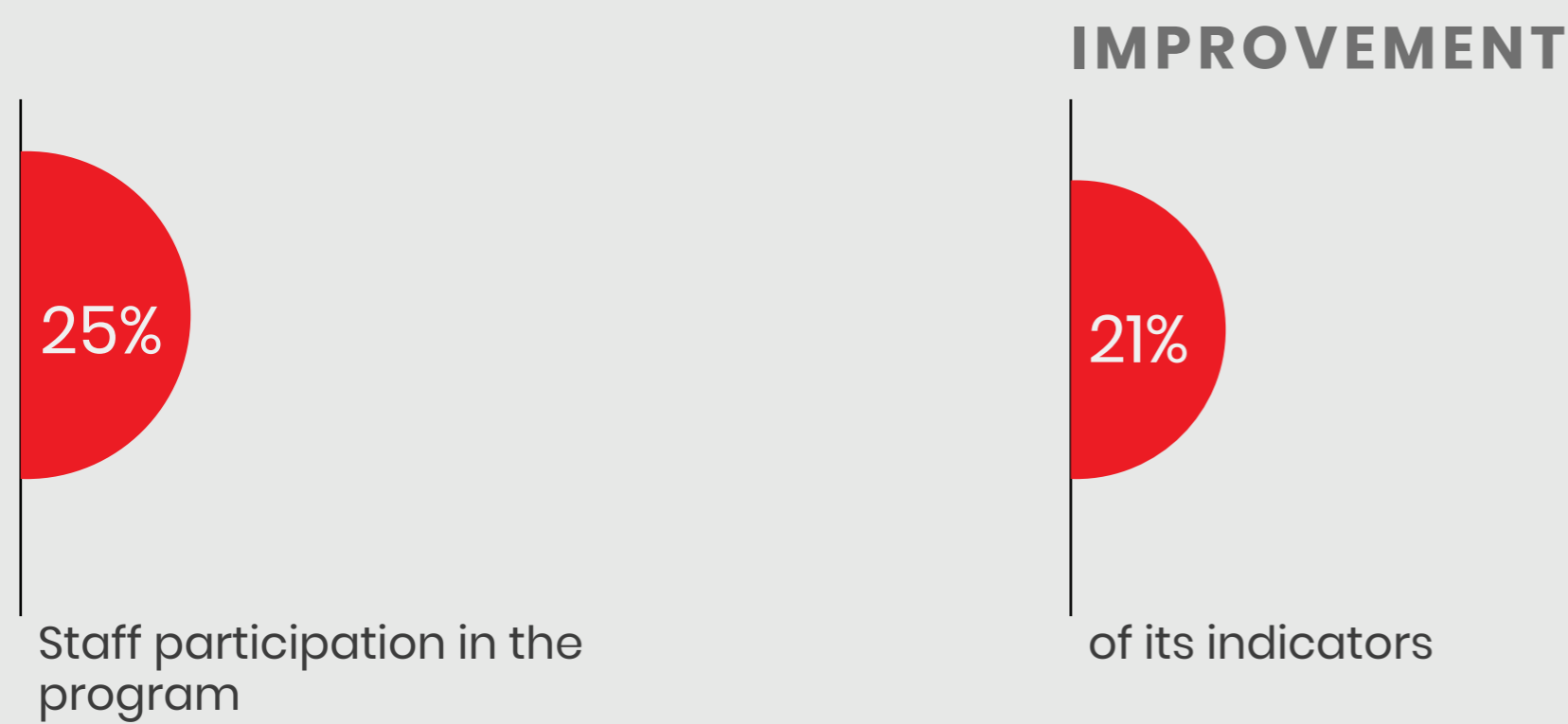
For this reason, starting in 2021, with the aim of reducing the degree of vulnerability of our workers and with the support of external suppliers, we launched **a nutrition and physical activation program** with the goal of involving **25% of the population of Calidra** and **improving at least 20% of their indicators.**



Quality of life and well-being

The process included pre- and post-examinations to assess performance and provide clarity on the benefits achieved. In addition to one-on-one consultations with professional nutritionists, the program offered workshops on nutrition and physical activation and a platform where employees could consult nutritionists online and post their personal progress, which was evaluated every two weeks to track participation and performance indicators.

Results of the wellness program:



EMOTIONAL WELLNESS PROGRAM

This program, carried out by the **Human Resources Department**, aims to sensitize and raise awareness among Calidra's employees about the importance of preventing **psychosocial risk factors** in order to build a **"Culture of Emotional Wellness"**, with professional and clinical support to help us channel our psychosocial situations, workplace violence, sexual violence or discrimination, identifying areas of opportunity that lead us to improve our organizational climate.

A total of 1,552 surveys were administered at Calidra Mexico over a three-week period. The next steps are to develop prevention and control actions, in accordance with the Mexican norm **NOM-035**.

In addition, awareness sessions were held for all staff in leadership positions. First and foremost, to involve them in this program so that they can work hand in hand with their employees to achieve the goal.

We have the **GUAY application**: a platform that helps organizations and their employees transform the work environment into a healthier, more empowered one, with continuous growth and better competencies.

Calidra provides the **MIDOCONLINE** platform, where through a network of more than 10 thousand general practitioners, nutritionists and psychologists, Calidra employees and 2 other people can request a consultation process.



MIDOCONLINE

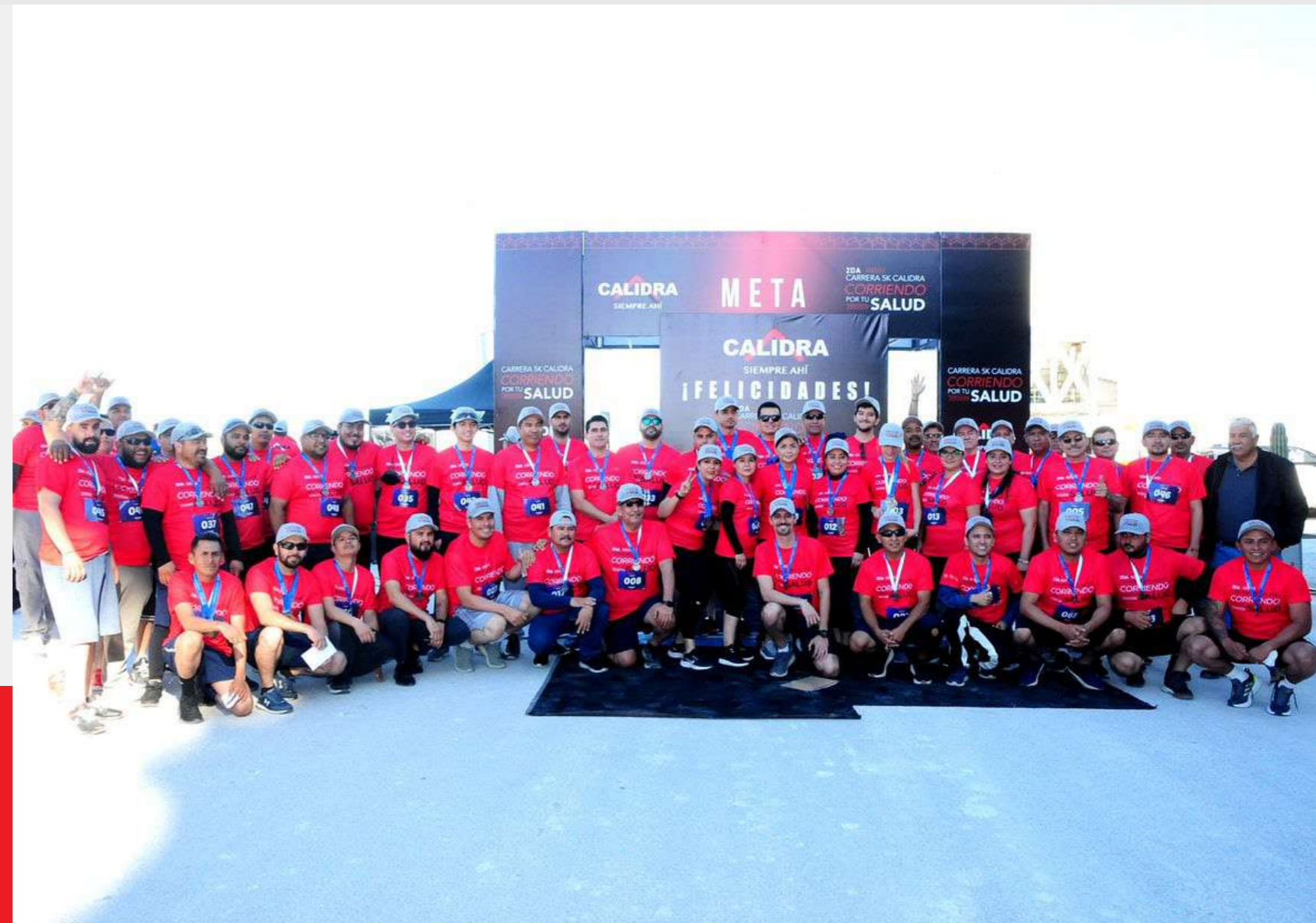


Quality of life and well-being

RUNNING FOR YOUR HEALTH

Running for your health has become an initiative for health and healthy living, adding value to the strategy: **"Build your best version"**. This race was held in some of Calidra's plants, where we had the participation of family members of our employees.

CARRERA 5K CALIDRA CORRIENDO POR TU SALUD





04

ALWAYS TAKING CARE OF THE ENVIRONMENT

Environmental Management

Energy efficiency

Emissions management

Water

Waste management

Biodiversity

In line with our mission - **"To be a globally competitive and sustainable company..."** - We are committed to transforming our processes to operate in a sustainable and environmentally responsible manner.

