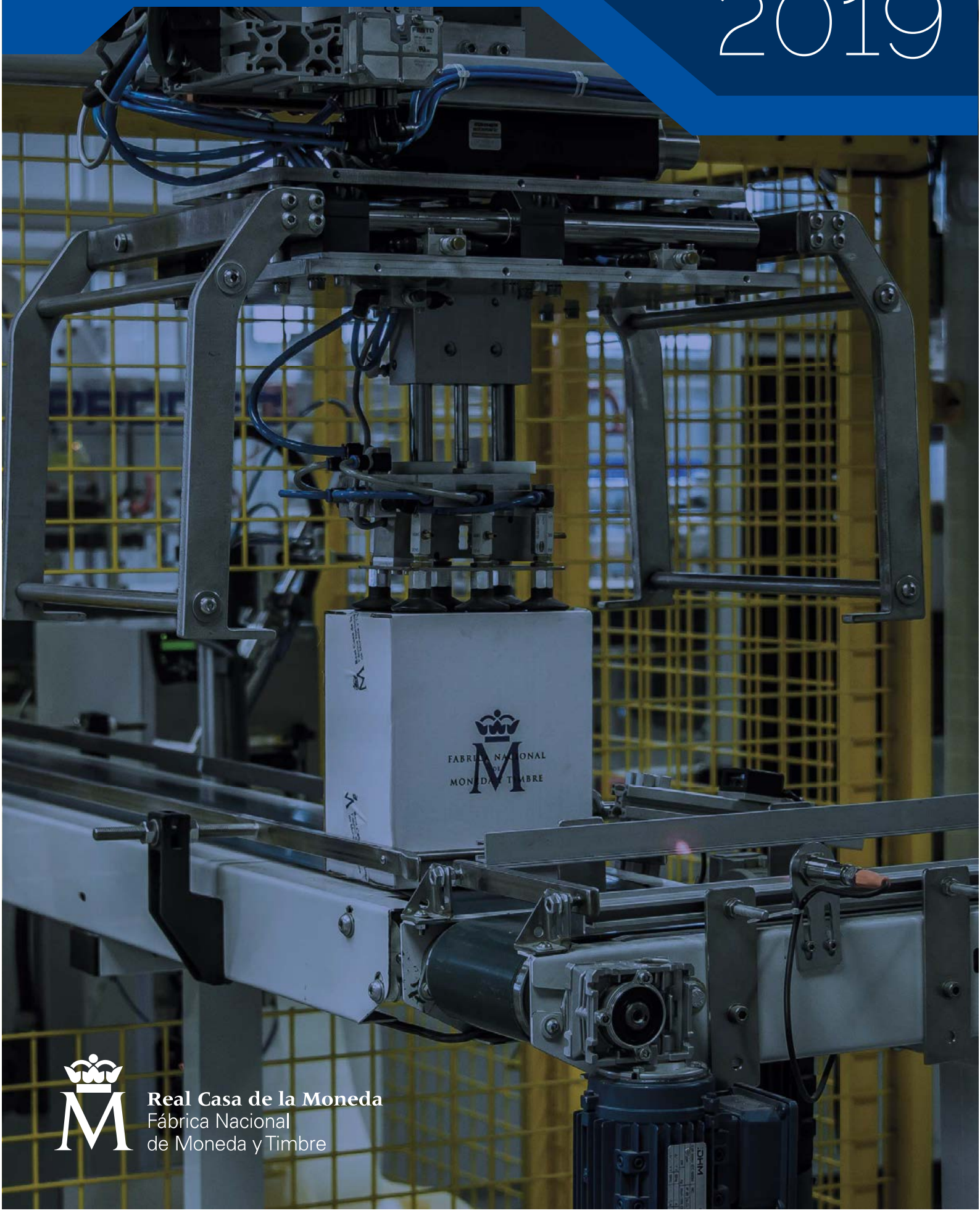


ANNUAL REPORT **FNMT-RCM**

2019



Real Casa de la Moneda
Fábrica Nacional
de Moneda y Timbre

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Real Casa de la Moneda
Fábrica Nacional
de Moneda y Timbre







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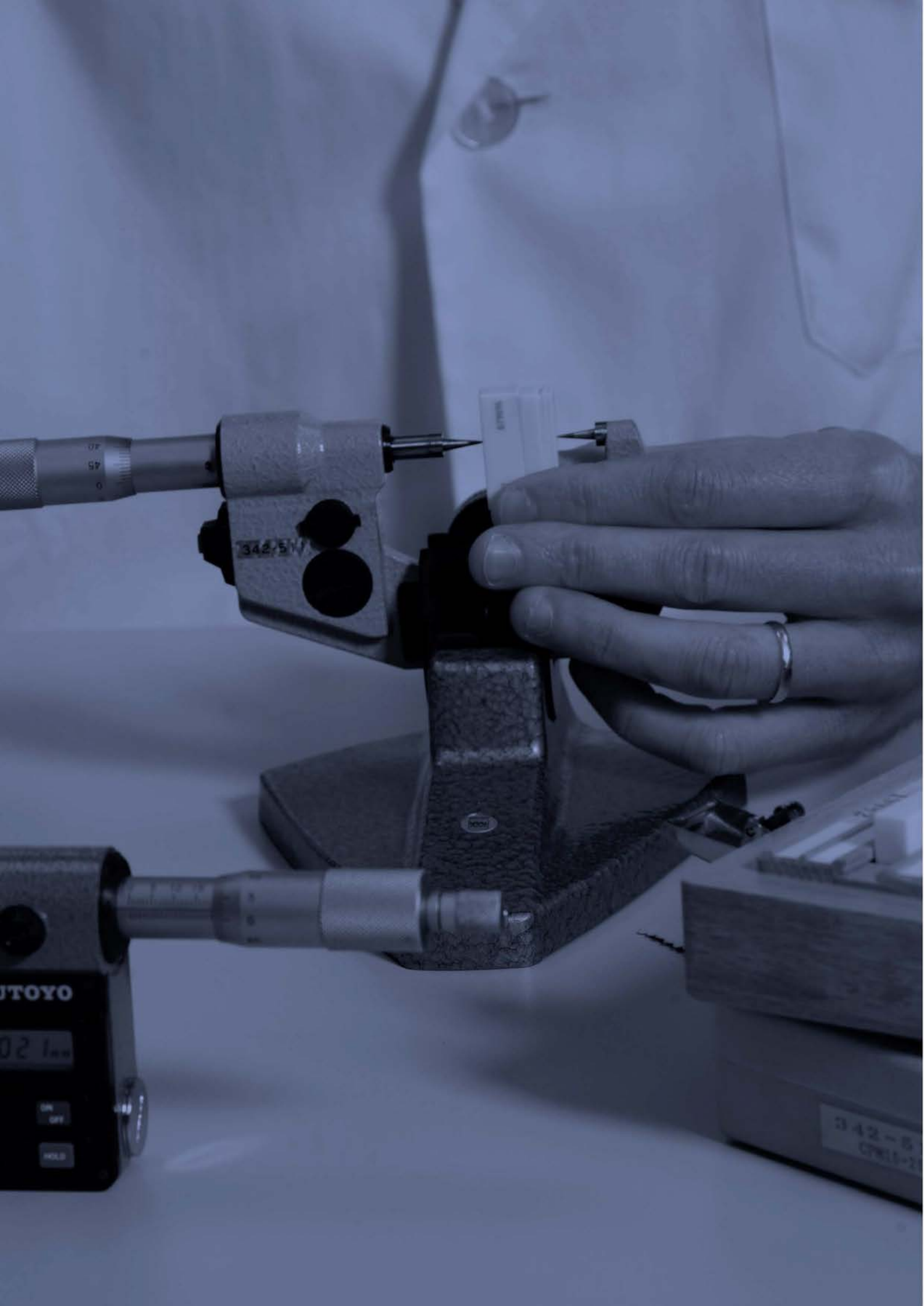
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Statement by the Chairperson-CEO

(G4-1)



A good number of the ideas now making up Corporate Social Responsibility (CSR) have formed part of the management of Fábrica Nacional de Moneda y Timbre-Real Casa de la Moneda (FNMT-RCM) ever since it was created for the purpose of providing Spanish society with coins and stamped bills. Through sound workmanship, the strict fulfilment of the aims in view and impeccable economic management, FNMT-RCM has succeeded in earning the trust of countless public and private institutions and also of the governments that have come and gone in the course of its now long history.

The quality of FNMT-RCM's products is an asset inherited from its predecessor, the Old Mint (Casa de Moneda) and the Stamp Works. All the production lines have always been submitted to stringent, thorough quality controls. Notwithstanding its prestige and the widely-recognised quality of its products, several years ago now, FNMT-RCM decided to endorse the quality management procedures in place on its production lines in accordance with Standard ISO 9001.

Human resources are a key factor when manufacturing highly-complex technological products in high-security areas. Hence the ongoing training of personnel and the improvement of their skills are given priority consideration in the management of FNMT-RCM. At the same time, occupational health and safety is an aspect of the utmost importance at FNMT-RCM, which holds OHSAS 18001 certification.

Environmental awareness is another key pillar in FNMT-RCM's industrial policy. Both at the Paper Mill situated in Burgos and at the Madrid premises, all the production lines have been constantly upgraded with the latest technologies, while any equipment proving harmful to the employees' health or having a negative impact on the environment has been withdrawn. The labours of many years in the area of environmental management have borne fruit in the form of ISO 14001 certification for the full range of activities carried out by the institution.

In addition to possessing these certifications for quality, occupational health and safety and environmental management, all of which are indispensable at any socially-responsible enterprise, FNMT-RCM drew up a Code of Conduct and the Corporate Plan for the years 2010-2012, in which CSR was included as part of strategic planning. This led to the creation of the Sustainability Committee as a body to serve Management. Moreover, internal communication has been enhanced via the intranet and, since 2011, CSR Annual Reports have been published. The year 2014 witnessed the commencement of the process for ISO 50001 certification in Energy Management, which was completed in 2016. As a result of this standard, the institution has a tool with which to reduce energy consumption, its associated costs and greenhouse gas emissions. Furthermore, under the Energy Saving and Efficiency Plan applicable to buildings belonging to the General State Administration, FNMT-RCM continued to collaborate with IDAE (the Spanish Institute for the Diversification and Saving of Energy).

Subsequent to the work performed in previous years, in 2014, an audit was undertaken with a view to obtaining IQNet SR 10 certification (Social Responsibility Management System). The audit pinpointed certain aspects which were finally improved upon and the certification was obtained in early 2015. Aligned with the requirements laid down in documents enjoying worldwide acceptance, such as International Standard ISO 26000, the ILO Fundamental Conventions and the Universal Declaration of Human Rights, not only will this certificate be indispensable in the European context and in more advanced countries but it also

guarantees that the holder has the capacity to identify and record the real and potential impacts of an enterprise's activity; that the needs and expectations of the stakeholders affected are known; and that the appropriate action is being taken, using the right resources and putting the necessary steps in place. Summing up, it is the best way to improve procedures and management so as to adapt them to future needs.

In terms of Integral Security, one of the pillars upholding the institution's values, ISO 27001 certification in Information Security has been obtained. This certification proves that FNMT-RCM performs a risk assessment suited to the information and assets under its management, implementing all the controls necessary to guarantee their maximum security whilst maintaining in time its policies, assessments and development of controls.

In early 2019, the scope of ISO 22301 certification in the Business Continuity Management System included the Printing-Card and CERES production departments, which in turn affected the departments involved in their processes: Maintenance, IT, Security, Planning and Information Security. FNMT-RCM revalidated the system's certification by increasing the first scope requested and, after a year of consolidation, certification was obtained for the Coin Department. The external audit was carried out by AENOR, ratifying formal compliance with Standard ISO 22301 on the part of the Business Continuity Management System.

FNMT-RCM is of the firm understanding that, without quality, without the involvement of all its employees and without an unwavering quest for innovation, we shall not succeed in meeting the challenges of the future. These challenges require us to broaden our supply of trusted security products and services, an area in which we are already working so as to consolidate the essential public service provided by this longstanding institution.

Ms. Lidia Sánchez Milán
Chairperson and CEO



Preparation of the Annual Report



This Annual Report of Fábrica Nacional de Moneda y Timbre-Real Casa de la Moneda (FNMT-RCM) has been prepared in accordance with the requirements and guidelines for the preparation of Sustainability Reports Version 4.0 (core option) issued by Global Reporting Initiative (GRI) and there has been no restatement of any information included in previous years for the purpose of comparison. **(G4-3) (G4-22) (G4-32)**

The reports are issued annually, the present one covering the period from January 1 to December 31 2019. **(G4-28) (G4-29) (G4-30)**

Neither the financial statements nor the body of the report contain data about investee companies or joint ventures. **(G4-17)**

Contact points for questions regarding the report are as follows:

- **Marketing Area** (Commercial Management).
- **Communication Area. (G4-31)**

Although the content of this report has not been verified externally, as a State-owned Enterprise, FNMT-RCM's Annual Accounts and

Management Report are published in the Official State Gazette (BOE) and are audited annually in accordance with Public Sector Auditing Standards and those of the State's General Auditing Body. **(G4-33)**

Materiality and boundary

When determining the report's content and boundary, the process outlined below was followed: **(G4-18)**

IDENTIFICATION All aspects and basic contents indicated in the GRI Guide were analysed, resulting in a preliminary list of material issues.

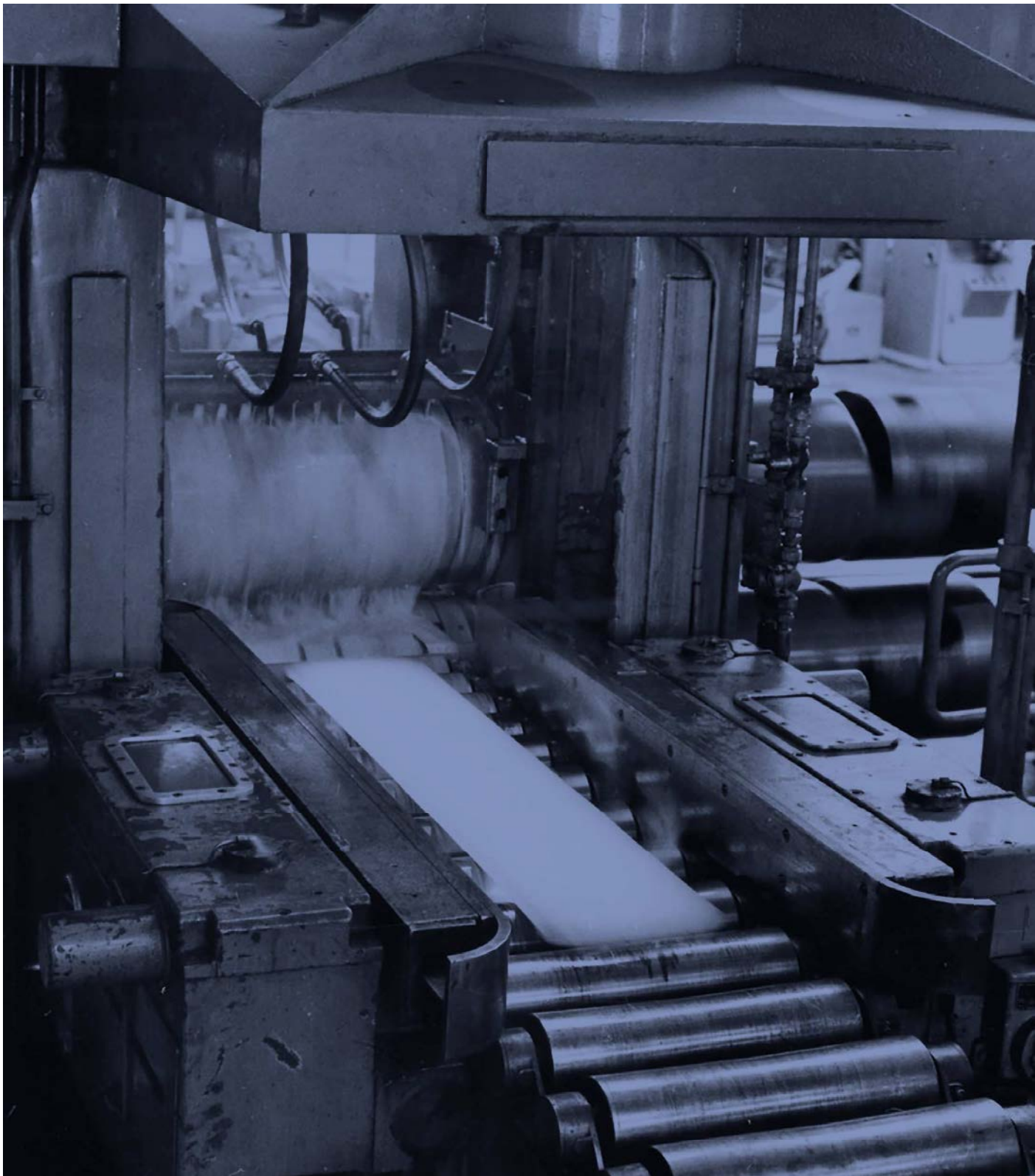
PRIORITISATION Issues were analysed and valued by category and prioritised in accordance with their impact on the organisation and the measures taken, resulting in the list of material issues.

