

# Cementos Argos

ISIN CODE: COD38PA00053

Overall score 42/100

## Sector: Building Materials Emerging Market

Companies in sector panel: 24

Information rate: 76% (Sector average: 65%)  
Company cooperation level: Not responsive \*

### General information

Cementos Argos SA ('Cementos Argos') engages in the production of cement and concrete products. In the cement business, the Company has nine plants in Colombia, three in the United States and one in Honduras; ten clinker mills located in Colombia, the United States, Haiti, Panama, the Dominican Republic, Honduras, French Guiana and Suriname; and twenty-four ports and terminals for reception and packaging. In the concrete business, Cementos Argos has more than 340 plants located in Colombia, the United States, Haiti and Panama, the Dominican Republic and Suriname. The Company was founded on January 2, 1934 and is headquartered in Medellín, Colombia.

Main Economic Segment**	Turnover 2017
Cement	48.5 %
Concrete	47.1 %
Other Products and Services	4.4 %

### Overall CSR performance & trends

Overall score : 42/100	
60-100/100	Advanced
50-59/100	Robust
30-49/100	Limited
0-29/100	Weak
Overall score Trend	
Compared to 2016	↘ -7 points
Compared to 2015	→ -5 points
Overall Rank in sector : 3/24	

	Environment	Human Resources	Human Rights	Community Involvement	Business Behaviour	Corporate Governance
100						
75						
50						
25						
0						
Scores/Trends	42 →	31 →	45 →	56 ↘	42 ↘	45 ↘
Ratings	+	+	+	+	+	=
Controversies	No	No	No	No	Yes	No
Risk management	Limited	Limited	Limited	Robust	Limited	Limited

■ Sector performance ■ Company performance Rating: min -- / max ++

### Company inclusion in Vigeo Indices\*\*\*

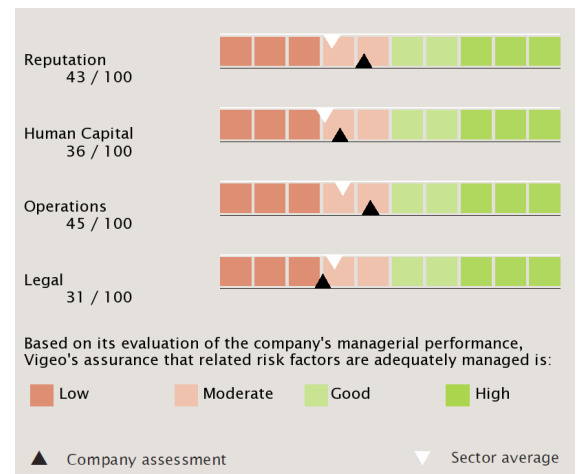


Copyright Vigeo 2018 - Reproduction of this document in whole or in part is prohibited without the express written authorization of Vigeo and is protected by the provisions of the French Intellectual Property Code.

\* On a 4-level scale: proactive, responsive, partially responsive, not responsive  
\*\* See detailed economic indicators in Selected financial data section  
\*\*\* Based on the most recent Index at the date of publication

## Management of Risks and Opportunities

Weight of the Sustainability drivers	Weaknesses		Strengths	
	3	<ul style="list-style-type: none"> <li>Product safety</li> <li>Use and disposal of products</li> <li>Reorganisation</li> <li>Transportation</li> </ul>	<ul style="list-style-type: none"> <li>Atmospheric emissions</li> <li>Anti-competitive practices</li> </ul>	<ul style="list-style-type: none"> <li>Social and economic development</li> <li>Health and safety</li> <li>Board of Directors</li> <li>Biodiversity</li> <li>Local pollution</li> </ul>
2	<ul style="list-style-type: none"> <li>Executive remuneration</li> </ul>	<ul style="list-style-type: none"> <li>Social standards in the supply chain</li> <li>Shareholders</li> <li>Fundamental labour rights</li> <li>Fundamental human rights</li> </ul>	<ul style="list-style-type: none"> <li>Non-discrimination and diversity</li> </ul>	<ul style="list-style-type: none"> <li>Audit &amp; internal controls</li> </ul>
1	<ul style="list-style-type: none"> <li>Water</li> <li>Career management</li> </ul>	<ul style="list-style-type: none"> <li>Social Dialogue</li> </ul>		
	<b>Weak</b> 0 to 29 points	<b>Limited</b> 30 to 49 points	<b>Robust</b> 50 to 59 points	<b>Advanced</b> 60 to 100 points



Copyright Vigeo 2018 - Reproduction of this document in whole or in part is prohibited without the express written authorization of Vigeo and is protected by the provisions of the French Intellectual Property Code.

\* We consider legal security as an element of a company's tangible or intangible assets. We define legal risk as the potential impact - negative or positive - on these assets, considering the management of CSR issues possibly involving the company's legal responsibility. Under no circumstances should our opinion be construed as a due diligence or an assurance in the meaning of regulations such as, for instance, the Sarbanes-Oxley Act in the USA or the Loi de Sécurité Financière in France

## Company performance in all the Sustainability Drivers

Weight of the Sustainability driver		Overall score 42/100		Trend	Score
		<b>Environment</b>		→	42
ENV1.1	3	Environmental strategy		↗	64
ENV1.4	3	Biodiversity		→	53
ENV2.1	1	Water			21
ENV2.2	3	Energy		→	60
ENV2.4	3	Atmospheric emissions		↘	44
ENV2.6	3	Local pollution		→	50
ENV2.7	3	Transportation		→	10
ENV3.1	3	Use and disposal of products		→	20
		<b>Human resources</b>		→	31
HRS1.1	1	Social Dialogue			33
HRS2.3	3	Reorganisation		↘	12
HRS2.4	1	Career management		→	20
HRS3.2	3	Health and safety		→	54
		<b>Human rights</b>		→	45
HRT1.1	2	Fundamental human rights		↗	40
HRT2.1	2	Fundamental labour rights		↘	42
HRT2.4	2	Non-discrimination and diversity		→	54
		<b>Community involvement</b>		↘	56
CIN1.1	3	Social and economic development		↘	56
		<b>Business behaviour (c&amp;s)</b>		↘	42
C&S1.1	3	Product safety		→	22
C&S2.4	2	Social standards in the supply chain		↘	45
C&S3.1	3	Corruption		↘	63
C&S3.2	3	Anti-competitive practices		↘	40
		<b>Corporate governance</b>		↘	45
CGV1.1	3	Board of Directors		↘	54
CGV2.1	2	Audit & internal controls		→	60
CGV3.1	2	Shareholders		↘	44
CGV4.1	2	Executive remuneration		→	18

**Weak** (0-29/100)
  **Limited** (30-49/100)
  **Robust** (50-59/100)
  **Advanced** (60-100/100)

⚡ **Involvement in allegations**
⚡ **Involvement in allegations with evidence of corrective measures**

N/R means that this Sustainability Driver is not analysed for this Company

## Selected financial data

Key data	Income from operations	EBIT	Employees
2017	COP 8,533bn	COP 1,255bn	8,547
2016	COP 8,517bn	COP 982bn	9,166
2015	COP 7,912bn	COP 939bn	9,247
2014	COP 5,817bn	COP 606bn	8,974
2013	COP 4,968bn	COP 581bn	8,529
Main shareholders			2017
Grupo Argos SA			55.3 %
HARBOR INTERNATIONAL FUND			7.4 %
AMALFI S.A.			5.4 %
FONDO DE PENSIONES OBLIGATORIAS PORVENIR MODERADO			5.4 %
Geographical breakdown		Income from operations 2017	Employees 2017
United States		53.3 %	N/A
Colombia		26.6 %	N/A
Caribbean and Central America		20.1 %	N/A
All Economic Segments			Turnover 2017
Cement			48.5 %
Concrete			47.1 %
Other Products and Services			4.4 %

## Selected ESG Indicators

	2017	2016
Non-executive Board member(s) responsible for CSR issues	Yes	Yes
Executive remuneration linked to CSR performance	Yes	Yes
3-year energy consumption trend (normalized to turnover)	↗	↗
Ratio of payments to employees vs. shareholders (3-year trend)	N/A	N/A
Percentage of independent Board members	43	43
Percentage of women on Board	14	28.5
Percentage of women in Executive team	11	10
Percentage of women in workforce	13.4	15
Percentage of employees covered by collective agreements on working conditions	0	0
3 year trend for safety at work	↗	↗
Involvement in armament	No	No
Transparency on payment of tax	Partial	Partial
Management of social risks in supply chain	Robust	Robust

N/A means that the data is not available.

## Involvement in disputable activities: summary

This section is dedicated to disputable activities in which the company is involved.  
9 disputable activities are analyzed (see list below) following 30 parameters  
Additional analysis and full database access are available as an option

For more information please contact us at [customer.service@vigeo.com](mailto:customer.service@vigeo.com)

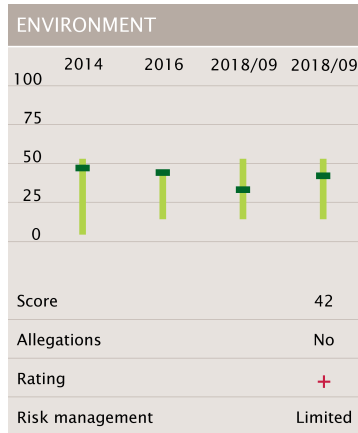
	Level of involvement	% of revenues
<input type="checkbox"/>	Alcohol	%
<input type="checkbox"/>	Animal maltreatment	%
<input type="checkbox"/>	Armament	%
<input type="checkbox"/>	Hazardous chemicals	%
<input type="checkbox"/>	Gambling	%
<input type="checkbox"/>	GMOs in food & feed	%
<input type="checkbox"/>	Nuclear energy	%
<input type="checkbox"/>	Sex industry	%
<input type="checkbox"/>	Tobacco	%

A company's level of involvement (Major, Minor, No) in a disputable activity is based on:

- An estimation of the revenues derived from disputable products or services
- The precise nature of the disputable products or services provided by the company

## CSR performance per domain

■ Sector performance  
■ Company performance  
Rating: min -- / max ++

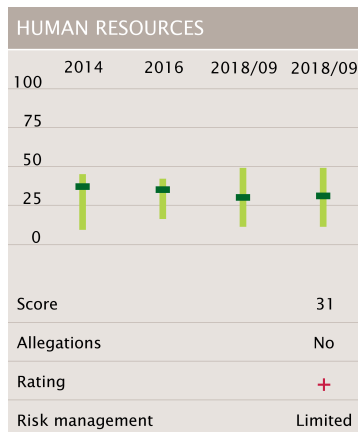


### Key issues

The cement, plaster, ceramic and glass production processes are well-known as energy intensive and high CO2 emitters due to their requirement for high temperature (ENV 2.2). The Building Materials industry is highly concerned by local emissions (ENV 2.6), since extraction and production processes release dust in the atmosphere and generate noise and vibration. They have health and safety impact on people living in proximity of quarries and production sites as well as for employees working within these facilities. It is also important for companies in the sector to improve environmental performance of buildings through environmentally friendly building materials for their customers (ENV 3.1) to access new markets and attract environmentally focused customers.

### Company performance

-Cementos Argos' score in the Environmental Domain is limited in absolute terms and consistent with the previous review.  
-The Company has allocated significant resources to environmental management, including the external verification of reporting on environmental performance. Moreover, Cementos Argos' biodiversity indicators have been on a positive trend from 2014 to 2017. Furthermore, the Company's energy, GHG, and dust emissions have decreased during the period assessed. However, Cementos Argos does not disclose any commitment with regard to water emissions, and no means to minimising the environmental impacts related to the transport have been put in place.

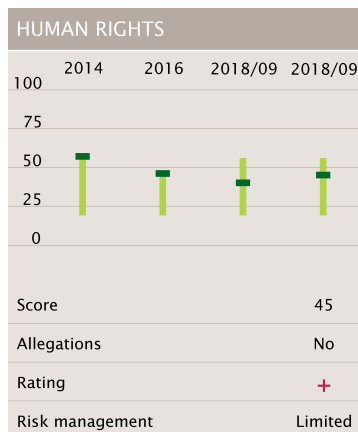


### Key issues

Health and Safety (HRS 3.2) has been identified as a major issue for the Building Materials sector, with high risks at production process, especially for subcontracted employees. Workers are exposed to common physical risks in heavy industries including harmful substances (such as solvents) and to fine dust (such as crystalline silica). Together with noise, both elements (gaseous compounds and dust) may generate occupational diseases.

