



matholding



# Non- financial information report 2022

# Contents

## **01 Message from the CEO** p. 3

---

## **02 MAT Holding Group** p. 4

---

- Our purpose, values and commitment to sustainability
- Over 85 years dedicated to agriculture and water
- Over 1,000 employees and 4,000 customers in 140 countries
- What makes us unique
- Business model
- Solutions

## **03 Trends, challenges and opportunities** p. 11

---

- Agriculture
- Water

## **04 Innovation for sustainability** p. 15

---

- MAT Water
- Aquestia y STF
- Success stories

## **05 Our contribution to society** p. 25

---

- Commitment to our stakeholders
- Transparency and dialogue
- Our social contribution

## **06 Responsible management** p. 31

---

- Corporate governance structure
- Our policies
- Responsible economic management

## **07 Environmental management** p. 40

---

- Key environmental indicators
- Environmental policy
- Environmental impact of activity
- Circular economy, waste prevention and management
- Packaging system
- Sustainable consumption of resources
- GHG emissions
- Pollution prevention, waste prevention and resource optimisation

## **08 Talent management** p. 48

---

- Key social indicators
- The team
- Organisational renewal
- Efficient organisation
- Gender equality
- Training and performance
- Universal accessibility for people with functional diversity
- Work relationships



# Message from the CEO

We are living in an era marked by challenges that humanity has never faced before. Climate change, the scarcity of natural resources, major demographic and social changes, the excessive growth of cities and the abandonment of the countryside, and digitalisation, among others, set the agenda for companies, institutions and citizens.

Uncertainty, as well, which has recently become one of the few certainties we have. Faced with it, companies are obliged to anticipate the future, pre-empting our customers' needs.

With this attitude and in this context, at MAT Holding Group, we place our daily activity at the service of society in general, and of our sectors of activity in particular, to make this a more sustainable world, giving all farmers and water managers access to the means necessary to produce and to manage more efficiently and profitably, minimising environmental impact.

We are a solid and diversified Group of companies, working in two strategic sectors - agriculture and water - based on three pillars: strengthening leadership, commitment to innovation and digitalisation, and internationalisation of our businesses.

In the field of agriculture, in 2022 we have established ourselves as a benchmark in agricultural knowledge and modern crop management. We have created two new businesses that complement our agricultural offer - supported by Regaber and IQV - with the aim of accompanying all farmers, including small and medium-sized, in the modernisation and digitalisation of their farms and crops to improve their profitability and sustainability, while helping to revitalise rural areas and guaranteeing the future of the profession.

In the field of water, we have strengthened the Indian market, which is strategic for the expansion of the water division in the coming years. In addition, with the resumption of diplomatic relations between Israel and some Persian Gulf countries, we have strengthened our firefighting offer in this region.

Internally, we have also made significant progress in improving our processes. A highlight of 2022 was the implementation of the first phase of the new Aquestia ERP, one of the Group's most ambitious technological projects, representing a further step in both the digitalisation of internal management and the integration of our ARI, Dorot and OCV brands.

But we have also strengthened the human team, seeking to enhance talent and improve the development of competencies and skills, as well as well-being at work. Over the last two years, we have also increased the number of new recruits by 25%, while maintaining the experience of our staff. 64% of the people working in the Group have been with us for more than 6 years, a fact that attests to our commitment to our people.

All the progress made in 2022 prepares us for the internal and external challenges we face as a Group: adaptation to the socio-economic context, commitment to the modernisation of agriculture and water, organic and inorganic growth, and the deployment of the Global Compliance Program, among others.

We do so with the confidence that the fundamentals of our businesses respond to some of the most significant challenges we face as a society, such as the scarcity of agricultural and water resources due to demographic and climatic changes. This certainty motivates us every day in our aim to contribute to global sustainability.



*Pau Relat - CEO MAT Holding*

**At MAT Holding Group,  
we place our daily  
activity at the service  
of society to make this  
a more sustainable  
world.**



02



matholding

**MAT Holding  
Group**

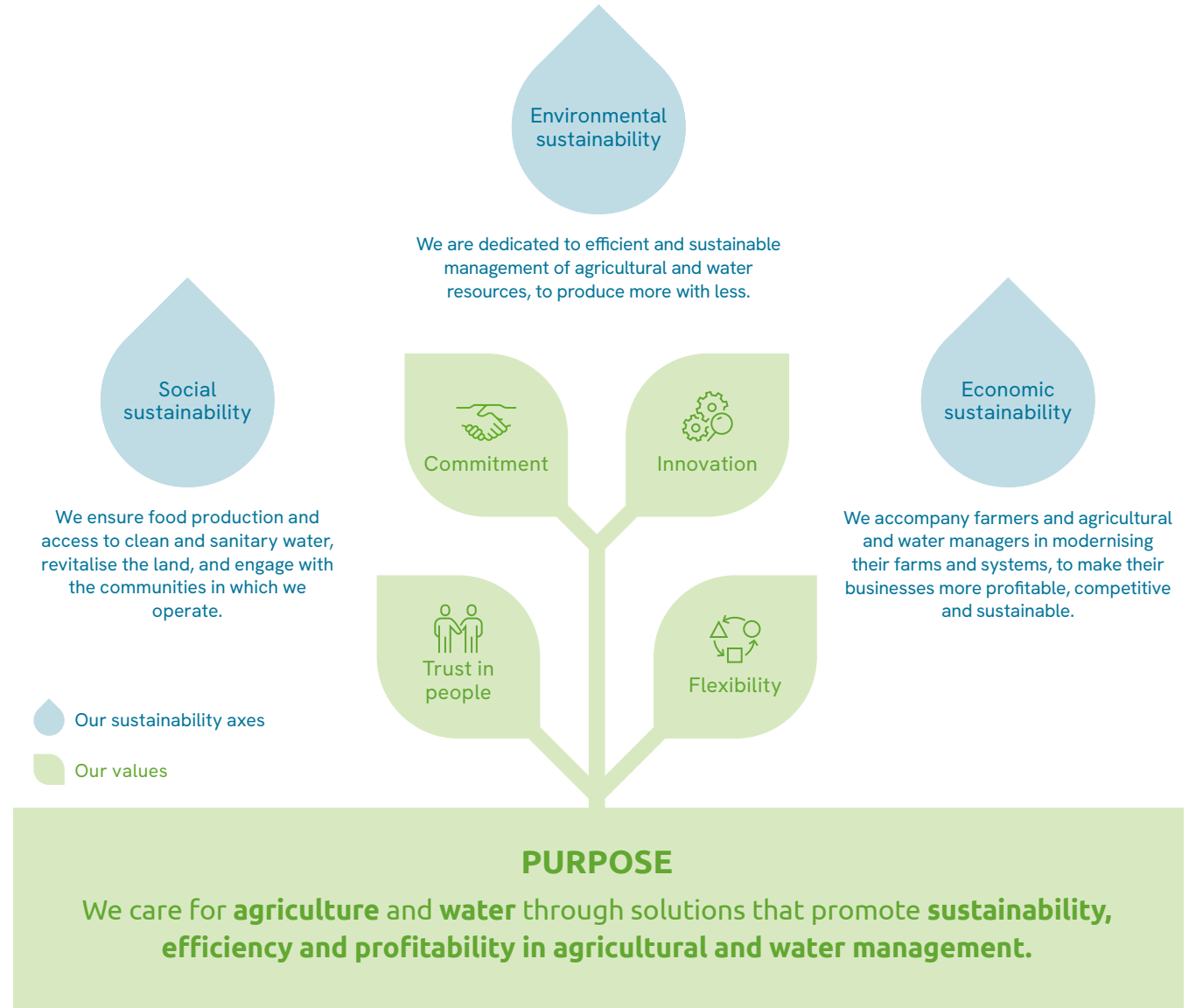


# Our purpose, values and commitment to sustainability

At MAT Holding, we have been serving agriculture and water for over 85 years.

Through innovation, we develop a wide range of **solutions that promote sustainability, efficiency and profitability in agricultural and water management**, enhancing the responsible and efficient use of raw materials and natural resources, and minimising waste production.

Thanks to our work focused on modernising the management of crops, farms and water systems, we generate economic growth in the territory where we operate, as well as stable, inclusive and quality employment opportunities, sharing our knowledge and attracting new generations to rural areas.

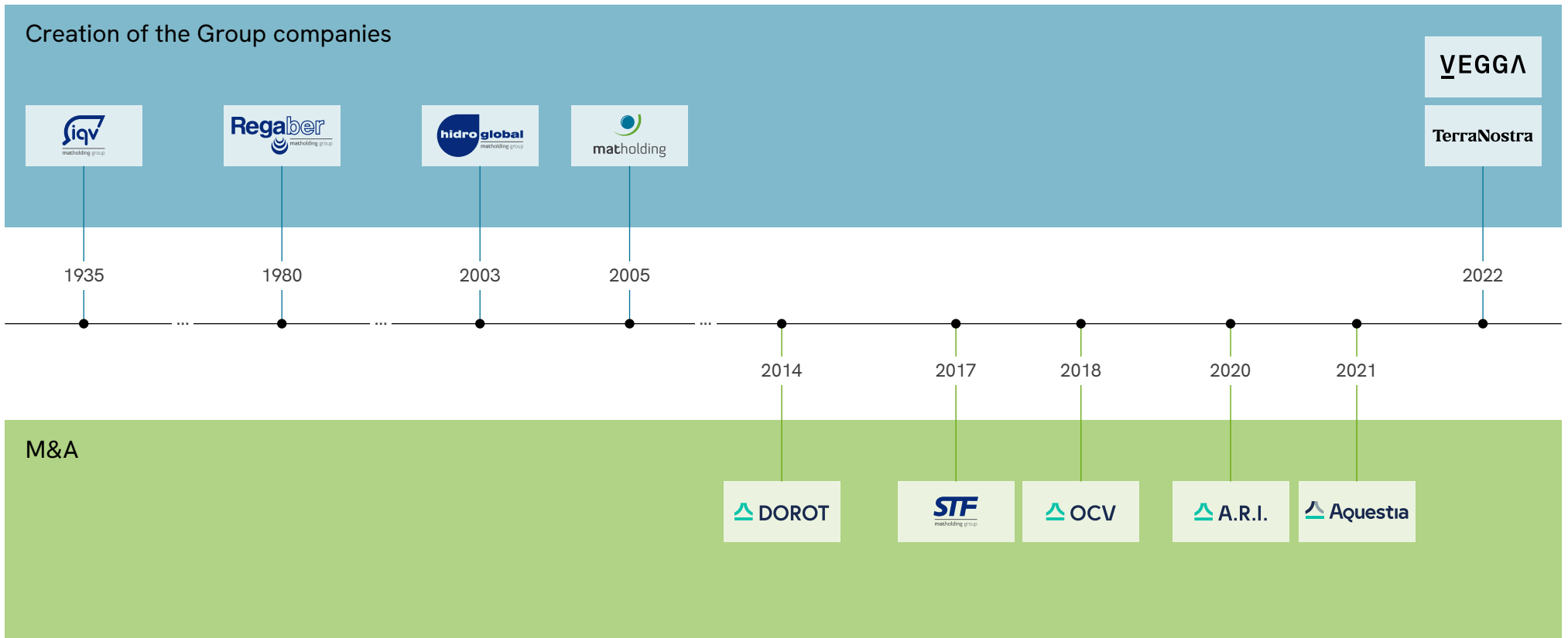




# Over 85 years dedicated to agriculture and water

The history of the MAT Holding Group began in 1935, with the incorporation of the copper sulphate production company Industrias Químicas del Vallés S. A. (IQV), in Mollet del Vallés (Barcelona, Spain).