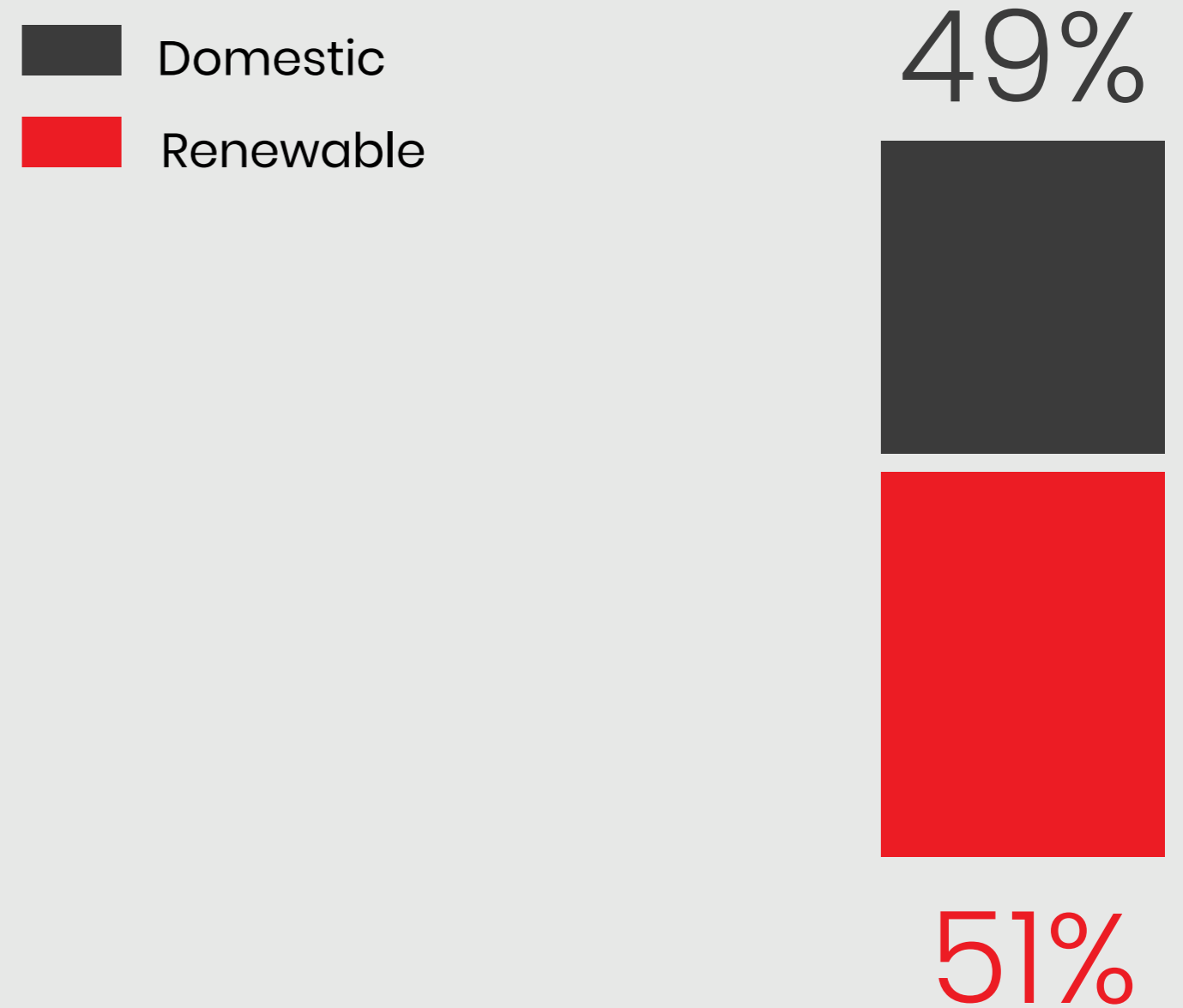
We actively seek ways to reduce our carbon footprint and minimize our impact on the environment through initiatives such as improving energy efficiency, waste management, water conservation and biodiversity protection.

Energy efficiency

RENEWABLE ENERGY SUPPLY

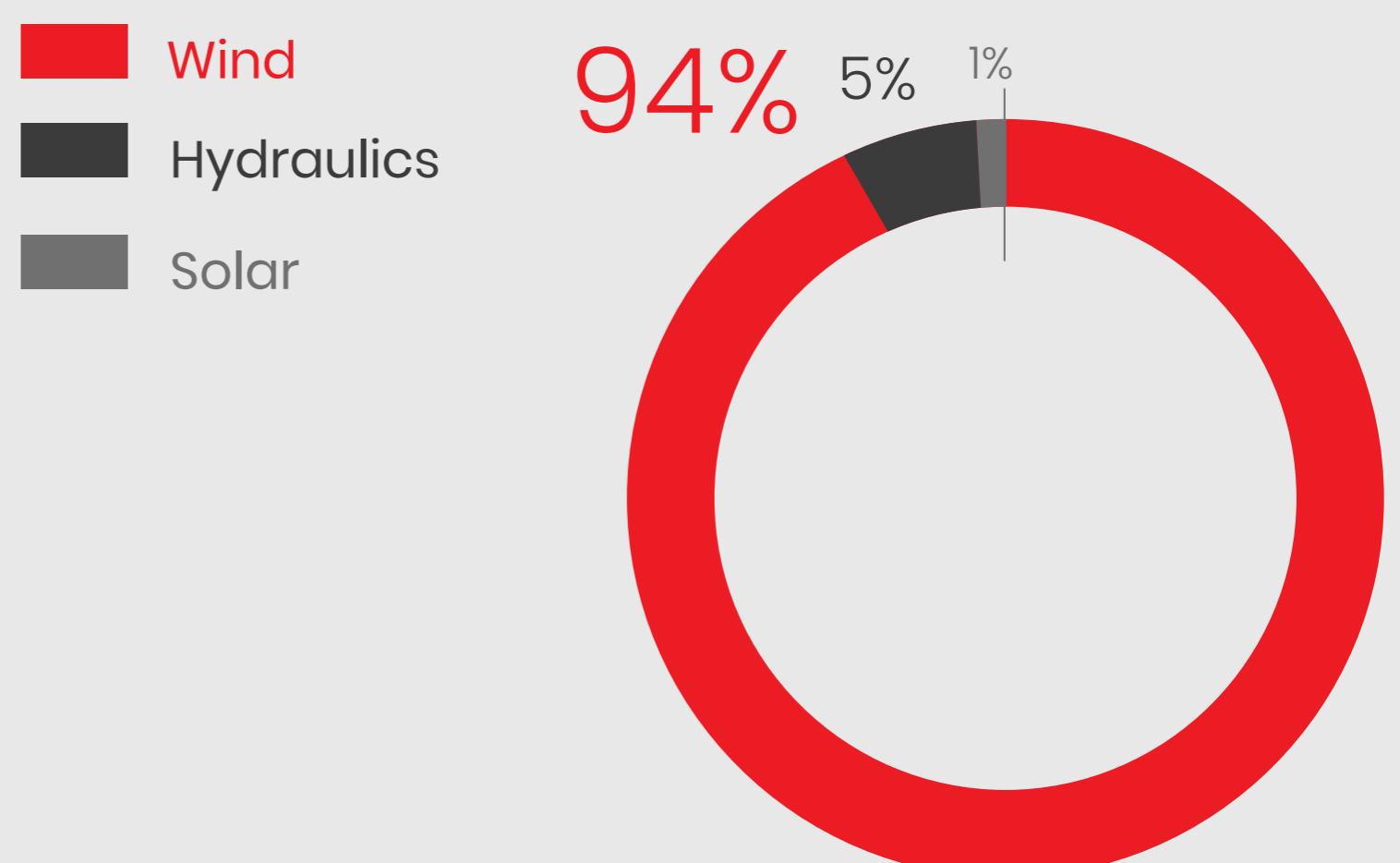
Lime production is an energy-intensive process. For this reason, **Grupo Calidra** is supplied in most of its operations with electricity from **renewable sources** (wind, hydro and solar). This year, we are proud to report that half of our energy comes from renewable sources.

Domestic and Renewable Energy (kWh)



In **Mexico and Argentina**, there are **wind turbines** that supply a large part of our plants. In **Honduras**, we have **solar panels** that provide 30% of our energy, and in **Colombia**, 100% of our energy comes from **hydroelectric power**.

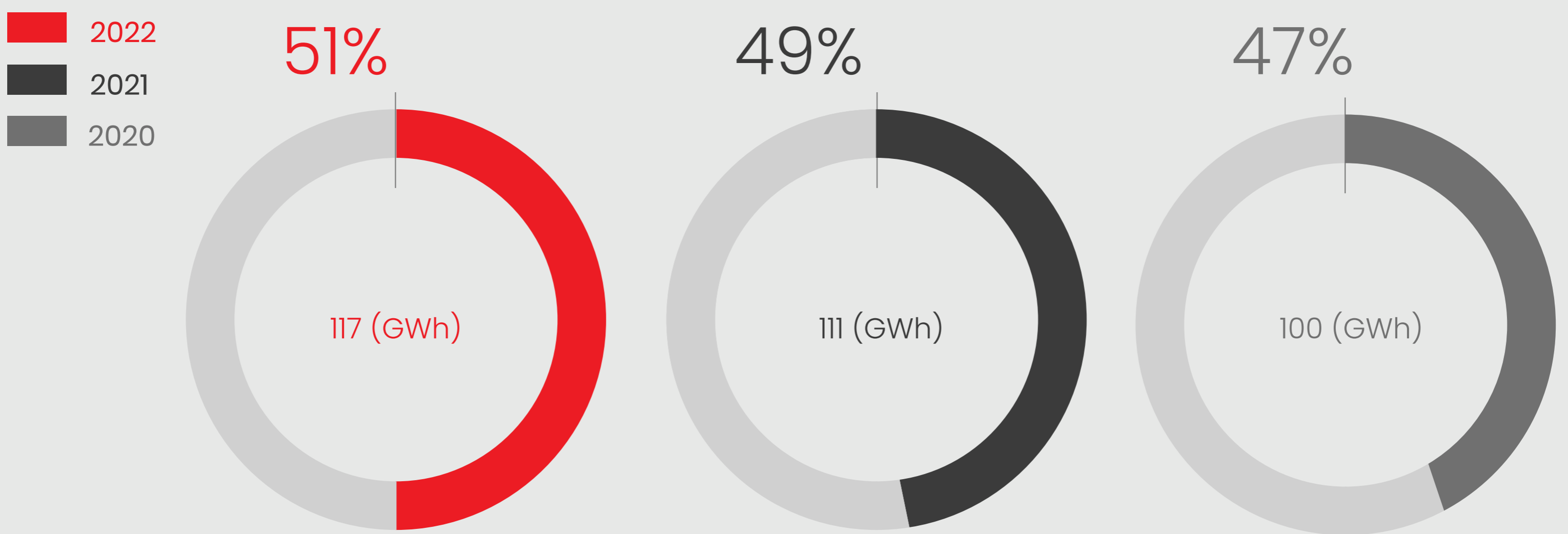
Type of Renewable Energy (kWh)



Electricity Consumption (GWh)



Consumption of electricity from renewable sources



ENERGY CONSUMPTION (Gigajoules, GJ)

		2021	2022	VAR 21-22	Var 21-22 (%)
Fuel	Diesel	228,589	252,537	23,948	10% ↑
	Fuel	8,625	12,582	3,957	46% ↑
	LP Gas	11,156	6,595	-4,561	41% ↓

		2021	2022	VAR 21-22 (GJ)	Var 21-22 (%)
Electricity	Purchased (CFE)	423,280	411,092	-12,188	3% ↓
	Purchased from another supplier	400,431	421,089	20,658	5% ↑

TOTAL		1,072,081	1,103,895		3% ↑
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INITIATIVES TO REDUCE ENERGY CONSUMPTION

Calidra's mission is to implement changes that improve our energy efficiency on an operational and cultural level.

