

# 1.7 Key ESG Indicators

## 1. Environmental Dimension<sup>1</sup>

The scope of the data reported for the environmental dimension covers 100% of the operations of Grupo Lamosa and its subsidiaries.

### ENERGY

GRI 302-1, 302-3, 302-4; SASB CG-BF-130A.1; EM-CM-130A.1, RT-CH-130A.1

	FUEL CONSUMPTION 2025								
	Tiles			Adhesives			Insulation and Lightweight Materials		
	Total (m <sup>3</sup> )	Total (Gj)	Total (kWh)	Total (m <sup>3</sup> )	Total (Gj)	Total (kWh)	Total (m <sup>3</sup> )	Total (Gj)	Total (kWh)
	<b>407,721,859</b>	<b>14,162,050</b>	<b>3,933,902,791</b>	<b>734</b>	<b>19,526</b>	<b>5,423,932</b>	<b>6,707,603</b>	<b>293,273</b>	<b>81,464,707</b>
Gasoline	28	954	264,991	0	0	0	457	16,132	4,481,050
Diesel	2,079	77,569	21,546,854	28	1,010	280,618	1,253	47,796	13,276,666
Natural Gas	407,709,081	13,819,064	3,838,628,879	0	0	0	6,705,725	224,930	62,480,592
LP Gas	10,671	264,463	73,462,068	706	18,516	5,143,313	169	4,415	1,226,399

Note: Fuel consumption (m<sup>3</sup>) was converted into Megajoules and subsequently into Gigajoules and Kilowatt-hours based on corresponding calorific values, following IPCC guidelines and national references.

<sup>1</sup> Data update: ESG figures from prior years have been adjusted to incorporate updated operational data and more recent emission factors.

**YEAR-OVER-YEAR COMPARISON OF FUEL CONSUMPTION BY BUSINESS UNIT  
2023–2025**

	2023	2024	2025	% Change
<b>Tiles - Total (m³)</b>	408,883,150	401,078,944	407,721,859	2%
Gasoline (m³)	46	65	28	-56%
Diesel (m³)	2,194	1,921	2,079	8%
Natural Gas (m³)	408,870,195	401,069,081	407,709,081	2%
LP Gas (m³)	10,714	7,877	10,671	35%
<b>Adhesives - Total (m³)</b>	664	665	734	10%
Gasoline (m³)	5	3	0	-100%
Diesel (m³)	49	26	28	8%
Natural Gas (m³)	0	0	0	
LP Gas (m³)	611	636	706	11%
<b>Insulation and Lightweight Materials- Total (m³)</b>	7,040,591	7,242,372	6,707,603	-7%
Gasoline (m³)	89	435	457	5%
Diesel (m³)	442	1,261	1,253	-1%
Natural Gas (m³)	7,039,975	7,240,505	6,705,725	-7%
LP Gas (m³)	85	171	169	-1%

**YEAR-OVER-YEAR COMPARISON OF FUEL ENERGY CONSUMPTION BY BUSINESS UNIT  
2023–2025**

	2023	2024	2025	% Change
<b>Tiles</b>				
kWh	4,113,901,338	3,996,219,846	4,046,109,091	1%
GJ	14,810,045	14,386,391	14,565,993	1%
<b>Adhesives</b>				
kWh	4,980,553	4,921,196	5,423,932	10%
GJ	17,930	17,716	19,526	10%
<b>Insulation and Lightweight Materials</b>				
kWh	101,625,887	117,513,091	114,563,852	-3%
GJ	365,853	423,047	412,430	-3%

Note: Includes all types of fuel used by Grupo Lamosa businesses.

**YEAR-OVER-YEAR COMPARISON OF ELECTRICITY CONSUMPTION BY BUSINESS UNIT  
2023–2025**

	2023	2024	2025	% Change
<b>Tiles - Total (kWh)</b>	535,187,129	532,584,391	545,946,998	3%
Cogeneration (%)	17%	15%	14%	-1%
Self-generation (solar) (%)	0%	2%	2%	0%
Public utility (%)	52%	4%	4%	0%
Other providers (%)	31%	79%	80%	1%
<b>Adhesives - Total (kWh)</b>	9,072,203	8,922,092	9,080,601	2%
Cogeneration (%)	-	-	-	-
Self-generation (solar) (%)	-	-	-	-
Public utility (%)	100%	100%	100%	-
Other providers (%)	-	-	-	-
<b>Insulation and Lightweight Materials - Total (kWh)</b>	12,952,654	12,684,089	12,700,909	0%
Cogeneration (%)	-	-	-	-
Self-generation (solar) (%)	10%	10%	11%	1%
Public utility (%)	60%	82%	60%	-22%
Other providers (%)	30%	8%	29%	21%