Since then, the Group has grown organically and inorganically in the water and agriculture sectors, with a clear determination for international expansion and leadership.

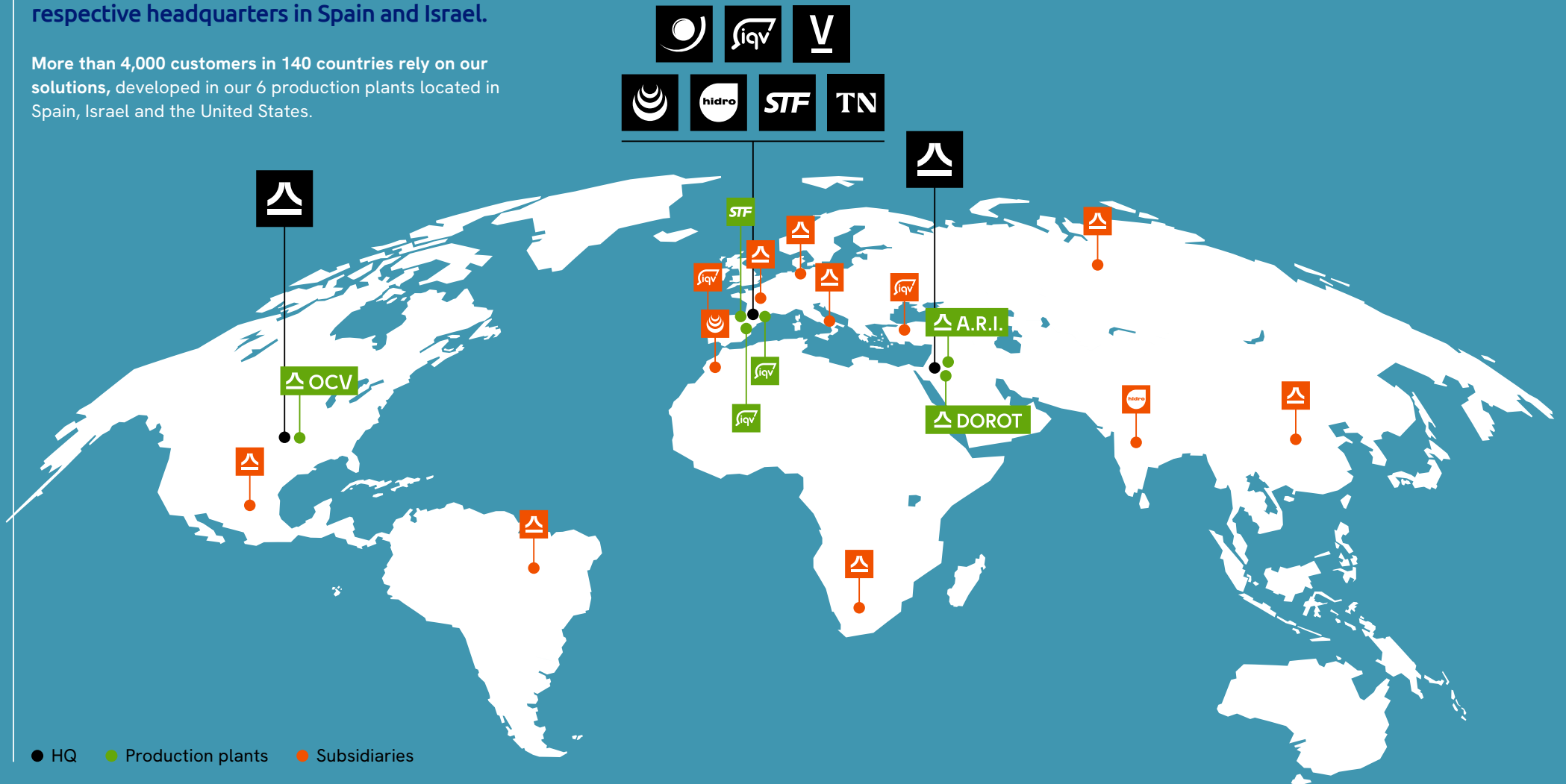




# Over 1,000 employees and 4,000 customers in 140 countries

MAT Holding Group is made up of 1,027 employees distributed across more than 20 countries. The agriculture and water businesses have their respective headquarters in Spain and Israel.

More than 4,000 customers in 140 countries rely on our solutions, developed in our 6 production plants located in Spain, Israel and the United States.



● HQ ● Production plants ● Subsidiaries



# What makes us unique

At MAT Holding, we are a multinational family-owned group specialising in solutions for sustainable agriculture and efficient water management.

Specifically, **in the field of agriculture**, we are dedicated to the design, manufacture and marketing of products and services for the protection and optimal growth of crops, and the sustainable management of farms; **in the field of water**, we are specialists in the conduction, treatment, filtration and control of water and other liquids for agricultural, municipal and industrial uses.

**1.027**

employees

**364 M€**

turnover

**4.000+**

customers

**140+**

countries

**65%**

export

**Leaders in professional irrigation on the Iberian Peninsula**



**Global leaders in water conveyance and control systems**



**World leaders in copper salts for plant health**



**2 head offices and 17 subsidiaries**



**Over 85 years of experience in water and agriculture**



**6 production plants 70+km²**







# Business model

In line with the Group's strategic plan, during 2022 at MAT Holding we have strengthened our position in sustainable agriculture and efficient water management, reinforcing our leadership and promoting ourselves as a benchmark in innovation and digitalisation. At the same time, we remain committed to the internationalisation of our activity, with special focus on the United States and India as major business hubs, in addition to Spain and Israel.

In 2022, we have worked both on new businesses based on the digitalisation and servitisation of agriculture and water management, and on sustainable, profitable and efficient solutions, maximising synergies between all the Group companies to better respond to market needs, in line with our purpose of caring for agriculture and water.

## The 3 pillars of our strategic plan 2022-2025:

### Leadership



### Innovation and digitalisation



### Internationalisation



# Solutions

## Efficient water management



### Conveyance of water and other liquids

Aquestia offers the most advanced hydraulic solutions for application in water supply systems, distribution networks, wastewater disposal, fire protection applications, treatment plants and irrigation systems, among others.



Water conveyance and control with the most complete line of valves.



Innovation thanks to unique software for hydraulic infrastructure management.



World leaders in hydraulic valves and fittings with a multitude of patents.



### Water treatment and filtration

We are committed to society and industry in the treatment and integrated management of the water cycle, through the Hidroglobal, STF and VICAN brands. We accompany the major engineering companies in the sector in the integrated management of the water cycle, with complete solutions for urban, industrial and agricultural purposes.



Municipal and industrial sector. Advanced solutions for the treatment and integrated management of the water cycle.



Integrated water cycle management. From drinking water supply and sanitation to wastewater treatment.



Major projects. We are partners of the major international engineering companies in the sector.



# Solutions

## Sustainable agriculture



### Plant health

We are farmers' strategic allies thanks to our solutions focused on crop protection. We provide a wide range of phytosanitary products adapted to the needs of each type of crop to provide optimal and environmentally friendly protection.



**Sustainable protection against fungal diseases.**



**Innovation thanks to the investment of 4% of turnover.**



**World leaders in the production of copper salts.**



### Professional irrigation

Through Regaber, MAT Holding Group is the market leader for drip irrigation in Spain and Portugal. We support farmers by providing them with the latest irrigation technologies, working towards more sustainable, healthy, competitive and profitable agriculture, and adapting to the needs of each crop.



**Efficient irrigation to economise costs and increase production.**



**Intelligent irrigation that adapts to climatic conditions.**



**Sustainable irrigation to irrigate a greater surface area with less water and energy.**

## VEGGA

### Digital agriculture

VEGGA is the 360° digital platform that optimises agricultural production intelligently, sustainably and innovatively. This is MAT Holding Group's commitment to precision agriculture and the digitalisation of its management, with the aim of transforming the sector, democratising agronomic knowledge and digital agriculture.



**Integrated use of data to facilitate decision-making.**



**Marketplace for the most strategic technology.**



**Meeting point for end users / prescribers.**

## TerraNostra

### Modernisation of agricultural farms

The purpose of the business is to make modern and sustainable integrated agricultural management available to all farmers, with the aim of making their farms profitable, revitalising rural areas and guaranteeing the future of the profession. To this end, it transforms farms with traditional crops into intensive and super-intensive olive groves and almond farms, and is the only transformer on the Iberian Peninsula that assumes the risk in full and returns the farms to full yield.



**Transformation of small and medium-sized farms within everyone's reach.**



**Increased profitability, sustainability and efficiency of agricultural farms.**



**Revitalisation of rural areas and the farming profession.**



03



# Trends, challenges and opportunities





# Trends, challenges and opportunities



We are in a new and challenging operating environment. In recent years, humanity has experienced an unprecedented sequence of disruptive events, to which we at MAT Holding Group are no strangers.

The year 2022 was a clear example, marked by the war in Ukraine, and the generalised rise in energy, raw materials, transport and food prices and, with them, rises in inflation and interest rates.

In addition to these factors, the extreme weather conditions and drought, particularly experienced in the Mediterranean arc, have also affected the Group's activities, especially in the agricultural sector.

However, despite the difficult general economic climate, at MAT Holding the fundamentals of our businesses – agriculture and water – are linked to some of the most significant challenges we face as a society, such as the scarcity of agricultural and water resources due to demographic and climatic changes.

The following table sets out our Group's contribution to facing the most significant challenges in the agricultural and water sectors, in the form of lines of activity.



# Trends, challenges and opportunities

## Agriculture

According to the FAO, **food demand will increase by 50%** by 2050.

About **40% of the world's food production is lost** annually due to crop pests and diseases.

**70% of the world's water is used for agriculture.**

**90%** of the world's farmers **manage small farms** that feed more than 2 million people.

### Challenge

### Trend

### Opportunities

(MAT Holding Group's contribution)

**To provide food for the world's growing population in the most safe, efficient and sustainable way, taking into account the context of demographic and climate change.**

Precision farming and digitisation.

