

ANNUAL
SUSTAINABILITY
REPORT 2024



CALIDRA MANIFESTO

It is the feeling of being a community of people working in and for all of Latin America, from the Rio Grande to Patagonia.

It means creating essential solutions for society: from improving agricultural soils and producing foods like tortillas, to building homes; from extracting minerals needed for the energy transition, to manufacturing automobiles. You are a fundamental part of this value chain.

It is a people-centered work culture. From the geology department to customer delivery, we are connected by the same mission and vision: to be the most competitive and leading company on the American continent, while maintaining an exemplary balance among all our stakeholders.



Always There is a recognition of your efforts. From the moment you start your day to the moment you finish your work with purpose, Calidra has become the solution par excellence in people's daily lives.

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SCOPE

Welcome to our Annual Sustainability Report! (RAS) 2024

This report presents the results of impact management in Environmental, Social, and Governance (ESG) matters, as well as relevant operational and sustainability outcomes in the six countries where we operate. The reporting period covers January 1st through December 31st, 2024, and the report has been prepared with reference to the GRI Standards. This report does not include Monclova and Mitras plants.

The content of this report is based on our sustainability model, which was developed through a materiality assessment of our value chain.

We are proud to highlight that this process helps us identify areas for improvement and address them, while also making the most of our strengths—strengths that have made us, to this day, a competitive and world-class sustainable company.

The Five Pillars of the Model and chapters of this report are:

- 1 Integrity and Excellence in Business
- 2 Sustainable Products and Modelss
- 3 Employee Development
- 4 Community Relations
- 5 Operational Efficiency

Did you know?

This document is an interactive PDF in which you can click on the table of contents for quick navigation.

2024 Achievements

5

plants in Mexico were certified as Clean Industry Facilities.



We established the Safety Standards Committee, applicable to high-risk tasks.

We implemented 3D virtual tours to conduct pre-startup safety reviews.

100%

of our monitored environmental parameters complied with international standards



+70

group-wide volunteer activities were carried out.

WE REMAIN COMMITTED



Jorge Bautista Pérez Salazar
CEO Grupo Calidra

We present our Annual Sustainability Report, in which we reaffirm and strengthen our commitments to the safety and health of all our employees, to the protection and preservation of the environment, and to the well-being of the communities surrounding our operations.

We maintain and advance our commitment to achieving carbon neutrality by 2050. Fully aware of the challenge this entails—given the chemical nature of lime production—we work to reduce and offset our emissions, recognizing that lime undergoes a natural recarbonation cycle. We continue to study this cycle to better harness its benefits. Recarbonation can reach up to 100% reabsorption of the CO₂ emitted during the calcination process, which presents a significant opportunity for us.

As part of our activities this year, we continued reporting to the Calidra Group Board through the Sustainability Committee. We have monitored our progress, initiatives, and strategic plans in order to further strengthen our position as an exemplary and sustainable company. I would like to highlight some of the main achievements of 2024, made possible thanks to the efforts of our entire team across six Latin American countries:

- We planted more than 60,000 trees—the highest number since we began this program. At the same time, aware that we are still in the process of reaching our annual goal, we continue to strengthen our nurseries.
- We held the "Safety Challenge" event at 10 sites, reinforcing our commitment to safety in all of our activities—both at work and at home.
- We promoted healthy lifestyles among our employees through the Health Program.
- We successfully conducted internal audits at 100% of our plants through environmental and safety diagnostics, improving sustainability and ensuring operational continuity—crucial for our customers, suppliers, and employees.
- 52% of our electricity consumption came from renewable sources, the highest percentage recorded in the last seven years.

- We benefited over 120,000 people through our Social Investment Plan and more than 105,000 through the Calidra Apoya program. In total, we participated in more than 467 activities.
- In partnership with Fundación Construyendo y Creciendo, we inaugurated three additional educational classrooms.
- We achieved 100% coverage in periodic medical exams for all our employees.

Although we have made progress, in 2024 we also faced moments that left a deep mark of sadness and reflection. Concerned by this situation, we continue working to reinforce safety across all our operations. The safety of our employees will always be our top priority, under the motto: **"We all go home the same way we come to work."**

In October, we welcomed two more plants and a quarry to the Calidra family: Mitras in Monterrey and Monclova in Coahuila. Fully aware of the work needed for these new facilities to reach the levels of sustainability and efficiency that define Calidra, we began working with them from the very first moment they came under our management and gave a warm welcome to the employees of these production units.

On December 31, 2024, my tenure as CEO and Managing Director of Grupo Calidra came to an end. This, therefore, is my final letter in this annual report. As of January 2025, this responsibility has been entrusted to Mr. Nikolas Riefkohl, who will lead and report on our company's progress in the area of sustainability.

Grateful for the trust and support I have received from the Board, our shareholders, and all employees, I bid you farewell.

WHO ARE WE?

At Grupo Calidra, we have been working for over a hundred years to perfect the many uses of lime. We are present across multiple industries, where lime plays a vital role in each one. Working hand in hand with experts who improve our product quality every day, we demonstrate that lime is always there for you.

Did you know?

Lime is where you least expect it—and Calidra is always there.



PHILOSOPHY

We are guided by integrity, ethics, and honesty in every aspect of our company. Likewise, we believe in continuous renewal, discipline, and accountability in fulfilling our commitments—qualities that are present in all our employees.



MISSION

We are a globally competitive and sustainable company, capable of meeting the reasonable needs and expectations of our customers, employees, shareholders, and society in an exemplary manner.

VISION

Our vision is to be the most competitive producer of lime, ready-mix products, and carbonates in the world—and the largest in the Americas.

VALUES

- Integrity and Honesty
- Responsibility
- Discipline
- Respect
- Austerity, simplicity, and moderation

PRESENCE

The Calidra Group is always there, ensuring supply security through a network of facilities located across the six countries where we operate.



These are the plants, distribution centers (CEDIS), and offices that Grupo Calidra will have by the end of 2024:

<p>Mexico</p> <p>Plants 16</p> <p>CEDIS 26</p> <p>Offices 4</p>	<p>North</p> <ul style="list-style-type: none"> Monterrey Torreón SLP Pozos Ags. Mitras Monclova 	<p>Pacific</p> <ul style="list-style-type: none"> Hermosillo Santa Cruz Tecolotlan Zapotiltic 	<p>Center</p> <ul style="list-style-type: none"> Apasco Progreso de Obregon Bernal Vizarron 	<p>Southeast</p> <ul style="list-style-type: none"> Acajete 			
<p>Southern Cone</p> <p>Plants 5</p> <p>CEDIS 5</p> <p>Offices 3</p>	<p>Argentina</p> <ul style="list-style-type: none"> Padre Bueno Los Berros La Laja Zapala El Volcan 	<p>Chile</p> <ul style="list-style-type: none"> Noviciado Copiapo Antofagasta Iquique Rancagua Santiago Oficina Regional 	<p>Región ACC</p> <p>Plantas 4</p> <p>CEDIS 1</p> <p>Oficinas 2</p>	<p>Honduras</p> <ul style="list-style-type: none"> Potrerrillos 	<p>Peru</p> <ul style="list-style-type: none"> Arequipa Lima Oficina Regional 	<p>Colombia</p> <ul style="list-style-type: none"> Antioquia Medellin Oficina Regional 	<p>Rep. Dom</p> <ul style="list-style-type: none"> Santo Domingo

OUR PRODUCTS



Ready-Mix Products



Hydrated Lime



Quicklime



Carbonates

Lime production process



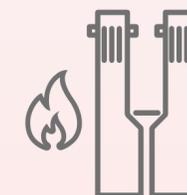
1. Extraction

Limestone is extracted from the quarry in accordance with the mining plans.



2. Crushing

The limestone is crushed and homogenized.



3. Calcination

Quicklime or calcium oxide is produced by firing the limestone through hot air flows.



4. Hydration

Water is added to quicklime to produce hydrated lime through an exothermic reaction that releases steam.



5. Packaging

Lime is transferred to a packaging hopper, bagged, and transported via conveyor belts to the vehicle that will deliver it to the customer.

MEMBERSHIPS AND AFFILIATIONS

Strategic Partnerships



SUSTAINABILITY MODEL

At Calidra, sustainability is an integral part of our business model, and we strive for its cross-functional application by embedding it into every department across the company. This is why we follow our Sustainability Model, developed from a Materiality Study conducted in 2021 and based on the recommendations of the GRI Standards.

This study was conducted in three phases and included the participation of the stakeholders with the greatest impact on the organization.

1 Identification

Identification of a set of potentially relevant issues based on document reviews and a reference framework aligned with comparable companies. This includes a list of potentially relevant topics, supported by bibliographic references related to sector priorities, industry context, and prior consultations.

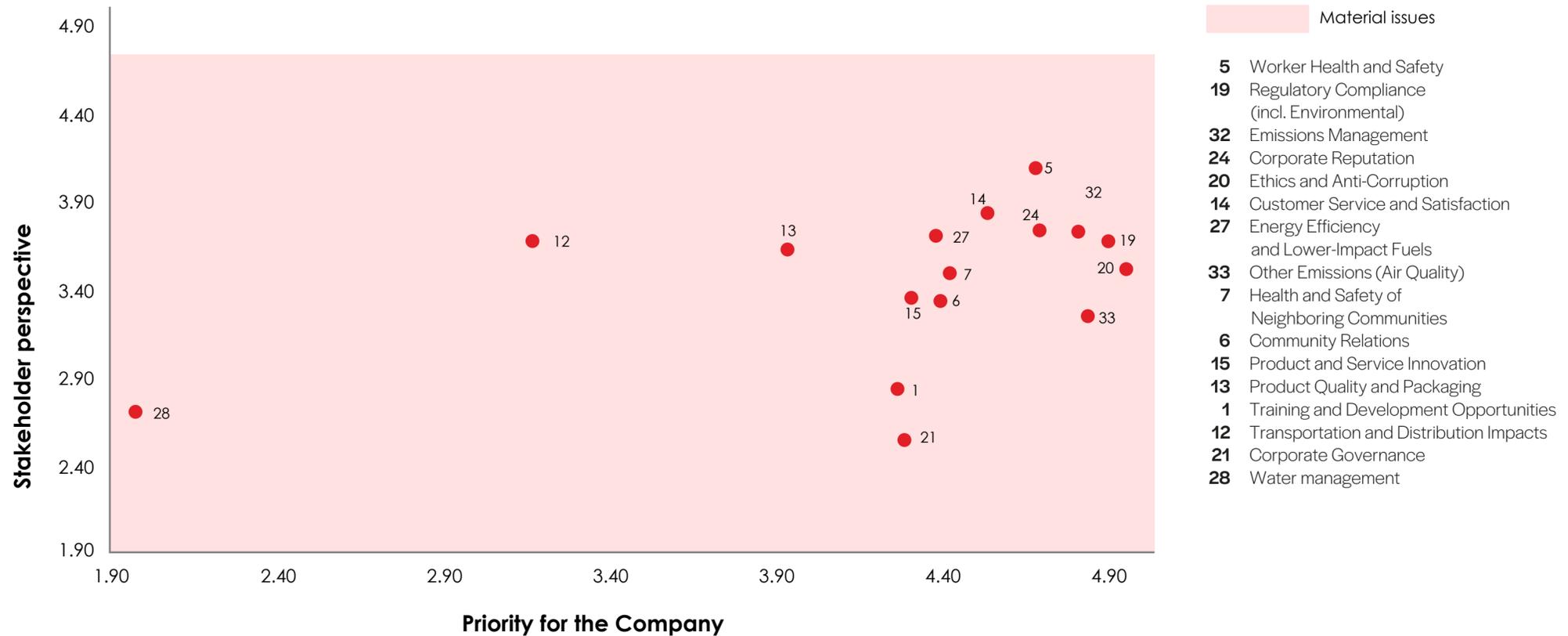
2 Prioritization

Prioritization of issues based on the opinion of the different stakeholders relevant to Grupo Calidra and the company's strategic perspective: Surveys, interviews and workshops with employees, customers, suppliers, community relations officers, managers and shareholders.

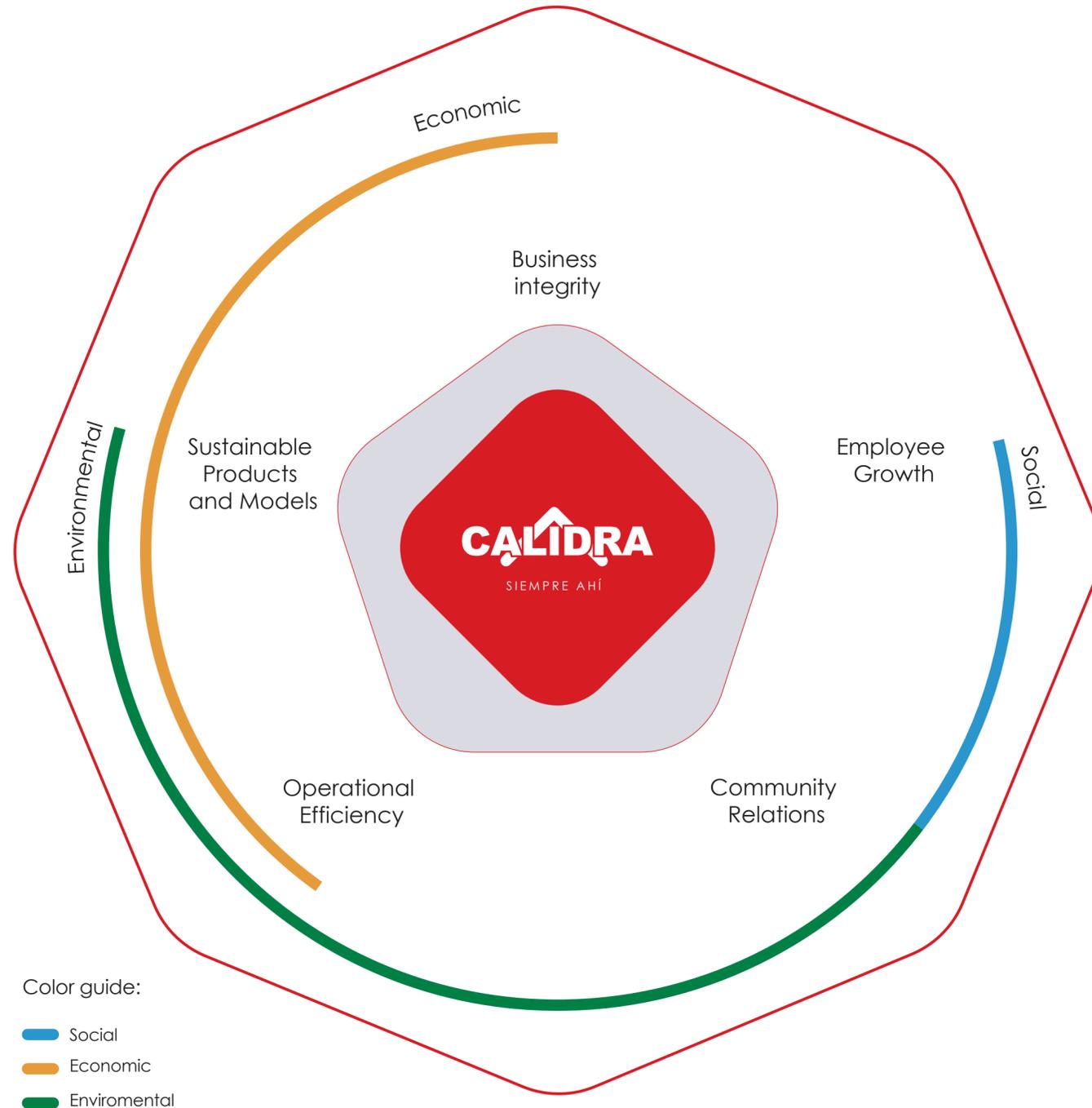
3 Validation and Review

Matrix construction and validation of relevant issues. Determination of the set of material issues and their correlation with the SDGs.

Materiality matrix



Calidra Sustainability Model



Focus	Lines of Action	ODS
<p>1 Integridad en el negocio</p> <p>●</p>	<p>1.1 Corporate Governance Structure</p> <p>1.2 Ethical Culture and Compliance</p> <p>1.3 Supply Chain Management</p> <p>1.4 Risk management</p>	 
<p>2 Sustainable Products:</p> <p>●</p> <p>●</p>	<p>2.1 Sustainable use of lime</p> <p>2.2 Development of Product Lines</p> <p>2.3 Quality</p>	 
<p>3 Employee Development</p> <p>●</p>	<p>3.1 Safeguarding Health and Safety</p> <p>3.2 Career opportunities</p> <p>3.3 Diversity</p>	  
<p>4 Community Relations</p> <p>●</p> <p>●</p>	<p>4.1 Social investment and development</p> <p>4.2 Prevention and Mitigation of Environmental Impacts</p>	  
<p>5 Operational Efficiency</p> <p>●</p> <p>●</p>	<p>5.1 Integration of Environmental Management</p> <p>5.2 Energy Management</p> <p>5.3 Circularity in Operations</p>	   

Chapter 01

Integrity and Excellence in Business

Safeguard the company's assets and the trust of stakeholders by promoting ethical practices and a culture of compliance. Strengthen internal decision-making and the integration of ESG criteria.