**YEAR-OVER-YEAR COMPARISON OF ELECTRICAL ENERGY CONSUMPTION  
BY BUSINESS UNIT 2023–2025**

	2023	2024	2025	% Change
<b>Tiles</b>				
kWh	535,187,129	532,584,391	545,946,998	3%
GJ	1,926,674	1,917,304	1,965,409	3%
<b>Adhesives</b>				
kWh	9,072,203	8,922,092	9,080,601	2%
GJ	32,660	32,120	32,690	2%
<b>Insulation and Lightweight Materials</b>				
kWh	12,952,654	12,684,089	12,700,909	0%
GJ	46,630	45,663	45,723	0%

**YEAR-OVER-YEAR COMPARISON OF ENERGY CONSUMPTION  
BY SOURCE AND TOTAL 2023–2025**

	2023	2024	2025	% Change
Total fuel energy consumption (kWh)	4,220,507,779	4,118,654,134	4,166,096,874	1%
Total electricity consumption (kWh)	557,211,986	554,190,572	567,728,508	2%
Total energy consumption (kWh)	4,777,719,764	4,672,844,706	4,733,825,382	1%

Note: Includes energy consumption from fuel and electricity across all three business units.

**YEAR-OVER-YEAR COMPARISON OF PERCENTAGE OF TOTAL ENERGY CONSUMPTION BY BUSINESS UNIT 2023-2025**

	2023	2024	2025
Tiles	97.3%	96.9%	97.0%
Adhesives	0.3%	0.3%	0.3%
Insulation and Lightweight Materials	2.4%	2.8%	2.7%

Note: Includes energy consumption from fuel and electricity across all three business units.

**YEAR-OVER-YEAR COMPARISON OF INTENSITY OF FUEL ENERGY CONSUMPTION BY BUSINESS UNIT 2023-2025**

	2023	2024	2025	% Change
Tiles (kWh/m <sup>2</sup> )	21.1	20.5	20.2	-2%
Adhesives (kWh/Ton)	3.6	3.4	3.6	6%
Insulation and Lightweight Materials (kWh/Ton)	3,522.8	4,591.8	4,443.7	-3%

**YEAR-OVER-YEAR COMPARISON OF INTENSITY OF ELECTRICAL ENERGY CONSUMPTION BY BUSINESS UNIT 2023-2025**

	2023	2024	2025	% Change
Tiles (kWh/m <sup>2</sup> )	2.75	2.73	2.72	0%
Adhesives (kWh/Ton)	6.61	6.18	6.05	-2%
Insulation and Lightweight Materials (kWh/Ton)	449.0	495.6	492.6	-1%

**GREENHOUSE GAS (GHG) EMISSIONS**

**BREAKDOWN OF SCOPE 1, 2 AND 3 CO<sub>2</sub>e EMISSIONS 2025**

	Source / Category	Emissions (tCO <sub>2</sub> e)	Contribution by Source (%)	Contribution by Scope (%)
Scope 1	Fixed Sources	853,120	98%	53%
	Mobile Sources	16,223	2%	
Scope 2	Electrical Energy	36,548	100%	2%
Scope 3	Category 1	421,656	58.2%	44%
	Category 3	159,524	22.0%	
	Category 4	54,239	7.5%	
	Category 5	3,392	0.5%	
	Category 9	86,230	11.9%	
		1,630,932	-	100%

## Scope 1 and Scope 2

GRI 305-1, 305-2, 305-4, 305-5; SASB EM-CM-110A.1, EM-CM-110A.2, RT-CH-110A.1, RT-CH-110A.2

Greenhouse Gas (GHG) emissions data are presented in CO<sub>2</sub>e units and include the following gases: carbon dioxide (CO<sub>2</sub>), methane (CH<sub>4</sub>) and nitrous oxide (N<sub>2</sub>O). Emission factors and global warming potentials by type of fuel were considered for Scope 1 emissions. Electricity emission factors by country were taken into account for Scope 2 emissions.