Development of accurate and predictive solutions and products within the reach of all agricultural actors, based on:

- Sensor system
- IoT technologies
- Process
- Data analysis

Integrated Pest Management.

Development of integrative plant health focused on the crop.

Environmental sustainability.

- Development of more environmentally friendly materials and formulations.
- Accurate and efficient use of solutions and products.
- Recovery, recycling and reuse of materials.
- Promoting solutions for organic farming and proximity crops.

Food security.

- Promoting solutions for organic farming and proximity crops.
- High-quality solutions registered and certified for use on crops.
- Solutions of natural or biological origin.

**Revitalise the agricultural profession and rural areas.**

Generational replacement and/or use of land by third parties.

Democratisation of knowledge and tools for modern crop and farm management.

Servitisation.

Development of modular and pay-per-use solutions, accessible to all types of farmers.

Crop productivity and profitability.

- Development of integrative and preventive plant health focused on the crop.
- Commitment to high-value-added crops.
- Use of modern crop and farm management techniques.
- Development and use of digital solutions and precision agriculture.





# Trends, challenges and opportunities

## Water

Almost **30%** of the world's population does not have access to drinking water.

**1.5 million children die each year** due to a lack of drinking water and poor sanitation, making this one of the leading causes of child mortality.

**Half of the world's population lives with severe water shortages** for part of the year.

**80% of wastewater** returns to the ecosystem **without being treated** or reused.

### Challenge

To provide water to the population, industry and agriculture efficiently, sustainably and safely.

### Trends

Digitisation of equipment and water conduction networks.

Efficient and sustainable management of natural resources: water and energy.

Environmental sustainability.

Water security.

### Opportunities

(MAT Holding Group's contribution)

Development of accurate and predictive solutions and products within reach based on:

- Sensor system
- Remote management
- Data analysis
- IoT technologies
- Process

Innovation to create solutions that prevent leaks and water wastage, maximising water and energy savings.

- Development of more environmentally friendly materials and formulations.
- Accurate and efficient use of solutions and products.
- Recovery, recycling and reuse of water from different sources, as well as of materials.

Developing solutions to ensure universal and secure water supply.





04

# Innovation for sustainability





# Innovation for sustainability



**By 2022, MAT Holding Group companies will have invested around 4% of our turnover in R&D.**

The aim of our research and innovation work is to make agriculture and water management in agriculture, municipalities and industry more sustainable, profitable and efficient, by seeking to reduce the use of natural resources such as water and energy, and by leveraging mainly digital and integrated solutions.

To this end, we have a team of 40 people distributed across 4 laboratories dedicated to the development and testing of hydraulic and air products, and to the R&D of phytosanitary products.

**4%**

turnover in R&D

**40**

innovation experts

**4**

laboratories



# MAT Water



## Objective

Maximising the efficiency, productivity and sustainability of agricultural and water management.

- **Research, in-house and in collaboration with third parties, into new cultivation techniques. The following projects are examples of this:**
  - Study of drip irrigation for rice as an alternative to flood irrigation, together with CICYTEX (Centre for Scientific and Technological Research of Extremadura).
  - Pilot crops for the use of Stripnet sprinklers with triple effect: to cool the crop in summer, to protect it from frost in winter and spring, and to apply phytosanitary treatments. Project in collaboration with IRTA (Institute of Agro-alimentary Research and Technology).
  - Avocado and carob tree cultivation trials using drip irrigation (ultra-low flow for avocado), together with IVIA (Valencian Institute of Agricultural Research) and ASAJA Malaga.
- **Design of new systems, technologies and digital solutions that promote water saving and more efficient water management. Examples include solutions for the intelligent management of filtration equipment, such as SKYfilter, and precision irrigation solutions, such as Stripnet.**
- **Implementation of methods to recover and reuse materials used (circular economy), as is the case with irrigation pipes that are reused to manufacture new pipes.**



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## Objective

Development and formulation of holistic, accurate and sustainable plant health solutions.

- **Advanced formulation of copper-based phytosanitary products.**
- **Development of microbial biofungicides.**
- **Identification of new active substances.**
- **Development of integral solutions for high-value crops.**

### IQV exceeds 500 registrations

In 2022, IQV Agro S.A. has surpassed the ceiling of 500 registrations worldwide. In particular, the Registrations and Development department has defended 503 sales authorisations for IQV products, active in 67 countries across the 5 continents.

During 2022, we have obtained 14 new authorisations, increasing the possibility of sales in two more countries - Mauritius and Poland - as well as the regular renewal of all our formulations and the extension of some of our labels to new crops and/or uses.



## Objective

Development of improved products for environmental care and efficiency in water management.

- Air valves to ensure safe transport of wastewater.
- Air valves for efficiency and safe management of hydraulic works, such as ARI D46 2" and D070 Q3", produced in composite material, and offering increased energy savings.
- Hydraulic control valves for precision irrigation and water use. An example of this is the Dorot 300 valves series, the most technically advanced range of automatic control valves on the market.
- Smart digital data and solutions to improve water systems for water companies. This is the case of the Condor controller, a smart, low-consumption pressure management solution that contributes to the reduction of Non-Revenue Water (NRW), and the ARI Sense smart suction cups that, connected to the cloud, monitor water conveyance.
- Engineering improvements and simplification of components in several product lines to reduce their carbon footprint and facilitate their use.
- Innovation with third parties:
  - Innovation programme with the Government of Israel.
  - Member of the Kinneret Innovation Centre, Israel's leading technology centre for agriculture, water and sustainability.
  - Hydraulic engineering training for leading companies and training centres worldwide.



matholding group

## Objective

Automation of production processes and development of new products.

- Improvement of production processes: robotised manufacturing and design of tools for the robotisation of welding of standard equipment.
- Development of new products: more efficient and sustainable hydraulic filters, specially designed for agriculture, such as the FMA-4000 SF, and redesign of the FMA-1004/1006 SF model (vertical hydraulic filter), which increases water treatment capacity by 20-30% compared with the previous model and includes the new SKYfilter intelligent programmer.





Success stories

# Saving water thanks to reusing rainwater

## Challenge

- Need to reduce water consumption in a public building, by reusing rainwater.
- Integration of third-party equipment into the developed system.
- Customised control and programming system with multiple options.
- Subdivision of the system into two platforms to accommodate the transport of the equipment to the destination.

## Solution

Under the premise of reducing water consumption at a New York Department of Sanitation facility, STF developed a comprehensive filtration and disinfection system for utilising rainwater.

The solution allows rainwater to be stored and, once treated, reused to refill toilet cisterns and other auxiliary services. It consists of 2 platforms in Skid: on the first platform the water is treated in 2 stages - disinfection and filtering - with the automatic STF FMAA-7000-UV mesh filter; on the second platform 2 activated carbon sand filters bolster the removal of impurities from the water. It also includes a tank to collect drain water from the filter elements.

In addition, this integrated solution, which can handle a water flow of 22.70 m<sup>3</sup>/h, consists of a series of valves that connect and disconnect the entire system depending on the availability of rainwater at any given time, as well as the recirculation of water to the tank.

## Beneficiaries

Users of the New York Department of Sanitation building that is certified as a "Green Building" thanks to the incorporation of water-saving systems such as STF's.

## Benefits

- **Total saving of mains water, using treated rainwater instead, for use in cisterns and other auxiliary systems.**



### Filter FMAA-7000-UV

This self-cleaning mesh filter is electrically operated and includes disinfection treatment with ultraviolet lamps.

It combines filtration and disinfection in a single unit, reducing installation space and increasing the simplicity of the system.

It is specially designed for municipal and industrial applications.





Success stories



# Dripline regeneration for more sustainable agriculture

## Challenge

Regaber supplies the market with around 250,000km of dripline per year. Until 2022, this pipe was single-use, which generated significant plastic waste.

## Solution

Regaber, within its aim to develop sustainable agriculture, implements a circular economy system to recycle single-use dripline pipes, together with its irrigation solutions partner Netafim and one of the leading vegetable producers in the Iberian Peninsula.

In line with this objective, Regaber has provided this strategic client with a machine for collecting used pipes that allows them to be recovered in a recycling plant. Once the strip has been recycled and transformed into polyethylene pellets, this material is reused to produce new dripline pipes.

## Beneficiaries

One of the most important vegetable producers in the Iberian Peninsula, a strategic customer of Regaber, and, in the future, all customers of the brand's single-use dripline pipes.

## Benefits

- **Reduction of plastic waste and reuse of recycled materials in products, leading to less energy consumption and less air and water pollution.**
- **Collection and recycling of materials used in the field.**
- **Improved profitability for the farmer, who no longer pays for the disposal of the pipe and is remunerated for the use of reclaimed pipe.**







Success stories

# Development of a triple effect crop protection system

## Challenge

Need to protect crops against inclement weather, pests and diseases, minimising the use of resources.

## Solution

Regaber, with the collaboration of IQV and the support of IRTA (Institute of Agri-Food Research and Technology of the Generalitat de Catalunya), is developing and validating a localised pulse spraying system that will provide crops with triple protection against frost, heat, and pests and diseases.

The novelty is that it allows the application of phytosanitary products via a micro-spraying system that was previously only used for frost protection.

It is a unique solution for carrying out different tasks in a more sustainable, efficient and comfortable way.

## Beneficiaries

Farmers.

## Benefits

- **Reduced water consumption, as the mechanism does not irrigate continuously, but instead in a rapid succession of openings.**
- **Facilitates farmers' work, as it will allow, among other factors, automating the application of phytosanitary products and carrying this out at ideal times (after rain), when it is often not possible or dangerous to use a sprayer.**
- **Reduces the carbon footprint and avoids contact with phytosanitary products and the problems associated with soil compaction, as the solution does not require an operator circulating around the plot with machinery.**
- **With all this, we offer farmers a unique solution to carry out different tasks in a more sustainable, efficient and comfortable way.**



### Stripnet, precision irrigation and anti-frost protection

This micro-sprinkler is an anti-frost sprinkler system specially designed for situations with difficult conditions, such as areas at risk of frost or very high temperatures, with limited water and/or energy resources, problematic

or marginal soils, or crops with a wide planting pattern (almond trees, fruit trees, vines, etc.).

This technology localises irrigation in a very narrow strip and enables efficient treatment of espalier plantations, saving the water that conventional sprinklers pour unnecessarily in the spaces between the rows of plants, leading to significant savings in water consumption.





Success stories

# Intelligent solution for leakage reduction

## Challenge

Water scarcity is a problem in Cyprus. Water scarcity is expected to affect 61.5% of the population by 2030, due in part to high dependence on rainwater and recent episodes of drought.

