

MANAGEMENT
AND SUSTAIN
ABILITY REPORT
COQUECOL 2020



Coal for steel

CONTENT

	Statement from the President (PÁG -4) (Omar Gonzalez) of the Board of Directors	
	Statement from the CEO (PÁG -6) (Ricardo Blanco Manchola)	
	About this document (PÁG -12)	
	Economic and global context of the coal sector (PÁG -13)	01
02	About us (PÁG -15)	
	2.1 Relevant facts and figures	(PÁG-16)
	2.2 About us	(PÁG-19)
	2.3 Geographic location.....	(PÁG-20)
	2.4 Production plants	(PÁG-21)
	2.5 Products and quality specifications.....	(PÁG-22)
	2.6 Markets served and strategic partners.....	(PÁG-23)
	2.7 Corporate governance.....	(PÁG-25)
	2.8 Our strategic thinking.....	(PÁG-28)
	2.9 Supply chain	(PÁG-31)
	2.10 Memberships and external initiatives	(PÁG-32)
	Sustainability management (pág -34)	03
	3.1 Sustainability strategy.....	(PÁG-35)
	3.2 Stakeholders definition.....	(PÁG-35)
	3.3 Industry relationship.....	(PÁG-36)
	3.4 Communication channels.....	(PÁG-36)
	3.5 Materiality definition.....	(PÁG-38)
	3.6 Our contribution to the 2030 agenda	(PÁG-39)

- 4.1 Our management approach, Anti-corruption action principles..... (PÁG-41)
- 4.2 How we manage our ethical conduct..... (PÁG-42)
- 4.3 Anti-corruption managmeent..... (PÁG-46)
- 4.4 Relevant results..... (PÁG-47)
- 4.5 Digital transformation and innovation..... (PÁG-50)
- 4.6 Risk management..... (PÁG-54)
- 4.7 Strategic risks per company..... (PÁG-55)

- 5.1 Management relevance and scope..... (PÁG-59)
- 5.2 Our path towards diversity..... (PÁG-60)
- 5.3 How we manage and assess our environmental impact..... (PÁG-61)

- 6.1 Talent at Coquecol..... (PÁG-70)
- 6.2 Our contribution to community social development..... (PÁG-80)



STATEMENT FROM THE PRESIDENT OF THE BOARD OF DIRECTORS

As president of the Board of Directors I am very pleased to present the first sustainability report of Grupo Coquecol. It reflects our commitment with Colombian sustainable development and the strengthening of our relationship with interest groups by building trust and transparency in the ongoing exercise of reporting results and value generation from the company towards society.

Despite the difficult context created by the COVID 19 pandemic along the year, we prioritized the company's sustainability as a fundamental element for our business growth. We work every day to adequately manage the economic, social and environmental aspects, focusing on satisfying our customer's needs with top quality products and services, maintaining the business profitability and having a high performance motivated team, thus fulfilling the challenges that the new global context brings.

We create more than 1,900 direct jobs in the different areas of the country where we have operations and we ensure management of health, safety, wellness and development best practices for all our employees. We connect with communities around the business through health, education and social wellness programs and provide training and mentorship to small and medium coal producers contributing to the development and technification of the area.





We evaluate and analyze the environmental impact of our operations, as a result, we develop action plans that target the conservation, defense and protection of the environment, through the strengthening of our environmental management system, that creates the key guidelines to comply with environmental legislation and allows us to go beyond with the implementation of air, resources use, biodiversity and waste good practices among others. Last year, we started measuring our carbon footprint and we will set out towards environment strategic management with the implementation of biodiversity and climate change projects.

We will continue working to implement the best practices and consolidate as a strategic partner for generating opportunities and development in the communities where we operate. With our focus on the future we contribute to human development, building trust and generating sustainability since the origin of steel. These values, in addition to innovation and integrity, mark our course of action to become leaders in the responsible mining industry. With this work we plan to create value and contribute to the sustainable development and fulfillment of the 2030 United Nations Agenda for Sustainable Development.

OMAR GONZÁLEZ PARDO
President of the board of directors



Statement from the CEO **Ricardo Blanco Manchola**

I want to thank our clients, collaborators, suppliers and shareholders for everything they did to face the crisis and to help our organization to overcome the complex situation that was experienced globally during 2020. With commitment and devotion, we maintained the Metallurgical Coal mining sector relevant in the country, we achieved excellent company results despite the high volatility of the market and we adapted to the new reality promptly. Today we are one of the leading companies in the mining sector in Colombia, we committed to our country and our people, thanks to your valuable contribution.

In spite of the situation, we prioritized the sustainability of the organization through the activation of our Crisis Committee, in which priorities were defined caring for our people, maintaining closeness with our customers, mitigating the liquidity risk and develop the ability to adapt to the difficult global environment.

Our strategy was supported by a long-term vision to strengthen ourselves as business group and sustain ourselves in the face of market uncertainty given the events worldwide.



Commercial strategy consolidation



Our main strategy was to stay close and frequently related with our customers and traders, achieving outstanding sales results and accomplishing world-wide positioning for the Group.

We completed sales level for 815,166 tons, 517,288 tons of coal and 297,878 tons of coke, lower figures compared to the previous year, mainly due to the decrease in the international price of coal, that has dropped by USD 40 so far this year. Even so, our domestic market share was 15% in 2020.

We reached main markets worldwide such as Brazil, Europe, China, Mexico, India, among others. We exported our products to end customers such as Gerdau, CSN, Autlan and to traders such as Trafigura, Noble Resources, Hargreaves, Visa Commodities and Bulk trading, being Gerdau our main coal client Gerdau and representing 41% of our total sales.

We also completed the first Mina Presidente new product sales, exporting a total of 20,050 tons to Gerdau. Additionally, we implemented the Business Intelligence software TAB-LEAU to strengthen the market and customer research and analysis processes.

With this new software we have been developing a dashboard to manage the information thus facilitating the analysis and online decision making process, in order to achieve our objectives.

Improved our relationship and participation in the industry



The leadership team was deeply involved with the positioning of the **coal for steel** industry, through the association with the ACM - Colombian Association of Mining, on issues related to the sustainability of the coal sector, environment care and the new regulations. Currently, we participate in the environmental, sustainability, finance, legal, economic and gender equity committees.

We also participated in the redefinition and implementation process of the corporate governance model and in the construction of Fenalcarbón's strategy with a vision of sustainability.

Clinched our commitment to our people



PDespite the situation, **we continued our development improvement, wellness and loyalty initiatives for our human talent**, who easily adapted to change and the new normal, maintaining their commitment and discipline in the execution of their work always focused on achieving results.

In our objectives we prioritized, from the beginning, the well-being of our employees and their families.

Aligned with this, the Comprehensive Wellness Plan and its benefits were preserved, internal and external organizational communication were strengthened, and all biosafety protocols were implemented in our units, in accordance with the Ministry of Health recommendations.

Additionally, pursuing the development of competencies and skills of our teams, we implemented the knowledge management platform, where the training plans for employees are available, based on their roles and responsibilities. During the year, 20 virtual courses were developed, equivalent to 7,588 hours of training. We also implemented the performance evaluation model.



Optimized our internal processes



Committed with company sustainability, we implemented our ODI inventory model aligned with demand that allowed us to strengthen our financial structure, **reduce the company debt** and decrease the inventory risks.

Additionally, we developed a strategy to reconvert the debt in dollars to Colombian pesos, which reduced the foreign exchange exposure risk.

Likewise, we consolidated the supply, production, quality and logistics processes which are the basis of our value chain.

Continued developing Alliance and co-investment strategies with suppliers



Strategic alliances were made with two important companies in the sector, P3 Carbon era Los Pinos and Carbonera Lidiar, to ensure the coal supply and to develop long-term relationships with relevant coal suppliers in the market.

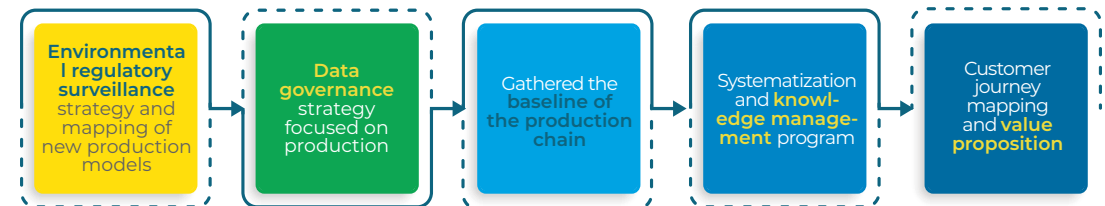
During 2020, 831,040 tons of coal were purchased. We also optimized the coal extraction processes in Intercarbón, striving to improve the quality and product competitiveness in the domestic market, reaching 94,855 tons extracted compared to 75,123 tons in 2019. Incolmine's Mina Presidente produced 26,757 tons of coal.



Started the development of an innovation and digital transformation agenda



We executed the **agenda and digital transformation and innovation route** with the support of EY, to identify opportunities aligned to the strategic objectives and business value chain. On this front, the following initiatives were prioritized:



Additionally, **we optimized and stabilized the ERP AP S / 4 HANA** system in order to improve the quality and timeliness of business information, the efficiency in processes and have greater traceability throughout the operation.

At the same time, **we started the implementation of dashboards for Sales and Raw Materials processes in the TABLEAU tool.**

Strengthened our Business Group sustainability management



We measured the current status of the DJSI - Dow Sustainability Index Jones, with PWC support, in order to have a world benchmark in environmental, economic and social criteria. Based on this, we started an execution of action plans to close the gaps identified.

At the same time, we created the **Sustainable Management Committee** where, in consonance with the sustainable development goals (SDGs), we decided to focus our efforts in three main objectives: Quality education (4), Decent Work and Economic Growth (8) and Climate Action (13), which also align with corporate strategy. Given the above, the execution of activities of the sustainable development agenda in the organization.

Assessed the risk profile based in the current context



Delima Marsh supported us in an exercise to **update the risk profile of Coquecol and Incolmine**, where we identified new risks for the companies given the difficult global context generated by the pandemic. Based on the findings, we established action plans to minimize or control the occurrence of any risk event that could affect the execution of the organization's strategy.

Additionally, we completed a risk **assessment for Intercarbón Mining and RC Carga**, supported by AON Risk, where we identified the risks according to their activities. In line with this, the organization formalized the risk policy, its methodology and procedures, as well as training for all employees, to strengthen the risk culture within the organization.

Positively impacted our communities



Lead by the Grupo Coquecol foundation, we implemented initiatives to help communities affected by the pandemic in the Cundinamarca, Boyacá and North of Santander. We carried out actions that contributed to improving the quality of life of families, we made donations to the most affected communities and conducted virtual trainings reinforcing self-care, 5's, Parents' schools and communication groups.



Ricardo Blanco Manchola
Coquecol CEO

ABOUT THIS REPORT

For the first time, we present our sustainability report to our stakeholders for the period between January 1 and December 31, 2020, using the framework of the Global Reporting Initiative (GRI) Standards - Essential option and the Mining and Metals sector supplement-.

This report covers the operations of the Coquecol Group and describes the organization's performance on the management of the topics identified as materials for 2020 in the economic, social, environmental areas; as well as the management of the impacts identified in the operation and its respective management and our contribution to the Sustainable Development Goals defined by the United Nations.

The information presented here is the result of the data collected by the responsible areas and allows us to ratify our commitment to generating value for our stakeholder's interest in the results of the Coquecol Group.

More information

Natalia Sierra Gutiérrez
Sustainability chief



Natalia.sierra@coquecol.com



<https://grupocoquecol.com/>





1

ECONOMIC AND GLOBAL CONTEXT

OF THE COAL SECTOR

ECONOMIC AND GLOBAL CONTEXT OF THE COAL SECTOR

2020 was a challenging year that will be historically remembered. The world population without exception was affected by the Covid-19 pandemic, going through situations never seen before like lockdowns, restrictions and freeze of the vast majority of industries.

Many problems were exposed, such as social inequality, economic risks, education challenges, migration and, without a doubt, the weaknesses of the healthcare sector.

According to the aforementioned, the high impacts to the economy and the start of a recession were inevitable, becoming a worldwide crisis never seen before.

Entities such as the International Monetary Fund and the World Bank provided financial support to many countries to cope with the crisis. However, global debt is increased to 365% of GDP. (320% at the end of 2019 and 315% five years ago), according to the Institute of International Finance.

On the same trend, the Colombian economy registered a contraction of -6.8%. Major sectors such as manufacturing and construction performed weakly this year. It is important to mention that the 2019 GDP was 3.3% and 2018 was 2.6%.

Furthermore, the external debt as percentage of GDP levels increased and the exchange rate devalued to an all-time high. As for our sector, it was a difficult year, full of global challenges due to the pandemic. The steel industry had a significant reduction in its demand as mega works, constructions and automobile production fell considerably.

Raw materials such as iron ore, coke and metallurgical coal international market prices fell sharply as their demand fell 70%.

In the second half of the year the industry began to slowly reactivate. It is important to highlight that China had an outstanding recovery and thanks to this it was the only economy in the world that closed the year without loss.



The market prices of steel and coke had a permanent upward trend. As for coal, it had a constant downward trend, registering the lowest price per ton in the last 5 years. These figures occurred while we faced political tension between the two biggest players in the market (China and Australia), as coal imports from Australia were banned, pushing prices down even further.

Despite everything that happened in 2020, the true magnitude and impacts of the pandemic will only be known in the next few years.



2 ABOUT US

2.1 Relevant facts and figures

01

CRISIS COMMITTEE IMPLEMENTATION:

We prioritize the sustainability of the organization taking care of our people, mitigating liquidity risk, adjusting operations to the business reality and developing the adaptability to the global environment.

02

EXCELLENT QUALITY RESULTS:

We continue strengthening our supply, production, quality and logistics processes that are the foundation of our value chain proposal.

03

MARKET RESEARCH:

Strengthen the market and customer research and analysis processes.

04

GOOD RELATIONSHIP WITH THE INDUSTRY:

Active management to position the coal for steel industry, through the association with the ACM - Colombian Association of Mining.

