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Consolidated report
of the non-financial statement
of Compañía Logística de Hidrocarburos CLH, S.A.
and subsidiaries for 2021 (Exolum Group)



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About this report

This document is an integral part of the consolidated management report as at 31 December 2021 of Compañía Logística de Hidrocarburos CLH, S.A. (hereinafter also referred to as “CLH” or “the Company”) and its subsidiaries (hereinafter, “Exolum Group” or “Exolum”).

The Exolum Group, within the strategy and its future objectives, based on innovation, diversification and sustainability, modified its brand on 1 March 2021, using Exolum as the Group’s unique brand

The report was prepared in accordance with the requirements laid down in Act 11/2018 of 28 December, amending the Commercial Code, the consolidated text of the Spanish Companies Act passed under Royal Legislative Decree 1/2010 of 2 July, and Accounts Auditing Act 22/2015 of 20 July relating to non-financial information and diversity.

For reporting purposes, the Exolum Group has used the Global Reporting Initiative’s standards for sustainability reporting (GRI Standards - Core option) and the International Integrated Reporting Framework (IR). In accordance with these standards, the report sets out all matters reflecting the significant economic, environmental and social impacts of the company. The scope of this Non-Financial Statement includes information relating to the Exolum Group financial year 2021.

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Letter from the Chairwoman and the CEO

Rosa García
Chairwoman



Jorge Lanza
CEO



Dear shareholders,

Once again this year, we are proud to present the Consolidated Report of the Non-Financial Statement for 2021. This document includes our financial and non-financial results, as well as our main strategic lines and our ESG actions.

2021 has been a particularly exciting year for our company owing to the change of brand. We evolved from CLH to Exolum for the purpose of repositioning our global strategy to take part in driving the energy transition forward and to be a major player in this field. A brand that symbolises what we want to become through our aim: Creating innovative solutions to make the world a better place.

Safety, our main value, still represents our main challenge both at a personal and process level. In this latter regard, thanks to the continued improvement of our integrity plans, 2021 has been the best year so far for the company. The results in personal safety were good, although there is room for improvement to achieve our goal of zero accidents.

After the acquisition from InterTerminals of 15 terminals located in the UK, Ireland, Germany and the Netherlands at the end of 2020, we are undergoing an integration process to implement Exolum's centralised terminal management model, which will make us more efficient and leverage on all the know-how and shared knowledge. Our aim with all of this is to work together and be as one: Exolum.

In July 2021, we approved a new Growth Plan to diversify the company and ensure its long-term sustainability, while contributing to the sustainability of the planet. Our objective is still to become a carbon-neutral company by 2050 and successfully tackle the great challenges of the future, such as climate change and decarbonisation. Without forgetting growth in traditional sectors for us, such as chemical logistics or aviation, we have committed to the development of new projects related to alternative energy vectors, such as green hydrogen and biofuels, which will play a major role in the decarbonisation of certain industries that are difficult to electrify, such as heavy road, maritime or air transportation. In this latter case, we have already launched Avikor, a platform that allows individuals and companies to fly sustainably by reducing CO₂ emissions.

Digitalisation continues to play a significant role in our organisation. Based on ONE, our internal digital transformation plan, we are modernising and standardising our IT systems across all countries where we are present. At the same time, we continue to digitalise and automate our facilities and improve operational processes to increase the safety and sustainability of our operations and adapt to new market needs.

As for the agenda relating to people, in 2021 we launched in Spain a new cultural transformation initiative named Xpirit, which aims to achieve a leaner, more dynamic organisation that is able to face the challenges ahead and add value to our company and our customers.

Continuous improvement of working conditions for Exolum employees, taking into account the intermittent instability caused by the pandemic, led us to promote and sign our Remote Work Policy, which adds flexibility to on-site work by promoting work-life balance. This is actually corroborated by the renewal of the efr (family-responsible company) certification.

Other key aspects we have been working on with great determination in 2021, and which we plan to continue in 2022, are diversity, equality and inclusion within Exolum. As an international company present in eight countries, we assume the obligation to create a working environment where everyone, regardless of their gender, race, background or sexual orientation, feels valued. In this regard, we have joined the CEOsforDiversity Alliance in Spain and have signed the Women's Empowerment Principles promoted by the UN Global Compact, of which we are Signatory members, to achieve real equality between men and women.

This reiterates our commitment to the Sustainable Development Goals of the UN Global Compact and to the principles of our Code of Conduct in human, labour and environmental rights and anti-corruption, which affect not only our direct activities, but also those of our suppliers.

All the above is important, but equally important is our commitment to society and to the environment where we operate. In this regard, we have continued to develop volunteering projects with the cooperation of our employees, and to support entrepreneurship in those areas where we have special ties.

Sustainable, responsible management, a forward-looking approach, development of highly-motivated employees and a clear commitment to serve our customers and society in general are the main pillars that will support Exolum in the future. Before concluding, we want to thank the company's professionals who do their best to improve daily and to make Exolum a better company every day. We are sure that, together, we will be able to overcome the global challenges we will face.

2021 Highlights from 2021

Future

Evolving towards Exolum as the company's global brand

We have begun operating as Exolum, the new brand arising from the transformation undertaken in recent years to strengthen the identification of the company with our goals for the future (innovation, diversification and sustainability) and our company values.

Exolum diversifies its business aiming to become a significant player in the development of new energy vectors

We have embarked on projects related to the storage and distribution of chemical products, eco-fuels, hydrogen and the circular economy, and we continue to conduct hydrocarbon transport and storage business activities in an efficient and sustainable manner while growing in the aviation sector.

Exolum is to build a photovoltaic solar plant for its own energy consumption in the vicinity of the Mora facility

We have invested 2.5 million euros in a photovoltaic facility for internal energy consumption, which is expected to be operational starting in 2022. This plant will ensure the supply of 100% renewable energy, amounting to 27% of the total electricity consumed at the adjacent pumping facility.

Exolum transports sustainable aviation fuel (SAF) to Heathrow Airport in the UK

We transport sustainable aviation fuel (SAF) through our pipeline network to Heathrow Airport in London. The pipeline prevents the need to transport it by road or rail, thus reducing CO₂ emissions even further.

Exolum, Naturgy and Enagás team up to create the first major green hydrogen alliance for mobility in Spain

In conjunction with Naturgy and Enagás, we have signed an agreement for the joint analysis and development of green hydrogen production, distribution and supply infrastructures for the mobility industry through the whole Spanish territory. It represents the creation of the first major hydrogen alliance for mobility corridors.

First green hydrogen production and dispatch plant for mobility purposes in the Region of Madrid

Exolum will build the first green hydrogen production plant in the Region of Madrid, which is expected to be fully operational by the second half of 2022. It will produce 60 tonnes of green hydrogen per year and can expand its capacity in the future in line with growing demand.

Safety and Efficiency

We have joined Gasnam as a new patron member

We have become a patron member of Gasnam to continue supporting the production and use of carbon-neutral gases in mobility, in line with our plan for growth and diversification towards new business models in response to the challenges of the energy transition.

We are now part of the platform for the promotion of eco-fuels

Through ATliq (formerly known as Asterquigás, which represents the company), we have joined 'Plataforma para la Promoción de los Ecocombustibles' (platform for the promotion of eco-fuels) to foster the use of renewable liquid and carbon-neutral fuels as an additional means of contributing to decarbonisation.

The British embassy in Spain rewards Exolum for its growth strategy in the United Kingdom

The British embassy has distinguished us in the 'Growth in the UK' category of the UK-Spain Awards for our expansion in that country in recent years. These awards acknowledge the business collaboration and entrepreneurship of Spanish and UK companies.

Our Inverness terminal in the United Kingdom now has a new tank

We have designed and built a new tank in Inverness, Scotland, in collaboration with the British Ministry of Defence (MoD). This new tank will increase the storage and supply capacity in Inverness, thus helping to respond to the increase in air traffic movement at RAF Lossiemouth.

We have begun operating the WFS station at the Guayaquil airport in Ecuador

In Ecuador we have started operating the service station owned by WFS (World Fuel Service), which is located inside José Joaquín de Olmedo International Airport, Guayaquil-Ecuador.

We have launched the most modern hydrant in Latin America

In Panama we have launched a new fuel supply system at Tocumen Airport, which boasts features, technology and safety systems that make it the most modern hydrant in Latin America.

New apps

We have launched several new apps: "Oleoreport", an application for integrated trace incident management and a web application to document, analyse and streamline incidents quickly and easily, and the rest aimed at improving processes within the facilities: "relays", "rounds", "truck inspections", "tank measurements" and "control of seals at the loading dock".

We donated 3,000 litres of foam concentrate to the Ciudad Real fire brigade

We donated 3,000 litres of foam concentrate to the Ciudad Real fire brigade so that provincial firefighters can practice their emergency response activities.

We celebrated Safety Day 2021 at the San Fernando de Henares-Torrejón de Ardoz terminal

We celebrated Safety Day 2021 at the San Fernando de Henares-Torrejón de Ardoz terminal, with the aim of raising awareness among everyone at the company about the importance of safety in all our activities, stressing the need to constantly pay attention, remain alert and not let one's guard down.

Environment

We celebrated World Day for Safety and Health

At Exolum we celebrated the World Day for Safety and Health at Work with a full calendar of events aimed at raising awareness among everyone at the company about the importance of safety in all our activities, stressing the need to constantly pay attention, remain alert and not let one's guard down.

We have partnered with CEPSA to build a logistics hub in Huelva

We have signed a joint venture with Cepsa to build a new dock, storage and distribution terminal for bulk liquid energy products and other compatible products in Huelva's Outer Harbour.

We have launched a new aviation product to enhance into-plane fuelling and e-fuelling

We have introduced the into-plane fuelling and e-fuelling project. Initially conceived as a technological initiative aimed at supply officers and personnel who carry out on-board operations to improve communications and the exchange of information, improving our efficiency and agility, it was complemented with the efuelling module focused on our customers. This module allows us to exchange supply information directly with the aircraft crew.

The 2021 AUTELSI awards acknowledge our ability to innovate

Our project "Pipeline 4.0 - Advanced monitoring of the pipeline route with satellite imaging" for the detection of anomalies in the Exolum transportation network received the award for the best technological innovation initiative that improves productivity in the 2021 AUTELSI awards.

We joined the ACE Digital Transformation Group

ACE, the Spanish Association of Carriers, now relies on our expertise in its Digital Transformation Group with the aim of responding to the need to digitalise the logistics sector as a competitive tool for companies.

Aena and ALA support Avikor, the Exolum platform that promotes the use of sustainable aviation fuel

We introduced Avikor in Barcelona, accompanied by the director of Innovation, Sustainability and Customer Experience and CGO of Aena, Amparo Brea, and the chairman of ALA (the Spanish Airlines Association), Javier Gándara.

Avikor and Air Nostrum team up to help the Valencia Football Club fly using sustainable aviation fuel

Avikor, a platform that offers the possibility of reducing emissions on commercial flights, supplied sustainable aviation fuel (SAF) for the flight from Seville to Valencia that brought the Valencia Football Club back to its home city.

We found endangered plants at our terminal in Cordoba

Cantueso Natural Seeds, a leader in the Spanish landscape revegetation and restoration sector, gathered seeds of two endangered species by hand - the grey-leaved euryops and morning glories - growing at our storage terminal in Cordoba, to ensure their continuity and prevent their extinction.

People

Rosa García, new chairwoman of Exolum

Rosa García, with a university degree in mathematics from the Autonomous University of Madrid and over 30 years' experience in multinational environments across different industries, has been appointed as the company's new chairwoman. She replaces José Luis López de Silanes in this position, who was chairman for the past 16 years, thus becoming the first female chairperson of Exolum in our nearly 100 of history.

Emotional event paying tribute to the chairman of honour, José Luis López de Silanes

We held an event to pay tribute to the chairman of honour, José Luis López de Silanes, which was widely attended by the whole company in a desire to individually honour the person who had been chairman of the company for the past 16 years.

We launched Xpirit

We introduced Xpirit, the new team spirit based on four basic foundations: leadership and talent management, governance, organisational change and new working methods.

We conducted the first global climate survey

We conducted the first global climate survey simultaneously across all the countries where we operate to find out employees' opinions about key topics regarding the company and people management, in which a total of 58% took part.

Exolum renews its certification as a family-responsible (efr) company in Spain

In Spain, we renewed our efr certification in work-life balance, earning a "B+ pro-active company" rating, as an endorsement of the policies implemented to favour diversity and inclusion, professional development and the balance between work, personal and family life.

We took part in the first in-person #CEOPorLaDiversidad (#CEOsForDiversity) meeting

Along with some thirty other companies, we participated in the first in-person meeting of #CEOPorLaDiversidad, which aims to promote the development of strategies that contribute to corporate excellence, talent competitiveness in Spain and the reduction of inequality and social exclusion.

We strengthened our commitment to the social and workplace inclusion of differently-abled people...

We renewed our commitment to Fundación Prodis to continue contributing to the social and workplace inclusion of differently-abled people.

... and we joined in on the celebration of European Diversity Month

We joined in on the celebration of European Diversity Month with the aim of furthering our commitment to diversity and raising awareness about the importance of inclusion in our workplaces and in society.

Engagement with society

We endorsed the Women's Empowerment Principles...

As part of our commitment to diversity, equality and inclusion, we endorsed these principles established by the United Nations Global Compact and UN Women, the mission of which is to offer guidance to companies in promoting gender equality and the empowerment of women.

... and we joined in on the celebration of International Men's Day

In keeping with this celebration and the promotion of positive masculine role models, the United Nations Global Compact published on its website an interview with José Luis Conde, Operations Aviation & Network Lead at Exolum, a true leader in the effort to empower women within our organisation.

We have become signatory members of the United Nations Global Compact

We became member number 800 in Spain of the United Nations Global Compact, with the mission of aligning our strategies and operations with the ten universal principles on human rights, labour, the environment and anti-corruption, as well as with the SDGs established by the UN in 2015.

We presented the Red Cross with a donation of €120,000 raised for its "Responde Plan"

We helped 1,200 families in tough financial situations as a result of the pandemic. The company donated 100 thousand euros and the remaining 20 thousand were donated by its employees.

The city council of San Fernando de Henares, the Real Madrid Foundation and Exolum renew their cooperation

We renewed the collaboration agreement between the three entities, thus making it possible to continue operating the social and football sports school for integration, which was set up in this town in 2010.

Campus Iberus presents the 8th edition of the Entrepreneurship Awards sponsored by Exolum

We once again cooperated with Campus Iberus in the eighth edition of this programme aimed at contributing to the development of innovative projects and promoting the creation of new businesses and jobs in the communities where the company is present.

Exolum and the Promotion Institute of the Region of Murcia recognise the best entrepreneurial projects in the region

We recognise SMEs with potential for growth, as well as innovative companies that have been in business for less than three years. We also renewed the agreement to continue supporting the creation and consolidation of businesses through the INFO-Exolum Entrepreneur of the Year and the INFO Exolum Challenge awards.

Exolum, sponsor of the 125th anniversary of the Press Association of Madrid

We participated in the activities commemorating the support of journalism and the defence of freedom of speech that the APM has been promoting for over a century.

We received the Police Order of Merit Medal for our work during the pandemic

At an event presided over by the Minister of the Interior, Fernando Grande-Marlaska, we received the Police Order of Merit Medal with white distinction for our social work during the state of emergency, nominated by the Spanish National Centre for Protection of Critical Infrastructures and Cybersecurity.

We joined the celebration of the 6th anniversary of the SDGs and the 2030 Agenda

We took part in the celebration, reasserting our commitment to affordable, safe and sustainable access to energy (SDG7), offering innovative, sustainable and efficient solutions (SDG9), always giving priority to the health and wellbeing of people (SDG3) and protecting the environment (SDG 13).

We participated in the 2nd edition of the UN Global Compact women's empowerment programme

We took part in the second edition of the Target Gender Equality (TGE) programme, which aims to promote the presence of women on corporate boards of directors and in executive positions.

We signed the Charter for Sustainable Development Principles in the United Kingdom

By signing this charter, in line with the topics to be addressed at the United Nations Climate Change Conference, we undertake to innovate and invest in order to launch sustainable and green initiatives.

We participated in the 15th edition of the CESEDEN course

We took part in the course on high level management of infrastructures and heritage resources at the Centre for Advanced National Defence Studies, geared towards professionals that hold, or could hold, positions involving responsibility within the central and regional entities of the Ministry of Defence or equivalent positions within the structure of the army, navy or Civil Guard.

We shared a success story on the 2021 Smart Grid Days

We took part in the event organised by Automa, presenting a success story at Exolum: assessment of the isolation between a metal casing and a pipeline by means of remote monitoring and the use of test tubes, conducted for the purpose of verifying the type of contact between the two structures through a real experience.

We participated in the 6th EI Economista Energy Forum

We took part in the 6th Energy Forum organised by EI Economista, entitled "*A new energy model: towards a 55% reduction in emissions*", one of the most important events of the year in terms of energy, where we also act as sponsors.

We participated in the latest edition of the CEOCOR Conference

We collaborated in the 2021 CEOCOR International Conference organised by the Spanish Gas Association (Sedigas) and Enagás, on pipeline corrosion and prevention thereof.

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Company profile

Who we are

CLH, as the parent company of the Exolum Group, is Europe's leading logistics company for liquid products and one of the largest in the world. The company is progressing in the diversification and expansion of its logistics services to include other products that can harness the company's capabilities. It is also implementing new projects related to the development of alternative energies that contribute to the sustainability of the planet and give it a foothold in new sectors where the company's experience brings added value.

The Exolum Group operates in Spain directly or indirectly through the companies CLH, CLH Aviación, TERQUIMSA (Terminales Químicos, S.A.), Exolum Solutions and Garbium Circular Initiatives.

Globally, the Exolum Group has various subsidiaries and partly owned companies and currently operates in other seven countries through EXOLUM Pipeline System (EXOLUM-PS) in the UK, Exolum Aviation Ireland in Ireland, Exolum Panamá in Panama, Exolum Aviación Ecuador in Ecuador, OQ Logistics L.L.C. (OQL) in Oman and Exolum International UK in the UK, Ireland, Germany and the Netherlands.

Purpose

We create innovative solutions to make the world a better place.

Mission:

The reflection of what we are

We are a company focused on infrastructure management, using the latest technology to provide our customers with the most efficient and reliable solutions, always safe and environmentally responsible.

Vision:

The future to which we aspire

To be the global infrastructure company that is most highly valued by our employees and customers, for what we do and how we do it; in an innovative, responsible and sustainable manner.

Values:

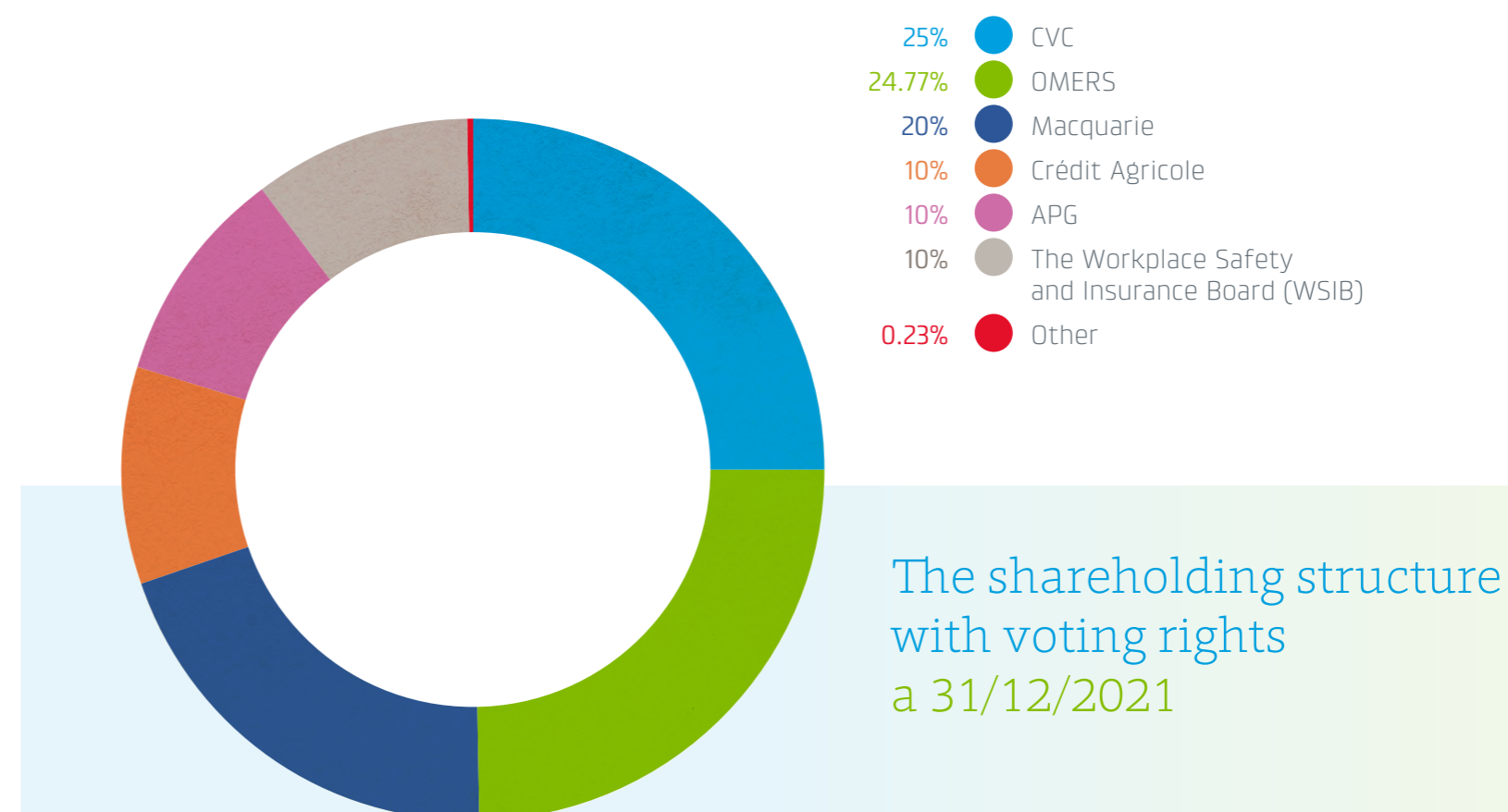
The way we are and the way we do things

Our values translate the Mission and Vision into the way we do things, guiding all our decisions and behaviour.

- **Safety:** Our priority is the health and safety of people and the care and protection of the environment.
- **Leadership:** We favour a shared leadership approach that promotes entrepreneurship and inspires us to confront the challenges of the future with hope and commitment.
- **Innovation:** We stimulate brilliant ideas and create action plans to establish new routes to the future.
- **Trust:** We believe in people and in what we do, and we create a culture of respect and tolerance.

Our shareholders

The shareholding structure of the CLH Group is composed of financial shareholders and investment funds specialised in infrastructure management.



Our strategy

How do we create long-term value?

In the past, the Exolum Group's core activity was the storage and transportation of oil products from port facilities or refineries to the places where these are consumed, thus guaranteeing our customers easy and safe access to fuel.

This activity has been complemented in the past few years by the search for and development of new business opportunities that will enable us to diversify our range of products and services and help reduce CO₂ emissions. For this reason, the Exolum Group is focusing on chemical products, aviation and business models aligned with the energy transition.

In the aviation sector, we are still a benchmark in international airport logistics, guaranteeing an efficient and safe supply of aviation fuel products including aviation bio-fuel at airports in Spain and abroad.

In this regard, Exolum offers fuel receipt, storage and dispatch logistics services at Dublin Airport (Ireland), operates fuel storage terminals and performs into-plane fuelling services at six airports in Panama, and carries out operational, maintenance and into-plane fuelling activities at José Joaquín de Olmedo International Airport in Guayaquil (Ecuador). Furthermore, Exolum was selected in 2021 to build and operate the fuel terminal expansion at the airport in Lima (Peru).

In the UK, Exolum provides fuel storage and transport services to a number of military bases and commercial airports. In 2021, 15 storage terminals for liquid products in the United Kingdom, Ireland, Germany and the Netherlands, which the company acquired from InterTerminals Limited in late 2020, were added to the company, representing a significant expansion of our presence across Europe. This operation strengthens the company's international expansion and makes the Exolum Group the largest liquid product logistics company in Europe.

The terminal in Amsterdam is of strategic importance as it provides access to the ARA (Amsterdam-Rotterdam-Antwerp) region, and the two state-of-the-art terminals in Mannheim, Germany, in the Rhine-Ruhr-Main region are beside one of the world's largest chemical clusters, which is aligned with our Strategic Plan.

Furthermore, the company has gained a team with a wealth of expertise in the storage of chemical and biofuel products, which is a huge asset to Exolum as it continues to expand into new countries and new markets with non-hydrocarbon products in its endeavour to meet the enormous challenges of climate change.

As a result, the Exolum Group now operates in eight countries: Spain, the United Kingdom, Ireland, Germany, the Netherlands, Panama, Ecuador, Peru and Oman with a pipeline network of over 6,000 kilometres, 68 storage terminals and 46 airport facilities, with more than 11 million cubic metres of capacity.

In a changing scenario marked by the energy transition and the digitisation of the economy, the strategy of the Exolum Group is to build an ever more competitive and robust organisation that is capable of harnessing the changes taking place in society and ensuring the Group's business in the long-term.

To this end, Exolum is promoting the diversification of activities by developing new business opportunities in industries or sectors where it has not traditionally been present. The areas of interest are closely linked to decarbonisation and the circular economy, focusing on topics such as renewable hydrogen for mobility and industry, advanced biofuels, renewable gases, mass energy storage and the transformation of waste into fuel. In addition, the Exolum Group has developed a strategy to reduce its carbon footprint by 50% by 2025 and to completely eliminate it by 2050.

Furthermore, the Exolum Group is continuously adapting to the needs of the market, increasing the capacity of its systems and adapting the infrastructure to meet ever more stringent requirements in terms of quality, safety and environmental protection. It has also introduced new biofuels, product qualities and energy supplies so that it can continue to grow and create value for society.

In Spain, the high level of automation, integration and capillarity of Exolum's operating model has earned it an international reputation as one of the most economically efficient supply schemes in the world, as has been pointed out by the International Energy Agency.

Strategic pillars of the Exolum Group Strategic Plan

In 2021 the company's strategy was updated so that it is now based on eight pillars.

– To be the most efficient operator

Generating value through business integration programmes and by optimising operations and CAPEX.

– To grow with our customers with our existing assets

Improving our current products and service portfolio to make them adaptable and adjusting the infrastructure to customers' needs.

– Step-out investments in oil, chemical products and aviation

Investing in oil and chemical logistics businesses in our regions of interest through greenfield/brownfield and M&A projects, taking advantage of current synergies and operations.

– Diversification

New businesses aligned with the energy transition: Identifying and investing in new commercial models in keeping with energy transition trends, and developing a strong platform to support long-term growth and diversification of our business.

– Excellence in safety and environmental protection

Improving the company's safety culture and environmental impact through the vision of zero accidents and CO₂ emissions by 2050.

– Compliance and risk management

Promoting a culture of zero tolerance in our policies, focused on resilience and business continuity, and aligning our corporate values with the highest ethical standards.

– Cultural transformation

Creating a diverse, inclusive work environment aligned with our values and a motivated, flexible and results-oriented workforce.

– To guarantee suitable skills and ways of working

Developing the appropriate skills, organisation and ways of working to support our goals of growth and diversification.

Within the Strategic Plan, the Exolum Group has a CSR Master Plan which covers priority aspects such as environmental management and protection, control and safety of facilities, occupational health and safety, relations with the community and stakeholders, ethics and integrity, and the attraction and retention of talent.

The Exolum Group also wishes to play an important role in the energy transition process. To achieve this, the company is working in three main areas: reducing the environmental impact of our operations, guaranteeing efficient access to energy in those countries where there is currently none and exploring opportunities for diversification and the possibility of developing logistics systems beyond traditional hydrocarbon systems for the new types of energy that may be needed in the future.

Our activity in 2021

Financial results

Profit after tax of the Exolum Group in 2021 amounted to 213.8 million euros, which represents a 29.2% increase over the previous year.

Operating income reached 878.2 million euros, 38.2% more than in 2020, mainly due to the results of the oil product inventory, oil product storage, commercial logistics in Spain and the UK, and the aviation sector.

The contribution of international business continued to grow, reaching 250.7 million euros in operating income, which represents 28.5% of the total for the group.

Operating expenses amounted to 547.2 million euros, 34.3% higher than in 2020, due to the increase prompted by the incorporation of the international subsidiaries acquired in NWE in late 2020. The energy expenditure rose as a result of the sharp increase in electricity prices.

Recurring EBITDA for the Exolum Group reached 471.1 million euros, 39.6 % more than in 2020, due to the decreased impact of COVID-19 on the logistics network of all companies within the Exolum Group and to the aforementioned increase in the oil product inventory results.

The reduction in the impact of the COVID-19 pandemic on economic activity led the Exolum Group's recurring operating profit to increase by 41.7% compared to the previous year, coming to 322.4 million euros.

