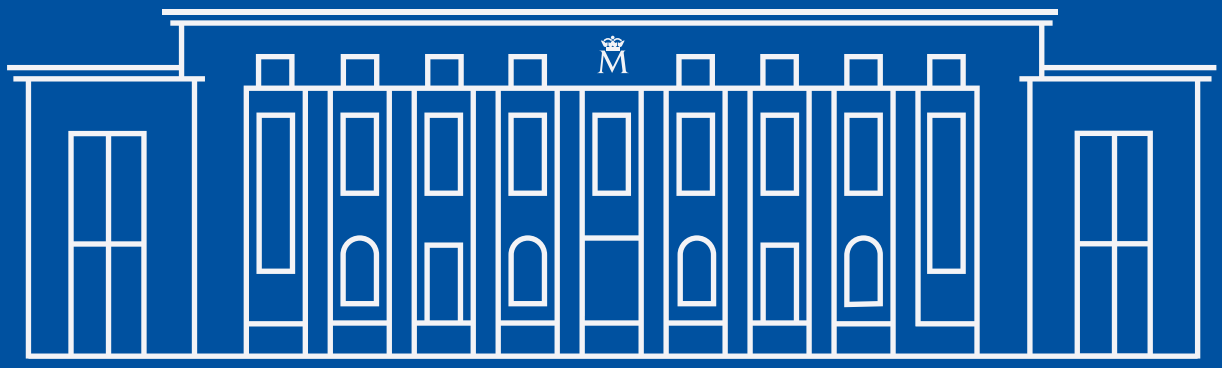
ANNUAL REPORT

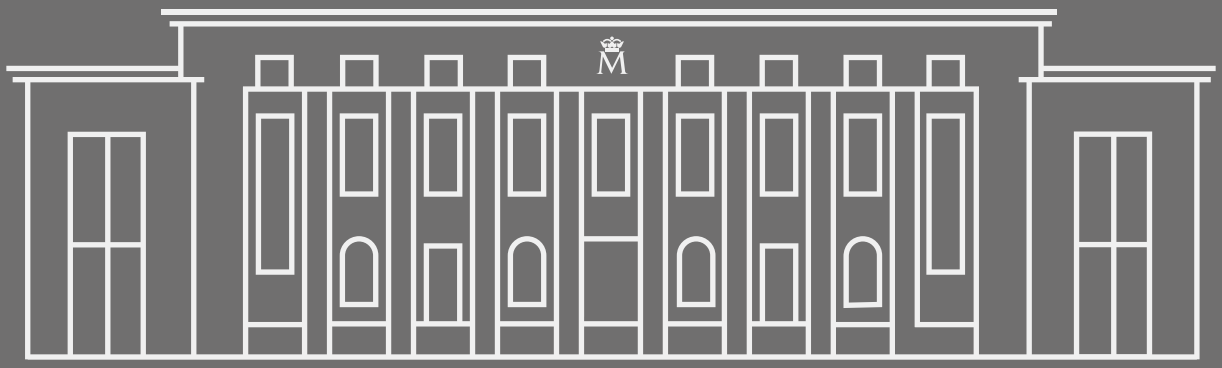


FNMT-RCM

2021

Real Casa de la Moneda
Fábrica Nacional
de Moneda y Timbre

ANNUAL REPORT



FNMT-RCM

2021

Real Casa de la Moneda
Fábrica Nacional
de Moneda y Timbre

TAVRVS
CANCER
LEO
Mater
190°

Declinato Septentrionall

Summary

06 Presentation of the Chairwoman-General Director

10 Key data and figures

12 Annual Report preparation
14 Material aspects and boundaries

16 The Entity
17 History
20 Legal system
21 Purposes
23 Context
24 Ethics and integrity
27 Facilities

30 Stakeholders
31 Identification
33 Involvement
34 Commitments and matters posed with the most representative stakeholders

38 Human resources
39 Organisation governance
45 Staff
47 Equality
48 Training
50 Occupational risk prevention

54 Environment

62 Production
64 Legal tender and collector coins
67 Security paper
68 Cards and printing
71 Graphical products

74 Services
75 Innovation and digital transformation
76 CERES (Spanish certification)
78 Tobacco products traceability
78 Research, development and innovation
79 Laboratories
79 International identification projects
80 Information security and IT systems

82 Society and culture
84 Organisations to which the FNMT-RCM belongs
85 Mint Museum
90 Engraving and Graphic Design School

92 Annex 1. Financial statements and Director´s Report
94 Income Statements for the Financial Year
97 Balance Sheet at 31 December
101 Director´s Report
104 Report on the Audit of the Financial Statements issued by the Office of the General State Comptroller

110 Annex 2. GRI Indicators (Global Reporting Initiative)

PRESENTATION OF THE CHAIRWOMAN-GENERAL DIRECTOR *(G4-1)* *

If we were to analyse the possible aspects that characterise year 2021, there is no doubt that one of them would be change. The Spanish Royal Mint responded to the prevailing accelerated and deep global transformation by reorganising and renewing itself, both to remain continuously adapted to the unstable situation and to explore the opportunities arising from the current scenarios.

Year 2021 was characterised not only by changes in the presidency, but also by the promotion of new strategies and reforms in the organisational chart and in the procedures in order to gain flexibility and efficiency as an organisation, to protect and enhance the skills of our human capital, and to make progress in terms of digital leadership and autonomy, consolidating traditional production at the same time. Summing up, we made efforts to improve general productivity and to uphold a quality public service for the benefit of the community and the institutions that we serve, as well as to fulfil our sustainability and social impact obligations.

Two of the organisational amendments made –which will not be the last ones– stand out: the General Secretariat restructuring, which incorporated the Human Resources and General Services areas, and the creation of the Department of Innovation and Digital Transformation for the main purpose of proposing a new, modernised and improved model for the provision of digital services to the public sector. In both cases, which should be highlighted, women were appointed, thus achieving the balance claimed by effective equality plans, also in the Steering Committee.

* GRI Indicators (information on page 110 and subsequent pages).

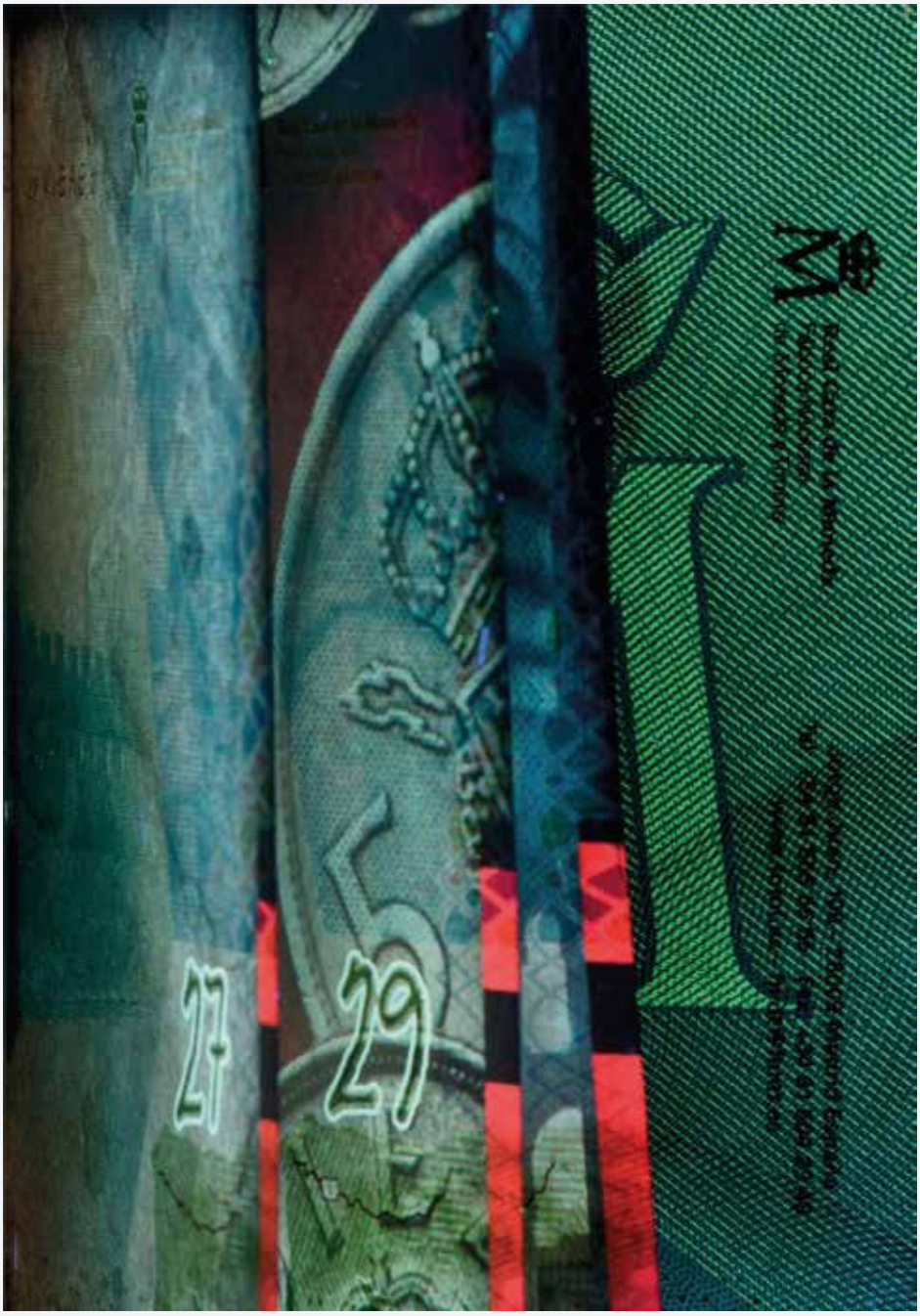
Within the sphere of digital technologies and information, strategies were implemented to place the FNMT-RCM as a public service of excellence, in terms of the general digital society and the electronic administration, and as a guarantor of the essential rights of communication identification, certification and security. Some of the milestones of this specific sphere include the publication of the FNMT-RCM's Digital Services Catalogue and the commencement of works as part of the Public Administration Digitisation Plan, according to the Digital Administration General Secretariat within the framework of the Recovery, Transformation and Resilience Plan.

In 2021 the great driver of the future FNMT-RCM –the 2021-2023 FNMT Business Plan 4.0– was approved and deployed. The main purpose is to strengthen the public service, its five large strategic pillars and a broad pyramidal structure of plans, activities, monitoring indicators and people in charge of promoting a deep transformation of the Entity to ensure its role as the main provider of innovative and high-security physical and digital services for public authorities and the society.

Apart from the changes mentioned, it should be noted, at least briefly, that preexistent work lines continued to be consolidated in 2021. For instance, staff bargaining, training –especially remote training–, the certifications of approved systems, corporate social responsibility, social, environmental and financial sustainability, transparency and public governance, and comprehensive security, particularly in relation to cybersecurity. We should also mention the minting of the first Spanish *bullion* coin.

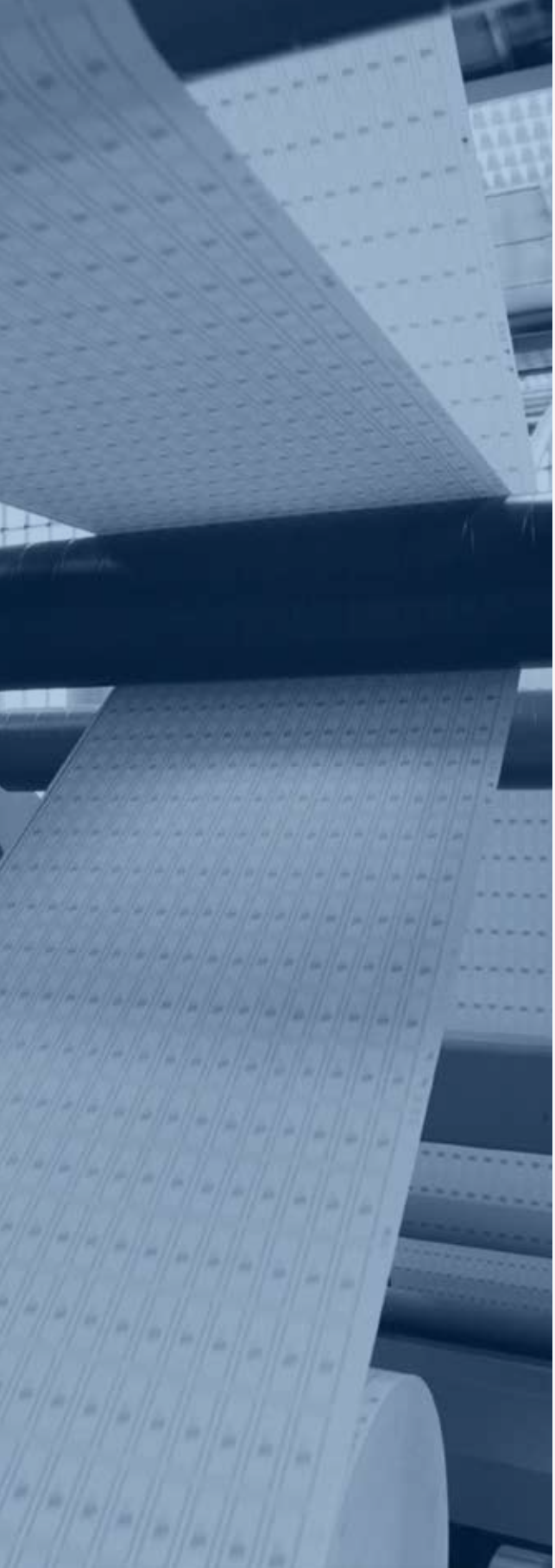
To conclude, during the still complicated second year of the pandemic, we managed to reach a reasonable activity level, even an acceleration in the second half of the year. There is no doubt that this was achieved through the Entity's previous strengths, including its systems for the management of continuity and safety and health at the workplace, which remained constantly active, the strategic value of a good portion of our production, the support of suppliers and customers, and the decisive cooperation, commitment and professionalism of the management team and the whole staff.

Bela Valldecabres Ortiz
Chairwoman-General Director



KEY DATA AND FIGURES FOR 2021

- Headcount at 31/12/21: 1,245 people
  - 960 men.
  - 285 women.
- Number of training hours: 36,721.
- ISO 45001 Occupational Health and Safety Management Certification.
- 26.2% annual decrease in claims with respect to 2020.
- Euro coins minted: 400,125,000.
- Collector coins minted: 511,400.
- Graphic products manufactured: 3,592,166,000.
- Cards produced: 15,324,000.
- Betting slips produced: 429,579,000.
- Security paper produced: 1,582,000 kg.
- Active certificates at 31/12/21: 11,717,784.
- Inquiries to the CERES Department for certificate validation: 5,782,793,658.
- Tobacco products traceability codes: 2,571,775,072.
- Extension of the scope of the UNE/ISO-IEC 27001 Information Security Management certification.
- A total 6.6% reduction in waste generation with respect to 2020.
- Extension of the ISO EN-UNE 22301:2020 Organisation Continuity Management certification to the whole FNMT-RCM.
- Six temporary exhibitions at the Mint Museum showrooms.
- 18,908 visitors at the Mint Museum.