- 1.1 Governance
- 1.2 Ethics and Compliance
- 1.3 Responsible Supply Chain
- 1.4 Innovation in Our Operations





1.1 Governance

Boards of Directors

Calidra operates with seven Boards of Directors: One in each of the countries where we operate, and one at the Group level. This structure allows us to receive targeted guidance and feedback tailored to the specific context of each region. The Boards are composed of shareholders and independent directors who contribute their experience and expertise to the sound management of the Company.

In addition, Grupo Calidra has four committees composed of company executives and members of the Board of Directors, all of whom are experts in their respective areas. These committees meet periodically to review progress on their agendas and objectives, and report their findings to the Board to ensure oversight and proper implementation.

- Audit Committee.
- Talent, Recruitment and Selection Committee.
- Project Committee.
- Sustainability Committee.

At Grupo Calidra, our Boards are composed of individuals representing a diversity of ages, genders, and nationalities.

1.2 Ethical Culture and Compliance

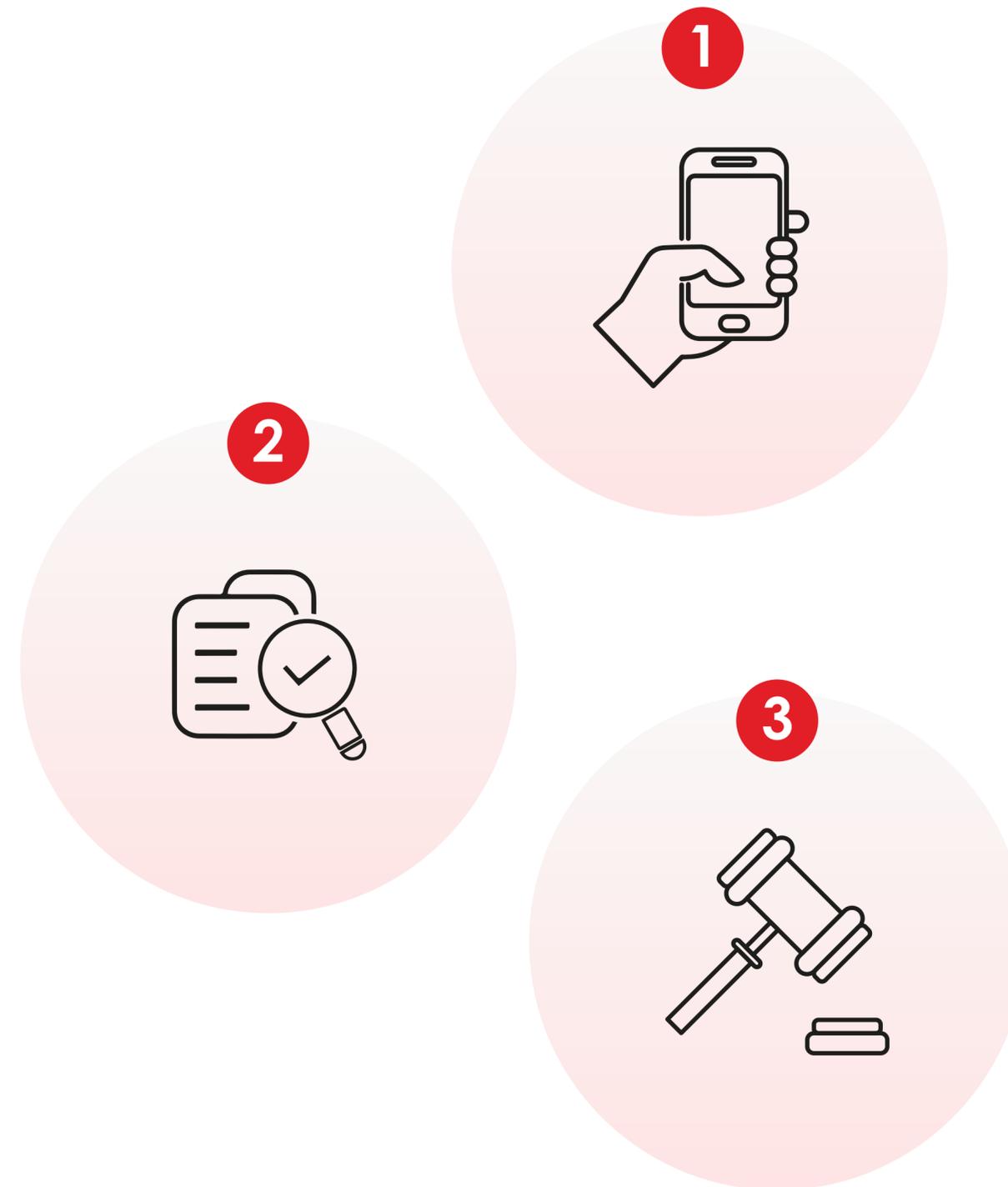
Presenting Our Anti-Corruption Management System

- 1 We have a platform managed by a third party that allows all employees to report to the “Honesty Line” anonymously, at any time.
- 2 Each report is analyzed by the Ethics Committee and investigated by the People and Internal Audit departments. We report 100% of the complaints received through the Honesty Line to the Chairman of the Board and General Management.
- 3 A resolution is issued based on all the evidence presented.

As we do every year, we reaffirm our commitment in this area and provide training to our employees on ethics, compliance, and anti-corruption. In addition, in 2024 we evaluated 100% of our operations in terms of corruption risks, identifying vulnerabilities and developing action plans to close the gaps detected.

During 2024, 2,115 employees were trained in the Code of Ethics.

In 2024, there was one confirmed case of corruption, which resulted in the termination of an employee’s contract for violations of the Code of Ethics. There were no contract cancellations with business partners due to corruption-related violations.



2,115

employees undertook Code of Ethics training during 2024

To access our **Calidra Honesty Line**, scan this QR code:



1.3 Responsible Supply Chain

At Grupo Calidra, our commitment to ESG issues is an integral part of our daily operations. We work with our value chain to ensure that they share this commitment and that the actions of our business partners are always aligned with our Sustainability Policy.

In 2024, we actively promoted these principles among our suppliers, encouraging responsible and sustainable practices in their operations.

As part of our ESG goals and commitments, we administered a questionnaire to our main suppliers. Some of the questions included: Calculation of GHG Scope 1, 2 and 3; Carbon footprint of the product or service and carbon neutrality targets or commitments.

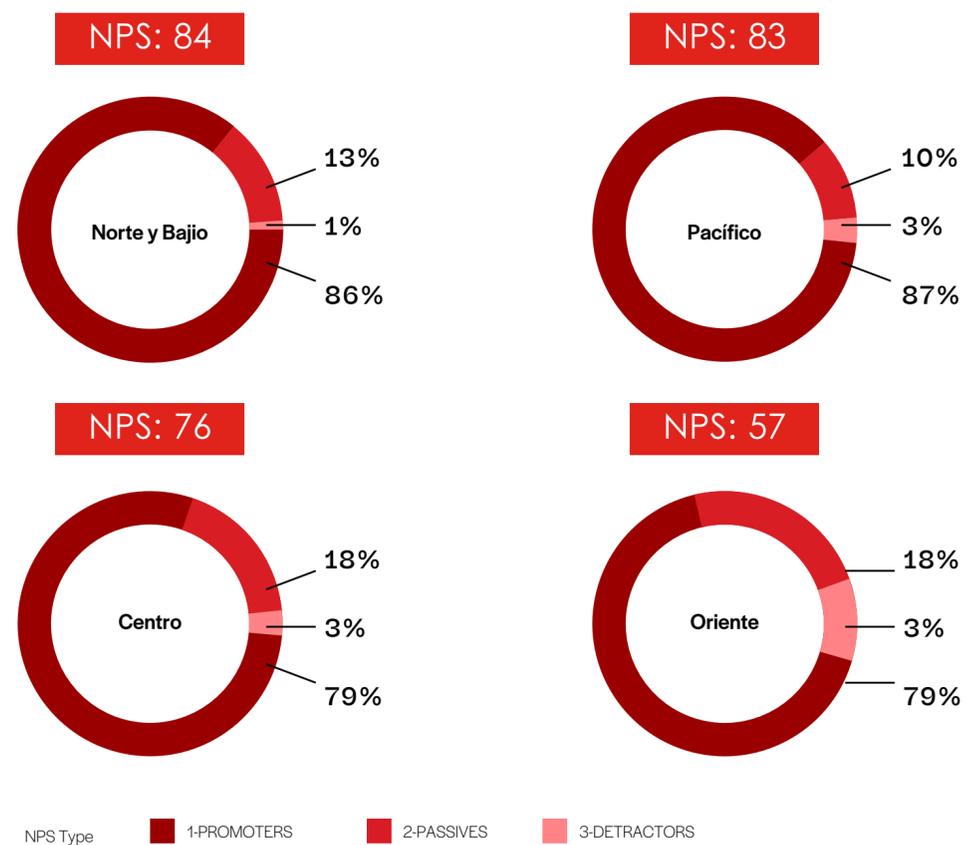
We recognize the commitment to carbon footprint reduction reflected in this supplier questionnaire, especially from: Naturgy Servicios, Pemex TI, Rafypak, Ecogas, BTMNN, Red Recolector, CMPC, CPG, among others.

Security of Supply and Customer Service

To improve customer service, the Logistics area made two high-impact investments: A new distribution center (CEDIS), El Arenal, was opened in the

state of Jalisco, Mexico, generating direct and indirect employment through the hiring of new employees and transportation providers. Another CEDIS was leased in Santa Catarina, Nuevo León, Mexico. This location is expected to have a similar economic impact as the El Arenal CEDIS.

Customer satisfaction is Calidra's main objective. This year, the Logistics and Customer Service team developed effective skills and strategies to manage negotiations and resolve conflicts constructively, promoting mutually beneficial agreements and strengthening workplace relationships. During the virtual course, participants received practical tools and assertive communication techniques and learned how to manage emotions and reach sustainable solutions that contribute to organizational objectives. This is reflected in a total NPS (Net Promoter Score) of 75%.



Did you know?

Grupo Calidra continues its path toward sustainability with its first purchase of eco-friendly uniforms. With this initiative, we eliminated the equivalent of an Olympic-sized swimming pool of plastic bottles (PET), avoided 2,844 kg of CO₂ emissions—the equivalent of what 96 young trees absorb in one year—and saved 2,592 liters of water.

1.4 Innovation in Our Operations

Calidra continues to focus on accelerating modernization and digital transformation to enhance the experience of our customers and suppliers, while strengthening our service offering in the market.



During the 2024 period, Calidra continued with the Evolution Project, which consists of implementing the Dynamics 365 Financials and Operations system and integrating it with the Dynamics 365 CRM system. The integration of all subsidiaries in Peru, Argentina, and Chile was completed, and the remaining countries are expected to be integrated by 2025.

In addition, the first Calidra Group Data Office was implemented, featuring two key components for its operation: The implementation of a new architecture, in which data is exported, transformed, and hosted in a Microsoft Azure cloud environment using state-of-the-art components; the definition, documentation, and operation of governance components surrounding the Data Office, incorporating the active participation of data analysts from various Directorates across the organization.

We also reinforced the most critical aspects of our Digital Security Policy by implementing a Network Operations Center and Security Operations Center (NOC & SOC) through an agreement with a Calidra technology provider. We actively monitor approximately 500 devices across all countries where the company operates.



In 2023, we announced the 1st edition of the “Ing. Roberto Amorós” Sustainability Award, aimed at recognizing our best-performing plants based on 10 sustainability-related criteria. During 2024, 20 plants from all regions were evaluated and presented innovation and continuous improvement projects. The best plants evaluated were: Acajete and Santa Cruz, Mexico and Los Berros, Argentina. The plant with the most outstanding project was Río Claro, Colombia.

Chapter 02

Sustainable Products and Models

Facilitate access to environmentally responsible solutions that help customers reduce their environmental footprint through the use of lime and lime derivatives, while ensuring an optimal purchasing and service experience.

- 2.1 Applications of Lime
- 2.2 Sustainable Use of Lime
- 2.3 Low Carbon Footprint Products
- 2.4 Warranty and Quality



2.1 Applications of Lime

Calidra Across Different Industries

Calidra products are used in construction and across various industries. The versatility of lime—as a 100% natural limestone-based product—has enabled Grupo Calidra to develop specialized solutions for each industry, delivering significant benefits that promote cost savings and high-quality results.

Lime is present in the following industries:



Construction Infrastructure



Construction Building



Food Industry



Agricultural



Chemical Industry



Mining Industry



Steel Industry

Everyday Uses of Lime



Pest Control

Due to its chemical properties, lime is an effective component for controlling and eliminating pests in the home or garden.



Tree Protection

Applying **Calidra** lime to trees provides protection against pest attacks.



Cooking Ingredient

Use **Nixtocal** for proper nixtamalization—learn more about this traditional culinary process.



Tool Cleaner

Clean and protect your gardening tools with **Calidra**.



Deodorant and Odor Control

Use **Calidra** water to eliminate unpleasant odors in toilets and maintain a disinfected, odor-controlled environment inside the home.



Flower preservative

Preserve your flowers by adding Calidra to the water in your vases—an effective and low-cost solution.



Mold Remover

Remove mold and mildew from your tiles with **Calidra** water and create a long-lasting protective layer.



Plant fertilizer

Protect your plants and keep them healthy by using lime water.



Disinfectant in the Kitchen

Lime water is a natural disinfectant that can be used to wash vegetables and fruits.



Fungicide

Thanks to the alkalinity of **Calidra** water, it is recommended for eliminating fungus on hair, nails, or skin.



Neutralizes Bad Odors

Calidra also helps improve air quality by neutralizing odors from pet feces.



Mouthwash

Strengthen your teeth by rinsing with lime water—this practice is recommended once a week to reduce germs and reinforce tooth tissues.

+Info

To learn more about the daily uses of lime, scan the code.



2.2 Sustainable Use of Lime

Grupo Calidra is committed to environmental protection, taking care of nature's essential elements. Lime protects the air, water, and soil, and is very safe to use due to its low toxicity. It is a naturally derived product used to address issues related to environmental pollution.

Grupo Calidra's products help solve various pollution-related problems and mitigate irreversible environmental damage.



Water



Lime is used in water treatment because of its biocidal effect—that is, its ability to disinfect and eliminate bacteria and microorganisms. It also acts as a neutralizer, coagulant, clarifier, and precipitant of dissolved contaminants. Additionally, it facilitates the stabilization and removal of heavy metals.

In sewage sludge treatment, lime plays an essential role by dehydrating the sludge and raising the pH, which promotes the formation of stable heavy metal compounds, neutralizes acids, and eliminates pathogens. It also controls sources of infection by preventing the decomposition of organic matter and eliminating unpleasant odors.

Lime is used for:

- Drinking water purification, by removing silica, sulfates, fluorides, or heavy metals and reducing nutrients such as phosphates and nitrogen.
- Municipal and industrial wastewater treatment.
- Water conditioning for thermoelectric plants and boilers
- Use in irrigation.
- Neutralization of acid rain.
- Sludge stabilization.
- Adjusts the pH of lakes and ponds.
- Works as a filter in rivers and streams.

Advantages of Water Treatment with Lime

Calidra removes silica, sulfates, phosphates, hardness, and heavy metals, transforming water from rivers or dams into potable water. It reduces bad odors and decreases bacteria, yeasts, and viruses in sewage sludge, and to top it off, it aids in softening, flocculation, and neutralization.

Effects on Water Treated with Lime

- Reduces or eliminates unpleasant odors.
- Clarifies water by removing suspended solids.
- Decreases the content of bacteria and viruses.
- Helps in the elimination of fats and oils.
- Controls the proliferation of algae and water lilies.
- Promotes the development of fish in aquifers.

Effects on Lime-Treated Sewage Sludge

- Elimination of bad odors.
- Reliable bacterial control.
- Better workability.
- Humidity reduction.
- Improved utilization of industrial equipment.

Remineralization of Desalinated Water with Lime

- Adjusts pH in Desalinated Water.
- Lime provides calcium, thus remineralizing desalinated water.
- Neutralizes acidic water resulting from desalination processes.

