

Investments with ESG approach

(201-1) Economic value generated and distributed

	● Grupo Argos		● Cement		● Energy		● Concessions		● Coal		● Ports	
	COP	USD	COP	USD	COP	USD	COP	USD	COP	USD	COP	USD
201-1 Economic value generated and distributed												
Economic value generated (VEG, for its acronym in Spanish)	1,097,424,000,000	365,721,446	8,517,381,575,502	2,838,455,424	3,794,910,000,000	1,264,670,695	1,485,594,449,436	495,080,981	69,123,000,000	23,035,548	125,508,802,031	41,826,368
Operating income	1,097,424,000,000	365,721,446	8,517,381,575,502	2,838,455,424	3,794,910,000,000	1,264,670,695	1,485,594,449,436	495,080,981	69,123,000,000	23,035,548	125,508,802,031	41,826,368
Economic value distributed	574,720,054,453	191,528,023	13,089,617,203,371	4,362,173,353	2,952,693,000,000	983,998,120	280,012,200,022	93,315,315	73,628,086,734	24,536,889	99,123,601,199	33,033,362
Payments made to suppliers of goods, services and materials	126,252,477,025	42,074,201	5,567,941,640,694	1,855,541,402	1,830,990,000,000	610,185,589	329,661,829,877	109,861,276	62,307,282,534	20,764,180	52,950,951,542	17,646,141
Salaries and legal and extra-legal benefits for employees	33,370,879,349	11,120,994	1,415,233,942,627	471,633,028	203,937,000,000	67,962,915	37,749,790,299	12,580,286	5,381,831,104	1,793,519	19,103,089,168	6,366,190
Social Benefits	1,592,865,178	530,829	-	-	-	-	-	-	151,430,036	50,465	-	-
Payments to capital providers (applicable to financial obligations and short and long term indebtedness. Excludes CxP)	363,953,941,611	121,289,275	5,161,846,938,000	1,720,208,530	651,954,000,000	217,266,580	137,512,000,000	45,826,488	1,383,930,363	461,201	14,114,186,803	4,703,616
Payments to governments.	36,413,657,668	12,135,014	882,654,041,981	294,148,399	208,279,000,000	69,409,906	50,112,579,846	16,700,241	3,750,617,156	1,249,910	12,047,547,396	4,014,899
Investments in the community	13,136,233,623	4,377,708	61,940,640,069	20,641,995	57,568,000,000	19,173,129	-	-	652,995,540	217,614	907,826,290	302,537
Economic value retained	522,703,945,547	174,193,423	4,572,235,627,868	1,523,717,929	842,182,000,000	280,672,574	1,205,582,249,414	401,765,665	4,505,086,734	-1,501,340	26,385,200,832	8,792,986
EBITDA	518,336,000,000	172,737,785	1,651,748,003,276	550,452,394	1,031,375,000,000	343,710,322	1,065,830,468,860	355,192,761	15,319,000,000	5,105,125	47,527,003,360	15,838,586
EBITDA covenant calculation	NA	NA	1,796,393,215,399	598,656,057	NA	NA	NA	NA	NA	NA	NA	NA
Net Profit	351,821,000,000	117,245,918	562,511,840,166	187,459,581	171,034,000,000	56,997,844	670,201,764,120	223,347,729	8,858,000,000	2,951,968	5,985,334,921	1,994,640
Net Profit/EBITDA	0.68	0.68	0.34	0.34	0.17	0.17	0.63	0.63	0.58	0.58	0.13	0.13
Net Debt	1,262,227,000,000	420,642,781	6,839,103,855,839	2,279,161,817	3,506,675,000,000	1,168,615,094	2,350,151,000,000	783,198,310	35,136,000,000	11,705,229	151,943,283,535	50,635,777,38
Net Debt/EBITDA		2.44		3.81		3.40		2.20		2.29		3.20

For the purpose of calculating the net debt/EBITDA leverage indicator in the Cement business, the following adjustments are made in EBITDA.

Cement EBITDA	1,651,748,003,276
Effect of pro forma acquisition Martinsburg (January-November)	132,247,891,322
Fx effect by EBITDA consolidation in USD at closing exchange rate	20,363,407,083
Dividends 12 months portfolio of investments	32,760,727,884
Covenant calculation EBITDA	1,796,393,215,399
Net Debt/EBITDA	3.81

How we interact

(102-43) (102-44)

Group stakeholders	Medium	Frequency of interaction	Topics of interest	Location in the Integrated Report
Shareholders	Annual Shareholders Assembly	Annually	Investment Management with ESG Focus – Environmental, Social and Governance	1. Investments with ESG Focus - page 63 2. Corporate Governance - page 50 3. Ethics, conduct and transparency - page 58 4. Risk Management - page 67 5. Human Talent Management - page 80
	Integrated Sustainability Report		Corporate Governance	
	Dialogue with stakeholders		Ethics, Conduct and Transparency	
	Report of results with <i>conference call</i>	Quarterly	Risk Management and audit and control	
	Electronic Bulletin for stakeholders	Monthly	Human Talent Management	
	Telephone hotline and email managed by the Investor Relations department	Permanent	Relationship with Investors	
	Website			
	Twitter and LinkedIn			
Employees	Grupo Argos Dialogue	Monthly	Ethics, Conduct and Transparency	1. Investments with ESG Focus - page 63 2. Corporate Governance - page 50 3. Ethics, conduct and transparency - page 58 4. Risk Management - page 67 5. Talent Management Human - page 80
	Focus Newsletter	Weekly	Corporate Governance	
	Virtual billboards		Investment Management with ESG Focus – Environmental, Social and Governance	
	Intranet		Risk Management and audit and control	
	Emails	Permanent	Human Talent Management	
	Transparency Line			
	Hotline			
	Special Bulletins	Based on need		
Twitter and LinkedIn				
Suppliers	Integrated Sustainability Report	Annually	Investment Management with ESG Focus – Environmental, Social and Governance	1. Investments with ESG Focus - page 63 2. Corporate Governance - page 50 3. Contribution to Social Development - page 87 3. Ethics, conduct and transparency - page 58 4. Climate change strategy - page 96 5. Human Talent Management - page 80
	Dialogue with stakeholder		Corporate Governance	
	Transparency Line	Permanent	Contribution to Social Development	
	Hotline		Ethics, Conduct and Transparency	
	Exclusive customer service email		Climate Change Strategy and water	
	Website			
	Electronic Bulletin for stakeholders			