05

ODI MODEL CONSOLIDATION:

Consolidation and continued follow up to the inventory model maintaining over 95% of committed inventory.



06

STRATEGIC ALLIANCE P3 CARBONERA LOS PINOS AND LIDIAR:

Ensure the coal supply and Carbonera Los Pinos and Lidiar entrance to the coking business.

07

CARBON AV PRESIDENTE:

Se realizaron las primeras ventas del nuevo producto carbón alto volátil de Mina Presidente en Cúcuta. Un total de (20.050 Tn exportadas a Brasil).

08

CARBON AV PRESIDENTE:

The first sales of the new product, high volatile coal from Mina Presidente in Cúcuta, were made. A total of (20,050 tons exported to Brazil).

09

INNOVATION AND DIGITAL TRANSFORMATION AGENDA:

Development of the digital transformation and innovation agenda and digital initiatives on the impact in the value chain route.

10

ALES AND RAW MATERIALS DASHBOARD:

Development of a strategic and operational dashboard for sales and raw materials on the BI - Tableau tool.

11

ERP – SAP DEVELOPMENT AND OPTIMIZATION:

Optimized modules: Weighting machine, FI Module, CO Module, PA Module, MM Module.



12

SUSTAINABILITY INDEX:

Measured the current status of the Dow Jones Sustainability Index D. Economic 2.0 / D. Environmental 1.9 / D. Social 2.3

13

MANAGEMENT AND PROCESSES SYSTEM CONSOLIDATION:

The SDGs were prioritized to contribute as an organization and some processes were updated.

14

UPDATE RISK PROFILE:

Update of COQUECOL, INCOLMINE, INTERCARBON and RC CARGA profiles, development of action plans risks strategic risks.

15

ORGANIZATION CULTURE PROGRAM:

Corporate values communication, networking activities, ethical code update, recognition plan.

16

INNOVATION AND DIGITAL TRANSFORMATION AGENDA:

Knowledge management platform implementation including 20 courses equivalent to 7,588 hours of training

17

PERFORMANCE EVALUATION PROCESS LAUNCH:

Defined the performance evaluation methodology for employees (for a total of 150 people)

18

STRENGTHENING CSR STRATEGY:

Held "help days" for the communities affected by the pandemic and self-care campaigns to face it.

2.2 About us

In 2020, Grupo Empresarial Coquecol continued to be one of the market leaders in the Metallurgical Coal Market in Colombia. Despite the difficult situation the pandemic created, we maintained our activities with the highest quality standards, meeting customer needs.

4 Colombian companies are part of The Coquecol Group and they are directly involved in the extraction, production, logistics and marketing of coal and metallurgical coke. As a result of the excellent management and execution of the strategic objectives, each company had positive results for 2020, ensuring our customer's satisfaction with a comprehensive support model.



CORPORATE SOCIAL RESPONSIBILITY



MORE THAN 500 FAMILIES POSITIVELY IMPACTED

2.3 Geographic location

CUNDINAMARCA

COQUECOL
RC CARGA
DG Bogotá

Castilla Plant
La Mana mine
Laberinto mine
El Manzano mine
Guachetá

Cucunubá plant
Cucunubá

RC Carga
Ubaté

BOYACA

Salamanca plant
Samaca

Andalucía yard
Compostela yard
Paz de Río

Altiplano mine
Manto 3 mine
Manto 6 mine
Manto 9 mine
Altiplano area

Piedro mine
La Peña mine
Bocatoma mine

PORTS

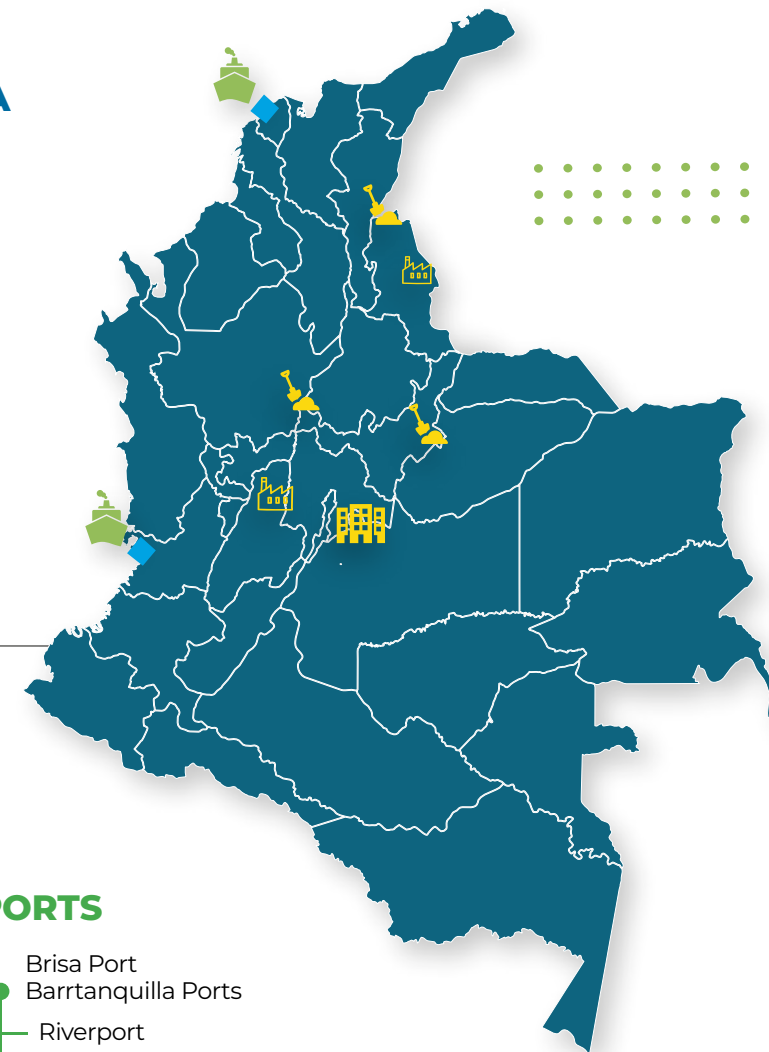
Brisa Port
Barrtanquilla Ports
Riverport
Sociedad Portuaria
Palermo

Atlantic Coast

Buenaventura Port


NORTH OF SANTANDER

Alcala plant
Presidente mine



2.4 Production plants

1



Cucunuba Plant

Area: 200 Hectares
Storage Capacity: 18,000 tons of Coal/5,000 tons of Coke
Operational Furnaces: 131
Production Capacity: 72,000 tons of metallurgical coke, yearly

2



Castilla Plant

Area: 52 Hectares
Storage Capacity: 85,000 tons of Coal/5,000 tons of Coke
Operational Furnaces: 605
Production Capacity: 168,000 tons of metallurgical coke, yearly
Parnaby coal washing plants

3



Salamanca Plant

Area: 15.5 Hectares
Storage Capacity: 30,000 tons of Coal/5,000 tons of Coke
Operational Furnaces: 284

4




Alcala Plant

Area: 100 Hectares
Storage Capacity: 65,000 tons of Coal/20,000 tons of Coke
Operational Furnaces: 465


2.5 Products and quality specifications

PRODUCTS AND SERVICES


WE PRODUCE AND TRADE INTERNATIONALLY




Metallurgical coal



Metallurgical coke



Coke subproducts




Metallurgical coal

Granularity
30x100
40x120mm

Ash
12,7

CSR
65%

Micum 40
82,83%




Metallurgical coke

Volatile matter
26-27%

Ash
9,5

Reflectance
1,13%

Fluency
400 DDPM



Subproductos de Coque

Coke subproducts
30x100
5x20mm

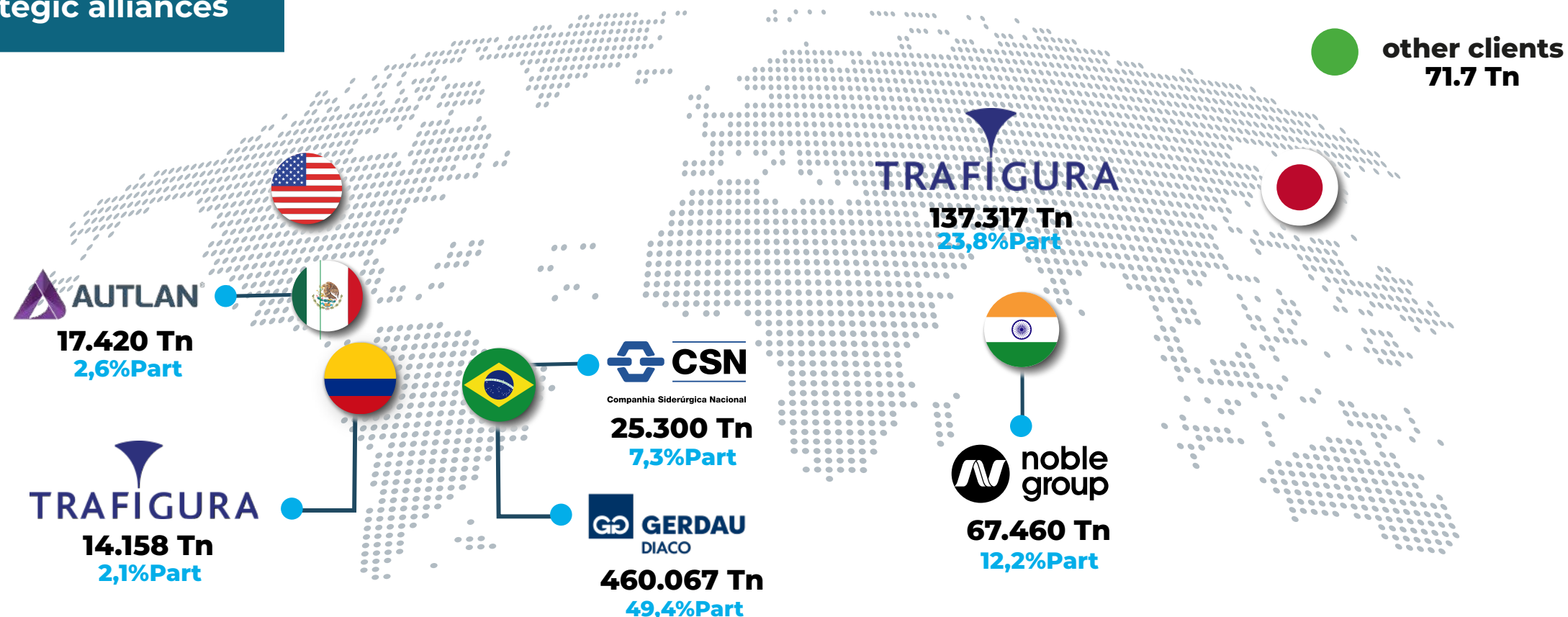
Ash
12,8

CRI
25%

Phosphorus
0,007%

22

2.6 Markets served and strategic alliances

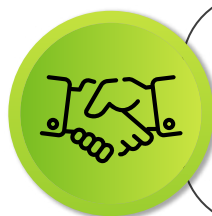


We moved from monocustomer and monoproduct to **customer multi product**.

Close and strong relationships with our clients and traders achieve outstanding sales and positioning improvement

We were the first company, in the history of Colombia, to sell **the largest metallurgical** coal shipment, with a total of **93,429**

We strengthened our analysis process for **market and customer**

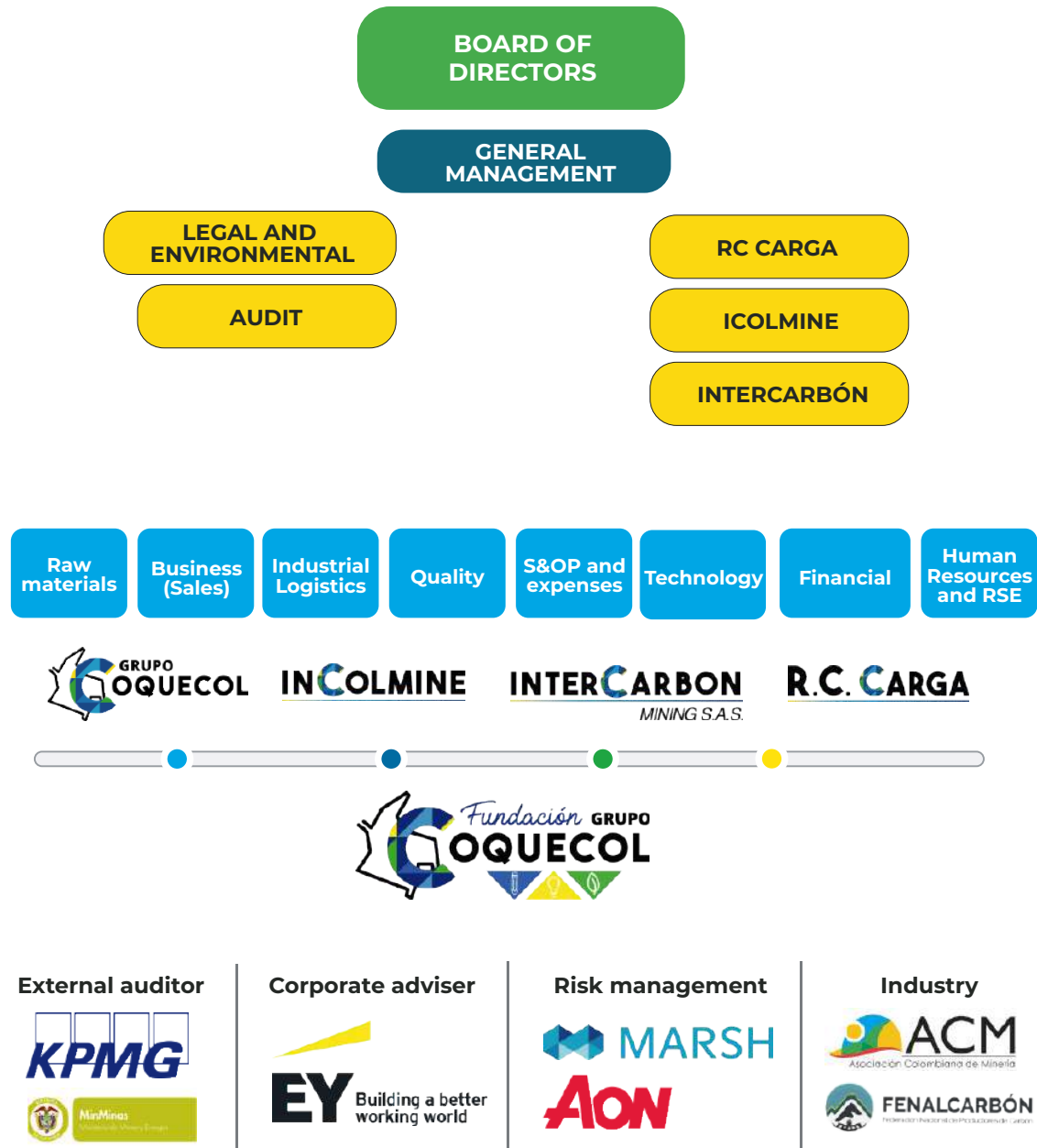


These are some of our business partners:



2.7 Corporate Governance

We have a corporate governance model aimed at satisfying the needs of our clients by applying best transparency control and monitoring practices.