TOTAL SCOPE 1 AND SCOPE 2 EMISSIONS GRUPO LAMOSA 2025			
	Scope 1	Scope 2	Total (S1 + S2)
<b>Total (tCO<sub>2</sub>e)</b>	869,343	36,548	905,891
Tiles (%)	96.7%	75.6%	95.9%
Adhesives (%)	0.2%	10.7%	0.6%
Insulation and Lightweight Materials (%)	3.1%	13.7%	3.5%

## YEAR-OVER-YEAR COMPARISON OF CO<sub>2</sub>e EMISSIONS BY BUSINESS UNIT 2023–2025

	2023	2024	2025	% Change
<b>Tiles (tCO<sub>2</sub>e)</b>	1,009,053	861,104	868,599	1%
Scope 1	859,885	833,925	840,961	1%
Scope 2	149,168	27,180	27,639	2%
<b>Adhesives (tCO<sub>2</sub>e)</b>	5,148	4,996	5,194	4%
Scope 1	1,181	1,159	1,277	10%
Scope 2	3,967	3,837	3,918	2%
<b>Insulation and Lightweight Materials (tCO<sub>2</sub>e)</b>	28,513	32,533	32,098	-1%
Scope 1	23,459	27,535	27,106	-2%
Scope 2	5,055	4,998	4,991	0%
<b>TOTAL (tCO<sub>2</sub>e)</b>	1,042,714	898,633	905,891	1%

## PERCENTAGE SCOPE 1 AND SCOPE 2 EMISSIONS FOR THE DIFFERENT BUSINESS UNITS 2025<sup>1</sup>

	Scope 1	Scope 2	Total (S1 + S2)
Tiles	96.8%	95.8%	95.9%
Adhesives	0.5%	0.6%	0.6%
Insulation and Lightweight Materials	2.7%	3.6%	3.5%

<sup>1</sup> Scope 1 and Scope 2 emissions were taken into consideration.

### INTENSITY OF SCOPE 1 AND SCOPE 2 EMISSIONS BY BUSINESS UNIT 2025

	Scope 1	Scope 2	Total (S1 + S2)
Tiles (tCO <sub>2</sub> e/m <sup>2</sup> )	0.0042	0.0001	0.0043
Adhesives (tCO <sub>2</sub> e/Ton)	0.0009	0.0026	0.0035
Insulation and Lightweight Materials (tCO <sub>2</sub> e/Ton of EPS)	1.0514	0.1936	1.2450

### YEAR-OVER-YEAR COMPARISON OF INTENSITY OF SCOPE 1 AND SCOPE 2 EMISSIONS BY BUSINESS UNIT 2023–2025

	2023	2024	2025	% Change
Tiles (tCO <sub>2</sub> e/m <sup>2</sup> )	0.0052	0.0044	0.0043	-2%
Adhesives (tCO <sub>2</sub> e/Ton)	0.0037	0.0035	0.0035	0%
Insulation and Lightweight Materials (tCO <sub>2</sub> e/Ton)	0.9884	1.2712	1.2450	-2%

### YEAR-OVER-YEAR COMPARISON OF CO<sub>2</sub>e PRODUCED THAT IS REGULATED BY SOME TYPE OF MANDATE 2023–2025<sup>1</sup>

	2023	2024	2025	% Change
tCO <sub>2</sub> e	8,759	52,794	57,813	10.0%
Percentage of Grupo Lamosa's total emissions	0.8%	5.9%	6.4%	0.5%

<sup>1</sup> Corresponds to the tile production plants of Roca and Baldocer in Spain

### GREENHOUSE GAS (GHG) EMISSIONS

#### Scope 3

GRI 305-3

For the reporting period, the estimation of Scope 3 greenhouse gas (GHG<sup>4</sup>) emissions considered the following categories, based on the recommendations of the Greenhouse Gas Protocol Technical Guidance:

- Category 1
- Category 3
- Category 4
- Category 5
- Category 9

### SCOPE 3 CO<sub>2</sub>e EMISSIONS BREAKDOWN 2025

Scope 3 Category	Emissions (tCO <sub>2</sub> e)	Contribution by Source (%)
Category 1	421,654	58%
Category 3	159,807	22%
Category 4	54,239	8%
Category 5	3,391	0%
Category 9	86,230	12%
Total	725,321	100%