PLANT	ACTIONS TAKEN
Zapala, Argentina	Outdoor use of solar lights.
Aguascalientes, Aguascalientes	Energy savings by eliminating 5 motors.
Tecolotlán, Jalisco	Reduce the number of heavy vehicles used to transport materials.
Santa Cruz, Jalisco	Replacement of all conventional lighting fixtures with LED lamps.
Torreón, Coahuila	Implementation of automatic capacitor banks that provide power factor energy savings.
Acajete, Puebla	Installation of high-pressure fans in furnaces and change of lighting to LED type.

Management of emissions

Grupo Calidra has worked on the inventories of greenhouse compounds and gases for all plants. It is extremely important to have an emissions inventory because it allows us to identify opportunities for reduction or offset.

At Calidra we are committed to neutralizing our carbon footprint and we continue to incorporate projects that allow us to offset our carbon emissions.

In all our operations, we have implemented measures to reduce and control dust in the environment:



✓ Dust collectors.

✓ Irrigation of roads with heavy vehicle traffic.

✓ Reforestation and creation of green curtains.

✓ Water systems to mitigate dust.

✓ Closed processes to avoid dust leakage.

Our inventory covers Scope 1 and 2:

Scope 1: These are emissions from our industrial process (lime decarbonization) and fuel combustion (stationary and mobile sources).

1. DIRECT GEI EMISSIONS (Scope 1)

Source	2020	2021	2022
Type	TonCO ₂ e	TonCO ₂ e	TonCO ₂ e
Petcoke	590,680	690,205	674,335
Natural gas	297,116	336,162	299,152
Diesel	17,391	16,514	20,186
LP Gas	517	693	668
Fuel	475	622	907
Decarbonation	2,264,443	2,324,661	2,590,163
TOTAL	3,170,621	3,368,856	3,585,411

Scope 2: These are the emissions generated by the consumption of electrical energy.

2. INDIRECT GEI EMISSIONS (Scope 2)

Source	2020	2021	2022
Type	TonCO ₂ e	TonCO ₂ e	TonCO ₂ e
Electrical energy consumed	56,843	49,735	49,648

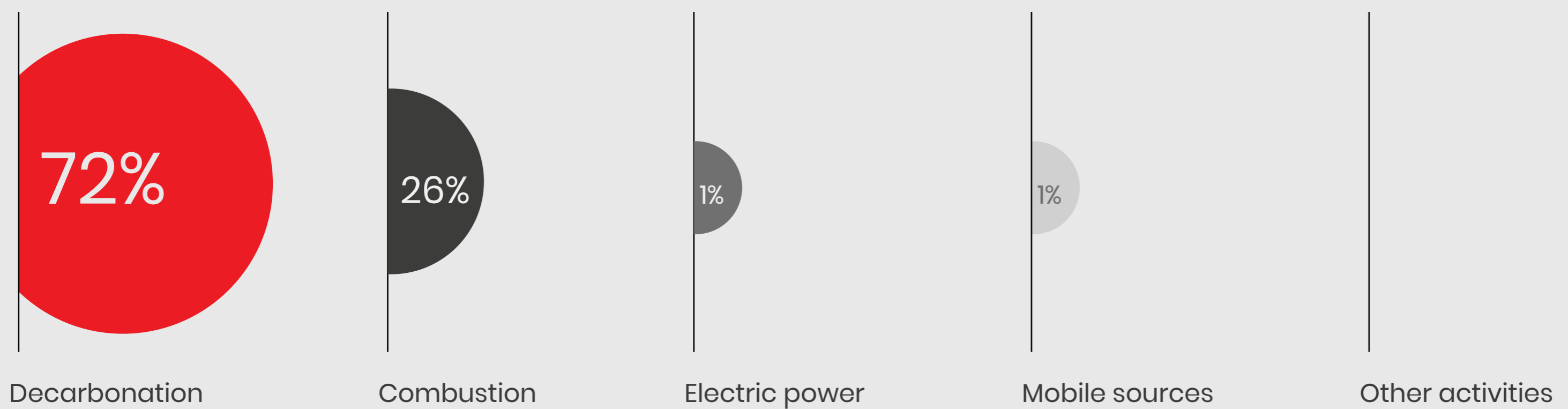
Carbon intensity is a measure of how many emissions we generate per ton of product. This allows us to regulate and monitor emissions from each facility.

Scope 1 GEI emissions intensity:

TOTAL UNITS PRODUCED (ton CaO)			INTENSITY (tCO ₂ /tCaO)		
2020	2021	2022	2020	2021	2022
3,053,077	3,095,281	3,451,018	1.04	1.11	1.06

Efficiency is an important issue for Calidra. Carbon intensity allows us to standardize and have a point of comparison between our facilities and other industries.

CONTRIBUTION OF **EMISSIONS** BY SOURCE TO THE TOTAL CARBON



INITIATIVES TO REDUCE CO₂ EMISSIONS

Calidra is working to define concrete actions to reduce our CO₂ emissions. **This strategy is based on 3 main actions:**



Reduce emissions



Capture



Compensate

We are open to forming alliances with companies that can help us achieve these goals. We have also entered into research agreements with prestigious universities, such as the **National Autonomous University of Mexico (UNAM)**, to identify opportunities to reduce and offset our carbon footprint.

We recognize our responsibility to offset and mitigate our emissions, which is why we participate in green technology projects within these industries that will ensure the achievement of our ultimate goal: **Achieve carbon neutrality in all our operations by 2050.**

Water



At Calidra, the care of water is of utmost importance, therefore we have taken **some initiatives for the care and responsible use of water, such as:**

- Rainwater harvesting.
- Recovery of evaporated water in our hydration process.
- Leak prevention and control programs at our facilities.
- Use of treated water for irrigation of roads and green areas.

We have **water recovery systems for up to 46% of the water used in the hydration process** thanks to an installed steam recovery system.

RAINWATER RECOVERY

Rainwater recovery systems are in place at 7 sites: Acajete plant in Puebla, Aguascalientes, Cal Química Mexicana and Pozos in San Luis Potosí, Santa Cruz and Tecolotlán in Jalisco and Noviciado in Chile.

WASTEWATER TREATMENT SYSTEMS

We have wastewater treatment systems and as a result, we have treated water that can be used in some other activity such as irrigation of green areas, watering of roads to mitigate dust, irrigation in our nurseries, etcetera.



WATER EXTRACTION BY SOURCE

Water extraction (m ₃)	2020	2021	2022
Municipal Water Network	71,235	47,883	54,625
Well	1,816,084	1,275,226	1,303,042
Pipe	40,511	24,251	4,320
Treated			8,502
Pluvial			8,699
Superficial			3,635
TOTAL CONSUMPTION	1,927,830	1,347,361	1,382,823

Waste management

WASTE SORTING

Management plans are in place to establish appropriate waste management practices that help reduce waste generation at source and improve segregation to facilitate recycling of recyclable waste.

NON-HAZARDOUS WASTE PRODUCED

Waste (Tons)	Storage form	Final Disposal / Treatment	2021	2022
Ashes	Silo	Landfill	2,668.00	3,262.00
Scrap	Container	Recycling	692.04	815.78
General garbage	Container	Landfill	403.98	400.64
Wood	Container	Reuse	320.49	322.47
Broken sacks	Container	Recycling	155.35	142.46
Plastic (Nylon, big bags)	Container	Recycling	48.08	45.58
Used band	Container	Recycling	24.18	27.62
Used tires	Bulk	Recycling/Fuel	7.16	21.05
Organic Waste	Drum 200 L	Landfill	17.55	13.48
Rubble	Container	Shooting benches	54.40	7.96
Dust collector Bags	Container	Recycling	12.47	6.54
Strap	Container	Recycling	3.24	3.21
Glass	Container	Recycling	0.52	0.96
Automotive air filters	Drum 200 L	Recycling	0.76	0.75
Printer cartridges	Container	Recycling	0.49	0.45
Aluminum	Bulk	Recycling	0.64	0.12