### Company performance

-Cementos Argos' score in the Human Resources Domain is limited in absolute terms and consistent with the previous review.  
-The Company has issued a formalised commitment to promote labour relations and recognizes employees' rights to establish collective bargaining agreements. Moreover, Cementos Argos discloses remarkable results in terms of health and safety indicators, as the accident frequency, severity and fatality rates have decreased for the period under review. Nonetheless, no information has been disclosed on how the Company manages restructuring. Furthermore, the employee turnover rate has increased continuously over the period assessed.



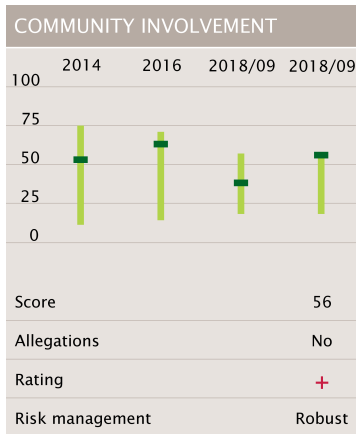
### Key issues

The increasing internationalization of building materials companies, notably in countries with sensitive labour rights at stake such as China, exposes such companies to complicity in labour rights violations (HRT2.1). Companies that exploit quarries should also take into consideration fundamental human rights related to land property and indigenous communities and put in place adequate measures (such as grievance mechanisms, compensation plans, etc). (HRT 1.1)

### Company performance

-The Company's score in the Human Rights Domain is limited in absolute terms, in line with the previous review.  
-Despite a formalised commitment to ensure freedom of association and collective bargaining rights, Cementos Argos discloses neither the measures in place to guarantee freedom of association nor the employees' percentage covered by collective bargaining agreements. Moreover, the proportion of women with managerial positions has not been reported for 2016 and 2017.

Copyright Vigeo 2018 - Reproduction of this document in whole or in part is prohibited without the express written authorization of Vigeo and is protected by the provisions of the French Intellectual Property Code.

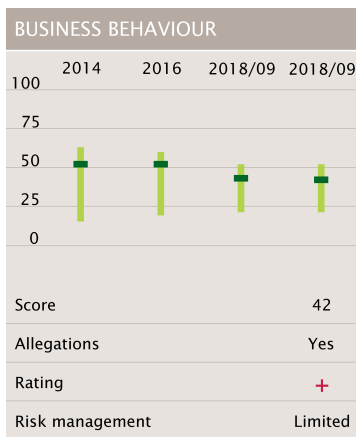


**Key issues**

The building materials sector can foster the creation/development of local businesses, and train and employ socially disadvantaged people (long-term unemployed people, young with no educational background,...). Companies with quarrying activities (and related production plants) in remote areas can contribute to social and economic development of communities through taxes but also through investments such as provision of local infrastructure, training and other support. However, new quarries and plant production opening as well as closure of production sites can lead to social and economic damages when major community development' stakes are not well identified and investments not carefully planned.

**Company performance**

-The Company' score in the Community Involvement Domain is robust in absolute terms and has deteriorated compared to the previous review.  
-The decline in Cementos Argos performance is mainly due to the limited information about the key components composing the community engagement plan, and the decrease in the Company's social investments. However, Cementos Argos has issued a formalised commitment to promote local social and economic development, which addresses the promotion of the employment and training of local personnel, the reduction of the social impacts related to site closures, openings, and restructuring, the implementation of a responsible tax strategy, in addition to engaging with local communities.

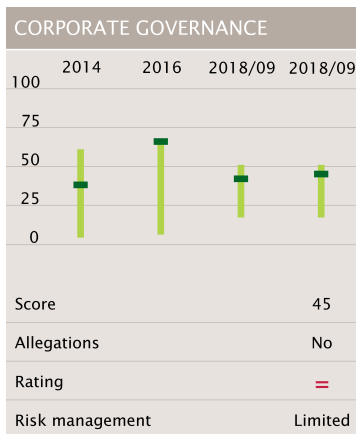


**Key issues**

The Building Materials sector is highly concentrated, notably in the cement and plaster industry. Sector consolidation has given companies more control over market conditions by reducing competition and exerting greater control over prices. It is therefore important to ensure that no monopolies and abuse of dominant positions are taking over and that all players are given equal and transparent access to markets (C&S 3.2). Besides, building materials contain substances that may be harmful during implementation or use of buildings. Therefore, it is important to assess initiatives by companies to manage product safety risks (C&S 1.1).

**Company performance**

-Cementos Argos' score in the Business Behaviour Domain is limited in absolute terms and has deteriorated compared to the previous review.  
-The decline in the Company's performance is mainly due to the absence of a confidential reporting system to prevent corruption, the exclusion of sale agents and business partners in the measures set against anti-competitive practices, and the non-application of measures to include social factors in the supply chain.  
-Cementos Argos was involved in one isolated controversy of significant severity on price fixing practices, and was not communicative.



**Key issues**

Corporate governance is critical to ensuring that a well-functioning system of checks and balances protects the interests of all of the company's stakeholders. The effectiveness of the Board of Directors is a key issue to be addressed: this can be gleaned from information on Board composition (independence and competencies) and its way of functioning (regularity of Board meetings, evaluation of performance). Other important governance factors include the effectiveness of the Audit and Internal control system, the protection of Shareholders Rights and the establishment of Executive Remunerations which align executives' and company's interests.

**Company performance**

-Cementos Argos score in the Corporate Governance Domain is limited in absolute terms and has deteriorated compared to the previous review.  
-The deterioration in the Company's score is mainly explained by the decrease in the number of independent board members, which has lowered the number of independent members within the committees. Moreover, Cementos Argos remains silent about executive remuneration and does not enable shareholders to vote on relevant issues, such as changes in bylaws and the capital structure.

## Detailed analysis

<b>Environment</b>	<b>10</b>
<b>ENV1.1</b> Environmental strategy and eco-design	10
<b>ENV1.4</b> Protection of biodiversity	11
<b>ENV2.1</b> Protection of water resources	12
<b>ENV2.2</b> Minimising environmental impacts from energy use	13
<b>ENV2.4</b> Management of atmospheric emissions	14
<b>ENV2.6</b> Management of local pollution	15
<b>ENV2.7</b> Management of environmental impacts from transportation	16
<b>ENV3.1</b> Management of environmental impacts from the use and disposal of products/services	17
<b>Human Resources</b>	<b>18</b>
<b>HRS1.1</b> Promotion of labour relations	18
<b>HRS2.3</b> Responsible management of restructurings	19
<b>HRS2.4</b> Career management and promotion of employability	20
<b>HRS3.2</b> Improvement of health and safety conditions	21
<b>Human Rights</b>	<b>23</b>
<b>HRT1.1</b> Respect for human rights standards and prevention of violations	23
<b>HRT2.1</b> Respect for freedom of association and the right to collective bargaining	24
<b>HRT2.4</b> Non-discrimination	25
<b>Community Involvement</b>	<b>28</b>
<b>CIN1.1</b> Promotion of the social and economic development	28
<b>Business Behaviour (C&amp;S)</b>	<b>30</b>
<b>C&amp;S1.1</b> Product Safety (process and use)	30
<b>C&amp;S2.4</b> Integration of social factors in the supply chain	30
<b>C&amp;S3.1</b> Prevention of corruption	32
<b>C&amp;S3.2</b> Prevention of anti-competitive practices	34
<b>Corporate Governance</b>	<b>35</b>
<b>CGV1.1</b> Board of Directors	35
<b>CGV2.1</b> Audit & Internal Controls	37
<b>CGV3.1</b> Shareholders	38



**CGV4.1** Executive Remuneration

---

39

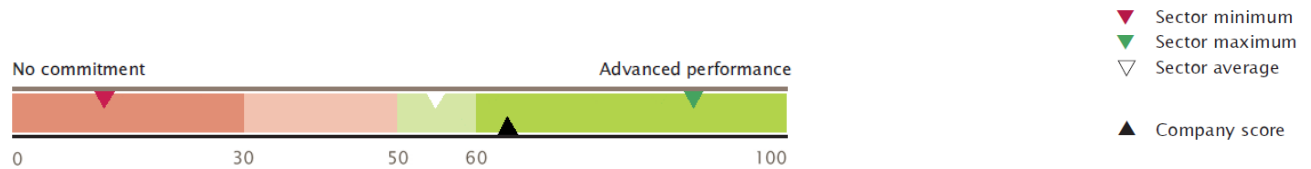
Copyright Vigeo 2018 - Reproduction of this document in whole or in part is prohibited without the express written authorization of Vigeo and is protected by the provisions of the French Intellectual Property Code.

## Environment

Score : 42

### ENV1.1 Environmental strategy and eco-design

(score: 64, weight: 3)



#### Visibility of commitment to environmental issues

The company has issued a formalised commitment to environmental protection in its Integrated Report and sets specific targets in this regard. In addition, the company is a signatory of the Global Compact and communicates on this principle.

Cementos Argos has set targets for the following areas:

- Climate Change
- Emissions
- Water and Biodiversity

#### Relevance of environmental strategy

The company commits to most of its responsibilities in terms of environmental protection:

- Eco-design
- Protection of biodiversity
- Protection of water resources
- Minimising environmental impacts from energy use
- Management of atmospheric emissions
- Management of local pollution
- Management of environmental impacts from transportation
- Management of environmental impacts from the use of products/services

-Protection of biodiversity: Cementos Argos reports its concern about operations' impact on biodiversity.

-Protection of water resources: The company commits to mitigate the impact of its activities on water resources, and targets to reduce water consumption in cement and concrete production by respectively 27% and 13% by 2025, compared to 2015 levels.

-Management of atmospheric emissions: Cementos Argos states that the air pollutant emissions are a major source of concern and targets to reduce Nox and Sox emissions by respectively 17% and 34% by 2025, compared to 2015 levels.

-Management of environmental impacts from the use of products/services: The company asserts that it is concerned about providing products with recognized sustainability characteristics.

-Management of local pollution: The company reports its concern about managing local pollution and targets to reduce particulate matter emissions by 70% by 2025, compared to 2015 levels.

#### Ownership of commitment

The commitment applies throughout the company, supported by senior management. In addition, there is a dedicated structure responsible for this issue.

The Sustainability and Corporate Governance Committee is responsible for environmental issues.

**Environmental Management System**

The company has allocated significant resources to environmental management.

- Environmental manual specifying procedures and responsibilities
- Internal audits that assess the effectiveness of the EMS
- Management review of the EMS (at Executive Level)
- Environmental performance measured against targets
- External verification of reporting on environmental performance

-Environmental performance measured against targets: The company monitors water consumption, Nitrogen oxides (NOx) and sulfur oxides (SOx) emissions, and compares them with the set targets.

-External verification of reporting on environmental performance: The environmental performance reporting has been approved by Deloitte & Touche Ltda.

**Coverage of certified environmental management systems**

Information obtained from company and public sources regarding the share of the sites/offices that have a certified environmental management system is insufficient.

**Life cycle Analysis**

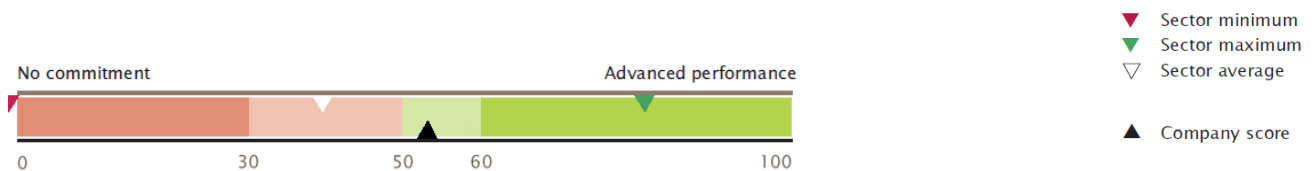
The company has conducted life-cycle analyses for a minority of its products.

The company reports that it conducts life cycle analyses of the products. However, the proportion covered is not disclosed.

Leadership	93	Implementation	34	Results	N/A
Visibility	100	Means & resources	65	Performance	N/A
Relevance	100	Scope	N/A	Trends	N/A
Ownership	65	Coverage	12		

**ENV1.4 Protection of biodiversity**

(score: 53, weight: 3)



**Relevance of commitment to biodiversity protection.**

The company's commitment towards biodiversity protection is general.