Soil



Soil is the uppermost layer of the Earth's crust, making it one of the most important natural resources we must protect.

Lime is also essential in soil preparation for sanitary landfills, as it prevents soil contamination, the spread of harmful organisms, and unpleasant odors.

Lime plays a crucial role in the treatment of solid waste. When mixed with waste, it transforms harmful substances into less hazardous forms, as lime neutralizes acid streams and adjusts the pH—making it less aggressive to the environment.



Solid Waste Treatment

Municipal Landfill Waste Management:

- Allows for better compaction.
- Facilitates the decomposition of organic matter.
- Its high alkalinity controls the development of vectors such as insects and rodents.

Industrial Waste Deposit:

- Efficient acidity neutralization.
- Keeps heavy metals fixed, preventing them from being carried away or leached.
- Protects groundwater.

Industrial Wastes in Mines

- Prevents contamination during on-site storage.
- Prevents the carryover or leaching of heavy metals with rainwater.
- Forms a chemical barrier and protects the subsoil.
- Prevents dust pollution caused by wind by forming a stabilized layer with clay materials.

Compost Production

- Provides calcium as an essential nutrient for plants.
- Facilitates the decomposition of organic matter.
- Controls unpleasant odors.
- Due to its high alkalinity, it controls insects.

Oil-Contaminated Soil Remediation

- Lime, in combination with other chemicals, contributes to the recovery of fertile soil contaminated by oil spills.
- Lime reacts with silicates and alumina in the soil to encapsulate oil chains, enabling the growth of plants and crops.

Sludge Stabilization

- Reliable bacterial control.
- Elimination of bad odors.
- Humidity reduction.
- Better workability.
- Enables the recovery of land for agricultural use.

Advantages of Soil Treatment with Lime

- Neutralizes acids.
- Easy and safe to handle and dose as a reagent.
- Very low toxicity.
- Counteracts the effects of acid rain.
- In waste incineration, captures toxic particles such as mercury and acidic greenhouse gases, preventing them from reaching the environment.
- Functions as a neutralizer in forest soils.

Air



When combustible materials are burned, they release acidic gases and particles that negatively impact atmospheric air quality and the environment. The use of lime for toxic gas control is very important, as increasing the pH in industrial processes prevents the formation of such gases, resulting in an environmental benefit.

Most of the fuels that pollute our planet have a high sulfur and nitrogen content, producing greenhouse gases such as carbon monoxide, carbon dioxide, sulfur oxides, and nitrogen oxides. The presence of these elements causes serious environmental complications.

Effects on Gases Treated with Lime

- Cleans contaminated gases.
- Neutralizes greenhouse gases.
- Prevents combustion gases from reaching the atmosphere.

Advantages of Gas Treatment with Lime

- Helps neutralize all greenhouse gases.
- By preventing combustion gases from reaching the atmosphere, it minimizes irreparable environmental damage.
- Reduces the production of gases that cause acid rain, global warming, increased disease, and health risks.

2.3 Products with a Low Carbon Footprint

Ready-Mix Products: REINVENTING THE WAY WE BUILD

Ready-Mix is dedicated to meeting the needs of the construction industry by offering materials that enable faster, more cost-effective, and quality-assured construction. Its mixtures are formulated from one or more binders and controlled aggregates. Additionally, they may include additives and/or supplementary materials that are pre-dosed at the factory, resulting in ready-to-use powders that require only the addition of water.

These products are delivered in bags or silos and are mixed on site with the specified amount of water until a homogeneous mixture suitable for specific purposes is obtained. Thanks to the technology applied in their development, these mixtures meet the expectations of designers and builders, both in the execution of works and in meeting construction needs.

Ready-Mix provides technological solutions that guarantee the quality required at every stage of a construction project. Its main objectives are to reduce execution times, enhance quality, simplify logistics, generate cost savings, and minimize waste.



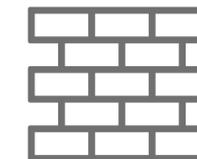
Did you know?

A full silo avoids the residue of

625
paper bags



Fill
Structural elements



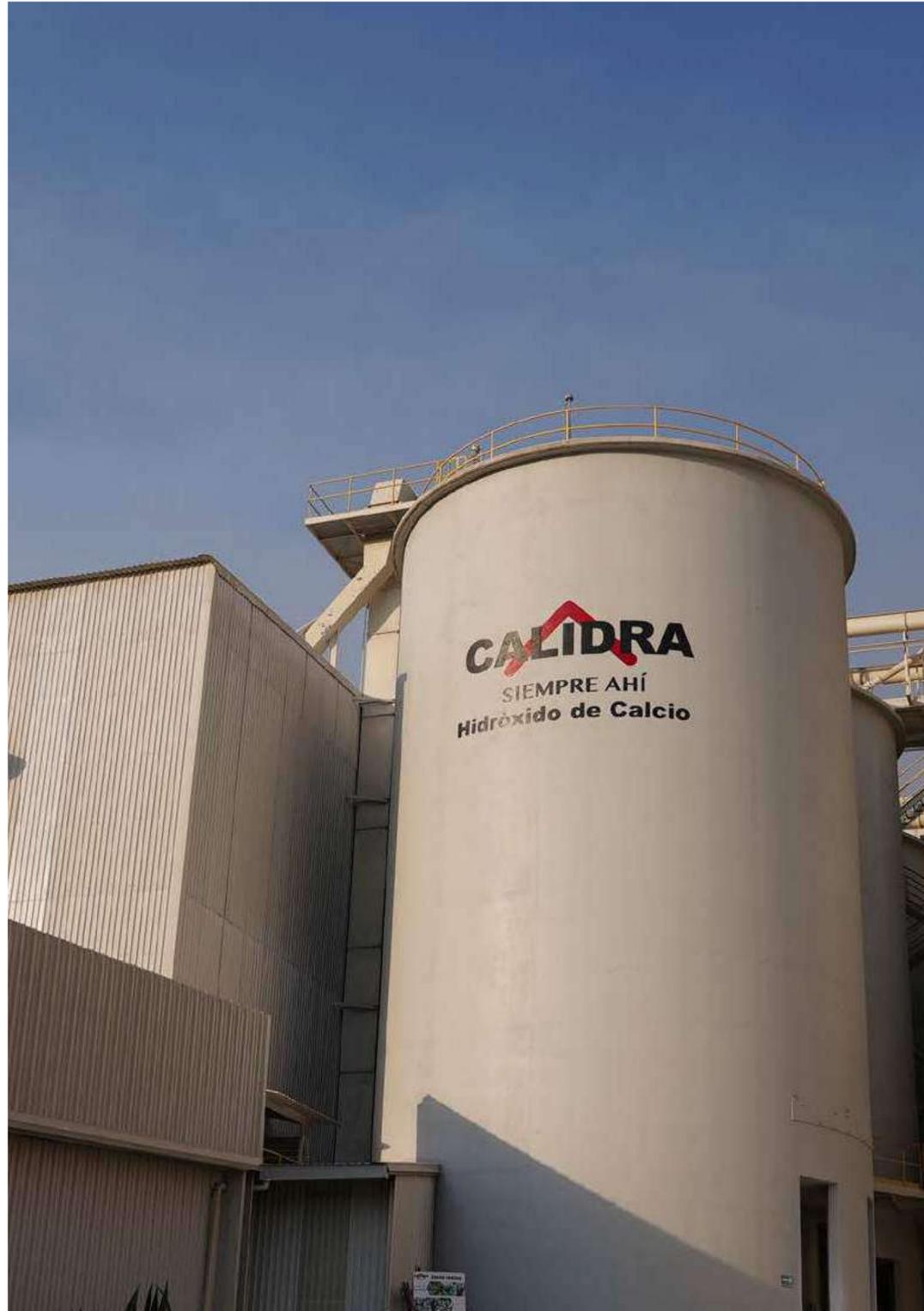
Raise
Dividing and load-bearing walls



Cover
Surfaces



Place
Floors, tiles and other ceramic surfaces



2.4 Warranty and Quality

At our company, product quality and safety are fundamental principles that guide every stage of our global operations. We are committed to ensuring that every product we process, package and deliver not only meets the highest legal and regulatory standards, but also sets an industry benchmark. Our goal is to protect the health and safety of consumers while strengthening our customers' confidence in our solutions.

This commitment is defined in our Safety and Quality Policy, which focuses on:

- **Product Safety:** Ensures that the products we manufacture and sell to customers are safe to use and comply with applicable legislation and standards.
- **Packaging Safety:** Focuses on the physical safety of consumers when handling our products. Ensures that our packaging is designed and manufactured to meet all legal and regulatory requirements.
- **Responsible Marketing and Labeling:** Calidra Cono Sur has an internal procedure to guide, evaluate, and approve environmental communications and claims. This procedure is aligned with leading international standards. Adoption of Good Manufacturing Practices and risk assessment at each stage of the product life cycle, ensuring compliance with national and international standards.





Quality

In addition to lime for construction, we manufacture a wide range of calcium products for various industries, including the chemical and food sectors, where we have positioned ourselves as the leading company in the production of high-purity calcium hydroxide.

Thanks to the uniqueness of our high-specialty lime production plants—featuring characteristics found nowhere else in the world—we have the capacity to export our products and serve the global market.

Grupo Calidra’s plants located in Torreón, Coahuila and Acajete, Puebla produce and package our products using first-class equipment that meets the strictest FDA requirements for food-grade products in the United States.

Our products have the following certifications:

- Food Chemicals Codex 11 Edition



- Kosher Pareve Certificate



- OMRI



Our plants are equipped with high-end laboratories that allow us to guarantee the quality of our products, which hold certifications such as: FDA, ISO 22000, and Good Manufacturing Practices by AIB.



Benefits of Calidra Lime



Versatility in the processes.



Minimal waste generation



Increased performance and reduced usage vs. other limes

In Mexico



At Calidra, regulatory compliance and customer satisfaction are fundamental pillars of our operation. To ensure the quality and safety of our products and services, we implement and maintain the following standards in Mexico:

- We strictly comply with NOM-018-STPS-2015, which establishes the Harmonized System for the Identification and Communication of Hazards and Risks from Hazardous Chemicals in the Workplace.
- We ensure compliance with NOM-251-SSA1-2009, which defines hygiene practices for the processing of food, beverages, or food supplements for food-grade products.
- We have a formalized procedure for addressing customer complaints, identified as PRCAL-28.

Our commitment to regulatory compliance is reflected in our impeccable track record. Throughout 2023 and 2024, we maintained a zero-incident record in the following categories:

	2023	2024
Cases of Non-Compliance with Regulations Resulting in Fines or Sanctions	0	0
Cases of Non-Compliance with Regulations Leading to Warnings	0	0
Cases of Non-Compliance with Voluntary Codes	0	0
Total Cases of Non-Compliance	0	0



At Calidra Mexico, during 2024, we consolidated our leadership through key certifications and improvements in our management systems.

- In 2024, the Hermosillo, Monterrey, San Luis Potosi, Tecolotlán, Santa Cruz, Zapotiltic, and Aguascalientes plants were certified under the multi-site scheme for the ISO 45001:2018 Occupational Health and Safety Management System.
- We conducted the ISO 9001:2015 (Quality Management System) follow-up audit simultaneously at all Calidra Mexico plants, ensuring uniformity and compliance under the multi-site modality.
- We carried out the multi-site audit for the Cantera, Progreso, Acajete, and Apasco plants under ISO 14001:2015 (Environmental Management System), consolidating our focus on sustainable and responsible operations.
- We unified the certifying body under TÜV NORD for all Calidra Mexico plants, allowing for standardized processes and procedures, a single integrated system, and one certifying entity.
- In addition, in Mexico, the Santa Cruz plant was certified at Level Three of the Self-Management Program of the Ministry of Labor, making Calidra the only Mexican company to achieve this level of certification in the country during 2024.
- In the animal feed sector, we participated in the annual audit conducted by the National Agri-Food Health and Quality Service (SENASICA), maintaining our certification as an Animal Feed Industry Establishment and Producer.

These achievements are a testament to our commitment to continuous improvement, safety, quality, and sustainability across all our operations. They align us with international best practices and strengthen our position as a leader in the industry.

	ISO	ISO	ISO
	9001:2015	14001:2015	45001:2018
Hermosillo, Sonora	✓		✓
Monterrey. N.L.	✓		✓
García, N.L.			
Torreón, Coahuila	✓		✓
San Luis Potosí, S.L.P.	✓	✓	✓
Aguascalientes, Aguascalientes	✓		✓
Tecolotlán, Jalisco	✓		✓
Zapotiltic, Jalisco	✓		✓
Santa Cruz, Jalisco	✓		✓
Apaxco, EDOMEX	✓	✓	✓
Progreso, Hidalgo	✓	✓	✓
Acajete, Puebla	✓	✓	✓
Mezclas Acajete, Puebla	✓	✓	✓
Potrillos, HON	✓		
Río Claro, COL	✓	✓	
Arequipa, Perú			✓
Transportes Calidra, CHI	✓	✓	✓
Noviciado, CHI	✓	✓	✓
Mina Cristo, CHI	✓	✓	✓
La Laja, Argentina	✓	✓	✓
Padre Bueno, Argentina	✓	✓	✓
Villicum, Argentina	✓	✓	✓
El Volcán, Argentina	✓	✓	✓
Zapala, ARG	✓	✓	✓
Los Berros, Argentina	✓	✓	✓
Of. Chile, CHI	✓	✓	✓
Of. San Juan, ARG	✓	✓	✓
Of. Buenos Aires	✓	✓	✓



We also achieved important milestones in product commercialization:

- Qualification of the Quimex product before the National Registry of Food Products (RNPA), in compliance with Articles 1395 and 1398 of the Argentine Food Code (CAA)
- Renewal of the Kosher certification granted by SAK Kosher South America, which validates the quality and standards of our Quimex product line for specific markets.

These achievements strengthen our ability to operate under internationally recognized standards and align with the expectations of our stakeholders.

Chapter 03

Employee Development

Enhance employee talent through training and career development opportunities. Provide safe working environments and conditions, while promoting respect and encouraging diversity within teams.

- 3.1 Calidra Talent
- 3.2 Development and Training
- 3.3 Equity, Diversity and Inclusion ("EDI")
- 3.4 The Road to Zero Incidents
- 3.5 Comprehensive Wellness

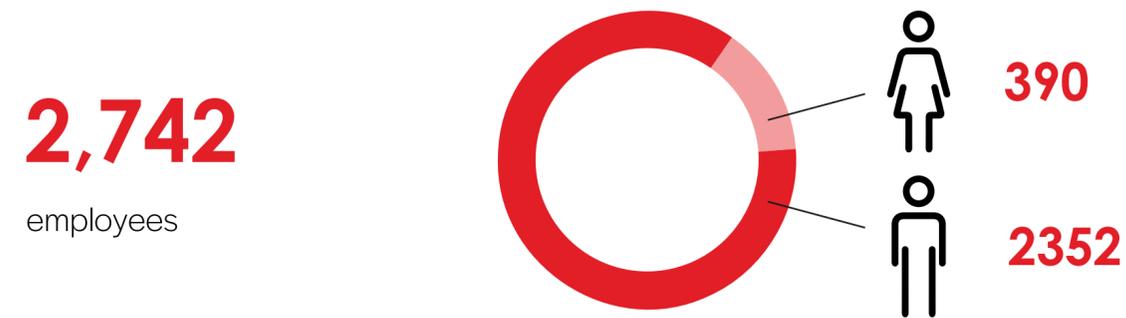


3.1 Calidra Talent

At Calidra, we are committed to the professional growth of our team, fostering the development of their skills and enhancing their performance through ongoing training. We strive to instill in all our employees the importance of maintaining a service-oriented attitude in order to achieve the company's goals and meet our customers' expectations.