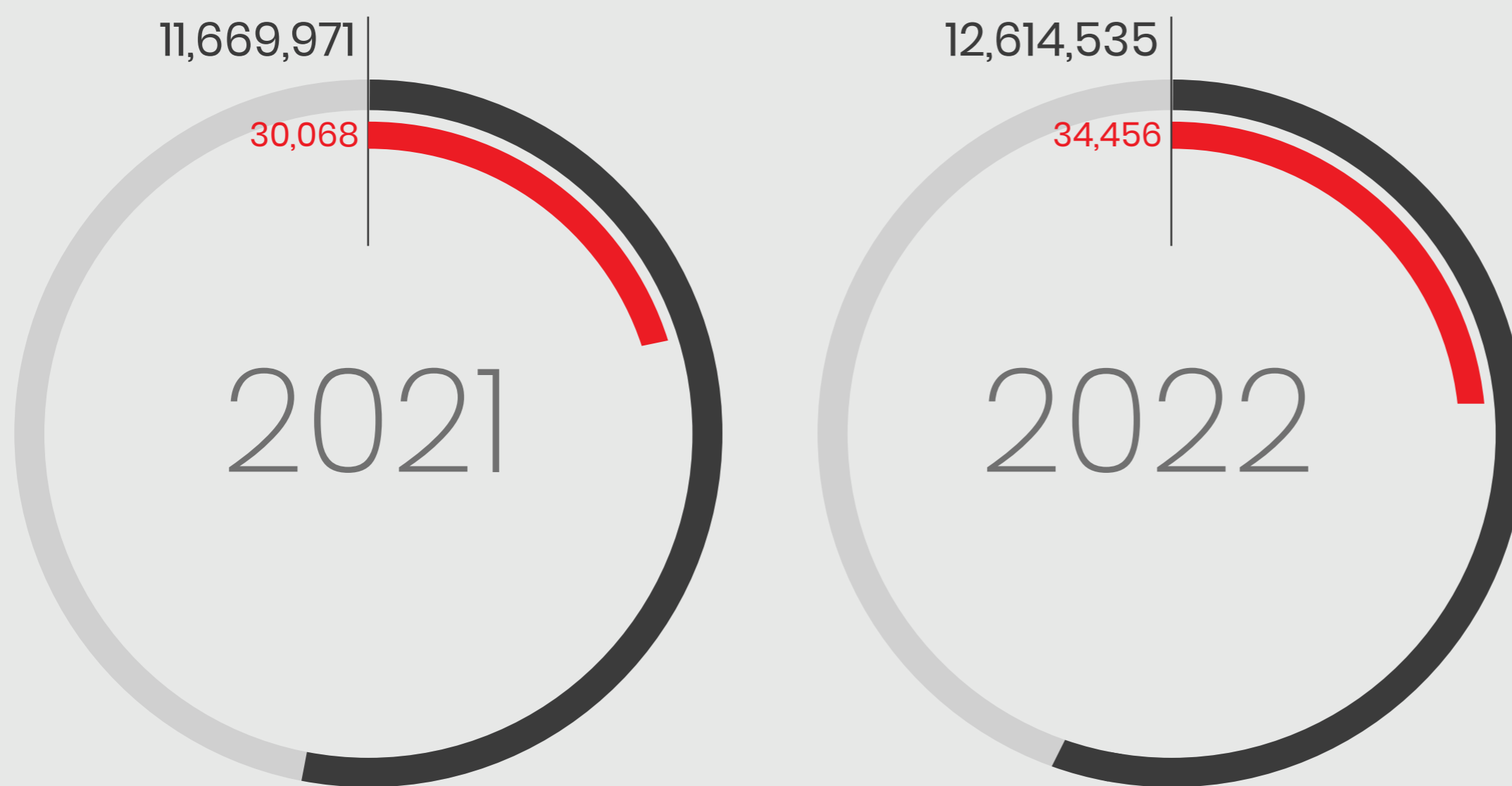
USE OF MATERIALS AND THEIR HANDLING

The main materials used in our processes are

Materials used (Tons)	Renewable/ Non-Renewable	2020	2021	2022
Sack and packaging	Renewable	29,319	30,068	34,456
Water	Non-Renewable	1,927,830	1,347,361	1,320,187
Stone	Non-Renewable	8,424,345	10,567,699	11,294,348

In summary, these are the quantities consumed, broken down into renewable and non-renewable materials:

■ Renewable ■ Non-Renewable



WASTE MANAGEMENT INITIATIVES AND PROMOTION OF REUSE AND/OR RECYCLING

Below are some of the **waste management and waste reuse or recycling initiatives** our facilities are taking.

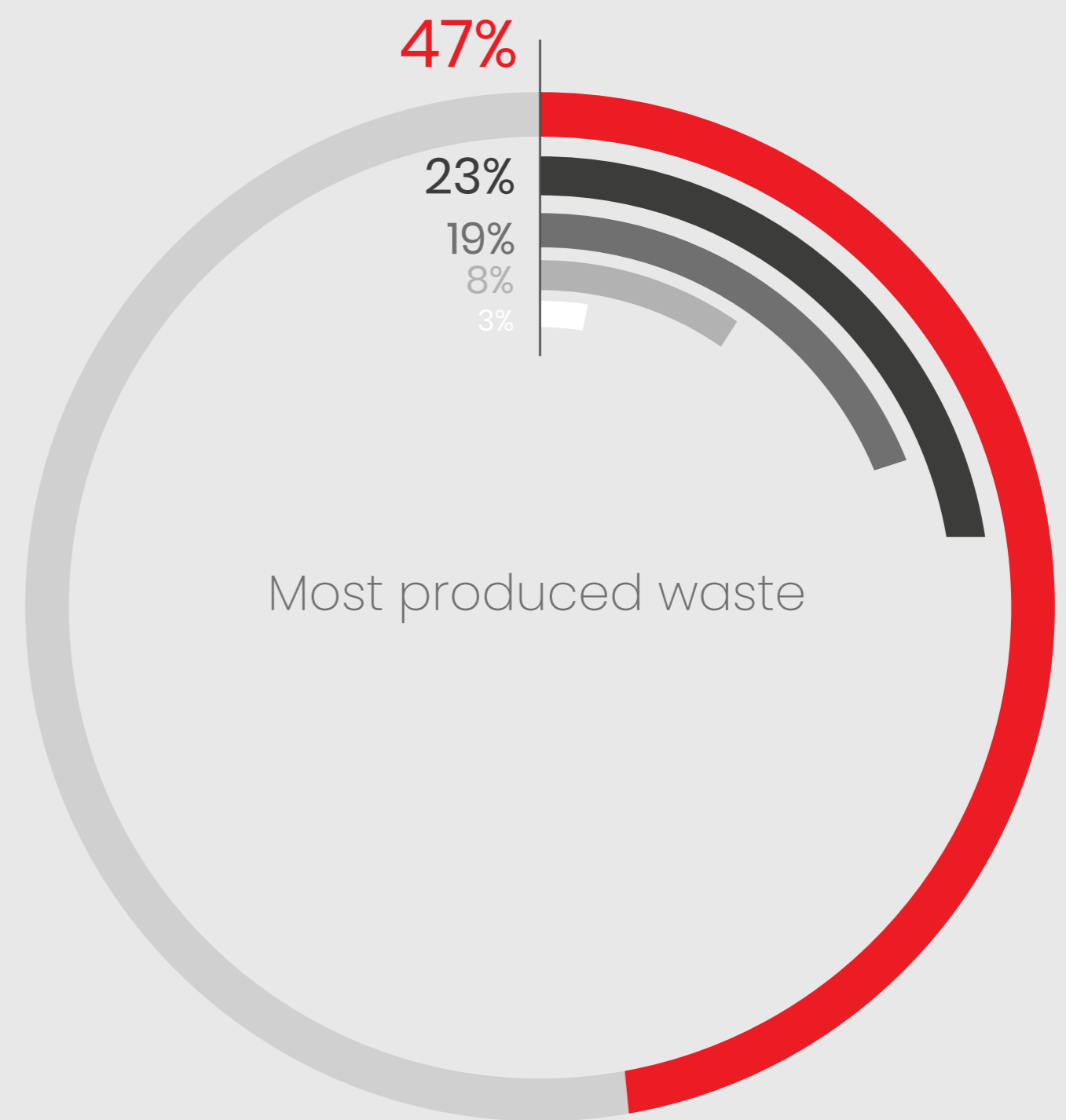
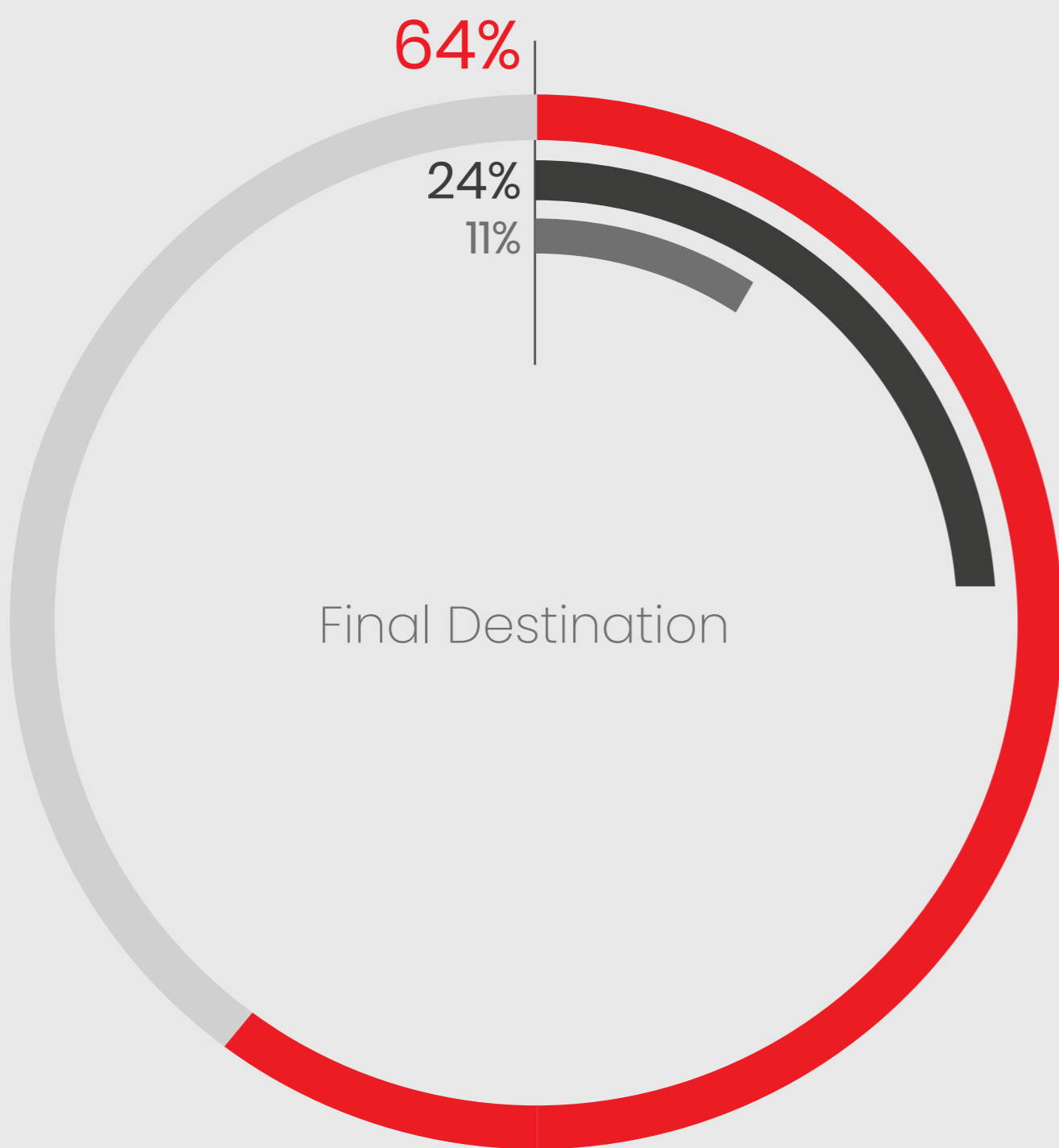
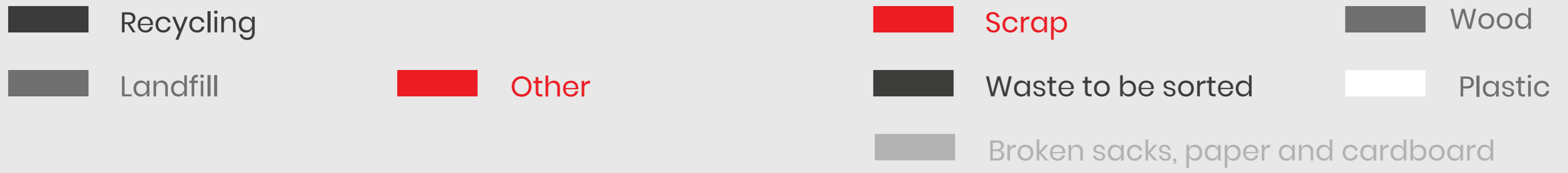
- Reduction in bag moisture content for breakage prevention.
- Reduced paper, ink and energy consumption by migrating from the MP9 system to Onkey (both are maintenance management systems).
- Utilize organic waste through vermicomposting to reduce the amount of waste sent to landfills.
- Replacement of wooden pallets with plastic sheets and repair of wooden pallets.
- Digitalization of daily reports and forms security, eliminating the use of paper.