Average stakeholder	Middle	Frequency of interaction	Topics of interest	Location in the Integrated Report
Media, influencers and public opinion	Integrated Sustainability Report	Annually	Investment Management with ESG Focus – Environmental, Social and Governance	<ol style="list-style-type: none"> Investments with ESG Focus - page 63 Corporate Governance - page 50 Ethics, conduct and transparency - page 58 Innovation - page 73 Biodiversity Conservation - page 102
	Dialogue with stakeholder		Corporate Governance	
	Face-to-face or telephone conversations to meet requirements on organizational issues	Permanent	Ethics, Conduct and Transparency	
	Website		Innovation	
	Transparency Line		Relationship with Investors	
	Electronic Bulletin for stakeholders	Monthly		
	Press Releases	Based on need	Biodiversity	
	Twitter and LinkedIn	Permanent		
Community	Integrated Sustainability Report	Annually	Investment Management with ESG Focus – Environmental, Social and Governance	<ol style="list-style-type: none"> Investments with ESG Focus - page 63 Corporate Governance - page 50 Contribution to Social Development - page 87 Ethics, conduct and transparency - page 58 Biodiversity Conservation - page 102
	Dialogue with stakeholder		Contribution to Social Development	
	Transparency Line		Corporate Governance	
	Website	Permanent	Ethics, conduct and Transparency	
	Twitter			
	Electronic Bulletin for stakeholders	Monthly	Biodiversity	
Government and authorities	Face-to-face meetings in follow-up to agendas with topics of mutual interest	Based on need	Corporate Governance	<ol style="list-style-type: none"> Investments with ESG Focus - page 63 Corporate Governance - page 50 Ethics, conduct and transparency - page 58 Innovation - page 73 Contribution to Social Development - page 87
	Delivery of reports and answers to requirements		Innovation	
	Website	Permanent	Relationship with Investors	
	Electronic Bulletin for stakeholders	Monthly	Ethics, Conduct and Transparency	
Associations, institutions and business sector	Face-to-face meetings in follow-up to agendas with topics of mutual interest	Permanent	Investment Management with ESG Focus – Environmental, Social and Governance	<ol style="list-style-type: none"> Investments with ESG Focus - page 63 Corporate Governance - page 50 Ethics, conduct and transparency - page 58 Biodiversity Conservation - page 102 Contribution to Social Development - page 87
	Delivery of reports and responses to requirements	Monthly	Contribution to Social Development	
	Website		Corporate Governance	
	Electronic Bulletin for stakeholders		Ethics, conduct and Transparency	
			Biodiversity	

Risk Management

Strategic Risks

Risk Strategic	Description of risk	Description of impact	Company	Type of impact	Mitigation Plan
Failure to comply with the business plans of the subsidiaries	Performance impairment of the subsidiaries due to adverse market, economy, regulatory changes, geopolitical and/or environmental conditions, including climate change, etc.	<ul style="list-style-type: none"> - Decrease in cash flow - Loss of value of investments 	Grupo Argos	Financial	<ul style="list-style-type: none"> - Diversified investment portfolio - Periodic analysis of risks that could affect the performance of business plans - Periodic strategy committees between Grupo Argos senior management and the subsidiaries - Active involvement of Grupo Argos senior management in the Boards of the affiliates
Loss of financial flexibility	Loss of financial flexibility due to an inadequate composition of the debt/equity relationship	<ul style="list-style-type: none"> - Increase in the cost of borrowing - Limitation of access to the capital market - Impairment of the company's reputation 	Grupo Argos	Economic Reputation	<ul style="list-style-type: none"> - Structure of indebtedness with a duration adjusted to the flows of the investments - Conservative leverage structure - Periodic monitoring of the evolution of capital structure by Senior management and the Board of Directors
Market risk of the investment portfolio	Impairment of the value of portfolio investments due to exposure to adverse variations in market conditions	<ul style="list-style-type: none"> - Decrease in the value of investments 	Grupo Argos	Economic	<ul style="list-style-type: none"> - Portfolio investments in companies of financial solidity and high trading - Ongoing tracking by Senior Management and the Board of Directors.
Damage to the company's reputation	Significant image impairment of the companies that compromises the confidence of stakeholders	<ul style="list-style-type: none"> - Image negative to stakeholders - Negative impact on the value the companies' shares 	All	Reputation	<ul style="list-style-type: none"> - Existence of the Corporate Good Governance Code structured on the basis of best practices - Adoption and application of ethical practices and corporate transparency in the Business Group - Permanent strengthening of the internal control system and crisis management plans - Analysis of situations that could affect the reputation of the Business Group and definition of mitigation plans

Strategic Risk	Description of risk	Description of impact	Company	Type of impact	Mitigation Plan
Management of human talent not aligned or committed to the achievement of corporate strategy	Inability to attract, develop and retain human talent with the competencies required in the companies	<ul style="list-style-type: none"> - Loss of knowledge - Difficulty in achieving strategic objectives 	Common	Economic Reputation	<ul style="list-style-type: none"> - Characterization of the existing and required human resource - Conducting internal satisfaction surveys and organizational climate - Development of programs of attraction and development of competencies - Execution of instructional, education and training plans - Competitive compensation schemes
Changes in economic and/ or geopolitical conditions	Adverse changes in the macro-economic and/ or political environment in the countries in which the companies operate	<ul style="list-style-type: none"> - Impairment of the financial results of companies - Difficulty in strategy development of the businesses 	Common	Economic	<ul style="list-style-type: none"> - Monitoring and permanent report to senior management on the markets and political conditions of the environment in which the company operates - Diversified portfolio
Changes in the legal or tax regulation	Adverse changes in the regulatory environment in legal, tax, environmental, accounting aspects, among others, in the countries in which companies operate	<ul style="list-style-type: none"> - Impairment of the financial results of companies - Fines, penalties or legal action for breach of new regulations 	Common	Economic	<ul style="list-style-type: none"> - Monitoring and permanent report to senior management of changes in regulation applicable to companies - Active involvement through associations in the analysis of projects of regulatory changes
Cost overruns in projects	Delays in the execution or failures in the estimation of the necessary resources of projects	<ul style="list-style-type: none"> - Increased costs that affect financial viability 	Common	Economic	<ul style="list-style-type: none"> - Identification and analysis of the risks associated with projects - Follow-up to the execution of the project
Fraud, corruption, money laundering and terrorist financing	Improper practices by employees, partners, suppliers and customers, related to acts of fraud, corruption, money laundering and terrorist financing	<ul style="list-style-type: none"> - Impairment of the reputation of the companies to stakeholders - Fines, penalties or legal action against companies and their officers - Negative impact on the value of the companies' stocks 	Common	Economic Reputation	<ul style="list-style-type: none"> - Training on activities to prevent and detect situations of fraud, corruption, money laundering and terrorist financing - Audit activities to assess the internal control system associated with the detection and prevention of fraud, corruption, money laundering and terrorist financing
Errors or omissions in partnerships, mergers or acquisitions	Faults in the processes of valuation and/ or due diligence on partnerships, mergers or acquisitions	<ul style="list-style-type: none"> - Decrease in the value of investments - Negative impact on the value of the companies' stocks 	Common	Economic Reputation	<ul style="list-style-type: none"> - Prior due diligence and risk analysis on potential investments with the participation of multidisciplinary teams - Advice of experts in the investment decision-making - Creation and development of action plans on identified risks, once investments are made