- loss, degradation or fragmentation of ecosystems and habitats
- impact on populations' dynamics
- soil erosion
- impact on watercourses

Cementos Argos reports its concern about operations' impact on biodiversity.

**Ownership of commitment on biodiversity**

The commitment applies throughout the company, supported by senior management. In addition, there is a dedicated structure responsible for this issue.

The Sustainability and Corporate Governance Committee manages biodiversity issues.

**Managerial tools allocated to biodiversity protection**

The company has implemented some relevant measures to integrate biodiversity in the management of its operations, including:

- Environmental impact assessments
- Training relevant managers or employees on biodiversity
- Relevant biodiversity management guidelines
- Monitoring of biodiversity indicators

-*Environmental impact assessments and risk mapping: Cementos Argos reports conducting risk management processes to identify and mitigate the potential impacts on biodiversity.*  
-*Monitoring of biodiversity indicators: The company measures the total rehabilitated area across the different geographic regions.*

**Local measures taken to protect biodiversity on operation sites**

The company has implemented limited measures to reduce the impacts of its operations on biodiversity such as:

- creation of new habitats, buffer areas for relocation of disturbed species
- adaptation of the operations schedule so as to minimise disturbance to wildlife
- land rehabilitation programmes during and/or after operations
- biodiversity offsets

- *Land rehabilitation programmes during and after operations: The company reports engaging in rehabilitation projects, such as the one developed with the University of Antioquia.*

**Coverage of means allocated to biodiversity protection**

*There is no evidence that this measure has been taken in a majority of the company's mining sites.*

**Results with regard to biodiversity protection**

Indicators on biodiversity are published and are on a positive trend  
*The percentage of active quarries, with great value for biodiversity and a biodiversity management plan, has increased over the past four years continuously by 36 percentage points from 38% in 2014 to 74% in 2017.*

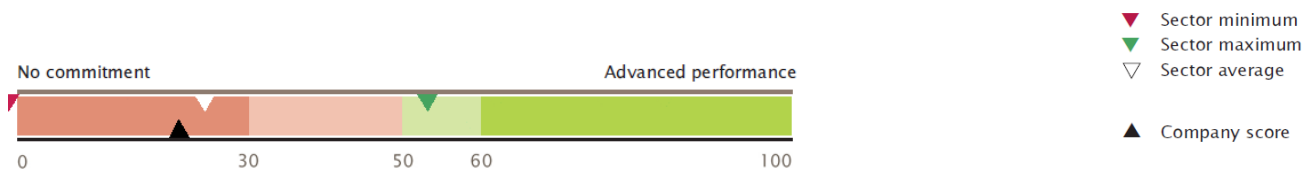
**Stakeholders' feedback**

*As of 11/2018, Cementos Argos did not appear to be involved in any controversy related to this sustainability driver*

<b>Leadership</b>	<b>37</b>	<b>Implementation</b>	<b>42</b>	<b>Results</b>	<b>81</b>
Visibility	N/A	Means & resources	<b>46</b>	Performance	<b>65</b>
Relevance	<b>30</b>	Scope	<b>N/A</b>	Trends	<b>100</b>
Ownership	<b>65</b>	Coverage	<b>30</b>		

**ENV2.1 Protection of water resources**

(score: 21, weight: 1)



**Relevance of the company's commitment in terms of reducing its water consumption.**

The company has set quantified targets with regard to its water consumption, and these cover the entire group.  
*The company targets to reduce water consumption in cement and concrete productions by respectively 27% and 13% by 2025.(compared to 2015 levels)*

**Relevance of the company's commitment in terms of reducing its water emissions.**

The company does not disclose any commitment with regard to its water emissions.

**Means allocated**

The company has limited measures in place to reduce water consumption and/or pollution.  
*Cementos Argos reports monitoring water consumption on a yearly basis. Moreover, it assesses water risks in the totality of its facilities and has elaborated a guide of good practices for water management.*

**Coverage**

The company has taken such measures in a minority of sites.  
*Water consumption is monitored in all the sites. Moreover, water risks assessment is made in all facilities and within 43 critical suppliers.*

**Water consumption**

The company's water consumption, normalised to sales/production, has increased over the past three years.  
*The company's water consumption, normalised to sales, has increased by 6% from 1021 (m3 / M COP) in 2015 to 1078 (m3 / M COP) in 2017.*

**Suspended solids discharged into water**

The company does not disclose quantitative data on suspended solids discharged into water.

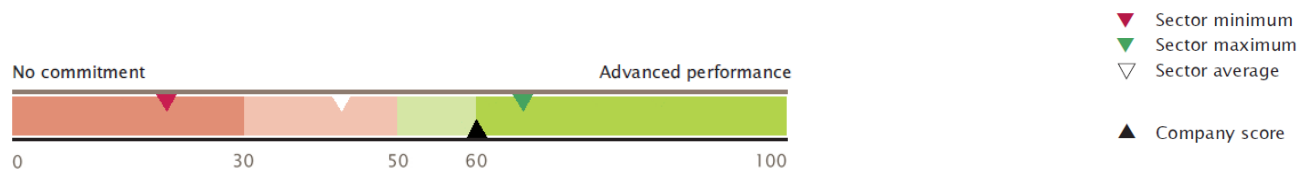
**Heavy metals\* discharged into water**

The company does not disclose quantitative data on heavy metals discharges into water.

<b>Leadership</b>	<b>33</b>	<b>Implementation</b>	<b>30</b>	<b>Results</b>	<b>0</b>
Visibility	N/A	Means & resources	30	Performance	0
Relevance	32	Scope	N/A	Trends	N/A
Ownership	N/A	Coverage	30		

## ENV2.2 Minimising environmental impacts from energy use

(score: 60, weight: 3)



**Relevance of the company's commitment in terms of reducing its energy consumption.**

The company has set quantified targets with regard to its energy consumption, and these cover the entire group.  
*The company targets to reduce heat and electricity consumption by respectively 10% and 15 % by 2025.*

**Relevance of the company's commitment in terms of reducing its GHG emissions.**

The company has set quantified targets with regard to its GHG emissions, and these cover the entire group.  
*Cementos Argos targets to reduce Co2 emissions by 35% by 2025. (compared to 2006 levels)*

**Means allocated.** The company works to optimize its production processes, in order to reduce its energy consumption and/or its GHG emissions.  
*Cementos Argos reports the construction of a solar farm in Honduras, the use of correctors in the Sogamoso plant, and the implementation of a clinker quality program that decreases electricity consumption in the Honduras Plant. Moreover, The company works to optimize its production processes to reduce energy consumption and GHG emissions. Cementos Argos has installed vertical mills in the Harleyville plant in the United States and in the Rioclaro plant in Colombia, which contribute to greater energy efficiency. Furthermore, the tire co-processing installations used in several plants contribute to the substitution of fossil energies for alternative ones.*

**Coverage** *There is no evidence that these measures cover the entire group.*

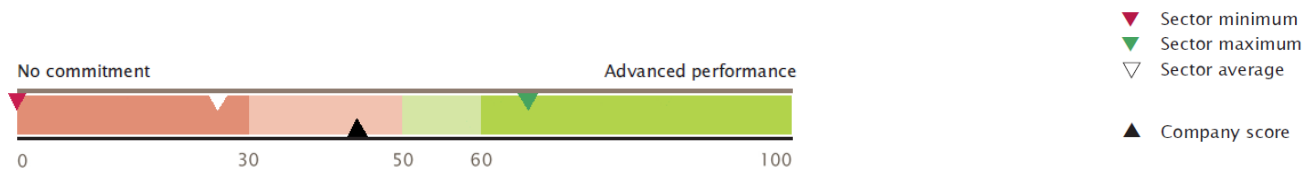
**Energy consumption** The company's energy consumption, normalised to sales/production, has decreased but not continuously over the past five years.  
*The company's energy consumption, normalised to sales, has decreased over the past five years by 32%, from 1934 (MWh / M COP) in 2013 to 1319 (MWh / M COP) in 2017.*

**GHG emissions (direct AND indirect\*, + from the process, when applicable)** *The company's GHG emissions (direct), normalised to sales, have decreased but not continuously over the past five years by 35%, from 1457 (Kt / M COP) in 2013 to 942.5 (Kt / M COP) in 2017.*

<b>Leadership</b>	<b>65</b>	<b>Implementation</b>	<b>51</b>	<b>Results</b>	<b>65</b>
Visibility	N/A	Means & resources	65	Performance	65
Relevance	65	Scope	N/A	Trends	N/A
Ownership	N/A	Coverage	30		

**ENV2.4 Management of atmospheric emissions**

(score: 44, weight: 3)



**Relevance of the company's commitment in terms of reducing its atmospheric emissions.** The company has set quantified targets with regard to its atmospheric emissions that cover the entire group, and these targets are ambitious relative to the sector.  
*Cementos Argos states that the air pollutant emissions are a major source of concern and targets to reduce Nox, Sox emissions by respectively 17% and 34%, by 2025. (compared to 2015 levels).*

**Means allocated** Information obtained from company and public sources regarding means allocated to reducing air emissions is insufficient.  
*Of note, Cementos Argos reports implementing NOx reduction initiatives in Colombia, without explaining the processes used. Moreover, the company prepares for the implementation of the CSI Guide on the reduction and control of mercury components emissions.*

Copyright Vigeo 2018 - Reproduction of this document in whole or in part is prohibited without the express written authorization of Vigeo and is protected by the provisions of the French Intellectual Property Code.

**Coverage** Information obtained from company and public sources regarding the percentage of sites covered by such actions is insufficient.

**Volatile Organic Compounds (VOC) emissions** The company does not disclose quantitative data on VOC emissions.

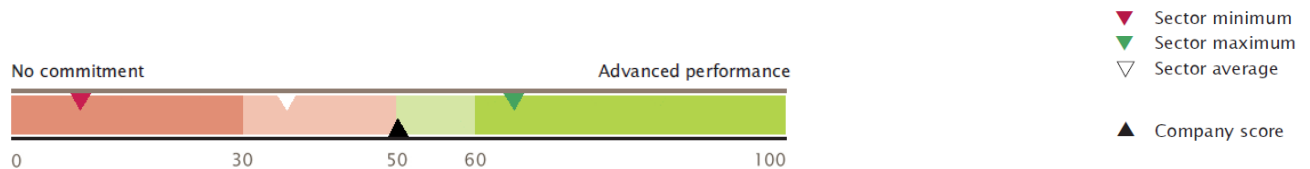
**Emission of substances responsible for acid rain (SOx, NOx, NH3, and volatile acids (such as HF, HCl, ...))** *The company's Nox emissions, normalised to sales, have decreased by 36%, from 2.22 (Kg /M COP) in 2013 to 1.43 (Kg /M COP) in 2017.*

**Persistent Organic Pollutant\* (POP) emissions (dioxins and furans)** The company does not disclose quantitative data on Persistent Organic Pollutant emissions.

Leadership	100	Implementation	0	Results	33
Visibility	N/A	Means & resources	0	Performance	32
Relevance	100	Scope	N/A	Trends	N/A
Ownership	N/A	Coverage	0		

## ENV2.6 Management of local pollution

(score: 50, weight: 3)



### Relevance of the company's commitment to reducing its local pollution

The company's commitment relative to controlling its local pollution focuses on the main relevant nuisance sources of local pollution for the sector OR the company has set related quantitative targets:

- Noise/vibrations
- Dust
- Landscape aesthetics
- Odours

- The 2025 target is to reduce specific emissions (g/ton of clinker) of particulate matter by 70%. (baseline 2015).

**Means allocated** Information obtained from company and public sources regarding means allocated to preventing local pollution is insufficient.

**Coverage** Information obtained from company and public sources regarding the percentage of sites covered by such actions is insufficient.

**Dust emissions (and related metal emissions into the air)**

The company's dust emissions, normalised to revenues, have decreased continuously by 93 percent from 1.10 (T/ M COP) in 2012 to 0.0748 (T/ M COP) in 2016.