WASTE SEPARATION INFRASTRUCTURE



Temporary waste storage complies with current environmental regulations and facilitates waste classification and recovery.

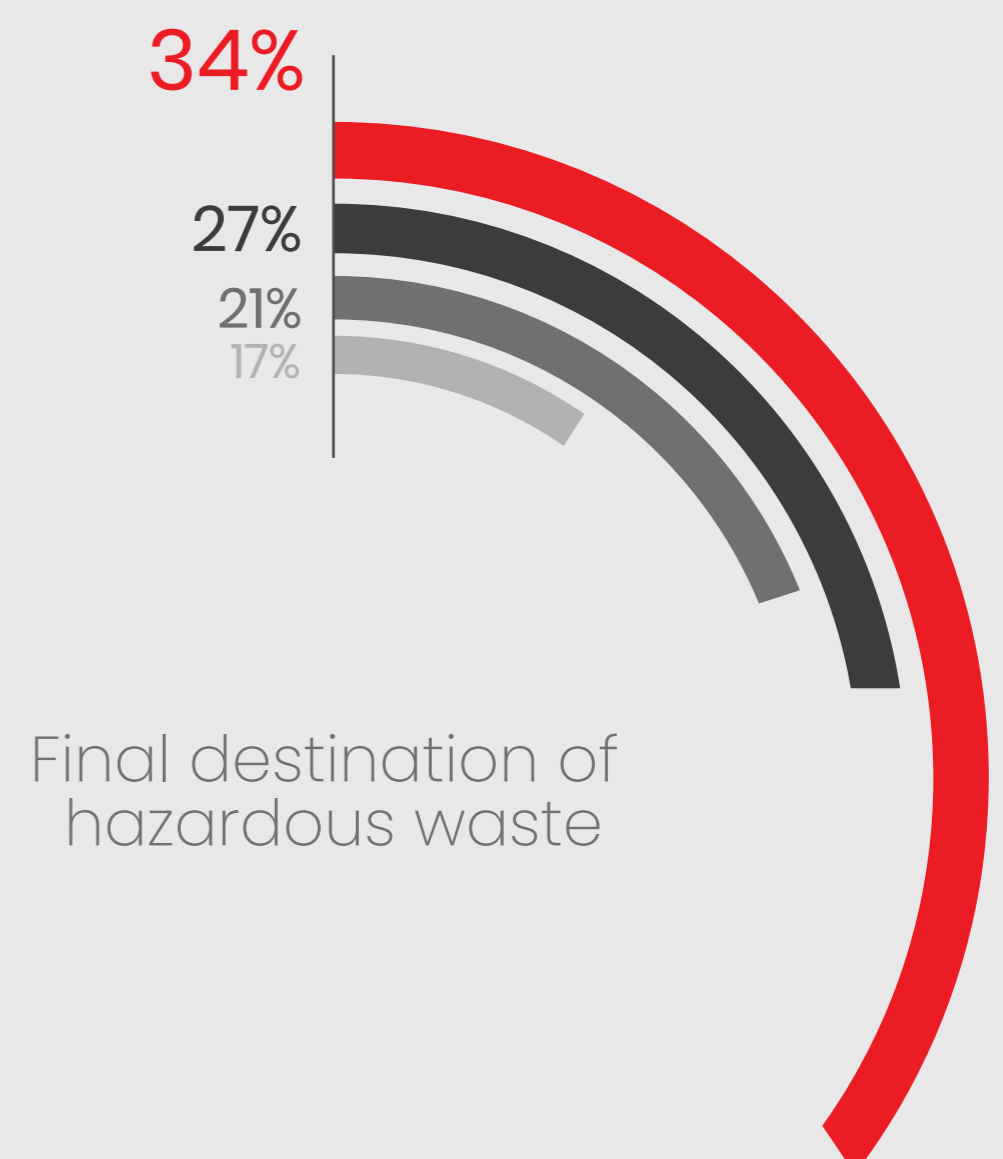
At a Group level, waste has been identified according to its environmental hazard characteristics. This enables us to classify waste into special or non-hazardous waste and hazardous waste. We also classify waste according to its final destination or form of recovery.



HAZARDOUS WASTE

In the area of Hazardous Waste, some initiatives have been implemented to reduce its generation.

- Implementation of oil filtration system to extend its useful life. (Hermosillo)
- Stone washing machine that takes advantage of high pressure, temperature, concentration and time washing. This improves product performance and eliminates the use of solvents. (Progreso)
- The use of fluorescent lamps is being phased out in favor of LED lamps.



HAZARDOUS FLUID WASTE PRODUCTION

Fluids (Millions of Liters)	Storage form	Final Disposal / Treatment	2020	2021	2022
Used hydraulic oil	Drum	Co-processing	51.75	70.92	83.77
Oil with water	Drum	Co-processing	0	4.46	6.79
Contaminated diesel	Drum	Co-processing	0.37	1.28	0.61
Laboratory waste	Drum	Neutralization	9.45	0	3.20

HAZARDOUS SOLID WASTE PRODUCTION

Solids (Tons)	Storage form	Final Disposal / Treatment	2020	2021	2022
Plastics, cardboard	Drum	Co-processing	41.28	99.87	93.01
Filters	Drum	Co-processing	3.58	3.82	7.06
Contaminated soil and gravel	Drum	Confinamiento	2.19	2.92	4.66
Dust Collector Bags	Drum	Co-processing	2.48	0	2.51
Paint	Drum	Confinement	0.24	0	0
Automotive accumulators	Drum	Recycling	0.57	1.44	1.31
Residual grease	Drum	Confinement	178	0.59	1.44
Fluorescent lamps	Cardboard box	Treatment	0.52	0.44	0.51
Laboratory waste	Drum	Neutralization	0.71	0	8.15
Coal ash	Drum	Co-processing	1,180	0	0
Electronic waste	Drum	Recycling	1.54	0.13	0.22

HAZARDOUS SEMI-SOLID WASTE PRODUCTION

Semi-solids / Sludge (Tons)	Storage form	Final Disposal / Treatment	2020	2021	2022
Oily sludge	Drum	Confinement	3.50	0.94	0
Contaminated lime sludge	Drum	Confinement	1.18	1.17	1.17

Biodiversity

MANAGEMENT APPROACH

At **Grupo Calidra**, we recognize the importance of preserving and protecting biodiversity and ecosystems of the areas in which we operate, which is why we strive to have the least impact on areas of high ecological value and work responsibly to prevent and remedy our impacts.



We are proud to recognize that by aligning with the **Global Pact's** goals for the environment, we are managing our operations in a more environmentally responsible manner and preventing the loss of biodiversity and ecosystem integrity.

OPERATIONS CENTER WITHIN OR ADJACENT TO PROTECTED AREAS OR AREAS OF HIGH BIODIVERSITY VALUE

All of Grupo Calidra's activities are carried out in a way that minimizes the impact on ecosystems and their biodiversity. That is why we take fundamental steps each year to minimize the impact on our operations.

01

We prevent and identify potential environmental impacts in accordance with local regulations.

02

We mitigate environmental impacts through compensatory measures, such as species rescue and relocation, reforestation and soil restoration.

03

We have developed a closure plan to restore and rehabilitate the environment once our operations are complete.



In 100% of our plants, the **environmental impact assessment process** is carried out using the best techniques and methodologies, always implementing prevention and mitigation measures to reduce environmental impact, always in compliance with environmental legislation.

SIGNIFICANT IMPACTS OF ACTIVITIES, PRODUCTS AND SERVICES ON BIODIVERSITY

In 2022, we have implemented the following actions to prevent and reduce impacts on biodiversity:

TYPE OF IMPACT

Alteration of the natural environment and impact on ecosystems

ACTIONS TO ADDRESS SIGNIFICANT IMPACTS

Compliance with the commitments acquired in the Environmental Impact Resolutions.

Programs are developed to take care of the flora and fauna.

Full compliance with environmental regulations.

Soil restoration and habitat restoration for flora and fauna.

Closure plans are developed that provide for the restoration of functional conditions of affected ecosystems.



Reduce species in the physical environment

Compliance with the commitments acquired in the Environmental Impact Resolutions.

Ongoing actions to rescue and relocate endangered species in accordance with the regulations of the countries in which we operate and the IUCN (International Union for Conservation of Nature) Red List of Threatened Species.

Establishing buffer zones in all our facilities that not only preserve and protect species, but also act as biological corridors to ensure the mobility of wildlife in their local ecosystems.

Corrective actions to minimize our emissions and prevent them from impacting biodiversity and the environment.



PROTECTED OR RESTORED HABITATS

Grupo Calidra actively participates in environmental programs focused on reforestation and has established nurseries for the production of trees and endemic plants where each plant is located. In 2022, 19,746 trees were planted. In addition, we actively work with the plant's sphere of influence and surrounding communities, to which we have donated 7,920 trees and plants of various species to reforest various areas of their community.

Once again, we collaborated with the National Forestry Commission (CONAFOR), with whom we carried out monitoring activities (protection of local fauna and flora and fires) and soil improvement on 500 hectares in the state of Puebla.