Strategic risks of subsidiaries that impact Grupo Argos risk 1

Strategic risk	Description of risk	Description of impact	Company	Type of impact
Supply Chain	Decrease in the market share and/or expected profitability by inefficiency in the supply chain for demand			
Loss of licenses or titles	No collection, penalties or loss of licenses, permits, certifications or concessions required for the operation for breach of legal, mining or environmental parameters		Cement Argos	
Competition, imports, new entrants	Market risks (competition, imports, new entrants, substitutes and prices)			
Failures in the business strategy	Failures in the commercial strategy of the businesses and in the processes of delivery of products and services that affect the final consumer			
Inadequate structuring of the energy portfolio	Inadequate structuring of the energy portfolio that reduces the competitiveness of the company		Celsia	Economic
Changes in the availability and price of the energy resources	Changes in the availability and price of energy resources that generate increase in the operating costs or make some assets unviable			Economic
Breach of contract and/or regulation by the concessionaire	Possible non-compliance with contractual obligations or tax rules that generate economic sanctions and affect the reputation of the company		Odinsa	Economic Reputation
Variation in vehicle and passenger traffic	Decrease in traffic expected by economic conditions in the region or country that affects income generation			Economic
Increase in vacancy	Increase in the vacancy of property assets that affect revenue generation or the value of investments		Other investments	Economic
Decrease in the use of port facilities	Decrease in the use of port facilities that affects revenue generation			Economic

Emerging risks

Emerging risk	Description of risk	Description of impact	Mitigation Plan
Crisis in emerging markets	Vulnerability of emerging markets due to imbalance in external accounts, tax accounts and geopolitical instability	Possible impairment of Grupo Argos revenue due to less economic growth and depreciation of currencies	<ul style="list-style-type: none"> - Geographic diversification and sectoral investments - Increased exposure to the U.S. economy - Permanent monitoring of performance and sectoral and macroeconomic trends
Crisis of confidence in the institutionality of companies and the State	The business environment has been affected by scandals of public and private corruption, which could generate an atmosphere of distrust by the shareholders	Possible impairment of Grupo Argos income due to a decrease of infrastructure projects	<ul style="list-style-type: none"> - Existence of the structured Corporate Good Governance Code based on best practices - Continue with the application of ethical practices and transparency in the Business Group
Restrictions on flow of goods and capital	Tendency of governments to implement protectionist measures in the countries that are investment hotspots	Possible negative impact on Grupo Argos revenues due to the difficulty in repatriating the dividends generated in those countries	<ul style="list-style-type: none"> - Geographic diversification and sectoral investments - Permanent monitoring of regulatory changes in the countries where investments are made
Ineffectiveness in the attraction and retention of <i>millennials</i>	Generation with a new vision of the world influenced by technology and globalization that constantly seeks new job opportunities	Difficult to find and retain the appropriate person for the positions, which can affect the company's achievement of objectives	<ul style="list-style-type: none"> - Characterization of the existing and required human resource - Conducting internal satisfaction surveys and organizational climate - Competitive compensation schemes

Ethics, conduct and transparency

(205-2)

Employees that have been informed and trained on the organization's policies and procedures to fight corruption	Grupo Argos				
	Total employees	Employees informed		Employees trained	
		No.	%	No.	%
Executive	6	6	100 %	6	100 %
Managerial	18	18	100 %	18	100 %
Directors	29	29	100 %	29	100 %
Specialists	60	60	100 %	60	100 %
Other levels	33	33	100 %	33	100 %
TOTAL	146	146	100 %	146	100 %

Employees that have been informed and trained on the organization's policies and procedures to fight corruption	ENERGY				
	Total employees	Employees informed		Employees trained	
		No.	%	No.	%
Executive	9	9	100 %	9	100 %
Managerial	27	27	100 %	27	100 %
Directors	36	36	100 %	36	100 %
Specialists	730	730	100 %	730	100 %
Other levels	755	755	100 %	755	100 %
TOTAL	1557	1557	100 %	1557	100 %

Employees that have been informed and trained on the organization's policies and procedures to fight corruption	CONCESSIONS				
	Total employees	Employees informed		Employees trained	
		No.	%	No.	%
Executive	5	5	100 %	5	100 %
Managerial	14	14	100 %	14	100 %
Directors	27	27	100 %	27	100 %
Specialists	45	45	100 %	45	100 %
Other levels	181	181	100 %	181	100 %
TOTAL	272	272	100 %	272	100 %

Employees that have been informed and trained on the organization's policies and procedures to fight corruption	COAL				
	Total employees	Employees informed		Employees trained	
		No.	%	No.	%
Executive	0	0	NA	0	NA
Managerial	2	2	100 %	2	100 %
Directors	3	3	100 %	3	100 %
Specialists	12	12	100 %	12	100 %
Other levels	39	39	100 %	39	100 %
TOTAL	56	56	100 %	56	100 %