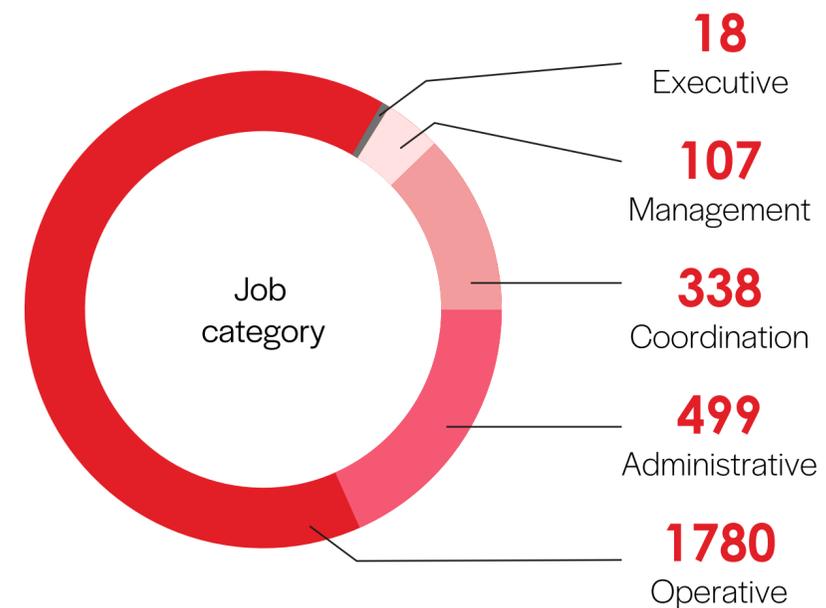
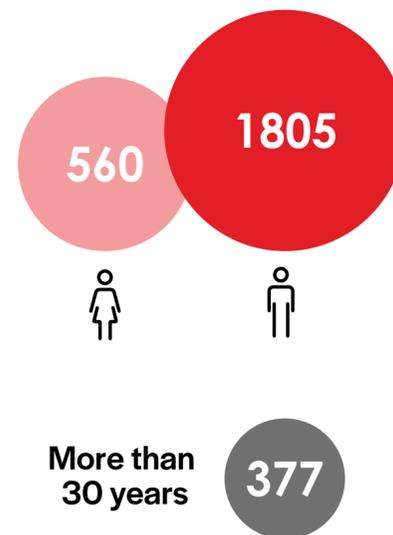


Below is Calidra's organizational structure, which reflects the 2,742 employees at various levels within the organization.



14%
of our workforce are women.

Under 30 years old



30%
of whom hold a coordinating, managerial, or executive position **3%** more than last year.

In 2024, the turnover rate increased from 15.9% to 21.3%. One-third of the departures were due to contract terminations and severance as a result of organizational restructuring. A total of 658 contracts were signed, 150 of which were related to the acquisition of Refractarios Básicos (REBASA) and Dolomita Monclova (DOMOSA). Seventeen percent of new hires were women, and 42% were under 30 years of age, reflecting our commitment to promoting the professional development of new generations.



3.2 Development and Training

Grupo Calidra is guided by the philosophy of "Our culture centered on the person." For us, people are the most important asset of the organization, representing unique and irreplaceable value. We therefore foster a healthy and balanced work environment, recognizing the profound impact culture has on business outcomes.

We operate with responsibility, respect for human dignity, equality, solidarity, and a strong focus on personal development.

In 2024, courses, workshops, and awareness activities were held at all levels of the organization to emphasize the importance of a people-centered workplace. The objective is for this learning to be reflected in our everyday actions and behavior—both within and beyond Calidra.

Some of the development programs included:

- **School of Managers**

A program designed to train professionals in a comprehensive manner, equipping them with the knowledge and skills necessary to meet organizational needs and overcome challenges. Participants are expected to fully embrace their roles and responsibilities in achieving business objectives through the efficient management of the plants under their supervision.

The program, designed together with the Iberoamericana University, includes 46 subjects covering key topics such as Operations, Sustainability, Community Relations, Administration and Finance, Customer Service, Legislation, and Leadership, including the development of soft skills. The program has a certified diploma by the university.



- **Middle Management**

This course aims to provide coordinators with practical tools, knowledge, and leadership skills to manage teams efficiently. It focuses on strengthening competencies such as decision-making, effective communication, conflict resolution, and motivation, enabling participants to become leaders who drive both individual and team performance.

- **Mentoring Program**

Mentoring is a voluntary initiative at Grupo Calidra in which the mentee shares goals and experiences with a mentor to foster learning and professional growth.

- **Certifications**

We certify our collaborators in key Sales and Customer Service positions to ensure they possess the most up-to-date knowledge..

- **Calidra Leaders**

This initiative aims to highlight the value and dedication of every team member—from plant operators to administrative staff. With Calidra Leaders, we share experiences that demonstrate their impact across various industrial sectors and in society, inspiring our entire workforce.

**+148,000
hours**

of training were delivered an average of 54 hours per employee.



We invite you to access this content via the following QR code:



3.3 Equity, Diversity and Inclusion "EDI"



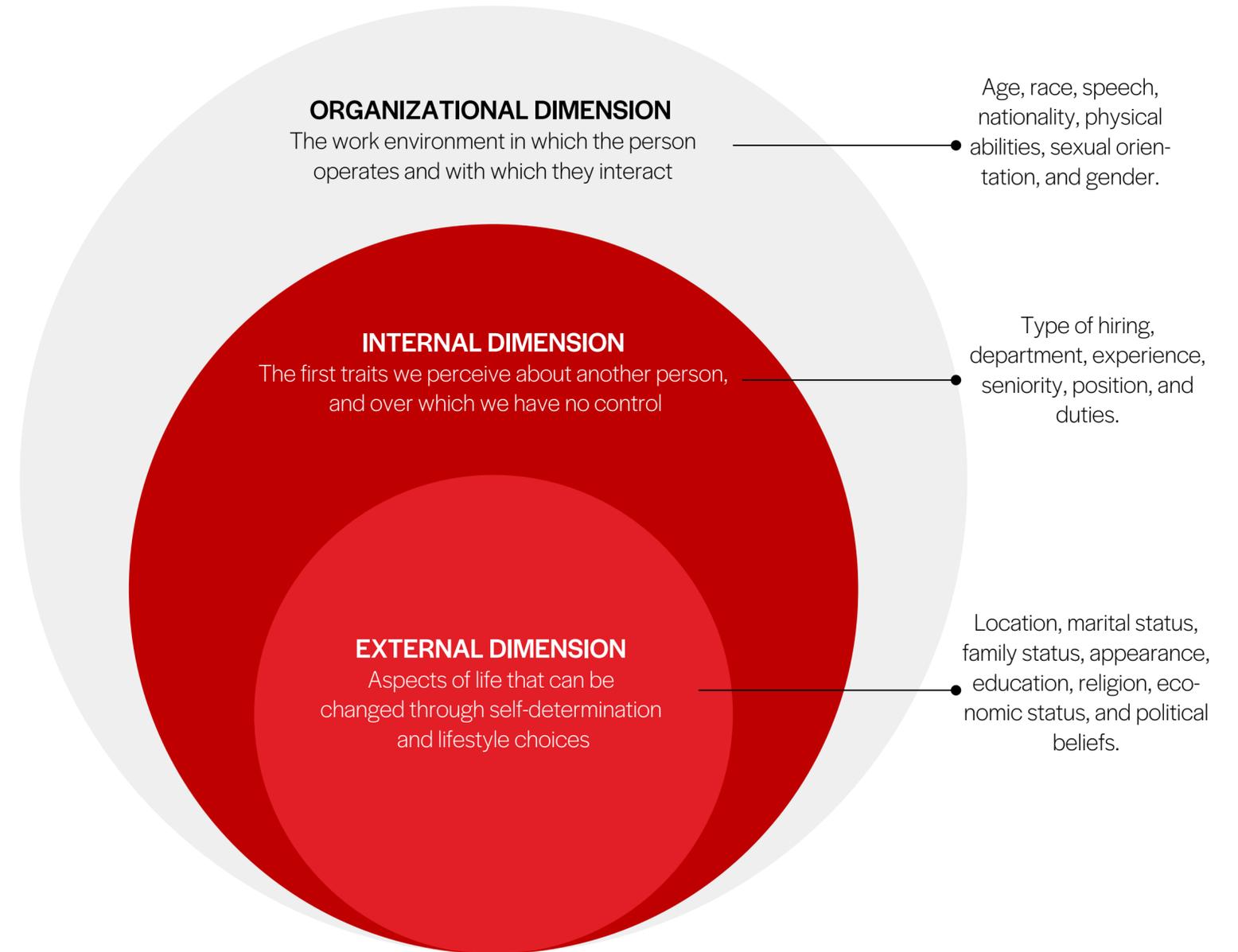
We have an EDI model in place to guide our strategies, address relevant topics, and make decisions that consider the impact on people who have a direct or indirect relationship with Calidra.

In addition, we have an EDI team that follows up on and addresses strategic projects across all dimensions of our model, as well as the implementation of our policy focused on these matters.



Equity, Diversity and Inclusion

We are all **CALIDRA**



3.4 The Road to Zero Incidents

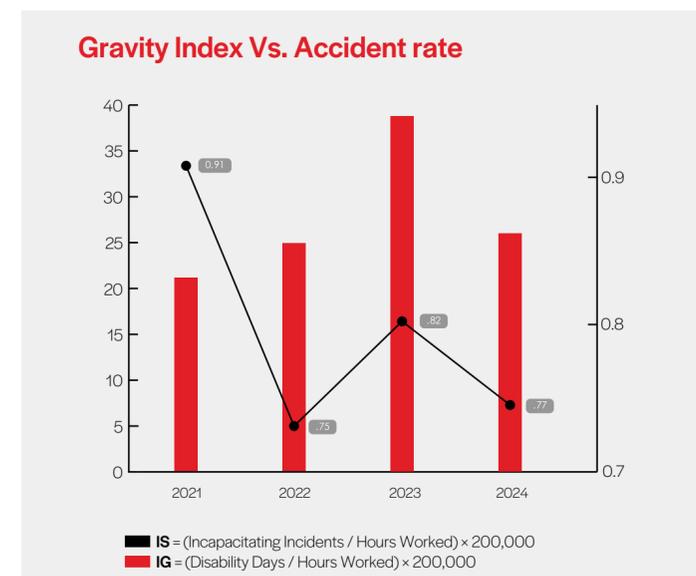
At Calidra, safety is our fundamental pillar. It is not merely a commitment—it is a core value that defines us. We live safety both inside and outside the workplace, because we believe that the well-being and integrity of our employees are essential to our collective success.

We are committed to protecting people and optimizing our processes through a robust and comprehensive safety culture, present in every action we undertake. We operate under a Health and Safety Management System that encompasses three main areas:

- **Process Safety:** This area is managed and monitored through ASP (Process Safety Management), which consists of 14 elements focused on achieving more efficient, productive, and safe processes.
- **Task Safety:** Participation in local voluntary compliance programs such as PASST (Self-Management Program for Occupational Safety and Health), and international certifications such as ISO 45001.
- **Personal Safety (Worker Awareness):** We reinforce this third pillar through safety campaigns, the "Safety Leadership Culture" course, and events such as the Group-wide "Safety Challenge." Every day, we promote cultural transformation through strategic campaigns and strict compliance with legal and internal management systems.

We present below the severity index and accident rates for the last four years. Unfortunately, one fatal incident was recorded in 2024. We acknowledge the importance not only of reducing the frequency of disabling incidents but also of minimizing their severity. We reiterate our priority commitment to safety, emphasizing that safety must always come first in every activity.

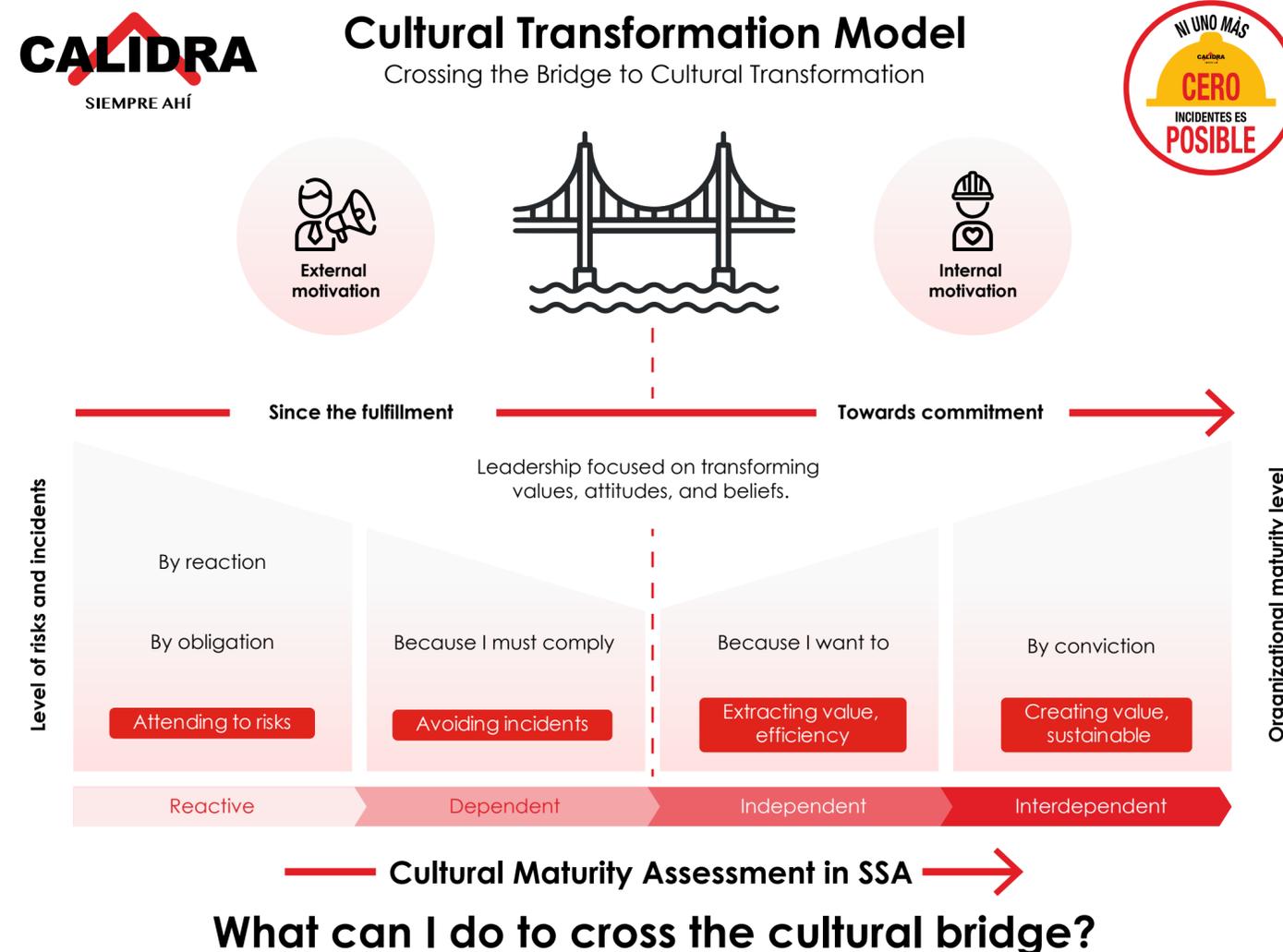
To support this objective, we have made significant investments in improving process safety, including the reinforcement of the ASP (Process Safety Management) system throughout our operations. From compliance towards commitment.



Fostering a Culture of Prevention and Safety Leadership

Every day, we work to strengthen a culture of prevention in every individual at Calidra. Our goal is to build interdependent safety leadership, where each person takes an active role in creating safe, risk-free work environments with the proper conditions to protect their health.

We aspire for this leadership to transcend the workplace and positively impact families and communities, leaving behind a legacy of safety and health that promotes incident prevention in all aspects of life.



Safety Challenge



The Safety Challenge is an event that brings together employees from different areas, plants, and countries to test their knowledge and skills in the execution of high-risk tasks and compliance with safety standards. Our motto is “Learning by doing,” and through this dynamic, we promote experiential learning through real and interactive exercises, fostering teamwork and reinforcing leadership.



Benefits of the Safety Challenge

- 

Efficient and conscious use of safety checklists


- 

Key Highlights


- 

Review and use of appropriate equipment and tools.


- 

Recognition of safe work and safety guidelines.



Main Results and Benefits



- **Internal qualifiers:** Held at each plant to select representatives for the final “Safety Challenge 2024” event.
- **Strategic Participant Selection:** Employees identified as at-risk through the “Safety Test” participated in targeted activities to reinforce their safety knowledge and skills.
- **Outstanding Participation:** A total of 331 participants—including operators, supervisors, judges, and observers—took part in the events.
- **International Coverage:** Representatives from plants in 5 countries participated, promoting cross-border exchange of experience.
- **Multidisciplinary and Multicultural Teams:** 8 venues hosted diverse teams, providing a comprehensive perspective on safety challenges.
- **Acknowledgements:** 216 prizes, medals, and awards were presented in recognition of the participants’ effort and commitment.
- **Zero Disabling Incidents:** No disabling incidents were recorded during the “Pre-Safety Challenge” qualifying rounds.

These achievements demonstrate our commitment to safety, promoting continuous learning and strengthening the integration of safe practices throughout our operations.