### PERCENTAGE SCOPE 3 EMISSIONS BY BUSINESS UNIT 2025

Tiles	54%
Adhesives	41%
Insulation and Lightweight Materials	5%

**MATERIALS**

GRI 301-2

**YEAR-OVER-YEAR COMPARISON OF PERCENTAGE RECYCLED MATERIALS USED IN PRODUCTION**

	2023	2024	2025
Insulation and Lightweight Materials	14.9%	13.6%	12.0%



**WASTE**

GRI 306-1, 306-2, 306-3, 306-4, 306-5; SASB EM-CM-150A.1, RT-CH-150A.1

**YEAR-OVER-YEAR COMPARISON OF NON-HAZARDOUS WASTE PRODUCTION BY BUSINESS UNIT 2023–2025**

	2023	2024	2025	% Change	
<b>Tiles</b>	<b>Valorized Waste (Tons)</b>	185,866	268,124	323,051	20%
	Reused (%)	96%	98%	98%	0%
	Recycled (%)	4%	2%	2%	0%
	<b>Disposed Waste (Tons)</b>	6,137	12,833	1,613	-87%
	Landfill Disposal (%)	100%	100%	100%	0%
	Incineration without Energy Recovery (%)	0%	0%	0%	0%
<b>Adhesives</b>	<b>Valorized Waste (Tons)</b>	427	471	548	16%
	Reused (%)	0%	0%	0%	0%
	Recycled (%)	100%	100%	100%	0%
	<b>Disposed Waste (Tons)</b>	1,874	2,498	3,851	54%
	Landfill Disposal (%)	100%	100%	100%	0%
	Incineration without Energy Recovery (%)	0%	0%	0%	0%
<b>Insulation and Lightweight Materials</b>	<b>Valorized Waste (Tons)</b>	3,217	3,203	2,178	-32%
	Reused (%)	75%	77%	68%	-9%
	Recycled (%)	25%	23%	32%	9%
	<b>Disposed Waste (Tons)</b>	667	794	752	-5%
	Landfill Disposal	100%	100%	100%	0%
	Incineration without Energy Recovery (%)	0%	0%	0%	0%

Note: Recycled waste includes wood, cardboard and scrap metal. Reused waste includes waste generated from production processes that is reused as a raw material.

**YEAR-OVER-YEAR COMPARISON OF HAZARDOUS WASTE PRODUCTION BY BUSINESS UNIT 2023–2025**

	2023	2024	2025	% Change	
<b>Tiles</b>	<b>Valorized Waste (Tons)</b>	121	74	32	-57%
	Reused (%)	5%	31%	2%	-93%
	Recycled (%)	95%	69%	98%	42%
	<b>Disposed Waste (Tons)</b>	399	373	413	11%
	Landfill Disposal (%)	100%	100%	76%	-24%
	Incineration without Energy Recovery (%)	-	-	24%	-
<b>Adhesives</b>	<b>Valorized Waste (Tons)</b>	-	-	-	-
	Reused (%)	-	-	-	-
	Recycled (%)	-	-	-	-
	<b>Disposed Waste (Tons)</b>	32	3	210	-
	Landfill Disposal (%)	100%	100%	100%	-
	Incineration without Energy Recovery (%)	-	-	-	-
<b>Insulation and Lightweight Materials</b>	<b>Valorized Waste (Tons)</b>	-	-	-	-
	Reused (%)	-	-	-	-
	Recycled (%)	-	-	-	-
	<b>Disposed Waste (Tons)</b>	45	43	52	19%
	Landfill Disposal (%)	100%	100%	86%	-14%
	Incineration without Energy Recovery (%)	-	-	14%	-

Note: Hazardous waste generated includes used lubricating oils, hydraulic oils and contaminated solids, among others.



## WATER

GRI 303-3, 303-4, 303-5; SASB RT-CH-140A.1, RT-CH-140A.3, EM-CM-140A.1

### YEAR-OVER-YEAR COMPARISON OF WATER WITHDRAWAL BY BUSINESS UNIT AND SOURCE TYPE 2023–2025

	2023	2024	2025	% Change
<b>Tiles (m³)</b>	2,126,252	1,893,908	1,825,776	-4%
Municipal Supply	8%	8%	11%	3%
Well	85%	87%	86%	-1%
Other sources	7%	4%	3%	-1%
<b>Adhesives (m³)</b>	12,260	13,737	16,368	19%
Municipal Supply	77%	77%	80%	2%
Well	0%	0%	0%	0%
Other sources	23%	23%	20%	-2%
<b>Insulation and Lightweight Materials (m³)</b>	152,747	154,384	135,741	-12%
Municipal Supply	45%	50%	68%	18%
Well	51%	44%	22%	-22%
Other sources	4%	5%	10%	5%

### YEAR-OVER-YEAR COMPARISON OF WATER DISCHARGE BY BUSINESS UNIT AND DESTINATION 2023–2025

	2023	2024	2025	% Change
<b>Tiles</b>				
<b>Total (m³)</b>	96,946	70,266	63,215	-10%
Surface Water (%)	39%	41%	38%	-3%
Groundwater (%)	40%	35%	35%	0%
Third Parties (%)	21%	24%	27%	3%
<b>Adhesives</b>				
<b>Total (m³)</b>	10,716	9,125	11,545	27%
Surface Water (%)	0%	0%	0%	0%
Groundwater (%)	4%	3%	2%	-1%
Third Parties (%)	96%	97%	98%	1%
<b>Insulation and Lightweight Materials</b>				
<b>Total (m³)</b>	44,969	42,603	39,266	-8%
Surface Water (%)	0%	0%	0%	0%
Groundwater (%)	7%	8%	8%	0%
Third Parties (%)	93%	92%	92%	1%