With the aim of reducing leaks and burst pipes, the Nicosia authorities launched a tender for a non-revenue water project in the area of the University of Cyprus, one of the largest water consumers in the country.

## Solution

Aquestia proposed an integrated system to remotely control an S300 valve via a Condor smart controller to optimise its performance. The valve was adjusted with different pressure values between day and night to minimise losses caused by leaks in the system, while ensuring suitable level of service to customers.

## Beneficiaries

The main beneficiary is the public water utility company, Water Board Nicosia, and its customers, the inhabitants of the affected area.

## Benefits

- Savings of 8800m3 of water/year.
- Reduction of UFW (unaccounted-for water) from 33.39% to 30.56%, thanks to 40% flow reduction during the night.
- Automatic remote control with continuous flow and pressure data.
- Since the water is desalinated, the water savings lead to a reduction in CO2 emissions. In addition, all operations are performed remotely, reducing emissions from valve handling transport.



### Condor Controller

The Condor controller integrates pressure and flow control valves into drinking water supply networks, allowing remote pressure control. As a result, the networks are kept at the lowest pressure level

possible, reducing both the frequency of pipe bursts and the unaccounted-for water.

This type of solution helps water companies in their network digitisation process, as well as in accurate and remote pressure monitoring at the inlet of distribution sectors.





Success stories



# Accurate measurements for rational and sustainable use of water abstracted from natural sources

## Challenge

In Colombia, laws 1541 of 1978 and 1076 of 2015 require that any direct abstraction of water from natural sources to provide drinking water must have flow control elements that enable knowledge of the amount of water consumed, as there is a limit known as "ecological flow".

3 years ago, one of Colombia's leading civil works companies started to transform the water intakes of some villages in the Antioquia region. During the development of the initial projects, the need to remove air from the pipelines was identified, in order to gain more accurate flow measurements and, therefore, more rational use of the water resource.

## Solution

From 2022, the Colombian civil works company requires the installation of air valves along the water supply lines, upstream and downstream of the flow control valve, in all water intake projects from natural sources.

Aquestia's D-040 and DG-10 air valves have been chosen for their light weight, efficient air management in pipelines, reduced-cost plastic composition and easy maintenance.

## Beneficiaries

Colombian civil works companies and the population of Antioquia.

## Benefits

- Low costs and easy maintenance.
- Efficiency and optimal function of water intake and conduction systems.
- Sustainable management of water resources.
- Benchmark in the sector: the client company is currently a leader in environmental care in Colombia, and has set an example for other civil works companies in the country.



### DG-10 suction cup

This trifunctional suction cup valve combines the features of an automatic suction cup with those of an air and vacuum valve. It automatically releases to the atmosphere

the small air pockets that accumulate along the pipeline when the system is full and pressurised. It is designed to automatically discharge or admit large volumes of air, during filling or emptying of the pipeline.







Success stories

# Tomato health, healthy and fresh foods



## Challenge

To achieve excellent robustness and health of tomato plants, from sowing to transplanting, to obtain healthy and fresh fruit for consumption.

## Solution

Application of Armetil 25, Percix 45, Cupertine, Curenox and T34 Biocontrol fungicide solutions, certified and suitable for use in integrated and organic production, on industrial tomato seedbeds.

These hygiene and prophylaxis solutions prevent mycotoxins harmful to consumers from appearing in foodstuffs.

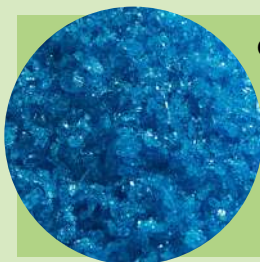
They are used to combat the most common diseases that attack the aerial part and roots of tomato plants, such as downy mildew, phytophthora alternaria and fusarium, among others.

## Beneficiaries

Industrial tomato producers and traders, as well as end consumers.

## Benefits

- Health guarantee for the consumer of the final food product.
- Improved production in terms of both quantity and quality, which guarantees the producer's and marketer's income.
- Strengthening of seedlings to make them more resistant to disease and transplanting.



### Copper salts, crop protection, also organic crops

IQV copper salts are widely recognised products, and are used in all types of agriculture. Due to their fungicidal and bactericidal

properties, they protect crops from developing diseases that cause serious production losses. In addition, copper salts are authorised for use in organic farming. IQV's copper salts are certified and guarantee compliance with current regulations.



05

A close-up photograph of a hand dropping a small, dark seed into a mound of dark, rich soil. The background is a soft-focus green field under bright light, creating a bokeh effect. A vertical white line runs down the left side of the image, separating the page number from the main content.

# Our contribution to society





# Commitment to our stakeholders

At MAT Holding, we have identified 8 key stakeholder groups, directly or indirectly involved in the company's operations, in order to understand their needs and expectations, establish a fluid and participative dialogue, and so achieve socially responsible management of our activity.

Trust is the basis of daily activity between MAT Holding Group and the stakeholders with whom we interact. Communication and transparency are key to building this trust between all internal and external stakeholders involved in our business activity, in order to achieve deep commitment and shared value in achieving our common purpose: We care for agriculture and water through solutions that promote sustainability, efficiency and profitability in agricultural and water management.

**Clients and consumers**

**Shareholders and partners**

**Employees and trade union representatives**

**Providers**

**Competition**

**Public administrations and institutions**

**Media**

**Society and community**





# Transparency and dialogue

We use different channels of communication and dialogue with our stakeholders, mainly:

Dialogue channel	Clients and consumers	Shareholders and partners	Employees and trade union representatives	Providers	Competition	Public administrations and institutions	Media	Society and community
Website	●	●	●	●	●	●	●	●
Social Networks	●	●	●	●	●	●	●	●
Visits to our facilities	●	●	●	●		●	●	●
Complaints channel / ethics channel	●	●	●	●	●	●	●	●
Events and conferences	●	●	●	●	●	●	●	●
In-person meetings	●	●	●	●	●	●	●	●
E-mail	●	●	●	●	●	●	●	●
Non-in-person meetings (via video conference or telephone)	●	●	●	●	●	●	●	●
Statement of non-financial information	●	●	●	●	●	●	●	●
Annual accounts	●	●	●	●	●	●	●	●
Training and awareness-raising actions	●	●	●	●	●	●	●	●
Surveys about events and training	●	●		●				

● Permanent      ● Whenever required      ● Yearly

# Transparency and dialogue

Dialogue channel	Clients and consumers	Shareholders and partners	Employees and trade union representatives	Providers	Competition	Public administrations and institutions	Media	Society and community
Customer satisfaction surveys	●							
Collaboration agreements and/or partnerships	●	●		●	●	●	●	●
MATNews newsletter		●	●					
Intranet (MATPeople)		●	●					
AppQuestia mobile app			●					
Analogue signage		●	●					
Internal TV			●					
Screen saver			●					
Health and Safety Committee			●					
Works council			●					
Equality Plan Commission			●					
Psychosocial risk committee			●					
Psychosocial risk survey			●					

● Permanent
 ● Whenever required
 ● Yearly



# Our social contribution

One of our activity's guiding principles is our commitment to society and the communities in which we operate, in line with the UN Sustainable Development Goals (SDGs).

Therefore, every year we renew our actions to support reducing inequalities, promoting employment and inclusion, respecting diversity, and improving the situation of children, young people and those most at risk of social exclusion, while establishing new partnerships to achieve these objectives.

As a result of our social commitment, this year the companies of the MAT Holding Group have once again contributed nearly €60,000 to these causes.

## Initiatives and alliances in the framework of our social contribution

### Employment and integration

#### Children and youth

- Agreements with institutes and universities to train students and youth employment plan.
- In 2022, we have welcomed 8 students for internships.

#### Groups at risk of social exclusion

In 2022, we have hired 9 people with functional diversity. We also collaborate with specialist employment centres to promote the integration of this group into the labour market.

#### Local communities

In Spain, we collaborate with local employment services to recruit staff. Specifically, in 2022 we have collaborated with:

- EMFO (Mollet del Vallès).
- SLOP (Parets del Vallès).
- Cáritas Job Centre (Monzón).
- Monzón Employment Office.



EYAL School

EDEN Association

Related SDGs:





# Our social contribution

## Awareness raising

### Children and youth

Collaboration with educational programmes:

- Liceu als Centres



- Plant for the Planet



### Sectoral entities



Related SDGs:



## Assistance and emergencies



Related SDGs:



## Scientific research



Related SDGs:



06

A close-up photograph of a person's hands, wearing a dark blue shirt, holding a small green seedling with soil. The background is a blurred green field. The text '06' is in the top left corner, and 'Responsible management' is in the bottom right corner.

# Responsible management



# Corporate governance structure

## MAT Holding Board of Directors

The main responsibilities of the Board of Directors of MAT Investment Holding, S.L., the Group's parent company, are to approve the Group's strategy and control its implementation, supervise and control the Group's budgetary management and take decisions on investments and divestments in order to develop the strategy.

Its composition is as follows:

### Eduma Inversiones, S.L.

Represented by Eduardo Matosas Hoste, Chairman and proprietary director

### Mathoste Inversiones, S.L.

Represented by Juan Matosas Hoste, proprietary director

### Fernando Serra Cailà

Independent director

### Bon Vent de Riba-Roja, S.L.U

Represented by Mr Ramón Carbonell Santacana, independent director

### Pau Relat Vidal

CEO

### Matmateu, S.L.

Represented by Ms María José Matosas Mateu, proprietary director

### Alexandre Matosas Pijuan

Proprietary director

### Ricard Tubau Roca

Independent director

### José María Rojí BCuqueras

Secretary (non-director)

The Board of Directors receives regular information on the development of the Group's various businesses and meets monthly upon receipt of the regular information and the corresponding agenda.

## Other governing bodies

In addition to the Board of Directors, the different companies of the Group have their own governing bodies responsible for the development and strategy of each business, acting independently, except in matters that require the prior authorisation of the board or sole shareholder, in accordance with the bylaws of each of the companies or internal regulations.

## New entities

In 2022, MAT Holding Group has created two new entities, creating a framework to develop new businesses in the agricultural sector:

### Agropro Digital Farming, S.L.

This company is 50% owned by MAT Holding and 50% by Sistemes Electrònics Progrés, S.A., and focuses on the design, development and implementation of the VEGGA digital agronomic platform for crop and farm management.

### Nosterra Agro, S.L.

Company wholly owned by MAT Investment Holding, aimed at the modernisation of agricultural farms.







# Our policies

MAT Holding Group Policies	Environmental management	People management	Respect for human rights	Fighting corruption and bribery
Code of Ethics	●	●	●	●
Equality Plan		●	●	
Corporate Social Responsibility Policy	●	●	●	●
Diversity and non-discrimination		●	●	
Crime Prevention Policy				●
Global Corporate Compliance Program	●	●	●	●
Quality, environment and health and safety management systems	●	●	●	





# Our policies

## Our Code of Ethics

At MAT Holding, we are committed to business ethics, integrity and good governance, and we apply them in all our activities and with all our internal and external stakeholders.

