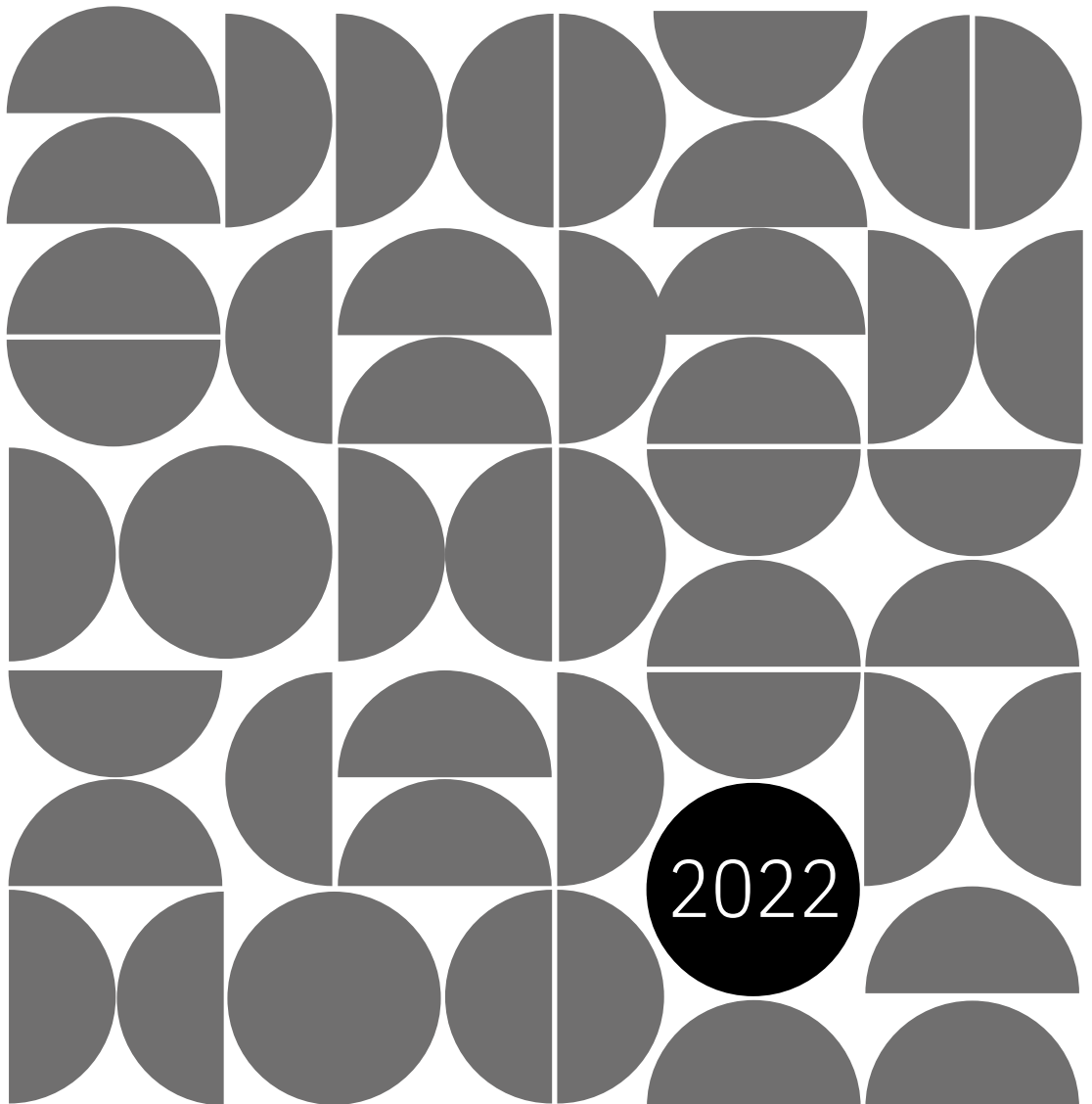


ANNUAL REPORT

FNMT-RCM



Real Casa de la Moneda
Fábrica Nacional
de Moneda y Timbre



The chapters are illustrated with images from the collection of cast Italic coin from the Casa de la Moneda Museum



Summary

06 Presentation by the Chair-CEO

10 Key Data and Figures

12 Preparation of the Report

14 Material Aspects and Boundaries

16 The Institution

- 17** History of the Entity
- 20** Facilities
- 22** Legal System
- 23** Purposes
- 25** Certifications and Accreditations
- 28** Ethics, Integrity and Sustainable Management
- 31** Institutional Transparency and Regulatory Compliance
- 31** Sustainable Management
- 32** Context
- 33** Risks and Opportunities
- 34** Impact on the Spanish Economy

36 Stakeholders

- 37** Identification
- 38** Commitments and matters posed with the most significant stakeholders
- 41** Stakeholder communication and engagement

44 Human Resources

- 45** Governance of the Organisation
- 51** Staff
- 53** Equality
- 54** Training
- 56** Occupational Risk Prevention
- 58** Absenteeism and Accident Rate

60 Environmental Management

68 Main Activities and Business Lines

- 69** Production
- 70** Legal Tender and Collector Coins
- 73** Security Paper
- 75** Identification Documents and Cards
- 77** Graphic Products

80 Services

- 81** Research, Development, Innovation and Digital Transformation
- 83** CERES (Spanish Certification)
- 84** Traceability of tobacco products
- 84** Identification Documents
- 85** Laboratories
- 86** Procurement

90 Society and Culture

- 92** Associations to which the FNMT-RCM belongs or with which it collaborates
- 93** Mint Museum
- 99** Engraving and Graphic Design School

100 Solidarity Actions

102 Annex 1. Annual Accounts and Directors' Report

- 104** Profit and Loss Statements for the Year
- 107** Balance Sheet at 31 December
- 112** Directors' Report
- 115** Report on the Audit of the Annual Accounts issued by the Office of the General State Comptroller

122 Annex II. Glossary of Global Reporting Initiative (GRI)



Presentation
by the Chair
and CEO (G4-1) *





Just when we were promising ourselves a post-pandemic recovery in 2022, new global tensions of a military, political and economic nature have destabilised all forecasts, and have once again put the company's capabilities to the test.

However, yet again, the FNMT-RCM's strengths and ability to adapt have enabled it not only to meet its commitments and maintain quality public services, but also to improve its business and marketing results beyond what was estimated. Furthermore, it continues to make decisive progress in terms of governance, transparency, a focus on citizens, social responsibility and environmental and financial sustainability.

So, in this no less complicated 2022, a Transparency Web Portal has been created, among other initiatives. This provides a Suggestions and Queries Mailbox and a Whistleblower Channel through which any possible acts contrary to the Entity's Code of Ethics can be reported. A space has been inaugurated that reflects the FNMT's alignment and collaboration with the 17 Sustainable Development Goals (SDGs) of the 2030 Agenda. In June, in compliance with the Order of the Council of Ministers, the new FNMT-RCM Energy Saving and Efficiency Measures Plan was presented. And our Regulatory *Compliance System* has been awarded the *Banknote Ethics Initiative* (BnEI), which fulfils a necessary requirement of the European Central Bank and reinforces the anti-fraud policy.

* GRI Indicators (information on page 122 et seq)

The creation of the new Digital Services and Innovation Management, and the consequent reorganisation and grouping of the departments concerned, is the material expression of the management team's desire to review and strengthen the strategy in these technological areas that continue to be based on security, trust and – thanks to usability and simplicity – on fostering digital equality.

Very briefly, it is worth mentioning the extension of the Digital Services Catalogue: video crediting with biometric and remote techniques, FNMT public cloud, *blockchain* services, artificial intelligence services, etc. It is also worth mentioning the various orders received for the digitalisation of Public Administrations in the context of the Recovery, Transformation and Resilience Plan: development of the Inter-administrative Digital Ecosystem, electronic signature certificates for the Ministry of Justice, various solutions developed for the Bono Cultural Joven (Youth Cultural Voucher), etc.

When it comes to the Spanish Certification Department (CERES), its electronic certificates continue to break records: more than 12 million active in 2022, and in October the CERES Conference held its 14th edition, after a two-year interruption due to COVID-19.

As for internal organisation and productive and cultural aspects, training activities and the levels achieved in health and safety, prevention, equality and work/life balance have returned to normal. I would like to highlight – despite serious logistical problems – the enormous work of the production and support departments; for example, the minting of the second bullion coin, dedicated to the bull. I would also like to highlight the acquisition by the FNMT-RCM of the "*Fallani Collection*", 518 items that will be displayed at the Mint Museum, and which make up the finest collection of bronze coins cast in the ancient world.

Due to their future relevance for the Entity, two important achievements must be highlighted as a result of the coordinated efforts of the FNMT and the Treasury, under whose remit we work: the Budget Law for 2023, with the favourable opinion of the European Central Bank, has reversed the previous legal provision that required the imminent sale of the 20% stake in IMBISA, which allows IMBISA to retain the appropriate status of IMBISA partner. And the Office of the General State Comptroller reviewed the application of the activity indicator provided for in

article 32.2.b) of Law 9/2017 of 8 November on Public Sector Contracts, allowing us to expand our turnover in the international non-EU market without any limits, without compromising our status as an instrumental resource.

At the end of the year, in December, the deed of sale was signed for the plot of land in the Vicálvaro district of Madrid where the new FNMT-RCM will be built. This edifice will be more functional, more efficient, more sustainable and more focused on future challenges. And, although approved and published at the beginning of 2023, the following two essential legal frameworks were proposed in 2022: the 3rd Equality Plan, for 2022-2025; and the new Statute that replaces the previous one of 1999, adapt the FNMT-RCM to the current framework and extend the possibility of acting as an instrumental resource at all levels of the Public Administration.

All this would not have been possible without the usual protagonists: the staff, the management team, customers and suppliers. I would like to thank all of you for what you have achieved and urge you to continue building the FNMT of the 21st century.

Bela Valdecabres Ortiz

Chair and CEO



Key Data and Figures for 2022





- €273,958,000 turnover, 17% higher than the previous year.
- 1,193 workers on the payroll, 257 women and 936 men.
- 46% fewer temporary contracts than in the previous year.
- 36,119 hours of training provided.
- 5% fewer accidents at work than in the previous year.
- Obtained *Banknote Ethics Initiative* (BnEI) certification.
- 100% of new procurement documents with suppliers include anti-money laundering, anti-trust and anti-corruption clauses.
- Integration of the UN Sustainable Development Goals into the company's activities.
- 400,000,000 euro coins minted.
- 512,000 "proof quality" collector coins minted.
- 4,698,438,000 units of graphic products manufactured.
- 2,464 tonnes of security paper produced.
- 12,706,678 CERES certificates activated.
- 278,000 Youth Culture Vouchers 2022.
- Network replication of the EBSI *blockchain* of the European Commission, making Spain the first member country to do so.
- 2,806,007,089 tobacco products traceability codes.
- 3 exhibitions at the Mint Museum.
- 35,838 visitors to the Mint Museum.
- Acquisition of the 518 pieces of the "*Fallani Collection*", the finest collection of bronze cast coins in the ancient world.



Preparation of the Report





This Annual Report of the Fábrica Nacional de Moneda y Timbre – Real Casa de la Moneda (hereinafter FNMT-RCM) **(G4-3)** has been prepared in accordance with the requirements and guidelines of the Sustainability Reporting Guidelines of version 4.0 of the Global Reporting Initiative (GRI), in accordance with its Core option. No information from previous reports has been reformulated when data from previous years have been included. However, as part of the ongoing process of improving transparency in the company's practices, a number of indicators have been included as part of the comprehensive option. The section on the identification of stakeholders has also been expanded to include all those considered relevant to the Entity. **(G4-22) (G4-32)**

“ A Report that is constantly
being improved ”

Reports are prepared on an annual basis, and this report refers to the period from 1 January to 31 December 2022. **(G4-28) (G4-29) (G4-30)**

No other investees or joint ventures are included in the financial statements or in the contents of this Report. **(G4-17)**

* GRI Indicators (information on page 122 et seq)

Although there has been no external verification of the content of this Annual Report due to the FNMT-RCM's status as a Public Entity, the annual accounts and directors' report are audited every year in accordance with the Public Sector Auditing Standards and the Office of the General State Comptroller and are made available to the public on the Office of the General State Comptroller's website. **(G4-33)**

To facilitate navigating this document, the GRI indices to which they respond are included next to each paragraph. A glossary of these indexes, associated with the pages where they are mentioned, can be found in Annex II of this Report. Indicators appearing for the first time in this Report will appear with the text ***New*** next to their corresponding code. **(G4-23) *New***

Any doubts or questions about the Report can be addressed to the Corporate Social Responsibility Department of the FNMT-RCM. **(G4-31)**

Material Aspects and Boundaries

To determine these elements in the Report, the following process has been followed: **(G4-18)**

IDENTIFICATION

The contents of the GRI Guidelines and the results of the review of previous reports were analysed in order to draw up a preliminary list of relevant issues for the FNMT-RCM. Other aspects have also been considered, such as the performance of the company's activities and projects that have been deemed to be in the public interest.

PRIORITISATION

In each category, the issues and actions carried out were assessed and prioritised according to their impact on the Entity, as well as their relevance for the organisation's stakeholders.

VALIDATION

The contents and material aspects of the report were checked against the judgement of the competent authority in charge of each of the activities described.

REVIEW

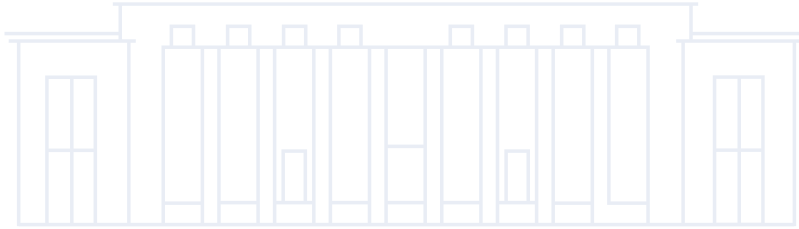
The results of stakeholder engagement, as well as the matters identified as material in previous periods, were taken into account in the review of this report

The Material Aspects included in this Report can be separated into Economic, Environmental and Social Development categories; they refer only to the activity of the FNMT-RCM and not to any of the companies in which the Entity has a stake. **(G4-19) (G4-20)**

However, matters detected as Material for the different stakeholders of the entity, described below in the section on “Stakeholders”, were considered before being included. **(G4-21)**







History of the Entity

Despite a document dated 2 December **1467** revealing that Henry IV of Castile set up a mint in Madrid (evidence of its activity can be seen in some of the *cuartos* issued at the time of Henry IV – the first coins with a crowned M as mint mark), the foundation of the Madrid Mint is the result of a royal commission from Philip III, dated 18 February **1614**. Production began on 3 April **1615** with the minting of two gold *escudos* and four silver *reales* coins. In **1718**, with the establishment of the Bourbon dynasty, the Madrid Mint came under the direct control of King Philip V.

“ More than 400 years at the service of Spaniards ”

The Madrid Mint experienced a period of splendour in the 18th century, reaching its peak during the reign of King Charles III with Tomás Francisco Prieto, Engraver General of the Mint of His Majesty the King and founder of the School of Engraving, where artists – who would later work in the various mints in Spain and the Indies – were trained.

Due to the deterioration of the old building dating from the time of Philip III, from **1833** onwards proposals for the construction of a new industrial building were put forward. Work finally began in **1855** and it was opened by Queen Isabella II in **1861**. The building, located in the current Plaza de Colón, was shared from the beginning with the *Fábrica del Sello* (Stamp Factory), whose origins hark back

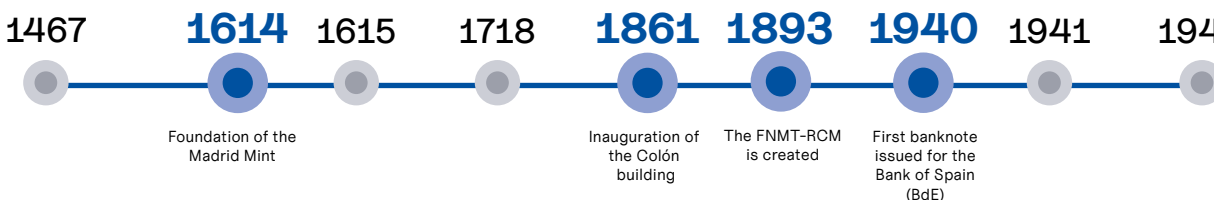
to around **1636**, when Philip IV obliged contracts and deeds to be drawn up on sheets of stamped paper to guarantee their authenticity.

Both institutions, the Mint and the Stamp Factory, were independent until **1893**, the year in which the Queen Regent Maria Christina of Austria merged them under the name of the *Fábrica Nacional de Moneda y Timbre*. The new institution took on the competencies of its predecessors and, thanks to the synergies brought about by the merger, has since then been carrying out important work of service to Spanish society, successfully overcoming all the challenges it has had to face throughout its history.

Due to the difficulty in supplying banknotes as a result of the Second World War, in **1940** the Government authorised the FNMT-RCM to print banknotes, and in **1941** gave it preference over other national and foreign printers when it came to producing banknotes. The first issue left its workshops on 21 October **1940**. Later, and to obviate the need to depend on foreign suppliers, a decision was taken to set up a security paper mill in Burgos; work began in **1944**, and in **1952** the first paper strip with a watermark was produced.

As more competencies were taken on, and the building in Plaza de Colón had now become obsolete, it once again made sense to move. The construction of the new headquarters, which took two decades to finish due to various complications, was completed in **1963** and was inaugurated in **1964**.

The modern (for the time) facilities in Calle Jorge Juan, Madrid, and the prestige of the institution made it possible for it to be entrusted with new tasks such as the production of passports and national identity cards, and other tasks such as, for example, those related to state gaming: the national lottery, betting and bingo.

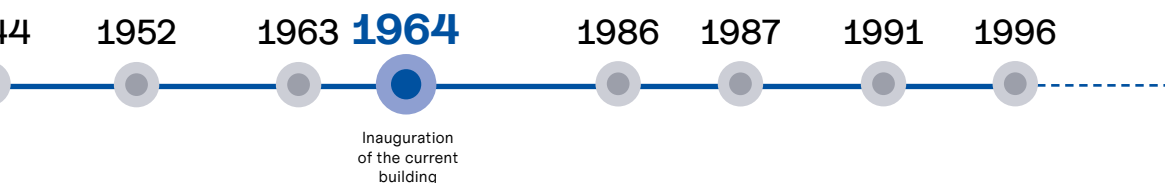


Spain's growing presence in international structures, in particular its joining the European Economic Community in **1986**, ushered in a period in which documents, such as passports, driving licences, residence permits as well as tachograph cards, had to be adapted to the requirements of the European authorities. For these tasks, the FNMT-RCM, in coordination with the corresponding bodies, has played – and continues to play – an important role.