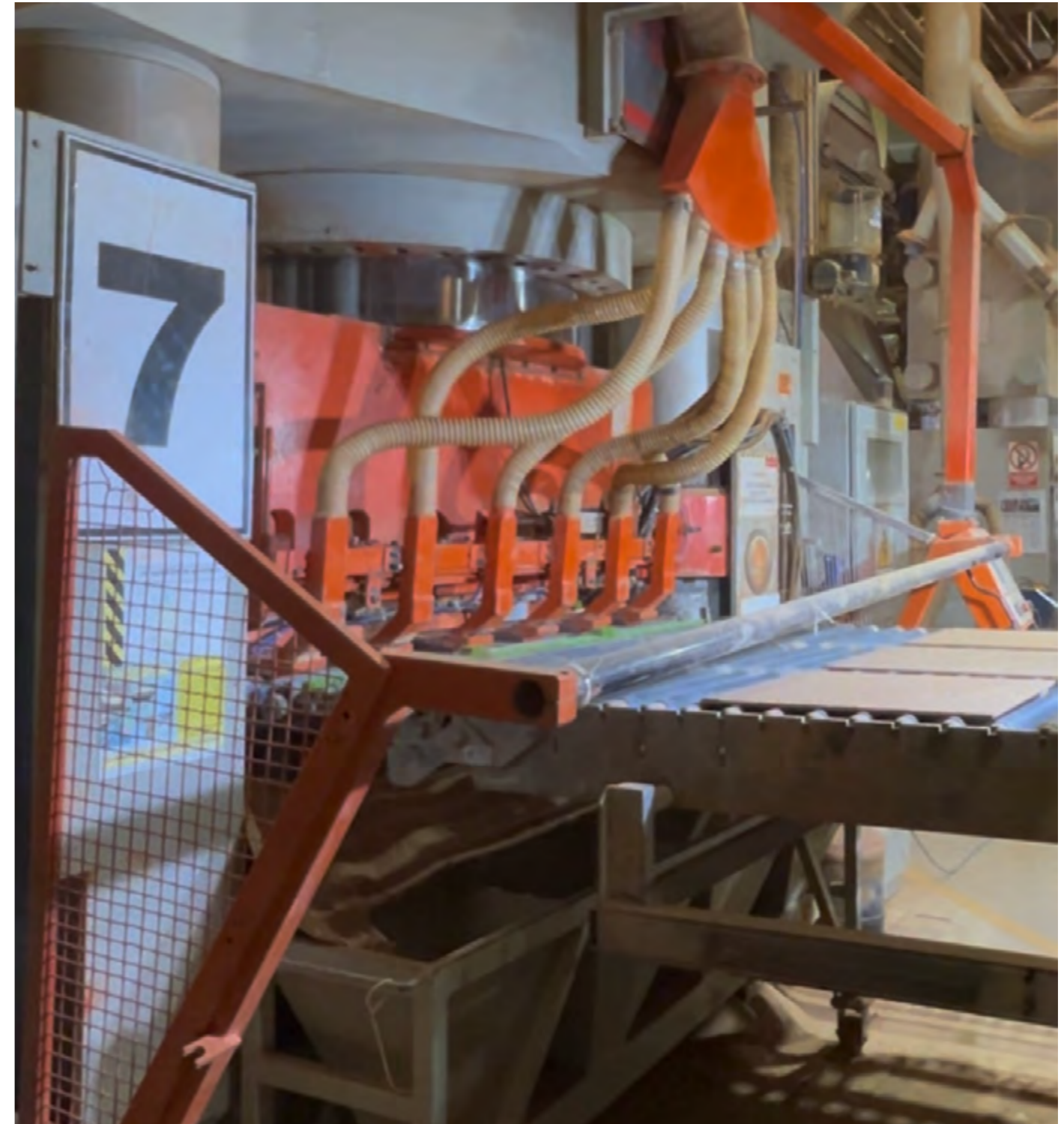
Note: Grupo Lamosa carries out water treatment processes using specialized systems directly at its production facilities.