VALIDATION The actions and aspects covered by the Annual Report were discussed with those of the organisation's personnel who were involved.

REVIEW Obtaining the aspects' materiality matrix by category.

This Annual Report covers the material aspects included in the categories of Economic, Environmental and Social Performance. They are applicable to the entire organisation as no data concerning any of FNMT-RCM's investee companies are included. **(G4-19) (G4-20)**

Moreover, by means of surveys and meetings with suppliers and customers, it has been possible to establish that the aspects considered as material in this Annual Report are also considered as such for those organisations belonging to the groups of stakeholders of reference which were consulted and which were described in the section on stakeholders. **(G4-21)**



Stakeholders

Identification

In 2018, the Quality Management (certified under ISO 9001) and Social Responsibility (certified under IQNet SR 10) Systems were integrated to form a single policy reflecting the organisation's commitment to abide by the principles laid down in ISO Standard 26000; and, in particular, accountability, transparency, ethical behaviour, respect for the concerns of interested parties, the legality principle and human rights, along with quality criteria for each stakeholder. Communication and discussion channels are established and promoted with the stakeholders, identifying their demands and expectations, whilst building a relationship with them on a foundation of transparency, honesty, truthfulness and collaboration.

The stakeholders identified as being the most significant are customers, suppliers, employees, society and the environment (as a transversal concept in relations with all stakeholder groups). Alliances and collaborations, competitors, administration and ownership have also been considered. **(G4-24)**

The identification process was carried out by taking those groups which are engaged in relations with FNMT-RCM on account of the activities and services provided by the institution as a State-owned Enterprise of general interest, or because of their capacity to influence the institution's strategies. In accordance with the internal procedure put in place for the identification of these stakeholders, working groups set the criteria for the identification and valuation of relations with the various stakeholders so as to prioritise the appropriate actions. **(G4-25)**

STAKEHOLDERS	CRITERIA
Employees	<ul style="list-style-type: none"> • Decision-taking capacity in the organisation's activity • Capacity to influence the organisation by negotiation • Protected groups • Groups with special working conditions
Customers	<ul style="list-style-type: none"> • Size of turnover • Consideration as a strategic customer
Suppliers	<ul style="list-style-type: none"> • Volume of purchases • Geographical area • Supply of raw materials, machinery and annual services
Society	<ul style="list-style-type: none"> • Relationship with the institution's productive activities • Relationship with the institution's image
Environment	<ul style="list-style-type: none"> • Seen as a transversal concept to be constantly taken into account in relations with other stakeholders
Alliances and collaborations	<ul style="list-style-type: none"> • Economic impact on the institution's activity
Competitors	<ul style="list-style-type: none"> • Economic impact on production lines and the provision of services
Administration	<ul style="list-style-type: none"> • Closeness of relations with each of the production lines and the provision of services
Ownership	<ul style="list-style-type: none"> • Sole ownership: Ministry of Finance



Engagement

So as to ascertain the various stakeholders' expectations and needs and provide an adequate response, FNMT-RCM gathers the pertinent information through the communication channels established in its relations with them. The main communication channels are outlined below: **(G4-26)**

STAKEHOLDERS	CHANNELS
Customers	<ul style="list-style-type: none"> • Opinion polls • Attendance at trade fairs and congresses • Workshops • Membership of associations and bodies • Customer services • Queries and complaints • Follow-up commissions
Suppliers	<ul style="list-style-type: none"> • Opinion polls • Corporate website • Answering queries and complaints • Approval of suppliers • Meetings
Employees	<ul style="list-style-type: none"> • Employee portal • Quarterly newsletter • Notice boards • Surveys • Workforce representation
Society	<ul style="list-style-type: none"> • Corporate website (Museum) • Collaborative agreements with educational institutions • Patronage agreements • Press releases

Commitments and issues raised with the most representative stakeholders (G4-27)

Through its communication channels, the organisation has succeeded in pinpointing the key issues and problems arising from stakeholder engagement.

- With **employees**:
 - Ongoing information about the organisation's situation.
 - Equality in treatment and opportunities plus work-life balance.
 - Professional development.
 - Occupational health and safety.
 - Ethical, responsible behaviour.
 - Social dialogue with workers' representatives.
 - Social action and human relationships.
 - Respect for personal data protection.
 - Salary conditions.



On the basis of the above, the following initiatives were launched:

- Development of the Communication Plan associated to the Corporate Plan via the FNMT-RCM newsletter.
- Continuation of the actions covered by the Second Equality Plan.
- Ongoing Training Plan focussed on occupational training and skills development.
- Health and Safety System certified under OHSAS:18001.
- Sickness prevention campaigns.

● With **customers:**

- Quality products and public services that are environmentally-friendly, innovative and technologically advanced.
- Customer loyalty.
- Compliance with clear and transparent contractual conditions.
- Speedier delivery terms and simplification of paperwork.
- Ethical, responsible behaviour.
- Treatment of information in compliance with data protection regulations.
- Eco-friendly products.
- After-sales service.
- Respect for the protection of personal data.

Further to these issues, the following actions were considered:

- Continue to prioritise certifications in quality, the environment, social responsibility, business continuity and information security.
- Existence of follow-up commissions with Public Administration customers.
- Carry out a technical assessment of the public bodies in charge of issuing security and identification documents.
- Develop technological vigilance procedures.

Every year, FNMT-RCM undertakes customer satisfaction surveys so as to gather information about their opinions and any faults which may have occurred at any point in the goods and services supply chain. **(PR-5)**

The number of complaints received rose slightly in respect of the previous year, due in the main to the impact of newly-launched products. Moreover, the average resolution time, in which a complaint is analysed and corrective measures are determined, likewise increased.

Years	2019	2018	2017
Number of complaints	91	84	136
Average resolution time	198.81	109.46	106.86

- With **suppliers**:
 - Clarity in information and documents.
 - Problem response time.
 - Dialogue and resolution of queries.
 - Transparency in the selection of bids.
 - Contract fulfilment.
 - Payment term and conditions.
 - Delivery terms.
 - Outlook for the development of the commercial relationship.
 - Respect for the protection of personal data.

By way of implementing the above, the following actions were put in place:

- e-billing promotion plan.
- Accreditation for suppliers to take part in non-advertised negotiated procedures.
- Development of an electronic bidding platform.

FNMT-RCM's supply chain is characterised by: **(G4-12)**

- Centralised management.
- An independent unit for the management of supplier stakeholders and associated processes.
- Supply chain with separate functions:
 - The person who defines the need does not make the purchase.
 - The person who makes the purchase does not rate, certify or pay.
 - The person who certifies does not pay.
- Centralised stock management in the Warehouse Area.

● With **society**:

- Exhibitions at the museum, Museo Casa de la Moneda.
- Enhance schoolchildren's learning with cultural activities.
- Access to activities for disabled people.
- Master Course in Engraving and Graphic Design.
- Collaboration with educational centres to provide students with training practicals.

With a view to developing and improving these activities, the following measures were put in place:

- Foster activities in English.
- Establish a communication process with educational centres so as to be up to date with legal requirements for public bodies engaged in practicals.



A low-angle, blue-tinted photograph of the Bank of Spain building facade. The image shows several tall, classical columns supporting a portico. The name of the institution is inscribed in large, raised letters above the columns. A crown emblem is visible above the word 'NACIONAL'.

NACIONAL DE MONEDA Y

The institution

Its history in brief

Dating as far back as December 2 **1467**, there is documentary evidence of the creation of a mint in Madrid by Enrique IV de Castilla. Of this undertaking, a few reminders still exist even today in the form of a number of Enrique IV cuarto coins, the first to bear a letter M beneath a royal Crown, the mint's trademark. However, the establishment of the Madrid Mint as such came about by a royal commission issued by Felipe III on February 18 **1614**, whereby the post of Treasurer was assigned to the Duke of Uceda and his successors. Production started on April 3 **1615** with the minting of two-*escudo* gold coins and four-*real* silver coins. Later, with the arrival of the Bourbon Dynasty and the major reforms carried out under its rule, in **1718**, the Madrid Mint became directly accountable to King Felipe V.

In the eighteenth century, the Madrid Mint witnessed a period of great splendour, personified during the reign of Carlos III by Tomás Francisco Prieto, Master Engraver of HM the King's Mints and founder of the School of Engraving. It was at this school that the artists who would later ply their trade both in Spain and in Spanish America were trained.

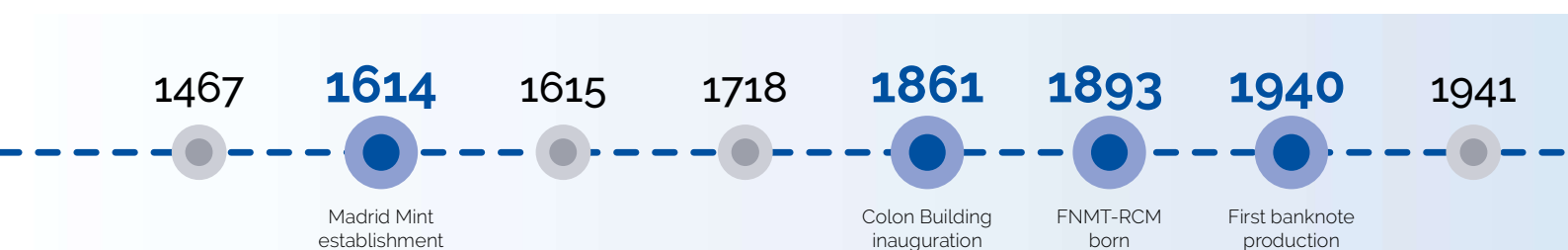
As the building from the period of Felipe III began to deteriorate, from **1833** onwards, new proposals were submitted for the construction of a new industrial building. Works finally began in **1855** and the new building was inaugurated by Isabel II in **1861**. Situated in what is now Plaza de Colón, the building was shared from the outset with the Stamp Works. The origins of the Stamp

Works date back to **1636**, when Felipe IV created a new tax, making it obligatory for contracts to be drawn up on sheets of stamped paper to guarantee their authenticity.

The two institutions, the Mint and the Stamp Works, operated as separate entities until **1893**, when the Queen Regent, Maria Cristina, had them merged into Fábrica Nacional de Moneda y Timbre. The new institution took over the functions of its predecessors and has been rendering a key service to Spanish society ever since. As a result of the synergies generated by the merger, the institution has succeeded in meeting each and every challenge it has had to face in the course of its history.

In view of the banknote shortage brought about by the Second World War, in **1940**, the government authorised FNMT to print paper money and, in **1941**, granted the institution preference over other national and foreign printers in banknote production. The first issue to leave its premises is dated October 21 **1940**. So as to put an end to any remaining dependence on foreign suppliers, it was decided to set up a security paper mill in Burgos. Works were set under way in **1944** and by **1952**, the first band of watermarked paper was being produced.

The acquisition of new functions, combined with the obsolete facilities at the building in Plaza de Colón, brought the need to move to new premises. Hindered by a number of difficulties, work took over two decades, reaching completion in **1963**, with inauguration the following year. Once the prestigious institution had settled into its new home, it was assigned further tasks such

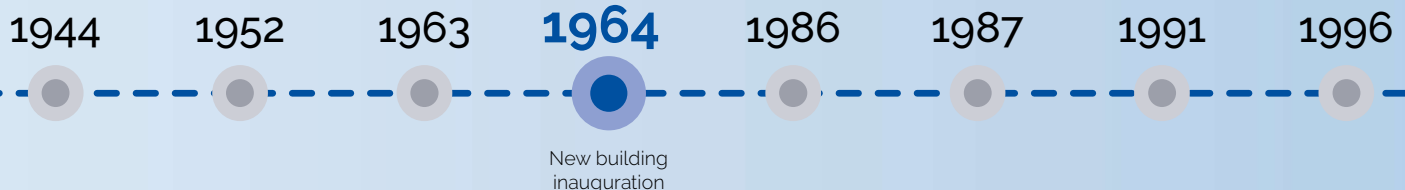


as the production of passports and National Identity Cards, along with items used in the area of State gaming: the National Lottery, betting slips and bingo.

Spain's greater involvement in various international bodies and organisations, above all its membership of the European Economic Community in **1986**, marked the dawn of a new period in which it would become necessary to adapt documents such as the passport, the driving licence, the residence permit and later, the tachograph, to the requirements of the European authority. In this mission, FNMT, in conjunction with other relevant bodies, played a significant role, as indeed it continues to do today.

In **1987**, with the aim of immortalising the events scheduled for **1992** (the Barcelona Olympics, the Fifth Centenary of the Discovery of America and the Seville Expo), the Special Minting Workshop was set up. In the course of its 31-year existence, it has produced a vast number of coins recording key events for posterity.

FNMT's initiatives are not, however, confined to its traditional products. Underpinned by its capacity for innovation and forward vision, it stands at the forefront as regards products in the area of the new technologies. In **1991**, it started to make cards with a built-in chip, a product lending itself to a broad range of applications. In the mid-nineties, mindful of the rapid development of the internet and its potential as a means of processing paperwork in the sphere of the Public Administrations, FNMT saw the need for electronic procedures to have the same guarantees as their paper equivalents; i.e., they should be carried out with maximum security



to ensure that they have the same legal validity. This realisation resulted in the birth of CERES (Spanish Electronic Certification), which went ahead with the completion of a viability study in May **1996**. Three years later, the State Tax Office green-lighted the use of electronic certification in income tax returns for the first time.

The euro presented a great challenge. In addition to making sizeable investments and adapting existing technology to the characteristics of the coins and banknotes, FNMT had to cope with a huge production volume whilst making, for a certain period of time, two different currencies: the peseta and the euro. It was also a challenge from the point of view of logistics and security: firstly, with the distribution of the new currency (coins and banknotes) and later, with the reverse operation, the withdrawal of old coins and banknotes, which commenced on New Year's Day **2002**.

In **1999**, HM King Juan Carlos I bestowed the title of Real (Royal) on the institution, which thenceforth became known officially as *Fábrica Nacional de Moneda y Timbre-Real Casa de la Moneda*. On June 25 1999, the institution was issued with new bylaws, setting down its new status as a *State-owned corporate entity*.



Legal status (G4-7)

In the course of its history, *Fábrica Nacional de Moneda y Timbre-Real Casa de la Moneda* has had various legal statuses. As things now stand, it is a State-owned corporate entity as provided for in Art.103 et seq. of Act 40/2015, concerning the legal system governing the public sector. As a State-owned body, it is classified as a special public legal entity with its own equity and cash assets and is self-governing as stipulated in the above-mentioned act. It is attached to the Ministry of Finance, which, through the Office

of the Under-Secretary, exercises strategic management and effectiveness control. Its current bylaws were approved under Royal Decree 1.114/1999 of June 25, with modifications under Royal Decree 199/2009 of February 23 and Royal Decree 390/2011 of March 18.