PLANT	NUMBER OF SPECIES PRODUCED IN NURSERY	NUMBER OF SPECIES DONATED
MAS, Garcia Plant, Nuevo Leon	1,380	40
Cal Quimica Mexicana, Quarry Plant in San Luis Potosi, Mexico	5,096	0
Calidra de Occidente, Tecolotlán Plant, Jalisco	6,248	1,364
Cal Química Mexicana, Pozos Plant, San Luis Potosí, Mexico	7,118	0
Cal de Apasco, Progreso Plant, Hidalgo	1,421	0
Calidra de Oriente, Acajete Plant, Puebla, Mexico	7,006	6,066
Calidra de Peru	600	450
TOTAL	28,869	7,920

Grupo Calidra has financial provisions that guarantee the proper closure of our operations in accordance with the environmental and/or mining laws of each country. Closure projects are developed in a sustainable and socially responsible manner.



CALIDRA GROUP'S ENVIRONMENTAL COMMITMENT

Our commitment to environmental compliance is a priority, which is why we keep a record of each requirement to be met at our facilities, in addition to any non-compliance or fines, so that we can correct them and prevent them from recurring.

It is our policy to comply fully with the environmental laws and regulations of the countries in which we operate and to improve our environmental performance in accordance with international standards. This is part of a continuous improvement process.

MONETARY FINES (2022)		NON-MONETARY FINES (2022)	
NUMBER OF FINES	MONETARY VALUE TOTAL (USD)	NUMBER OF FINES	
0	\$0	0	



05

ALWAYS GROWING TOGETHER

Social Management

Community relations

Education, culture and sports

Development and entrepreneurship

Infrastructure and services

Relations with the community

At Calidra, we want to be a globally sustainable company that meets the reasonable needs and expectations of society in an exemplary manner.



Our goal is to **contribute to building societies with opportunities for social and economic development** by working in strategic alliances that improve the areas of direct influence of our operations.

In 2022, we worked with **CONANP** (National Commission of Natural Protected Areas), **INIFAP** (National Institute of Forestry, Agriculture and Livestock Research), **Huella Local** (in Chile), **YAKULT**, **Nuevo Amanecer** (Peru), **ASER Andino** (Peru), **Esfera Cultural**, among others, as our main strategic allies.

In addition, we work hand in hand with the communities near our operations, implementing social, environmental, educational, sports and cultural programs and activities that allow us to continue **to build and grow together with Calidra**.

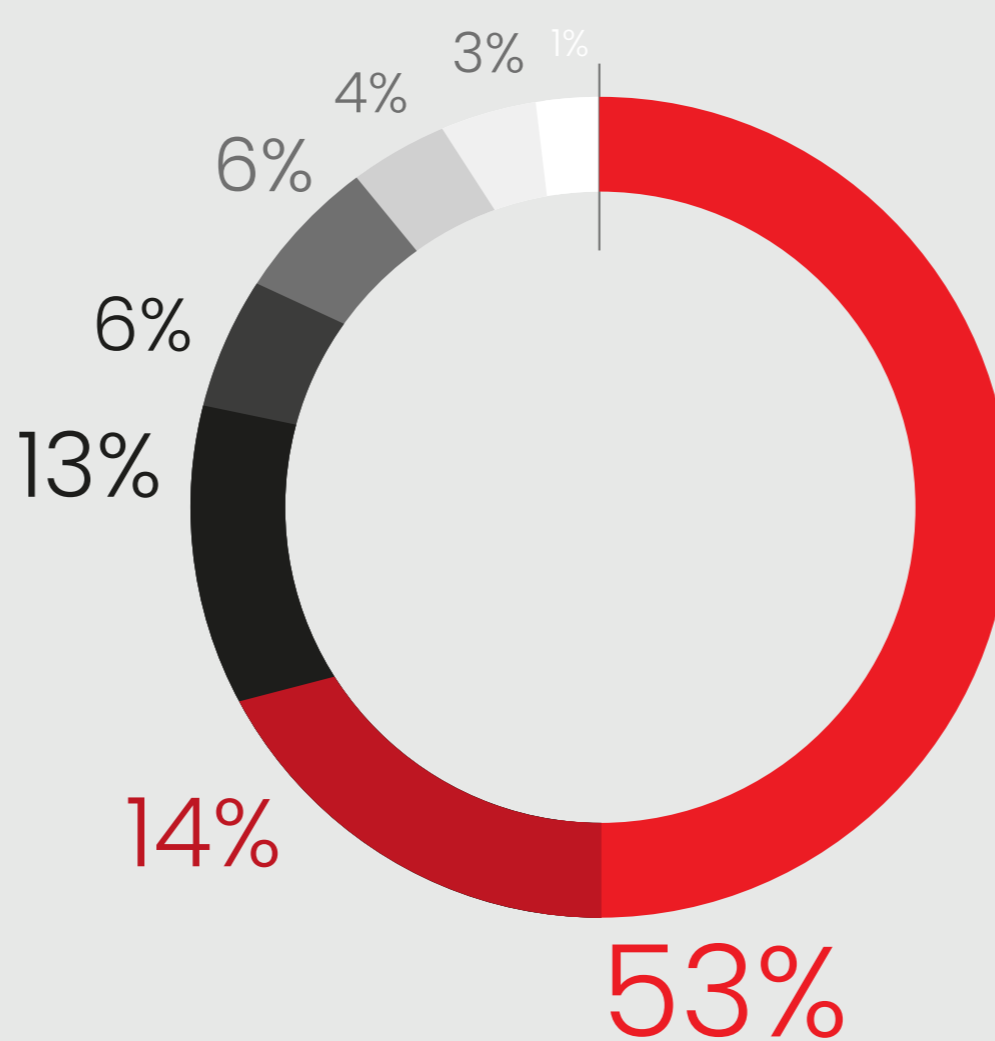
In 2022, we made more than US\$489,000 in **social investments** in communities near our operations, benefiting more than 306,000 people.

In 2022, **53%** of the investment went to improving the quality of roads and highways in communities near our operations, **14%** to promoting cultural and sports activities, and **13%** to promoting micro-entrepreneurship.

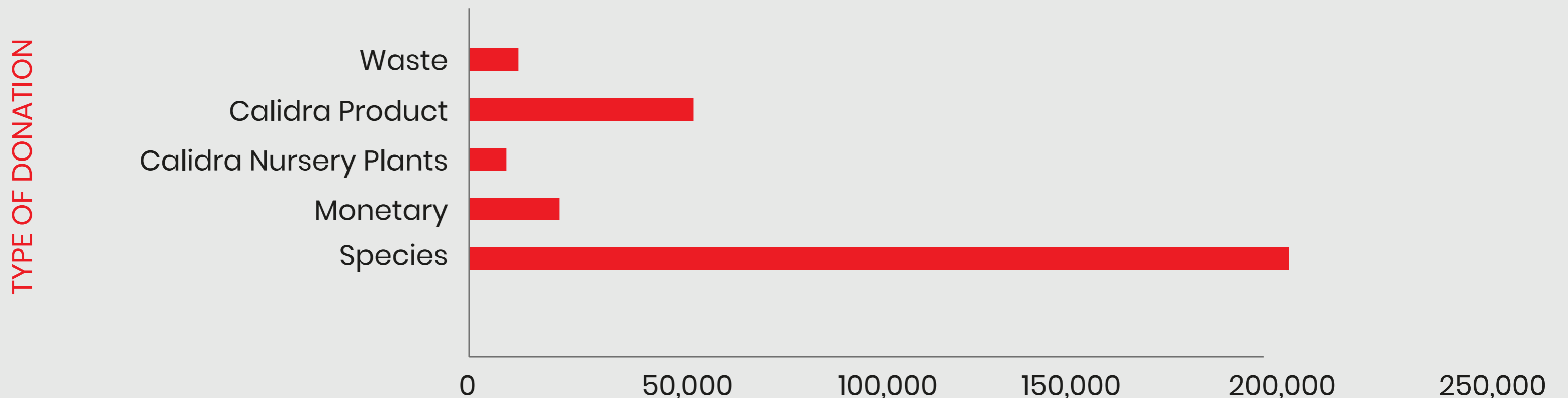
Social investment is a practice that effectively mobilizes human, material and/or financial resources for the development of various social initiatives that have a positive impact on communities and requires the active participation of communities as well as the private sector, governments, civil society and academia.

The following graph shows the percentage of investments made in USD, in the main lines of action in which Calidra worked during 2022.

- Road Quality
- Culture and Sports
- Micro-entrepreneurship
- Technical Education
- Basic Education
- Health
- Housing Availability



The following chart shows the types of donations made, benefiting more than **307,000 people**.



	Species	Monetary	Nursery plants	Calidra Product	Waste
Total	219,845	22,143	9,396	54,388	1,075

At Calidra, maintaining a **relationship of cooperation and transparent communication** in the communities where we operate is fundamental as it builds trust over time.

In 2022, there were no **complaints or allegations** from communities near our operations. We have an **anonymous hotline** open to the public to receive comments, suggestions and complaints. The Ethics Committee follows up and notifies the Sustainable Development Department (if applicable) for immediate action.

At Calidra, we encourage the **hiring of our employees** from the communities near our operations so that they have the benefit of being close to their families. In 2022, 56% of employees belonged to the community in which they work.

Category	Employees	Local	%
Managers	20	2	10%
Management	103	25	24%
Coordination	310	109	35%
Administrative	478	192	40%
Operations	1,663	1,116	67%
	2,574	1,444	56%

Education, culture and sports

At Calidra, we believe that **education, culture and sports** are the means to transform the communities in which we operate.

That is why we support early academic education. Through our **volunteer** program, we promote courses and workshops that foster values, accelerate people's development and raise their awareness of environmental issues. Donations of educational materials are also made to students.

We hold career talks in **high schools**, offer scholarships to outstanding students, and coordinate tours of our production facilities so that they can learn about our operations and then apply to work for us.



During 2022, we will **carry out activities in various areas** of cultural promotion through volunteer **cultural promotion through volunteerism**.



Participation in Volunteer "Paint your court" in Puerto Triunfo, Calidra Colombia.



Plant Nursery in Pozos Plant, Cal Química Mexicana, SLP.



Donation of bunk beds to the Honduran Red Cross, INCAL.



Labor Day celebration in Calidra, Peru.

Grupo Calidra also supported the communities in these events:



Participation in the workshop **"Learning to Separate"**, organized by CONANP (National Commission of Natural Protected Areas), Cal Química Mexicana, SLP.



Participation in the **"Corn Day"** event in alliance with INIFAP, Cal Química Mexicana, SLP.



Participation in the parade in the **district of Callalli**, Calidra Peru.



Children's Day Celebration, INCAL, Honduras. Piñatas made by the women of the community.



Donation of toys at the Santa Cruz plant, Jalisco.



Donation of refreshments and celebration of Fantasy Day in the communities of Tres Ranchos, La Florida, Alto del Pollo and Las Mercedes, Calidra, Colombia



Christmas celebration in Puerto Triunfo Tres Ranchos, Calidra Colombia.