ANNUAL REPORT PREPARATION

This annual report of the Spanish Royal Mint (hereinafter, the FNMT-RCM) was prepared in accordance with the requirements and guidelines of the Global Reporting Initiative (GRI) Standards for Sustainability Reporting, version 4.0, based on the essential option, without restating the information contained in previous reports if including prior-year comparative data. ***(G4-3) (G4-22) (G4-32)*** *

The annual reports are prepared on an annual basis, and this report refers to the period 1 January through 31 December 2021. ***(G4-28) (G4-29) (G4-30)***

Neither the financial statements nor the annual report include data related to other investees or joint ventures. ***(G4-17)***

The contact area to clarify any potential doubt as to the annual report is the Coordination and Technical Assistance Department of the FNMT-RCM. ***(G4-31)***

This annual report follows GRI (Global Reporting Initiative) Sustainability Standards.

* GRI Indicators (information on page 110 and subsequent pages).

Even though there was no external assurance of the content of this annual report, considering the FNMT-RCM's capacity as a public entity, its financial statements and directors' report are audited on an annual basis in accordance with Public Sector Auditing Standards and Spanish State Auditing Agency Standards and may be inquired at the website of the agency just mentioned. ***(G4-33)***

Material aspects and boundaries

In order to determine these essential elements in the annual report, the following process was carried out: ***(G4-18)***

Identification

The basic contents of the GRI Standards were analysed to create, as proposed by such standards, a preliminary list of the matters that are potentially significant for the FNMT-RCM.

Prioritisation

In each category, the matters and procedures carried out were assessed, prioritising the impact on the Entity and obtaining a list of significant matters.

Validation

The contents and material aspects of the annual report were compared with the criteria of the Entity's staff involved in the actions.

Review

A significance matrix of aspects was obtained for each category.

This annual report comprises the material aspects included in the Economy, Environment and Social Performance categories concerning only the FNMT-RCM, as the data referring to the Entity's investees are not included. ***(G4-19) (G4-20)***

Furthermore, surveys and meetings with suppliers and customers were used to verify whether the aspects that are deemed material in this annual report are thus classified by the entities belonging to the groups described in "Stakeholder groups". ***(G4-21)***

THE ENTITY

History

Even though a document dated 2 December **1467** discloses the creation of a mint by Henry IV of Castile in Madrid –there are traces of its activities in some of Henry IV's rooms (first coins minted with a crowned M)–, the Mint of Madrid was founded as a result of a royal commission by Philip III of 18 February **1614**. The production began on 3 April **1615** by minting 2 *escudos* gold coins and 4 *reales* silver coins. In **1718**, with the instauration of the Bourbon dynasty, the Madrid Mint began to report directly to King Philip V.

An Entity in continuous operation since 1614

The 18th century was the period of splendour of the Madrid Mint, reaching its peak during the reign of Charles III with Tomás Francisco Prieto, Chief Engraver of His Majesty's Mints and founder of the Engraving School, which trained the artists that would then practice their trades at the different mints of Spain and the Indies.

Due to the deterioration of the old building from the time of Philip III, different proposals arose from **1833** to construct a new industrial building; works finally started in **1855** and the building was opened by Queen Isabella II in **1861**. The real estate, located in the place currently occupied by *Plaza de Colón*, was shared from the beginning with the Stamp Factory, which dates back from **1636**, when Philip IV ordered to draft contracts and deeds in sheets of stamped paper to guarantee their authenticity.

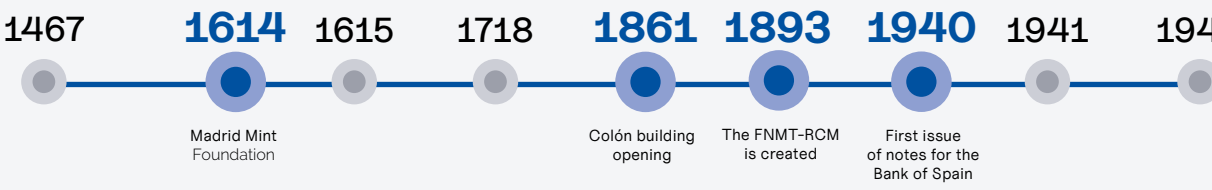
Both the Mint and the Stamp Factory were independent entities until **1893**, when Queen Regent Maria Christina of Austria merged them as the Spanish Mint and Stamp Factory. The resulting entity assumed the competencies of its predecessors and, thanks to the synergies generated by the union, it has been providing an important service to the Spanish community ever since and has overcome successfully all the challenges that it faced during its life.

Due to the difficulty in supplying bank notes as a result of World War II, in **1940** the Government authorised the FNMT-RCM to print bank notes and, in **1941**, it gave it priority over other domestic or foreign note printers. The first issue occurred in its workshops on 21 October **1940**. Subsequently, to stop depending on foreign suppliers, it was decided to create a security paper factory in Burgos; works started in **1944** and the first paper strip with a watermark was manufactured in **1952**.

The increasing number of competences assumed and the obsolescence of the building in *Plaza de Colón* suggested moving again. The building of new headquarters, which took two decades due to different complications, ended up in **1963** and the building was opened in **1964**.

The premises in Jorge Juan street in Madrid, which were modern at the time, and the prestige of the entity caused it to be entrusted new tasks, such as passport and national identification card production, as well as other tasks related to State gaming: the national lottery, bets and bingo.

The increasing presence of Spain in international structures, especially the fact that it joined the European Economic Community in **1986**, opened a period in which documents, such as the passport, the driving licence, the residence permit and, later on, tachograph cards, had to observe the requirements of the European



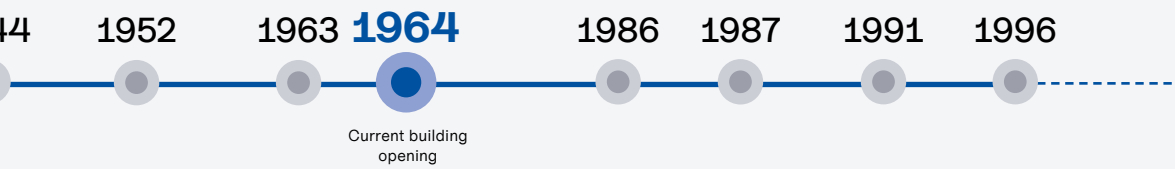
authority. For this purpose, the FNMT-RCM, in coordination with the relevant agencies, had and has an outstanding role.

In **1987**, to immortalise the forthcoming events in 1992 –the Barcelona Olympics, the five hundredth anniversary of the arrival of Spaniards in America and the Universal Exhibition of Seville–, the Special Minting Workshop was created, which immortalised the most outstanding events during its life in numerous coins.

The FNMT-RCM embraces traditional products and advanced technological services

However, the initiatives of the FNMT-RCM are not limited to its traditional products; its innovation capacity and prospective vision turn it into a pioneer in products related to the new technologies. Thus, in **1991**, chip cards began to be manufactured, a product that has a vast range of uses. In the mid-1990s, being aware of the rapid Internet development and its potential to manage procedures with public authorities, the Entity saw the need to provide the highest security to electronic transactions in order to provide them with the same legal validity as paper-based documents. This is when the Spanish Electronic Certification (CERES) project began, the viability study of which ended in May **1996**, allowing the Spanish Tax Administration Agency (AEAT, in Spanish) to use the electronic certification for the first time in **1999** for the income tax return campaign.

The euro implied another great challenge. Apart from requesting significant investments and adapting existing technology to the characteristics of the new



coins and notes, it was necessary to face a great production volume and manufacture two currencies simultaneously: the *peseta* and the euro. This also implied a logistic and security challenge because the distribution of euros and the withdrawal of the old peseta notes and coins were to take place on the same date, 1 January **2002**.

In **1999**, His Majesty Juan Carlos I granted the royal title to the Entity and it officially became known as *Fábrica Nacional de Moneda y Timbre-Real Casa de la Moneda* (Spanish Currency and Stamp Factory-Royal Mint). The By-Laws issued on 25 June that year include both that name and its conversion into a public business entity and, at the same time, give it a structure to develop functions that, along with its centenarian experience in innovative technologies, will allow it to continue to offer the highest quality in its different fields of activity.

In the first few decades of the 21st century, the activity of the FNMT-RCM has been influenced by the need to adapt to an environment subject to continuous technological, regulatory and social changes, in response to the demands of the community and public authorities and to be prepared for the future.

Legal system *(G4-7)*

After having different legal statuses throughout its history, the FNMT-RCM is currently a public business entity governed by Public Sector Legal System Law 40/2015, having a differentiated public legal capacity, own equity and treasury and management independence as established by such law. It reports to the Ministry of Finance and Public Administration, which, through the Undersecretariat, is in charge of strategic management and efficacy monitoring. The current By-Laws were approved by Royal Decree 1114/1999, of 25 June, amended subsequently by Royal Decrees 199/2009, of 23 February; 390/2011, of 18 March; and 336/2014, of 9 May.

The Entity is the own technical service and instrument used by the General State Administration, the autonomous community governments and the local administration

The qualifications granted by law to the FNMT-RCM include that its products and activities have the nature of an essential public service (Royal Decree 1138/1984, of 11 April); it is deemed to be the official laboratory of the State administration (Law 31/1990, of 27 December); it is authorised to render security services in relation to communications by electronic, IT and telematic means (Law 66/1997, of 30 December); it is the technical service and the instrument used by the General State Administration (Royal Decree 199/2009, of 23 February), which was extended to the autonomous and local public sectors by Royal Decree-Law 11/2020, of 31 March; and it was appointed the sole issuer of tobacco product identifiers in the whole national territory by virtue of Order HAC/1365/2018, of 12 December.

Purposes *(G4-4)*

- The minting of all types of coins, pursuant to applicable legislation.
- The preparation of blanks, the minting of medals and similar work for the State government or private individuals.
- The printing of bank notes, in accordance with the governing legislation and in the terms and conditions agreed upon with the Bank of Spain or the relevant issuing bank.
- The preparation of identification documents.

- The production of documents for which any taxes or government-set prices, tickets, forms and national lottery lists are implemented, as well as any document relating to other games entrusted to it by the public authorities or their related or dependent public agencies.
- The production of payment or security documents commissioned by any public authority or its related or dependent public agencies.
- The printing of all types of documents, stamps, signs or postage and other stamps, pursuant to applicable legislation, for the State or for public or private agencies or entities, as the case may be.
- The provision, within the sphere of public authorities and their related or dependent public agencies, of security, technical and administrative services, in communications made by electronic, IT or telematic techniques and means, as well as the issue, production and supply of user instruments or certificates or the card support required for such purposes, as provided for in section 81, Law 66/1997, of 30 December, and its implementing regulations, or as the case may be, in the terms that may be established in the related legal provisions.
- The performance of activities or provision of services relating to the business lines of the Entity referred to in the preceding paragraphs, for both Spanish and foreign public or private individuals or entities.
- Any other activity assigned to it by a legislative or regulatory provision.

Notwithstanding the preferential nature of the different activities and services to be provided to the Spanish government and its public agencies, the FNMT-RCM carries out activities for other states and their dependent agencies, as well as for foreign public or private entities, as established by applicable regulations or, as applicable, under the terms and conditions of the relevant contracts or agreements.

Context

The main goals that the FNMT-RCM has in performing its activities in its environment and in relation to its stakeholders include:

- Satisfying customers' expectations and achieving their loyalty by providing public services and products of high quality and technology.
- Generating a safe and healthy work environment by promoting a continuous training plan and by observing union rights and collective bargaining.
- Having an ethical and responsible behaviour based on a code of conduct containing the values of the Entity's reference framework.
- Offering transparency by meeting clear contractual conditions and keeping a fluid contact to be aware of stakeholders' needs, so as to satisfy them.
- Minimising the impact on the environment as much as possible by applying the best practices to processes, reducing the use of raw materials and energy and replacing machinery and traditional materials with more environmentally sustainable alternatives.

The main risks to achieve this context are identified in the continuous requirement to become adapted to a technological market in continuous change and the need to have effective communication channels enabling proper knowledge management in a workforce of a high average age.

On the contrary, there are opportunities in high technology and security product and service lines in the countries and markets in which the Entity has cultural influence and in the supply of electronic certification comprehensive solutions, in projects related to identification, currency, security paper, etc.

Ethics and integrity

Values and principles *(G4-56)*

Ethics and responsibility at the centre of the activity

High Management and the Board of Directors are required to observe the principles of ethics and conduct under Law 3/2015, of 30 March, governing the performance of senior positions in the General State Administration. The FNMT-RCM has developed the following ideas as part of its business plan:

Mission

The FNMT-RCM is a public business entity that carries out its activity for the public good, generating a relationship of trust in preparing products and providing services for public authorities and, more specifically, the citizens, which demands the continuous evolution of its products and services that will be subsequently used in the private sector. The differential factor of its activity is the manufacture of products and the provision of services of high quality and containing high security components embedded both in the deliverable and in production development.

Vision

Being a benchmark in terms of security in physical and digital media, strengthening its role as the main provider of innovative and high-quality products and services for public authorities, private entities and citizens in general.

We provide reliable technological security products and services

Values

— **Security:** all activities are based on comprehensive security.

— **Professionalism and efficiency:** we are committed to performing our functions in an honest, responsible and efficient manner, aiming at excellence.

— **Equality:** we are committed to eliminating all types of discrimination in policies, strategies, culture and corporate practices as a strong example of the Entity's responsibility towards gender equality and women empowerment.

— **Quality:** we are committed to the quality that governs the Entity's daily activities, understanding and satisfying needs and promoting continuous improvement.

— **Confidentiality:** all persons at the Entity observe discretion and prudence criteria in processing information and in communicating with third parties.

— **Sustainable growth:** it is understood as the industrial growth that is consistent with the environment and environmental policies.

— **Cutting-edge technology:** aimed at providing the ultimate technology to products and services.

— **Financial sustainability:** aimed at keeping sufficient economic, human and technical resources to comply with the mission.

— **Cooperation and commitment towards the government and public agencies:** the purpose is to allow the companies and citizens to rely on the best conditions to access the public services related to the Entity's activities.

— **Transparency and good governance:** being accountable for our activity and management by committing to an ethical governance.