Generation of wealth

	2020	2021
Operating profit (million euros)**	227.9	322.4
Net profit (million euros)	167.6	213.8
Operating income (million euros)	635.3	878.3
Operating expenses (million euros)	407.3	547.8
Investments (million euros)	101.3	160.5
Dividends (million euros)*	186	241.7
Total assets (million euros)	2,941.2	3,172,120

* The dividend for 2021 came to 241.7 million euros (€3.4275/share), of which 49.8 million (€ 0.7057/share) corresponded to an additional dividend to be proposed to the General Shareholders' Meeting for approval.

** Recurring operating profit is obtained by eliminating impairment and gains or losses on disposals of fixed assets, excess provisions and the allocation of grants for fixed assets from the operating profit in the income statement.

Direct economic value generated and distributed

GRI Indicator 201-01 This work was performed using the audited financial statements for 2021.

Item	Exolum Group (thousands of euros)
Direct economic value generated	850,991
Sales and other operating income	838,656
Financial income	4,265
Results for disposal of fixed assets	8,069
Economic value distributed	(842,102)
Operating expenses	(365,619)
Employee wages and benefits	(161,221)
Payments to capital providers (dividends to shareholders and interest payments to capital providers)	(221,532)
Payments to the government	(93,729)
Economic value retained	8,889

Investments

The Exolum Group invested 104.9 million euros in 2021 in the continued improvement of its infrastructure and services, both in Spain and in the other countries where it is present.

In Spain, the company invested 49.9 million euros in the implementation of various projects. Specifically, 52.0% of this amount was allocated to commercial investments aimed at business growth and efficiency, 35.8% was for investments needed to keep the infrastructure in optimal conditions and meet valid regulations, and 12.1% was invested in environmental and safety-related projects.

Exolum Solutions, a company based in Spain that is engaged in the diversification of activities and the search for new business opportunities for the Group, invested 0.4 million euros in 2021.

Exolum Terminals, which joined the Exolum Group in November 2020, made investments totalling 23.9 million euros aimed at ensuring the integrity of its terminals.

In the UK, EXOLUM-PS earmarked 27.2 million euros for the continued upgrade of its logistics infrastructure in order to improve efficiency and safety.

Exolum Aviation Ireland invested 3.6 million euros in the ongoing extension of the fuel storage terminal at Dublin Airport.

Finally, the company invested 0.3 million euros in Panama and the remaining investments were earmarked for activities at Exolum Ecuador, the company that has been providing services to the airport in Guayaquil since November 2019, in addition to financial investments.

Exolum's activities around the world



1 Spain

4,000 km oil pipelines
39 storage terminals
8,000,000 m³ of storage capacity
37 airport facilities
6 hydrant networks

TERQUIMSA

50% owned by Exolum and Royal Vopak

2 United Kingdom

2,000 km of oil pipelines
24 storage terminals
2,5 million m³ of storage capacity

3 Ireland

1 storage terminal
30,000 m³ of storage capacity
1 airport facility
1 hydrant network

4 Germany

2 storage terminals
313,000 m³ of storage capacity

5 The Netherlands

1 storage terminal
614,000 m³ of storage capacity

6 Ecuador

1 storage terminal
5,800 m³ of storage capacity
1 hydrant network

7 Panama

6 airport facilities
18,000 m³ of storage capacity
1 hydrant network

8 Oman

290 km of oil pipelines
1 storage terminal
174,000 m³ of storage capacity

Spain

In Spain, Exolum has one of the largest and most efficient integrated networks for the transport and storage of oil products in the world, with more than 4,000 kilometres of pipeline and 39 terminals with a storage capacity of almost 8 million cubic metres.

Our activities include:

- _ Storage, transport and distribution of oil products, primarily gasoline, diesel oil, kerosene, fuel oil and biofuel, on the Iberian Peninsula and the Balearic Islands.
- _ Storage of strategic and commercial reserves.
- _ The provision of specialised services tailored to customers' needs: biofuel blending, quality analysis and control, metrology and additivation, etc.

The integrated management of storage and transportation activities and the use of the latest technology allows the company to maintain a high level of efficiency, thus it was able to keep the average price of its logistics services in 2021 below one euro cent per litre, which represents less than 1% of the price paid by the end consumer per litre of fuel.

Deliveries of oil products

Oil product deliveries from Exolum terminals in Spain in 2021 amounted to 41.7 million cubic metres, which represents a 15.9% increase over the previous year. This increase is linked to the partial rebound in mobility experienced after the restrictions imposed as a result of the COVID-19 pandemic were eased. Demand for automotive and, especially, aviation products remain below the levels from 2019.

Broken down by product, deliveries of gasoline and diesel oil rose by 12.1% compared to 2020, kerosene and aviation fuel increased by 49.6% and fuel oils and IFOs rose by 77.9%. Furthermore, Exolum continues to provide the naphtha dispatch service that started in December 2017, supplying nearly 0.8 million m³ in 2021.

The volume of oil products transported by pipeline reached 19.5 million tonnes. The company also transported 2.2 million tonnes by vessel, which represents an overall increase of 10.2% between the two transport methods compared to the previous year.

With regard to biofuel services, Exolum managed 1.63 million cubic metres of biodiesel and HVO (hydrobiodiesel) and 0.26 million cubic metres of bioethanol. The company received biofuels already blended with diesel oil and gasoline and in their pure form or denatured in order to be blended in the loading arm and in-line.

At 31 December 2021, Exolum's storage capacity in Spain was 8.3 million cubic metres, with 8.1 million being for clean products and 0.2 million for fuel oil and other product storage.

Aviation

Exolum operates at 36 major airports in Spain and also provides services to the Airbus plant in Seville and Getafe. In addition, it manages the six hydrant networks at the country's main airports: Adolfo Suárez Madrid-Barajas, Barcelona-El Prat, Málaga, Palma de Mallorca, Alicante and Tenerife South, and has an extensive fleet of refuelling units and dispensers.

The company offers storage, distribution and into-plane services for aircraft fuels and lubricants. It also manages and provides advice and technical assistance for the installation and maintenance of distribution networks for different types of aviation fuels.

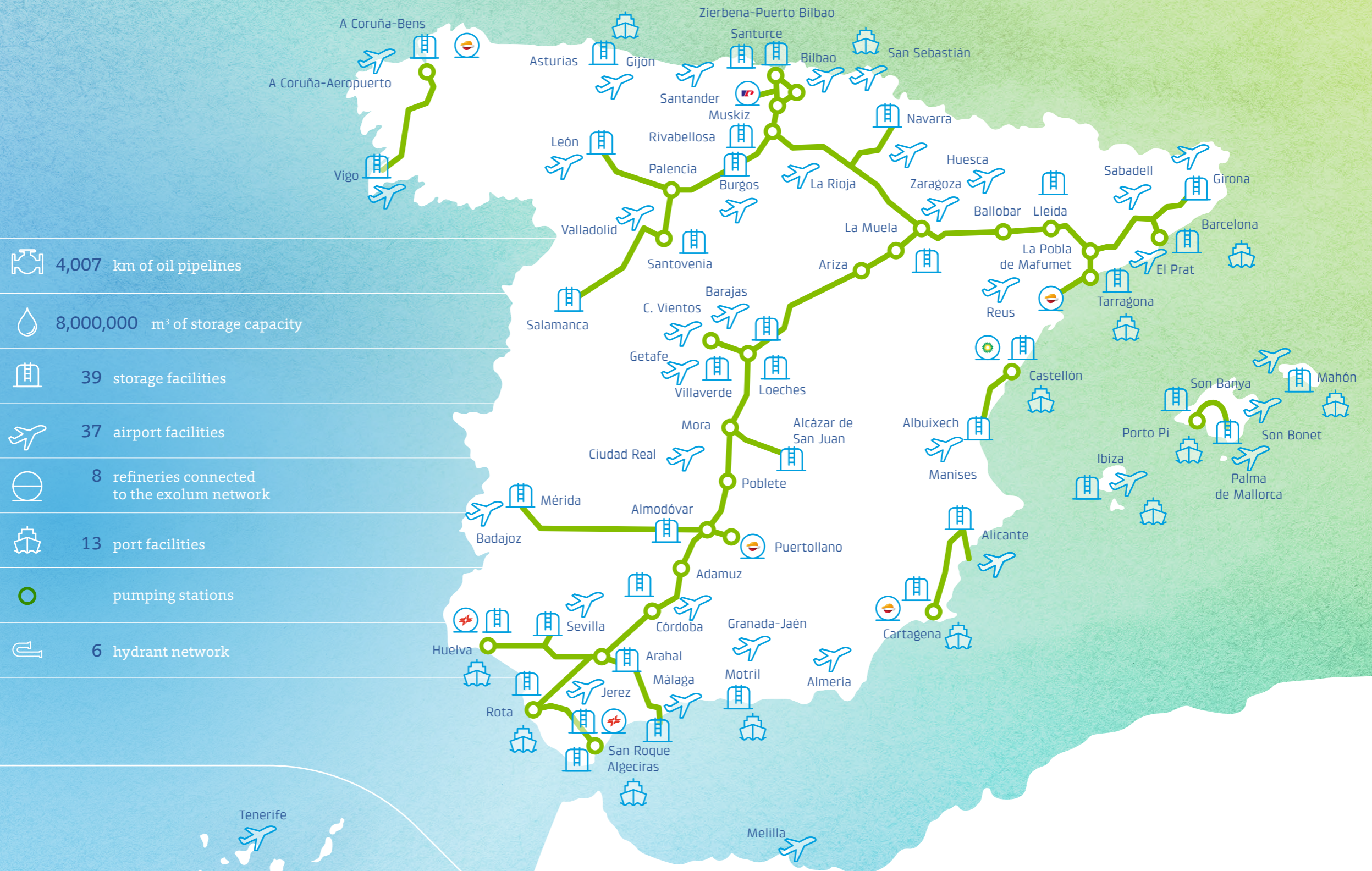
In 2021 the consolidation process was completed, adapting certain airports (Sabadell, Reus, San Sebastián, Valladolid, León, Burgos, Granada, Melilla and Tenerife South) to Exolum standards, and planned investments were implemented at Phase I and Phase II airports.

Work on the new storage terminal at Zaragoza Airport was also completed. The new supply operations also required adaptations to be made at the Zaragoza storage terminal and in the pipeline. Commissioning is scheduled for the first quarter of 2022.

The company is ISO 9001, ISO 14001 and ISO 45001 certified, including all Exolum airports in Spain.

Activity data

	2020	2021
Deliveries from facilities (thousand cubic metres)	35,988	41,713
Gasoline and diesel oil (thousand cubic metres)	31,068	34,817
Gasoline (thousand cubic metres)	4,919	6,461
Diesel oil (thousand cubic metres)	26,149	28,356
Aviation fuels (thousand cubic metres)	2,797	4,183
Kerosene (thousand cubic metres)	2,793	4,179
Aviation gasoline (thousand cubic metres)	3	4
Naphtha (thousand cubic metres)	1,064	828
Fuel oil (thousand cubic metres)	207	186
IFOs (thousand cubic metres)	853	1,700
Modes of transport activity		
Tankers (thousand tonnes)	1,841	2,517
Oil pipelines (thousand tonnes)	17,795	19,497



Northwest Europe

Elsewhere in Europe, Exolum provides logistics services in the United Kingdom, Ireland, Germany and the Netherlands.

In the UK, Exolum offers transportation and storage services for a wide range of liquid products, including fuel storage services for a number of military bases and commercial airports in the United Kingdom such as Heathrow, Gatwick, Stansted and Manchester.

To carry out these activities, it has a system comprising 2,000 kilometres of oil pipelines and 24 strategically located storage terminals with a capacity of 2.5 million cubic metres along both the east and west coasts, with easy access to continental Europe.

In 2021 the company progressed in its relationship with the British Ministry of Defence (MoD), extending its military contract for another three years, focusing especially on sustainability. In this regard, an agreement was entered into with the MoD to support the goal of achieving zero net emissions by 2050, which will entail diverse investments and improvements in the processes and terminals that serve the MoD over the years to come. Similarly, a new tank was built at the Inverness terminal in cooperation with the MoD, which will increase the storage and supply capacity at Inverness, thus improving its services.

In 2021 the integration of 15 storage terminals acquired in late 2020 also took place, located in the United Kingdom, Ireland, Germany and the Netherlands. For this purpose, after the relevant management of change processes had been completed, certain areas were re-organised and progress was made in the implementation of the new IT systems that will be used to centrally manage all the businesses in the region.

Ireland

In Ireland, Exolum has a storage terminal and also offers logistics services for the receipt, storage and dispatch of Jet A1 to all suppliers operating at Dublin Airport, as well as to the different into-plane fuelling agents.

The company is currently undertaking a major renovation of the fuel storage terminal at Dublin Airport, which includes the expansion of the plant's capacity and the construction of a new hydrant system that will enable faster and more efficient operations.

During 2021, the new works of the pits contemplated in the agreement signed by Exolum and the DAA have started, the new constructions of Pier 1 have been executed and completed within the agreed timeframe. Work on Pier 3 has been put on hold due to the DAA's new development plans at Dublin Airport.

Panama

This year a series of enhancements have also been made, such as the installation of an automated access control system and the improvement of the traffic management signals inside the terminal. Programmes have also been implemented for maintenance management and other processes that facilitate and increase the efficiency of administrative tasks and employee training.

The company has also renewed its ISO 9001 and ISO 14001 certifications and has obtained ISO 45001 certification.

In Panama, Exolum operates the fuel terminals and provides into-plane services at six airports across the country, Tocumen International Airport and five other regional airports.

In 2021 a new fuel supply system was launched at Tocumen International Airport, which boasts features, technology and safety systems that make it the most modern hydrant in Latin America.

Prevention and protection measures were also bolstered in 2021 in response to the more severe impact of the pandemic during this period.

Ecuador

Exolum has been performing operation, maintenance and into-plane services at José Joaquín de Olmedo International Airport in the city of Guayaquil (Ecuador) since November 2019 after being awarded the contract tendered by the airport management company, Terminal Aeropuerto Guayaquil S.A. (TAGSA).

In 2021 the hydrant network began operating, making it possible to supply more than 70% of the fuel via dispenser vehicles, thus improving operations at the airport and making it more efficient.

OQL

The OQL company is jointly owned by EXOLUM (40%) and Omani company OQ, formerly Orpic (60%). It designed, constructed and manages a storage terminal near Muscat with a capacity of 170,000 cubic metres, and a 300-kilometre pipeline connecting this plant to two existing refineries and to Muscat International Airport.

This network makes it possible to offer transportation and storage services for gasoline, kerosene and diesel oil, increasing the safety of oil product supply, optimising distribution costs and reducing road tanker traffic.

In 2021, OQL assets handled a volume of 4.0 million cubic metres, representing an increase compared to the previous year. The high degree of flexibility of OQL's assets and the experience provided by Exolum have been decisive in minimising the impact of the COVID-19 crisis on OQL business, while ensuring an uninterrupted fuel supply in the Sultanate of Oman.

TERQUIMSA

TERQUIMSA, in which Royal Vopak N.V. and EXOLUM each own a 50% interest, is engaged in the receipt, storage and dispatch of bulk liquid products from its facilities in the ports of Tarragona and Barcelona.

TERQUIMSA has a total capacity of 660,000 m³ and stores more than 100 different products, including chemicals, oil products, oil and biofuel.

In 2021, the company expanded the facilities in Tarragona by adding four new tanks with a total capacity of 17,000 cubic metres.

The company handles approximately 2.5 million tonnes of products each year.

Other companies in the Exolum Group

To facilitate the international expansion of the Exolum Group and promote diversification, Exolum has set up various companies in the USA and France, with the initial goal of seeking out new business opportunities or developing and implementing these opportunities. However, these companies are not currently engaged in any industrial activity.

Our setting and opportunities

Liquid, gas and solid fuels of diverse types will continue to play an important role in the energy mix worldwide until 2050.

Oil demand, for the first time, shows an eventual decline in all scenarios, according to the International Energy Agency, although the timing and sharpness of the drop vary widely. In a scenario that takes into account government actions with respect to climate change, demand levels off at 104 mb/d in the mid-2030s, then drops very slightly until 2050. Oil use in road transport increases by around 6 mb/d through to 2030, with a particularly sharp rise in 2021, and it increases by close to 8 mb/d in aviation, shipping and petrochemicals.

World energy demand in 2022 will regain ground lost the previous year with a 4% increase that will bring energy demand worldwide back to pre-pandemic levels. The rebound in business activity as countries have gradually emerged from lockdowns has prompted an uptick in demand for all fuels and technologies. These effects are overshadowing signs of more structural changes in the energy sector, particularly the increase in renewable energy sources for power generation and electric vehicles for personal mobility.

The pandemic posed a setback for energy efficiency enhancement trends, as stretched corporate and household budgets, uncertainty about the pace of recovery and lower fuel prices in 2020 delayed spending on more efficient equipment and vehicles. The amount of energy required to generate one unit of global GDP has dropped steadily over time, but

the rate of improvement has slowed noticeably in recent years and was only 0.5% in 2020. This is well below the 3-4% annual figure needed to achieve global climate and sustainability goals.

Investments in energy efficiency will recover in 2022, although growth is likely to be concentrated primarily in markets and sectors with governmental support policies, such as the construction sector in Europe.

1 Global oil product demand situation during the pandemic

Oil demand in 2021 will rise by around 5.2 million barrels per day (mb/d), but this only covers part of the 8.7 mb/d decline from the previous year.

Consumption of aviation fuels remains well below pre-pandemic levels. Most of the immediate reasons are related to restrictions on international travel and limited progress with vaccinations in many developing economies, but the pandemic may also have changed some air travel patterns for good.

Road transport demand is rebounding more quickly, and both diesel and gasoline are expected to come just short of pre-pandemic levels by early 2022, but continued public health risks, teleworking (especially in advanced economies), higher electric vehicle sales and increased efficiency for new models are all constraining growth.

Rising demand and prices justify the OPEC+ group in eliminating some of the cuts in oil supply that they implemented in 2020, but uncertainties concerning demand have not all disappeared, and there are questions about the allocation of output among key producers. Meanwhile, producers outside the OPEC+ group are set to get close to pre-crisis levels of production in 2021 and to surpass them in 2022, despite mounting social and environmental pressures on many oil companies and increased scrutiny of their investment plans.

Compared with traditional oil supply, the volumes of low-carbon liquid fuels coming to market are relatively small: around 1.9 million

barrels of oil equivalent per day (mboe/d) in 2020. However, policies are giving a boost in some areas, and production capacity for hydrotreated vegetable oil (HVO) – a renewable diesel fuel – is expected to nearly double over the next two years, significantly expanding the capacity to produce biofuels from waste and residue feedstocks.

In this context, the Exolum Group continues to develop new services associated with fuel storage and transportation, progressing towards diversification and expanding its logistics services to cater for other products which allow the Group to take advantage of its capabilities and ensure the sustainability of the business. It is also focusing on RDI projects for the development of alternative energies, thus enabling us to contribute to the sustainability of the planet and gain a foothold in new sectors where the company's experience brings added value with energy solutions fed by waste or sustainable raw materials.

2

Energy transition

The transition toward cleaner types of energy also provides new opportunities for fuels, which comprise a large part of total final consumption in each scenario. Political support for low-emissions fuels varies significantly from one country to another, but they play a key role in the achievement of net zero emissions targets, especially in sectors where electrification is most challenging.

Efforts to accelerate clean energy transitions present a new and pervasive set of risks for fossil fuel markets, in particular over the outlook for demand and prices. In the Stated Policies Scenario (STEPS), oil and natural gas demand grow to 2030 while coal demand falls only marginally. In the NZE, demand to 2030 falls by nearly 10% for natural gas, 20% for oil and 55% for coal. These variations in demand are matched by differences in prices. The oil price in 2030 in the NZE (USD 35/barrel) is less than half the level in the STEPS (USD 77/barrel).

In 2020 some 2 mb/d of biofuels were used but volumes are forecast to reach about double that amount by 2030. The use of modern forms of solid bioenergy increases by 30-70% across all scenarios to 2030 and small increases in the use of low-carbon hydrogen are calculated up to 2030.

The portfolio of low-carbon hydrogen production projects is insufficient to meet the levels of use implied by current pledges and far short of the levels required in the zero emissions scenario. Shipping and aviation drive large increases in the use of low-carbon hydrogen-based liquid fuels.

Activity changes, technology deployment, consumer choices and policy ambition in transport and petrochemicals largely determine the long-term trajectory of global oil demand. Global oil demand is expected to exceed 2019 levels by 2023 before reaching its maximum level of 104 million barrels per day (mb/d) in the mid-2030s and then declining very gradually to 2050.

In order to alleviate this situation, the Exolum Group has put a greater focus on products with prospects for greater growth, particularly sustainable aviation fuels and non-oil products. In this regard, Exolum strives to promote new business opportunities committed to the sustainable development of our planet, and has launched the Avikor platform which offers individuals and businesses the possibility to fly more sustainably by using sustainable aviation fuel (SAF) to reduce emissions.

Furthermore, the Exolum Group is adapting its assets to new demands for marine fuels and increasing the flexibility of its coastal terminals in Spain so that they are capable of accepting all product and blend types.

3

Digital revolution

The development of new information technologies, data intelligence and mobile connectivity provide companies with useful and relevant information for decision-making.

Thus, the intensive use of large amounts of information gathered through diverse means is quickly transforming a large number of economic sectors, including the oil products logistics sector.

The Exolum Group is laying the groundwork to become a data-driven company, thus allowing it to make informed strategic decisions based on data analysis and interpretation. To this end, it is designing new digital systems by developing cloud infrastructure and platforms in preparation for the implementation of digital initiatives that will allow it to secure efficiencies and even new business opportunities.

In this regard, the Exolum Group has focused on technology as a source of competitive advantage, enhancing automation and remote management, predictive maintenance through big data techniques, the development of proprietary logistic system optimisation technologies, and advanced expert project engineering.

Corporate governance

Governance structure

General Shareholders' Meeting

The General Shareholders' Meeting is the main governing body of CLH and has the power to resolve on matters that affect the company that, by law or under the Articles of Association, are not assigned to other company bodies. Ordinary General Shareholders' Meetings are held within the first six months of each calendar year in order to assess company management, approve the financial statements and decide on the allocation of the results.

Board of Directors

The Board of Directors is the top decision-making body of CLH, except in matters that are reserved to the General Meeting, and holds authority over matters related to the management of the organisation. The Board acts at all times with the principle of maximisation of the company's value, both in the long and the short term, supervising the performance of business and securing its present and future viability. The composition, powers and functioning of the Board are regulated through the Articles of Association and the Board of Directors' Regulations.

Within the Board of Directors, there are complementary bodies to optimise corporate governance, such as the Audit Committee and the Appointments and Remuneration Committee.

Composition

In 2021 the Board comprised 21 directors: a chairwoman, a chief executive officer and 19 external proprietary directors. The term of office of its members is five years.

In September 2021, Exolum's Board of Directors appointed Rosa García as the new chairwoman of the company, replacing José Luis López de Silanes, chairman for the past 16 years, who has become honorary chairman.

The composition of the Board at 31 December is as follows:

Chairwoman	Rosa María García García
Chief Executive Officer	Jorge Lanza Perea - Executive Director
Members	<p>Borchi Investments Holding B.V., represented by Mr Ronaldus Theodorus Joannes Gertruda Boots</p> <p>Borealis Spain Holdings B.V., represented by Mr Timm Robert Degenhardt</p> <p>Borealis Spain Parent, B.V., represented by Mr Philippe Anastase Busslinger</p> <p>Borealis Spain Parent 2, B.V., represented by Ms Sarah Vartanouche Juliette Obozian</p> <p>Castillo Spanish Holdings LP, represented by Mr Timothy Gerald Formuziewich</p> <p>MEIF 5 Co-Invest Rey Investments, S.à.r.l., represented by Ms Irene Otero-Novas Miranda</p> <p>MEIF 5 Rey Holdings, S.L., represented by Mr Juan Sebastián Caño Sterck</p> <p>MEIF 5 Rey Investments, S.à.r.l., represented by Mr Willem Smit</p> <p>MEIF 5 Rey Ventures, S.à.r.l., represented by Mr Miguel Antoñanzas Alvear</p> <p>Mr Charles Son Portalier</p> <p>Mr Jean Baptiste Michel Renard</p> <p>Mr Juan Rodríguez Inciarte</p> <p>Simcoe Titán, S.L., represented by Ms Loreto Ordóñez Solís</p> <p>Stichting Depositary APG Infrastructure Pool 2017 II, represented by Mr Carlo Maddalena</p> <p>Theatre Directorship Services Alpha, S.à.r.l., represented by Mr Juan Arbide Estensoro</p> <p>Theatre Directorship Services Beta, S.à.r.l., represented by Mr José Antonio Torre de Silva López de Letona</p> <p>Theatre Directorship Services Gama, S.à.r.l., represented by Mr Arnau Doria Torra</p> <p>Vaugirard Infra, S.L., represented by Mr Frédéric Jean Daniel Payet</p> <p>Mr Jan Reinier Voute</p>
Secretary	Luis Valero Quirós

Board Committees

Audit Committee

The role of the Audit Committee is to establish the relevant relationships with external auditors and supervise the company's internal control and risk management systems, as well as conducting internal audits and regulated financial reporting. This body consists of five non-executive external directors, all of whom are proprietary directors with knowledge and experience in accounting and auditing.

Chairman	Mr Juan Rodríguez Inciarte
Members	MEIF 5 Co-Invest Rey Investments, S.à.r.l., represented by Ms Irene Otero-Novas Miranda
	Mr Jan Reinier Voute
	Vaugirard Infra, S.L., represented by Mr Frédéric Jean Daniel Payet
	Stichting Depositary APG Infrastructure Pool 2017 II, represented by Mr Carlo Maddalena
Secretary	Luis Valero Quirós

Appointments and Remuneration Committee

The Appointments and Remuneration Committee is responsible for reporting or making proposals regarding the appointment and remuneration of directors, members of the Board and company executives. This body consists of four non-executive external directors, all of whom are proprietary directors.

Chairman	MEIF 5 Rey Holdings, S.L., represented by Mr Juan Sebastián Caño Sterck
Members	Borealis Spain Holdings B.V., represented by Mr Timm Robert Degenhardt
	Castillo Spanish Holdings LP, represented by Mr Timothy Gerald Formuziewich
	Theatre Directorship Services Beta, S.à.r.l., represented by Mr José Antonio Torre de Silva López de Letona
Secretary	Luis Valero Quirós

Board of Directors' Regulations

The Board of Directors' Regulations follow the recommendations of the Unified Good Governance Code of Listed Companies as regards the need for the Board to devote at least one meeting per year to assessing its functioning and the quality of the work it has done. The result of this assessment for 2021 is that the functioning and the performance of duties by the Board and its committees, chairwoman, chief executive officer and secretary have been satisfactory.

The information on remuneration accrued in 2021 by the directors and executives of the companies pertaining to the Exolum Group is contained in the notes to the financial statements.

Management Committee

The Management Committee is an internal governance and oversight body in charge of reporting to the top governing body on the most relevant issues of company management.

The mission of the Management Committee is to define CLH's strategic guidelines, to align the operational strategies of all the business units and to coordinate corporate management departments with the company's general strategy and the needs of the business units.

Duties of the Management Committee:

- Approval of annual budgets and management plans, which are submitted to the Board of Directors for final approval.
- Follow-up on the CLH Group's statement of profit or loss.
- Planning of the company's operational needs in the short and medium term.
- Analysis of new market trends and identification of new strategic projects.
- Approval of strategic and investment projects according to current regulations and their follow-up.
- Analysis and follow-up of operational and commercial activities and new business projects.
- Analysis and follow-up of process safety and quality indicators.
- Progress on the design of a single scorecard that identifies criteria, information resources and the person responsible for updates to serve as a basis for monitoring the business.

Composition of the Management Committee (at 31 December 2021):

Chief Executive Officer	Jorge Lanza Perea
General Secretary and Secretary to the Board	Luis Valero Quirós
Global Strategy & Innovation Lead	Andrés Suarez Fernández
Global Finance Lead	David Folgado Delgado
Global People Lead	Cristina Jaraba Delgado
Global HSSE & Technology Lead	Javier Alonso González
Spain Region Lead	Jorge Guillén García
NWE (North West Europe) Lead	Ignacio Casajús López

Corporate culture and identity

The Exolum Group promotes behaviour based on ethical criteria of transparency and good corporate governance.

In this regard, given that the CLH Group has been operating in the market under the Exolum Group brand since 1 March 2021, the Board of Directors of CLH, the Group's parent, approved the Group's Compliance Policy and amended both the Code of Conduct and the Internal Communication Channel (Code of Conduct Mailbox) at its meeting on 25 February 2021. All these documents are directly applicable to all directors, executives and employees of the companies in the Exolum Group, including any investees over which it exercises effective control or responsibility for their operations and/or management, within the limits stipulated in applicable regulations. Similarly, the Group encourages its suppliers, contractors and other partners to comply with all of these documents.

In addition, at the aforementioned meeting, the Board of Directors of CLH resolved to dissolve the Ethics Committee and Regulations, and entrusted the tasks of monitoring and updating the Compliance Policy and Code of Conduct

to the Audit Committee, which shall receive support in the performance of these duties from the Compliance & Audit team. This team answers to the Audit Committee and receives the reports sent to the Internal Communication Channel (Code of Conduct Mailbox), investigating them under the supervision of the Audit Committee with support from the Legal Section, primarily. In other words, among other duties, the Audit Committee, through the Compliance & Audit team, is tasked with promoting the dissemination, awareness of and compliance with the contents of the Code, in collaboration with the different areas of the Group.