Our [Code of Ethics, approved by the Board of Directors and accessible on our website](#), sets out the basic principles and rules that inspire the responsible professional behaviour of all Group employees, including fair business practices and values, in line with the law and the active fight against bribery and corruption in all areas of our activity.

In 2022, as in the previous fiscal year, no complaints were received through the confidential channel we have set up for this purpose: [codigo\\_etico@matholding.com](mailto:codigo_etico@matholding.com)

One of the objectives for 2023 in reference to the Code of Ethics is the homogenisation, launch and promotion of a new channel linked to the improvement of risk management. The main challenge is to ensure that everyone working in the MAT Group is aware of this, on a recurring basis.

Our Code of Ethics is based on the following ethical commitments:

### Society



### The work environment and employees



### Stakeholders



### Data protection and property management



### Legislation



### Environment



### Collaboration with our business partners



### Financial control



### Protection of facilities and goods entrusted to us by our customers





# Our policies

## Equality plan

At MAT Holding, we promote equal opportunities in our processes and policies.

For this reason, in 2022 the Group's companies in the Iberian Peninsula have published their equality plans, which aim to **facilitate access, selection, promotion and professional development for both genders** on equal terms, and so lead to a more equitable organisation.

[More information on p. 52. "Gender equality"](#)

## Corporate social responsibility policy

The group has integrated social responsibility, understood as a **commitment to society, into its DNA.**

As a company, **we have obligations to society and to the territory** in which we live, related to climate change, respect for the environment, economic sustainability, and the fight against inequality, among other factors.

[More information on p. 25. "Our contribution to society"](#)

## Diversity and non-discrimination

We ensure non-discrimination and the promotion of diversity in all our activities.

This includes selection processes, in which we ensure that potential candidates have a competency profile in line with that defined for the job they are to occupy, regardless of their gender, race, religion or condition.

We also apply affirmative action **policies for under-represented groups**, especially on the basis of ability and gender.

## Crime prevention policy

This policy represents a guideline to be followed by all MAT Holding staff, including the management team and the governing bodies.

We apply it to all our subsidiaries and collaborators, and it is publicly stated in the MAT Holding Code of Ethics. **This document sets out in writing the general rules of professional conduct**, measures and controls in place in this area within the Group, including measures to combat tax evasion, fraud, money laundering, corruption and bribery, among others.







# Our policies

## Global Compliance Program

Since the beginning of 2021, at MAT Holding Group we have been working on the design of the Global Corporate Compliance Program.

The purpose is to identify, map and monitor the main risks at the criminal level and loss level in terms of probability of exposure and impact, implementing the corresponding controls as corrective measures to mitigate these risks.

### The main objectives of the program are:

- **To generate trust** with all our stakeholders, shielding our organisation from potential risks and ensuring the company's reputation.
- **To strengthen a corporate culture** based on values common to all Group companies, reinforcing our culture and excellence.
- **To ensure that financial results can be sustained or increased** over time.

### Project evolution

Following the first phase that took place in 2021, 22 business risk groups were then identified in 2022, classified into three categories according to the origin of the risk or regulatory group from which they emanate:

- **Criminal compliance:** control measures aimed at preventing criminal offences that could generate liability for the Group.
- **Requirement:** legally enforceable monitoring of the company outside the strictly criminal sphere.

- **Commitment:** a commitment taken on internally, as a result of the organisation's self-expectations, to prevent critical situations that could compromise the Group's activities in terms of production, service, economic loss and reputation, among others.

Within these 22 risk groups, a total of 103 controls to be implemented to mitigate the Group's risks have been worked out.

### In the coming months it is planned to implement the Global Compliance model in all MAT Holding Group companies, through:

- Awareness-raising, communication, publicity and training actions for the Group's internal team, as well as for external stakeholders.
- Establishment of control measures with suppliers, customers and other stakeholders.
- Ongoing monitoring and auditing of risks via a risk management tool.

### The Group's main challenges for 2023 are:

- The revision and homogenisation of the Code of Ethics.
- The development of a risk monitoring tool and the appointment of various delegates to control procedures.
- The recruitment of a person responsible for ensuring and guaranteeing the internal monitoring of the entire Group.
- Training on the new actions that are intended for implementation.
- Monitoring and implementation of most of the actions identified to mitigate risks, and internal awareness-raising of these. This will be implemented via increased technical and human resources.

Risk groups, type and controls		
	Type	Controls
Legal Services Providers and Legal Reporting	Commitment	6
Corporate Governance	Commitment	4
Corruption	<b>Criminal Compliance</b>	8
Selection And Recruitment	Commitment	3
Prevention of harassment and violence at work	<b>Criminal Compliance</b>	3
Strategic Agreement Management	Commitment	3
Liability and Claims management	Commitment	5
Compliance Committee Protocol	<b>Criminal Compliance</b>	3
Public Treasury And Social Security	<b>Criminal Compliance</b>	6
Money Laundering	<b>Criminal Compliance</b>	6
Risk Map	Commitment	-
Powers of Attorney	<b>Requirement</b>	7
Disciplinary regime	<b>Requirement</b>	2
Public Health	<b>Requirement</b>	6
Crisis Response	Commitment	5
Environmental Risk	<b>Requirement</b>	4
Finance Reporting	Commitment	6
Cybersecurity	Commitment	3
Insurance Protocol	Commitment	5
Tax compliance	<b>Criminal Compliance</b>	5
Credit Control	Commitment	5
Purchase and Providers	<b>Criminal Compliance</b>	8








# Our policies

## Quality, safety and environmental management systems

In order to guarantee the quality of our services, respect and care for the environment, and people's health and safety, the MAT Holding Group companies have certified management systems for each of these areas.

These, together with other sector certifications, enable us to exceed regulatory compliance and guarantee both our customers' requirements and the Group's own commitments.

Certification	Scope	Regaber	IQV	Aquestia	ARI	STF	Hidroglobal	Dorot	OCV
IMS: ISO 9001 and 14001		●	●	●	●	●	●		
ISO 9001	Quality							●	●
ISO 14001	Environment							●	
ISO 45001	Health and safety in the workplace			●	●			●	
ISO 17025	Testing and calibration laboratories	● (Implemented)			● (Implemented and accredited)			● (Implemented and accredited)	
 EMAS	Environmental management certificate		● IQV Cheste						
 ECO CERT	Certified products for organic farming		●						
 CAA E	Certified products for organic farming		●						
 FAMI Qs	Certified products for animal feed		● IQV Mollet						
Module D	Certificate of conformity of the quality of the production process. (RD 244/2016 and ICT155/2020).	● Water meter verification laboratory							
ISO 3834	Quality of fusion welding of metallic materials					●			
 ASME	Production of pressure equipment					●			



# Our policies

## Commitment to quality in the supply chain and with customers

At MAT Holding, we are aware that the robustness and efficiency of the logistics chain is achieved with a network of suppliers with high-quality standards. That is why our commitment to good governance also applies to our suppliers of equipment, materials and services.

We enable our standards to be extended to our business partners via the accreditation process, which confirms that they have manufacturing processes and systems in place, such as quality management, good manufacturing practices, environmental management and occupational risk prevention.

This commitment also applies to our customers. For this reason, we have quality control processes in place in our businesses, as well as incident, non-conformity and non-compliance detection, and complaint management.

The ultimate goal of these processes is to continuously detect areas for improvement and apply corrective actions, to provide a service of the highest quality and adaptation to the needs of our customers. We respond to all cases, establishing responsible parties and deadlines for their completion.

Our management system also includes the implementation of preventive actions, such as the incorporation of measures in operational, support and strategic processes, and the conversion into processes with their own entity.

## Health and safety

The Group has a preventive policy of

Company	Claims
Hidroglobal and Regaber	767
Aquestia	275
STF	119
OCV	53
IQV	42
<b>Total</b>	<b>1.256</b>

continuous improvement of the working conditions and health of our employees, with the aim of raising the levels of safety, health and well-being of the entire workforce.

In each of the MAT Holding Group companies, we have a health and safety management system and an occupational risk prevention policy, in accordance with the guidelines established by the Group, as well as the legislation of each country, adapting to the management and specifics of each work centre.

In addition, our workplaces have Health and Safety Committees, made up of company and employee representatives. These committees promote initiatives and improvements in working conditions.

In addition, in each of the Group's companies we have our own staff whose responsibilities include prevention and safety management. We have two-way communication channels via the relevant prevention delegates.

We also collaborate with external prevention services and external health and safety consultancy and training companies, thus guaranteeing coverage of all specialities: safety, hygiene, ergonomics, psychosociology and collective and individual health monitoring.

## Accidents at work

With regard to the Group's workforce, there were a total of 24 accidents in 2022: 19 men and 5 women. **None of these were serious.** In the previous fiscal year, there were a total of 40 accidents at work (31 men and 9 women).

## Occupational illnesses

During 2022, as in 2021, there have been no occupational diseases.

During 2022, we have carried out a series of surveys related to Climate and Safety at Work, and have reviewed various actions related to the Emergency Plan and the Psychosocial Plan. Based on the results obtained, we are developing new preventive and corrective measures that will continue to be worked on during 2023.





# Responsible economic management

## Contribution by geographical area

The information relating to Group companies, multigroup entities and associates as of 31 December 2022 is as follows:

By region	2022		2021		2020		2019	
	Net Result	Tax Paid	Net Result	Tax Paid	Net Result	Tax Paid	Net Result	Tax Paid
España	19.234.968	6.066.981	18.815.487	6.456.579	14.665.126	4.782.550	8.071.553	4.228.111
Portugal	3.724.889	904.871	2.226.421	528.238	1.515.167	733.911	1.660.114	485.692
Aquestia*	2.946.976	379.866	5.865.495	548.296	4.128.933	278.706	1.123.475	149.546
Others**	562.100		282.590		-832.291		-378.013	
<b>Total</b>	<b>26.468.933</b>	<b>7.351.718</b>	<b>27.189.993</b>	<b>7.533.113</b>	<b>19.476.935</b>	<b>5.795.167</b>	<b>10.477.129</b>	<b>4.863.349</b>

\* Aquestia Group includes, in addition to Israel, all the regions where its subsidiaries are located, such as the USA, Mexico and Italy, among others.

\*\* Others: includes consolidation adjustments.

A close-up photograph of green leaves with water droplets, serving as the background for the page. The leaves are vibrant green and have several clear water droplets on their surfaces. The background is a soft, out-of-focus green.