Code of Conduct

Contiene los principios que deben servir de guía en las relaciones internas y externas de los directivos y del personal de la Entidad. Complementariamente, la FNMT-RCM dispone de un Código de Conducta de Proveedores que obliga a sus empresas colaboradoras o contratistas a asumir el compromiso de trasladar esos principios a su personal directivo, empleados y, en su caso, empresas subcontratistas.

No reports of Code of Conduct violations in 2021

The FNMT-RCM has a Code of Conduct Monitoring Committee in charge of overseeing and controlling its application and the preparation of proposals for its amendment or review. The Entity's Steering Committee is in charge of approving and interpreting such code.

Any worker or stakeholder may make inquiries, suggestions or report violations to the FNMT-RCM's Code of Conduct at the Entity's website or at https://www.sede.fnmt.gob.es/denuncias

The system ensures strict confidentiality, guaranteeing that the person making the report remain anonymous, if thus intended.

In 2021, no reports were received for violations to the Code of Conduct.

Externally, the requests made to the FNMT-RCM for access to information should be filed using the Transparency Portal of the Ministry of Finance and Public Administration or that of the General State Administration, as the FNMT-RCM is a public business entity that report to the Ministry of Finance and Public Administration and has no transparency portal of its own. Pursuant to Transparency, Public Information Access and Good Governance Law 19/2013, of 9 December, citizens may also make requests in this regard before the Board of Transparency and Good Governance. ***(G4-57) (G4-58)***

In 2021 work began to implement a regulatory compliance management system based on the Banknotes Ethics Initiative (BnEI). Once implemented, it is expected to provide indicators, such as lawsuits for unfair competition, monopolistic practices or practices against free competition. ***(SO-7)*** ***

Facilities

The FNMT-RCM distributes its activities between the Madrid office, which assumes most of industrial production and services, and the Burgos facilities, engaged exclusively in security paper manufacture. There is also a high security warehouse in Madrid. ***(G4-5)***

Madrid building

It is located in a rectangular plot of land which boundaries are Jorge Juan, Doctor Esquerdo, Duque de Sesto and Máiquez streets. The longest façades, both of them with a length of 300 metres, are located in Jorge Juan street (main entrance) and Duque de Sesto street (access for vehicles and loading docks). The façades in Doctor Esquerdo street (access to the Mint Museum) and in Máiquez street are 84.6-metre wide each. The building is impressive because of its size and combines classicism with an industrial style.

* GRI Indicators (information on page 110 and subsequent pages).

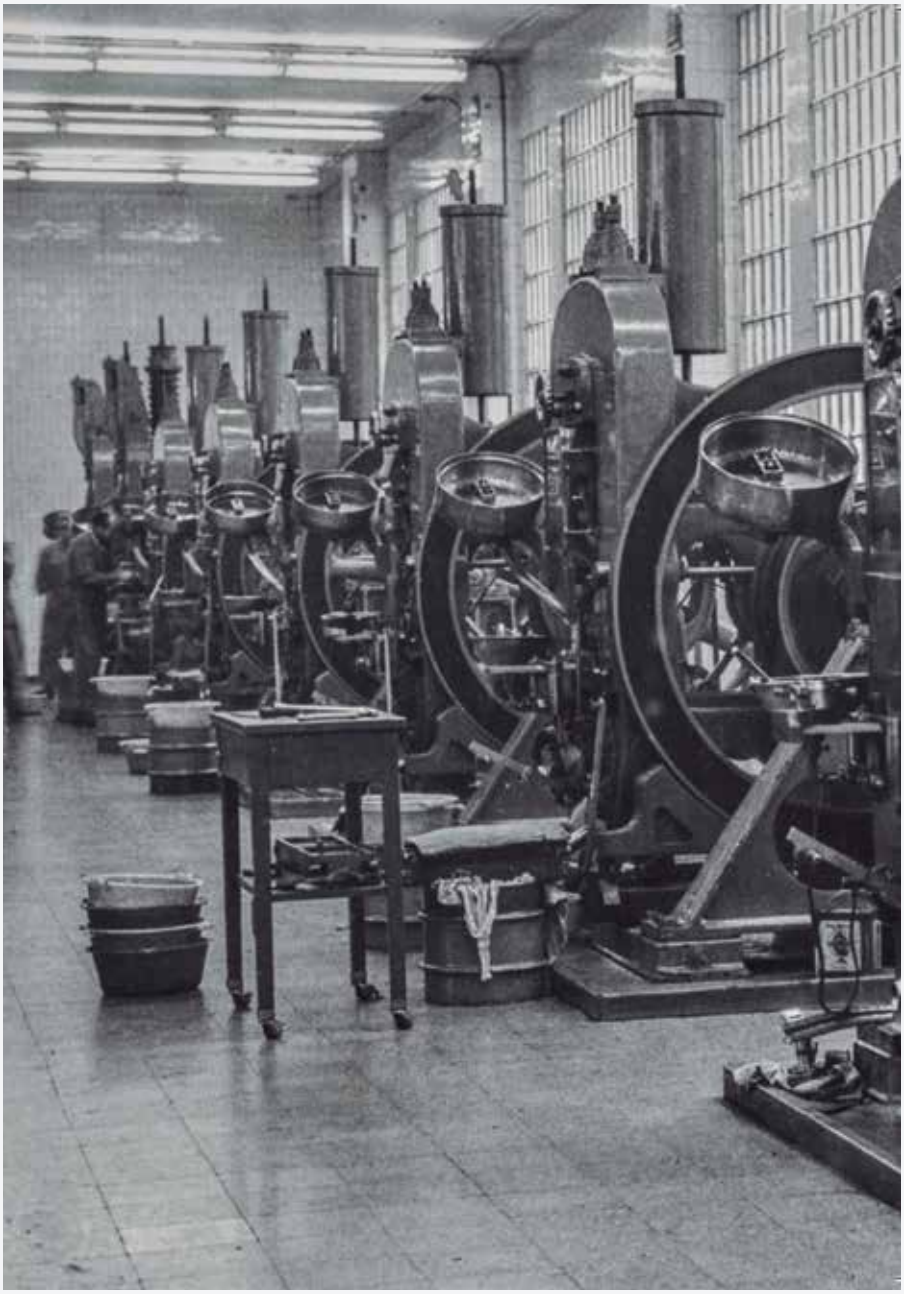
The gates in Jorge Juan and Doctor Esquerdo streets are physically identical, with staircases and pillars of an impressive size, and are a clear example of the classicism that filled Spanish architecture during 1940-1960. The façades located between the gates and the corners, decorated with bricks, have an industrial characterisation, and the fact that they are separated from pavement by a sunken courtyard cause them to be deemed impassable. The four floors of the real estate –five in its central part– alternate industrial areas with other areas decorated with marble, fines woods and gold leaf. The building has an underground floor with vaults and different warehouses.

Burgos factory

Located on the west side of the city, on the right margin of the Arlanzón river, the Burgos facilities occupy a plot of land of over 55,000 m^2. The building is delimited by a fence and a wire fence, which resembles it at first sight with a high-security complex. The factory consists of various blocks with brick façades, having an aesthetics that is very similar to that of the Madrid building sides.

Security warehouse

To cover the lack of space to store products, a high-security, fully automated warehouse was opened in 2007 with 15,300 spaces for pallet storage. It has advanced security devices for intrusion detection, indoor and outdoor video cameras and a fire protection system with the permanent presence of a specialist.



STAKEHOLDERS

The FNMT-RCM applies a comprehensive policy for all management systems, which include: Social Responsibility, Occupational Safety and Health, Environment, Energy Management, Quality, Business Continuity, Physical Security and Information Security.

Such policy contains the commitment to observe principles, such as accountability, transparency, ethical conduct, respect for the interests of the parties involved, lawfulness and human rights, and the protection of people, assets and premises. It also includes requirements in relation to the effective use of resources, respect for the environment and promotion of cultural activities.

To apply it, communication and dialogue channels are established and promoted, based on transparency, honesty, truthfulness and cooperation, identifying the requirements and expectations of stakeholders.

Identification

To identify its stakeholders, the FNMT-RCM has an internal procedure whereby work teams establish identification criteria, assess the relations with them and decide and prioritise the actions to be taken. ***(G4-25)***

The stakeholders that are deemed more significant at present are employees, customers, suppliers, society and environment. The latter is the transversal axis of the relations with all the others. ***(G4-24)***

The following table shows the criteria used for identified stakeholders.

STAKEHOLDERS	IDENTIFICATION CRITERIA
Employees	• Capacity to make decisions concerning the business activity • Capacity to influence the company through negotiations • Protected groups • Groups with special working conditions
Customers	• Billing level • Strategic customer qualification • Satisfaction
Suppliers	• Procurement volumes • Geographical area • Supply of raw materials and machinery and provision of habitual services
Society	• Relationship with the Entity's production activities • Relationship with the FNMT-RCM's image
Environment	• Transversal concept to be considered at all times in the relations with the rest of stakeholders

Involvement

In order to be aware of stakeholders' expectations and needs and be able to provide them with proper responses, the FNMT-RCM has enabled the following information, communication and involvement channels: ***(G4-26)***

GRUPOS DE INTERÉS	CANALES
Employees	• Labour portal • Quarterly bulletin • Bulletin board • Survey • Staff representatives
Customers	• Opinion surveys • Presence at professional fairs and seminars • Working sessions • Participation in associations and agencies • Customer service • Inquiries and claims • Monitoring committees
Suppliers	• Opinion surveys • FNMT-RCM's corporate website • Response to inquiries and claims • Supplier qualification • Meetings
Society	• Mint Museum's website • Agreements for collaboration with educational institutions • Sponsorship agreements • Press releases

Commitments and matters posed with the most representative stakeholders

(G4-27)

he involvement of stakeholders through the channels established was materialised for the following key matters:

- With the **employees**
  - Continuous communication about the Entity's situation.
  - Non-discrimination: equal treatment and opportunities.
  - Reconciliation of personal, family and work life.
  - Professional development.
  - Occupational health and safety.
  - Ethical and responsible conduct.
  - Social dialogue with staff representatives.
  - Social action and human relations.
  - Personal data protection observance.
  - Contractual conditions.

  To develop the abovementioned matters, the following actions were taken:

  - Development, through the FNMT-RCM's Bulletin, of the Communication Plan linked to the Business Plan.
  - New internal app and digital signage through a screen network.
  - Continuity of actions included in the Equality Plan of the FNMT-RCM.
  - Continuous training plan.
  - Occupational health and safety system certified under ISO 45001.
  - Health prevention campaigns.

- With the **customers**
  - Quality public products and services that respect the environment, are innovative and technologically advanced.
  - Customer loyalty.

- Clear and transparent contractual conditions.
- More agile delivery deadlines and reduced administrative work.
- Ethical and responsible conduct.
- Information processing as per data protection regulations.
- After-sales service.

Based on the previous matters, the following initiatives were carried out:

- Keeping and improving priority certified management systems: Quality, Environment, Social Responsibility, Business Continuity and Information Security.
- Keeping monitoring committees with public authorities' customers.
- Providing technical advisory services on security and identity documentation to the public agencies in charge of their issuance.
- Developing procedures related to technological surveillance.
- Report channel.

Every year customer satisfaction surveys are carried out to collect their opinions or information on incidents occurred throughout the supply chain of goods or services. ***(PR-5)****

The following table summarises customers' claims in the last three years. The increase in 2020 and 2021 is due to the claims in relation to environmental stickers for vehicles; to improve its performance, the FNMT-RCM has been analysing the materials used in them. There was also a reduction in the average resolution term, a period that includes the analysis and decisions related to corrective actions.

YEARS	2021	2020	2019
Number of claims	140	120	91
Average resolution term (days)	85.69	106.23	198.81

* GRI Indicators (information on page 110 and subsequent pages).

- With the **suppliers**

  — Doubt communication and resolution.
  — Transparent offering selection.
  — Contract execution and performance.
  — Payment terms and conditions.
  — Delivery terms.
  — Prospective development of the commercial relationship.
  — Observance of data protection regulations.
  — Social responsibility principles in the supply chain.

  To face these matters, the following activities were proposed:

  — Electronic invoice promotion plan.
  — Qualification and continuous assessment of suppliers to participate in procedures negotiated with no advertising.
  — Development of the electronic bidding platform.
  — Report channel.

  With respect to the abovementioned activities, note that the FNMT-RCM is already part of a supply chain that has the following features: ***(G4-12)***

  — Centralised management.
  — Independent unit to manage stakeholders, suppliers and their related processes.
  — Supply chain with the following segregated functions:
    - The party defining the need does not make the purchase.
    - The party making the purchase does not qualify, certify or pay.
    - The party making the certification does not pay.
  — Centralised stock management in the Warehousing area.

- With the **society**

  — Enabling citizens' secure access to essential services.
  — Cultural dissemination. Mint Museum.
  — Enabling disabled people to have access to the activities.

- Master's Degree in Engraving and Graphic Design.
- Completing the educational contents of students in general with the cultural activities offered.

In response to the previous matters, the following activities were carried out:

- Continuing ethical and urgent commitment to make our skills and public service calling available to the community.
- Once again, the goal has been to enable citizens' access to essential services, preserving their safety and preventing contagion. For this purpose, procedures were maintained –mainly telematic procedures– to allow the population to carry out certain procedures with full security and legal validity, but minimising physical contacts and the need to move from one place to another.

  These measures, part of which have come to stay, are explained more thoroughly in the relevant chapters.
- Enhancing the FNMT-RCM's presence in social networks.
- Cooperating with institutions for the general good to develop cultural and social programs.

HUMAN RESOURCES

Organisation governance *(G4-34)*

According to the FNMT-RCM's By-Laws, the main governance bodies are the Board of Directors and its delegated committees and General Management. The Management –appointed by virtue of a royal decree as proposed by the head of the Ministry of Finance of Public Administration– is in charge of the Entity's representation, guidance, administration and ordinary management, as well as the other competences, skills or powers under the By-Laws, apart from presiding the Board of Directors.

The statutory structure of the Board of Directors consists of nine to fourteen members and one secretary attending the meeting with the right to speak but not to vote. A staff representative is also present at the Board's meetings. Furthermore, as proposed by the chair, the Board may appoint up to six advisors with the right to speak but not to vote.

The members are appointed by virtue of an order issued by the Ministry of Finance and Public Administration and are required to have the category of at least general submanager or a similar position within the General State Administration's staff. Four of the members are proposed by the Ministry of Economic Affairs and Digital Transformation. The Board of Directors also has members representing the FNMT-RCM's main institutional customers.

In late 2021, the Board of Directors (chair, members and secretary) included nine women and seven men.

The FNMT-RCM's By-Laws establish the competences of the Board of Directors, including, but not limited to, agreeing upon the Multiannual Performance Programme, operating and capital budgets, approving the annual programmes

under section 75.a, Law 50/1998, of 30 December, as proposed by General Management and, as applicable, proposing the agreement or contract/programme with the State to be referred to the Minister of Finance and Public Administration and subsequently included in the relevant budget laws.