Christmas sharing in the district of Callalli, Calidra Peru.



Christmas Celebration "Adopt a Child" in the community of Los Matías, Villa de Zaragoza. Cal Química Mexicana, SLP.

Sponsorship of a Play to promote diversity



Contribution to the Papalote Museo del Niño Monterrey for the **benefit of 2,000 children** providing admission to the museum, IMAX show, transportation and box lunches.



We are official sponsors of local sports activities. We promote the health of our employees and communities through participation in sporting events.



Tlajomulco Half Marathon
Santa Cruz Plant, Jalisco.



FEREZA Race 2022
Cal Química Mexicana, SLP.



Military Hospital 5k Run
Caleras de la Laguna, Torreón.

5th PROED Race for Education, in which more than **2 thousand runners** participated, including children from the schools we support.



ACTIVITIES WITH THE CALIDRA FAMILY

In **Chile**, the **Children's Day was celebrated**: Children and adults enjoyed games, experiments, food and a tour of the plant. The activity also took place in **Caltek Colombia**: Children at Work, with the goal of helping young people and children learn about their parents' work and the environment in which they live. In addition, the benefits of lime were presented through **recreational activities**.



Development and entrepreneurship

At Calidra we promote the development of productive projects and with local suppliers, we encourage entrepreneurship and empowerment of the main economic activity in the region.

The **Calidra Peru** plant is undoubtedly an example to follow in Calidra, where we promote and support the breeding of alpacas, vegetable production, handicrafts, guinea pig production, fodder plantation, oat plantation and trade. Activities that families are proud to call Callallinas.

Vegetable nursery production in the high Andean zones (above 3,800 meters above sea level) creates availability and access to diversified and nutritious food for families. We work with the Nuevo Amanecer and ASER Andino associations.

All vegetable and guinea pig production is **donated to the community kitchen**, which provides food to the elderly and children throughout the year.

This plant also supports the **alpaca sector** by providing veterinary products. In 2022, 169 people were benefited in 11 partialities of the Callalli District.

We also promote the **alpaca sector** at regional livestock fairs. In 2022, **more than 200 producers were benefited**.



Promotion of the alpaca fairs in the Callalli District.

We promote the use of **agricultural technology** to speed up the planting of forage and oats and to achieve the best yields. In 2022, we supported the rental of tractors to plant 78 hectares, benefiting more than 37 producers.

We work with **community-based organizations**; this year we participated in 50 meetings to strengthen different productive sectors and developed programs in financial literacy and forecasting, business management, and business creation, helping more than 200 people.



Fundo Alpaquero.



Meeting of knowledge in Callalli. Promotion of local production.

At the **Progreso plant** with the "**Emprendedores Calidra**" program, the pallets were reused to create products and provide a sustainable outlet.



Microenterprise with reusable pallets
Progreso plant, Hidalgo.

Recognition to Caleras de la Laguna for promoting commercial relations between buyers and suppliers.



At the **Minorte plant** (located in Monterrey), we participated in the following program: "**Economic Impulse for Productive Projects**". In partnership with various sectors, we benefited more than 200 micro-entrepreneurs, providing them with tools to develop their projects.



Donation of tools to micro-entrepreneurs
Minorte Plant, Nuevo Leon

Infrastructure and services

In Calidra, during 2022, **we donated** the equivalent of **USD 259,000** in products (53% of the total invested) for the **improvement of roads and access roads** in the communities near our operations, benefiting more than 196,000 inhabitants. In addition, we sponsored clean-up campaigns at strategic locations and recreational activities in nearby communities.



Collaboration in the project "Huellas de camino" (Kilometer 58 Community, Villa de Zaragoza S.L.P.), Cal Química Mexicana
(Kilometer 58 Community, Villa de Zaragoza S.L.P.), Cal Química Mexicana



Restoration work on the road to La Danta, Calidra Colombia.

We promote the availability of housing by using our products in the construction, maintenance, painting, repair and remodeling of facilities or educational centers near our plants.



Remodeling of restrooms at Emilia Puerto School. INCAL Plant, Honduras.



Support with materials for floor adequacy. Calidra Colombia.



Donation of filling material, San Esteban Hospital, Puerto Triunfo. Calidra Colombia.

In Colombia, we supported the Asociación de Artesanos del Mármol de la Danta with materials to upgrade the floors of its headquarters, located in the San Francisco neighborhood in the village of La Danta.

We donate materials that can be recycled, such as wooden pallets, scrap metal, electronic equipment and office furniture.



By the end of 2022, more than 1.8 million liters of water had been donated.

As part of the **access to services strategy, since 2019**, Cal Química Mexicana has been supporting the provision of water to the community of Los Matías in San Luis Potosí, benefiting more than 30 families throughout the year.

Through our contributions to health services, we have supported various associations focused on prevention and early detection of diseases, as well as the purchase of medicines, where we have helped more than 800 patients.



AMANC

**Asociación Mexicana de Ayuda
a Niños con Cáncer, I.A.P.**



06

Annexes

Annex 1

Annex 2

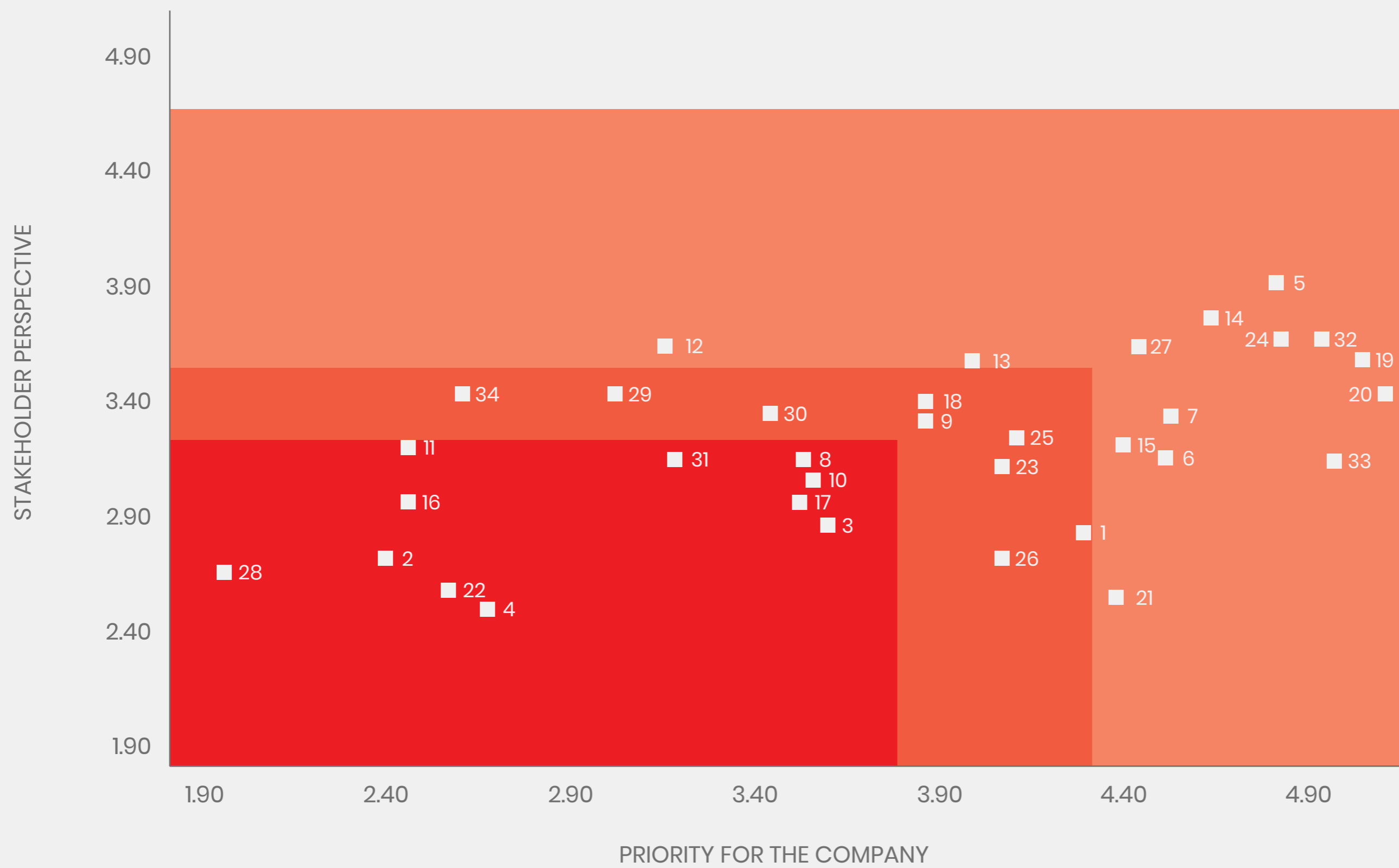
ANNEX 1: ASG MANAGEMENT DETAIL

(GRI 2-30, 3-1, 3-2, 3-3)

MATERIALITY STUDY AND MATRIX

Materiality is the principle that determines what are the most important issues for a company that can have a material impact on its operations and metrics, both non-financial (environmental, social and governance, ASG) and financial.