Objects (G4-4)

- The minting of coins of all types in accordance with legislation applicable.
- The production of coin blanks and the striking of medals, along with similar tasks, for the State and private persons.
- The printing of banknotes in compliance with the legislation by which it is governed and in the terms agreed upon with the Bank of Spain or the relevant issuing bank.
- The production of identification documents.
- The production of documents whereby the payment of whatsoever taxes or public charges is made effective; National Lottery tickets, forms and lists; and any other document relating to other games as instructed by the Public Administrations or their public bodies, be the latter attached to said Public Administrations or accountable thereto.
- The production of value or security documents as commissioned by any Public Administration or its public bodies, be the latter attached to said Public Administrations or accountable thereto.
- The stamping of all kinds of documents, stamps, signs or postage and franking effects, as established in the applicable legislation, for the State or, as applicable, for public or private bodies or entities.
- The provision, within the scope of the Public Administrations and their public bodies, both attached and accountable

thereto, of security, technical and administrative services in communications via electronic, IT and telematic media and techniques (EIT), together with the issuance, production and supply of those user licences or certificates or card supports which may be necessary for such purpose, as provided for in Art. 81 of Act 66/1997 of December 30 and in the regulations deriving therefrom; or, as applicable, in those terms as may be established in the relevant legal provisions.

- The performance of activities or the provision of services related to the entity's branches of work referred to above for public or private persons or entities, both national and foreign.
- Whatsoever other as may be assigned to it by virtue of a legal provision or regulations deriving therefrom.

Notwithstanding the preferential nature of the various activities and services to be performed for the Spanish State and its public bodies, be they attached or accountable thereto, Fábrica Nacional de Moneda y Timbre-Real Casa de la Moneda carries out its activities for other states and their bodies and also for non-national public or private entities as deemed fitting in accordance with the nature of its activity, as established in the pertinent regulations or, as applicable, in the terms and conditions established in the relevant contracts or agreements.

Organisational profile

The main impacts for the institution and its stakeholders are concerned with:




- **The provision of products and public services based on high technology and quality**, coming up to the customers' expectations and ensuring their loyalty.














- **Ethical, responsible conduct.** This is covered in the Code of Conduct and reflected in the institution's benchmark values.
- **Transparency in respect of the various stakeholders.** In addition to the fulfilment of clear and transparent contractual terms and conditions, the necessary tools are available to ensure two-way communication through which to ascertain and meet their needs.
- **Environmental impact.** The institution pursues the best practices as regards the renewal of machinery and processes so as to minimise environmental impact as far as is absolutely possible: the reduction of raw material and energy consumption and the replacement, throughout the production processes, of materials and products by others producing zero or less contamination.




















Risks derive, in the main, from the technological developments of a constantly-evolving market and the need to adapt to the new technologies, largely influenced by changes in the consumer's profile; and also from an organisational structure producing cases of dysfunctionality in certain aspects of project management, in addition to a high average age of the workforce.





Opportunities arise in the business lines of products and services based on high technology and security through access to markets in culturally-influential countries, where integral solutions are offered in the areas of electronic certification, identification projects, coinage, security paper etc.

In 2019, a number of targets were set with a view to stepping up corporate activity, improving management processes and underpinning the quality guarantee, boosting relations with the workforce and minimising environmental impact.

-  **Fulfilled**
-  **Partly fulfilled**
(Value between target and LVA)
-  **Not Fulfilled**

ITEM	Degree of fulfilment
STEPPING UP PRODUCTION PROCESSES	
• Reduce die production time	
• Reduce the percentage of raw material lots that are flawed but accepted on account of production needs	
• Reach total substitution of negative offset plates by positive ones	
• Reduce rejection in the production of intaglio cylinders	
• Create new subordinate Certification Authorities	
• Include the Safe Server CA root certificate in trusted deposits	
• Adapt the pseudonym certificate for special groups	
• Incorporate remote identity accreditation technology (digital onboarding)	
• Migrate developments to the Web Logic applications server	
• Reduce the number of hours caused by stoppage of the paper machine	
• Reduce the time used in changes to paper production	
• Reduce the number of hours caused by paper machine cleaning	
• Reduction of damaged and poor-quality technical paper	

ITEM	Degree of fulfilment
IMPROVING MANAGEMENT AND BACK-UP PROCESSES	
• Implement the procedure for technological vigilance in the R+D+I Management System	
• Update the method to determine silver content in accordance with ISO 13756	
• Control raw material stock for the production of the National Identity Card, residence permit and driving licence	
• Improve analysis and reviews of production orders and expenses charged to production cost centres	
• Consolidate and boost presence on national and foreign markets	
• Encourage submittal of customers' opinions	
• Increase the percentage of suppliers on e-billing	
• Implement an automated procurement file system	
• Align service demand tickets with services included in the IT Services Catalogue	
• Implement an IT Services Management System in accordance with ISO 20000	
BOOSTING RELATIONS WITH THE EMPLOYEES	
• Fulfilment of the Equality Plan	
• Reduce the average time for the resolution of suggestions	
• Increase the percentage of disabled personnel	
• Make assessments of planned posts	
• Increase the percentage fulfilment of the Training Plan	
• Reduce the percentage of unplanned courses held	
• Reduce the average duration of restricted selection processes	
• Reduce the average duration of open selection processes	
• Broaden the scope of ISO 22301 certification	

ITEM	Degree of fulfilment
MINIMISING ENVIRONMENTAL IMPACT	
• Substitute at least 85 percent of current fluorescent tubes by LED technology lighting screens	
• Reduce concentrations of nitrogen and phenols in waste water	
• Hazardous waste: reduce the generation of waste ink	
• Hazardous waste: reduce the generation of paper waste	



Ethics and integrity

Values and principles (G4-56)

Actions by top-management personnel and members of the Board of Directors comply with the ethical principles and of conduct pursuant to Order APU/516/2005: Code of Sound Governance for High-ranking Officials of the General State Administration. Nevertheless, as part of its Corporate Plan, FNMT-RCM has developed the following ideas internally:

- **Mission:** FNMT-RCM is a State-owned Corporate Enterprise whose activity lies in the scope of the public interest, generating a relationship of trust in the manufacture of products and the provision of services for the Public Administration and, more specifically, for the citizen. This calls for the ongoing development of its products and services, which may just as easily be demanded by the private sector. The differentiating factor of its activity is the manufacture of top-quality products and the provision of first-class services with high-security components both used in the productive process and built into the end-product.

- **Vision:** To become a benchmark in the security field as regards both hardware and digital ware, compounding its role as a leading supplier of top-quality, innovative products and services to Public Administrations, private entities and the general public.
- **Code of Conduct:** The Code of Conduct of FNMT-RCM lays down the principles to be followed in the internal and external relations of the institution's managers and workforce. In addition, there is a Suppliers' Code of Conduct whereby it is compulsory for companies collaborating with, or hired by FNMT-RCM to assume the commitment of conveying said principles to their own managerial personnel and workforce and, as applicable, to any subcontractors.

Values are as follows:

- **Security:** All activities revolve round integral security.
- **Professionalism:** A commitment to honest, responsible and efficient conduct in the discharge of duties, the overriding aim being excellence.



- **Quality:** FNMT-RCM has made a commitment to quality which governs the institution's day-to-day activity, understanding and meeting needs while fostering ongoing improvement.
- **Confidentiality:** The institution's entire personnel act in accordance with criteria of discretion and prudence in the treatment of information and in their communications with third parties.
- **Sustainable growth:** Understood as sustainable development compatible with care for the environment and environmental policies.
- **At the technological forefront:** Seeking to endow products and services with the very best of state-of-the-art technology.
- **Collaboration and commitment in respect of the Administration and public bodies:** To provide companies and citizens alike with the easiest access to the public services related to the institution's activity.

For internal purposes, there is a Code of Conduct Follow-up Committee whose function is to monitor and control the code's application, in addition to preparing proposals for its modification or review. It is the responsibility of FNMT-RCM's Management Committee to approve and interpret the Code of Conduct.

Externally, the Council for Transparency and Sound Governance, as a public entity pursuant to Act 19/2013 of December 9, concerning Transparency, Access to Public Information and Sound Governance, aims to promote transparency in public activity, ensure the fulfilment of advertising requirements, safeguard the exercise of the right of access to public information and guarantee the fulfilment of sound governance provisions. **(G4-57)**

As FNMT-RCM is a State-owned Corporate Entity attached to the Ministry of Finance, it cannot, on account of its nature, have its own transparency portal. Instead, any request for access to information must be addressed to the transparency portal of the General State Administration. There is, however, a website on the electronic platform through which any employee or person from one of the other stakeholder groups may submit queries and suggestions as to the institution's Code of Conduct, as well as report any failure to comply with this code. These messages are managed by the Follow-up Committee. <https://rec.redsara.es/registro/action/are/acceso.do>

The system guarantees strict confidentiality and no anonymous reporting is accepted. The sender's identity is known solely to the Follow-up Committee and to personnel working with its members.

In 2019, there were no reports of non-compliance with the Code of Conduct.

In connection with access to information, externally, citizens may address their requests to the Ministry of Finance's Transparency Portal. It is also possible for any citizen so wishing to lodge a complaint by contacting the Council for Transparency and Sound Governance. **(G4-58)**



Personnel

Governing bodies (G4-34)

FNMT-RCM's governing bodies are described in the institutions bylaws, approved by Royal Decree 1.114/1999 of June 25, and in the modifications under Royal Decree 199/2009 of February 23 and Royal Decree 390/2011 of March 18. There are two main governing bodies: the Board of Directors and its commissions and the Chief Executive Officer, who is also the Chairperson of the Board of Directors. The Board is appointed by the Council of Ministers via Royal Decree, on the proposal of the Minister of Finance. Its functions include the representation, management, administration and general running of the institution, along with other duties, responsibilities and powers as provided for in the bylaws. Board of Directors' meetings are also attended by a workers' representative.

The Board of Directors is made up of the institution's Chief Executive Officer, who holds the post of Chairperson, a minimum of nine members and a maximum of 14 and the Secretary, who has a say in the meetings but no voting right.

In addition, on the proposal of the Chairperson, the Board may name a maximum of six advisers with a say but no voting right. Members are appointed by Order from the Ministry of Finance and at the very least, must belong to the grade of Deputy Director General or equivalent within the personnel of the General State Administration. The Ministry of Economy and Business proposes the appointment of four of the members. Furthermore, the main customers of FNMT-RCM, which are, in turn, departments

or bodies belonging to the General State Administration, are represented by their own members on the Board of Directors.

At year-end 2019, the Board of Directors (Chairperson, members and Secretary) was made up of 11 men and five women.

The duties of the Board of Directors are laid down in the bylaws of FNMT-RCM and include, amongst others, agreement to the Pluriannual Performance Plan and the operating and capital budgets, along with approval of the Annual Programmes referred to in Art. 75.a), Act 50/1998 of December 30, on the proposal of the Chief Executive Officer. Furthermore, as applicable, it is incumbent on the Board to approve the proposed Agreement or Contract-Programme with the State for its referral to the Minister of Finance and subsequent inclusion in the pertinent budget acts.

Board of Directors

(at December 31 2019)

Chairperson:

- **Mr. Jaime Sánchez Revenga**
Chief Executive Officer of FNMT-RCM

Members:

- **Mr. Manuel Tuero Secades**
*Director, Official State Gazette Agency
Ministry of the Presidency, Relations with the Parliament and Equality*
- **Mr. Rafael Padilla Ruiz**
*Deputy Director General of Operation
Tax IT Department
Ministry of Finance*
- **Ms. Alejandra Sánchez Yánquez**
*Adviser at the Office of the Secretariat of State
for Budgets and Spending
Ministry of Finance*

- **Mr. Ángel Manuel Marqués Almanza**
*Deputy Director General of Organisation, Planning and Resource Management at the State's General Audit Office
Ministry of Finance*
- **Mr. Alejandro de las Alas-Pumariño y Linde**
*Chief Officer
Ministry of Public Works*
- **Mr. José Luis López González**
*Head of the Budget Office
Ministry of Economy and Business*
- **Don José García Molina**
*Deputy Director General of Logistics and Innovation
Directorate General of the Police
Ministry of the Interior*
- **Ms. María del Carmen Herrera Velasco**
*Adviser at the Technical Office of the Under-secretary of Finance
Ministry of Finance*
- **Ms. Silvia García Malsipica**
*Deputy Director General of Coordination, Auditing and Knowledge Management
Ministry of Justice*
- **Ms. Laura Díez Bueso**
*Director, Office of the Secretary of State for Relations with the Parliament
Ministry of the Presidency, Relations with the Parliament and Equality*
- **Mr. Pau López Ramos**
*Director, Office of the Secretary of State for Security
Ministry of the Interior*
- **Mr. Pedro Alonso Manjón**
*Deputy Director General of Telecommunications Networks and Operators
Ministry of Economy and Business*
- **Mr. Javier Lamana Palacios**
*State Counsel-in-Chief, State's Counsel's Office Secretariat of State
Ministry of Economy and Business*
- **Ms. Rocío Chico Hualde**
*Deputy Director General of the Treasury
Ministry of Economy and Business*

Secretary:

- **Mr. Antonio Panizo García**
*State Counsel-in-Chief Secretariat of State for Finance
Ministry of Finance*

The total amounts in remuneration received by members of the Board of Directors and management personnel were as follows:

Total remuneration received (euros)	2019	2018	2017
Board of Directors	162,000	158,000	143,000
CEO and top-management personnel	668,000	659,000	645,000
Other managerial staff	2,429,000	2,421,000	2,275,000

Remuneration received by top-management personnel and directors includes the variable part of the salary which is paid in accordance with the attainment of targets, meaning that there is a link between the variable amount and the organisation's performance and results.

Members and advisers of the Board of Directors are subject to the rules on conflict of interest pursuant to Act 5/2006 of April 10, whereby the conflicts of interest of members of the Government and high-ranking officers of the General State Administration are regulated.

The performance of said members complies with the ethical principles and of conduct provided for in Order APU/516/2005: Code of Sound Governance for High-ranking Officers of the General State Administration.

In addition to the Chairperson-Chief Executive Officer, FNMT has, pursuant to its bylaws, a managerial structure formed by five departments: Industrial, Commercial, Information, Economic and Financial Systems, Human Resources, along with the Secretariat General. Through this structure, the institution performs its

functions by combining many years' experience with state-of-the-art technologies so as to offer top-drawer quality in its various areas of activity.

To assist the management, the following committees and commissions have been set up:

- Procurement Committee
- Project Committee
- Communication Committee
- International Project Follow-up Committee
- Investment Control and Analysis Committee
- Sustainability Committee
- New Technologies Committee
- Information Security Committee.

Employees (G4-10) (G4-11)

All data on employees are further reflected in the report Social Balance 2019.

Each and every action on the part of FNMT-RCM in respect of the workforce is geared towards stable employment while creating a good working environment and a sense of commitment. To this end, a number of policies are in place to create the necessary conditions of respect and security so as to further the employees' personal and professional development. Steps in this regard have been taken in the following areas:

- Non-discrimination and equality.
- The right to privacy and respect for dignity.
- Work-life balance.

- Occupational health and safety: the institution has been awarded OHSAS Certificate 18001 Occupational Health and Safety Management System.
- Fringe benefits to supplement employees' salaries.
- Internal communication, fostered by the intranet and the employee portal as a source of information and a tool for the processing of administrative affairs.
- Employee training.