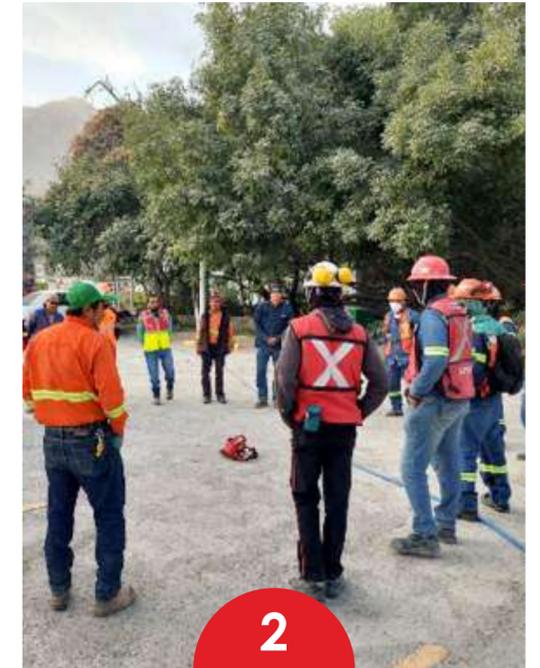
Standardization of Best Practices in High-Risk Jobs

This year, we focused on the standardization of high-risk practices. Committees were established to review and unify procedures, documentation, and safety equipment. Representatives from each country participated in these committees to ensure regulatory compliance in each region, while also fostering collaboration and teamwork.

- 1** Updating and standardizing standards, documentation, checklists, and equipment.
- 2** Designing practical dynamics to reinforce fundamental concepts of safe work.
- 3** Delivering training sessions on the updated standards.
- 4** Conducting drills for the execution of high-risk work.



1



2



3



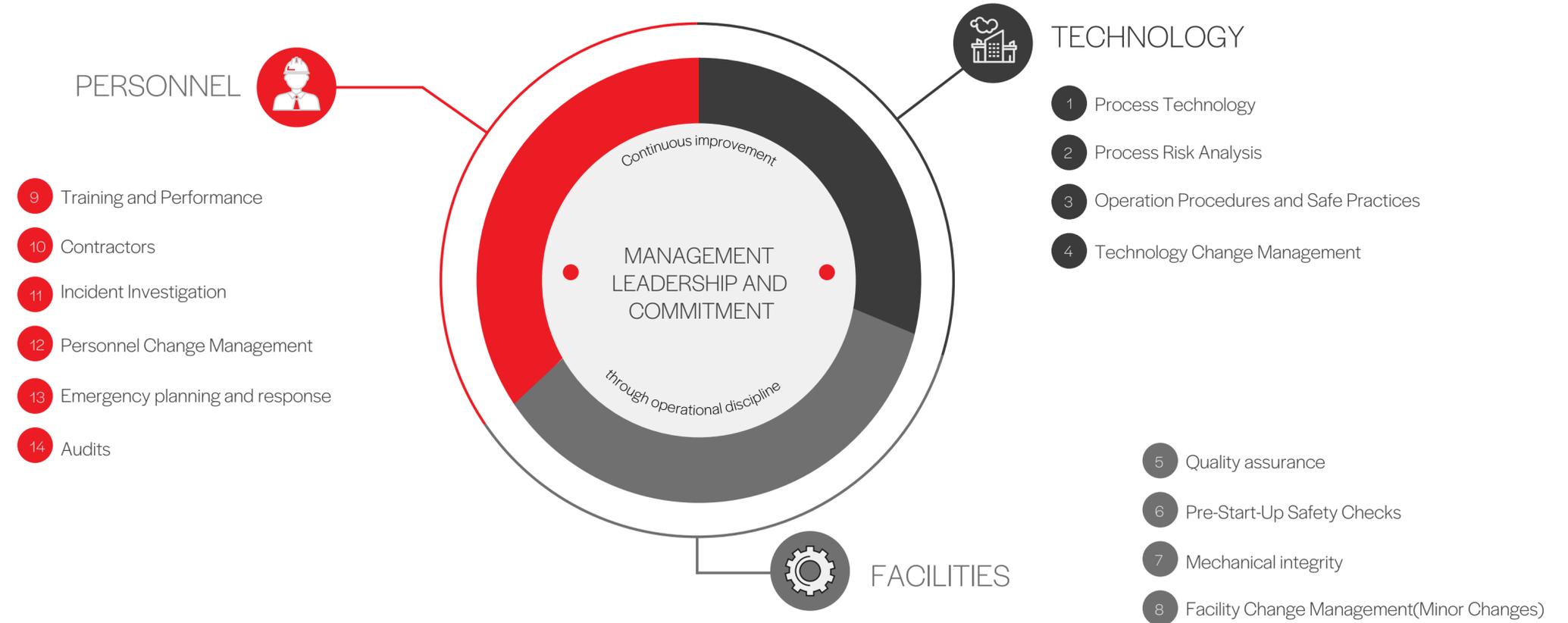
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ASP

This system is composed of 14 elements that comprehensively address technological aspects, infrastructure, and the development of human capabilities, promoting a culture of safety throughout the organization.

In 2024, we monitored the 14 elements of the ASP System, concluding its implementation and beginning to measure its performance through key indicators. In addition, we made progress in integrating the ASP System with our integrated business management system, fostering synergy between them and strengthening operational excellence through the continuous improvement of our operations.

PROCESS SAFETY MANAGEMENT (ASP)



Some key results were:

3,831

evaluations of the Training and Performance element.

1,129

Process Risk Analysis recommendations closed, reaching a cumulative total of 1,499 closed recommendations.

684

risk scenarios mitigated from the Process Risk Analysis.

1,035

actions derived from completed incident investigations.

365

critical functions trained and evaluated among employees.

165

critical equipment items with established spare parts lists and maintenance plans.

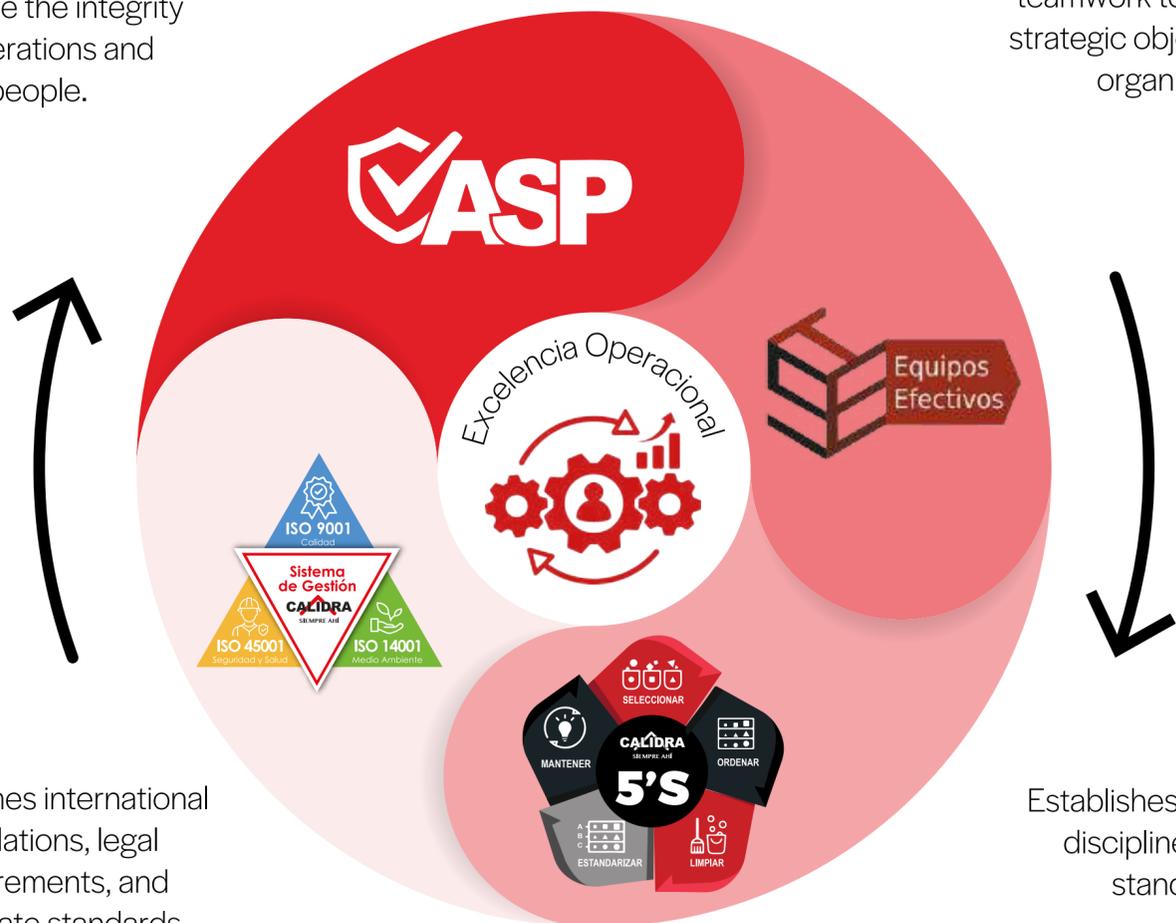
120

Failure Mode and Effect Analyses (FMEA) performed on critical equipment within the Mechanical Integrity framework.

Strengthening of the leaders of the ASP elements.

Systems Synergy

Defines best practices to ensure the integrity of operations and people.



Promotes a culture of teamwork to achieve the strategic objectives of the organization.

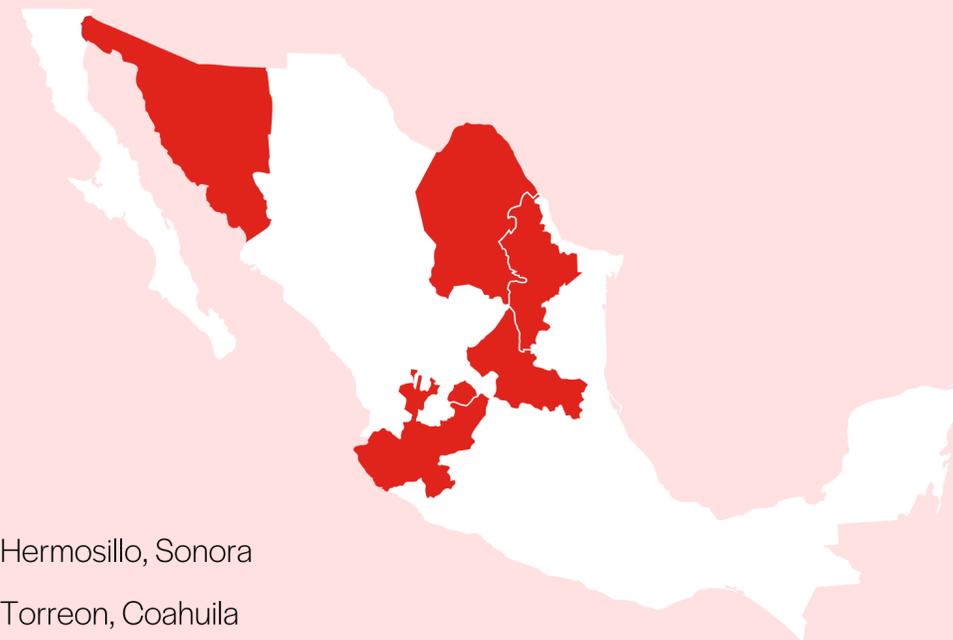
Establishes international regulations, legal requirements, and corporate standards.

Establishes operational discipline through standards.

This integration began at the Southern Cone plants (Chile and Argentina) and will be progressively extended to our operations in Mexico and Central America, promoting sustainable and operational practices at a global level.

Security Management Systems

In 2024, we consolidated this commitment by certifying the following plants in Mexico under ISO 45001:2018 (Occupational Health and Safety Management System), in multi-site mode:



- ✓ Hermosillo, Sonora
- ✓ Torreon, Coahuila
- ✓ Monterrey, Nuevo Leon
- ✓ Pozos, San Luis Potosi
- ✓ Tecolotlan, Santa Cruz y Zapotiltic, Jalisco
- ✓ Aguascalientes.

With this, we have **17 certified work centers**, achieving standardization in task execution and consolidating a systematic approach to occupational risk management.



3.5 Comprehensive Wellness

At Grupo Calidra, caring for the health of our employees is a priority. For this reason, we have implemented a comprehensive health program at our plants, Distribution Centers, and Offices, attended by physicians with an occupational profile. This approach ensures operational continuity and reduces the risk of occupational and non-occupational illnesses, guaranteeing that our employees remain healthy and are able to perform under optimal conditions.

Our health strategy has a preventive focus, prioritizing health promotion activities both inside and outside the workplace:

"Cuida" Program

Its objective is to identify, prevent, and mitigate health risks related to work activities at Grupo Calidra. In 2024, this program was structured along two main lines of action:

1. Identification and Analysis of Occupational Hazards

Labor monitoring was carried out in 100% of our plants, allowing us to identify the specific risks to which our employees are exposed.

Occupational physicians conducted periodically planned tours of the facilities to assess and mitigate health risks.

Each identified risk has a specific management program aligned with regulations, including training, communications, and infographics to raise

awareness and educate employees about the risks.

2. Epidemiological Surveillance

To evaluate and monitor the health status of Occupationally Exposed Personnel, 1,832 periodic medical examinations were performed during 2024. This made it possible to identify potential effects related to occupational hazards and to establish timely preventive measures.



"Vive" Program

Since 2021, we have implemented the Vive program with the purpose of improving the health of our employees with chronic diseases, promoting healthy habits through nutrition, physical activity, and digital monitoring tools.

Some of the initiatives of this program are:

Habits challenge

In 2024, significant results were achieved thanks to the commitment of the participants:

32%

of personnel at cardiovascular risk were actively involved.

749 kg

of total weight lost by participating employees

113,611,963

accumulated steps
(approximately 85,208 km, equivalent to circling the globe twice)

and **14,276**
challenges met.

Mejoras en indicadores clave como índice de masa corporal, presión arterial, Hb Glucosilada, colesterol y triglicéridos.

Learn more about this award-winning initiative from the 1st Edition of the **Logra 2023 Awards** at this QR:



Both programs, **“Cuida”** and **“Vive”**, reflect our commitment to promoting a healthy work environment, in line with our sustainability strategy and comprehensive well-being for all the people who make up Grupo Calidra.

We implemented various initiatives aimed at promoting the health, connection, and safety of our employees, their families, and the community. The following are the main activities carried out in 2024:

Running for Your Health

This initiative has become a key strategy for promoting health and integration among employees. In 2024, 10 races were organized at our sites, with the participation of 3,966 people, including employees, family members, and friends. These activities reinforce the values of connection and well-being, promoting active and healthy lifestyles.



Triathlon Triennial

During December 2024, we held a triathlon with the participation of 119 members of the management team. The main objective of this event was to promote physical activity and team integration.



Eye Protection Campaign

In 2024, we launched an eye protection campaign to reinforce workplace safety. As part of this initiative:

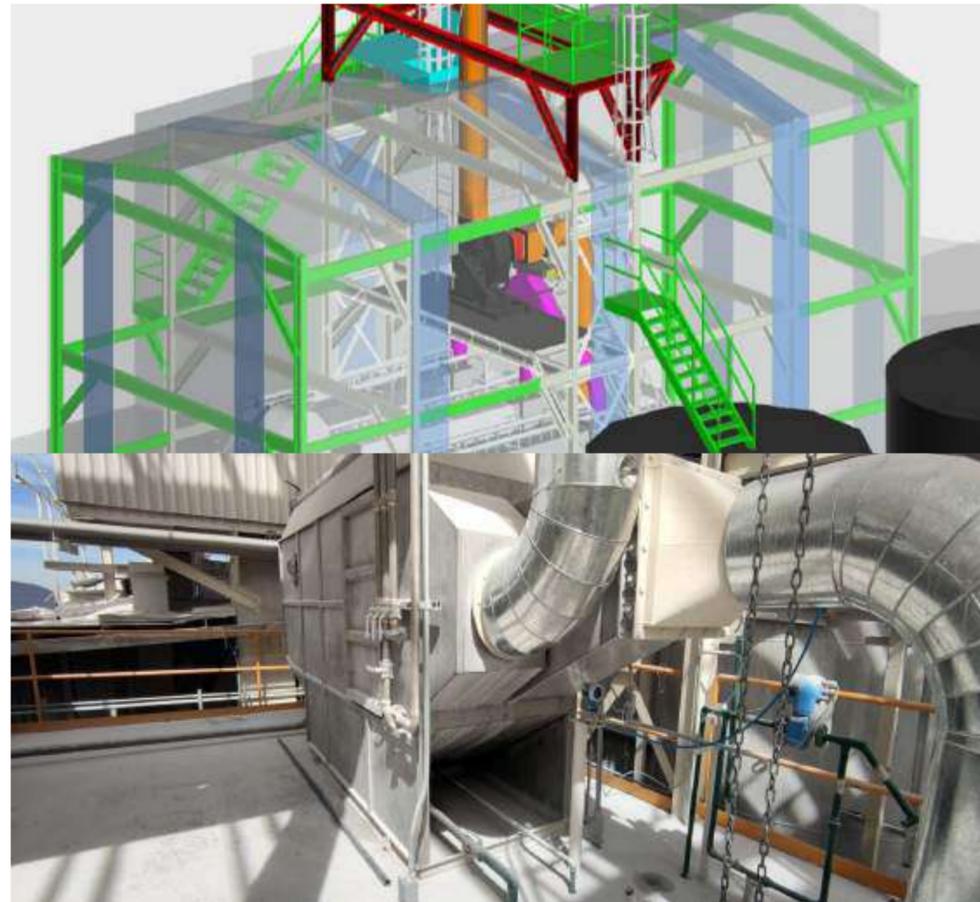
Eye personal protective equipment (PPE) was upgraded to goggle-type glasses designed to reduce the risk of eye injuries. We delivered 715 prescription units, following ophthalmologic evaluations.