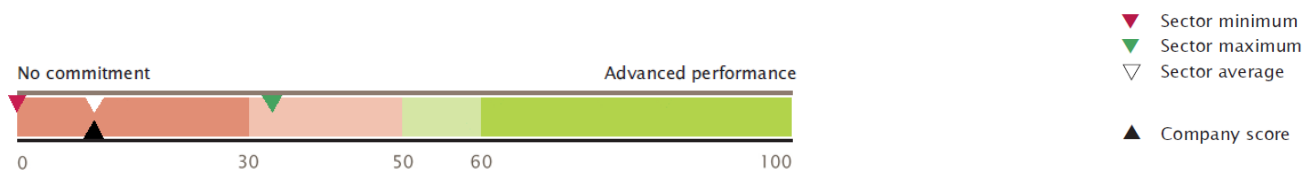
**Stakeholders' feedback**

As of 11/2018, Cementos Argos did not appear to be involved in any controversy related to this sustainability driver

<b>Leadership</b>	<b>65</b>	<b>Implementation</b>	<b>0</b>	<b>Results</b>	<b>85</b>
Visibility	N/A	Means & resources	0	Performance	85
Relevance	65	Scope	N/A	Trends	N/A
Ownership	N/A	Coverage	0		

**ENV2.7 Management of environmental impacts from transportation**

(score: 10, weight: 3)



**Relevance of the company's commitment with regard to the environmental impacts related to the transport of its products**

The company's commitment to reduce the environmental impacts related to the transport of its products is general.  
*The company reports that it is concerned about minimizing the environmental impact resulting from the transportation of natural resources.*

**Means allocated to minimising the environmental impacts**

Information obtained from company and public sources regarding means allocated to minimising the environmental impacts related to the transport of its products is insufficient.

- Measures to reduce pollution (car maintenance, alternative fuels, driver training, etc.)
- Rationalisation of transport flows
- Improvement of production transport mix (alternatives to road transport)
- External evaluation of the impacts of product transportation and logistics supply chain

**Coverage**

Information obtained from company and public sources regarding the percentage of products covered by such actions is insufficient.

**Energy consumption or CO2 emissions related to transportation**

Information obtained from company and public sources regarding CO2 emissions or energy consumption from transportation is insufficient.  
*Cementos Argos does not disclose CO2 emissions that result from transport for 2016 and 2017.*

**Trend in transport mix**

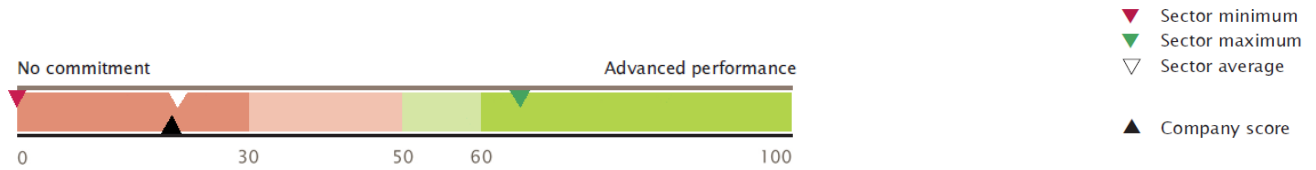
The company does not monitor the breakdown of the different modes of transport uses internally.



<b>Leadership</b>	<b>30</b>	<b>Implementation</b>	<b>0</b>	<b>Results</b>	<b>0</b>
Visibility	N/A	Means & resources	0	Performance	0
Relevance	30	Scope	N/A	Trends	0
Ownership	N/A	Coverage	0		

**ENV3.1 Management of environmental impacts from the use and disposal of products/services**

(score: 20, weight: 3)



**Relevance of commitments related to the use of products/services.**

The company's commitment to limit impacts from the use of its products/services is general.  
*The company asserts that it is concerned about providing products with recognized sustainability characteristics.*

**Materiality of means on the use of products/services**

The company has allocated some limited means to address these issues.  
*Cementos Argos reports conducting life cycle analysis to test product's resilience and durability.*

**Coverage with regard to measures affecting the use of the product**

*There is no evidence that the company has taken such measures in a significant part of its product operations.*

**Share of products/services sold for which the company can demonstrate an environmental benefit at the use phase**

The company does not disclose data on the share of its products/services that are helps reducing environmental impacts.

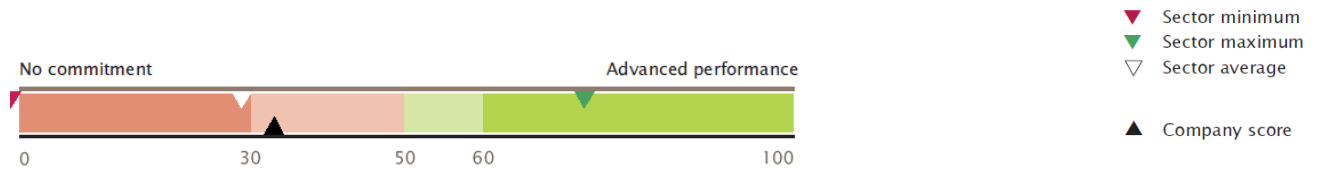
<b>Leadership</b>	<b>30</b>	<b>Implementation</b>	<b>30</b>	<b>Results</b>	<b>0</b>
Visibility	N/A	Means & resources	30	Performance	N/A
Relevance	30	Scope	N/A	Trends	0
Ownership	N/A	Coverage	30		

## Human Resources

Score : 31

### HRS1.1 Promotion of labour relations

(score: 33, weight: 1)



<b>Visibility of commitment</b>	The company has issued a formalised commitment to promote labour relations in its: <i>Human Resources Policy.</i>
<b>Relevance of commitment</b>	The company commits to promoting collective bargaining.
<b>Ownership of commitment</b>	The commitment applies throughout the company, supported by senior management.
<b>Coverage of employee representative bodies</b>	Information obtained from company and public sources regarding the percentage of sites where employee representation structures are in place is insufficient.
<b>Subjects covered by collective bargaining</b>	<p>Collective bargaining between the company and employee representatives deals with subjects related to working conditions, including:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> health &amp; safety</li> <li><input checked="" type="checkbox"/> remuneration</li> <li><input type="checkbox"/> working hours</li> <li><input type="checkbox"/> training</li> <li><input type="checkbox"/> career development</li> <li><input type="checkbox"/> work time flexibility</li> <li><input type="checkbox"/> employability/life long learning</li> <li><input type="checkbox"/> stress management</li> <li><input type="checkbox"/> equal opportunities</li> <li><input type="checkbox"/> CSR issues</li> </ul> <p><i>-Remuneration: Cementos Argos states that the compensation framework complies with all current labor laws and collective bargaining agreements.</i></p>
<b>Employee representative bodies in countries with restrictive legislation</b>	Information obtained from company and public sources regarding how the company promotes employee representation in countries with restrictive legislations is insufficient.
<b>Stakeholders' feedback</b>	<i>As of 11/2018, Cementos Argos did not appear to be involved in any controversy related to this sustainability driver</i>

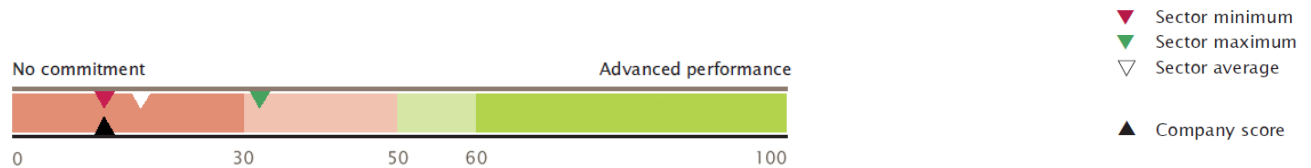
**Coverage of collective agreements on working conditions**

Information obtained from company and public sources, regarding the percentage of the company's employees covered by collective agreements on working conditions, is insufficient.

<b>Leadership</b>	<b>72</b>	<b>Implementation</b>	<b>6</b>	<b>Results</b>	<b>22</b>
Visibility	<b>65</b>	Means & resources	<b>0</b>	Performance	<b>22</b>
Relevance	<b>100</b>	Scope	<b>30</b>	Trends	<b>N/A</b>
Ownership	<b>30</b>	Coverage	<b>0</b>		

**HRS2.3 Responsible management of restructurings**

(score: 12, weight: 3)



Cementos Argos does not report any information about any employees' layoffs during the year under review, and no information was found in the media about any restructurings carried out by the company.

**Relevance of commitment to manage reorganisations responsibly**

The company does not disclose any commitment to manage reorganisations responsibly.

**Involvement with employee representatives**

The company does not disclose any commitment to inform and consult employee representatives on reorganisations.

**Means allocated to prevent and manage reorganisations**

Information obtained from company and public sources regarding measures allocated to prevent and manage reorganisations is insufficient.

- significant financial compensation*
- early retirement*
- reduction of labour time*
- internal mobility programme*
- outplacement services*
- individualised follow-up of employees*
- re-training*

**Coverage**

Information obtained from company and public sources regarding the percentage of sites where such measures are taken is insufficient.

**Stakeholders' feedback**

*As of 11/2018, Cementos Argos did not appear to be involved in any controversy related to this sustainability driver*

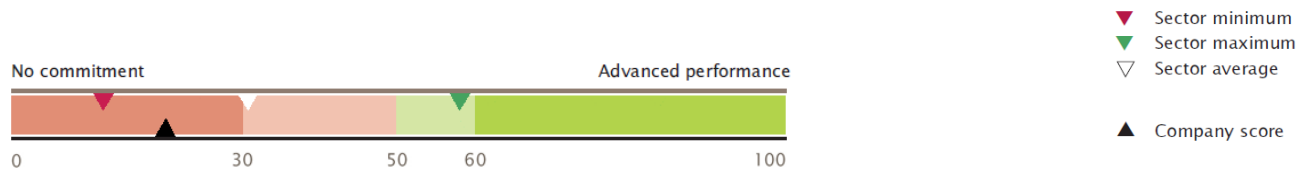
**Result of the company's commitment to manage reorganisations responsibly**

The company has not limited the impacts of reorganisations.  
*The number of employees has decreased by 7.5% from 9247 in 2015 to 8547 in 2017.*

<b>Leadership</b>	<b>0</b>	<b>Implementation</b>	<b>0</b>	<b>Results</b>	<b>35</b>
Visibility	N/A	Means & resources	0	Performance	35
Relevance	0	Scope	N/A	Trends	N/A
Ownership	0	Coverage	0		

**HRS2.4 Career management and promotion of employability**

(score: 20, weight: 1)



**Visibility of commitment**

The company has issued a largely publicised, formal commitment to promote career management and training which is publicly available in its: *Human Resources Policy.*

**Relevance of commitment**

The company's commitment to promoting career management and training only addresses part of its responsibilities:

- Ensure training, life-long learning and employability
- Promote career development
- Anticipate long-term employment needs and skill requirements (ageing workforce)
- Put in place a concerted career management framework, which is transparent and individualized

*-Ensure training, life-long learning and employability: Cementos Argos states that it is committed to provide employees with educational programs that are in accordance with the company's interests.*

**Ownership of commitment**

The Head of HR is part of the company's Board or Executive Committee. However line managers do not appear to be evaluated on their performance in terms of HR management.

*The Vice President of Talent and Organizational architecture, Jorge Ignacio Acevedo, is part of the company's managerial team.*

**Career management systems**

The company has set up an internal job opportunity marketplace and/or has formalised the skill requirements for the various job positions.

**Coverage of career management systems**

These career management systems cover a minority of the company's employees.

**Types of training provided to non-managers**

Information obtained from company and public sources regarding training programmes offered to employees is insufficient.

*The company's Educa Training is set to develop employees technical knowledge. However, Cementos Argos does not disclose if it is aimed at adapting employees' skills to the requirements of their current positions.*

**Means allocated to training for all employees**

The number of training hours per employee has decreased but not continuously from 59.7(hours per employee) in 2015 to 41.5 (hours per employee) in 2017

**Mobility / turnover**

The employee turnover rate has increased continuously by 11.05 percentage points from 11.05% in 2015 to 22.10% in 2017.

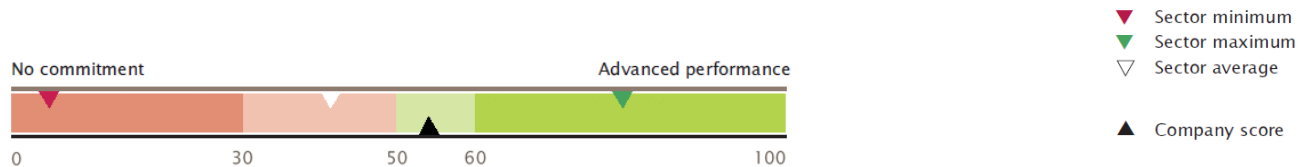
**Coverage of training programmes**

The company does not report on the total percentage of employees having received training over the past year.