Number of employees	2019			2018			2017		
	M	W	Total	M	W	Total	M	W	Total
Madrid premises	893	258	1,151	894	256	1,150	867	243	1,110
Burgos premises	131	37	168	116	34	150	110	35	145
Total	1,024	295	1,319	1,010	290	1,300	977	278	1,255
Management team	31	5	36	32	6	38	31	6	37
Section chiefs	77	16	93	72	16	88	71	16	87
Middle managers	60	5	65	55	3	58	61	5	66
Technical staff	227	92	319	208	83	291	208	74	282
Clerical staff	76	64	140	86	76	162	81	84	165
Operatives	517	106	623	518	99	617	487	85	572
Auxiliary staff	36	7	43	39	7	46	38	8	46
Total	1,024	295	1,319	1,010	290	1,300	977	278	1,255

Workforce data (LA-1)

At year-end 2019, temporary contracts accounted for 14.03 percent of the total workforce, as compared with 10.76 percent in 2018 and 10.06 percent in 2017.

Labour relations between the company and its workforce are regulated by their own 11th Collective Bargaining Agreement and renewals. Applicable to all employees, this agreement states that the organisation of work, along with the determination of work centres, groups, sectors, departments and services deemed fitting, lies within the power and responsibility of FNMT-RCM's management. Nevertheless, the workers' legal representatives are entitled to be previously informed. In this regard, trial periods for new rules concerning organisation and production are limited to a maximum of 10 weeks. Once the trial period has elapsed, the mandatory period of consultations commences, with a minimum duration, should there be no agreement, of 15 days. (LA-4)

Number of labour grievances (LA-16)			
Item	2019	2018	2017
Labour grievances	11	12	11

Training (LA-9) (LA-10)

As far as the training strategy is concerned, the plans put in place in previous years were maintained and furthered:

- Internal training, conducted by the employees themselves, providing specific training essential for internal promotion.
- In-company training, in which content is adapted to the specific reality of FNMT-RCM.
- A range of generic courses on various specific subjects related to FNMT-RCM. The most outstanding point about

2019 is the degree of fulfilment of the plan: 59.23 percent, showing an increase of six percent on the previous year and of 23 percent over the last five years.

Unplanned courses accounted for 13.71 percent, the target being that it should not exceed 24 percent. This considerable improvement is a reflection of better planning in the area of training courses. Furthermore, course attendance rose to 88.93 percent, OHS training being particularly noteworthy, with a figure of 83 percent.

The various transversal training courses for professional and personal development were attended by 475 employees, while foreign language courses remained in place, where the attendance figure was 154.

Courses held in compliance with the Internal Training Agreement remain indispensable for specific areas, guaranteeing quality training on account of the knowledge and experience of the instructor. In 2019, 11 courses were held, with 84 attendees and a total duration of 1,412 hours.

Type of training		2019	2018	2017
Lifelong Training Programme	Courses	170	173	136
	Attendees	4.479	3.547	3.810
	Hours	43.196	40.309	37.386
Other training	Courses	27	56	45
	Attendees	180	803	642
	Hours	2.446	5.608	5.329
Training hours operative/year		34.86	35.27	32.63
Investment in training		703.878	695.633	666.838

Occupational health and safety

Accident figures (LA-6)

Years		2019	2018	2017
Total absenteeism rate (*)		10.25	8.65%	8.56%
Absenteeism rate (**)		6.88	5.00%	5.23%
(*) Includes all items relating to job attendance, including stoppages. (**) Does not include legal leave or stoppages.				
Factory-floor accidents leading to lost days Madrid premises	Men	22	58	31
	Women	5	6	9
Factory-floor accidents leading to lost days Burgos premises	Men	6	5	4
	Women	2	2	4
Days lost due to occupational accidents		734	2,238	1,092
Frequency rate		18.82	37.61	25.34
Gravity rate		0.47	1.32	0.94
Hazard rate		101.64	132.94	134.61
Incidence rate		144.77	192.17	194.5
Occupational diseases		2	2	4



At FNMT-RCM, one of the overriding aims is the correct management of the employees' health and safety. To achieve this end, fitting measures are established to reduce the accident rate, prevent occupational diseases and foster general health. An Occupational Health and Safety Management System is in place, certified pursuant to OHSAS Standard 18001. The institution has its own Prevention Service, which is financed with its own resources to cover the following specialities: health and safety; industrial hygiene; ergonomics; psychology; and health care. It should be pointed out, however, that at the Burgos premises, health care has been outsourced to a health and safety service.

FNMT-RCM has set up a Health and Safety Committee at both its centres in Madrid and Burgos. Representing the entire workforce, the Madrid Committee is formed by six workers' representatives and six company representatives while in Burgos, there are three workers' representatives and three from the company.

The Health and Safety Committee has eight Delegate Commissions whose purpose is to examine specific problems and provide fast, flexible solutions. The following meetings took place: four of the Health and Safety Committee at each work centre (Madrid and Burgos); and the Annual Inter-Centre Committee Meeting.

Among the steps taken to prevent serious diseases, voluntary programmes were launched for the early detection of breast and gynaecologically-related cancer (18 employees); prostate cancer (147 employees); and colon and rectum (217 employees).

In addition, the following vaccination campaigns were set in motion:

- Influenza: 222
- Herpes Zoster: 42
- Tetanus: 27 **(LA-5) (LA-8)**

FNMT-RCM took part in the *Fifth encounter of companies with a responsible approach towards HIV and AIDS in Spain*, where the federation known as *Trabajando en Positivo* awards a commendation to those companies and agents who have pursued sound practices aimed at fostering the prevention of HIV and AIDS and putting an end to the discrimination of victims.

Furthermore, on World AIDS Day, FNMT-RCM, together with other companies, launched a simultaneous programme of activities focussing on information, awareness and education in connection with HIV. The programme was aimed at workers, families and, in general, social agents as a whole.

One of the most noteworthy events in the sphere of preventive action was the promotion of a campaign on the subject of healthy habits, covering food and the avoidance of dehydration and heat stroke in the summertime. In addition, with a view to encouraging sporting values and healthy habits within a framework of clean competition, FNMT-RCM's employees took part in the fourth edition of the Healthy Company Olympics.

Equality

FNMT-RCM has reached an agreement with workers' representatives as to a Second Corporate Equality Plan, which covers a number of actions and goals geared towards full equality of all individuals both in their working and in their personal lives.

As a result of the support provided for less-advantaged groups, at year-end, the number of employees with a level of disability equal to, or higher than 33 percent stood at 2.35 percent of the total workforce. **(LA-12)**

Training data by gender. 2019							
Number of courses held	Number of course hours	Number of applicants			Number of attendees		
		Men	Women	Total	Men	Women	Total
197	45,642	4,064	1,175	5,239	3,564	1,095	4,659
		78%	22%	100%	76%	24%	100%

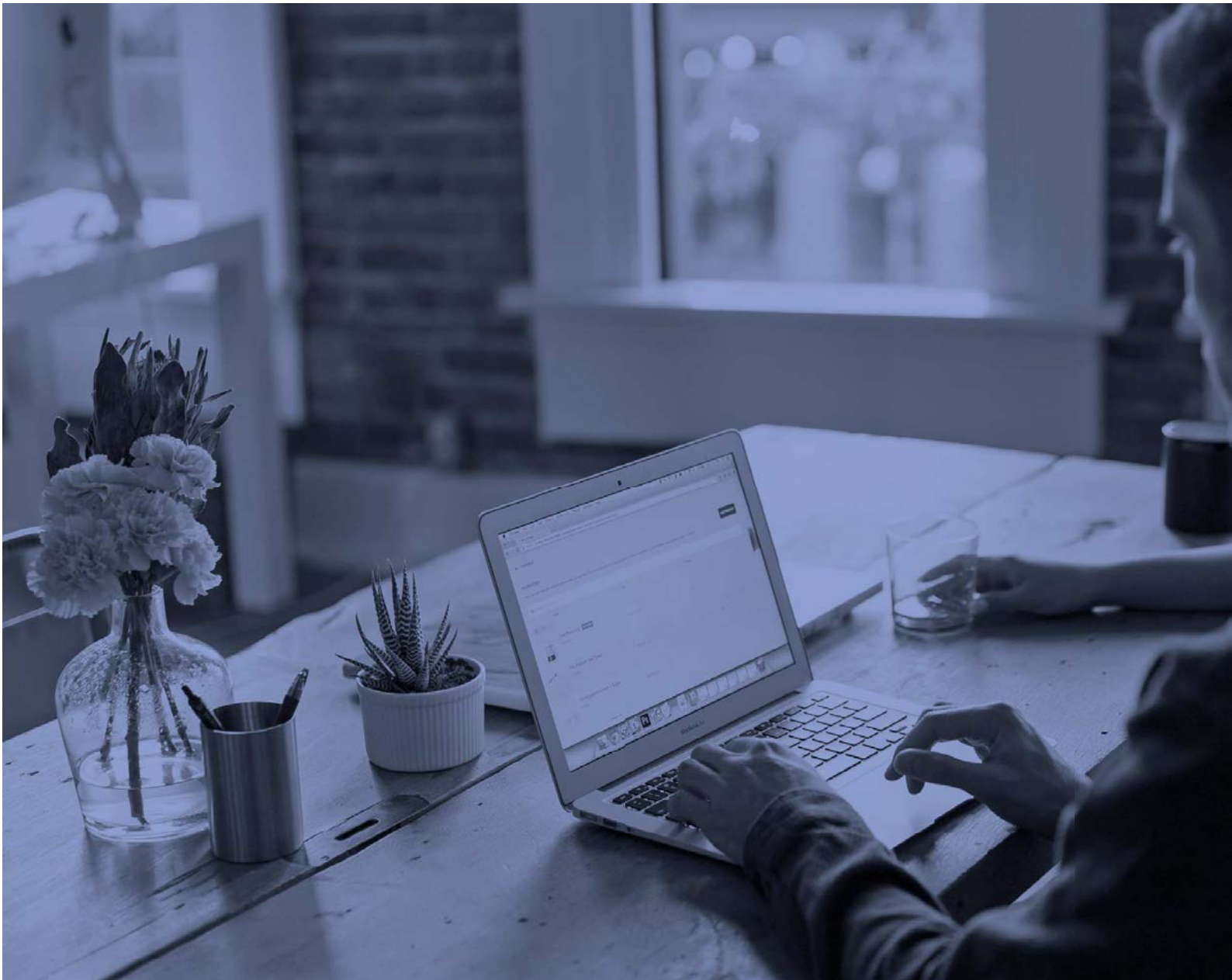
With regard to pay, there is total equality at all work centres between the salaries of men and women belonging to the

same professional grade, as shown in the Collective Bargaining Agreement. **(LA-13)**

In the course of the year, the figure for personnel benefiting from a work-life balance measure, including flexitime, was 54.36 percent. Moreover, 0.54 percent of the workforce, not included in this percentage, was assigned a fixed timetable to allow attendance at official courses.

Other recognised work-life balance measures include:

- People entitled to maternity leave: three women.
- People enjoying paternity leave: 19 men.



- People enjoying breast-feeding leave: one woman and 12 men.
- Reduced working day to care for children aged under 14: 14 women and three men.
- Reduced working day to care for an elderly person: one woman.
- In the rotating shift system, a fixed shift was assigned to 45 people on account of work-life balance related to the care of relatives: 14 women and 31 men.
- Unpaid leave to care for relatives: four women and three men.

In the rotating shift system, a fixed shift was assigned to seven people to attend official courses (one woman and six men). **(LA-3)**





Premises and the environment



FNMT-RCM divides its activity between its headquarters in Madrid, where the bulk of industrial production and services is located, and its premises in Burgos, used exclusively for the production of security paper. It also has a high-security warehouse, situated in Madrid. **(G4-5)**

The Madrid building

The Madrid building stands on a rectangular footprint bordered by the streets of Jorge Juan, Doctor Esquerdo, Duque de Sesto and Máiquez. The longest facades (300 m) overlook the streets of Jorge Juan, where the main entrance is situated, and Duque de Sesto, the location of the loading bays and vehicle access. The facades on Doctor Esquerdo, where the entrance to the museum, Museo Casa de la Moneda, is found, and on Máiquez have a length of 84.6 m. Of imposing proportions, the building combines classicism with an industrial style. The matching doors on Jorge Juan and Doctor Esquerdo, with their flights of steps and strikingly massive pillars, along with the corners, decorated in granite ashlar, are a clear example of the classicism predominant in Spanish architecture in the period from 1940 to 1960. The frontispieces placed between the doors and corners and dressed in brick speak of the building's industrial nature, while their position, set back from the pavements

with a fosse in-between, lends an impregnable air to the entire structure. On the building's four storeys (five in the central area), industrial sections alternate with areas decorated in marble, fine wood and gold leaf. There is also a basement, occupied by vaults and various store rooms.

The Burgos Paper Mill

Situated to the west of the city on the right bank of the River Arlanzón, the Burgos premises occupy a piece of land measuring over 55,000 sq.m. The complex is bordered by a small fosse and a wire fence, leaving no doubt as to its function as a high-security compound. Activity is distributed into several pavilions with brick facades which, aesthetically speaking, bear a close resemblance to the sides of the Madrid building.

The high-security warehouse

So as to overcome the problem of space constraints for the storage of products, in 2007, a fully-robotised, high-security warehouse was opened, with 15,300 pallet lots. The warehouse is equipped with up-to-the-minute, anti-intruder video cameras inside and out and a fire-fighting system with a specialist in constant attendance.



The environment

When carrying out its activity, FNMT-RCM is mindful of the fact that the protection of the environment is not just a legal issue but also a social duty falling to each and every member of its personnel. FNMT-RCM states that its environmental performance is based on the assumption of three firm commitments:

- A commitment to ongoing improvement.
- A commitment to the prevention of contamination.
- A commitment to compliance with regulations.

FNMT-RCM has implemented an Environmental Management System at all work centres for the design and production of banknotes, coins and security documents; and for the production of security paper at its work centre in Burgos. The system has been certified under ISO Standard 14001. The institution's Environmental Management Policy is available to all stakeholders on the corporate intranet and the website.