MATERIALITY MATRIX



Y	X	Category
> 3.61	> 4.10	Material issues
> 3.28	> 3.73	Potential material issues (short term)
< 3.28	< 3.73	Non-material items

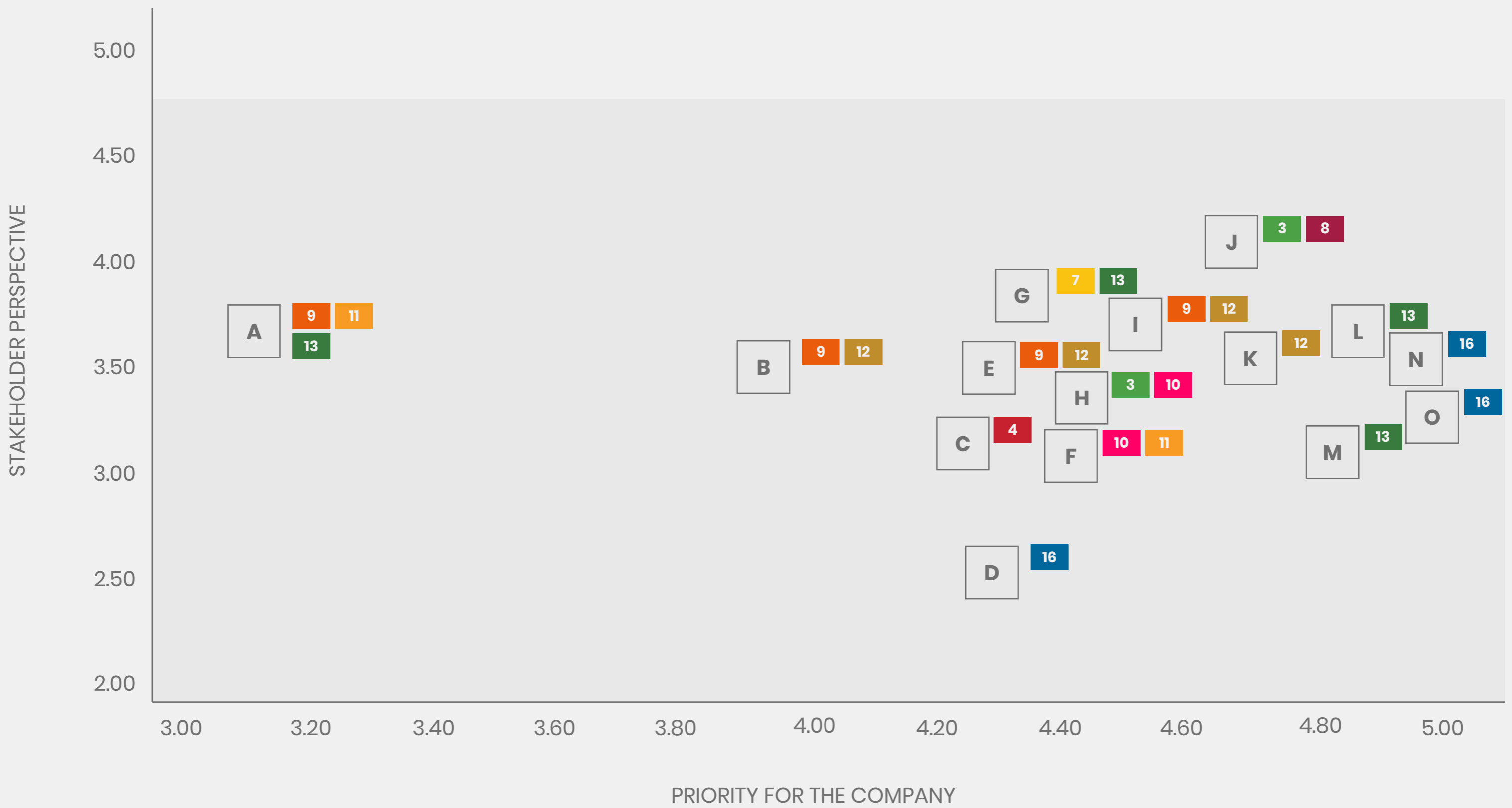
- 5** Health and safety
- 18** Sales practice
- 8** Social investment
- 19** Regulatory compliance (incl. environmental)
- 25** Promotion of the uses and benefits of lime
- 10** Automation and efficiency of operational processes
- 32** Emissions management
- 9** Responsible Supply Chain
- 17** Customer health and safety
- 24** Corporate reputation
- 23** Relationship with authorities
- 21** Corporate governance
- 20** Ethics and anti-corruption
- 1** Training and development opportunities
- 3** Work climate and employee satisfaction
- 14** Customer service and satisfaction
- 30** Waste management
- 31** Resilience to climate change
- 27** Energy efficiency and fuel with less environmental impact
- 12** Transportation and distribution impacts
- 11** Supply chain development
- 33** Other emissions (air quality)
- 26** Business model adaptability resilience
- 16** Personal data security
- 7** Health and safety of surrounding communities
- 29** Material handling
- 4** Equity, diversity and inclusion
- 6** Community outreach
- 34** Biodiversity and ecosystem preservation
- 22** Investor relations
- 15** Product and service innovation
- 2** Talent attraction and retention
- 28** Water management
- 13** Product quality and packaging

The materiality study helped us to identify critical sustainability issues at Grupo Calidra. The issues identified as materials and others were included in the generation of the Sustainability Model.

(Detailed on pages 16 and 17 of this report).

MATRIX OF MATERIAL ISSUES RELATED TO THE SUSTAINABLE DEVELOPMENT GOALS (SDGs).

MATERIAL ISSUES AND SDGs



MATERIAL ISSUES

- A** Transportation and distribution impacts
- B** Product quality and packaging
- C** Training and development
- D** Corporate governance
- E** Product and service innovation
- F** Community outreach
- G** Energy efficiency and fuels with lower environmental impact
- H** Health and safety of surrounding communities
- I** Customer service and satisfaction

- J** Employee health and safety
- K** Corporate reputation
- L** GEI emissions management.
- M** Other emissions (air quality)
- N** Regulatory compliance
- O** Ethics and anti-corruption

Sustainable Development Goals (SDGs)



ALLIANCES AND MEMBERSHIPS

(GRI 2-28)

Calidra is a member of the following alliances and **trade unions:**



ONNCCE
National Organization for Standardization and Certification of Construction and Building.



ANFACAL
National Lime Manufacturers Association.



SCT
Ministry of Communications and Transportation.



CMIC
Mexican Chamber of the Construction Industry.



ILA
International Lime Association.

ANNEX 2: GRI INDEX

(GRI 201-1, 201-2)

Section	GRI	GRI DESCRIPTION	Report section	Page
General Disclosures	2-1	Organizational details.	Scope	03
	2-2	Entities included in sustainability reporting.		
	2-3	Reporting period, frequency and contact point.		
	2-4	Restatements of information.		
Activities and workers.	2-6	Activities, value chain and other business relationships.	Values and principles	06
			What is lime?	07
	2-7	Employees	Calidra Talent	20
Governance.	2-9	Governance structure and composition.	Corporate Governance	13
	2-10	Nomination and selection of the highest governance body.		
	2-11	Chair of the highest governance body.		
	2-12	Role of the highest governance body in overseeing management of impacts.		
	2-13	Delegation of responsibility for impact management.		
	2-14	Role of the highest governance body in sustainability reporting.		
	2-15	Conflicts of interest.	Ethics and compliance	15
	2-16	Communication of critical concerns.		
	2-17	Collective knowledge of the highest governance body.	Corporate Governance	13
	2-18	Performance evaluation of the highest governance body.		

Section	GRI	GRI DESCRIPTION	Report section	Page
Strategy, policies and practices.	2-22	Sustainable development strategy statement.	Sustainability strategy	16
	2-23	Policy Commitments.	Ethics and compliance	15
	2-24	Embedding Policy Commitments.		
	2-25	Processes to remediate negative impacts.		
	2-26	Mechanisms for seeking advice and raising concerns.		
	2-27	Compliance with laws and regulations.		
	2-28	Membership associations.	Message from the Chief Executive Officer	04
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Stakeholder participation.	2-29	Approach to stakeholder engagement.	Responsible Supply Chain	18
			Community outreach	56
Content on material issues.	3-1	Process for determine material topics.	Annex 1: ASG management detail	69
	3-2	List of material topics.		
	3-3	Management of material topics.		
GRI 203: Indirect economic impacts 2016.	203-1	Infrastructure investments and services supported.	Community outreach	56
	203-2	Significant indirect economic impacts.		
GRI 205: Anticorruption 2016.	205-1	Operations assessed for risks related to corruption.	Ethics and compliance	15
	205-2	Communication and training on anti-corruption policies and procedures.		
	205-3	Confirmed incidents of corruption and actions taken.		
GRI 206: Unfair competition 2016.	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Ethics and compliance	15

Section	GRI	GRI DESCRIPTION	Report section	Page
GRI 301: Materials.	301-1	Materials used by weight or volume.	Emissions management	47
GRI 302: Energy.	302-1	Energy consumption within the organization.	Energy efficiency	41
	302-4	Reduction of energy consumption.		
GRI 303: Water and effluents.	303-1	Interaction with water as a shared resource.	Water	46
	303-2	Management of impacts related to water discharge-related impacts.		
	303-3	Water withdrawal.		
GRI 304: Biodiversity.	304-2	Significant impacts of activities, products, and services on biodiversity.	Biodiversity	51
	304-3	Protected or restored habitats.		
GRI 305: Emissions.	305-1	Direct (Scope 1) GHG emissions.	Emissions management	44
	305-2	Energy indirect (Scope 2) GHG emissions.		
	305-4	GHG emissions intensity.		
	305-5	Reduction of GHG emissions.		
GRI 306: Waste.	306-1	Waste generation and significant waste-related impacts	Waste management	47
	306-2	Management of significant waste-related impacts.		
	306-3	Waste generated.		
	306-4	Waste diverted from disposal.		
	306-5	Waste directed to disposal.		
GRI 308: Evaluation environmental supplier.	308-2	Negative environmental impacts in the supply chain and actions taken.	Responsible Supply Chain	18

Section	GRI	GRI DESCRIPTION	Report section	Page
GRI 401: Employment.	401-1	New employee hires and employee turnover.	Calidra Talent	20
GRI 403: Occupational health and safety.	403-1	Occupational health and safety management systems.	Strengthening the safety culture	30
	403-2	Hazard identification, risk assessment and incident investigation.	Achieving Zero Incidents	28
	403-3	Occupational health services.		
	403-4	Worker participation, consultation, and communication on occupational health and safety.	Development and training	22
	403-5	Worker training on occupational health and safety.		
	403-6	Promotion of worker health.	Quality of life and well-being	36
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships.	Achieving Zero Incidents	28
	403-8	Workers covered by an occupational health and safety management system.	Strengthening the safety culture	30
	403-9	Work-related injuries.	Safety indexes	34
	403-10	Work-related ill health.		
GRI 404: Training and education.	404-1	Average hours of training per year per employee.	Training and Development	22
	404-2	Employee skill development and transition assistance programs.		
	404-3	Programs for upgrading employee skills and transition assistance programs.		
GRI 405: Diversity and Equal Opportunity.	405-1	Diversity of governance bodies and employees.	Talent Calidra	20

Section	GRI	GRI DESCRIPTION	Report section	Page
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	413-2	Operations with significant actual and potential negative impacts on local communities.		
GRI 415: Public policy.	415-1	Political contributions.	Ethics and compliance	15
GRI 416: Customer health and safety.	416-1	Assessment of the health and safety impacts of product and service categories.	Warranty and quality	11
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services.		
GRI 417: Marketing and labeling.	417-1	Requirements for product and service information and labeling.	Our products	09
	417-2	Incidents of non-compliance concerning product and service information and labeling.	Ethics and compliance	15
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