MONITORING AND CONTROL COMMITTEES

Our main executives take into account economic, environmental and social variables to development projects that generate shared value for the organization and its stakeholders. According to the social statutes, our Board of Directors has two members representing GoTwo Holdings (Grupo Coquecol Shareholder) and three external members:



Omar Hernando González Pardo

Chairman of the Board of Directors and Patrimonial Member
Start date: April 21, 2017



Otto Bernardo Giraldo

Patrimonial Member
start date: April 21, 2017



Federico Ochoa Barrera

Independent Member
Start date: April 21, 2017



Iván Trujillo Pantoja

Independent Member
Start date: October 1, 2019



Luis Alberto Botero

Independent Member
Start date: October 1, 2019

MONITORING AND CONTROL COMMITTEES

The Coquecol group has established monitoring and control committees to support senior management in the correct and transparent decision-making; these committees keep the Board of Directors informed on the economic, social and environmental aspects and at the same time they keep an aligned and common focus of the teams with the objective of achieving the goals of the Organization.

Committee	Focus	Periodicity
Board of directors	Review compliance the strategic objectives, organizational results, strategic projects, Medium and long term organizational vision.	Monthly
Audit Committee	Monitors compliance with Internal audit program, the quality and transparency of accounting and financial information. Ensures the adoption of the necessary and adequate measures to control and mitigate risks that may affect assets, results or company´s reputation.	Monthly
Strategic Committee	Monitors KPIs and strategic projects, integration of communication networks, financial statements review.	Monthly
Commercial Committee	Ensures the commercial strategy in terms of customer orientation, loyalty, new customers and products, new markets, marketing and competition analysis.	Monthly
Purchase Committee	Buy the optimal quantity and quality of raw material, purchase costs control for raw materials, ensure the right stock levels, supplier development.	Monthly
Supply Chain Committee	Compliance with expected production levels (Quality + (Q) Quantity). Innovation and development, increased yields, production cost improvements.	Monthly

2.8 Our strategic thinking



We are the market leaders in the Metallurgical Coal Market in Colombia, based on technical knowledge, relationships with suppliers, the highest safety and quality standards in our supply chain and focused on solving our customer´s needs.



We will achieve coal sales of 2 million tons, in a profitable and sustainable manner, with a diversified portfolio of clients and products, generating value for our stakeholders, based on the best practices of social and environmental responsibility.

STRATEGIC GUIDELINES



OUR CORPORATE VALUES



2.9 Supply chain

We do a total control of the supply and production chain, guaranteeing the quality of the product to our customers. We own a laboratory that complies with international standards.



2.10 Memberships and external initiatives

WE ARE PART OF THE MOST IMPORTANT INSTITUTIONS OF THE INDUSTRY



In our corporate governance we have allies who contribute to a strong corporate structure and for this we have chosen the following firms:

External Audit



Corporate Advisor



Risk management



VALUE GENERATION

Company success is driven by the advantages supported by the following milestones:

- 1



Corporate governance:
structured and disciplined
implementation
Sustainability
- 2



Long term sustainability:
Be a responsible company
with the environment and
communities
- 3



Positioning:
Positioning in the
international coal market
- 4



Products quality:
Focus on fulfilling customer
expectations
- 5



**Innovation and digital
transformation strategy:**
Implementation of the
initiatives defined in the
innovation and digital
transformation agenda.
- 6



Own production plants:
*Coke production plant.
*Coal washing plant
- 7



Own mining:
Specialized company on
carbon extraction
- 8



Loyalty strategies for suppliers:
Strategic relationships with coal
suppliers and port operation
agreements.
- 9



Our people:
We have a high-performance
employee base, happy and proud
of working in our company



3
SUSTAINABILITY
MANAGEMENT



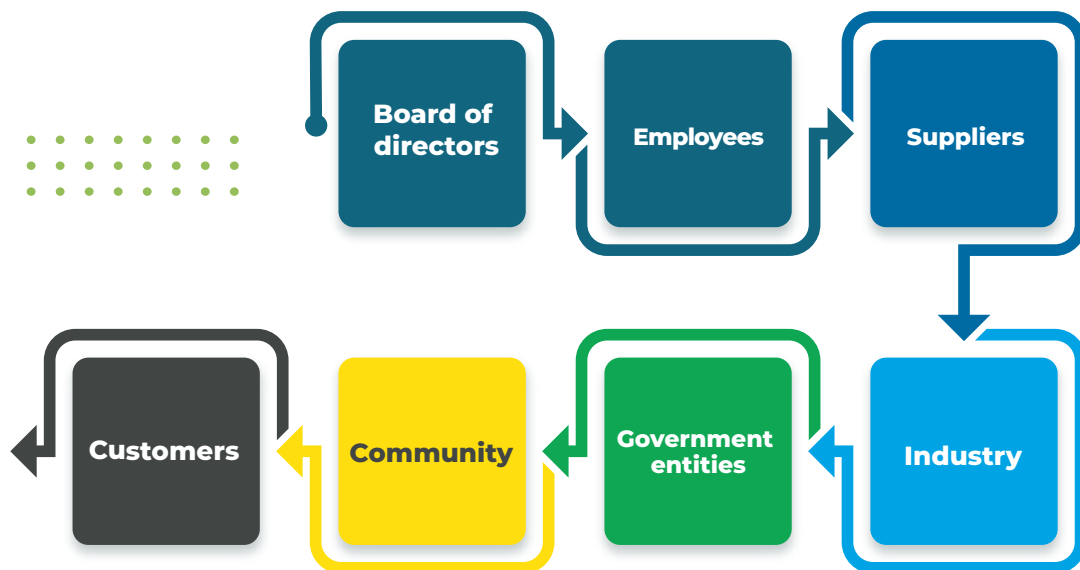
3.1 sustainability strategy

Coquecol assumed the challenge of including sustainability in its corporate strategy as a key element to achieve its value proposition. This is the starting point to implement an action model that guarantees: the value generation for all Coquecol's interest groups and the timely and transparent management of economic, social and environmental matters that have been identified for having an efficient and competitive operation in the mining sector of the country.

That is why, in 2020 we measured the status of the DJSI - Sustainability Index Dow Jones, with PWC support, looking for having a world reference in criteria related to the environment, the economic and social dimension.

3.2 Stakeholders definition

Stakeholders are essential for the sustainable growth of the Coquecol Group. We constantly work to maintain dependable and transparent relationships, generating open communications. The criteria to define or identify our stakeholders are based on the definition of the impact these organizations or entities have in the business and internal processes.



3.3 Industry relationship

Top management participated actively in the positioning of the industry of coal for steel, associating with the ACM-Colombian Association of Mining- on issues related to with sustainability of the coal sector, environment care and new regulations. Currently, we are part of the environmental, sustainability, finance, legal, economic and gender equity committees. We also participate in the process to redefine Fenalcarbón's governance model.

3.4 Communication channels

We strengthened our organizational communications, sharing with our internal and external target audience relevant information about the organization and its good practices.

We developed and updated our digital strategy using different tools and communication channels, that allowed us to monitor and lead interaction among companies in the sector. From our social networks we contribute to reputation, credibility

Our social media



INTERNAL COMPANY COMMUNICATIONS

- Corporate email
- News and articles at Universidad
- Virtual Grupo Coquecol
- Whatsapp groups
- “Somos” newsletter
- Information boards
- Wallpapers

EXTERNAL COMPANY COMMUNICATIONS

- Website
 - Social media: LinkedIn, Facebook, Twitter
 - Youtube channel
 - Audiovisual content
 - Advertising and interviews with media
 - Participation in industry organizations (ACM and FENALCARBON)
- COMMUNICATIONS 2020

COMMUNICATIONS 2020

Internal communications
340
 External communications
600
 Corporate videos
14

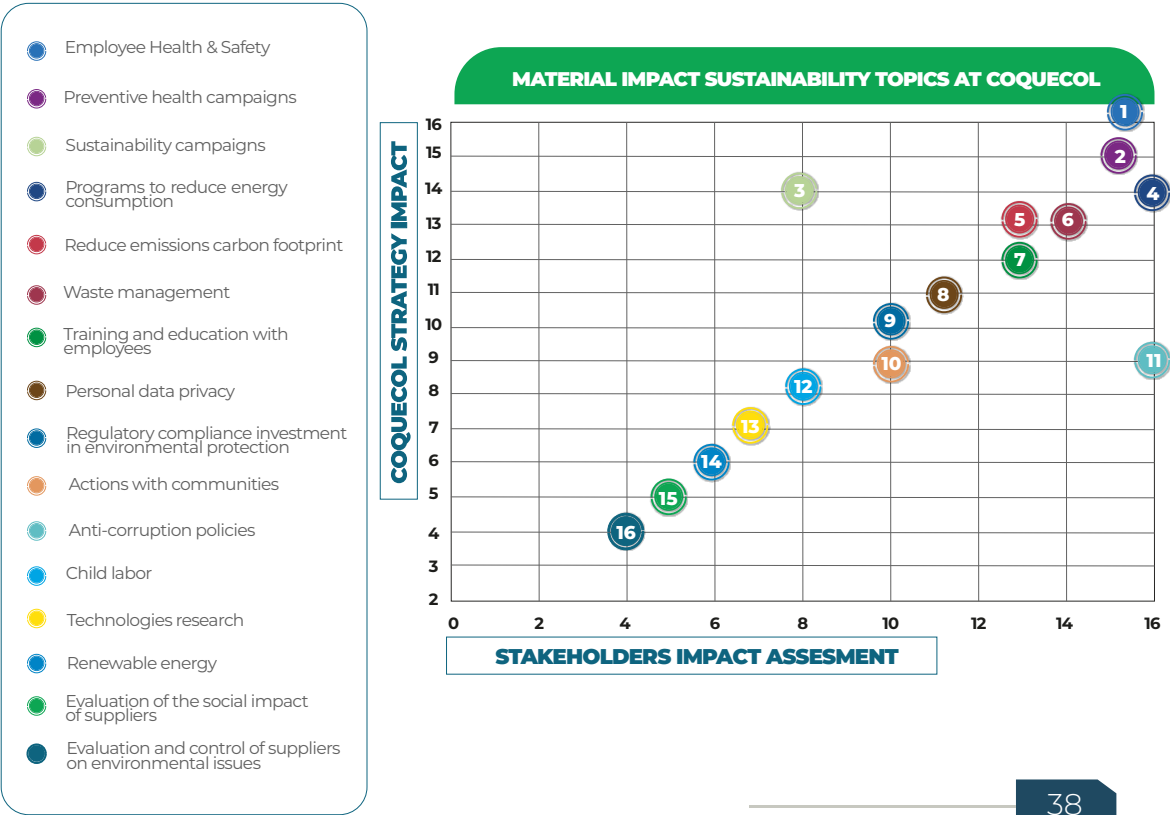


3.5 Materiality definition

For the first time, Coquecol did its materiality exercise with a general survey in which representatives and managers of the different interest groups collaborated. This exercise will allow prioritization of topics to focus on for 2021, in alignment with the company’s strategic planning. As a first step, with the support of Fenalco Solidario, an identification team for materials was defined and another for sustainability, including members of the different functional areas of the company, to take into account all material topics that reflect economic impacts, significant environmental and social aspects of the organization and its influence on the evaluations and stakeholder decisions.





To meet this objective, we did more than 100 perception surveys and some focus groups that allowed us to know the perspective of our managers, collaborators, suppliers and business partners of the sustainability management done at our organization; we got to know the relevance of 17 activities in sustainability, that included: implementation of programs to reduce energy consumption, actions to reduce greenhouse gas emissions and measurement of the carbon footprint, renewable energy, waste management, investment costs for environment protection, evaluation and control of suppliers in environmental management issues, actions with communities, health and safety of employees, training and education with employees, and research in new technologies, among others.

Based on this last analysis, the materiality matrix was built, highlighting the impacts evaluated from the strategy vision and the rating given by our stakeholders.



3.6 Our contribution to 2030 agenda

On the other hand, we try to identify how our management contributes to the appropriation and compliance of the Sustainable Development Goals; for this, we identified the strategic initiatives, relevant matters and possible action plans that will let us contribute to the fulfillment of this global initiative in 2020.

