

EC1 **Economic value generated, distributed and retained.**

Economic value generated, distributed and retained.		
	Thousands of euros.	
	2012(*)	2013
Economic value generated	9,866,543	9,997,536
Sales	9,707,554	9,844,338
Other income	131,793	142,927
Finance income	26,211	9,822
Gains/(losses) on financial instruments	-85	-105
Share of profit of associates	1,07	554
Economic value distributed	9,492,378	9,638,347
Consumption of goods for resale and other consumables	7,754,444	7,821,780
Personnel expenses	781,545	820,273
Operating expenses	708,094	737,463
Gains/(losses) on disposal of fixed assets	10,539	10,642
Finance costs	52,052	49,467
Income tax	101,839	95,495
Dividends (**)	83,865	103,227
Economic value retained	374,165	359,189

(*) Turkish and Peking business activities restated as discontinued operations.

(**) The 2013 dividend figure corresponds to the proposed dividend against 2013 profits that will be submitted for shareholder approval, while the 2012 dividend figure corresponds to the sum paid out in 2013 in respect of the prior year's profit.

ECIB [ECIB Coordin.: Direct economic value generated and distributed (number of CRS projects).

Number of planned actions sponsorship and social action in all areas.	
Spain	20
France	5
Argentina	15
Brazil	6
Portugal	1
China	0

Comercial: Policy, practices and portion of spending corresponding to local suppliers.

Total number of suppliers.			
	2011	2012	2013
Argentina	508	497	500
Brazil	680	607	757
China	888	833	413
Spain	1,209	1,212	1,243
Frane	1,213	1,217	1,173
Portugal	747	750	730
Turkey	570	548	0
Total DIA	5,815	5,664	4,816

Number of local suppliers.			
	2011	2012	2013
Argentina	488	484	488
Brazil	655	587	730
China	888	833	413
Spain	1,018	1,013	1,033
Frane	1,019	989	934
Portugal	409	416	427
Turkey	559	529	0
Total DIA	5,036	4,851	4,025

Percentage of local suppliers [%].			
	2011	2012	2013
Argentina	96.063	97.384	97.6
Brazil	96.324	96.705	96.433
China	100	100	100
Spain	84.202	83.581	83.105
Frane	84.007	81.265	79.625
Portugal	54.752	55.467	58.493
Turkey	98.07	96.533	0
Total DIA	86.60%	85.65%	82.03%

Amount of purchases from local suppliers [%].			
	2011	2012	2013
Argentina	98.66	98.74	99.2
Brazil	99.6	99.6	99.6
China	100	100	100
Spain	92.94	83.58	83.11
Frane	93	91.8	90.5
Portugal	77.91	77.75	78.35
Turkey	99.92	99.99	
Total DIA	93.46%	89.40%	91.79%

EC7**Hiring senior managers by gender and country.**

	% by gender.		% local directors.		
	Men	Women	Men	Women	Total
Argentina	100.00%	0.00%	100.00%	0.00%	100.00%
Brazil	88.24%	11.76%	66.67%	100.00%	70.59%
China	33.33%	66.67%	0.00%	75.00%	50.00%
Spain	64.54%	35.46%	91.21%	92.00%	91.49%
France	90.00%	10.00%	92.59%	66.67%	90.00%
Portugal	91.67%	8.33%	81.82%	0.00%	75.00%
Total	72.60%	27.40%	88.05%	88.33%	88.3%