Board of Directors

(at 31 December 2021)

Chairwoman:

- **Ms. María Isabel Valldecabres Ortiz**
  General Director of FNMT-RCM

Members:

- **Ms. Alejandra Sánchez Yánquez**
  Director of the Budget and Expenditure State Secretariat Ministry of Finance and Public Administration
- **Mr. Alejandro de las Alas-Pumariño y Linde**
  Senior Official
  Ministry of Transport, Mobility and Urban Agenda
- **Mr. Ángel Manuel Marqués Almanza**
  General Subdirector of Resource Organisation, Planning and Management, Comptroller General of the State
  Ministry of Finance and Public Administration
- **Mr. José Luis López González**
  Head of Budget Office
  Ministry of Economic Affairs and Digital Transformation
- **Ms. Silvia García Malsipica**
  General Subdirector of Knowledge Coordination, Audit and Management
  Ministry of Justice
- **Mr. Pedro Alonso Manjón**
  General Subdirector of Telecommunications and Digital Infrastructures Operators Ministry of Economic Affairs and Digital Transformation
- **Mr. Javier Lamana Palacios**
  Chief State Attorney
  State Secretariat of Economic Affairs and Business Support
  Ministry of Economic Affairs and Digital Transformation
- **Ms. Rocío Chico Hualde**
  General Subdirector of State Treasury Management
  Ministry of Economic Affairs and Digital Transformation
- **Mr. José García Molina**
  General Subdirector of Logistics and Innovation, General Police Department Ministry of the Interior
- **Ms. Ana María Prejigueiro Rodríguez**
  Director of the State Security Secretariat Ministry of the Interior

- **Mr. José Vicente Petruzzella Lacave**
  Operations General Subdirector, Tax IT Department of the AEAT Ministry of Finance and Public Administration
- **Ms. Rita Pérez Benito**
  Technical Office Advisor in the Finance and Public Administration Undersecretariat
  Ministry of Finance and Public Administration
- **Ms. Esther de la Mata Ahedo**
  Ministry Director of Communications
  Ministry of the Presidency, Parliamentary Relations and Democratic Heritage
- **Ms. María Eugenia de la Cera Guerrero**
  Assistant Director of the Minister's Cabinet
  Ministry of the Presidency, Parliamentary Relations and Democratic Heritage

Secretary:

- **Ms. María Bueyo Díez Jalón**
  Chief State Attorney
  Ministry of Finance and Public Administration

The total remuneration earned by the members of the Board of Directors and executive staff during the last three years amounted to:

TOTAL ACCRUED REMUNERATION (IN EUROS)	2021	2020	2019
Board of Directors	168,000	161,000	162,000
General Management and senior executives	544,000	563,000	668,000
Other executives	2,692,000	2,495,000	2,429,000

The remuneration of high management and executives includes the variable remuneration earned for attaining goals, which gives rise to a correlation between remuneration and performance and the organisation's profit or loss.

Members and advisors of the Board of Directors are subject to the incompatibility system under Law 3/2015, of 30 March, governing the performance of senior positions in the General State Administration, and their behaviour is subject to the ethical and conduct principles under such law.

In 2021, the FNMT-RCM had a management structure formed by the Chair-General Management and four departments: Information Systems and Economic/Financial, Industrial, Commercial Departments and General Secretariat-Human Resources Management. Management also has the support of the following bodies:

- Contracting Board
- Project Committee
- Communication Committee
- International Projects Follow-up Committee
- Investment Control and Analysis Committee
- Sustainability Committee
- New Technologies Committee
- Information Security Committee

Staff *(G4-10) (G4-11)*

All of the FNMT–RCM's actions aimed at its main asset, people, are intended to achieve stable employment, good work environment and commitment. For this purpose, policies are created to promote the necessary conditions of respect and safety, enabling personal and professional development through actions in the following fields:

- Non-discrimination and equality.
- Right to privacy and respect for dignity.
- Reconciliation between work and family life.
- Occupational health and safety; the FNMT-RCM is certified under ISO 45001 standard.
- Employee benefits supplementing remuneration.
- Promotion of internal communication through the intranet as a source of cohesion and information and as a means to carry out administrative procedures.
- Training.

The labour relationships between the entity and its staff are regulated by Collective Bargaining Agreement No. 11 and its extensions, applicable to the whole payroll.

According to the agreement, the FNMT-RCM has the power and the responsibility over both work organisation and decisions in relation to work centres, groups, sectors, departments and services. However, payroll legal representatives shall be entitled to be informed in advance, and the implementation of new organisation or production measures shall be limited to up to ten weeks, after which there will be an inquiry period of at least fifteen days, unless an agreement is reached before that term expires. ***(LA-4)*** *

Staff is the main asset of the FNMT-RCM

* GRI Indicators (information on page 110 and subsequent pages).

Basic information on staff *(LA-1)*

The following table shows payroll variations in the last three years, at 31 December, broken down by gender and category.

Temporary contracts effective at the end of 2021 accounted for 16.79% of total payroll (13.64% in 2020 and 14.03% in 2019).

The total number of labour claims in 2021 was 64 (9 in 2020 and 11 in 2019). ***(LA-16)***

SITES AND CATEGORIES	2021			2020			2019		
	M	W	TOTAL	M	W	TOTAL	M	W	TOTAL
Madrid site	847	256	1,103	867	248	1,124	893	258	1,151
Burgos site	113	29	142	125	34	159	131	37	168
Total sites	**960**	**285**	**1,245**	**1,001**	**282**	**1,283**	**1,024**	**295**	**1,319**
Management team	29	10	39	33	6	39	31	5	36
Heads	65	14	79	75	17	97	77	16	93
Middle managers	57	4	61	58	4	62	60	5	65
Technical staff	232	87	319	218	92	310	227	92	319
Administrative staff	76	56	132	74	53	127	76	64	140
Manual workers	465	110	575	500	108	608	517	106	623
Auxiliary staff	36	4	40	43	2	45	36	7	43
Total categories	**960**	**285**	**1,245**	**1,001**	**282**	**1,283**	**1,024**	**295**	**1,319**

Equality

Equal salaries and bargaining. Same opportunities

The FNMT-RCM has an Equal Opportunity Plan agreed upon with staff representatives, (current second edition). The Plan offers a framework to carry out actions for a full balance between people's work and personal life. As a sample, it shows the absolute remuneration equality for men and women in the same professional categories, as disclosed in the current collective bargaining agreement. ***(LA-13)***

Also note the measures taken to support less favoured groups, which allowed the number of people with disabilities equal to or exceeding 33% to reach 2.81% of total payroll at year-end, exceeding the minimum 2% established by current regulations. ***(LA-12)***

The following table shows the most significant reasons for personal/working life reconciliation acknowledged in 2021. Note that the percentage of staff that enjoyed a bargaining measure during the year, including the flexible time schedule –which does not appear in the table–, reached 43%.

ACKNOWLEDGEMENTS	MEN	WOMEN	TOTAL
Licence for birth and child care	28	3	31
Licence for infant care	23	1	24
Reduction in working hours to take care of children under 14 years old	2	12	14
Flexible working hours to take care of dependent children under 14 years old	30	8	38
Remote work for personal/working life reconciliation	7	8	15
Leave of absence to take care of relatives	6	0	6
Fixed shift for official studies	7	2	9
Special start and end times due to transport issues	1	0	1
Total	**104**	**34**	**138**

Training *(LA-9) (LA-10)*

Even though the improvement in the health-related context allowed reapproaching the pre-pandemic normal, virtual training continued to be reinforced and improved, thus contributing to the promotion of the FNMT-RCM's digital transformation.

In general, the training strategy developed maintained and reinforced the lines that started to be developed in previous years, such as:

- In-house training courses taught by payroll employees themselves, who provide specific and essential learning for internal promotion.
- Tailored in-company training, which allows adapting the contents of the FNMT-RCM's specific reality.
- Training in different own and specific matters concerning the FNMT-RCM.

The following table summarises some of the main training figures for the last three years.

ITEM	2021	2020	2019
Investment (in euros)	652,160	412,045	703,878
Attendants	5,590	3,384	4,659
Training hours	36,721	31,916	45,642
Training hours per person	29.49	24.88	34.60
Training Plan compliance %	52.67	46.30	59.23

The 52.67% compliance with the training plan, as shown in the table, was lower than the expected 62%, even though course attendance continued to be very high: 92.38% in general courses and 90.29% in occupational risk prevention courses.

Service data analysis shows that:

- Training activity indicators have improved, approaching the values prevailing before the pandemic.
- Online learning and virtual classroom methods were strengthened, but certain classes continued to be taught in person because the matter required so, such as occupational risk prevention, workshops, etc.
    - Online courses increased from a total of 14.3% in 2019 to 36.6% in 2021 (51.7% at year-end of this annual report).
- The improvement of staff digital skills has been enhanced. On the one hand, a platform with over 45 courses has been offered, with the registration of over 300 workers, generating more than 1,000 training activities, and on the other hand, the online office automation has been promoted, in relation to which 256 courses were taught.
- The transversal training for professional and personal development showed the total participation of 1,649 people (1,223 men and 426 women), accounting for a total of almost 12,000 hours, out of which 40% were related to language learning. Apart from languages, 26 other training actions were performed: sexual harassment prevention, digital transformation, Photoshop, AutoCAD, MS Project, effective writing, online skills, public sector contracting law, payroll and social security, artificial intelligence and blockchain workshops, etc.

Adapting the FNMT-RCM to the present time and preparing the future through training: 36,721 hours, plus online courses; more training offers

- The courses included in the In-House Training Agreement could be resumed, which are very important to transfer the specific knowledge of the entity. However, as this is a mainly in-person training, this year there were less courses: six for 29 attendants (20 men and 9 women) with 896 total hours.

Occupational risk prevention

In 2021, it was necessary to continue dedicating a significant part of efforts to the prevention of and fight against COVID-19, so as to minimise the spreading risk and protect all workers' health. These are some of the actions carried out in this field:

- Case follow-up, as well as follow-up of the close contacts, and permanent review and update of new coronavirus protocols.
- COVID-19 security inspections and subcontractor staff monitoring through the COORDYNA applications, and proper ventilation conditions.
- Information campaigns continuity through different communication channels (intranet, signs, use of megaphones, etc.).

Notwithstanding this situation, in 2021 work continued to be done to manage occupational risks, provide training on prevention and health promotion and prevention campaigns. ***(LA-5) (LA-8)***

Thus, the actions taken to prevent serious diseases continued to include programs for the early detection of colon and rectum cancer, which benefited 172 people, the early detection of prostate cancer, in which 82 workers participated, and the early detection of breast and gynecologic cancer, in which 16 female workers participated.

As part of the usual annual campaigns, the following vaccines were administered: 276 flu vaccines, 23 shingles vaccine and 20 tetanus vaccines.

In managing occupational risk prevention, the most significant achievement has been the implementation of an IT tool for comprehensive occupational risk prevention management, both in relation to technical aspects and health surveillance. This allowed speeding up and improving prevention management processes, such as casualty investigation, risk assessments, safety inspections and corrective action management, among others.

Furthermore, the joint safety and health committees between workers and managers in Madrid and Burgos sites have continued to cooperate and provide advice in occupational health and safety programmes.

In addition, work continued to be done for continuous improvement, including the following milestones:

- ISO 45001 Occupational Health and Safety Management recertification.
- Progress made in the safety field by increasing the quantity of machinery in compliance with Royal Decree 1215/1997, of 18 July, which established the minimum safety and health regulations to be observed by workteam members.
- Increase in payroll training on prevention and improvement in the qualifications of prevention technicians.
- Health promotion campaigns for the whole Entity.

In 2021 the Entity achieved recertification under ISO 45001

All of the previous actions contribute to the FNMT-RCM's main goal –managing staff safety and health properly–, promote workers' occupational risk prevention awareness and drive the continuous improvement of the whole prevention system.

Absenteeism and accident rate *(LA-6)*

The variations are shown in the following table. Note the reduction in occupational accidents (in number and seriousness) and absenteeism this year.

Furthermore, the total accident rate (including the accidents on the way to or from work, at the factory, relapses, occupational diseases and incidents) decreased by 26.2% in relation to 2020, according to Q4 2021 Accident Rate Report, which shows 144 accidents in 2021 and 195 in 2020.

While it is true that such decrease could have been influenced by circumstances related to the prolonged health crisis, such as remote work and personal/working life reconciliation, the consolidation of the prevention management system also has a significant role in attaining the accident rate reduction goal.

Drastic decrease in the accident rate during the year

ITEM		2021	2020	2019
Percentage of total absenteeism (*)		10.56 %	10.88 %	10.25 %
Percentage of absenteeism (**)		7.41 %	8.55 %	6.88 %
Accidents in factory under leave Madrid site	Men	9	14	22
	Women	3	7	5
Accidents in factory under leave Burgos site	Men	1	3	6
	Women	0	0	2
Days lost due to occupational accidents		282	2,120	734
Frequency rate		6.79	12.72	18.82
Severity rate		0.18	1.23	0.47
Risk index		55.62	89.54	101.64
Incidence rate		80.20	129.10	144.77
Occupational diseases		5	6	2

(*) Including all work attendance items, including work stoppage.
(**) Excluding legal permits and work stoppage.

ENVIRONMENT

The FNMT-RCM carries out all its activities being aware that environmental protection is not only a legal matter but also a social obligation for the whole entity.

Thus, the FNMT-RCM implemented an Environmental Management System certified under ISO 14001, which includes the design and manufacture of notes, coins and security documents at the Madrid work site and the security paper factory at the Burgos site.

There is also a power and water savings and efficiency plan that groups all audit proposals and internal or external diagnoses deemed applicable. These actions are aimed at managing energy and its sources, the group of external enclosures or building envelope and their lighting, premises, equipment, processes and water consumption. ***(EN-6)*** *

Below are some of the environmentally sustainable measures incorporated into the FNMT-RCM's own tasks:

— Improved waste management and disposal, especially those deemed hazardous, and waste generation reduction.

* GRI Indicators (information on page 110 and subsequent pages).

— Elimination of single-use plastic packages.

  Coffee and water machines dispense compostable cups, the cafeteria uses glass bottles instead of plastic bottles, and ceramic mugs and refillable metal bottles were delivered to employees.

— Information, training, disclosure and awareness activities on the environment and waste through presentations, the preparation of brochures, information on the intranet, specific training for new staff, etc.

The FNMT-RCM's environmental management policy is available to stakeholders on the corporate intranet and website. As a result, no non-compliance penalties were received in this regard. ***(EN-29)***

In 2021, a total 1,212,318 kg of waste was produced (6.6% less than in the previous year), out of which 88% was non-hazardous waste.

The following tables summarise the main information on the raw materials and energy used, emissions and other environmental management parameters.