**YEAR-OVER-YEAR COMPARISON OF WATER CONSUMPTION AND REUSE  
BY BUSINESS UNIT AND SOURCE TYPE 2023–2025**

	2023	2024	2025	% Change
<b>Tiles</b>				
Total Water Consumption (m <sup>3</sup> )	2,029,306	1,823,642	1,762,561	-3%
Total Water Reused (%)	40%	33%	37%	4%
<b>Adhesives</b>				
Total Water Consumption (m <sup>3</sup> )	1,545	4,612	4,823	5%
Total Water Reused (%)	0%	0%	0%	0%
<b>Insulation and Lightweight Materials</b>				
Total Water Consumption (m <sup>3</sup> )	107,777	111,781	96,475	-14%
Total Water Reused (%)	5%	5%	1%	-4%

**YEAR-OVER-YEAR COMPARISON OF WATER CONSUMPTION PER UNIT OF PRODUCT  
BY BUSINESS UNIT 2023–2025**

	2023	2024	2025	% Change
<b>Tiles (m<sup>3</sup>/m<sup>2</sup>)</b>	0.011	0.010	0.009	-6%
<b>Adhesives (m<sup>3</sup>/Ton)</b>	0.009	0.010	0.011	15%
<b>Insulation and Lightweight Materials (m<sup>3</sup>/Ton of EPS)</b>	5.3	6.0	5.3	-13%



## 2. Social dimension

### WORKFORCE DEMOGRAPHICS

GRI 2-7, 2-30, 401-1, 405-1

The information presented on the workforce includes the various subsidiaries of Grupo Lamosa, S.A.B. de C.V.



### WORKFORCE COMPOSITION BREAKDOWN 2025

WORKFORCE DEMOGRAPHICS BY WORK CENTER: GENDER, AGE GROUP AND POSITION 2025						
Age Group	Under 30		30-50		Over 50	
	Women	Men	Women	Men	Women	Men
<b>Corporate</b>	9	19	23	57	8	31
Executives	-	-	1	12	1	17
Employees	9	19	22	45	7	14
<b>Tiles</b>	<b>338</b>	<b>1,316</b>	<b>861</b>	<b>3,938</b>	<b>189</b>	<b>1,201</b>
Executives	-	-	14	58	8	45
Employees	117	344	470	1,544	95	435
Operators	221	972	377	2,336	86	721
<b>Adhesives</b>	<b>49</b>	<b>328</b>	<b>163</b>	<b>833</b>	<b>28</b>	<b>156</b>
Executives	-	-	-	9	-	18
Employees	38	135	151	438	22	92
Operators	11	193	12	386	6	46
<b>Insulation and Lightweight Materials</b>	<b>100</b>	<b>276</b>	<b>233</b>	<b>585</b>	<b>23</b>	<b>196</b>
Executives	-	1	5	29	-	13
Employees	62	52	167	214	10	46
Operators	32	223	61	342	13	137
<b>Total</b>	<b>496</b>	<b>1,939</b>	<b>1,280</b>	<b>5,413</b>	<b>248</b>	<b>1,584</b>

**TOTAL NUMBER OF GRUPO LAMOSA EMPLOYEES 2025: 10,960**

WORKFORCE COMPOSITION AND YEAR-OVER-YEAR COMPARISONS 2023-2025

**WORKFORCE COMPOSITION BY KIND OF CONTRACT AND GENDER 2023-2025**

	2023	2024	2025	% Change
<b>Corporate</b>	<b>163</b>	<b>137</b>	<b>147</b>	<b>7%</b>
Permanent contracts	163	137	147	7%
<i>Women</i>	39	37	40	8%
<i>Men</i>	124	100	107	7%
Temporary contracts	-	-	-	-
<i>Women</i>	-	-	-	-
<i>Men</i>	-	-	-	-
<b>Tiles</b>	<b>8,515</b>	<b>7,733</b>	<b>7,843</b>	<b>1%</b>
Permanent contracts	7,625	6,982	7,221	3%
<i>Women</i>	1,264	1,202	1,306	9%
<i>Men</i>	6,361	5,780	5,915	2%
Temporary contracts	890	751	622	-17%
<i>Women</i>	153	145	82	-43%
<i>Men</i>	737	606	540	-11%

	2023	2024	2025	% Change
<b>Adhesives</b>	<b>1,333</b>	<b>1,485</b>	<b>1,557</b>	<b>5%</b>
Permanent contracts	1,285	1,458	1,550	6%
<i>Women</i>	190	210	240	14%
<i>Men</i>	1,095	1,248	1,310	5%
Temporary contracts	48	27	7	-74%
<i>Women</i>	2	1	-	-100%
<i>Men</i>	46	26	7	-73%
<b>Insulation and Lightweight Materials</b>	<b>1,532</b>	<b>1,474</b>	<b>1,413</b>	<b>-4%</b>
Permanent contracts	1,415	1,367	1,309	-4%
<i>Women</i>	382	354	333	-6%
<i>Men</i>	1,033	1,013	976	-4%
Temporary contracts	117	107	104	-3%
<i>Women</i>	27	21	26	10%
<i>Men</i>	90	86	81	-6%