In **1987**, and to immortalise the upcoming events in **1992** – the Barcelona Olympics, the Fifth Centenary of the Discovery of America and the Universal Exhibition in Seville – the Special Minting workshop was created, which during its lifetime immortalised the most important events on numerous coins.

But the FNMT-RCM's initiatives are not limited to traditional products; its capacity for innovation and its vision of the future make it a pioneer in products related to new technologies. Thus, in **1991**, it began manufacturing chip cards, a product with a very wide range of applications. In the mid-1990s, aware of the rapid expansion of the Internet and its potential to manage procedures with public authorities, it understood there was a need to provide the highest level of security for 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 for it was finished in May **1996**, allowing the Spanish Tax Administration Agency (AEAT, in Spanish) to use the electronic certification for the first time in **1999** for filing income tax returns.

The euro was another major challenge. Apart from requiring major investment and adapting the existing technology to the characteristics of the new coins and banknotes, a large volume of production had to be handled and the production of the two currencies – the peseta and the euro – had to be carried out simultaneously for some time.



It was also a logistical and security challenge because the distribution of the euro and the withdrawal of the old peseta banknotes and coins were to take place on the same day, 1 January **2002**.

In **1999**, his Majesty Juan Carlos I granted the institution the title of “Royal”, officially renaming it the “Fábrica Nacional de Moneda y Timbre-Real Casa de la Moneda”. The Statute, enacted on 25 June of that year, included both this name and its transformation into a Public Business Entity and, at the same time, provided it with a structure for carrying out its functions which, combining its centuries-old experience with innovative technologies, allowed it to continue offering the highest quality in its various spheres of activity.

In these first decades of the 21st century, the FNMT-RCM’s activity is being influenced by the need to adapt to a rapidly changing technological, regulatory and social environment in order to continue responding to the demands of society and the Public Administrations. It is also preparing for the future by developing a wide range of digital services, expanding the technological infrastructure with the Technology Centre in Burgos and introducing innovations in traditional products.

Facilities

The FNMT-RCM’s activities are divided between its headquarters in Madrid, which houses most of its industrial production and services, the Mint Museum, which shares a building with the FNMT-RCM, a high security warehouse, also in Madrid, and the facilities in Burgos, which are dedicated to manufacturing security paper.

Headquarters in Madrid (G4-5)

Standing on a rectangular block, it is bordered by four streets: calle Jorge Juan, calle Doctor Esquerdo, calle Duque de Sesto and calle Máiquez. The longest façades, both 300 metres long, are on calle Jorge Juan – where the main entrance is located – and calle Duque de Sesto, where vehicle access and loading bays are located. The façades on calle Doctor Esquerdo – where the entrance to the Mint

Museum is located – and calle Máiquez are each 84.6 metres wide. Imposing in size, the building’s architecture combines classicism with an industrial style.

The Jorge Juan and Doctor Esquerdo entrances – identical in construction, with impressively large staircases and pillars – are a clear example of the classicism that pervaded Spanish architecture from 1940-1960. The façades between the doors and the corners, decorated with brickwork, showcase its industrial character, and the fact that they are set back from the pavement and separated by an English courtyard give the building an appearance of impenetrability. On the four floors of the building – five in the central section – the industrial style alternates with areas decorated with marble, fine wood and gold leaf. The vaults and various storage rooms are located in the basement.

Paper Mill in Burgos

Located in the west of the city, on the right bank of the Arlanzón River, the Burgos facilities cover over 55,000 m². The complex is enclosed by a fence and barbed wire, which at first glance suggests that it is a high-security complex. The factory is made up of several pavilions with brick façades, very similar in appearance to the sides of the building in Madrid.

Security Warehouse

In order to alleviate the lack of space for storing products, a high-security fully-robotised warehouse with 15,300 spaces for pallets was inaugurated in 2007. Equipped with advanced intrusion alarm security devices, it has interior and exterior video cameras and a fire-extinguishing system, and an specialist is permanently on site.

New Facilities Planned

In 2022, the legal and technical requirements were met to begin the process of building a new headquarters for the production facilities of the FNMT-RCM in Camino Viejo de Vicálvaro, Madrid. In addition, the process to deploy a new Data Processing Centre (DPC) at its facilities in Burgos were started.

“ The FNMT will soon move its headquarters to more modern and more secure premises ”

Legal System (G4-7)

The FNMT-RCM is a Public Business Entity as provided for in Law 40/2015 on the Legal Regime of the Public Sector with a separate public legal personality, its own assets and treasury and management autonomy under the terms attributed to it by the aforementioned law. It is attached to the Ministry of Finance and Civil Service, which, through the Undersecretariat, conducts strategic direction and efficiency control. The Statute, in force in 2022, was approved by Royal Decree 1114/1999 of 25 June 1999, subsequently amended by Royal Decrees 199/2009 of 23 February 2009, 390/2011 of 18 March 2011 and 336/2014 of 9 May 2014.

Also noteworthy in the legal sphere are: the essential public service nature of its products and activities (Royal Decree 1138/1984 of 11 April 1984); its status as an official laboratory of the State Administration (Law 31/1990 of 20 December 1990); its authorisation to provide security services in communications by electronic, computer and telematic means (Law 66/1997 of 30 December 1997); its status as an in-house provider and technical service for the General State Administration, a status that was extended to the regional and local public sectors by Royal Decree-Law 11/2020 of 31 March; and the designation as the sole issuer of tobacco product identifiers throughout Spain by Order HAC/1365/2018 of 12 December.

“ The FNMT-RCM has the status of in-house provider and official laboratory for the General Administration, as well as for other organisms, entities and agencies of the State ”

With the approval, on 31 January 2023 of the new Statute of the Entity through Royal Decree 51/2023, its status as in-house provider for the Administration, for autonomous communities, autonomous cities and local entities is once again extended to include all bodies, and state, autonomous community and local public sector bodies repealed, as are the Decrees of 5 April 1940 and 24 June 1941, the Order of 8 June 1943 and Article 4 of Order HAC/834/2018 of 31 July.

Purposes (G4-4)

At the time of publication of this report, following the aforementioned approval of its new Statute in January 2023, the following are the current purposes of the Entity:

- The minting of coins of all kinds in accordance with Law 10/1975 of 12 March 1975 and Article 81 of Law 42/1994 of 30 December 1994. The FNMT-RCM will also mint, on behalf of the state, coins in precious metals and collector coins for numismatic or other historical, cultural, commemorative, charitable or, where appropriate, economic-financial purposes.
- The production of coin blanks and the minting of medals, decorations, distinctions and similar works for the state or private individuals, either directly or through companies or entities in which the FNMT-RCM holds a capital stake.
- The printing of banknotes of any currency and the production of high-security paper for the printing of such banknotes or, where applicable, for other public or private documents, in accordance with the applicable national, EU or international legislation. The FNMT-RCM may also develop any representative media or provide technical trust services for digital or electronic money.
- The production of official identification documents such as the national identity cards, passports, visas, driving licences, residence permits, arms licences, digital tachograph cards, identification cards for public employees and members of the State Security Forces and Corps; titles and accreditations, labels, instruments, codes, supports, including those for the security and traceability of tobacco products and related products, as well as other official tasks which are required by both EU and national regulations; documents and cards for citizens and companies according to their sectors of activity; any other valuable or security documents and their technological evolution in compliance with applicable national, EU or international legislation.
- The creation of documents for the payment of any taxes or public prices, tickets, forms, documents for games of chance or lotteries, lists of these lotteries in the suitable and secure medium necessary.

- The printing of all kinds of documents, stamps, signs and other postal and postage items, in accordance with applicable legislation and under the conditions proposed by the postal operator; this postal production is a priority for the FNMT-RCM over those it may print for non-Spanish entities.
- The provision of security services in communications by electronic, computer and telematic (ECT) techniques and means, as well as electronic identification and trust services for electronic transactions, electronic address and electronic notification, digitalisation, deposit and custody of documents in any medium, and the issue, manufacture and supply of user certificates in digital format or on a card; the provision of *blockchain* services and the issuance and verification of decentralised credentials; and the development and provision of digital services for the digital transformation of public administrations, in accordance with the terms established by national, EU or international legal provisions.
- The provision of technical assistance, advice and consultancy services related to the functions and competencies of the FNMT-RCM referred to in the previous sections.
- The promotion of artistic, cultural and training activities through the Mint Museum and the School of Engraving and Graphic Design, among others.
- Any other powers conferred upon it by law, regulation or other legal instrument.

Notwithstanding the preferential nature of the different activities and services to be provided to the Spanish state and its regional and local agencies, the FNMT-RCM also carries out activities for public or private entities in other states. **(G4-6) *New***

The FNMT-RCM is also considered an Official State Laboratory and may act as an official expert with regard to the products and services it provides, which are specific to its activity or which are directly related to them.



Certifications and Accreditations

In 2022, a Compliance Management System based on the international BnEI (*Banknote Ethics Initiative*) was implemented and certified, which embraced all the Entity's centres and business lines. **(SO-3) *New***

Progress has also been made in the deployment of an Information Privacy Management System based on ISO/IEC 27701/2021, which will be submitted for accreditation by the competent body in January 2023.

The FNMT-RCM is currently certified in the following regulatory frameworks:

Certification	Date of first issue	Validity	Scope
ISO 9001:2015 Quality Management	29/01/1996	25/01/2026	All activities and centres
ISO 14001:2015 Environmental Management	11/05/2010	11/05/2025	Madrid site
ISO 14001:2015 Environmental Management	22/12/2004	27/02/2023	Paper mill in Burgos
ISO 50001:2018 Energy Management	05/01/2017	05/01/2026	Headquarters in Madrid
ISO45001:2018 Health and safety at work	30/11/2009	30/11/2024	All activities and centres
BnEI Compliance <i>Banknote Ethics Initiative</i>	26/08/2022	In force	All activities and centres
IQNet SR10:2015 Social Responsibility	17/02/2015	27/01/2026	All activities and centres
ISO 22301:2020 Business Continuity	15/01/2019	15/01/2025	All activities and centres
ISO 14298:2021 Security print process management	15/10/2013	19/09/2025	All activities and centres
ISO/IEC 27001:2017 Information Security	28/09/2018	28/09/2024	All activities and centres
ISO/IEC 27701:2021 Information Privacy Management	Projected to 2023	-	-

CWA 15374:2018 Security Management for Suppliers to the Security Printing Industry	16/10/2013	22/09/2025	Paper mill in Burgos
ISO 17025 ENAC accredited laboratory	10/06/1991	In force	Paper mill in Burgos for testing paper and board, pulp, fibre and printing papers
ISO 17025 ENAC accredited laboratory	22/01/1993	In force	Laboratory in the centre of Madrid for monetary metal alloys
UNE-ISO/IEC 20000-1 Unique Traceability Identifiers for Tobacco Products	11/12/2022	11/12/2025	IT-related services
eIDAS Regulation (EU) No 910/2014 ETSI EN319 401 ETSI EN 319 411-1 ETSI EN 319 411-2 ETSI EN 319 421 ETSI EN 319 431-1	09/04/2019	04/04/2023	CERES, which issues: • Qualified electronic certificates for electronic signature, electronic seal and website authentication • Qualified electronic time stamps
Card homologation for Tacógrade 2.0.1	21/08/2019	In force	Digital tachograph cards
EURO Origination Prepress and Laboratory	03/11/2015	In force	Prepress and laboratory

Ethics, Integrity and Sustainable Management

Values and principles (G4-56)

The actions of the senior management and the Board of Directors (Governing Board at the time of the new Statute of 2023) are in line with the ethical and conduct principles of Law 3/2015 of 30 March, which governs the performance of senior positions in the General State Administration. For its part, the FNMT-RCM has developed the following principles 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 to the Public Administration, and, more specifically to citizens, which requires it to continuously evolve its products and services that will be subsequently used in the private sector. The differentiating factor of its activity is the manufacture of high-quality products and the provision of services with high-security components embedded both in the end product and during production development.

“ A vocation to serve the public lies
at the heart of our activities ”

VISION

To be a benchmark in the field of security in both physical and digital media, reinforcing its role as the main supplier of innovative, high-quality products and services to public administrations, private entities and citizens in general.

VALUES

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

- **Professionalism and efficiency:** we are committed to performing our functions in an honest, responsible and efficient way with a focus on achieving excellence.
- **Equality:** we are committed to eliminating all forms of discrimination in corporate policies, strategies, culture and practices as a strong example of the Entity's responsibility regarding gender equality and women's empowerment.
- **Quality:** we are committed to the quality that governs the daily activity of the Entity, understanding and meeting needs and promoting continuous improvement.
- **Confidentiality:** all persons within the Entity observe the criteria of discretion and prudence when processing information and in their communications with third parties.
- **Sustainable growth:** understood as industrial growth in a way that is consistent with the environment and environmental policies.
- **Cutting-edge technology:** aimed at providing products and services with the highest levels of technology.
- **Financial sustainability:** aimed at maintaining sufficient financial, human and technical resources to comply with the mission.
- **Collaboration and commitment towards the government and public agencies:** aimed at providing companies and citizens with the best conditions for accessing public services related to the Entity's activity.
- **Transparency and good governance:** being accountable for our activity and management based on a commitment to ethical governance.

CODE OF CONDUCT AND WHISTLEBLOWER CHANNEL

The [Code of Conduct](#) of the FNMT-RCM contains the principles that must guide the internal and external relations of the Entity's managers, agents and staff. In addition, the Entity has a [Supplier Code of Conduct](#) that requires associate companies or contractors to commit to transferring these principles to their executives, employees and, where applicable, subcontractors.

The FNMT-RCM has a Code of Conduct Monitoring Committee that is responsible for overseeing and controlling its application and for drawing up proposals for its modification or revision. The Entity's Steering Committee is responsible for approving and interpreting the Code.

To ensure that any stakeholder, including employees, citizens and others, can make inquiries, suggestions or complaints regarding non-compliance with the FNMT-RCM Code of Conduct, a Whistleblower Channel has been set up at the Entity's electronic headquarters and on its website: <https://www.sede.fnmt.gob.es/denuncias>. Strict confidentiality is ensured when this channel is used and, should they wish, the complainant's anonymity is guaranteed.

“ An anonymous Whistleblower Channel is available to whoever requires it ”

In 2022, a total of 31 communications were received through this channel. For 30 of them, the facts reported did not correspond to breaches of the law or of the Code of Conduct and, when the necessary information from the relevant departments had been collected the responses reflected this. The last of these was accepted for processing and, as at 31/12/2022, was in the preliminary analysis phase. **(SO-11)**

In 2022, various actions were undertaken to disseminate this channel among the Entity's collaborators. Specific information and training for employees and agents was provided, information was published on the corporate intranet and informative posters were placed in the company's facilities.

Institutional Transparency and Regulatory Compliance

Within the framework of its BnEI-accredited Compliance Management System, the company has set out an [Anti-Corruption Policy](#) and a [Competition Policy](#) in order to ensure maximum commitment to market freedom and compliance. In addition, since 2022, it has been a member of the Anti-Fraud Committee of the Ministry of Finance and Civil Service. As validation of this commitment, no complaints of monopolistic practices, unfair competition or anti-competitive practices were made in 2022. **(SO-7)**

“ No cases of monopolistic practices, unfair competition or anti-competitive practices have been detected ”

The Entity makes the relevant information regarding its activity available to its stakeholders and to the general public through its [corporate website](#) and [Transparency Portal](#).

The FNMT-RCM also responds to requests for access to information by the public, who, in accordance with Law 19/2013 of 9 December on Transparency, access to public information and good governance, can submit their requests to the attention of the Transparency Portal Processing Unit, through the [Portal of the Ministry of Finance and Civil Service](#) or that of the [General State Comptroller](#). **(G4-57) (G4-58)**

Sustainable Management **(G4-15)**

New

In 2022, to highlight its alignment with the 17 United Nations Sustainable Development Goals (SDGs), the FNMT-RCM carried out much dissemination and

awareness-raising work. Its communications campaign was aimed at 1,245 workers and included publications on its corporate intranet and the organisation's internal app, as well as posters and workshops on Social Responsibility.

“ A company committed to the
United Nations Sustainable
Development Goals ”

To learn more about how the FNMT-RCM contributes to the SDGs and the 2030 Agenda, please visit the new website: <https://www.fnmt.es/agenda2030ods>



Context (G4-2)

New

The main goals that the FNMT-RCM has in performing its activities in its environment and regarding its stakeholders are as follows:

1. Ensuring that Human Resources is motivated and engaged in the continuous improvement of the company.
2. Maintaining a close relationship with customers and ensuring customer satisfaction.
3. Extending the commitment to Social Responsibility to suppliers and subcontractors.
4. Enhancing the economic impact of the FNMT-RCM's activity and its involvement with society.
5. Encouraging channels of dialogue.
6. Minimising environmental impact.
7. Promoting lines of research related to the FNMT-RCM's activity.

Risks and Opportunities

The main risks that the company has had to face in order to achieve these goals are linked to the instability caused by what is happening internationally. This has affected the Entity's supply chains, as well as some of the companies in which the FNMT-RCM has a stake, resulting in a significant effort being made to guarantee jobs and operational continuity at CECOSA.

However, considerable and unprecedented opportunities have emerged that secure the future of the company. First, the introduction of provisions in the General Budgets for 2023 that establish the future of the company in IMBISA's shareholding and the elimination of

the technical and legal impediments to act as the in-house provider for all the country's Public Administrations. Second, the revision of the IGAE's 80/20 criterion, which limited the company's operations in the non-EU market, has been achieved. This makes it possible to invoice for the unlimited production of banknotes and other products outside the EU without jeopardising the company's status as in-house provider. Third, participation in the Recovery, Transformation and Resilience Plan supported by the NextGenerationEU European funds has resulted in important new orders from public bodies. In addition, all temporary consolidated job positions have been successfully filled, and an additional 55 permanent positions related to digital services and new activities have been created.

“ A promising future,
despite economic
disruptions ”

Impact on the Spanish Economy (EC-8)

New

Because of its link to the Spanish state, it is difficult to account for the full extent of the organisation's impact on the country's economy. However, it is possible to provide an account of what it generates through its economic activity, through aspects such as job creation, turnover or its fiscal contribution. For further information on the state of the Entity's accounts, please refer to Annex I of this Annual Report for full details.