The Group's new Code of Conduct sets forth guidelines for conduct that are to govern the daily professional work of all its employees, managers and directors, and it represents an essential control mechanism for the detection and mitigation of irregular activities within the Group, including, due to their serious nature, potential situations entailing criminal risks. For this purpose, the Group has created an Internal Communication Channel (Code of Conduct Mailbox) on the company website and the Corporate Portal for all stakeholders. This is the platform established for confidential and anonymous submission of questions and clarification of doubts in relation to suspected misconduct within the Group.

Whenever a report is received, the Compliance & Audit team is responsible for assessing it and deciding on the actions to be taken in light of the nature of each case. In 2021 no communications were received in relation to bribery or corruption.

Another responsibility of the Compliance & Audit team is to supervise the performance of the criminal risk prevention model, which entails a strict, independent, autonomous, objective and confidential analysis of alleged criminal incidents reported through the Internal Communication Channel (Code of Conduct Mailbox).

Moreover, the Exolum Group guarantees equal opportunities in job recruitment and promotion. This commitment is materialised in the Equal Opportunities Plan and the Protocol for the prevention of and response to harassment at work.

According to section 7.3 of the Exolum Group Protocol for the prevention of and response to harassment at work, the Compliance & Audit team receives statistical information about incidents of harassment at work. As a result, a new investigation process began in late 2021 and has not yet concluded.

What we focus on

The contents of this report are based on the material issues identified by the Exolum Group, which cover the expectations and perceptions of the stakeholders with whom the company engages and creates value in the short, medium and long term. In 2021, the company conducted an internal materiality review to verify the relevance of material issues.

Once all the data obtained were identified and weighted, the following materiality matrix was generated and subsequently reviewed and validated by those responsible for the main areas.



Risks

The Exolum Group has an integrated Risk Control and Management System, which makes it possible to appropriately deal with any risks to which the company's activities are exposed.

The company has structured its risks into four main groups: strategic risks, operational risks, reporting/financial risks and compliance risks.

The bodies responsible for the supervision, maintenance and implementation of the Risk Management System are as follows:

- Audit Committee
- Management Committee
- Corporate Responsibility Committee
- Compliance & Auditing.

One of the key elements of the system is the Risk Map, a document in which Exolum identifies the main risks that impact the achievement of its strategic objectives. The Risk Map is subject to the approval of the Audit Committee and monitored regularly.

In 2021 the Group updated its risk map for its BU Spain and NWE Region.

How we engage with others

The Exolum Group has various communication channels in place to allow it to maintain an open, close and transparent dialogue with its main stakeholders.

The company uses its website and the main social media to report all types of information on its activities. In addition, it publishes a quarterly corporate magazine that is distributed to employees of the organisation and its main external contacts.

Moreover, Exolum regularly participates in consulting sessions, newsletters, trade publications and surveys, to name a few.

2

Creating value among our stakeholders

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Creating value through RSC

Exolum handles CSR matters at three levels:

- The **Strategic Plan** includes the company's main lines of work, focusing primarily on improving the efficiency of its activities, developing new business opportunities, searching for new international projects and creating value in local communities.
- The **Corporate Social Responsibility Policy**, based on the establishment of relations of trust with the company's stakeholders, in accordance with its mission, vision and values and the ten principles of the United Nations Global Compact.
- The **Corporate Social Responsibility Master Plan**, included in the Strategic Plan, which defines the actions of the company in this area. The plan provides for the roll-out of the model to the Group's international businesses, after tailoring it to the conditions and specific features of the countries where these are located.

The main lines of action the company pursues in relation to its stakeholders (employees, customers, suppliers, society as a whole or the area surrounding its facilities) are described in this report.

Creating value for our EMPLOYEES

The workforce of the Exolum Group is made up of a total of **2,114 people**, of whom **1,192 work in Spain**, including the Ventures innovation division, and the remaining 922 (44%) in the other countries where the company operates

One of the priorities at Exolum is to offer company employees a satisfactory working environment and an attractive career through training, career development, work-life balance, diversity, talent attraction and retention, and occupational health and safety policies.

The company also actively promotes responsible management in line with the principles of ethical behaviour enshrined in the Code of Conduct and expressed in the company's corporate values.

In 2021, with a view to successfully confronting and responding to the significant challenges facing the sector, such as the energy transition, climate change and decarbonisation, the company has undertaken an ambitious cultural transformation process known as Xpirit. The mission of this project is to implement a new way of working and thinking in order to modernise and streamline the organisation by

placing its employees in the middle. The project will initially be implemented in Spain but is expected to be extended to other countries in the near future.

The Xpirit project is based on four strategic foundations. Firstly, making structural and organisational changes for the purpose of flattening and streamlining the organisation, making resources more flexible within the areas, rendering the organisation more consistent and cross-disciplinary, and standardising processes and ways of working at corporate level.

Secondly, by implementing new work methods, promoting new, faster, dynamics that help improve project quality and management and enhance the efficiency of recurring tasks.

Workforce characteristics

Thirdly, revising the internal governance model, to which end a process has been developed to make it possible to prioritise projects better in order to align their execution with the company's strategy. Finally, efforts have been made and work continues in terms of leadership and talent management, defining new roles within the organisation with a view to promoting autonomy and team responsibility.

To enable this cultural change to effectively flow and spread across the organisation, training and coaching actions based on learning and teamwork have taken place as needed to implement this evolution in a satisfactory manner.

In 2021, the workforce of Exolum in Spain comprised 1,192 professionals. Exolum has 642 employees in the United Kingdom, 34 employees in Ireland (including 13 at the Aviation subsidiary in that country), 67 employees in Germany, 48 employees in the Netherlands, 100 employees in Panama, 30 employees in Ecuador and one employee in Omán.

As far as senior executives are concerned, all are recruited from the local community, with the exception of one Spanish expatriate for the UK subsidiary.

In Spain, the plans for termination of employment by mutual agreement, agreed with the workers' representatives, have allowed the company to align new professional profiles with company needs.

These plans have also promoted the creation of youth employment and the gradual incorporation of women into the workforce. In 2021, women represented 22% of total new hires in Spain, raising their proportional presence in the company to 15%, especially in supervisory and managerial positions.

In Northwest Europe (United Kingdom, Ireland, Germany and the Netherlands) in 2021 the company underwent an intense integration and restructuring process after the acquisition of 15 new terminals in late 2020.

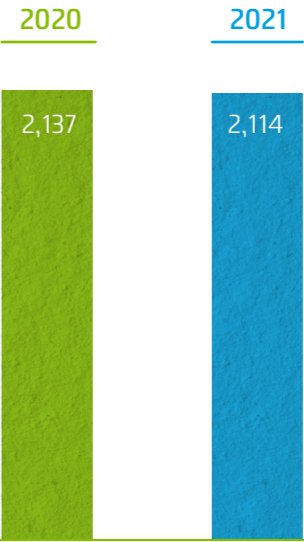
The information provided for terminals in Ireland (Aviation Ireland and Ireland) could not be consolidated and shown under the same heading for the country. This is due to the recent integration in the Exolum group structure of the Irish terminal (Shannon), which still maintains separate accounting and HR management. The Exolum group intends to consolidate this information in the next financial year 2022.

2. Creating value among our stakeholders

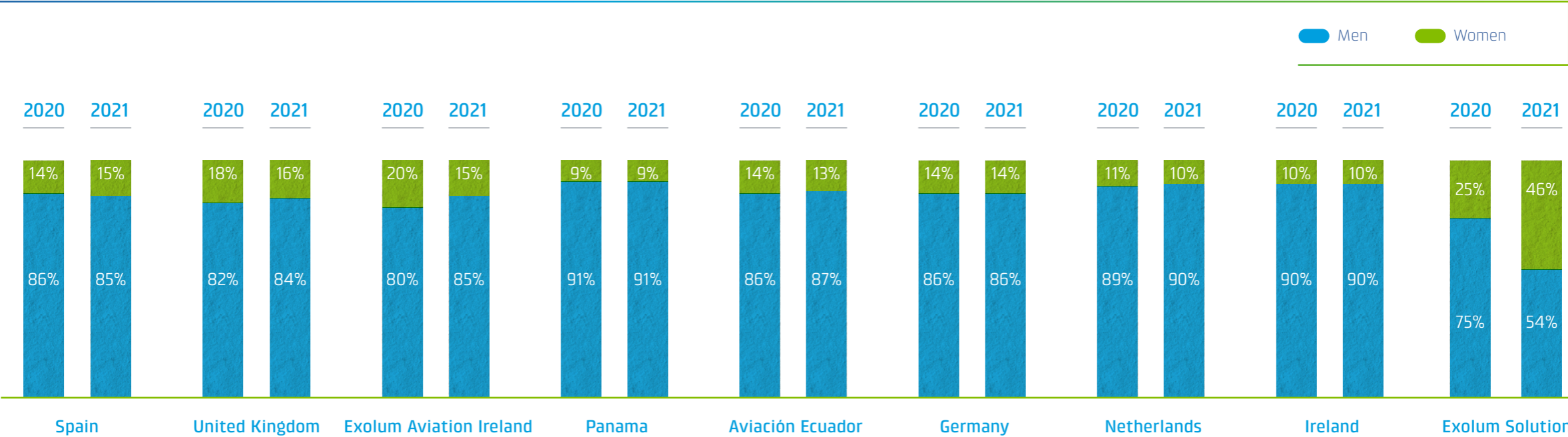
Creating value for our employees

Evolution of the workforce

	2020	2021
Spain	1,183	1,179
United Kingdom	265	642
Exolum Aviation Ireland	15	13
Panama	92	100
Ecuador	29	30
Germany	69	67
Netherlands	47	48
Ireland	20	21
Exolum Solutions	3	13
Other	3	1
Total Exolum Group	2,137	2,114



Percentage distribution of workforce by gender



2. Creating value among our stakeholders

Creating value for our employees

Percentage distribution by type of contract, broken down by gender



2. Creating value among our stakeholders

Creating value for our employees

Other workforce diversity indicators

	2020	2021		2020	2021
Spain			Germany		
% international employees	0.7%	1.0%	% international employees	8.7%	8.7%
Average age	42.5	42.7	Average age	43.4	44
% of women hired for technical positions	73%	55%	% of women hired for technical positions	–	–
United Kingdom			Netherlands		
% international employees	7.9%	3.6%	% international employees	0%	0%
Average age	47.5	45.9	Average age	47	47
% of women hired for technical positions	0	0.5%	% of women hired for technical positions	–	–
Exolum Aviation Ireland			Ireland		
% international employees	26.6%	23%	% international employees	0%	0%
Average age	37.8	38.8	Average age	57	58
% of women hired for technical positions	33%	0%	% of women hired for technical positions	–	0
Panama			Exolum Solutions		
% international employees	0%	6%	% international employees	0%	15%
Average age	43.0	43.5	Average age	38	35
% of women hired for technical positions	3.8%	0%	% of women hired for technical positions	–	50%
Ecuador					
% empleados internacionales	3%	3%			
Edad media	36	37			
% de mujeres en incorporaciones a puestos técnicos	7%	0%			

2. Creating value among our stakeholders

Creating value for our employees

Percentage distribution by professional category

	2020		2021	
	Men	Women	Men	Women
Spain				
Department/Section Managers	2.5%	0.5%	2.5%	0.4%
Supervisors/Middle-managers	9.6%	3.0%	8.7%	3.4%
Professionals	23.1%	8.0%	23.1%	8.1%
Administrative staff	5.2%	2.0%	5.3%	2.0%
Specialists/Qualified operators	45.4%	0.8%	45.5%	1.0%
United Kingdom				
Department/Section Managers	1.9%	0.4%	1.2%	0.2%
Supervisors/Middle-managers	17.4%	2.7%	8.6%	3.6%
Professionals	9.4%	6.8%	48.5%	1.3%
Administrative staff	1.5%	7.9%	10.6%	2.5%
Specialists/Qualified operators	51.7%	0.4%	15.4%	8.1%
Exolum Aviation Ireland				
Department/Section Managers	—	—	—*	—*
Supervisors/Middle-managers	13.3%	6.6%	15%	15%
Professionals	0%	0%	0%	0%
Administrative staff	0%	6.6%	0%	0%
Specialists/Qualified operators	66.6%	6.6%	70%	0%
Panama				
Department/Section Managers	—	—	—*	—*
Supervisors/Middle-managers	1.6%	2.3%	3%	2%
Professionals	7.5%	2.5%	17%	4%
Administrative staff	8.3%	1.6%	9%	3%
Specialists/Qualified operators	76.2%	0%	62%	0%
Ecuador				
Department/Section Managers	—	—	—*	—*
Supervisors/Middle-managers	3%	0%	3%	—
Professionals	10%	7%	17%	7%
Administrative staff	—	3%	—	—
Specialists/Qualified operators	77%	0%	73%	—
Germany				
Department/Section Managers	5.8%	0%	3%	0%
Supervisors/Middle-managers	7.3%	0%	13%	0%
Professionals	17.4%	0%	15%	0%
Administrative staff	0%	8.7%	27%	14%
Specialists/Qualified operators	55.1%	5.8%	28%	0%
Netherlands				
Department/Section Managers	10.6%	2.1%	14.6%	2.08%
Supervisors/Middle-managers	8.5%	0%	10.4%	0%
Professionals	23.4%	2.1%	16.7%	2.08%
Administrative staff	2.1%	4.3%	2.1%	4.16%
Specialists/Qualified operators	44.7%	2.1%	45.8%	2.08%
Ireland				
Department/Section Managers	—	—	—*	—*
Supervisors/Middle-managers	10%	0%	9.5%	—
Professionals	5%	0%	9.5%	—
Administrative staff	0%	10%	—	9.5%
Specialists/Qualified operators	75%	0%	71.5%	—
Exolum Solutions				
Department/Section Managers	7.7%	—	—	—
Supervisors/Middle-managers	—	—	—	—
Professionals	46.15%	38.45%	—	—
Administrative staff	—	7.7%	—	—
Specialists/Qualified operators	—	—	—	—

* The subsidiary does not have any managers, as all positions are hierarchically accountable to the Spanish subsidiary.

2. Creating value among our stakeholders

Creating value for our employees

Hours of absenteeism

	Total				Women				Men			
	2020	%	2021	%	2020	%	2021	%	2020	%	2021	%
Spain												
Theoretical hours	2,098,946		2,071,766		296,540		297,443		1,802,406		1,774,323	
Hours of absenteeism common illness + non-work-related accidents	105,309	5.02%	88,586	4.28%	8,061	2.72%	12,135	4.08%	97,248	5.40%	76,451	4.31%
Hours of absenteeism accidents at work	19,037	0.91%	12,858	0.62%	400	0.13%	474	0.16%	18,637	1.03%	12,384	0.70%
Total hours lost	124,346	5.92%	101,444	4.90%	8,461	2.85%	12,609	4.24%	115,885	6.43%	88,835	5.01%
United Kingdom												
Theoretical hours	464,423.86		1,173,062.027		78,270.34		171,851.83		386,153.52		1,001,174.80	
Hours of absenteeism common illness + non-work-related accidents	10,403.85	2.24%	35,640.92	3.04%	2,529.25	3.23%	1,599.04	0.93%	11,912.5	3.08%	34,041.88	3.4%
Hours of absenteeism accidents at work	585	0.13%	60	0.00%	–	0%	–	0%	585	0.13%	60	0.01%
Total hours lost	10,988.85	2.37%	35,700.92	3.04%	2,529.25	3.23%	1,599.04	0.93%	12,497.5	3.24%	34,101.88	3.41%
Exolum Aviation Ireland												
Theoretical hours	24,340		22,270		3,740		3,406		20,600		18,864	
Hours of absenteeism common illness + non-work-related accidents	148	0.58%	230	1.04%	8	0.21%	6.5	0.19%	140	0.68%	161	0.85%
Hours of absenteeism accidents at work	12	0.05%	–	0%	–	0%	–	0%	12	0.05%	–	0%
Total hours lost	172	0.67%	230	1.04%	8	0.21%	6.5	0.19%	152	0.74%	161	0.85%

2. Creating value among our stakeholders

Creating value for our employees

Hours of absenteeism (continuation)

	Total				Women				Men			
	2020	%	2021	%	2020	%	2021	%	2020	%	2021	%
Panama												
Theoretical hours	161,332		223,119		17,795		18,720		14,353		204,399	
Hours of absenteeism common illness + non-work-related accidents	1,672	1.03%	5,098	2.28%	–	0%	–	0%	1,672	1.16%	5,098	2.28%
Hours of absenteeism accidents at work	–	0%	431	0.19%	–	0%	–	0%	–	0%	431	0.19%
Total hours lost	1,672	1.03%	5,529	2.48%	–	0%	–	0%	1,672	1.16%	5,529	2.48%
Ecuador												
Theoretical hours	68,224		60,726		5,200		7,984		63,024		52,742	
Hours of absenteeism common illness + non-work-related accidents	5,822	8.54%	594	0.98%	–	0%	48	0.60%	5,822	9.24%	546	1.04%
Hours of absenteeism accidents at work	–	0%	–	0%	–	0%	–	0%	–	0%	–	0%
Total hours lost	5,822	8.54%	594	0.98%	–	0%	48	0.6%	5,822	9.24%	546	1.04%
Germany												
Theoretical hours	18,009		134,548		2,316		15,936		15,693		118,612	
Hours of absenteeism common illness + non-work-related accidents	1,063	5.90%	7,158	5.32%	118	5.10%	926	5.81%	945	6.02%	6,232	5.25%
Hours of absenteeism accidents at work	–	0%	–	0%	–	0%	–	0%	–	0%	–	0%
Total hours lost	1,063	5.90%	7,158	5.32%	118	5.10%	926	5.81%	945	6.02%	6,232	5.25%

2. Creating value among our stakeholders

Creating value for our employees

Hours of absenteeism (continuation)

	Total				Women				Men			
	2020	%	2021	%	2020	%	2021	%	2020	%	2021	%
Netherlands												
Theoretical hours	11,186		88,736		119		5,640		9,996		83,096	
Hours of absenteeism common illness + non-work-related accidents	416	4.16%	10,088	11.37%	–	0%	48	0.85%	416	4.16%	10,040	12.08%
Hours of absenteeism accidents at work	–	0%	–	0%	–	0%	–	0%	0	0%	0	0%
Total hours lost	416	4.16%	10,088	11.37%	–	0%	5,640	0.85%	416	4.16%	10,040	12.08%
Ireland												
Theoretical hours	2,870		19,864		285.6		2,184		2,584		17,680	
Hours of absenteeism common illness + non-work-related accidents	17	0.58%	150	0.76%	9.6	3.36%	70	3.21%	7	0.27%	80	0.45%
Hours of absenteeism accidents at work	–	0%	492	2.48%	–	0%	–	0%	–	0%	492	2.78%
Total hours lost	17	0.58%	642	3.23%	9.6	3.36%	70	3.21%	7	0.27%	572	3.24%
Exolum Solutions												
Theoretical hours	–		–		–		–		–		–	
Hours of absenteeism common illness + non-work-related accidents	–	0%	–	0%	–	0%	–	0%	–	0%	–	0%
Hours of absenteeism accidents at work	–	0%	–	0%	–	0%	–	0%	–	0%	–	0%
Total hours lost	–	0%	–	0%	–	0%	–	0%	–	0%	–	0%

Satisfactory working conditions

The Exolum Group guarantees equal opportunities in job recruitment and promotion. In Spain, this commitment is enshrined in the Equal Opportunities Plan and the Protocol for the prevention of and response to harassment at work, which is currently being revised in conjunction with union representatives.

Throughout 2021 numerous initiatives were launched in relation to diversity, including joining the United Nations Global Compact as a signatory member, thus enabling us to participate in certain initiatives specifically related to diversity. Through this agreement, an assessment of the pay gap was also made in Spain, which was reviewed and analysed using the WEP (Women's Empowerment Principles) tools.

As part of this commitment to diversity, equality and inclusion, Exolum signed the Women's Empowerment Principles with the aim of promoting gender equality. Through the CEO, it also joined the #CEOPorLaDiversidad (#CEOsForDiversity) alliance launched by the CEOE Foundation and Adecco Foundation, the goal of which is to promote the development of strategies that foster corporate excellence, talent competitiveness in Spain and the reduction of inequality and social exclusion.

In 2021, awareness-raising campaigns and informative initiatives on diversity also took place throughout the entire company (Board, management committee and employees), including training sessions, webinars and internal communication actions. Participation in female leadership programmes such as the Progresá and Women and Leadership programmes, as well as Cross Mentoring – AED Women Initiatives, and more, continued. In terms of internal communication, initiatives were launched with a view to mainstream cultural diversity within Exolum, taking advantage of the company's internationalisation process.

In terms of wages, Exolum in Spain pays the same base salary to all employees in the same professional category and development level. The entry-level salary in the Exolum Group in Spain for the lowest category is €20,287 per annum, which is 50% higher than the national minimum wage.

In 2021, wages in Spain were recorded and audited as part of the review process called for in the equality plans, showing that the differences that may exist in net salaries between men and women are not due to gender factors but rather to differences between these groups in terms of the average length of service at the company and in the positions held, which will gradually even out. This situation is primarily due to the company's historical gender composition, which means that men generally have a longer service record than women, in line with the rest of the industry.

2. Creating value among our stakeholders

Creating value for our employees

Minimum wage (€)

	2020		2021	
	Men	Women	Men	Women
Spain				
Minimum wage by gender	20,448	24,147	20,314	24,231
National minimum wage	13,300	13,300	13,510	13,510
Ratio	154%	182%	150%	179%
United Kingdom				
Minimum wage by gender	17,767	23,433	17,408	22,771
National minimum wage	10,410	18,704	10,060	20,845
Ratio	171%	125%	173%	108.24%
Exolum Aviation Ireland				
Minimum wage by gender	45,000	34,501	45,000	40,588
National minimum wage	20,483	20,483	22,195	22,195
Ratio	220%	168%	203%	183%
Panama				
Minimum wage by gender	6,443	5,476	6,992	6,427
National minimum wage	5,868	5,868	6,574	6,574
Ratio	109.8%	93.3%	106.3%	97.8%
Ecuador				
Minimum wage by gender	5,616	5,400	5,400	5,400
National minimum wage	4,800	4,800	5,100	5,100
Ratio	117%	113%	105%	105%
Germany				
Minimum wage by gender	28,222	28,330	30,768	31,116
National minimum wage	19,448	19,448	19,860	19,860
Ratio	145%	146%	155%	157%
Netherlands				
Minimum wage by gender	31,800	38,320	48,286	41,601
National minimum wage	20,218	20,218	22,045	22,045
Ratio	157%	190%	219%	188%
Ireland				
Minimum wage by gender	40,411	34,057	40,411	34,057
National minimum wage	20,384	20,384	20,686	20,686
Ratio	198%	167%	190.47%	160.52%
Exolum Solutions				
Minimum wage by gender	–	–	27,000	25,000
National minimum wage	–	–	13,510	13,510
Ratio	–	–	200%	185%

2. Creating value among our stakeholders

Creating value for our employees

Average remuneration by category (€)

	2020	2021		2020	2021
Spain			Germany		
Department/Section Managers	184,623	170,086	Department/Section Managers	164,034	143,198
Supervisors/Middle-managers	80,653	77,530	Supervisors/Middle-managers	63,559	66,129
Professionals	57,711	56,639	Professionals	59,898	58,086
Administrative staff	43,178	42,113	Administrative staff	32,797	37,861
Specialists/Qualified operators	41,600	42,191	Specialists/Qualified operators	39,017	37,781
United Kingdom			Netherlands		
Department/Section Managers	118,191	123,814.45	Department/Section Managers	99,342	89,319
Supervisors/Middle-managers	66,670	68,543.49	Supervisors/Middle-managers	70,307	69,031
Professionals	58,917	62,260.33	Professionals	67,446	60,029
Administrative staff	26,679	37,139.48	Administrative staff	58,973	56,132
Specialists/Qualified operators	36,884	44,008.06	Specialists/Qualified operators	56,656	54,536
Exolum Aviation Ireland			Ireland		
Department/Section Managers	–	–	Department/Section Managers	–	–
Supervisors/Middle-managers	56,486	58,164	Supervisors/Middle-managers	82,014	74,558
Professionals	–	–	Professionals	53,060	47,388
Administrative staff	32,470	–	Administrative staff	–	205,00
Specialists/Qualified operators	46,053	46,385	Specialists/Qualified operators	36,121	40,411
Panama			Exolum Solutions		
Department/Section Managers	–	–	Department/Section Managers	–	119,062
Supervisors/Middle-managers	37,741	37,538	Supervisors/Middle-managers	–	–
Professionals	11,636	11,162	Professionals	–	36,273
Administrative staff	8,318	9,606	Administrative staff	–	28,000
Specialists/Qualified operators	7,328	7,309	Specialists/Qualified operators	–	–
Ecuador					
Department/Section Managers	–	–			
Supervisors/Middle-managers	65,975	60,450			
Professionals	18,425	14,365			
Administrative staff	10,424	9,600			
Specialists/Qualified operators	–	7,020			

2. Creating value among our stakeholders

Creating value for our employees

Average remuneration by age (€)

	2020	2021		2020	2021
Spain			Germany		
>50	73,986	71,328	>50	76,027	57,069
30-50	52,664	52,056	30-50	46,555	46,054
<30	36,360	35,480	<30	32,384	34,903
United Kingdom			Netherlands		
>50	50,356	47,192.12	>50	57,310	67,455
30-50	54,093	51,437.95	30-50	48,269	63,130
<30	38,801	36,168.1	<30	34,644	50,363
Exolum Aviation Ireland			Ireland		
>50	45,655	45,496	>50	50,168	49,315
30-50	48,666	50,757	30-50	35,218	41,094
<30	39,391	48,900	<30	0	0
Panama			Exolum Solutions		
>50	12,091	12,629	>50	–	119,062
30-50	9,020	9,301	30-50	–	39,000
<30	8,642	8,137	<30	–	28,750
Ecuador					
>50	3,672	7,920			
30-50	10,139	11,586			
<30	7,807	8,272			

2. Creating value among our stakeholders

Creating value for our employees

Pay gap (€)

	Men	Women	Pay gap		Men	Women	Pay gap
Spain				Germany			
Department/Section Managers*	163,231	127,932	-22.8%	Department/Section Managers	–	–	–
Supervisors/Middle-managers	73,985	74,483	1.3%	Supervisors/Middle-managers	–	–	–
Professionals	55,046	54,248	0.2%	Professionals	–	–	–
Administrative staff	41,169	39,875	0.6%	Administrative staff	42,358	39,827	-6%
Specialists/Qualified operators	40,745	41,002	1.5%	Specialists/Qualified operators	–	–	–
United Kingdom				Netherlands			
Department/Section Managers	132,584	126,000	-5%	Department/Section Managers	93,950	61,532	35.5%
Supervisors/Middle-managers	72,465	61,913.57	-15%	Supervisors/Middle-managers	69,031	–	–
Professionals	62,750	60,166	-4%	Professionals	56,341	59,622	5.5%
Administrative staff	44,489	28,863	-35%	Administrative staff	73,511	47,442	35.5%
Specialists/Qualified operators	40,019	48,075	20%	Specialists/Qualified operators	61,312	69,680	12%
Exolum Aviation Ireland				Ireland			
Department/Section Managers	–	–	–	Department/Section Managers	–	–	–
Supervisors/Middle-managers	69,635	46,694	-33%	Supervisors/Middle-managers	84,064	–	–
Professionals	–	–	–	Professionals	53,060	–	–
Administrative staff	–	–	–	Administrative staff	–	29,289	–
Specialists/Qualified operators	46,518	–	–	Specialists/Qualified operators	40,411	–	–
Panama				Exolum Solutions			
Department/Section Managers	–	–	–	Department/Section Managers	119,062	–	–
Supervisors/Middle-managers	3,699	2,271	63%	Supervisors/Middle-managers	–	–	–
Professionals	864	1,208	-28%	Professionals	35,666	37,000	4%
Administrative staff	753	944	-20%	Administrative staff	–	28,000	–
Specialists/Qualified operators	609	–	–	Specialists/Qualified operators	–	–	–
Ecuador							
Department/Section Managers	–	–	–				
Supervisors/Middle-managers	69,180	–	–				
Professionals	14,448	17,100	18%				
Administrative staff	–	–	–				
Specialists/Qualified operators	7,601	–	–				

* The ratio of women is lower than that of men as there is less seniority in the posts. New hires during the year, which do not include some variable items, lower the average remuneration of women.

indicators of the Exolum Group

	2020	2021		2020	2021
Spain			Germany		
Ratio between the remuneration of the highest paid employee and the median remuneration of the rest of the workforce	13	13	Ratio between the remuneration of the highest paid employee and the median remuneration of the rest of the workforce	3.8	3.1
Ratio between the remuneration of the highest paid employee and the remuneration of the lowest paid employee	22	22	Ratio between the remuneration of the highest paid employee and the remuneration of the lowest paid employee	6.5	4.6
Ratio between the increase in the remuneration of the highest paid employee and the median increase in the remuneration of all employees	4.9	N/A *	Ratio between the increase in the remuneration of the highest paid employee and the median increase in the remuneration of all employees	N/A	N/A
United Kingdom			Netherlands		
Ratio between the remuneration of the highest paid employee and the median remuneration of the rest of the workforce	3.1	3.5	Ratio between the remuneration of the highest paid employee and the median remuneration of the rest of the workforce	2.3	1.5
Ratio between the remuneration of the highest paid employee and the remuneration of the lowest paid employee	10.5	17	Ratio between the remuneration of the highest paid employee and the remuneration of the lowest paid employee	3.4	2.3
Ratio between the increase in the remuneration of the highest paid employee and the median increase in the remuneration of all employees	0	8	Ratio between the increase in the remuneration of the highest paid employee and the median increase in the remuneration of all employees	N/A	2.3
Exolum Aviation Ireland			Ireland		
Ratio between the remuneration of the highest paid employee and the median remuneration of the rest of the workforce	1.6	1.6	Ratio between the remuneration of the highest paid employee and the median remuneration of the rest of the workforce	2.0	2
Ratio between the remuneration of the highest paid employee and the remuneration of the lowest paid employee	2.2	1,9	Ratio between the remuneration of the highest paid employee and the remuneration of the lowest paid employee	7.9	7
Ratio between the increase in the remuneration of the highest paid employee and the median increase in the remuneration of all employees	2	0	Ratio between the increase in the remuneration of the highest paid employee and the median increase in the remuneration of all employees	N/A	1
Panama			Exolum Solutions		
Ratio between the remuneration of the highest paid employee and the median remuneration of the rest of the workforce	9.7	10.12	Ratio between the remuneration of the highest paid employee and the median remuneration of the rest of the workforce	–	3.4
Ratio between the remuneration of the highest paid employee and the remuneration of the lowest paid employee	6.5	7.0	Ratio between the remuneration of the highest paid employee and the remuneration of the lowest paid employee	–	4.8
Ratio between the increase in the remuneration of the highest paid employee and the median increase in the remuneration of all employees	0.9	0.9	Ratio between the increase in the remuneration of the highest paid employee and the median increase in the remuneration of all employees	–	N/A
Ecuador					
Ratio between the remuneration of the highest paid employee and the median remuneration of the rest of the workforce	9.6	13			
Ratio between the remuneration of the highest paid employee and the remuneration of the lowest paid employee	10.3	9.67			
Ratio between the increase in the remuneration of the highest paid employee and the median increase in the remuneration of all employees	5.3	N/A			

* There is no salary increase for the highest paid person.