As a result of these measures, no penalties have been imposed for failure to comply with environmental regulations. **(EN-29)**



Materials

Materials by weight or volume (EN-1)			
Weight of most relevant materials	2019 (tonnes)	2018 (tonnes)	2017 (tonnes)
Bleached cotton linter 1	183.40	77.80	119.40
Resin, type epichlorhydrin epoxy	290.62	124.55	140.00
Titanium dioxide anatase (slurry)	172.62	51.83	69.66
Euro coin blanks	4,761.59	4,909.80	5,912.52
Polyvinyl alcohol	68.71	50.78	57.40
Paper	4,451.37	3,375.86	4,915.20
Inks	31.58	53.70	56.15
Combing machine	1,999.60	1,187.73	1,570.65

Energy

Direct energy consumption (EN-3)			
Gas consumption kWh	2019	2018	2017
Madrid-Jorge Juan Centre	8,154,550	9,185,810	6,951,615
Madrid-Warehouse Centre	535,288	920,447	565,530
Burgos Centre	11,599,957	13,516,504	13,832,776
Total	20,289,795	23,622,761	21,349,921
Electricity consumption kWh	2019	2018	2017
Madrid-Jorge Juan Centre	19,280,534	19,992,154	22,048,293
Madrid-Warehouse Centre	705,305	945,295	1,014,189
Burgos Centre	12,826,744	9,531,185	12,970,430
Total	32,812,583	30,471,634	36,032,912

Energy saved due to conservation and efficiency improvements (EN-5)			
Gas	2019	2018	2017
kWh/euro invoiced	0.077	0.092	0.075
Electricity	2019	2018	2017
kWh/euro invoiced	0.125	0.118	0.126

Water

Total withdrawal of water by source (EN-8) (EN-9)				
Total water supply contract by source / m³	2019	2018	2017	
Madrid-Jorge Juan Centre Drinking water network	16,877	19,268	22,450	
Madrid-Warehouse Centre Drinking water network	648	1,123	755	
Burgos Centre	River Arlanzón	764,749	567,220	659,576
	Drinking water network	13,407	14,923	14,813
Total	795,681	602,534	697,594	

Emissions

Direct emissions of greenhouse gases (Scope 1) (EN-15)			
Direct CO₂ emissions (tonnes) from consumption of natural gas	2019	2018	2017
Madrid Centre	1,755	2,041	1,518
Burgos Centre	2,343	2,370	2,417
Direct CO₂ emissions (tonnes) from consumption of electricity	2019	2018	2017
Madrid Centre	5,796	6,071	6,688
Burgos Centre	2,565	2,765	4,929

Greenhouse gas emission intensity (EN-18)			
Natural gas	2019	2018	2017
kg/euro invoiced	0.016	0.017	0.014
Electricity	2019	2018	2017
kg/euro invoiced	0.032	0.034	0.041

Effluents and waste

Total weight of waste treated or recycled (EN-23)			
Type	2019	2018	2017
Hazardous waste			
Sludge, electroplating waste treatment plant	6,220	0	4,880
Oils and emulsions	4,780	6,110	3,959
Solvent dregs	660	285	583
Ink waste	101,960	80,920	69,785
Contaminated cloths and absorbents	20,660	24,195	22,709
Coolants	380	400	1,020
Water with hydrocarbons	10,540	15,540	12,465
Developer-fixer	3,120	2,360	2,246
Expired paints	420	180	234
Expired products	190	13,700	127
Waxes and greases	60	10	0
Adhesives and sealants	640	280	380
Contaminated metal containers	11,836	16,510	15,707
Contaminated plastic containers	3,200	2,390	3,138
Contaminated glass containers	60	80	61
Aerosols	40	60	27
Flexographic polymer	1,480	770	791
Fluorescent tubes	6,503	1,017	669
Acid-lead batteries	3,130	5,080	3,194
Toner	1,398	1,521	1,921
Electrical-electronic waste	4,208	5,680	6,633
Strippers	460	0	0
Sanitary containers	1,944	1,944	218
Biosanitary waste	210	166	178
Activator solutions	5,520	0	2,215
Non-hazardous waste			
Solid urban waste	68,532	96,748	81,884
Building and demolition waste	344,690	119,169	138,920
Demonetisation scrap	16,133	24,312	68,694
Scrap metal	130,202	156,065	143,130
Paper waste	628,040	481,170	780,650
Plastics	94,803	78,367	147,964
Wood	48,931	73,124	42,269

Transport

Transport of materials and products (EN-30)	2019	2018	2017
Cost of subcontracted service	2,480,380	1,702,134	2,783,431
Number of proprietary vehicles	10	8	8
Fuel consumption (litres)	3,377	4,360	6,153

Expenditures and investments

Environmental expenditures and investments (EN-31)			
Disposal of waste	2019	2018	2017
Cost of waste treatment and disposal	30,586.84	25,159	36,347
Environmental prevention and management	2019	2018	2017
Outsourced services	92,090.29	104,379	89,395
Certification of management system	2,887.5	5,775	0

Breakdown of expenditures on outsourced environmental and prevention services

Expenditures on outsourced prevention and environmental services 2019 (euros)	
Legionnaire's disease preventive disinfection service	21,362.76
Interior environmental quality and legionella control	63,000.00
Internal audit of the Environmental Management System	1,530.00
Water Management and Sustainable Use Plan	2,327.00
Annual inspection of effluents by OCA (authorised control body)	1,052.00
Internal control of atmospheric emissions	1,470.00
Withdrawal of coolant gases	1,138.53
Ecoembes fee	210.00

An energy and water saving and efficiency plan has been implemented, covering all measures deemed applicable as revealed by the various internal and external audits and diagnoses. The set of measures is concerned with energy management and sources, the building's cladding, lighting, installations, processes and fittings, in addition to water consumption. **(EN-6)**





Production

The main customers habitually served by FNMT-RCM are the Public Administrations of the Spanish State and the public entities and bodies attached or accountable thereto; and, to a lesser degree, the Administrations of other countries, along with private companies engaged in the collector coin sector. **(G4-8)**

Industrial activity is divided between the Madrid premises, which house the bulk of industrial production (the Coin, Stamping and Printing Departments), along with services (CERES, R&D&I, Laboratory and Certified Document Digitisation); and the Burgos premises, devoted solely to the production of security paper. There is also a high-security warehouse situated in Madrid.

Circulating and collector coins

In 2019, total production of **Circulating coins** amounted to 1,144 million pieces, reflecting a four percent rise in respect of the previous year. In the period of reference, no circulating coins for foreign countries were produced on account of the large order for euro coins. Production figures for the Coin Department are as follows:



Denomination	2019	2018	2017
Euro	1,143,935	1,096,996	1,501,048
International circulating coin	0	54,666	0
30-euro coin	463,900	1,043,800	279,250
Collector coin	211	214	124

(Thousand units)

The largest production of **collector coins** was seen in the 925 thousandths sterling silver coin with a face value of €30. To mark the bicentenary of the Prado Museum, 463,900 pieces were struck, reproducing a detail in colour of the painting *Las Meninas* by Diego Rodríguez de Silva y Velázquez, which is kept at the Prado in Madrid. A QR code has been included, with information about the coin.

Five series of proof quality collector coins were issued, which, combined with those commenced in previous years, gives a total of 211,426 pieces minted in 2019. Worthy of special note is the issue



of the Second Series of *A kilo of silver*, part of the Spanish Monetary Unit Project. In addition, the following issues were launched:

- 1/ **Euroset, circulating quality and Euroset proof quality**, of the year's coins, including a commemorative coin dedicated to the Historical Centre of Ávila and its Outer Churches.
- 2/ The **€2 proof coin** dedicated to the Historical Centre of Ávila and its Outer Churches.
- 3/ The gold collection (three two-*escudo* coins) and the silver collection (three one-ounce square coins) dedicated to the **Bicentenary of the Prado Museum**.
- Two coins: gold (four *escudos*) and silver (eight *reales*) in the **Sixteenth Europa Renaissance Series**.
- 4/ Three coins: two gold (two *escudos* and €20) and one silver (eight *reales*) in the Ninth and final **Series of Numismatic Gems/The House of Austria**.
- 5/ 16 cupronickel coins in the series dedicated to the **History of Navigation**.



- 6/ One eight-real coin dedicated to the **50th Anniversary of Man's Moonlanding** and, in conjunction with the US Mint, a set including the half-dollar coin struck by the US Mint and the aforementioned eight-real coin.
- 7/ An eight-real silver coin marking the **175th Anniversary of the creation of the Civil Guard.**
- 8/ An eight-real coin dedicated to the **Fifth Centenary of the First Round-the-world Voyage.**



Security paper

The financial year of 2019 witnessed massive outputs with the new paper production equipment, in the course of which there were opportunities to enhance experience, pinpoint areas for improvement and detect a number of flaws which have been set to rights by the machine supplier. Whilst still a long way from the results targeted by the Paper Mill with this latest investment, the experience has proved highly positive and work will continue on the optimisation of operational processes and procedures in 2020. In the period of reference, the following **banknote paper** was produced: ES2 €10 and ES2 €50 for IMBISA; ES2 €50 for the Bank of Greece; ES2 €5 for the Bank of Belgium; piso 50 and piso 200 for the Bank of the Philippines; naira 200 and naira 500 for the Bank of Nigeria; and Philippine piso 100 for CRANE. In 2019, the new paper production installations turned out 1,536 tonnes of paper.

On the other production line, converted paper totalling 310 tonnes was made for the Stamping Department, showing an upswing of 170 tonnes (121.15 percent) in respect of the production chalked up by this section one year previous.

Overall figures for security paper production are as follows:

	2019	2018	2017
National banknotes	623	122	688
Foreign banknotes	829	281	585
National converted paper	310	128	177
Converted paper for export	-	12	-
Other	84	69	97
Total	1,846	612	1,547

(Thousand kilograms)



Identification documents

The commitment to modernisation and technological adaptation assumed by the Card and Printing Departments was stepped up considerably as they continued to produce the **DNle, the electronic residence permit, the driving licence, the firearms permit and the digital tachograph**. Deliveries of DNle 3.0 remained at a very high level and in 2019, the first stage in the automation of final DNle production was completed, with the start-up of the new automatic finishing line. Thanks to this line, the installation's efficiency may be improved while the human resources available for the production of a document of such great importance for the Spanish State may be put to better use. The project is set to continue into 2020 and 2021 with the start-up of a second line of similar characteristics and the robotisation of the internal transfer of materials from one production stage to another.

At the industrial plant, the appropriate adaptations were implemented for the initialisation of the DNle and electronic passports, as required by the new police- component PKI. At the same time, in conjunction with the Printing Department, work went ahead on the start-up of a new passport book numbering and pre-personalisation installation and of the new laser and contactless chip machines for the electronic residence permit. This will ensure deliveries once it becomes fully operative in the first half of 2020. The design for all Europe was proposed by Spain and work has been carried out on defining data formats and the personalisation diagram in preparation for the commencement of the issuance of the new documents.

Work continued on promotion and distribution in the sphere of mobile device apps interacting with DNle 3.0 (equipped with an

NFC interface in addition to a contact interface). The idea is both to ease citizens' access to public services (Social Security, the Tax Office, Land Registry, Traffic etc.) and to provide assistance in their day-to-day affairs (banks, hotels, schools, travel and so on). At the same time, the technological development of the electronic part of DNle 4.0. remains in progress. Although the document's external aspect remains unchanged from the citizen's point of view, a completely new chip, of greater capacity and speed, is being used, bringing improvements to security and functional aspects.

In 2019, the institution continued to attend working meetings on biometry in identification documents (CEN WG18) and maintained its involvement in the working group concerned with attacks on smart cards (JHAS).

A total of 2,502,000 blank **passports** was delivered, of which 125,000 maritime passports were for the Maritime Authority of Panama.

CARD DEPARTMENT	2019	2018	2017
Electronic DNI	7,023	7,675	7,759
Driving licence	3,412	3,493	3,464
Residence permit	618	567	639
Smart card	409	559	953
Magnetic band card	1,090	1,120	1,297
Total	12,552	13,414	14,112

PRINTING DEPARTMENT	2019	2018	2017
Passports	2,502	2,735	2,617
Betting slips	577,071	520,416	517,971

(Thousand units)

Digital tachograph

Collaboration remains in place with the Ministry of Public Works for the maintenance and development of the digital tachograph management and control infrastructure (126,326 cards have been delivered to the Ministry). Moreover, work continues on migration to the second-generation system, known as the smart tachograph, both affecting the issuance and personalisation part of four card models and entailing the introduction of a new certification authority, together with the adaptation of on-the-road inspection applications.

Health cards

Commissions continue for the production of European Health Cards (ECH) for a number of bodies: ISFAS (Instituto Social de las Fuerzas Armadas); MUGEJU (Mutualidad General Judicial); and MUFACE (Mutualidad General de Funcionarios Civiles del Estado). In the case of ISFAS and MUGEJU, cards are also issued to their members.

Bank cards

The production/personalisation of smart university cards and hospital employee cards for the Banco Santander was maintained. The bank card personalisation process was adapted so as to meet the requirements for MasterCard hardware and software certifications.

Transport cards

The institution was awarded the contract for the supply of new tourist transport cards within the framework invitation to bid organised by Consorcio Regional de Transportes de Madrid. FNMT-RCM was selected from among the four companies approved for

the supply of public transport cards (Lots 2 and 3) over the period from 2019 to 2021.

Other ongoing identification projects included the following: Professional Driver Qualification Cards (CAP); accreditations for foreign diplomats resident in Spain; electronic identification cards for civil servants belonging to various bodies in the Administration; equine movement identification cards; and train driver licences in compliance with the European Union unified model.





Graphic products

This section covers the bulk of products made by FNMT-RCM. They differ greatly from one to another, in terms of technical complexity on the one hand and the volume produced on the other. In cases entailing both complexity and volume, specific equipment is required for production. Such cases include the **National Lottery, lottery tickets and State betting slips; bingo cards; alcohol and tobacco seals; and postage stamps.**

In comparison with 2018, the financial year of 2019 saw a decline in the production of postage stamps, with a 34.61 percent decrease in customer orders. This is largely due to innovation in the world of stamps, which now have greater added value. For instance, lenticular stamps were printed with special die-cutting lines and so on.

Bingo card production came down by 32.37 percent in respect of the previous year's figure due to lower customer demand. At the same time, in the case of stamped bills, the decrease was 22.50 percent on account of lower production of traditional alcohol seals resulting from the manufacture of new seals for 2020.

As for tobacco seals, the year brought a 4.92 percent increase on 2018, due in the main to the stocks existing at the start of the previous period. In the area of lotteries, production was up by 8.67 percent in respect of one year previous. The manufacture of European Union visas witnessed a 78.50 percent upturn, the same figure being recorded for Ministry of Justice documents.

	2019	2018	2017
Postage stamps	86,441	132,185	157,346
Stamped bills (1)	645,037	832,307	757,993
National Lottery	62,964	57,942	60,178
Bingo cards	243,742	361,479	464,542
Tobacco seals	2,555,536	2,435,612	2,585,263
Sundry (2)	163,707	235,169	285,875
Visas	2,092	1,172	744
Ministry of Justice documents	21,308	13,126	-
Total	3,780,827	4,068,992	4,311,941

(Thousand units)

(1) Includes fiscal seals.

(2) Includes certificates of origin and other.

In addition to the graphic products referred to above, various pre-print products were supplied by the relevant department as follows:

- 17 **waterless plates** for the Mint of Portugal.
- An ES2 €10 banknote **matrix** for G&D.
- Three ES2 €5 **intaglio plates** for VALORA (Portugal).



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Services

ID Issuer of tobacco traceability codes

On December 22 2018, the Official State Gazette (BOE) published Order HAC/1365/2018 of December 12, whereby approval is given to the technical standards concerning the traceability and security measures pertinent to tobacco products. The order constitutes the implementation of Arts. 21 and 22 of Royal Decree 579/2017 of June 9, whereby certain aspects of the production, presentation and marketing of tobacco products and similar are regulated.

By virtue of this order, FNMT-RCM was designated as the **ID issuer for the entire national territory** as provided for in Art. 3.1 of the European Commission Implementing Regulation (EU) 2018/574 of December 15 2017, concerning the technical standards for the establishment and working of a traceability system for tobacco products.

In this context, a vast amount of work was done in 2019 on the construction of the tobacco traceability code issuance system to enable FNMT-RCM to perform its functions as an **ID Issuer**. The system started production on May 20 2019, meeting all the requirements set down by the European Commission.



CERES (Spanish Certification)

In the course of 2019, the total number of active certificates went up from 7,621,066 to 8,860,849, reflecting an increase of 1,239,783 certificates. Representative Certificates, first issued in 2018, are now fully consolidated in their two versions: No Legal Entity and Single or Joint Administrators.

Enabled electronic address

The main issuer was the Spanish Tax Office (AEAT). The number of issuers rose by around 16 percent in the last financial year, at a rate of 1,300 new users per day. Throughout the year of 2019, all-time highs were reached in all the items covered by this service.

Cloud signature and CERES Mobile

The FNMT Centralised Signature Public Employee Certificate is included on the Trusted Supplier List (TSL) published by the supervisory body. This certificate is also integrated with the FIRE (integral electronic signature solution) portfolio and test runs will shortly be commenced with the Ministry of Justice and FEGA (the Spanish Agricultural Guarantee Fund).

PKI Pseudonym Certificates

The issuance of Public Employee Pseudonym Certificates within the scope of the Ministry of Justice has reached a considerable degree of maturity. Plans are in place for the issuance of another two different types of Pseudonym Certificate as requested by our customers.

Certifications

All the certifications required of Trusted Service Providers under the eIDAS (European Electronic Identity Recognition System) were obtained and updated.