		2022 ¹	2021 ²	2020 ²
Turnover (Net amount) ³		€ 273,958,000	€ 234,239,000	€ 247,234,000
Profits		€24,915,000	€ 18,787,000	€ 22,118,000
Average headcount over the year		1,215 employees	1,247 employees	1,304 employees
"Payroll costs" ⁴	Social Security to be paid by the company	€ 15,675,000	€ 16,429,000	€ 16,825,000
	Other social expenditure	€ 3,965,000	€ 1,552,000	€ 2,512,000
VAT self-assessment.		€ 23,752,000	€ 27,986,000	€ 27,686,000
Corporate income tax		€ 8,067,000	€ 6,816,000	€ 6,770,000
Distribution of profit	Dividend distribution	€ 12,000,000	€ 15,000,000	€ 22,118,000
	To statutory reserves	€ 12,915,000	€ 3,787,000	€ 0

¹Data from the formulated accounts.

²Data from the approved accounts.

³ Turnover for 2020 was corrected in the 2021 Annual Accounts.

⁴The figure for social security contributions in the 2020 Annual Report was corrected in the 2021 Notes.

It is also worth noting that 68.21% of the total value of orders to suppliers corresponded to companies based in Spain, compared to 58.76% in 2021. **(EC-9)**

“ FNMT-RCM has a
positive impact on the
national economy ”



 Stakeholders





The FNMT-RCM has an integrated policy that encompasses its Corporate Social Responsibility, Occupational Risk Prevention, Environment, Physical Security, Energy Management, Quality, Business Continuity, Information Security, Compliance and IT Services systems.

This policy includes a commitment to observe the principles of accountability, transparency, ethical behaviour, lawfulness and human rights, protection of people, property and facilities, and respect for the interests of the parties affected by its activity. They also include requirements on the efficient use of resources, respect for the environment and the promotion of cultural activities.

To implement it, communication and dialogue channels have been established and promoted. These are based on transparency, honesty, truthfulness and collaboration, and it sets out what is required and expected of stakeholders.

Identification

The FNMT-RCM involves its stakeholders in following the guidelines of the IQNet SR10 international management standard IQNet SR10. It periodically assesses its relationship with them through its Sustainability Committee, a body which comprises the Information Systems and Economic-Financial, Industrial and Commercial, General Secretariat and Human Resources Departments, and the Internal Audit, Quality and CSR Departments. This Committee is responsible for

establishing identification criteria and defining actions to ensure that the needs and expectations of these groups are understood and addressed by the organisation. **(G4-25)**

“ Management is directly involved in assessing the needs and expectations of the company's stakeholders ”

The groups considered to be the most significant within the company's sphere of action are: “Customers”, “Community, society and social organisations”, “Employees”, “Suppliers of products and services”, “Management”, “Owners”, “Partners and collaborators”, “Competitors” and “Environment” **(G4-24)**



Commitments and matters posed with the most significant stakeholders

(G4-27)

The organisation's voluntary commitments, as well as the result of stakeholder engagement through the established channels, resulted in the following key matters:

● Customers

- Customer care, pre-sales and after-sales services
- Quality goods and services that are environmentally responsible and safe
- Confidentiality and privacy
- Honesty, ethical and responsible behaviour
- Integrity of systems and information
- Prospects for continuity in orders
 - Fast delivery times
- Promotions and advertising

- Contract monitoring
- Security of state activities

- **Society**

- Quality, environmentally responsible and safe goods and services
- Environmentally responsible behaviour
- Commitment to accessibility for people with reduced mobility
- Commitment to the dissemination of culture and participation in education
- Honesty, ethical and responsible behaviour
- Investment in the community and society, facilitating training placements
- Reducing packaging and product packaging
- Carbon footprint reduction
- Transparency of information

- **Employees**

- Communicating the Entity's situation
- Communication and participation by the Company Committee
- Work-life balance
- Confidentiality and privacy
- Contract, working conditions and decent wages
- Right to privacy
- Expectations of permanent contracts for temporary workers
- Retirement expectations
- Training, employability and careers
- Honesty, ethical and responsible behaviour
- Specific environmental information and training
- Non-discrimination
- Respect for the dignity of workers
- Respect for the right to the freedom of association and bargaining rights
- Rejection of forced labour and child labour in all its forms
- Health and safety at work and accessible environments

- **Suppliers**

- Meeting payment deadlines
- Promoting the principles of social responsibility in the supply chain
- Formalisation and performance of the contract
- Honesty, ethical and responsible behaviour
- Prospects for continuity in orders

- **Administration**

- Honesty, ethical and responsible behaviour
- Compliance with tax obligations

- **Owners**

- Compliance with current legislation
- Financial results
- Institutional transparency

- **Allies and partners**

- Commitment to the dissemination of culture and involvement in education

- **Competitors**

- Honesty, ethical and responsible behaviour

- **Environment**

- Quality, environmentally responsible and safe goods and services
- Carbon footprint calculation
- Environmentally responsible behaviour
- Honesty, ethical and responsible behaviour
- Specific environmental information and training
- Reduction of product packaging and containers
- Carbon footprint reduction



Stakeholder communication and engagement (G4-26)

The FNMT-RCM maintains several permanent contact channels with its stakeholders. These include its [corporate website](#) and [contractor profile](#), its [whistle-blower channel](#), the websites of the [Mint Museum](#) and the [School of Engraving](#), [customer service](#) and a call centre for [users of digital and certification services](#). It also has a corporate intranet for employees, a phone *app*, noticeboards, and a suggestions channel. On a cyclical or ad hoc basis, it participates in congresses, fairs, conferences and meetings with these stakeholders or their representatives, and it uses surveys to assess the degree of satisfaction and the relevant issues that have the greatest impact on the organisation's activity.

“ Our customers recognise the willingness of the FNMT-RCM to solve problems ”

The results obtained from the satisfaction surveys sent to customers in 2022 were generally favourable (PR-5). In the domestic market, the level of participation was mainly by the public administration and reached 70%. Internationally, the participation rate was 50%. There was widespread recognition that the FNMT-RCM was actively willing to solve any problems that arose, and most customers would work with us again. The complaints raised were mainly related to transport and distribution. In relation to manufacturing, they were mainly related to problems with numbering or cutting.

As for the formal complaints received, they are summarised in the following table. The decrease in the number compared to previous years can be explained by the fact that problems related to environmental stickers for vehicles were resolved. Participation in the surveys sent to customers regarding the tobacco traceability service was small, although the level of satisfaction was positive. Looking ahead to 2023, the questions aimed at this sector will be reviewed to adjust them to the service provided and to achieve a higher level of participation.

“ The number of customer complaints has halved compared to last year ”

YEAR	2022	2021	2020
Number of complaints	71	140	120

Regarding the online store, the most relevant aspect for 80% of customers is product quality. The parameter for the e-shop was the highest rated (56%), with 69% of respondents saying that our quality was better or much better than that of other e-commerce sites. Nevertheless, if we look at aspects that customers consider could be improved, product price was striking at 43%, with only 16% of customers giving it a positive rating. However, when it came to assessing the value for money of our products, the result was fairly good, with 63% of customers satisfied and 18% very satisfied. In segmenting customers by group, we found it more difficult to attract the interest of women, even considering that the third commemorative coin issue was dedicated to International Women's Day. Market research will be carried out to assess the reasons why this target group and young people may not be as drawn to our numismatic products, and to define the themes and features whose inclusion could increase their interest.

**“ 81% of the online store's customers
are satisfied with the value for
money of its products ”**

An analysis of the results of staff surveys conducted in 2021 was also carried out in 2022. Based on this analysis, the following actions were defined and implemented during the year:

- A Communications group has been set up with all sections of the organisation represented. The aim is to improve communication with the workforce through the channels provided for this purpose.
- To enhance the knowledge and participation of the entire workforce in the 2021-2023 Company Plan and to convey that this is a common project for

everyone at the FNMT-RCM, an information campaign has been created. This includes publications on the intranet and in the company's quarterly newsletters.

Supplier surveys were not conducted in 2022 as they are carried out on a biennial basis, and the next survey is scheduled to take place in 2023.





Human Resources





Governance of the Organisation (G4-34)

The previous Statute of the FNMT-RCM, in force in 2022, regards its main governing bodies to be the Board of Directors and its delegated committees as well as General Management. The Management, appointed by Royal Decree at the proposal of the Minister of Finance and Civil Service, is responsible for the representation, guidance, administration and day-to-day management of the Entity and other competencies, responsibilities and powers as set out in the Statute, in addition to the presiding the Board of Directors.

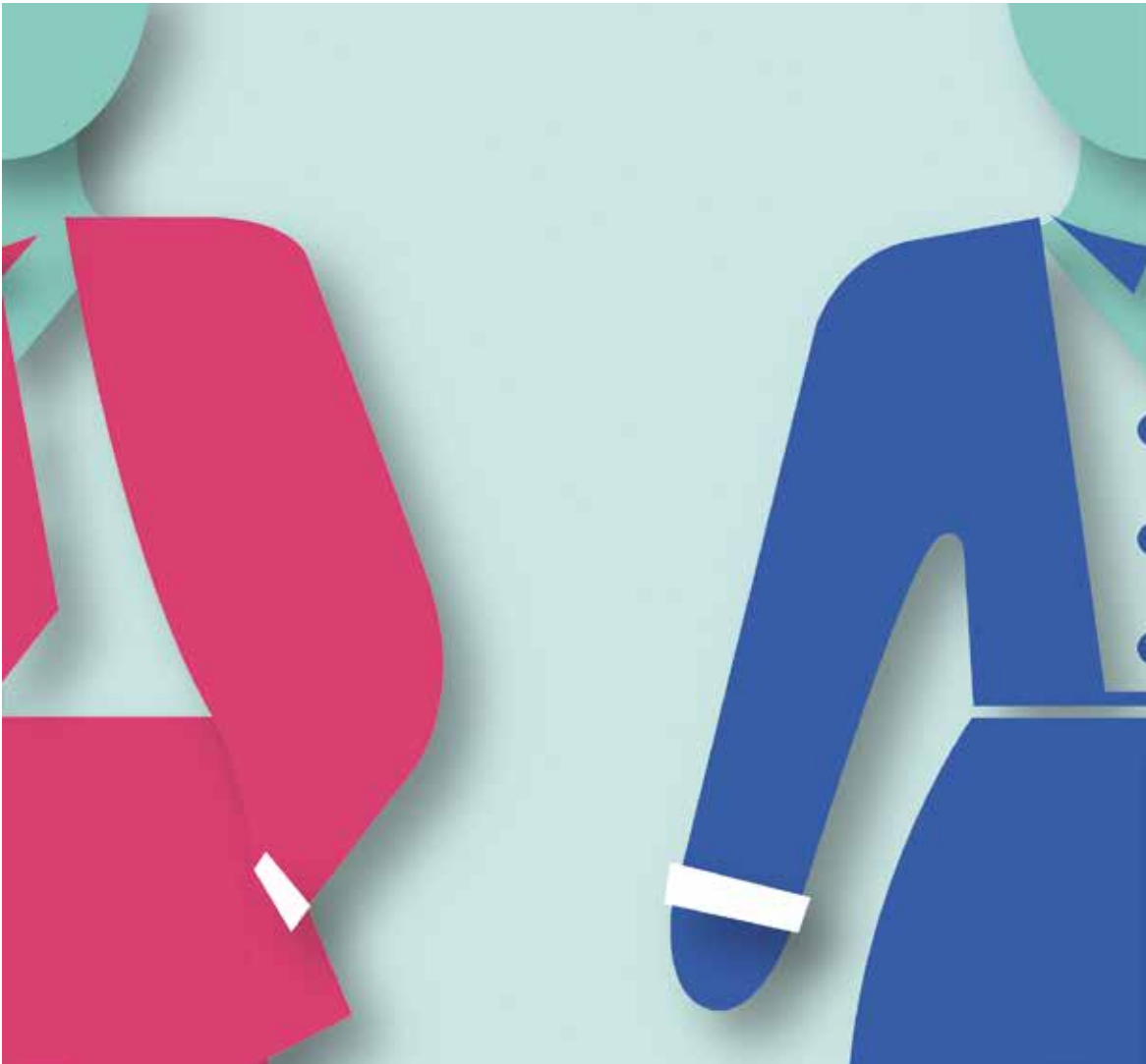
“ The General Management and the Board of Directors of the company are public positions ”

According to the Statute, the Board of Directors consists of between nine and fourteen members and a secretary, who attend the meetings with the right to speak but not vote. In addition, a staff representative also participates in these assemblies. On a proposal from the Chair, the Board may appoint up to six advisers, who may attend these plenary sessions in an advisory capacity, but without the right to vote.

The members are appointed by order of the Ministry of Finance and Civil Service, and must hold – at least – the position of Sub-Directorate General or similar within

the General State Administration's staff. Four of the members are appointed at the proposal of the Ministry of Economic Affairs and Digital Transformation. The FNMT-RCM's main institutional customers are also represented here.

Gender distribution of the Board of Directors at the end of 2022 was ten women and six men.



The powers of the Board of Directors, based on the Statute in force in 2022, are, among others: agreeing on the Multiannual Performance Programme, operating and capital budgets; approving the annual programmes referred to in Article 75.a of Law 50/1998 of 30 December, at the proposal of the Directorate General; and, where appropriate, the proposed agreement or contract-programme with the state for its submission to the Minister of Finance and Public Administration and subsequent inclusion in the corresponding budget laws.



III PLAN DE IGUALDAD 2022-2025

Board of Directors

(as at 31 December 2022)

- **Ms María Isabel Valdecabres Ortiz**

CEO of the FNMT- RCM

Members:

- **Ms Alejandra Sánchez Yánquez**

*Director of the Budget and Expenditure State Secretariat
Ministry of Finance and Civil Service*

- **Mr Alejandro de las Alas-Pumariño y Linde**

*Senior Official
Ministry of Transport, Mobility and Urban Agenda*

- **Mr Ángel Manuel Marqués Almanza**

*Deputy Subdirector of Resource Organisation, Planning and Management,
Comptroller General of the State
Ministry of Finance and Civil Service*

- **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*

- **Ms Ana María Prejigueiro Rodríguez**

*Director of the State for Security Secretariat
Ministry of the Interior*

- **Mr José Vicente Petruzzella Lacave**

*Operations General Subdirector, Tax IT Department of the AEAT
Ministry of Finance and Civil Service*

- **Ms Rita Pérez Benito**

*Technical Office Adviser in the Finance and Civil Service Undersecretariat
Ministry of Finance and Civil Service*

- **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*

- **Mr Rafael Martínez López**

*General Subdirector for Logistics and Innovation of the Directorate General for Police
Ministry of the Interior*

Secretary:

- **Ms María Bueyo Díez Jalón**

*Chief State Attorney
Ministry of Finance and Civil Service*

The total remuneration earned by the members of the Board of Directors and senior management during the last three years was as follows:

TOTAL REMUNERATION ACCRUED	2022	2021	2020
Board of Directors	167,915	168,000	161,000
Chair-General management	155,341	148,652	151,055
Senior management	530,428	462,249	411,945
Other management staff	2,758,745	2,692,000	2,495,000

The remuneration of senior management and executives not subject to collective bargaining agreements includes the variable remuneration received for the achievement of targets, which means that there is a link between this and the organisation's performance and results.

The members and advisers of the Board of Directors are subject to the incompatibility system established in Law 3/2015 of 30 March regulating the exercise of senior positions in the General State Administration, and their actions are in accordance with the principles of ethics and conduct laid down in this Law.

In 2022, the FNMT-RCM's structure consisted of the Chair-General Management and five Departments, namely: Information and Economic and Financial Systems, Commercial, General Secretariat and Human Resources and Industrial Department, to which the Digital Services and Innovation Department was added this year. In addition, it relies on the following management support bodies:

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

- Transparency Portal Processing Unit
- Compliance Committee

Staff

All of the FNMT-RCM's actions towards its main asset, its people, are aimed at maintaining stable employment, a good working environment and an atmosphere of commitment. To this end, policies that foster the necessary conditions of respect and safety are promoted, and these enable personal and professional development through actions in these areas:

- Non-discrimination and equality.
- Right to privacy and respect for dignity. A work-life balance.
- Occupational health and safety, in which the FNMT-RCM is certified under the ISO 45001 standard.
- Employee benefits in addition to remuneration.
- Promotion of internal communication through the intranet as a source of cohesion and information and as a means of carrying out administrative procedures.
- Training

Labour relations between the company and its staff are governed by the 11th Collective Bargaining Agreement and its extensions, applicable to the entire workforce. **(G4-11)**

**“ Labour relations are governed by the company's
11th Collective Bargaining Agreement ”**

The agreement states that both the organisation of work and the decisions on work centres, groups, sectors, departments and services are the power and responsibility of the FNMT-RCM management. However, the legal representatives

of the workforce shall have the right to be informed in advance, and any experimentation of new organisational or production rules shall be limited to a maximum of ten weeks, after which the mandatory consultation period shall begin and shall last a minimum of fifteen days, unless an agreement is reached before then. **(LA-4)**

Basic information on staff (G4-10) (LA-1)

Temporary contracts in force at the end of 2022 represented 7.67% of the total payroll, well below previous years (16.7% in 2021, 13.64% in 2020 and 14.03% in 2019).

“ Temporary employment has been reduced by almost 46% ”

The total number of labour complaints raised in 2022 was 465, compared to 64 in 2021 and 9 in 2020, of which 424 related to the enforcement of the court ruling on the delivery of Christmas hampers. **(LA-16)**

WORKFORCE (TO 31/12)	2022			2021			2020		
	M	W	TOTAL	M	W	TOTAL	M	W	TOTAL
General Management	-	1	1	-	1	1	-	1	1
Senior management	3	2	5	3	1	4	4	-	4
Outside the Agreement	24	6	30	26	8	34	29	5	34
Heads	68	18	86	65	14	79	75	17	92
Middle managers	53	4	57	57	4	61	58	4	62
Technical staff	214	90	304	232	87	319	218	92	310
Administrative staff	75	36	111	76	56	132	74	53	127
Manual workers	466	96	562	465	110	575	499	109	608
Auxiliary staff	33	4	37	36	4	40	43	2	45
Total	936	257	1,193	960	285	1,245	1,000	283	1,283

Equality

On 14 January 2022, the Negotiating Committee approved the 3rd FNMT-RCM Equality Plan, which is valid for 2022-2025. The main goal of the Plan is to guarantee real and effective equality of opportunities and treatment between both sexes within the company and to avoid any kind of discrimination in the workplace.

The 3rd Plan includes and endorses the guiding principles on equality and is preceded by an exhaustive analysis of information, data collection and the company's situation in most areas (recruitment, training, auditing and equal pay, under-representation of women, communications, etc.). In addition to the main goal set out above, it defines general and specific objectives with associated action plans for their fulfilment.