Attracting talent and career development

The Exolum Group has various policies for attracting and retaining talent, training, career development and work-life balance, all focused on strengthening employee satisfaction, motivation and commitment.

The percentage of permanent contracts in Exolum Spain was 89% in 2021. The figure was 90% if internship contracts are included. The percentage of resignations was 2.5%. The average length of service for employees in Spain was 15 years.

In addition, in all other countries, gender diversity has increased with new hires. The percentage of resignations in the UK was 5.45% in 2021, compared to the country average of 10.2%. Resignations in the Netherlands were 4%.

Also noteworthy is the high percentage of local hires in all the company's subsidiaries, understood as the hiring of natural persons from the country or with a permanent visa in the country. The detailed figures are shown in the following table:

Staff recruitment

	2020			2021		
	Total	Local	%	Total	Local	%
CLH	64	44	69%	55	45	81.8%
CLH Aviación	6	5	83%	10	6	60%
United Kingdom	17	17	100%	45	45	100%
Exolum Aviation Ireland	4	4	100%	1	1	100%
Panama	7	7	100%	14	14	100%
Ecuador	1	1	100%	3	3	100%
Germany	0	0	0	3	3	100%
Netherlands	0	0	0	4	4	100%
Ireland	0	0	0	3	3	100%
Exolum Solutions	–	–	–	9	7	78%

2. Creating value among our stakeholders

Creating value for our employees

Average length of service of the workforce

	2020	2021
Spain		
Average length of service	943	926
Voluntary turnover (undesired resignations)	80%	79%
United Kingdom		
Average length of service	122	339
Voluntary turnover (undesired resignations)	46%	52.8%
Exolum Aviation Ireland		
Average length of service	15	0
Voluntary turnover (undesired resignations)	100%	0%
Panama		
Average length of service	78	85
Voluntary turnover (undesired resignations)	84.8%	85%
Ecuador		
Average length of service	–	–
Voluntary turnover (undesired resignations)	0%	0%
Germany		
Average length of service	–	–
Voluntary turnover (undesired resignations)	0%	0%
Netherlands		
Average length of service	–	–
Voluntary turnover (undesired resignations)	0%	0%
Ireland		
Average length of service	–	–
Voluntary turnover (undesired resignations)	0%	0%
Exolum Solutions		
Average length of service	–	–
Voluntary turnover (undesired resignations)	0%	0%

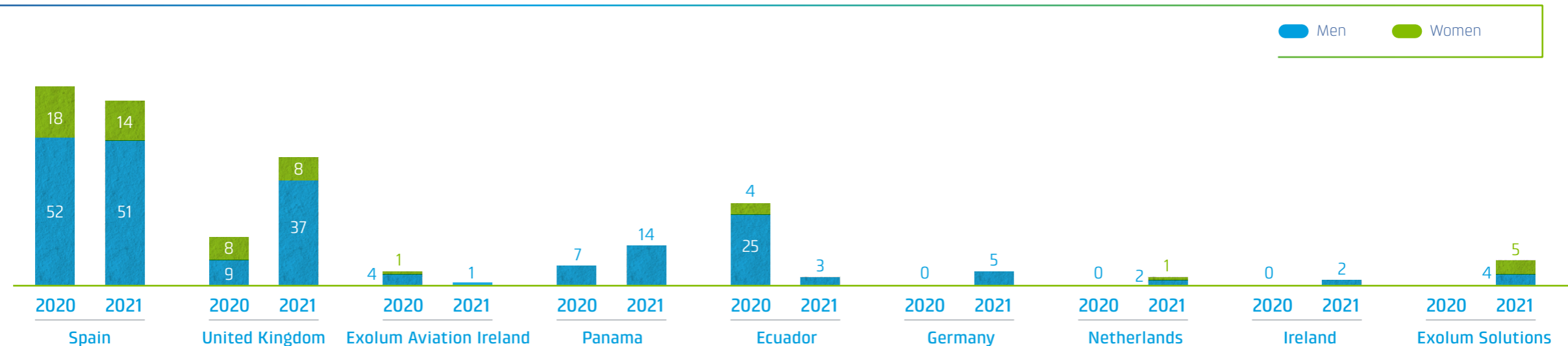
Average length of service of the workforce

	2020	2021
Spain		
Average length of service	14.9	15.0
Voluntary turnover (undesired resignations)	1.41%	2.04%
United Kingdom		
Average length of service	9	10.88
Voluntary turnover (undesired resignations)	4.1%	5.45%
Exolum Aviation Ireland		
Average length of service	2.7	4.31
Voluntary turnover (undesired resignations)	26.6%	23%
Panama		
Average length of service	1.7	2.9
Voluntary turnover (undesired resignations)	1.1%	1%
Ecuador		
Average length of service	1.2	2
Voluntary turnover (undesired resignations)	15%	6.7%
Germany		
Average length of service	11.36	11.82
Voluntary turnover (undesired resignations)	0	0
Netherlands		
Average length of service	8.6	8.8
Voluntary turnover (undesired resignations)	0	4%
Ireland		
Average length of service	6.8	7.53
Voluntary turnover (undesired resignations)	0	9.5%
Exolum Solutions		
Average length of service	–	1
Voluntary turnover (undesired resignations)	N/A	0%

2. Creating value among our stakeholders

Creating value for our employees

New hires, broken down by gender



Reductions in staff, broken down by gender

	2020		2021			2020		2021	
	Men	Women	Man	Women		Men	Women	Man	Women
Spain									
Total turnover	205	18	116	13	Total turnover	0	0	10	1
Turnover rate	18.5%	10.5%	11.6%	7.6%	Turnover rate	0%	0%	10.3%	1%
United Kingdom									
Total turnover	15	2	25	10	Total turnover	0	0	1	1
Turnover rate	6.9%	4.2%	9.92%	4.62%	Turnover rate	0%	0%	2%	20%
Exolum Aviation Ireland									
Total turnover	4	0	2	1	Total turnover	0	0	2	0
Turnover rate	26.6%	0%	18.2%	50%	Turnover rate	0%	0%	10.5	
Panama									
Total turnover	42	0	6	0	Total turnover	–	–	0	0
Turnover rate	31.3%	0.0%	6.6%	0%	Turnover rate	–	–	0%	0%
Ecuador									
Total turnover	7	0	2	0					
Turnover rate	22.6%	0.0%	6.66%	0.0%					
					Germany				
					Total turnover	0	0	10	1
					Turnover rate	0%	0%	10.3%	1%
					Netherlands				
					Total turnover	0	0	1	1
					Turnover rate	0%	0%	2%	20%
					Ireland				
					Total turnover	0	0	2	0
					Turnover rate	0%	0%	10.5	
					Exolum Solutions				
					Total turnover	–	–	0	0
					Turnover rate	–	–	0%	0%

2. Creating value among our stakeholders

Creating value for our employees

New hires, broken down by age group

	2020			2021				2020			2021		
	<30 years	30-50 years	>50 years	<30 years	30-50 years	>50 years		<30 years	30-50 years	>50 years	<30 years	30-50 years	>50 years
Spain	30	40	0	36	28	1	Germany	0	0	0	0	5	0
United Kingdom	2	13	2	10	21	14	Netherlands	0	0	0	0	3	1
Exolum Aviation Ireland	1	3	1	0	1	0	Ireland	0	0	0	0	0	2
Panama	0	6	1	4	8	2	Exolum Solutions	0	0	0	2	7	0
Ecuador	6	23	0	0	3	0							

Reductions in staff, broken down by age group

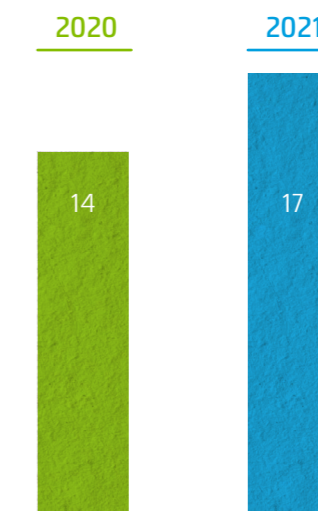
	2020			2021				2020			2021		
	<30 years	30-50 years	>50 years	<30 years	30-50 years	>50 years		<30 years	30-50 years	>50 years	<30 years	30-50 years	>50 years
Spain							Germany						
Total turnover	30	125	68	27	66	36	Total turnover	0	0	0	0	6	0
Turnover rate	31.3%	14.9%	27.4%	24.1%	7.8%	16.3%	Turnover rate	0%	0%	0%	0%	8.7%	0%
United Kingdom							Netherlands						
Total turnover	1	7	9	8	29	42	Total turnover	0	0	0	0	0	2
Turnover rate	4	5.5%	7.9%	16.66%	2.49%	1.25%	Turnover rate	0%	0%	0%	0	0	4.16%
Exolum Aviation Ireland							Ireland						
Total turnover	–	3	1	1	2	0	Total turnover	0	0	0	0	1	1
Turnover rate	0%	20%	6.6%	8%	15%	0%	Turnover rate	0%	0%	0%	0	20%	6.25%
Panama							Exolum Solutions						
Total turnover	2	28	15	1	5	0	Total turnover	0	0	0	0	0	0
Turnover rate	2.17%	30.4%	19.5%	9%	7%	0%	Turnover rate	0	0	0	0	0	0
Ecuador													
Total turnover	0	5	2	0	2	0							
Turnover rate	0%	16.1%	6.5%	0%	6.6%	0%							

2. Creating value among our stakeholders

Creating value for our employees

Number of employees with disabilities

	2020	2021
Spain	9	10
United Kingdom	1	1
Exolum Aviation Ireland	0	0
Panama	0	0
Ecuador	1	1
Germany	3	5
Netherlands	0	0
Ireland	0	0
Exolum Solutions	0	0



Total Exolum Group

Dismissals by gender, age group and professional category

2020		2021	2020		2021	2020		2021
Spain			United Kingdom			Exolum Aviation Ireland		
Men	9	2	Men	3	26	Men	0	0
Women	1	1	Women	0	3	Women	0	0
<30	0	0	<30	0	1	<30	0	0
30-50	4	2	30-50	2	10	30-50	0	0
>50	6	1	>50	1	18	>50	0	0
Department/Section Managers	4	0	Department/Section Managers	0	4	Department/Section Managers	0	0
Supervisors/Middle-managers	0	0	Supervisors/Middle-managers	0	15	Supervisors/Middle-managers	0	0
Professionals	2	2	Professionals	0	5	Professionals	0	0
Administrative staff	0	0	Administrative staff	0	1	Administrative staff	0	0
Specialists/Qualified operators	4	1	Specialists/Qualified operators	3	4	Specialists/Qualified operators	0	0

2. Creating value among our stakeholders

Creating value for our employees

Dismissals by gender, age group and professional category (continuation)

2020	2021	2020	2021	2020	2021
Panama		Germany		Ireland	
Men	41	0	0	Men	0
Women	0	0	0	Women	0
<30	2	0	0	<30	0
30-50	28	0	0	30-50	0
>50	11	0	0	>50	0
Department/Section Managers	0	0	0	Department/Section Managers	0
Supervisors/Middle-managers	0	0	0	Supervisors/Middle-managers	0
Professionals	0	0	0	Professionals	0
Administrative staff	0	0	0	Administrative staff	0
Specialists/Qualified operators	41	0	0	Specialists/Qualified operators	0
Ecuador		Netherlands		Exolum Solutions	
Men	5	0	0	Men	N/A
Women	0	0	0	Women	N/A
<30	0	0	0	<30	N/A
30-50	3	0	0	30-50	N/A
>50	2	0	0	>50	N/A
Department/Section Managers	0	0	0	Department/Section Managers	N/A
Supervisors/Middle-managers	0	0	0	Supervisors/Middle-managers	N/A
Professionals	0	0	0	Professionals	N/A
Administrative staff	0	0	0	Administrative staff	N/A
Specialists/Qualified operators	5	0	0	Specialists/Qualified operators	N/A

Recruitment of new talent

The Exolum Group's recruitment processes are based on objective and transparent criteria, promote equal opportunities and seek to attract the best talent to meet the company's current and future challenges. Furthermore, in order to foster cross-disciplinary learning and retain internal talent, the company promotes actions for horizontal career development, promotions and appointments.

One of the practices introduced in the organisation in 2021 with the aim of having more diverse recruitment processes was the inclusion of a diverse and multidisciplinary interview team at the final interview stages to benefit from different points of view and approaches. In addition, the requirement that shortlisted candidates for senior positions include at least one person of the least represented gender in that team is being considered.

Exolum has a scholarship programme that offers university, vocational training and dual vocational training students the opportunity to receive on-the-job training. In 2021, the company took on 64 interns from different education centres and provinces.

In addition, Exolum took part in the "Compartiendo Talento" (Sharing Talent) career development programme in Barcelona that promotes networking and the development of new skills through mentoring, and in the "Progreso" and "Women and Leadership" programmes to promote career progression for women.

Exolum is also a regular participant in employment forums and fairs, such as Induforum and Induempleo organised by the Polytechnic University of Madrid to attract new young talent. However, it did not take part in any fairs in 2021 due to the pandemic.

In Northwest Europe (UK, Ireland, Germany and the Netherlands), as a result of the integration process implemented in 2021, external recruitment was suspended in order to enhance career progression opportunities for employees.

Commitment to a flexible working environment

The Exolum Group includes specific measures in its Human Resources policies and in its collective bargaining agreements to foster a flexible, open and tolerant working environment. These include the Work-Life Balance and Employment Flexibility policies, which aim to promote a balance between the work and personal life of the company's employees.

In Spain, Exolum offers more than 65 employee benefits and work-life balance measures, such as reduced working hours in the summer months, unpaid or extended leaves of absence to care for family members, meal and childcare vouchers, access to health insurance under advantageous conditions, advances and pension plans, a wide range of benefits for family members at school or university or with disabilities, and measures to encourage employees to play sport, among others. The company also offers leaves of absence for longer periods than those established by law for maternity leave, time off for feeding the baby, for the birth of a child, serious illness or hospitalisation of family members, moving house and attending exams.

2. Creating value among our stakeholders

Creating value for our employees

In 2021, the company developed a remote work policy whereby employees may work remotely two days a week when the nature of the work, mainly carried out at head office, permits.

In addition, in Spain, the company provides other employee benefits such as the Corporate Benefits platform offering employees a range of discounts, and the Baby Hamper, a personalised gift for workers who had babies during the year.

Furthermore, the company signed an agreement with a financial institution for membership of a Partner Bank programme that allows employees to contract banking products and financial services under advantageous conditions.

In 2021, Exolum's Family-Friendly Company (EFR) seal was renewed, and it was awarded a rating of "B+ Proactive". Work-life balance impacts numerous company variables such as reputation, sustainability, diversity and equal opportunities, to mention a few. Hence, renewal

of the seal is recognition of the work that Exolum has been carrying out in the area for many years. Exolum has had the seal renewed every year since 2008, which is a testament to our human resources policies and commitment to creating a flexible and diverse working environment in line with the Sustainable Development Goals.

To renew the certification, the EFR team adapted the company's new Xpirit organisational structure to the EFR standards for work procedures and methodology. Some of the actions taken included the updating of our work-life balance measures and the integration of the goals and indicators into the quarterly business review at which new projects to be developed for the quarter are discussed.

With regard to the pandemic, 2021 continued to be a particularly challenging year due to the successive waves of COVID-19. Very flexible work policies for remote working remained in place up until September, when a formal policy was adopted. In addition, during the summer, some of the team members working remotely were allowed to work from a location other than that of their workplace for one week. The same flexible work policies aimed at striking a good work-life balance are being implemented in the UK.

Throughout the year, various employees were recognised for outstanding achievements that demonstrated dedication to their work or performance beyond expectations, or who led or took part in particularly commendable initiatives.

While various employee participation initiatives were conducted in 2020 (focus groups, pulse surveys, etc.), 2021 saw the launch of the Group's first global survey to hear and gauge employees' opinions on key issues for the company and on people management. The survey was conducted in all countries and companies simultaneously, and after the results have been collected and analysed, an action plan will be drawn up to address the issues of most concern to employees, and the ensuing action plans will be monitored. The response rate for the entire group was 58%, although in Spain, which is the only country for which historical data is available, the rate was 62%, similar to that of the last survey of this type carried out in 2016.

2. Creating value among our stakeholders

Creating value for our employees

Number of Exolum Group employees, broken down by working hours and gender

	2020		2021			2020		2021	
	Men	Women	Men	Women		Men	Women	Men	Women
Spain					Germany				
Full-time	1,002	163	995	168	Full-time	59	7	58	6
Part-time	10	8	9	7	Part-time	0	3	0	3
United Kingdom					Netherlands				
Full-time	212	40	527	82	Full-time	40	2	41	2
Part-time	5	8	15	18	Part-time	2	3	2	3
Exolum Aviation Ireland					Ireland				
Full-time	12	2	11	1	Full-time	10	0	10	0
Part-time	–	1	–	1	Part-time	8	2	9	2
Panama					Exolum Solutions				
Full-time	83	9	91	9	Full-time	–	–	7	6
Part-time	0	0	0	0	Part-time	–	–	0	0
Ecuador									
Full-time	25	4	26	4					
Part-time	0	0	0	0					

2. Creating value among our stakeholders

Creating value for our employees

Parental leave

	2020		2021			2020		2021	
	Men	Women	Men	Women		Men	Women	Men	Women
Spain					Panama				
Number of employees entitled to leave	47	15	65	8	Number of employees entitled to leave	1	0	3	0
Number of employees who took leave	47	15	65	8	Number of employees who took leave	1	0	3	0
Number of employees who returned to work at the end of their leave	47	15	64	8	Number of employees who returned to work at the end of their leave	1	0	3	0
Number of employees who returned to work at the end of their leave and continued working twelve months after their return	46	15	64	8	Number of employees who returned to work at the end of their leave and continued working twelve months after their return	1	0	3	0
United Kingdom					Ecuador				
Number of employees entitled to leave	1	3	542	100	Number of employees entitled to leave	2	0	3	0
Number of employees who took leave	1	3	5	3	Number of employees who took leave	2	0	3	0
Number of employees who returned to work at the end of their leave	1	2	5	3	Number of employees who returned to work at the end of their leave	2	0	3	0
Number of employees who returned to work at the end of their leave and continued working twelve months after their return	1	0	5	3	Number of employees who returned to work at the end of their leave and continued working twelve months after their return	2	0	3	0
Exolum Aviation Ireland					Germany				
Number of employees entitled to leave	2	0	0	0	Number of employees entitled to leave	0	0	0	0
Number of employees who took leave	2	0	0	0	Number of employees who took leave	N/A	N/A	1	0
Number of employees who returned to work at the end of their leave	2	0	0	0	Number of employees who returned to work at the end of their leave	N/A	N/A	1	0
Number of employees who returned to work at the end of their leave and continued working twelve months after their return	2	0	0	0	Number of employees who returned to work at the end of their leave and continued working twelve months after their return	N/A	N/A	0	0

2. Creating value among our stakeholders

Creating value for our employees

Parental leave (continuation)

	2020		2021			2020		2021	
	Men	Women	Men	Women		Men	Women	Men	Women
Netherlands					Exolum Solutions				
Number of employees entitled to leave	8	0	4	0	Number of employees entitled to leave	–	–	0	0
Number of employees who took leave	5	0	3	0	Number of employees who took leave	–	–	0	0
Number of employees who returned to work at the end of their leave	2	0	3	0	Number of employees who returned to work at the end of their leave	–	–	0	0
Number of employees who returned to work at the end of their leave and continued working twelve months after their return	N/A	N/A	3	0	Number of employees who returned to work at the end of their leave and continued working twelve months after their return	–	–	0	0
Ireland									
Number of employees entitled to leave	0	0	10	2					
Number of employees who took leave	N/A	N/A	0	0					
Number of employees who returned to work at the end of their leave	N/A	N/A	0	0					
Number of employees who returned to work at the end of their leave and continued working twelve months after their return	0	0	0	0					

Career development model

Exolum carries out regular career promotion and development activities based on a merit and effort recognition system. In Spain, a total of 45 people were promoted to positions with greater responsibility in 2021, while 33 others moved up to a higher level of development.

Exolum Spain has a performance assessment model, called MyMAP, which aims to engage employees in achieving the company's strategic objectives and boost communication and teamwork. In 2021, in line with the new Xpirit organisation system, and with the challenge of promoting new collaborative and team-based ways of working that are agile and globalised, the MyMAP model evolved into an assessment system based more on individual goals.

The new performance appraisal system, known as Exolum Team Evolution Performance (XTEP), focuses on teams and the individuals working in the teams, and is based on two main pillars: team and project results (Team Performance) and Individual Contribution, where the latter is measured by 360° surveys which participants send to colleagues of their choice that they worked with during the year.

The 360° surveys constitute a major shift towards a business model that prioritises individual and collective responsibility, as well as honesty and transparency. The surveys focus on the four corporate values of safety, innovation, leadership and trust, and go a step further towards shared leadership in assessing team performance, and trust based on mutual respect and tolerance of diversity. XTEP was designed and developed in 2021 and will be rolled out to all of Exolum in the first quarter of 2022.

In addition, the company continued to work on team talent reviews to identify future development opportunities for Exolum's talent map, and has begun to prepare a new plan for the development of young international talent.

In 2021, we developed the Success Factors platform to obtain a more complete analytical overview of people and talent in order to improve monitoring and decision-making. In addition, the Concur module for the management of business travel was added to the platform. In addition, the Employee Central tool, which is hosted on the same platform, was implemented in the UK and there are plans to roll it out to Germany, the Netherlands and Ireland in 2022.

In Northwest Europe, the ongoing integration process has transformed the organisational structure and afforded many new opportunities for future career development.

2. Creating value among our stakeholders

Creating value for our employees

Performance assessment

	2020		2021			2020		2021	
	Men	Women	Men	Women		Men	Women	Men	Women
Spain					Panama				
Active average staff (a)	1,107.60	171.34	1,056.26	171.97	Active average staff (a)	83	9	91	9
Number of employees who received a formal performance assessment and review during the period (b)	730	144	674	144	Number of employees who received a formal performance assessment and review during the period (b)	5	8	5	8
Percentage of employees who received a formal performance assessment and review during the period (b/a)	65.90%	84.04%	63.81%	83.74%	Percentage of employees who received a formal performance assessment and review during the period (b/a)	6%	88%	5.49%	88.89%
United Kingdom					Ecuador				
Active average staff (a)	217	48	542	100	Active average staff (a)	25	04	26	4
Number of employees who received a formal performance assessment and review during the period (b)	146	36	206	43	Number of employees who received a formal performance assessment and review during the period (b)	17	–	26	3
Percentage of employees who received a formal performance assessment and review during the period (b/a)	67.28%	75%	38.01%	43%	Percentage of employees who received a formal performance assessment and review during the period (b/a)	68%	–	100%	75%
Exolum Aviation Ireland					Germany				
Active average staff (a)	12.17	2.33	12	2.8	Active average staff (a)	59	10	59	10
Number of employees who received a formal performance assessment and review during the period (b)	7	2	12	2	Number of employees who received a formal performance assessment and review during the period (b)	9	0	9	0
Percentage of employees who received a formal performance assessment and review during the period (b/a)	58.33%	66.66%	100%	71.42%	Percentage of employees who received a formal performance assessment and review during the period (b/a)	15.3%	0%	15.25%	0%

2. Creating value among our stakeholders

Creating value for our employees

Performance assessment (continuation)

	2020		2021			2020		2021	
	Men	Women	Men	Women		Men	Women	Men	Women
Netherlands					Exolum Solutions				
Active average staff (a)	42	5	43	5	Active average staff (a)	–	–	6	3.81
Number of employees who received a formal performance assessment and review during the period (b)	N/A	N/A	1	–	Number of employees who received a formal performance assessment and review during the period (b)	–	–	12	12
Percentage of employees who received a formal performance assessment and review during the period (b/a)	N/A	N/A	2.33%	0	Percentage of employees who received a formal performance assessment and review during the period (b/a)	–	–	N/A*	N/A*
Ireland									
Active average staff (a)	18	2	18	2					
Number of employees who received a formal performance assessment and review during the period (b)	N/A	N/A	N/A	N/A					
Percentage of employees who received a formal performance assessment and review during the period (b/a)	N/A	N/A	N/A	N/A					

* The recalculation could not be carried out because although the total number of employees at Exolum Solutions is 12 employees and all 12 receive performance evaluations, the calculation of the Average Active Workforce includes temporary employees, employees who have joined during the year, etc. This would result in a percentage higher than 100%.

2. Creating value among our stakeholders

Creating value for our employees

Performance assessment, broken down by professional category and gender

	2020		2021			2020		2021	
	Men	Women	Men	Women		Men	Women	Men	Women
Spain					Germany				
Department/Section Managers	31	5	30	9	Department/Section Managers	–	–	–	–
Supervisors/Middle-managers	116	33	87	9	Supervisors/Middle-managers	–	–	9	–
Professionals	167	101	180	122	Professionals	–	–	–	–
Administrative staff	1	2	2	1	Administrative staff	–	–	–	–
Specialists/Qualified operators	415	3	375	3	Specialists/Qualified operators	–	–	–	–
United Kingdom					Netherlands				
Department/Section Managers	4	0	7	1	Department/Section Managers	–	–	–	–
Supervisors/Middle-managers	34	6	38	8	Supervisors/Middle-managers	–	–	–	–
Professionals	24	14	35	14	Professionals	–	–	–	–
Administrative staff	4	18	19	31	Administrative staff	–	–	–	–
Specialists/Qualified operators	75	1	145	4	Specialists/Qualified operators	–	–	–	–
Exolum Aviation Ireland					Ireland				
Department/Section Managers	–	–	–	–	Department/Section Managers	–	–	–	–
Supervisors/Middle-managers	2	1	2	2	Supervisors/Middle-managers	–	–	–	–
Professionals	–	–	–	–	Professionals	–	–	–	–
Administrative staff	–	1	–	–	Administrative staff	–	–	–	–
Specialists/Qualified operators	5	–	9	–	Specialists/Qualified operators	–	–	–	–
Panama					Exolum Solutions				
Department/Section Managers	–	–	–	–	Department/Section Managers	–	–	1	0
Supervisors/Middle-managers	2	2	3	2	Supervisors/Middle-managers	–	–	0	0
Professionals	3	5	2	4	Professionals	–	–	6	5
Administrative staff	–	1	1	3	Administrative staff	–	–	0	1
Specialists/Qualified operators	–	–	–	–	Specialists/Qualified operators	–	–	0	0
Ecuador									
Department/Section Managers	–	–	–	–					
Supervisors/Middle-managers	–	–	1	–					
Professionals	–	–	3	4					
Administrative staff	–	–	–	–					
Specialists/Qualified operators	17	–	22	–					

Training

In 2021, numerous training courses were provided in line with the new company organisation. The following is a summary of the more important ones:

- Roll out of **Safety Foundations training for managers** in collaboration with HSSE.
- **Safety, prevention and environmental training for facilities and airport staff:** Self protection, Fire protection system, first aid, ATEX, ORP, ditches, chemical agents, AVSEC, etc.
- **Induction training for new prevention officers** to optimise **the fulfilment** of their responsibilities.
- After updating the company's Code of Conduct, **online training on the revised Code** was provided in collaboration with Audit & Compliance and became the company's first globally-organised training initiative.
- **Training in other regulatory compliance matters such** as the GDPR.
- **The audit team received training** so that it can successfully discharge **its new global compliance duties**.
- Roll out of **37 training workshops on agile methodologies and project management:** Agile, Kanban, Scrum and knowledge and use of Azure DevOps.
- **Specific technical training on Azure DevOps administration** for the IT team.
- **Training in other technical areas** such as hydrogen technologies, API standards, electricity market and Horizon 2030 aligned with the corporate strategy.
- Coaching in **training derived from the implementation of new corporate projects:** Purchasing module, SAP finance, Concur, new Laboratory Information Management System (LIMS), mobility APP, etc.
- **English training** for employees and Leads.
- **Commitment to development programmes** such as Progres@ to promote female leadership and diversity actions within the company in all processes: recruitment, training and development, among others. In addition, soft skills training was delivered using gamification methodologies (game-based learning).