Raw materials and supplies

WEIGHT IN TONS OF THE MOST SIGNIFICANT ONES *(EN-1)*			
	2021	**2020**	**2019**
First-quality bleached cotton linters	125.00	197.93	183.40
Epichlorohydrin epoxy resin	258.00	220.00	290.62
Titanium dioxide (anatase) (slurry)	132.19	136.00	172.62
Euro coin blanks	1,275.64	3,786.77	4,761.59
Polyvinyl alcohol	55.88	54.00	68.71
Paper	2,458.00	2,638.15	4,451.37
Inks	41.60	34.40	31.58
Cotton comber	1,325.00	1,246.57	1,999.60

Energy

INTERNAL ENERGY CONSUMPTION *(EN-3)*			
GAS CONSUMPTION (kWh)	**2021**	**2020**	**2019**
Madrid site-Jorge Juan	8,449,891	7,851,254	8,154,607
Madrid site-Warehouse	394,348	406,334	535,288
Burgos site	15,267,335	13,230,587	16,368,837
Total	**24,111,574**	**21,488,175**	**25,058,732**
USE OF ELECTRIC POWER (kWh)	**2021**	**2020**	**2019**
Madrid site-Jorge Juan	18,589,182	18,217,707	19,254,872
Madrid site-Warehouse	571,031	639,370	705,305
Burgos site	15,166,216	13,480,424	14,845,575
Total	**34,326,429**	**32,337,501**	**30,468,634**

ENERGY INTENSITY RATES *(EN-5)*			
GAS	**2021**	**2020**	**2019**
kWh/euro billed	0.042	0.034	0.037
ELECTRIC POWER	**2021**	**2020**	**2019**
kWh/euro billed	0.092	0.079	0.086

Water

TOTAL WATER WITHDRAWAL BY SOURCE (m^3) *(EN-8) (EN-9)*				
		2021	**2020**	**2019**
	Madrid site-Jorge Juan Drinking water system	19,752	23,456	19,607
	Madrid site-Warehouse Drinking water system	1,134	681	648
Burgos site	Arlanzón river	612,346	685,002	764,749
	Drinking water system	13,597	15,929	13,407
	Total	**649,640**	**717,601**	**798,411**

Effluents and waste

TOTAL WEIGHT (kg) OF TREATED OR RECYCLED WASTE *(EN-23)*			
HAZARDOUS WASTE	**2021**	**2020**	**2019**
Electroplating sewage sludge	4,520	9,160	6,220
Oils and emulsions	975	8,530	4,780
Other solvents	340	340	660
Residual inks	77,175	78,450	101,960
Contaminated absorbing materials and cloths	12,140	16,370	20,660
Cutting oils	460	1.100	380
Oil-containing water	5,120	7,660	10,540
Developing and fixing materials	2,760	2,240	3,120
Expired paints	40	286	420

Continues on next page

TOTAL WEIGHT (kg) OF TREATED OR RECYCLED WASTE *(EN-23)*			
HAZARDOUS WASTE	**2021**	**2020**	**2019**
Expired products	200	200	190
Waxes and fats	0	0	60
Adhesives and sealants	320	320	640
Contaminated metal packaging	6,143	8,540	11,836
Contaminated plastic packaging	4,287	4,380	3,200
Contaminated glass packaging	120	0	60
Aerosols	40	0	40
Flexographic polymer	470	520	1.480
Fluorescent tubes	261	263	6.503
Lead acid batteries	5,040	720	3,130
Toner	972	1,183	1,398
Electrical and electronic waste	3,692	2,340	4,208
Pickling bases	1,800	1,160	460
Biosanitary waste	182	178	210
Activator solutions	0	0	5,520
NON-HAZARDOUS WASTE	**2021**	**2020**	**2019**
Urban solid waste	62,320	67,348	68,532
Construction and demolition waste	254,000	645,480	344,690
Scrap from coin destruction	12,218	7,324	16,133
Other scrap	59,560	294,146	130,202
Paper waste	352,140	520,572	628,040
Plastic	48,170	72,265	94,803
Lumber	13,360	75,823	48,931

Transport

TRANSPORT OF MATERIALS AND PRODUCTS *(EN-30)*	2021	2020	2019
Cost of outsourced service (in euros)	795,721	1,911,425	2,480,380
No. of own vehicles	9	9	10
Fuel consumption (litres)	2,489	2,462	3,377

PRODUCTION

The habitual beneficiaries of the FNMT-RCM's activity are Spanish public authorities and their related or dependent entities and agencies and, to a lower extent, authorities from other countries and private companies belonging to the collector coin sector. ***(G4-8)***

Within the domestic sphere, the fact that the FNMT-RCM is an own instrument of the General State Administration and the use of the engagement as a legal device increase the possibility of cooperating with third-party institutions and allow the Entity to be more speedy and flexible upon contracting.

Our activity is distributed between the Madrid site –performing the largest portion of industrial production (Currency, Stamp and Printing/Card Departments) and services (CERES, R+D+I, Laboratory and Document Certified Digitisation)– and the Burgos premises, engaged in security paper manufacture.

Notwithstanding the lack of supply and the high price of raw materials due to the serious global logistic difficulties resulting from the pandemic, the FNMT-RCM managed to keep in 2021 a proper production level and compliance with goals concerning deliveries to customers.

Legal tender and collector coins

Production

The production of euros as legal tender for 2021 reached 625 million coins; however, the lower use of cash due to COVID-19 reduced needs up to 400,125 million coins eventually manufactured, which implies a 56% decrease with respect to the previous year.

Collector coins include the issuance of almost 300,000 units of one of our most representative products: the EUR 30 silver coin of 925 thousandths, this year to commemorate Jacobean Year 2021, as well as the first Spanish 1-ounce gold *bullion* coin, dedicated to the Iberian lynx.

Other collector coins issued and available for sale in 2021:

- Euroset coins for the year, coins in circulation and coins of special quality or "proof", which include a commemorative EUR 2 coin dedicated to the historical centre of Toledo, acknowledging its condition as World Heritage.
- Various commemorative coins for different events or personalities: Emilia Pardo Bazán, who gave rise to a series dedicated to well-known women in view of Women's International Day; the 8th centenary of the year in which the Burgos Cathedral started to be built; Salvador Dalí; the 2022 Qatar World Cup; the 275th anniversary of Goya's birth; and the third coin –out of the four coins planned– for the 5th centenary of the first trip around the world.

For the first time, the FNMT-RCM minted a gold *bullion* coin

The following table summarises the production of the Mint Department in the last three years.

PRODUCT	2021	2020	2019
Euro coins	400,125	915,138	1,143,935
Another international coin in circulation	0	23,501	0
EUR 30 silver collector coin	299.9	376.6	463.9
Another collector coin	211.5	166.9	211.0

(In thousands of units)

New projects and investments

The Mint Department reaffirms its commitment towards innovation by participating in groups reporting to the Mint Directors Working Group (MDWG) and the Mint Directors Conference (MDC), including:

- Environmental best practices, reflecting the commitment towards sustainability and the environment and the involvement of other FNMT-RCM's departments in such commitment. For this purpose, awareness actions were taken at different levels, including a process for the control of consumption and waste.
- Alternative methods for producing dies, as to which the Department participated actively.

  The initiatives undertaken by the FNMT-RCM in this regard include the tests to produce dies through laser processes –the related investment to take place in 2022– and using precision electro-chemical machining (PECM), the tests of which obtained excellent results.

The process to acquire a structured light scanner was concluded; it is used to digitise models in minutes, which formerly took hours.

The tests to polish special-quality or "proof" coin blanks concluded positively; only the approval of the industrial test to carry on with their acquisition is pending, planned to take place in 2022.

The trial period to install automated guided vehicles (AGV) at the coin blank warehouse finished successfully, and the process for acquisition has begun.

Work continued to be done to identify products through radio frequency identification (Rfid); the acquisition of the material required to commission this system has already begun.

Security paper

During most of 2021, the consequences of the pandemic gave rise to a decreasing demand of note paper, which posed difficulties in maintaining the activity and the line for improvement and enhancement of the new premises. Performance levels approached the goals set for this year only in the last quarter.

The security paper produced in the paper factory during the year reached 1,394 tons, i.e. 8.23% less as compared to the prior-year production. Below is the distribution by customer:

CUSTOMER	TONS OF PAPER	% OVER TOTAL PRODUCTION
IMBISA	990	71.02
Bank of Nigeria	354	25.40
Other	50	3.58
Total	**1,394***	**100.00**

* The total amount does not include the 188 tons of transformed products, manufactured for internal use by the Stamp Department.

The following table shows the variations in security paper produced in the last three years, distributed by task:

TASKS (TONS)	2021	2020	2019
Spanish notes	990	757	623
Foreign notes	354	704	829
Spanish transformed products	188	268	310
Transformed products for export	-	-	-
Other tasks	50	58	84
Total	**1,582**	**1,787**	**1,846**

Cards and printing

The following table shows the production of this department in the last three years:

CARDS (in thousands of units)	2021	2020	2019
Electronic ID card (DNI)	7,000	7,520	7,023
Driving licence	4,068	3,764	3,412
Residence permit	1,317	770	618
Intelligent cards	272	200	409
Magnetic stripe cards	646	875	1,090

PRINTING (in thousands of units)	2021	2020	2019
Passports	1,718	2,300	2,502
Betting slips	429,579	402,843	577,071

Below is a brief description of the status of certain products from the Printing/ Card Department.

Identification documents

After the transition from the electronic ID card 3.0 to the new model of the European ID card or ID card 4.0, effective as from August 2021, work continued to be done to develop the ID card electronic technology and the phase for security certification of the operating system called DNIe 4.0 began, which includes the features for the ID card, passport, residence permit and cryptographic card.

In 2021, the new model of European ID card or ID card 4.0 was implemented

The development and upgrade of applications to be used in mobile devices that are able to interact with the DNIe 3.0 continued, which enable citizens to access public services and carry out daily activities.

Digital tachograph

The Special Projects Area continued to cooperate with the Ministry of Transport, Mobility and Urban Agenda to maintain and make progress in the digital tachograph management and control infrastructure, both concerning intelligent card issuance and the road inspection applications.

Health cards

Engagements were renewed to produce European health cards at the Armed Forces Social Institute (ISFAS, in Spanish), the General Judicial Mutual Insurance (MUGEJU, in Spanish) and the Civil Servants Mutual Insurance (MUFACE, in Spanish) and to issue cards for ISFAS and MUGEJU enrollees.

Bank cards

Intelligent university cards continued to be produced and customised for Banco Santander. A new data management application was designed to customise cards in general, which was extended to residence permits and consular passports.

The bank card customisation infrastructure continued to be adapted to physical and logical security certification requirements issued by MasterCard.

Transport cards

Authorisation continued to be granted by the Regional Public Transport Consortium of Madrid to manufacture tourism transport cards from 2019 to 2021, and the authorisation was extended until 2023.

Other activities

Other identification projects were maintained, such as professional driving licences, the accreditation of foreign diplomats residing in Spain, officers' electronic identification cards for different public authority agencies, cards for horse circulation and train drivers' licences, the latter in accordance with the European Union harmonised model.

Graphical products

These tasks represent the largest portion of the FNMT-RCM's production and there are significant differences among them, both in terms of technical complexity, and production volume and requirements for specific manufacture equipment. Those involving complexity and volume include the national lottery and other State lottery and betting slips, bingo cards and liquor and tobacco products tax labels.

The production was maintained at a considerable general volume, even though the decrease in different items reduced the total activity slightly, as compared to previous years.

The following table shows the manufacture of graphical products during the three-year period disclosed.

PRODUCTION (in thousands of units)	2021	2020	2019
Postage stamps	38,972	48,685	86,441
Officially stamped documents (1)	839,184	808,332	645,037
National lottery	59,388	48,009	62,964
Bingo cards	96,765	183,230	243,742
Tobacco products tax labels	2,421,348	2,716,997	2,555,536
Miscellaneous (2)	120,603	184,480	163,707
European Union visas	1,360	1,140	2,092
Ministry of Justice documentation	14,546	19,814	21,308
Total	**3,592,166**	**4,010,687**	**3,780,827**

(1) Including liquor products tax labels.
(2) Including designations of origin and others.

ib-salut
DOCUMENTO DE IDENTIFICACIÓN SANITARIA
MATERNO FILIAL
SCS

Graphical production also includes the products manufactured by the Preprinting Department. This department, apart from supplying the designs and plates required internally for printing processes, provided the following products to the FNMT-RCM's customers:

INTERNATIONAL CUSTOMERS (production in units)	2021	2020	2019
Offset plates *Imprensa Nacional* (Portugal)	6	30	17
Valora chalcographic plates (Portugal)	9	6	3
Nickel matrix *Giesecke Devrient* (Germany)	1	0	1

DOMESTIC CUSTOMER IMBISA (IMPRENTA DE BILLETES, S.A.) (production in units)	2021	2020	2019
Offset plates	323	292	245
Screen printing sieves	114	87	109
Calcographic plates	33	18	30
Cutting plates	26	13	14
Varnishing plates	18	20	26
Calibrated thin films	20	15	22

SERVICES

Innovation and digital transformation

During 2021, the new Innovation and Digital Transformation Department was created. The main goal of this Department is to design a model to provide new digital services for the public sector by exploring the potential modernisation, upgrade and improved efficiency of current services.

In the second half of the year, the main efforts were aimed at supporting, through a specific engagement, the General Digital Management Secretariat in developing certain measures of the Public Administration Digitisation Plan.

In addition, different studies and proposals to other public authorities were made, which are expected to generate more engagements for the provision of new services in 2022.

Note that in 2021 one of the nodes of the European Blockchain Services Infrastructure (EBSI) was deployed, giving rise to the provision of this service to third parties in an innovative and pioneer manner.

CERES (Spanish certification)

The FNMT-RCM provides certification services through the CERES, which offers digital identity authentication and certification solutions for citizens, public employees or companies, so as to provide validity and security to electronic transactions.

Even though in 2020 there was a decrease in the number of certificates issued, as COVID-19 limited or even prevented attending registration offices in person for accreditation, in 2021, the certificates issued recovered pre-pandemic levels, reaching the highest figure of the historical series.

Thus, the significant results reached in 2021 by the CERES Department continued to represent an essential element for digital administration, as it provides a service that validated over 5,000 million certificates that year through the Online Certificate Status Protocol (OCSP).

Certificate validation (for OCSP inquiries) in 2021

- Number of inquiries to CERES for certificate validation: 5,782,793,658.

Almost 6 million electronic certificates issued in 2021

Electronic certificates issued in 2021

- Natural person certificates: 3,811,801
- Public servant certificates: 314,023
- Artificial person's representative certificates: 305,938
- Representative (sole and joint and several director) certificates: 524,166
- Certificates for representatives of entities with no legal capacity: 969,717

As part of the CERES framework, in 2021 different projects were carried out, including:

- Pilot project for an identity verification service based on video identification with the assistance of an agent, paving the way to allow –once the new regulations governing this procedure are published– having an automated video-based verification system in the short or medium term.