<b>Leadership</b>	<b>44</b>	<b>Implementation</b>	<b>15</b>	<b>Results</b>	<b>0</b>
Visibility	100	Means & resources	15	Performance	0
Relevance	30	Scope	0	Trends	N/A
Ownership	30	Coverage	30		

**HRS3.2 Improvement of health and safety conditions**

(score: 54, weight: 3)



**Visibility of health & safety commitments**

The company has made a formalised commitment to health and safety issues, and has set up quantitative targets in this regard.  
*The company has made a formalised commitment to health and safety issues in its Occupational, Health & Safety Policy, and it targets zero accidents and zero occupational illnesses.*

**Relevance of commitment**

The company's commitment addresses all of its responsibilities:

- ensure awareness about health and safety issues
- reduce the number of work accidents and their severity
- prevent occupational disease
- reduce stress/promote well-being
- road safety

-Ensure awareness about health and safety issues: *The company is concerned about ensuring that employees are aware of health & safety issues.*  
 -Reduce the number of work accidents and their severity: *Cementos Argos states that it is committed to prevent work accidents.*  
 -Prevent occupational disease: *The company reports its concern about preventing occupational diseases.*  
 -Road Safety: *Cementos Argos reports that it is committed to use roads in a safe manner.*

**Ownership of commitment**

The commitment applies throughout the company, supported by senior management.  
*The Sustainability and Corporate Governance Committee supervises Health & Safety issues.*

**Means allocated to health and safety**

The company has allocated means to address health and safety issues, including:

- training/awareness raising programmes
- internal monitoring
- risk assessments
- internal H&S audits
- H&S competitions
- remuneration based on H&S performance
- OHSAS 18001 certifications

-Training/awareness raising programmes: Cementos Argos reports organizing trainings on the isolation of dangerous energies and works in heights.  
 -Internal monitoring: The company monitors indicators, such the frequency and severity of incidents.  
 -Risk assessments: The company reports that it has put in place an assessment framework to mitigate OHS risks.

**Coverage of health and safety system**

The health and safety measures cover a minority of the company's employees. 1615 and 1975 employees received respectively trainings on the isolation of dangerous energies and works in heights. Moreover, the risk assessment and internal monitoring cover the whole company.

**Means allocated to reduce stress at work**

The company has allocated basic means to address stress at work, including:

- employee assistance programme / hotline (stress only)/counselling
  - monitoring of absenteeism/rate of occupational disease; assessment of stress through analysis of internal H&S data
  - stress management training
  - awareness campaigns and information
  - measures to improve ergonomics
  - detection of stress: Identification of stress sources/risks assessments
  - avoidance of overtime
  - employee oriented flexibility (work/life balance)
  - employee participation tools (opinion surveys, dedicated teams, workshops)
  - job redesign (work organisation)
- Employee oriented flexibility: Argos encourages some quality-of-life-at-work such as Telecommuting.

**Coverage of means allocated to address mental health**

There is no evidence that the measures allocated to address mental health cover the majority of the company's employees.

**Accident frequency rate**

The Total recordable injury frequency rate decreased but not continuously by 67% from 3.47 (injury/200,000 hwkd) in 2013 to 1.16 (injury/200,000 hwkd) in 2017.

**Accident severity rate**

The Severity rate has decreased by 46% from 36.59 in 2015 to 19.76 in 2017.

**Other health and safety indicators**

The company does not disclose quantitative data on occupational disease rates.

**Fatality rate**

The number of fatalities has decreased by 100% from 1 fatality in 2015 to none in 2017.

**Stakeholders' feedback**

As of 11/2018, Cementos Argos did not appear to be involved in any controversy related to this sustainability driver

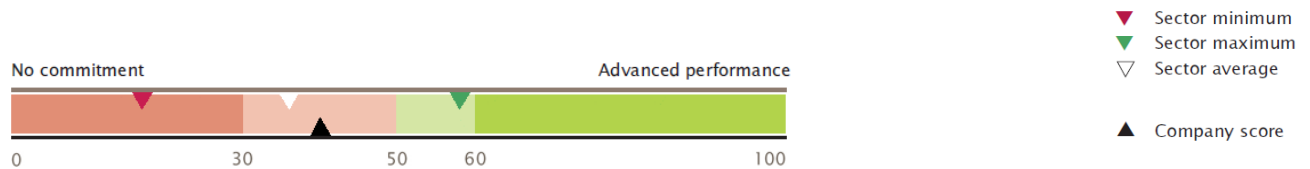
<b>Leadership</b>	<b>76</b>	<b>Implementation</b>	<b>30</b>	<b>Results</b>	<b>57</b>
Visibility	100	Means & resources	30	Performance	57
Relevance	100	Scope	N/A	Trends	N/A
Ownership	30	Coverage	30		

**Human Rights**

Score : 45

**HRT1.1 Respect for human rights standards and prevention of violations**

(score: 40, weight: 2)



**Visibility of commitment**

The company has issued a formalised commitment to respect and promote human rights in society in its Human Resources Policy, and is a signatory of the Global Compact and communicates on this principle.

**Relevance of commitment**

The company's commitment to respect and promote human rights in society addresses only part of its responsibilities:

- respect the right to personal security
- respect property rights and resettlement
- prevent cruel, inhuman, or degrading treatment
- prevent complicity in human rights violations
- respect of indigenous rights
- use of security forces

-prevent cruel, inhuman, or degrading treatment: The company reports that it prohibits coercion, or physical punishment.

**Ownership of commitment**

It is unclear who is responsible for the company's commitment or to which parts of the company it applies.

**Means allocated**

The company has allocated some measures to ensure the respect and promotion of human rights in society that includes:

- awareness-raising programmes for employees or contractors
- training programmes for employees or contractors
- grievance mechanisms
- human rights impact assessments
- internal audits
- consult local independent and representative stakeholders
- facilitate free, prior and informed consent (FPIC)
- human rights capacity building for local communities
- external audits/verification
- external investigation of allegations

-Training programmes for employees or contractors: Cementos Argos reports that Human Rights were discussed during the trainings that involved employees and suppliers.  
-human rights impact assessments: The company states that it has put in place a framework to assess the human right risks to which employees, suppliers, and communities are exposed to.

**Coverage**

The company has set up such systems in parts of its operations, including in some high-risk areas in terms of human rights abuses.  
Of note, 4,500 employees were part of the trainings discussing human rights.

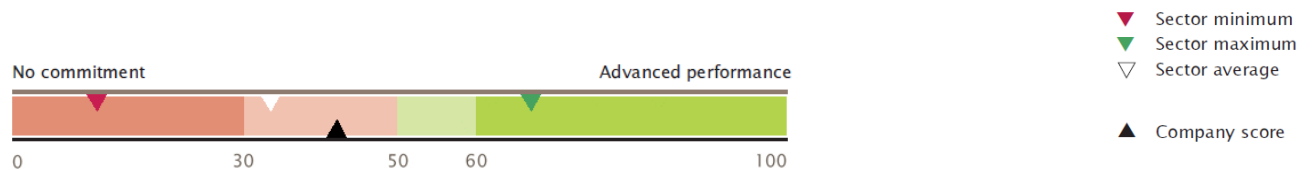
**Stakeholders' feedback**

As of 11/2018, Cementos Argos did not appear to be involved in any controversy related to this sustainability driver.

<b>Leadership</b>	<b>25</b>	<b>Implementation</b>	<b>30</b>	<b>Results</b>	<b>65</b>
Visibility	<b>65</b>	Means & resources	<b>30</b>	Performance	<b>65</b>
Relevance	<b>30</b>	Scope	<b>N/A</b>	Trends	<b>N/A</b>
Ownership	<b>0</b>	Coverage	<b>30</b>		

**HRT2.1 Respect for freedom of association and the right to collective bargaining**

(score: 42, weight: 2)



**Visibility of commitment**

The company has issued a formalised commitment to freedom of association and the right to collective bargaining in its Human Resources Policy and engages with international trade unions in this regard. In addition, the company is a signatory of the Global Compact and communicates on this principle.



**Relevance of commitment**

The company's commitment addresses its main responsibilities:

- protection of freedom of association and the right to organize
- respect of the right to collective bargaining
- respect and protection of workers' representatives
- explicit support for ILO Conventions C87, C98, C135 ,or similar international texts on union rights
- prevent employee representative discrimination
- guarantee the effective exercise of the trade unions rights in the workplace*
- prevent violations of the freedom of association and the right to organize*

*-Protection of freedom of association and the right to organize: The company states that it is concerned about the protection of employees' rights of freedom of association and the rights to organize.*  
*-Respect of the right to collective bargaining: The company states that it respects employees rights of collective bargaining.*  
*-Respect and protection of workers' representatives: Cementos Argos reports that it is committed to protect workers' representatives.*  
*-Explicit support for ILO Conventions C87, C98, C135, or similar international texts on union rights: Cementos Argos states its explicit support for ILO Conventions C87, C98, and C135.*  
*-Prevent employee representative discrimination: The company states that is committed to prevent the discrimination of employees' representatives.*

**Ownership of commitment**

The commitment applies throughout the company, supported by senior management.

**Monitoring**

It is not clear what steps the company takes to ensure that freedom of association is respected throughout the company's operations (e.g.: through external verification, risk mapping, audits, etc.)

- occasional risk mapping*
- occasional internal audits*
- on-going monitoring of labour rights risks*
- regular internal audits*
- systematic risk mapping*
- external audits/verification*
- external investigation of allegations*
- cooperation with unions: joint audits, joint grievance procedures etc.*

**Promotion of collective bargaining**

The company has provided employees with some information on their trade union rights through introductory training, contracts, as part of human rights training, etc.  
*Cementos Argos reports that Human rights were discussed during the course on corporate governance organized in 2017.*

**Coverage**

Information obtained from company and public sources on the percentage of the company where such labour rights systems and programmes are in place is insufficient.  
*Of note, 4,395 employees attended the Corporate Governance course in 2017.*

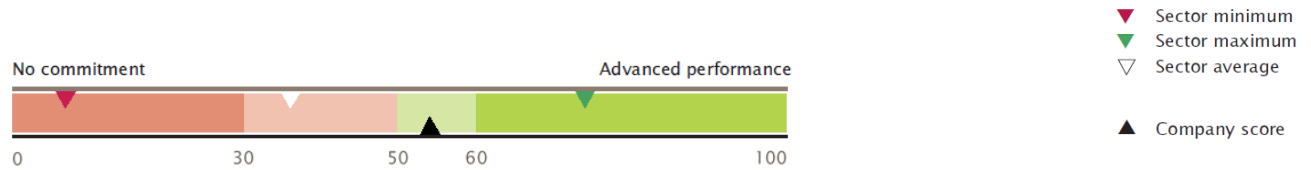
**Stakeholders' feedback**

*As of 11/2018, Cementos Argos did not appear to be involved in any controversy related to this sustainability driver*

Leadership	51	Implementation	9	Results	65
Visibility	65	Means & resources	13	Performance	65
Relevance	65	Scope	N/A	Trends	N/A
Ownership	30	Coverage	0		

**HRT2.4 Non-discrimination**

(score: 54, weight: 2)



**Visibility of commitment**

*The company has issued a formalised commitment to non-discrimination in its Human Rights Policy. In addition, the company is a signatory of the Global Compact and communicates on this principle.*

**Relevance of commitment**

The company's commitment to non-discrimination explicitly defines most of the categories and the management processes to which these apply:

- gender
- race / ethnicity / nationality
- social background
- religion
- sexual orientation
- family responsibilities (including pregnancy)
- disabilities
- political opinion
- age
- sensitive medical conditions (HIV)
- trade union membership or activities
- sensitive medical conditions (HIV)
- other
- discrimination in employment decisions (hiring / promoting / redundancies)
- discrimination in working conditions (working hours / training / remuneration / social security)

*The Company reports that it strictly prohibits any sort of discrimination during recruitment, hiring, and compensation.*

**Ownership of commitment**

The commitment applies throughout the company, supported by senior management. In addition, other stakeholders are involved.