Program	Sustainability Development Goal applied	Sustainability Development Goal explained
Allied towards integrity, we have ethical standards and risk matrices and identification of legal, social and environmental matrix that have direct or indirect relation with the organization.	<div>16</div> <div>PEACE, JUSTICE AND STRONG INSTITUTIONS</div> 	<div>SDG 16. PEACE, JUSTICE AND STRONG INSTITUTIONS</div> <p>Promote the rule of law at the national and international levels and ensure equal access to justice for all; Develop effective, accountable and transparent institutions at all levels.</p>
We strive to support education in the communities.	<div>4</div> <div>QUALITY EDUCATION</div> 	<div>SDG 4. QUALITY EDUCATION:</div> <p>ensure that all girls and boys complete free, equitable and quality education and promote learning opportunities for everyone along their lives</p>
Generate employment opportunities with health and safety, training and quality of life pursue.	<div>8</div> <div>DECENT WORK AND ECONOMIC GROWTH</div> 	<div>SDG 8. DECENT WORK AND ECONOMIC GROWTH:</div> <p>Promote development-oriented policies that support productive activities and decent job creation for everyone</p>
Our strategy to mitigate and compensate the emissions that we generate by quantifying our carbon footprint.	<div>13</div> <div>CLIMATE ACTION</div> 	<div>SDG 13. CLIMATE ACTION:</div> <p>Adopt urgent climate change measures into national policies, strategies</p>





4.1 Our management approach, Anti-corruption action principles

RELEVANCE AND MANAGEMENT IMPACT/REACH



Stakeholders: employees, suppliers, customers



Responsible area: Compliance

We know that developing an ethical and compliant culture is necessary to build and maintain trustworthy relationships that allow us to boost our competitiveness. This implies that culture has to permeate the entire organizational structure and becomes an integral part of the values that generate trust and responsibility with all our stakeholders.

The impact could take place in all the processes and levels of the organization, therefore, we need to work constantly to achieve high standards in terms of good corporate governance, compliance, ethical conduct, anti-corruption and transparency. These conditions have been fundamental to build a homogeneous and articulated culture in which we all work as a team, ethically and towards our shared purposes.

During our administration, we have promoted the prevention of any type of bribery in the activities and operations of the company, on the premise that any act of corruption is unacceptable. In this way, we promote a culture of institutional transparency in the actions of each employee within the framework of their responsibilities. We always have a preventive approach because we know the direct impact to our operation.

4.2 How we manage our ethical conduct

For COQUECOL, risk management is part of the strategy, for this reason, we promote a culture of prevention with a risk-based approach for each of the operations within the company. We have a risk matrix of compliance where we visualize, on a color map, the probability and impact of reputational, legal, operational, contagion and financial risks for the sources or counterpart factors, products, services, distribution channels and territorial jurisdiction.

During 2020 we have managed our risks adopting good practices and maintaining a preventive approach.

POLICIES



Code of Ethics: it is the institutional reference that includes the correct norms and behaviors that we must comply in our daily work interactions, based on our corporate values.

Transparency and Business Ethics Program: declares to the stakeholders the commitment of the company and of all its collaborators for acting with ethics and transparency.

Gifts, hospitality and courtesies policy: procedure that guides employees on proper management of gifts, hospitality and courtesies and how to act when inappropriate offers happen.

COMMITMENTS

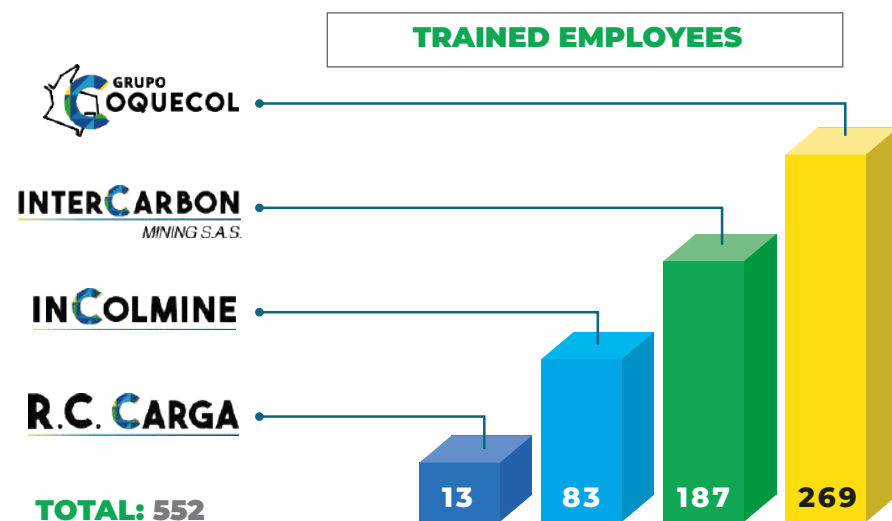


The Board of Directors approves and promotes policies and procedures that prevent corruption within the entire organization, making very clear that any act of corruption is unacceptable. In this way, we generate a culture of institutional transparency through the actions of each collaborator within the framework of their responsibilities

OBJECTIVES AND GOALS



Awareness and training sessions have been held regarding the Code of Ethics, Ethics line, corruption, SAGRLAFT.



For every business unit we installed the information of the ethics line, where all employees or anyone who enters the campuses can identify the communication channels where they can report situations against the code of ethics, policies or applicable regulations.

Ethics Hotline

The **Ethics hotline** is a confidential channel created by Coquecol Group where employees, suppliers, customers and general audience can safely and anonymously communicate any deviation from our Code of Ethics, company policies, rules of procedure or applicable laws.

What can you report on the Ethics hotline?

- *Violations to our Code of Ethics
- *Corruption
- *Money laundry or terrorism financing
- *Robberies, thefts
- *Technology abuses
- *Drugs, alcohol or guns on campus
- *Privileged information disclose
- *Conflict of interests
- *Workplace harassment or discrimination
- *Violations to environmental law
- *Asset misappropriation
- *Financial statements manipulation
- *Violations of health and safety law
- *Dishonest transactions
- *Inappropriate political contributions
- *Violations to fairness in competition laws
- *Misuse of company asset

What will the company do with the information reported?

1. Receive and register the complaint
2. Analyze the case and compile proofs
3. Activate procedures, when applicable
4. Make decisions, according to the complaint
5. Close the case



The Ethics Hotline is available in the following channels:

Email:
lineaetica@coquecol.com
Available 24/7 Internet:

Website:
www.coquecol.com
CONTACT US option,
available 24/7

Phone number:
(57) (1) 5301053
Available Monday thru Friday,
8:00am-5:00pm

The company will not tolerate any retaliation for good faith reports done

Thanks to you we keep building a transparency culture!

RESPONSIBILITIES AND RESOURCES



The Board of Directors defines the Compliance Officer who is responsible for implementing and managing the Transparency and Business Ethics Program, that tries to permeate all areas and people in the organization, as well as all stakeholders, to work responsibly, acting under a philosophy of zero tolerances with those acts that are against our corporate principles.

The organization provides the resources needed for the operating the compliance, good governance, ethical conduct, anti-corruption and transparency programs; these investments are in web platforms such as Univirtualcoquecol, consultancies, internal and external training, national and international risk centers for proper identification of the counterpart, among others.

FORMAL CLAIM AND COMPLAINT CHANNELS



lineaetica@coquecol.com : The Ethics hotline is a confidential channel available for stakeholders to communicate safely and anonymously communicate any irregular conduct, fraud, unethical behaviors in the organization; the Ethics Hotline is published in all our business units.

WEBSITE, CONTACT US: Communication channel made available by the organization for employees, suppliers, customers, shareholders and general public to communicate safely and anonymously any deviation from our Code of Ethics, company policies, rules of procedure or applicable laws

IMPACT EVALUATION



Biannual reports are completed of good corporate governance, compliance, ethical conduct, anti-corruption and transparency and presented to the Board of Directors; audit processes that help us identify control 's effectiveness and improvement opportunities.

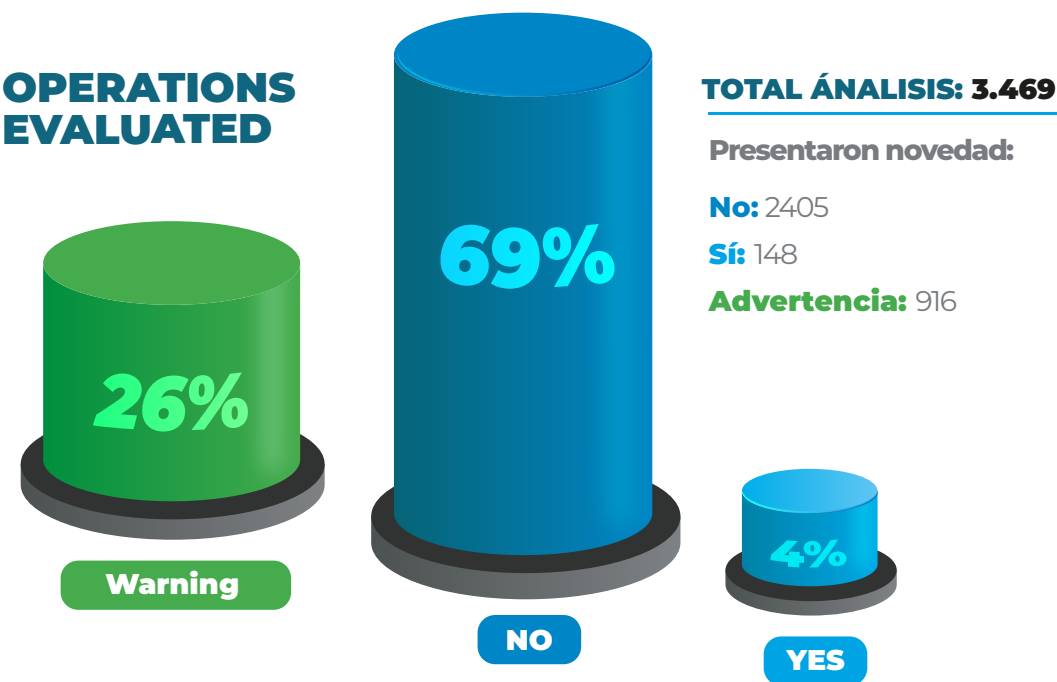
4.3 Anticorruption management



Operations evaluated for risks related to corruption

3,469 operations were evaluated, the results were:

