

[A-IN 1] Investment in innovation (USD)

	2017	2018	2019	2020
<b>INVESTMENT IN INNOVATION</b>	\$ 18.637.185	\$ 63.374.009	\$ 34.423.961	\$ 5.929.350
<b>TOTAL INVESTED IN CLEANER PRODUCTION ISSUES</b>	-	-	-	\$ 1.214.512

[A-IN3] Income from innovation (USD)

INCOME FROM SALES / INNOVATIVE PRODUCTS / PROCESSES	2017	2018	2019	2020
<b>COLOMBIA</b>	\$ 227.937.352	\$ 407.664.005	\$ 379.090.921	\$ 407.734.792
<b>CARIBBEAN AND CENTRAL AMERICA</b>	\$ 74.586.934	\$ 95.965.356	\$ 65.186.892	\$ 78.311.605
<b>USA</b>	\$ 270.283.605	\$ 329.397.749	\$ 204.698.692	\$ 235.952.156
<b>OTHER BUSINESS</b>	\$ 28.094.162	\$ 94.244.775	\$ 77.918.865	\$ 48.242.771
<b>TOTAL</b>	\$ 600.902.053	\$ 927.271.886	\$ 726.895.371	\$ 770.241.324

[A-IN3] Income from innovation (%)

PERCENTAGE BY REGION	2017	2018	2019	2020
<b>COLOMBIA</b>	21	53	53	58
<b>CARIBBEAN AND CENTRAL AMERICA</b>	10	17	12	12
<b>USA</b>	15	22	13	16
<b>OTHER BUSINESS</b>	100	100	100	100
<b>TOTAL</b>	21	32	25	27

[A-IN4] Savings for implementation of innovation initiatives (USD)

INNOVATION INITIATIVE	2018	2019	2020
<b>Efficiency in production processes</b>	\$ 4.157.742	\$ 4.630.786	\$ 3.550.247
<b>Organizational excellence</b>	\$ 1.536.588	\$ 56.250	\$ 716.494
<b>Supplementary cementing material</b>	\$ 2.597.923	\$ 963.155	\$ 590.786
<b>Optimization of mixtures</b>	\$ 249.131	\$ 1.365.075	\$ 646.264
<b>TOTAL</b>	\$ 8.559.652	\$ 7.015.266	\$ 5.503.791

CUSTOMER SATISFACTION	UNIDAD DE MEDIDA	2017	2018	2019	2020
COLOMBIA	%	83,1	88,1	84,7	84,1
USA	%	83	86,3	81,3	83,41
PANAMÁ	%	81,7	77,8	85,8	95,60
HONDURAS	%	84,6	89	89	88,6
HAITI	%	69,3	64,5	74,5	ND
DOMINICAN REPUBLIC	%	91,6	88,4	87	82,6
SURINAM	%	60,6	81,4	0	ND
GUYANA	%	78,2	86,5	0	ND
CONSOLIDATED	%	82,8	86	82,5	84,4

We started using a platform that allow us to measure transactions in real time and generate action plans based on the feedback we receive about the actual customer experience throughout the key points of their journey with us on each one of our major markets.

We have been working with this methodology in Colombia and Panama since 2018. This year we added Honduras and Dominican Republic in the last quarter and we are working to have this measurement implemented in USA for the 2021 cycle.

To have fully comparable information for the countries where we are measuring the customer experience, we took the result of the last three months of the year and weighted them based on revenues. For the USA we are still using a different methodology that surveys the general satisfaction among our customers by means of a questionnaire sent in December.

Given the above, the consolidated satisfaction index for Argos merges the two methodologies: The real-time experience measurement and general satisfaction survey, weighting the different countries based on their revenues.

Our target for 2020 was to get a satisfaction evaluation higher than 82% which is considered high for our industry.