- Qualified centralised signature service for Administration staff, for which a centralised signature was analysed and designed for the artificial person's representative certificate. This solution will improve the usability, accessibility and interoperability of the electronic signature of artificial persons' representatives in public authorities and companies.

- As to service security, a system was implemented to manage privileged accesses, which enables security audits and improves security. Furthermore, a new probe system was implemented to carry out internal vulnerability analyses periodically.

- A technological renewal was carried out in relation to different components of the Department resources, including development migration to new application servers, the components of the POS terminal system, the load balancing systems that distribute large volumes of information among different servers, the new infrastructure for electronic invoice documentary custody services, and the storage system expansion.

Tobacco products traceability

In view of the publication of Order HAC/1365/2018, of 12 December, governing the traceability and security of tobacco products and appointing the FNMT-RCM as the issuer of identifiers for these substances throughout the Spanish territory, since May 2019 the Entity has been producing the single alphanumeric codes identifying tobacco products packages and ensuring their traceability.

In 2021, as entrusted by the Tobacco Market Committee, a total of 2,571,775,072 codes were generated for tobacco trade operators.

A total of 2,571,775,072 codes generated

Research, development and innovation

The R+D+I Services has collaborated in different occasions with outside services and the FNMT-RCM's internal processes. They include:

- Collaboration with the National Police Service for the DNI 4.0 and DNI Exprés projects.
- Collaboration with the Ministry of the Interior and the Ministry of Foreign Affairs and Cooperation, to provide advisory services on the production of residence permits and other EU identification documents to the European Commission Article 6 Committee. (Council Regulation (EC) nº. 1683/95, 29 May 1995).
- In international forums, such as the European Commission and the International Civil Aviation Organisation, the Entity participated within the sphere of valuable documentation and travel and identification documents.

Furthermore, projects and collaboration tasks were carried out within the fields of research, development and innovation, as well as collaboration tasks with international customers in other projects related to travel and identification documents, and with various domestic and international official bodies concerning security documents.

Laboratories

In 2021 the ENAC (National Accreditation Agency) carried out the annual procedure to verify whether the FNMT-RCM's laboratories continue to meet sufficient requirements to keep both UNE-EN ISO/IEC 17025 standard certifications: for the Burgos laboratory papers and for precious metals in Madrid.

External activities included the analysis and inspection of euro and other coins and notes, the continuous participation in technical groups to fight against the counterfeiting of euro coins, by virtue of the capacity as the Administration's official laboratory, expert reports were issued for courts and, as a reliable third party for different domestic banks, technical reports were prepared in relation to bank notes and coins of different denominations.

International identification projects

The actions related to these projects was focused on providing advisory services to governments, formalised through international cooperation agreements, and on the participation in bidding processes as qualified subcontractor of products and services.

As part of the International Cooperation Agreement signed with the National Registry of Persons (RENAPER, in Spanish) reporting to the Argentine Ministry of the Interior, consulting services were maintained to improve the issuance and modernisation process for ID cards (in physical format and for mobile devices) and electronic passports.

Information security and IT systems

The following initiatives were undertaken in 2021 to reinforce the security of the FNMT-RCM's infrastructures:

- Extending the scope of the UNE/ISO-IEC 27001 certification, Information Security Management Systems, to all of the FNMT-RCM's products and services and their alignment to continuity and quality certifications.
- Commencing a project to face one of the most frequent security issues in any organisation: managing privileged accounts for infrastructure management.
- Developing the communication infrastructure securitisation plan.
- Improving our cybersecurity infrastructure through a new specific services guaranteeing the secure use of technology by employees, without controls affecting the productivity.

SOCIETY AND CULTURE

The FNMT-RCM has had a long-standing and continuous contact with citizens, both regarding its cultural performance and the broadly generalised use of its products. To promote the community's trust in its creations and to guarantee their quality, the FNMT-RCM is present at the most prestigious professional forums, where the latest progress becomes known and is shared.

To acknowledge these achievements, in 2015 King Philip VI awarded to the FNMT-RCM the Plaque of Honour of Isabella the Catholic's Royal Order, the maximum corporate distinction given by the State. Subsequently, in 2019 the Entity became an Honourable Academician of the Spanish Royal Academy of Philately and Postal History.

Consistently with the achievements disclosed and in compliance with the required social responsibility and cooperation with well-known institutions, in 2021 the FNMT-RCM cooperated with the Royal Theatre of Madrid, the Albéniz Foundation and its Queen Sofía Higher School of Music, as well as the Spanish Police Foundation, an entity reporting to the National Police Service.

Organisations to which the FNMT-RCM belongs *(G4-16)*

- **ACE** (Spanish Association of Shippers)
- **AELTE** (European Lotteries and Toto Association)
- **AERCE** (Spanish Association of Procurement, Contracting and Supplies Professionals)
- **ANE** (Spanish Numismatics Association)
- **ASELF** (Spanish Firefighting Association)
- **AUSAPE** (Association of System, Application and Product Users)
- **AUTELSI** (Spanish Association of Communication Users and Information Society)
- **CEEP** (European Centre for Public Enterprises)
- **CIBELAE** (Ibero-American Lottery Association)
- **CMAD** (Digital Administration Digital Commission of the Ministry of Finance and Public Administration)
- **CPCSAE** (Permanent Commission of the Electronic Administration Higher Council)
- **EUROLAB-Spain** (Spanish Association of Trial, Calibration and Analysis Laboratories)
- **EUROSMART** (Smart Security Industry)
- **GPSPA** (Government Postage Stamp Printers' Association)
- **GRANCEES** (Electric Power Large Consumers)
- **ICMA** (International Card Manufacturers Association)
- **INC** (International Numismatic Commission)
- **ICOM** (International Council of Museums)
- **MDC** (Mint Directors Conference)
- **MDWG** (Mint Directors Working Group)
- **RAHFHP** (Spanish Royal Academy of Philately and Postal History)
- **SIAEN** (Ibero-American Society of Numismatic Studies)

Mint Museum

Considering the level of its collections, its large premises and scientific and cultural activity, it is one of the most important museums around the world in its type. It is state-owned, reports to the Ministry of Finance and Public Administration and is located in Madrid, at the FNMT-RCM's central building, the institution to which it belongs and which provides its sense of purpose. Its address is Doctor Esquerdo 36, the access to the areas that are open to the public: permanent exhibition, spaces for events, temporary exhibitions, auditorium and store.

The museum's cultural activity remained unchanged during 2021

It originated in the 18th century, in strict connection with the Tomás Francisco Prieto, general engraver of King Charles III's Mints, and his collections. The museum has important collections of coins, medals, machinery and minting tools, bank notes, plates, postage stamps, stamped paper, etc. There is a laboratory of engravings and drawings, and this brief description of its resources end up with an interesting historical library with volumes from the 16th to the 19th centuries.

Even though not all pieces are accessible to the public, it is possible to access, inquire and research them, just as in any other state-owned centre. The Ibero-American Society of Numismatic Studies (SIAEN, in Spanish) is headquartered in these premises and it is the patron member and publisher of the Numisma magazine.

At present, considering that the museum should not be limited merely to preserving the past, the FNMT-RCM promotes a varied scientific and cultural programme inside and outside its premises, which turns it into a live and fast growing institution: conferences, courses, concerts, temporary exhibitions, children's workshops, promotion of graphic arts, numismatics and philately, etc.

Activities

The main events organised traditionally for the public include guided visits, concerts, storytelling and visits/workshops for students. The year may be summarised as follows:

- The guided visits offered by volunteers of the Spanish Confederation of Senior Citizens' Classrooms (CEATE, in Spanish) were suspended from January through September due to the pandemic. However, out of the total 18,908 visitors received in 2021, 864 requested a guided visit.
- A total of 60 people participated in the activities organised at the Museum's premises, including workshops, storytelling and concerts.
- For the first time, an exploratory weekend family activity was organised for children: "The Mystery of the Christmas Treasure."
- A total of 65 inquiries from researchers, entities and media were responded, apart from the daily telephone assistance provided.
- The 1,101 subscribers of the Museum's YouTube channel viewed exhibition, storytelling and concert videos 36,121 times.
- The Museum participated in the following exhibitions: 2021 National Numismatics Week (March, Barcelona), 2021 National Philately Exhibition (EXFILNA) (October, Lugo), 2021 Youth Philately Exhibition (JUVENIA) (November, Oviedo) and 2021 Antiquities and Art Galleries Fair (FERIARTE) (November, Madrid).
- Finally, note the loan of seven of our pieces to the exhibition called "Francisco Sabatini's Madrid. The building of a European capital city (1760-1797)."

In 2021 the Museum's store was refurbished in full to modernise its image, improve its premises and offer an increasingly better assistance to collectors, customers and visitors in general.

ACTIVIDADES
INFANTILES

PROGRAMACIÓN

LOS CONCIERTOS
DEL MUSEO

CUENTACUENTOS

Temporary exhibitions

- In 2021 the following six exhibitions were organised in our premises:
  - "Roberto Michel, the King's sculptor", in cooperation with the National Heritage, *Museo Nacional del Prado,* the Royal Academy of Fine Arts and the Municipality of Madrid.
  - "Signatum II. The melted coin of ancient times." Re-edition, with new audiovisual content, of the Italic melted coin collection exhibition.
  - "Graphic Arts Contest for Young Creators", organised in cooperation with the National Intaglio of the Royal Academy of Fine Arts of San Fernando, where selected and prize-winning works are exhibited.
  - "2021 Summer Ink." An exhibition of the best works of students from the Master's Degree in Engraving and Graphic Design of the FNMT-RCM.
  - "48th Carmen Arozena International Graphic Arts Award." Exhibition of the works selected for this award, hosted by our Museum since 2014.
  - "Manolo Prieto and the Medal." Exhibition on the master of the European medal of the second half of the 20th century, in the 30th anniversary of his decease.
- The two following exhibitions were organised outside our premises:
  - Until 25 February 2021, the University of Castilla-La Mancha hosted in its Cuenca Campus the exhibition called "2021 Summer Ink" with the best works of students from the 2020-2021 Master's Degree in Engraving and Graphic Design.
  - On 7 July 2021, the temporary exhibition called "Digital Transformation of the National Police" was organised in El Escorial, focusing on the evolution of the ID card and the technological progress of the resources used by the different units of this body.

MUSEO
CASA de la **MONEDA**

EXPOSICIONES
TEMPORALES 2021

ENTRADA GRATUITA

LA TIENDA DEL MUSEO

2019-2021 Mint Museum activity comparison

ITEM	2021	2020	2019
Total visitors	18,908	21,891	56,409
Exhibition visitors	18,848	20,402	49,740
Visitors performing activities	60	1,489	6,669
Temporary exhibitions and fairs	10	9	19
Website visitors	212,978	182,399	254,479
Activities performed	8	59	209
Guided visits for groups	49	113	546
Researchers' requests	65	180	115
Grievances and claims	0	0	3

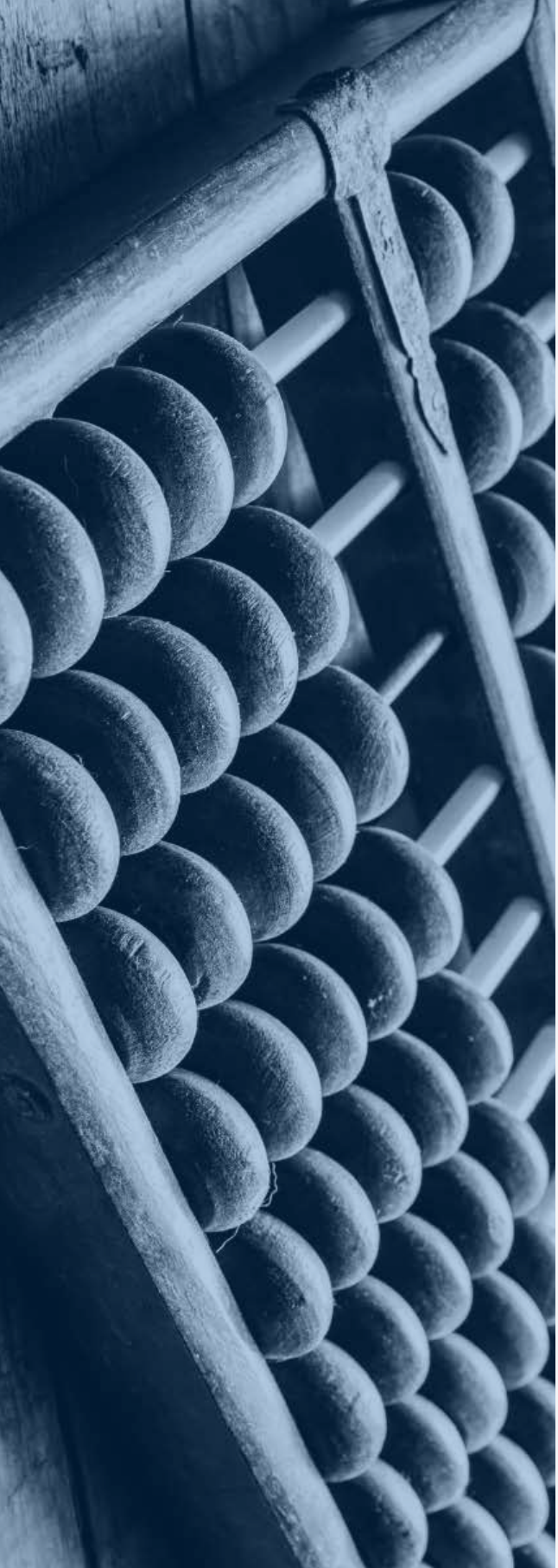
Engraving and Graphic Design School

The Engraving and Graphic Design School works to provide public, customised and high-quality education in the fields of engraving and graphic design, especially concerning the spheres related to the FNMT-RCM's activity.

In 2010 it was decided to update the education project and to grant a university level to the degree. For this purpose, on 13 July 2010, an agreement was signed with the Cuenca School of Fine Arts, University of Castilla-La Mancha and, in that same year, the Master's Degree in Engraving and Graphic Design courses began to be lectured, offering two majors: Engraving and Graphic Design. Each major has eight vacancies per class and a duration of two years, after which 120 European credits (ECTS) are earned.

In 2021 different activities were carried out to commemorate, on the one hand, the 10th Anniversary of the Master's Degree in Engraving and Graphic Design and, on the other hand, the 30 years of existence of the School.