Influenza Prevention

The annual influenza vaccination campaign was carried out. In total, 858 employees received the vaccine, contributing to the protection of their immune systems against the virus.

These initiatives reaffirm our commitment to the comprehensive well-being of our employees, promoting a safe and healthy work environment that fosters quality of life both inside and outside our facilities.





Pre-Startup Safety Check

As part of our commitment to safety and sustainability, we implemented the practice of Pre-Startup Safety Review using 3D technology. This innovation enabled virtual walkthroughs of projects under development, involving a multidisciplinary team focused on early identification and risk prevention starting at the design stage of new facilities. This approach not only strengthens risk management but also contributes to the continuous improvement of our operations and compliance with international safety and sustainable design standards.

Health and Safety Innovation Projects



Installation of a Calcium Hydroxide Super Bagging Machine – Puebla, Mexico

A super bag packaging machine was installed with an integrated powder collection system, weighing system, and sealed conveying equipment. This eliminated the risks associated with manual bag filling.



Cabin Isolation System for Noise and Vibration Control – Progreso, Mexico

The goal of this initiative is to reduce noise and vibration levels to provide a safer and healthier working environment for operators and to prevent occupational diseases.



Pneumatic System Padre Bueno, Argentina

To improve ergonomics and reduce physical strain in the bagging area, the palletizing process was redesigned. Previously, two people manually picked up bags from each side of the conveyor belt and placed them on the pallet, requiring continuous physical effort. The new system allows operators to assemble pallets safely and without physical strain, thereby reducing the risk of injury.

Chapter 04

Community Welfare

Ensure the health and safety of surrounding communities by addressing potential impacts of the company's activities. Act as a good neighbor in addressing major needs through collaboration and social investment.

- 4.1 Education, Culture and Sports
- 4.2 Development and Entrepreneurship
- 4.3 Infrastructure and Services





During 2024, Calidra reaffirmed its commitment to sustainable development and community benefit by implementing a series of strategic measures aimed at strengthening its relationship with surrounding communities. Our goal is to continue **growing together with Calidra**.

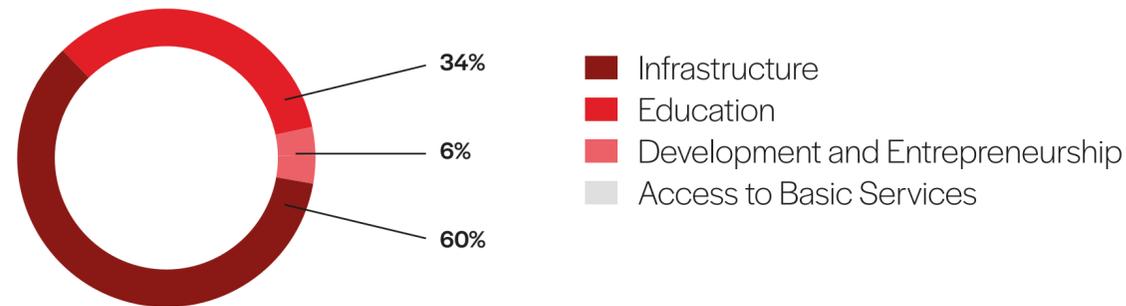
With a firm commitment to building societies where opportunities for social and economic development prevail, Calidra collaborated in 2024 with key entities to implement educational, environmental, social, cultural, and sports projects—thus promoting community well-being and strengthening relationships with its stakeholders.

In 2024, Calidra promoted business competitiveness and sustainability, generated local jobs, and established effective communication mechanisms with the nearby communities where it operates.

Social Investment

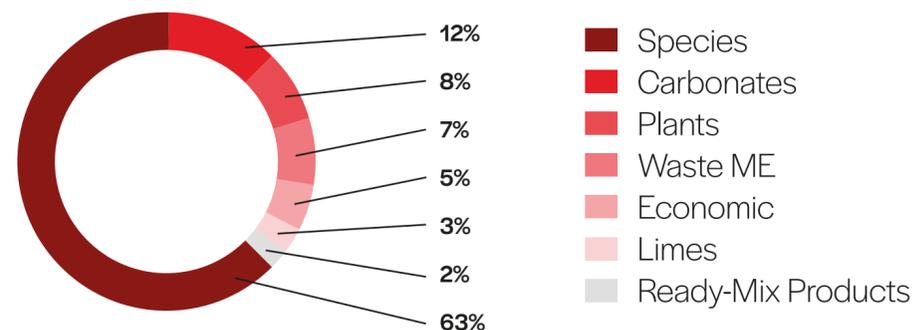
In 2024, Calidra's social investment exceeded USD 600,000 through the various programs and initiatives implemented, highlighting the improvement of access roads to the communities where we operate, with 60% of the resources invested; 34% went to activities related to education, cultural, and sports promotion, and the remaining 6% to the development and promotion of micro-entrepreneurship.

SocialFocus

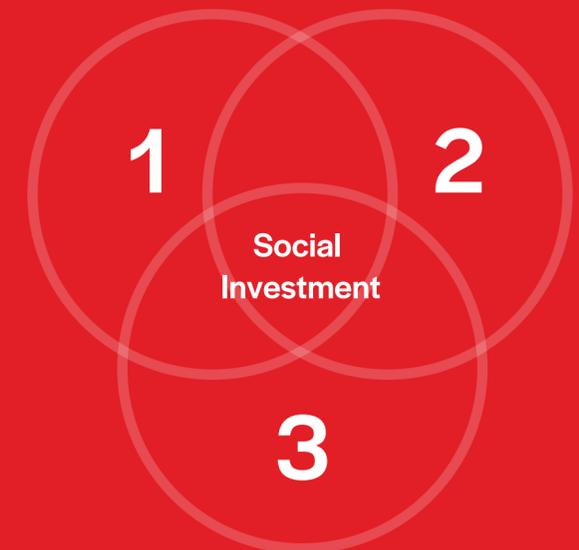


This year, 63% of the donations we made were in kind, prioritizing those in which our products such as limes, carbonates, and ready mixes provide a sustainable solution for communities. Donations of plants from our nurseries, as well as recycling efforts, also increased this year.

Type of donation



For the second consecutive year, Calidra has worked under a Social Investment Plan, which seeks to maximize the impact of its initiatives through the consolidation of strategic alliances. This plan is aligned with the established social investment model and is adapted to the needs of each operation, involving different areas of the company in its development and execution.



- 1 **Education, Culture and Sports**
Basic education
Technical Education
Cultural and Sports Promotion
- 2 **Development and Entrepreneurship**
Microenterprise
- 3 **Infrastructure and Services**
Housing availability
Access to basic services
Access to basic services



Calidra Adopt a School

This program has allowed us to focus our efforts on selected educational institutions. Priority needs are identified and, in accordance with the guidelines established by the company, an action plan is developed and implemented to address them, with the active participation of our employees, students, teachers, and parents as Calidra Volunteers.

This year, we collaborated with more than 18 educational institutions at the preschool, elementary, middle, and high school levels, mainly through cleaning campaigns, reforestation, maintenance, painting, donations of furniture and equipment, and participation in various cultural and sports events to strengthen the social fabric.

Liaison with Middle and Higher Education Institutions

This year, more than 16 high school and college students visited our facilities to learn about the production process and the uses and benefits of lime.



Your Friend, the Lime

During 2024, we promoted and participated in various cultural and sports activities, celebrated Children's Day with Calita, and shared the book Your Friend, the Lime so that our children could learn about our process and the importance of lime in daily life. We also celebrated Mother's Day, Father's Day, and Family Day, held internal soccer tournaments, and sponsored selected teams with sports uniforms.

4.1 Education, Culture and Sports

This year, in alliance with the Building and Growing This year, in partnership with the Building and Growing Foundation, **we inaugurated three additional Calidra Educational Classrooms**, bringing the total to five, located in the states of San Luis Potosí, Hidalgo, Puebla, and Aguascalientes.

The Aulas Educativas (Educational Classrooms) are open to anyone over the age of 18 who has not completed elementary, middle, or high school, or who wishes to take one of the more than 400 online courses available on the educational platform. **The service is completely free of charge.**



4.2 Development and Entrepreneurship

At Calidra we promote the development of productive projects that allow the development and empowerment of local economic activity. We work in partnership with municipal governments and organizations that promote entrepreneurship and economic development.

This year in Calidra Peru, we continue working on projects such as:

- Participation and promotion of alpaca and agroecological fairs in Arequipaa
- Vegetable planting in the District of Callalli
- Guinea pig breeding in the District of Callalli

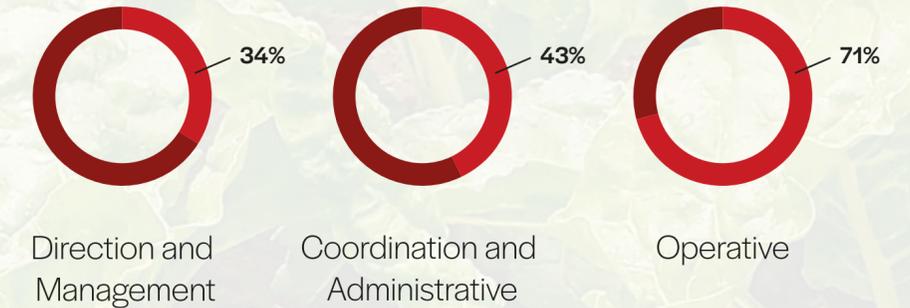


Local employment

At Calidra, we encourage our personnel to be suppliers of the communities near our operations. This year, 61% of employees belonged to the community where their workplace was located.



Percentage of local employees



61%
of our employees are from the communities where we operate

Social actions report in Calidra Peru

The project seeks to strengthen the relationship with the Callalli community through the preparation and dissemination of the institutional report it addresses: Job opportunities, service opportunities and social projects. This report consolidates the main actions carried out during the year and allows us to keep our stakeholders in the region informed and thus continue strengthening alliances with public and private institutions.



4.3 Infrastructure and Services



Lime Uses Workshops

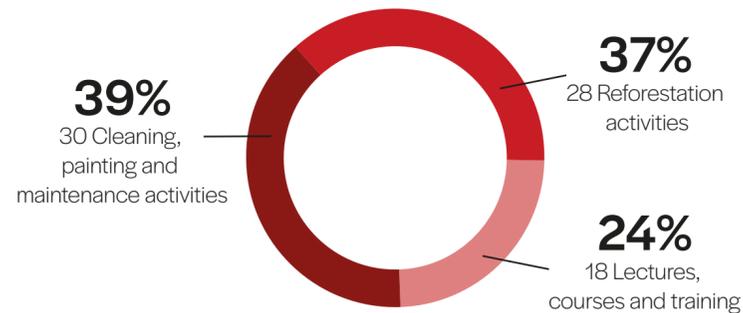
In alliance with educational institutions and centers, we gave more than 20 practical workshops on the uses and applications of lime in construction, paint and waterproofing, domestic uses, among others.



Calidra Volunteer

Through the Volunteer program, we have improved community infrastructure, housing availability and access to basic services. Mainly with the institutions with which we have collaborated in our different programs: Clean communities, cleanup and reforestation campaigns, among others.

In 2024, 76 volunteer activities were carried out.



76

volunteer activities

In 2024, Calidra reaffirmed its commitment to support vulnerable communities by providing water supply services throughout the year, directly benefiting more than 31 families.



Acknowledgments

As a company committed to our communities, we are proud to be part of the construction of the Gran Villa School in Villanueva, together with Shin Fujiyama. Thanks to our Mezcla Brava brand, each stage of this project has been carried out using quality products that ensure a strong and durable structure.

We were honored to welcome Shin to our plant, and afterward, our employees joined him on a 250 km journey to raise funds for school construction.

This project reflects our commitment to education, the future, and sports in Honduras.

We will continue to support initiatives that generate a positive impact on our society. **Together we build a better future!**

At Calidra, we always strive to maintain a relationship of trust and good neighborliness, promoting cooperation and effective communication as key elements. To support this, we have enabled the email **desarrollosostenible@calidra.com.mx**, which allows us to learn firsthand about the needs and concerns of our communities, serving as a channel to address and follow up on requests and/or suggestions regarding Social Management in our plants.



Chapter 05

Operational Efficiency

Organize processes and incorporate technology that will allow greater efficiency in the use of energy, reduce the generation of emissions and the management of other environmental aspects. To seek to maximize the use of resources. We manage our operations in an ethical and transparent manner, implementing innovative strategies to exceed global environmental and social standards.

- 5.1 Climate Action
- 5.2 Energy Efficiency
- 5.3 Water

- 5.4 Waste Management
- 5.5 Biodiversity and Ecosystems



5.1 Climate Action

Reducing greenhouse gas (GHG) emissions is essential to mitigate the adverse effects of climate change and achieve the global targets established in the Paris Agreement. At Grupo Calidra we measure our GHG emissions and classify them by emission sources with the goal of achieving carbon neutrality by 2050.



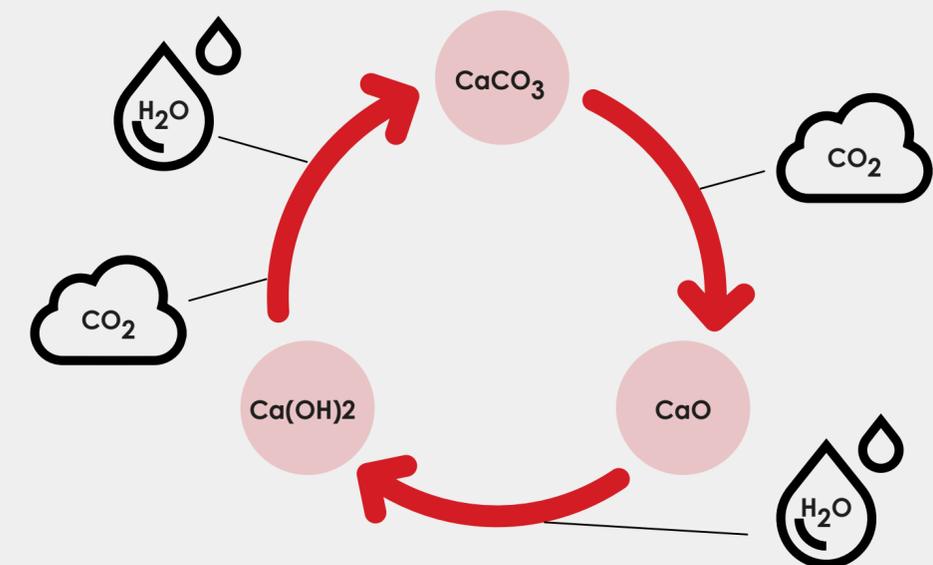
In our calcination processes, we only use pet coke and natural gas. Where available, we promote the use of natural gas instead of coke as fuel in our kilns. In 2024, 52% of the total GJ consumed as fuel came from natural gas, which helped reduce our carbon footprint and prevented 245,000 tons of CO₂e from being released into the atmosphere.

Lime is part of the solution: a natural carbon sink

The process of lime recarbonation is the reverse of decarbonation. It involves the absorption of carbon dioxide (CO₂) by calcium oxide (quicklime) and calcium hydroxide (hydrated lime) to form calcium carbonate (CaCO₃), a stable, solid compound.

Lime recarbonation is an effective way to capture and store CO₂, a process that contributes to climate change mitigation and can occur naturally or be induced.

As part of ANFACAL (National Association of Lime Manufacturers), we maintain alliances and research agreements with renowned institutions such as the National Autonomous University of Mexico (UNAM) and Oregon State University in the United States, which have demonstrated—both theoretically and through testing—the CO₂ reabsorption of our product and, as a result, a real reduction in our carbon footprint.