Number of Certification Authority (CA) active certificates at December 31 2019

FNMT CA User Certificates	
Private individual	6,611,255

CA Public Administration Certificates	
Civil Servant	409,745
Platform	1,734
Stamp	3,176
TOTAL	414,655

CA Representative Certificates	
Legal Entity	516,446
No Legal Entity	171,164
Single and Joint Users	930,880
TOTAL	1,618,490

CA IT Component Certificates	
Legal Entity SSL	634
Legal Entity SSL Plus	0
Legal Entity SSL WILDCARD	367
Legal Entity SSL Multidomain	93
Legal Entity SSL Code Signature	27
Legal Entity SSL STAMP	797
Other (issued manually)	13
TOTAL	1,931

Research, Development and Innovation

Activities and projects fall into three clearly-differentiated areas: external collaboration; collaboration with other FNMT-RCM departments; and internal projects.

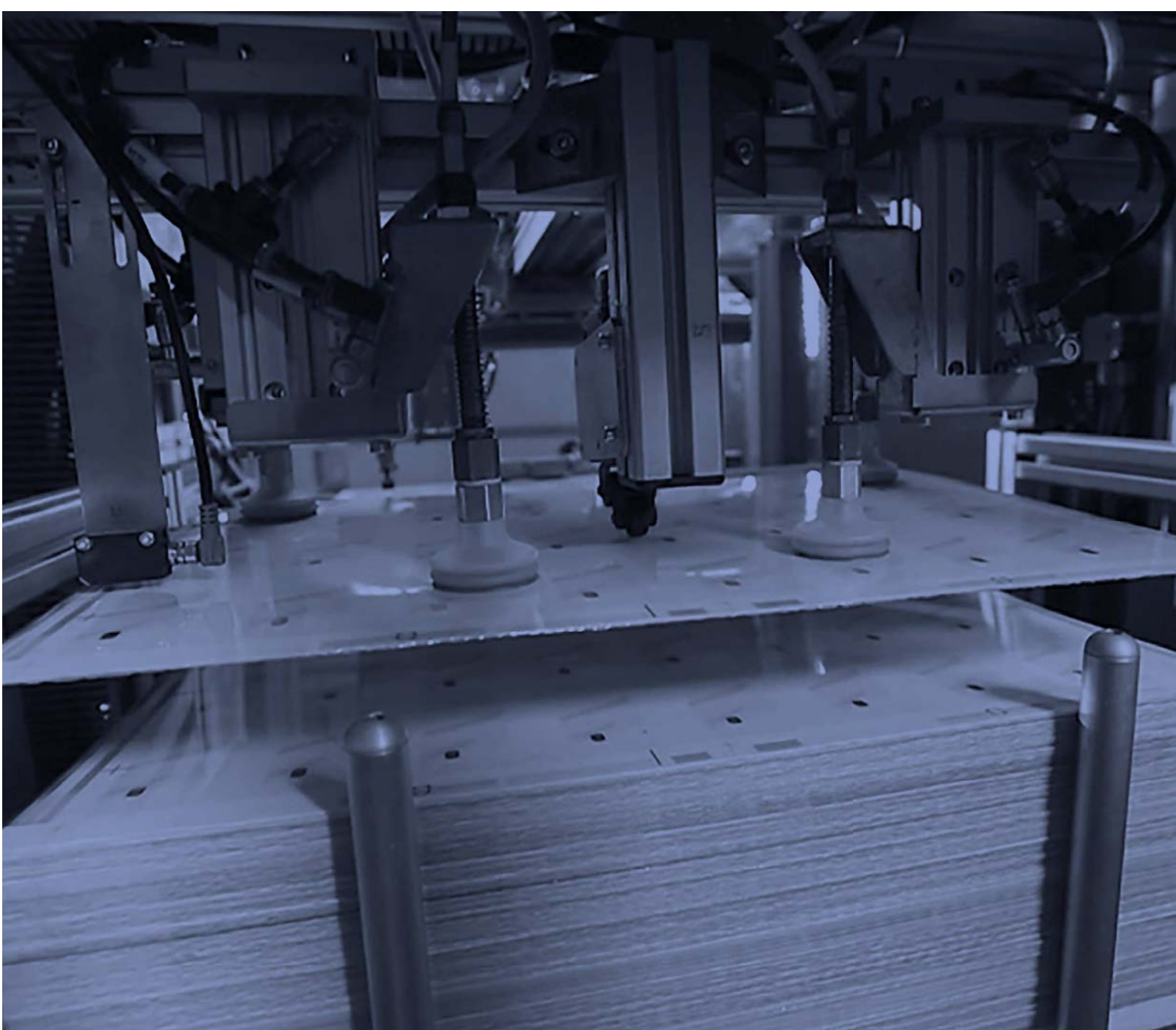
External collaboration

- With the National Police Force in the implementation of systems and equipment for the issuance of DNI 3.0 and Passport 3.0.
- With the Ministry of Foreign Affairs and Cooperation and the Ministry of the Interior for attendance at the European Commission Article 6 Committee in the Residence Permit sub-groups. In this regard, it is worth mentioning the development of the uniform model of the new Residence Permit for the European Commission.
- Participation in international forums concerned with value, identification and travel documents (European Commission and the International Civil Aviation Organisation (ICAO)).
- With international customers in projects concerning identification and travel documents.
- With a number of national and international bodies in the area of security document training.

Collaboration with other FNMT-RCM departments

- In the development and/or improvement of new security products, processes and characteristics.
- Implementation of the European directive on technical standards for the traceability of tobacco products.

- Technical approval of new personalisation equipment for DNI 3.0 and Passport 3.0 (passport printers, DNI laser recorders, biometric recording equipment etc.), to be used at the issuance centres of the National Police Force.
- Participation in developments at the Paper Mill relating to various families of security markers.
- Development of measuring equipment for FNMT-RCM's laboratory and automation processes at other productive departments.



Internal projects

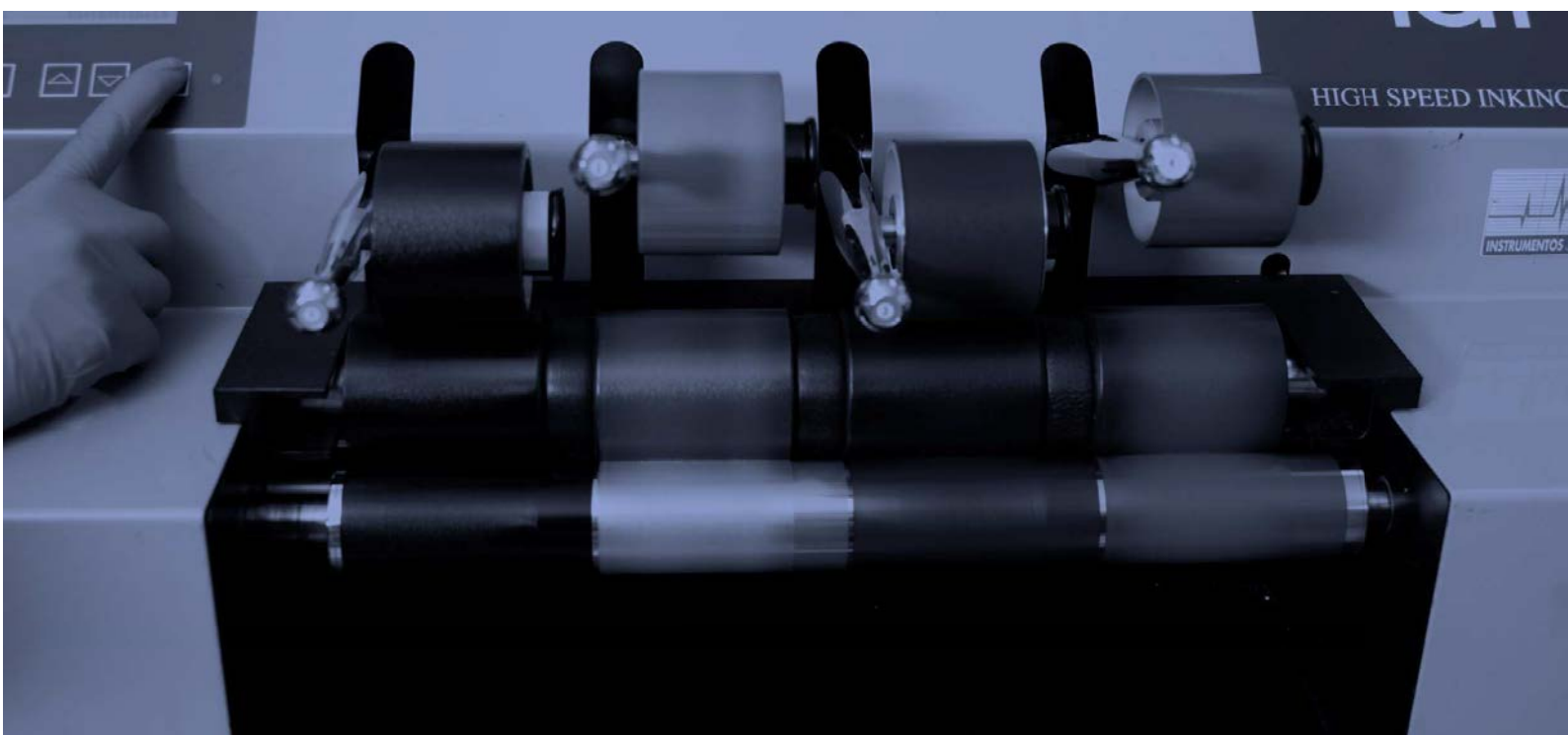
- Continued development and implementation of an R&D&I Management System in accordance with UNE Standard 166002.
- Activities involved in the development and improvement of security features for value and identification documents.
- Studies in the reproduction/forgability of security documents, such as the inclusion of a digital stamp for the integration of digital signatures in non-electronic security documents.
- Technological vigilance tasks within the scopes of production, security features and future technologies in the field of security documents.
- Certification of R&D&I projects.



Laboratory

First and foremost, it is the laboratory's task to provide FNMT-RCM's productive departments with technical support. As part of this undertaking, a large number of reports were prepared. The most outstanding item in 2019 was the renewal of the ENAC (National Accreditation Agency) accreditation in accordance with the quality criteria required under UNE International Standard EN ISO/ IEC 17025 for precious metals.

External activity, accounting for 19.4 percent of the total, was focussed on the analysis of expert reports on metallic coins and testing euro banknotes and coins for other mints, printers and central banks in the European Union. Testing was also performed on banknotes and coins from countries outside the Eurozone, while the department continued to take part in technical working groups engaged in the fight against the forgery of euro coins. FNMT-RCM's laboratory has attained the status of Trusted Third Party for a number of national banks, preparing technical reports both on banknotes and on coins of a range of denominations.



On the request of several law courts, expert reports were prepared on FNMT-RCM's products, thus maintaining the department's status as **Official Laboratory of the Administration**.



International identification projects

So as to secure international references, activity centred upon the following aspects:

- Execution of viability studies.
- Provision of advisory services to governments under international agreements of cooperation.
- Participation in tenders as a qualified product and services subcontractor.

The pursuit of these goals was reflected in continued work within the scope of the Agreement of International Cooperation signed with RENAPER (National Persons Register), part of the Ministry of the Interior of Argentina, entailing technical advisory services for the improvement of the issuance and modernisation process for the electronic National Identity Card (DNI) and the electronic passport. Furthermore, tasks were carried out in connection with the proposal for the modernisation of the production plant at the National Congress's printing works, together with the first stages in the design of a new employee identification card.

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Certified digitisation of documents

Drawing upon its technical knowledge and skills, FNMT-RCM launched this service in 2016. It comprises the entire value chain in document-processing: collection of paper documents, secure transport and storage, handling, digitisation, metadating and electronic filing, electronic signatures, safekeeping, electronic document consultation and even the destruction of the paper support. In short, the service covers the entire certified digitisation process. In the course of 2019, a considerable number of files were digitised for the General State Administration.



DESARROLLO DE UN LENGUAJE FORMAL

Colocada con el estabulario por una grupa en el siglo de Pericles y la remodelación de Atenas con las nuevas acrópolis. Las alfarerías persas. La figura humana va adquiriendo proporciones y se las resaca a través de un lenguaje más simplificado. Los heroides, que en el período arcaico constituyen el nombre completo de la ciudad entera, se reducen ahora a trofeo o a figura representada en perfil, en un relieve alfarero. Mito de los heroides, Sarcófago de los de Siracusa.

Comienza a figurar en las monedas la grulla, línea de puntos a rayos que representan el que-rido, así como diversas ciudades y monumentos.

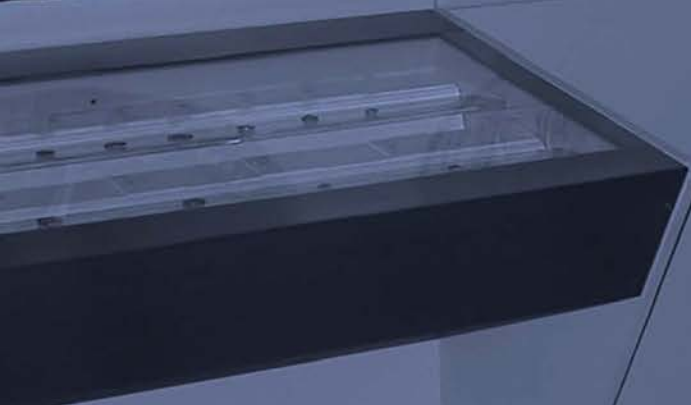


PLENITUD ARTISTICA

Presencia que la guerra de Peloponneso, que acaba con la independencia política de Atenas, aunque se crea un lenguaje más simplificado del gobierno y la cultura del mundo antiguo.

En la época del gobierno arcaico de Pericles, Pericles y Calicles, y de la democracia en el año. Este se manifiesta en la creación que muestra a través de la figura humana una mayor plasticidad y refinamiento al momento de mostrar la figura humana, reflejada en el relieve de la arquitectura y de los alfareros en relieve de Atenas arcaica. En el caso de la figura humana se muestra la figura humana en relieve con la figura humana y la representación de la ciudad.

En esta época aparecen los temas de guerra, que como Atenas, Esparta, Tebas, Corinto y Laodicea, que se desarrollan y se perfeccionan a través de la figura humana, la creación de la representación de un relieve y de la línea de guerra y la posibilidad de un relieve.



Society and culture

FNMT-RCM's contact with the general public is constant, both through its products and its cultural activity. Many of its products are in regular use, inspiring trust and offering assurance, two concepts that are essential in the complex functioning of developed societies. The manufacture of the institution's products requires continual updating, for which purpose it is present at all the leading national and international forums, where the latest developments and knowledge are shared.

In 2015, HM King Don Felipe VI bestowed on FNMT-RCM the Plaque of Honour of the Royal Order of Isabella the Catholic, the State's highest corporate distinction. In 2019, FNMT-RCM became an honorary member of the Royal Hispanic Academy of Philately and Postal History.



Membership of associations and organisations *(G4-16)*

- **AELTE** (European Lotteries and Toto Association).
- **AERCE** (Asociación Española de Profesionales de Compras, Contratación y Aprovisionamientos).



- **ANE** (Asociación Numismática Española).
- **AUSAPE** (Asociación de usuarios de SAP).
- **AUTELSI** (Asociación Española de usuarios de comunicaciones y de la Sociedad de la Información).
- **CEEP** (Centro Europeo de Empresas Públicas).
- **CIBELAE** (Asociación Iberoamericana de Loterías).
- **CMAD** (Comisión Ministerial de Administración Digital del Ministerio de Hacienda).
- **CPCSAE** (Comisión Permanente del Consejo Superior de Administración Electrónica).
- **EUROLAB-España** (Asociación Española de Laboratorios de Ensayos Calibración y Análisis).
- **EUROSMART** (Smart Security Industry).
- **GPSPA** (Government Postage Stamp Printers' Association).
- **GRANCEES** (Grandes Consumidores Energía Eléctrica).
- **ICMA** (International Card Manufacturers Association).
- **ICOM** (International Council of Museums).
- **INC** (International Numismatic Commission).
- **MDC** (Mint Directors Conference).
- **MDWG** (Mint Directors Working Group).
- **RAHFHP** (Real Academia Hispánica de Filatelia e Historia Postal).
- **SIAEN** (Sociedad Iberoamericana de Estudios Numismáticos).