2. Creating value among our stakeholders

Creating value for our employees

The year 2021 was undeniably marked by online training due to the health crisis caused by the pandemic. This forced us to adapt to new ways of learning and embrace new communication and collaboration tools and platforms. Given the circumstances, it was also a year that saw a considerable increase in the creation of e-learning content, although face-to-face training was gradually resumed in the last quarter of the year under strict safety conditions.

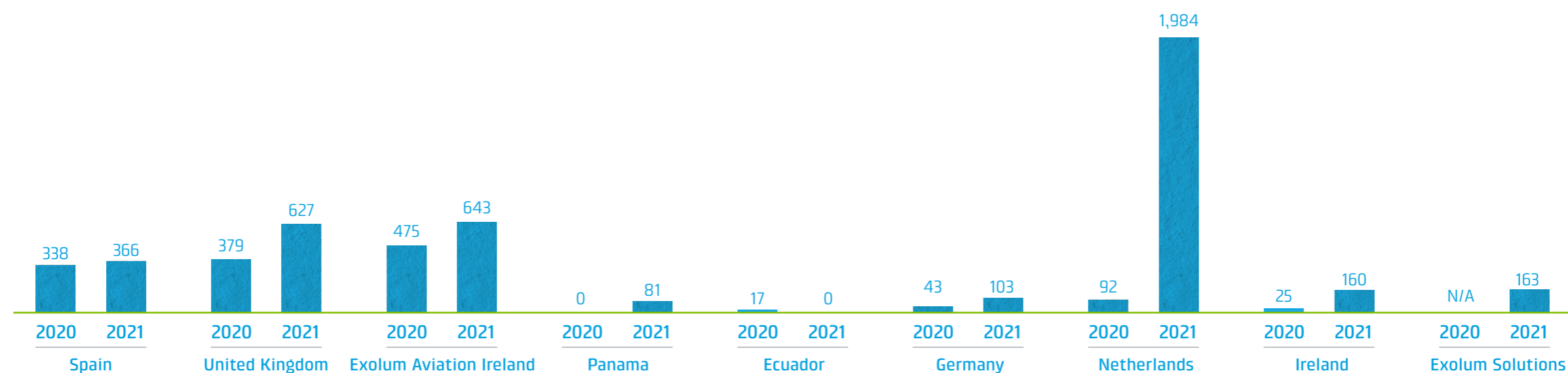
In addition, the training campus underwent renovation: the technology was upgraded, security was strengthened and it was visually adapted to the new brand identity. As a result of these changes, all e-learning content, technology and the visual 'look and feel' were updated.

Investment in training by Exolum in Spain amounted to 450,000 euros in 2021.

In Northwest Europe also, training was affected by the pandemic. To strengthen the training system, a learning and development specialist

was hired to review and develop the training offering for the region to ensure it meets the company's current and future needs. In addition, there is a full-time in-house trainer, which allows us to provide more flexible training than with an outsourcer. Closely related to training and the integration process the company is undertaking in the region, a Leadership and Management Academy has been created to equip leaders and managers with the skills needed to successfully complete the process.

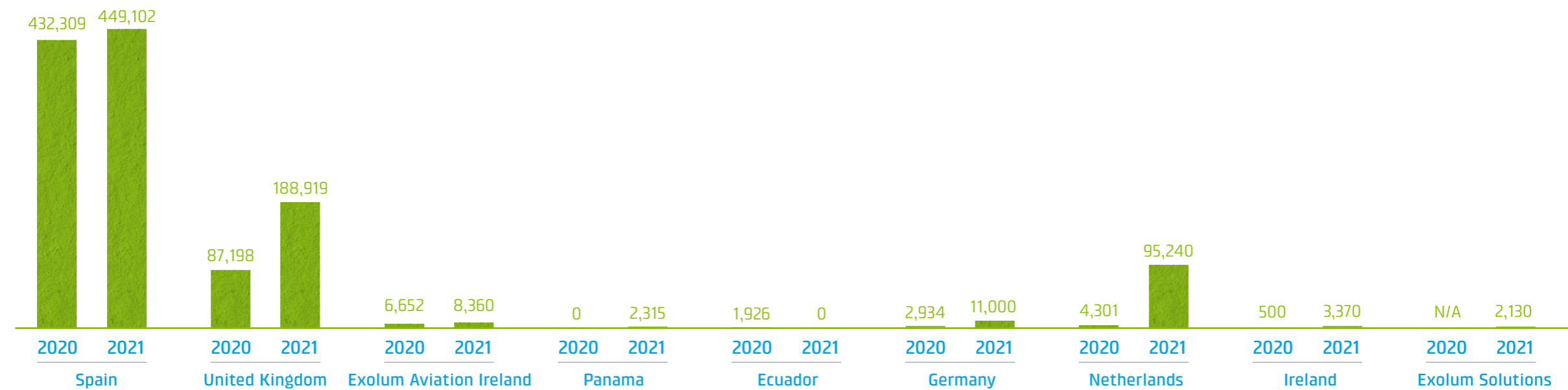
Investment in training by the Exolum Group (€)



2. Creating value among our stakeholders

Creating value for our employees

Investment in training (€)



Average hours of training in the Exolum Group, broken down by gender

	2020		2021			2020		2021	
	Men	Women	Men	Women		Men	Women	Men	Women
Spain, Ground staff	29	43	33	39	Ecuador	30	30	33	33
Spain, Aviation staff	24	49	35	35	Germany	3	1	15	17
United Kingdom	23	24	8	12	Netherlands	2	9	19	1
Exolum Aviation Ireland	35	55	39	52	Ireland	4	0	76	0
Panama	0	0	11	11	Exolum Solutions	–	–	41	20

2. Creating value among our stakeholders

Creating value for our employees

Average hours of training broken down by group

	2020		2021			2020		2021	
	Men	Women	Men	Women		Men	Women	Men	Women
Spain									
Department/Section Managers	66	87	60	54	Department/Section Managers	2	0	9	0
Supervisors/Middle-managers	48	79	42	40	Supervisors/Middle-managers	4	0	15	0
Professionals	30	41	36	43	Professionals	3	0	12	0
Administrative staff	8	9	9	8	Administrative staff	0	2	18	17
Specialists/Qualified operators	23	20	32	45	Specialists/Qualified operators	2	1	19	0
United Kingdom					Netherlands				
Department/Section Managers	8,6	29	12	34	Department/Section Managers	2	0	15	10
Supervisors/Middle-managers	9,6	57.71	36	43	Supervisors/Middle-managers	0	0	30	0
Professionals	56.84	18.45	51	36	Professionals	2	3	6	0
Administrative staff	50	19.48	16	50	Administrative staff	0	12	0	8
Specialists/Qualified operators	25.61	9	37	39	Specialists/Qualified operators	2	2	25	16
Exolum Aviation Ireland					Ireland				
Department/Section Managers	–	–	–	–	Department/Section Managers	0	0	–	–
Supervisors/Middle-managers	40	60	26	5	Supervisors/Middle-managers	3	0	–	–
Professionals	–	–	–	–	Professionals	0	0	–	–
Administrative staff	–	40	–	–	Administrative staff	0	0	–	–
Specialists/Qualified operators	25	25	44	15	Specialists/Qualified operators	4	0	76	–
Panama					Exolum Solutions				
Department/Section Managers	–	–	–	–	Department/Section Managers	–	–	0	0
Supervisors/Middle-managers	–	–	–	–	Supervisors/Middle-managers	–	–	0	0
Professionals	–	–	–	4	Professionals	–	–	41	20
Administrative staff	–	–	–	–	Administrative staff	–	–	0	0
Specialists/Qualified operators	–	–	13	–	Specialists/Qualified operators	–	–	0	0
Ecuador									
Department/Section Managers	–	–	–	–					
Supervisors/Middle-managers	–	–	33	–					
Professionals	2	2	33	33					
Administrative staff	–	–	–	–					
Specialists/Qualified operators	17	1	45	–					

Collective bargaining and participation

Exolum guarantees its staff the freedom to affiliate with associations and unions that defend and protect their rights, in accordance with the ten principles of the United Nations Global Compact.

The workers' representatives of the trade union sections are freely elected, fully respecting legality and the freedom to join a trade union. In addition, trade union sections and their representatives are guaranteed the right to exercise their functions of negotiation, participation and representation, according to the relevant laws and collective agreements.

In Spain, Exolum has two collective agreements regulating labour relations that affect all workers, except those whose employment conditions are set out in an individual contract, due to the nature or responsibilities of their position, and are therefore excluded from these agreements.

After signing agreements with all trade union sections in the last quarter of 2020, in March 2021 the new Collective Bargaining Agreement (CLH) for the period 2016-2019 was published and, hence, entered into force. The Agreement provides for the automatic renewal of the Agreement in subsequent years. The new Agreement incorporates the content of the Partial Agreements signed during the negotiation process and eliminates duplicate regulation.

Within the scope of collective bargaining, agreements have also been reached in relation to remote working, and on various issues concerning the interpretation and resolution of disputes by the Joint Committee provided for in the relevant Collective Agreement.

Furthermore, meetings have been held with the new Negotiating Committee that was set up for the next collective agreement.

The agreements reached in 2020 between Exolum Aviación Spain and the trade union sections to implement a temporary workforce resizing plan (ERTE, according to its Spanish acronym), which would allow the company and the workers to meet the challenges of the pandemic, were extended for 2021 following intense negotiations between the parties. Thanks to these agreements, which allowed us to avoid staff redundancies, and a moderate

recovery in activity, it was possible to end the ERTE on 31 October 2021 and face the future of the business with more confidence.

In Northwest Europe, PS is covered by a national agreement, there are specific agreements for the workplaces in Immingham, Seal Sands and Riverside and a works council in Mannheim.

Where collective bargaining is concerned, the process of integrating the new terminals acquired in late 2020 has been challenging but a satisfactory agreement for all parties was ultimately reached with the support of the Advisory, Conciliation and Arbitration Service in the UK. Furthermore, in order to foster a fruitful relationship, an external consultant has been engaged to provide support in this task.

The multi-year agreement in Mannheim has expired and new works council elections will be held in 2022, after which negotiations will begin with the newly elected representatives.

We care for our employees. Health and Safety in the Workplace

Safety is embedded in all areas of the Exolum Group's activities. The Group has Basic Guidelines for Safety and Regulatory Management Systems in place setting out the standards and management systems to implement to ensure that the assets of the Group's companies are designed, maintained and operated properly from the perspective of health, safety and the environment (HSE).

As reflected in the organisation's Safety Vision and policies, the Group believes that improving the safety culture throughout the organisation is a key strategic pillar. Accordingly, following the launch of the Safety Foundations project in 2020, the company focused on consolidating the project in 2021. To further the cultural change set in motion by this strategic project, a number of tasks were carried out in 2021 to strengthen the Group's vision and commitment to safety at all levels of operations:

- **Revision of corporate policies on the Safety and Major Accident Prevention Management System** to highlight the paramount importance of Safety Foundations.
 - **Regular communication** to give visibility to each of the Safety Foundations using visual and training materials.
 - **Programme for the Proactive Identification of SIF Risks** (Safety Instrumented Function) using Field Verification Critical Controls (FVCC). The programme included:
 - Specialised courses for all operations managers on FVCC and SIF.
 - Development of specific control models (FVCC) for Exolum risks.
 - Launch of a software programme for the effective development of FVCC.
 - **Analysis and monitoring of specific SIF statistics.** These are proactive and reactive statistics which are regularly monitored by the Management Committee.
 - **Development of new regulations and alignment of existing regulations:** New SIF Definition and Criteria Guide, review of the 0070 Guide to Process Safety Indicators.
 - **Virtual Safety Day** with theoretical and practical content and simulation exercises to be carried out in the plants.
 - **Roll out of the Organizational Culture Diagnostic Instrument (OCDI)** analysis performed in Spain to the NWE Region.
- Other proactive safety initiatives and actions carried out in 2021 included:
- **Senior Leadership Tours (SLT) to workplaces primarily** to raise awareness of safety and the environment.
 - **Launch of the first pilot tests with Terminal Safety Review (TSR) inspections:** a newly implemented programme which aims to benchmark best practices in the industry applying Centre for Development Innovation (CDI) criteria.
 - **Internal audits of Permits-to-work.**
 - **Internal verification programme of process safety** at Exolum's facilities in Spain.
 - **JIG - HSE Inspections.**

2. Creating value among our stakeholders

Creating value for our employees

As part of the Safety Foundations Project, in 2021 specific training was developed and provided in SIF Critical Risk Controls and SIF Experts. The courses were given by DEKRA, a company specialised in organisational behaviour, and entailed more than 1,000 hours of training worldwide, including the Management Committee.

Similarly, the Group has continued to closely monitor and investigate accidents and near misses in order to continue fostering accident prevention, effective preventive measures and the design of training and information activities.

Additional safety initiatives were implemented in other countries. In Germany, for instance, different groups received specific training in risk management and operational audits using checklists, and on how to prevent personal accidents such as slips and trips.

In the UK, introductory training was provided in Stop Cards, and in Spain, talks were given on LOTO (Lockout-Tagout) and on other critical aspects of safe process management. In addition, a number of job specification sheets were updated to incorporate SIF scenarios.

In the Netherlands, criteria were established for the regular development of process HAZOPs (functional operability analysis).

Toolbox talks and “5.5 Chats” (outreach and awareness-raising for employees) are given in all countries. The talks are given on a regular basis and include lessons learned from incidents and other safety-related learning experiences and key takeaways.

Number of accidents and evolution of the FR (Frequency Rate)

	2020			2021		
	Total	Men	Women	Total	Men	Women
Spain						
Average workforce	1,278.65	1,107.35	171.3	1,228.19	1056.22	171.97
Hours worked	1,903,609.25	1,634,494.05	269,115.2	1,864,661	1,593,838.95	270,822.05
Accidents with leave	2	1	1	4	4	0
Accidents without leave	0	0	0	1	1	0
No. of working days lost	324	296	28	50	50	0
FR (Frequency Rate) for every 200,000 hours worked	0.21	0.12	0.74	0.43	0.50	0
FR (Frequency Rate) for every 1,000,000 hours worked	1.05	0.61	3.72	2.15	2.51	0
TFR (Total Frequency Rate) for every 200,000 hours worked	0.21	0.12	0.74	0.54	0.63	0
TFR (Total Frequency Rate) for every 1,000,000 hours worked	1.05	0.61	3.72	2.68	3.14	0
SR (Severity Rate) for every 1,000 hours worked	0.17	0.18	0.10	0.03	0.03	0

2. Creating value among our stakeholders

Creating value for our employees

Number of accidents and evolution of the FR (Frequency Rate) (continuation)

	2020			2021		
	Total	Men	Women	Total	Men	Women
United Kingdom						
Average workforce	265	217	48	698	601	97
Hours worked	427,954	362,529.10	65,424.90	1,087,716	919,295	168,421
Accidents with leave	0	0	0	1	1	0
Accidents without leave	0	0	0	1	1	0
No. of working days lost	0	0	0	5	5	0
FR (Frequency Rate) for every 200,000 hours worked	0	0	0	0.18	0.22	0
FR (Frequency Rate) for every 1,000,000 hours worked	0	0	0	0.92	1.09	0
TFR (Total Frequency Rate) for every 200,000 hours worked	0	0	0	0.37	0.44	0
TFR (Total Frequency Rate) for every 1,000,000 hours worked	0	0	0	1.84	2.18	0
SR (Severity Rate) for every 1,000 hours worked	0	0	0	0.005	0.005	0
Exolum Aviation Ireland						
Average workforce	15	12	3	14	11	3
Hours worked	23,573	20,373	3,201	22,585	18,376	4,209
Accidents with leave	0	0	0	0	0	0
Accidents without leave	1	1	0	0	0	0
No. of working days lost	0	0	0	0	0	0
FR (Frequency Rate) for every 200,000 hours worked	0	0	0	0	0	0
FR (Frequency Rate) for every 1,000,000 hours worked	0	0	0	0	0	0
TFR (Total Frequency Rate) for every 200,000 hours worked	8.48	9.82	0	0	0	0
TFR (Total Frequency Rate) for every 1,000,000 hours worked	42.42	49.09	0	0	0	0
SR (Severity Rate) for every 1,000 hours worked	0	0	0	0	0	0

2. Creating value among our stakeholders

Creating value for our employees

Number of accidents and evolution of the FR (Frequency Rate) (continuation)

	2020			2021		
	Total	Men	Women	Total	Men	Women
Panama						
Average workforce	81	72	9	97	88	9
Hours worked	183,020	168,171	14,848	218,604	200,069	18,535
Accidents with leave	0	0	0	1	1	0
Accidents without leave	0	0	0	0	0	0
No. of working days lost	0	0	0	36	36	0
FR (Frequency Rate) for every 200,000 hours worked	0	0	0	0.91	1	0
FR (Frequency Rate) for every 1,000,000 hours worked	0	0	0	4.57	5	0
TFR (Total Frequency Rate) for every 200,000 hours worked	0	0	0	0.91	1	0
TFR (Total Frequency Rate) for every 1,000,000 hours worked	0	0	0	4.57	5	0
SR (Severity Rate) for every 1,000 hours worked	0	0	0	0.16	0.18	0
Ecuador						
Average workforce	30	27	3	30	26	4
Hours worked	65,547	58,974	6,573	66,986	59,130	7,856
Accidents with leave	0	0	0	0	0	0
Accidents without leave	0	0	0	0	0	0
No. of working days lost	0	0	0	0	0	0
FR (Frequency Rate) for every 200,000 hours worked	0	0	0	0	0	0
FR (Frequency Rate) for every 1,000,000 hours worked	0	0	0	0	0	0
TFR (Total Frequency Rate) for every 200,000 hours worked	0	0	0	0	0	0
TFR (Total Frequency Rate) for every 1,000,000 hours worked	0	0	0	0	0	0
SR (Severity Rate) for every 1,000 hours worked	0	0	0	0	0	0

2. Creating value among our stakeholders

Creating value for our employees

Number of accidents and evolution of the FR (Frequency Rate) (continuation)

	2020			2021		
	Total	Men	Women	Total	Men	Women
Netherlands						
Average workforce	–	–	–	49	44	5
Hours worked	–	–	–	77,933	69,220	8,713
Accidents with leave	–	–	–	0	0	0
Accidents without leave	–	–	–	1	1	0
No. of working days lost	–	–	–	0	0	0
FR (Frequency Rate) for every 200,000 hours worked	–	–	–	0	0	0
FR (Frequency Rate) for every 1,000,000 hours worked	–	–	–	0	0	0
TFR (Total Frequency Rate) for every 200,000 hours worked	–	–	–	2.57	2.89	0
TFR (Total Frequency Rate) for every 1,000,000 hours worked	–	–	–	12.83	14.45	0
SR (Severity Rate) for every 1,000 hours worked	–	–	–	0	0	0
Germany						
Average workforce	–	–	–	68	59	9
Hours worked	–	–	–	112,047	98,290	13,757
Accidents with leave	–	–	–	1	1	0
Accidents without leave	–	–	–	0	0	0
No. of working days lost	–	–	–	3	3	0
FR (Frequency Rate) for every 200,000 hours worked	–	–	–	1.78	2.03	0
FR (Frequency Rate) for every 1,000,000 hours worked	–	–	–	8.92	10.17	0
TFR (Total Frequency Rate) for every 200,000 hours worked	–	–	–	1.78	2.03	0
TFR (Total Frequency Rate) for every 1,000,000 hours worked	–	–	–	8.92	10.17	0
SR (Severity Rate) for every 1,000 hours worked	–	–	–	0.03	0.03	0

2. Creating value among our stakeholders

Creating value for our employees

Number of accidents and evolution of the FR (Frequency Rate) (continuation)

	2020			2021		
	Total	Men	Women	Total	Men	Women
Ireland						
Average workforce	–	–	–	21	19	2
Hours worked	–	–	–	2,943	2,500	443
Accidents with leave	–	–	–	2	2	0
Accidents without leave	–	–	–	0	0	0
No. of working days lost	–	–	–	39	39	0
FR (Frequency Rate) for every 200,000 hours worked	–	–	–	135.92	160	0
FR (Frequency Rate) for every 1,000,000 hours worked	–	–	–	679.58	800	0
TFR (Total Frequency Rate) for every 200,000 hours worked	–	–	–	135.92	160	0
TFR (Total Frequency Rate) for every 1,000,000 hours worked	–	–	–	679.58	800	0
SR (Severity Rate) for every 1,000 hours worked	–	–	–	13.25	15.6	0
Exolum Group						
Average workforce	1,669.15	1,434.85	234.30	2,203	1,903	301
Hours worked	2,603,702.78	2,244,540.78	359,162.00	3,453,475	2,960,719	492,756
Fatalities	0	0	0	0	0	0
Accidents with leave	2	1	1	9	9	0
Accidents without leave	1	1	0	3	3	0
No. of working days lost	324	296	28	133	133	0
FR (Frequency Rate) for every 200,000 hours worked	0.15	0.09	0.56	0.52	0.61	0
FR (Frequency Rate) for every 1,000,000 hours worked	0.77	0.45	2.78	2.61	3.04	0
TFR (Total Frequency Rate) for every 200,000 hours worked	0.23	0.18	0.56	0.69	0.81	0
TFR (Total Frequency Rate) for every 1,000,000 hours worked	1.15	0.89	2.78	3.47	4.05	0
SR (Severity Rate) for every 1,000 hours worked	0.12	0.13	0.08	0.04	0.04	0

2. Creating value among our stakeholders

Creating value for our employees

Safety training

	2020	2021		2020	2021		2020	2021
Spain			Panama			Netherlands		
Safety training (hours)	6,347.3	14,232.5	Safety training (hours)	–	675	Safety training (hours)	–	–
Attendees (no. of people) *	1,694	2,674	Attendees (no. of people)	–	86	Attendees (no. of people)	–	–
Prevention training (basic level) (hours)	7,129.5	4,614.25	Prevention training (basic level) (hours)	–	224	Prevention training (basic level) (hours)	–	–
Attendees (no. of people)	2,384	1,094	Attendees (no. of people)	–	28	Attendees (no. of people)	–	–
Investment (thousand euros)	64.82	107.62	Investment (thousand euros)	–	0	Investment (thousand euros)	–	–
United Kingdom			Ecuador			Ireland		
Safety training (hours)	–	–	Safety training (hours)	–	33	Safety training (hours)	–	–
Attendees (no. of people)	–	–	Attendees (no. of people)	–	29	Attendees (no. of people)	–	–
Prevention training (basic level) (hours)	–	–	Prevention training (basic level) (hours)	–	24	Prevention training (basic level) (hours)	–	–
Attendees (no. of people)	–	–	Attendees (no. of people)	–	20	Attendees (no. of people)	–	–
Investment (thousand euros)	–	–	Investment (thousand euros)	–	0	Investment (thousand euros)	–	–
Exolum Aviation Ireland			Germany			Exolum Solutions		
Safety training (hours)	–	239	Safety training (hours)	–	–	Safety training (hours)	–	N/A
Attendees (no. of people)	–	13	Attendees (no. of people)	–	–	Attendees (no. of people)	–	N/A
Prevention training (basic level) (hours)	–	–	Prevention training (basic level) (hours)	–	–	Prevention training (basic level) (hours)	–	24
Attendees (no. of people)	–	–	Attendees (no. of people)	–	–	Attendees (no. of people)	–	12
Investment (thousand euros)	–	–	Investment (thousand euros)	–	–	Investment (thousand euros)	–	1.416

* Each time an employee attends a course is counted.

Promoting health and safety in the workplace

Exolum continued to promote various activities in the areas of Occupational Health and Safety in 2021, and took additional protective actions for all workers to protect them against COVID-19.

In this regard, remote working was implemented according to the epidemiological situation at the time, and employees were allowed to work remotely two days a week, except for operations staff at the facilities. In addition, special consideration was given to the personal circumstances of the employees as a result of the pandemic.

An online training course on COVID-19 health and safety was also made available to employees to inform and train them on how to recognise and prevent infection, and preventive measures were adopted in all the company's workplaces.

An online first aid course was also provided to all Exolum employees in Spain, where they were trained on basic first aid and how to act in the event of an emergency.

In addition, monthly wellness promotions were carried out in the UK on a wide variety of topics through noticeboards, the Intranet and email.

Occupational Risk Prevention programmes and activities:

- Epidemiological surveillance of workers' health with regard to work-related risks.
- Protection of particularly vulnerable workers. and pregnant and nursing employees.
- Covid-19 employee protection plan.
- Diagnostic and screening tests for Covid-19.
- Personal medical advice and consultation for cases related to Covid-19.

Screening for chronic diseases:

- Prostate disease.
- Colon cancer.

Promotion of Health

- Physical activities: charity runs, team competitions.
- Sports/recreational activities: paddle tennis tournament, outdoor activities.

Occupational Health and Safety training

- First aid course.
- Covid-19 prevention course.

Awareness-raising activities

- Healthcare contacts.
- Expert talks.
- Information notes.

In the Netherlands, moreover, biometric exposure tests were given to operations and technical staff, in addition to a PMO (regular medical check-up including health counselling) for all staff in Amsterdam, and the ArboNed health and safety service was introduced with the aim of reducing absenteeism. In addition, a sports allowance and subsidised health insurance were provided to staff.

In Ecuador, employees were vaccinated against the flu, hepatitis B and tetanus, and campaigns were run to promote sport and a healthy lifestyle.

In Germany, COVID-19 prevention campaigns were conducted and antigen tests were made available to employees.

In the UK, mental health awareness campaigns were carried out on the Intranet as well as COVID-19 prevention campaigns to protect employees and reduce the risk of infection.

The pandemic is closely and regularly monitored in all countries and communication campaigns are run with specific signage on how to prevent infection in the workplace.

We generate value for our CUSTOMERS

Quality and management systems

Exolum works to meet customer expectations, offering services that are tailored to their needs and improving existing ones

Exolum works to meet customer expectations, offering services that are tailored to their needs and improving existing ones.

The company has an Integrated Management System (IMS) that covers and combines the processes and activities of all companies in the Group. The system is continuously improved through an ongoing review of its component processes and the incorporation of new, successful practices. The purpose of the IMS is to ensure continuous improvement and customer satisfaction through quality. Sound quality management increases innovation and fosters continuous improvement and sustainable business development.

On this point, Exolum holds several quality certifications:

- **ISO 9001 Quality Certification for all its activities in Spain.** The UK and Ireland also hold this certification in the aviation sector.
- **ISO/IEC 17025** Accreditation for the Central Laboratory and Metrology Laboratory in Spain.
- **Quality certifications at the port facilities** of Barcelona, Palma de Mallorca, Cartagena, Gijón, Motril, Algeciras and Bilbao, according to the quality standards applicable in each case.
- **ISO 14001 Environmental Certification** in Spain and Ireland in the aviation sector.
- **ISO 45001 Occupational Health and Safety Certification** in Spain and Ireland in the aviation sector.

2. Creating value among our stakeholders

We generate value for our customers

In Spain, the company has a biofuel certification management system that is compliant with Circular 1/2016 of 30 March published by the National Markets and Competition Commission (CNMC), which regulates the sustainability of the biofuels offered for sale or consumed in the domestic market. In addition, it has obtained International Sustainability and Carbon Certification (ISCC) at several terminals in Spain and the Netherlands.

To share its know-how and best practices in quality, Exolum is a member of associations relating to quality, excellence and innovation, where it contributes its knowledge and expertise. Some of the main associations of which it is a member include the Spanish Association for Standardisation and Certification (AENOR), the Spanish National Accreditation Body (ENAC) and the Spanish Association for Quality (AEC).

In this regard, Exolum is an active contributor to working groups such as the AENOR AEN/CTN051/SC3 group, which is responsible for updating fuel and biofuel specifications, and the European fuel technology and standardisation groups CEN WG 21 Specification for unleaded petrol, and WG 24 Specification for diesel fuel.