In 2021 the School celebrated its 30 years of specialised education



ANNEX 1. FINANCIAL STATEMENTS AND DIRECTORS' REPORT

(G4-9) (EC-1) (EC-4) *

A summary is provided below of the FNMT-RCM financial statements for the financial year and Directors' Report 2021, along with the requisite Auditor's Report issued by the Office of the General State Comptroller in respect of those statements.

The contents of the annex are as follows:

- Income Statements for the Financial Year
- Balance Sheet at 31 December
- Directors' Report
- Report on the Audit of the Financial Statements issued by the Office of the General State Comptroller

Full information on this annex may be found in the "Register of public sector financial statements" at the website of the Office of the General State Comptroller:, because financial statements are no longer published in the Official State Gazette from 2020.

* GRI Indicators (information on pages 110 et seq.)

Income Statement for the Year 2021

(In €'000)

	Note	31-12-2021	31-12-2020
A) CONTINUING OPERATIONS			
1. Net turnover	18.1	**234,239**	**247,234**
a) Sales		201,954	217,195
b) Services (*)		32,285	30,039
2. Change in inventories of finished goods and work in progress		**6,187**	**(3,361)**
3. In-house work on non-current assets		**316**	**258**
4. Procurements	18.2	**(84,761)**	**(83,348)**
a) Cost of goods held for resale used		(670)	(573)
b) Cost of raw materials and other consumables used		(75,999)	(72,362)
c) Work performed by other companies		(7,906)	(9,674)
d) Write-down of goods held for resale, raw materials and other supplies		(186)	(739)
5. Other operating income		**1,307**	**972**
a) Non-core and other current operating income (*)		935	872
b) Income-related grants transferred to profit or loss for the year	18.3	372	100

	Note	31-12-2021	31-12-2020
6. Staff costs	18.4	**(69,176)**	**(70,074)**
a) Wages, salaries and similar expenses		(51,195)	(50,737)
b) Employee benefit costs		(17,981)	(19,337)
c) Provisions		-	-
7. Other operating expenses		**(45,557)**	**(48,573)**
a) Outside services	18.5	(44,004)	(45,788)
b) Taxes		(2,131)	(2,094)
c) Losses on, impairment of and changes in allowances for trade receivables	18.6	874	(523)
d) Other current management expenses		(296)	(168)
8. Depreciation and amortisation charge	5, 6 y 7	**(14,191)**	**(13,397)**
11. Impairment and gains or losses on derecognitions of fixed assets	6	**(4)**	**(7)**
a) Impairment and other losses		113	113
b) Gains or losses on derecognitions and other		(117)	(120)
OPERATING PROFIT		**28,360**	**29,704**
13. Finance income		**247**	**28**
a) On interests in equity instruments		-	-
b) On marketable securities and non-current loans		247	28
b2) Third parties		247	28

	Note	31-12-2021	31-12-2020
14. Financial expenses		**(151)**	**(463)**
b) On third-party liabilities		(151)	(463)
16. Exchange differences	18.7	**(77)**	**(381)**
17. Impairment and profit or loss on the sale of financial instruments		**(2,776)**	**-**
a) Impairments and losses		(2,776)	-
b) Profit or loss on sales and other		-	-
FINANCIAL PROFIT OR LOSS		**(2,757)**	**(816)**
PROFIT OR LOSS BEFORE TAX		**25,603**	**28,888**
18. Income tax	17	**(6,816)**	**(6,770)**
PROFIT OR LOSS FOR THE YEAR		**18,787**	**22,118**

(*) These items have been changed with respect to the notes to the financial statements for the year 2020 in order for the figures to be comparable to the current financial year without changing the previous financial year's profit or loss.
The accompanying Notes 1 to 24 are an integral part of the Income Statement for the year 2021.

Balance Sheet at 31 December 2021

(In €'000)

ASSETS	Note	31-12-2021	31-12-2020
A) NON-CURRENT ASSETS		**217,619**	**218,687**
I. Intangible assets	5	**202**	**563**
5. Computer software		202	563
II. Property, plant and equipment	6	**158,687**	**164,336**
1. Land and buildings		84,830	85,627
2. Plant and other items of property, plant and equipment		68,252	67,685
3. Property, plant and equipment in the course of construction and advances		5,605	11,024
III. Investment property	7	**11,085**	**11,302**
1. Land		8,715	8,715
2. Buildings		2,370	2,587
IV. Non-current investments in group companies and associates	9.1	**44,299**	**31,075**
1. Equity instruments		44,299	31,075
V. Non-current financial assets	9.2	**417**	**8,032**
1. Equity instruments		-	-
2. Loans to third parties		278	7,893
5. Other financial assets		139	139
VII. Deferred tax assets	17	**2,929**	**3,379**

ASSETS	Note	31-12-2021	31-12-2020
B) CURRENT ASSETS		**307,225**	**312,910**
II. Inventories	10	**53,179**	**49,710**
1. Goods held for resale		225	216
2. Raw materials and other supplies		25,659	28,327
3. Work in progress		13,057	12,249
4. Finished goods		14,238	8,918
III. Trade and other receivables		**27,182**	**26,375**
1. Trade receivables for sales and services	11	26,841	25,757
2. Receivable from group companies and associates		75	80
3. Sundry accounts receivable		22	44
4. Employee receivables		243	239
6. Other accounts receivable from Public Authorities		1	255
V. Current financial assets	9.2	**100,011**	**13**
2. Short-term loans to third parties		-	-
5. Other financial assets		100,011	13
VI. Current prepayments and accrued income		**121**	**-**
VII. Cash and cash equivalents	12	**126,732**	**236,812**
1. Cash		126,732	236,812
TOTAL ASSETS (A + B)		**524,844**	**531,597**

The accompanying Notes 1 to 24 are an integral part of the Balance Sheet at 31 December 2021.

LIABILITIES	Note	31-12-2021	31-12-2020
A) EQUITY		**487,545**	**490,876**
A-1) Owners' equity	13	**487,545**	**490,876**
I. Capital		**10,047**	**10,047**
1. Authorised capital		10,047	10,047
III. Reserves		**458,711**	**458,711**
1. Reserves provided for in the Charter		309,773	309,773
2. Voluntary reserves		148,938	148,938
VII. Profit or loss for the year		**18,787**	**22,118**
B) NON-CURRENT LIABILITIES		**7,544**	**7,355**
I. Long-term provisions	14	**7,406**	**7,217**
1. Provisions for long-term employee benefit obligations		3,422	4,194
4. Other provisions		3,984	3,023
II. Long-Term Debts		-	-
1. Other Long-Term debts		-	-
III. Long-Term debts with group companies and associates		**138**	**138**
C) CURRENT LIABILITIES		**29,755**	**33,366**
II. Short-term provisions		**936**	**2,089**
III. Current payables	15	**3,592**	**4,715**
2. Credit institution payables		6	27
5. Other financial liabilities		3,586	4,688

LIABILITIES	Note	31-12-2021	31-12-2020
V. Trade and other payables		**25,227**	**26,562**
1. Payable to suppliers		10,547	10,380
2. Suppliers, jointly controlled companies and related parties	16	571	734
3. Sundry accounts payable		1,918	6,265
4. Personnel (remuneration payable)		2,143	1,699
5. Current tax liabilities	17	1,811	470
6. Other accounts payable to Public Authorities	17	7,928	5,419
7. Customer advances		309	1,595
TOTAL EQUITY AND LIABILITIES (A + B + C)		**524,844**	**531,597**

The accompanying Notes 1 to 24 are an integral part of the Balance Sheet at 31 December 2021.

Year 2021 Directors' Report

During the year 2021, Fábrica Nacional de Moneda y Timbre-Real Casa de la Moneda, as in-house provider of the Administration, has enhanced its role as provider of public services working at the same time with private entities in order to consolidate its recognition as a leading firm in the supply of high-quality and secure goods and services, and pioneering insofar as emerging technologies are concerned.

The environment in the year 2021 has continued to be one of major economic instability due to the consequences of COVID-19, the change in consumer and work patterns and the emergence of new threats and resurgence of other existing threats: new international disputes, world trade issues impacting on supply chains and an escalation of cyberattacks and crimes. However, the impact of these issues on the Entity's activity during 2021 has been limited.

Additionally, the Entity has devoted major efforts to the push for horizontal technological services for Public Authorities within the framework of Government and EU programmes and actions to digitalise the economy. Noteworthy in this connection are two types of activities: the first encompass the technological evolution of existing goods and services designed for the Entity's traditional customers, and the latter contemplate new horizontal platforms for Public Authorities in connection with new identity models, digital onboarding systems, etc.

A particularly relevant project that was started in 2021 was the design and creation of a Technological Centre on the premises of the Paper Mill, driving and diversifying this type of activities at the Burgos workplace.

This year resulted in the generation of profits amounting to EUR 18.8 million, this being less than the figure for the previous year, when profits totalled EUR 22 million. The following are the most significant events referred to in the income statement for the year 2021:

- The turnover amounted to EUR 234 million, 5% lower than in the year 2020. This decrease is mainly due to the reduction in the circulated coin minting programme and fewer passport deliveries. On the other hand, there is an outstanding increase in certification services, and the sale of a new hugely-accepted investment coin has begun.
- As for operating expenses, procurements have exceeded those of the year 2020 due to commodity price increases driven by market instability and the new investment coin, the procurement of which weighs heavily on the sale price.
- Personnel costs have been lower than in the preceding year due to the decrease in the average staff of 57 people as a result of retirements that have not been replaced. In 2021, the average number of employees was 1247 people, of which 289 were women and 958 men. Despite the imbalance, the percentage of female staff members was slightly up in 2021.
- Noteworthy about outside services is that they are down 4% with respect to 2020. This is the result of the cost-containment policies, which have offset the increased billing in this connection.
- Amortisation and depreciation were up 6% with respect to the year before due to increased activity bearing in mind the stoppage in 2020 as a result of the COVID-19 lockdown during which, for a short period of time, only essential operations were continued.
- The cash-flow generated has allowed the necessary investments to be made to secure the public service objective, affording high standards of quality, security and technology. The investments made in the year 2021 amounted to EUR 8 million, noteworthy being those made in machinery, security installations and in relation to emerging technologies.

As for the year 2022, sales have been forecast at around EUR 262.9 million, and the after-tax profit has been forecast at EUR 15.7 million.

As a company intent on implementing the 2030 Agenda, attention should be drawn to its 2021-2023 Business Plan objectives, noteworthy among which is the commitment to be rid of discrimination of every description by means of active gender equality policies and its strong commitment to innovation, offering

citizens new digital alternatives. FNMT-RCM has built social and environmental criteria into its contracts, and expedites access to public procurement by small and medium-sized enterprises, and social economy enterprises. Noteworthy is also its responsibility as an enterprise in order for the environmental impact to be lesser every day, encouraging responsible consumption and waste management and recycling.

As for the Entity's prospects in the foreseeable future, it should be noted that market instability is increasing during the year 2022, resulting in very high prices particularly of energy and metals and indeed a shortage of some raw materials. Even so, the company's sound financial structure is expected to allow it to deal with these circumstances, and no material events are expected to occur which may prevent both the revenues and the expected profits from being achieved.

Report on the Audit of the Financial Statements

Verbatim copy of the Report issued by the Office of the General State Comptroller

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS ISSUED BY THE OFFICE OF THE GENERAL STATE COMPTROLLER (IGAE)

To the Chief Executive of FÁBRICA NACIONAL DE MONEDA Y TIMBRE - REAL CASA DE LA MONEDA (FNMT-RCM).

I. Opinion

The Office of the General State Comptroller, using the powers it has under article 168 of the General Budget Act, has audited the financial statements of Fábrica Nacional de Moneda y Timbre - Real Casa de la Moneda (hereinafter, FNMT-RCM or the entity), which comprise the balance sheet at 31 December 2021, the income statement, the statement of changes in equity, the statement of cash flows and the notes to the financial statements for the year then ended.

In our opinion, the accompanying financial statements give a true and fair view, in all material respects, of the equity and financial position of FNMT-RCM at 31 December 2021, and of its results and cash flows, for the year then ended, in accordance with the applicable financial reporting framework (as identified in note 2 to the financial statements) and, in particular, with the accounting principles and standards therein contained.

II. Basis for opinion

We conducted our audit in accordance with financial statement audit regulations in force for the Public Sector in Spain. Our responsibilities under those regulations are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report.

We are independent of the entity in accordance with the ethical and independence assurance requirements applicable to our audit of the financial statements for the Public Sector in Spain in accordance with the financial statement audit regulations for that Public Sector.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

III. Key audit matters

The key audit matters are those matters which, in our professional judgment, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Based on the work performed, we have found that there are no significant risks giving rise to key audit matters that must be disclosed in our report.

IV. Other matter: opinion change with respect to the preceding financial year

On 23 June 2021 we issued an audit opinion on the FNMT-RCM financial statements for the year ended 31 December 2020 in which we expressed a qualified favourable opinion.

V. Other information

V.1.- FNMT-RCM as an in-house provider

FNMT-RCM refers in note 1 to the financial statements to its status as in-house provider of the General State Administration and state public sector public bodies, entities and agencies.

As a result of the reorganisation of its activities triggered by the spin-off of the banknote production business line, the entity justified its level of activity by means of business projections from which it followed that the percentage of

activity as in-house provider and technical service for the 2019-2021 three-year period was to be 81.64% (based on total expected sales), and therefore exceeded the required 80%. Our analysis was limited to verifying compliance with the projections for 2021 based on the year's actual figures, which are indeed above 80%[1].

V.2. Other information: Directors' report and report on compliance with the economic and financial obligations of State public sector entities subject to the General Accounting Plan for Spanish companies and adaptations thereto for public sector entities

The Other information comprises the FNMT-RCM directors' report for the year 2021 and the report on compliance with that entity's economic and financial obligations as a Public Sector entity subject to the General Accounting Plan for Spanish companies and adaptations thereto for public sector entities, and which are not an integral part of the financial statements.

Our audit opinion on the financial statements does not cover the Other Information. Our responsibility regarding the other information, as required by financial statement audit regulations, is to assess and report on the consistency of the other information with the financial statements, based on the knowledge of the entity obtained in conducting the audit of those financial statements, not including information other than that obtained as evidence during the same. In addition, our responsibility with respect to the directors' report is to assess and report as to whether its content and presentation are in accordance with the applicable regulations. If, based on the work we have performed, we conclude that there are material misstatements, we are required to report that fact.

Based on the work performed as described in the preceding paragraph, we have nothing to report with respect to the report on compliance with the economic and financial obligations of State public sector entities subject to the General Accounting Plan for Spanish companies and adaptations thereto for public sector entities, and the information contained in the directors' report is consistent with that contained in the financial statements for the year 2021, and its content and presentation are in accordance with the applicable regulations.

[1]Based on actual figures for 2021, the percentage activity as in-house provider for this year has been 82.97%, and 81.65% for the three-year period.