Museo Casa de la Moneda

The museum is the hub of FNMT-RCM's cultural activity. Its major collections are a source of reference for researchers the world over. The permanent exhibition, with free admission and group tours led by volunteers from the world of culture, offers the visitor *a stroll through the history of money*. There are also two spacious areas devoted to FNMT-RCM's traditional crafts: graphic arts and the art of medal-making. At the same time, the museum organises important temporary exhibitions both inside and outside its premises; takes part in numismatic and philatelic fairs; arranges loans for other institutions; and is the headquarters of the Ibero-American Society of Numismatic Studies, which publishes the magazine *Numisma*. In keeping with the project set under way by Tomás Francisco Prieto, the museum's premises still house the Real Casa de la Moneda School of Engraving and Graphic Design, where a university master course in engraving and design may be taken by Fine Arts graduates wishing to acquire in-depth knowledge of the institution's disciplines.

The list of the museum's public activities goes on to include concerts, conferences, publications, minting demonstrations, children's workshops and storytelling, thematic movies and an annual drawing competition. In 2019, the museum was visited by **56,409 people, 37.809** of whom were drawn by the **permanent exhibition; 11,931** by the **temporary exhibitions**; and **6,669** by other **activities**. Guided group tours were organised by the museum, with the collaboration of the 12 cultural volunteers belonging to CEATE (Spanish Federation of Third-age Teaching Centres). In fact, the museum ranked among those receiving the highest number of volunteer-guided visitors in Madrid. Of the 37,809 visitors attending the permanent exhibition, 11,580 used the volunteer- guide service.

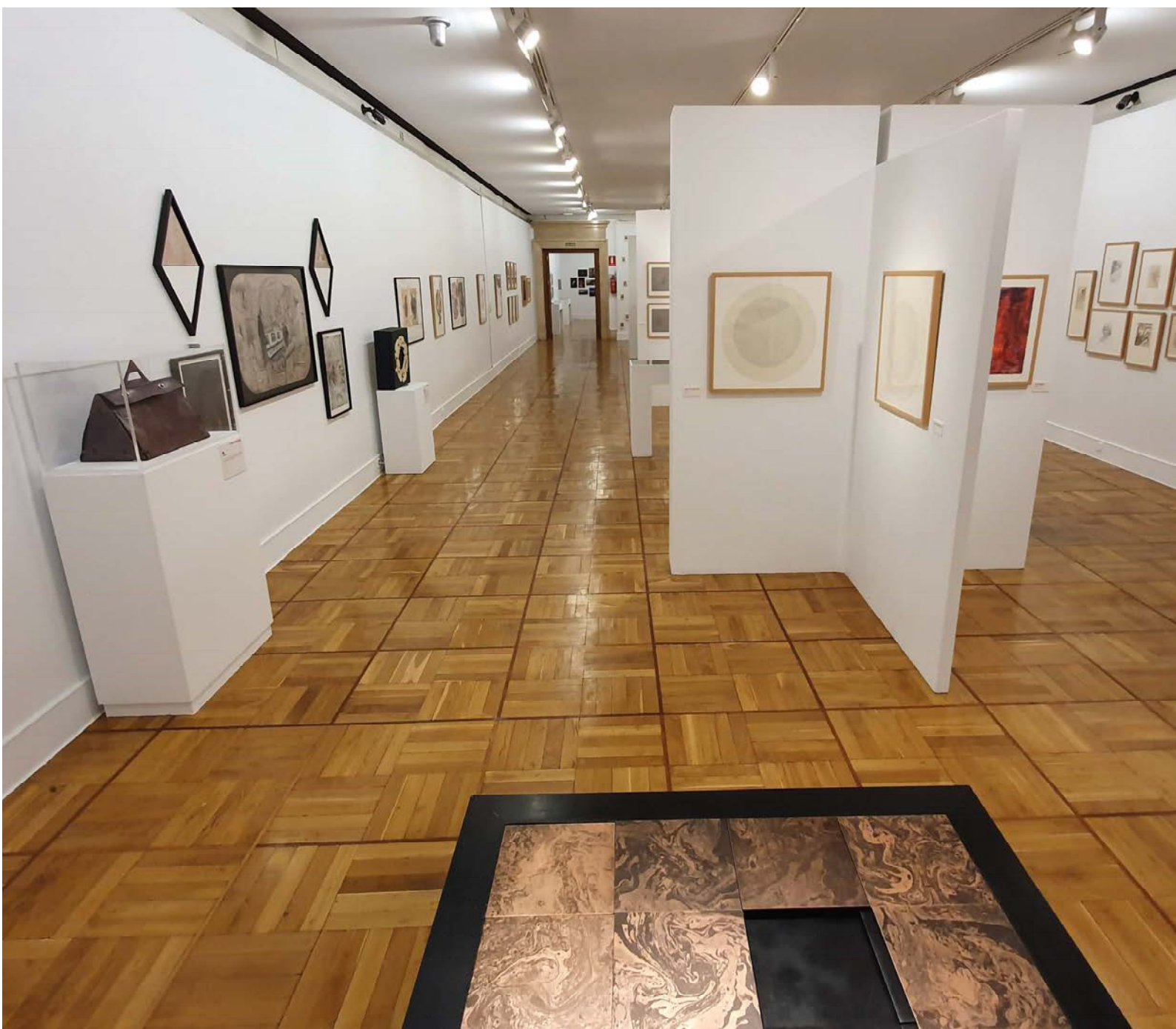
Temporary exhibitions

A total of seven **temporary exhibitions was held at our premises in Madrid**, with the publication of a catalogue in each case:

- **The Tomás Francisco Prieto Award 2017 – Victoria Civera. Inasible.** A collection of the best works by the Valencian artist, who also won the Fine Arts Gold Medal for Merit. *From December 19 to March 24 2019.*
- **Ángeles y engendros, el Imaginario de Ginés Liébana.** An exhibition held at Museo Casa de la Moneda reflecting the artistic career of painter and poet Ginés Liébana, winner of the Fine Arts Gold Medal in 2005. *From April 10 to June 9 2019.*
- **Metálico Vivo / Happy Cash.** A display of photographs around the subject of cash. A selection was made from among over 1,500 works presented at the competition organised in 2018 by Wipplay, together with Cash Essentials, on the same subject matter. *From April 25 to June 9 2019.*
- **SIGNATUM. La moneda fundida en la Antigüedad.** An exhibition of the best and most balanced collection of cast Italic coins in the world. It was made up of legendary pieces cast in bronze in the days of antiquity, mostly from Rome and various villages in the central area of the Italic peninsula. *From July 10 to September 15 2019.*
- **Tinta de verano 2019.** A display of work by students attending the School of Engraving. Conceived as an extra-curricular activity, the display consists of graphic work, modelling, design and mixed media, reflecting not only the quality of training received in the master course but also the creative ability of the students. *From July 12 to September 8 2019.*
- **47º Premio Internacional de Arte Gráfico Carmen Arozena.** An exhibition of the works selected for this prestigious graphic arts award, with the wide-ranging participation of engravers and stampers from all over the world. It has been

held at Museo Casa de la Moneda since 2014. *From October 3 to November 3 2019.*

- **EL DNI Y LOS ESPAÑOLES. 75 años de historia común (1944-2019).** Held to commemorate the 75th anniversary of the National Identity Document (DNI), which first appeared in 1944, the display mirrors the history shared by the document and the Spanish people while showing their respective dynamics of change. *From October 11 2019 to January 6 2020.*



In addition, four temporary exhibitions travelled all over Spain, with a total of **eight external displays**:

- **Miguel de Cervantes Saavedra, Embajador de España.** Collections of Museo Casa de la Moneda at Museo del Quijote in Ciudad Real, Casa de Cervantes in Esquivias (Toledo) and Fundación Cardín in Villaviciosa (Asturias).
- **De Mi Real Aprecio, la Real y Distinguida Orden Española de Carlos III.** Exhibition held at the Reales Alcázares in Seville, Torreón de Lozoya in Segovia and Oviedo University.
- **La Medalla: Arte Acuñado.** Housed at the Real Ingenio de la Moneda, Segovia.
- **Filigranas, las huellas del agua.** Organised by Real Casa de la Moneda at Oviedo University.

As far as events in the areas of philately and numismatics were concerned, the museum took part in **four fairs and exhibitions**:

- **42º Salón Nacional y 17º Internacional de Numismática.** Organised by Asociación Numismática Española, ANE, Barcelona. March 15.
- **26ª Exposición Filatélica Juvenil, JUVENIA 2019.** Organised by Federación de Sociedades Filatélicas (FESOFI) at Monasterio de San Juan, Burgos. From May 7 to 11.
- **51ª Feria Nacional del Sello.** Organised by the Spanish Post Office in Plaza Mayor, Madrid. From June 12 to June 16.
- **57ª Exposición Filatélica Nacional, EXFILNA 2019.** Organised by Federación de Sociedades Filatélicas (FESOFI) In Santander. From November 6 to 10.

Other cultural activities

- **Concerts:** A total of 17, consisting of educational performances for children and evening sessions for the general public: *Cycles Música al Atardecer and Jóvenes Promesas*.
- **Storytelling:** 10 morning sessions.
- **Workshop-visits:** Attended by 4,349 schoolchildren.
- **Assistance for researchers** and entities: 115 applications.

Comparative Table. 2017 - 2019

Item	2019	2018	2017
Total number of visitors to the museum	56,409	47,426	32,422
Number of visitors to the museum's exhibitions	49,740	39,593	25,828
Number of participants in the museum's activities	6,669	7,833	6,594
Number of temporary exhibitions and fairs	19	16	18
Number of visits to the museum's website	254,479	241,080	156,196
Number of activities held	209	228	182
Guided group tours of the museum	546	415	280
Applications from researchers	115	82	72
Complaints and claims	2	3	5

School of Engraving and Graphic Design

The school was founded in 1990 with a view to combining tradition with modernity through the teaching of the age-old technique of burin engraving and the latest trends in computer-assisted design. Nowadays, as a result of the agreements of cooperation signed in 2010 with the Faculty of Fine Arts of the university, Universidad de Castilla-La Mancha, the school offers a proprietary **Master Diploma in Engraving and Graphic Design**. With a maximum of 16 students per intake, the aim is to produce highly-qualified professionals. The course is comprised of 120 ECTS (European credits), divided into two specialisms: engraving and graphic design. **The year 2019 saw the graduation of the course's eighth intake.**

Corporate training practicals:

TYPE OF PRACTICAL	ITEM	TOTAL
Agreement of Cooperation with universities	Centres under an agreement	1
	Students completing practicals	13
	Months of practicals	70
	Financial contribution	41,340
	Social Security contributions	2,991.35
4th ESO + Empresa Programme	Centres under an agreement	2
	Students completing practicals	5
	Days of practicals	17



Annual Accounts and Management Report (Economic Indicators)

(G4-g) (EC-1) (EC-4)



Audit report on the financial statements

I. Opinion

The Office of the General State Comptroller, using the powers it has under article 168 of the General Budget Act, has audited the financial statements of Fábrica Nacional de Moneda y Timbre - Real Casa de la Moneda (hereinafter, FNMT-RCM or the entity), which comprise the balance sheet at 31 December 2019, the income statement, the statement of changes in equity, the statement of cash flows and the notes to the financial statements for the year then ended.

In our opinion, the accompanying financial statements give a true and fair view, in all material respects, of the equity and financial position of FNMT-RCM at 31 December 2019, and of its results and cash flows, for the year then ended, in accordance with the applicable financial reporting framework (as identified in note 2 to the financial statements) and, in particular, with the accounting principles and standards therein contained.

II. Basis for opinion

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

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

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

III. Key audit matters

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

Based on the work performed, we have found that there are no significant risks that must be disclosed in our report.

IV. Emphasis of matter

Post balance sheet events

We would draw attention to note 24 "Post balance sheet events" to the financial statements attached hereto, which refers to the international pandemic declared by the WHO, the impact of the Covid-19 health crisis on the Spanish economy and the measures implemented by the Spanish Government under Royal Decree

463/2020, 14 March, declaring the state of alarm to manage that crisis. This will altogether impact on the entity's Budget for 2020, its business, economic results, financial position and cash flow statements, but the extent of the impact cannot be assessed at the date of preparation of the financial statements. This matter does not modify our opinion on the audited financial statements.

V. Other Information

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

FNMT-RCM provides information in note 23 "Status as in-house provider and technical service of the General State Administration and public entities and agencies related or reporting to the same" to the financial statements attached hereto, regarding its status as in-house provider of the General State Administration and specifically on the subject of compliance with the activity requirement, which must, pursuant to article 32.2.b) of Public Sector Contracts Act 9/2017, 8 November, be referred to in the notes to the financial statements in accordance with financial statement audit regulations.

As a result of the reorganisation of its activities triggered by the spin-off of the banknote production business line, the entity justified its level of activity, as specified in the aforesaid note 23 to the financial statements, by means of business projections from which it followed that the percentage of activity as in-house provider and technical service for the 2019-2021 three-year period was to be 81.64% (based on total expected sales), and therefore exceeded the required 80%. Our analysis was limited to verifying compliance with the projections for 2019 based on the year's actual figures, which have indeed been very close to the projections¹. As for the projections set for 2020 and 2021, given their nature, the actual outcome might differ from those projections.

¹ Based on actual figures for 2019, the percentage activity as in-house provider for the three-year period would now be 81.62%, nearly identical to the 81.64% estimate.

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

The Other information comprises the FNMT-RCM directors' report for the year 2019 and the report on compliance with that entity's economic and financial obligations as a Public Sector entity established in article 129.3 of the General Budget Act, the preparation of which is the responsibility of the entity's management body, and which are not an integral part of the financial statements.

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

Based on the work performed as described in the preceding paragraph, we have nothing to report with respect to the other information. The information contained therein is consistent with that of the financial statements for the year 2019 and its content and presentation are in accordance with the applicable regulations.

VI. Chair's responsibilities for the audit of the financial statements

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

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

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

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

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

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

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than in the case of a material misstatement resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosure made by the management body.
- Conclude on the appropriateness of the use by the entity's officers of the going concern basis of accounting and, based on the audit evidence obtained, conclude whether or not a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves a true and fair view.

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

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

This auditor's report was signed electronically by the Head of Division IV of the National Audit Office and a National Auditor, Team Manager, at Madrid, on 15 June 2020.



Balance sheet at 31 december 2019

(Expressed in €'000)

ASSETS	Note	31-12-2019	31-12-2018
A) NON-CURRENT ASSETS		194,047	192,937
I. Intangible assets	<i>Note 5</i>	1,350	2,233
5. Computer software		1,350	2,233
II. Property, plant and equipment	<i>Note 6</i>	156,536	153,629
1. Land and buildings		86,516	87,357
2. Plant and other items of property, plant and equipment		59,307	60,353
3. Property, plant and equipment in the course of construction and advances		10,713	5,919
III. Investment property	<i>Note 7</i>	11,520	11,737
1. Land		8,715	8,715
2. Buildings		2,805	3,022
IV. Non-current investments in group companies and associates	<i>Note 9,1</i>	21,075	21,075
1. Equity instruments		21,075	21,075
V. Non-current financial assets	<i>Note 9,2</i>	451	452
1. Equity instruments		-	-
2. Loans to third parties		312	313
5. Other financial assets		139	139
VII. Deferred tax assets	<i>Note 17</i>	3,115	3,811
B) CURRENT ASSETS		349,812	334,344
II. Inventories	<i>Note 10</i>	58,606	40,656
1. Goods held for resale		292	318
2. Raw materials and other supplies		33,787	22,036
3. Work in progress		13,474	9,632
4. Finished goods		11,053	8,670

ASSETS	Note	31-12-2019	31-12-2018
III. Trade and other receivables	<i>Note 11</i>	42,072	77,411
1. Trade receivables for sales and services		41,656	76,955
2. Receivable from group companies and associates		88	87
3. Sundry accounts receivable		34	39
4. Employee receivables		293	327
6. Other accounts receivable from Public Authorities		1	3
V. Current financial assets	<i>Note 9.2</i>	45,038	110,036
2. Short-term loans to third parties		17	8
5. Other financial assets		45,021	110,028
VI. Current prepayments and accrued income		469	1
VII. Cash and cash equivalents		203,627	106,240
1. Cash	<i>Note 12</i>	203,627	106,240
TOTAL ASSETS (A + B)		543,859	527,281

The accompanying notes 1 to 24 are an integral part of the Balance Sheet at 31 December 2019.