OPERATIONS EVALUATED



4.4 Relevant Results



Financial Results



■ *figures in millions

SALES

2019 542.142 COP \$ 157,9 USD

2020 396.217 COP \$ 115,4 USD

NET PROFIT

2019 31.094 COP \$ 9,1 USD

2020 23.601 COP \$ 6,9 USD

EBITDA

2019 63.762 COP \$ 18,6 USD

2020 59.159 COP \$ 17,2 USD

TOTAL ASSETS

2019 542.142 COP \$ 157,9 USD

2020 396.217 COP \$ 115,4 USD

TOTAL LIABILITIES

2019 137.813 COP \$ 40,1 USD

2020 127.629 COP \$ 37,2 USD

TOTAL EQUITY

2019 116.328 COP \$ 33,9 USD

2020 108.618 COP \$ 31,6 USD

Coal and Coke tons sold

2019

836.489 t

2020

790.573 t



2020

Produced tons

242.456t

Metalurgical coke

154.608t

Reactive coke

40.844t

Small coke

23.931t

Coke fines

23.074t



Own mining production

2020t

Intercarbón

94.855t

Presidente

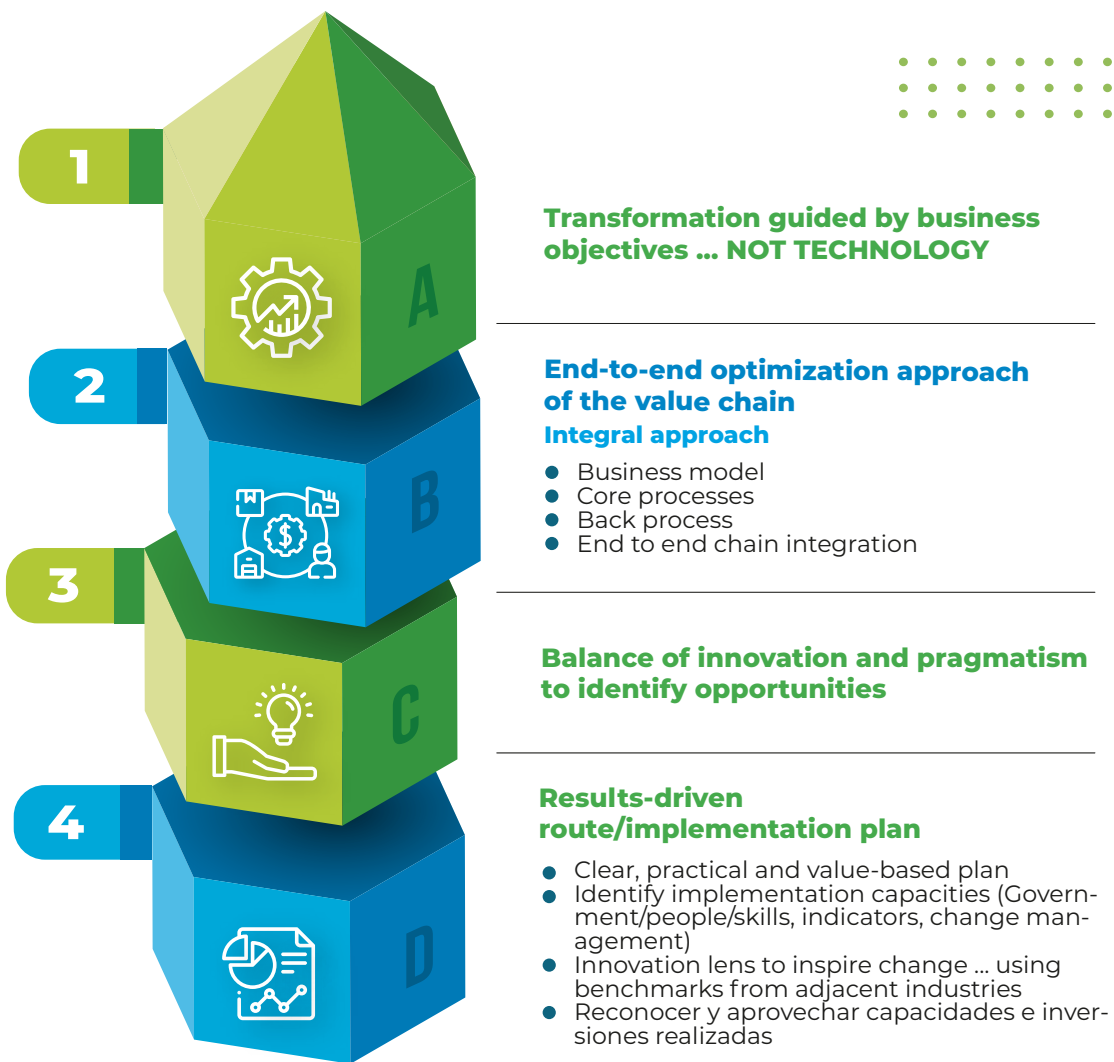
35.218t



4.5 Digital transformation and innovation

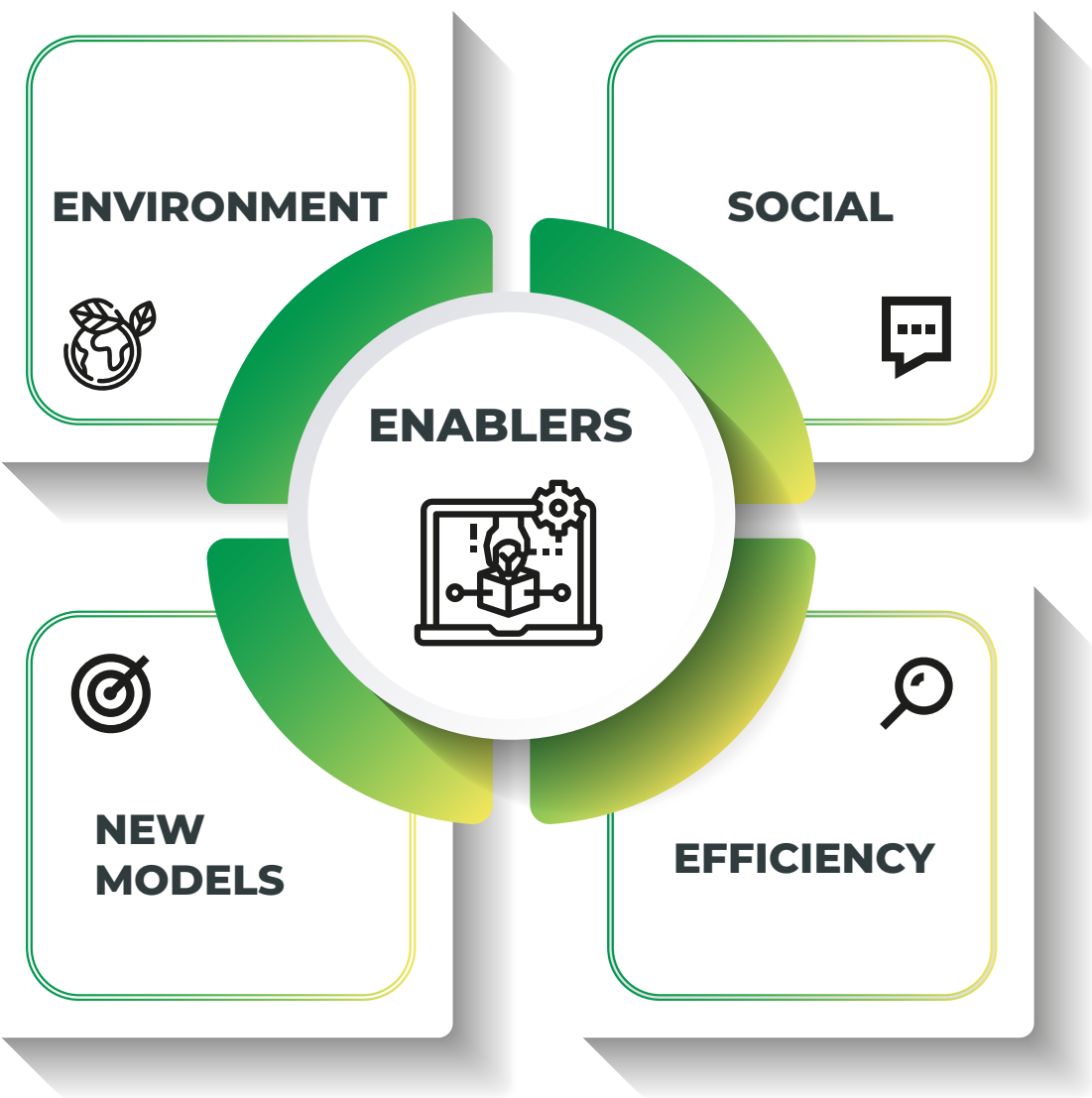
The evolution Coquecol has had in recent years has led it to be a leader in the metallurgical coal sector; now it seeks in innovation and digital transformation a strategic engine to strengthen and increase its growth and competitive advantage.

Our Approach is centered on Productivity, Transformation, Innovation Culture and Pragmatism.



Aligned with the defined vision, 5 main focuses were established that must be addressed by Coquecol in the initiatives to be developed in its Digital Transformation and Innovation process.

Coquecol defined a digital transformation and innovation vision based on:



To kickoff the innovation and digital transformation agenda, the organization prioritized the following initiatives to detonate the first wave of transformation:



Environmental regulatory surveillance strategy and mapping of new production models: national and international regulatory surveillance for the identification, research, adoption and development of leading environmental practices found in the mining sector and other industries

Production focused data governance strategy: Data governance strategy that ensures the standardization, structure and quality of the data collected in the different processes of the company; this strategy aims to improve the decision-making at the organization by guaranteeing the transparency of the processes and the security and integrity of information to generate value for the organization, based on a global vision of the business.

Baseline documentation of the production chain: Action plan focused on the company's production chain, by gathering documentation of the production chain and identifying and developing measurement metrics and KPIs, which guarantee better monitoring of processes and areas identified for the development of significant improvements.

Knowledge management and systematization program: Knowledge management program that allows the compilation and systematization of best practices and procedures to transfer expertise from current to future employees..

Mapping the customer journey and value proposition: Customer journey mapping to understand the complete experience from purchase intention to the performance of the product sold, allowing to proactively identify opportunities for improvement and create differentiated value propositions, by needs, that open the way to the development of products or services that respond to the expectations and pains of each client.



Our vision of innovation and digital transformation





4.6 Risk management

Delima Marsh supported us in an exercise to update the risk profile of Coquecol and Incolmine, where we identified new risks for the companies given the difficult global context generated by the pandemic. Based on the findings, we established action plans to minimize or control the occurrence of any risk event that could affect the execution of the organization's strategy.

Additionally, we completed a risk assessment for Intercarbón Mining and RC Carga, supported by AON Risk, where we identified the risks according to their activities.

In line with this, the organization formalized the risk policy, its methodology and procedures, as well as training for all employees, to strengthen the risk culture within the organization.

4.7 Strategic risks per company



STRATEGIC RISKS

PER COMPANY

COQUECOL



Climate change risk



Political intervention risk *



Risk of technological infrastructure not suitable for production *



Licensing of mining activities risk



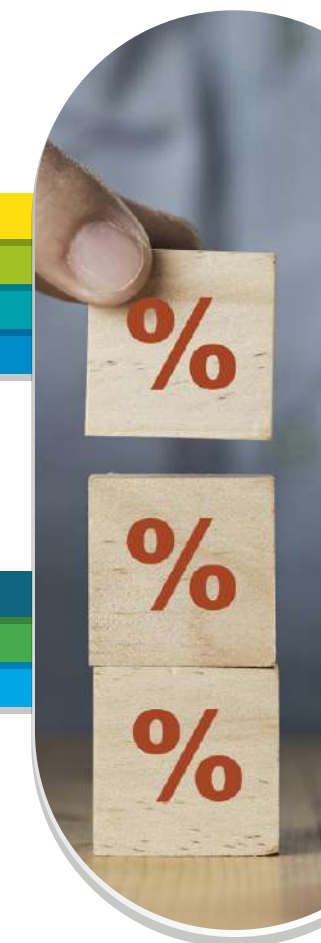
Market intelligence and innovation risk



Image and positioning risk



Demand reduction or loss of key customer risk







5

ENVIRONMENTAL RESULTS

5.1 Relevance and scope of management



Stakeholders: employees, community, government, suppliers, customers



Área que gestiona los impactos: Ambiental e Industrial

We are committed to environment care and conservation through the efficient use of natural resources and the proper management of the impacts generated by our operation.

Our main focus is complying with the integrated policy, by creating guidelines that allow prevention and control of environmental aspects and impacts; we do so through the implementation of good practices, the efficient use of resources, the health care of the communities and compliance with applicable legal requirements.

We have a methodology to identify, in each operation unit, the different environmental aspects and their associated impacts; it also allows us to determine the aspects that may affect the environment, taking into account all activities, products and services of the company.


As a result we get an indicator that measures environmental performance (Significant Aspects Environmental Compliance Indicator) and we can prioritize and manage the main environmental aspects such as the atmospheric emissions generation (fixed and by dispersed sources), waste generation and water consumption; this way we carry out control actions to mitigate and minimize environmental impacts. In 2020 we achieved 56.9% of environmental compliance, for the significant aspects.

Environmental compliance index

DECEMBER 2016	DECEMBER 2017	DECEMBRE 2018	DECEMBRE 2019	DECEMBRE 2020
45,1	46,1	48,2	52,45	56,9

5.2 Our path towards diversity

As ambassadors of the mining-energy alliance for Gender Equity, that aims to close the existing gender gaps in the country's energy mining sector, and looking to promote a more competitive industry that contributes to the economic recovery of Latin America, we worked in identifying, hiring and measuring operational, tactical and managerial roles held by women in our organization.

COMPANY	LEVEL	GENDER	DECEMBRE	%
	LEADER	Female	20	35%
		Male	37	65%
		Total	57	100%
	TACTICAL	Female	43	35%
		Male	81	65%
		Total	124	100%
	OPERATIVE	Female	49	6%
		Male	725	94%
		Total	774	100%






5.3 How we manage and assess our environmental impact

1. AIR COMPONENT

We pursue to reduce the impacts associated with atmospheric emissions generated by the operation and preserve the quality of the air around the operations. In compliance with environmental regulations and in accordance with our coking production process, we carried out environmental studies related to air quality, emissions from fixed sources and noise emissions.

The programs that frame all the actions to manage issues related to air quality are:

-  Environmental management and control of polluting **emissions to the atmosphere**
-  Environmental management and control of **particulate matter**
-  Management and environmental control of **noise**

MAIN RESULTS

Isokinetic studies were carried out in **13 chimneys**, in the **Castilla and Alcala plants**. All the results were within normative standards.

13 air quality stations were installed, in 4 of the operating units, in the coking plants and coal storage yards in the areas of Boyacá, Cundinamarca and Norte de Santander, to measure PM10 and SOX concentrations in the area of influence of these units, having 100% of results within regulation requirements.

Day and night time noise emission studies were carried out in our plants, by **installing 12 monitoring** points.

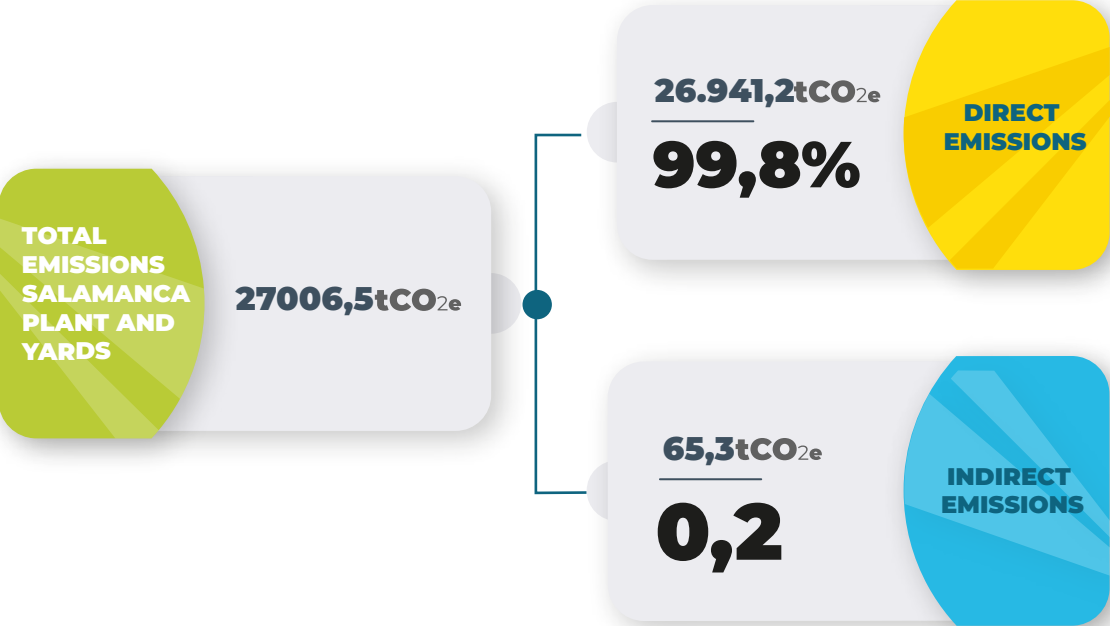
The budget allocated for the studies mentioned above was **\$282.537.011**

At the Castilla Plant, the optimization of the sprinkler network of the coal storage yards was carried out in a length of **250 metros**