07

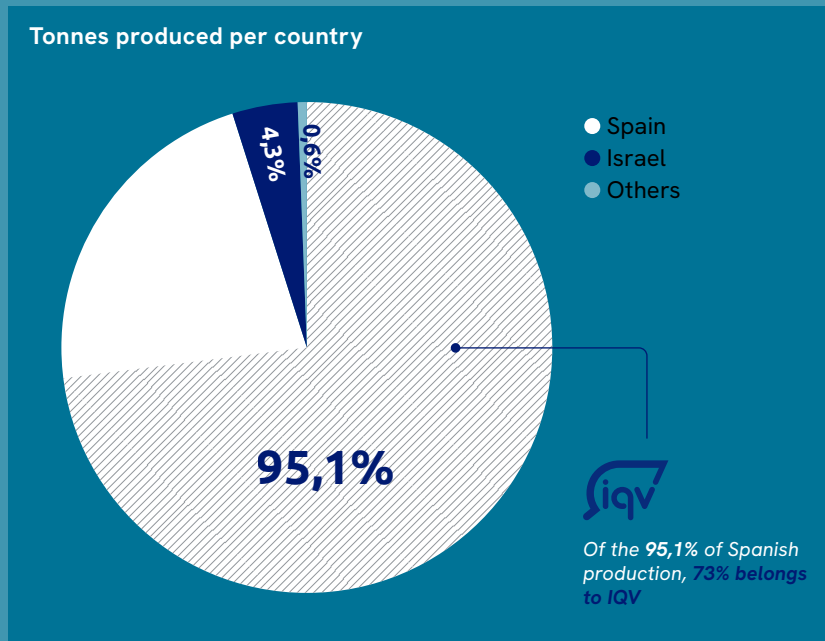
# Environmental management



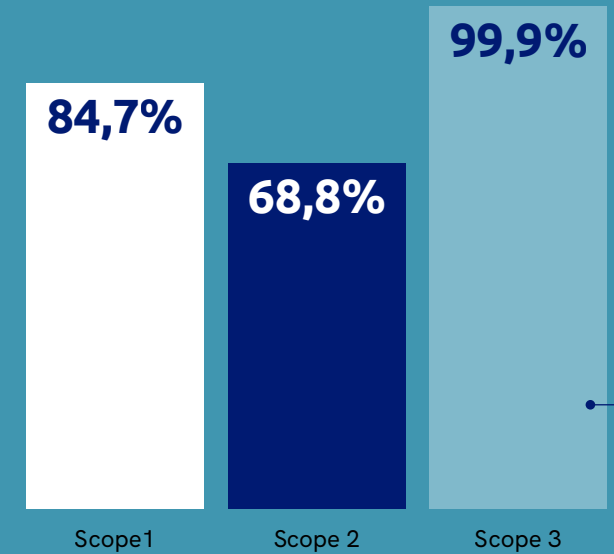


# Environmental management

## Key environmental indicators



## Carbon footprint: Spain's share of total emissions



The majority of **Scope 3** emissions correspond to **product distribution**

- Scope 1. Direct emissions of the activity
- Scope 2. Electricity consumption
- Scope 3. Water procurement, product distribution and corporate travel





# Environmental policy

At MAT Holding, we promote **responsible and efficient use of raw materials, energy, water and other natural resources, while minimising waste production**. In this way, we respond to climate challenges and the needs and expectations of our stakeholders, in line with the Sustainable Development Goals (SDGs).

To ensure that all our business activities are managed in a sustainable manner, we have made the following commitments, which are reflected in the environmental policies of each of the Group's companies.

## Commitments to responsible use of productive resources

- ✓ **Compliance with environmental legislation and assumption of voluntary standards.**
- ✓ **Environmental risk management: proactive and preventive approach.**
- ✓ **Continuous improvement of the management system.**
- ✓ **Environmental protection and reduction of environmental impact and carbon footprint in direct and subcontracted activity:**
  - Implementation of technical, productive and management improvements.
  - Efficiency in the use of resources:
    - Energy efficiency measures. E.g.: Replacement of conventional lighting with LEDs in workplaces.
    - Water efficiency and water saving measures.
    - Progressive transition towards electricity consumption with 100% renewable energy sources.
    - Minimisation of the impact of refrigerant gases in work centres.
    - Reduction of paper consumption, promotion of digital information. E.g.: new Aquestia ERP.
  - Recycling and circular economy. E.g.: *Elimination of single-use plastics in coffee, water and office supplies.*
  - Carbon footprint measuring.
  - Planning of actions to reduce and offset the emissions generated, as well as the services offered to customers.

In order to control and monitor our environmental performance, MAT Holding has an environmental management system in each of our production centres. In this way, we ensure compliance with environmental legislation and integrate environmental management into business activities.

At each centre, we have environmental managers who, in accordance with Group guidelines, set environmental objectives and targets.

# Environmental impact of activity

## Main environmental impacts of MAT Holding Group's activities

	IQV	Regaber and Hidroglobal	Aquestia	STF
<b>Main activity</b> (production and/or distribution)	<ul style="list-style-type: none"> <li>Production of copper- and metalaxyl-based fungicides.</li> </ul>	<ul style="list-style-type: none"> <li>Distribution.</li> </ul>	<ul style="list-style-type: none"> <li>Assembly of parts and components.</li> </ul>	<ul style="list-style-type: none"> <li>Manufacture of components, metallurgical and filter equipment.</li> </ul>
	<ul style="list-style-type: none"> <li>Consumption of natural resources and raw materials (cupric and organo-cupric products formulated for repackaging, active phytosanitary ingredients and coadjuvants).</li> <li>Consumption of container, packaging and packing material.</li> <li>Generation of hazardous waste and water containing phytosanitary products.</li> <li>Atmospheric emissions (total organic compounds - TOC), which are mainly vapours from solvents used to formulate concentrated emulsions or impregnated granules and sulphur oxides (SOx), solid particles, nitrogen oxides (NOx) and carbon monoxide (CO), from the combustion of fuel oil boilers.</li> </ul>	<ul style="list-style-type: none"> <li>Consumption of materials made of iron (cast and ductile), stainless steel, bronze, marine bronze, polyamide and PVC.</li> <li>Emissions from product distribution.</li> <li>Placing on the market of the packaging containing our products.</li> </ul>	<ul style="list-style-type: none"> <li>Painting processes outsourced except at DOROT, which has its own spray booth.</li> </ul>	<ul style="list-style-type: none"> <li>Consumption of raw materials and natural resources.</li> <li>Atmospheric emissions of Volatile Organic Compounds from the use of liquid paint solvents, and emissions from the blasting process.</li> <li>Contaminated wastewater from the stripping and passivation process, which is collected in drums.</li> <li>Generation of hazardous waste, in particular paint dust and liquid paint sludge, all of which is treated by authorised waste managers.</li> </ul>
<b>Office activity</b>	<ul style="list-style-type: none"> <li>Consumption of natural resources and consumables.</li> <li>Waste generation.</li> <li>Staff mobility.</li> </ul>			
<b>Distribution and logistics</b>	<ul style="list-style-type: none"> <li>Energy and fuel consumption.</li> <li>Atmospheric emissions.</li> <li>Consumption of fossil fuels used in transport.</li> </ul>			
<b>Product life cycle</b>	<ul style="list-style-type: none"> <li>Generation of waste at the end of the life cycle: phytosanitary product containers, packaging, facilities.</li> </ul>			

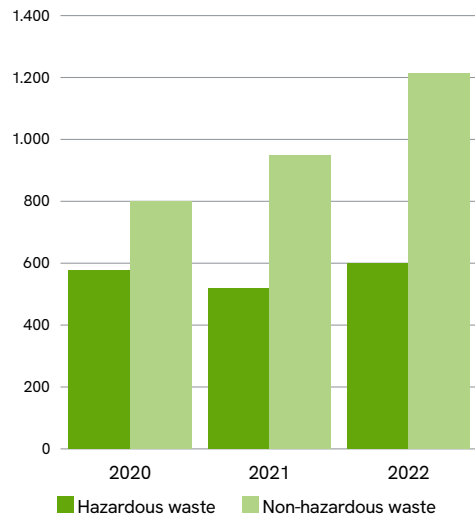
\* In 2022, no fines have been recorded for infringement of applicable environmental regulations.



# Circular economy, waste prevention and management

In accordance with current regulations, the waste generated in the production plants is managed and segregated to promote recycling and appropriate treatment.

## Waste generated (Tn)\*



Type of Waste	2020	2021	2022*	2022**
Hazardous waste (Tn)	579,90	529,55	598,35	643,38
Non-hazardous waste (Tn)	804,90	958,63	1.227,43	1.423,48

\* For comparability, data from OCV are not included

\*\* Based on OCV data, provided for fiscal year 2022

## Most relevant waste according to production processes

### Manufacture of phytosanitary products

- Hazardous waste of contaminated empty cardboard, plastic and metal packaging that has contained active substances and coadjuvants and is, therefore, classified as hazardous waste.
  - The most relevant waste types are contaminated granules generated in the cleaning of the production lines and rejection process of the granule line, and water contaminated with phytosanitary products generated in the cleaning of the production lines.
- Line cleaning generates a diluted aqueous solution of the manufactured product. In this case, it is collected and stored in containers and reused again when the same product is formulated again. When they are not reusable, they are stored and managed as hazardous waste.

### Products related to the water cycle

Most of the waste generated is non-hazardous: over 90%. This is mainly waste from the packaging of the purchased product. In order to guarantee the correct management of electrical and electronic equipment at the end of its useful life, Regaber adheres to the ECOTIC IMS.

### Manufacture of metallurgical components and equipment and filters

Most of the waste generated is non-hazardous, significantly quantities of aluminium, scrap metal and copper, which are recovered, as well as cardboard waste from packaging.

# Packaging system

The packaging of our products, at the end of their useful life, is incorporated into the recycling system established in each country. We also comply with current packaging waste regulations in countries where these have been deployed.

The packaging system for phytosanitary products is governed by ADR regulations in terms of the composition and characteristics of the packaging, due to the type of product they contain. For this reason, the application of eco-design criteria to this type of packaging is limited.



IQV, as a company responsible for placing packaged products on the market, has joined the integrated management system (IMS) of ECOEMBES, thus fulfilling its obligations under Spanish Packaging Law. IQV is also a member of the SIGFITO programme, which is responsible for organising a system for collecting agricultural packaging for correct environmental treatment.

The packaging board supplied by SAICA is 100% of recycled origin. Approximately 90% of wooden pallets are reused.



# Sustainable consumption of resources

The table shows the data on the consumption of natural resources at MAT Holding Group's production centres, by total consumption and by product.