BALANCE SHEET AT 31 DECEMBER 2019			
(Expressed in €'000)			
LIABILITIES	Note	31-12-2019	31-12-2018
A) EQUITY		501,445	475,258
A-1) Owners' equity	<i>Note 13</i>	501,445	475,258
I. Capital		10,047	10,047
1. Authorised capital		10,047	10,047
III. Reserves		458,711	440,728
1. Reserves provided for in the articles		309,773	291,790
2. Voluntary reserves		148,938	148,938
VII. Profit for the year		32,687	24,483
B) NON-CURRENT LIABILITIES		7,389	5,738
I. Long-term provisions	<i>Note 14</i>	7,111	5,458
1. Provisions for long-term employee benefit obligations		4,028	3,274
4. Other provisions		3,083	2,184
II. Long-Term Debts		140	280
1. Other Long-Term debts		140	280
III. Long-Term debts with group companies and associates		138	-
C) CURRENT LIABILITIES		35,025	46,285
II. Short-term provisions		1,298	906
III. Current payables	<i>Note 15</i>	3,038	4,698
5. Other financial liabilities		3,038	4,698
V. Trade and other payables		30,689	40,681
1. Payable to suppliers		17,752	17,084
2. Suppliers, jointly controlled companies and related parties	<i>Note 16</i>	1,955	1,732
3. Sundry accounts payable		3,131	5,472
4. Personnel (remuneration payable)		1,158	1,298
5. Current tax liabilities	<i>Note 17</i>	474	7,675
6. Other accounts payable to Public Authorities	<i>Note 17</i>	5,231	7,275
7. Customer advances		988	145
TOTAL EQUITY AND LIABILITIES (A + B + C)		543,859	527,281

The accompanying notes 1 to 24 are an integral part of the Balance Sheet at 31 December 2019.



Income statement for the year 2019

(Expressed in €'000)

	Note	31-12-2019	31-12-2018
A) CONTINUING OPERATIONS			
1. Net turnover	<i>Note 18.1</i>	262,316	257,154
a) Sales		227,011	220,427
b) Services		35,305	36,727
2. Change in inventories of finished goods and work in progress		6,503	(5,295)
3. In-house work on non-current assets		333	675
4. Procurements	<i>Note 18.2</i>	(92,455)	(84,162)
a) Cost of goods held for resale used		(996)	(886)
b) Cost of raw materials and other consumables used		(84,731)	(73,559)
c) Work performed by other companies		(7,238)	(9,251)
d) Write-down of goods held for resale, raw materials and other supplies		510	(466)
5. Other operating income		594	765
a) Non-core and other current operating income		159	87
b) Income-related grants transferred to profit or loss	<i>Note 18.3</i>	435	678
6. Staff costs	<i>Note 18.4</i>	(70,693)	(68,811)
a) Wages, salaries and similar expenses		(51,227)	(50,261)
b) Employee benefit costs		(19,393)	(18,550)
c) Provisions		(73)	-
7. Other operating expenses		(49,924)	(47,490)
a) Outside services	<i>Note 18.5</i>	(49,202)	(44,324)
b) Taxes		(2,044)	(1,998)
c) Losses on, impairment of and changes in allowances for trade receivables	<i>Note 18.6</i>	1,322	(974)
d) Other current management expenses		-	(194)

	Note	31-12-2019	31-12-2018
8. Depreciation and amortisation charge	<i>Note 5, 6 y 7</i>	(13,499)	(12,135)
11. Impairment and gains or losses on derecognitions of fixed assets	<i>Note 6</i>	(195)	60
a) Impairment and other losses		1	-
b) Gains or losses on derecognitions and other		(196)	60
OPERATING PROFIT		42,980	40,761
13. Finance income		260	810
a) On interests in equity instruments		162	276
b) On marketable securities and non-current loans		98	534
b2) Third parties		98	534
14. Financial expenses		(255)	-
b) On third-party liabilities		(255)	-
15. Fair value change in financial instruments		(2,322)	-
b) Available-for-sale financial assets through profit and loss		(2,322)	-
16. Exchange differences	<i>Note 18.7</i>	(242)	(32)
17. Impairment and profit or loss on the sale of financial instruments		2,322	-
a) Impairments and losses		2,322	-
b) Profit or loss on sales and other		-	-
FINANCIAL PROFIT OR LOSS		(237)	778
PROFIT BEFORE TAX		42,743	41,539
18. Income tax	<i>Note 17</i>	(10,056)	(17,056)
PROFIT FOR THE YEAR		32,687	24,483

The accompanying notes 1 to 24 are an integral part of the Income Statement for the year 2019.

GRI Indicators

N/A Not applicable

N/E Non-existent

N/D No data

DESCRIPTION		
1. STRATEGY AND ANALYSIS		
G4 1	Statement by the highest-ranking officer	7
2. ORGANISATIONAL PROFILE		
G4 3	Name of the organisation	11
G4 4	Primary brands, products and/or services	27
G4 5	Location of the organisation's headquarters	53
G4 6	Countries where the organisation operates	N/A
G4 7	Nature of ownership and legal form	26
G4 8	Markets served	63
G4 9	Scale of the organisation	98
G4 10	Employees by type of contract and gender	41
G4 11	Employees under a collective bargaining agreement	41
G4 12	Organisation's supply chain	20
G4 13	Material changes in the supply chain	N/E
G4 14	Approach to the precautionary principle	N/A
G4 15	Charters, principles and initiatives subscribed	N/E
G4 16	Membership of associations and organisations	89

3. MATERIALITY AND BOUNDARY		
G4 17	Entities included in financial statements	11
G4 18	Process for defining the report's content and boundary	12
G4 19	Material aspects covered by the report	12
G4 20	State the boundary of each material aspect within the organisation	12
G4 21	State the boundary of each material aspect outside the organisation	13
G4 22	Effects of any restatements of information provided in earlier reports	11
G4 23	Significant changes from previous reporting periods in the scope and boundary of each aspect	N/E
4. STAKEHOLDER ENGAGEMENT		
G4 24	Stakeholders linked to the organisation	14
G4 25	Selection of stakeholders with whom to engage	14
G4 26	Organisation's approach to stakeholder engagement	16
G4 27	Key topics and concerns raised through stakeholder engagement and how the organisation has responded	17
5. REPORTING PROFILE		
G4 28	Reporting period	11
G4 29	Date of the most recent previous report	11
G4 30	Reporting cycle	11
G4 31	Contact point for questions regarding the report or its content	11
G4 32	GRI Content Index	11
G4 33	External assurance	12
6. GOVERNANCE		
G4 34	Governance structure of the organisation	37
7. ETHICS AND INTEGRITY		
G4 56	Organisation's values, principles, standards and norms	32
G4 57	Internal and external mechanisms seeking advice on ethical and lawful behaviour	34
G4 58	Internal and external mechanisms for reporting concern about unethical or unlawful behaviour and matters related to the organisation's integrity	35

8. INDICATORS		
8.1. ECONOMIC		
Economic performance		
EC 1	Direct economic value generated and distributed	98
EC 2	Financial implications and other risks and opportunities for the organisation's activity due to climate change	N/A
EC 3	Coverage of the organisation's defined benefit plan obligations	N/A
EC 4	Significant financial assistance received from government	98
Market presence		
EC 5	Ratio of standard entry wage by gender compared to local minimum wage at significant locations of operation	N/A
EC 6	Percentage of senior management hired from the local community at significant locations of operation	N/A
Indirect economic impacts		
EC 7	Development and impact of infrastructure investments and types of service	N/A
EC 8	Significant indirect economic impacts, including the extent of impacts	N/A
Procurement practices		
EC 9	Percentage of the procurement budget used for significant locations of operation spent on suppliers local to that operation	N/A
8.2. ENVIRONMENT		
Materials		
EN 1	Materials by weight or volume	57
EN 2	Percentage of materials used that are recycled input materials	N/E
Energy		
EN 3	Direct energy consumption	57
EN 4	Indirect energy consumption	N/D
EN 5	Energy saved due to conservation and efficiency improvements	57

EN 6	Reduction of energy consumption	61
EN 7	Initiatives to reduce indirect energy consumption and reductions achieved	N/E
Water		
EN 8	Total water withdrawal by source	58
EN 9	Water sources significantly affected by withdrawal of water	58
EN 10	Percentage and total volume of water recycled and reused	N/E
Biodiversity		
EN 11	Location and size of land owned, leased, managed in, or adjacent to protected areas and areas of high biodiversity value outside protected areas	N/A
EN 12	Description of significant impacts of activities, products and services on biodiversity in protected areas and areas of high biodiversity outside protected areas	N/A
EN 13	Habitats protected or restored	N/A
EN 14	Number of ICJN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk	N/A
Emissions		
EN 15	Direct emissions of greenhouse gases (Scope 1)	58
EN 16	Indirect emissions of greenhouse gases from the generation of energy (Scope 2)	N/A
EN 17	Other indirect greenhouse gas emissions (Scope 3)	N/A
EN 18	Greenhouse gas emission intensity	58
EN 19	Reduction of greenhouse gas emissions	N/E
EN 20	Emissions of ozone-depleting substances	N/E
EN 21	NOx, SOx and other significant air emissions	N/E
Effluents and waste		
EN 22	Total water discharge, by quality and destination	N/E
EN 23	Total weight of waste by type and disposal method	59

EN 24	Total number and volume of significant spills	N/E
EN 25	Weight of transported, imported, exported or treated waste deemed hazardous under the terms of the Basel Convention ² , Annexes I, II, III and VIII, and percentage of transported waste shipped internationally	N/E
EN 26	Identity, size, protected status and biodiversity value of water bodies and related habitats significantly affected by the reporting organisation's discharges of water and runoff	N/A
Products and services		
EN 27	Initiatives to mitigate environmental impacts of products and services	N/E
EN 28	Percentage of products sold and their packaging materials that are reclaimed, by category	N/E
Compliance		
EN 29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	56
Transport		
EN 30	Significant environmental impacts of transporting products and other goods and materials used for the organisation's operations and transporting members of the workforce	60
Overall		
EN 31	Total environmental protection expenditures and investments, by type	60
Supplier environmental assessment		
EN 32	Percentage of new suppliers that were screened using environmental criteria	N/E
EN 33	Significant actual and potential negative environmental impacts in the supply chain and actions taken	N/E
Environmental grievance mechanisms		
EN 34	Total number of grievances about environmental impacts filed through formal grievance mechanisms	N/E

8.3. SOCIAL PERFORMANCE		
LABOUR PRACTICES AND DECENT WORK		
Employment		
LA 1	Total number and rate of new employee hires and employee turnover by age group, gender and region	43
LA 2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation	N/E
LA 3	Return to work and retention rates after parental leave, by gender	50
Labour-management relations		
LA 4	Minimum notice period(s) regarding operational changes, including whether it is specified in collective agreements	43
Occupational health and safety		
LA 5	Percentage of total workforce represented in formal joint management-worker health and safety committees that help, monitor and advise on occupational health and safety issues	47
LA 6	Rates of injury, occupational diseases, lost days and absenteeism and number of work-related fatalities by region and by gender	45
LA 7	Workers involved in occupational activities with a high incidence or high risk of specific diseases	N/E
LA 8	Health and safety issues covered in formal agreements with trade unions	47
Training and education		
LA 9	Average hours of training per year per employee by gender and by employee category	43
LA 10	Programmes for skills management and lifelong learning that support the continued employability of employees and assist them in managing their career endings	43
LA 11	Percentage of employees receiving regular performance and career development reviews, by gender and employee category	N/E

Diversity and equal opportunity		
LA 12	Composition of governance bodies and breakdown of employee category according to gender, age group, minority group membership and other indicators of diversity	48
Equal remuneration for women and men		
LA 13	Ratio of basic salary and remuneration of women to men by employee category and by significant locations of operation	49
Supplier assessment for labour practices		
LA 14	Percentage of new suppliers that were screened using labour practices criteria	N/E
LA 15	Significant actual and potential negative impacts for labour practices in the supply chain and actions taken	N/E
Labour practices grievance mechanisms		
LA 16	Number of grievances about labour practices filed, addressed and resolved through formal grievance mechanisms	43
HUMAN RIGHTS		
Investment		
HR 1	Percentage and total number of significant investment agreements and contracts that include clauses incorporating human rights concerns or that have undergone human rights screening	N/E
HR 2	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	N/E
Non-discrimination		
HR 3	Total number of incidents of discrimination and corrective actions taken	N/E
Freedom of association and collective bargaining		
HR 4	Operations and significant suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and actions taken to support these rights	N/E
Child labour		
HR 5	Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labour, and measures taken to contribute to the effective abolition of child labour	N/E

Forced and compulsory labour		
HR 6	Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labour, and measures to contribute to the elimination of all forms of forced or compulsory labour	N/E
Security practices		
HR 7	Percentage of security personnel trained in the organisation's policies and procedures concerning aspects of human rights that are relevant to operations	N/E
Indigenous rights		
HR 8	Total number of incidents of violations involving rights of indigenous peoples and actions taken	N/A
Assessment		
HR 9	Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments	N/E
Supplier assessment for human rights		
HR 10	Percentage of new suppliers that were screened using human rights criteria	N/E
HR 11	Significant actual and potential negative impacts for human rights in the supply chain and actions taken	N/E
Human rights grievance mechanisms		
HR 12	Number of grievances about human rights filed, addressed and resolved through formal grievance mechanisms	N/E
SOCIETY		
Local community		
SO 1	Percentage of operations with implemented local community engagement, impact assessment and development programmes	N/A
SO 2	Operations with significant potential or actual negative impacts on local communities	N/A
Corruption		
SO 3	Percentage and total number of business units analysed for risks related to corruption and significant risks detected	N/E
SO 4	Anti-corruption communication and training policies and procedures	N/E
SO 5	Actions taken in response to confirmed cases of corruption	N/E
Public policy		
SO 6	Total value of political contributions by country and recipient/beneficiary	N/A

Anti-competitive behaviour		
SO 7	Total number of legal actions for anti-competitive behaviour and monopoly practices and their outcomes	N/E
Compliance		
SO 8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	N/E
Supplier assessment for impacts on society		
SO 9	Percentage of new suppliers that were screened using criteria for impacts on society	N/E
SO 10	Significant actual and potential negative impacts on society in the supply chain and actions taken	N/E
Grievance mechanisms for impacts on society		
SO 11	Number of grievances about impacts on society filed, addressed and resolved through formal grievance mechanisms	N/E
PRODUCT RESPONSIBILITY		
Customer health and safety		
PR 1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvements	N/E
PR 2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcome	N/E
Product and service labelling		
PR 3	Type of product and service information and labelling required by procedures and percentage of significant products and services subject to such information	N/E
PR 4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling by type of outcome	N/E
PR 5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction	19
Marketing communications		
PR 6	Sale of banned or disputed products	N/E
PR 7	Total number of incidents of non-compliance with regulations and voluntary codes concerning market communications, including advertising, promotion and sponsorship, by type of outcome	N/E

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



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