As part of the analysis of the company's situation prior to the preparation of this Plan, corresponding to 2020, it was found that although women are still less represented in the company, the gender pay gap is less than 5% (4% if only the basic salary is considered) and no vertical gap has been detected. **(LA-13)**

“ There is no vertical pay gap in the organisation ”

Regarding work-life balance, the table below highlights the most significant reasons recognised in 2022.

RECOGNISED SITUATION	MEN	WOMEN	TOTAL
Childbirth and childcare leave	10	2	12
Infant care leave	10	2	12
Reduction in working hours to care for children under 14 years of age	0	12	12
Flexible working hours to take care of dependent children under 14 years of age	10	5	15
Remote work for work-life balance	7	6	13
Leave of absence to care for family members	9	1	10
Fixed shift for official studies	3	1	4
Special start and end times due to transport issues	0	0	0
Total	49	29	78

It should be noted that the percentage of staff with flexible working hours as at 31/12/2022 represents 49% of the total staff. As at that same date, a total of 311 people (72 women and 239 men) were able to work remotely.

It should also be noted that the number of permanent staff with disabilities has increased compared to last year. This now represents 3.27% of the staff, which is more than the minimum 2% required by current regulation. **(LA-12)**



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

After two years marked by the pandemic, 2022 saw a return to normality. This allowed different events to be planned without the restrictions of capacity and distance that made face-to-face training difficult.

However, the experience acquired in distance learning, especially with virtual classrooms, and the fact that a substantial part of the staff worked remotely, has led to the consolidation of – and increase in – all non-face-to-face modalities, thereby contributing to the promotion the FNMT-RCM's digital transformation. In this respect, the percentage of all courses given in non-face-to-face modalities was 58.89%, compared to 36.66% the previous year.

The degree of compliance with the training plan was 59.19%, almost 7 points higher than the previous year. However, it has fallen short of the target of 70%.

Course attendance decreased to 81.40%, still a satisfactory result, and for Occupational Risk Prevention courses it was 94.4%, a very high value that reflects the great awareness of risk prevention issues present in the FNMT-RCM.

The analysis of the data shows that:

- The training activity indicators were very similar to those of 2021 with an increase in the percentage of compliance with the Training Plan and in the number of course attendees, which was 5,906 (1,383 women and 4,523 men).

- The *online* and virtual classroom learning modalities have become consolidated, although the improved situation regarding the pandemic has made it possible to carry out very practical training courses that required face-to-face attendance (for instance, first aid, workshops, graphic arts, etc.).

“ The commitment to distance learning is ongoing ”

- The improvement in the digital skills of staff continues to grow. The digital content platform has been maintained with 45+ courses and with a broad participation of people and events held. Practical workshops in emerging technologies have been given, and multiple office automation courses have been offered *online* with great success in terms of participants and satisfaction.
- Soft skills development courses have been included in the digital content platform and made available to all staff. A total of 374 participations were registered (117 women and 257 men).
- In 2022, special efforts were made in training on Ethical and Regulatory Compliance and its management systems, providing generic courses for the entire workforce and specific courses for job positions with greater exposure to risks. A total of 1,133 people (258 women and 875 men) received some form of training in compliance. **(SO-4) *New***
- Another point of interest was the specific training on teleworking health & safety for staff who worked partly from home. There were 255 participants (60 women and 195 men).
- More than 11,600 total hours of transversal training for professional and personal development was attended by a total of 1,115 participants (343 women and 772 men), of which over 40% corresponded to language learning. As well as languages, other training activities were provided such as, gender equality, digital transformation, Photoshop, AutoCAD, MS Project, effective writing, *online* skills, public sector contract law, bookbinding, colour management, *offset* printing, digital printing, Internet of Things and Artificial Intelligence workshops, etc.

- The courses included in the In-House Training Agreement, which are of great importance in the transmission of company-specific knowledge, continue to be carried out. This year, fewer courses were offered: 4, with 22 participants (15 men and 7 women) with 330.5 hours in total.

The table below shows the evolution of the activity and resources involved in this section.

ITEMS	2022	2021	2020
Amount	630,751	652,160	412,045
Attendees	5,906	5,590	3,384
Hours taught	36,119	36,721	31,916
Staff as at 1 January	1,193	1,247	1,302
Operator training hours/year	30.28	29.49	24.88
% compliance with plan	59.19	52.67	46.30

Occupational Risk Prevention

In 2022, the Prevention Service, whose activity in previous years had been notably altered due to the COVID-19 pandemic, has gradually recovered its normal activity, resuming its usual programming.

Thus, in 2022, work continued on occupational risk management, prevention training and preventive and health promotion campaigns.

As part of the actions to prevent serious illnesses, the programmes for the early detection of colon and rectal cancer continued, with 204 people benefiting from the programme, as did the programme for the early detection of prostate cancer, with 127 workers, and the programme for the early detection of breast and other gynaecological cancers, with 16 workers.

The following vaccines were also administered as part of the regular annual campaigns: 237 flu, 25 shingles and 15 tetanus vaccines.

In Prevention Management, the most important achievement was the implementation of a computer tool for the integral management of ORP, both for the technical side and health monitoring. It has streamlined and improved processes such as accident investigation, risk assessments, safety inspections and corrective action management, among others.

“ A new IT tool has streamlined Risk Prevention processes ”

For their part, the joint health and safety committees between the workers and the management of the Madrid and Burgos centres have continued to collaborate and advise on occupational health and safety programmes. **(LA-5) (LA-8)**

Work has also continued along the lines of continuous improvement with milestones such as:

- Recertification under ISO 45001 for management of occupational health and safety.
- Progress in the field of safety thanks to the increase in machinery adapted to Royal Decree 1215/1997 of 18 July, which establishes the minimum health and safety provisions for the use of work equipment by workers.
- Increasing staff training in prevention and improving the qualifications of prevention technicians.
- Carrying out health promotion campaigns aimed at the Entity as a whole.

All of the above actions contribute to the FNMT-RCM's fundamental objective of ensuring proper management when it comes to the health and safety of its staff, raising awareness among employees about the prevention of occupational risks, and serving as a driving force for the continuous improvement of the entire prevention system.

Absenteeism and Accident Rate (LA-6)

The evolution of these is reflected in the table below, and it highlights the reductions recorded this year in the number and severity of occupational accidents and absenteeism. In addition, the total accident rate (which includes accidents *on the way to or from work*, at the factory, relapses, occupational disease and incidents) has decreased by 5% compared to 2021, according to the Accident Rate Report for the fourth quarter of 2021, which shows 135 accidents in 2022 compared to 144 in 2021.

“ A reduction in both the number
and severity of accidents has
been detected ”

While it is true that these decreases may have been influenced by circumstances associated with the extended health crisis, such as remote working and work-life balance measures, the consolidation of the prevention management system also plays an important role in achieving this goal.

REFERENCE		2022	2021	2020
Percentage of total absenteeism (*)		10.08%	10.56%	10.88%
Percentage of absenteeism (**)		7.31%	7.41%	8.55%
Factory accidents with sick leave Madrid site	Men	11	9	14
	Women	3	3	7
Factory accidents with sick leave Burgos site	Men	2	1	3
	Women	0	0	0
Days lost due to occupational accidents		835	282	2,120
Frequency rate		13.5	6.79	12.72
Severity rate		0.47	0.18	1.23
Risk index		76.7	55.62	89.54
Incidence rate		101.2	80.20	129.10
Occupational diseases		4	5	6

(*) Includes all reasons for attending work, including production stoppage.

(**) Excluding legal leave and production stoppage.

 Environmental
Management





When carrying out all its activities, the FNMT-RCM is fully aware that environmental protection is not only a legal issue, but also the social obligation of the entire company.

In line with this, the FNMT-RCM has implemented an Environmental Management System, certified in accordance with ISO 14001, which includes the design and manufacture of banknotes, coins and security documents at the Madrid site, and the manufacture of security paper at the Burgos site.

The FNMT-RCM has also implemented an Energy Management System, certified in accordance with the ISO 50001 standard, and a Water Efficiency Plan at its Madrid work centre, and joined in 2022 by a new Energy Saving and Efficiency Measures Plan. These initiatives aim to reduce energy and water consumption. The actions are aimed at improving the efficiency of energy-consuming elements (cladding, air conditioning, lighting and industrial process installations) and water. **(EN-6)**

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

- Improved waste management and disposal, especially hazardous waste, and reduction of waste generation.
- Elimination of single-use plastic packaging.

- Coffee and water dispenser cups made of compostable material: the cafeteria uses glass bottles instead of plastic, and ceramic mugs and refillable metal bottles have been provided to staff.
- Information, training, dissemination and awareness-raising activities on the environment and waste by means of presentations, leaflets, information on the intranet, specific training for new staff, etc.

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

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

Raw materials and materials

WEIGHT IN TONNES OF THE MOST SIGNIFICANT (EN-1)			
	2022	2021	2020
Top-quality bleached cotton linters	74.40	125.00	197.93
Epichlorohydrin epoxy resin	212.00	258.00	220.00
Anatase titanium dioxide (<i>slurry</i>)	44.87	132.19	136.00
Euro coin blanks	862.03	1,275.64	3,786.77
Polyvinyl alcohol	93.06	55.88	54.00
Paper	3,020.04	2,458.00	2,638.15
Inks	1.79	41.60	34.40
Cotton comber	1,355.64	1,325.00	1,246.57
Polycarbonate sheets ⁵	101.58	75.31	70.52

⁵Incorporated for the first time in the current Report.

Energy

INTERNAL ENERGY CONSUMPTION (EN-3)			
GAS CONSUMPTION (kWh)	2022	2021	2020
Madrid site - Jorge Juan	7,448,722	8,449,891	7,851,254
Madrid site - Warehouse	393,119	394,348	406,334
Burgos site	13,514,337	15,267,335	13,230,587
Total	21,356,178	24,111,574	21,488,175
CONSUMPTION OF ELECTRICITY (kWh)	2022	2021	2020
Madrid site - Jorge Juan	17,906,725	18,589,182	18,217,707
Madrid site - Warehouse	518,700	571,031	639,370
Burgos site	12,872,936	15,166,216	13,480,424
Total	31,298,361	34,326,429	32,337,501

ENERGY INTENSITY RATES (EN-5)			
GAS	2022	2021	2020
kWh/euro billed	0.035	0.042	0.034
ELECTRIC POWER	2022	2021	2020
kWh/euro billed	0,082	0.092	0.079

Water

TOTAL WATER WITHDRAWAL BY SOURCE (M³) (EN-8) (EN-9)				
		2022	2021	2020
Madrid site - Jorge Juan Drinking water system		15,214	19,752	23,456
Madrid site - Warehouse Drinking water system		1,652	1,134	681
Burgos site	Arlanzón River	522,075	612,346	685,002
	Drinking water system	13,203	13,597	15,929
Total		551,144	649,640	717,601

Effluents and Waste

TOTAL WEIGHT (kg) OF WASTE TREATED OR RECYCLED (EN-23)			
HAZARDOUS WASTE	2022	2021	2020
Electroplating sewage sludge	27,850 ⁶	4,520	9,160
Oils and emulsions	2,080	975	8,530
Solvent waste	141	340	340
Residual inks	75,600	77,175	78,450
Contaminated absorbing materials and cloths	11,080	12,140	16,370
Cutting oils	360	460	1,100
Waters containing hydrocarbons	7,940	5,120	7,660
Developer and fixer	1,460	2,760	2,240
Expired paints	230	40	286
Expired products	230	200	200

⁶ Increase due to regular tank cleaning.

Continued on next page

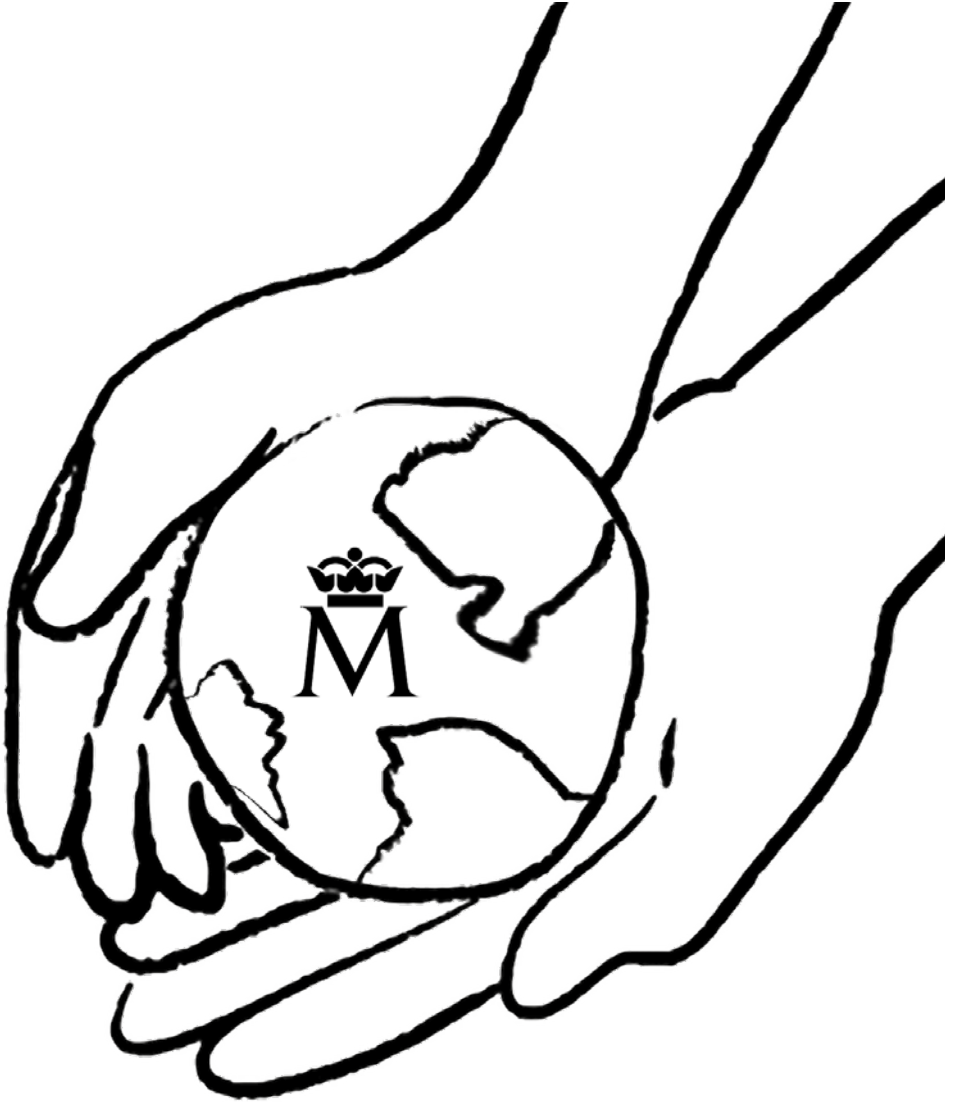
TOTAL WEIGHT (kg) OF WASTE TREATED OR RECYCLED (EN-23)			
HAZARDOUS WASTE	2022	2021	2020
Adhesives and sealants	540	320	320
Contaminated metal packaging	6,360	6,143	8,540
Contaminated plastic packaging	3,020	4,287	4,380
Contaminated glass packaging	0	120	0
Aerosols	20	40	0
Flexographic polymer	595	470	520
Fluorescent tubes	157	261	263
Lead-acid batteries	880	5,040	720
Toner	941	972	1,183
Electrical and electronic waste	2,392	3,692	2,340
Pickling bases	940	1,800	1,160
Biohazardous waste	119	182	178
NON-HAZARDOUS WASTE	2022	2021	2020
Municipal solid waste	58,848	62,320	67,348
Construction and demolition waste	149,860	254,000	645,480
Scrap from coin destruction	6,601	12,218	7,324
Other scrap	29,601	59,560	294,146
Paper waste	315,575	352,140	520,572
Plastics	44,289	48,170	72,265
Wood	9,260	13,360	75,823

Transport

TRANSPORT OF MATERIALS AND PRODUCTS (EN-30)	2022	2021	2020
Cost of the outsourced service (euros)	1,060,780	795,721	1,911,425
No. of own vehicles	9	9	9
Fuel consumption (litres)	1,551	2,489	2,462

Expenditure

ENVIRONMENTAL EXPENDITURE (EN-31) *Nuevo*			
WASTE DISPOSAL	2022	2021	2020
Cost of treatment and disposal of waste	79,080	25,630	35,058
ENVIRONMENTAL PREVENTION AND MANAGEMENT	2022	2021	2020
Legionella and indoor air quality control	83,576	85,145	84,862
Environmental audits	1,980	8,556	4,426
Annual inspection of discharges by accredited body	1,389	1,084	1,084
Control of atmospheric emissions	992	N/A	3,384





Main Activities and Business Lines





Production

The usual beneficiaries of the FNMT-RCM's activity are Spanish public administrations, their related or dependent entities and entities and, to a lesser extent, administrations of other countries as well as private companies in the sectors of printing security products and collector coins. **(G4-8)**

In the national sphere, the FNMT-RCM's status as an in-house provider for the General State Administration and the use of the engagement as a legal device increase the possibility of collaboration with third-party institutions and allow the Entity to be more agile and flexible upon contracting.

Despite the aforementioned severe global supply disruptions, such as shortages of raw materials, strained international logistics networks and rising energy costs, the company's manufacturing departments have managed to maintain a level of production consistent with projections for the period.

Legal Tender and Collector Coins

The production of euros as legal tender for 2022 was 400 million coins, the same number as for 2021.

CURRENCY DEPARTMENT (production in thousands of units)	2022	2021	2020
Euro coins	400,000	400,125	915,138
Internationally legal tender	5,262	0	23,501
Silver collector coins	255	299.9	376.6
Collector coin "proofs"	257	211.5	166.9

As far as collector coins are concerned, this year marks the start of the distribution of the gold bullion coin, as the first such issue was launched in December 2021 with the one ounce gold coin dedicated to the Iberian lynx. After selling all of the 12,000 coins minted, two new issues were added in 2022, of 50,000 one-tenth of an ounce coins, also dedicated to the Iberian lynx, and 15,000 one-ounce coins, dedicated to the bull.

“ The first bullion coin issue was sold out ”

Also of note is the issue of coins dedicated to the 5th centenary of the Round the World Expedition, with a coin that completes the issue of four 8-real coins that began in 2019, and the €30 coin, whose value has increased to €40, also dedicated to this event. This year, and as an exception, three commemorative €2 coins were issued. These are dedicated to the Garajonay National Park, the Erasmus Programme and once again the 5th Centenary of the Round the World Expedition, of which 15,000 special packs have been sold. A coin dedicated to Clara Campoamor was also minted in commemoration of International Women's Day, another was dedicated to the 5th centenary of Antonio de Nebrija, another to the 20th anniversary of the euro and also to the Santiago Ramón y Cajal Research Year. Continuing with the usual issue of copper-nickel medals in collector format, the 2021 Series dedicated to the History of the Railway was completed at the

beginning of 2021, while 2022 was dedicated to Endangered Animals, and produced 16 medals.