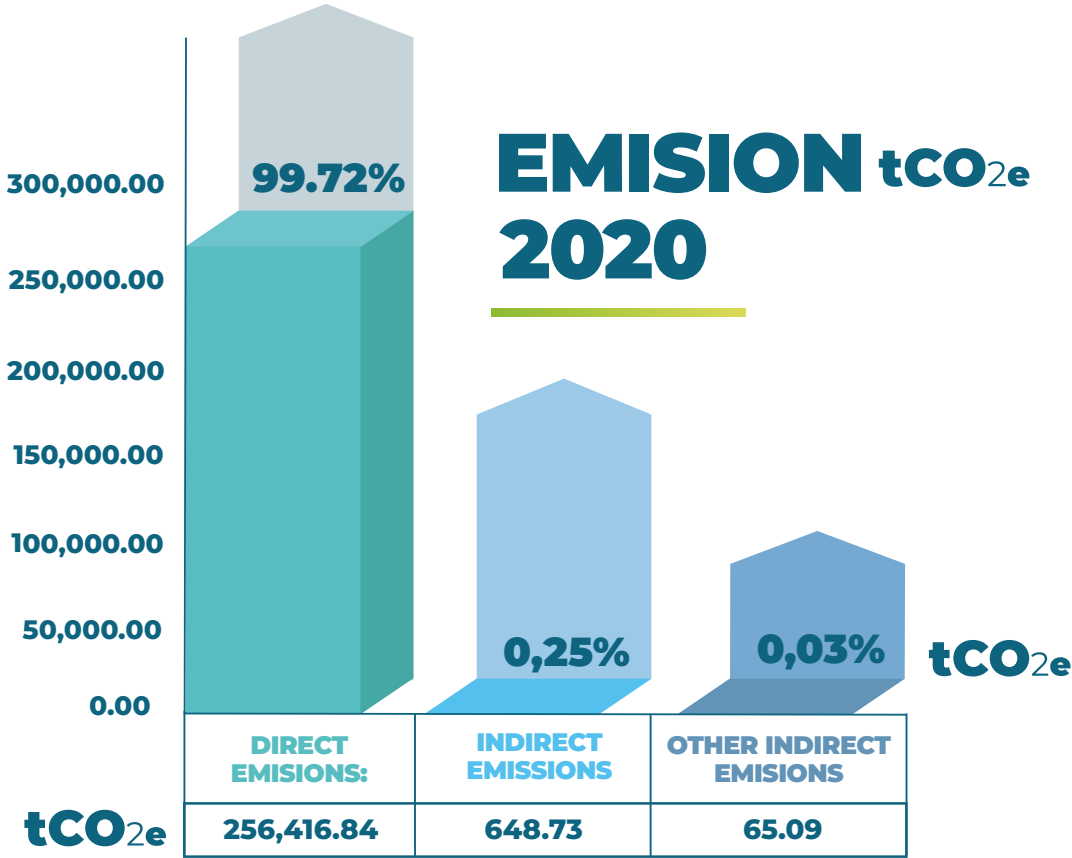


DIRECT AND INDIRECT GHG EMISSIONS (SCOPE 1 AND 2)

In 2020 we worked in alliance with Corpoboyacá, one of the pioneering companies for GHG emission reduction mechanism, to promote actions for the prevention, control and reduction of the effects related to climate change and carbon emissions in the Boyacá region. The calculation of GHG emissions was done following the ISO 14064 methodology, and given the circumstances generated by the pandemic for some industrial sectors, 2019 was taken as the base year. The general results are presented below:



On the other hand, and continuing the Company’s initiative of knowing its GHG emissions, the calculation of the carbon footprint was done with the support of FENALCO Solidario, taking 2020 as the base year for all industrial units de Coquecol (Castilla, Salamanca, Andalusia, Compostela and Bogotá Administration). Below, the results of our first measurement, which will mark the route to create action plans to reduce emissions or generating compensation actions.



2. WATER COMPONENT



We work to efficiently and adequately manage this resource and also favor the care and conservation of nearby water sources through proper management of discharges.

All the actions completed to deal with everything related with efficient water management are framed in the following programs:

- ✓ Efficient use and management of **water**
- ✓ Environmental management of **rainwater and runoff**
- ✓ Management of **domestic wastewater ARD and non-domestic wastewater ARND**

MAIN RESULTS

Monitoring and analysis of **9 ARnD discharge points at the Castilla Plant**



Water monitoring for **domestic consumption**



Monitoring of ARD point in **Presidente Mine, Altiplano Mine, Pedro Mine and Andalusia yard**



Monitoring of mining discharges in coal mining operations: **Presidente Mine and Altiplano Mine**



3. GROUND AND LANDSCAPE



We manage adequately the waste generated, seeking its reuse and the reduction of impacts on the ground and the landscape through conservation activities.

All the actions completed to deal with everything related with efficient ground and landscape management are framed in the following programs:

- ✓ Management of **hazardous and non-hazardous solid waste**
- ✓ Revegetation and erosion control
- ✓ Implementation of **live and artificial barriers**

WASTE

Waste reused during 2020 and that had a different management from final disposal were: Ashes, debris, washing machine sterile, scrap, paper, cardboard, plastic and rubbers. These wastes are delivered to companies that incorporate them into new production processes such as steel mills, cement companies and recycling companies, among others.

Industrial waste from the Castilla Plant was delivered to a certified management company by the environmental authority, that stores, classify, transform and recovers residues to include them in new production processes. With this we seek to strengthen our circular economy strategy.



AÑO	% DE REAPROVECHAMIENTO DE RESIDUOS
2020	76%
2019	76%
2018	73%
2017	49,3%
2016	25,3%

REFORESTATION WITH NATIVE SPECIES

During 2020 **3,200 trees of native species** were planted in the industrial operational units, most of them in protection zones of hydric sources. This sowing was done by the employees of each of the units.

We completed the dismantling, closure and abandonment of the Paloblanco mine, which is located in the Municipality of Tausa. As a complement to the dismantling activities, **1000 trees of native species were planted.**



4. ENVIRONMENTAL EDUCATION



We complete environmental activities related with campaigns and training on environmental topics to bolster our employees knowledge and promote the care and preservation of natural resources.

LEGAL COMPLIANCE

A. TRAINING AND SENSITIZATION

During 2020, we met the objectives and goals related to compliance with applicable legal requirements, environmental indicators and training for personnel.

Among the most relevant are the following:

- ▶ A total of 2,662 events reported by employees, related with environmental deviations and minor environmental "almost" accidents; **76%** of these events were closed.
- ▶ **56.9%** of environmental conformities from the ICAAS indicator for all Coquecol units, meeting the **56%** goal set for 2020.
- ▶ Achieved **76%** waste reuse, of which more than **90%** corresponds to industrial waste, exceeding the proposed goal which was **42%**.
- ▶ **3,700** trees were planted in areas of ecological importance (zone of surface sources and moorlands).
- ▶ **100%** compliance with scheduled training on environmental topics.

B. TRAINING AND AWARENESS

During 2020, we met the objectives and goals related to compliance with applicable legal requirements, environmental indicators and training for personnel.

Among the most relevant are the following:



- ▶ A total of 2,662 events reported by employees, related with environmental deviations and minor environmental “almost” accidents; **76%** of these events were closed.
- ▶ **56.9%** of environmental conformities from the ICAAS indicator for all Coquecol units, meeting the **56%** goal set for 2020.
- ▶ Achieved **76%** waste reuse, of which more than **90%** corresponds to industrial waste, exceeding the proposed goal which was **42%**.
- ▶ **3,700** trees were planted in areas of ecological importance (zone of surface sources and moorlands).
- ▶ **100%** compliance with scheduled training on environmental topics.

C. RESPONSIBILITIES AND RESOURCES

Grupo Coquecol has personnel in each of its industrial units:

- Coquecol:** one environmental engineer, one technologist and two SENA interns
- Intercarbon:** three technologists and one Environmental and Sanitary engineer as a coordinator
- Incolmine:** one Environmental Engineer and one technician.

- 1 Coquecol invested in environmental monitoring activities, **\$ 166,000,000** for air and **\$ 16,500,000** for water.
- 2 **\$ 10,800,000** invested in reforestation activities
- 3 We have PQRS (Petitions, complaints, claims, suggestions) line, where all area inquiries are received.



6
SOCIAL
RESULTS



6.1 Talent at Coquecol

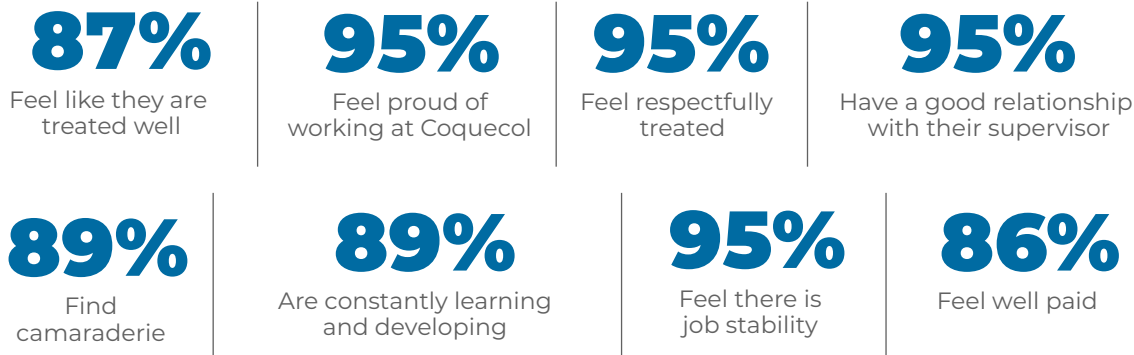
We believe in the value of our people, in the importance of having a motivated team focused on the fulfillment of the organization's goals. We recognize the talent of our employees, their knowledge and the experience that we have built over the years.

RESULT OF OUR ORGANIZATIONAL CLIMATE SURVEY

Our collaborators rate us as follows:



They also expressed their feelings for our company:



82% Feels admired by his family and community for working at COQUECOL



Bientesar and Development

- ▶ Maintained our employee base of **774** employees
- ▶ Implemented a knowledge management platform with **20** courses up to date, equivalent to **7,588** hours of training
- ▶ Strengthened internal networking and participation spaces to ensure closeness with our employees
- ▶ We defined the employee performance evaluation model and used it with **150** employees
- ▶ Strengthened organizational communication and developed our digital strategy.
- ▶ Had excellent results on the "Brujula Minera survey. Coquecol was above industry average. **Work environment 8.8/10 Organizational pride 8/10 Professional development 8.5**
- ▶ COVID care campaigns 2019

- Women day celebration
- Men day celebration
- Monthly birthday celebration
- “Virgen del Carmen” day celebration (Miner´s benefactor) 2020 Costume festival from home
- “Parques” table game tournament (Parchis for administrative roles and RC Carga)
- Ladder table game tournament
- Follow up to casino food
- Christmas decoration contest (at home)
- Read/Write campaign at Castilla plant

Wellness activities 2020

- Healthcare allowance
- Life insurance group policy
- Funeral insurance
- Christmas gifts for employee´s children
- Christmas gift pack
- Birth allowance
- New born gifts
- Food allowance
- Employee fund COLSUBSIDIO

Benefits for our employees

Benefits to our collaborators

A training plan was developed for all levels of the organization through a prior process of identification of needs, including training in soft skills and development of technical competencies.

Average Man Hours Training: 17

Total Hours of Training: 15,357

Percentage of compliance with the training plan: 71%

Number of courses carried out in the year: 36

- Regarding the outstanding organizational competencies, they are:
- Teamwork
- Consistency and transparency

HOW WE MANAGE OUR EMPLOYEES´ HEALTH AND SAFETY

Relevance and management impact/reach



Stakeholders: direct and indirect employees, contractors and visitors



Responsible area: Environmental and industrial

COQUECOL Group, producer, transporter and marketer of coal and its derivatives, acting in accordance with corporate objectives and values, has adopted a Comprehensive Management Policy. This policy prioritizes sustainable behaviors, responding to the needs and expectations of our Stakeholders, and adheres to the regulatory frameworks in aspects of Quality, Protection of the Environment, people Health and Safety, Road Safety, Safe Trade and Social responsibility.

We commit to seek continuous improvement in people health and safety, prevention of environmental impacts and the satisfaction of Stakeholders, complying with the legal framework and any applicable requirements in all our business units

COMPREHENSIVE OBJECTIVES



Satisfy the needs and expectations of our Clients through the delivery of products and services with the highest quality standards, through processes assurance, improvement and innovation.



Prevent and control pollution by identifying aspects and minimizing environmental impacts through the implementation of good practices, the sustainable use of natural resources, compliance with applicable legal requirements and environmental education.



Guarantee safe and healthy working conditions for the development of different activities through the promotion and protection of health, by identifying occupational hazards and risks that threaten the physical, mental and social well-being of employees, in order to mitigate accidents at work and occupational diseases, promoting "zero tolerance" for all acts and conditions that threaten the integrity of people who work in our areas of influence.



Create relationships with the communities in our areas of influence that contribute to the satisfaction of needs and expectations to share value, in favor of territorial development, through programs and social activities aimed at empowerment and entrepreneurship, seeking well-being and economic growth to improve their life quality.

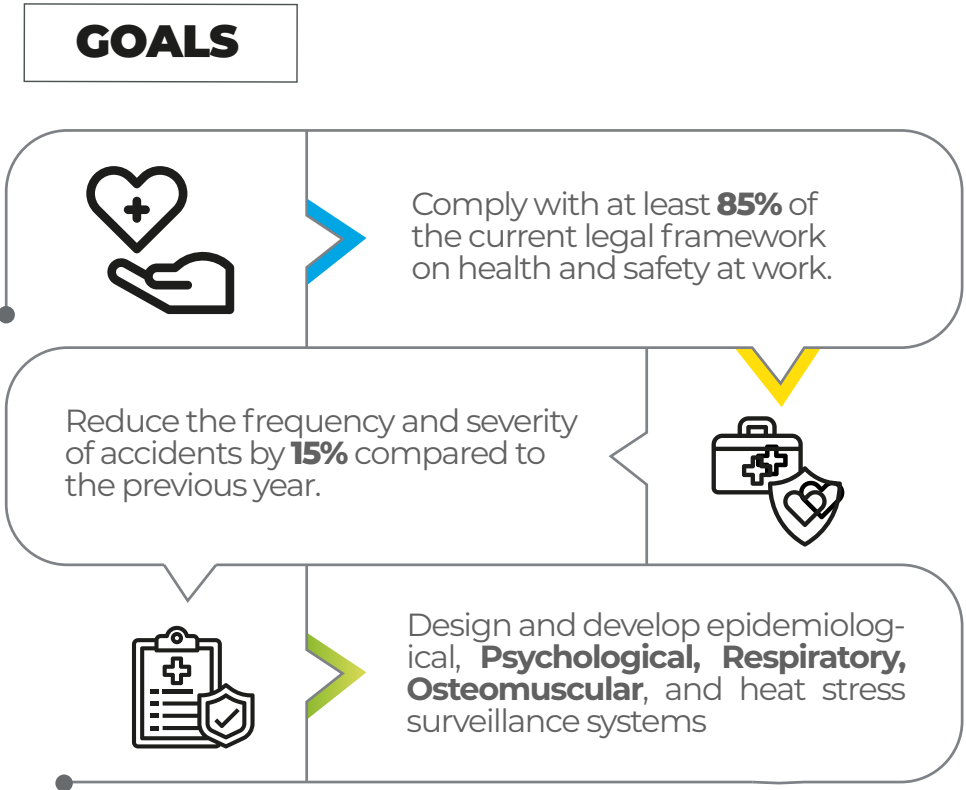


Under no circumstances we allow any employee of the company to be exposed by his work to uncontrolled risks or under circumstances that threaten his integrity, the people, contractors or communities.