Performance tax

Grupo Argos Holding	TAXES PAID BY COMPANY														TOTAL	
	Income Tax and Occasional Gain		Wealth Tax		Industry and Commerce		Property Tax		Sales Tax		OTHER		TOTAL			
	COP	USD	COP	USD	COP	USD	COP	USD	COP	USD	COP	USD	COP	USD		
	-	-	8,260,320,000	2,752,789	3,240,988,440	1,080,074	23,603,491,228	7,865,969	1,308,858,000	436,183	-	-	36,413,657,668	12,135,014		
Colombia	-	-	8,260,320,000	2,752,789	3,240,988,440	1,080,074	23,603,491,228	7,865,969	1,308,858,000	436,183	-	-	36,413,657,668	12,135,014		
Cement	178,568,489,410	59,508,746	48,347,194,000	16,111,918	29,381,743,697	9,791,597	46,721,776,517	15,570,241	555,806,236,731	185,224,909	7,940,988	23,828,601,627	882,654,041,982	294,148,399		
Colombia	55,492,046,130	18,492,872	48,347,194,000	16,111,918	25,476,757,344	8,490,243	7,470,193,259	2,489,475	242,981,793,000	80,974,767	128,155	384,556,090	380,152,539,823	126,687,531		
The U.S.A.	-	-	-	-	2,105,475,118	701,659	38,275,837,211	12,755,594	173,879,206,925	57,946,022	-	-	214,260,519,254	71,403,274		
Honduras	63,929,528,868	21,304,801	-	-	1,188,576,031	396,098	219,623,609	73,191	46,566,158,820	15,519,047	7,705,325	-	135,027,332,809	44,998,461		
Panama	53,054,701,308	17,680,716	-	-	-	-	-	-	51,059,056,528	17,015,658	-	-	104,113,757,836	34,696,374		
Surinam	-	-	-	-	-	-	-	-	3,458,747,797	1,152,643	-	-	3,458,747,797	1,152,643		
Curacao	-	-	-	-	-	-	-	-	250,173,034	83,371	-	-	250,173,034	83,371		
Haiti	3,222,119,853	1,073,786	-	-	595,471,202	198,443	84,404,386	28,128	7,144,420,029	2,380,910	138,035,635	46,001	11,184,451,104	3,727,268		
Puerto Rico	330,024,087	109,982	-	-	-	-	-	-	5,546,284,085	1,848,324	-	-	5,876,308,172	1,958,306		
Dominican Republic	1,107,588,167	389,109	-	-	-	-	-	-	23,578,044,317	7,857,489	-	-	24,685,632,484	8,226,597		
Saint Martin	-	-	-	-	-	-	-	-	805,868,187	268,559	-	-	805,868,187	268,559		
Antigua and Barbuda	26,212,347	8,735	-	-	-	-	-	-	534,484,009	178,119	-	-	560,696,356	186,855		
Saint Thomas	-	-	-	-	3,120,738	1,040	-	-	-	-	-	-	3,120,738	1,040		
Guyana	1,406,268,650	468,645	-	-	12,343,268	4,113	671,718,052	223,853	-	-	184,564,421	61,507	2,274,894,386	758,119		
Energy	194,471,316,291	64,808,434	36,042,858,234	12,011,443	7,638,049,298	2,545,414	1,697,495,951	565,698	-	-	72,960,674,810	24,314,471	312,810,394,584	104,245,460		
Colombia	188,673,000,000	62,876,119	36,042,858,234	12,011,443	7,592,455,503	2,530,220	1,343,029,833	447,571	-	-	68,419,326,442	22,801,046	302,070,670,012	100,666,399		
Panama	4,937,483,901	1,645,439	-	-	45,593,795	15,194	314,423,644	104,783	-	-	4,356,698,758	1,451,889	9,654,200,098	3,217,305		
Costa Rica	860,832,390	286,876	-	-	-	-	40,042,474	13,344	-	-	184,649,610	61,535	1,085,524,474	361,756		
Concessions	13,335,422,000	4,444,089	7,408,470,000	2,468,906	3,876,174,396	1,291,752	271,897,000	90,611	-	-	91,877,804	30,619	24,983,841,200	8,325,977		
Colombia	13,335,422,000	4,444,089	7,408,470,000	2,468,906	3,876,174,396	1,291,752	271,897,000	90,611	-	-	91,877,804	30,618,69	24,983,841,200	8,325,977		
Coal	-	-	496,540,000	165,474	46,498,497	15,496	62,865,657	20,950	119,100,000	39,691	3,025,613,002	1,008,299	3,750,617,156	1,249,910		
Colombia	-	-	496,540,000	165,474	46,498,497	15,496	62,865,657	20,950	119,100,000	39,691	3,025,613,002	1,008,299	3,750,617,156	1,249,910		
Ports	4,993,127,604	1,663,982	1,521,601,000	507,080	1,390,355,628	463,342	1,474,233,210	491,295	2,413,675,236	804,368	232,639,956	77,528	12,025,632,634	4,007,596		
Colombia	4,993,127,604	1,663,982	1,521,601,000	507,080	1,390,355,628	463,342	1,474,233,210	491,295	2,413,675,236	804,368	232,639,956	77,528	12,025,632,634	4,007,596		
TOTAL	-	-	-	-	-	-	-	-	-	-	-	-	1,272,638,185,224	424,112,355		

TRM on December 31, 2016: 3,000, 71

Human Talent Management

(102-7) (102-8) Labor Indicators

Number of employees in the company	2013		2014		2015		2016	
	TOTAL	W	TOTAL	W	TOTAL	W	TOTAL	W
		W						
	M		M		M		M	W
● Grupo Argos	30	49	79	62	99	57	88	80
● Cement	6,735	1,071	7,806	1,200	8,974	1,279	9,247	1,337
● Energy	808	270	1,078	286	1,116	358	1,429	392
● Urban Development	26	12	38	18	51	17	46	NA
● Concessions	NA	NA	NA	NA	NA	NA	NA	87
● Coal	609	45	654	19	79	13	69	10
● Ports	268	80	348	81	358	87	367	62
TOTAL	8,476	1,527	10,003	1,666	10,677	1,811	11,246	2,066

Number of employees in the company by job category

Number of employees in the company by job category	2015					2016				
	Executive	Managerial	Directors	Specialist	Other levels	Executive	Managerial	Directors	Specialist	Other levels
● Grupo Argos	5	9	21	33	20	6	18	29	60	33
● Cement	10	129	306	2,497	6,605	10	125	312	2,229	6,490
● Energy	10	33	28	592	766	9	27	36	730	755
● Urban Development	1	5	3	21	16	NA	NA	NA	NA	NA
● Concessions	NA	NA	NA	NA	NA	5	14	27	45	181
● Coal	1	4	5	14	45	0	2	3	12	39
● Ports	5	14	8	73	267	5	13	7	60	137
TOTAL	32	194	371	2,930	7,719	35	199	414	3,136	7,635

(102-7) (102-8) Number and percentage of employees by job category and gender

2015	● Grupo Argos			● Cement			● Energy			● Urban Development			● Concessions			● Ports			● Coal			
	M	W	T	M	W	T	M	W	T	M	W	T	M	W	T	M	W	T	M	W	T	
Level 1 Executive	5	-	5	9	1	10	9	1	10	1	10	1	-	1	4	1	5	1	5	1	-	1
Level 2 Managerial	4	5	9	110	19	129	20	13	33	3	33	3	2	5	13	1	14	4	14	4	-	4
Level 3 Directors	7	14	21	224	82	306	16	12	28	2	28	2	1	3	6	2	8	2	8	2	3	5
Level 4 Specialists	9	24	33	1,519	678	2,197	402	190	592	9	12	21	12	21	41	32	73	8	73	8	6	14
Level 5 Other levels	6	14	20	6,106	499	6,605	624	142	766	14	2	16	2	16	216	51	267	41	267	41	4	45
TOTAL	31	57	88	7,968	1,279	9,247	1,071	358	1,429	29	17	46	29	17	280	87	367	56	367	56	13	69
Level 1 Executive	100 %	0 %	100 %	90 %	10 %	100 %	90 %	10 %	100 %	100 %	0 %	100 %	100 %	0 %	80 %	20 %	100 %	100 %	100 %	100 %	0 %	100 %
Level 2 Managerial	44 %	56 %	100 %	85 %	15 %	100 %	61 %	39 %	100 %	60 %	40 %	100 %	60 %	40 %	93 %	7 %	100 %	100 %	100 %	100 %	0 %	100 %
Level 3 Directors	33 %	67 %	100 %	73 %	27 %	100 %	57 %	43 %	100 %	67 %	33 %	100 %	67 %	33 %	75 %	25 %	100 %	40 %	100 %	40 %	60 %	100 %
Level 4 Specialists	27 %	73 %	100 %	69 %	31 %	100 %	68 %	32 %	100 %	43 %	57 %	100 %	43 %	57 %	56 %	44 %	100 %	57 %	100 %	57 %	43 %	100 %
Level 5 Other levels	30 %	70 %	100 %	92 %	8 %	100 %	81 %	19 %	100 %	88 %	13 %	100 %	88 %	13 %	81 %	19 %	100 %	91 %	100 %	91 %	9 %	100 %
TOTAL	35 %	65 %	100 %	86 %	14 %	100 %	75 %	25 %	100 %	63 %	37 %	100 %	63 %	37 %	76 %	24 %	100 %	81 %	100 %	81 %	19 %	100 %