The Ukraine solidarity medal was also made in copper-nickel and 5,000 units were minted.

For Correos (the Spanish postal system), 4 metallic silver stamps were produced, as usual, with a total of 60,000 stamps and 60,000 artist's proofs.

For the international market, 4,000 silver coins were produced for the Central Bank of Ecuador, 300 coins for the Central Bank of Paraguay, and 6,000 copper-nickel coins and 140,000 €2 "proof" coins for the *Servei de Emissions* of Andorra. The Euroset of the year, of legal tender and of "proof" coins, which include three €2 commemorative coins were also minted. One was dedicated to the Garajonay National Park, in recognition of its status as a World Heritage Site; the second was dedicated to the 5th centenary of the first round the world voyage; and the third was dedicated to the 35th anniversary of the Erasmus programme.

In 2022, the Currency Department worked on multiple projects, many of which are of a year-over-year nature:

- Die manufacturing process. Overall, progress is being made in automating polishing processes and eliminating the ramming process, which is considered detrimental to the service life of the die.
 - Following the completion of the project for the automatic polishing of legal tender, alternative methods for automating the polishing of commemorative coinage dies are being researched. Work has begun on improving the surface treatment of the dies, which involved cleaning and vacuum drying processes.
 - The machining of legal tender dies by precision electro-chemical machining, which allows a finished die to be obtained in minutes, continues to be tested. Testing is underway with electrodes of different materials, which improve their durability.
 - The testing process of a laser system for machining dies for short series has been completed, with the accreditation of the potential suppliers chosen. Delivery is expected in 2023.

- Automation.
 - In 2022, the testing process for the acquisition of automated guided vehicles (AGVs) to automate transfers and the management of the warehouse for legal tender coin blanks was also completed. Given the usual timelines for the supply of devices integrated into the equipment mentioned above, this system is expected to be implemented in 2024. This project includes the automatic control of coin blank containers using radio frequency tags.

“ Start of the automation of the
warehouse and the transfer of legal
tender coin blanks ”

- Membership of international innovation groups. This is normally within the framework of the IMD-TC (International *Mint Directors - Technical committee*) and on a European level, the MDWG-TSG (*Mint Directors Working Group - Technical sub-group*). Among others, the Coin Department is active in the following groups:
 - *Alternative methods for producing dies* that includes projects on precise electrochemical machining of metals and laser machining of dies.
 - *Automation and industry 4.0.*
 - *Die surface coatings.*
 - *Environmental best practices.* Within this group, initiatives have been taken to promote staff training, to replace packaging materials with more sustainable ones (especially in the case of plastic used for packaging legal tender), to take measures to save energy, such as rationalising air conditioning in rooms of low use, and to establish monitoring indices for environmental measures.
 - *Future payment systems.*
 - *New materials.*
 - *Three component coins.*

- *Research study on environmental impact of cash vs digital payments.*
- *Technical innovation matters.*
- *Future security features.*



Security Paper

In 2022, the conflict in Ukraine made the supply of natural gas to the eurozone very difficult and significantly increased energy costs for these facilities. However, major improvements have been made to the banknote paper production system for the eurozone.

Production at the paper manufacturing facilities during the year amounted to 2,464 tonnes, which represents an increase of 55.8% compared to the previous year, and is divided as follows by customer:

In the converted paper line, a total of 113 tonnes were manufactured, all for internal consumption in the Stamp Department. There were no international orders, which has meant a decrease of 75 tonnes, in other words, a 60.1% decrease in production compared to 2021.

CUSTOMER	QUANTITY (MT)	% OF TOTAL PRODUCTION
IMBISA	244	10.38%
BANK OF NIGERIA	447	19.01%
ARGENTINA	780	33.18%
LOTTERY PAPER	568	24.16%
OTHER TASKS (Spanish passports, tests...)	312	13.27%

The paper money market in eurozone countries is suffering a significant decline due to rising interest rates and the increased use of electronic means of payment, while in Asian, African and American countries the use of paper money is on the rise. Following this trend, the Burgos paper mill has significantly increased its overall production of paper money, mainly due to the manufacture of paper for Nigeria and Argentina, as well as lottery paper, largely compensating for the lower production of national or euro paper. Despite the difficulties in obtaining raw materials and the increase in energy costs, obtaining orders for finished banknotes in Argentina and the manufacture of lottery paper has meant a significant increase in production for the FNMT-RCM's Paper Department, meeting all the targets for deliveries to customers.

Paper production (in metric tons)	2022	2021	2020
Spanish banknotes	244	990	757
Foreign banknotes	1,227	354	704
Spanish transformed products	113	188	268
Other tasks	880	50	58
Total	2,464	1,582	1,787

Identification Documents and Cards

In 2022, the production of the main identification documents in card format continued as follows:

CARDS (production in thousands of units)	2022	2021	2020
Electronic ID cards (DNI)	7,200	7,000	7,520
Driving licences	4,476	4,068	3,764
Residence permits	1,186	1,317	770
Magnetic strip cards	518	646	875
Weapons licences	258	320	153
Digital tachographs	178	171	113
Other smart cards	216	101	87

As regards the new national ID Card 4.0, of the planned 7,000,000 units, 7,200,000 units were delivered to customers.

The order has been renewed for the 2022-2026 period for the production of official identification and travel documents (residence permits, police cards, private security cards and other documents).

Other identification projects have also been maintained, such as professional drivers' qualification cards (CAP), accreditations for foreign diplomats resident in Spain, electronic identification cards for civil servants for different government bodies, equine transportation cards and train drivers' licences, in accordance with the unified European Union model.

The issuance of the new electronic seafarer's identity document for all seafarers of Spanish nationality started in 2022.

Orders were renewed to produce European Health Insurance Cards (EHIC) for various organisations: ISFAS (Armed Forces Social Institute), MUGEJU (General Judicial Mutual Insurance) and MUFACE (Civil Servants Mutual Insurance). In addition, orders for ISFAS and MUGEJU membership cards were also received.

In the banking sector, the production and personalisation of university smart cards for Banco Santander continued, and the manufacture of university cards with radio-frequency chips was undertaken through a company that provides technical services to universities.

Approval was also maintained for the manufacture of tourist transport cards for the Madrid Regional Transport Consortium. The 2019-2021 period for the supply of public transport cards (lots 2 and 3) was extended to 2023.

In addition, the technological evolution of the electronic part of the national ID has continued. The security certification phase of the DNle 4.0 operating system has been completed for national ID operations, and the part corresponding to passports, residence permits and cryptographic card functionalities is in the process of being finalised.



Graphic Products

These works, which make up the majority of the FNMT-RCM's production, are highly diverse, both in terms of technical complexity and volume of production and in terms of specific manufacturing equipment requirements. Three departments within the organisation's structure are involved in their production: Stamps, Printing/Cards and Prepress.

“ The FNMT-RCM manufactures a large number of graphic products used daily by the general public ”

The most significant actions and figures for 2022, and their comparison with previous years, are briefly listed below.

STAMP DEPARTMENT PRODUCTION (thousands of units)	2022	2021	2020
Postage stamps	39,221	38,972	48,685
Officially stamped documents ⁷	741,487	839,184	808,332
National Lottery	61,507	59,388	48,009
Bingo cards	75,128	96,765	183,230
Tobacco products tax labels	3,139,363	2,421,348	2,716,997
European Union visas	1,040	1,360	1,140
Ministry of Justice documentation	15,416	14,546	19,814
Miscellaneous ⁸	189,144	120,603	184,480
Total	4,262,306	3,592,166	4,010,687

PRODUCTION OF THE PRINTING DEPARTMENT (thousands of units)	2022	2021	2020
Passports	2,260	1,718	2,300
Betting slips	433,872	429,579	402,843

⁷Including tax stamps.

⁸Including designation of origin labels.

Passport production, planned by the Directorate General for the Police for 2022 (2,150,000 units), was reduced to 1,900,000 units. In addition, 360,000 passports were produced for the Ministry of Foreign Affairs, European Union and Cooperation (MAUEC).

Continuing with the commitment to modernisation and technological adaptation being carried out by the Card and Printing Departments, the installation of the new passport personalisation line for the MAUEC and the Pre-personalisation line for tachograph and cryptographic cards was completed during 2022. These lines are operational at the date of publication of this report in 2023. In addition, the application for passport traceability management and a chip recording application for the new consular passport personalisation machine were finalised.

As part of this technological adaptation, the second phase of Plant Control was completed in the PVC and Cartoning workshops, as was the acquisition of control systems and their verification for the different manufacturing lines.

In 2022, the Pre-Printing Department manufactured the following products for FNMT-RCM customers, as well as attending to the internal needs of ways of printing and product design:

INTERNATIONAL CUSTOMERS (production in units)	2022	2021	2020
Offset plates for the Imprenta Nacional (Portugal)	5	6	30
Intaglio matrix and plates - Crane Currency Malta	4	0	0
Intaglio plates - Valora (Portugal)	0	9	6
Nickel Matrix - Giesecke Devrient (Germany)	0	1	0

NATIONAL CUSTOMERS: IMPRENTE BILLETES, S.A. (production in units)	2022	2021	2020
Offset <i>plates</i>	219	323	292
Screen printing sieves	37	114	87
Intaglio plates	27	33	18
Cutting plates	3	26	13
Varnishing plates	0	18	20
Calibrated photoliths	32	20	15







Research, Development, Innovation and Digital Transformation

2022 saw the creation of the new Digital Services and Innovation Department into which the CERES Department, the Innovation and Digital Transformation Department, and the R&D+I Service have been incorporated.

The purpose of this new top-level department is to expand the Catalogue of Digital Services offered by the FNMT-RCM to Public Administrations and the general public. For its part, the Innovation Department, created in 2021, consolidated its relevance during 2022 year, tackling various strategic projects and laying the foundations for the FNMT-RCM's new digital services strategy.

“ The new digital services strategy is already bringing benefits to citizens ”

In this respect, the most important projects that were launched are highlighted below:

- Replication of the *blockchain* network of the European Commission (*Spanish Blockchain Services Infrastructure(SBSI)*), being the first member state to undertake this project, placing Spain as a leader in digital identity with *blockchain*.

- Pilot project with universities and the Spanish digital wallet that launched a *wallet* with an SBSI-supported *blockchain* network for identity credentials with a remote video-certifying agent.

- Launch of the European Commission Consortia within the framework of the eIDAS and EBSI working groups.

- Definition of the *onboarding* services platform for remote video-accreditation and citizen video-attention.

- Launch of the Bono Cultural Joven 2022, for more than 278,000 young people.

- INAEM systems plan.

Previous projects were commissioned by the Ministry of Culture (Bono Cultural Joven and INAEM's systems plan) and by the General Secretariat for Digital Administration (SGAD).

SGAD projects are part of the Recovery, Transformation and Resilience Plan that provide support services to develop activities included in the Digitalisation Plan of Public Administrations; these include measures for Digital Identity, GovTechLab, and Digital Transformation of high-impact projects and for other Administrations.

In addition, and to complement the research services carried out for internal use, the following new ideas have been incorporated into the sphere of Research and Development:

- Work derived from the new commission from the Directorate General for the Police to promote the digital transformation of the Police. This work included defining the projects to supply express national ID cards (DNI) booths, the design of mobile DNI issuing offices and the definition of the requirements to supply virtual ID update kiosks.

- Analysis of possibilities to issue commemorative coins with NFTs (*Non Fungible Tokens*) associated with each coin.

- Analysis of artificial intelligence services that could be included in the FNMT's catalogue of digital services.

- Suitability study to initiate work related to quantum technologies and services.

“ Initiatives based on Quantum Technologies, Artificial Intelligence and Blockchain are added to the service charter ”

CERES (Spanish Certification)

In 2022, CERES projects have been mainly focused on the development of videoidentification services for obtaining qualified certificates, as well as on the evolution of the CERES Cloud ID centralised signature services.

After being interrupted for two years, the CERES Conference also resumed this year and held its 14th edition.

“ The record number of CERES certificates in force has been broken once again, with more than 12 million active ”

CERTIFICATES	2022	2021	2020
Active certificates	12,706,678	11,766,594	9,814,684
Certified growth (%)	9.05%	19.89%	13.00%
Call centre enquiries	628,985	665,637	876,568
Enquiries / Active certificates (%)	4.90%	5.66%	8.93%

Traceability of tobacco products

Since May 2019, the Entity has been producing the unique alphanumeric codes that identify the packaging of tobacco products and ensure their traceability. This followed the publication of Order HAC/1365/2018 of 12 December, which regulated the traceability and security of tobacco products and designated the FNMT-RCM as the issuer of the identifiers of these substances throughout Spain.

In 2022, on behalf of the Tobacco Market Commission, 2,806,007,089 codes were generated for tobacco trade operators.

Identification Documents

A forward-looking project has been prepared that will serve as a reference to decide which technologies and features will be part of the future “ID on your smartphone”. Various government agencies involved in electronic identification, as well as the Police and the Ministry of the Interior, have been shown demonstrations of this technology.

In the International Identification Projects business line, activity was focused on the following aspects, with a view to becoming an international reference point:

- Advising governments through international cooperation agreements
- Participating in tenders as a qualified sub-contractor for products and services

As part of the International Cooperation Agreement with the RENAPER (National Registry of Persons) of the Ministry of the Interior of Argentina, consultancy work continued on improving the process of issuing and modernising both national ID cards (physical format and on mobile devices) and electronic passports, focusing on tenders for the new technology for both documents.

In the area of Special Projects, collaboration has continued with the Ministry of Transport, Mobility and Urban Agenda. This involves the maintenance and evolution of the digital tachograph management and control infrastructure, both linked to the issuing of smart cards and roadside inspection applications.

Laboratories

The FNMT-RCM has two Analysis Laboratories, recognised by ENAC, located at its facilities in Madrid and Burgos. Its main activities include carrying out tests and studies on the numerous products manufactured at the FNMT-RCM, being part of European research projects, providing expert opinions and inspections for external clients and participating in intercomparison programmes, as well as managing and calibrating inspection and testing equipment.

In 2022, the most important projects included the appraisal of 2,500 euro coins (12 reports) for the Bank of Spain, 15 appraisals of National Lottery tickets (29 reports) for the Sociedad Estatal de Loterías y Apuestas (SELAE), studies of university degrees for several universities and reports for the National Police on the DNI (national ID card).

Two projects were also carried out for the European Central Bank (ECB) under the Framework Agreement with the organisation. The first consisted of various physico-chemical tests on 900 banknotes of various denominations, and the second consisted of a comparative SEM/EDX study of the pigments used in two types of counterfeit “Series 1” euro banknotes to imitate the characteristics of optically variable inks (OVI). It has also participated in ECB working groups on the production and management of euro banknotes.

**“ Important investigative work against
currency counterfeiting ”**

In addition, and as part of the Pericles programme, a theoretical and practical training session was organised and provided to members of various European institutions on “Advanced techniques for coin analysis”, focusing on protecting the euro from counterfeiting. Also for this purpose, the Laboratory staff participate in working groups organised by the European Commission.

Procurement (G4-12) (G4-13)

New

To fulfil its obligations to its customers and society, the FNMT-RCM has a wide network of suppliers. In order to extend its commitment to responsible management, not only are clauses relating to respect for human rights included in all the contracts signed by the Entity **(HR-1) *New***, but suppliers considered strategic for the organisation’s activity must also pass an evaluation and accreditation process, which explicitly includes requirements based on the characteristics of the service. In addition, these accredited providers are subject to a review process based on their public image and their practices in environmental, social and governance matters. The results form the basis of a report on their suitability to continue providing their services to the FNMT-RCM. As at 31 December 2022, of the 784 suppliers accredited by the organisation, 13.41% completed the studies **(EN-32) (LA-14) (SO-9) (HR-10) *New***, prioritising those considered most relevant. Among them, in 2022, there were two cases where significant matters for the organisation came to light:

- One of them, concerning labour practices, was detected during that period. As part of its resolution, the FNMT-RCM acted as mediator between the company concerned and its workers, assessing that any penalty would only aggravate the situation. **(LA-15) *New***
- Another, relating to human rights practices – and given that the production division that supplies us was not affected, although it is in the business

group in which this situation was detected – resulted in a favourable report but with certain caveats after being analysed by the competent authority.

(HR-11) *New*

Another of the criteria included in the contracting specifications for selecting suppliers is local sourcing, and it is worth noting that 89.60% of these suppliers were based in Spain during that year.