Greenhouse Gas Inventories

Each year, Grupo Calidra conducts inventories of its direct and indirect carbon emissions, which are verified by an external party in the case of Mexico.

Emissions Scope 1 and 2

1. Direct GHG Emissions (Scope 1)

Source	2022	2023	2024
Type	TonCO2e	TonCO2e	TonCO2e
Pet coke	674,335	587,403	541,307
Natural gas	299,152	318,745	326,493
Decarbonation	2,590,163	2,344,657	2,265,128
Total	3,563,650	3,250,805	3,132,928

2. Indirect GHG Emissions (Scope 2)

Source	2022	2023	2024
Tipo	TonCO2e	TonCO2e	TonCO2e
Electricity Consumed	49,648.01	46,304.91	47,440.63

*Mexico's inventories are verified by a third party subsequent to the issuance of the report and may vary.



In 2024, we emitted **116,741 tons CO₂e less** than in 2023.

Our carbon intensity (tCO₂/tCaO) places us at an internationally competitive level, thanks to the high energy efficiency of our kilns and production processes.

Carbon Intensity Level Group (tCO₂ / tCaO)

2021	2022	2023	2024
1.11	1.06	1.05	1.04



Carbon Footprint Innovation Projects

Precipitated Calcium Carbonate – La Laja, Argentina

In 2022, we worked on maximizing the recovery of CO₂ produced by a kiln at the La Laja plant in Argentina during the calcination process. The objective was to carry out structural repairs to prevent air suction into the CO₂ circuit (or loss of CO₂ to the environment), in order to use the gas emitted by the kilns in the production of precipitated calcium carbonate. Once the project was validated, it was replicated at the Los Berros CCP plant in Argentina in 2024.

In 2024, thanks to the operation of our Precipitated Calcium Carbonate (PCC) plants, **we avoided the emission of 5,384 tons of CO₂e.**

Substitution of Calcination Technology – Colombia and Argentina

In 2024, two new Parallel Flow Regenerative kilns (PFR) with Maerz technology were commissioned. These kilns represent excellence in limestone calcination, combining energy efficiency, sustainability, and state-of-the-art technology. Their innovative double-shaft design with regenerators allows for optimal heat utilization, significantly reducing fuel consumption and CO₂ emissions compared to traditional kilns.

Both kilns are equipped with high-pressure fan technology, replacing the previous blower systems and reducing energy consumption by 15.8 GWh per year: a 12% reduction.

In Argentina, they will **reduce electricity consumption in the calcination process by 15%**, and in Colombia by **17%** due to the change in technology, reducing CO₂ emissions.

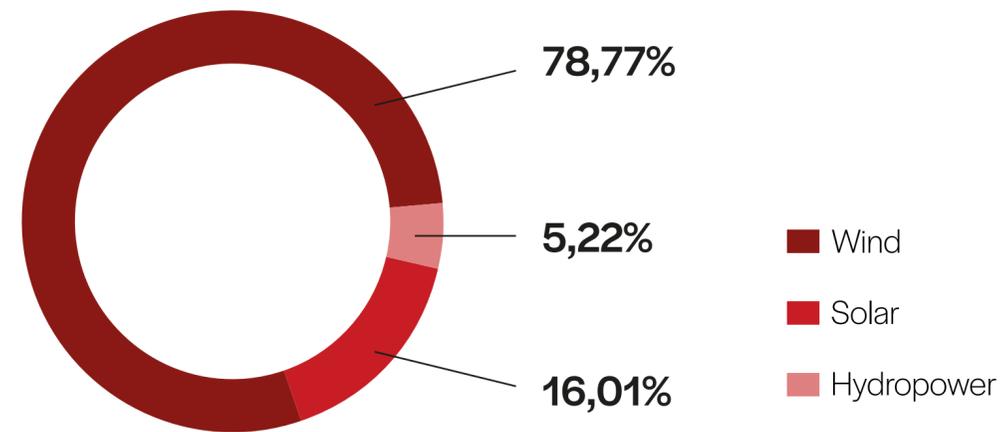


5.2 Energy Efficiency

In 2024, Grupo Calidra more than half of the energy consumption from its operations were supplied with renewable energy. In Mexico and Argentina, most of our plants are powered by wind energy. In Honduras, we have solar panels that supply 26% of our energy. In Colombia, the supply of renewable energy is 100%, mainly hydroelectric energy.

By using this amount of renewable energy, we are avoiding 43,564 tons of CO₂ equivalent.

Types of Renewable Energy Used at Calidra by Year



*Total energy consumption: 217,297,316 kWh

Distribution of fossil and renewable energy.

Some energy efficiency initiatives were installation of high-pressure fans in two kilns at the La Laja Plant (Argentina) and Río Claro Plant (Colombia), among others.

Energy Innovation Projects

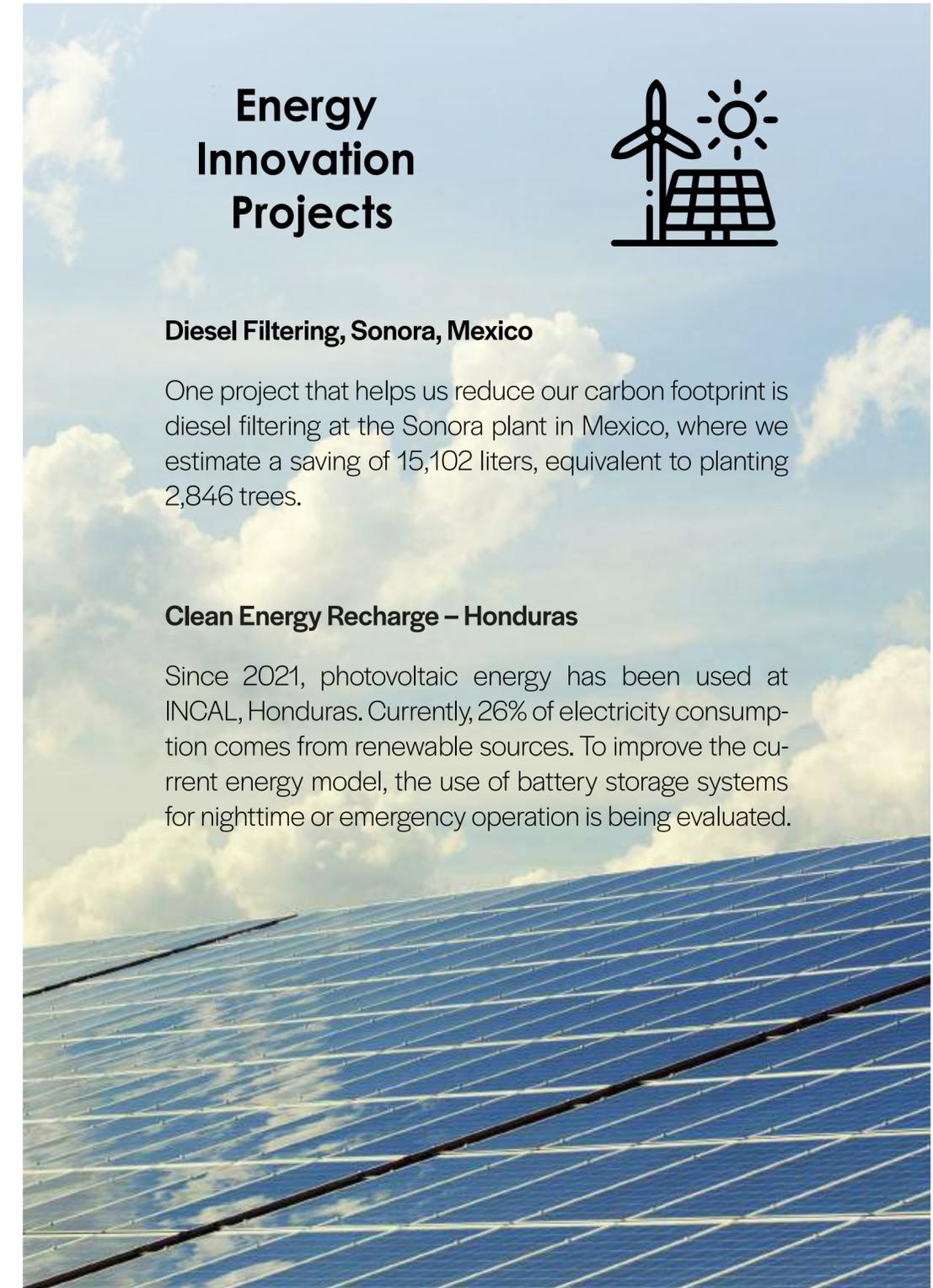


Diesel Filtering, Sonora, Mexico

One project that helps us reduce our carbon footprint is diesel filtering at the Sonora plant in Mexico, where we estimate a saving of 15,102 liters, equivalent to planting 2,846 trees.

Clean Energy Recharge – Honduras

Since 2021, photovoltaic energy has been used at INCAL, Honduras. Currently, 26% of electricity consumption comes from renewable sources. To improve the current energy model, the use of battery storage systems for nighttime or emergency operation is being evaluated.



5.3 Water

Initiatives for the care and responsible use of water:

- In 2024, a plant was added to the initiative to recover evaporated water from the hydration process.
- We continued with the good practice of using rainwater in 5 of the Group's plants.
- We have automatic measurement and data transmission systems that allow us to have effective control in water management.
- Improvements were implemented to the water recirculation system in the stone washing process, improving the water recirculation percentage in some cases by more than 80%.
- The organization keeps the wastewater treatment systems functioning properly.
- A second wastewater treatment system was implemented in one of Calidra Argentina's plants for wastewater from the automotive workshop, which allows 95% of the recovered water to be reused.

Water recovery in washed sand storage hopper, Puebla, Mexico

One of the best practices implemented to reduce water consumption took place at the Puebla plant in Mexico. During sand washing, there was a water loss of 15 to 19 L/min at the sand hopper discharge. A water recovery system was installed to reuse water in the process, thus contributing to water consumption and environmental protection.

Water recovered increased from **18 to 22 m³ /day.**

Rainwater harvesting

Rainwater harvesting systems installed at the plants in Aguascalientes, Cal Química Mexicana (San Luis Potosí), Santa Cruz and Tecolotlán (Jalisco), all in Mexico, as well as in Noviciado, Chile, allowed us to use a total of 4,144 m³ of rainwater in 2024. Additionally, we completed the infrastructure to recover rainwater at the Progreso Plant in the state of Hidalgo, Mexico, which included the installation of roof gutters and storage tanks.



Innovation Projects in Water Technology

Recovery of evaporated water from the hydration process

The evaporated water recovery systems in the hydration process installed at the Progreso Plant in Hidalgo, Mexico, allowed us to use 39,549 m³, which represents 40% of the water used in the process.



Evaporated Water Recuperator in the Hydration Process – Progreso Plant



Roof gutters to recover rainwater at the Progreso Plant



Rainwater harvesting storage pools at the Tecolotlán Plant

Wastewater Treatment Systems

Across 17 wastewater treatment systems located at our main plants in Mexico, Colombia, Honduras, Peru, Argentina, and Chile, a total of 6,844 m³ of wastewater was treated. This volume originated from auxiliary services at the facilities, and 100% of it was reused, including reincorporation into the hydration process.

In 2024, we treated 6,844 m³ of water achieving 100% reuse



Oil and Hydrocarbon Separator

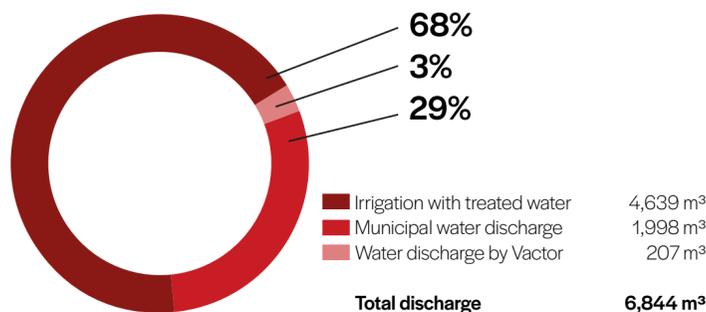
At the La Laja Plant, located in San Juan, Argentina, an oil and hydrocarbon separator was installed to trap grease and hydrocarbons from the mobile equipment maintenance area. The grease-free water is used to wash the mobile equipment, resulting in improved water management.



Connection to the Municipal Treated Wastewater Network

At the Monterrey Plant in Mexico, 100% of the water used for road and green area irrigation, general services, and the hydration process is treated water sourced from the municipal network.

Water Discharge



Water Withdrawal by Source

Water withdrawal (m ³)	%
Well water	85.5%
Municipal Water Network	0.2%
Use of treated water	6%
Pipes	5%
Rainwater harvesting	0.3%
Vapor recovery hydration	3%

Circularity of the Operation

At Calidra, we are fully aware that our primary raw material is a non-renewable resource. For this reason, we have focused our efforts on the efficient use and valorization of stone, actively promoting circularity throughout our operations.

The following table shows the quantities, expressed in tons, of our main raw materials.

Materials used (Toneladas)	2023	2024
Bags (Renewable Material)	36,299.91	35,822.69
Water (Non-Renewable Material)	1,247,715	1,215,201
Stone (Non-Renewable Material)	9,811,551	11,742,338

Some of the key actions include:

Training courses on Geology Applied to the Lime Industry, aimed at introducing exploration methodologies, data collection, and geological interpretation—highlighting the crucial role of geologists within the organization.



In addition, in collaboration with the Universidad Autónoma de San Luis Potosí, this year we worked with the Geology and Mining teams to develop a comprehensive and applied understanding of the characteristics, formation, and classification of carbonate rocks, as well as their implications in geological, industrial, and research processes.



Innovation Projects in Operational Circularity

Mineral Resource Optimization, Colombia

With the implementation of a classification process using mobile equipment currently being tested in the quarry, a 55% recovery of usable material for the plant has been achieved from fine material piles accumulated in dumps. The remaining 45%, due to its granulometry, has been used by local companies and donated to communities, where it serves as paving for tertiary roads in the region. This initiative has helped prevent the disposal of materials in landfills.

In addition, we have mining plans in place at all our operations to ensure the operational continuity and sustainability of our quarries.

5.4 Waste Management

Grupo Calidra promotes prevention and integrated waste management through strict internal standards. To this end, we established and implemented Calidra's Waste Guidelines:



- 1 We separate and classify all waste according to its characteristics.
- 2 We record all waste from generation to final disposal.
- 3 Each site has an exclusive, properly conditioned area for temporary waste storage.
- 4 We implement Management Plans to define waste reduction strategies.
- 5 We avoid single-use materials.
- 6 We operate under a waste reduction approach.
- 7 We promote actions that support waste circularity (zero landfill).
- 8 We train our employees in waste management through waste separation workshops.



Taller para separación de Residuos planta Puebla, México.



Waste Separation Workshop García Plant, Mexico



Our goal is to ensure that only non-recoverable waste is sent to landfills. In 2024, we made progress in managing operational waste, improving the amount of material sent for recycling. As a result, we prevented 10.91 tons of tires from ending up in landfills by sending them to be used as alternative fuel in kilns.

In 2024, we implemented several strategies to improve our Waste Management performance, including:

- TWorkshops on correct waste separation and classification.
- Environmental diagnostics at our plants to identify areas of opportunity and implement action plan
- Campaigns to reduce the use of disposable containers; reusable containers were distributed to plant personnel..
- Composting of organic waste to reduce the volume sent to landfills.
- Progress in the digitization of daily reports and forms in the Property Security area, significantly reducing paper consumption.

In Aguascalientes, Mexico, we replaced wooden decking with plastic decking. By eliminating the use of wooden pallets, we reduced tree felling. Plastic pallets have an approximate lifespan of 10 years, which lowers replacement frequency and, consequently, environmental impact.