Exolum is also a member of the Energy Institute and sits on the following committees:

- Aviation Committee.
- Aviation Fuel Filtration Committee.
- Equipment Sub-Committee.
- Hydrant Sub-Committee.
- Operations Sub-Committee.
- Sensors Sub-Committee.
- Supply Chain Fuel Quality Sub-Committee.

In the aviation sector, Exolum is an IATA Strategic Partner, and cooperates in the Fuel Services and Fuel Technical groups. It is also a member of the Joint Inspection Group (JIG), where it has an active presence in the Operations Committee responsible for reviewing and updating industry standards on aviation fuel handling and quality control, and in the

Technical Forum. In addition, it is an affiliate member of the Latin American and Caribbean Air Transport Association (ALTA). In 2021, Exolum served on the ALTA, IATA and ACI fuel committees where it sponsored and coordinated various initiatives and activities.

Through the Metrology Laboratory, Exolum has an agreement with the Spanish Metrology Centre (CEM). The laboratory is a CEM-associate laboratory and, hence, the official laboratory in Spain for liquid hydrocarbon metrology.

In addition, the Metrology Laboratory has maintained for years a strategic alliance with the Polytechnic University of Madrid through the Exolum Chair of Metrology, a centre of excellence in hydrocarbon metrology at national level with a very relevant presence and publications at international level, and which this year has started two projects, one focused on hydrocarbon metrology and the other on hydrogen metrology.

Exolum is a member of COCAWE and participates in the Oil Pipelines Management Group (OPMG) and the OP/STF-1 (Special Task Force on Oil Pipelines). As a member of the OPMG, Exolum participated in the Re-Stream - Study on the reuse of oil and gas infrastructure for hydrogen and CCS in Europe (Carbon Limits and DNV), which confirms the capacity of European pipelines to transport hydrogen and CO₂ in a cost-effective way, facilitating the deployment of hydrogen and carbon capture and storage (CCS) technologies and reducing the cost of the energy transition. In the case of Exolum, the Almodóvar-Mérida section was analysed.

Furthermore, Exolum's Ventures division collaborates with different associations on the review of standards in the chemical and hydrogen sectors, including the following:

- Spanish Hydrogen Association (AeH2).
- Green Hydrogen Sectoral Association of Murcia (AHMUR).
- Chemical Industry Cluster of the Balearic Islands (CliQIB).
- Aragón Hydrogen Foundation.
- European Clean Hydrogen Alliance.
- GASNAM.

In the UK, Exolum serves on several sub-committees of the Jet Zero Council (JZC), a partnership between industry and government with the aim of driving the delivery of new technologies and innovative ways to cut aviation emissions, and responsible for developing UK capabilities for Sustainable Air Fuel (SAF) and the marketing of SAF to ensure its deployment.

Exolum is also an active participant in the UK Petroleum Industry Association (UKPIA), where it has representatives in several working groups, including the environmental risk assessment, safety, simplification of COMAH, process safety leadership network, sustainable fuels, energy efficiency and hydrogen groups.

In Germany, the company passed the CDI audit in 2021 and is a member of the German tank storage association (UTV).

Commercial offer

Trust is one of Exolum's four corporate values. It therefore strives to identify, understand and meet its customers' needs by improving the services it provides, developing new services or tailoring existing ones to new market trends.

Exolum provides logistics services to the main players in the liquid fuels market and offers its customers a wide range of services related to the storage and transportation of oil and other bulk liquid products. In addition, our commitment to sustainability and the energy transition has led us to develop services to promote the use of biofuel by our customers.

Exolum also provides into-plane fuelling services to the main airlines and manages and designs storage and distribution assets and infrastructure for aviation fuels.

Commercial offer of the Exolum Group

- 1 Storage, transport and distribution of oil products on the Iberian Peninsula and the Balearic Islands, guaranteeing free access to the logistics system by third parties.
- 2 Strategic and security storage.
- 3 Storage in segregated tanks.
- 4 Blending of components and products to obtain retail products.
- 5 Storage services and handling of products with differentiated specifications, adapting to customer needs and service demands.
- 6 Quality and quantity assurance and control of the products stored by the Exolum Group through its laboratories.
- 7 Advice and services relating to product quality.
- 8 Consultancy on metrology and calibration.
- 9 Environmental analyses.
- 10 Injection of additives for quality and property enhancement to oil products dispatched.
- 11 Biofuel storage, blending and dispatch.
- 12 Biofuel certification system for transportation purposes.
- 13 Tailored product storage, blending and dispatch services.
- 14 Storage, distribution and supply (into-plane service) of aviation fuel and lubricants for aircraft.
- 15 Advice and technical assistance for the installation and maintenance of distribution networks for different types of aviation fuels.
- 16 Advice and technical assistance for the design, construction, maintenance and operation of hydrant networks and terminals, in addition to the design of specific vehicles for fuel supply to aircraft.
- 17 Inspection and advisory services for the management of aviation fuel storage and supply facilities.
- 18 Management of documentation relating to operations and the taxes associated with product movement operations in fuel facilities.
- 19 Training in operations and the management of infrastructure, covering all aspects of aviation fuel storage and supply.
- 20 Services for blending components to obtain products with specifications of a higher value than those of their elements.

2. Creating value among our stakeholders

We generate value for our customers

In Spain in 2021, we continued to work to maximise efficiency and flexibility in relation to fuel oil and bunker needs at our facilities in Algeciras and Barcelona. Due to the new specifications introduced in 2020 for this product, our customers require a greater level of sophistication when importing the different components to our facilities, where they are then blended together to obtain finished products with higher financial returns in the market.

At the facilities in Castellón, we continued to work directly with customers to develop bespoke services that bring them greater value and enhance their competitiveness. For example, in 2021, we invested in an in-line gasoline blending system that gives customers greater flexibility in operations.

This year, after the contango in the market ended, we worked with our customers to offer them more personalised services that will enable us to enhance loyalty, reduce our dependency on futures curves and ensure more stable revenues in the future.

A salient feature of our new customer loyalty policy is the management of biofuel, which is making it easier for our customers to meet their environmental targets.

These new projects are primarily based on two services:

- The retrofitting of a greater number of tanks for the storage of biofuel. The additional capacity not only increases the storage volume, it also allows customers to expand the range of components and raw materials they can blend to obtain end products both for the domestic market and export.

- The possibility to manage 'unfinished' gasoline, known in the market as Blendstock for Oxygenated Blending or BOB gasoline. Ethanol can be added to this gasoline in the loading arm of the truck for distribution to the domestic market. Without ethanol, this gasoline cannot be marketed as it does not meet the minimum quality specifications. The product, which is already available in Castellón, will be rolled out to other facilities, such as Barcelona, Bilbao and Villaverde, thus allowing our clients to add more biofuels to their gasoline products and bringing them a step closer to compliance with environmental regulations.

In addition, Exolum continues to develop services for the promotion of more conservative biofuel blending, such as blending in the pipeline and maximisation of bioethanol, thus giving our customers a wider range of options and making it easier for them to comply with the obligations laid down in biofuel legislation.

2. Creating value among our stakeholders

We generate value for our customers

Exolum is, moreover, an independent logistics operator offering a wider range of services related to aviation fuels in the Spanish and international markets. The most important of these services are:

- Advice and technical assistance for the design, construction, maintenance and operation of hydrant networks and terminals, in addition to the design of specific vehicles for fuel supply to aircraft.
- Inspection and advisory services for the management of aviation fuel storage and supply facilities.
- Management of documentation relating to operations and the taxes associated with product movement operations in fuel facilities.
- Training in operations and the management of infrastructure, covering all aspects of aviation fuel storage and supply. (Industry regulations, quality assurance, maintenance, etc.).

On this point, Exolum is working with customers at both the local and global level to meet the needs and expectations of each airport and client. Some of the new services and products launched in 2021 in a bid to strengthen customer relations and meet market needs are as follows:

- Burgos Airport, new service with Avgas refuelling unit.
- León Airport, new Avgas product to supply all customers.
- Expansion of the service at Ciudad Real Airport .
- Supply for special events.
- Special supplies at Torrejón: NGOs, air forces and official bodies.
- Special defuelling service for Ryanair.

In addition, the consultancy, coordination and commissioning process for the hydrant extensions at the following airports continued:

- Barcelona: extension of ramp 15 hydrant T1.
- Madrid Barajas: extension of ramp 7 hydrant loading zone and ramp 0.

Our commitment to sustainability has led us to explore new ways to promote the use of biofuel in the aviation sector. Accordingly, in 2021, we launched the SAF supply service at the facilities in San Fernando de Henares – Torrejón de Ardoz, Barcelona and at Madrid and Barcelona airports.

In addition, Exolum works together with the airport authorities and customers for the development of procedures to cater for special service needs, such as:

- Defuelling of aircraft.
- Handling of fuel panel for load selection for narrow and wide body aircraft.
- H-30 supply procedure with Iberia Airlines for wide body aircraft to optimise and adjust the load in long-haul flights.
- Fuel supply to customers at facilities outside of airports.
- Loading of road tankers and/or drums for the transportation of aviation products from airports to customers outside the national airport network.
- Safety regulations for aprons.
- Participation in the Handling sub-working group for the coordination of apron operations with the Spanish Aviation Safety and Security Agency (AESA).

- Participation in the Operational Safety Forum organised by AESA in the Ministry of Public Works.
- Special services for customers in the AENA airport network and other airports.

Exolum's central laboratory continues to provide technical assistance for RDI projects involving synthetic fuels, biofuel, etc., and it is working more closely with Spanish regional governments and with Portugal's National Entity for the Energy Sector (ENSE) to perform analytical controls in the supply chain.

The UK was able to adapt to the new legal requirement to increase the percentage of ethanol in gasoline from E5 to E10, effective from September 2021, without disrupting the service at any of the plants.

In addition, since summer 2021, Exolum has been transporting sustainable aviation fuel (SAF) through its oil pipeline network to Heathrow Airport in London, the country's main airport and one of the busiest in Europe. Furthermore, it continues to explore new opportunities to develop this service at national and international level, including Jet and SAF blending.

Meanwhile, Exolum's Ventures division is aiming to promote new, innovation-led business opportunities focused on the sustainable development of our planet. Accordingly, Exolum also offers services related to decarbonisation, circular economy, industry 4.0, collaborative economy, RDI services and other services based on innovative, responsible, sustainable and efficient solutions that contribute to the energy transition and the fight against climate change. The division's innovation department is carrying out activities, such as Avikor and Yubick in the transport sectors, linked, according to the characteristics of the service, with the Sustainable Development Goals.

Improvement and diversification of activities through innovation

Exolum is in the midst of diversifying its activities in order to contribute to the decarbonisation of the economy and play a leading role in the energy transition we are undergoing. To rise to the challenge, we have begun operating in new sectors with renewable green energy for the first time. Meanwhile, Exolum continues to digitalise and automate its facilities and improve operational processes, which allows it to optimise resources and enhance the security and sustainability of operations.

This ongoing commitment to continuous improvement has also allowed us to maximise efficiency across all operations and to keep the prices of the logistics services we offer stable year after year.

2. Creating value among our stakeholders

We generate value for our customers

To adapt to new market needs, in 2021 we laid the foundations for a more sophisticated management of biofuel in our system, making adaptations and developments that will allow us to meet the new requirements of environmental regulations and, hence, increase the range of services we offer. This year, for the first time, we stored hydrotreated vegetable oil (HVO) at our facilities in Bilbao, a product which, according to our forecasts, will be essential for meeting the new minimum biofuel targets.

Where new business areas are concerned, Exolum has continued to promote Avikor, a platform launched at the end of 2020 that allows individuals and businesses to fly more sustainably by using sustainable aviation fuel (SAF) to reduce emissions. The model is flexible, adapted to each user or company and it can be acquired to eliminate the desired fraction of CO₂ emissions as another extra service, regardless of the airline flown with.

With regard to the hydrogen production and supply infrastructure strategic line, in 2021, Exolum launched a project for the construction and operation of the first green hydrogen plant for mobility purposes in the Madrid region, which is expected to begin operating at the end of 2022. One of the most important aspects of the project is that green hydrogen will be generated from solar power.

Also relating to the green hydrogen strategic line, Exolum has formed an alliance with Naturgy and Enagas, represented by its subsidiary ScaleGas, to promote green hydrogen for mobility purposes. Called Win4H2O, it is the first major hydrogen alliance for mobility corridors in Spain, and will be responsible for the development and construction of 50 hydrogen generators evenly distributed throughout the country. The first route will supply green hydrogen to the cities of Madrid, Valencia and Cartagena, as well as connecting them to one other through a hydrogen corridor, thus enabling travel between these areas with sustainable fuel powered vehicles.

In addition, two projects submitted by the company in consortium with several large companies and SMEs were selected in the call for 'Misiones 2021' grants issued by the CDTI, a public corporation attached to the Ministry of Science and Innovation to promote innovation and the development of technology in Spanish companies. The projects were Regenera and GreenH2pipes, with an expected duration of three years, where Exolum will lead the lines of work on liquid organic hydrogen carriers.

In 2021, Exolum continued to digitalise operations, and the main initiatives undertaken in 2021 focused on generating new efficiencies using different methodologies, exploiting synergies between our business areas and using advanced technologies such as artificial intelligence, process automation, machine learning, deep learning and blockchain, among others.

2. Creating value among our stakeholders

We generate value for our customers

The main projects undertaken in 2021 were the following:

- Optimisation of vessel schedules.
- Optimisation of pipeline batch sequence.
- Supervision of outside battery limit assets (LIDAR).
- Improvement of leak detection systems.
- Artificial intelligence applied to SCADA.
- Supervision of outside battery limit assets (satellite and analysis).
- Allocation optimiser / Task scheduling.
- Mobility in O&M / HSSE.
- Predictive maintenance. Additive stock control.
- Leak detection.
- Natural Language Processing (NLP) technology for mobility in O&M.
- Monitoring of inside battery limit assets. Automation of vehicle access control; AI and cameras.
- Reduction of false alarms in surveillance.
- RPA automation.
- Virtual assistants.

- Improvement of tank inspection and maintenance processes.

- OCR transport documentation.

In Spain, new applications and improvements continue to be made to the current management system of the Pipeline Monitoring Centre to allow certain operations to be performed automatically, thus enhancing the safety and efficiency of these operations. In addition, implementation of a new product quality information management system (LIMS) was completed, and developments were made to mobility devices to facilitate work in pipeline routes and inside the facilities.

We continued to improve the conceptual design of the computerised maintenance management system (CMMS) by adding additional features such as the causes of failure and work order priority. The CMMS was also integrated with the new Enterprise Resource Planning (ERP) system to enable the integrated maintenance of both systems. In addition, improvements are being developed to allow more efficient management of the tool (technical structure of assets in facilities and pipelines, range master, etc.).

Furthermore, the company continued to roll out the asset management project with the aim of improving efficiency in asset management. On this point, mention must be made of a project designed in 2021 for the field identification of assets and its integration with the CMMS to provide greater efficiency and information on maintenance work on assets at the facilities. In 2022, it will be piloted in one of the facilities in Spain to assess its application before rolling it out to the rest of the organisation.

Exolum has firmly established the use of Business Intelligence (BI) tools to exploit the information in various databases, which will enable the integrated management of information for monitoring and decision-making purposes.

UAB-Online has been introduced in the Netherlands to automate barge reports and the associated manual tasks. This web-based program eliminates manual entries in the loading/unloading process of barges and vessels. In addition, barge checklists can be completed on a tablet and then shared with the barge captains and surveyors agents, etc.

Relationship with our customers

Because of the special characteristics of its operations, Exolum has a small number of customers with whom it maintains direct and ongoing contact, which allows it to have detailed knowledge of their needs and expectations.

In Spain, the company has an app-based digital delivery note system that allows road tanker drivers to download loading operation documentation to a mobile device, instead of having to print them on paper, thus increasing the efficiency of operations and the service quality.

In the aviation sector, customer satisfaction is also a priority for the company, whose customers are not always the end users (mainly airlines) because the commercial relationship is often established with the oil operators, who are the owners of the product. However, this does not prevent us from building and developing relationships with our stakeholders in the sector, which include airport operators, with whom we have built up strong business relationships in order to offer bespoke solutions, airline companies, with a view to securing direct contracts, and suppliers in order to strengthen relations. Therefore, with a view to maintaining two-way communication in real time and, in short, improve the relations with customers, the company has established a communication system based on e-fuelling with its main customers in accordance with the IATA standard.

Furthermore, the company continued to provide one-off services at airports where it does not conduct regular operations, for which purpose it adjusted the resources and service features to the customer's requirements. In addition, it has continued to increase the number of airlines and airports to which the trip-check service is provided (management of the load control systems of aircraft fuel tanks).

At Barcelona Airport, a headset helmet communication system has been introduced to communicate with the crew of LEVEL airlines, which optimises stopover times and last-minute load adjustments. This communication procedure was also implemented with Vueling airlines in 2021, and will be rolled out to the other airports in Spain in 2022.

Each year, Exolum conducts surveys to gauge customer satisfaction with these types of initiatives and our performance, and to measure customer satisfaction in the aviation sector. The survey covers aspects related to product quality, service quality, the safety of supply operations, the facilities and the coordination of business activities. In the 2021 survey, 95.65% of customers said they were satisfied or very satisfied with the company's services.

In the UK, in 2021, Exolum continued to engage regularly with customers through Quarterly Review Meetings (QRM), and attended regular meetings and briefings with the British Ministry of Defence.

In Ireland, construction of 89% of Pier 3 was completed in February, with only the location of the pits in this area still pending due to DAA's new development plans at Dublin Airport.

In April 2021, Pier 1 was completed and commissioned. In addition, the new pit redevelopment works, which are part of the agreement signed with DAA, will commence. These new Pier 1 constructions have been started and completed within the agreed deadline. Finally, the development of automated unloading was completed, with a new deployment that provides information on each of the storage plant's cargoes.

In Panama, a new fuel supply system was commissioned at Tocumen International Airport in 2021, which, due its characteristics, advanced technology and safety systems, is Latin America's most modern hydrant.

In Ecuador, Exolum has been operating at José Joaquín de Olmedo International Airport in Guayaquil since the end of 2019. In 2021, it commissioned the airport's hydrant network, which has improved the operation and efficiency of the airport.

Protection of commercial data and communications

In Spain, Exolum handles commercial information through the Operator Information System (SIO, acronym in Spanish) which ensures the protection and confidentiality of customer data. Thanks to this system, no breach of rules or voluntary codes was identified with regard to commercial communications, including advertising, promotion and sponsorship, in any of the companies of the Exolum Group in 2021.

Moreover, no breach was identified in relation to the information reported by the company on the services provided, and no complaints were received with regard to the privacy or personal data of its customers.

Creating value for our SUPPLIERS

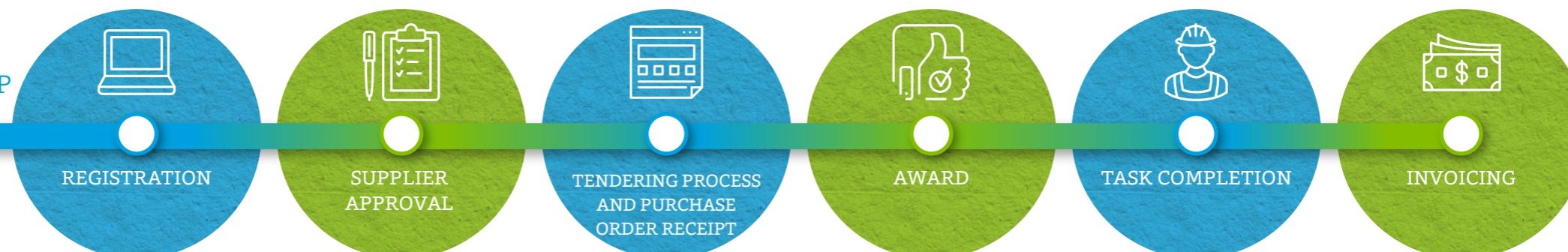
Purchasing model in Exolum

The Exolum Group works to extend
its vision in corporate social responsibility
to its supply chain

Exolum's purchasing model is adapted to the characteristics of its activities and it requires the whole supply chain to meet the same commitments that Exolum has included in its code of conduct and which it applies to its daily activity.

Another significant feature of the purchasing and contracting model of the Exolum Group is its commitment to local suppliers. This policy reinforces our role as a company that invigorates and supports the local economy in the areas surrounding our facilities. Therefore, in 2021, 94% of purchases were made from local suppliers.

PURCHASING
PROCESS
EXOLUM GROUP



Innovation and continuous improvement within the company have led to the digitalisation of many of our processes. In this respect, we have transformed and implemented a new purchasing and management platform on which we have already registered more than 1,000 suppliers.

Furthermore, and with a view to facilitating the adaptation process of suppliers to the new system, a support team has been set up to address doubts and to accompany our suppliers in all the processes in which they are involved on a day-to-day basis within the new corporate tool.

Throughout 2021, more than 140 RFQ (requests for quotation) were issued, assuring our suppliers of transparency and traceability in all processes. In all these invitations to tender, the company shared its vision, mission, code of ethics and suppliers' ethics code, in addition to the General Data Protection Regulation (GDPR).

The supply system in Exolum

In 2021, and in the light of the complex market situation for raw materials at world level as a result of the pandemic, Exolum performed a complete analysis of critical replacement stock to safeguard the correct functioning of the company. The aim of this study was to ensure the use of the correct supply strategies in order to minimise the impact of the crisis and guarantee the supply of essential materials and goods to safeguard the company's operations.

It should be noted that the group does not produce or package products, articles or parts as part of its business process. The main consumables held by the group are mainly spare parts and tools.

Collaborating companies are those from which Exolum makes purchases for an amount of over €3,000. It should be pointed out that these companies are the main links in the Exolum supply chain, and they provide the company with the products and services it needs to carry out its activities.

Key figures of Exolum's supply chain in 2021

Spain

- 993** companies with invoicing of over €3,000 make up the supply chain.
- 105** supplier companies are considered strategic according to the RePro system.
- 60** days. The period for effecting payment to suppliers is less than 60 days.
- 87.9** million euros. Tenders have been awarded for an amount of 87.9 million euros, of which 25% corresponds to materials and 75% to services.
- 91** suppliers have been assessed on environmental matters.
- 100** supplier companies have quality management systems in place.
- 99** suppliers have occupational risk prevention systems.
- 73** suppliers scored more than 70/100 in CSR.

United Kingdom

- 955** companies with invoicing of over €3,000 make up the supply chain.
- 97** supplier companies are considered strategic according to the RePro system.
- 30** days. The period for effecting payment to suppliers is 30 days.
- 26** million euros. Tenders have been awarded for an amount of 26 million euros, of which 27% corresponds to materials and 73% to services.
- 556** suppliers have been assessed on environmental matters.
- 592** supplier companies have quality management systems in place.
- 610** suppliers are certified in prevention matters.
- 90** suppliers scored more than 70/100 in CSR.

Exolum Aviation Ireland

- 48** companies with invoicing of over €3,000 make up the supply chain.
- 20** supplier companies are considered strategic according to the RePro system.
- 30** days. The period for effecting payment to suppliers is 30 days.
- 1.5** million euros. Tenders have been awarded for an amount of 1.5 million euros, of which 10% corresponds to materials and 90% to services.
- 2** suppliers have been assessed on environmental matters.

Key figures of Exolum's supply chain in 2021

Panama

- 3** companies with invoicing of over €3,000 make up the supply chain.
- 6** supplier companies are considered strategic according to the RePro system.
- 30** days. The period for effecting payment to suppliers is 30 days.
- 739** k euros. Tenders have been awarded for 739 k euros, of which 71% corresponds to materials and 29% to services.
- 6** suppliers with environmental responsibility policies.
- 18** suppliers with CSR policies.

Ecuador

- 15** companies with invoicing of over €3,000 make up the supply chain.
- 32** supplier companies are considered strategic according to the RePro system.
- 20** days. The period for effecting payment to suppliers is 20 days.
- 482** k euros. Tenders have been awarded for 482 k euros, of which 33% corresponds to materials and 67% to services.

Germany

- 136** companies with invoicing of over €3,000 make up the supply chain.
- 20** supplier companies are considered strategic according to the RePro system.
- 30** days. The period for effecting payment to suppliers is 30 days.
- 17** million euros. Tenders have been awarded for an amount of 17 million euros, of which 40% corresponds to materials and 60% to services.
- 79** suppliers have been assessed on environmental matters.
- 50** supplier companies have quality management systems in place.
- 296** suppliers are certified in prevention matters.
- 25** suppliers scored more than 70/100 in CSR.

Key figures of Exolum's supply chain in 2021

Netherlands

163 companies with invoicing of over €3,000 make up the supply chain.

30 days. The period for effecting payment to suppliers is 30 days.

7.6 million euros. Tenders have been awarded for an amount of 7.6 million euros, of which 41% corresponds to materials and 59% to services

Ireland

43 companies with invoicing of over €3,000 make up the supply chain.

30 days. The period for effecting payment to suppliers is 30 days.

417 k euros. Tenders have been awarded for 417 k euros, of which 20% corresponds to materials and 80% to services.

46 suppliers have been assessed on environmental matters.

56 supplier companies have quality management systems in place.

Procurement of materials and services (thousand euros)

	2020	2021		2020	2021
Spain	33,833	88,162	Ecuador	N/A	482
United Kingdom	N/A	26,390	Germany	N/A	17,000
Aviation Ireland	817	1,500	Netherlands	N/A	7,600
Panama	1,524	739	Ireland	N/A	417

Supplier approval

To guarantee the supplier approval, Exolum includes a first phase for verification of the initial requirements met by the collaborating company using the data provided by the latter. If a supplier is considered to be critical/strategic, they are asked to provide additional information via specific questionnaires corresponding to each category and they are monitored via the RePro system.

Through the RePro system, the company has identified 105 companies classified as strategic in Spain. These are mainly suppliers that perform skilled work (mechanical, electrical or assembly) for the company or those that supply additives for oil products.

Depending on the type of supplier, the nature of the work, and the services or materials to be supplied, the procedure for engaging suppliers is as follows:

– All suppliers and contractors

To be able to work with the company, they must endorse the code of conduct and the confidentiality agreement.

– Approved suppliers (critical or strategic suppliers)

These are assessed according to environmental, social and ethical criteria, in addition to their technical capacity and financial standing. They are monitored via the RePro system.

During 2021 work progressed on the integration of the supplier approval procedure in the new tool implemented in the organisation. In 2022 the emphasis will be on improving and optimising the supplier assessment process.

Furthermore, Exolum has developed a specific set of rules for managing ethics and integrity in its supply chain, which is aligned with the United Nations Global Compact. It includes the following documents:

- **Code of conduct:** it includes the essential principles that the workers of Exolum and its suppliers must abide by.
- **Ethics Code of the Purchase Function:** it includes the essential ethical principles to be taken into account in performing purchasing duties.
- **Ethics Code or Rules for Purchasing:** it defines the way a purchaser should behave, inspired by the principles applied by the main purchasing associations, both at a national and international level (IFPSM, AERCE).

Communication with suppliers

The Exolum Group issued over 200 requests for quotation in Spain during 2021, of which more than 70 were sent via the new negotiation platform implemented in April. In this new environment, as well as participating in tenders, suppliers can access their orders, invoices and contracts.

This new platform enables all the documentation requested from collaborating companies to be stored securely, which in turn facilitates information management and improves the efficiency of the process.

With the implementation of the new system, the cooperative relationship with suppliers has benefitted, since it allows agile contract management, as well as the centralisation of all the activities of interest to the supplier within a single environment.

During 2022, making use of the new tool, supplier monitoring will be improved. Their performance will be controlled in a traceable manner and the 805 suppliers that invoiced more than €6,000 during 2021 will be monitored.

Promoting safe practices in the value chain

Exolum extends its commitment to safety to all collaborating companies, contractors and the local communities where it operates.

Safety is a fundamental value in Exolum. Therefore all suppliers and contractors must adhere to the Exolum Safety Policy. Furthermore, during the approval process, especially for those suppliers that perform critical work, an analysis is performed via the RePro platform focusing on their behaviour with regard to occupational health and safety.

In addition, the company monitors contractors' accident rates exhaustively. When an incident occurs, it expressly requests an investigation into the causes and circumstances of the occurrence, setting up a multi-disciplinary team, when necessary.

2. Creating value among our stakeholders

Creating value for our suppliers

Contractor accident rates

	2020	2021		2020	2021
Spain			Ecuador		
Accident frequency rate* (with leave)	0.57	1.72	Accident frequency rate* (with leave)	0	0
Accident Severity Rate**	0.01	0.04	Accident Severity Rate**	0	0
United Kingdom			Germany		
Accident frequency rate* (with leave)	0	4.55	Accident frequency rate* (with leave)	N/A	24.82
Accident Severity Rate**	0	0.01	Accident Severity Rate**	N/A	0,22
Exolum Aviation Ireland			Netherlands		
Accident frequency rate* (with leave)	0	0	Accident frequency rate* (with leave)	N/A	0
Accident Severity Rate**	0	0	Accident Severity Rate**	N/A	0
Panama			Ireland		
Accident frequency rate* (with leave)	0	0	Accident frequency rate* (with leave)	N/A	0
Accident Severity Rate**	0	0	Accident Severity Rate**	N/A	0

* Accident Frequency Rate: Number of accidents involving sick leave for every million hours worked.