		Total indicators			
Production	Tons	62.739	67.844	63.444	63.444
Resources	Indicator	2020	2021	2022	2022*
Water (m <sup>3</sup> )	Energy consumption	81.541	81.303	82.361	82.361
	By production	1,39	1,20	1,30	1,30
Electrical energy (kWh)	Energy consumption	9.245.223	11.897.637	11.923.906	11.923.906
	By production	147,36	175,37	187,94	187,94
Natural Gas (kWh)	Energy consumption	21.914.910	21.664.317	22.200.329	22.200.329
	By production	349,30	319,33	349,92	349,92
Propane Gas (kWh)	Energy consumption	1.342	4.333	4.400	4.400
	By production	0,02	0,06	0,07	0,07
Diesel Consumption (Litres)	Energy consumption	33.954	28.837	30.625	25.665
	By production	0,54	0,43	0,48	0,40
Fuel Consumption (kg)	Energy consumption	44.000	22.000	30.111	29.640
	By production	0,70	0,32	0,47	0,47
LPG Consumption (kg)	Energy consumption	7.018	27.688	13.100	13.100
	By production	0,11	0,41	0,21	0,21
Fuel Consumption Company Transport (Litres)	Diesel Litres	103.991	173.559	159.425	159.425
	Petrol Litres	98.461	157.334	126.449	126.449

\* Fiscal year without taking into account OCV to facilitate comparability





# GHG emissions

To limit the impact of our activity on climate change, in 2022 we continued **improving and implementing our internal consumption reporting system** for all regions, and refining our carbon footprint calculation tool.

The main difference in emissions in 2022 compared to previous years is due to the **incorporation of emissions (scope 3) from the distribution of products and corporate travel into the calculation methodology**. If we do not take into account this new category of emissions, we observe an **increase in emissions in the year 2022 compared to previous years due to the increase** (almost 1.5 times higher than in 2021) in the emission factor for electricity consumption (scope 2) and the availability of some data from other countries that were not available until now (scope 1).

To quantify the greenhouse gas emissions generated in our activity, we use our carbon footprint calculator to estimate the annual amount of CO2 equivalent tonnes emitted.

**The following emission factors have been used to determine the CO2 equivalent emissions:**

- For the calculation of scope 1 emissions, the emission factors provided by the Climate Change Office of Catalonia, referring to the year 2021 and updated in 2022, have been used for all regions. These are official emission factors recognised by the scientific community.
- For the calculation of scope 2 emissions, in Spain the location-based method has been used for the calculation, using proven sources (Climate Change Office of Catalonia) to determine the emission factor associated with Spain's energy mix in the year 2022. For the rest of the regions, the same emission factor has been used.
- For the calculation of scope 3 emissions, as well as for the calculation of scope 1 emissions, the emission factors provided by the Climate Change Office of Catalonia have been used for all regions, referring to the year 2021 and updated in 2022.

## GHG emissions

Total emissions (Tn CO <sub>2</sub> eq)				
	2020	2021	2022	2022*
<b>Scope 1*</b>				
Direct emissions of the activity	4.672	4.970	4.978	4.963
<b>Scope 2</b>				
Electricity Consumption	2.228	1.785	3.088	3.088
<b>Scope 3**</b>				
Water purchase	32	32	33	33
Product distribution	8.624	34.168	22.752.532	96.802
Corporate travel	72	353	28.511	6
<b>Total</b>	<b>15.628</b>	<b>41.308</b>	<b>22.789.142</b>	<b>104.892</b>

\* New data provided by OCV are not included.

\*\* We do not include data from the new scope (IQV, STF, DOROT) to analyse comparability.



# Pollution prevention, waste prevention and resource optimisation

The environmental audits of facilities and activities that we carry out periodically at MAT Holding allow us to assess the level of compliance with legislation and our own commitments, as well as to identify opportunities for improvement.

During 2022, we have implemented environmental improvement measures, which will continue during 2023.

## Actions for improvement



- We re-circulate the water used in the water meter laboratory and on the test benches, we collect cardboard and plastic for recovery.



- Sensors for detecting dust emissions into the atmosphere.
- Continuous measurements at each of the emitting sources.
- O2 and ammonia concentration detectors to detect leaks and over-oxygenation of areas.
- Voluntary acoustic measurements and process improvements.
- H2O process scrubber.
- Light study when performing the IED audit.
- Recycling of 100% of sewage sludge, input in process.



- Awareness-raising talks for section managers and operators.
- New visual language for colour-coded waste bins to promote recycling.
- Periodic paint stock controls and expiry date control.
- Purchase of equipment such as torches and spotlights that are battery-operated or with rechargeable batteries.
- Measures to replace certain products with less hazardous ones: the replacement is being studied of anti-spatter in welding that is currently supplied in aerosol form by others in liquid and non-hazardous form (2023).
- Replacement of mercury-containing batteries with rechargeable batteries (2023).
- Selective management of wooden pallet waste with European dimensions for recovery and reuse.
- Noise silencers on the main noise-generating chimneys (emitting sources), such as carbon and stainless steel shot and absolute filters in powder coating facilities.
- Maintenance programme for the booth filters of the liquid paint facility to ensure paint retention.

08

# Talent management





# Talent management

## Key social indicators

### Stability and quality of employment

**1.027**  
Collaborators

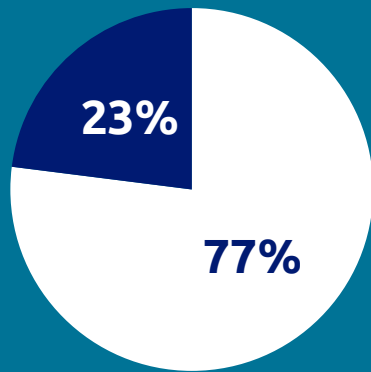
**97%**  
of staff with permanent contracts

**96%**  
of staff are full-time

### Gender and average age

**55%**

between 30 and 50 years old



● Men ● Women

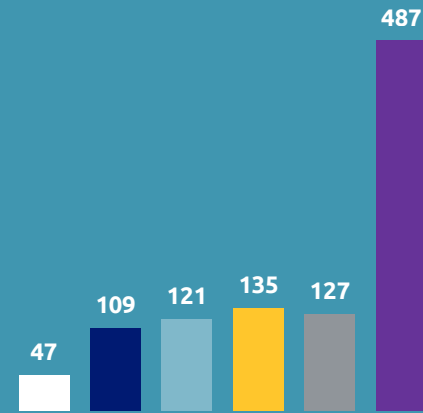
### Training

**4.402**

training hours

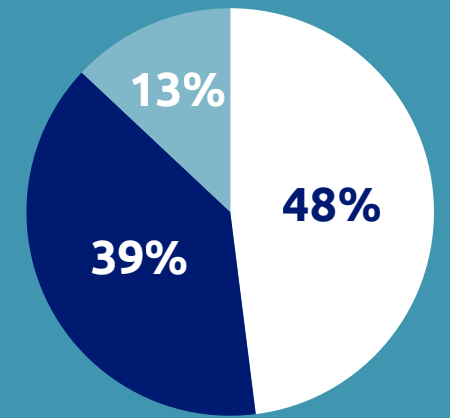
- New collaborators
- Criminal compliance
- Code of Ethics
- Competencies

### Headcount 2022 by professional category



■ Management ■ Technician  
 ■ Dept. manager ■ Administration  
 ■ Commercial ■ Operators

### Employees per country



● Spain ● Israel ● Rest of the world

### Significant social projects

#### Equality

- Action plans for the reduction of wage gaps
- Consolidating affirmative action in selection processes
- Study of profiles and categories

#### Talent

- Organisational renewal
- New HR business partner structure
- Competency-based management
- Talent maps





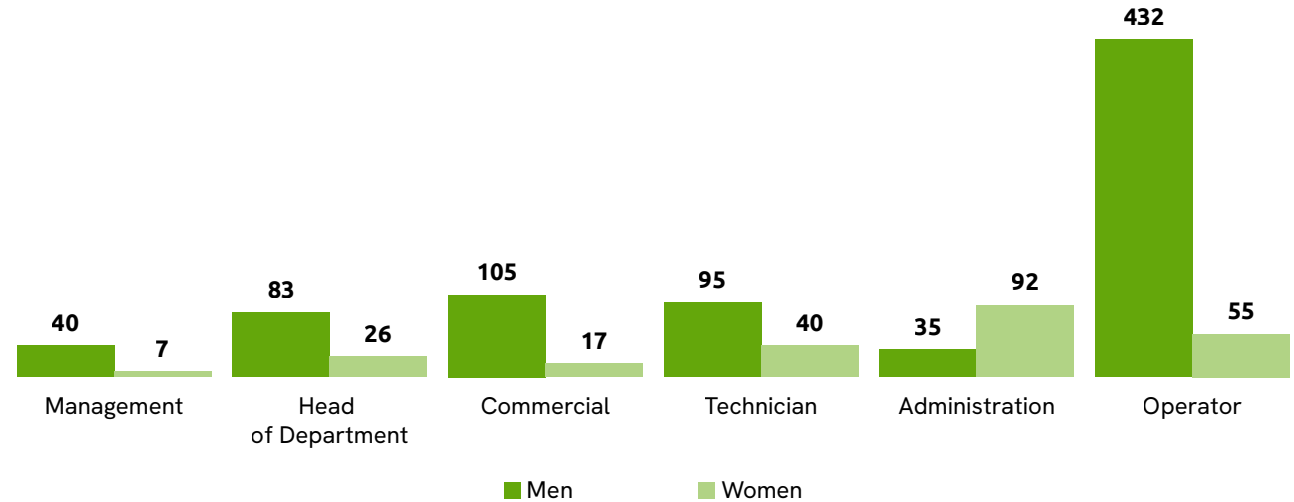
# The team

Its people are the soul of MAT Holding. In 2022, the Group is formed of **1,027 employees**, mostly located in **Spain (491)** and **Israel (406)**.

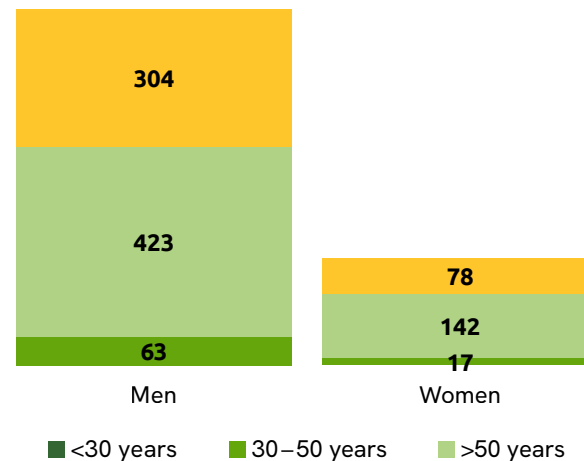
The average profile of our staff is **male (77%)**, with an average age of between **30 and 50 years (55%)**, with an **indefinite contract (97%)** and working **full time (96%)**.