We will apply all the necessary actions and technical and economic resources will be allocated to control or mitigate the risks present in the work areas.

We will provide spaces for the leaders and collaborators Training in SG-SST tools that help them develop skills in identification, control and management of occupational hazards.

Manage the risks inherent to our operations, through identification, evaluation and control, to create a safe and healthy work environment.



Achieve comprehensive management of occupational hazards, creating work environments with minimal or no risk factors, or where possible their effective control, preventing injuries and illnesses, and protecting the environment and resources of the South Subnet.

RESPONSIBILITIES AND RESOURCES

The following section mentions the functions and responsibilities of the HEALTH AND SAFETY AT WORK program, with the main objective of achieving continuous improvement through proposals that contribute to risk control.

SENIOR MANAGEMENT

- ▶ Provide the necessary resources for the development of SG-SST activities.
- ▶ Assign and communicate responsibilities to occupational health and safety workers within the framework of their functions.
- ▶ Guarantee the consultation and participation of workers in the identification of hazards and risk control, as well as participation through COPASST, the Emergency Committee (COE) and the Labor harmony Committee (CCL).
- ▶ Evaluate the occupational health and safety management at least once a year.
- ▶ Implement the necessary corrections for the fulfillment of goals and objectives.
- ▶ Guarantee the availability of competent personnel to lead and control the development of health and safety at work.
- ▶ Guarantee an onboarding and training program for workers who enter the company, regardless the hiring and contract scheme.
- ▶ Guarantee a safety and health reinforce training program for the organization workers.
- ▶ Guarantee a training program in accordance with the specific needs detected in the identification of hazards, evaluation and risk assessment.
- ▶ Guarantee timely information about the management of health and safety at work and the communication channels available to collect information expressed by workers.

AREA LEADS (Managers – Leads – Coordinators)

- ▶ Participate in the update of hazard identification, risk assessment and valuation.
- ▶ Participate in the construction and execution of action plans. Promote understanding of politics within workers.
- ▶ Inform about the Safety and Health at Work training needs.
- ▶ Participate in the investigation of incidents and accidents at work.
- ▶ Participate in safety inspections.
- ▶ Guarantee the active participation of their teams in the awareness, training and appropriation sessions of the Occupational Health and Safety Management System.
- ▶ Guarantee timely information about the management of health and safety at work and communication channels that allow the collection of information expressed by workers.

COLABORADORES

- ▶ Participate in the update of hazard identification, risk assessment and valuation.
- ▶ Participate in the construction and execution of action plans.
- ▶ Promote understanding of politics within workers.
- ▶ Inform about the Safety and Health at Work training needs.
- ▶ Participate in the investigation of incidents and accidents at work.
- ▶ Participate in safety inspections.
- ▶ Guarantee the active participation of their teams in the awareness, training and appropriation sessions of the Occupational Health and Safety Management System.

RESPONSIBILITY AND RESOURCES

- 4 employee representatives
- 4 representatives chosen by senior management

Committee elected and integrated in **September 2020 with a period of 2 years**

- ▶ Propose to senior management the activities related to employees' health and safety, and those resulting from the environmental measurements, the review by Senior Management and / or the accountability process.
- ▶ Accompany the investigations of AT and diseases.
- ▶ Complete periodical inspections of the facilities.
- ▶ Receive the suggestions made by workers related with security and health.
- ▶ Serve as a coordination point between managers and workers for situations related to Safety and Health at Work.

LABOR HARMONY COMITEE

- Harmony committee, workplace harassment among others
- Integrated by 8 employees from across the company, 4 main y 4 alternates
- Meet every three months or extraordinary when required Training by ARL SURA



- ▶ Receive and process the complaints that describe possible workplace harassment, as well as the evidence that supports them.
- ▶ Confidentially examine the specific cases in which a complaint or claim is made, which could be typified as behaviors or circumstances of workplace harassment, within the public institution or private company.
- ▶ Listen individually to the parties involved about the facts that conduced to the complaint.
- ▶ Hold meetings in order to create a space for dialogue between the parties involved, promoting mutual commitments to reach an effective solution to disputes.
- ▶ Formulate improvement plans and follow up on commitments,
- ▶ Present to the institution senior management the recommendations for the effective development of preventive and corrective measures for workplace harassment.
- ▶ Prepare Committee's management quarterly reports that include statistics on complaints, follow-up of cases and recommendations.



Specific Objectives

- 01** Guarantee safe and healthy working conditions for the development of different activities through the promotion and protection of health, by identifying occupational hazards and risks that threaten the physical, mental and social well-being of employees, in order to mitigate accidents at work and occupational diseases, promoting "zero tolerance" for all acts and conditions that threaten the integrity of people who work in our areas of influence.
- 02** Guarantee the intervention and effectiveness of occupational risk management through periodic reviews done by the Occupational Health and Safety area and COPASST.
- 03** Guarantee compliance with the legal requirements that apply to the institution related with safety and health at work.
- 04** Implement strategies to control significant risks that contribute to reducing the probability of occurrence and the consequences.
- 05** Define the structure and responsibilities of the Occupational Health and Safety Management System SG-SST.
- 06** Implement an emergency prevention, response and recovery plan.
- 07** Ensure the recovery of the worker and their quality of life through the reinstatement process.
- 08** Monitor the performance of the Occupational Health and Safety Management System SG-SST

GOALS



01

Comply with at least 85% of the current legal framework on health and safety at work.

02

Reduce the frequency and severity of accidents by 15% compared to the previous year.

03

Design and develop epidemiological, Psychological, Respiratory, Osteomuscular, and heat stress. surveillance systems

04

Achieve comprehensive management of occupational hazards, creating work environments with minimal or no risk factors, or where possible their effective control, preventing injuries and illnesses, and protecting the environment and resources of the South Subnet.

6.2 Our contribution to community social development

HOW WE WORK WITH OUR COMMUNITIES

Social responsibility programs 2020 aimed at meeting the needs of local communities in confinement situations.

- ▶ Donated 1045 groceries, benefiting 3700 people.
- ▶ Planted 1,680 trees in reforestation campaigns.
- ▶ Completed a psychosocial awareness process for 1,400 parents in the Parenthood Academy (Family-School).
- ▶ Completed Virtual training for the implementation of family gardens and delivery of seed capital for 62 families.
- ▶ Completed campaigns to promote COVID19 self-care, prevention of family conflicts during lockdowns, healthy lifestyles, family recreation.
- ▶ Donated 1050 school kits to boys and girls from rural schools in our areas of influence.
- ▶ 10 scholarship students from the Scholarship program graduated in 2020 and there are 40 active university scholarship students.
- ▶ Engaged in Christmas campaigns and municipal governments
- ▶ Completed virtual talent show to connect with the community In relation, joint campaigns were carried out, deliveries of signaling barriers and disinfection campaigns.
- ▶ Our annual management plan allocates the investment budget in Social Responsibility that is distributed in the four axes of action of social intervention, which is monitored every six months in the CSR management committees and is socialized with the community so that they are aware where the budget will be addressed.



AREAS OF INFLUENCE - COQUECOL GROUP

COMPANY	BUSINESS UNIT	DEPARTMENT	MUNICIPALITY	TOWN
	Patio Andalucía	Boyacá	Paz de Río	Soapaga
	Patio Compostela	Boyacá	Socha	Sochaviejo
	Patio Salamanca	Boyacá	Samacá	Salamanca
	Planta Castilla	Cundinamarca	Guachetá	Cabrera
	Planta Cucunubá	Cundinamarca	Guachetá	Pueblo Viejo
	Planta Alcalá	Norte de Santander	Cúcuta corregimiento San Faustino	San Faustino
			Cúcuta	Paso de los Ríos
	Mina Presidente	Norte de Santander	Cúcuta	Santa Cecilia

In the three areas where we are located, the level of direct participation of our communities in CSR programs in the Education Hub, the level of participation is 100% of the entire educational community of our three areas of influence, in the strengthening program to For women, the level of direct participation of this population is 30%, the donation in markets during confinement was focused on the identification of needs of the beneficiary families such as unemployment, decreased income, large families, all this articulated with the authorities locals such as mayors, corregidores and JAC, 40% of the population of the first ring close to our operations and 70% of the population in vulnerable situations.

OBJECTIVES AND GOALS

During our intervention we support the development of the community through our programs and lines of action directly benefiting all the nuclei of a community: parents, women, youth and children. These programs were designed based in our experience and the needs that each of our communities have.

The main indicators of our administration

- Population impacted by the axis
- CRS compliance of the plan
- Budget compliance. **Not completely accomplished due to the worldwide health crisis , COVID19**

SOCIAL MANAGEMENT CONTROL PANEL

Group-No	No.	Indicator	Zones	Frequency	Unit	Goal
Strategic	1	Coquecol Group brand favorability	ALL	Biannual	%	80
	2	Population impacted by the axis	ALL	Quarterly	%	50
Tactico	3	Program satisfaction level	ALL	Quarterly	%	80
	4	Action plan completion per CSR axis	ALL	Quarterly	%	100
	5	Budget compliance	ALL	Quarterly	%	80
	6	Number of community PQRS	ALL	Quarterly	%	80
	7	Number of people trained and/or certified by the programs, workshops and courses	ALL	Monthly	Number of people	235
Operacional	8	Volunteering participation index	ALL	Biannual	%	20
	9	Number of entrepreneurship macro units	ALL	Annual	Units	3
	10	Hours per training program	ALL	Monthly	Number of hours	1890
	11	Completion of environmental workshops and campaign	ALL	Monthly	Number of workshops and campaigns	32
	12	Number of planted trees in areas of influence	ALL	Biannual	Number of trees	3000

Responsibility and resources



The Coquecol Group Foundation is led by Angela Maria Garces, Manager of Corporate Social Responsibility, integrated by a team of 3 coordinators located in each area of influence Cundinamarca, Boyacá and Norte de Santander.

We have two locations: Casa la Perla in Cundinamarca and La Casa de Socha in Boyacá; these spaces are used for encounters with the community and are where we hold workshops with the community. A coordinator is assigned for each of the locations.

Budget execution



In 2020, we were not able to complete many of the activities scheduled in our social management plan due to lockdowns and pandemic issues. However, we targeted our actions to meet the needs that our communities were presenting at the time, such as food security and psychosocial support; we did so through the parents' school and the educational community, as well as some active care promotion and prevention campaigns, stay home from COVID-19.

Despite the restrictions given by the pandemic, we were able to impact more than 50% of the people that were planned, always maintaining an open and transparent relationship with the community located in the areas of Cundinamarca, Boyacá in Paz del Rio and Socha and in North of Santander, San Faustino district.

Official complaint and/or claim mechanisms



There is a direct attention line, 5301053-ext. 1044, and there are also corporate telephones answered directly by each area coordinator. Written complaints or claims are also accepted, they receive proper guidance on any topic related with disagreements with the community, solving them immediately.

When the community expresses an issue related to the impacts of the operation, we have to receive and assign the complaint to the adequate areas for their internal management. There are also external communication channels such as the www.coquecol.com page and the Coquecol communications fanpage, the Facebook page, "Coquecol Group Communications".

SPECIFIC ACTIONS, LIKE PROCESSES, PROJECTS AND INITIATIVES

MAIN RESULTS

FAMILY AXIS



We seek to dignify the quality of life in the families of our communities through the 5S training program, healthy lifestyle speeches, delivery of groceries and infrastructure improvement.

PARENTHOOD ACADEMY

SERVED POPULATION

1400
PARENTS



GROCERIES DELIVERY

1045
GROCERIES

3700
PEOPLE
IMPACTED



EDUCACIÓN AXIS



We contribute through formal education, university scholarships, complementary courses, school kits, provision of learning environments and communication groups. We promote the training development for our youth and communities, providing inclusive and quality opportunities.

SCHOLAR KITS DELIVERED

SERVED
POPULATION

1050

Children



UNIVERSITY SCHOLARSHIPS

SERVED POPULATION

50 STUDENTS

COMPLEMENTARY COURSES

SERVED
POPULATION

78
STUDENTS

Environmental
handling technician

Yellow machinery



ENVIRONMENTAL AXIS



In order to promote the sustainable use of ecosystems, participation and awareness of environment care, we develop recycling, reforestation and training programs with our communities near our areas of influence.

GREEN TROOP

SERVED
POPULATION

450
PEOPLE

FAMILY GARDENS

SERVED POPULATION

62 FAMILIES

DELIVERY OF SEED CAMPITAL

VEGETABLE SEED TOOLS

REFORESTATION DAY

1680 SEEDLINGS PLANTED



RELATIONSHIP AXIS



We strengthen the interaction with territory authorities, academic institutions and the community, through strategic alliances that allow the continuous improvement of our programs and projects.

We also do volunteer and beautification days in our areas of influence.