*The Human resources policy is approved by the executive committee.*

**Means allocated**

The company has set up basic measures to prevent discrimination and promote diversity:

- awareness raising
- training
- monitoring
- confidential reporting system / grievance procedures
- disciplinary procedures / corrective measures
- affirmative action programmes
- flexitime initiatives
- child care facilities/child care subsidies
- career break opportunities
- maternity pay (greater than the statutory requirement)
- paternity pay (greater than the statutory requirement)
- job sharing initiatives
- monitoring of salary disparities

-Training: Cementos Argos organizes trainings on the code of conduct, which include discriminatory practices.  
 -Confidential reporting system: The company has put in place a transparency hotline that enables employees to report confidentially violations of the code of conduct, which comprise discriminatory behaviors.  
 -Monitoring: Cementos Argos monitors the labor force by gender in each geographic location.

**Coverage**

The company has set up programmes to promote diversity (eg: training, awareness-raising, etc.) in a majority of its operations.  
 4,500 employees were part of the trainings on the code of conduct.

**Results in terms of gender distribution**

The company has not monitored the percentage of women in managerial positions over the last two years. (2016 and 2017)

**Results in terms of employment of disabled persons**

The company does not disclose quantitative data on performance indicators such as the share of disabled persons in the total workforce.

**Stakeholders' feedback**

As of 11/2018, Cementos Argos did not appear to be involved in any controversy related to this sustainability driver

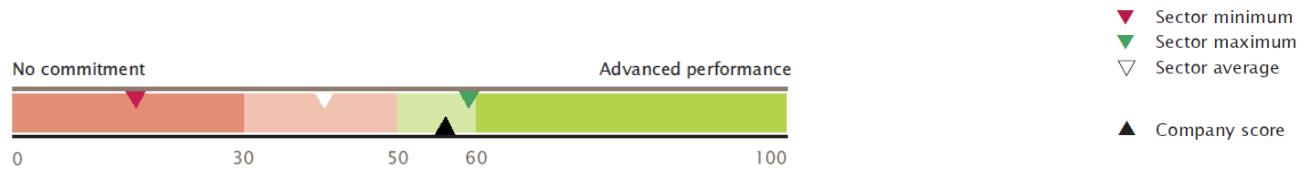
Leadership	93	Implementation	48	Results	22
Visibility	65	Means & resources	30	Performance	65
Relevance	100	Scope	N/A	Trends	0
Ownership	100	Coverage	65		

## Community Involvement

Score : 56

### CIN1.1 Promotion of the social and economic development

(score: 56, weight: 3)



#### Visibility of the policy

The company has issued a formalised commitment to promote local social and economic development in its *Website*.

#### Relevance of commitment

The company's commitment to promote local social and economic development addresses the main relevant issues for the sector:

- Promote the creation and development of local businesses
- Promote the employment and training of local personnel
- Promote the transfer of technology and skills to developing countries
- Reduce the social impacts related to site closures, openings, and restructuring
- Implement a responsible tax strategy
- Engage with local communities

-Promote the employment and training of local personnel: Cementos Argos states that it is concerned about creating direct and indirect jobs within the communities where it operates.

-Implement a responsible tax strategy: Cementos Argos reports its commitment to implement a responsible tax strategy.

-Engage with local communities: The company reports its concern about collaborating with the local communities where it operates.

#### Ownership of commitment

The commitment applies throughout the company, supported by senior management. In addition, other employees are directly involved.

*In Colombia, Cementos Argos intervenes in the local communities through the Argos Foundation. Moreover, it intervenes in Haiti through the CINA Foundation. The company's role in the Dominican Republic and Panama is directly achieved through the company's operations.*

#### Means allocated

The company has allocated significant means to address social and economic development, including:

- Social development initiatives (health, education,...)
- Economic development initiatives (support to local businesses/local suppliers/local workforce/infrastructure)
- Community engagement
- Other relevant measures to mitigate negative impacts of activities and/or site closure and restructurings

-Social development initiatives: Cementos Argos reports providing scholarships and educational infrastructures to the local communities, such as the construction of La Danta Educational institution and the Mia Citadel School in Colombia.

-Community engagement: The company reports organizing trainings to increase local communities awareness about road safety issues.

**Scope of community engagement**

The company has established community engagement plan for its production sites, but discloses limited information on the key components of the plan.

- Social impact assessment (before, during or after exploitation)
- Training and/or awareness raising
- Grievance mechanisms
- Community consultation

*Grievance mechanisms: Cementos Argos has put in place a team of professionals dedicated to address concerns and complaints. Moreover, a transparency line can be used by local communities to report their complaints related to the company's operations.*

**Geographical coverage**

*There is no evidence that these measures have been implemented in a majority of the company's sites.*

**Performance trend**

*The company's normalised social investment has deteriorated continuously by 0.58 percentage points from 0.94% in 2015 to 0.36% in 2017.*

**Transparency of tax reporting**

The Company reports partially on taxes paid. Reporting covers:

- taxes paid in some countries of operations
- taxes paid in some regions of operations
- taxes paid in key regions of operations
- taxes paid in key countries of operations
- sales per zone
- operating profit per zone
- number of employees per zone
- ratio between tax paid and headline corporate tax rate per zone
- explanation for significant differences between tax rate actually paid and expected tax rate

*-Sales per zone: Cementos Argos reports the revenues generated in the United States, Colombia, the Caribbean and Central America.  
-Operating profit per zone: The company reports the EBITDA generated in the United States, Colombia, the Caribbean and Central America.*

**Presence in IMF 'offshore financial centers' and/ or in jurisdictions considered by the OECD as not compliant enough with tax transparency rules**

The Company operates in IMF 'offshore financial centres' and/ or in jurisdictions considered by the OECD as not compliant enough on tax transparency rules, and it justifies its presence in most of them.  
*The company operates in Panama, which is considered as an offshore financial center, and justifies its presence.*

**Stakeholders' feedback**

*As of 11/2018, Cementos Argos did not appear to be involved in any controversy related to this sustainability driver*

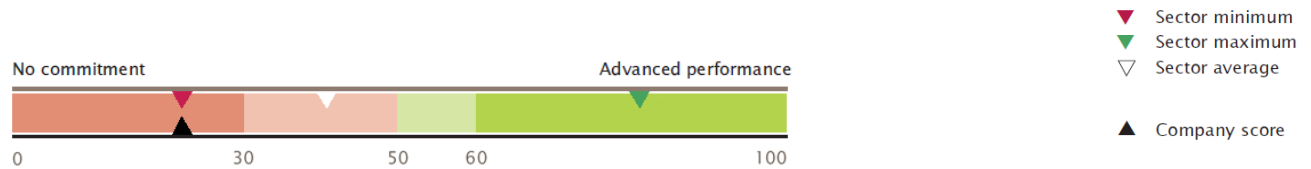
<b>Leadership</b>	<b>65</b>	<b>Implementation</b>	<b>56</b>	<b>Results</b>	<b>48</b>
Visibility	<b>65</b>	Means & resources	<b>65</b>	Performance	<b>56</b>
Relevance	<b>65</b>	Scope	<b>30</b>	Trends	<b>0</b>
Ownership	<b>65</b>	Coverage	<b>65</b>		

## Business Behaviour (C&S)

Score : 42

### C&S1.1 Product Safety (process and use)

(score: 22, weight: 3)



**Visibility of commitment** The company does not disclose any commitment to product safety.

**Relevance of commitment** The company does not disclose any commitment to product safety.

- control of raw material / REACH compliance
- product stewardship / product certificate
- healthy indoor air for building occupants
- crisis management

**Ownership of commitment** The company does not disclose any commitment to product safety.

**Product safety management systems** Information obtained from company and public sources regarding product safety systems is insufficient.

- quality management system (e.g. ISO 9001/ TQM 9002/9003/ Six Sigma)
- internal audits of production processes, in terms of product safety
- customer awareness-raising measures (e.g.: product notices, data safety sheets, training, etc.)
- R&D to improve product safety (e.g. on substitution of harmful substances by other ones)
- external audits of production processes, in terms of product safety
- sector-specific certification scheme on product safety

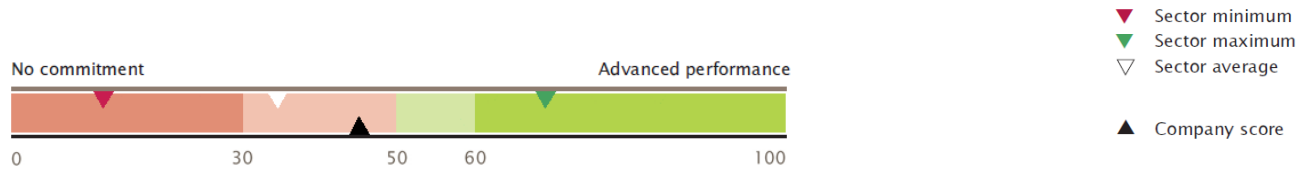
**Coverage** Information obtained from company and public sources regarding the percentage of sites covered by such measures is insufficient.

**Stakeholders' feedback** As of 11/2018, Cementos Argos did not appear to be involved in any controversy related to this sustainability driver

Leadership	0	Implementation	0	Results	65
Visibility	0	Means & resources	0	Performance	65
Relevance	0	Scope	N/A	Trends	N/A
Ownership	0	Coverage	0		

**C&S2.4 Integration of social factors in the supply chain**

(score: 45, weight: 2)



**Visibility of commitment**

The company has issued a formalised commitment to including social factors in supply chain management in its: *Suppliers Code Of Conduct.*

**Relevance of commitment**

The company's social requirements for suppliers address most of the relevant issues in the sector:

- Freedom of association and right to collective bargaining
- Abolition of child labour
- Abolition of forced labour
- Non-discrimination
- Health and Safety
- Decent wages
- Working hours
- Other rights (e.g. prevention of cruel, degrading and inhuman behaviour, etc.)

*-Freedom of association and right to collective bargaining: Cementos Argos states that it requires suppliers to guarantee to their employees the rights of freedom of association and collective bargaining.*  
*-Abolition of child labour: The company asserts that it does not accept that suppliers employ individuals who have not reached the minimum age of employment.*  
*-Abolition of forced labour: Cementos Argos states that suppliers should not engage in any sort of forced labor.*  
*-Non-discrimination: Cementos Argos claims that suppliers have to reject all forms of discriminations and should promote equal opportunities.*  
*-Health and Safety: The company reports that suppliers have to be concerned about employees' health and safety.*  
*-Decent wages: Cementos Argos states that suppliers must remunerate workers with fair wages, in accordance with the minimums set forth in the applicable legal provisions.*  
*-Working hours: The company reports that suppliers have to abide by the applicable legislations in terms of working hours.*

**Ownership of commitment**

The commitment applies throughout the company, supported by senior management.

**Means allocated**

Information obtained from company and public sources regarding measures to include social factors in supply chain management is insufficient.

- integration of social issues into contractual clauses
- supplier questionnaires
- supplier support (training, technical assistance, etc.)
- training/awareness raising of employees in charge of purchasing
- non-compliance procedures for suppliers (re-auditing, re-training, eventual ending of contracts)
- risk assessments for suppliers

*Of note, Cementos Argos states that the Supplier code of conduct is intended to supplement, but not substitute, the contractual provisions agreed with suppliers.*

**Reporting on suppliers' non-compliance with social standards**

The company does not disclose quantitative data on its suppliers' non-compliance of its suppliers with social standards.

**Stakeholders' feedback**

*As of 11/2018, Cementos Argos did not appear to be involved in any controversy related to this sustainability driver*

**Coverage**

Information obtained from company and public sources regarding the percentage of the company's suppliers covered by such procedures is insufficient.