** Accident severity rate: Number of calendar days lost through accidents involving sick leave for every thousand hours worked.

Creating value in SOCIETY

As part of its Social Action Policy, each year Exolum carries out a wide variety of initiatives aimed at building relationships of trust and cooperation with stakeholders in the municipalities in which it has infrastructure. These actions are aligned with many of the SDGs established by the UN Global Compact with a view to 2030. We are full members of this institution, with which we have established communication channels to provide visibility and continue to encourage the actions and activities it organises.

Contribution to the well-being and development of our communities

Through its Social Action Plan, Exolum supports projects related to the integration of people with disabilities or those at risk of social exclusion, the environment, culture, entrepreneurship and economic and social development.

Throughout 2021, the company handed over the sum collected for the aid programme “The Red Cross Responds” launched by the Spanish Red Cross to respond to the needs arising as a result of the health and social crisis caused by COVID-19. Thanks to the contribution by the company itself and its employees, totalling

€120,000, the basic needs of 1,200 families in a precarious situation were covered.

As institutional acknowledgment of this gesture of solidarity, in 2021 the company received the Police Order of Merit Medal with white distinction at the proposal of the National Centre for the Protection of Critical Infrastructures and Cybersecurity.

In addition to these initiatives arising as a result of the pandemic, Exolum continued to implement one of the main programmes in its social action plan, Voluntarily, which is specifically designed to promote charity projects organised by NGOs with the cooperation of Exolum employees. Although the pandemic has had a considerable impact on voluntary corporate actions of this type, we would like to highlight two of the most relevant actions that we have supported throughout 2021.

The first is FADAM, the aim of which is to help children diagnosed with cancer and their families, providing them with support and information, and promoting clinical breakthroughs and research. Thanks to the contribution made by Exolum, at the request of an employee who is a FADAM volunteer, we helped fund the project to study the therapeutic potential of KIF11 kinesin inhibitors in paediatric brain tumours.

The second is the Catalan Cystic Fibrosis Association, an association with the mission of improving the quality of life of those affected with this disorder and their families, in turn fighting the causes of the disease. Also as a result of a request made by an employee belonging to the association, we contributed financially to help children and adults who suffer from this disease.

With regard to corporate volunteering in environmental matters, together with the Foundation for the Promotion of Development and Integration (Fundación FDI), we organised a reforestation and awareness raising event in the Madrid region that was attended by some fifty members of the company accompanied by their families.

One of the most relevant actions at international level was the challenge launched in cooperation with the NGO “Save the children”, with the aim of collecting funds and helping to improve the lives of refugee children in Europe.

Regarding quality education, and with the aim of facilitating access to online training for people who cannot attend classes in person and creating an information technology classroom to offer training to people at risk of social exclusion, the company has donated computers and office material to the charity Cáritas and to the Public Institute of adult education of Córdoba.

Looking to favour inclusion and equality, as well as to promote the values of sport for boys and girls, Exolum renewed its sponsorship, together with the Real Madrid Foundation and the Local Authority of San Fernando de Henares, of the social sports football school for integration which has been based in the town since 2010. Closely linked to sport, we participated in the annual race organised by the Spanish Association Against Cancer, with Exolum paying the entry fees of company employees who took part in the race. All proceeds were allocated to continuing research against cancer.

In the field of safety, the company also donated 3,000 litres of firefighting foam to the Fire Brigade of Ciudad Real to enable its personnel to carry out emergency drills.

In 2021 Exolum also sponsored the 125th anniversary of the Press Association of Madrid (APM), cooperating in actions to commemorate the support of the journalism profession and defence of freedom of expression provided by the APM for more than a century.

Commitment to education and science

In the field of education, Exolum has partnership agreements with vocational training schools, universities and business schools all over Spain, which allow students to gain work experience with the company.

In association with the Polytechnic University of Madrid, Exolum also sponsors the Exolum Chair in Hydrocarbon Metrology. Classes are given at the School of Mining Engineering, and students are given the opportunity to gain work experience or scholarships.

In the field of science, Exolum is a member of the Foundation for Energy and Environmental Sustainability (FUNSEAM), one of the most prestigious centres for the analysis and dissemination of new forms of energy.

Boosting entrepreneurship

As part of the company's entrepreneurship support policy, and with the aim of promoting the development of new ideas, business projects that provide value to society and the generation of employment, we cooperate with various organisations that boost entrepreneurship in the regions where we have infrastructures. Thus, we collaborate with the Business Competitiveness Institute of Castilla y León (ICE), the Promotion Institute of the Region of Murcia (INFO) and Campus Iberus (strategic alliance of public universities of the Middle Ebro Valley: La Rioja, Lleida, Navarra Public and Zaragoza).

Participation in associations

Exolum actively participates in economic, business, energy and social bodies, such as the CEOE (Spanish Confederation of Business Organisations), the New Economy Forum, the Elcano Royal Institute, the Portuguese-Spanish Chamber of Commerce CHP, FIDE, the Circle of Trust Foundation, the Civic Panel, ATtliq, GASNAM, and the Spanish Energy Club.

Participation in forums

Each year, Exolum undertakes a number of initiatives to create awareness of its activities in the community and to share its experiences, knowledge and opinions.

During 2021, and despite the restrictions imposed as a result of the pandemic, the company participated regularly in forums and conferences, most of which were held online, such as the course in Senior Management of Infrastructure and Heritage Resources of the Centre for National Defence Studies; the second edition of the Target Gender Equality (TGE) programme of the UN Global Compact; the event "Smart Grid Days 2021", organised with Automa, in which we participated by presenting our successful cases, and the CEOCOR congress organised by the Spanish Gas Association (Sedigas) and Enagás.

Furthermore, through our CEO, Jorge Lanza, the company participated with another thirty companies at the first attendance-based meeting of #CEOPorLaDiversidad (CEOsForDiversity) and the 6th Energy Forum of the newspaper El Economista entitled "A new energy model: towards a 55% reduction in emissions", one of the most important dates of the year where energy matters are concerned. Another event in which we participated was the round table "Business leadership and sustainable investment in times of crisis" at the 9th International Business Symposium organised by FUNSEAM.

In the international sphere the company took part in the III Barometer on the Outlook for Spanish Investment in the United Kingdom held at the Spanish Embassy in London, which examined the evolution of Spanish investment in the UK.

Creating value in our ENVIRONMENT

At Exolum, we maintain
a firm commitment to the care
and protection of the environment
implementing measures to minimise
our impact on the environment

In Exolum we are aware that the pursuit of sustainable development implies excellent and demanding business management. Therefore, at Exolum, we must remain mindful of this environmental awareness and maintain a firm commitment to the care and protection of the environment. As members of the UN Global Compact, and in tune with the SDGs, we have implemented measures to minimise our impact on the environment and biodiversity by using resources, technologies and processes efficiently and safely.

Environment-related consumption is not broken down for the recently-created subsidiary Exolum Solutions. All operations are carried out by employees at group offices in Spain, so consumption is included within the data provided for Spain.

Facility safety and integrity

Safety is the company's main value and one of the strategic pillars that support our daily activities. To manage and guarantee infrastructure integrity and the safety of individuals, Exolum has implemented an Integrated Management System (IMS) and a Major Accident Prevention Policy. The IMS incorporates the processes that underpin the company's environmental principles, in accordance with the applicable legislation and its commitment to the environment. In this respect, Exolum participates in various working groups to continue to reinforce and share good practices in environmental matters such as, for example, the CEOE, COASHIQ, AtLIq, BEQUINOR, and CONCAWE, in the case of Spain.

In the Netherlands, the company is a member of VOTOB and it participates actively in the SoVHC and Sustainable Energy Group. In the United Kingdom Exolum belongs to the UKPIA - ERAWG Group and in Germany it is a member of UTV (German Tank Storage Association).

Furthermore, the Exolum Group has Self-Protection Plans for infrastructure, which identify possible risk situations and establish the actions to be taken, should these occur, taking account of the human and material resources available.

Pipeline and facility integrity plan

Exolum's Pipeline and Facility Integrity Plan has been developed in accordance with the best international practices in the industry, and is another tool the company uses to manage the safety of infrastructure.

The plan establishes the frequency of infrastructure inspections, together with action protocols, mitigation measures and the type of monitoring and control indicators. In 2021, Exolum updated this plan in order to make it applicable in all the countries in which the company operates, which will enable the full integration of asset and equipment management. Thus, after unification of the criteria for tank inspection, assessment and maintenance by means of the Tank Inspection Guide, a complete inspection is being performed of the tanks of the new facilities acquired at the end of 2020.

Also during 2021, the use of agile methodologies has been consolidated to improve management of the integrity of the company's assets. A relevant success story is the use of Kanban boards for the tank opening and inspection process, a plan which benefitted from the participation of numerous areas of the company and in which constant communication between parties is key to the success of the project.

Spills

	2020	2021
TIER 1 + TIER 2 industrial incident frequency rate Spain	0.15	0.28
TIER 1 + TIER 2 industrial incident frequency rate United Kingdom	–	1.31
TIER 1 + TIER 2 industrial incident frequency rate Exolum Aviation Ireland	0	0
TIER 1 + TIER 2 industrial incident frequency rate Panama	0	0
TIER 1 + TIER 2 industrial incident frequency rate Ecuador	0	0
TIER 1 + TIER 2 industrial incident frequency rate Germany	0.13	0
TIER 1 + TIER 2 industrial incident frequency rate Netherlands	0.15	0
TIER 1 + TIER 2 industrial incident frequency rate Ireland	0	0
TIER 1 + TIER 2 industrial incident frequency rate Exolum	0.13	0.52

One of the milestones of this year was the certification of the system for detection of possible leaks from tanks. This system consists of a methodology to assess the tightness of the tanks by using their own measuring instrumentation. The method provides considerable flexibility in the management of tank openings and useful lives for compliance with the regulations, as well as a reduction of expenses when managing the integrity of these assets.

During the year, the corresponding actions have also been undertaken in all countries for the prevention and mitigation of risks in the setting of the investment plan and integrity action plans.

Emergency preparedness and response

The Exolum Group has Emergency Plans for all its facilities, which are updated regularly, prepared in accordance with the recommendations and guidelines of the main international organisations and approved by the relevant authorities.

To improve the response and coordination of teams involved in emergency response operations, the company conducts regular safety drills and exercises for the staff at each facility.

Cooperation with stakeholders

The company maintains direct contact with the owners of the land through which our pipelines pass and distributes leaflets with information on how to identify the presence of pipelines and the measures that should be adopted to prevent accidents, especially when carrying out work close by. The leaflets and communications also provide a free telephone number for the reporting of incidents.

Furthermore, Exolum participates in several international associations to promote the exchange of good practices in infrastructure integrity. It also works regularly with the authorities and with the fire and civil protection services of different localities, providing training courses for the members of these bodies and holding drills and exercises.

Commitment to the environment

Exolum's activity is respectful of the environment, given that it is not engaged in manufacturing or the generation of energy and, therefore, its emissions are very limited.

According to the "VISION 2050. A Pathway for the Evolution of the Refining Industry and Liquid Fuels" report published by FuelsEurope, the transportation of fuel only accounts for 1% of CO₂ emissions from fuel production and use. (Source: Concawe based on JEC v4 and own data (average values)).

Applying the precautionary principle contained in the Rio Declaration adopted at the 1992 United Nations Conference on Environment and Development, the Exolum Group performs a regular and systematic environmental assessment via its Environmental Management System, which is subject to audits to identify points for improvement. Furthermore, initiatives based on the principles of sustainable development of all the company's activities are regularly monitored.

The Exolum Group has an Integrated Management System (IMS) which includes an Environmental Management System covering all aspects of the organisation and it aims to ensure that all its activities are conducted in a sustainable manner.

In order to coordinate, standardise and implement environmental management in the company, an environmental management system, which is structured and documented in accordance with the UNE-EN ISO 14001 Standard "Environmental Management Systems. Requirements with guidance for use," has been developed and implemented in the company. Furthermore, environmental performance is monitored regularly through internal and external audits and management reviews to identify actions, initiatives and projects to ensure the continuous improvement of our environmental performance.

The pipeline network is one of the most environmentally friendly modes of fuel transport, since it avoids the emission into the atmosphere of a considerable amount of CO₂ which, if the product were transported by other means, would leave a relevant carbon footprint in the atmosphere.

In Spain in 2021 the certifications of good practices in environmental management were satisfactorily renewed with the Port Authorities of Barcelona, Bilbao and Algeciras.

The main goal of Exolum's sustainability strategy is to align its environmental protection work with the Paris Agreement of December 2015 (COP 21) and the UN Sustainable Development Goals (SDGs).

This strategy comprises four main lines which are implemented through specific plans and projects that will enable Exolum to strengthen its commitment to biodiversity protection, the efficient use of natural resources and the fight against climate change over the coming years, setting medium- and long-term goals.

1

Carbon Neutral



The aim of this line is to progressively reduce CO₂ emissions by 50% over 2019 levels by 2025 and make Exolum a carbon-neutral company by 2050.

To achieve this, the company is working on reducing energy consumption by replacing its equipment with more efficient devices, incorporating new technological developments and purchasing renewable power or generating it ourselves at the facilities. Moreover, the plan provides for the promotion of measures to offset emissions, where necessary.

Of the actions taken in 2021, the following are worth highlighting:

Spain:

- Completion of the project to replace lighting in our pipeline facilities and terminals in Spain with new, more efficient, energy-saving LED lights, therefore avoiding the release of more than 680 Tonnes of CO₂-equivalent emissions to the atmosphere each year.
- Construction of a self-generating photovoltaic plant at the pipeline facility of Mora, Toledo, which will supply approximately 2.5 % of Exolum's electricity consumption in Spain and prevent 854 tonnes of CO₂-equivalent emissions per year.
- Completion of the design and handling of permits for construction of a new self-generating photovoltaic plant at the Huelva terminal and approval for the construction of two new solar plants at the Poblete y Arahal terminals. In total, with the 4 plants approved the company will produce approximately 10% of its total consumption in Spain with solar power.

- Installation of photovoltaic panels on the roofs of the Barcelona terminal as a commitment to efficiency and the reduction of the company's CO₂ emissions as part of the actions committed to in the framework of Good Environmental Practices of the Port of Barcelona.
- The use of Drag Reducing Agent (DRA) in pipeline transport, the development of algorithms for additive dosing and maximisation of efficiency in the use of pipeline pumping stations, thereby saving energy.

Netherlands

- An energy saving study has been commenced and an energy label audit is underway in the office which will be completed in 2022.
- Tender for the purchase of sustainable energy for the 2024-2026 period (ORAM-SIEA).
- Installation of two odour control systems for use during the loading of inland vessels with CMR goods.



1

Carbon Neutral

Ecuador

- Replacement of fluorescent lighting with LED lights, thus minimising energy consumption.
- New hydrant network system, which enables 70% of refuelling to be carried out with a dispenser vehicle, achieving safer and more efficient operations and minimising CO₂ emissions.
- Recycling of the plastic seals of road tankers.
- Planning of operations with TN4 transfer pumps achieving energy savings.
- Use of biodegradable degreasers.

Germany

- TA-Luft project to reduce emissions from storage and handling.
- Reverse osmosis system installed for the boiler room (reduction of water and fuel oil in operation).
- Replacement of fluorescent lighting with LED lights, thus minimising energy consumption.

United Kingdom

- Environmental awareness training – online self-learning platform.
- Optimisation of the use of domestic waste.
- Wastewater treatment plants in selected terminals to minimise wastewater flows.

2

Prevent & Recovery

This strategic line focuses on the prevention of spills and their impact on the environment. It also aims to promote a circular economy within the Exolum Group.

Of the actions taken in 2021, the following deserve special mention:

- Improvement of the leak-tightness control system of tanks for better detection of possible leaks.
- Inspection of tanks at the new terminals acquired at the end of 2020.

3

CLH2O

This initiative aims to minimise the consumption of such a scarce natural resource as water, and study and apply the best available techniques for its reuse.

The main activities carried out in this area in 2021 were as follows:

Spain

- After calculation the previous year of the water footprint of Exolum in Spain, various programmes are being studied to reduce water consumption in daily operations, tank cleaning, reuse in other activities, etc.
- Communication campaigns to raise awareness regarding water saving addressed to everybody in the company.

Ecuador

- Use of biodegradable degreasers.

Germany

- Reverse osmosis system installed for the boiler room (reduction of water and fuel oil in operation).

United Kingdom

- Wastewater treatment plants in selected terminals to minimise wastewater flows.

4

CLH Nature

The CLH Nature line aims to achieve zero impact on ecosystems by developing measures for restoration or remediation, where necessary.

Of the actions taken in 2021, the following deserve special mention:

- Integration in the company's geographic information systems of the High Consequence Areas (HCA) for Exolum pipelines in Spain, taking into account both the sensitivity of the environment and the emerging risk of an accident due to adverse weather effects caused by climate change.
- The performance of biodiversity studies for the area around the facilities. During 2021 these studies were undertaken in the facilities of Burgos, Poblete (Ciudad Real) and in the company's two terminals in Arahal (Seville).

- Participation of EXOLUM in the project funded by the European Commission "Phy2Climate", which tests the application of phytoremediation methods in sites contaminated by hydrocarbons.

- Management and coordination of a project in conjunction with the Tagus Hydrographic Confederation to improve biodiversity through the restocking of various species suited to the Tagus riverbank habitat. The project is scheduled for implementation in 2022.

These initiatives, among many others, have enabled Exolum to retain its ISO 14001 Environmental Management Certification at all its facilities in Spain, as well as in Ireland and the United Kingdom.

Environmental expenditure and investment

During 2021 the company continued to invest in the protection and integrity of equipment aimed at preventing possible incidents with an environmental impact. Some of these investments have been allocated to the replacement of pipelines according to integrity criteria, preservation of the integrity of tanks and improvement of fire protection systems.

In this respect a relevant example is the investment made at the Adamuz (Córdoba, Spain) terminal with the total remodelling of the fire protection systems.

Environmental expenditure and investment (million euros)

	2020	2021		2020	2021
Spain			Ecuador		
Evolution of environmental investments	9.85	7.1	Evolution of environmental investments	0.006	N/A
Groundwater and soil remediation expenditure	3.34	2.2	Groundwater and soil remediation expenditure	N/A	N/A
United Kingdom			Germany		
Evolution of environmental investments	–	0	Evolution of environmental investments	N/A	0.44
Groundwater and soil remediation expenditure	0.04	0.03	Groundwater and soil remediation expenditure	N/A	0
Exolum Aviation Ireland			Netherlands		
Evolution of environmental investments	N/A	0.00	Evolution of environmental investments	N/A	0
Groundwater and soil remediation expenditure	0.00	0.00	Groundwater and soil remediation expenditure	N/A	0
Panama			Ireland		
Evolution of environmental investments	N/A	N/A	Evolution of environmental investments	N/A	0.00
Groundwater and soil remediation expenditure	0	N/A	Groundwater and soil remediation expenditure	0.00	0.00

Energy efficiency

Exolum incorporates special additives in the transport of oil products through the pipeline, which minimise energy loss due to friction and, therefore, reduce the amount of energy used in pumping and the associated emissions.

In 2021 a possible energy efficiency improvement was identified to reduce heat losses through the roof of fuel storage tanks. To this end, a pilot study was carried out which consisted of the application of a thermal insulation product in the roof of one of the storage tanks in Barcelona. Subsequently, the real data on temperature and volume obtained after the application of the product were analysed, and the result showed a significant reduction of these heat losses. This alternative would generate a direct saving in the diesel oil used for the boilers and would contribute to optimisation of the process from the point of view of energy and the environment.

During 2021 Exolum consumed 275,603 gigajoules (GJ) of primary energy in the terminals (diesel oil, fuel oil and natural gas) which represents a 79% increase compared to the previous year owing to the incorporation of the 15 new terminals acquired at the end of 2020. These new terminals represent an increase in the consumption of natural gas by more than 100 times 2020 values which makes this fuel the most widely used primary energy. In this case the use of this type of fuel contributes to lower emissions of CO₂, reducing the company's carbon footprint.

However, the incorporation of these new terminals has not significantly affected primary energy consumption for tanker vessels and electricity. In 2021, consumption owing to the use of tanker vessels amounted to 339,620 gigajoules (GJ), which represented an increase of 2.4% compared to the previous year, whilst electricity consumption in 2021 amounted to 878,875 gigajoules (GJ) recording an increase of 9.8% compared to the year before.

With regard to electricity, 85% of total consumption in Spain is accounted for by transportation by pipeline, with a network of more than 4,000 kilometres covering the entire country, because a large amount of electricity is needed to operate pipeline pumping stations.

On the other hand, electricity consumption by the Aviation activity of the Exolum Group (Spain, Ireland, Panama and Ecuador) amounts to 12,110 GJ which represents 1.4% of the Group's total consumption.

Our commitment to the energy transition and climate change involves a firm commitment to the consumption of renewable energies. This year we have maintained the long-term contract for the acquisition of electricity from renewable energy (PPA, Power Purchase Agreement) which has generated 52,560 MWh, representing 25.3% of total energy in Spain, and the agreement with the power supply company CEPSA to cover the supply of electricity to the main airports in Spain (Barcelona, Madrid, Tenerife, Bilbao, Seville, Almería and Asturias) with renewable energy.

For its part, energy consumption by the terminal in the Netherlands is fairly constant and has undergone little fluctuation in recent years.

2. Creating value among our stakeholders

Creating value in our environment

Energy consumption (GJ/year)

	2020	2021		2020	2021		2020	2021
Spain			Panama			Netherlands		
Total primary energy consumption	142,078	117,047	Total primary energy consumption	4,805.9	3,200	Total primary energy consumption	–	75,183
Diesel	–	115,254	Diesel	–	–	Diesel	–	0
Gasoline	–	245	Gasoline	–	3,200	Gasoline	–	158
Natural gas	–	1,548	Natural gas	–	–	Natural gas	–	76,582
Other fossil fuels	–	–	Other fossil fuels	–	–	Other fossil fuels	–	–
Primary energy consumption in tanker vessel	331,676	339,620	Electricity consumption	1,953.52	1,349	Electricity consumption	–	16,909
Electricity consumption	700,484	749,786	Renewable energy consumption	–	–	Renewable energy consumption	–	0
Renewable energy consumption	142,531	194,917	Ecuador			Ireland		
United Kingdom			Total primary energy consumption	755.76	498	Total primary energy consumption	–	212
Total primary energy consumption	–	76,951	Diesel	–	490	Diesel	–	109
Diesel	–	5,042	Gasoline	–	8	Gasoline	–	103
Gasoline	–	1,666	Natural gas	–	0	Natural gas	–	0
Natural gas	–	70,243	Other fossil fuels	–	–	Other fossil fuels	–	–
Other fossil fuels	–	–	Electricity consumption	1,512	1,097	Electricity consumption	–	99
Electricity consumption	–	83,114	Renewable energy consumption	–	0	Renewable energy consumption	–	0
Renewable energy consumption	–	16	Germany			Exolum		
Exolum Aviation Ireland			Total primary energy consumption	–	632	Total primary energy consumption	154,061	275,602
Total primary energy consumption	393.41	344	Diesel	–	518	Diesel	–	121,617
Diesel	–	122	Gasoline	–	114	Gasoline	–	5,397
Gasoline	–	7	Natural gas	–	0	Natural gas	–	148,588
Natural gas	–	215	Other fossil fuels	–	–	Other fossil fuels	–	–
Other fossil fuels	–	–	Electricity consumption	–	9,360	Total primary energy consumption tanker vessels	331,676	339,620
Electricity consumption	2,649	1,848	Renewable energy consumption	–	0	Total electricity consumption	800,431	878,409
Renewable energy consumption	0	0						

Climate change

In 2021, Exolum once again calculated its carbon footprint. The purpose of this exercise is to identify the main sources of greenhouse gas (GHG) emissions, with the aim of designing and implementing actions for the reduction of emissions, which make it possible to increase the sustainability of our activity, measure the effectiveness of the projects implemented, and assess the progress made by the company.

Direct emissions (Scope 1)

In 2021, 50,390 tonnes of CO₂-equivalent were released, which represents 57% of total emissions of the carbon footprint. In Scope 1, Spain accounts for most of these emissions with 34,099 tonnes of CO₂-equivalent, a value which in this case has decreased by 1.8% compared to the previous year with very similar activity for tanker vessels.

For the calculation of Scope 1 greenhouse gas emissions, the following activities are taken into account:

- Fuel consumption by steam boilers for heating fuel oil tanks and pipes.
- Fuel consumption in maritime transport.
- Consumption by the Exolum Group vehicle fleet.

Indirect emissions (Scope 2)

The majority of the company's CO₂-equivalent emissions are associated with electricity consumption which in 2021 increased by 9.8% compared to the previous year, owing to the incorporation of the 15 new terminals acquired from Interterminals at the end of 2020.

In 2021 the emissions of the Exolum Group amounted to 34,667 tonnes of CO₂, of which 21,324 tonnes corresponded to Spain, mainly due to its pipeline transportation activity, taking into account that Scope 2 emissions for Spain were reduced by 3.9%.

The achievement of these results in Spain confirms the continuity in the use of renewable energies that directly affect Scope 2 emissions, which has led to a saving of 7,504 tonnes of CO₂eq, that is, an improvement of 18% in the reduction of emissions compared to the previous year. This saving is higher than the emissions deriving from electricity consumption resulting from the activities of the new terminals (6,942 tonnes CO₂eq).

Regarding the contribution to the consumption of renewable energies in 2021, in Spain, as well as the long-term agreement for the purchase of electrical energy from renewable sources (PPA, Power Purchase Agreement), an agreement has been reached with the power supply company

CEPSA for the supply of renewable energy to the main Spanish airports, which has led to a reduction in emissions of 220 tonnes of CO₂ eq.

Indirect emissions (Scope 3)

For the calculation of Scope 3 greenhouse gas emissions, the following company activities are taken into account:

- Fuel consumption in the transport of fuel to airport facilities.
- Indirect emissions from travel by company staff by train, plane or rental car.
- Indirect emissions from travel to and from the workplace by company staff.
- Indirect emissions from the use of paper.
- Indirect emissions from water consumption.
- Indirect emissions from the management of the waste produced.

These emissions are very low compared to Scope 1 and 2 emissions.

2. Creating value among our stakeholders

Creating value in our environment

Greenhouse gas emissions (tCO₂eq)

	2020	2021		2020	2021
Spain			Germany		
Scope 1	34,736	34,099	Scope 1	–	1,389
Scope 2	22,194	21,324	Scope 2	–	1,138
Scope 3	1,744	2,306	Scope 3	–	499
Total Spain	58,674	57,457	Total Germany	–	3,026
United Kingdom*			Netherlands		
Scope 1	300	9,426	Scope 1	–	5,031
Scope 2	7,149	4,969	Scope 2	–	2,611
Scope 3	0	166	Scope 3	–	19
Total United Kingdom	7,449	14,537	Total Netherlands	–	7,642
Exolum Aviation Ireland**			Ireland		
Scope 1	20.11	23	Scope 1	–	23.82
Scope 2	264	71	Scope 2	–	5.966
Scope 3	0	12	Scope 3	–	0.004
Total Exolum Aviation Ireland	284.11	94	Total Ireland	–	29.79
Panama			Total Exolum Group		
Scope 1	333.9	183	Scope 1	–	50,211.82
Scope 2	32.4	52	Scope 2	–	30,212.96
Scope 3	0	51	Scope 3	–	3,069
Total Panama	366.3	235	Total Exolum Group	–	83,099.79
Ecuador					
Scope 1	–	37			
Scope 2	–	42			
Scope 3	–	16			
Total Ecuador	–	79			

* The values for Exolum TS (UK) for the fourth quarter (Q4) are estimated since data are not available on the date of submission of this report.

** Calculation of the carbon footprint according to carbon emission data included in the gas and electricity bills, added to the footprint for other types of primary energy consumption.

Control of emissions to the atmosphere

The Exolum Group generates a very limited amount of emissions to the atmosphere as the company does not carry out any manufacturing processes and does not generate energy.

In specific terms, the main origin of emissions of SOX, NOX and particles in suspension lies in stationary internal combustion engines and those used in the vehicle fleet. Account is also taken of the emissions resulting from fuel consumption by steam boilers used for heating stored fuel oil.

The incorporation in the Group of the 15 new terminals acquired at the end of 2020 represented an increase in fuel consumption of 79% compared to the previous year, reflected in consumption of primary energy amounting to 275,603 GJ, which has led to an increase in emissions.

Regarding the emissions of volatile organic compounds (VOCs), which are basically generated in gasoline loading processes, the Exolum Group has taken a range of measures to minimise and control them, such as the use of vapour recovery units in product loading processes, which guarantees that emissions of these compounds are reduced to below the 10 mg/m³ limit set by the regulations.

An increase was observed in gasoline deliveries in Spain with a duplication of the quantities of the previous year, leading to a significant increase in VOC emissions in Spain amounting to 544 tonnes. This represents an increase of 85% compared to the previous year.

The total value of VOC emissions in the company for 2021 was 569.7 tonnes.