2016	● Grupo Argos			● Cement			● Energy			● Urban Development			● Concessions			● Ports			● Coal			
	M	W	T	M	W	T	M	W	T	M	W	T	M	W	T	M	W	T	M	W	T	
Level 1 Executive	5	1	6	9	1	10	8	1	9	8	1	9	5	-	5	4	1	5	0	0	0	-
Level 2 Managerial	10	8	18	106	19	125	16	11	27	16	11	27	10	4	14	12	1	13	2	0	0	2
Level 3 Directors	10	19	29	222	90	312	24	12	36	24	12	36	16	11	27	4	3	7	1	2	3	3
Level 4 Specialists	22	38	60	1,509	720	2,229	506	224	730	506	224	730	26	19	45	32	28	60	7	5	12	12
Level 5 Other levels	19	14	33	5,983	507	6,490	611	144	755	611	144	755	30	151	181	108	29	137	36	3	39	39
TOTAL	66	80	146	7,829	1,337	9,166	1,165	392	1,557	1,165	392	1,557	87	185	272	160	62	222	46	10	56	56
Level 1 Executive	83 %	17 %	100 %	90 %	10 %	100 %	89 %	11 %	100 %	89 %	11 %	100 %	100 %	0 %	100 %	80 %	20 %	100 %	0 %	0 %	0 %	0 %
Level 2 Managerial	56 %	44 %	100 %	85 %	15 %	100 %	59 %	41 %	100 %	67 %	33 %	100 %	71 %	29 %	100 %	92 %	8 %	100 %	100 %	0 %	0 %	100 %
Level 3 Directors	34 %	66 %	100 %	71 %	29 %	100 %	67 %	33 %	100 %	67 %	33 %	100 %	59 %	41 %	100 %	57 %	43 %	100 %	33 %	67 %	67 %	100 %
Level 4 Specialists	37 %	63 %	100 %	68 %	32 %	100 %	69 %	31 %	100 %	69 %	31 %	100 %	58 %	42 %	100 %	53 %	47 %	100 %	58 %	42 %	42 %	100 %
Level 5 Other levels	58 %	42 %	100 %	92 %	8 %	100 %	81 %	19 %	100 %	81 %	19 %	100 %	17 %	83 %	100 %	79 %	21 %	100 %	92 %	8 %	8 %	100 %
TOTAL	45 %	55 %	100 %	85 %	15 %	100 %	75 %	25 %	100 %	63 %	37 %	100 %	32 %	68 %	100 %	72 %	28 %	100 %	82 %	18 %	18 %	100 %

Percentage of employees in the company by job category	2015					2016				
	Executive	Managerial	Directors	Specialist	Other levels	Executive	Managerial	Directors	Specialist	Other levels
● Grupo Argos	6 %	10 %	24 %	38 %	23 %	4 %	12 %	20 %	41 %	23 %
● Cement	0 %	1 %	3 %	24 %	71 %	0 %	1 %	3 %	24 %	71 %
● Energy	1 %	2 %	2 %	41 %	54 %	1 %	2 %	2 %	47 %	48 %
● Urban Development	2 %	11 %	7 %	46 %	35 %	NA	NA	NA	NA	NA
● Concessions	NA	NA	NA	NA	NA	2 %	5 %	10 %	17 %	67 %
● Coal	1 %	6 %	7 %	20 %	65 %	0 %	4 %	5 %	21 %	70 %
● Ports	1 %	4 %	2 %	20 %	73 %	2 %	6 %	3 %	27 %	62 %

Number of employees in the company by age

2016

	under 30	between 30 and 40	between 40 and 50	between 50 and 60	over 60	TOTAL
● Grupo Argos	33	55	33	22	3	146
● Cement	1,075	2,625	2,736	2,167	563	9,166
● Energy	214	423	476	377	67	1,557
● Urban Development	NA	NA	NA	NA	NA	NA
● Concessions	65	121	64	20	2	272
● Coal	4	21	13	12	6	56
● Ports	40	66	60	48	8	222
TOTAL	1,431	3,311	3,382	2,646	649	11,419

Percentage of employees in the company by age

2016

	under 30	between 30 and 40	between 40 and 50	between 50 and 60	over 60	TOTAL
● Grupo Argos	23 %	38 %	23 %	15 %	2 %	100 %
● Cement	12 %	29 %	30 %	24 %	6 %	100 %
● Energy	14 %	27 %	31 %	24 %	4 %	100 %
● Urban Development	NA	NA	NA	NA	NA	NA
● Concessions	24 %	44 %	24 %	7 %	1 %	100 %
● Coal	7 %	38 %	23 %	21 %	11 %	100 %
● Ports	18 %	30 %	27 %	22 %	4 %	100 %

Number of employees in the company by type of contract	2015			2016		
	Undefined	Fixed	Fixed	Undefined	Fixed	Fixed
● Grupo Argos	87	1	1	145	1	1
● Cement	9,247	0	0	9,166	0	0
● Energy	1,421	8	8	1,532	25	25
● Urban Development	44	2	2	NA	NA	NA
● Concessions	NA	NA	NA	268	4	4
● Coal	60	9	9	51	5	5
● Ports	366	1	1	220	2	2
TOTAL	11,225	21	21	11,382	37	37

(102-41) Employees covered by collective bargaining

Employees covered by collective bargaining	2015						2016							
	Grupo Argos	Cement	Energy	Urban Development	Concessions	Ports	Coal	Grupo Argos	Cement	Energy	Urban Development	Concessions	Ports	Coal
Total number of employees in the organization	88	9,247	1,429	46	69	367	69	146	9,166	1,557	NA	272	56	222
Total number of employees covered by collective bargaining	-	2,949	989	-	NA	110	-	-	2,350	1,040	NA	-	-	35
Percentage of employees covered by collective bargaining	0 %	32 %	69 %	0 %	0 %	30 %	0 %	0 %	26 %	67 %	0 %	0 %	0 %	16 %

(401-1) Staff and recruits turnover

Staff turnover rate	2015						2016							
	Grupo Argos	Cement	Energy	Urban Development	Concessions	Ports	Coal	Grupo Argos	Cement	Energy	Urban Development	Concessions	Ports	Coal
Staff turnover rate	6.80 %	11.05 %	6.30 %	4.30 %		7.40 %	5.80 %	6.16 %	15.38 %	7.00 %		27.21 %	12.61 %	12.50 %
Voluntary staff turnover rate	1.10 %	7.44 %	2.30 %	0.00 %		5.40 %	1.40 %	4.11 %	8.56 %	4.43 %		15.81 %	6.31 %	12.50 %
Employees removed by mutual agreement	1	NA	16	0		0	2	4	355	9		13	0	1
Employees removed by pension or termination of contract	2	67	33	2	NA	2	0	0	NA	19	NA	13	1	2
Employees removed by voluntary resignation	1	NA	34	0		20	1	2	NA	69		43	14	4
Employees terminated	2	NA	7	0		4	0	3	NA	6		5	8	0