In 2022, the international situation led to an intensification of interaction with suppliers and an effort to temper price increases. The main factors affecting the company's ability to source were:

- The war in Ukraine
- Tightening markets, prices and logistics chains
- Consolidation of the electronic order management platform
- Increasing MRP lead times
- The adoption of new administrative requirements for tendering

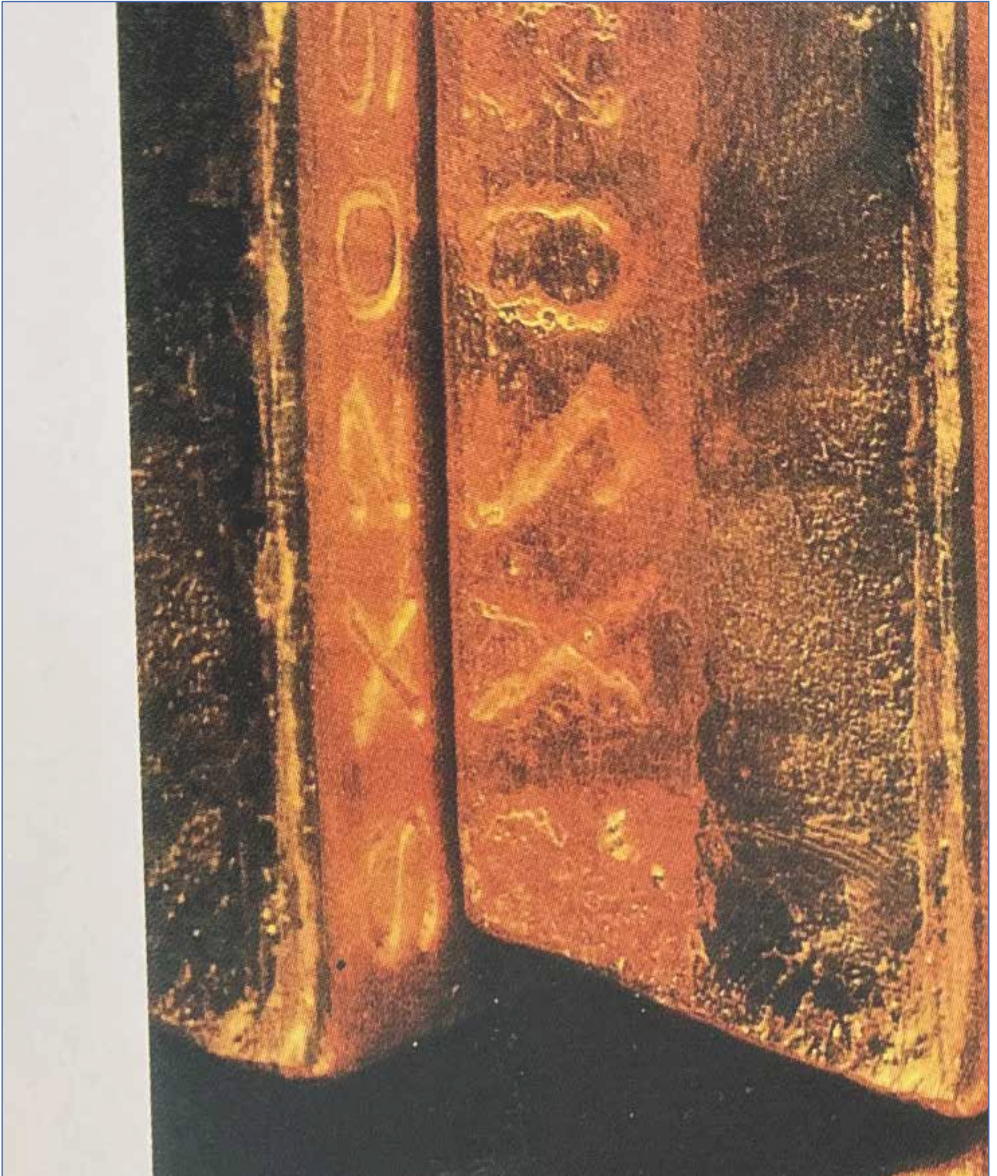
To address these changes, the following initiatives were deployed:

- Supplier impact surveys in areas close to the conflict
- Impact studies and improved market foresight
- Training to introduce suppliers to the e-Government platform
- Close contact with suppliers and intense negotiation activity to secure supplies, mainly in the electronic chip sector
- Advising on preparing the required supplementary documentation
- Modification of the buy/sell management model associated with gold bullion

Likewise, and as part of the company's initiative to improve its due diligence protocol in procurement, systematic controls have been integrated in relation to compliance with international sanctions imposed as a result of the war in Ukraine when carrying out evaluations for Supplier Accreditation; criteria have also been

tightened to ensure compliance with anti-money laundering, anti-trust and anti-corruption regulations, with clauses in this respect being introduced in 100% of the new Specific Conditions for contracting.

**“ Zero tolerance for corruption and
anti-free market practices ”**





Society and Culture





The FNMT-RCM has long had continuous contact with the general public, both via its cultural work and through the widespread use of its products. To promote the community's trust in its creations and to guarantee their quality, the FNMT-RCM takes part in the most prestigious professional forums, where the latest technological advances are presented and shared.

To acknowledge these achievements, in 2015 King Felipe VI awarded the Badge of the Royal Order of Isabella the Catholic to the FNMT-RCM, the highest 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. Accordingly, and as part of its social responsibility, in 2022 the FNMT-RCM continued to cooperate with a number of prestigious institutions.



Associations to which the FNMT-RCM belongs or with which it collaborates

(G4-16)

- **ACE** (Spanish Shippers Association)
- **AELTE** (*European Lotteries and Toto Association*)
- **AEM** (Spanish Association of Museologists)
- **AERCE** (Spanish Association of Purchasing, Contracting and Procurement Professionals)
- **ANE** (Spanish Numismatics Association)
- **ANDEMA** (Association for the defence of brands)
- **ASELF** (Spanish Firefighters' Association)
- **AUSAPE** (Association of Systems, Application and Product Users)
- **AUTELSI** (Spanish Association of Communications and Information Society Users)
- **CEEP** (European Centre for Public Enterprises)
- **CIBELAE** (Ibero-American Lotteries Association)
- **CMAD** (Digital Administration Digital Commission of the Ministry of Finance and Civil Service)
- **CPCSAE** (Permanent Commission of the Electronic Administration Higher Council)
- **EUROLAB-Spain** (Spanish Association of Trial, Calibration and Analysis Laboratories)
- **EUROSMART** (*Smart Security Industry*)
- **FIDEM** (International Art Medal Federation)
- **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)

- **SEDIC** (Spanish Society for Scientific Documentation and Information)
- **SIAEN** (Ibero-American Society for Numismatic Studies)
- **SGL Europe** (Spanish Section of the Association of Services of General Interest Companies)

Mint Museum

The Mint Museum (MCM) is one of the most important of its kind in the world thanks to the quality of its collections, its extensive premises and its scientific and cultural activity. Located in Madrid, it is in the same building as the headquarters of the Real Casa de la Moneda, the institution to which it belongs and which gives it its sense of purpose. The MCM, in addition to being a department within the structure of the FNMT-RCM, is a state-owned Museum under the umbrella of the Ministry of Finance and Civil Service.

In May 2022, the Mint Museum signed a contract making it the owner of the “Fallani Collection”, which includes an impressive collection of bronze castings from the ancient world. This collection, superior to any other in terms of quality and quantity when it comes to coins of the same period and manufacturing technique, is made up of 518 pieces that represent 292 different types. No other collection has 14 large Aes Signatum, as well as the complete Roman Post-Semilibras monetary series, including Decussis of 10 Asses, Quincussis, Tressis, Dupondius and Aes of the Proa de Nave a Izquierda series. Our Museum is thus enhancing its collection, increasing its heritage for the general public and placing itself at the centre of cultural circles.

“ The largest collection of bronze numismatic castings from the ancient world is housed in the Museum ”

Temporary exhibitions

In 2022, 3 temporary exhibitions were offered to the public at the Museum's galleries:

- "MANOLO PRIETO AND THE MEDAL". Inaugurated on 26 November 2021. Coinciding with the thirtieth anniversary of his death, and in collaboration with the Manolo Prieto Foundation, the Osborne Foundation and the University of Castilla-La Mancha, the Museum dedicated an exhibition to the work of this brilliant artist from Cádiz. Date: 26 November 2021 to 17 April 2022.
- BEAUTY AND VALUE: African tribal money". With the aim of showcasing African tribal currencies, the Museum offered an exhibition of 200 items made of different materials and from different ethnic groups and periods. Date: 17 June to 11 September (extended to 13 November) 2022.
- For the first time, and as a trial, a weekend family activity for children was organised: "The Mystery of the Christmas Treasure".
- "Summer Ink 2022". Exhibition of the best works produced during the academic year by the students of the Master's Degree in Engraving and Graphic Design of the FNMT-RCM and the Faculty of Fine Arts of the University of Castilla-La Mancha. Date: 29 November 2022 to 26 February 2023.

In addition, the temporary exhibition of the Cadiz medal maker Manolo Prieto travelled to Cádiz. Date: 6 May to 10 July 2022. Location: Osborne Foundation (Puerto de Santa María).

In 2022, 49 items from our heritage collections were loaned for the following exhibitions: 19 items to "ALFONSO X. THE LEGACY OF A PRECURSOR KING", 18 items to "Covadonga 722-2022. Traces and stories", 1 item to "The French Taste" and 11 items to "25 YEARS OF PEACE. IMAGE-CLEANSING OF FRANCO'S REGIME IN 1964".

A total of 37 enquiries from researchers were attended to, in addition to our everyday telephone service.



We participated in 4 philatelic, numismatic and cultural exhibitions:

- National and International Numismatic Exhibition, 18 March 2022. Part of the National Numismatic Week 2022, it was organised by the Spanish Numismatic Association and held in Barcelona from 14 to 19 March.
- Delicias con Arte, the first edition of this multidisciplinary artistic event organised by the Spanish Railways Foundation and held from 26 to 29 May.
- National Stamp Fair 2022, organised in the Plaza Mayor in Madrid and held from 26 to 29 May.
- National Philatelic Exhibition EXFILNA 2022, organised by the Spanish Federation of Philatelic Societies (FESOFI) in Irun and held from 21 to 25 September.

Activities

- In 2022, the MCM's activity returned to pre-pandemic levels. In the first half of the year, visitor groups were still limited to 50% (10-12 people) of what they were before, but in the second half they were back up to pre-COVID numbers of 20-25 people.
 - GUIDED TOURS by our volunteer guides from the Spanish Confederation of Senior Citizen Classrooms (CEATE). Of the 35,838 people who visited the Museum in total, 5,617 did so on a guided tour led by our cultural volunteers. A total of 403 guided tours were conducted in 2022.
 - STORYTELLING. In 2022, 2 storytelling events were held at the Museum with a total of 158 visitors, and 2 storytelling events were published on the Museum's website and made available to the public free of charge.
 - CHILDREN'S ACTIVITIES / WORKSHOPS. Thanks to the previous year's success, a total of 29 activities were organised for children: 5 were dedicated to "Clara Campoamor" to mark International Women's Day; 14 were detective activities for children with "Serloca Holmes"; 8 were interactive workshops and 2 were percussion workshops,

both were part of the exhibition “BEAUTY AND VALUE: African tribal money”. A total of 754 participants took part in the activities.

“From music lovers to children,
everyone has a place at the
Mint Museum”

- CONCERTS. 6 concerts, with a total of 569 attendees, were held in the auditorium. Two of them were shown on the website.
- CONFERENCES / WORKSHOPS AND OTHER ACTIVITIES. In addition, our headquarters hosted: the International Congress “Engraving in Spain during the Enlightenment and Liberalism Culture, art and society” in collaboration with the University of Murcia and the Ministry of Science and Innovation, from 17 to 18 January; the round table “Sketch, model, medal: 30 years without MANOLO PRIETO” on 6 April; the International Congress on “Historiographic Sciences and Techniques” in collaboration with the UCM, on 27 April; and the Course “The Art Market and Collection Pieces: another agent in the fight against illegal trafficking and forgeries” in collaboration with the URJC, on 28 and 29 June. In total there were 240 attendees.



We also took part in Madrid City Council's programme, Madrid Otra Mirada (MOM), offering participants visits to the Museum, celebrating the work of the architect Sabatini, who was the theme of the MOM in 2022.

Users of the Mint Museum:	2022	2021	2020
Total visitors to the Museum	35,838	18,908	21,891
Exhibition visitors	34,255	18,848	20,402
Visitors taking part in activities	1,583	60	1,489
Museum website users	92,239	77,483	67,753
Visits to the Museum's website	257,789	212,978	182,399
YouTube channel subscribers ⁹	1,268	-	-
YouTube ⁹ views	26,675	-	-
Temporary exhibitions and fairs	7	10	9
Activities (workshops, etc.)	41	8	59
Guided tours for groups	403	49	113
Visitors using a guide	5,617	864	2,800
Requests by researchers	37	65	180
Grievances and complaints	2	0	0

⁹ New indicators, to be incorporated in 2022

Engraving and Graphic Design School

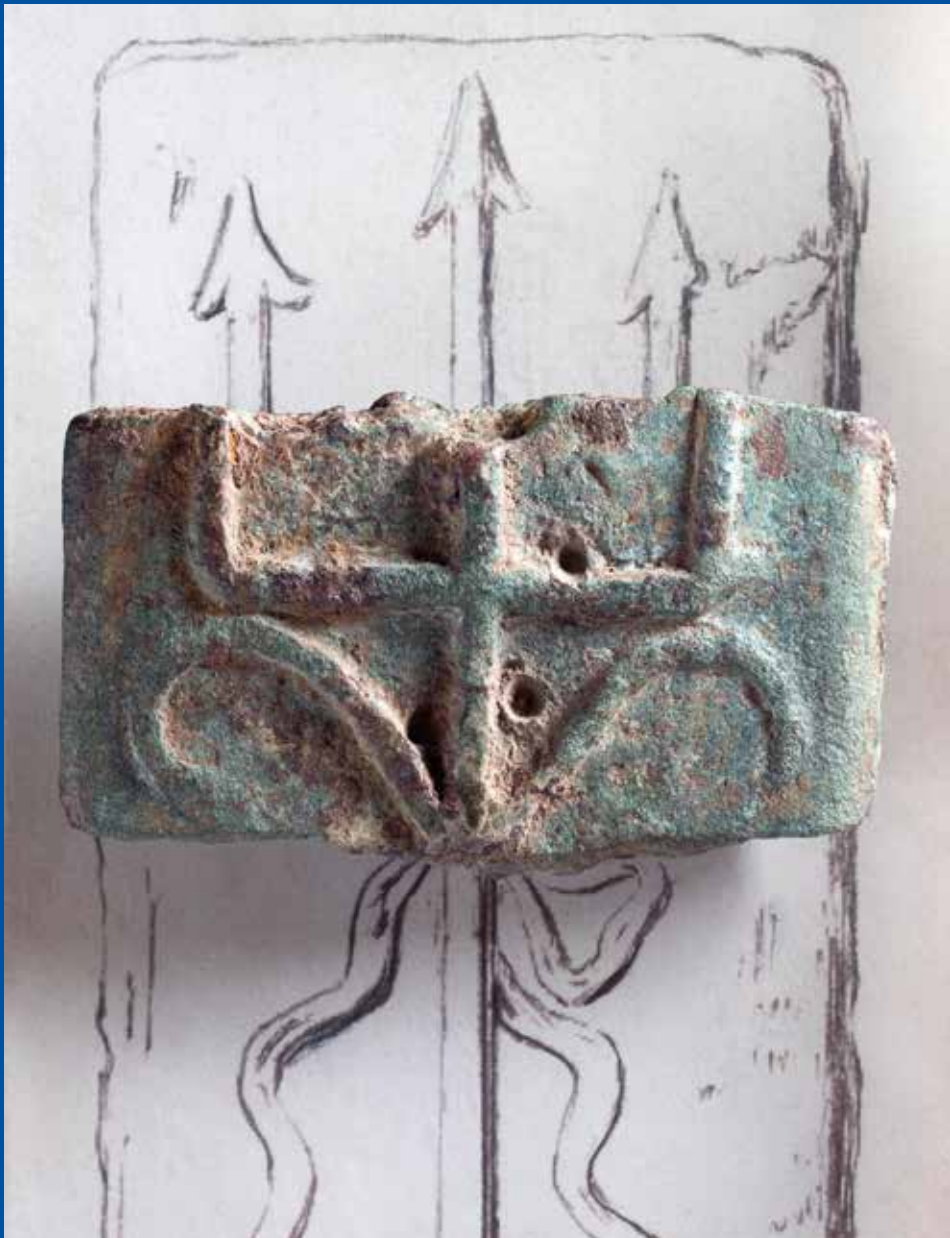
The School of Engraving and Graphic Design works to provide customised, high-quality public education in the areas of artistic engraving and graphic design, especially in fields related to operations pertaining to the FNMT-RCM. In 2010, the decision was made to update the curriculum and raise the qualification to university level. So, following an agreement with the Cuenca Faculty of Fine Arts of the University of Castilla-La Mancha, the [“Master’s Degree in Engraving and Graphic Design”](#) was launched, offering two specialisations: Engraving and Graphic Design. Each programme has eight places and lasts two years, after which 120 European credits (ECTS) are earned. To this end, the company not only provides facilities, educators and material resources, but also finances the 16 students in each class with grants amounting to 90% of their tuition fees.

In 2022, progress was made in formalising the official master’s degree by submitting the dossier to ANECA (National Agency for Quality Assessment and Accreditation).

Furthermore, negotiations have begun to make the master’s degree an inter-university one and to take advantage of the synergies with several universities regarding the employability of students.

“ Via its School, the FNMT-RCM safeguards the traditional techniques of artistic engraving and teaches new technologies for Graphic Design ”

 Solidarity Actions





The FNMT-RCM has participated in various charitable initiatives, such as minting – in collaboration with Amazon Spain – a medal in solidarity with people displaced by the war in Ukraine. After deducting the strictly necessary production costs, proceeds from the medals, which can be purchased on the aforementioned platform, go entirely to the Ukrainian Red Cross.

In addition, in collaboration with the “Geosolidarios con La Palma” initiative launched in 2022 by the NGO Geólogos del Mundo, and with the aim of raising funds to directly help those affected by the volcanic eruption on this island and to finance development projects in the area, 5,000 certificates were designed and printed to guarantee the authenticity of the material donated (a sample of pyroclastic matter – lapilli and ash – ejected by the volcano).

The company also collaborates voluntarily with various foundations and NGOs, such as the Confederation of Mental Health in Spain, the Spanish Confederation of Senior Citizen Classrooms (CEATE) and the network “Trabajando en Positivo”, which promotes equal opportunities in employment and non-discrimination for people living with HIV, as well as other groups at risk of social exclusion.



Annex I. Annual Accounts
and Directors' Report (G4-9)
(EC-1) (EC-4) *





A summary is provided below of the FNMT-RCM's annual accounts for the financial year and Directors' Report 2022, along with the requisite Auditor's Report issued by the Office of the General State Comptroller in respect of those accounts.

The contents of the annex are as follows:

- Profit and Loss Statement for the year.
- Balance sheet as at 31 December.
- Directors' Report.
- Report on the Audit of the Annual Accounts issued by the Office of the General State Comptroller.

As, since 2020, financial statements are no longer published in the Official State Gazette, full information on this annex can be found in the "Register of public sector annual accounts" on the website of the Office of the General State Comptroller.