VI. Chief Executive's responsibilities for the audit of the financial statements

The FNMT-RCM Chief Executive is responsible for preparing the accompanying financial statements in a manner that gives a true and fair view of the entity's equity, financial position, results and cash flows, in accordance with the financial reporting framework applicable to the entity in Spain, and for such internal control as is considered necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the FNMT-RCM Chief Executive is responsible for assessing the entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the management body intends or is required by law to liquidate the entity or to cease its operations or has no realistic alternative but to do so.

VII. Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the financial statement audit regulations for the Public Sector in force in Spain will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with the financial statement audit regulations in force for the Public Sector in Spain, we exercise our professional judgment and maintain professional scepticism throughout the audit.

We also:

— Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than in the case of a material misstatement resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

— Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.

— Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosure made by the management body.

— Conclude on the appropriateness of the use by the entity's officers of the going concern basis of accounting and, based on the audit evidence obtained, conclude whether or not a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the entity to cease to continue as a going concern.

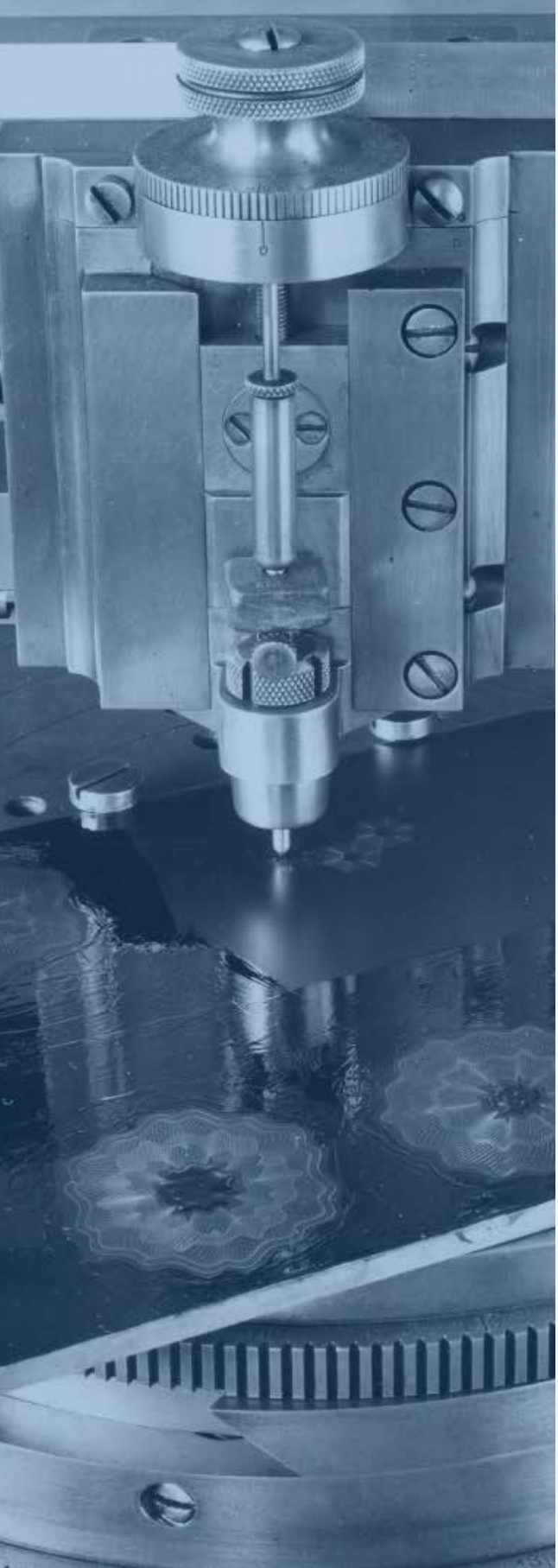
— Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves a true and fair view.

We communicate with the entity's officers regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during the audit.

Among the matters communicated to the entity's officers, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters.

We describe these matters in our auditor's report other than where public disclosure of the matter is forbidden by statutory or regulatory provisions.

This auditor's report was signed electronically through the Office of the General State Comptroller's CICED.Red application by the Head of Public Audit Division II of the National Audit Office and a National Auditor, Team Head, at Madrid, on 6 June 2022.



ANNEX 2 GRI INDICATORS *(GLOBAL REPORTING INITIATIVE)*

N/A Not applicable
N/E Non-existent
N/D No data

DESCRIPTION		
1.- STRATEGY AND ANALYSIS		
G4 1	Statement from the most senior decision maker of the organisation	06
2.- ORGANISATIONAL PROFILE		
G4 3	Name of the organisation	13
G4 4	Primary brands, products and/or services	21
G4 5	Location of organisation's headquarters	27
G4 6	Number of countries where the organisation operates	N/A
G4 7	Nature of ownership and legal form	20
G4 8	Markets served	63
G4 9	Scale of the reporting organisation	92
G4 10	Employees by employment contract and gender	45
G4 11	Employees covered by collective bargaining agreements	45
G4 12	Organization's supply chain	36
G4 13	Significant changes to the supply chain	N/E

G4 14	How the precautionary approach or principle is addressed	N/A
G4 15	Charters, principles, or other initiatives to which the organisation subscribes	N/E
G4 16	Memberships of associations and organisations	84
3.- MATERIAL ASPECTS AND BOUNDARIES		
G4 17	Entities included in the financial statements	13
G4 18	Process for defining the report content and the aspect boundaries	14
G4 19	Material aspects identified in the process for defining report content	15
G4 20	Report the aspect boundary within the organization	15
G4 21	Report the aspect boundary outside the organisation	15
G4 22	Effect of any restatements of information provided in previous reports	13
G4 23	Significant changes from previous reporting periods in the scope and aspect boundaries	N/E
4.- STAKEHOLDER ENGAGEMENT		
G4 24	Stakeholder groups engaged by the organisation	32
G4 25	Selection of stakeholders with whom to engage	31
G4 26	Organisation's approach to stakeholder engagement	33
G4 27	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns	34
5.- REPORT PROFILE		
G4 28	Reporting period	13
G4 29	Date of most recent previous report	13
G4 30	Reporting cycle	13
G4 31	Contact point for questions regarding the report content	13
G4 32	GRI Content Index	13
G4 33	External assurance	14

6.- GOVERNANCE		
G4 34	Governance structure of the organisation	39
7.- ETHICS AND INTEGRITY		
G4 56	Organisation's values, principles, standards and norms of behaviour	24
G4 57	Internal and external mechanisms for seeking advice on ethical and lawful behaviour	27
G4 58	Internal and external mechanisms for reporting concerns about unethical or unlawful behaviour, and matters related to organisational integrity	27
8.- INDICATORS		
8.1.- ECONOMY		
	Economic Performance	
EC 1	Direct economic value generated and distributed	92
EC 2	Financial implications and other risks and opportunities for the organisation's activities due to climate change	N/A
EC 3	Coverage of the organisation's defined benefit plan obligations	N/A
EC 4	Financial assistance received from government	92
	Market presence	
EC 5	Ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation	N/A
EC 6	Proportion of senior management hired from the local community at significant locations of operation	N/A
	Indirect economic impacts	
EC 7	Development and impact of infrastructure investments and services supported	N/A
EC 8	Significant indirect economic impacts, including the extent of impacts	N/A

	Procurement practices	
EC 9	**Proportion of spending on local suppliers at significant locations of operation**	**N/A**
8.2.- ENVIRONMENTAL		
	Materials	
EN 1	**Materials used by weight or volume**	**56**
EN 2	**Percentage of materials used that are recycled input materials**	**N/E**
	Energy	
EN 3	**Energy consumption within the organization**	**57**
EN 4	**Energy consumption outside the organization**	**S/D**
EN 5	**Energy intensity**	**57**
EN 6	**Reduction of energy consumption**	**55**
EN 7	**Reductions in energy requirements of products and services**	**N/E**
	Water	
EN 8	**Total water withdrawal by source**	**58**
EN 9	**Water sources significantly affected by withdrawal of water**	**58**
EN 10	**Percentage and total volume of water recycled and reused**	**N/E**
	Biodiversity	
EN 11	**Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas**	**N/A**
EN 12	**Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas**	**N/A**
EN 13	**Habitats protected or restored**	**N/A**
EN 14	**Total number of IUCN red list species and national conservation list species with habitats in areas affected by operations, by level of extinction risk**	**N/A**

	Emissions	
EN 15	Direct greenhouse gas (GHG) emissions (Scope 1)	N/E
EN 16	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	N/A
EN 17	Other indirect greenhouse gas (GHG) emissions (Scope 3)	N/A
EN 18	Greenhouse gas (GHG) emissions intensity	N/E
EN 19	Reduction of greenhouse gas (GHG) emissions	N/E
EN 20	Emissions of ozone-depleting substances (ODS)	N/E
EN 21	NOx, SOx and other significant air emissions	N/E
	Effluents and waste	
EN 22	Total water discharge by quality and destination	N/E
EN 23	Total weight of waste by type and disposal method	58
EN 24	Total number and volume of significant spills	N/E
EN 25	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention2 Annex I, II, III, and VIII, and percentage of transported waste shipped internationally	N/E
EN 26	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the organisation's discharges of water and runoff	N/A
	Products and services	
EN 27	Extent of impact mitigation of environmental impacts of products and services	N/E
EN 28	Percentage of products sold and their packaging materials that are reclaimed by category	N/E
	Compliance	
EN 29	Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with environmental laws and regulations	56

	Transport	
EN 30	**Significant environmental impacts of transporting products and other goods and materials for the organisation's operations, and transporting members of the workforce**	**60**
	Overall	
EN 31	**Total environmental protection expenditures and investments by type**	**N/E**
	Supplier environmental assessment	
EN 32	**Percentage of new suppliers that were screened using environmental criteria**	**N/E**
EN 33	**Significant actual and potential negative environmental impacts in the supply chain and actions taken**	**N/E**
	Environmental grievance mechanisms	
EN 34	**Number of grievances about environmental impacts filed, addressed, and resolved through formal grievance mechanisms**	**N/E**
8.3.- SOCIAL		
LABOUR PRACTICES AND DECENT WORK		
	Employment	
LA 1	**Total number and rates of new employee hires and employee turnover by age group, gender and region**	**46**
LA 2	**Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation**	**N/E**
LA 3	**Return to work and retention rates after parental leave, by gender**	**N/A**
	Labour/Management relations	
LA 4	**Minimum notice periods regarding operational changes, including whether these are specified in collective agreements**	**45**
	Occupational health and safety	
LA 5	**Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programmes**	**50**

LA 6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender	52
LA 7	Workers with high incidence or high risk of diseases related to their occupation	N/E
LA 8	Health and safety topics covered in formal agreements with trade unions	50
	Training and education	
LA 9	Average hours of training per year per employee by gender, and by employee category	48
LA 10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	48
LA 11	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category	N/E
	Diversity and equal opportunity	
LA 12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	47
	Equal remuneration for women and men	
LA 13	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation	47
	Supplier assessment for labour practices	
LA 14	Percentage of new suppliers that were screened using labour practices criteria	N/E
LA 15	Significant actual and potential negative impacts for labour practices in the supply chain and actions taken	N/E
	Labour practices grievance mechanisms	
LA 16	Number of grievances about labour practices filed, addressed, and resolved through formal grievance mechanisms	46

HUMAN RIGHTS		
	Investment	
HR 1	**Total number and percentage of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening**	**N/E**
HR 2	**Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained**	**N/E**
	Non-discrimination	
HR 3	**Total number of incidents of discrimination and corrective actions taken**	**N/E**
	Freedom of association and collective bargaining	
HR 4	**Operations and suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and measures taken to support these rights**	**N/E**
	Child labour	
HR 5	**Operations and suppliers identified as having significant risk for incidents of child labour, and measures taken to contribute to the effective abolition of child labour**	**N/E**
	Forced or compulsory labour	
HR 6	**Operations and suppliers identified as having significant risk for incidents of forced or compulsory labour, and measures to contribute to the elimination of all forms of forced or**	**N/E**
	Security practices	
HR 7	**Percentage of security personnel trained in the organisation's human rights policies or procedures that are relevant to operations**	**N/E**
	Indigenous rights	
HR 8	**Total number of incidents of violations involving rights of indigenous peoples and actions taken**	**N/A**
	Assessment	
HR 9	**Total number and percentage of operations that have been subject to human rights reviews or impact assessments**	**N/E**

	Supplier human rights assessment	
HR 10	**Percentage of new suppliers that were screened using human rights criteria**	**N/E**
HR 11	**Significant actual and potential negative human rights impacts in the supply chain and actions taken**	**N/E**
	Human rights grievance mechanisms	
HR 12	**Number of grievances about human rights impacts filed, addressed, and resolved through formal grievance mechanisms**	**N/E**
SOCIETY		
	Local communities	
SO 1	**Percentage of operations with implemented local community engagement, impact assessments, and development programs**	**N/A**
SO 2	**Operations with significant actual and potential negative impacts on local communities**	**N/A**
	Anti-corruption	
SO 3	**Total number and percentage of operations assessed for risks related to corruption and the significant risks identified**	**N/E**
SO 4	**Communication and training on anti-corruption policies and procedures**	**N/E**
SO 5	**Confirmed incidents of corruption and actions taken**	**N/E**
	Public policy	
SO 6	**Total value of political contributions by country and recipient/ beneficiary**	**N/A**
	Anti-competitive behaviour	
SO 7	**Total number of legal actions for anti-competitive behaviour, anti-trust, and monopoly practices and their outcomes**	**27**
	Compliance	
SO 8	**Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with laws and regulations**	**N/E**

	Supplier assessment for impacts on society	
SO 9	**Percentage of new suppliers that were screened using criteria for impacts on society**	**N/E**
SO 10	**Significant actual and potential negative impacts on society in the supply chain and actions taken**	**N/E**
	Grievance mechanisms for impacts on society	
SO 11	**Number of grievances about impacts on society filed, addressed, and resolved through formal grievance mechanisms**	**N/E**
PRODUCT RESPONSIBILITY		
	Customer health and safety	
PR 1	**Percentage of significant product and service categories for which health and safety impacts are assessed for improvement**	**N/E**
PR 2	**Total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during their life cycle, by type of outcomes**	**N/E**
	Product and service labelling	
PR 3	**Type of product and service information required by the organization's procedures for product and service information and labelling, and percentage of significant product and service categories subject to such information requirements**	**N/E**
PR 4	**Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling, by type of outcomes**	**N/E**
PR 5	**Results of surveys measuring customer satisfaction**	**35**
	Marketing communications	
PR 6	**Sale of banned or disputed products**	**N/E**
PR 7	**Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by type of outcomes**	**N/E**

	Customer privacy	
PR 8	**Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data**	**N/E**
	Compliance	
PR 9	**Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services**	**N/E**

Real Casa de la Moneda
Fábrica Nacional
de Moneda y Timbre