Staff turnover rate, distributed by age and gender	2015						2016							
	Grupo Argos	Cement	Energy	Urban Development	Concessions	Ports	Coal	Grupo Argos	Cement	Energy	Urban Development	Concessions	Ports	Coal
Under 30	50.00 %	NA	43.75 %	0.00 %	NA	44.44 %	25.00 %	11.11 %	NA	18.33 %	NA	33.78 %	42.86 %	0.00 %
Between 30 and 40	33.33 %		34.72 %	0.00 %		25.93 %	0.00 %	55.56 %		23.13 %		35.14 %	46.43 %	28.57 %
Between 40 and 50	16.67 %		16.67 %	0.00 %		11.11 %	0.00 %	11.11 %		7.50 %		20.27 %	3.57 %	57.14 %
Between 50 and 60	0.00 %		3.47 %	0.00 %		14.81 %	0.00 %	22.22 %		0.83 %		9.46 %	7.14 %	0.00 %
Over 60	0.00 %		1.39 %	100.00 %		3.70 %	75.00 %	0.00 %		0.21 %		1.35 %	0.00 %	14.29 %
Female	50.00 %		31.94 %	0.00 %		29.63 %	0.00 %	66.67 %		16.04 %		52.70 %	39.29 %	0.00 %
Male	50.00 %		68.06 %	100.00 %		70.37 %	100.00 %	33.33 %		33.96 %		47.30 %	60.71 %	100.00 %

Staff Hiring rate by age and gender	2015						2016							
	Grupo Argos	Cement	Energy	Urban Development	Concessions	Ports	Coal	Grupo Argos	Cement	Energy	Urban Development	Concessions	Ports	Coal
Under 30	5	469	63	2		20	2	9		88		29	12	0
Between 30 and 40	8	412	50	2		8	1	14		111		15	7	1
Between 40 and 50	3	247	24	0		2	0	2		36		6	5	0
Between 50 and 60	0	124	5	0	NA	0	0	4	NA	4	NA	1	2	0
Over 60	0	13	2	0		0	0	0		1		0	0	0
Female	12	213	46	2		13	0	15		77		20	13	1
Male	4	1.051	97	2		17	3	14		163		31	13	0

Staff Hiring rate by age and gender	2015						2016							
	Grupo Argos	Cement	Energy	Urban Development	Concessions	Ports	Coal	Grupo Argos	Cement	Energy	Urban Development	Concessions	Ports	Coal
Under 30	31.25 %	37.00 %	43.80 %	50.00 %		66.67 %	66.67 %	31.03 %	32.32 %	36.67 %		56.86 %	46.15 %	0.00 %
Between 30 and 40	50.00 %	32.56 %	34.70 %	50.00 %		26.67 %	33.33 %	48.28 %	33.91 %	46.25 %		29.41 %	26.92 %	100.00 %
Between 40 and 50	18.75 %	19.56 %	16.70 %	0.00 %		6.67 %	0.00 %	6.90 %	21.73 %	15.00 %	NA	11.76 %	19.23 %	0.00 %
Between 50 and 60	0.00 %	9.78 %	3.50 %	0.00 %	NA	0.00 %	0.00 %	13.79 %	10.30 %	1.67 %		1.96 %	7.69 %	0.00 %
Over 60	0.00 %	1.11 %	1.40 %	0.00 %		0.00 %	0.00 %	0.00 %	1.74 %	0.42 %		0.00 %	0.00 %	0.00 %
Female	75.00 %	16.83 %	32.00 %	50.00 %		43.33 %	0.00 %	51.72 %	16.1 %	32.08 %		39.22 %	50.00 %	100.00 %
Male	25.00 %	83.17 %	68.00 %	50.00 %		56.67 %	100.00 %	48.28 %	83.95 %	67.92 %		60.78 %	50.00 %	0.00 %

(401-2) Company benefits for full-time employees

Mandatory company benefits for full-time employees	● Grupo Argos		● Cement		● Power		● Airport		● Ports		● Coal	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Do you have any of the following company benefits mandatory for all full-time employees?												
Social Security	X		X		X		X		X		X	
Pension Fund	X		X		X		X		X		X	
Other (Vacations, premium services, layoffs, interests, parafiscal contributions)	X		X		X		X		X		X	


Voluntary company benefits for full-time employees	● Grupo Argos		● Cement		● Energy		● Concessions		● Ports		● Coal	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Life Insurance	X		X		X		X		X		X	
Medical Insurance	X		X		X		X		X		X	
Accident Insurance	X		X		X		X		X		X	
Health aids	X		X		X		X		X		X	
Marriage assistance		X	X		X		X		X		X	
Food assistance	X		X		X		X		X		X	
Holiday bonus	X		X		X		X		X		X	
Flexible working hours	X		X		X		X		X		X	
Sponsorship for study	X		X		X		X		X		X	
Actions		X	X			X		X		X		X
Other	X		X		X		X		X		X	


401-3 Maternity or paternity leave

2015	Employees who were entitled to maternity or paternity leave		Employees who have enjoyed maternity or paternity leave		Employees who returned to work after completing their maternity or paternity leave		Employees who continue in the organization after 12 months of having completed their maternity or paternity leave	
	M	W	M	W	M	W	M	W
● Grupo Argos	0	3	0	3	0	3	1	1
● Cement					NA			
● Energy	32	10	29	10	29	10	25	7
● Urban Development	0	1	0	1	0	1	1	0
● Concessions					NA			
● Ports	5	4	5	4	5	4	1	7
● Coal	1	1	1	1	1	1	2	2

2016	Employees who were entitled to a maternity or paternity leave		Employees who have enjoyed maternity or paternity leave		Employees who returned to work after completing their maternity or paternity leave		Employees who continue in the organization after 12 months of having completed their maternity or paternity leave	
	M	W	M	W	M	W	M	W
● Grupo Argos	2	4	2	4	2	3	0	1
● Cement					NA			
● Energy	22	13	22	13	22	9	19	13
● Urban Development					NA			
● Concessions	4	10	4	10	4	10	1	4
● Ports	0	3	0	3	0	2	0	1
● Carbon	0	1	0	1	0	1	1	1

404-1 Average annual hours of training per employee, itemized by sex and by job category