Profit and Loss Statement for the 2022 financial year

(Expressed in thousands of euros)

	Note	31-12- 2022	31-12- 2021
(A) ONGOING OPERATIONS			
1. Turnover	18.1	273,958	234,239
a) Sales		237,552	201,954
(b) Provision of services		36,406	32,285
2. Change in inventories of finished goods and work in progress		3,288	6,187
3. In-house work on assets		303	316
4. Procurement	18.2	105,791	84,761
a) Consumption of goods		(557)	(670)
b) Consumption of raw materials and other consumables		(85,562)	(75,999)
(c) Work carried out by other companies		(19,419)	(7,906)
d) Impairment of merchandise, raw materials and other supplies		(253)	(186)
5. Other operating income		1,537	1,307
(a) Non-core and other current operating income		1,201	935
b) Operating grants taken to profit or loss for the year	18.3	336	372

	Note	31-12-2022	31-12-2021
6. Staff costs	18.4	(68,959)	(69,176)
a) Wages, salaries and similar		(49,319)	(51,195)
b) Payroll costs		(19,640)	(17,981)
c) Provisions		-	-
7. Other operating expenses		(58,669)	(45,557)
a) External services	18.5	(56,323)	(44,004)
b) Taxes		(2,139)	(2,131)
c) Losses, impairment and changes in provisions for trade operations	18.6	1,009	874
d) Other current management expenditure		(1,216)	(296)
8. Depreciation and amortisation of fixed assets	5, 6 and 7	(13,768)	(14,191)
11. Impairment and gains/losses on disposal of fixed assets	6	(15)	4.
a) Impairment and losses		113	113
b) Gains/losses on disposals and others		(128)	(117)
OPERATING PROFIT		31,884	28,360
13. Financial income		1,740	247
a) From interests in equity instruments		-	-
b) From marketable securities and fixed-asset receivables		1,740	247
b2) From third parties		1,740	247
14. Financial expenses		-	(151)
b) For debts owed by third parties		-	(151)
16. Exchange rate differences	18.7	(343)	(77)

	Note	31-12-2022	31-12-2021
<i>17. Impairment and gain or loss on disposal of financial instruments</i>		(299)	(2,776)
a) Impairment and losses		(299)	(2,776)
b) Gains/losses on disposals and others		-	-
FINANCIAL PROFIT OR LOSS		(1,098)	(2,757)
PROFIT OR LOSS BEFORE TAX		32,982	25,603
<i>18. Income tax</i>	17	(8,067)	(6,816)
PROFIT OR LOSS FOR THE YEAR		24,915	18,787

(*) These items have been modified compared to the 2020 report to make the figures comparable with the current year without changing the previous year's profit or loss.

Notes 1 to 24 of the Notes to the Annual Accounts form an integral part of the Profit and Loss Statement for the year 2021.



Balance sheet as at 31 December 2022

(Expressed in thousands of euros)

ASSETS	Note	31-12-2022	31-12-2021
A) NON-CURRENT ASSETS		251,084	217,619
<i>I. Intangible assets</i>	5	1,402	202
5. Computer applications		1,402	202
<i>II. Property, plant and equipment</i>	6	192,183	158,687
1. Land and buildings		115,839	84,830
2. Technical installations and other property, plant and equipment		71,325	68,252
3. Fixed assets under construction and advances		5,019	5,605
<i>III. Investment property</i>	7	10,983	11,085
1. Land		8,831	8,715
2. Buildings		2,152	2,370
<i>IV. Long-term investments in group companies and associates</i>	9.1	44,000	44,299
1. Equity instruments		44,000	44,299
<i>V. Long-term financial investments</i>	9.2	463	417
1. Equity instruments		-	-
2. Loans to third parties		339	278
5. Other financial assets		124	139
<i>VII. Deferred tax assets</i>	17	2,053	2,929

ASSETS	Note	31-12- 2022	31-12- 2021
B) CURRENT ASSETS		297,830	307,225
<i>I. Non-current assets held for sale</i>	9.2	-	-
<i>II. Inventories</i>	10	60,912	53,179
1. Commercial		416	225
2. Raw materials and other supplies		28,846	25,659
3. Products in progress		17,287	13,057
4. Finished products		14,363	14,238
<i>III. Trade and other receivables</i>		37,034	27,182
1. Customers by sales and services	11	31,758	26,841
2. Customers, group companies and associates		241	75
3. Sundry receivables		21	22
4. Staff		200	243
5. Current tax assets		59	-
6. Other credits Public Administrations		4,755	1

<i>V. Short-term financial investments</i>	9.2	155	100,011
2. Short-term loans to third parties		136	-
5. Other financial assets		19	100,011
<i>VI. Prepayments and accruals</i>		-	121
<i>VII. Cash and cash equivalents</i>	12	199,729	126,732
1. Treasury		199,729	126,732
TOTAL ASSETS (A + B)		548,914	524,844

Notes 1 to 24 of the Notes to the Annual Accounts form an integral part of the Balance Sheet as at 31 December 2021.

LIABILITIES	Note to the annual accounts	31-12- 2022	31-12- 2021
(A) EQUITY		497,460	487,545
<i>A-1) Shareholders' equity</i>	13	497,460	487,545
<i>I. Capital</i>		10,047	10,047
1. Registered capital		10,047	10,047
<i>III. Reserves</i>		462,498	458,711
1. Statutory		313,560	309,773
2. Voluntary		148,938	148,938
<i>VII. Profit (loss) for the year</i>		24,915	18,787
B) NON-CURRENT LIABILITIES		6,026	7,544
<i>I. Long-term provisions</i>	14	5,903	7,406
1. Long-term employee benefit obligations		4,061	3,422
4. Other provisions		1,842	3,984
<i>II. Long-term debts</i>		-	-
1. Other long-term debts		-	-
<i>III. Long-term payables to group companies and associates</i>	16	123	138
C) CURRENT LIABILITIES		45,428	29,755
<i>II. Short-term provisions</i>		114	936
<i>III. Short-term debts</i>	15	6,876	3,592
2 Bank borrowing		-	6
5. Other financial liabilities		6,876	3,586

LIABILITIES	Note to the annual accounts	31-12- 2022	31-12- 2021
<i>V. Trade and other payables</i>		38,438	25,227
1. Suppliers		19,924	10,547
2. Suppliers, jointly controlled entities and related parties	16	341	571
3. Sundry payables		7,779	1,918
4. Staff (outstanding salaries)		1,947	2,143
5. Current tax liabilities	17	-	1,811
6. Other debts to public administrations	17	3,553	7,928
7. Customer advances		4,894	309
TOTAL EQUITY AND LIABILITIES (A + B + C)		548,914	524,844

Notes 1 to 24 of the Notes to the Annual Accounts form an integral part of the Balance Sheet as at 31 December 2021.

Directors' Report For 2022

For the Fábrica Nacional de Moneda y Timbre - Real Casa de la Moneda, the 2022 financial year was a return to pre-COVID levels of activity in terms of the recovery of demand from our institutional customers. In addition to this recovery in traditional demand, two elements have reinforced these levels of activity. These elements have been, on the one hand, the development of technological services for the General State Administration, in most cases financed by *Next Generation* funds, and, on the other hand, the increase in the Entity's export levels, mainly in banknotes and security paper. The marketing of the new bullion currency has also been consolidated.

In terms of the main regulatory developments, the following are of note: The drafting of a new Statute for the Entity, which was finally approved on 1 February 2023, and whose main new features include the extension of the FNMT-RCM's status as an in-house provider for autonomous communities and local corporations, and the regulatory modification that will allow the FNMT-RCM to continue to make up part of the capital of Imprenta de Billetes, S.A. (IMBISA) and maintain its 20% stake even after IMBISA's definitive exit from the FNMT-RCM's facilities.

The economy remained significantly unstable in 2022 due to the consequences of COVID-19. Consumption and work patterns changed, new threats emerged and existing ones were amplified as a result of new international conflicts, problems in global trade impacting supply chains, and an increase in cyber attacks and cybercrime. However, the impact of these situations on the Entity's activity in 2022 was limited.

The Entity continued its important activity related to promoting horizontal technological services for Public Administrations within the framework of the programmes and measures of the Government and the European Union for the digitalisation of the economy. Two types of activities can be highlighted in this respect: The first encompasses the technological evolution of existing products and services with the Entity's traditional customers, and the second includes new horizontal platforms for public administrations related to new identity models, video-accreditation systems, etc.

A particularly noteworthy project initiated in 2022 was the design and creation of a Technology Centre at the paper mill facilities, which promote and diversify the technological activities of our work centre in Burgos.

In this financial year a positive result of 24.9 million euros was generated, which is higher than the previous year's figure of 18.8 million euros. The most significant events reflected in the profit and loss statement for 2022 are as follows:

Turnover for 2022 amounted to 274 million euros, 17% more than in 2021. This increase was mainly due to an increase in exports, the sale of the new investment currency and technological orders for the digitalisation of the administration.

In terms of operating expenses, procurement was higher than in 2021, due not only to the price increases of raw materials generated by the instability of the markets, but also to the new investment currency, the procurement of which carries great weight with regard to the sales price.

Staff costs were slightly lower than in the previous year due to a decrease in the average number of staff by 32 people as a result of unreplaced retirees. In 2022, the average number of employees was 1,215, of which 266 were women and 949 men.

External services increased by 28% compared to 2021, mainly due to the increase in the cost of energy supplies, services related to higher export sales and the increase in the invoicing of services, which generates higher expenses in this area.

Depreciation decreased by 3% compared to the previous year due to the fall in investments in 2020 in the wake of problems caused by COVID-19, and because the investment effort that year focused on non-depreciable items (purchase of land for the location of the Entity's future facilities, art collections for the Museum).

The cash-flow generated has allowed the necessary investments to be made to strengthen the public service objective by providing high standards of quality, safety and technology. The investments made in 2022 amounted to 48,381 million euros, including the purchase of the land where the future factory will be located and the acquisition of the Fallani collection for the museum, in addition to those made in machinery and security installations, inherent to our work as a security company.

As a company aligned with the fulfilment of the 2030 Agenda, it is worth highlighting its goals that are integrated in the 2021-2023 Business Plan. These include a commitment to eliminating of all types of discrimination by implementing active gender equality policies, and a strong commitment to innovation by offering new digital alternatives to citizens. The Fábrica Nacional de Moneda y Timbre incorporates social and environmental criteria in its procurement and facilitates

access to public procurement for small and medium-sized enterprises, as well as social economy enterprises. It also stresses its responsibility as a company to make less impact on the environment every day by promoting responsible consumption, waste disposal and recycling. In addition, in 2022, the Entity designed and implemented its compliance policies.

Sales of 345.5 million euros and earnings after tax of 24.9 million euros are forecast for 2023.

With regard to the Entity's foreseeable evolution, it should be noted that the instability of the markets all through 2022 will continue in 2023, giving rise to price increases in our raw materials and energy supplies. An important element to monitor throughout 2023 will be the supply chain and possible shortages of raw materials needed for our products. However, the impact on the company is expected to be limited and it should be able to cope with these circumstances thanks to its sound financial structure. We therefore consider that there are no relevant events that would prevent the company from achieving the expected revenues and profits.



Auditors' Report on the Annual Accounts

Verbatim reproduction of the Office of the General State Comptroller

AUDIT REPORT ON THE ANNUAL ACCOUNTS ISSUED BY THE OFFICE OF THE
GENERAL STATE COMPTROLLER (IGAE)

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

**AUDITORÍA DE CUENTAS ANUALES
FNMT - FÁBRICA NACIONAL DE
MONEDA Y TIMBRE-REAL CASA DE
LA MONEDA
Plan de Auditoría 2023
Ejercicio 2022
Código AUDInet 2023/65
DIVISIÓN DE AUDITORÍA PÚBLICA
II**

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I. Opinion

The Office of the General State Comptroller, in exercise of the powers conferred upon it by article 168 of Law 47/2003 of 26 November, General Budget Act, has audited the annual accounts of the Real Casa de la Moneda Fábrica Nacional de Moneda y Timbre FNMT-RCM, comprising the balance sheet as at 31 December 2022, the profit and loss statement, the statement of changes in equity, the cash flow statement and the notes to the annual accounts for the year then ended.

In our opinion, the accompanying annual accounts present, in all material respects, a true and fair view of its equity and financial position, results of operations and cash flows for the year then ended in accordance with the applicable financial reporting framework (as identified in Note 2 to the consolidated annual accounts) and, in particular, with the accounting principles and rules contained therein.

II. Basis for opinion

We conducted our audit in accordance with auditing standards applicable to the public sector in Spain. Our responsibilities under those standards are described below in the Auditor's Responsibilities for the Audit of the Annual Accounts section of our report.

We are independent of the entity in accordance with the ethics and independence protection requirements that apply to our audit of the annual accounts for the Public Sector in Spain as required by the regulations governing the audit activity of the 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 issues

Key audit matters are those matters which, in our professional judgement, have been of most significance in our audit of the current period's annual accounts. These matters have been dealt with in the context of our audit of the annual accounts as a whole and in forming our opinion thereon, and we express no separate opinion on these matters.

Based on the audit work undertaken, we have determined that there are no more significant risks that give rise to key audit matters considered in the audit that should be communicated in our report.

IV. Matter of emphasis

As indicated in Notes 6 and 21 to the accompanying consolidated annual accounts, the entity has exercised the option to purchase the land to which its facilities are expected to be transferred in the medium term. This paragraph does not affect the opinion.

V. Other information

Other information consists of the directors' report and the report on compliance with the economic-financial obligations assumed by state public sector entities subject to the General Chart of Accounts for Spanish companies and its adaptations as a result of belonging to the Public Sector, the formulation of which is the responsibility of the entity's management and does not form an integral part of the annual accounts.

Our audit opinion on the annual accounts does not cover the other information. Our responsibility is to read the other information as required by the regulations governing the audit activity and to evaluate and report on the consistency of the other information with the annual accounts based on our knowledge of the entity obtained in the course of the audit and not including information other than that obtained as evidence during the audit. In addition, our responsibility is to assess and report on whether the content and presentation of this other information is in accordance with the applicable regulations. If, based on the work we have



performed, we conclude that there are material misstatements, we are obliged to report them.

On the basis of the work carried out, as described in the previous paragraph, we have nothing to report on the other information. It is consistent with that of the annual accounts for the year under audit, and its content and presentation are in accordance with the applicable regulations.

VI. Responsibility of the Management Body for the annual accounts

The Director General of the FNMT-RCM is responsible for the preparation of the accompanying annual accounts so that they provide a true and fair view of the equity, financial position and earnings in accordance with the regulatory financial reporting framework applicable to the entity in Spain, and for such internal control as they determine is necessary to enable the preparation of annual accounts that are free from material misstatement, whether due to fraud or error.

In preparing the annual accounts, the management body is responsible for assessing the entity's ability to continue as a going concern, disclosing, as appropriate, going concern matters and using the going concern basis of accounting unless the management body has the intention or legal obligation to liquidate the entity or to cease operations, or has no realistic alternative but to do so.

VII. The auditor's responsibilities in relation to the audit of the annual accounts

Our objectives are to obtain reasonable assurance about whether the annual accounts 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 degree of assurance, but does not guarantee that an audit conducted in accordance with Spanish Public Sector Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the annual accounts.



As part of an audit in accordance with the regulations governing the audit activity in force for the Public Sector in Spain, we apply our professional judgement and maintain an attitude of professional scepticism throughout the audit.

Also:

— We identify and assess the risks of material misstatement of the annual accounts, 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 due to fraud is higher than for a material misstatement due to error because fraud may involve collusion, forgery, deliberate omissions, intentional misstatements, or the circumvention of internal control.

— We 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.

— We assess the appropriateness of accounting policies and the reasonableness of accounting estimates and related disclosures made by management.

— We conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether 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 annual accounts or, if such disclosures are inadequate, to express a modified opinion. Our conclusions are based on the audit evidence obtained up to the date of our audit report. However, future events or conditions may cause the entity to cease to be a going concern

— We assess the overall presentation, structure and content of the annual accounts, including the disclosures, and whether the annual accounts represent the underlying transactions and events in a manner that achieves a true and fair view.



We communicate with the governing body (designation according to the applicable legal regime) regarding, among other matters, the planned scope and timing of the audit and significant audit findings, as well as any significant deficiencies in internal control that we identify in the course of the audit.

Among the matters that have been reported to the entity's governing body, we have identified those that have been of most significance in the audit of the current period's annual accounts and which are, consequently, the key audit matters.

We describe these matters in our audit report unless legal or regulatory provisions prohibit public disclosure.

This audit report has been signed electronically through the Office of the General State Comptroller's cicep.red application by the Head of Public Audit Division II of the National Audit Office and a National Auditor, Team Leader, in Madrid, on 21 June 2023.



Annex II GLOSSARY OF GRI INDICATORS (*GLOBAL REPORTING INITIATIVE*), AND THEIR CORRESPONDENCE WITH THE UN SUSTAINABLE DEVELOPMENT GOALS (SDGS)



N/A Not applicable

D/E Does not exist

N/D No data

GRI-ODS ⁴⁰ INDICATORS EQUIVALENCES				
GRI	Global Reporting Initiative (GRI) Indicators DESCRIPTION	page	SDG: Objectives and targets	SDG
1. STRATEGY AND ANALYSIS				
G4 1	Declaration by the principal officer	06	N/A	N/A
G4 2	Main impacts, risks and opportunities *New*	32	N/A	N/A
2.- PROFILE OF THE ORGANISATION				
G4 3	Name of the organisation	13	N/A	N/A
G4 4	Most important brands, products and services of the organisation	23	N/A	N/A
G4 5	Location of the organisation's headquarters	20	N/A	N/A
G4 6	Countries in which the organisation operates *New*	24	N/A	N/A
G4 7	Nature of ownership and its legal form	22	N/A	N/A
G4 8	Markets served	69	N/A	N/A
G4 9	Scale of the organisation	102	N/A	N/A
G4 10	Employees by type of contract and gender	52	8.5	SDG 8: Decent work and economic growth

⁴⁰ GRI-ODS equivalence obtained from: Pagano, Alfredo; Mantel Amari, Paula (2015) Sustainable Development Goals and their link with GRI G4. At Deloitte.com. Retrieved on 31/05/2023 from: <https://www2.deloitte.com/content/dam/Deloitte/ar/Documents/risk/Objetivos%20de%20Desarrollo%20Sostenible%20y%20su%20vinculaci%C3%B3n%20con%20GRI%20G4%20-%20Sustainability.pdf>

G4 11	Employees with collective bargaining agreement	51	8.8	SDG 8: Decent work and economic growth
G4 12	Organisation's supply chain	86	N/A	N/A
G4 13	Significant changes in the supply chain	86	N/A	N/A
G4 14	Addressing the principle of precaution	N/A	N/A	N/A
G4 15	Charters, principles and initiatives subscribed to *New*	31	N/A	N/A
G4 16	Associations and organisations to which it belongs	92	N/A	N/A
3. MATERIAL ASPECTS AND COVERAGE				
G4 17	Entities included in the financial statements	13	N/A	N/A
G4 18	Process for determining the content and coverage of the report	14	N/A	N/A
G4 19	Material aspects included in the report	15	N/A	N/A
G4 20	Indicate the coverage of each material aspect within the organisation	15	N/A	N/A
G4 21	Indicate the coverage of each material aspect outside the organisation	15	N/A	N/A
G4 22	Implications of the restatement of information from previous reports	13	N/A	N/A
G4 23	Significant changes to the scope and coverage of each aspect from previous reports *New*	14	N/A	N/A
4. STAKEHOLDER ENGAGEMENT				
G4 24	Stakeholders linked to the organisation	38	N/A	N/A
G4 25	Choice of stakeholders to work with	38	N/A	N/A
G4 26	Organisational approach to stakeholder engagement	41	N/A	N/A
G4 27	Key issues and concerns raised by stakeholders and their assessment by the organisation	38	N/A	N/A
5. REPORT PROFILE				
G4 28	Reporting period	13	N/A	N/A
G4 29	Date of last report	13	N/A	N/A