The largest collective is **production workers (487)**, followed by **technical staff (135)**, **administration (127)** and **commercial staff (121)**.

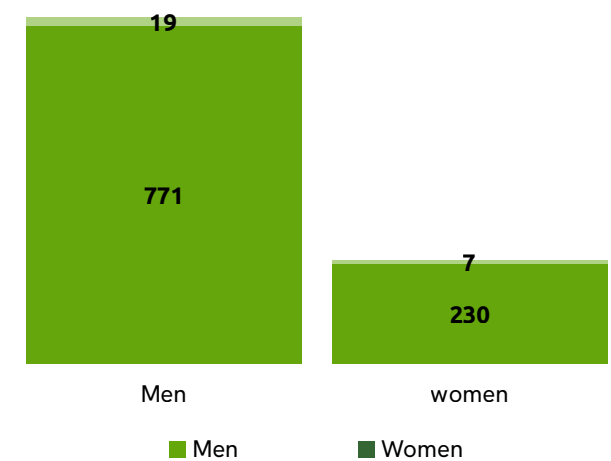
Staff by gender and category



Staff profile by gender and age



Staff profile by gender and contract





# Organisational renewal

In line with our commitment to the job stability, quality and well-being of our staff, in 2022 we have carried out various actions to enhance the talent of the professionals who form part of our Group.

So, we have initiated a process of organisational and strategic renewal of the Group, with the aim of adapting to the reality of our sector and achieving the objectives set out in our strategic plan. Within the framework of this process, which will continue into the 2023 fiscal year, we have taken various actions.

- **On the one hand, to better support and develop the businesses, the HR team has been reorganised internally and the HR business partner structure has been established.** These people, with in-depth knowledge of the organisation and of its strategies and policies, support the executives and managers to help them implement and ensure the fulfilment of their strategy within their line of business, by developing an internal HR consultant role.
- **On the other hand, actions related to team restructuring, changes in team management and changes in some key departments, among others, have also taken place.** This renewal has resulted in a turnover rate of **16% at the national level. Internationally**, the Aquestia company maintains a turnover rate of 7% (these percentages include voluntary turnover, i.e. when the employee resigns from their job, and involuntary turnover, i.e. when the company terminates the employee).

# Efficient organisation

## Family reconciliation and flexibility

At MAT Holding, we are committed to reconciling work and personal life for the optimum performance of our employees, as well as to facilitating effective equality between men and women.

We have a reconciliation policy based on flexible working hours, whereby our team can adjust their working day to suit their personal needs by monitoring and controlling their own time balance. This policy includes improvements for employees with family responsibilities (minor children, disabled dependants or elderly dependants).

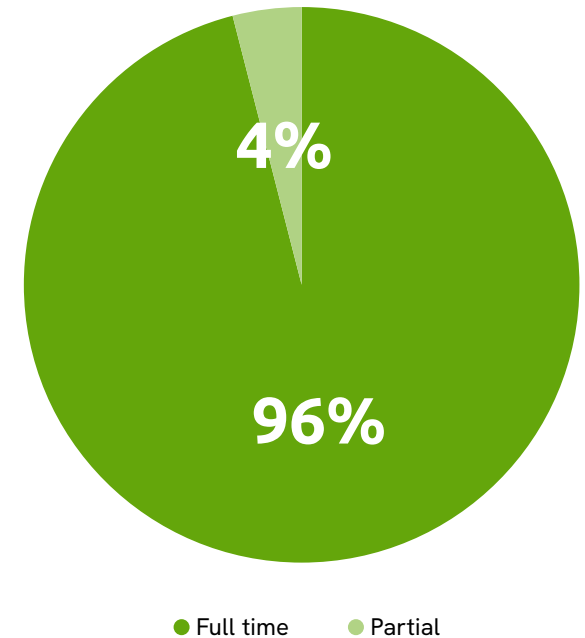
Another flexibility measure that has remained in force in 2022 has been the option of remote working for all those who, due to their functions, can work from home, implemented as a result of COVID-19, with the aim of preserving the health of employees while guaranteeing the activity of the businesses.

In connection with the pandemic, we have also implemented other measures such as shift changes, adjustment of working hours, etc., depending on the plant and production position.

As a result, we have managed to ensure that the impact of COVID-19 on the Group's activity was generally low, although higher than in 2020, without significantly affecting the businesses' performance.

During the 2022 fiscal year, the COVID-19 Committee, created in 2020, and the Health and Safety departments of each business have continued to manage the prevention measures, ensuring compliance with them and adapting the action protocols on a weekly basis.

Workforce by type of working day 2022





# Gender equality

At MAT Holding, we offer equal opportunities to all the people who make up our workforce, **without distinction between men and women when it comes to hiring or offering remuneration and/or benefits.**

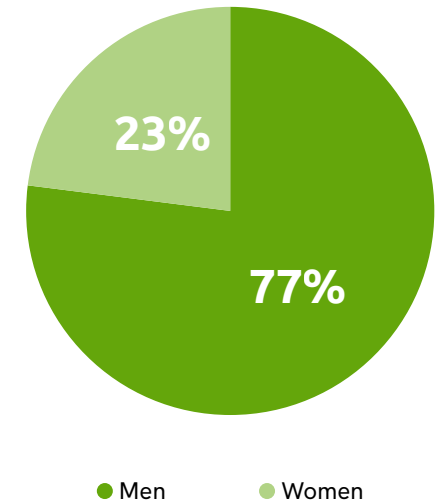


In this regard, in 2022 we published the equality plans for our companies in the Iberian Peninsula, from which action plans are derived that are aimed at **promoting equal treatment and opportunities between genders, in addition to complying with the Law of Equality Act.**

## Adaptations to the Law of Equality Act

- ✓ Consolidation of affirmative action with regard to selection, hiring and promotion processes.
- ✓ Incorporation of a new tool, DISC, which is effective for the development and assessment of talent, as it allows us to study the natural behaviour of certain positions at individual and group level, regardless of gender.
- ✓ Consolidation of the professional classification system in order to compare salaries.
- ✓ Identification of the existence of a wage gap and application of corrective measures in accordance with current regulations.
- ✓ Performance of specific training actions on equality matters, to raise awareness and promote the use of inclusive language.

## Staffing by gender 2022



With the aim of balancing the gender composition of our workforce, in 2022 we have intensified our efforts in recruitment processes to increase the recruitment of women.

As a result, **55.5% of new hires in 2022 were women.** It should be noted that the sector in which we operate has more male than female representation in general terms, mainly in production positions.

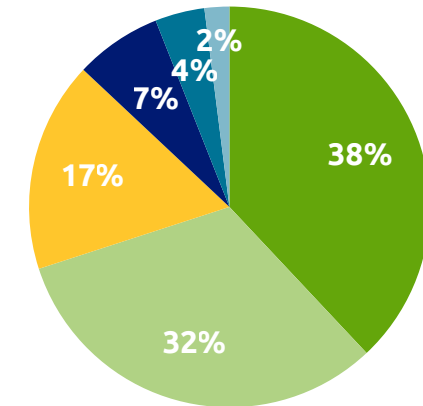


# Training and performance

At MAT Holding, we work continuously with the aim of ensuring the development of the human team, **both in the incorporation of new employees into the organisation** (to ensure their correct integration into the company) and **in any change of role or specific training campaigns related to the leadership and activity of each company.**

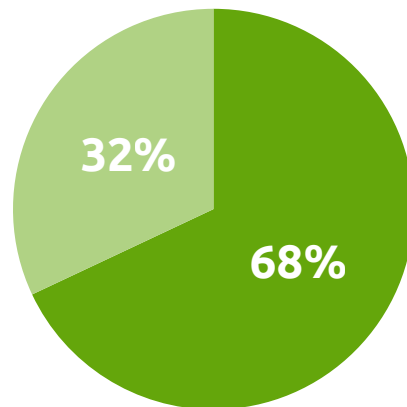
During 2022, 4,402 hours of training were planned and carried out, mostly face-to-face and of greater depth than in 2021, a year in which more training was carried out in e-learning format (6,905 hours).

Hours of training by category



- Technician
- Administration
- Operator
- Management
- Dept. manager
- Commercial

Hours of training by gender



- Men
- Women

## Training for integration

With the aim of ensuring smooth integration into our corporate culture, of both new recruits and employees who change jobs and functions, at MAT Holding we have an initial training programme called the **Welcome Plan**.

This training accompanies new recruits in their process of adaptation to our organisation, ensuring the correct transmission of knowledge of our corporate culture. Specific training in Occupational Health and Safety matters is established in the same Welcome Plan.

## Professional development

In order to **develop our workforce**, we carry out individual career plans for people identified as having high potential within the organisation. Other plans aimed at specific groups within the organisation are also carried out, such as the Managers' Development Plan. The aim is to accompany the growth of these people within the company.

Furthermore, in the Iberian Peninsula, MAT Holding is in the process of revising its Competence Management model. In 2022, **regular interviews** have been launched, the main objective of which is to **accompany MAT Holding staff in their professional development within the organisation, as well as to have available the appropriate resources to meet the needs of the business.**

In 2022 and into 2023, we are also conducting **talent mappings** that are used for **internal promotions, review of salaries, etc.** The aim is to accompany the growth of these people within the company.

At the international level, the main lines of training have focused on **Compliance themes and specific training** according to categories, on leadership and organisation, among others.





## Universal accessibility for people with functional diversity

In line with our commitment to the community, at MAT Holding we create quality employment and promote youth employment and the workforce integration of people with varying abilities who meet the requirements of the position.

MAT Holding's businesses comply with **hiring 2% of personnel with a disability of over 33%**. **Specifically**, the national entities covered by the General Disability Act are IQV, Regaber, Hidroglobal and STF.

During the fiscal year 2022, the Group's businesses in the **Iberian Peninsula employed 9 people from this group**, an improvement compared to 2021, when 7 people with functional diversity were employed. **At the international level**, the organisation employs **11 people with disabilities over 33%**.

In addition, the Group's policy at the national level establishes the **prioritisation of contracting services to Special Employment Centres**. In 2022, **the amount contracted** to these centres increased to **€261,963**, while in 2021 and 2020 it was **€230,793** and **€189,364** respectively, representing an increase of 13% over the previous fiscal year, and of **38%** over 2019.

## Work relationships

The entire MAT Holding team is subject to the corresponding collective bargaining agreement, which is applied according to the activities of each of the companies.

Within the Group, we have three **works councils** across the Cheste and Mollet work centres, both of which belong to IQV, as well as at STF. In the rest of the centres, there is no formal representation of employees.

MAT Holding maintains fluid and transparent **communication with the legal representation of the workforce**, with regular communications to and with the **different bodies representing both trade unions and Health and Safety**, and with its workforce through the communication channels described above. [More information on p. 27-28.](#)



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