**YEAR-OVER-YEAR COMPARISON OF UNION WORKFORCE**

	2023	2024	2025
% union personnel	57%	55%	56%

**YEAR-OVER-YEAR COMPARISON OF GENDER DEMOGRAPHICS  
BY BUSINESS UNIT 2023–2025**

	2023	2024	2025	% Change
<b>Corporate</b>	<b>163</b>	<b>137</b>	<b>147</b>	<b>7%</b>
Women	39	37	40	8%
Men	124	100	107	7%
% Women	24%	27%	27%	
<b>Tiles</b>	<b>8,515</b>	<b>7,733</b>	<b>7,843</b>	<b>1%</b>
Women	1,417	1,347	1,388	3%
Men	7,098	6,386	6,455	1%
% Women	17%	17%	18%	
<b>Adhesives</b>	<b>1,333</b>	<b>1,485</b>	<b>1,557</b>	<b>5%</b>
Women	192	211	240	14%
Men	1,141	1,274	1,317	3%
% Women	14%	14%	15%	
<b>Insulation and Lightweight Materials</b>	<b>1,532</b>	<b>1,474</b>	<b>1,413</b>	<b>-4%</b>
Women	409	375	356	-5%
Men	1,123	1,099	1,057	-4%
% Women	27%	25%	25%	
<b>Total</b>	<b>11,543</b>	<b>10,829</b>	<b>10,960</b>	<b>1%</b>
% Women	18%	18%	18%	

**YEAR-OVER-YEAR COMPARISON OF NEW HIRES  
BY AGE GROUP AND GENDER 2023–2025**

Age	2023	2024	2025	% Change
<b>Under 30</b>	<b>1,610</b>	<b>1,077</b>	<b>1,493</b>	<b>39%</b>
Women	283	194	292	51%
Men	1,327	883	1,201	36%
<b>30–50</b>	<b>1,471</b>	<b>1,009</b>	<b>1,590</b>	<b>58%</b>
Women	265	195	302	55%
Men	1,206	814	1,288	58%
<b>Over 50</b>	<b>118</b>	<b>91</b>	<b>126</b>	<b>38%</b>
Women	18	15	24	60%
Men	100	76	102	34%

**YEAR-OVER-YEAR COMPARISON OF TURNOVER RATE BY AGE GROUP AND GENDER  
2023–2025**

Age Group		2023	2024	2025
Under 30	Women	37%	39%	34%
	Men	49%	55%	43%
30–50	Women	23%	23%	21%
	Men	24%	24%	23%
Over 50	Women	16%	14%	18%
	Men	15%	14%	19%

**YEAR-OVER-YEAR COMPARISON OF OVERALL TURNOVER RATE 2023–2025**

	2023	2024	2025
Total turnover	28%	29%	26%

**TRAINING AND CAREER DEVELOPMENT**

GRI 404-1, 404-2

**YEAR-OVER-YEAR COMPARISON OF TRAINING HOURS  
BY JOB CATEGORY AND GENDER 2023-2025**

	2023	2024	2025	% Change
<b>Executives</b>	2,986	4,269	2,635	-38%
Women	953	866	263	-70%
Men	2,003	3,403	2,372	-30%
<b>Employees</b>	7,812	50,659	50,510	0%
Women	2,850	15,059	17,353	15%
Men	4,962	35,600	33,157	-7%
<b>Operators</b>	1,696	40,290	19,107	-53%
Women	143	3,895	1,129	-71%
Men	1,553	36,395	17,978	-51%
<b>Total</b>	12,494	95,219	72,251	-24%

**AVERAGE TRAINING HOURS BY GENDER AND TOTAL 2025**

Women	9.3
Men	6.0
<b>Total</b>	<b>6.6</b>

## WORK ENVIRONMENT

### YEAR-OVER-YEAR COMPARISON OF OVERALL JOB SATISFACTION 2023–2025

	2023	2024	2025
% job satisfaction	84%	83%	83%

### EMPLOYEE HEALTH AND SAFETY

GRI 403-9; SASB EM-CM-320A.1, RT-CH-320A.1, RT-CH-540A.1

### YEAR-OVER-YEAR COMPARISON OF OCCUPATIONAL HEALTH AND SAFETY 2023–2025

	2023	2024	2025	% Change
<b>Tiles</b>				
Employee Fatalities (number)	0	0	1	-
Total Recordable Incident Rate (TRIR)*	1.25	1.12	1.08	-4%
<b>Adhesives</b>				
Employee Fatalities (number)	0	0	0	-
TRIR	0.32	0.43	0.23	-50%
<b>Insulation and Lightweight Materials</b>				
Employee Fatalities (number)	0	0	0	-
TRIR	1.62	0.78	0.62	-20%

\*Formula for TRIR: (Total number of recordable incidents x 200,000) / Total hours worked – in accordance with OSHA methodology.