G4 30	Presentation cycle of reports	13	N/A	N/A
G4 31	Contact points for questions about the report	14	N/A	N/A
G4 32	GRI Index	13	N/A	N/A
G4 33	External verification	14	N/A	N/A
6. GOVERNANCE				
G4 34	Governance structure of the organisation	45	N/A	N/A
7. ETHICS AND INTEGRITY				
G4 56	Values, principles, standards and norms of the organisation	28	16.3	SDG 16. Peace, Justice and Strong Institutions
G4 57	Internal and external advisory mechanisms for ethical and lawful conduct	31	16.3	SDG 16. Peace, Justice and Strong Institutions
G4 58	Internal and external mechanisms for reporting unethical or unlawful conduct and organisational integrity matters	31	16.3	SDG 16. Peace, Justice and Strong Institutions
8. INDICATORS				
8.1. ECONOMY				
Economic Performance				
EC 1	Direct economic value generated and distributed	102	2a, 5.4 7a, 7b, 8.1, 9.1, 9.4, 9.5, 9a	SDG 2. Zero hunger SDG 5. Gender equality SDG 7. Affordable and clean energy SDG 8. Decent work and economic growth SDG 9. Industry, Innovation and Infrastructure
EC 2	Economic implications and other risks and opportunities for the organisation's activities arising from climate change	N/A	N/A	N/A
EC 3	Coverage of the organisation's obligations under its benefit plan	N/A	N/A	N/A
EC 4	Financial aid granted by government bodies	102	N/A	N/A
Market presence				
EC 5	Ratio of starting wage by gender to local minimum wage in significant locations of operations	N/A	N/A	N/A
EC 6	Percentage of senior management from the local community at significant locations of operation	N/A	N/A	N/A

Indirect economic consequences				
EC 7	Development and impact of infrastructure investment and types of services	N/A	N/A	N/A
EC 8	Significant indirect economic impacts and their extent <i>*New*</i>	34	1.1, 1.2, 1.4, 2.3, 3.8, 8.2, 8.3, 8.5, 10.1, 10.b, 17.3	SDG 1. No poverty SDG 2. Zero hunger SDG 3. Health and well-being SDG 8. Decent work and economic growth SDGS. Reducing inequalities SDG 17. Partnerships to achieve the Goals
Procurement practices				
EC 9	Percentage of spending at locations with significant operations that is accounted for by local suppliers <i>*New*</i>	35	12.7	SDG 12. Responsible production and consumption
8.2. ENVIRONMENT				
Materials				
EN 1	Materials by weight or volume	62	8.4, 12.2	SDG 8. Decent work and economic growth SDG 12. Responsible production and consumption
EN 2	Percentage of materials used that are recycled materials	D/E	8.4, 12.2, 12.5	SDG 8. Decent work and economic growth SDG 12. Responsible production and consumption
Energy				
EN 3	Internal energy consumption	63	7.2, 7.3, 8.4, 12.2, 13.1	SDG 7. Affordable and non-polluting energy SDG 8. Decent work and economic growth SDG 12. Responsible production and consumption SDG 13. Climate Action.
EN 4	External energy consumption	N/D	7.2, 7.3, 8.4, 12.2, 13.1	SDG 7. Affordable and non-polluting energy SDG 8. Decent work and economic growth SDG 12. Responsible production and consumption SDG 13. Climate Action

EN 5	Energy intensity	63	7.3, 8.4, 12.2, 13.1	SDG 7. Affordable and non-polluting energy SDG 8. Decent work and economic growth SDG 12. Responsible production and consumption SDG 13. Climate Action
EN 6	Reduction of energy consumption	61	7.3, 8.4, 12.2, 13.1	SDG 7. Affordable and non-polluting energy SDG 8. Decent work and economic growth SDG 12. Responsible production and consumption SDG 13. Climate action.
EN 7	Reductions in energy requirements of products and services	D/E	7.3, 8.4, 12.2, 13.1	SDG 7. Affordable and non-polluting energy SDG 12. Responsible production and consumption SDG 13. Climate action
Water				
EN 8	Total water abstraction by source	64	6.4	SDG 6. Clean Water and Sanitation
EN 9	Water sources that have been significantly affected by water abstraction	64	6.4	SDG 6. Clean Water and Sanitation
EN 10	Percentage and total volume of recycled and reused water	D/E	6.3, 6.4, 8.4, 12.2	SDG 6. Clean Water and Sanitation SDG 8. Decent work and economic growth SDG 12. Responsible production and consumption
Biodiversity				
EN 11	Operational facilities owned, leased, managed that are adjacent to, contain, or are located in protected areas and non-protected areas of high biodiversity value	N/A	N/A	N/A
EN 12	Description of the most significant impacts of activities, products and services on biodiversity in protected areas or areas of high biodiversity value outside protected areas	N/A	N/A	N/A
EN 13	Protected or restored habitats	N/A	N/A	N/A
EN 14	Number of IUCN Red List species and national conservation lists whose habitats are in areas affected by operations, according to the species' level of extinction risk	N/A	N/A	N/A

Emissions				
EN 15	Direct emissions of greenhouse gases (Scope 1)	N/D	3.9, 12.4, 13.1, 14.3, 15.2	SDG 3. Health and Wellbeing SDG 12. Responsible production and consumption SDG 13. Climate Action SDG 14. Underwater life SDG 15. Life of terrestrial ecosystems
EN 16	Indirect greenhouse gas emissions from energy generation (Scope 2)	N/A	N/A	N/A
EN 17	Other indirect greenhouse gas emissions (Scope 3)	N/A	N/A	N/A
EN 18	Greenhouse gas emission intensities	N/D	13.1, 14.3, 15.2	SDG 13. Climate Action SDG 14. Underwater life SDG 15. Life of terrestrial ecosystems
EN 19	Reduction of greenhouse gas emissions	D/E	13.1, 14.3, 15.2	SDG 13. Climate Action SDG 14. Underwater life SDG 15. Life of terrestrial ecosystems
EN 20	Emissions of ozone-depleting substances	D/E	12.4	SDG 12. Responsible production and consumption
EN 21	NOx, SOx and other significant air emissions	D/E	3.9, 12.4, 14.3, 15.2	SDG 3. Health and Wellbeing SDG 12. Responsible production and consumption SDG 14. Underwater life SDG 15. Life of terrestrial ecosystems
Effluents and Waste				
EN 22	Total water discharge, according to quality and destination	N/D	3.9, 6.3, 6.6, 12.4, 14	SDG 3. Health and Wellbeing SDG 6. Clean Water and Sanitation SDG 12. Responsible production and consumption SDG 14. Underwater life
EN 23	Total weight of waste, by type and method of treatment	64	3.9, 6.3, 12.4, 12.5	SDG 3. Health and Wellbeing SDG 6. Clean Water and Sanitation SDG 12. Responsible production and consumption

EN 24	Total number and volume of significant spills	D/E	3.9, 6.3, 6.6, 12.4, 14.1, 15.1	SDG 3. Health and Wellbeing SDG 6. Clean Water and Sanitation SDG 12. Responsible production and consumption SDG 14. Underwater life SDG 15. Life of terrestrial ecosystems
EN 25	Weight of transported, imported, exported or treated waste deemed hazardous under Annexes I, II, III and VIII of the Basel Convention ² , and percentage of waste transported internationally	D/E	3.9, 12.4	SDG 3. Health and Wellbeing SDG 12. Responsible production and consumption
EN 26	Identification, size, protection status and biodiversity value of water bodies and related habitats significantly affected by discharges and runoff from the organisation	N/A	N/A	N/A
Products and Services				
EN 27	Degree of mitigation of the environmental impact of products and services	D/E	6.4, 8.4, 12.2, 12.4, 12.5, 13.1, 14.3, 15.2	SDG 6. Clean Water and Sanitation SDG 12. Responsible production and consumption SDG 13. Climate action. SDG 14. Underwater life SDG 15. Life of terrestrial ecosystems
EN 28	Percentage of products sold and their packaging materials, which are recovered at the end of their useful life, by product category	D/E	8.4, 12.2, 12.5,	SDG 8. Decent work and economic growth SDG 12. Responsible production and consumption
Regulatory Compliance				
EN 29	Monetary value of significant fines and number of non-monetary sanctions for non-compliance with environmental legislation and regulations	62	16.3	SDG 16. Peace, Justice and Strong Institutions
Transport				
EN 30	Significant environmental impacts of transporting products and other goods and materials used for the organisation's activities, as well as transporting personnel	66	11.2, 12.4, 13.1	SDG 11. Sustainable Cities and Communities SDG 12. Responsible production and consumption SDG 13. Climate action

General				
EN 31	Breakdown of environmental expenditure and investments *New*	66	7.a, 9.4, 9.5, 12.4, 12.5, 13.1, 13.3, 14.2, 14.3, 15.1	SDG 7. Affordable and non-polluting energy SDG 9. Industry, Innovation and Infrastructure SDG 12. Responsible Production and Consumption SDG 13. Climate action SDG 14. Underwater life SDG 15. Life of terrestrial ecosystems
Environmental Assessment of Suppliers				
EN 32	Percentage of new suppliers that were screened against environmental criteria *New*	86	N/A	N/A
EN 33	Significant actual and potential negative environmental impacts in the supply chain, and measures to address them	D/E	N/A	N/A
Environmental Complaint Mechanisms				
EN 34	Number of environmental complaints that have been filed, addressed and resolved through formal grievance mechanisms	D/E	16.3	SDG 16. Peace, Justice and Strong Institutions
8.3. SOCIAL PERFORMANCE				
WORK PRACTICES AND DECENT WORK				
Employment				
LA 1	Number and rate of new hires and average employee turnover, broken down by age group, gender and region	52	5.1, 8.5, 8.6	SDG 5. Gender equality SDG 8. Decent work and economic growth
LA 2	Welfare benefits for full-time employees that are not provided to temporary or part-time employees, broken down by significant locations of activity	D/E	8.5	SDG 8. Decent work and economic growth
LA 3	Return to work and retention rates after parental leave, broken down by gender	N/A	N/A	N/A
Relations between Management and Employees				
LA 4	Minimum notice periods for operational changes and their possible inclusion in collective agreements	52	8.8	SDG 8. Decent work and economic growth

Health and Safety at Work				
LA 5	Percentage of workers who are represented on formal joint management–employee safety and health committees established to help oversee and advise on occupational safety and health programmes	57	8.8	SDG 8. Decent work and economic growth
LA 6	Type and rate of injuries, occupational diseases, lost days, absenteeism and number of work-related fatalities by region and gender	58	3.3, 3.4, 3.9, 8.8	SDG 3. Health and Wellbeing SDG 8. Decent work and economic growth
LA 7	Workers whose occupation has a high incidence or risk of disease	D/E	3.3, 3.4, 3.9, 8.8	SDG 3. Health and Wellbeing SDG 8. Decent work and economic growth
LA 8	Health and safety issues covered in formal agreements with trade unions	57	8.8	SDG 8. Decent work and economic growth
Training and Education				
LA 9	Average hours of training per year per employee, broken down by gender and by job category	54	4.3, 4.4, 4.5, 5.1, 8.5	SDG 4. Quality education SDG 5. Gender equality SDG 8. Decent work and economic growth
LA 10	Skills management and lifelong learning programmes that promote the employability of workers and help them manage the end of their careers	54	8.5	SDG 8. Decent work and economic growth
LA 11	Percentage of employees receiving regular performance and career development appraisals, broken down by gender and by occupational category	D/E	2.1, 5.5	SDG 2. Zero hunger SDG 8. Decent work and economic growth
Diversity and Equal Opportunities				
LA 12	Composition of governing bodies and breakdown of staff by professional category and gender, age, minority group membership and other indicators of diversity	54	5.1, 5.5, 8.5	SDG 5. Gender equality SDG 8. Decent work and economic growth
Equal Pay for Men and Women				
LA 13	Ratio of men's to women's basic pay, broken down by occupational category and by significant locations of activity	53	5.1, 5.5, 10.2	SDG 5. Gender equality SDG 8. Decent work and economic growth SDG 10. Reducing Inequalities

Assessment of Suppliers' Labour Practices				
LA 14	Percentage of new suppliers that were screened against labour practices criteria *New*	86	5.2, 8.8, 16.1	SDG 5. Gender equality SDG 8. Decent work and economic growth SDG 16. Peace, Justice and Strong Institutions
LA 15	Significant actual and potential negative impacts on labour practices in the supply chain and measures to address them *New*	86	5.2, 8.8, 16.1	SDG 5. Gender equality SDG 8. Decent work and economic growth SDG 16. Peace, Justice and Strong Institutions
Grievance Mechanisms on Labour Practices				
LA 16	Number of grievances about labour practices that have been filed, addressed and resolved through formal grievance mechanisms	52	16.3	SDG 16. Peace, Justice and Strong Institutions
HUMAN RIGHTS				
Investment				
HR 1	Number and percentage of significant investment contracts and agreements that include human rights clauses or that have been subject to human rights screening *New*	86	N/A	N/A
HR 2	Hours of employee training on policies and procedures relating to those aspects of human rights relevant to their activities, including the percentage of employees trained	D/E	N/A	N/A
Non-discrimination				
HR 3	Number of cases of discrimination and remedial action taken	D/E	5.1, 8.8, 16 b	SDG 5. Gender equality SDG 16. Peace, Justice and Strong Institutions
Freedom of Association and Collective Bargaining				
HR 4	Identification of significant sites and suppliers where freedom of association and the right to collective bargaining may be infringed or threatened, and measures taken to protect these rights	D/E	8.8,	SDG 8. Decent work and economic growth
Child labour				
HR 5	Identification of sites and suppliers with a significant risk of child exploitation and measures taken to contribute to the abolition of child exploitation	D/E	8.7, 16.2	SDG 8. Decent work and economic growth SDG 16. Peace, Justice and Strong Institutions

	Forced Labour			
HR 6	Sites and suppliers with a significant risk of being the source of forced labour episodes, and measures taken to contribute to the elimination of all forms of forced labour	D/E	8.7	SDG 8. Decent work and economic growth
	Security measures			
HR 7	Percentage of security personnel who have received training on the organisation's human rights policies or procedures relevant to operations	D/E	16.1	SDG 16. Peace, Justice and Strong Institutions
	Indigenous Peoples' Rights			
HR 8	Number of cases of violation of indigenous peoples' rights and measures taken	N/A	N/A	N/A
	Assessment			
HR 9	Number and percentage of centres that have undergone human rights impact assessments or reviews	D/E	N/A	N/A
	Human Rights Assessment of Suppliers			
HR 10	Percentage of new suppliers that were screened against human rights criteria *New*	86	N/A	N/A
HR 11	Significant actual and potential negative human rights impacts in the supply chain and actions taken *New*	86	N/A	N/A
	Human Rights Complaint Mechanisms			
HR 12	Number of human rights complaints that have been filed, addressed and resolved through formal grievance mechanisms	D/E	16.3	SDG 16. Peace, Justice and Strong Institutions
SOCIETY				
	Local Communities			
SO 1	Percentage of sites where development programmes, impact assessments and local community involvement have been implemented	N/A	N/A	N/A
SO 2	Operations with significant potential or actual negative impacts on local communities	N/A	N/A	N/A
	Fight against Corruption			
SO 3	Number and percentage of sites that have been assessed for corruption-related risks and significant risks identified *New*	25	16.5	SDG 16. Peace, Justice and Strong Institutions

SO 4	Anti-corruption communication and training policies and procedures	55	16.5	SDG 16. Peace, Justice and Strong Institutions
SO 5	Confirmed cases of corruption and measures taken	D/E	16.5	SDG 16. Peace, Justice and Strong Institutions
	Public Policy			
SO 6	Value of political contributions, by country and recipient	N/A	N/A	N/A
	Unfair Competition Practices			
SO 7	Number of complaints of unfair competition, monopolistic or anti-competitive practices and the outcome of these complaints	31	16.3	SDG 16. Peace, Justice and Strong Institutions
	Regulatory Compliance			
SO 8	Monetary value of significant fines and number of non-monetary sanctions for non-compliance with legislation and regulation	D/E	16.3	SDG 16. Peace, Justice and Strong Institutions
	Assessing the Social Impact of Suppliers			
SO 9	Percentage of new suppliers that were screened on criteria related to social impact	86	N/A	N/A
SO 10	Significant and potential negative impacts on society in the supply chain, and measures taken	D/E	N/A	N/A
	Social Impact Grievance Mechanisms			
SO 11	Number of grievances about social impacts that have been raised, addressed and resolved through formal grievance mechanisms	30	16.3	SDG 16. Peace, Justice and Strong Institutions
PRODUCT RESPONSIBILITY				
	Client Health and Safety			
PR 1	Percentage of significant product and service categories for which health and safety impacts have been assessed to promote improvement	D/E	N/A	N/A
PR 2	Number of incidents of non-compliance with regulations or voluntary codes concerning health and safety impacts of products and services during their life cycle, broken down by type of outcome of such incidents	D/E	16.3	SDG 16. Peace, Justice and Strong Institutions

Labelling of Products and Services				
PR 3	Type of information required by the organisation's procedures relating to the information and labelling of its products and services, and percentage of significant product and service categories that are subject to such requirements	D/E	12.8	12. Ensuring sustainable consumption and production patterns
PR 4	Number of non-compliances with regulations and voluntary codes relating to product and service information and labelling, broken down by type of result	D/E	16.3	SDG 16. Peace, Justice and Strong Institutions
PR 5	Results of surveys to measure customer satisfaction	41	N/A	N/A
Marketing Communications				
PR 6	Sale of banned or disputed products	D/E	N/A	N/A
PR 7	Number of cases of non-compliance with regulations or voluntary codes concerning marketing communications, such as advertising, promotion and sponsorship, broken down by type of result	D/E	16.3	SDG 16. Peace, Justice and Strong Institutions
Customer Privacy				
PR 8	Number of substantiated complaints about breaches of privacy and leakage of customer data	D/E	16.3, 16.10	SDG 16. Peace, Justice and Strong Institutions
Regulatory Compliance				
PR 9	Cost of significant fines for non-compliance with regulations and legislation relating to the supply and use of products and services	D/E	16.3	SDG 16. Peace, Justice and Strong Institutions



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