2. Creating value among our stakeholders

Creating value in our environment

Emissions to the atmosphere

	2020	2021		2020	2021
Spain			Panama		
NOx emissions (tonnes)	408	382	NOx emissions (tonnes)	4.7	0
SOx emissions (tonnes)	237	267	SOx emissions (tonnes)	0.11	0
Volatile organic compound (VOC) emissions (tonnes)	296	544	Volatile organic compound (VOC) emissions (tonnes)	0.04	0
Particle emissions (tonnes)	23	23	Particle emissions (tonnes)	0.25	0.129
Hazardous air pollutants (HAP)	408	1,251	Hazardous air pollutants (HAP)	–	0
Persistent organic pollutants (POP)	237	N/A	Persistent organic pollutants (POP)	–	N/A
Breaches	296	–	Breaches	–	–
United Kingdom			Ecuador		
NOx emissions (tonnes)	–	33.71	NOx emissions (tonnes)	0.62	0.5
SOx emissions (tonnes)	–	N/A	SOx emissions (tonnes)	0.014	0.01
Volatile organic compound (VOC) emissions (tonnes)	–	0	Volatile organic compound (VOC) emissions (tonnes)	0.005	0.005
Particle emissions (tonnes)	–	N/A	Particle emissions (tonnes)	0.03	0.03
Hazardous air pollutants (HAP)	–	62.58	Hazardous air pollutants (HAP)	0.62	0.935
Persistent organic pollutants (POP)	–	–	Persistent organic pollutants (POP)	–	N/A
Breaches	–	–	Breaches	–	–
Exolum Aviation Ireland			Germany		
NOx emissions (tonnes)	0.08	0.23	NOx emissions (tonnes)	–	N/A
SOx emissions (tonnes)	0.002	0.005	SOx emissions (tonnes)	–	N/A
Volatile organic compound (VOC) emissions (tonnes)	0.0008	0.003	Volatile organic compound (VOC) emissions (tonnes)	–	N/A
Particle emissions (tonnes)	0.004	0.012	Particle emissions (tonnes)	–	N/A
Hazardous air pollutants (HAP)	–	0.416	Hazardous air pollutants (HAP)	–	N/A
Persistent organic pollutants (POP)	–	N/A	Persistent organic pollutants (POP)	–	–
Breaches	–	–	Breaches	–	–

2. Creating value among our stakeholders

Creating value in our environment

Emissions to the atmosphere

	2020	2021		2020	2021
Netherlands		0.72	Total Exolum		
NOx emissions (tonnes)	–	0.09	NOx emissions (tonnes)	418.91	417.98
SOx emissions (tonnes)	–	7.36	SOx emissions (tonnes)	242.45	267.1
Volatile organic compound (VOC) emissions (tonnes)	–	0.02	Volatile organic compound (VOC) emissions (tonnes)	311.59	551.37
Particle emissions (tonnes)	–	8.73	Particle emissions (tonnes)	23.57	23.19
Hazardous air pollutants (HAP)	–	–	Hazardous air pollutants (HAP)	–	1,323.7
Persistent organic pollutants (POP)	–	–	Persistent organic pollutants (POP)	–	–
Breaches	–	–	Breaches	–	–
Ireland					
NOx emissions (tonnes)	–	0.038			
SOx emissions (tonnes)	–	N/A			
Volatile organic compound (VOC) emissions (tonnes)	–	N/A			
Particle emissions (tonnes)	–	N/A			
Hazardous air pollutants (HAP)	–	0.038			
Persistent organic pollutants (POP)	–	–			
Breaches	–	–			

Water consumption

In Spain, Exolum uses water in its operations for several purposes, including the testing of fire protection systems, the generation of steam for heating fuel oil tanks and for sanitation.

Water is mainly supplied from the municipal networks and, to a lesser extent, by wells. Total water consumption in Spain was 168,824 m³ in 2021, which represents a decrease of 4% compared to the previous year.

There are several reasons for this reduction:

- The drafting of technical specifications for inclusion in the tender specifications for the cleaning of storage tanks.
- The issuing of recommendations on the use of water during fire drills and limiting the number of drills carried out with water.

In the Netherlands, the pandemic and working from home have led to a decrease in drinking water consumption. Furthermore, automatic taps have been installed which work on demand to encourage a responsible use of water.

Water consumption (m³)

	2020	2021
Spain	172,523	168,824
United Kingdom	–	391,895
Exolum Aviation Ireland	6,787	7,295
Panama	1,960	3,424
Ecuador	0	3,837
Germany	172,523	36,402
Netherlands	–	1,587
Ireland	–	120

Waste management

Exolum produces hazardous waste in limited quantities given that it is not engaged in manufacturing or the processing of materials. The type of waste generated is largely due to the regular cleaning of storage tanks and the treatment systems for hydrocarbon water.

The facilities classify and separate the waste generated according to type. Subsequently, it is stored in waste storage areas until it is delivered to an authorised waste management contractor.

The facilities keep a record of all the waste delivered, specifying the quantity, type, final destination and authorised contractor. The waste is handled by authorised contractors according to the type of waste.

In 2021 a pilot project was launched for the elimination of single-use cloths and absorbent material at the Exolum facilities in Barcelona (Spain) with the introduction of a rental agreement for such materials whereby they can be reused after a washing process. The main aim of these trials is to eliminate this type of waste with a view to favouring the environment in line with the company's sustainability goals.

Waste generation (t)

	2020	2021		2020	2021		2020	2021
Spain			Panama			Netherlands		
Total hazardous waste	3,592	2,795	Total hazardous waste	100	82	Total hazardous waste	–	258
Total non-hazardous waste	370	558	Total non-hazardous waste	20	20	Total non-hazardous waste	–	36
Total waste Spain	3,962	3,352	Total waste Panama	120	102	Total waste Netherlands	–	294
United Kingdom			Ecuador			Ireland		
Total hazardous waste	1,382	2,676	Total hazardous waste	0.65	0.45	Total hazardous waste	–	3.51
Total non-hazardous waste	131	6,371	Total non-hazardous waste	0	8.23	Total non-hazardous waste	–	0.17
Total waste United Kingdom	1,513	9,047	Total waste Ecuador	0.65	8.68	Total waste Ireland	–	3.68
Exolum Aviation Ireland			Germany					
Total hazardous waste	–	48	Total hazardous waste	–	257			
Total non-hazardous waste	–	20	Total non-hazardous waste	–	23			
Total waste Exolum Aviation Ireland	–	68	Total waste Germany	–	280			

Management of discharges and protection of groundwater

The characteristics of the company's operations and their potential consequences for the environment mean that the discharges generated at the facilities are very limited and controlled. The main cause of discharge is usually the rainwater collected in the different drainage networks of the facilities. These networks are suitably segregated according to the type of water that circulates through them (rainwater, sanitary water and water that is likely to contain traces of hydrocarbons).

To ensure that discharges do not pose a risk of pollution, a control system is in place at the facilities for the continuous measurement of dissolved hydrocarbons, with the task of returning the analysed water to the treatment system if it does not meet the criteria stipulated in the corresponding legislation. Closed-circuit purge systems also help to minimise the pollutant load that is sent to the treatment systems.

Moreover, the calculation of the water footprint includes an estimation of the quantities of rainwater and potentially hydrocarbon-polluted water discharged in each facility. Thanks to the obtaining of these data, together with the discharge concentrations and the concentrations permitted by regulations, the quality factor of the discharged water is analysed and defined to enable it to be compared with previous years. On the basis of the results obtained, actions will be proposed with a view to improving and reducing the impacts generated by the direct and indirect management and consumption of water in the facilities of Exolum.

During 2021, the company continued with the R&D work with regard to discharge management and recovery of groundwater, including mainly:

- A new system for the treatment of hydrocarbon-polluted water based on the use of bioabsorbent materials, studying the possibility of moving the equipment currently installed to a full-scale pilot plant.
- The setting up of a pilot project for bioremediation involving the use of hydrocarbon-degrading microorganisms that help optimise the soil remediation process at the airport facility of Palma de Mallorca. This project is currently being developed and the results in 2021 were positive.
- The performance of trials with fluorine-free foaming agents to combat fires by reusing water containing a certain amount of hydrocarbon (≤ 25 ppm) at the Cartagena terminal. Favourable results were obtained in these trials reusing water with a hydrocarbon content from the terminal since the behaviour with regard to foam qualities, extinction time and performance against fire compared to water from the network was similar in both cases.

Soil protection

Exolum reports all relevant environmental incidents. In these cases, the company immediately activates the necessary measures to mitigate the possible effects on the environment and the surrounding area. Furthermore, when the incident is a spill, Exolum selects the most adequate cleaning system according to the characteristics of the land, to return it to its original state as soon as possible.

Exolum has mechanisms in place that provide detailed information on the environmental situation of the land where its terminals are located. In addition, at least once a year, the environmental condition of the subsoil at the facilities is monitored by taking samples of groundwater via the piezometric network in place. The most significant work undertaken in Spain in 2021 was:

- Madrid Barajas Airport - During the year operation of the installed equipment continued, under the agreement signed between Exolum and AENA, according to the project for containment and voluntary decontamination of the lands adjacent to the collector located in the area of the terminal T2 runways. Furthermore, work commenced on the environmental remediation of the subsoil of the old recipient facility of Barajas, basing the cleaning of the soil on bioremediation methods that entail a much lower impact with regard to waste generation and other environmental aspects associated with the work.
- Old Burgos terminal – During 2021 the environmental remediation work of the land where the old Burgos terminal was located were definitively completed. Exolum chose the least invasive cleaning methods possible (Bioremediation) thus minimising the negative impacts associated with any work of this nature.

During 2021 various RDI projects were commenced:

- To integrate the expansion (in 6 new facilities) of the continuous piezometric monitoring of Exolum's facilities in Spain, installed to date in 18 facilities. This early warning network represents a safety measure in addition to the control and monitoring actions performed on the piezometers of the facilities, with the aim of identifying any impact on the subsoil in its early stages, minimising the impact and reducing the remediation tasks.
- To progress in the different lines of the cooperation project signed with the University of Granada for the treatment of wastewater using biological processes.
- When appropriate, to use non-invasive environmental characterisation techniques based on geophysics as a habitual method at facilities that are disposed of, as well as following the guidelines indicated in the new environmental characterisation procedure.

2. Creating value among our stakeholders

Creating value in our environment

- To integrate the use of GIS technology to handle project data relating to the company's management of polluted soil. During 2021 this tool was used to represent the results of the quality control of groundwaters performed in previous years in order to compile historic data.
- To continue supporting applied research in bioremediation via, among others, the project for bioremediation research consisting of creating inoculums (solid or liquid preparation that contains a large number of microorganisms) with the capacity to degrade hydrocarbons that could be of commercial value to the company.
- During 2021 Exolum began to participate actively in the project funded by the European Commission "Phy2Climate", the aim of which is to test the application of phytoremediation methods in hydrocarbon-polluted sites. The pilot trial performed in Spain as part of the international project is being developed at the Tarragona terminal.

The following table shows incidents involving spills over the past two years:

Spills

	2020	2021		2020	2021
Spills with environmental impact Spain (number)	1	0	Total volume spilled Ecuador (tonnes)	0	0
Total volume spilled Spain (tonnes)	0.36	0	Spills with environmental impact Germany (number)	0	0
Spills with environmental impact United Kingdom (number)	0	0	Total volume spilled Germany (tonnes)	0	0
Total volume spilled United Kingdom (tonnes)	0	0	Spills with environmental impact Netherlands (number)	0	0
Spills with environmental impact Exolum Aviation Ireland (number)	0	0	Total volume spilled Netherlands (tonnes)	0	0
Total volume spilled Exolum Aviation Ireland (tonnes)	0	0	Spills with environmental impact Ireland (number)	0	0
Spills with environmental impact Panama (number)	0	0	Total volume spilled Ireland (tonnes)	0	0
Total volume spilled Panama (tonnes)	0	0	Total spills with environmental impact Exolum (number)	1	0
Spills with environmental impact Ecuador (number)	0	0	Total volume spilled Exolum (tonnes)	0.36	0

Note: In keeping with commonly used practices in the sector, the company records spills that exceed 0.2 tonnes of product and affect the environment as spills.

Protection of biodiversity

Exolum has a Plan for Identification of High Consequence Areas (HCA) which, by means of specific geographical analysis software, defines environmentally sensitive areas where a pipeline incident would have major consequences for individuals and/or the environment.

Exolum regards Protected Natural Areas (PNA), highly populated areas (more than 50,000 inhabitants or a population density of over 390 inhabitants/km²), other populated areas (such as isolated buildings, schools, stadiums, etc.), infrastructure (motorways, dual carriageways, railway lines, etc.) and water courses or water in dams (rivers, reservoirs, lakes, etc.) as High Consequence Areas.

In 2020 the High Consequence Areas were updated and new areas were analysed taking into account both the sensitivity of the environment and the emerging risk of an accident due to adverse weather effects caused by climate change, such as floods, drought, erosion, risk of fire, etc. During 2021 these new criteria were integrated in the company's geographic information systems.

Exolum has been carrying out biodiversity studies in the area around its facilities for almost a decade, based on the environmental and social responsibility inherent in the management of the company. The studies assess the biodiversity of the area surrounding the plants and, at all facilities studied, it was concluded that Exolum's activity does not impact biodiversity in the area beyond the fence of the industrial site. In 2021, studies were performed at the facilities of Burgos, Poblete (Ciudad Real) and at the group's two terminals in El Arahál (Seville).

Also in 2021, progress was made on the management and coordination of a project in conjunction with the Tagus Hydrographic Confederation to improve biodiversity through the restocking of various species suited to the Jarama (Madrid) riverbank habitat. The project is scheduled for implementation in 2022.

Furthermore, Exolum has also performed environmental studies in Spain to measure the integration of the pipelines that run through areas that are especially rich in biodiversity. The studies carried out have found that the sections analysed do not interfere with the development of the animal and plant species in the areas selected and highlight the integration of the infrastructure into the environment.

Exolum and GREFA analysed a total of approximately 200 kilometres of protected natural areas where the pipelines are present in nine regions.

For more than ten years, Exolum in Spain has been supporting GREFA (Rehabilitation Group for Native Fauna and its Habitat) in the conservation of biodiversity and carrying out various projects in partnership with the group. To this end, Exolum continues to cooperate in the conservation of the Iberian harrier in the region of Madrid. As part of the project, the company assisted in the implementation of an information and social awareness campaign regarding this species, the tagging of birds and the performance of tasks for the protection of nests. During 2021, four Montagu's harriers were tagged which, added to those of previous years, make a total of 9 harriers which have provided information on the birds, helping to identify new premigratory areas in Segovia, Extremadura and Toledo.

In addition, Exolum continued to cooperate with the "Kestrel Network" initiative for the recovery of the lesser kestrel in the region of Madrid. During 2021 the breeding tower of Arganda del Rey (one of the eleven breeding towers managed by GREFA) experienced a process of population growth of the species.

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Summarised Annual Accounts

Compañía Logística de
Hidrocarburos CLH, S.A.
and subsidiaries (Exolum Group)

Consolidated balance sheet

at 31 december 2021 (In thousands of euros)

ASSETS	2021	2020	EQUITY AND LIABILITIES	2021	2020
Property, plant and equipment	1,591,521	1,546,149	Share capital	84,629	84,629
Land and buildings	521,354	515,607	Retained earnings	366,368	328,489
Plant and machinery	2,807,478	2,708,576	Profit for the year	213,794	169,544
Other PP&E	155,048	146,487	Share premium and reserves	152,574	158,945
PP&E under construction	204,868	157,146	Reserve for valuation adjustments	4,209	(16,124)
Depreciation	(2,097,227)	(1,981,667)	Translation differences	(712)	(4,023)
Investment properties	15,176	15,469	Other valuation adjustments	4,921	(12,101)
Intangible assets	277,750	300,904	Interim dividend	(191,958)	(134,325)
Investments accounted for using the equity method	73,225	59,642	Non-controlling interests	(5)	1,124
Derivative financial instruments	8,802	–	EQUITY	263,243	263,793
Non-current financial investments	5,374	958	Non-current financial liabilities	1,295,483	1,262,133
Deferred tax assets	74,130	39,638	Bank borrowings	1,153,132	1,103,660
NON-CURRENT ASSETS	2,045,978	1,962,760	Lease liability	142,351	158,473
Non-current assets held for sale	–	2,809	Provisions	120,165	116,559
Inventories	46,994	41,409	Other non-current liabilities	7,837	11,822
Trade and other receivables	945,922	804,272	Derivative financial instruments	7,534	10,877
Current financial investments	2,292	2,183	Deferred tax liabilities	115,791	50,403
Prepayments and accrued income	6,319	5,057	NON-CURRENT LIABILITIES	1,546,810	1,451,794
Current tax assets	–	6,069	Current financial liabilities	305,549	251,244
Other accounts receivable from public authorities	12,085	7,607	Bank borrowings	281,761	231,735
Cash and cash equivalents	149,935	141,031	Lease liabilities	23,788	19,509
CURRENT ASSETS	1,163,547	1,010,437	Trade and other payables	1,074,829	1,001,882
TOTAL ASSETS	3,209,525	2,973,197	Current tax liabilities	15,200	–
			Accruals and deferred income	3,894	4,484
			CURRENT LIABILITIES	1,399,472	1,257,610
			TOTAL LIABILITIES	2,946,282	2,709,404
			TOTAL EQUITY AND LIABILITIES	3,209,525	2,973,197

Consolidated statement of profit or loss for year-end 2021

(In thousands of euros)

	2021	2020
Revenue	838,656	614,873
Changes in inventories of finished products	7,415	(11,715)
Own work capitalised	6,034	5,529
Cost of sales	(56,197)	(17,909)
Other operating income	33,605	14,654
Employee benefits expense	(161,221)	(121,846)
Other operating expenses	(208,596)	(161,163)
Depreciation and amortisation charges	(137,269)	(89,891)
Capital grants and other grants taken to income	296	254
Surplus provisions	38	–
Impairment of and gains/(losses) on disposal of property, plant and equipment	8,069	(5,223)
OPERATING PROFIT	330,830	227,563
Finance income	4,266	4,502
Finance costs	(29,574)	(15,195)
Exchange differences (net)	(5,573)	(1,177)
Changes in provisions	(100)	–
NET FINANCE INCOME/(COST)	(30,981)	(11,870)
Gain (loss) from equity-accounted investments	7,669	6,507
PROFIT BEFORE TAX	307,518	222,200
Corporate income tax expense	(93,729)	(54,531)
PROFIT FOR THE YEAR	213,789	167,669
Attributable to the Parent	213,794	169,544
Attributable to non-controlling interests	(5)	(1,875)
BASIC AND DILUTED EARNINGS PER SHARE (euros)	3.03	2.40

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Main risks			
Main risks related to these issues linked to the group's activities, including, where relevant and proportionate, its commercial relations, products or services that may have negative effects in those areas, and how the group manages those risks, explaining the procedures used to identify and assess them in accordance with the national, European and international reference frameworks for each area. This should include information on the impacts that have been identified, providing a breakdown of these impacts, and the main risks in the short, medium and long term in particular	GRI 102-11 GRI 102-15 GRI 102-30		Page 37
Environmental management			
Current and foreseeable impacts of the company's activities on the environment and, where applicable, on health and safety	GRI 102-11 GRI 102-29 GRI 102-31		Pages 108-112
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Contents of the non-financial statement	Reporting standard	Global compact	Location in report
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Applying the precautionary principle	GRI 102-11		Page 108
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Circular economy and waste prevention and management			
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Contents of the non-financial statement	Reporting standard	Global compact	Location in report
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INFORMATION ON SOCIAL AND EMPLOYEE ISSUES			
Policies			
Policies applied by the group, including the due diligence procedures applied for the identification, assessment, prevention and mitigation of significant risks and impacts, and for verification and control, and the measures that have been adopted	GRI 103-2 GRI 103-3		Page 37
Main risks			
Main risks related to these issues linked to the group's activities, including, where relevant and proportionate, its commercial relations, products or services that may have negative effects in those areas, and how the group manages those risks, explaining the procedures used to identify and assess them in accordance with the national, European and international reference frameworks for each area. This should include information on the impacts that have been identified, providing a breakdown of these impacts, and the main risks in the short, medium and long term in particular	GRI 102-15 GRI 102-30	Principle 6	Page 37
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Total number of employment contracts broken down by type of contract	GRI 102-8	Principle 6	Pages 40-45
Average annual number of permanent, temporary and part-time contracts broken down by gender, age and professional category	GRI 102-8	Principle 6	Page 43
Number of dismissals broken down by gender, age and professional category	GRI 401-1	Principle 6	Pages 58-60
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Average remuneration of board members and executives, including variable pay, allowances, compensation and severance, payments to long-term pension and savings schemes and any other remuneration, broken down by gender	GRI 405-2	Principle 1 and 6	Page 51 Note 27. Remuneration of the Board of Directors and Senior Management of the Consolidated Financial Statements for 2021
Implementation of measures to allow employees to disconnect from work	GRI 103-2	Principle 1 and 6	Pages 61-62
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Work organisation			
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Health and Safety			
Occupational health and safety conditions	GRI 103-2		Pages 75-82
Workplace accidents (frequency and severity) broken down by gender	GRI 403-2		Pages 75-82
Occupational diseases (frequency and severity) broken down by gender	GRI 403-2		There were no cases of occupational diseases in 2021
Labour relations			
Organising dialogue with employees, including procedures for reporting, consulting and negotiating with employees	GRI 102-43 GRI 402-1 GRI 403-1		Pages 74-76
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Policies			
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Main risks			
Main risks related to these issues linked to the group's activities, including, where relevant and proportionate, its commercial relations, products or services that may have negative effects in those areas, and how the group manages those risks, explaining the procedures used to identify and assess them in accordance with the national, European and international reference frameworks for each area. This should include information on the impacts that have been identified, providing a breakdown of these impacts, and the main risks in the short, medium and long term in particular	GRI 102-15 GRI 102-30	Principle 1 and 2	Page 37

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Main risks			
Main risks related to these issues linked to the group's activities, including, where relevant and proportionate, its commercial relations, products or services that may have negative effects in those areas, and how the group manages those risks, explaining the procedures used to identify and assess them in accordance with the national, European and international reference frameworks for each area. This should include information on the impacts that have been identified, providing a breakdown of these impacts, and the main risks in the short, medium and long term in particular	GRI 102-15 GRI 102-30 GRI 205-1	Principle 10	Page 37
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Contents of the non-financial statement	Reporting standard	Global compact	Location in report
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Main risks			
Main risks related to these issues linked to the group's activities, including, where relevant and proportionate, its commercial relations, products or services that may have negative effects in those areas, and how the group manages those risks, explaining the procedures used to identify and assess them in accordance with the national, European and international reference frameworks for each area. This should include information on the impacts that have been identified, providing a breakdown of these impacts, and the main risks in the short, medium and long term in particular	GRI 102-15 GRI 102-30		Page 37
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Association or sponsorship actions	GRI 102-13 GRI 201-1 GRI 203-1		Pages 20, 102-104
Subcontractors and suppliers			
Inclusion of social, gender equality and environmental issues in procurement policies	GRI 103-3		Pages 94-101

Contents of the non-financial statement	Reporting standard	Global compact	Location in report
Consideration of social and environmental responsibility in relations with suppliers and subcontractors	GRI 102-9 GRI 103-3 GRI 308-1 GRI 308-2 GRI 407-1 GRI 408-1 GRI 409-1 GRI 414-1 GRI 414-2	Principle 9 Principle 9 Principle 2 Principle 5 Principle 4 Principle 2 Principle 2	Pages 91-101
Oversight and auditing systems and the results of the systems	GRI 308-1 GRI 308-2 GRI 414-2	Principle 9 Principle 9 Principle 2	Pages 91-101
Consumers			
Consumer health and safety measures	GRI 103-2 GRI 306-3 GRI 416-1 GRI 416-2 GRI 417-1 GRI OG-13	Principle 8	Pages 105-108, 123-125
Complaint systems, grievances received and resolved	GRI 102-17 GRI 103-2 GRI 418-1		Page 93
Tax information			
Profits earned by country	GRI 201-1		Note 23: Income and Expenses of the Consolidated Financial Statements for the 2021 financial year.
Taxes paid on profits	GRI 201-1		Note 22: Tax assets and liabilities of the Consolidated Financial Statements for the 2021 financial year
Public subsidies received	GRI 204-1		Note 20: Other non-current liabilities of the Consolidated Financial Statements for the 2021 financial year

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Independent review report of the State of non-financial Information



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Translation of a report originally issued in Spanish based on our work performed in accordance with the audit regulations in force in Spain. In the event of a discrepancy, the Spanish-language version prevails.

INDEPENDENT ASSURANCE REPORT ON THE CONSOLIDATED NON-FINANCIAL INFORMATION STATEMENT OF COMPAÑÍA LOGÍSTICA DE HIDROCARBUROS CLH, S.A. AND SUBSIDIARIES FOR THE YEAR 2021

To the Shareholders of Compañía Logística de Hidrocarburos CLH, S.A.,

In accordance with Article 49 of the Spanish Commercial Code, we have performed the verification, with a scope of limited assurance, of the Consolidated Non-Financial Information Statement (NFIS) for the year ended 31 December 2021 of Compañía Logística de Hidrocarburos CLH, S.A. and subsidiaries ("CLH"), which forms part of the Consolidated Directors' Report of CLH.

The content of the NFIS includes additional information to that required by current commercial regulations on non-financial information that has not been the subject of our verification work. In this regard, our work has been limited exclusively to the verification of the information identified in section 3 "Table of contents of indicators of the Statement of Non-Financial Information 2021" included in the attached NFIS.

Responsibilities of the Directors

The preparation and content of the NFIS are the responsibility of the Board of Directors of CLH. The NFIS was prepared in accordance with the content specified in current Spanish corporate legislation and with the criteria of the selected Global Reporting Initiative Sustainability Reporting Standards ("GRI Standards") described as indicated for each matter in section 3 "Table of contents of indicators of the Statement of Non-Financial Information 2021" of the aforementioned Report.

These responsibilities also include the design, implementation and maintenance of such internal control as is considered necessary to enable the NFIS to be free from material misstatement, whether due to fraud or error.

The directors of CLH are also responsible for defining, implementing, adapting and maintaining the management systems from which the information necessary for the preparation of the NFIS is obtained.

Our Independence and Quality Control

We have complied with the independence and other ethical requirements of the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code), which is based on fundamental principles of integrity, objectivity, competence and due care, confidentiality and professional behaviour.

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Our firm applies International Standard on Quality Control 1 (ISQC 1) and, accordingly, maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Our engagement team consisted of professionals who are experts in reviews of non-financial information and, specifically, in information about economic, social and environmental performance.

Our Responsibility

Our responsibility is to express our conclusions in an independent limited assurance report based on the work performed. We conducted our work in accordance with the requirements established in International Standard on Assurance Engagements (ISAE) 3000 Revised, Assurance Engagements other than Audits or Reviews of Historical Financial Information ("ISAE 3000 Revised"), currently in force, issued by the International Auditing and Assurance Standards Board (IAASB) of the International Federation of Accountants (IFAC), and with the guidelines published by the Spanish Institute of Certified Public Accountants on attestation engagements regarding non-financial information statements.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement and, consequently, the level of assurance obtained is substantially lower.

Our work consisted of making inquiries of management and the various units of CLH that participated in the preparation of the NFIS, reviewing the processes used to compile and validate the information presented in the NFIS, and carrying out the following analytical procedures and sample-based review tests:

- Meetings held with CLH personnel to ascertain the business model, policies and management approaches applied, and the main risks relating to these matters, and to obtain the information required for the external review.
- Analysis of the scope, relevance and completeness of the contents included in the 2021 NFIS based on the materiality analysis performed by CLH and described in section "1.6 Where we put the focus", taking into account the contents required under current Spanish corporate legislation.
- Analysis of the processes used to compile and validate the data presented in the 2021 NFIS.
- Review of the information relating to risks and the policies and management approaches applied in relation to the material matters described in section "1.6 Where we put the focus" of the NFIS.

- Verification, by means of sample-based tests, of the non-financial information relating to the contents included in the 2021 NFIS and the appropriate compilation thereof based on the data furnished by CLH's information sources.
- Obtainment of a representation letter from the directors and management.

Basis for Qualified Conclusion

As indicated in the accompanying NFIS, CLH includes the non-financial information of the activities carried on in Spain separately from the activities carried in the other countries where it has a presence. In relation to the foregoing, in the 2020 financial year it was not possible to verify the information referring to CLH's activity outside of Spain corresponding to the indicators included in the "Table of contents of indicators of the Statement of Non-Financial Information 2021".

Conclusion

Based on the procedures performed and the evidence obtained, except for the effect of the matter described in the "Basis for Qualified Conclusion" section, no additional matter has come to our attention that causes us to believe that the NFIS of CLH for the year ended 31 December 2021 was not prepared, in all material respects, in accordance with the content specified in current Spanish corporate legislation and with the criteria of the selected GRI standards, as well as other criteria described as indicated for each matter in section 3 "Table of contents of indicators of the Statement of Non-Financial Information 2021" of the aforementioned Statement.

Use and Distribution

This report has been prepared in response to the requirement established in corporate legislation in force in Spain and, therefore, it might not be appropriate for other purposes or jurisdictions.

DELOITTE, S.L.



Jorge Izquierdo Mazón

7 March 2022



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