**Audits of suppliers/subcontractors**

The company includes social aspects in its standard quality audits of suppliers/subcontractors.  
*The company reports that it audits suppliers' management of workers' rights.*

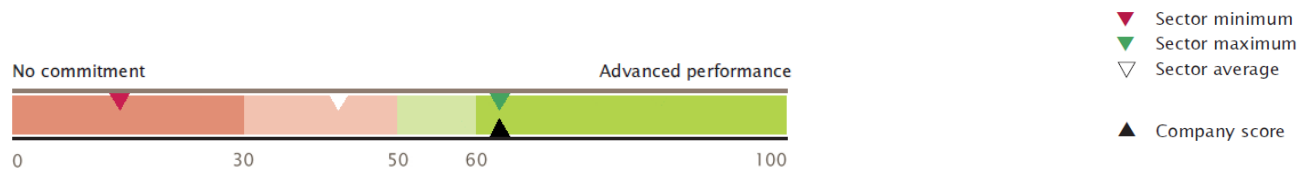
**Coverage of social audits**

Social audits cover a majority of suppliers.  
*The company states that all suppliers are audited in order to avoid labor rights violations within the supply chain.*

<b>Leadership</b>	<b>74</b>	<b>Implementation</b>	<b>26</b>	<b>Results</b>	<b>35</b>
Visibility	<b>65</b>	Means & resources	<b>15</b>	Performance	<b>35</b>
Relevance	<b>100</b>	Scope	<b>N/A</b>	Trends	<b>N/A</b>
Ownership	<b>30</b>	Coverage	<b>50</b>		

**C&S3.1 Prevention of corruption**

(score: 63, weight: 3)



**Visibility of commitment**

*The company has issued a formalised commitment to preventing corruption in its Anti Bribery And Corruption Policy, and in its Code Of Business Conduct. In addition, the company is a signatory of the Global Compact and communicates on this principle.*

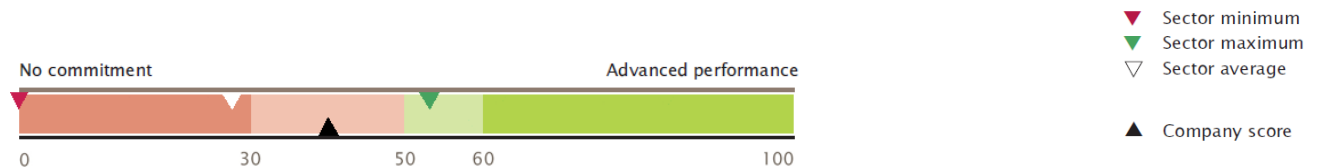


<b>Relevance of commitment</b>	<p>The company's commitment to preventing corruption addresses most of its responsibilities:</p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> giving / receiving bribes</li> <li><input checked="" type="checkbox"/> gifts and invitations</li> <li><input type="checkbox"/> extortion</li> <li><input checked="" type="checkbox"/> fraud</li> <li><input type="checkbox"/> embezzlement</li> <li><input type="checkbox"/> money laundering</li> <li><input checked="" type="checkbox"/> conflicts of interest</li> <li><input checked="" type="checkbox"/> financing of political parties</li> <li><input checked="" type="checkbox"/> prohibition of facilitation payments</li> <li><input type="checkbox"/> restriction of facilitation payments</li> </ul>
<b>Ownership of commitment</b>	<p>The commitment applies throughout the company, supported by senior management. In addition, other employees are directly involved. <i>The Governance committee is responsible for the administration of the Code of Business Conduct.</i></p>
<b>Involvement of employees</b>	<p>The company has instituted formal training programmes for relevant employees on corruption prevention. <i>Cementos Argos reports that more than 4,500 employees received trainings on business conduct issues, which discussed corruption and money laundering.</i></p>
<b>Means allocated</b>	<p>The company has set up reporting systems to prevent corruption that include:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> approval procedures for gifts, etc. by an independent department</li> <li><input checked="" type="checkbox"/> the possibility to contact internal audit, legal or compliance departments directly &amp; confidentially</li> <li><input checked="" type="checkbox"/> a dedicated confidential hotline or email address</li> <li><input type="checkbox"/> internal audits (internal verification of compliance with the company's code of conduct etc.)</li> <li><input type="checkbox"/> risk assessment of company vulnerability</li> <li><input type="checkbox"/> due diligence on joint ventures</li> <li><input type="checkbox"/> due diligence in evaluating contracts/suppliers</li> <li><input type="checkbox"/> systems for appointment/remuneration of agents</li> <li><input type="checkbox"/> identify and black list known bribe payers</li> <li><input type="checkbox"/> external audits (by an independent, external specialised organisation)</li> <li><input type="checkbox"/> external investigations of allegations</li> </ul> <p><i>-The possibility to contact internal audit, legal or compliance departments directly &amp; confidentially: The company reports that employees who have doubts with respect to the scope or application of the Code of Business Conduct, can make a verbal or written query to the Regional Leader or the Business Conduct Officer.</i></p> <p><i>-A dedicated confidential hotline or email address: The company has put in place a transparency hotline that enables employees to report confidentially violations of the code of conduct.</i></p>
<b>Coverage</b>	<p>The measures implemented cover all significant parts of the company.</p>
<b>Reporting</b>	<p>The company discloses quantitative data on the corruption incidents reported internally and on how they were handled: <i>In 2017, Cementos Argos reported 32 incidents linked to corruption.</i></p>
<b>Stakeholders' feedback</b>	<p><i>As of 11/2018, Cementos Argos did not appear to be involved in any controversy related to this sustainability driver</i></p>

<b>Leadership</b>	<b>83</b>	<b>Implementation</b>	<b>30</b>	<b>Results</b>	<b>77</b>
Visibility	65	Means & resources	30	Performance	77
Relevance	100	Scope	N/A	Trends	N/A
Ownership	65	Coverage	30		

### C&S3.2 Prevention of anti-competitive practices

(score: 40, weight: 3)



**Visibility of commitment** The company has issued a formalised commitment to prevent anti-competitive practices in its:  
*Competition Policy and Code Of Business Conduct.*

**Relevance of commitment** The company's commitment to preventing anti-competitive practices addresses its main responsibilities:

- Price fixing
- Collusion tenders
- Output restrictions or quotas
- Market sharing

**Ownership of commitment** The commitment applies throughout the company, supported by senior management. In addition, other employees are directly involved.  
*The Governance committee is responsible for the Code of Business Conduct administration.*

**Involvement of employees** The company has instituted formal training programmes for relevant employees on the prevention of anti-competitive practices.  
*Training sessions discussing business conduct issues are organized.*

**Means allocated** The company has set up internal controls to prevent anti-competitive practices that include:

- approval procedures for contract prices etc. by an independent department
- the possibility to contact internal audit, legal or compliance departments directly & confidentially
- a dedicated confidential hotline or email address
- risk assessment of vulnerability areas within the company
- internal audits (internal verification of compliance with the company's code of conduct etc.)
- external audits (by an independent, external specialised organisation)
- external investigations of allegations

*-The possibility to contact internal audit, legal or compliance departments directly & confidentially: The company reports that employees who have doubts with respect to the scope or application of the Code of Business Conduct, can make a verbal or written query to the Regional Leader or the Business Conduct Officer.*

*-A dedicated confidential hotline: A Transparency Hotline, which enables employees to report anonymously anti-competitive practices, has been put in place.*

**Coverage** The measures implemented cover all significant parts of the company.  
*Cementos Argos indicates that all the employees and managers of the companies, which form part of Cementos Argos S.A., must abide by the guidelines established in this Policy, independently of the country they are in.*

**Reporting** The company does not disclose any quantitative data on the number or nature of antitrust incidents reported internally.



**Stakeholders' feedback** *A review of stakeholders' sources revealed that the Company is involved in isolated controversies of significant severity. As of 11/2018, Cementos Argos was involved in 1 controversy*

- Case 1 (18/12/2017): Cementos Argos fined USD 24.5 million for fixing cement prices between 2010 and 2012

*A complete analysis of the severity of each case is available in Vigeo Eiris' Controversy Profile.*

**Company's responsiveness** Overall, the company is non-communicative  
*For each of the above mentioned cases, Cementos Argos's response is considered:*

- case 1: The Company is non-communicative: it denies the facts without further explanations or only provides vague and general statements.

*The analysis of Cementos Argos management of each case is available in Vigeo's controversy profile.*

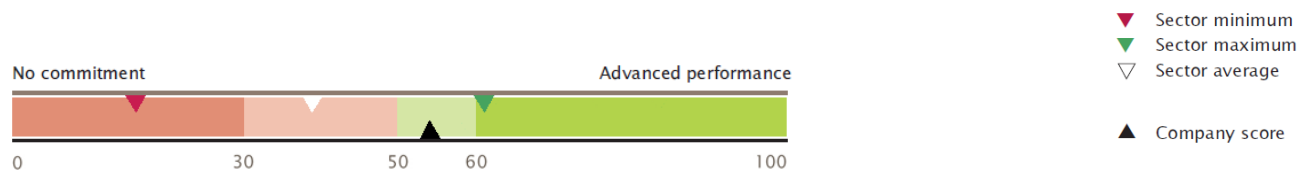
Leadership	65	Implementation	42	Results	12
Visibility	65	Means & resources	48	Performance	12
Relevance	65	Scope	N/A	Trends	N/A
Ownership	65	Coverage	30		

## Corporate Governance

Score : 45

### CGV1.1 Board of Directors

(score: 54, weight: 3)



#### [LISTED COMPANIES] Existence and independence of Nomination Committee

No executive is a member of the committee, but half or fewer are independent.  
*None of the two-member Appointments and Remuneration Committee is considered independent.*

**Independence of the Board Chairman** The roles of Chairman and CEO are separated, but the chairman is not considered independent.  
*The Chairman is the CEO of Grupo Argos, which owns 55.3% of the company's shares.*

**Responsibility allocated over CSR issues** There is a CSR committee that is part of the Board.  
*The CSR committee is composed of one executive and two independent members. However, the committee's chair is not identified.*

**Share of independent shareholder-elected Board members** [LISTED COMPANIES] The Board is between 34 and 50% independent, which is less than the recommended level.  
*Three members of the Seven-member Board are considered independent.*

**Diversity of the skills and backgrounds of the Board** The Board of Directors diversity appears to be partial:

- At least 30% of directors are women
- At least 40% of directors are women
- Employee representative(s) sitting on the Board
- Board members with demonstrated professional experience in the company's sector of activities
- Board members with demonstrated expertise on CSR issues

*Board members with demonstrated professional experience in the company's sector of activities: Except Alejandro Piedrahitat and Carlos Gustavo Arrieta who come respectively from financial markets and diplomatic backgrounds, most board members are familiar with the cement and concrete industries.  
-Board members with demonstrated expertise on CSR issues: Cecilia Rodríguez served as a minister of environment in the Colombian government before joining Cementos Argos board.*

**Training and expertise provided to board members** Training is provided through regular updates, but it does not cover CSR issues.  
*The company reports that board members receive trainings on an annual basis.*

**Regular election of Board members** [LISTED COMPANIES] Board members are elected at least every three years and these elections are not staggered.  
*Board members are eligible for re-election following a 3-year term.*

**Evaluation of Board's functioning and performance** Performance is evaluated regularly by a third party.  
*AT Kearney conducts the external assessment of the board's performance on a yearly basis.*

**Review of CSR issues at Board meeting** The formal CSR reporting has been signed by CEO/Chairman/Board, but there is no evidence that relevant CSR issues are reviewed at Board meetings.

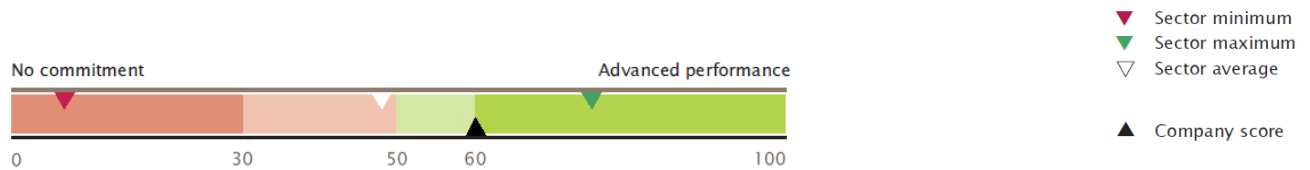
- Business ethics
- Human capital
- Responsible customers relations
- Climate change

**Regularity of and attendance at Board meetings** Regular meetings are held, and attendance rates are above 90%  
*17 Board meetings were held in 2017, and the attendance rate was 92%.*

Name of Board member	Role	Executive	Non executive	Employee representative	Nomination	Audit	Remuneration	Former executive	> 9 years on Board	Stock options	Paid > 1/2 executive salary	Represent > 3% company's shares	Other	Independence
Jorge Mario Velásque	Chairman of the board		X		X		X	X				X	CEO of Grupo Argos, which owns 55.3% of the company's shares.	
Camilo J Abello	Vice President of Corporate Affairs	X										X	Vice President of Corporate Affairs at Grupo Argos, which owns 55.3% of the company's shares.	
Alejandro Piedrahita			X			X						X	Corporate Finance vice-president at Grupo Argos, which owns 55.3% of the company's shares.	
Cecilia Rodríguez			X			X								X
Carlos Arrieta			X			X								X
León Teicher			X											X
Esteban Piedrahita			X		X		X						A member of Amalfi board of directors, which owns 5.4 % of the company's shares.	