ENGAGEMENT WITH CHRISTMAS CAMPAIGNS AND MUNICIPAL GOVERNMENTS

PSERVED
POPULATION

1800

KIDS FROM SAMACA,
PAZ DEL RIO
AND SOACHA



Entrega de barreras de señalización y
conos del bloque vial para el control
de ingreso vehicular en Guachetá



ENGAGEMENT WITH DISINFECTION CAMPAIGN IN PAZ DEL RIO

PSERVED
POPULATION

2500

HABITANTS



Internal and external audits

Due to the contingency, we did not complete any evaluation. They were postponed for 2021. Follow-up reports are presented every two months in a committee at the Managerial level where the results of the foundation management, the progress of the activities programmed and the execution of the zonal budget are verified.

Operations with the participation of the local community, impact evaluation and development programs

Currently social licensing is done in: the Cundinamarca area, at Castilla plant; in the Boyacá area, at Salamanca plant in Samacá; in Soacha at Patio Compostela, Paz del Rio and Patio Andalucía; and in Incolmine Norte de Santander at Mina Presidente and Planta Alcala. The Foundation has no presence in the ports.

Evaluations of social impact, including gender impact related with the participation processes.

The strengthening women program was evaluated with a survey that helped us identify the level of participation in the training offers in the last year and to identify the profile of women who participate in the program. The results were the following:

Marital status-wise, **63.2%** live in a free union, **21.1%** are married and **15.8%** are single. Regarding the academic level, **63.2%** are high school graduates, **26.3%** have technical training and **10.5%** only have elementary school. Regarding whether they have received training from the foundation, **89.5%** have received training. **84.2%** have received training in entrepreneurship programs. The ages of the women participating in the programs range from 23 to 51 years of age.

Each operation complete our environmental impact assessment

As a company, GRUPO COQUECOL understands the its immense commitment with the environment and biodiversity, as it is the engine that moves us, hence our dedication to the training of environmental leaders in our areas of influence, the creation of awareness campaigns in the conservation of natural resources, the reforestation activities and talks on environmental education to educational institutions.

- ▶ GREEN TROOP Environmental Education Project: Topics include Recycling, use and saving of water, biodiversity, reforestation and climate change.
- ▶ Awareness workshops on Environment care.
- ▶ Reforestation campaigns.
- ▶ Recycling and garbage collection activities to beautify the surroundings.
- ▶ Awareness campaigns and commemoration of important environmental dates (eg: Water, Earth, Tree Day, Environment Week, etc. and care guidelines for use and conservation).

On 2020, 1690 trees were planted, serving directly 650 and 1250 indirectly.



Environmental and social impact assessments

The environmental aspects are determined and the impacts are evaluated periodically. This is calculated according to the severity and frequency based on the reach and affected area of influence, therefore, the significant impacts that can affect the communities are prioritized for treatment. To calculate the severity we take into account the level of affectation of the environmental impacts towards the neighboring communities, in this way we prioritize and implement control actions that let us correct and mitigate possible affectations. The implemented actions allow monitoring the quality of the air that people breathe; by installing equipment in the areas of direct influence we measure parameters such as PM10 and SO2 and in this way determine the impact generated by the operation and take the pertinent actions at the required points.

These measurements are made every year in all Coquecol operations, in the yard or the plant. We monitor discharges in order to guarantee that the treatments done are adequate to comply with regulations and minimize any impact on surface sources (broken rivers, discharges) near the operation. This way we do not affect the quality or the uses of the resource. Trainings are done on environmental topics with the support of the environmental leader.

Committees and consultation processes with local communities, including vulnerable groups.

A CRISIS COVID-19 survey was conducted in order to identify the needs derived from the pandemic, obtaining the following results:

Families in our areas: 36.4% of families in our areas have 1 to 5 people and 36.4% more than 5 people. Of these households, 85.6% have children and only 14.4% do not have children. The percentage of elders in these families is 33.9%.

Contagions in our rural areas: There were no Covid when the survey was completed. 100% did not report contagion. Regarding how the lockdown was being assumed in the family environment, 97.5% of the people were at home, they were in compliance with the confinement. Some people were not following the rules because they had to go out for food and had to work.

Coexistence within the family environment was affected due to the lockdowns: Of the group surveyed, 13% presented discussions at home, 8% violence against men. Regarding the impact on the household economy, 59.3% said they were unemployed, 8.5% said they received aid from the government. 42.4% say they did not suffer from food shortages and 40.7% if they suffered from food shortages. When the respondents were asked if they were willing to receive information from the Coquecol Foundation, 70.3% responded that on issues of food security and family gardens, 33.9% in virtual training and in school for parents in accompaniment and advice 28%.

INTERNAL CONTROL REPORT

I have audited the processes of Coquecol S.A.C.I, its policies, procedures and other explanatory information and I express my concept about them.

I obtained the required information to fulfill my duties and I completed my assessment in accordance with the Information Assurance Standards accepted in Colombia and International Standards on Auditing – NIA. Such standards require compliance with ethical planning and performance requirements that give reasonable assurance about whether the processes are free of material importance errors.

I consider that the evidence obtained through the audit gives a reasonable base to state my concept:

Coquecol´s internal control is adequate, in all important aspects.


Ciro Rolando Herrera Castañeda

Audit chief
Designated by Coquecol S.A.S C.I.
March 27th, 2021.



FISCAL REVIEWER REPORT

Financial statements audit report

On the report presented in the Shareholder´s Meeting on March 31, 2021, on which the auditor issues his opinion regarding Financial Statements, he reports the following:

Opinion: “I have audited the financial statements of Comercializadora Colombiana de Carbones y Coques S.A.S C.I – Coquecol S.A.S C.I (The company), which include the financial situation until December 31, 2020 and statements for results, other comprehensive result, changes in equity, and cashflows for the year ended in the previously mentioned date and the respective notes, that include the accounting policies and others explanatory information.


In my opinion, the financial statements mentioned, prepared with information taken faithfully from books and attached to this report, reasonably present, in all material important aspects, the financial situation of the company as of December 31, 2020, the results of its operations and cash flows for the year ended on that date, in accordance with the Accounting and Financial Information Standards accepted in Colombia, consistently applied as the year before.”

Report on other legal and regulatory requirements:

Based on the results of my tests, in my concept, during 2020:

- a) The accounting of the company has been carried out in accordance with legal regulations and accounting techniques
- b) The operations recorded in the books are in accordance with the bylaws and decisions of the Shareholders Meeting
- c) The correspondence, the account vouchers, and the minute book are conserved duly.
- d) The reviewed financial statement and the management report are aligned; the report includes support provided by management that shows free circulation of the invoices issued by vendors or suppliers
- e) The information contained in the statements of self-assessment of contributions to the social security system, particularly the one related to affiliates and their income used to define contribution, has been taken from the accounting records and supports. The company is not in default due to contributions to the social security system.

To comply with the requirements of Articles 1. 2. 1. 2. and 1. 2. 1. 5. of Single Regulatory Decree 2420 of 2015, in fulfilment of the responsibilities of the Tax Auditor contained in paragraphs 1o) and 3o) of Article 209 of the Commercial Code, related to the assessment of whether the actions of the directors of the Company comply with the Articles of Association and with the orders or instructions of the Shareholders' Meeting and if the measures of internal control, preservation and custody of the assets of the Company or of third parties in its possession are and are appropriate, I issued a separate report dated March 31, 2021.


Gina Marcela Morales Amaya
Revisor Fiscal Comercializadora Colombiana de
Carbones y Coques S.A.S. C.I. – Coquecol S.A.S. C.I.
T.P. 179818 - T
Miembro de KPMG S.A.S.

Content Report
of management
and sustainability
Coquecol Group 2020

CHAPTER	TOPIC	INDICATOR DETAIL	PG
About this report	About this report	102-50 Sustainability Memoir period	12
		102-51 Date of the last Sustainability Memoir	12
		102-52 Presentation cycle for Sustainability Memoir	12
		102-53 Point of contact to solve questions related with the content of the Sustainability Memoir	12
		102-54 Declaration of the report elaboration in accordance with the GRI standards	12
		102-55 GRI content index	
		102-56 Policies and current operating processes related with the external verification of the process	12
Board of directors and general management letter		102-14 Declaration of the main organization's decision-maker for matter related with sustainability relevance in the organization and the strategy to approach it.	4
		102-15 Description of the main effects, risks and opportunities	4 A10
		102-10 Description of the relevant changes during the analyzed period including size, structure, shares ownership or supply chain of the organization	4 A10
About us	Our organization	102-1 Name of the organization	Coquecol Group
		102-2 Organization's most relevant brands, products and services	23
		102-3 Headquarters location	21
		102-4 Countries where the organization operates	25
		102-5 Ownership regime and legal figure	20
		102-6 Markets served	25
		102-7 Size of the organization	20
		102-8 Employees and other workers	70
		102-9 Supply chain description	33
		102-12 List of economic, social and environmental letters, principles or other external initiatives that the organization approves or has adopted	34
		102-13 National or international associations or organizations that the Organization belongs to	35



CHAPTER	TOPIC		INDICATOR DETAIL	PG
About us	Corporate Governance	102-18	Organized government structure and committees; decision making committees on economic, environmental and social topics.	28
		102-19	Description of the process in which the highest government organ delegates its authority to top management and certain employees on some economic, environmental and social topics.	29
		102-20	Show if the organization has roles responsible for economic, environmental and social topics and whether their incumbents report directly to the highest government organ.	28
		102-22	Description of the highest government organ and its committees.	29
		102-23	Indicate if the person that presides the highest government organ has also an executive position in the organization, if that is the case, describe the executive functions and the reasons for this setup.	28
		102-25	Description of the processes that the highest government organ uses to foresee and manage possible conflicts of interest	47
		102-26	Description of the sources the highest government and top management use to develop, approve and update the purpose, the values or mission declarations, the strategies, policies and objectives related to economic, environmental and social topics.	29
		102-27	Actions to develop and improve the collective knowledge of the highest government organ in relation to economic, environmental and social topics.	29
		102-32	Indicate the committee or highest rank role that reviews or approves the Organization's Sustainability Memoir and makes sure that it includes all material aspects	29
		102-33	Description of the process to communicate important concerns to the highest government organ	29
	Ethics and integrity	102-16	Description of the values, principle, standards (related with management) and rules of the organization	32
		102-17	Description of the internal and external advice mechanisms to favor a licit and ethical conduct, and to consult organization integrity issues, such as help and advice hotlines	46
Managing sustainability	Materiality	102-46	Process the organization has followed to determine the content of the Sustainability Memoir and the coverage of each aspect.	40
		102-47	List of the material aspects identified on process to define the content of the Sustainability Memoir	40
		102-48	Description of the consequences of the information restructure from previous Memoirs and its causes	No reformulations are presented
		102-49	Significant changes on the scope and coverage of each aspect compared with previous Sustainability Memoirs	Did not show up significant changes

CHAPTER	TOPIC		INDICATOR DETAIL	PG
Managing sustainability	Stakeholders	102-40	Stakeholders associated with the organization	38
		102-42	Basis for the election of stakeholders that the organization works with	38
		102-43	Description of the approach used for the participation of stakeholders	38
		Stakeholders' communication channels		39
Our material topics (As part of the exercise we will align the material topics since the design with the 3 sustainability dimensions and the SDGs)	Our people	103-1 103-2 103-3	Management approach	70
		401-2	Social perks for full time employees	73
		404-1	Annual training average per employee	72
		404-2	Programs to improve employee's skills and programs to help transition	73
		103-1 103-2 103-3	Management approach	74
		403-1	Health and safety management system	74
		403-2	Hazard identification, risk evaluation and event investigation	75
		403-3	Health services at work	76
		403-4	Employee participation, inquiries and communications regarding health and safety at work	78
		403-5	Health and safety at work training for employees	76-78
		403-6	Employee health promotions	76-78
		403-7	Prevention and mitigation of the impact to health and security of employees directly related with commercial relations	76-79
		403-8	Health management system coverage and safety at work	76-80
	Economics	201-1	Valor económico directo generado y distribuido de la Organización	49-50
		201-2	CFinancial consequences and other risks and opportunities for the organization's activities due to climate change	56
	Environmental management	103-1 103-2 103-3	Management approach 301	60
		301-2	Percentage of recycled materials used	65
		103-1 103-2 103-3	Management approach 303	64
		303-1	Interaction with water as a shared resource	64
		303-2	Management of the impacts relate with water waste	64
		303-3	Water extraction	64
		103-1 103-2 103-3	Management approach 305	61-63
		305-7	NAX, SAX and other significant atmospheric emissions	61-63
		103-1 103-2 103-3	Management approach 306	65



CHAPTER	TOPIC	INDICATOR DETAIL	PG
Our material topics (As part of the exercise we will align the material topics since the design with the 3 sustainability dimensions and the SDGs)	Environmental management	306-1 Waste generation and significant impacts related with waste	65
		306-2 Management of significant impacts related with waste	65
		306-3 Waste generated	65
		306-4 Waste not intended for elimination	65
		306-5 Waste intended for elimination	65
		103-1 103-2 103-3 Management approach	
	Our material topics	307-1 Money value of the penalty fees and number of non-monetary penalties for noncompliance of environmental laws and norms.	Did not show up significant changes
		103-1 103-2 103-3 Management approach	
	Innovation and diversification	102-29 a. Description of the highest government organ functions in the identification and management of the economic, social and environmental impacts, risks and opportunities. Describe also the role of the highest government organ in the compliance of due diligence processes. b. Indicate if stakeholder's queries are completed to be used in the work done by the highest government organ in the identification and management of the economic, social and environmental impacts, risks and opportunities.	65
		103-1 103-2 103-3 Management approach	55
	Society and local communicates- Social commitments with the community	413-1 Operations where development programs, impact and local community participation evaluations have been implemented.	51-54
		415-1 Total financial and material contributions done to politics or related institutions, per country.	81
		419-1 Money value of the penalty fees and number of non-monetary penalties for noncompliance laws and norms.	We do not make financial or in-kind contributions to political parties

MANAGEMENT AND SUSTAINABILITY REPORT

COQUECOL 2020