2015							
	Grupo Argos	Cement	Energy	Urban Development	Concessions	Ports	Coal
Number of hours of training level 1	117	1,246	154	14	NA	7	62
Number of hours of training level 2	815	12,055	2,131	408		97	401
Number of hours of training level 3	2,183	35,481	893	145		106	611
Number of hours of training level 4	2,632	193,018	43,354	2,414		1,358	1,586
Number of hours of training level 5	1,366	310,547	23,763	1,713		1,844	1,131
Average hours of training level 1	23	125	15	14		1	62
Average hours of training level 2	91	93	65	82		7	100
Average hours of training level 3	104	116	32	48		13	122
Average hours of training level 4	80	88	73	115		19	113
Average hours of training level 5	68	47	31	107		7	25
Number of hours of training by gender (female)	5,794	115,571	19,184	2,152		1,153	1,374
Number of hours of training by gender (male)	1,318	436,776	51,292	1,318		2,259	2,415
Average hours of training by gender (female)	102	79	124	127		13	106
Average hours of training by gender (male)	43	21	108	88		8	43

2016							
	Grupo Argos	Cement	Energy	Urban Development	Concessions	Ports	Coal
Number of hours of training level 1	124	982	162	NA	247	4	-
Number of hours of training level 2	1,374	11,598	1,419		622	46	313
Number of hours of training level 3	1,520	31,234	2,028		601	48	322
Number of hours of training level 4	2,227	198,712	32,022		1,500	968	840
Number of hours of training level 5	1,935	361,790	17,927		5,115	1,162	658
Average hours of training level 1	21	98	18		49	1	0
Average hours of training level 2	76	93	53		44	4	156
Average hours of training level 3	52	100	56		22	7	107
Average hours of training level 4	37	89	44		33	16	70
Average hours of training level 5	59	56	24		28	8	17
Number of hours of training by gender (female)	5,070	122,244	18,659		5,318	685	680
Number of hours of training by gender (male)	2,110	482,072	34,900		2,767	1,543	1,453
Average hours of training by gender (female)	63	91	48		29	11	68
Average hours of training by gender (male)	32	62	30		32	10	32

404-2 Programs aimed at promoting employability of workers and management at the end of their professional careers

Grupo Argos	
Programs to improve employee skills	<p>Programs in leadership training with workshops in corporate strategy with Harvard University, leadership for equity with the University (of California) at Berkeley, business environment, knowledge management, development of people, leadership, culture and Human Talent management.</p> <p>English training programs, innovation workshops, Excel, climate and culture dialogues, ethical deliberation in business, graduates in international financial reporting standards, IFRS, tax reform, total compensation, sustainability.</p> <p>Training programs on issues related to Occupational Health and Safety in the Workplace: Hygiene and industrial safety regulations, alcohol and drug policy, hot accident prevention, preventive driving, stress management, fire control, what to do in case of fire, seismic movement, threat calls, public risk, training for brigade members, investigation of accidents and work incidents, among others.</p>
Programs aimed at promoting the employability of workers and management of the end of their professional careers.	There is a retirement plan for Senior Management which consists of a payment made at the end of their work life, once the conditions established are met.

404-3 Employee performance

Employee performance	2015														
	Executive			Managerial			Directors			Specialist			Other levels		
	M	W	TOTAL	M	W	TOTAL	M	W	TOTAL	M	W	TOTAL	M	W	TOTAL
● Grupo Argos	0 %	NA	0 %	100 %	100 %	100 %	100 %	100 %	100 %	71 %	95 %	89 %	100 %	100 %	100 %
● Cement	NA	NA	100 %	NA	NA	100 %	NA	NA	100 %	NA	NA	100 %	NA	NA	53 %
● Energy	NA	NA	0 %	NA	NA	45 %	NA	NA	94 %	NA	NA	100 %	NA	NA	94 %
● Urban Development	0 %	NA	0 %	100 %	100 %	100 %	100 %	NA	100 %	100 %	100 %	100 %	100 %	100 %	100 %
● Concessions	NA														
● Coal	0 %	NA	0 %	100 %	NA	100 %	100 %	NA	100 %	100 %	100 %	100 %	100 %	100 %	100 %
● Ports	100 %	100 %	100 %	100 %	100 %	100 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %

Employee performance	2016														
	Executive			Managerial			Directors			Specialist			Other levels		
	M	W	TOTAL	M	W	TOTAL	M	W	TOTAL	M	W	TOTAL	M	W	TOTAL
● Grupo Argos	100 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %	36.90 %	100 %	63.60 %
● Cement	NA	NA	100 %	NA	NA	100 %	NA	NA	100 %	NA	NA	100 %	NA	NA	63 %
● Energy	NA	NA	89 %	NA	NA	100 %	NA	NA	100 %	NA	NA	99 %	NA	NA	94 %
● Urban Development	NA														
● Concessions	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %
● Coal	0 %	0 %	0 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %	19 %	66 %	23 %
● Ports	100 %	100 %	100 %	100 %	100 %	100 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %

(405-1) Composition of governance bodies (Board of Directors)

Members belonging to a governance body (Board of Directors)	Men	Women	Under 30	Between 30 and 40	Between 40 and 50	Over 50	Minority Groups
● Grupo Argos	71,43 %	28,57 %	0 %	0 %	14 %	86 %	0 %
● Cement	71,43 %	28,57 %	0 %	0 %	29 %	71 %	0 %
● Energy	71,43 %	28,57 %	0 %	0 %	14 %	86 %	0 %
● Concessions	71,43 %	28,57 %	0 %	0 %	86 %	14 %	0 %
● Ports	100 %	0 %					

(405-2) Ratio between the salary of men and women

2015	Units	● Grupo Argos	● Cement	● Energy	Urban Development	● Concessions	● Ports	● Coal
Level 1 Executive	Ratio	NA	NA	1,03	NA	NA	1,33	NA
Level 2 Middle management	Ratio	1,11	0,95	1,25	1		1,38	1
Level 3 of Managers	Ratio	1	0,92	1,22	0,97		1,33	0,71
Level 4: Specialists	Ratio	1	0,99	1,14	1,05		1,32	1,17
Level 5: Operational	Ratio	1,48	1,09	0,97	1,36		1,27	1,18

2016	Units	● Grupo Argos	● Cement	● Energy	Urban Development	● Concessions	● Ports	● Coal
Level 1 Executive	Ratio	NA	NA	0,84	NA	NA	1,24	NA
Level 2 Middle management	Ratio	0,94	0,84	1,44		0,98	1,44	NA
Level 3 of Managers	Ratio	0,97	0,94	1,09		1,14	1,14	0,64
Level 4: Specialists	Ratio	1,04	0,98	1,14		1,14	0,88	1,2
Level 5: Operational	Ratio	0,67	1,08	1,08		1,31	1,22	0,94

(403-2) Type and injury rate, occupational illnesses, days lost, absenteeism and number of work-related fatalities by region and by gender