## 3. Governance

### BOARD OF DIRECTORS

GRI 2-9

### BOARD COMPOSITION 2023-2025

	2023	2024	2025	% Change
Total number of board members	12	12	12	-
Number of independent directors	6	6	6	-
Meeting attendance rate (%)	93%	90%	97%	7%
Average seniority (years)	19	20	21	5%

### INTEGRITY

GRI 205-3, 406-1

### YEAR-OVER-YEAR COMPARISON OF TRANSPARENCY HOTLINE REPORTS 2023-2025

	2023	2024	2025	% Change
Number of reports handled through the Transparency Hotline	345	372	408	10%
Policy violations (%)	41%	42%	45%	3%
Inappropriate conduct (%)	36%	36%	37%	0%
Conflicts of interest (%)	13%	10%	12%	1%
Theft / Misuse of information (%)	8%	10%	7%	-3%
Other	2%	2%	0%	-2%

Grupo Lamosa is committed to fostering a culture of ethics and integrity, grounded in the company's core values. Accordingly, it closely follows up on any incidents reported, guaranteeing appropriate attention and resolution.

Upon receiving a report, a thorough investigation is conducted to determine the validity of the corresponding claim and take appropriate action where necessary which, depending on the nature of the case, may be disciplinary action against employees, suppliers or other involved parties. Corrective action is also taken to prevent future non-compliance.

Special attention is given to cases involving corruption and discrimination. These are handled with appropriate measures based on their severity and are reported under the category of "Inappropriate conduct."

#### CODE OF ETHICS TRAINING 2023-2025

	2023	2024	2025
% of employees trained in the Code of Ethics	100%	100%	100%

Note: Grupo Lamosa's clients and suppliers commit to the company's Code of Ethics through contractual clauses included in the commercial agreements with the company.



## 4. Operational Data

### OPERATIONAL QUALITY

#### PERCENT OF PRODUCTS ISO 9001 QUALITY CERTIFIED BY BUSINESS UNIT AND BY REGION 2024-2025

	2024	2025	% Change
Tiles – Mexico (% of m <sup>2</sup> )	100%	100%	0%
Tiles – LatAm (% of m <sup>2</sup> )	0%	0%	0%
Tiles – Brazil (% of m <sup>2</sup> )	100%	100%	0%
Adhesives (% of tons)	77%	75%	-2%
Insulation and Lightweight Materials (% of tons)	8%	10%	2%

### PRODUCTS WITH SUSTAINABILITY CERTIFICATIONS

SASB CG-BF-250A.2, EM-CM-410A.1, RT-CH410-A.1

#### REVENUE FROM PRODUCTS WITH SUSTAINABILITY CERTIFICATIONS 2024-2025

	2024	2025
<b>Tiles</b>		
GREEN SQUARED Certification (millions of Mexican pesos)	\$2,500	\$2,240
Products (SKUs)	476	461
<b>Adhesives</b>		
UL GREENGUARD Certification (millions of Mexican pesos)	\$486.3	\$697.9
Products (SKUs)	21	21
NOM-018-ENER-2011 (millions of Mexican pesos)	\$124.1	\$160.4
Products (SKUs)	8	8

## INNOVATION

### REVENUE FROM PRODUCTS WITH SUSTAINABILITY CERTIFICATIONS 2024-2025

	2024	2025
<b>Tiles</b>		
Products (SKUs)	840	718
Percent of total sales	14.4%	16.9%
<b>Adhesives</b>		
Products (SKUs)	32	27
Percent of total sales	1.2%	2.5%

## ECONOMIC VALUE GENERATED AND DISTRIBUTED

GRI 201-1

### YEAR-OVER-YEAR COMPARISON OF ECONOMIC VALUE GENERATED AND DISTRIBUTED 2023-2025 (MILLIONS OF MEXICAN PESOS)

	2023	2024	2025	% Change
<b>Direct economic value generated</b>	<b>32,044</b>	<b>34,115</b>	<b>35,281</b>	<b>3%</b>
Total income	31,572	33,945	35,218	4%
Financial income	472	170	-64	-138%
Other income	0	0	0	
<b>Economic value distributed</b>	<b>29,825</b>	<b>32,093</b>	<b>34,457</b>	<b>7%</b>
Cost of sales	18,251	19,908	21,114	6%
Operating expenses (includes wages, salaries and benefits)	8,260	9,146	9,633	5%
Income taxes	1,701	570	988	73%
Dividends	509	621	685	10%
Financial expenses	976	1479	1525	3%
Other expenses	128	368	513	39%
<b>Economic value retained</b>	<b>2,219</b>	<b>2,022</b>	<b>824</b>	<b>-59%</b>

Economic value retained is calculated as direct economic value generated minus total economic value distributed.