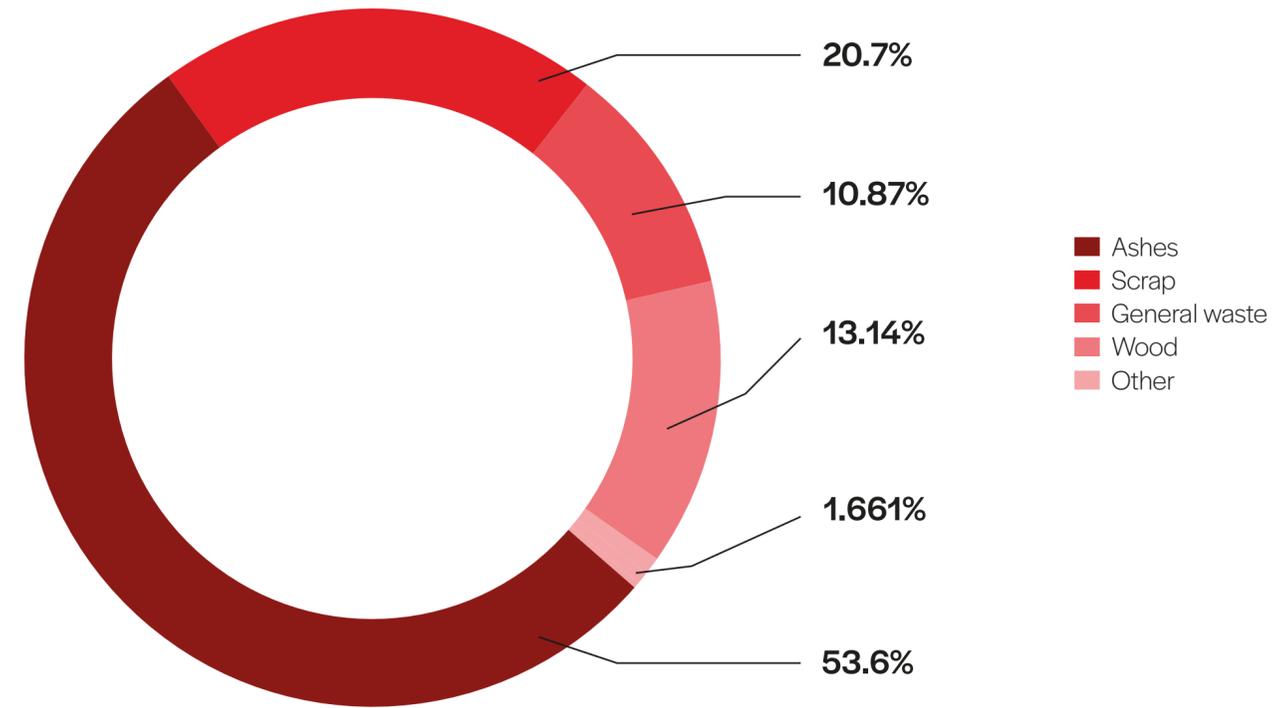
499 plastic pallets equivalent to **78,000** wood planks

Non-Hazardous Waste Generated

The following table presents the amount of non-hazardous waste generated in 2024. It is important to highlight that ash volumes were significantly reduced thanks to reinjection projects implemented at our plants.

Waste	Tons	Final Disposal	Reduction in Generation (tons)
Ashes	1,331.50	Silo	2,028.36
Scrap	515.00	Container	374.80
General garbagem	270.01	Container	61.40
Wood	326.44	Container	57.72
Broken bags	22.13	Container	23.44
Plastic Nylon Big bags	1.28	Container	37.08
Used band	0.50	Container	17.78
Used tires	10.91	Bulk	32.35
Organic waste	5.91	Landfill	5.60
Dust collector sleeves, glass and printer cartridges	0.69	Container	4.53
Total	2,484.37		2,643.06

In 2024, scrap metal was one of the most frequently generated types of waste, as ongoing maintenance, organization, and cleaning activities are carried out to keep operations and facilities in optimal condition.

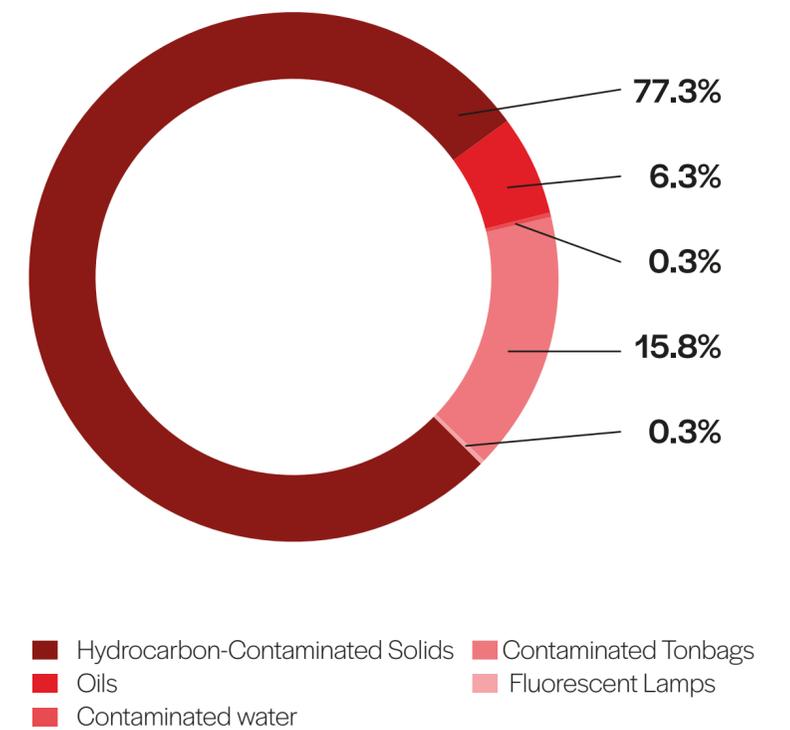


Hazardous Waste Generated

During 2024, the most commonly generated hazardous wastes included contaminated solids, contaminated tonbags, oils, fluorescent lamps, and contaminated water. However, all of these categories showed a significant reduction in volume compared to 2023:

- Contaminated Solids and Tonbags -6%
- Oils: -57%
- Fluorescent lamps: -73%
- Contaminated water: -76%

In addition, it is worth noting that the temporary storage of all our waste complies with current environmental regulations, facilitating proper waste classification.



5.5 Biodiversity and Ecosystems



We take a committed approach to restoring soils and recovering



We carry out reforestation projects at the MAS plant, promoting environmental sustainability and demonstrating our dedication to protecting the environment, while ensuring compliance with current regulations.

In 2024, Grupo Calidra strengthened our commitment to sustainable development and environmental protection through the implementation of strategic programs that aim to protect and rehabilitate ecosystems. We enlist the most relevant and concrete actions such as:

- 1 We successfully reforested 28,606 trees, equivalent to 23.8 hectares of restored land. Additionally, we donated 32,850 trees to neighboring communities, encouraging community participation in reforestation projects and strengthening our connection to both the social and natural environments.
- 2 We consolidated our partnership with the National Forestry Commission (CONAFOR), joining forces to implement monitoring and protection measures for local flora and fauna and the development of preventive plans against forest fires.
- 3 We continue to allocate financial and technical resources to ensure the proper closure of our operation restoring the intervened areas, ensuring that they become functional once again.
- 4 We have nurseries in most of our plants totalling m² for the production of endemic trees and plants, prioritizing species adapted to local conditions.
- 5 We conducted a phytosanitary study to assess the conservation status of the oak forest in San Luis Potosí—a key step in identifying threats and defining strategies to ensure the protection and sustainability of this valuable ecosystem.

We reaffirm our commitment to sustainable development and environmental preservation in each of the countries where we operate. We are convinced that our business activities must make a meaningful contribution to community well-being and the responsible management of natural resources, with an approach aligned with the United Nations Sustainable Development Goals (SDGs)

Did you know?

Calidra Group Joins the ENDESU Association (Natural Spaces and Sustainable Development) In support of the conservation of the California Condor in Mexico, Grupo Calidra our efforts to contribute to the protection of wildlife and the restoration of ecosystems.

CALIDRA
SIEMPRE AHÍ



For more, visit:

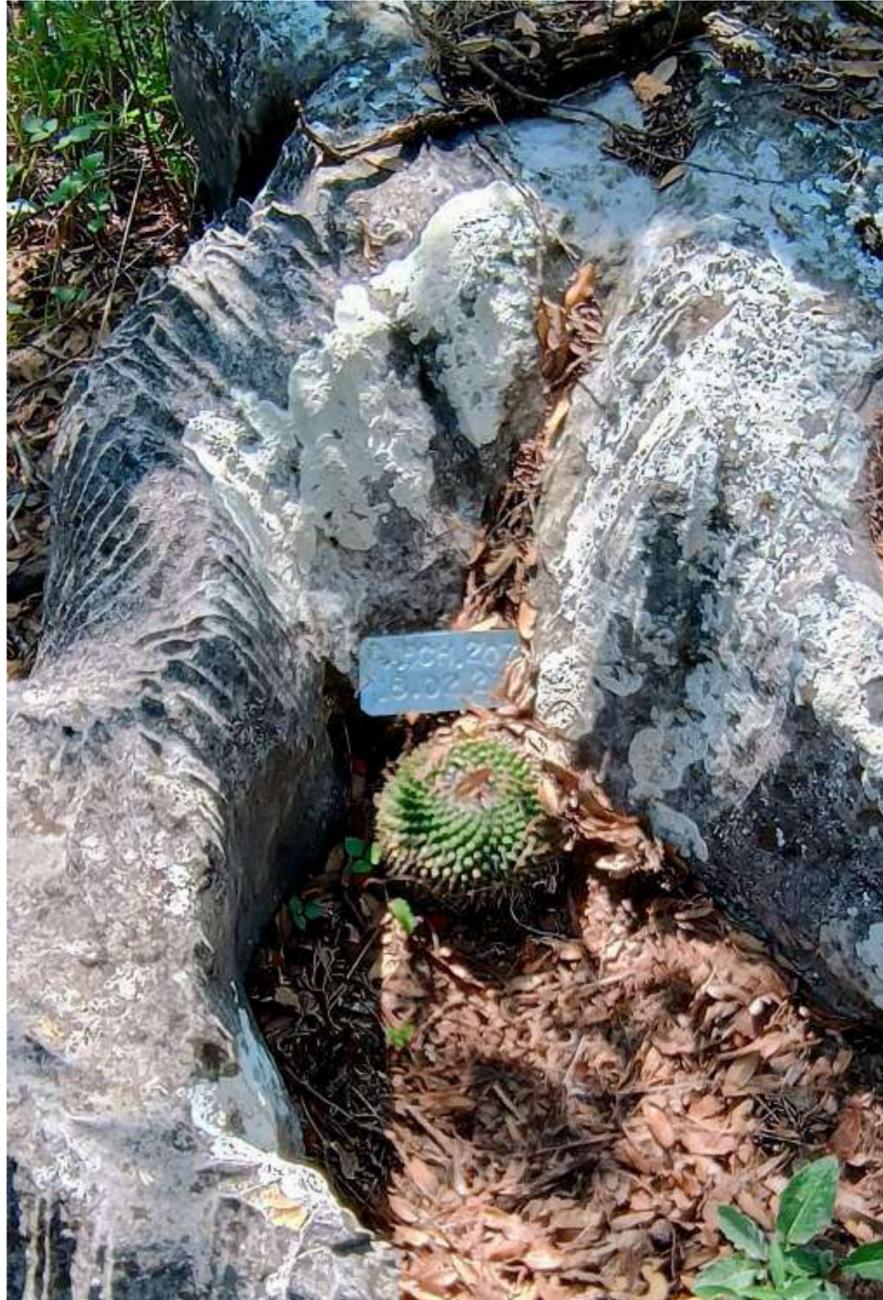
www.imbackbcondor.com

(I'm Back Condor)

contacto@calidra.com.mx

(Grupo Calidra)





Protecting Biodiversity: We implement rescue and relocation programs for vulnerable species, ensuring their survival in safe environments, restoring habitats, and working hand in hand with experts, authorities, and local communities.

Throughout the year, we promoted sustainable practices that seek to prevent species loss and protect or safeguard the integrity of natural habitats, thereby reinforcing our commitments to:

- **Reduction, Restoration, and Compensation of Environmental Impacts:** We take full responsibility for mitigating the environmental impacts generated by our operations. We focus on reducing these impacts through preventive and corrective measures, restoring affected ecosystems, and, when necessary, compensating for losses to ensure environmental sustainability. This commitment goes beyond regulatory compliance and reflects our conviction to protect natural resources and contribute to the well-being of local communities.
- **Protection and Conservation of Biodiversity:** Our environmental management approach includes proactive actions to preserve the flora and fauna in the regions where we operate. We design and implement strategies aimed at minimizing risks to biodiversity, promoting the coexistence of our operations with surrounding ecosystem.
- **Comprehensive Closure and Restoration Plans:** We take a realistic and responsible approach to operational closure, developing plans that guarantee the full restoration of affected ecosystems. We apply state-of-the-art technologies and efficient practices to restore both the functional and aesthetic balance of intervened environments.
- **Conservation and Regeneration of Ecosystems:** Beyond complying with Environmental Impact Resolutions, we implement innovative and sustainable practices to reduce, restore, and compensate for environmental impacts—ensuring the regeneration of natural landscapes and the active protection of biodiversity. We understand the importance of operating in harmony with the natural environment, particularly in regions of high environmental significance: Two of our industrial facilities are located within protected natural areas: in the Sierra de Álvarez in San Luis Potosí and in the Sierra El Fraile y San Miguel in Nuevo Leon.

- **Biodiversity Protection through Rescue, Relocation, and Buffer Zones:** We carry out ongoing actions for the rescue and relocation of endangered species, in alignment with local regulations and IUCN standards, prioritizing the preservation of biological diversity. In addition, we establish buffer zones at our facilities as strategic biological corridors that enable wildlife mobility, offer safe refuge, and foster the regeneration of surrounding ecosystems.
- **Emission Minimization and Environmental Transparency:** We take proactive measures to minimize our emissions by integrating advanced technologies and continuous monitoring programs to prevent negative impacts on biodiversity and the environment. We also promote transparency in all our actions, sharing our results with communities, authorities, and stakeholders—strengthening relationships based on trust and environmental responsibility.



GRI INDEX

Declaration of use

Grupo Calidra has reported the information cited in this GRI content index for the period January 1st to December 31st, 2024 with reference to the GRI Standards.

GRI 1 used

GRI 1: Foundation 2021

GRI Standard	Disclosure	Location
General contents		
GRI 2: General Disclosures 2021	2-1 Organizational details	Pág. 4-8
	2-2 Entities included in the organization's sustainability reporting	Pág. 7
	2-3 Reporting period, frequency and contact point	Pág. 3
	2-5 External assurance	This report hasn't been through external assurance
	2-6 Activities, value chain and other business relationships	Pág. 4-9
	2-7 Employees	Pág. 27
	2-22 Statement on sustainable development strategy	Pág. 10
	2-23 Policy commitments	Pág. 12, 17, 26, 38, 43
	2-26 Mechanisms for seeking advice and raising concerns	Pág. 14
Material topics		
GRI 3: Material topics 2021	3-1 Process to determine material topics	Pág. 11
	3-2 List of material topics	Pág. 11
Business integrity		
GRI 3: Material topics 2021	3-3 Management of material topics	Pág. 12-16
GRI 205: Anticorruption 2016	205-2 Communication and training about anti-corruption policies and procedures	Pág. 14
	205-3 Confirmed incidents of corruption and actions taken	Pág. 14

GRI Standard	Disclosure	Location
Sustainable products		
GRI 3: Material topics 2021	3-3 Management of material topics	Pág. 17-25
Employee development		
GRI 3: Material topics 2021	3-3 Management of material topics	Pág. 26-37
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Pág. 30-37
	403-2 Hazard identification, risk assessment, and incident investigation	Pág. 35
	403-3 Occupational health services	Pág. 30-37
	403-4 Worker participation, consultation, and communication on occupational health and safety	Pág. 30-37
	403-5 Worker training on occupational health and safety	Pág. 35-37
	403-6 Promotion of worker health	Pág. 35-37
	403-8 Workers covered by an occupational health and safety management system	Pág. 30-34
	403-9 Work-related injuries	Pág. 30
GRI 404: Training and education 2016	404-1 Average hours of training per year per employee	Pág. 28
Community welfare		
GRI 3: Material topics 2021	3-3 Management of material topics	Pág. 38-42
GRI 413: Local communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Pág. 38-42
Operational efficiency		
GRI 3: Material topics 2021	3-3 Management of material topics	Pág. 43-52
GRI 101: Biodiversity 2024	101-1 Policies to halt and reverse biodiversity loss	Pág. 51-52
	101-2 Management of biodiversity impacts	Pág. 51-52
	101-4 Identification of biodiversity impacts	Pág. 51-52
GRI 301: Materiales 2016	301-1 Materials used by weight or volume	Pág. 48
	301-2 Recycled input materials used	Pág. 48
	301-3 Reclaimed products and their packaging materials	Pág. 49

Estándar GRI

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Ubicación

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	302-3 Energy intensity	Pág. 45
	302-4 Reduction of energy consumption	Pág. 45
GRI 303: Water and Effluents 2018	303-3 Water withdrawal	Pág. 48
	303-4 Water discharge	Pág. 48
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GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Pág. 45
	305-2 Energy indirect (Scope 2) GHG emissions	Pág. 45
	305-4 GHG emissions intensity	Pág. 45
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ANNUAL SUSTAINABILITY REPORT 2024