2016												
Unit	● Grupo Argos		● Cement	● Energy		● Concessions		● Ports		● Coal		
	M	W		M	W	M	W	M	W	M	W	
EMPLOYEES												
Total cases of work-related accidents and illnesses	Number	-	-	34	23	15	2	13	3	-	1	-
Days of absence by work-related accidents and illnesses	Days	-	-	661	547	39	1	47	15	-	11	-
Sick leave number for common illness	Cases	25	57	4	830	390	46	478	128	N/A	84	15
Sick leave days	Days	117	205	-	4,616	2,198	478	2,538	771	N/A	528	481
Total hours worked	Hours	169,260	230,248	24,413,394	2,912,257	1,062,661	217,820	622,950	593,714	N/A	143,714	31,216
Total days worked	Days	21,158	28,781	NA	342,618	125,019	27,228	77,869	365	N/A	17,964	3,902
Casualties	Number	-	-	1	-	-	-	-	-	-	-	-
CONTRACTORS												
Total cases of work-related accidents and illnesses	Number	4	1	19	159	1	3	3	19	N/A	11	-
Days of absence by work-related accidents and illnesses	Days	20	7	306	13,964	7	17	3	138	NA	142	-
Sick leave number	Cases	36	37	NA	1,006	181	NA	NA	N/A	N/A	149	14
Sick leave days	Days	122	142	NA	4,678	675	t NA	NA	N/A	N/A	626	60
Total hours worked	Hours	516,543	95,073	24,230,568	3,681,050	291,529	184,840	186,960	1,350,804	N/A	513,240	43,285
Total days worked	Days	64,568	11,884	NA	433,065	34,298	23,105	23,370	365	N/A	64,155	5,411
Casualties	Number	-	-	-	2	-	-	-	-	-	-	-

Climate change strategy

	302-1 Internal energy consumption (GJ)			302-4 Reduced energy consumption			303-1 Total water collection (m³)			303-3 Percentage of recycled and reused water		
	2014	2015	2016	2014	2015	2016	2014	2015	2016	2014	2015	2016
● Grupo Argos	9,507	11,552,36	10,759,06	Not Reported	Not Reported	Not Reported	1,055,90	956,36	78,458,64	Not Reported	Not Reported	Not Reported
● Cement	40,816,337,40	44,331,467,81	39,205,325,04	1,368,307	262,29	564,210,40	11,504,259	10,606,830	13,407,142,70	28	274	214
● Energy	15,459,434,22	27,014,948,79	21,489,700,58	2,666,29	4,057	107,857	10,190,279,490	13,422,864,475	12,538,445,474	0,04	0,02	0,01
● Concessions	NA	NA	2,455,35	NA	NA	78,45	NA	NA	2,661	Not Reported	Not Reported	Not Reported
● Urban Development	1,195,68	1,043,29	NA	Not Reported	Not Reported	NA	47,322,00	81,726,00	NA	Not Reported	Not Reported	NA
● Ports	26,022,20	11,133,55	9,897,41	Not Reported	Not Reported	Not Reported	26,831	54,584	141,140,10	Not Reported	Not Reported	Not Reported
● Coal	128,790,91	187,495,04	211,939	Not Reported	Not Reported	Not Reported	105,102,00	103,559,40	107,202	Not Reported	Not Reported	Not Reported
TOTAL	56,441,287	71,557,641	60,930,076	1,370,973	4,319	672,146	10,201,964,060	13,433,712,131	12,552,182,079	0,07 %	0,25 %	0,23 %

Notes:

- (102-48) The water collection data of the coal business for 2015 was re-expressed due to the fact that the direct collection of rainwater sources had not been considered.
- (102-48) The energy consumption data of the Ports business for 2015 was re-expressed due to changes in the calculation methodology.
- In 2016, Situm (Urban Development) became a line of business of Grupo Argos. For this reason, the indicators of Grupo Argos now include Urban Development data.
- Since 2015, the energy business figures include operations of the company in Central America.
 - The total water collection reported by the Concessions business corresponds to: i) surface sources: Santágueda toll and ii) municipal water: tolls of Círcasia, Tarapacá II, Pavas, San Bernardo, Santágueda and the Calarca scale.
- Energy consumption reported by the Concessions business corresponds to the administrative offices and tolls of Corozal, Círcasia, Tarapacá I, Tarapacá II, Pavas, San Bernardo, Santágueda and the Calarca scale.

(304-3) Biodiversity Conservation

Location of protected or restored habitat	Purpose of the restoration or conservation	Collaboration with a third party to protect or restore this area	Size of the protected or restored area by direct action of the company (hectare)	2016 Progress
Antioquia/Rio Negro, Belmira, San Pedro de los Milagros	Strengthen the integrated management of water basins and governance of water resources through the financing of long-term conservation actions and through the pooling of relevant stakeholders in water management.	EPM, Postobón, Cornare, Valle de Aburrá Metropolitan Area, Nutresa y Medellín City Council.	12.4	7,250 trees planted for the restoration of supply basins for the population of Medellín.
Farallones Natural National Park in Cali, Valle del Cauca	Restore areas affected by wildfires.	Natural National Parks	3.4	1,024 trees of native species planted to restore the area.
Parque Nacional Natural Farallones de Cali, Tatamá y Munchique	Conduct diagnosis of the presence of the Andean Bear to define the consultation and implementation phase of conservation and restoration areas.	Natural National Parks Corporación Autónoma del Valle, Smurfit Kappa, Wildlife Conservation Society y Celsia.	411.700	With the diagnosis undertaken, it was found that the Andean Bear is present in 74 % of the study area and is exposed to risks related to: pressure from cattle of 25%, selective logging of 21%, corn crops of 9 % and mining of 8 %.
Roncesvalles, Tolima	Undertake restoration process in compensation areas.	Celsia	5.28	5,807 trees planted in compensation areas.
Prado, Tolima	Undertake restoration process in compensation areas.	Celsia	6.8	10,000 trees planted in compensation areas.
Rio Claro, Antioquia	Restoration in area degraded by mining	Cementos Argos	0.63	750 trees planted.
Belmira, Antioquia	Undertake restoration of basin protection areas: Fondo de Agua de Medellín (Medellin Water Fund) (Cuenca Verde)	Cementos Argos and Celsia	0.18	700 trees planted in waterside areas.
Cairo, Santa Barbara - Antioquia	Plant trees in the Cairo planting area	Cementos Argos	0.18	200 trees planted.
Union, Versailles and Roldanillo - Valle del Cauca	Undertake the restoration of basin areas in the Valle del Cauca department with the ReverdeC program	Celsia, Epsa and conTREEbute	77.45	85,202 native trees planted for the protection of banks.
Mount Lebanon. Cordoba. Hacienda Centenario	Conduct planting of species to generate shade and protection of basins in livestock areas	Tekia	24.26	26,700 individual trees planted to generate connectivity between cattle pastures and also benefit the cattle through the shade.
Palo Alto - Sucre (Hacienda Belén)	Conduct planting of species to generate shade and protection of basins in livestock areas	Tekia	0.11	130 trees planted.
Puerto Libertador, Córdoba	Plant trees in livestock areas and forest plantations	Tekia	1.81	2,000 trees planted.
Guasca, Cundinamarca El Retiro, Antioquia Encino, Santander	Undertake restoration in basin areas and natural reserves for life in the Carrera Verde program	Fundación Natura	20.9	Over 23,000 native species planted in different regions of the country in order to promote the care of forests and to adapt reclaimed areas to conservation in perpetuity.