## CGV2.1 Audit & Internal Controls

(score: 60, weight: 2)



### [LISTED COMPANIES] Existence and independence of Audit Committee

No executive is a member of the committee, but half or fewer are independent. *Two members of the three-member Audit Committee are considered independent. However, the committee chair is not identified.*

### Skills and backgrounds of Audit Committee members

Members appear to have financial and/or audit experience AND relevant operational experience. In addition, at least a member has CSR skills and experience. *Cecilia Rodríguez was a minister of environment in the Colombian government before joining Cementos Argos.*

**Operational and CSR risks covered by the company's internal controls system**

The internal control system covers the standard issues related to financial, operational, and legal risks. In addition, the system covers some of the CSR risks inherent to the company's business operations.

- Corruption
- Community Issues
- Employee Safety
- Climate Change
- Environmental and/or social standards in the supply chain

*-Corruption: The company reports that it has reinforced the internal control mechanisms in the fight against corruption.*

**Role of the Audit Committee in overseeing internal and external controls**

There is a confidential reporting system in place for accounting issues. In addition, the Audit Committee has a comprehensive role that includes:

- Oversee internal audit and internal controls
- Review accounting policies and be responsible for updates
- Nominate the statutory auditor
- Oversee the work of the external auditor
- Approve the type of audit and non-audit services provided and fees paid to the external auditor

*The company has put in place a reporting system to enable the confidential reporting of accounting issues.*

**Management of the CSR risks**

Relevant processes dedicated to management of CSR risks are in place:

- Balanced scorecard*
- Risk-related training
- Monitoring of key risk indicators
- Reporting system to the Board*
- Risk mapping/materiality assessment
- A Board Risk Committee with no executive part of it*

*-Risk-related training: Cementos Argos reports conducting trainings on money laundering and terrorism financing risks.*

*-Monitoring of key risk indicators: The company monitors indicators, such as injuries frequency and severity rates.*

*-Risk mapping/materiality assessment: The company assesses several risk factors, such as energy emissions and the occupational health and safety, in its materiality matrix.*

**Independence of the firm's external auditors**

Information obtained from company and public sources regarding the independence of the firm's external auditors is insufficient.

*Cementos Argos does not report the fees received by Deloitte & Touche Ltda for its auditing and non-auditing services.*

**Inclusion of CSR issues in the company's reporting**

The company publishes significant CSR reporting on key material issues, with an independent third party assessment on the reliability of key performance indicators, with limited/moderate assurance. In addition, the assurance report includes clear recommendations for improvements.

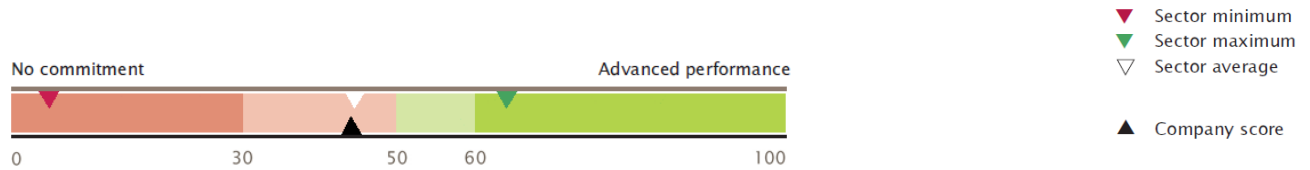
*The company's integrated report, which is approved by Deloitte & Touche Ltda, includes information on the social and environmental policies, and quantitative data that display Cementos Argos' achievement in these areas.*

**Stakeholders' feedback**

*As of 11/2018, Cementos Argos did not appear to be involved in any controversy related to this sustainability driver*

**CGV3.1 Shareholders**

(score: 44, weight: 2)



**Nonexistence of voting rights restrictions**

The company respects the "one share - one vote" principle.

**Safeguards on transactions with major shareholder(s)**

No safeguards appear to be in place, which might raise concerns with regard to the fairness of any such transaction.

**Ability to add items to the agenda of the AGM and to convene an EGM**

No major restrictions have been identified.

**Access to voting at General Meetings**

There are no major restrictions on shareholders' ability to vote, however there is no possibility of voting through online services.

**Ability to vote on relevant issues in separate resolutions at AGM**

Not all major items are put to a shareholder vote.  
*The following items are not put to a vote at the AGM:*  
-Changes in capital  
-Changes to bylaws

**Presentation of CSR strategy to shareholders and investors**

The company's CSR strategy has not been presented to shareholders and investors.

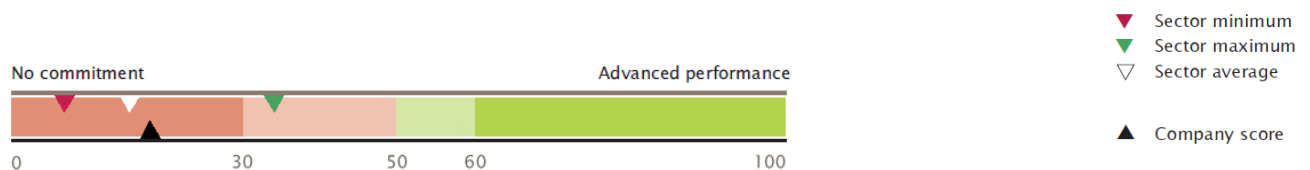
- Climate change
- Human capital

**Stakeholders' feedback**

*As of 11/2018, Cementos Argos did not appear to be involved in any controversy related to this sustainability driver*

**CGV4.1 Executive Remuneration**

(score: 18, weight: 2)



Copyright Vigeo 2018 - Reproduction of this document in whole or in part is prohibited without the express written authorization of Vigeo and is protected by the provisions of the French Intellectual Property Code.

**[LISTED COMPANIES] Existence and independence of Remuneration Committee**

No executive is a member of the committee, but half or fewer are independent.  
*None of the two members of the Appointments and Remuneration Committee is considered independent.*

**Disclosure of senior executives' individual remuneration**

Disclosure of individual executive remuneration data for senior executives is insufficient.

**Link between Short Term Incentive Plans and the performance of the company**

There is no disclosure on what rules guide the company in allocating bonuses and other short-term incentives to senior executives.  
*Of note, the company states that the variable compensation system is based on the Return on Capital Employed (ROCE) and Total Shareholder Return (TSR). However, it does not specify if these variables are taken into account in the short or long-term incentive plan.*

**Link between the main Long Term Incentive Plan and the performance of the company**

Information on the rules and performance conditions guiding the allocation of long-term incentives to senior executives is insufficient.  
*Of note, the company states that the variable compensation system is based on the Return on Capital Employed (ROCE) and Total Shareholder Return (TSR). However, it does not specify if these variables are significant to the short or long-term incentive plan.*

**Link between variable remuneration and CSR performance of the company**

CSR performance objectives are considered in the determination of variable remuneration of senior executives, but information on performance targets are not disclosed.

- Human resources development
- Health and safety
- Compliance related to environmental regulations
- Efficient resource utilization

*The company reports that The CEO receives monetary rewards regarding the overall environmental performance of the company. The monetary rewards are given if the annual goal for environmental KPI is achieved.*

**Severance pay for senior executives**

Information obtained from company and public sources regarding severance pay for senior executives is insufficient.

**Evolution of CEO-to-employee compensation ratio**

Information obtained from company and public sources regarding the compensation of CEO and the average employee salary is insufficient.  
*The company does not disclose the CEO compensation.*

**Stakeholders' feedback**

*As of 11/2018, Cementos Argos did not appear to be involved in any controversy related to this sustainability driver*



**Allegations and controversies**

Domain	Sustainability driver	Page
--------	-----------------------	------

<b>C&amp;S</b>	C&S3.2 - Prevention of anti-competitive practices	34
----------------	---	----

Copyright Vigeo 2018 - Reproduction of this document in whole or in part is prohibited without the express written authorization of Vigeo and is protected by the provisions of the French Intellectual Property Code.

## Detailed Scores And Ratings

### Current and previous ratings

Period	Environment	Human Resources	Human Rights	Community Involvement	Business Behaviour (C&S)	Corporate Governance
2018/11	+	+	+	+	+	=
2016/09	+	+	+	+	+	+
2015/12	+	+	++	+	+	+

### Scores per domain

Domain	Average score	Leadership	Implementation	Results
Environment	42	59	23	36
Human Resources	31	43	14	37
Human Rights	45	56	29	51
Community Involvement	56	65	56	48
Business Behaviour (C&S)	42	54	24	48
Corporate Governance	45	47	48	40

### Scores per criteria

Sub-domain	Criterion	Score
Environment 1	1	64
	4	53
Environment 2	1	21
	2	60
	4	44
	6	50
Environment 3	7	10
	1	20

Sub-domain	Criterion	Score
Human Resources 1	1	33
	3	12
Human Resources 2	4	20
	2	54

Sub-domain	Criterion	Score
Human Rights 1	1	40
	1	42
Human Rights 2	4	54

Sub-domain	Criterion	Score
Community Involvement 1	1	56

Sub-domain	Criterion	Score
Business Behaviour (C&S) 1	1	22
	4	45
	1	63
Business Behaviour (C&S) 3	2	40

Sub-domain	Criterion	Score
Corporate Governance 1	1	54
	1	60
	1	44
	1	18

## General Overview

Position versus sector peers Rest of the World	Environment	Human Resources	Human Rights	Community Involvement	Business Behaviour (C&S)	Corporate Governance	Overall score
INE012A01025 ACC	+	+	+	+	+	+	42
INE079A01024 Ambuja Cements	+	=	=	+	=	=	37
CNE1000001W2 Anhui Conch Cement	-	-	-	=	-	=	22
TW0001102002 Asia Cement Corp	+	+	=	-	=	=	37
MXP225611567 CEMEX	++	++	++	+	+	=	52
<b>COD38PA00053 Cementos Argos</b>	<b>+</b>	<b>+</b>	<b>+</b>	<b>+</b>	<b>+</b>	<b>=</b>	<b>42</b>
PEP239501005 Cementos Pacasmayo	-	=	=	+	=	=	30
KYG2116J1085 China Conch Venture Holdings	-	-	-	-	-	=	17
CNE1000002N9 China National Building Materials	=	-	-	-	=	=	31
MA0000010506 Ciments du Maroc	-	=	-	+	=	-	23
BRDTEXACNOR3 Duratex	=	=	+	=	+	-	35
COT09PA00035 Grupo Argos	-	=	=	=	-	=	27
ID1000061302 Indocement	+	=	=	+	=	-	39
KR7002380004 KCC	=	+	=	=	+	-	30
MYL379400004 Lafarge Malaysia Berhad	=	=	+	=	=	=	38
MA0000012320 LafargeHolcim Maroc	+	+	+	=	+	-	39
ID1000106800 Semen Indonesia	-	=	-	-	-	=	26
INE070A01015 Shree Cement	+	+	=	+	=	+	42
TH0003010Z04 Siam Cement	=	+	=	=	=	=	33
TRASISEW91Q3 T Sise Ve Cam Fabrikalari	+	+	=	=	=	=	37
TW0001101004 Taiwan Cement	-	-	-	-	-	=	24
GRS074083007 Titan Cement	++	+	+	=	+	+	50
INE481G01011 UltraTech Cement Ltd.	+	+	=	=	-	=	36
USP98088AA83 Votorantim Cimentos	=	=	+	+	=	-	32

---

## Contacts

Analyst : Abderrahmane Guessous • [abderrahmane.guessous@vigeo-eiris.com](mailto:abderrahmane.guessous@vigeo-eiris.com)  
Sector Lead: May Hong Nguyen • [may-hong.nguyen@vigeo-eiris.com](mailto:may-hong.nguyen@vigeo-eiris.com)

---

## Disclaimer

### Copyright Vigeo 2018

Reproduction of this document in whole or in part is prohibited without the express written authorization of Vigeo and is protected by the provision of the French Intellectual Property Code.

The information in this document results from the application of Vigeo's Equitics methodology and is based on sources which Vigeo believes to be reliable. However, the accuracy, completeness and up-to-dateness of this report are not guaranteed, and Vigeo shall under no circumstances be responsible for the strategy choices, management decisions and, more generally, decisions of any nature taken by the reader in reliance upon the information contained in this document.